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- APPENDIX A -

ANNOTATED BIBLIOGRAPHY

This bibliography was compiled from the review of literature undertaken as one of the first phases of this Project. Therefore, many of the notations include critical comments or remarks relating to the pertinency of the source to this particular Project. The Project staff decided it would be perferable to include even those sources found of little value to this Project in that they might be of use to others doing work of a different nature in the field of validation. It was also decided to include some materials not generally considered appropriate for a bibliography in order to inform others of the availability of these sources.

Azen, S., et al. A longitudinal predictive study of success and performance of law enforcement officers. Journal of Applied Psychology, 1973, 58, 190-192.
A 20-year longitudinal study investigating the significance of several criteria (age, height, C.S. exam score, scale 9 on MMPI, Kuder Mechanical Scale, and Guildford-Martin General Activity Scale) for predicting successful performance. Performance measures were: employment status, rank status, job type, average of supervisors' ratings, and auto accidents. A few predictors were found to be statistically significant.

Balch, D.E. Performance rating systems - suggestions for the police. Journal of Police Science and Administration, 1974, 2 (1), 40-49.
A study of the effects of using the paired-choice evaluation process in three police departments, using supervisors' and peers' ratings. Results showed it to be a popular, as well as valid, process.

Basic Course for Police Officers. Municipal Police Training Council, Division for Local Police, Office of Local Government, State of New York, July 1971.
A digest of the rules and regulations for operation of the training program for police officers in New York State plus an outline of course content.

Basic Course for Police Officers Supplementary Materials. New York State Municipal Police Training Council, Division of Criminal Justice Services.
A folder of many pamphlets and other material on many police-related topics gathered from a variety of sources used to supplement the basic course material.

Basic Municipal Police Training Course for Police Officers. Outline of course sponsored by Kingston Police Department, November 3, 1975, to January 23, 1976.
Summarizes lecture content for each day's session.

Brown, W.P. Local policing: A three dimensional task analysis. Journal of Criminal Justice, 1975, 3, 1-16.
Describes a theoretical framework for organizing and analyzing various police tasks. Especially useful for academics and police-community systems planning. The three dimensions are public need, official response, and process.

Brumback, G.B., et al. Model procedures for job analysis, test development and validation. (Prepared under contract for N.Y.C. Department of Personnel). Washington, D.C.: American Institutes for Research, July 1974.
Good review of various methods of job analysis: job inventory, Primoff functional job analysis, PAQ, ability rating scale, critical incident technique. Some of these methods were chosen to study three jobs: Fireman, Investigator, and Assistant Foreman.

Brumback, G.B., Edwards, S., Fleishman, A., Hahn, P., & Romashko, T. Model procedures for job analysis, test development and validation: second phase (Vol. 2). (Prepared under contract for N.Y.C. Department of Personnel). Washington, D.C.: American Institutes for Research, February 1975.
Describes test and criterion development for N.Y.C. Firefighters, Investigators and Assistant Foreman. Draws on job analyses performed in first phase.

Career Service Authority, Selected job analysis techniques and applications in a merit system. Volume I: Report of the Denver test validation project. (For the Manpower Administration, U.S. Department of Labor). City and County of Denver: Career Service Authority, June 1974.
Describes two approaches to job analysis (Primoff and PAQ). It also describes two useful modifications of Primoff. Also included are explanations of applications of job analysis to classification and testing. Several general approaches to testing are outlined.

Career Service Authority. Entry level professional classes. Volume II: Report of the Denver test validation project. (For the Manpower Administration, U.S. Department of Labor). City and County of Denver: Career Service Authority, June 1974.

Describes job analysis done on nine entry level professional classes (Buyer I, Caseworker I, Community Relations Consultant I, Evaluation Analyst I, Personnel Technician I, Probation Counselor I, Real Property Appraiser I, Work Sample Evaluator I, Job Counselor) using interviews, Job Element approach, and Job Analysis Questionnaire. Also describes types of tests developed.

Career Service Authority. Sub-professional engineering classes. Volume III: Report of the Denver test validation project. (For the Manpower Administration, U.S. Department of Labor). City and County of Denver: Career Service Authority, June 1974.

Describes job analysis and test construction for five sub-professional engineering classes (Draftsmen, Artists, Graphic Artists). Seven testing techniques were used: multiple-choice written, forced choice worker preference, two-man interview, oral board, T & E, physical.

Career Service Authority. Clerical classes. Volume IV: Report of the Denver test validation project. (For the Manpower Administration, U.S. Department of Labor). City and County of Denver: Career Service Authority, June 1974.

Describes job analysis and test development on: Account Clerk, Auto Title Clerks, Cashiers, Administrative Clerks, Clerk-Typists, Administrative Clerk-Typists, Computer Clerks, Hospital Admissions Clerks. Testing techniques included multiple choice written, performance, and two-man interviews.

Career Service Authority. Non-professional hospital service classes. Volume V: Report of the Denver test validation project. (For the Manpower Administration, U.S. Department of Labor). City and County of Denver: Career Service Authority, June 1974.

Describes results of job analysis, test developed, and construct validity of a test for two classes of Hospital Attendants.

Career Service Authority. General labor classes. Volume VI: Report of the Denver test validation project. (For the Manpower Administration, U.S. Department of Labor). City and County of Denver: Career Service Authority, June 1974.

Describes results of job analysis for four classes of Utility Workers. Used same tests as had been using before job analysis, except revisions were made.

Center for Statewide Educational Assessment. Aspects of educational assessment. Princeton, New Jersey: Educational Testing Service, 1975.

The main focus of these six papers is on assessment in an educational context. Several papers have applications in the validation field, especially "A Primer on Sampling for Statewide Assessment" which is an analysis of finite population sampling methods.

Cohen, B., & Chaiken, M. Police background characteristics and performance. (Report prepared for the National Institute of Law Enforcement and Criminal Justice). New York City: Rand Institute, August 1972.

Compares various characteristics of police to later job performance.

Commission on Peace Officer Standards and Training. Selection Study-Component B. Job analysis of promotional law enforcement classes in the State of California. Sacramento, California: California State Personnel Board, 1974.
Describes in detail job analysis and results of study of various promotional titles (Sergeant, Lieutenant, Captain). Used job analysis interviews and questionnaire.

Content Validity II. Proceedings of a conference on implications and applications of ideas of content validity in employee selection procedures, Bowling Green State University, July 17-18, 1975.
Presents several good discussions on various aspects of content validity, some of which have been published elsewhere as well. Symposium was convened by Robert M. Guion.

Cooperative Personnel Services. Job analysis methodology and procedure. Sacramento, California: State Personnel Board, June 1975.
Brief general description of several job analysis methods.

Course in Police Supervision. Prepared by Municipal Police Training Council, Bureau for Municipal Police, Division of Criminal Justice Services.
Looseleaf notebook containing course outline and various articles which are required reading for the course.

Criterion Development Manual A GLAC report prepared by Navratil, E. et al. Department of Administrative Services, Division of Manpower Selection, State of Ohio, July 1975.
Describes four methods of job analysis. Most useful is the bibliography giving the original sources for the four methods. Also discusses methods of measuring job performance and a survey of agencies across the country on the types and number of validity studies they are conducting. Bibliographies follow each section. The bulk of this report is really most useful for those who will design and conduct validity studies.

Dallas Region of the U.S. Civil Service Commission, Intergovernmental Personnel Programs Division. A procedural guide for test validation, March 1975.
Includes an interesting section on setting pass-points, Section IV. This is more of a general test development guide.

Dean, E.C., & Jud, A. How to write a task analysis. Training Director's Journal, 1965, 19, 9-22.
Describes a method for devising specific task statements to be used as a basis for instructional materials. SME's were the sole job source.

Duckworth, P.A. Construction of questionnaires. Washington, D.C.: U.S. Civil Service Commission Personnel Research and Development Center, July 1973.
Describes guidelines for developing and pre-testing questionnaires.

Dumas, N.S., & Muthard, J.E. Job analysis method for health related professions: a pilot study of physical therapists. Journal of Applied Psychology, 1971, 55, 458-465.
Describes a system for classifying each job task observed into six different categories: action, object, person, mode, level and duration.

Dunnette, M.D., & Matoiwidlo, S.J. Development of a personnel selection and career assessment system for police officers in patrol, investigative, supervisory, and command positions. (Final report, executive summary). Minneapolis, Minnesota: Personnel Decisions, Inc., June 1975.

Summarizes project's objectives, methods, findings, and uses of the project products. Two assessment methods came out of the project - a Police Career Index and assessment simulation exercises - both rated successful in making personnel decisions in police departments.

Faley, R.H. A concurrent validation study of a prototype examination for the selection of police officers in New Jersey. New Jersey Department of Civil Service, Division of Examinations, Test Validation and Staff Development Unit, February 1975.
Describes development and use of test and criterion measure (a mixed standard rating scale). Results showed that overall test score correlates significantly with Weighted Final Criterion Score.

Fine, S.A., Holt, A.M., & Hutchinson, M.F. Functional job analysis: how to standardize task statements. Kalamazoo, Michigan: W.E. Upjohn Institute, October 1974, (9).
Describes functional job analysis method which requires assigning very specific verbs to describe the level of complexity of each job task and how it relates to data, people, and things.

Fine, S.A., & Wiley, W.A. An introduction to functional job analysis, a scaling of selected tasks from the social welfare field. Kalamazoo, Michigan: W.E. Upjohn Institute for Employment Research, September 1971, (4).
Uses examples from social welfare jobs to explain how to do functional job analysis.

Flanagan, J.C. The critical incident technique. Psychological Bulletin, 1954, 51 (4), 327-358.
Describes critical incident job analysis technique in general terms.

Friedland, D., et al. Manual for examiners. Prepared by Personnel Department, City of Los Angeles.
A practical manual that covers all phases of test development including a discussion of validation techniques, job analysis, test planning and construction. Also includes a useful section on developing and conducting interviews.

Galliher, J.F., Donavan, L.P., & Adams, D.L. Small-town police: trouble, tasks and publics. Journal of Police Science and Administration, 1975, 3 (1), 19-28.
Study of the police role in small towns, focusing on officers' ideas of their most critical problems, tasks and services performed and sources of community opposition and support. Communities studied were those with less than 50,000 population. Results showed that small town police are more involved with order maintenance than with crime control.

Goldstein, L.S. A manual of test validation. State of New Jersey: Department of Civil Service, Division of Examinations, November 1975.
A good brief description of job analysis strategies, using three separate studies as examples.

Hubbard, H.F., Hunt, T., & Krause, R.D. Job related strength and agility tests - a methodology. Public Personnel Management, September-October 1975, 306-310.
Describes development and application of job-related strength and agility tests for entry-level police officers and firefighters in Hartford, Connecticut. The development of the firefighter test is detailed here.

Idaho Personnel Commission. State police trooper validity study. Idaho: June 1975.

Concurrent criterion related validity study of written and oral tests. Criteria were performance ratings (paired comparison) of 68 entry level troopers. Job analysis briefly described. Used functional task analysis from another state and showed it to a small group of Idaho people for comparability to Idaho job. Also did Primoff, came up with 119 KSAP's and rated them. Only one Primoff group was run. Came up with seven major performance dimensions.

Institute for Manpower Management. Job analysis for recruit selection in a state police agency. Washington, D.C.: January 1975.
Two methods of job analysis were used: (1) job audit interviews followed by a checklist; and (2) Primoff. The resulting 576 tasks and 816 elements are organized under 4 categories. General recommendations for using the data are discussed.

Instructors' Guide for the Course in Police Supervision. Prepared by Municipal Police Training Council, Bureau for Municipal Police, Division of Criminal Justice Services, (looseleaf binder).
Looseleaf notebook containing lesson plans for various topics in the course.

Jenkins, G.D., Nadler, A., Lawler, E.E., & Cammann, E. Standardized observations: an approach to measuring the nature of jobs. Journal of Applied Psychology, 1975, 60, 171-181.
Describes a test case use of a method for observing jobs.

Job Analysis Plan, Pennsylvania Patient Care Study. Commonwealth of Pennsylvania, State Civil Service Commission and Governor's Office of Administration, November 1975.
Outline of the project plan - lists information required, objectives, methods for interviewing incumbents, sampling techniques. Good review of steps a job analysis plan should include.

King, A.C., & O'Kane, C. The total examination environment: a successful police promotional experience. FBI Law Enforcement Bulletin, May 1976, 2-8.
The police officers themselves formulated a promotional exam. This article describes the process: included oral, written, performance evaluation, seniority.

Lawshe, C.H. A quantitative approach to content validity. Personnel Psychology, 1975, 28 (4), 563-575.
Presents an approach for quantification of content validity. Includes use of the content validity ratio based on experts' answers as to whether a skill or knowledge tested by an item is essential, useful but not essential, or not necessary to perform a job. The CVR provides an index to determining whether to reject or retain test items.

Lundman, R.J. Domestic police-citizen encounters. Journal of Police Science and Administration, 1974, 2 (1), 22-27.
Defines and describes police-citizen encounters, especially domestics. Reports on behaviors of participants in such encounters.

Mayeski, W. What can critical incidents tell management? Training and Development Journal, 1966, 20, 20-34.
Very briefly summarizes critical incident technique. Goes on with detailed discussion of its uses in performance evaluation, making promotion decisions, making policy decisions, spotting training needs, etc.

McKinney, T.S. The criterion-related validity of entry level police officer selection procedures. City of Phoenix, Arizona: Personnel Department, Employee Selection Research (TR 1-75), January 1975.

Basic purpose was to compare "on-the-street" performance with scores on the selection devices and Police Academy performances. Used methods developed by the Selection Consulting Center study (1973) where applicable. Among other things, study showed commonality between entry level law enforcement positions among jurisdictions.

McKinney, T.S. Police officer: a job analysis. City of Phoenix, Arizona: Personnel Department, Employee Selection Research (TR 20-74), October 1974.
Concise definitions of different job analysis approaches. Basically used methods used in California by the Selection Consulting Center and concluded that jobs were sufficiently similar in the two jurisdictions to warrant using the same KSA's.

Milton, H. Women in policing. Washington, D.C.: The Police Foundation, 1972.
Historical background of women in policing. Good overview. Traditional job assignments: clerical, juvenile aid and female aid. Discusses changing role of women in police departments - new assignments.

Nassau County Police Department Training Bulletins. (Collection of legal bulletins prepared by Nassau County Police Department).

National Advisory Commission on Criminal Justice Standards and Goals. Police. Washington, D.C.: U.S. Government Printing Office, 1973.
Report includes review of police role and purposes and standards for various police activities. Oriented toward the police administrator but has much useful background material for development of performance standards. Also contains an extensive bibliography in the Law Enforcement field, broken down by subject, which is potentially useful for validation activity.

Niman, S., & Wetrogan, L.I. Interviewer, public welfare and caseworker associate I and II concurrent validation and job analysis. State of Maryland: Department of Personnel, July 1974.
Describes concurrent validation study matching exam scores with three measures of job performance (sum of supervisor ratings, number of sick days used in previous year, score representing number of sick days used in previous year). Job analysis was done for purpose of developing performance rating scale. Job analysis information came from two sources: review of specs, and six interviews with supervisors; conclusion was that current exam was probably of limited value and probably selected out minority group members on basis of non-job related factors.

Novak, J.W. The development of a police personnel selection and placement program (A research proposal). To be conducted by the International Association of Chiefs of Police, December 1960.
Describes the plan, tools, techniques to be followed in the proposed study. Also briefly describes the expected results and application.

Pajer, G. Job analysis - establishing and documenting job relatedness in employment procedures. Washington, D.C.: U.S. Civil Service Commission, Bureau of Intergovernmental Personnel Programs, 1975.
General guidelines and formats for developing, recording and rating tasks and KSA's; also, methods for developing test plan from KSA's

Parker, G.M. Human relations training. Training and Development Journal, 1974, 28, 7-12.
Describes police/community relations training sessions conducted in Syracuse with officers and model cities residents. Interesting background information on the Syracuse Police Department.

Personnel Decisions, Inc. Police patrol officer test validation study for the suburbs of St. Paul, Minnesota. Minneapolis, Minnesota: October 1974.
BARS were developed from 443 critical incidents. Officers in the sample were rated (on performance) using the BARS. BARS scores were compared to the officers' responses on several types of tests (four Employment Aptitude Survey ability tests and a biographical information, satisfactory judgment inventory, inventory of likes and dislikes, self-description inventory). Relationship patterns were identified. Certain items of the predictors were chosen to be used as screening device because certain scores or responses supposedly predict certain performance levels.

Personnel Management Information Service. Summary of selected FY-1974 IPA grant projects. Washington, D.C.: Government Printing Office, December 1974.
Bibliography of grant projects.

Police Promotional Procedures in Fifteen Jurisdictions. Public Personnel Management, May-June 1973.
Good summary of test approaches in large police departments.

Police Training and Performance Study. Project report to the N.Y. City Police Department and Law Enforcement Assistance Administration, 1969.
A section on what policemen do contained some very general information on activities and tasks.

Prien, E.P., & Roman, W.W. Job analysis: A review of research findings. Personnel Psychology, 1971, 24, 371-397.
Overview of some studies in work analysis. No detail on techniques of job analysis.

Primoff, E.S. How to prepare and conduct job element examinations. (U.S. Civil Service Commission, Bureau of Policies and Standards, Technical Study 75-1). Washington, D.C.: U.S. Government Printing Office, 1975.
The basic manual on the Job Element Technique. Outlines the uses of the method and gives detailed instructions for its execution. Also includes a computer program for processing the data gathered.

Project STAR. Police officer role training program. September, 1974.
Used concepts of role, task, and performance objective to study job and design training modules for each role. Jobs involved were police officer, prosecuting attorney, defense attorney, judge, caseworker, correctional worker. This report is mostly lesson plans for each module. More detailed information about the job analysis is contained in: Charles P. Smith, Donald E. Pehlke, and Charles D. Weller, American Justice Institute, Project STAR, Role Performance and the Criminal Justice System (California Commission on Peace Officer Standards and Training, Sacramento, California), September 1974. Also available is Volume III, Expectations of Operational Personnel, December 1974, which contains the summary of survey responses.

Ramirez, D.A. & Lotero, R.J., Job analysis for personnel selection, California State Personnel Board Selection Program Development and Evaluation Section, April 1973.
Describes techniques and tools used to construct job-related examinations. Gives step-by-step approaches and concise descriptions.

Recruit Training Bureau. Police department, county of Nassau training division: recruit training course outline. County of Nassau, New York: Nassau County Police Department, January 1975.
Summarizes course content.

Robinson, D. Predicting police effectiveness from self reports of relative time spent in task performance. Personnel Psychology, 1970, 23, 327-345.
Shows that discretionary use of time information is relevant in predicting job performance as measured by supervisors' ratings, peer ratings and ratings of complaints versus compliments. Has some usefulness in criterion related validity study.

Rosenfeld, M., & Thornton, R. A case study in job analysis methodology. Princeton, New Jersey: Educational Testing Service, September 1976.
Essentially same methodology used in their firefighter and police studies, i.e. administer questionnaire of tasks; do factor analysis to determine job dimensions; have experts match cognitive abilities to job dimensions; design exam to test for those cognitive abilities judged necessary to perform the important job dimensions.

Rosenfeld, M., & Thornton, R.F. The development and validation of a police selection examination for the City of Philadelphia. Princeton, New Jersey: Center for Occupational and Professional Assessment, Educational Testing Service, October 1974.
Using an already developed job analysis, a checklist of tasks was drawn up. A test was developed on basis of information gathered from administration of checklist to a sample of police and supervisors. A criterion related validity study was also done.

Rouleau, E.J. & Krain, B.F. Using job anlaysis to design selection procedures. Public Personnel Management, September-October 1975, 300-304.
An introduction to job analysis. Of particular note is a chart recommending types of job analysis and demonstrating relationship between job analysis method and cost.

Roy, R.N. The development of a model statewide career ladder system for police personnel within the state of Delaware. Thesis presented to faculty of the Graduate School Eastern Kentucky University for degree of Master of Science, Richmond, August 1976.
Presents rationale and feasibility of instituting a statewide system of examining, training, and promoting on a statewide basis. Would include state police as well as smaller municipal agencies.

Schwartz, D.J. Content validation. Paper presented at the IPMA Selection Specialist's Symposium, Chicago, July 1976.
Presents a case for using content validity, even in some instances where other types of validation are feasible. Does present problems with using it, including some legal precedents. Briefly summarizes principles underlying appropriate use of content validity.

Seberhagen, L. Job analysis for content validation. Minnesota: Minnesota Civil Service Department, September 1973.
Very basic discussion of job analysis process.

Selection Consulting Center, California State Personnel Board. The validation of entry-level law enforcement examinations in the States of California and Nevada. California, 1973.
Job anlaysis on sample of entry level police was done using interviews, and then a questionnaire. No details on procedure for job analysis. Questionnaire based on only 13 rather broad performance dimensions. Remainder of report on test development and validation.

Shimberg, D., & Thornton, R. Development of improved examination procedures for the promotion of police officers in New York City. Princeton, New Jersey: Educational Testing Service, June 1972.
Purposes of this study were: to do job analysis of N.Y.C. Police Sergeant, Lieutenant and Captain; design examinations for the titles; compile bibliography for use by candidates; and design training program. Job analysis section rather sketchy. Much space is devoted to explanation of Bloom's taxonomy as applied to police KSAP's, and to explanation of new two-step test plan. Gives consolidated job descriptions for sergeant, lieutenant, and captain.

Smith, P., Pehlke, D.D., & Weller, C.D. Role performance and the criminal justice system volume I: summary. A Project STAR Report. Santa Cruz, California: Anderson-Davis, 1976.
Using observations, interviews, and social trend analysis, the authors developed: roles, tasks, performance objectives, education and training needs, and education and training recommendations for several jobs. The jobs studied were: police officer, prosecuting attorney, defense attorney, judge, caseworker, and correctional worker.

Smith, P., Pehlke, D.E., & Weller, C.D. Role performance and the criminal justice system volume II: detailed performance objectives. A Project STAR Report. Santa Cruz, California: Anderson-Davis, December 1974.
Describes detailed performance objectives for identified roles and tasks for police officer, prosecuting attorney, defense attorney, caseworker, and correctional worker.

Social Development Corporation. Use of manpower in a city police force: a model based on a study of the Fremont, California police department. January 1973.
Job analysis done on many titles in the Fremont Department for the purpose of recommending training, job restructuring and performance evaluation criteria. Job analysis for police officers was based on following procedure: two job analysts who had been police officers interviewed each other. Appendices contain the task description and accompanying training recommendations.

The Social Justice Professionsl Staff. Police community relations in Illinois. September 1974.
A study of the effectiveness of thirty police community relations projects in Illinois. Questionanires were administered to service providers (police personnel) and clients answers were analyzed and recommendations for improving the programs were made.

Test Validation Project Report. (volume 1). Prepared by Atlanta Regional Commission, Governmental Service Department, Technical Assistance Division, October 1974.

This is a demonstration project regarding test validation for Police Officer, Firefighter, Child Care Attendant and clerical jobs. Covers job analysis and performance evaluation techniques. Chapter 1 contains a good basic summary of the background of the validation issue and Chapter 3 has a good summary of job analysis techniques used in the project, including PAQ. Chapter 8 reviews the statistical techniques used including factor analysis and analysis of variance. Contains extensive bibliography in validation field.

Test Validation Project Report (volume 1, appendices). Prepared by Atlanta Regional Commission, Governmental Service Department, Technical Assistance Division, October 1974.

A companion volume to Volume 1 and includes material showing execution of actual techniques used. The inclusion of the Police Officer Performance Evaluation Checklist and Job Knowledge tests is of special interest.

U.S. Civil Service Commission. Achieving job-related selection for entry-level police officers and firefighters. Washington, D.C.: Bureau of Intergovernmental Personnel Programs and Personnel Research and Development Center, November 1973.

Basic general description of job analysis requirements and techniques for gathering job analysis information. Summaries of some studies done in this area, and a bibliography.

U.S. Civil Service Commission. BRE exam preparation manual. (2nd draft). Washington, D.C., March 1976.

Manual describes procedures to be used by U.S. Civil Service personnel staffing specialists in conducting job analysis and examination development. Gives step-by-step approach to be used for each phase, even includes sample forms. Generally applicable techniques.

U.S. Civil Service Commission. Job analysis - developing and documenting data. Washington, D.C.: U.S. Government Printing Office, December 1973.

General manual describing ways to develop and document job task information.

U.S. Civil Service Commission. Job analysis - developing and documenting data. Washington, D.C.: U.S. Government Printing Office, November 1975.

Revised from December 1973 printing. General manual describing ways to develop and document job task information.

Valentine, H., & Wetrogan, L. Lottery representative I and II (an interim test validation study). Maryland: Test Research and Evaluation Department of Personnel, April 1974.

Procedure was an interim validation study - comprehensive study will be carried out later. Met with supervisors, identified good/poor lottery representatives and met with them to come up with duties description. Identified DOT category most like duties of lottery representative. Tested for those KSA's in DOT category - salesman, general. Recommendations for future tests and analysis.

The Value of Practical Promotional Examinations for Police and Fire Ranks. Public Personnel Management, May-June 1973.

Makes case for "practical" exams (work simulations).

Wetrogan, L. A validation proposal for the entry level state trooper selection process in the State of Maryland. State of Maryland: Department of Personnel, 1974.

This proposal includes a section on job analysis - questionnaire developed (141 job behavior statements) which current troopers will respond to on: (1) how often is the task performed; (2) how important is it that the task is done well; (3) to what extent is the ability to perform the task necessary at the time of graduation from the academy; (4) do the most successful troopers perform the task bettern than do the marginal or poor officers. Factor analysis of responses will lead to identification of a limited number of dimensions representing the skills and abilities underlying the 141 job behaviors.

Wetrogan, L., & Cundiff, C.H. Validation of test 21 for entry level D.C. police officers. (Tech. Memo. 76-7). Washington, D.C.: U.S. Civil Service Commission, Personnel Research and Development Center, August 1976.

Test 21 is a verbal abilities test designed to measure the ability of applicants to complete the police academy training course. Three relationships were studied - Test 21 and success in training, Test 21 and on-the-job performance measures and performance in training and performance on the job. Methods used and results are shown.

Wetrogan, L., & Niman, N. Security officer validation study, stage I: job analysis - rational validation, test research and evaluation. State of Maryland, April 1974.

Study group identified 20 job elements necessary for Security Officers. No mention of where they got these. Questionnaire administered to supervisors - asked to rate subordinates' performance and to rank the 20 on importance. Statistical analysis validation and implications included.

Wetrogan, L., & Pollitt, L. A validation study of the fiscal aide, fiscal clerk I and II job classifications--stage I: job analysis rational validation, test research and evaluation. State of Maryland: Department of Personnel, 1974.

Very similar to the study Maryland is doing on Security Officer.

Yarger and Associates, Inc. Police and fire departments promotional selection study for Chesapeake, Newport News, Suffolk and Virginia Beach, Virginia. Falls Church, Virginia: Yarger and Associates, Inc., February 1976.

Describes a plan to coordinate promotion system for four jurisdictions. A job analysis was done, but methods only explained the level of detail. Questionnaire simply said tell me what you did. Section 7 on court cases has some citations that could be worthwhile.

Yarger and Associates, Inc. Southeastern Virginia police and fire validation and test revision project. Falls Church, Virginia: Yarger and Associates, Inc. May 1975.

Describes attempts to study the selection techniques for entrance level police officers and firefighters with particular emphasis on the written test. Each jurisdiction was visited and tasks developed for that place alone and were then combined in a composite list for ten jurisdictions. Methods used are not documented in much detail.

- APPENDIX B -

STAFFING INFORMATION QUESTIONNAIRE

NEW YORK STATE

MUNICIPAL POLICE PROJECT
STAFFING INFORMATION QUESTIONNAIRE

Agency Name: _____

Questionnaire Completed By: _____

Title: _____

Date: _____

Phone: _____

Return Completed Questionnaire To:

NYS Department of Civil Service
Municipal Police Project, Room 211
Building #1, State Office Building Campus
Albany, NY 12239

* * * * *

Instructions for Completing Form

Please fill in the following tables by indicating the number of people in your department who fit into each category. We are interested in the actual number of people currently employed in each title. Please do not fill in the authorized number.

Example

You are authorized to have 35 Police Officers. Right now you have a total of 28 Officers actually employed; 25 of them are white males, two are Black males, and one is a white female. The correct way to fill out the table for this example is:

POLICE OFFICER

	Male	Female	Total
White	25	1	26
Black	2		2
Hispanic (including Puerto Rican and Mexican American)			
Asian (including Oriental)			
American Indian			
Other (please specify)			
TOTAL	27	1	28

Agency Name: _____

POLICE OFFICER

	Male	Female	Total
White			
Black			
Hispanic (including Puerto Rican and Mexican American)			
Asian (including Oriental)			
American Indian			
Other (please specify)			
TOTAL	____	_____	_____

POLICE SERGEANT

	Male	Female	Total
White			
Black			
Hispanic (including Puerto Rican and Mexican American)			
Asian (including Oriental)			
American Indian			
Other (please specify)			
TOTAL	____	_____	_____

Agency Name: _____

POLICE LIEUTENANT

	Male	Female	Total
White			
Black			
Hispanic (including Puerto Rican and Mexican American)			
Asian (including Oriental)			
American Indian			
Other (please specify)			
TOTAL	____	_____	_____

POLICE CAPTAIN

	Male	Female	Total
White			
Black			
Hispanic (including Puerto Rican and Mexican American)			
Asian (including Oriental)			
American Indian			
Other (please specify)			
TOTAL	____	_____	_____

 Agency Name:_____

If there are sworn titles other than specialized assignments in your department which are different from the four listed above, please list the title and briefly summarize the duties of the job in the spaces provided. Then fill in the accompanying table with the numbers of people occupying the title who fit into each category.

NOTE: Do not include titles at administrative levels above Captain; for example, do not include such titles as Police Chief or Deputy Superintendent of Police.

* * * * *

Title:_____

Summary of Duties: _____

_____

_____

_____

_____

_____

	Male	Female	Total
White			
Black			
Hispanic (including Puerto Rican and Mexican American			
Asian (including Oriental)			
American Indian			
Other (please specify)			
TOTAL	____	_____	_____

- APPENDIX C -

LETTERS PREPARED BY ADVISORY COMMITTEE

New York State Association of Chiefs of Police

Incorporated

112 State Street — Suite 1114 — Albany, New York 12207

Telephone (518) 465-1488

Joseph S. Dominelli
Executive Secretary

Officers (1975-1976)

President
CHARLES G. McLAUGHLIN
Rye

1st Vice President
THOMAS J. SARDINO
Syracuse

2nd Vice President
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Blasdell

Counsel
JOSEPH A. MARTINO

Dear Chief;

Attached hereto, is a copy of a Municipal Police Project Staffing Information Questionaire issued by the New York State Department of Civil Service.

It is of the utmost importance that you give this Questionaire your immediate attention by supplying the information requested and forwarding same to the address listed thereon.

Three of your members are serving on the Project Committee, they are Chiefs Thomas J. Sardino, 1st. Vice President, Paul J. Oliva, Chairman of the Civil Service Committee and the undersigned. The purpose of this Project is to study and devise a written Civil Service Examination that will be both fair and equitable to all who may participate in the future.

Your whole hearted support and cooperation in this endeavor will be most appreciated by your Committee.

Very truly yours

Charles G. McLaughlin
President

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Counsel
JOSEPH A. MARTINO

Dear Chief

Attached hereto are questionnaires that are part of the work of the second phase of the Municipal Police Project.

I would once again appreciate your complete cooperation in complying with the request of the Civil Service Department to complete the enclosed questionnaires.

As stated in my original letter of December, 1975, members of your Association are still serving in the Project Advisory Committee. They are Chiefs Thomas J. Sardino, Paul J. Oliva and the undersigned. At that time I pointed out that the purpose of the Project is to study and devise Civil Service Examinations that will be both fair and equitable to all who may participate in the future.

Your continued whole hearted support and cooperation in this endeavor will be most appreciated.

Very truly yours,

Charles G. McLaughlin
President

Attachments

POLICE CONFERENCE *of New York, Inc.*

Executive Offices: 112 State Street – Suite 1120, Albany, New York 12207
Tel 518-463-3283

AL SGAGLIONE, President
THOMAS TRUSSO, 1st Vice President
JOSEPH TOUHEY, 2nd Vice President
WILLIAM COURLIS, 3rd Vice President
PHILIP KUSKI, Recording Secretary
BARNEY L. AVERSANO, Treasurer
ARTHUR J. HARVEY, Counsel

July 27, 1976

Dear Officer:

As President of the Police Conference of New York, Inc. (PCNY), we have been appointed to a committee to study job relatedness of Police examinations. This committee is entitled "New York State Civil Service Committee on Job Duties".

We are seeking your cooperation in completing the enclosed project questionnaire. Do not allow any of the questions to alarm you; we ask that you complete same to the best of your ability. Do not believe that your position is to be undermined by the questions asked or the responses given. There is a need for this type of an in-depth study. The PCNY is both pleased and satisfied that they have been appointed to participate which, of course, gives us input in conducting such a study.

We are seeking your fullest cooperation in the completion of the enclosed questionnaire. In anticipation of this, I remain,

Fraternally,

Al Sgaglione

Al Sgaglione, President
Police Conference of New York, Inc.

AJS:cl
Enc.

- APPENDIX D -

INTERVIEW GUIDES

Date of Interview:
Name of Interviewee:
Title:

Shift:
Time:
Trg. & Exp.:

POLICE OFFICER INTERVIEW GUIDE

Has Performed/ Participated	Time	Function/Task
/_/	_____	A. Preparation for patrol
/_/	_____	1. inspection
/_/	_____	2. orders for the day
/_/	_____	3. vehicle checks
		B. Routine patrol
/_/	_____	1. check buildings
/_/	_____	2. check suspicious persons
/_/	_____	3. check vehicles
/_/	_____	4. radar
/_/	_____	5. traffic tickets
/_/	_____	C. Winding up patrol
		D. Answers calls--criminal and/or emergency
/_/	_____	1. traffic accidents
/_/	_____	2. DWI--breath analyzer
/_/	_____	3. robbery in progress
/_/	_____	4. burglary in progress
/_/	_____	5. larceny
/_/	_____	6. auto theft
/_/	_____	7. stolen property (buying, receiving, possessing)
/_/	_____	8. prostitution
/_/	_____	9. narcotics
/_/	_____	10. gambling
/_/	_____	11. assault
/_/	_____	12. forcible rape

Has Performed/ Participated	Time	Function/Task
/_/	_____	13. arson
/_/	_____	14. forgery
/_/	_____	15. bad checks
/_/	_____	16. dead persons
/_/	_____	17. murder
/_/	_____	18. manslaughter
/_/	_____	19. sick or injured person
/_/	_____	20. prowler
/_/	_____	21. vandalism
/_/	_____	22. disorderly conduct
/_/	_____	23. public intoxication
/_/	_____	24. family disputes
/_/	_____	25. juvenile gang
/_/	_____	26. fight
/_/	_____	27. dog bite
/_/	_____	28. noise
/_/	_____	29. defective traffic light, water and gas mains, etc.
/_/	_____	30. missing person
		E. Arrest
/_/	_____	1. officer observes unlawful activity
/_/	_____	2. resulting from response to call
/_/	_____	3. warrant
		F. Keeps order at special events, fires, etc.
/_/	_____	1. directs traffic
/_/	_____	2. secures scene

Has Performed/ Participated	Time	Function/Task
		G. Non-Criminal/non-emergency assistance
/_/	_____	1. traffic directions
/_/	_____	2. stranded motorists
/_/	_____	3. escorts
/_/	_____	4. transports
		H. Investigates scene of crime (as detective)
/_/	_____	1. photographs scene
/_/	_____	2. collects evidence
/_/	_____	3. interviews witnesses
		I. Court
/_/	_____	1. testify
/_/	_____	2. report
/_/	_____	3. maintain order in court
		J. Desk
/_/	_____	1. complaints
/_/	_____	2. dispatch patrol to scene
/_/	_____	3. tele-type
/_/	_____	4. book prisoner
/_/	_____	5. photograph
/_/	_____	6. finger print
/_/	_____	7. bail
/_/	_____	K. Keeps records
		L. Community Relations
/_/	_____	1. public speaking
/_/	_____	2. demonstrations
/_/	_____	M. Use of gun-has he ever used his?

Date of Interview:
Name of Interviewee:
Title:

Shift:
Time:
Trg. & Exp.:

POLICE SERGEANT INTERVIEW GUIDE

Has Performed/ Participated	Time	Function/Task
/_/	_____	A. Familiarizes self with happenings on previous shift
		B. Station briefing
/_/	_____	1. roll call
/_/	_____	2. inspection
/_/	_____	3. orders for the day
		C. Field supervision of patrolmen
/_/	_____	1. orders (assigns tasks)
/_/	_____	2. checks
/_/	_____	3. evaluates
/_/	_____	4. suggests better methods
/_/	_____	5. reports disobedience
/_/	_____	D. Reviews filed reports
		E. Routine patrol
/_/	_____	1. checks buildings
/_/	_____	2. checks persons
/_/	_____	3. checks vehicles
		F. Personally directs activities at scene of major incident
/_/	_____	1. coordinates activities
/_/	_____	2. secures statements
/_/	_____	3. secures evidence
/_/	_____	4. arrests
/_/	_____	G. Trains

Has Performed/ Participated	Time	Function/Task
		H. Directs desk activity
/_/	_____	1. complaints
/_/	_____	2. dispatches officers to scene
/_/	_____	3. tele-type
/_/	_____	4. books prisoners
		I. Court
/_/	_____	1. testify
/_/	_____	2. report
/_/	_____	J. Serve warrants, subpoenas, civil papers
		K. Investigate scene of crime
/_/	_____	1. photographs
/_/	_____	2. fingerprints
/_/	_____	3. collect evidence
/_/	_____	4. interview people
/_/	_____	L. Direct traffic detail
/_/	_____	M. Direct juvenile bureau
/_/	_____	N. Investigate complaints on police department's performance
		O. Community relations
/_/	_____	1. public speaking
/_/	_____	2. demonstrations
/_/	_____	P. Supplies and equipment distribution, maintenance, purchase

Date of Interview:
Name of Interviewee:
Title:

Shift:
Time:
Trg. & Exp.:

POLICE LIEUTENANT INTERVIEW GUIDE

Has Performed/ Participated	Time	Function/Task
/7	_____	A. Familiarize self with happenings on previous shift
		B. Station briefing
/7	_____	1. call roll
/7	_____	2. inspection
/7	_____	3. assignment of tasks
/7	_____	4. special orders
		C. Supervises staff
/7	_____	1. assigns tasks
/7	_____	2. evaluates performance
/7	_____	3. advises on work performance
/7	_____	4. trains
/7	_____	5. investigates complaints on performance
		D. Takes charge of major investigation-riots, raids, major crime
/7	_____	1. coordinates activities
/7	_____	2. secures statements
/7	_____	3. secures evidence
/7	_____	4. arrest
/7	_____	E. Patrols
		F. Station/Desk Assignment
/7	_____	1. complaint calls
/7	_____	2. dispatch patrol cars
/7	_____	3. tele-type
/7	_____	4. record keeping
/7	_____	5. provide information to public

Has Performed/ Participated	Time	Function/Task
		G. Technical (investigation)
/7	_____	1. photograph
/7	_____	2. fingerprint
/7	_____	3. ballistic equipment
/7	_____	4. breathalyzer
		H. Court
/7	_____	1. prepare material/report
/7	_____	2. testify
		I. Book prisoner
/7	_____	1. receive
/7	_____	2. search and inspect
/7	_____	3. book
/7	_____	4. bail
/7	_____	5. Record information
		J. Community relations
/7	_____	1. public speaking
/7	_____	2. demonstrations
/7	_____	3. press relations
		K. Record Keeping
/7	_____	1. daily activity
/7	_____	2. personnel
/7	_____	3. monthly-DCJS
/7	_____	L. Detective assignment
/7	_____	M. Youth Aid/Juvenile Bureau
/7	_____	N. Charge of equipment/supplies
/7	_____	1. order
/7	_____	2. issue

Date of Interview: Shift:
Name of Interviewee: Time:
Title: Trg. & Exp.:

POLICE CAPTAIN INTERVIEW GUIDE

Has Performed/ Participated	Time	Function/Task
/7	_____	A. Familiarize self with happenings on previous shift
		B. Direct general patrol forces (also may be special division; see choices below)
/7	_____	1. organize working force into units
/7	_____	2. schedules personnel's work days
/7	_____	3. assigns tasks
/7	_____	C. Evaluates performance
/7	_____	D. Discipline
/7	_____	E. Special commendation
		F. Training
/7	_____	1. arranges MPTC training course
/7	_____	2. arranges specialized training
/7	_____	3. gives lectures, demonstrations
/7	_____	G. Investigate fatality or injury of police personnel during duty
		H. Takes charge of major incident
/7	_____	1. coordinates activities
/7	_____	2. secures statements
/7	_____	3. secures evidence
/7	_____	4. arrests
		I. Community relations
/7	_____	1. investigate public complaint-vs-police
/7	_____	2. press relations
/7	_____	3. public speaking
/7	_____	4. demonstrations

Police Captain Interview Guide--cont'd.

Has Performed/ Participated	Time	Function/Task
/7	_____	J. Keeps records/reports
/7	_____	K. Oversees operation of jail
		L. Charge of buildings, equipment, supplies
/7	_____	1. order
/7	_____	2. issue
/7	_____	3. maintain
/7	_____	M. Direct Detective Division
/7	_____	N. Direct Juvenile Division
/7	_____	O. Direct Records & Communication Division
/7	_____	P. Direct Identification Division
/7	_____	Q. Direct Traffic Division

- APPENDIX E -

POLICE OFFICER TASK CHECKLIST QUESTIONNAIRE

SERGEANT INSTRUCTIONS FOR OFFICER QUESTIONNAIRE

New York State Department of Civil Service

THE STATE OFFICE BUILDING CAMPUS • ALBANY, NEW YORK 12239

I.D. Number _____

POLICE OFFICER JOB TASK CHECKLIST

Don't worry - this looks like a lot of paper, but should only take you about 45 minutes to complete

The New York State Department of Civil Service, with funding from a Division of Criminal Justice Services LEAA Grant, is conducting a study of the job duties of Police Officers. The job information gathered during this study will be used as a basis for the Civil Service examinations for Police Officers.

We have already interviewed and observed about 50 Police Officers from different parts of the State to find out what their job duties are. We have organized this information into a list of Police Officer job tasks. Now we need to know which job tasks are done by most Police Officers in the State, and we need your help to find out. Your answers to this questionnaire will eventually have an effect on the Civil Service examinations for Police Officers and, therefore, on the quality of the people you will be working with in the future.

- PLEASE HELP BY FILLING OUT THIS QUESTIONNAIRE -

THIS IS NOT A TEST OR PERFORMANCE EVALUATION

This questionnaire is being sent to about 3,600 Police Officers in various departments across the State. Other people in your department may also be doing this questionnaire for us. We ask you not to compare responses with anyone until after you have finished completing your own questionnaire.

COMPLETED QUESTIONNAIRES WILL BE SENT BACK TO THE NEW YORK STATE DEPARTMENT OF CIVIL SERVICE AND WILL NOT BE USED BY YOUR DEPARTMENT

- TURN TO THE NEXT PAGE FOR INSTRUCTIONS -

INSTRUCTIONS FOR FILLING IN THE ANSWER SHEETS

PULL out the blue bio-data questionnaire and the pink computer answer sheet which are behind this page.

FILL in the information requested on the blue bio-data questionnaire. We are asking for this information so that we can get an idea of the characteristics of the people who fill out the questionnaire. This information will never be connected with you personally.

LOOK at the pink computer answer sheet. Notice that the agency identification number from the blue sheet has been copied in the candidate identification number box in the upper left corner of the pink sheet. For each digit in this number, completely fill in the space to the right of the digit which corresponds to the digit. Use a No. 2 pencil.

WRITE in the information requested in the box at the upper right corner of the pink answer sheet.

COPY the agency identification number from the blue sheet into the space provided on the headsheet of this booklet.

* * * * *

Now you are ready to look at the job tasks. They are listed on the following pages.

For each task, we need to know:

Do YOU perform the task in the job you currently hold?

If YOU personally do perform the task in your job, then we need to know:

Is the task critical or not critical?

Use these definitions to decide whether a task is critical or not critical:

Critical - if you did this task poorly or incorrectly, you might jeopardize life or property

Not Critical - if you did this task poorly or incorrectly, you probably would not jeopardize life or property

And finally, we need to know:

Do YOU spend much time or not much time performing the task?

When deciding how much time you spend doing a task, take into consideration how often you do it and how long it takes you to do it. We are interested in the amount of time you actually spend doing each task, not in the ideal amount of time you might like to spend.

Use the following guidelines:

Much Time - means you do the task frequently and it takes quite a bit of time to do it, OR you do the task every once in a while and it takes a lot of time to do it

Not Much Time - means you do it quite often but it takes hardly any time to do it OR you seldom do it at all

INSTRUCTIONS FOR FILLING IN THE ANSWER SHEET--cont'd.

INDICATE on the pink answer sheet what you decide about each task. Here is how to do it:

The answer sheet has five spaces (numbered 1, 2, 3, 4, and 5) provided for each numbered task.

Read each task.

Fill in space 1 if YOU perform the task, it is critical and you spend much time doing it

Fill in space 2 if YOU perform the task, it is critical but you do not spend much time doing it

Fill in space 3 if YOU perform the task, it is not critical and you spend much time doing it

Fill in space 4 if YOU perform the task, it is not critical and you do not spend much time doing it

Fill in space 5 if you do not do it

* * * * *

At the top of each page, the directions for making your choices are summarized to help you keep them clearly in mind.

Use only a No. 2 pencil. Never use ink. Be sure each mark completely fills the space. Erase completely any mark you wish to change and re-enter the correct information

If you perform other tasks which are not listed here, please describe them on the page following the task list. Also, indicate criticalness and time spent on these tasks.

1 = critical and much time spent
2 = critical and not much time spent
3 = not critical and much time spent
4 = not critical and not much time spent
5 = do not do

REMEMBER - Answer according to what YOU do in your job and not what others in your Department might be assigned to do.

POLICE OFFICER TASKS

Preparing for Work

1. Dress neatly and in proper uniform

2. Listen to information read out by the supervisor at shift briefing

3. Take notes on information read out by supervisor at shift briefing

4. Read written information such as teletype messages and complaint reports

5. Discuss with officers coming off previous shift important occurrences during their shift

6. Gather together necessary equipment such as shotgun, flashlight, and papers such as warrants and report blanks

7. Check out vehicle and equipment such as patrol car siren, radio, etc. by looking at and/or trying it out to make sure everything is in proper working order

Patrol

8. Drive or walk throughout assigned area looking for anything unusual or out of place, and for crimes, emergencies or violations in progress

9. Look for particular people and/or cars when asked to do so at roll call or later during patrol

10. Check vacant or closed businesses and houses by trying doors, walking around buildings, etc.

11. Investigate buildings when suspicious of forced entries by entering building and searching for possible burglar and/or evidence of objects moved or removed

12. Develop and maintain relationships with area residents by occasionally talking briefly with the people and/or helping them with their problems

13. Stop suspicious people and ask them to show identification and explain what they are doing

14. Check licensed premises, especially those about which complaints have been made, by looking around, interviewing owner and patrons

15. Question community residents and informants about recent crimes

1 = critical and much time spent
2 = critical and not much time spent
3 = not critical and much time spent
4 = not critical and not much time spent
5 = do not do

Responding to the scene of crimes or possible crimes when discovered in progress during patrol or when dispatched to the scene

16. If anyone is injured, radio for emergency help

17. Give first aid, if necessary

18. Transport injured to hospital in patrol car, if necessary

19. Chase suspects in car and/or on foot

20. Secure scene by closing off the area and standing guard

21. Ask available witnesses to identify themselves (ask names, addresses and phone numbers) and to explain what happened and what they saw

22. Look thoroughly around scene for details such as method of entry or extent of damage

23. Radio to request vehicle check on suspect vehicles

24. Try to find possible additional witnesses by asking people in nearby area if they saw or heard anything unusual around the time the incident probably occurred

25. Turn case over to investigators by explaining what is known so far and suggesting possible leads to follow

26. Stay on scene to do as investigators ask, such as help look for more evidence or maintain guard over evidence

27. Help investigating officers perform lawful searches

28. Explain to victim what steps to take if he/she learns anything else about the incident

Responding to scene of natural and man-made emergencies and unusual occurrences

29. Look over scene to quickly evaluate what help is needed

30. Radio for appropriate agencies such as fire department, utility company, etc. to send their emergency equipment

31. Keep scene clear for emergency and rescue equipment by directing or re-routing traffic around immediate area and/or by telling onlookers to keep away

32. Help trapped people to get out of danger by physically guiding them out and/or by shouting directions

33. Ask witnesses and those involved for their names, addresses, phone numbers; ask them to explain what they saw or did

1 = critical and much time spent
2 = critical and not much time spent
3 = not critical and much time spent
4 = not critical and not much time spent
5 = do not do

34. Go to hospital to question injured persons about what happened

35. At traffic accidents, collect physical evidence by measuring tire tracks and skid marks, collecting broken glass, taking photographs, etc.

36. At traffic accidents, gather information required by accident report forms, such as road conditions, damage to cars and passengers, etc., by observing the scene

37. Check participants' licenses, registrations and insurance cards

38. At traffic accidents, arrange for clearing of scene by calling for tow trucks

39. In cases of bomb scares or "suspicious packages", search or help search for bomb by accompanying a person who knows the buildings in a systematic search looking for anything which may be a bomb

40. In cases of potential suicides, try to calm person and change his mind

41. In cases where a person is publicly intoxicated, arrange for person to get home (if he has one) by calling friends or relatives

42. Transport publicly intoxicated person to a detoxification center or to hospital

Intervening in Fights and Family Disputes

43. Separate fighters

44. Try to calm fighters by talking quietly about what is bothering them

45. Try to find cause of fight by asking the people to explain how the dispute started

46. Discuss possible solutions to problem(s) causing the dispute

47. Reach at least short-term resolution to the dispute such as suggesting that one of the people leave for a while

48. Arrest fighters who have seriously assaulted others in your presence

49. Explain what court procedure to follow if a person wants to press charges against another

50. In cases of family disputes, suggest that the people follow up later by going to family court and/or an appropriate service agency to get more permanent solution to their problems

51. Contact child protective service if child abuse is suspected

52. In cases of family disputes, enforces orders of protection

1 = critical and much time spent
2 = critical and not much time spent
3 = not critical and much time spent
4 = not critical and not much time spent
5 = do not do

Maintaining Traffic Safety

53. When you discover road hazards, radio the dispatcher to call the highway department, explain location and nature of hazard, and request that the problem be repaired

54. Direct traffic

55. Write tickets on illegally parked cars

56. Call for tow truck to tow away illegally parked cars

57. When you observe moving violation, stop the vehicle

58. Using radar apparatus, detect speeders and stop them

59. Write traffic summons for moving violations

60. Warn people against repeating violations

61. Radio for vehicle, license and outstanding warrant checks on persons stopped for traffic violations

62. Upon cause, stop and check cars for proper tires, lights, etc. and for proper identification including license, registration and insurance card

63. Stop persons suspected of DWI

64. Look for signs of intoxication in order to determine whether there is reasonable cause to believe that person is intoxicated

65. If there is reasonable cause, arrest person for DWI

66. Ask person to submit to test for intoxication and warn of consequence of refusal

67. Transport person to location where test will be administered and turn person over to appropriate personnel for testing

68. Administer breathalyzer test

69. Witness breathalyzer test

Responding to Requests for Various Kinds of Service. This May Include Such Things as Handling Noise Complaints, Escorts, Giving Directions, etc.

70. Ask person to explain the problem and listen to person's explanation

71. Evaluate problem and suggest how best to solve the problem

1 = critical and much time spent
2 = critical and not much time spent
3 = not critical and much time spent
4 = not critical and not much time spent
5 = do not do

---

72. Perform service requested

73. Explain where person can get needed service

Making Arrests

74. Tell person he/she is under arrest

75. Frisk for weapons

76. Handcuff person, if necessary

77. Transport to detention facility or headquarters for booking

78. If person is to be questioned, read Miranda Rights and ask person if he/she understands them

79. Fill in arrest information forms

80. Search person thoroughly for possible weapons, identification, etc.

Preparing for and Testifying in Court

81. When informed that must testify, look up and study own and department records on the particular case upcoming

82. Talk with D.A. to go over questions that will probably be asked and, in general, how to answer those questions

83. Testify on the stand by answering attorneys' and judge's questions

Preparing Written Reports

84. Write notes on information gathered during questioning of witnesses

85. Fill in forms describing each call handled, own actions on call, and its disposition

86. Organize and summarize in written form, the details (who did what, when, where, etc.) of the incident

87. Write entries in activity and equipment log books briefly describing each activity and/or equipment checked out, traffic tickets written, etc.

88. Write notes for own information on unusual people or things noticed during routine patrol

89. Prepare informations by writing or typing on appropriate form the statement given by the accusing person

1 = critical and much time spent
2 = critical and not much time spent
3 = not critical and much time spent
4 = not critical and not much time spent
5 = do not do

Training New Officers

90. Explain how to do the various job tasks

91. Demonstrate the various job tasks

92. Observe recruit doing the tasks

93. Correct recruit while he/she is in the process of doing a job task, if he/she is making a serious error

94. Critique recruit's performance by praising correct actions or by explaining how a situation might have been better handled

95. Tell supervising officer how recruit is doing

Dispatching

96. When someone phones or walks in with a complaint, ask person to state own name, address, phone number and nature and location of problem

97. Decide what action to take--either to dispatch car(s) to investigate or refer caller to another agency for help

98. Radio available car(s), explain problem and location, and ask officers to investigate

99. Radio for back-up units on own initiative or at request of personnel on the scene

100. Keep log of radio and phone calls made and received

101. Monitor various phone, alarm, and radio systems such as business alarm system, by keeping track of alarms that are tripped, noting their location, and dispatching officers to the scene

Operating Tele-type Machine

102. When police personnel request information, type in information requests

103. When answers come back, read information out to person who requested it

104. Type new information, such as a car just reported stolen, into tele-type computer

Booking and Checking on Prisoners

105. Fingerprint person

106. Photograph person

1 = critical and much time spent
2 = critical and not much time spent
3 = not critical and much time spent
4 = not critical and not much time spent
5 = do not do

107. Ask person information on booking form and record this information by filling in proper spaces on the form

108. Accept bail money and write receipt for it

109. When someone is to be detained in the lock-up, write down description of person's personal effects and store the items

110. When someone is being held in police lock-up, check periodically (usually every half hour) to see what person is doing and write person's condition on check sheet

Giving Information to News Media

111. Answer phone and walk-in requests from newspeople for information about recent incidents

Helping Other Police Agencies

112. Cooperate with personnel from other police agencies by doing certain tasks requested by that agency to help on cases of mutual concern

113. Discuss problems of mutual concern with personnel from other police agencies

Community Relations

114. Talk to organized groups of people (PTA's etc.) about specific areas of police work as requested by the group

Maintaining Order in the Court Room

115. Serve as court officer by standing in court room to ensure there are no disturbances and by escorting persons to and from court room

Did this task list adequately describe your job? (yes or no) _____

Which one of the following types of assignments best describes your main work?

Please check one box

/__/ 1. Patrol
/__/ 2. Dispatching
/__/ 3. Desk
/__/ 4. Detective
/__/ 5. Juvenile/Youth Aide
/__/ 6. Records
/__/ 7. Administration
/__/ 8. Other (please specify) _____

- P L E A S E T U R N T O N E X T P A G E -

In the spaces provided below, and on the back of this sheet, if necessary, please describe any additional tasks which you do and indicate the level of criticalness and time spent doing each.

NOW we would like you to answer a few questions about HOW OFTEN you do the various parts of your job.

- P L E A S E T U R N T O N E X T P A G E -

You have just gone through the list of job tasks. Notice that the job tasks were grouped together into various activities. For each of the activities which are listed below, we need to know:

How often have YOU performed the activity during the last year?

Answer on the pink computer answer sheet beginning with No. 116. Use these choices to answer how often YOU do each activity:

Fill in space 1 if you do the activity at least once a tour of duty
Fill in space 2 if you do the activity at least once a week
Fill in space 3 if you do the activity at least once a month
Fill in space 4 if you do the activity at least four or five times a year
Fill in space 5 if you do the activity rarely, if ever

LIST OF ACTIVITIES

116. Preparing for work
117. Patrol
118. Responding to the scene of crimes or possible crimes when discovered in progress during patrol or when dispatched to the scene
119. Responding to scene of natural and man-made emergencies and unusual occurrences
120. Intervening in fights and family disputes
121. Maintaining traffic safety
122. Responding to requests for various kinds of service. This may include such things as handling noise complaints, escorts, giving directions, etc.
123. Making arrests
124. Preparing for and testifying in court
125. Preparing written reports
126. Training new officers
127. Dispatching
128. Operating tele-type machine
129. Booking and checking on prisoners
130. Giving information to news media
131. Helping other police agencies
132. Community relations
133. Maintaining order in the court room

* * * * *

YOU ARE NOW FINISHED WITH THIS QUESTIONNAIRE

PUT THE PINK AND BLUE SHEETS INSIDE THE BOOKLET AND HAND IT TO THE PERSON WHO IS COLLECTING THE COMPLETED QUESTIONNAIRE.

* THANK YOU VERY MUCH FOR YOUR HELP *

New York State Department of Civil Service

THE STATE OFFICE BUILDING CAMPUS • ALBANY, NEW YORK 12239

I.D. Number _____

POLICE OFFICER JOB TASK CHECKLIST

(TO BE ANSWERED BY SERGEANTS)

Don't worry - this looks like a lot of paper, but should only take you about 45 minutes to complete

The New York State Department of Civil Service, with funding from a Division of Criminal Justice Services LEAA Grant, is conducting a study of the job duties of Police Officers. The job information gathered during this study will be used as a basis for the Civil Service examinations for Police Officers.

We have already interviewed and observed about 50 Police Officers from different parts of the State to find out what their job duties are. We have also interviewed Sergeants to learn their ideas on what Police Officer job duties are. We have organized this information into a list of Police Officer job tasks. Now we need your help to find out what most Sergeants think about the Police Officer job tasks. Your answers to this questionnaire will eventually have an effect on the Civil Service examinations for Police Officers and, therefore, on the quality of the people you will be working with in the future.

- PLEASE HELP BY FILLING OUT THIS QUESTIONNAIRE -

THIS IS NOT A TEST OR PERFORMANCE EVALUATION

This questionnaire is being sent to about 200 Sergeants in various departments across the State. Other people in your department may also be doing this questionnaire for us. We ask you not to compare responses with anyone until after you have finished completing your own questionnaire.

COMPLETED QUESTIONNAIRES WILL BE SENT BACK TO THE NEW YORK STATE DEPARTMENT OF CIVIL SERVICE AND WILL NOT BE USED BY YOUR DEPARTMENT

- TURN TO THE NEXT PAGE FOR INSTRUCTIONS -

INSTRUCTIONS FOR FILLING IN THE ANSWER SHEETS

PULL out the pink computer answer sheet and the blue bio-data questionnaire which are behind this page

FILL in the information requested on the blue bio-data questionnaire. We are asking for this information so that we can get an idea of the characteristics of the people who fill out the questionnaire. This information will never be connected with you personally.

LOOK at the pink computer answer sheet. Notice that the agency identification number from the blue sheet has been copied in the candidate identification number box in the upper left corner of the pink sheet. For each digit in this number, completely fill in the space to the right of the digit which corresponds to the digit. Use a No. 2 pencil.

WRITE in the information requested in the box at the upper right corner of the pink answer sheet.

COPY the agency identification number from the blue sheet into the space provided on the headsheet of this booklet

* * * * *

Now you are ready to look at the job tasks. They are listed on the following pages.

For each task, we need to know:

Do Police Officers in your department perform the task?

If Police Officers in your department do perform the task, then we need to know:

Is the task critical or not critical?

Use these definitions to decide whether a task is critical or not critical:

Critical - if an officer did this task poorly or incorrectly, the officer might jeopardize life or property

Not Critical - if an officer did this task poorly or incorrectly, the officer probably would not jeopardize life or property

And finally, we need to know:

Do Police Officers in your department spend much time or not much time performing the task?

When deciding how much time you think an officer spends doing a task, take into consideration how often he does it and how long it takes him to do it.

Use the following guidelines:

Much Time - means he does the task frequently and it takes quite a bit of time to do it, OR he does the task every once in a while and it takes a lot of time to do it

Not Much Time - means he does it quite often but it takes hardly any time to do it OR he seldom does it at all

INDICATE on the pink answer sheet what you decide about each task.

Here is how to do it:

The answer sheet has five spaces (numbered 1, 2, 3, 4, and 5) provided for each numbered task.

Read each task.

Fill in space 1 if you think a Police Officer performs the task, it is critical and he spends much time doing it

Fill in space 2 if you think a Police Officer performs the task, it is critical and he does not spend much time doing it

Fill in space 3 if you think a Police Officer performs the task, it is not critical and he spends much time doing it

Fill in space 4 if you think a Police Officer performs the task, it is not critical and he does not spend much time doing it

Fill in space 5 if you think a Police Officer does not do it

* * * * *

At the top of each page, the directions for making your choices are summarized to help you keep them clearly in mind.

Use only a No. 2 pencil. Never use ink. Be sure each mark completely fills the space. Erase completely any mark you wish to change and re-enter the correct information.

If you think a Police Officer performs other tasks which are not listed here, please describe them on the page following the task list. Also, indicate criticalness and time spent on these tasks.

- APPENDIX F -

BIO-DATA QUESTIONNAIRE

New York State Department of Civil Service

LEAA Police Project

Bio-Data Questionnaire*

In order to properly analyze the information supplied by you and others about Police Officer positions, it is essential that we learn something of the background of those included in the study and who have filled out these questionnaires. This information will be held confidential and will never be connected with you personally as your name or other identification is not required.

Office Use Only

Staffing Pattern [1] Size [2] [3] [4] [5]

Agency Information

Agency Identification No. [6] [7] [8] [9] [10] [11] [12] [13] [14]

[15] 0 [16] 1 [17] 1 [18] 2

Please check (✓) the appropriate boxes or fill in the correct number

Sex

Male [19] Female [20]

Ethnic Origin

White [21] Black [22] Hispanic [23] Asian [24] American Indian [25] Other (please specify) [26]

_____ (other)

Total Years of Police Service [27] [28]

Years in Present Rank [29] [30]

* §296 of the Executive Law provides that it is not an unlawful discriminatory practice for the Department of Civil Service to solicit information concerning age, race, creed, color, national origin, sex, disability or marital status for the purpose of conducting studies in connection with the recruitment and testing of applicants for positions with the State or its political subdivisions.

- APPENDIX G -

KSAP MEETING FORMS

KSAP RATING SHEET

Name _____ Rank _____ Date _____

KSAP Number	Barely Acceptable Workers Who Have It 2 - All 1 - Some 0 - Almost None	To Differentiate Outstanding Workers from just Average 2 - Very Important 1 - Useful 0 - Does not differentiate	When First Exposed To It 4 - Have it when hired 3 - Orientation after being hired 2 - Formal classroom trg. 1 - On-the-job training	Knowledge required to do good job 4 - Extensive knowledge - immediate recall 3 - Working knowledge - may check some details 2 - Knowledge of existence - may have to look it up 1 - No knowledge required

New York State Department of Civil Service

LEAA Police Project

In order to properly analyze the information supplied by you and others about Police Officer positions, it is essential that we learn something of the background of those included in the study. This information will be held confidential.

KSA Meeting for _____

Name _____ Department _____

Date _____ Present Rank _____

Length of time in present rank _____ Sex _____

Length of time in rank you now supervise _____

Length of time in present department _____

Total years of police service _____

Check Ethnic Origin

____ White ____ Black ____ Hispanic ____ Asian ____ American Indian _____ Other (please specify)

Check your main work assignment

____1. Patrol ____4. Detective ____7. Administration

____2. Dispatching ____5. Juvenile/Youth Aide ____8. Other (please specify)

____3. Desk ____6. Records _____

What is the main work assignment of the people you supervise? _____

_____

What percent of your time do you spend in the actual supervision of others? %____

Please list below the job related training that you have had---either college courses or police department training classes:

TABLE 3 : LIEUTENANT KSAP'S - PLACEMENT BY ACTIVITY AND RATINGS

KSAP STATEMENTS	ACTIVITIES																									TOTAL RATINGS										
																											BA		DIFF		WHEN FIRST EXPOSED				KNOW	
ORAL COMMUNICATIONS--CONT'D.	WORK PREPARATION	SCHEDULING	BRIEFING	CHECKING OFFICERS	RESPONDING TO CALLS	PATROL	INVESTIGATIONS	JOB EVALUATION	TRAINING	REVIEWING REPORTS	COMPLAINTS RE SUBORDS.	DISPATCHING	TELETYPING	INFO TO NEWS MEDIA	COMMUNITY RELATIONS	PROPERTY AND EVIDENCE	BOOKING	BAIL	COURTS	STAFF MEETINGS	INTOXICATION TEST	INSPECT EQUIPMENT	RECORDS	BUDGETING	COOP. W/OTHER AGENCIES	NR	N	$\bar{X}$	N	$\bar{X}$	4	3	2	1	N	$\bar{X}$
11. A. TO ADAPT WAY OF COMMUNICATING WITH PEOPLE TO THE PARTICULAR PEOPLE YOU ARE DEALING WITH	X				X	X					X			X	X	X	X	X		X						1	45	1.00	45	1.67	30	5		9		
12. WILLINGNESS TO INITIATE CONVERSATION	X	X		X	X		X	X	X		X			X			X									2	44	.93	44	1.31	31	3	1	8		
13. A. TO COMMUNICATE ORALLY ON A FORMAL BASIS IN A ONE-TO-ONE OR SMALL GROUP SETTING	X	X			X	X	X	X			X	X		X	X		X		X					X	X	1	45	1.04	45	1.73	32	6	3	4		
18. A. TO SPEAK CLEARLY	X		X		X							X			X		X							X		2	44	1.18	44	1.70	41		2	1		
29. A. TO DEFEND YOUR VIEWPOINT	X							X																		7	39	1.10	39	1.49	35	1	1	2		
60. A. TO COMMUNICATE OVER THE TELEPHONE		X					X					X		X			X							X		7	39	1.29	39	1.77	33			6		
62. S. IN CONDUCTING INTERVIEWS																X										7	39	.95	39	1.69	23	5	4	7		
71. A. TO READ OUT LOUD			X											X			X									7	39	1.03	39	1.08	27	9	2	1		
72. A. TO EXPLAIN THINGS CLEARLY			X		X		X	X		X	X	X		X	X		X	X	X	X				X	X	7	39	1.05	39	1.85	33	4	2			
176. A. TO TRANSLATE FORMAL PROCEDURES INTO TERMS UNDERSTANDABLE BY OFFICERS					X			X																		7	39	1.10	39	1.82	27	6	4	2		

- APPENDIX H -

TOOLS AND EQUIPMENT LIST

Tools and Equipment

1. uniform, including shields
2. gunbelt
3. holster
4. whistle
5. weapon (hand gun)
6. handcuffs
7. nightstick
8. teargas container (mace)
9. bullets
10. shotgun
11. blackjack
12. shotgun shells
13. knife
14. bulletproof vest
15. notebook/pen
16. V & T Law Book (Vehicle and Traffic)
17. supply of various department forms
18. logbook
19. Penal Law Book
20. CPL Book (Criminal Procedure Law)
21. siren
22. radio (car)
23. radio (portable)
24. radio code list
25. flares
26. first aid kit
27. rope
28. flashlight
29. rain gear
30. plastic evidence bags
31. keys
32. keyring
33. oxygen
34. blankets
35. spotlight (2-way lantern)
36. tire chains
37. fire extinguisher
38. barricades
39. halligan bar (crowbar)
40. calibrated speedometer
41. radar apparatus (tuning forks, calibration sheets, graphicrecorders)
42. typewriter
43. drug I.D. kit
44. identikit
45. photography equipment

- APPENDIX I -

OFFICER KSAP LIST ARRANGED BY CATEGORY

OFFICER KSAP LIST
ARRANGED BY CATEGORY

Terminology and Jargon

4. k. of police terminology and jargon
5. k. of department terminology and jargon
9. k. of teletype terminology and codes
54. k. of street language
203. k. of legal terminology

Oral Communication

3. a. to listen and comprehend
10. a. to communicate orally on an informal basis in a one-to-one or small group setting
11. a. to ask questions in such a way as to encourage complete answers
55. a. to adapt way of communicating with people to the particular people you are dealing with
60. willingness to initiate conversation
61. a. to communicate orally on a formal basis in a one-to-one or small group setting
77. a. to speak clearly
112. a. to summarize information orally
124. a. to shout
144. a. to adapt your approach to people according to changing circumstances and/or the person's mood swings
163. a. to translate complicated legal terminology into layman's terms
164. a. to explain things clearly and to make sure they're understood
205. a. to answer questions directly and concisely
222. a. to communicate over the telephone
234. a. to read out loud
249. a. to speak in front of a group of people
251. a. to adapt speech subject matter to the needs of the people you are talking to
300. a. to explain reasons for your actions
370. a. to properly impart the seriousness of situations when dispatching patrols to the scene

Non-Oral Communication

7. a. to briefly summarize information in written form
8. a. to read and comprehend written information
180. a. to write clearly
208. a. to organize and summarize information in written form
209. k. of proper English grammar and spelling
217. s. in showing people how to do unfamiliar things so they can understand how to do the things themselves
269. a. to read and understand laws
274. s. in drawing diagrams
275. a. to write in the language of the person who is giving a statement
305. a. to interpret maps
307. a. to communicate with other police personnel non-verbally
314. a. to keep current, accurate and complete notes

Memory

26. a. to remember what you have seen
43. a. to remember things said or read previously
225. a. to remember what you have heard

Mental and Emotional Characteristics and Attitudes

29. a. to remain alert
32. curiosity
51. a. to stay calm under pressure
52. a. to exercise caution
82. a. to remain calm at the sight of blood and severe physical injury
91. a. to make decisions quickly
102. a. to perform duties while under verbal abuse
108. thoroughness
114. a. to accept responsibility
115. a. to follow orders
123. a. to take charge of a situation
125. willingness to work in dangerous situations
153. a. to think under pressure
157. objectivity
158. willingness to make suggestions that may be criticized or rejected
173. a. to adjust quickly to changing situations
202. willingness to accept suggestions
253. personal pride
264. initiative
265. self-discipline
267. common sense
268. flexibility
306. a. to do more than one thing at a time
311. a. to keep from having a routine attitude toward the job

Physical Attributes

33. stamina
34. a. to adapt to different and sometimes extreme weather conditions and temperatures
35. a. to see well, close up and distant
89. a. to lift adult size persons
90. a. to run long distances and dodge obstacles
99. a. to stand for long periods of time
119. a. to hear well
140. s. in hearing
172. hand and eye coordination
193. finger sensitivity
229. good peripheral vision
259. a. to smell
261. a. to sort out different sounds
313. a. to withstand pain
341. k. of one's own physical abilities and limitations

Dealing with Others

56. interest in and concern for people
62. a. to be firm
73. a. to gain cooperation from people
85. a. to calm people

Dealing with Others--cont'd.

110. a. to be polite and courteous
113. a. to persuade others to agree to what you are proposing
116. a. to reassure people
127. a. to handle people who are under great stress
154. empathy
211. a. to generate and maintain job interest in a recruit
212. a. to establish rapport with recruit
219. tact
248. a. to work as a member of a team
271. a. to convince doctors to let you question injured persons
272. a. to keep from taking sides in fight situations
285. a. to get along with all kinds of people
302. a. to control recruits' enthusiasm
322. willingness to cooperate with one's co-workers
324. a. to work with juveniles
333. a. to elicit information from informants
334. a. to develop rapport with informants
342. a. to gain people's trust and confidence
344. a. to recognize and handle various physical and psychological problems
373. a. to control news media personnel at crime scenes

Observing, Recognizing, and Noticing Details

6. a. to pick out important and relevant information from an oral narrative
12. a. to recognize incomplete or unclear information
103. a. to recognize incomplete or unclear information (duplicate of 12)
35. a. to recognize objects and people quickly
31. a. to notice things which don't belong or which are out of place
42. a. to connect a picture of someone or something with that thing when seen in another context
63. a. to notice discrepancies and/or inconsistencies in information
65. a. to notice things about a person's actions which indicate that something may be wrong
76. a. to recognize useful information
120. a. to recognize potential danger in a problem situation
134. s. in picking out various details from documents
141. a. to notice things about a person's actions and words which indicate he may be lying
167. a. to recognize hazardous traffic situations
270. a. to recognize dangerous materials
288. a. to notice details about a person's physical and mental characteristics
303. a. to decide which teletype messages are pertinent to your officers
304. a. to notice objects which could be potential weapons
345. a. to recognize when someone is dead

Making Inferences from Details, Analyzing, Assessing, and Evaluating

78. a. to assess a situation for emergency help needs
79. a. to assess extent of physical injury

Making Inferences from Details, Analyzing, Assessing, and Evaluating--cont'd.

126. a. to devise a plan by choosing from among various alternatives
152. a. to develop alternative courses of action for solving a problem
156. a. to think out the positive and negative aspects of various alternative solutions to a problem
159. a. to settle on conclusions to problem situations
220. a. to foresee the consequences of an action, especially negative ones
296. a. to draw conclusions about what people are like from the things which you see in their homes
368. k. of how to test and/or evaluate recruits' progress in learning police tasks
369. a. to properly counsel a recruit in regard to his or her weaknesses in job performance

Organizing and Planning

14. a. to plan ahead for daily supply needs
15. a. to organize and assemble necessary equipment and supplies
27. a. to vary route in a random pattern
213. a. to break procedures down into their component parts
214. a. to organize the order and speed of presenting new information to a recruit so that someone who doesn't know how different parts of the job go together can absorb the information
289. a. to organize events in chronological order

Judgment and Discretion

148. a. to judge appropriate amount of physical force needed to accomplish the goal at hand
182. a. to judge the appropriate amount of verbal force necessary to handle a situation
192. a. to use discretion and judgment in applying rules, regulations, ordinances and laws
246. a. to use judgment in releasing information to the press
263. a. to use good judgment in deciding to chase suspects
301. a. to judge when a recruit is ready to handle a task on his own successfully
316. a. to use judgment in determining whether or not to step in during recruit performance

Tools, Equipment and Their Use

13. k. of what equipment is necessary during a tour of duty
16. k. of how to properly operate patrol car
17. k. of how to properly operate police equipment such as siren and radio
18. s. in driving car
19. s. in operating police equipment such as siren and radio
20. k. of what various pieces of equipment are supposed to do
21. a. to recognize defects and malfunctions in patrol car
22. a. to recognize defects and malfunctions in police equipment
28. s. in driving safely and looking over surroundings at the same time
48. k. of types of building alarm systems
49. s. in using flashlight
83. k. of proper operating procedures for using various emergency equipment
84. s. in using various emergency equipment
86. s. in driving patrol car at high speeds
94. k. of how to use weapons (department issued weapons, i.e. shotgun, revolver)

Tools, Equipment and Their Use--cont'd.

95. s. in using weapons (department issued weapons, i.e. shotgun, revolver)
100. k. of proper techniques for setting up the tools and equipment used for cordoning off areas
101. s. in using the tools and equipment used in cordoning off areas
170. k. of operation of traffic control devices
171. s. in operating traffic control devices
177. k. of how to operate radar apparatus
178. k. of how radar apparatus works
179. s. in using radar apparatus
183. k. of how to use various vehicle testing equipment such as tire tread guage
184. s. in using various vehicle testing equipment such as tire tread guage
187. k. of how to operate breathalyzer equipment
188. s. in operating breathalyzer equipment
196. k. of how to use handcuffs
197. s. in using handcuffs
230. k. of how to use teletype equipment
231. s. in using teletype equipment
232. k. of various formats for entering information into teletype machines
233. k. of where to go to look things up (teletyping procedures and formats)
236. k. of how to use fingerprinting equipment and material
237. s. in using fingerprinting equipment and material
238. k. of how to use photography equipment
239. s. in operating photography equipment
273. k. of how to use barricades and flares
276. s. in using baton
283. s. in using handgun
286. k. of how to use a dictionary
337. k. of information capabilities of available computer operations (NYSPIN, NYSIS, DCJS)
347. k. of types of information available through teletype system
348. k. of what is needed to obtain information from teletype system

Forms and Documents

66. k. of what various identification documents look like
132. k. of what information is required on the DMV accident report forms
133. s. in coding information learned from own observation onto DMV forms
174. k. of how to fill out traffic ticket form
181. k. of required V & T documents
200. k. of how to fill out arrest forms
206. k. of how to fill out various department forms
207. k. of which forms need to be filled out concerning a specific incident
255. k. of department checklists for checking equipment
287. k. of what kinds of details are important to include in reports
309. s. in taking statements
335. k. of how to fill out accusatory instruments
336. s. in filling out accusatory instruments

Specialized Techniques or Knowledge Areas

67. s. in detecting identification document forgeries
80. k. of first aid techniques
81. s. in administering first aid
87. k. of proper techniques for transporting injured persons
88. s. in transporting injured persons
92. k. of the techniques of physical defensive and offensive tactics
93. s. in using physical defensive and offensive tactics
96. a. to recognize the limits of a crime scene
97. k. of what may constitute evidence
104. k. of various methods of entry
105. k. of techniques for handling evidence (packaging and labeling)
106. k. of various types of M.O.'s
107. k. of investigative techniques
109. k. of what various makes and models of cars look like
112. s. in directing traffic
128. k. of procedures for collecting evidence
129. k. of what constitutes evidence
130. k. of techniques for traffic accident investigation
131. s. in using techniques for traffic accident investigation
136. k. of techniques for systematically searching buildings
137. s. in using techinques for systematically searching buildings
139. k. of what various kinds of bombs may look like
142. k. of basic principles of abnormal human behavior
143. k. of basic principles of human behavior (normal)
145. k. of symptoms of intoxication
146. s. in recognizing symptoms of intoxication
149. k. of crowd control techniques
150. s. in using crowd control techniques
151. k. of typical sources of tension and conflict such as alcoholism, poverty and sex
165. a. to recognize symptoms of child abuse
169. k. of techniques for directing traffic
189. a. to interpret results of breathalyzer test
210. s. in typing
242. a. to count money
277. k. of disarming techniques
279. k. of what various kinds of unusual weapons look like such as pen gun, etc.
294. k. of what various types of drugs can look like
327. k. of the history of police work in the U.S.
331. k. of how to effect an arrest in the presence of antagonistic persons
332. a. to effect an arrest in the presence of antagonistic persons
350. k. of how to properly identify news media personnel
352. k. of shorthand
353. s. in using shorthand

Laws and Ordinances

2. k. of Penal Law
36. k. of V & T Law
37. k. of Criminal Procedure Law

Laws and Ordinances--cont'd.

38. k. of local ordinances
39. k. of what constitutes violations and crimes
41. k. of laws, rules and regulations regarding proper search of premises
64. k. of laws, rules and regulations regarding proper search of persons
68. k. of what constitutes harrassment
69. k. of ABC Law
70. k. of local ordinances relating to the operating of licensed premises
71. a. to recognize what constitutes a violation of ABC law and/or local ordinances regarding licensed premises
160. k. of what constitutes assault
166. k. of Family Court Act
168. k. of local traffic ordinances
191. k. of a person's legal rights
198. k. of Miranda Rights
256. k. of how to look up sections of the laws
257. a. to apply appropriate section of the law to each specific case
258. k. of Conservation Law
290. k. of Education Law
297. k. of Child Protective Act
298. k. of how laws are made and changed in New York State
299. k. of specific section of the law which was violated (for testifying in court)
310. k. of DMV reciprocal agreements
312. a. to keep up to date with changes in laws
320. k. of Public Health Law
321. k. of Agriculture and Markets Law
343. k. of Mental Health Law
351. k. of Criminal Procedure Law sections governing the justification and use of police weapons (deadly physical force)

Courts and Court Procedures

155. k. of local family court procedures
161. k. of which court handles which type of case
162. k. of criminal court procedures
204. k. of court procedures
252. k. of department/courtroom procedures for removing persons from the courtroom
292. k. of functions and purposes of various types of hearings
293. k. of the steps a case may go through in the court system
349. k. of recent court decisions regarding search and seizure
367. a. to avoid volunteering additional information while testifying in court

Rules, Regulations, Policies and Procedures

1. k. of department rules and regulations regarding dress
50. k. of general police procedure and department procedure for investigating buildings
72. k. of department procedure for handling complaint on a licensed premise
98. k. of department regulations regarding securing of crime scenes

Rules, Regulations, Policies and Procedures--cont'd.

111. k. of department regulations regarding searching for witnesses
117. k. of department procedures for reporting complaints
118. k. of department rules and regulations, policies and procedures
135. k. of department procedures for calling tow trucks
147. k. of various department procedures for transporting civilians in patrol cars
175. k. of procedures for stopping vehicles
176. s. in using procedures for stopping vehicles
185. k. of proper DWI arrest procedures
186. k. of intoxication test procedures
190. k. of department's arrest procedures
194. k. of procedures for searching persons
199. k. of procedures for reading Miranda rights
201. k. of department procedures for removal and use of various written records
223. k. of department procedures for handling various types of calls
228. k. of department procedures for handling tripped alarms
235. k. of fingerprinting procedures and forms
240. k. of department procedures regarding photographing of arrested persons
241. k. of department booking procedures
243. k. of department procedures regarding receipt of bail monies
244. k. of department procedures for storing prisoner's personal effects
245. k. of department regulations regarding checking of prisoners
247. k. of department procedures and policy regarding what information can be released to the press (and by whom)
254. k. of department procedures for checking equipment
262. k. of department rules, regulations and policy regarding chases
266. k. of department procedures for making vehicle checks
278. k. of procedure for frisking people
280. k. of regulations for removing articles from a prisoner before putting person in cell
281. k. of department procedures for treating injured prisoners
282. k. of policy governing when to use your weapon
308. k. of requirements for taking statements
318. k. of the limits of one's own assignment
325. k. of proper police procedures for preparing for and testifying in court
330. k. of limits of police authority
338. k. of department procedure for transporting prisoners in patrol cars
339. k. of arraignment and bail procedures
357. k. of department rules and regulations regarding prisoner visitors
358. k. of department rules and regulations regarding weapon safety procedures
361. k. of department child protective procedures
372. k. of procedures for handling juvenile offenders

Specific Surroundings

23. k. of geography of patrol area
24. k. of locations and addresses of various businesses within patrol area
30. k. of what patrol area looks like when nothing out of the ordinary is happening
40. k. of what known criminals in the area look like
44. k. of location and addresses of popular hangouts (and trouble areas)
45. k. of local business hours
46. k. of which buildings are vacant

Specific Surroundings--cont'd.

47. k. of layout of buildings (outside)
53. k. of layout of building (interior)
57. k. of various community service agencies
74. k. of which people are most likely to have useful information
121. k. of community emergency services
138. k. of types of typical hiding places
224. k. of general area where each patrol car should be
317. k. of how long various types of calls should take
323. k. of co-workers capabilities
340. k. of news media organizations and services
346. k. of local traffic patterns
359. k. of community problems

Miscellaneous

75. k. of what information is needed
215. k. of how to do the tasks required of a police officer (for training of others)
216. s. in doing the tasks required of a police officer (for training purposes)
218. a. to observe without interfering when recruit performance is appropriate
221. willingness to praise good performance
315. a. to do assigned tasks at appointed times
319. a. to monitor more than one radio signal while driving
326. willingness to condemn and report unacceptable recruit performance

- APPENDIX J -

SERGEANT KSAP LIST ARRANGED BY CATEGORY

SERGEANT KSAP LIST
ARRANGED BY CATEGORY

Terminology and Jargon

3. k. of police terminology and jargon
4. k. of department terminology and jargon
6. k. of teletype terminology and codes
249. k. of teletype terminology and codes
59. k. of legal terminology
127. k. of street language

Oral Communication

9. a. to listen and comprehend
10. a. to communicate orally on an informal basis in a one-to-one or small group setting
11. a. to ask questions in such a way as to encourage complete answers
14. a. to communicate orally on a formal basis in a one-to-one or small group setting
43. a. to talk clearly
53. a. to explain things clearly
60. a. to translate legal terminology into terms which police officers can understand
128. a. to adapt way of communicating with people to the particular people you are dealing with
137. willingness to initiate conversation
158. a. to summarize information orally
165. a. to adapt subject matter to the needs of the people you are talking to
187. a. to explain reasons for suggestions
234. a. to give answers directly and concisely
236. a. to communicate over the telephone
252. a. to read out loud
255. a. to speak in front of a group
258. a. to translate complex terminology into terms which a layman can understand
293. a. to explain purposes and goals of the police officer job

Non-Oral Communication

5. a. to read and comprehend written information
15. a. to interpret maps
21. s. in reading handwriting
24. a. to write legibly
35. a. to read charts and graphs
44. a. to interpret written information
65. a. to summarize information in written form
171. k. of proper English grammar and spelling and punctuation
173. k. of what constitutes a complete report
195. a. to write in the language of the person who is giving the statement
269. a. to read and understand laws
281. a. to communicate with other police personnel non-verbally

Memory

16. a. to remember what you have seen, read or heard
83. a. to remember what you have seen

Mental and Emotional Characteristics and Attitudes

2. personal pride in one's appearance
28. adaptability
37. a. to not take criticism of police activities personally
64. patience
68. willingness to accept suggestions
69. a. to deal with verbal abuse and function effectively
85. a. to remain alert
86. curiosity
111. willingness to work in dangerous situations
112. thoroughness
113. a. to stay calm under pressure
124. a. to use caution
135. a. to do more than one thing at a time
144. a. to remain fair and objective
146. a. to take charge of a situation
147. a. to make decisions quickly
159. willingness to step in and take action
160. common sense
162. willingness to assign officers to dangerous roles
168. a. to follow orders
169. flexibility
180. a. to think under pressure
191. willingness to make suggestions and decisions in the face of possible opposition
271. trustworthiness
300. a. to effectively deal with verbal abuse when excessive
313. truthfulness

Physical Attributes

39. a. to see well, close up and distant
91. a. to adapt to different and sometimes extreme weather conditions and temperatures
96. stamina
136. a. to sort out different sounds
207. finger sensitivity
242. a. to hear well
244. good peripheral vision

Dealing with Others

25. a. to quickly establish rapport with groups of people
61. tact
67. a. to gain cooperation
72. a. to persuade others to agree to what you are proposing
119. a. to be firm
130. a. to calm people

Dealing with Others--cont'd.

178. a. to establish rapport with a recruit
182. interest in and concern for people
192. a. to see the other person's point of view
199. a. to be courteous
235. a. to reassure people
297. a. to give constructive criticism
299. a. to develop rapport with newspeople
340. a. to release information impartially to all news media

Observing, Recognizing, Noticing Details

12. a. to recognize incomplete or unclear information
13. a. to pick out important information from a written narrative
41. a. to notice things which don't belong or are out of place
82. a. to recognize objects and people quickly
92. a. to connect a picture or description of something with that thing when seen in a different context
94. a. to notice things about a person's actions or words which indicate that something may be wrong or that the person is lying
120. a. to notice discrepancies and/or inconsistencies in information
138. a. to recognize useful information
140. a. to pick out important and relevant information from an oral narrative
166. a. to recognize danger in a problem situation
257. a. to recognize need for medical attention
263. a. to recognize objects from a brief description

Making Inferences from Details, Analyzing, Assessing and Evaluating

23. a. to make thoughtful decisions based on an evaluation of the situation
133. a. to foresee consequences of an action
139. a. to develop alternative courses of action for solving a problem
141. a. to think out the positive and negative aspects of various alternative solutions to a problem
148. a. to draw from past experiences in order to deal with and arrive at a solution for the current problem
155. a. to assess a situation for emergency help needs
156. a. to assess extent of physical injury
170. a. to assess a situation for manpower needs
237. a. to devise a plan by choosing from among the various alternatives
298. a. to evaluate circumstances of arrest when setting bail

Organizing, Planning, Scheduling

17. k. of long-range departmental work schedule
27. a. to anticipate manpower demands
29. k. of departmental priorities used in scheduling personnel assignments
33. s. in using work scheduling techniques
89. a. to drive through patrol area in a random pattern
149. a. to set priorities
179. a. to break procedures down into their component parts
185. a. to integrate information gained from various sources
278. a. to organize and assemble necessary equipment and supplies

Judgment and Discretion

126. a. to use discretion or judgment
186. a. to use judgment in weighing the various sources of information
196. a. to use discretion in enforcing rules and regulations
197. a. to decide if complaint should be referred to higher authority
201. a. to judge the appropriate amount of verbal force necessary to handle a situation
205. a. to use discretion in enforcing laws and ordinances
216. a. to judge appropriate amount of physical force needed to accomplish the goal at hand
274. a. to use judgment in releasing information
336. k. of the proper place and time to make an arrest

Tools and Equipment and Their Uses

42. k. of department equipment
73. k. of how to properly operate patrol car
74. k. of how to properly operate police equipment such as siren and radio
75. s. in driving patrol car
76. s. in operating police equipment such as siren and radio
77. k. of what various pieces of police equipment are supposed to do
80. a. to recognize defects and malfunctions in patrol car
81. a. to recognize defects and malfunctions in police equipment
84. s. in driving safely and looking over surroundings at same time
101. s. in using flashlight
107. k. of types of building alarm systems
212. s. in using baton
214. k. of how to use handcuffs
223. k. of how to use fingerprinting equipment and materials
224. s. in using fingerprinting equipment and materials
225. k. of how to use photography equipment
226. s. in operating photography equipment
229. k. of how to operate breathalyzer equipment
230. s. in operating breathalyzer equipment
246. k. of how to use teletype equipment
247. s. in using teletype equipment
250. k. of various formats for entering information into teletype machines
276. k. of how to operate audio-visual equipment
277. s. in operating audio-visual equipment
284. k. of firearm operation
285. a. to use firearms
286. s. in using firearms
314. k. of information capabilities of NYSPIN computer operations
315. k. of data requirements for computer searches
323. a. to use a dictionary
330. k. of types of information available through teletype system
331. k. of what is needed to obtain information from teletype system
333. a. to properly maintain personal equipment such as weapons, handcuffs, etc.

Forms and Documents

117. k. of what various identification documents look like
121. k. of how to fill out department forms
122. k. of which department form needs to be filled out concerning a specific incident
190. k. of how to fill out department evaluation forms
220. k. of how to fill out arrest forms
254. k. of how to fill out department booking forms
312. a. to complete accusatory statements

Specialized Techniques or Knowledge Areas

32. k. of employee contractual arrangements
102. s. in detecting signs of forced entry
103. k. of various methods of entry
109. k. of techniques for systematically searching buildings
110. s. in using techniques for systematically searching buildings
118. s. in detecting i.d. document forgeries
123. k. of what various makes and models of cars look like
150. a. to recognize the limits of a crime scene
151. k. of what may constitute evidence
152. k. of techniques for handling evidence
153. k. of investigatory techniques
161. k. of which police equipment is needed to handle a situation
208. k. of various physical offensive and defensive tactics
209. s. in using various physical offensive and defensive tactics
213. k. of disarming techniques
221. k. of what various kinds of unusual weapons look like such as pen gun, etc.
231. a. to interpret results of breathalyzer test
248. s. in typing
260. a. to count money
294. k. of human behavior
329. k. of how to properly identify news media personnel
337. k. of how to restrain deranged persons
338. s. in using strait jackets

Laws and Ordinances

40. a. to keep up-to-date on laws, court decisions and police procedures
47. k. of legal procedures governing the proper handling and issuance of subpoenas and warrants
50. k. of recent changes in laws and penal codes
54. k. of V&T Law
55. k. of Criminal Procedure Law
56. k. of Family Court Act
57. k. of local ordinances
58. k. of various laws
95. k. of what constitutes violations and crimes
106. k. of laws, rules and regulations regarding proper search of premises

Laws and Ordinances--cont'd.

114. k. of ABC Law
115. k. of laws and ordinances relating to the operating of licensed premises
157. a. to apply appropriate section of the law to a specific case
163. k. of laws, rules and regulations regarding proper search of persons
172. k. of how to look up sections of laws
206. k. of a person's constitutional rights
217. k. of Miranda Rights
253. a. to match details of an incident with the appropriate section of law
267. k. of bail procedures
283. k. of Penal Law
287. k. of Child Protective Act
288. k. of Education Law
301. k. of general business law
302. k. of Public Health Law
303. k. of Agriculture and Markets Law
304. k. of Snowmobile Law
305. k. of Navigation Law
306. k. of U.S. Code
307. k. of Conservation Law
308. k. of U.S. Constitution
309. k. of General Municipal Law
310. k. of Correction Law
316. k. of provisions of Fair Trial, Free Press Guidelines
318. k. of Mental Health Law
342. k. of Freedom of Information Acts

Courts and Court Procedures

49. k. of recent changes in Supreme Court guidelines regarding police activity
52. k. of recent changes in office procedures of local judges and district attorneys
129. k. of appropriate court schedules
233. k. of court procedures
268. k. of criminal court procedures
319. k. of policies and procedures of local judges and the district attorney

Rules, Regulations, Policies and Procedures

1. k. of department dress code
8. k. of departmental procedures, rules, regulations, policies
18. k. of departmental policy regarding shift staffing requirements
19. k. of departmental leave policy (kinds of and accrual rates)
20. k. of departmental procedures for requesting leave from work
26. k. of departmental procedures for handling leave request
48. k. of department procedures for the distribution of warrants and subpoenas
51. k. of recent changes in departmental procedures
63. k. of departmental procedures for handling various types of complaint calls
78. k. of department policies and procedures for checking equipment
79. k. of department policies and procedures for checking vehicles

Rules, Regulations, Policies and Procedures--cont'd.

104. k. of various police procedures for investigating buildings
105. k. of department procedures for investigating buildings
116. k. of department procedures for handling complaints on a licensed premise
125. k. of procedures for stopping vehicles
154. k. of procedures for collecting evidence
164. k. of department requirements regarding searching for witnesses
183. k. of department policy regarding allowing recruits to handle calls alone
188. k. of department procedures for commendations and awards
189. k. of department procedures for evaluating officers
193. k. of department procedures for handling evaluation forms
198. k. of the limits of one's authority
200. k. of what constitutes a violation of department rules and/or regulations
202. k. of department disciplinary procedures
204. k. of department arrest procedures
210. k. of procedures for proper search of persons
215. k. of procedure for frisking people
218. k. of procedure for reading Miranda Rights
219. k. of department regulations for transporting civilians in patrol cars
222. k. of fingerprinting procedures and forms
227. k. of department procedures regarding photography equipment
228. k. of department procedures regarding the photographing of arrested persons
232. k. of department procedures for removal and use of various written records
243. k. of department procedures for handling tripped alarms
245. k. of department procedures for witnessing breathalyzer examinations
256. k. of department procedures and policy regarding medical treatment of prisoners
259. k. of department booking procedures
261. k. of department procedures for storing prisoners' personal effects
262. k. of department procedures for returning prisoners' personal property
264. k. of department procedures for checking prisoners
265. k. of department procedures for entering and leaving security areas
266. k. of where to go for prisoners' food
270. k. of department procedures regarding receipt of bail monies
273. k. of department procedures and policy regarding what information can be released
289. k. of requirements for taking statements
290. s. in taking statements
311. k. of procedures for completing accusatory instruments
317. k. of departmental policies regarding public statements and appearances
320. k. of department procedures for handling bomb threats
322. k. of department policies and procedures regarding when it is proper to use weapons
326. k. of procedures for issuing court appearance tickets
328. k. of limits of police authority
332. k. of department regulations regarding securing of crime scenes

Supervision

22. k. of department personnel and their roles and responsibilities
31. k. of strengths, weaknesses, preferences and personalities of officers
46. k. of subordinates' current assignments
62. a. to teach using incidents to illustrate
131. k. of location of patrol units which are on calls
134. k. of how long the officers should be spending on calls
142. a. to observe without interferring
143. k. of what constitutes proper police performance
167. a. to determine when it is necessary to assist officers
174. k. of how to do the tasks required of a police officer (for training and evaluation purposes)
175. s. in doing tasks required of a police officer (for training and evaluation purposes)
176. s. in showing people how to do unfamiliar things so they can understand how to do the things themselves
177. a. to generate and maintain job interest in officers
181. a. to assess the performance capabilities of subordinates
184. willingness to praise good performance
203. k. of what constitutes cause for disciplinary actions
291. a. to control verbal abuse from subordinates
292. a. to command respect from subordinates
295. willingness to listen to officers' legitimate complaints and problems
296. willingness to take action against an officer who is not performing properly
324. a. to recognize factors (psychological) which may be affecting officer performance and behavior
325. k. of how long officers should spend on arrest procedures (DWI, felony, etc.)
327. a. to gain acceptance by officers of new procedures and programs
334. k. of what constitutes the proper place and time for administering discipline
335. a. to criticize and discipline in an effective and timely manner

Specific Surroundings

36. k. of patrol zones
45. k. of geography of patrol areas
70. k. of general area where each patrol car should be
87. k. of what known criminals in the area look like
88. k. of locations and addresses of various businesses within patrol area
90. k. of what the patrol area looks like when nothing out of the ordinary is happening
93. k. of local business hours
97. k. of frequent problem areas
98. k. of addresses of popular hangouts
99. k. of which buildings are vacant
100. k. of layout of building (exterior)
108. k. of layout of building (interior)
238. k. of community emergency services
239. k. of various community service agencies
272. k. of important incidents under current investigation
280. k. of availability of businessmen after business hours

Resources

7. k. of where messages, bulletins, complaint/activity reports and various other memoranda are kept or posted
30. k. of which department equipment is in operating condition
34. k. of what cars and equipment are available
38. k. of what personnel are available
66. k. of where to go to get various everyday problems and breakdowns fixed
71. k. of sources of information required to answer questions on various police and personnel matters
194. k. of which people are most likely to have useful information
251. k. of where to go to look up teletyping procedures and formats
275. k. of sources of information concerning topics for speeches to civilian groups
282. a. to locate the resources needed to handle a given situation

Miscellaneous

40. a. to keep up-to-date on laws, court decisions and police procedures
132. s. in handling various types of complaints and crimes
145. k. of what information is needed
279. k. of topic chosen for your speech
321. k. of what information is being taught to police officers in training courses

- APPENDIX K -

LIEUTENANT KSAP LIST ARRANGED BY CATEGORY

LIEUTENANT KSAP LIST
ARRANGED BY CATEGORY

Terminology and Jargon

2. k. of police terminology and jargon
3. k. of department terminology and jargon
31. k. of teletype terminology and codes
154. k. of street language
162. k. of legal terminology
372. k. of court terminology and jargon

Oral Communication

1. a. to listen and comprehend
5. a. to communicate orally on an informal basis in a one-to-one or small group setting
6. a. to ask questions in such a way as to encourage complete answers
11. a. to adapt way of communicating with people to the particular people you are dealing with
12. willingness to initiate conversation
13. a. to communicate orally on a formal basis in a one-to-one or small group setting
18. a. to speak clearly
29. a. to defend your viewpoint
60. a. to communicate over the telephone
62. s. in conducting interviews
71. a. to read out loud
72. a. to explain things clearly
176. a. to translate formal procedures into terms understandable by officers
182. a. to translate complicated procedures and terminology into layman's terms
192. a. to speak in front of a group of people
209. a. to explain implications of allegations
229. a. to answer questions directly and concisely
273. a. to adapt your approach to people according to changing circumstances

Non-oral Communication

30. a. to read and comprehend written information
36. a. to write clearly
48. a. to interpret charts and graphs
50. a. to present information in tabular or chart form
183. s. in showing people how to do unfamiliar things
200. k. of proper English grammar and spelling
246. a. to describe objects on a written form
274. k. of letter writing format
283. s. in drawing diagrams
292. a. to write legibly
347. a. to communicate using non-verbal signals
354. a. to write in the language (jargon) of the person giving the statement

CONTINUED

2 OF 7

Memory

32. a. to remember what you have seen or heard or read
113. a. to remember orders given
243. a. to keep track of objects

Mental and Emotional Characteristics and Attitudes

19. a. to make decisions quickly
20. a. to accept responsibility
27. willingness to accept suggestions
33. curiosity
39. willingness to present suggestions that may be criticized or rejected
51. personal pride
66. a. to stay calm under pressure
84. a. to remain alert
87. a. to do more than one thing at a time
96. willingness to assign officers to dangerous roles
103. willingness to do the tasks required of a police officer
107. willingness to step in and take action
119. a. to follow orders
120. flexibility
145. a. to exercise caution
150. a. to perform duties while under verbal abuse
175. objectivity
186. patience
191. willingness to look for information
204. discretion
268. trustworthiness
348. thoroughness
349. willingness to work in dangerous situations
357. truthfulness
361. openmindedness
370. a. to keep personal feelings and opinions to self
371. a. to remain detached from the situation

Physical Attributes

22. a. to hear well
69. a. to see well, close up and distant
127. a. to adapt to different and sometimes extreme weather conditions and temperatures
152. stamina
217. good peripheral vision
244. a. to lift heavy objects
256. dexterity
259. a. to withstand physical abuse

Dealing with Others

21. a. to gain cooperation from people
28. tact
67. a. to be firm
68. a. to reassure people
117. a. to get along with all kinds of people

Dealing with Others--cont'd.

118. a. to get people to settle on one course of action
163. a. to be convincing
177. interest in and concern for people
179. a. to see the other person's point of view
184. a. to generate interest
185. a. to establish rapport
208. a. to calm people
214. a. to be polite and courteous
272. a. to work as a member of a team
287. a. to work through chain of command
369. a. to establish and maintain good communications with surrounding agencies
382. empathy

Observing, Recognizing and Noticing Details

4. a. to pick out important and relevant information from an oral or written narrative
7. a. to recognize incomplete or unclear information
14. a. to notice discrepancies and/or inconsistencies in information
17. a. to recognize useful information
23. a. to recognize potential danger in a problem situation
70. a. to notice things which don't belong or which are out of place
88. a. to notice things about a person's actions and words which indicate that something may be wrong
89. a. to notice things about a person's actions and words which indicate that the person is lying
105. a. to recognize incorrect actions
124. a. to recognize objects and people quickly
130. a. to connect a picture or description of someone or something with that thing when seen in a different context
198. a. to recognize material deficiencies
255. a. to recognize need for medical attention
364. a. to recognize and convey information which should be passed on to subordinates
366. a. to recognize symptoms of intoxication
386. a. to recognize problems affecting the efficient operation of the department

Making Inferences from Details, Analyzing, Assessing and Evaluating

25. a. to develop alternative courses of action for solving a problem
42. a. to choose between alternative solutions to problems
43. a. to discern all aspects of problems
79. a. to pick out trends from large masses of information
80. a. to analyze various trends
92. a. to foresee the consequences of various actions
93. a. to draw from past experiences in order to deal with and arrive at solutions for current problems
98. a. to determine whether or not the chain of command should be used

106. a. to evaluate seriousness of actions
108. a. to determine when it is necessary to assist officers
112. a. to assess assistance needs
114. a. to think out positive and negative aspects of various alternative solutions to a problem
115. a. to determine how much time is available to discuss and decide upon solutions to problems
123. a. to devise a plan by choosing from among various alternatives
156. a. to determine which call to respond to
199. a. to learn from past experiences and mistakes
345. a. to determine when further investigation is needed
385. a. to identify, define and evaluate the objectives of the department, its activities and methods

Organizing, Planning and Scheduling

35. a. to organize and summarize information for written or oral presentation
44. a. to organize and assemble equipment, supplies and documents necessary during a tour of duty
52. s. in using work schedule techniques
59. a. to adjust schedule based on need
65. k. of general personnel schedules
95. a. to determine manpower needs
125 a. to vary routine in a random pattern
169. a. to break down procedures into component parts
170. a. to set up a time schedule of operation
172. a. to integrate information gathered from various sources
189. a. to schedule people and classrooms
197. a. to devise a final format for lecture material
291. a. to foresee equipment needs
293. a. to break events down into their component parts
346. a. to determine priorities of investigation
384. a. to control projects which are in various stages of completion
387. a. to set priorities

Judgment and Discretion

151. a. to use discretion or judgment in applying rules, regulations, ordinances and laws
173. a. to use judgment in evaluating the reliability of various sources of information
202. a. to determine whether reports should be returned to subordinates
211. a. to judge appropriate amount of verbal force to handle a situation
258. a. to judge appropriate amount of physical force needed to accomplish the goal at hand

Tools and Equipment and Their Uses

81. k. of how to properly operate patrol car
82. s. in driving patrol car
83. s. in driving safely and looking over surroundings at the same time
94. k. of what equipment should be used
109. k. of how to properly operate police equipment
110. s. in operating police equipment
122. a. to recognize defects and malfunctions in patrol car
135. s. in using flashlight

Tools and Equipment and Their Uses--cont'd.

139. k. of what traffic control equipment is supposed to do
140. a. to recognize defects or problems with the operation or location of traffic control equipment
142. k. of what various pieces of police equipment are supposed to do
215. k. of how to use teletype equipment
216. s. in using teletype equipment
218. k. of various formats for entering information into teletype machines
220. k. of how alarm equipment works
226. k. of how to operate audio visual equipment
227. s. in operating audio visual equipment
230. k. of building security devices and systems
231. a. to recognize strengths, weaknesses and deficiencies in security systems
278. k. of how to operate breathalyzer equipment
279. s. in operating breathalyzer equipment
282. a. to recognize defects and malfunctions in police equipment
358. k. of information capabilities of NYSPIN computer operations

Forms and Documents

61. k. of which forms are needed to be filled out concerning a specific incident
97. k. of how to fill out various department forms
146. k. of what various identification documents look like
149. k. of what information is required on DMV accident report form
205. k. of what constitutes a complete report
312. k. of department rating forms
356. a. to complete accusatory instruments
375. k. of where completed forms should be sent

Specialized Techniques or Knowledge Areas

53. k. of employee contractual arrangements
75. k. of law enforcement trends
136. s. in detecting signs of forced entry
138. k. of various methods of entry
147. s. in detecting identification document forgeries
157. k. of methods for coverage of an area for surveillance purposes
166. k. of investigative techniques
167. s. in using investigative techniques
195. s. in using simple arithmetic
203. k. of proper department channels
210. k. of what constitutes sufficient evidence and documentation
221. s. in typing
232. k. of general costs of security systems
234. k. of basic principles of abnormal human behavior
235. k. of basic principles of normal human behavior
236. k. of crimes of juvenile delinquency
237. k. of trends in juvenile delinquency
238. k. of typical sources of tension and conflict such as alcoholism, poverty and sex
245. k. of techniques for handling evidence
247. a. to identify what evidence needs analysis
248. a. to determine what types of analysis should be done
249. k. of types of analysis
257. k. of what various kinds of unusual weapons look like

Specialized Techniques or Knowledge Areas--cont'd.

260. k. of various physical defensive and offensive techniques
261. s. in using various physical defensive and offensive techniques
267. a. to count money
269. k. of strategies often used by attorneys
271. k. of what may constitute evidence
280. a. to interpret results of breathalyzer test
288. k. of budgeting techniques
344. k. of rules of evidence
353. k. of requirements for taking statements
365. k. of the symptoms of intoxication
388. k. of basic organizational structures and theories
252. k. of what constitutes legal ownership

Laws and Ordinances

128. k. of local ordinances
143. k. of V & T Law
144. k. of what acts constitutes violations and crimes
148. k. of what constitutes harrassment by police
153. k. of Criminal Procedure Law
206. a. to apply appropriate sections of the law to each specific case
207. a. to determine the degree of crime
239. k. of Family Court Act
240. k. of State and local laws relating to youth and their offenses
241. k. of rights of juveniles
253. k. of the individual and constitutional rights of people
265. k. of bail procedures
266. k. of how to look up sections of the law
290. k. of State law regarding purchase through bidding
341. k. of Penal Law
342. k. of Child Protective Act
351. k. of laws, rules and regulations regarding proper search of premises
352. k. of ABC Law
359. k. of provisions of Fair Trial and Free Press Guidelines
362. k. of FCC regulations regarding operation of radio
363. k. of Department of Correction regulations regarding incarceration of prisoners
367. k. of federal and state regulations regarding recording of crime statistics
376. k. of DMV regulations regarding the administration of intoxication test
377. k. of State law regarding the keeping and removal of written records
381. k. of Freedom of Information Act
383. k. of U.S. Constitution, Laws and court decisions relating to police activities

Courts and Court Procedures

74. k. of recent changes in court guidelines regarding police activity
161. k. of court requirements for obtaining warrants
270. k. of court procedures
343. k. of the local court calendar (schedule)
379. k. of court decisions regarding recent criminal cases
380. k. of Judicial and Civil subpoena systems and requirements for compliance

Rules, Regulations, Policies and Procedures

34. k. of what materials should be read
91. k. of proper police practices and procedures
111. k. of procedures for obtaining assistance
137. k. of general police procedure for investigating buildings
254. k. of procedure for reading Miranda Rights
277. k. of intoxication test procedures
294. k. of department procedures needed to procure equipment, supplies and documents
295. k. of department procedures regarding shift assignments
296. k. of department policy and procedure regarding leave requests
297. k. of department policy and procedure regarding checking on sick officers
298. k. of department procedures and policy regarding overtime
299. k. of department policy and procedure regarding keeping of leave records
300. k. of department procedures regarding replacement of sick officers
301. k. of department procedures for keeping attendance records
302. k. of department rules, regulations, policies and procedures
303. k. of department policy for the dissemination of material
304. k. of department procedures for handling various types of calls
305. k. of department procedures for asking questions
306. k. of department rules and regulations regarding dress
307. k. of department procedures for investigating buildings
308. k. of department procedures for issuing tickets
309. k. of department procedures for stopping vehicles
310. k. of department procedures for commendation
311. k. of department procedures for evaluation
313. k. of department procedures for contacting instructors and classrooms
314. k. of appropriate department procedures for the flow of information
315. k. of department disciplinary procedures
316. k. of department regulations for keeping records of calls
317. k. of department procedures for handling alarms
318. k. of department procedures regarding dissemination of materials and information
319. k. of department policy regarding release of information to the press
320. k. of department procedures for handling juvenile delinquents
321. k. of department procedures for handling of evidence
322. k. of department procedures for storing prisoners' personal effects
323. k. of department rules and regulations concerning what must be read before beginning tour of duty
324. k. of department procedures for handling personal property
325. k. of department procedures for the routing of evidence
326. k. of department procedures for return of evidence
327. k. of department policies and procedures regarding prisoners' using telephone
328. k. of department procedures for searching people
329. k. of regulations for removing articles from a prisoner before putting a prisoner in a cell
330. k. of department procedures for locking up prisoners
331. k. of department procedures regarding the checking of prisoners
332. k. of department procedures for providing prisoners with their meals
333. k. of department rules, regulations, policy and procedures regarding checking on prisoner or guard injuries
334. k. of department procedures regarding receipt of bail money
335. k. of department procedures for securing money

Rules, Regulations, Policies and Procedures--cont'd.

336. k. of department procedures for removal and use of various written records
338. k. of department procedures for checking patrol cars
339. k. of department procedures for checking equipment
340. k. of department procedures for keeping inventory records
355. k. of procedures for completing accusatory instruments
360. k. of department policies regarding public statements and appearances
374. k. of procedures for requesting police grants
389. k. of department rules, regulations, policies and procedures regarding the processing and supervision of prisoners
390. k. of methods for handling various types of calls
391. k. of methods for questionning suspects, witnesses, etc.

Supervision

24. a. to take charge of a situation
38. k. of department personnel and their roles and responsibilities
49. k. of strengths, weaknesses and preferences of department personnel
58. k. of what special assignments are going on
86. k. of how long the officers should be spending on calls
99. a. to pick out and perceive different kinds of attitudes in subordinates
100. a. to determine which officers should be observed based on past performance, reports from others, or the nature of the situation
158. a. to assign tasks to subordinates
168. k. of what steps are required to complete an activity
171. k. of what constitutes proper performance
178. willingness to praise good performance
187. a. to observe without interferring
212. a. to determine when to give verbal warnings
213. k. of what constitutes cause for disciplinary action
286. a. to give orders
378. willingness to report improper performance
392. k. of methods for evaluation of subordinates' performance

Specific Surroundings

8. k. of geography of the department's jurisdiction
9. k. of locations and addresses of businesses within patrol area
15. k. of which people are most likely to have useful information
56. k. of patrol zone areas
64. k. of various community service agencies
85. k. of high crime or problem areas
90. k. of types of typical hiding places
116. k. of community emergency services
126. k. of what patrol area things look like when nothing out of the ordinary is happening
129. k. of what known criminals look like
131. k. of local business hours
132. k. of which buildings are vacant
133. k. of layout of buildings (exterior)
134. k. of layout of buildings (interior)
141. k. of traffic flow in various areas
159. k. of locations and addresses of popular hangouts
164. k. of personnel in other law enforcement agencies and their roles and responsibilities

Specific Surroundings--cont'd.

233. k. of local crime trends
289. k. of what companies supply certain material
350. k. of general area where each patrol unit is
368. k. of the geography of surrounding locality

Resources

55. k. of what personnel are available
57. k. of what cars are available
73. k. of sources of information required to answer questions on various police and personnel matters
78. k. of what information is available to read to keep up to date
180. k. of courses of training and training material
188. k. of subject matter experts who may serve as instructors
190. k. of existing facilities which may be used as classrooms
201. k. of where to go to look up the law
219. k. of where to go to look up teletyping procedures and formats
228. k. of the location and function of department sections
242. k. of department storage facilities and their limitations
250. k. of what facilities perform what analysis

Miscellaneous

16. k. of what information is needed
40. k. of current department problems regarding the efficient operation of the department
41. k. of possible solutions to problems currently affecting the efficient operation of the department
77. a. to keep up-to-date concerning police matters
101. k. of how to do the tasks required of a police officer
102. s. in doing the tasks required of a police officer
181. a. to translate information into training objectives
193. k. of what you are talking about
224. k. of how to do the assignments of various department personnel
225. s. in doing the assignments of various department personnel

- APPENDIX L -

CAPTAIN KSAP LIST ARRANGED BY CATEGORY

CAPTAIN KSAP LIST
ARRANGED BY CATEGORY

Terminology and Jargon

2. k. of police terminology and jargon
3. k. of department terminology and jargon
31. k. of teletype terminology and codes
154. k. of street language
162. k. of legal terminology
372. k. of court terminology and jargon

Oral Communication

1. a. to listen and comprehend
5. a. to communicate orally on an informal basis in a one-to-one or small group setting
6. a. to ask questions in such a way as to encourage complete answers
11. a. to adapt way of communicating with people to the particular people you are dealing with
12. willingness to initiate conversation
13. a. to communicate orally on a formal basis in a one-to-one or small group setting
18. a. to speak clearly
29. a. to defend your viewpoint
60. a. to communicate over the telephone
62. s. in conducting interviews
71. a. to read out loud
72. a. to explain things clearly
176. a. to translate formal procedures into terms understandable by officers
182. a. to translate complicated procedures and terminology into layman's terms
192. a. to speak in front of a group of people
209. a. to explain implications of allegations
229. a. to answer questions directly and concisely
273. a. to adapt your approach to people according to changing circumstances

Non-Oral Communication

30. a. to read and comprehend written information
36. a. to write clearly
48. a. to interpret charts and graphs
50. a. to present information in tabular or chart form
183. s. in showing people how to do unfamiliar things
200. k. of proper English grammar and spelling
246. a. to describe objects on a written form
274. k. of letter writing format
283. s. in drawing diagrams
285. a. to read and comprehend computer print-outs
292. a. to write legibly
347. a. to communicate using non-verbal signals
354. a. to write in the language (jargon) of the person giving the statement

Memory

32. a. to remember what you have seen, heard or read
113. a. to remember orders given
243. a. to keep track of objects

Mental and Emotional Characteristics and Attitudes

19. a. to make decisions quickly
20. a. to accept responsibility
27. willingness to accept suggestions
33. curiosity
39. willingness to present suggestions that may be criticized or rejected
51. personal pride
66. a. to stay calm under pressure
84. a. to remain alert
87. a. to do more than one thing at a time
96. willingness to assign officers to dangerous roles
103. willingness to do the tasks required of a police officer
107. willingness to step in and take action
119. a. to follow orders
120. flexibility
145. a. to exercise caution
150. a. to perform duties while under verbal abuse
175. objectivity
186. patience
191. willingness to look for information
204. discretion
268. trustworthiness
348. thoroughness
349. a. to work in dangerous situations
357. truthfulness
361. openmindedness
370. a. to keep personal feelings and opinions to self
371. a. to remain detached from the situation

Physical Attributes

22. a. to hear well
69. a. to see well, close up and distant
127. a. to adapt to different and sometimes extreme weather conditions and temperatures
152. stamina
217. good peripheral vision
244. a. to lift heavy objects
256. dexterity
259. a. to withstand physical abuse

Dealing with Others

21. a. to gain cooperation from people
28. tact
67. a. to be firm
68. a. to reassure people
117. a. to get along with all kinds of people
118. a. to get people to settle on one course of action
163. a. to be convincing
177. interest in and concern for people

Dealing with Others--cont'd.

179. a. to see the other person's point of view
184. a. to generate interest
185. a. to establish rapport
208. a. to calm people
214. a. to be polite and courteous
272. a. to work as a member of a team
287. a. to work through chain of command
369. a. to establish and maintain good communications with surrounding agencies
382. empathy

Observing, Recognizing and Noticing Details

4. a. to pick out important and relevant information from an oral or written narrative
7. a. to recognize incomplete or unclear information
14. a. to notice discrepancies and/or inconsistencies in information
17. a. to recognize useful information
23. a. to recognize potential danger in a problem situation
70. a. to notice things that don't belong or which are out of place
88. a. to notice things about a person's actions and words which indicate that something may be wrong
89. a. to notice things about a person's actions and words which indicate that the person is lying
105. a. to recognize incorrect actions
124. a. to recognize objects and people quickly
130. a. to connect a picture or description of someone or something with that thing when seen in a different context
198. a. to recognize material deficiencies
255. a. to recognize need for medical attention
364. a. to recognize and convey information which should be passed on to subordinates
366. a. to recognize symptoms of intoxication
386. a. to recognize problems affecting the efficient operation of the department

Making Inferences from Details, Analyzing, Assessing and Evaluating

25. a. to develop alternative courses of action for solving a problem
37. a. to analyze solutions to problems
42. a. to choose between alternative solutions to problems
43. a. to discern all aspects of problems
79. a. to pick out trends from large masses of information
80. a. to analyze various trends
92. a. to foresee the consequences of various actions
93. a. to draw from past experiences in order to deal with and arrive at solutions for the current problem
98. a. to determine whether or not the chain of command should be used
106. a. to evaluate seriousness of actions
108. a. to determine when it is necessary to assist officers
112. a. to assess assistance needs
114. a. to think out the positive and negative aspects of various alternative solutions to problems
115. a. to determine how much time is available to discuss and decide upon solutions to problems

Making Inferences from Details, Analyzing, Assessing and Evaluating--cont'd.

121. a. to evaluate actions taken to determine if they were appropriate
123. a. to devise a plan by choosing from among various alternatives
156. a. to determine which call to respond to
199. a. to learn from past experiences and mistakes
345. a. to determine when further investigation is needed
385. a. to identify, define and evaluate the objectives of the department, its activities and methods

Organizing, Planning and Scheduling

35. a. to organize and summarize information for written or oral presentation
44. a. to organize and assemble equipment, supplies and documents necessary during a tour of duty
52. s. in using work schedule techniques
59. a. to adjust schedule based on need
65. k. of general personnel schedules
95. a. to determine manpower needs
125. a. to vary route in a random pattern
169. a. to break down procedures into their component parts
170. a. to set up a time schedule of operation
172. a. to integrate information gathered from various sources
189. a. to schedule people and classrooms
197. a. to devise a final format for lecture material
291. a. to foresee equipment needs
293. a. to break events down into their complnent parts
346. a. to determine priorities of investigation
384. a. to control projects which are in various stages of completion
387. a. to set priorities

Judgment and Discretion

151. a. to use discretion or judgment in applying rules, regulations, ordinances and laws
173. a. to use judgment in evaluating the reliability of various sources of information
202. a. to determine whether reports should be returned to subordinates
211. a. to judge the appropriate amount of verbal force to handle a situation
258. a. to judge appropriate amount of physical force needed to accomplish the goal at hand

Tools and Equipment and Their Use

81. k. of how to properly operate patrol car
82. s. in driving patrol car
83. s. in driving safely and looking at surroundings at the same time
94. k. of what equipment should be used
109. k. of how to properly operate police equipment
110. s. in operating police equipment
122. a. to recognize defects and malfunctions in patrol car
135. s. in using flashlight
139. k. of what traffic control equipment is supposed to do
140. a. to recognize defects or problems with the operation or location of traffic control equipment
142. k. of what various pieces of police equipment are supposed to do

Tools and Equipment and Their Use--cont'd.

215. k. of how to use teletype equipment
216. s. in using teletype equipment
218. k. of various formats for entering information into teletype machines
220. k. of how alarm equipment works
226. k. of how to operate audio-visual equipment
227. s. in operating audio-visual equipment
230. k. of building security devices and systems
231. a. to recognize strengths, weaknesses and deficiencies in security systems
262. k. of how to operate security equipment
278. k. of how to operate breathalyzer equipment
279. s. in operating breathalyzer equipment
282. a. to recognize defects and malfunctions in police equipment
358. k. of information capabilities of NYSPIN computer operations

Forms and Documents

61. k. of which forms are needed to be filled out concerning a specific incident
97. k. of how to fill out various department forms
146. k. of what various identification documents look like
149. k. of what information is required
205. k. of what constitutes a complete report
356. a. to complete accusatory instruments
375. k. of where completed forms should be sent

Specialized Techniques or Knowledge Areas

53. k. of employee contractual arrangements
75. k. of law enforcement trends
104. k. of how to conduct interviews
136. s. in detecting signs of forced entry
138. k. of various methods of entry
147. s. in detecting identification document forgeries
157. k. of methods for coverage of an area for surveillance purposes
166. k. of investigative techniques
167. s. in using investigative techniques
195. s. in using simple arithmetic
203. k. of proper department channels
210. k. of what constitutes sufficient evidence and documentation
221. s. in typing
222. k. of what constitutes confidential information
232. k. of general costs of security systems
234. k. of basic principles of abnormal human behavior
235. k. of basic principles of normal human behavior
236. k. of crimes of juvenile delinquency
237. k. of trends in juvenile delinquency
238. k. of typical sources of tension and conflict such as alcoholism, poverty and sex
245. k. of techniques for handling evidence
247. a. to identify what evidence needs analysis
248. a. to determine what types of analysis should be done
249. k. of types of analysis
252. k. of what constitutes legal ownership
257. k. of what various kinds of unusual weapons look like
260. k. of various physical defensive and offensive techniques

Specialized Techniques or Knowledge Areas--cont'd.

261. s. in using various physical defensive and offensive techniques
267. a. to count money
269. k. of strategies often used by attorneys
271. k. of what may constitute evidence
276. k. of departmental hiring standards
280. a. to interpret results of breathalyzer test
284. k. of computer print-out format
288. k. of budgeting techniques
344. k. of rules of evidence
353. k. of requirements for taking statements
365. k. of the symptoms of intoxication
388. k. of the basic organizational structures and theories

Laws and Ordinances

128. k. of local ordinances
143. k. of V & T Law
144. k. of what acts constitute violations and crimes
148. k. of what constitutes harrassment by police
153. k. of Criminal Procedure Law
206. a. to apply appropriate sections of the law to each specific case
207. a. to determine the degree of crime
239. k. of Family Court Act
240. k. of state and local laws relating to youths and their offenses
241. k. of rights of juveniles
253. k. of the individual and constitutional rights of people
263. k. of Correction Law
265. k. of bail procedures
266. k. of how to look up sections of the law
290. k. of state law regarding purchase through bidding
341. k. of Penal Law
342. k. of Child Protective Act
351. k. of laws, rules and regulations regarding proper search of premises
352. k. of ABC Law
362. k. of FCC regulations regarding operation of radio
363. k. of department of correction regulations regarding incarceration of prisoners
367. k. of federal and state regulations regarding recording of crime statistics
376. k. of DMV regulations regarding the administration of intoxication test
377. k. of state law regarding the keeping and removal of written records
381. k. of Freedom of Information Act
383. k. of U.S. Constitution, laws, and court decisions relating to police activities

Courts and Court Procedures

74. k. of recent changes in court guidelines regarding police activity
161. k. of court requirements and procedures for obtaining warrants
223. k. of legal precedents regarding the release of information, especially before trial
270. k. of various court procedures
343. k. of local court calendar (schedule)
379. k. of court decisions regarding recent criminal cases
380. k. of Judicial and Civil subpoena systems and requirements for compliance

Rules, Regulations, Policies and Procedures

34. k. of what materials should be read
91. k. of proper police practices and procedures
111. k. of procedures for obtaining assistance
137. k. of general police procedure for investigating buildings
254. k. of procedure for reading Miranda Rights
277. k. of intoxication test procedures
294. k. of department procedures needed to procure equipment, supplies and documents
295. k. of department procedures regarding shift assignments
296. k. of department policy and procedure regarding leave requests
297. k. of department policy and procedure regarding checking on sick officers
298. k. of department procedures and policy regarding overtime
299. k. of department policy and procedure regarding keeping of leave records
300. k. of department procedures regarding replacement of sick officers
301. k. of department procedures for keeping attendance records
302. k. of department rules, regulations, policies and procedures
303. k. of department policy for the dissemination of material
304. k. of department procedures for handling various types of calls
305. k. of department procedures for asking questions
306. k. of department rules and regulations regarding dress
307. k. of department procedures for investigating buildings
308. k. of department procedures for issuing tickets
309. k. of department procedures for stopping vehicles
310. k. of department procedures for commendation
311. k. of department procedures for evaluation
313. k. of department procedures for contacting instructors and classrooms
314. k. of appropriate department procedures for the flow of information
315. k. of department disciplinary procedures
316. k. of department regulations for keeping records of calls
317. k. of department procedures for handling alarms
318. k. of department procedures regarding dissemination of materials and information
319. k. of department police regarding release of information to the press
320. k. of department procedures for handling juvenile delinquents
321. k. of department procedures for handling of evidence
322. k. of department procedures for storing prisoners' personal effects
323. k. of department rules and regulations concerning what must be read before beginning tour of duty
324. k. of department procedures for handling personal property
325. k. of department procedures for the routing of evidence
326. k. of department procedures for return of evidence
327. k. of department policies and procedures regarding prisoners' using telephone
328. k. of department procedures for searching people
329. k. of regulations for removing articles from a prisoner before putting the prisoner in a cell
330. k. of department procedures for locking up prisoners
331. k. of department procedures regarding the checking of prisioners
332. k. of department procedures for providing prisoners their meals
333. k. of department rules, regulations, policy and procedures regarding checking on prisoner or guard injuries
334. k. of department procedures regarding receipt of bail money
335. k. of department procedures for securing money

Rules, Regulations, Policies and Procedures--cont'd.

336. k. of department procedures for removal and use of various written records
337. k. of department procedures for checking an applicant's background
338. k. of department procedures for checking patrol cars
339. k. of department procedures for checking equipment
340. k. of department procedures for keeping inventory records
355. k. of procedures for completing accusatory instruments
360. k. of department policies regarding public statements and appearances
374. k. of procedures for requesting police grants
389. k. of department rules, regulations, policies and procedures regarding the processing and supervision of prisoners
390. k. of methods for handling various types of calls
391. k. of methods for questionning suspects, witnesses, etc.

Supervision

24. a. to take charge of a situation
38. k. of department personnel and their roles and responsibilities
49. k. of strengths, weaknesses and preferences of department personnel
58. k. of what special assignments are going on
86. k. of how long the officers should be spending on calls
99. a. to pick out and perceive different kinds of attitudes in subordinates
100. a. to determine which officers should be observed based on past performance, reports from others, or the nature of the situation
158. a. to assign tasks to subordinates
168. k. of what steps are required to complete an activity
171. k. of what constitutes proper performance
178. willingness to praise good performance
187. a. to observe without interfering
196. a. to set standards for performance
212. a. to determine when to give verbal warnings
213. k. of what constitutes cause for disciplinary actions
286. a. to give orders
378. willingness to report improper performance
392. k. of methods for evaluation of subordinates' performance

Specific Surroundings

8. k. of geography of the department's jurisdiction
9. k. of locations and addresses of businesses within patrol area
15. k. of which people are most likely to have useful information
56. k. of patrol zone areas
64. k. of various community service agencies
85. k. of high crime or problem areas
90. k. of types of typical hiding places
116. k. of community emergency services
126. k. of what patrol area things look like when nothing out of the ordinary is happening
129. k. of what known criminals look like
131. k. of local business hours
132. k. of which buildings are vacant
133. k. of layout of buildings (exterior)
134. k. of layout of buildings (interior)
141. k. of traffic flow in various areas
159. k. of locations and addresses of popular hangouts

Specific Surroundings--cont'd.

164. k. of personnel in other law enforcement agencies and their roles and responsibilities
233. k. of local crime trends
289. k. of what companies supply certain material
350. k. of general area where each patrol unit is
368. k. of the geography of surrounding locality

Resources

55. k. of what personnel are available
57. k. of what cars are available
73. k. of sources of information required to answer questions on various police and personnel matters
78. k. of what information is available to read to keep up to date
180. k. of sources of training and training material
188. k. of subject matter experts who may serve as instructors
190. k. of existing facilities which may be used as classrooms
201. k. of where to go to look up the law
219. k. of where to go to look up teletyping procedures and formats
228. k. of the location and function of department sections
242. k. of department storage facilities and their limitations
250. k. of what facilities perform what analysis

Miscellaneous

16. k. of what information is needed
40. k. of current department problems regarding the efficient operation of the department
41. k. of possible solutions to problems currently affecting the efficient operation of the department
77. a. to keep up-to-date concerning police matters
101. k. of how to do the tasks required of a police officer
102. s. in doing the tasks required of a police officer
181. a. to translate information into training objectives
193. k. of what you are talking about
224. k. of how to do the assignments of various department personnel
225. s. in doing the assignments of various department personnel

- APPENDIX M -

POLICE OFFICER SUMMARY, ANALYSIS, AND DATA

POLICE OFFICER SUMMARY

The results of the staffing information questionnaire sent out early in the Project provide information on 363 full-time police departments in the State and the Officer title exists in all but two of these. The total number of Officer positions in these 361 departments is 14,232.

Police Officers occupy several different types of major job assignments but general patrol is by far the most common. Officers may also be assigned to detective, desk, communications, juvenile, or various administrative functions. The variety of specialized assignments and the number of Officers performing them increases as agency size increases. Table 8 shows a summary of the biographical information on the people who responded to the Officer questionnaire.

The task checklist was developed from interviews with a total of 78 Officers from 13 different departments. These departments represented a variety of agency sizes and staffing patterns. Information from the interviews was consolidated into a list of 115 tasks grouped into 18 activities.

The discussions which follow are based on responses from the 2,473 Officers and 184 Sergeants who answered the Officer checklist. The N's for the various statewide, size and staffing pattern groupings may actually be less on certain tasks than what is indicated on the chart because some people failed to answer some of the questions. The maximum number of omits by Officers statewide is 16 for a task response and 116 for an activity frequency response. Most of these omits occur in size category 4 which contains 1,815 Officers, and in staffing pattern 1 which contains 1,712. The maximum number of omits by Sergeants is 2 for a task and 12 for an activity frequency. Again, most of these occur in size category 4, which contains 110 Sergeants, and staffing pattern 1, which contains 128. The reason why so many omits occurred on the frequency items is because these were printed on the back page of the questionnaire and many failed to notice the last page.

Statewide, the questionnaire responses show that 14 of the tasks are done by 90% or more of the Officers; 83 tasks by 70% or more. There are only 20 tasks which fewer than 60% of those responding do. These tasks deal with dispatching, teletyping, fingerprinting and photographing, operating radar and the breathalyzer, accepting bail, checking prisoners in the lockup, giving information out to news media, making speeches to community groups, and maintaining order in the courtroom. The Sergeant responses sketch a slightly different picture of the Officer job. There are 78 tasks which 90% or more of the Sergeants say Officers do; 70% or more say that fully 111 of the tasks are done by Officers. The largest discrepancies between Officer and Sergeant responses are on the tasks which relatively few Officers say they do. Those tasks are the same ones listed above. The larger percentages of Sergeant responses are probably caused by the fact that Sergeants correctly view these tasks as Officer job functions, and some, but not all, Officers perform them. Tables 9 through 20 in Appendix M show the distribution of these percentages by Officer and Sergeant respondents, respectively, at 10% intervals.

In addition to Officer-Sergeant differences, there were other response trends across the various sizes and staffing patterns. In most cases, there was a relatively small but noticeable trend for the percentage of people who do each task to decrease as agency size increases. This is to be expected since in larger departments there is more specialization, causing greater numbers of people to perform a narrower range of duties. It is also obvious from the data that in most cases smaller percentages of people in staffing patterns 1 and 4 than in patterns 2, 3, 5 and 6 perform each task. This ties in with the size differences because staffing patterns 1 and 4 are made up mostly of the larger departments. Tables 21 through 56 in this Appendix show how these Officer responses are distributed in each of the size and staffing pattern categories.

The responses on criticality and time spent are amazingly similar across the various sizes and staffing patterns, and Officers' and Sergeants' perceptions of these categories are very much alike. It must be emphasized here that the

"critical" and "time spent" percentages are based on the number of people who indicate they do the task, not on the total number of respondents.

Many additional job tasks were suggested by Officers in the section of the questionnaire which invited respondents to list job duties not mentioned in the checklist. As expected, most of these added tasks fall into major job assignments other than patrol; specifically detective, records and administration. Also, almost all of these tasks were suggested by people from the largest (size 4) agencies. The tasks are listed in Table 57 together with the number of times each was mentioned. It is obvious from the small number of people who mentioned any of these tasks that these additions should not be considered a regular part of the job. The Project's Police Advisory Committee also reviewed the additional tasks and recommended that none be added to the general list, concurring that they were either already covered in the list or were specialized assignments.

Table 8 : Biographical Data for Officer Task Checklist Questionnaire Respondents

Sex and Ethnic Background

	OFFICER				SERGEANT			
	Male	Female	No Resp.	TOTAL	Male	Female	No Resp.	TOTAL
White	2,302	19	3	2,324	174	1	1	176
Black	43	1	0	44	0	0	0	0
Hispanic	15	0	1	16	1	0	0	1
Asian	0	0	0	0	0	0	0	0
Amr. Ind.	11	0	1	12	1	0	0	1
Other	4	0	0	4	0	0	0	0
No Resp.	3	0	70	73	0	0	6	6
TOTAL	2,378	20	75	2,473	176	1	7	184

Type of Assignment

	OFFICER		SERGEANT	
	N	%	N	%
1. Patrol	1,408	57	75	41
2. Dispatching	37	1	4	2
3. Desk	77	3	8	4
4. Detective	186	8	7	4
5. Juvenile/ Youth Aide	40	2	5	3
6. Records	37	1	6	3
7. Administration	28	1	15	8
8. Other	272	11	27	15
9. Mult. Resp.	124	5	19	10
10. No Resp.	264	11	18	10

OFFICER RESPONDENTS

	Length of Time in Rank		Length of Total Police Experience	
	N	%	N	%
0 - 5 months	11	.4	5	.2
6 - 11 months	9	.4	5	.2
1 yr - 2 yrs	215	9	161	7
3 - 5 yrs	700	28	611	25
6 - 10 yrs	893	36	908	37
More than 10 yrs	557	23	699	28
No Response	88	4	84	3

SERGEANT RESPONDENTS

	Length of Time in Rank		Length of Total Police Experience	
	N	%	N	%
0 - 5 months	5	3	0	0
6 - 11 months	4	2	0	0
1 yr - 2 yrs	27	15	0	0
3 - 5 yrs	76	41	4	2
6 - 10 yrs	47	26	41	22
More than 10 yrs	18	10	133	72
No Response	7	4	6	3

Table 9: Distribution of "Do" Responses on Officer Questionnaire, by Officers, Statewide

% Who do Task	Task Number
90-100	1, 4, 5, 70, 71, 72, 73, 74, 75, 76, 79, 80, 81, 83
80-89	2, 6, 7, 8, 9, 11, 12, 13, 15, 16, 17, 19, 20, 21, 22, 23, 24, 25, 28 29, 30, 31, 32, 33, 37, 43, 44, 45, 46, 47, 48, 49, 50, 51, 53, 57, 59, 61, 63, 64, 65, 77, 78, 82, 84, 85, 86, 87, 88, 112
70-79	3, 10, 26, 27, 34, 36, 38, 39, 40, 41, 52, 54, 55, 60, 62, 66, 67, 89, 113
60-69	14, 18, 42, 69, 90, 91, 92, 93, 94, 96, 107, 109
50-59	56, 95, 97, 99
40-49	35, 98, 100
30-39	101, 105, 106, 110, 111
20-29	58, 102, 103, 104, 108, 114, 115
10-19	68
0-9	

Table 10: Distribution of "Do" Responses on Officer Questionnaire, by Sergeants, Statewide

% Who Indicate Task is Done	Task Number
90-100	1, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 15, 16, 17, 19, 20, 21, 22, 23, 24, 28, 29, 30, 31, 32, 33, 36, 37, 38, 39, 40, 43, 44, 45, 46, 47, 48, 49, 50, 52, 53, 54, 55, 57, 59, 61, 62, 63, 64, 65, 66, 67, 70, 71, 72, 73, 74, 75, 76, 77, 78, 79, 80, 81, 82, 83, 84, 88, 90, 91, 92, 93, 94, 95, 96, 97, 112, 113
80-89	2, 14, 25, 26, 27, 34, 41, 51, 60, 86, 87, 89, 98, 99, 100, 107, 109
70-79	3, 18, 42, 56, 58, 69, 101, 102, 103, 104, 105, 106, 110, 111, 114
60-69	35, 68, 108
50-59	115
40-49	
30-39	
20-29	
10-19	
0-9	

Table 11: Distribution of "Do" Responses on Officer Questionnaire Size 1

% Who do Task	Task Number
90-100	1, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 15, 16, 17, 19, 20, 21, 22, 23 24, 28, 29, 30, 31, 32, 33, 34, 35, 36, 37, 38, 40, 41, 43, 44, 45, 46, 47, 48, 49, 50, 51, 52, 53, 54, 55, 57, 59, 60, 61, 62, 63, 64, 65, 66, 67, 69, 70, 71, 72, 73, 74, 75, 76, 77, 78, 79, 80, 81, 82, 83, 84, 85, 86, 87, 88, 89, 96, 97, 112, 113
80-89	14, 26, 27, 39, 56, 58, 90, 91, 92, 93, 98, 99, 107
70-79	2, 25, 94, 95, 100, 101, 105
60-69	3, 18, 106, 108, 109, 111
50-59	68, 110, 114, 115
40-49	42
30-39	102, 103, 104
20-29	
10-19	
0-9	

Table 12: Distribution of "Do" Responses on Officer Questionnaire Size 2

% Who do Task	Task Number
90-100	1, 4, 5, 6, 7, 8, 9, 11, 12, 13, 16, 17, 19, 20, 21, 22, 23, 24, 28, 29, 30, 31, 32, 33, 36, 37, 38, 41, 43, 44, 45, 46, 47, 48, 49, 50, 51, 52, 53, 54, 55, 57, 59, 60, 61, 62, 63, 64, 65, 67, 70, 71, 72, 73, 74, 75, 76, 77, 78, 79, 80, 81, 82, 83, 84, 86, 88, 99, 112, 113
80-89	10, 15, 25, 26, 27, 34, 39, 40, 66, 85, 87, 89, 96, 97, 98, 100, 101, 107, 109
70-79	2, 3, 14, 18, 35, 56, 58, 90, 91, 92, 93
60-69	42, 69, 94, 95, 103, 110
50-59	102, 104, 108, 111, 115
40-49	105, 106
30-39	68, 114
20-29	
10-19	
0-9	

Table 13: Distribution of "Do" Responses on Officer Questionnaire Size 3

% Who do Task	Task Number
90-100	1, 7, 8, 9, 11, 12, 16, 17, 19, 21, 22, 23, 28, 29, 30, 33, 43, 48, 49, 50, 53, 57, 59, 61, 63, 64, 65, 66, 70, 71, 72, 73, 74, 75, 76, 77, 78, 79, 80, 81, 82, 83, 86, 112
80-89	2, 3, 4, 5, 6, 10, 13, 15, 20, 24, 25, 26, 27, 31, 32, 34, 36, 37, 38, 39, 40, 41, 44, 45, 46, 47, 51, 52, 54, 55, 60, 62, 67, 69, 84, 85, 88, 113
70-79	18, 87, 89, 90, 91, 92, 93, 96, 97, 98, 99, 109
60-69	14, 35, 42, 56, 58, 94, 95, 100, 101, 103, 107, 110
50-59	102, 104, 115
40-49	111
30-39	105, 106, 108, 114
20-29	68
10-19	
0-9	

Table 14: Distribution of "Do" Responses on Officer Questionnaire Size 4

% Who do Task	Task Number
90-100	1, 4, 5, 73, 74, 75, 76, 80, 81, 83
80-89	2, 7, 8, 9, 12, 13, 16, 17, 19, 21, 22, 23, 24, 28, 29, 30, 31, 32, 33, 43, 48, 49, 50, 53, 57, 61, 63, 65, 70, 71, 72, 77, 78, 79, 82, 84, 85, 86, 87, 88, 112
70-79	3, 6, 11, 15, 20, 25, 26, 27, 34, 36, 37, 38, 39, 40, 41, 44, 45, 46, 47, 51, 52, 54, 55, 59, 60, 62, 64, 67, 113
60-69	10, 14, 18, 42, 66, 89, 90, 91, 92, 93
50-59	69, 94, 95, 96, 107, 109
40-49	56, 97, 99
30-39	35, 98, 100
20-29	101, 103, 105, 106, 110, 111, 114, 115
10-19	58, 68, 102, 104, 108
0-9	

Table 15: Distribution of "Do" Responses on Officer Questionnaire
Staffing Pattern 1

% Who do Task	Task Number
90-100	1, 4, 5, 73, 74, 75, 76, 80, 81, 83
80-89	7, 8, 9, 12, 13, 16, 17, 19, 20, 21, 22, 23, 24, 28, 29, 30, 31, 32, 33, 43, 44, 47, 48, 49, 50, 53, 57, 61, 63, 64, 65, 70, 71, 72, 77, 78, 79, 82, 84, 85, 86, 87, 88, 112
70-79	2, 6, 10, 11, 15, 25, 26, 27, 34, 36, 37, 38, 39, 40, 41, 45, 46, 51, 52, 54, 55, 59, 60, 62, 67, 113
60-69	3, 14, 18, 42, 66, 89, 90, 91, 93
50-59	69, 92, 94, 95, 96, 107, 109
40-49	35, 56, 97, 99
30-39	98, 100, 105
20-29	101, 102, 103, 106, 110, 111, 114
10-19	58, 68, 104, 108, 115
0-9	

Table 16: Distribution of "Do" Responses on Officer Questionnaire
Staffing Pattern 2

% Who do Task	Task Number
90-100	1, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 16, 17, 19, 20, 21, 22, 23, 24, 28, 29, 30, 31, 32, 33, 34, 36, 37, 38, 43, 44, 45, 46, 47, 48, 49, 50, 52, 53, 54, 55, 57, 59, 61, 62, 63, 64, 65, 66, 67, 70, 71, 72, 73, 74, 75, 76, 77, 78, 79, 80, 81, 82, 83, 84, 85, 86, 88, 112
80-89	15, 18, 25, 26, 27, 39, 40, 41, 51, 60, 87, 89, 96, 97, 98, 99, 109, 113
70-79	2, 3, 14, 35, 56, 90, 91, 92, 93, 94, 100, 101, 107
60-69	42, 58, 69, 95, 103, 110
50-59	102, 104, 111, 115
40-49	105, 106, 108
30-39	114
20-29	68
10-19	
0-9	

Table 17: Distribution of "Do" Responses on Officer Questionnaire
Staffing Pattern 3

% Who do Task	Task Number
90-100	1, 2, 4, 5, 8, 9, 10, 11, 12, 15, 16, 19, 20, 21, 22, 23, 24, 25, 26, 28, 29, 30, 31, 32, 33, 34, 36, 37, 38, 40, 41, 43, 44, 45, 46, 47, 48, 49, 50, 51, 52, 53, 55, 57, 59, 61, 62, 63, 64, 65, 66, 69, 70, 71, 72, 73, 74, 75, 76, 77, 78, 79, 80, 81, 82, 83, 84, 85, 86, 89, 90, 91, 93, 96, 97, 98, 99, 101, 112, 113
80-89	3, 6, 7, 13, 14, 17, 27, 35, 39, 54, 56, 58, 60, 67, 87, 88, 92, 94, 95, 100, 109, 110
70-79	107, 108
60-69	
50-59	18, 42, 111
40-49	103, 105
30-39	68, 106, 114, 115
20-29	102, 104
10-19	
0-9	

Table 18: Distribution of "Do" Responses on Officer Questionnaire
Staffing Pattern 4

% Who do Task	Task Number
90-100	1, 4, 70, 71, 72, 73, 74, 75, 76, 79, 80, 81, 83, 112
80-89	2, 3, 5, 7, 8, 9, 11, 12, 13, 16, 17, 19, 20, 21, 22, 23, 24, 25, 28, 29, 30, 31, 32, 33, 37, 41, 43, 44, 45, 46, 47, 48, 49, 50, 51, 53, 57, 59, 60, 61, 63, 64, 65, 66, 77, 78, 82, 84, 85, 86, 88, 113
70-79	6, 10, 15, 18, 26, 27, 34, 36, 38, 39, 40, 42, 52, 54, 55, 56, 62, 67, 69, 87, 89, 90, 91, 92, 93, 96, 97
60-69	94, 95, 99, 107, 109, 111
50-59	14, 98, 100, 101, 110
40-49	35
30-39	58, 102, 103, 104, 108, 114
20-29	68, 115
10-19	105, 106
0-9	

Table 19: Distribution of "Do" Responses on Officer Questionnaire
Staffing Pattern 5

% Who do Task	Task Number
90-100	1, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 15, 16, 17, 19, 20, 21, 24, 28, 29, 30, 31, 32, 33, 34, 35, 36, 37, 38, 40, 41, 43, 44, 45, 46, 47, 48, 49, 50, 51, 52, 53, 54, 55, 57, 59, 60, 61, 62, 63, 64, 65, 66, 67, 69, 70, 71, 72, 73, 74, 75, 76, 77, 78, 79, 80, 81, 82, 83, 84, 85, 86, 87, 88, 89, 96, 97, 112, 113
80-89	14, 25, 26, 27, 39, 56, 58, 90, 91, 92, 93, 94, 98, 99, 100, 107
70-79	2, 3, 95, 101
60-69	105, 109, 115
50-59	18, 68, 108, 110, 111, 114
40-49	42, 102, 103
30-39	104
20-29	
10-19	
0-9	

Table 20: Distribution of "Do" Responses on Officer Questionnaire
Staffing Pattern 6

% Who do Task	Task Number
90-100	1, 4, 5, 7, 8, 9, 10, 11, 12, 13, 15, 16, 17, 19, 21, 22, 23, 24, 28, 29, 30, 31, 33, 36, 37, 38, 41, 43, 44, 45, 46, 47, 48, 49, 50, 52, 53, 54, 55, 57, 59, 60, 61, 62, 63, 64, 65, 66, 67, 69, 70, 71, 72, 73, 74, 75, 76, 77, 78, 79, 80, 81, 83, 84, 85, 86, 87, 88, 89, 105, 107, 112, 113
80-89	6, 27, 32, 34, 35, 40, 51, 56, 58, 82, 96, 97, 99
70-79	14, 20, 39
60-69	90, 91, 92, 93, 94, 95, 98, 100, 111
50-59	2, 26, 68, 106, 108, 114, 115
40-49	3, 18, 25, 101, 109
30-39	42, 110
20-29	103
10-19	102
0-9	104

POLICE OFFICER

Activity: Preparing for Work

Task:

1. Dress neatly and in proper uniform

2. Listen to information read out by the supervisor at shift briefing

3. Take notes on information read out by supervisor at shift briefing

4. Read written information such as teletype messages and complaint reports

5. Discuss with officers coming off previous shift important occurrences during their shift

6. Gather together necessary equipment such as shotgun, flashlight, and papers such as warrants and report blanks

7. Check out vehicle and equipment such as patrol car siren, radio, etc. by looking at and/or trying it out to make sure everything is in proper working order

* * * * *

Summary

Regardless of size or staffing pattern, Officers' perceptions of this activity agree with the Sergeants'. In some instances, large differences do occur as on task 2 where 32% of the Officers but only 6% of the Sergeants in the size 1 grouping indicated that the task takes much time. This kind of difference does not point up a real disagreement because the percentages are both less than one-third. (Tables 21 and 22).

Statewide Analysis

Most Officers do perform the tasks involved in preparing for work, but don't spend much time doing them. The critical tasks in this activity fall into two categories: informally learning what happened during previous shift (tasks 2, 3, 4, 5) and assembling and checking equipment (tasks 6 and 7).

Size Analysis

Respondents from each of the four sizes of departments seem to perceive this activity about the same and the pattern of responses is consistent with the statewide data.

Staffing Pattern Analysis

The only large differences in responses across staffing patterns occur on tasks 2 and 3. In agencies where there is no supervisor, fewer people indicated that they listen and take notes on information given out during briefings. This is not surprising since in agencies of this type, formal briefings are not held. Officers learn this information in other ways such as reading reports and talking with Officers coming off duty.

* * * * *

TABLE 21: OFFICER TASKLIST QUESTIONNAIRE RESPONSES BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

OFFICER RESPONSES ON ACTIVITY: PREPARING FOR WORK

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	96	2	2	1	2	1.10

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	97	2	1	0	0	1.04
SIZE 2 (20-59)	95	2	0	2	1	1.12
SIZE 3 (60-149)	98	1	0	0	2	1.08
SIZE 4 (150 OR MORE)	96	2	2	3	2	1.11

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	97	2	2	2	2	1.10
STAFFING PATTERN 2 (O,S,L)	96	2	0	1	1	1.09
STAFFING PATTERN 3 (O,S,C)	98	0	0	0	2	1.08
STAFFING PATTERN 4 (O,L,C)	95	1	3	2	2	1.16
STAFFING PATTERN 5 (1 SUPV)	95	4	1	0	1	1.09
STAFFING PATTERN 6 (NO SUPV)	100	0	0	0	0	1.00

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

STATEWIDE N = 2,473				SIZE 1 (1-19) N = 185			SIZE 2 (20-59) N = 278			SIZE 3 (60-149) N = 186			SIZE 4 (150-MORE) N = 1,815		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
1	96	38	41	100	42	51	98	38	48	100	45	48	95	36	38
2	80	70	27	70	84	32	78	82	24	87	81	31	80	66	26
3	71	62	20	66	75	27	72	70	27	82	75	26	70	58	17
4	93	54	28	98	75	40	98	69	35	89	67	34	93	48	25
5	91	73	25	97	79	35	95	76	28	88	74	17	90	72	25
6	80	58	17.	94	70	24	91	66	21	83	63	17	77	54	16
7	-86	79	23	98	86	32	93	84	25	93	82	20	84	77	22

TABLE 21: CONT'D.

STAFFING PATTERN BREAKDOWN

TASK	PATTERN 1 (O,S,L,C) N = 1,712			PATTERN 2 (O,S,L) N = 214			PATTERN 3 (O,S,C) N = 49			PATTERN 4 (O,L,C) N = 327			PATTERN 5 (1 SUPV) N = 122			PATTERN 6 (NO SUPV) N = 44		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
1	96	36	38	98	39	46	100	33	59	97	45	43	99	42	53	100	34	52
2	79	65	26	79	81	23	90	75	25	83	78	30	79	86	34	51	91	18
3	68	57	18	75	71	26	86	74	17	81	71	25	75	75	31	44	90	16
4	92	47	24	97	71	35	94	67	35	94	69	38	100	75	40	96	64	33
5	91	72	24	95	78	30	96	75	26	84	72	22	98	81	35	96	76	31
6	78	55	16	92	66	23	84	63	17	77	59	20	93	69	24	89	69	18
7	84	78	22	95	85	27	86	81	17	86	78	22	98	84	33	100	86	16

TABLE 22 : OFFICER TASKLIST QUESTIONNAIRE RESPONSES BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

SERGEANT RESPONSES ON ACTIVITY: PREPARING FOR WORK

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	95	3	1	0	1	1.09

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	100	0	0	0	0	1.00
SIZE 2 (20-59)	100	0	0	0	0	1.00
SIZE 3 (60-149)	73	18	9	0	0	1.36
SIZE 4 (150 OR MORE)	94	4	0	0	2	1.11

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	94	4	1	0	2	1.12
STAFFING PATTERN 2 (O,S,L)	100	0	0	0	0	1.00
STAFFING PATTERN 3 (O,S,C)	100	0	0	0	0	1.00
STAFFING PATTERN 4 (O,L,C)						
STAFFING PATTERN 5 (1 SUPV)	95	5	0	0	0	1.05
STAFFING PATTERN 6 (NO SUPV)						

TABLE 22: CONT'D.

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

STATEWIDE N = 184

TASK	% DO	% CRIT	% MUCH TIME
1	99	29	25
2	84	71	11
3	77	60	11
4	98	60	19
5	95	78	16
6	90	62	12
7	92	85	11

SIZE BREAKDOWN

TASK	Size 1 (1-19) N = 24			Size 2 (20-59) N = 38			Size 3 (60-149) N = 12			Size 4 (150-MORE) N = 110		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
1	100	25	38	97	33	33	100	58	25	100	25	20
2	71	94	6	79	77	10	100	83	33	86	64	10
3	63	80	20	76	69	7	100	92	25	77	49	8
4	100	75	25	100	63	29	100	75	25	88	54	13
5	100	83	8	97	65	24	92	82	27	93	81	14
6	96	70	13	92	66	9	100	75	25	86	57	12
7	96	87	9	95	83	17	100	92	25	89	84	8

STAFFING PATTERN BREAKDOWN

TASK	PATTERN 1 (O,S,L,C) N = 128			PATTERN 2 (O,S,L) N = 27			PATTERN 3 (O,S,C) N = 6			PATTERN 4 (O,L,C) N =			PATTERN 5 (1 SUPV) N = 23			PATTERN 6 (NO SUPV) N =		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
1	99	28	21	100	23	39	100	33	67				100	35	22			
2	84	67	11	89	75	8	83	60	20				74	100	12			
3	77	55	8	78	67	5	83	40	40				74	88	24			
4	90	55	17	100	74	19	100	50	50				100	74	26			
5	92	80	16	100	70	19	100	33	17				100	91	13			
6	88	59	14	96	69	8	100	50	0				91	71	10			
7	90	83	10	100	93	19	100	67	17				91	91	10			

* * * * * * * * * *

Task: Activity: Patrol

8. Drive or walk throughout assigned area looking for anything unusual or out of place, and for crimes, emergencies or violations in progress

9. Look for particular people and/or cars when asked to do so at roll call or later during patrol

10. Check vacant or closed businesses and houses by trying doors, walking around buildings, etc.

11. Investigate buildings when suspicious of forced entries by entering building and searching for possible burglar and/or evidence of objects moved or removed

12. Develop and maintain relationships with area residents by occasionally talking briefly with the people and/or helping them with their problems

13. Stop suspicious people and ask them to show identification and explain what they are doing

14. Check licensed premises, especially those about which complaints have been made, by looking around, interviewing owner and patrons

15. Question community residents and informants about recent crimes

* * * * *

Summary

The only noteworthy differences in responses here occur in the activity frequency data. Most Officers do this activity daily, but it appears that with increasing size and staffing complexity, there are more and more Officers who patrol rarely. This seems logical since the larger, more complex departments would be likely to have some people in specialized assignments such as records, communication, or administration. Sergeants' opinions on these tasks are essentially the same as the Officers'. (Tables 23 and 24).

Statewide Analysis

Most Officers do these tasks and, with the exception of 13, 14 and 15, spend a great deal of time doing them. Apparently, most Officers don't spend a great deal of time questioning people or checking licensed premises. Tasks in this area are seen as critical by most, except for 12 and 14. Task 12 can be considered as informal community relations and is perceived as critical by fewer than half of those responding. Checking licensed premises is not a regular part of the uniformed Police Officers' job. Usually, plainclothes personnel would do this on a complaint basis. Sergeants' opinions on these tasks are essentially the same as the Officers'.

Size Analysis

There are no large discrepancies in responses on these tasks across the sizes. There is, however, a trend for the percentage of Officers who do the tasks to decrease with increasing agency size. Sergeants' responses agree with the Officers' for the most part.

Staffing Pattern Analysis

There are no large differences across staffing patterns or between Sergeants' and Officers' responses.

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TABLE 23: OFFICER TASKLIST QUESTIONNAIRE RESPONSES BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

OFFICER RESPONSES ON ACTIVITY: PATROL

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	78	5	1	1	15	1.71

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	92	5	1	0	2	1.15
SIZE 2 (20-59)	85	4	2	3	7	1.43
SIZE 3 (60-149)	82	6	1	2	10	1.54
SIZE 4 (150 OR MORE)	75	5	1	1	18	1.83

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	76	5	2	1	17	1.78
STAFFING PATTERN 2 (O,S,L)	89	4	1	2	5	1.28
STAFFING PATTERN 3 (O,S,C)	80	4	2	6	8	1.59
STAFFING PATTERN 4 (O,L,C)	73	4	3	3	21	1.95
STAFFING PATTERN 5 (1 SUPV)	88	6	2	1	4	1.27
STAFFING PATTERN 6 (NO SUPV)	100	0	0	0	0	1.00

TABLE 23: CONT'D.

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

STATEWIDE N = 2,473

TASK	% DO	% CRIT	% MUCH TIME
8	85	86	88
9	87	71	57
10	75	59	51
11	82	90	60
12	88	47	52
13	87	72	33
14	65	31	19
15	80	59	34

SIZE BREAKDOWN

TASK	SIZE 1 (1-19) N = 185			SIZE 2 (20-59) N = 278			SIZE 3 (60-149) N = 186			SIZE 4 (150-MORE) N = 1,815		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
8	98	91	94	94	85	88	92	91	88	82	85	87
9	99	78	61	94	75	65	90	81	74	84	69	53
10	99	65	61	89	58	58	87	57	64	69	59	47
11	98	92	57	95	89	65	91	92	65	78	90	59
12	99	53	62	96	48	53	91	46	49	85	46	50
13	98	77	28	94	72	31	89	69	30	84	72	35
14	82	41	21	76	34	20	69	35	15	61	29	18
15	98	62	42	85	61	28	81	60	28	78	58	35

STAFFING PATTERN BREAKDOWN

TASK	PATTERN 1 (O,S,L,C) N = 1,712			PATTERN 2 (O,S,L) N = 214			PATTERN 3 (O,S,C) N = 49			PATTERN 4 (O,L,C) N = 327			PATTERN 5 (1 SUPV) N = 122			PATTERN 6 (NO SUPV) N = 44		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
8	83	85	88	95	86	85	94	89	87	84	86	84	97	90	98	100	91	93
9	85	69	54	95	79	61	92	71	64	87	74	64	97	81	63	100	73	64
10	71	60	48	93	56	61	92	56	80	70	57	47	97	67	65	100	57	57
11	79	90	59	96	92	65	92	80	56	80	88	60	98	90	61	100	98	48
12	85	46	51	96	50	54	94	54	52	88	44	44	98	51	64	100	48	64
13	85	73	35	95	70	31	88	70	26	84	70	31	98	79	36	98	77	9
14	63	30	17	78	36	22	80	44	13	55	30	21	84	38	22	71	42	23
15	79	59	35	89	56	27	92	69	24	72	61	30	96	68	42	100	55	43

TABLE 24: OFFICER TASKLIST QUESTIONNAIRE RESPONSES BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

SERGEANT RESPONSES ON ACTIVITY: PATROL

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	89	2	1	1	7	1.36

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	100	0	0	0	0	1.00
SIZE 2 (20-59)	95	5	0	0	0	1.05
SIZE 3 (60-149)	91	0	9	0	0	1.18
SIZE 4 (150 OR MORE)	84	2	1	1	12	1.55

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	86	2	1	1	10	1.48
STAFFING PATTERN 2 (O,S,L)	92	8	0	0	0	1.08
STAFFING PATTERN 3 (O,S,C)	100	0	0	0	0	1.00
STAFFING PATTERN 4 (O,L,C)						
STAFFING PATTERN 5 (1 SUPV)	95	0	5	0	0	1.09
STAFFING PATTERN 6 (NO SUPV)						

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

STATEWIDE N = 184

TASK	% DO	% CRIT	% MUCH TIME
8	93	91	88
9	93	80	48
10	91	60	62
11	92	92	43
12	92	48	39
13	92	87	27
14	83	31	20
15	91	60	22

SIZE BREAKDOWN

TASK	SIZE 1 (1-19) N = 24 % DO	% CRIT	% MUCH TIME	SIZE 2 (20-59) N = 38 % DO	% CRIT	% MUCH TIME	SIZE 3 (60-149) N = 12 % DO	% CRIT	% MUCH TIME	SIZE 4 (150-MORE) N = 110 % DO	% CRIT	% MUCH TIME
8	100	96	83	100	90	84	100	92	92	88	91	91
9	100	83	38	100	82	61	100	83	58	88	78	44
10	96	65	48	97	54	73	92	55	64	87	62	62
11	100	92	46	100	87	45	92	100	55	88	94	41
12	100	54	42	100	40	47	100	50	58	87	49	32
13	100	92	13	95	81	36	92	73	9	90	90	29
14	100	46	17	87	24	21	92	36	27	77	29	19
15	100	63	25	92	51	34	100	58	17	87	63	18

TABLE 24: CONT'D.

STAFFING PATTERN BREAKDOWN

TASK	PATTERN 1 (O,S,L,C) N = 128			PATTERN 2 (O,S,L) N = 27			PATTERN 3 (O,S,C) N = 6			PATTERN 4 (O,L,C) N =			PATTERN 5 (1 SUPV) N = 23			PATTERN 6 (NO SUPV) N =		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
8	90	90	90	100	89	82	100	83	100				100	100	87			
9	90	78	47	100	85	52	100	67	83				100	87	39			
10	88	63	61	100	56	74	100	33	83				96	59	50			
11	89	95	43	100	85	37	100	67	67				100	96	48			
12	89	50	36	100	33	48	100	50	67				100	52	35			
13	89	90	28	100	78	26	100	50	50				100	91	17			
14	79	30	20	89	21	17	100	67	33				96	41	18			
15	87	61	20	100	52	19	100	50	33				100	65	35			

* * * * * * * * * *

Activity: Responding to the Scene of Crimes or Possible Crimes when Discovered in Progress during Patrol or when Dispatched to the Scene

Task:

16. If anyone is injured, radio for emergency help

17. Give first aid, if necessary

18. Transport injured to hospital in patrol car, if necessary

19. Chase suspects in car and/or on foot

20. Secure scene by closing off the area and standing guard

21. Ask available witnesses to identify themselves (ask names, addresses and phone numbers) and to explain what happened and what they saw

22. Look thoroughly around scene for details such as method of entry or extent of damage

23. Radio to request vehicle check on suspect vehicles

24. Try to find possible additional witnesses by asking people in nearby area if they saw or heard anything unusual around the time the incident probably occurred

25. Turn case over to investigators by explaining what is known so far and suggesting possible leads to follow

26. Stay on scene to do as investigators ask, such as help look for more evidence or maintain guard over evidence

27. Help investigating officers perform lawful searches

28. Explain to victim what steps to take if he/she learns anything else about the incident

* * * * *

Summary

In general, regardless of size or staffing pattern, Sergeants' and Officers' responses agree on this activity. In almost all cases, a smaller percentage of Sergeants than Officers perceive these tasks as taking much time, although these response differences are quite small. This small, but consistent, difference in responses did not occur on the "critical" category. The frequency data for this activity indicate that most Officers do this activity at least weekly or more often, regardless of staffing pattern or size. However, the size of the group which does this activity rarely is larger in the bigger, more complex departments. (Tables 25 and 26).

Statewide Analysis

Most Officers do these tasks and agree that they are critical. More than 90% feel that helping the injured (tasks 16, 17 and 18) is critical. Most respondents said that they don't spend much time doing these tasks, except for looking over the scene (22), where almost 60% indicated "much time spent."

Sergeants' opinions on these tasks are similar to the Officers'.

Size Analysis

There are no large differences in response across the four size categories. The differences which occur in the "do" category show a consistent trend --the percent of Officers who do each task decreases with increasing agency size. The reason for this trend is that there is more specialization in the larger agencies where some personnel may be assigned to communications or administration, etc. Here again, Sergeant responses are very similar to the Officers'.

Staffing Pattern Analysis

With the exception of three tasks, the responses in all staffing patterns are also consistent. The percentage of Officers who transport injured to the hospital (18) differs quite a bit across the various staffing patterns. This is probably because whether or not Officers do 18 depends on each department's own particular policy in this matter. The percentage of people who do tasks 25 and 26 is much smaller for departments with no supervisor than for any other staffing pattern. This seems reasonable since departments in this category are so small that they probably have no detectives to turn a case over to.

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TABLE 25: OFFICER TASKLIST QUESTIONNAIRE RESPONSES
BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

OFFICER RESPONSES ON ACTIVITY: RESPONDING TO THE SCENE OF CRIMES OR POSSIBLE CRIMES WHEN DISCOVERED IN PROGRESS DURING PATROL OR WHEN DISPATCHED TO THE SCENE

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	48	25	8	4	14	2.11

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	47	33	13	5	2	1.82
SIZE 2 (20-59)	50	30	8	7	5	1.87
SIZE 3 (60-149)	55	25	6	2	12	1.90
SIZE 4 (150 OR MORE)	48	24	7	4	17	2.20

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	47	25	7	5	16	2.20
STAFFING PATTERN 2 (O,S,L)	62	24	7	3	4	1.63
STAFFING PATTERN 3 (O,S,C)	39	35	8	10	8	2.14
STAFFING PATTERN 4 (O,L,C)	53	22	7	2	16	2.07
STAFFING PATTERN 5 (1 SUPV)	45	34	11	5	5	1.93
STAFFING PATTERN 6 (NO SUPV)	40	35	20	5	0	1.90

TABLE 25: CONT'D.

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

STATEWIDE N = 2473				SIZE 1 (1-19) N = 185				SIZE 2 (20-59) N = 278				SIZE 3 (60-149) N = 186				SIZE 4 (150-MORE) N = 1815		
TASK	% DO	% CRIT	% MUCH TIME	TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
16	89	97	56	16	99	99	39	96	97	43	91	98	37	87	97	34
17	88	96	38	17	95	95	37	93	95	48	90	98	37	86	96	37
18	69	92	26	18	60	91	16	76	93	35	70	90	22	68	92	25
19	87	84	26	19	100	87	32	95	86	34	93	95	32	84	82	23
20	82	74	41	20	93	76	35	90	76	38	89	76	45	79	73	41
21	87	71	51	21	100	73	59	96	70	58	92	75	48	84	70	50
22	87	66	58	22	100	70	69	96	70	62	91	73	62	83	65	55
23	89	70	38	23	98	74	49	96	73	41	92	74	43	87	69	36
24	84	62	42	24	99	66	57	92	63	43	87	64	39	80	61	41
25	80	64	33	25	76	71	43	87	69	44	83	70	32	79	62	31
26	77	55	39	26	81	60	47	85	59	43	82	58	36	75	54	38
27	75	61	30	27	88	67	33	81	66	28	81	66	31	73	59	30
28	88	57	34	28	98	65	43	96	67	40	91	59	33	85	55	33

STAFFING PATTERN BREAKDOWN

	PATTERN 1 (O,S,L,C) N = 1712			PATTERN 2 (O,S,L) N = 214			PATTERN 3 (O,S,C) N = 49			PATTERN 4 (O,L,C) N = 327			PATTERN 5 (1 SUPV) N = 122			PATTERN 6 (NO SUPV) N = 44		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
16	88	97	33	96	97	40	96	98	38	88	97	43	98	99	43	100	98	25
17	87	97	38	94	97	45	86	93	33	85	95	36	94	96	42	91	90	25
18	67	92	23	88	95	31	59	76	21	78	91	34	51	89	19	46	85	25
19	85	82	22	96	93	36	94	80	24	87	90	39	98	89	33	100	80	23
20	80	73	41	93	77	42	92	67	33	80	77	44	97	79	38	77	68	18
21	85	69	49	96	77	60	96	72	51	85	74	56	99	75	57	100	64	48
22	84	64	55	96	72	65	92	80	64	85	70	62	99	70	68	100	64	68
23	87	69	36	97	75	42	90	70	44	88	72	41	99	77	48	100	66	43
24	81	60	42	93	67	45	94	63	41	84	66	37	98	68	57	100	55	50
25	79	62	30	84	71	41	92	76	31	80	67	41	84	68	39	48	62	43
26	75	53	39	86	56	45	90	59	27	77	63	37	88	59	45	55	71	54
27	73	59	29	86	64	34	84	73	5	75	65	36	87	72	35	80	60	26
28	86	54	32	95	66	39	76	62	38	87	62	41	97	68	41	98	63	42

TABLE 26 : OFFICER TASKLIST QUESTIONNAIRE RESPONSES
BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

SERGEANT RESPONSES ON ACTIVITY: RESPONDING TO THE SCENE OF CRIMES OR POSSIBLE CRIMES WHEN DISCOVERED IN PROGRESS DURING PATROL OR WHEN DISPATCHED TO THE SCENE
ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	58	29	4	1	7	1.70

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	50	45	5	0	0	1.55
SIZE 2 (20-59)	59	35	5	0	0	1.46
SIZE 3 (60-149)	73	18	0	9	0	1.45
SIZE 4 (150 OR MORE)	58	25	4	1	12	1.84

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	60	25	3	1	10	1.76
STAFFING PATTERN 2 (O,S,L)	60	36	4	0	0	1.44
STAFFING PATTERN 3 (O,S,C)	50	33	17	0	0	1.67
STAFFING PATTERN 4 (O,L,C)						
STAFFING PATTERN 5 (1 SUPV)	45	45	5	-	0	1.68
STAFFING PATTERN 6 (NO SUPV)						

TABLE 26: CONT'D

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

STATEWIDE N = 184				SIZE 1 (1-19) N = 24				SIZE 2 (20-59) N = 38				SIZE 3 (60-149) N = 12				SIZE 4 (150-MORE) N = 110		
TASK	% DO	% CRIT	% MUCH TIME	TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
16	94	97	26	16	100	100	38	100	97	24	100	100	8	90	96	26
17	95	96	30	17	100	96	25	97	100	27	83	90	20	95	95	34
18	73	87	15	18	83	85	15	76	90	17	42	80	0	73	88	15
19	93	91	20	19	100	92	21	97	97	22	100	75	8	89	91	21
20	92	77	36	20	96	70	26	95	69	31	100	67	50	89	83	38
21	93	69	42	21	100	67	46	100	63	47	100	67	58	89	71	38
22	93	64	40	22	100	58	54	100	71	58	100	67	33	89	62	31
23	93	76	41	23	100	79	46	100	76	42	100	58	58	89	78	37
24	91	59	33	24	100	50	50	97	62	32	100	67	33	86	59	30
25	87	73	21	25	71	71	24	95	78	19	100	83	17	86	70	21
26	88	57	43	26	79	58	42	92	51	37	100	67	33	87	58	47
27	88	60	25	27	96	61	35	97	62	27	100	67	17	82	59	22
28	93	58	16	28	100	58	29	100	58	21	100	67	8	89	56	11

STAFFING PATTERN BREAKDOWN

	PATTERN 1 (O,S,L,C) N = 128			PATTERN 2 (O,S,L) N = 27			PATTERN 3 (O,S,C) N = 6			PATTERN 4 (O,L,C) N =			PATTERN 5 (1 SUPV) N = 23			PATTERN 6 (NO SUPV) N =		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
16	91	97	25	100	100	26	100	100	33				100	96	30			
17	93	96	34	100	100	30	100	100	0				100	91	22			
18	70	87	14	85	100	17	100	67	17				65	80	13			
19	90	91	21	100	89	19	100	83	17				100	96	22			
20	90	80	41	96	69	15	100	67	17				96	73	36			
21	91	71	41	100	63	33	100	67	67				100	65	52			
22	91	63	35	100	67	37	100	67	50				100	65	65			
23	91	77	40	100	78	41	100	50	67				100	78	39			
24	88	60	30	96	54	27	100	67	50				100	57	52			
25	88	71	21	93	76	24	100	67	33				74	82	6			
26	88	59	46	96	46	31	100	50	50				78	67	39			
27	84	62	23	100	48	19	100	50	50				96	73	32			
28	91	58	14	100	56	7	100	33	50				100	65	26			

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Activity: Responding to Scene of Natural and Man-Made Emergencies and Unusual Occurrences

Task:

29. Look over scene to quickly evaluate what help is needed

30. Radio for appropriate agencies such as fire department, utility company, etc. to send their emergency equipment

31. Keep scene clear for emergency and rescue equipment by directing or re-routing traffic around immediate area and/or by telling onlookers to keep away

32. Help trapped people to get out of danger by physically guiding them out and/or by shouting directions

33. Ask witnesses and those involved for their names, addresses, phone numbers; ask them to explain what they saw or did

34. Go to hospital to question injured persons about what happened

35. At traffic accidents, collect physical evidence by measuring tire tracks and skid marks, collecting broken glass, taking photographs, etc.

36. At traffic accidents, gather information required by accident report forms, such as road conditions, damage to cars and passengers, etc., by observing the scene

37. Check participants' licenses, registrations and insurance cards

38. At traffic accidents, arrange for clearing of scene by calling for tow trucks

39. In cases of bomb scares or "suspicious packages," search or help search for bomb by accompanying a person who knows the buildings in a systematic search looking for anything which may be a bomb

40. In cases of potential suicides, try to calm person and change his mind

41. In cases where a person is publicly intoxicated, arrange for person to get home (if he has one) by calling friends or relatives

42. Transport publicly intoxicated person to a detoxification center or to hospital

* * * * *

Summary

This activity is performed by almost all Officers regardless of agency size and staffing complexity, with the exception of tasks 35 (collecting physical evidence) and 42 (taking intoxicated people to a detox center or hospital). Differences on task 35 probably exist because of differences in the degree of specialization within agencies. Differences on task 42 probably reflect specific agency policies and the availability of detox centers.

For the most part, data on criticality and time spent is consistent across the various sizes and staffing patterns. Also, Sergeants' and Officers' responses were quite similar in all categories. The activity frequency information is quite consistent. Most Officers handle emergencies weekly or more often. There is a trend, however, for the percentage of people who do this only rarely to be larger in the bigger, more complex agencies. (Tables 27 and 28).

Statewide Analysis

The two tasks with the smallest percentages in the "do" category are 35 and 42. Task 35 is a technical function; some departments have a special team of people who do this. Task 42 can be done only in areas where there is a detox center or if the person is so sick he needs hospital care. It is obvious here also that helping people in immediate physical danger in seen by most as critical (29, 30, 31, 32, 39 and 40). Questioning witnesses about the incident is also seen as critical, but by a smaller percentage of respondents than in the former group of tasks. The remainder of the tasks are not seen as critical by a large majority; these relate to transporting people (41 and 42), gathering additional information about the incident and those involved (34, 35, 36 and 37), and mopping up operations (38).

There are three critical things which are done by most Officers and which a majority agree take much time (31, 39 and 40). These three tasks describe things which it is easy to see would take a lot of time--staying at the scene to keep it clear for emergency equipment, searching for bombs, and calming emotionally upset suicidal persons. Task 36 (gathering information for the DMV report) does take a lot of time according to a majority but only about half see it as critical. Most Officers encounter emergencies/accidents at least once a month or more often. The 20% who do so rarely are probably those with inside assignments.

Sergeants perceive this activity much the same as Officers except for task 35 where a much greater percentage of Sergeants indicated that Officers do collect physical evidence.

Size Analysis

There is a trend for the percentage of "do" responses to decrease with increasing agency size, although the observed differences are rather small. Here also, tasks 35 and 42 are exceptional. Task 35 follows the trend just described but the percentage differences are substantial rather than small. In the large departments, technicians generally gather the physical evidence and this would explain why so few do 35 in agency sizes 3 and 4. In contrast, the percentage of "do" responses on task 42 is much smaller for the smallest agencies. This is probably because Officers are likely to know the person and take him home rather than to a hospital or detox center, neither of which may be available. The data regarding criticality and time spent are quite similar across the four sizes and, in general, are no different from the statewide percentages. Agreement between Officer and Sergeant responses is generally consistent.

Staffing Pattern Analysis

Although the differences in responses in the "do" category are not especially large, a trend is noticeable. In general, a smaller percentage of Officers in staffing patterns 1 and 4 than in 2, 3, 5, and 6 said that they do these tasks. This actually ties in with the small observed differences across department sizes. As size increases, the percentage of Officers performing the tasks

decreases. Staffing patterns 1 and 4 are composed of mostly large departments, so smaller "do" percentages for these two patterns is reasonable. The exception to this trend is task 42 where the percentages in patterns 1 and 4 are similar to those in patterns 2 and 3, but much larger than in patterns 5 and 6. Whether or not this task is done depends mostly on the availability of detox centers and hospitals, and the very smallest agencies which make up patterns 5 and 6 are least likely to have these facilities handy. In general, responses on the "critical" and "time spent" categories are consistent across the various staffing patterns and repeat the statewide response pattern. Sergeants' responses are quite similar to the Officers'. When sizeable percentage differences do occur, it's probably due to the very small number of cases in some of the Sergeant staffing patterns.

* * * * *

TABLE 27: OFFICER TASKLIST QUESTIONNAIRE RESPONSES BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

OFFICER RESPONSES ON ACTIVITY: RESPONDING TO SCENE OF NATURAL AND MAN-MADE EMERGENCIES AND UNUSUAL OCCURRENCES

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	28	31	11	11	20	2.64

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	29	41	12	12	6	2.26
SIZE 2 (20-59)	33	35	11	9	12	2.30
SIZE 3 (60-149)	28	42	9	9	13	2.38
SIZE 4 (150 OR MORE)	27	29	11	11	23	2.76

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	26	29	11	12	22	2.76
STAFFING PATTERN 2 (O,S,L)	29	41	11	9	10	2.28
STAFFING PATTERN 3 (O,S,C)	22	39	12	14	12	2.55
STAFFING PATTERN 4 (O,L,C)	35	31	7	7	20	2.48
STAFFING PATTERN 5 (1 SUPV)	31	38	13	9	9	2.26
STAFFING PATTERN 6 (NO SUPV)	23	40	20	10	8	2.40

TABLE 27: CONT'D

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

STATEWIDE N = 2,473

TASK	% DO	% CRIT	% MUCH TIME
29	88	95	32
30	87	95	30
31	84	91	56
32	83	96	35
33	86	62	50
34	78	51	42
35	47	52	46
36	78	49	67
37	80	44	49
38	78	57	41
39	74	95	56
40	77	95	54
41	76	35	32
42	60	33	36

SIZE BREAKDOWN

TASK	SIZE 1 (1-19) N = 185			SIZE 2 (20-59) N = 278			SIZE 3 (60-149) N = 186			SIZE 4 (150-MORE) N = 1,815		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
29	98	97	40	95	94	36	93	98	34	85	95	30
30	99	96	38	96	94	35	93	96	32	84	95	28
31	98	93	56	92	92	60	89	98	54	81	90	56
32	94	95	31	91	96	37	85	98	31	80	96	36
33	98	69	57	95	66	57	90	67	54	83	60	48
34	92	57	47	85	56	39	88	57	36	75	48	43
35	90	61	54	79	56	55	65	54	38	36	48	42
36	98	59	71	90	56	73	87	56	73	73	46	65
37	98	52	52	91	53	51	88	52	54	76	40	47
38	98	67	39	91	67	42	87	58	35	74	53	43
39	85	97	56	84	96	59	81	97	50	70	94	57
40	92	93	58	87	97	56	83	97	54	73	95	54
41	95	40	37	91	38	35	81	29	35	72	35	30
42	48	42	33	60	39	31	66	20	35	61	33	37

STAFFING PATTERN BREAKDOWN

TASK	PATTERN 1 (O,S,L,C) N = 1,712			PATTERN 2 (O,S,L) N = 214			PATTERN 3 (O,S,C) N = 49			PATTERN 4 (O,L,C) N = 327			PATTERN 5 (1 SUPV) N = 122			PATTERN 6 (NO SUPV) N = 44		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
29	86	95	30	96	96	37	94	96	35	87	94	38	98	98	40	100	96	23
30	85	95	28	96	97	38	96	96	32	87	95	35	98	95	37	100	96	23
31	81	90	55	94	95	66	94	100	59	83	89	61	98	92	52	98	93	42
32	81	96	35	92	94	36	90	98	30	81	96	40	97	95	35	86	97	21
33	84	60	48	95	68	59	96	70	60	85	69	50	99	68	55	98	61	51
34	75	48	40	91	58	40	92	69	38	77	56	53	96	55	53	86	50	32
35	40	47	44	70	58	43	80	69	51	43	62	48	94	60	60	88	47	37
36	75	46	64	91	57	73	94	59	67	75	52	74	98	57	72	100	59	66
37	77	40	46	91	54	54	94	59	65	80	50	53	98	51	50	100	50	46
38	75	52	41	90	66	46	94	78	41	78	65	45	98	63	35	100	64	34
39	71	94	56	88	96	61	80	95	44	75	94	58	84	99	57	73	97	41
40	74	95	54	86	96	54	90	93	48	79	96	57	94	96	61	80	94	54
41	72	34	30	87	38	38	94	46	37	81	38	34	93	35	40	96	29	24
42	60	32	36	62	37	36	57	50	21	70	33	40	48	29	31	39	41	41

TABLE 28: OFFICER TASKLIST QUESTIONNAIRE RESPONSES
BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

SERGEANT RESPONSES ON ACTIVITY: RESPONDING TO SCENE OF NATURAL AND MAN-MADE EMERGENCIES AND UNUSUAL OCCURRENCES
ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	37	33	10	10	8	2.19

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	23	55	14	5	5	2.14
SIZE 2 (20-59)	41	43	8	8	0	1.84
SIZE 3 (60-149)	36	36	18	9	0	2.00
SIZE 4 (150 OR MORE)	39	25	10	12	13	2.35

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	41	26	10	12	11	2.27
STAFFING PATTERN 2 (O,S,L)	36	56	8	0	0	1.72
STAFFING PATTERN 3 (O,S,C)	33	33	17	17	0	2.17
STAFFING PATTERN 4 (O,L,C)						
STAFFING PATTERN 5 (1 SUPV)	18	50	18	9	5	2.32
STAFFING PATTERN 6 (NO SUPV)						

TABLE 28: CONT'D.

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

STATEWIDE N = 184				SIZE 1 (1-19) N = 24				SIZE 2 (20-59) N = 38				SIZE 3 (60-149) N = 12				SIZE 4 (150-MORE) N = 110		
TASK	% DO	% CRIT	% MUCH TIME	TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
29	93	98	21	29	100	96	29	100	100	26	100	92	17	89	98	17
30	93	97	22	30	100	96	29	100	100	29	100	92	17	89	97	18
31	93	96	57	31	100	96	50	97	100	57	100	92	75	89	96	56
32	92	98	31	32	100	100	29	97	100	30	100	92	42	87	97	30
33	93	61	43	33	100	63	46	100	58	45	100	67	58	88	61	40
34	86	43	38	34	100	58	38	100	37	45	100	42	42	77	41	34
35	67	53	56	35	100	63	46	97	49	60	100	58	75	46	51	53
36	93	47	70	36	100	54	71	100	45	68	100	58	67	88	44	71
37	93	42	40	37	100	46	54	100	37	47	100	42	42	88	42	33
38	92	56	31	38	100	67	33	100	58	29	100	67	25	87	52	32
39	92	98	64	39	96	100	65	100	100	66	92	100	64	89	97	63
40	90	97	56	40	100	100	54	95	100	56	100	92	92	86	96	52
41	87	38	34	41	100	54	33	87	38	34	100	17	33	84	37	34
42	73	39	39	42	50	42	33	66	44	44	83	20	50	80	39	38

STAFFING PATTERN BREAKDOWN

	PATTERN 1 (O,S,L,C) N = 128			PATTERN 2 (O,S,L) N = 27			PATTERN 3 (O,S,C) N = 6			PATTERN 4 (O,L,C) N =			PATTERN 5 (1 SUPV) N = 23			PATTERN 6 (NO SUPV) N =		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
29	91	98	21	100	100	22	100	100	0				100	91	26			
30	91	97	20	100	100	22	100	100	17				100	91	35			
31	90	97	59	100	100	52	100	100	50				100	91	52			
32	88	97	33	100	100	19	100	100	33				100	96	35			
33	90	62	44	100	52	41	100	50	33				100	70	44			
34	81	41	36	100	33	41	100	50	67				100	61	35			
35	59	54	62	100	48	52	100	50	50				100	57	44			
36	90	47	70	100	44	74	100	50	50				100	48	70			
37	90	43	38	100	33	48	100	33	67				100	48	30			
38	89	53	34	100	63	30	100	67	17				100	65	22			
39	90	97	65	100	100	70	100	100	50				96	100	55			
40	86	96	57	100	100	44	100	100	50				100	96	65			
41	83	34	32	100	39	50	83	40	40				100	57	22			
42	78	38	39	78	33	48	33	50	100				52	50	17			

* * * * * * * * * *

Activity: Intervening in Fights and Family Disputes

Task:

43. Separate fighters

44. Try to calm fighters by talking quietly about what is bothering them

45. Try to find cause of fight by asking the people to explain how the dispute started

46. Discuss possible solutions to problem(s) causing the dispute

47. Reach at least short-term resolution to the dispute such as suggesting that one of the people leave for a while

48. Arrest fighters who have seriously assaulted others in your presence

49. Explain what court procedure to follow if a person wants to press charges against another

50. In cases of family disputes, suggest that the people follow up later by going to family court and/or an appropriate service agency to get more permanent solution to their problems

51. Contact child protective service if child abuse is suspected

52. In cases of family disputes, enforce orders of protection

* * * * *

Summary

For the most part, there are no major differences either across the various sizes and staffing patterns, or between Officers' and Sergeants' perceptions. The trend for percentage of "do" responses to decrease with increasing agency size is repeated in this activity. Here too, the trend for "do" percentages in staffing patterns 1 and 4 to be smaller than in patterns 2, 3, 5 and 6 is apparent. These trends, while noticeable, are not based on large percentage differences. (Tables 29 and 30).

Statewide Analysis

Seventy-eight percent or more of those responding said they perform these tasks. Most Police Officers seem to see themselves not as social workers but as enforcers of the peace and as help to the physically injured. The tasks relating to stopping the fight, making an arrest, enforcing orders of protection or reporting child abuse (43, 44, 47, 48, 51 and 52) are seen as critical by a majority (58-86%) but tasks relating to long-term solutions (45 and 46) and referrals (49 and 50) are seen as critical by less than half (37-48%). Tasks relating to discussion (44, 45, 46, 47 and 50) were perceived by a majority (50-59%) as taking much time. Most Officers have to settle fights at least once a month or more often. Thirty-four percent encounter fights at least once a week. The 22% who encounter them only rarely may be those with specialized assignments. Sergeants also view the activity this way.

Size and Staffing Pattern Analysis

There are no large differences in response patterns here. In a few cases where the percentage differences appear large between Officer and Sergeant responses, the number of the Sergeant respondents is extremely small.

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TABLE 29: OFFICER TASKLIST QUESTIONNAIRE RESPONSES BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

OFFICER RESPONSES ON ACTIVITY: INTERVENING IN FIGHTS AND FAMILY DISPUTES

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	22	34	14	8	22	2.73

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	9	42	30	15	5	2.65
SIZE 2 (20-59)	16	44	22	10	8	2.50
SIZE 3 (60-149)	36	39	11	2	12	2.13
SIZE 4 (150 OR MORE)	23	31	12	7	27	2.84

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	22	33	13	7	26	2.82
STAFFING PATTERN 2 (O,S,L)	21	36	22	12	9	2.51
STAFFING PATTERN 3 (O,S,C)	18	59	10	6	6	2.22
STAFFING PATTERN 4 (O,L,C)	30	30	13	5	22	2.59
STAFFING PATTERN 5 (1 SUPV)	13	42	29	10	5	2.52
STAFFING PATTERN 6 (NO SUPV)	8	33	35	25	0	2.78

TABLE 29: CONT'D.

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

TASK	STATEWIDE N = 2,473 % DO	% CRIT	% MUCH TIME	TASK	SIZE 1 (1-19) N = 185 % DO	% CRIT	% MUCH TIME	SIZE 2 (20-59) N = 278 % DO	% CRIT	% MUCH TIME	SIZE 3 (60-149) N = 186 % DO	% CRIT	% MUCH TIME	SIZE 4 (150-MORE) N = 1,815 % DO	% CRIT	% MUCH TIME
43	88	82	39	43	97	86	40	94	80	38	90	81	42	80	82	39
44	83	66	59	44	97	71	60	94	64	58	86	66	59	79	66	59
45	82	48	50	45	97	57	51	92	48	46	88	49	49	78	46	50
46	81	45	53	46	97	50	55	92	48	48	87	47	50	78	44	54
47	83	58	50	47	97	63	54	94	59	47	89	63	50	79	57	50
48	84	82	44	48	96	87	42	95	82	42	90	83	46	81	82	45
49	88	37	48	49	99	42	57	98	43	47	93	41	51	85	35	46
50	85	42	54	50	97	50	53	97	51	54	91	44	59	81	40	53
51	80	86	36	51	95	89	41	91	87	34	85	89	34	77	85	36
52	78	68	41	52	96	76	30	93	64	41	83	69	36	74	67	43

STAFFING PATTERN BREAKDOWN

TASK	PATTERN 1 (O,S,L,C) N = 1,712 % DO	% CRIT	% MUCH TIME	PATTERN 2 (O,S,L) N = 214 % DO	% CRIT	% MUCH TIME	PATTERN 3 (O,S,C) N = 49 % DO	% CRIT	% MUCH TIME	PATTERN 4 (O,L,C) N = 327 % DO	% CRIT	% MUCH TIME	PATTERN 5 (1 SUPV) N = 122 % DO	% CRIT	% MUCH TIME	PATTERN 6 (NO SUPV) N = 44 % DO	% CRIT	% MUCH TIME
43	80	82	39	94	84	43	94	94	37	84	73	36	97	88	39	98	81	37
44	80	67	60	92	73	65	96	66	60	83	60	52	96	69	56	98	58	56
45	79	46	52	93	54	51	96	57	43	81	45	44	96	56	44	98	47	44
46	78	44	54	91	52	56	94	57	44	82	45	47	96	50	56	98	44	47
47	80	57	50	91	63	56	98	69	40	85	60	46	98	63	53	96	60	50
48	81	82	44	93	85	54	98	85	27	87	83	48	97	86	39	93	76	39
49	85	35	45	96	46	50	98	38	60	90	42	49	100	41	62	98	40	47
50	82	40	53	94	50	56	98	50	56	88	42	53	98	53	60	98	47	42
51	77	85	34	87	90	34	92	78	29	83	87	44	97	91	43	89	87	33
52	76	67	43	90	67	46	94	70	39	74	64	35	98	83	33	91	60	20

TABLE 30: OFFICER TASKLIST QUESTIONNAIRE RESPONSES BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

SERGEANT RESPONSES ON ACTIVITY: INTERVENING IN FIGHTS AND FAMILY DISPUTES

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	20	57	14	3	6	2.19

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	18	73	9	0	0	1.91
SIZE 2 (20-59)	11	62	22	5	0	2.22
SIZE 3 (60-149)	55	18	27	0	0	1.73
SIZE 4 (150 OR MORE)	20	56	11	3	10	2.28

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	23	55	11	2	9	2.20
STAFFING PATTERN 2 (O,S,L)	16	48	28	8	0	2.28
STAFFING PATTERN 3 (O,S,C)	17	83	0	0	0	1.83
STAFFING PATTERN 4 (O,L,C)						
STAFFING PATTERN 5 (1 SUPV)	9	73	18	0	0	2.09
STAFFING PATTERN 6 (NO SUPV)						

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

STATEWIDE N = 184

TASK	% DO	% CRIT	% MUCH TIME
43	94	87	27
44	93	71	56
45	93	45	49
46	91	43	48
47	93	61	46
48	93	87	45
49	95	29	43
50	94	37	46
51	86	89	26
52	92	70	37

SIZE BREAKDOWN

TASK	SIZE 1 (1-19) N = 24			SIZE 2 (20-59) N = 38			SIZE 3 (60-149) N = 12			SIZE 4 (150-MORE) N = 110		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
43	100	96	29	100	87	26	92	82	18	91	85	28
44	100	88	42	97	70	54	100	58	58	90	69	61
45	100	54	54	100	53	47	92	36	36	89	41	50
46	100	46	58	100	47	53	100	25	42	86	43	45
47	100	54	42	100	74	45	100	42	50	88	60	47
48	100	96	46	97	84	49	100	83	50	89	87	43
49	100	29	42	100	18	45	100	42	58	92	31	41
50	100	50	38	100	34	42	100	33	33	90	35	52
51	100	88	25	95	92	31	100	75	42	78	91	22
52	96	83	17	100	76	26	100	67	25	87	66	47

TABLE 30: CONT'D.

STAFFING PATTERN BREAKDOWN

TASK	PATTERN 1 (O,S,L,C) N = 128			PATTERN 2 (O,S,L) N = 27			PATTERN 3 (O,S,C) N = 6			PATTERN 4 (O,L,C) N =			PATTERN 5 (1 SUPV) N = 23			PATTERN 6 (NO SUPV) N =		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
43	92	84	28	100	89	26	100	83	33				96	100	23			
44	91	66	61	100	78	52	100	83	50				100	83	39			
45	90	42	50	100	44	52	100	50	33				100	61	48			
46	88	42	45	100	37	56	100	33	50				100	57	57			
47	90	59	49	100	59	48	100	67	17				100	70	39			
48	90	87	44	100	85	48	100	67	33				100	96	52			
49	93	31	42	100	7	48	100	50	50				100	35	39			
50	91	35	50	100	26	44	100	50	33				100	57	30			
51	80	90	25	100	82	37	100	100	17				100	91	22			
52	89	66	44	100	78	26	100	83	17				96	82	18			

* * * * * * * * * *

Activity: Maintaining Traffic Safety

Task:

53. When you discover road hazards, radio the dispatcher to call the highway department, explain location and nature of hazard, and request that the problem be repaired

54. Direct traffic

55. Write tickets on illegally parked cars

56. Call for tow truck to tow away illegally parked cars

57. When you observe moving violation, stop the vehicle

58. Using radar apparatus, detect speeders and stop them

59. Write traffic summons for moving violations

60. Warn people against repeating violations

61. Radio for vehicle, license and outstanding warrant checks on persons stopped for traffic violations

62. Upon cause, stop and check cars for proper tires, lights, etc. and for proper identification including license, registration and insurance card

63. Stop persons suspected of DWI

64. Look for signs of intoxication in order to determine whether there is reasonable cause to believe that person is intoxicated

65. If there is reasonable cause, arrest person for DWI

66. Ask person to submit to test for intoxication and warn of consequence of refusal

67. Transport person to location where test will be administered and turn person over to appropriate personnel for testing

68. Administer breathalyzer test

69. Witness breathalyzer test

* * * * *

Summary

For the most part, responses in the "do" category are consistent across sizes and staffing patterns; Officers' and Sergeants' perceptions of these tasks are also similar. For the most part, a majority of Officers do these tasks, except for 58 (using radar) and 68 (administering breathalyzer test). It is on these two tasks also where response percentage differences are largest. A much smaller percentage of Officers in the largest departments as compared to the smaller ones do these tasks. Also, a much larger percentage of Sergeants than Officers indicated that Officers do the two tasks. Responses in the "critical" and "time spent" categories are quite similar regardless of agency size or staffing pattern. This response similarity is also evident between Officers and Sergeants. (Tables 31 and 32).

Statewide Analysis

Most Officers indicated that they do these tasks, except for tasks 58 and 68 which only a small percentage of Officers do. These two tasks describe things related to the use of sophisticated apparatus (radar and breathalyzer) which can only be operated by those who have had extensive training in their proper use. Task 56, which is done by 56% of those responding, describes an operation which may or may not be done depending on where the cars are parked. The remainder of the tasks in this activity can be grouped into six sub-categories. The first is reporting road hazards (53) and most Officers consider this critical. Next is directing traffic (54) and 64% of those responding considered this critical. Ticketing cars (55) is another category, but this is considered critical by only 21%. The steps involved in handling moving violations make up another group (57, 59, 60 and 61). The actual stopping of the vehicle is considered critical by 56%, but the remainder of the tasks in this area are considered critical by less than half. Checking cars for proper lights, tires, etc. is considered critical by only 40%. The last subgroup describes the steps involved in the DWI arrest procedure (63, 64, 65 and 67). Except for transporting the arrested person, these tasks are considered critical by most. There are two tasks (54 and 68) which were rated as taking much time by more than half of the Officers responding. Task 54 is directing traffic and task 68 is administering the breathalyzer test. The percentages, though, are 52% and 56% respectively. Less than one-half of the respondents indicated "much time" on all the other tasks in this activity.

More than half of those responding do this activity at least once a week or daily.

Sergeants disagree with this response pattern on two tasks, 58 and 68. A much greater percentage of Sergeants say that Officers operate radar and breathalyzer equipment. This is probably because Sergeants correctly view this as an Officer level job function, but not all Officers are trained in the use of the equipment. Also, a much smaller percentage of Sergeants than Officers indicated that this activity is done rarely.

Size Analysis

The trend for percentage of "do" responses to decrease with increasing agency size is apparent in this activity also. In general, "critical" and "time spent" data are consistent across sizes and reflect the statewide pattern. Sergeant and Officer responses are generally in agreement with each other. There are three tasks (58, 68 and 69) which have exceptional response patterns. For task 58 (using radar), there is a very large drop-off in the percentage of people doing this in the largest departments. This is probably because in the largest departments there is usually a traffic division which would handle the radar, while in smaller departments the Officers take turns working the radar. There is also a large disagreement on this task between Officer and Sergeant responses. A much greater percentage of Sergeants than Officers in the largest departments say that Officers work the radar. The reason cited above to explain the statewide differences on this task can explain this difference also. For some unfathomable reason, the Sergeant responses on tasks 68 and 69 are erratic. The activity frequency information seems to follow an already noted pattern: most Officers do this activity at least once a week or more often, but the percentage of Officers who do it only rarely increases as agency size increases.

Staffing Pattern Analysis

With a few exceptions, the trend for percentages in staffing patterns 1 and 4 to be smaller than those in 2, 3, 5 and 6 exists here also. In staffing pattern 1, which includes the big departments, a much smaller percentage of Officers do task 56 (calling for tow trucks). The Sergeants in staffing pattern 1 don't agree with this. This, however, is probably a matter of agency policy. In staffing patterns 1 and 4, a much smaller percentage of Officers work the radar. This ties in with the size differences since patterns 1 and 4 are composed mainly of the large agencies. The frequency information response pattern is similar to that for the various sizes--the two patterns (1 and 4) which are composed of the largest departments show a greater percentage of people who do the activity rarely.

* * * * *

TABLE 31: OFFICER TASKLIST QUESTIONNAIRE RESPONSES BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

OFFICER RESPONSES ON ACTIVITY: MAINTAINING TRAFFIC SAFETY

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	42	22	8	5	23	2.45

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	74	13	9	1	4	1.46
SIZE 2 (20-59)	59	17	8	5	10	1.90
SIZE 3 (60-149)	61	20	6	2	12	1.84
SIZE 4 (150 OR MORE)	34	24	9	5	28	2.69

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	36	24	9	5	26	2.64
STAFFING PATTERN 2 (O,S,L)	58	21	9	4	9	1.85
STAFFING PATTERN 3 (O,S,C)	71	8	6	6	8	1.71
STAFFING PATTERN 4 (O,L,C)	46	21	6	3	25	2.40
STAFFING PATTERN 5 (1 SUPV)	63	16	12	3	7	1.76
STAFFING PATTERN 6 (NO SUPV)	90	3	8	0	0	1.10

TABLE 31: CONT'D.

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

STATEWIDE N = 2,473

TASK	% DO	% CRIT	% MUCH TIME
53	88	77	30
54	79	64	52
55	77	21	40
56	56	18	20
57	84	56	43
58	28	58	48
59	81	49	38
60	77	39	32
61	83	47	41
62	78	40	38
63	84	87	40
64	83	74	33
65	84	82	50
66	75	52	40
67	79	49	48
68	17	55	56
69	60	41	33

SIZE BREAKDOWN

TASK	SIZE 1 (1-19) N = 185			SIZE 2 (20-59) N = 278			SIZE 3 (60-149) N = 186			SIZE 4 (150-MORE) N = 1,815		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
53	99	80	34	95	78	33	93	76	27	85	76	29
54	98	64	43	91	61	56	86	62	51	75	64	53
55	96	24	38	90	26	43	88	21	46	72	19	38
56	84	20	15	73	21	17	65	17	16	49	16	22
57	99	74	62	93	54	53	92	61	47	80	53	38
58	85	72	51	75	53	51	63	55	42	11	54	46
59	98	67	56	92	51	49	91	49	40	77	46	34
60	92	56	52	90	43	37	83	35	43	73	37	28
61	97	63	43	92	48	39	91	55	46	80	44	40
62	97	53	47	90	47	47	88	45	42	73	37	35
63	99	95	54	93	87	42	90	82	45	80	87	37
64	98	89	50	94	74	37	91	69	37	79	72	29
65	98	92	57	95	82	49	91	79	51	81	81	49
66	97	64	50	88	56	42	90	58	44	69	49	37
67	97	62	56	90	53	47	89	52	43	75	46	47
68	50	54	51	34	56	63	28	52	54	11	55	55
69	91	50	40	67	43	38	82	42	26	53	38	31

TABLE 31: CONT'D. STAFFING PATTERN BREAKDOWN

TASK	PATTERN 1 (O,S,L,C) N = 1,712			PATTERN 2 (O,S,L) N = 214			PATTERN 3 (O,S,C) N = 49			PATTERN 4 (O,L,C) N = 327			PATTERN 5 (1 SUPV) N = 122			PATTERN 6 (NO SUPV) N = 44		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
53	86	76	29	96	80	32	92	89	44	88	76	31	98	77	34	100	80	21
54	76	64	52	91	56	59	88	56	63	79	68	54	96	66	47	100	52	25
55	73	19	38	91	23	51	92	29	58	76	24	36	94	24	39	96	17	29
56	47	17	20	71	17	19	80	26	13	74	19	24	82	13	17	80	26	6
57	81	53	39	95	60	50	94	65	50	85	54	42	97	74	61	100	75	71
58	15	51	42	69	57	50	86	64	43	30	60	49	85	64	52	86	76	74
59	78	46	35	93	51	43	94	59	46	81	49	37	96	62	57	100	68	68
60	74	36	28	89	40	38	86	52	38	80	43	38	92	51	48	91	58	50
61	80	44	41	94	52	44	94	59	50	82	50	37	95	59	41	100	66	36
62	74	37	35	91	51	43	90	43	46	79	41	39	95	49	53	100	50	48
63	81	87	37	94	87	44	90	89	48	82	81	44	98	92	51	100	96	57
64	80	72	29	94	77	37	92	78	49	81	68	33	98	87	49	100	89	50
65	82	82	47	95	85	53	96	92	53	83	78	54	97	88	57	100	89	57
66	69	49	36	90	59	37	94	58	42	80	60	49	97	59	52	98	63	58
67	76	45	46	91	55	45	88	56	49	79	56	55	98	61	53	96	55	64
68	12	53	52	24	61	59	33	50	69	22	56	67	53	52	52	50	64	50
69	52	37	28	63	40	30	92	53	36	78	49	47	93	48	37	96	48	50

TABLE 32: OFFICER TASKLIST QUESTIONNAIRE RESPONSES BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

SERGEANT RESPONSES ON ACTIVITY: MAINTAINING TRAFFIC SAFETY

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	66	20	6	2	7	1.66

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	82	14	5	0	0	1.23
SIZE 2 (20-59)	86	8	5	0	0	1.19
SIZE 3 (60-149)	64	27	0	9	0	1.55
SIZE 4 (150 OR MORE)	55	24	7	2	12	1.92

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	58	24	6	2	10	1.82
STAFFING PATTERN 2 (O,S,L)	88	8	4	0	0	1.16
STAFFING PATTERN 3 (O,S,C)	100	0	0	0	0	1.00
STAFFING PATTERN 4 (O,L,C)						
STAFFING PATTERN 5 (1 SUPV)	73	14	9	5	0	1.45
STAFFING PATTERN 6 (NO SUPV)						

TABLE 32: CONT'D.

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

STATEWIDE N = 184				SIZE BREAKDOWN													
				SIZE 1 (1-19) N = 24			SIZE 2 (20-59) N = 38			SIZE 3 (60-149) N = 12			SIZE 4 (150-MORE) N = 110		
TASK	% DO	% CRIT	% MUCH TIME	TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
53	92	89	30	53	100	92	33	100	90	24	100	83	25	86	88	33
54	92	64	61	54	100	58	54	100	71	53	100	67	75	86	63	64
55	91	20	45	55	96	17	35	100	18	34	100	17	58	86	21	50
56	76	14	16	56	83	20	15	97	14	14	75	0	22	66	15	16
57	92	67	43	57	100	67	58	100	68	42	100	67	50	87	66	39
58	78	55	42	58	92	68	46	95	50	50	100	33	42	66	58	37
59	92	60	47	59	100	63	54	100	45	45	100	67	42	86	65	46
60	89	33	28	60	100	50	50	100	26	32	92	46	18	83	30	22
61	92	55	41	61	100	75	42	100	55	37	100	50	42	86	51	43
62	91	50	36	62	96	61	48	100	41	49	100	42	42	86	52	27
63	93	91	42	63	100	100	50	100	89	38	100	75	42	88	92	42
64	93	85	31	64	100	92	58	100	87	24	100	67	42	88	85	26
65	93	88	61	65	100	92	71	100	87	55	100	75	67	89	90	60
66	91	50	43	66	100	54	38	97	51	46	100	75	67	86	46	39
67	91	47	54	67	96	39	48	95	53	50	100	67	58	87	44	56
68	61	39	60	68	83	60	50	53	35	60	100	42	67	54	32	63
69	73	30	46	69	100	38	25	68	35	65	100	42	50	66	24	46

TABLE 32: CONT'D.

STAFFING PATTERN BREAKDOWN

TASK	PATTERN 1 (O,S,L,C) N = 128			PATTERN 2 (O,S,L) N = 27			PATTERN 3 (O,S,C) N = 6			PATTERN 4 (O,L,C) N =			PATTERN 5 (1 SUPV) N = 23			PATTERN 6 (NO SUPV) N =		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
53	88	88	34	100	100	26	100	50	17				100	91	22			
54	88	63	64	100	70	63	100	50	33				100	65	48			
55	88	20	49	100	15	48	100	17	33				96	23	23			
56	68	13	15	96	8	23	100	17	0				87	30	15			
57	89	67	41	100	67	52	100	50	33				100	70	48			
58	70	53	37	93	56	64	100	67	33				100	61	39			
59	88	62	48	100	52	48	100	50	33				100	65	44			
60	84	30	24	100	33	37	100	17	33				100	52	35			
61	88	51	43	100	56	48	100	33	33				100	78	30			
62	88	50	30	100	39	58	100	33	67				96	68	32			
63	90	90	43	100	96	39	100	83	50				100	91	39			
64	90	83	30	100	93	26	100	67	33				100	91	44			
65	91	88	60	100	89	56	100	83	67				100	91	70			
66	87	50	43	100	41	41	100	50	83				100	65	30			
67	89	47	57	89	38	50	100	50	67				100	52	39			
68	56	37	65	56	20	40	100	33	83				83	63	53			
69	67	28	49	74	25	50	100	33	50				96	41	32			

* * * * * * * * * *

Activity: Responding to Requests for Various Kinds of Service. This May Include Such Things as Handling Noise Complaints, Escorts, Giving Directions, etc.

Task:

70. Ask person to explain the problem and listen to person's explanation

71. Evaluate problem and suggest how best to solve the problem

72. Perform service requested

73. Explain where person can get needed service

* * * * *

Summary

Sergeants seem to think that Officers do this activity more frequently than the Officers themselves indicate. Responses for this activity are otherwise homogeneous. Almost 100% of the Sergeants indicated an activity frequency of weekly and/or daily, while about 90% of the Officers indicated weekly and/or daily. (Tables 33 and 34).

Statewide Analysis

Almost all Officers do these tasks but only about 30% consider them critical. Also, most get involved in this activity at least weekly and 66% of those responding do this daily. Fifty to sixty percent of those responding indicated that they spend much time helping people with various kinds of problems, while 43% indicated that they refer people elsewhere for help (task 73).

Sergeants' opinions on these tasks are similar to the Officers', except that a greater proportion of Sergeants than Officers think that this activity is done daily.

Size and Staffing Pattern Analysis

The response pattern for tasks in this activity is very similar across size and staffing patterns, and between Officers and Sergeants. The same trend already noted previously (for percentage who do the task to decrease with increasing agency size) shows up in this activity also. In addition, the same activity frequency pattern already noted statewide is apparent here also.

* * * * *

TABLE 33 : OFFICER TASKLIST QUESTIONNAIRE RESPONSES BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

OFFICER RESPONSES ON ACTIVITY: RESPONDING TO REQUESTS FOR VARIOUS KINDS OF SERVICE. THIS MAY INCLUDE SUCH THINGS AS HANDLING NOISE COMPLAINTS, ESCORTS, GIVING DIRECTIONS, ETC.

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	66	10	4	3	17	1.96

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	80	12	4	1	4	1.37
SIZE 2 (20-59)	80	8	3	2	7	1.47
SIZE 3 (60-149)	82	7	2	1	9	1.49
SIZE 4 (150 OR MORE)	60	11	4	4	21	2.14

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	62	11	4	4	20	2.10
STAFFING PATTERN 2 (O,S,L)	83	7	3	1	7	1.42
STAFFING PATTERN 3 (O,S,C)	88	4	2	2	4	1.31
STAFFING PATTERN 4 (O,L,C)	69	9	4	3	16	1.90
STAFFING PATTERN 5 (1 SUPV)	74	12	7	2	5	1.53
STAFFING PATTERN 6 (NO SUPV)	78	20	0	0	3	1.30

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

STATEWIDE N = 2,473

TASK	% DO	% CRIT	% MUCH TIME
70	90	31	60
71	90	31	54
72	90	29	50
73	92	30	43

SIZE BREAKDOWN

TASK	SIZE 1 (1-19) N = 185			SIZE 2 (20-59) N = 278			SIZE 3 (60-149) N = 186			SIZE 4 (150-MORE) N = 1,815		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
70	100	41	70	97	34	68	96	32	65	88	29	57
71	100	39	65	97	32	59	95	33	57	88	30	51
72	100	37	58	96	27	57	94	28	53	87	28	48
73	100	35	52	98	30	48	97	30	48	90	29	41

TABLE 33: CONT'D.

STAFFING PATTERN BREAKDOWN

TASK	PATTERN 1 (O,S,L,C) N = 1,712			PATTERN 2 (O,S,L) N = 214			PATTERN 3 (O,S,C) N = 49			PATTERN 4 (O,L,C) N = 327			PATTERN 5 (1 SUPV) N = 122			PATTERN 6 (NO SUPV) N = 44		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
70	88	29	57	98	30	67	98	44	77	91	34	61	99	37	67	100	43	71
71	88	30	51	98	29	57	98	44	67	91	34	56	99	36	65	100	39	61
72	87	28	48	97	25	53	94	39	70	92	30	51	99	32	58	100	32	59
73	90	29	40	98	26	44	98	38	48	93	33	48	100	30	55	100	39	55

TABLE 34: OFFICER TASKLIST QUESTIONNAIRE RESPONSES BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

SERGEANT RESPONSES ON ACTIVITY: RESPONDING TO REQUESTS FOR VARIOUS KINDS OF SERVICE. THIS MAY INCLUDE SUCH THINGS AS HANDLING NOISE COMPLIANTS, ESCORTS, GIVING DIRECTIONS, ETC.

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	84	8	1	1	6	1.37

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	95	5	0	0	0	1.05
SIZE 2 (20-59)	97	3	0	0	0	1.03
SIZE 3 (60-149)	73	9	9	9	0	1.55
SIZE 4 (150 OR MORE)	79	10	1	0	10	1.53

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	80	10	2	0	9	1.48
STAFFING PATTERN 2 (O,S,L)	96	4	0	0	0	1.04
STAFFING PATTERN 3 (O,S,C)	100	0	0	0	0	1.00
STAFFING PATTERN 4 (O,L,C)						
STAFFING PATTERN 5 (1 SUPV)	91	5	0	5	0	1.18
STAFFING PATTERN 6 (NO SUPV)						

TABLE 34: CO'D.

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

STATEWIDE N = 184

TASK	% DO	% CRIT	% MUCH TIME
70	96	22	61
71	96	19	54
72	94	18	50
73	97	19	37

SIZE BREAKDOWN

TASK	SIZE 1 (1-19) N = 24			SIZE 2 (20-59) N = 38			SIZE 3 (60-149) N = 12			SIZE 4 (150-MORE) N = 110		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
70	100	21	67	100	24	63	100	0	67	93	24	58
71	100	21	58	100	16	66	100	0	58	93	23	48
72	96	22	65	100	11	47	100	8	50	91	21	47
73	100	13	42	100	26	32	100	0	50	95	20	36

STAFFING PATTERN BREAKDOWN

TASK	PATTERN 1 (O,S,L,C) N = 128			PATTERN 2 (O,S,L) N = 27			PATTERN 3 (O,S,C) N = 6			PATTERN 4 (O,L,C) N =			PATTERN 5 (1 SUPV) N = 23			PATTERN 6 (NO SUPV) N =		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
70	94	23	58	100	15	67	100	0	67				100	26	65			
71	94	21	49	100	11	74	100	0	50				100	26	57			
72	92	19	46	100	11	63	100	0	67				96	27	50			
73	95	21	34	100	15	44	100	0	50				100	17	35			

* * * * * * * * * *

Activity: Making Arrests

Task:

74. Tell person he/she is under arrest

75. Frisk for weapons

76. Handcuff person, if necessary

77. Transport to detention facility or headquarters for booking

78. If person is to be questioned, read Miranda Rights and ask person if he/she understands them

79. Fill in arrest information forms

80. Search person thoroughly for possible weapons, identification, etc.

* * * * *

Summary

Most Officers do the tasks in this activity. Those tasks which most see as critical relate to preventing physical harm to the Officer or escape by the prisoner (75, 76 and 80). This response pattern is consistent across the various sizes and staffing patterns and between Officers and Sergeants.

The major points of disagreement in this activity occur in the "time spent" category where a smaller percentage of Sergeants than Officers consistently say that the searching and securing of prisoners (tasks 75, 76 and 80) takes much time. There seems to be agreement on the other tasks, including 79, where most think that the paperwork associated with arrest takes much time. The majority of people in all groups indicate that they make arrests at least monthly or more often. (Tables 35 and 36).

Statewide Analysis

Almost all Officers do make arrests but usually not more than once a week. The tasks which are seen as critical by most (90% or more) relate to insuring that the prisoner can't escape or injure himself or the arresting Officer (tasks 75, 76 and 80). Transporting prisoners and reading Miranda Rights (77 and 78) are seen as critical by somewhat more than half of those responding, while the related paper work is not seen as critical by many. However, the paperwork is seen as taking much time by 74% of the Officers.

Size Analysis

Responses across size follow the same pattern noted before--the percentage who do the tasks decreases as agency size increases. Here, however, there is a noticeable trend for Sergeants to disagree with Officers on time spent doing these tasks. A much smaller proportion of Sergeants sees the tasks relating to searching and securing prisoners as taking much time. This difference is greatest in the largest size category, especially on task 75. The activity frequency data show that 50% to 60% of the Officers in agency sizes 1, 2 and 3 make arrests weekly or more often, while only 29% of those in the largest agencies make arrests that often. The percentage of Officers who make arrests only rarely is largest in the biggest agencies.

Staffing Pattern Analysis

The same response pattern across staffing patterns as described in previous activities is repeated here. That trend is for percentages of "do" responses in staffing patterns 1 and 4 (made up mostly of large agencies) to be smaller than the percentages in staffing patterns 2, 3, 5 and 6. Here also, a smaller percentage of Sergeants than Officers think that searching prisoners (75, 76 and 80) takes much time.

* * * * *

TABLE 35: OFFICER TASKLIST QUESTIONNAIRE RESPONSES BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

OFFICER RESPONSES ON ACTIVITY: MAKING ARRESTS

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	9	27	29	19	16	3.07

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	20	40	22	10	9	2.48
SIZE 2 (20-59)	18	32	24	21	5	2.62
SIZE 3 (60-149)	10	48	25	8	9	2.57
SIZE 4 (150 OR MORE)	6	23	31	21	19	3.25

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	5	22	32	22	18	3.27
STAFFING PATTERN 2 (O,S,L)	10	36	26	19	9	2.83
STAFFING PATTERN 3 (O,S,C)	20	37	22	16	4	2.47
STAFFING PATTERN 4 (O,L,C)	18	35	22	11	15	2.70
STAFFING PATTERN 5 (1 SUPV)	23	48	14	9	5	2.25
STAFFING PATTERN 6 (NO SUPV)	20	40	33	8	0	2.28

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

STATEWIDE N = 2,473

TASK	% DO	% CRIT	% MUCH TIME
74	92	71	33
75	92	96	47
76	92	94	31
77	88	65	48
78	89	58	40
79	90	43	74
80	92	93	53

SIZE BREAKDOWN

TASK	SIZE 1 (1-19) N = 185 % DO	% CRIT	% MUCH TIME	SIZE 2 (20-59) N = 278 % DO	% CRIT	% MUCH TIME	SIZE 3 (60-149) N = 186 % DO	% CRIT	% MUCH TIME	SIZE 4 (150-MORE) N = 1,815 % DO	% CRIT	% MUCH TIME
74	99	76	43	97	72	37	96	75	32	90	69	31
75	100	96	50	97	95	50	96	97	44	90	96	46
76	100	97	35	98	93	34	96	96	30	90	93	31
77	99	72	48	96	69	47	93	74	39	85	62	49
78	100	61	47	96	60	51	96	65	40	86	56	37
79	100	49	77	97	52	71	94	49	69	87	40	75
80	100	95	57	98	91	59	96	92	49	90	93	53

TABLE 35: CONT'D.

STAFFING PATTERN BREAKDOWN

TASK	PATTERN 1 (O,S,L,C) N = 1,712			PATTERN 2 (O,S,L) N = 214			PATTERN 3 (O,S,C) N = 49			PATTERN 4 (O,L,C) N = 327			PATTERN 5 (1 SUPV) N = 122			PATTERN 6 (NO SUPV) N = 44		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
74	90	69	30	98	75	33	98	73	40	90	75	42	98	76	44	100	73	41
75	91	96	46	99	96	50	96	100	43	91	95	49	99	95	53	100	96	48
76	91	93	30	98	94	31	98	98	23	91	94	38	99	95	43	100	96	23
77	86	61	48	98	72	45	92	67	47	86	74	50	98	72	51	100	66	48
78	87	56	37	98	61	45	98	58	44	89	63	46	100	60	53	100	64	48
79	88	39	73	99	49	76	96	47	75	90	52	72	100	48	80	100	48	82
80	90	93	52	99	93	60	98	90	48	92	93	56	99	92	59	100	93	50

TABLE 36: OFFICER TASKLIST QUESTIONNAIRE RESPONSES BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

SERGEANT RESPONSES ON ACTIVITY: MAKING ARRESTS

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	13	33	36	11	7	2.67

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	36	55	9	0	0	1.73
SIZE 2 (20-59)	24	43	16	16	0	2.24
SIZE 3 (60-149)	18	64	9	0	9	2.18
SIZE 4 (150 OR MORE)	4	21	51	12	11	3.06

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	7	27	45	10	10	2.88
STAFFING PATTERN 2 (O,S,L)	20	36	24	20	0	2.44
STAFFING PATTERN 3 (O,S,C)	33	67	0	0	0	1.67
STAFFING PATTERN 4 (O,L,C)						
STAFFING PATTERN 5 (1 SUPV)	32	50		5	5	2.00
STAFFING PATTERN 6 (NO SUPV)						

TABLE 36: CONT'D.

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

STATEWIDE N = 184

TASK	% DO	% CRIT	% MUCH TIME
74	95	73	22
75	95	99	23
76	95	97	20
77	92	70	55
78	90	47	34
79	94	33	75
80	94	95	28

SIZE BREAKDOWN

TASK	SIZE 1 (1-19) N = 24			SIZE 2 (20-59) N = 38			SIZE 3 (60-149) N = 12			SIZE 4 (150-MORE) N = 110		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
74	100	75	21	100	74	29	100	75	33	91	72	19
75	100	100	25	100	97	32	100	92	33	91	100	18
76	100	100	13	100	97	29	100	92	8	91	97	20
77	100	67	42	100	84	45	100	67	58	87	66	63
78	100	42	46	100	47	47	100	58	42	84	47	25
79	100	42	67	100	37	71	100	42	75	90	28	78
80	100	92	33	100	100	29	100	92	50	90	95	23

STAFFING PATTERN BREAKDOWN

TASK	PATTERN 1 (O,S,L,C) N = 128			PATTERN 2 (O,S,L) N = 27			PATTERN 3 (O,S,C) N = 6			PATTERN 4 (O,L,C) N =			PATTERN 5 (1 SUPV) N = 23			PATTERN 6 (NO SUPV) N =		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
74	92	72	22	100	67	26	100	67	0				100	87	26			
75	92	100	22	100	96	19	100	100	33				100	96	30			
76	92	98	23	100	96	15	100	100	17				100	96	13			
77	89	68	62	100	70	44	100	67	17				100	83	44			
78	86	49	31	100	37	48	100	50	33				100	48	35			
79	91	32	78	100	22	82	100	33	67				100	52	52			
80	91	96	28	100	100	22	100	100	17				100	87	35			

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POLICE OFFICER

Activity: Preparing for and Testifying in Court

Task:

81. When informed that must testify, look up and study own and department records on the particular case upcoming

82. Talk with D.A. to go over questions that will probably be asked and, in general, how to answer those questions

83. Testify on the stand by answering attorneys' and judge's questions

* * * * *

Summary

There seems to be general agreement on responses to this activity, except in a few cases where Sergeants disagree with Officers on "critical" and "time spent" categories. This disagreement does not occur across all sizes or staffing patterns and since the number of Sergeant respondents is relatively small, these differences may not be particularly meaningful. (Tables 37 and 38).

Statewide Analysis

Almost all Officers do testify but most do so only monthly or less often. This activity is considered critical by about half of the Officers and about half say they spend much time doing it. Sergeants generally agree with this.

Size Analysis

The only cases where the response pattern differs from the previously described pattern is in the "time spent" category where a greater proportion of Sergeants than Officers in size 3 agencies say that testifying takes much time. Since size 3 Sergeants number only 6, this discrepancy is probably due to chance.

Staffing Pattern Analysis

The only notable differences in responses here are in the "critical" category in staffing patterns 2 and 3. A much smaller proportion of Sergeants than Officers indicated that these tasks are critical.

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TABLE 37: OFFICER TASKLIST QUESTIONNAIRE RESPONSES BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

OFFICER RESPONSES ON ACTIVITY: PREPARING FOR AND TESTIFYING IN COURT

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	2	7	26	42	23	3.78

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	1	5	29	51	13	3.72
SIZE 2 (20-59)	3	10	30	44	12	3.53
SIZE 3 (60-149)	2	7	38	38	15	3.54
SIZE 4 (150 OR MORE)	2	7	23	42	27	3.86

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	2	5	23	43	27	3.90
STAFFING PATTERN 2 (O,S,L)	2	7	31	49	11	3.61
STAFFING PATTERN 3 (O,S,C)	2	10	27	38	23	3.69
STAFFING PATTERN 4 (O,L,C)	4	18	33	30	17	3.39
STAFFING PATTERN 5 (1 SUPV)	2	5	40	41	12	3.55
STAFFING PATTERN 6 (NO SUPV)	0	5	18	63	15	3.88

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

STATEWIDE N = 2,473				SIZE 1 (1-19) N = 185			SIZE 2 (20-59) N = 278			SIZE 3 (60-149) N = 186			SIZE 4 (150-MORE) N = 1,815		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
81	93	51	60	98	59	67	98	55	62	97	52	64	92	49	58
82	89	49	44	92	53	45	96	55	46	91	50	44	88	48	44
83	94	52	49	98	57	52	98	57	49	96	56	49	92	50	49

STAFFING PATTERN BREAKDOWN

	PATTERN 1 (O,S,L,C) N = 1,712			PATTERN 2 (O,S,L) N = 214			PATTERN 3 (O,S,C) N = 49			PATTERN 4 (O,L,C) N = 327			PATTERN 5 (1 SUPV) N = 122			PATTERN 6 (NO SUPV) N = 44		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
81	92	48	57	98	52	62	98	56	56	92	60	64	100	60	75	93	54	68
82	89	47	43	96	53	48	94	57	37	86	58	46	94	54	51	82	42	42
83	93	49	47	98	54	51	98	54	48	92	63	56	100	57	60	93	51	42

TABLE 38: OFFICER TASKLIST QUESTIONNAIRE RESPONSES BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

SERGEANT RESPONSES ON ACTIVITY: PREPARING FOR AND TESTIFYING IN COURT

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	1	5	38	46	10	3.59

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	5	9	55	32	0	3.14
SIZE 2 (20-59)	0	8	46	41	5	3.43
SIZE 3 (60-149)	0	18	64	18	0	3.00
SIZE 4 (150 OR MORE)	1	1	30	53	15	3.80

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	1	2	34	48	15	3.73
STAFFING PATTERN 2 (O,S,L)	0	8	40	52	0	3.44
STAFFING PATTERN 3 (O,S,C)	0	0	67	33	0	3.33
STAFFING PATTERN 4 (O,L,C)						
STAFFING PATTERN 5 (1 SUPV)	5	14	55	27	0	3.05
STAFFING PATTERN 6 (NO SUPV)						

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

	STATEWIDE N = 184				SIZE 1 (1-19) N = 24			SIZE 2 (20-59) N = 38			SIZE 3 (60-149) N = 12			SIZE 4 (150-MORE) N = 110		
TASK	% DO	% CRIT	% MUCH TIME	TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
81	97	41	51	81	100	38	63	100	45	53	100	50	83	96	39	45
82	93	42	40	82	92	41	46	97	49	43	100	50	58	91	38	36
83	97	42	58	83	100	42	58	100	45	61	100	50	75	96	40	54

STAFFING PATTERN BREAKDOWN

	PATTERN 1 (O,S,L,C) N = 128			PATTERN 2 (O,S,L) N = 27			PATTERN 3 (O,S,C) N = 6			PATTERN 4 (O,L,C) N =			PATTERN 5 (1 SUPV) N = 23			PATTERN 6 (NO SUPV) N =		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
81	96	42	47	100	26	59	100	33	67				100	52	61			
82	91	42	39	96	31	42	100	33	50				96	55	46			
83	96	42	58	100	30	63	100	33	50				100	57	52			

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Activity: Preparing Written Reports

Task:

84. Write notes on information gathered during questioning of witnesses

85. Fill in forms describing each call handled, own actions on call, and its disposition

86. Organize and summarize in written form, the details (who did what, when, where, etc.) of the incident

87. Write entries in activity and equipment log books briefly describing each activity and/or equipment checked out, traffic tickets written, etc.

88. Write notes for own information on unusual people or things noticed during routine patrol

89. Prepare information by writing or typing on appropriate form the statement given by the accusing person

* * * * *

Summary

Most Police Officers prepare written reports, but fewer than half think it critical. A majority consider report preparation time consuming, and most do it daily. Responses across sizes and staffing patterns and between Officers and Sergeants are quite similar. (Tables 39 and 40).

Statewide Analysis

Most Officers do these tasks and do them daily. This activity is not considered critical by many but a majority agree that, except for 88, it takes much time.

Sergeants agree with this response pattern.

Size Analysis

Officer responses follow the same pattern as noted for previous activities where the percentage of "do" responses decreases as agency size increases. Responses in the "critical" and "time spent" categories are generally consistent across the four sizes. Some large differences do show up on the Sergeant responses to 85, 86 and 87 across the sizes. These differences may not be especially important because they represent so few people's opinions.

Staffing Pattern Analysis

For the most part, responses here are quite similar. Where large percentage differences do occur, they are not particularly disturbing because the two percentages being compared are always either both quite large or quite small.

Size Analysis

A majority in each size indicate they do each task, but here as with most other activities, the percentage of Officers who do the tasks decreases with increasing agency size. The "critical" and "time spent" data are very similar across all four sizes and agree with the statewide data. The most notable differences in this section occur where a greater percentage of Sergeants than Officers consistently indicated that Officers do these tasks. The probable reason for this is explained in the statewide analysis.

Staffing Pattern Analysis

The response pattern here is a new one. Staffing patterns 1 and 6 show the smallest percentages of "do" responses. Departments in staffing pattern 1 are mostly large departments with training divisions and in these agencies there are so many Officers that everyone is unlikely to have an opportunity to train a recruit. Staffing pattern 6 is composed of agencies so small that new recruits are relatively rare and perhaps the Chief does the training rather than tie up the time of the few available seasoned Officers. Staffing patterns 1 and 6 also show very similar activity frequency responses--both have the largest percentages of responses in the "rarely, if ever" category. Staffing patterns 2 and 4 show similar sizes of response percentages in the "do" category (in the 70% range); pattern 5 in the 80% range; and pattern 3 in the 90% range. No obvious explanation for these differences comes to mind, but this response pattern is unique to this activity. Responses in the "critical" and "time spent" categories are quite similar regardless of staffing pattern and reflect the data in the statewide analysis. Here also, a greater percentage of Sergeants than Officers indicate that these tasks are done by Officers.

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TABLE 39: OFFICER TASKLIST QUESTIONNAIRE RESPONSES BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

OFFICER RESPONSES ON ACTIVITY: PREPARING WRITTEN REPORTS

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	71	14	5	4	6	1.60

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	72	19	5	4	1	1.42
SIZE 2 (20-59)	72	19	3	3	3	1.44
SIZE 3 (60-149)	80	12	1	4	3	1.39
SIZE 4 (150 OR MORE)	70	13	5	4	8	1.66

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	71	14	5	4	7	1.64
STAFFING PATTERN 2 (O,S,L)	78	17	2	2	2	1.33
STAFFING PATTERN 3 (O,S,C)	67	22	4	4	2	1.51
STAFFING PATTERN 4 (O,L,C)	71	12	4	6	7	1.67
STAFFING PATTERN 5 (1 SUPV)	72	19	4	4	2	1.44
STAFFING PATTERN 6 (NO SUPV)	70	18	10	3	0	1.45

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

STATEWIDE N = 2,473

TASK	% DO	% CRIT	% MUCH TIME
84	86	50	54
85	85	39	65
86	89	44	69
87	82	34	52
88	86	44	36
89	73	47	61

SIZE BREAKDOWN

TASK	SIZE 1 (1-19) N = 185			SIZE 2 (20-59) N = 278			SIZE 3 (60-149) N = 186			SIZE 4 (150-MORE) N = 1,815		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
84	100	57	60	94	57	60	89	51	63	83	48	51
85	96	52	75	88	45	67	87	43	75	84	36	63
86	99	54	72	95	50	72	95	46	77	86	41	68
87	95	47	57	81	41	53	78	37	49	81	32	51
88	98	54	43	92	50	41	87	49	40	83	42	35
89	98	53	69	88	53	67	76	47	62	68	45	58

TABLE 39: CONT'D.

STAFFING PATTERN BREAKDOWN

TASK	PATTERN 1 (O,S,L,C) N = 1,712			PATTERN 2 (O,S,L) N = 214			PATTERN 3 (O,S,C) N = 49			PATTERN 4 (O,L,C) N = 327			PATTERN 5 (1 SUPV) N = 122			PATTERN 6 (NO SUPV) N = 44		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
84	84	47	51	95	54	58	92	56	71	86	58	56	99	56	69	100	55	59
85	84	36	64	91	41	70	94	48	74	82	47	62	95	53	76	100	46	80
86	87	41	68	97	45	77	96	49	81	88	51	68	98	56	73	100	52	77
87	81	32	50	86	38	56	82	38	50	79	40	51	91	48	55	100	41	71
88	84	42	35	94	50	42	88	49	44	83	49	33	98	50	46	100	52	36
89	68	44	58	84	50	67	92	42	80	78	58	61	98	56	72	100	46	66

TABLE 40: OFFICER TASKLIST QUESTIONNAIRE RESPONSES BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

SERGEANT RESPONSES ON ACTIVITY: PREPARING WRITTEN REPORTS

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	68	17	7	5	2	1.56

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	68	27	0	5	0	1.41
SIZE 2 (20-59)	84	14	0	3	0	1.22
SIZE 3 (60-149)	82	0	18	0	0	1.36
SIZE 4 (150 OR MORE)	62	18	10	7	4	1.73

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	66	15	10	6	3	1.65
STAFFING PATTERN 2 (O,S,L)	80	16	0	4	0	1.28
STAFFING PATTERN 3 (O,S,C)	83	17	0	0	0	1.17
STAFFING PATTERN 4 (O,L,C)						
STAFFING PATTERN 5 (1 SUPV)	64	27	5	5	0	1.50
STAFFING PATTERN 6 (NO SUPV)						

TABLE 40: CONT'D.

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

STATEWIDE N = 184

TASK	% DO	% CRIT	% MUCH TIME
84	90	41	49
85	84	30	66
86	88	33	69
87	88	24	51
88	92	44	21
89	84	34	71

SIZE BREAKDOWN

TASK	SIZE 1 (1-19) N = 24			SIZE 2 (20-59) N = 38			SIZE 3 (60-149) N = 12			SIZE 4 (150-MORE) N = 110		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
84	100	46	58	97	38	60	100	50	50	85	40	43
85	96	39	74	97	32	65	100	42	92	75	24	60
86	100	38	79	100	42	66	100	50	92	80	25	65
87	96	35	74	100	26	58	67	13	25	85	22	44
88	100	54	33	97	49	22	100	25	42	87	43	16
89	100	46	92	100	37	68	100	33	83	74	28	64

STAFFING PATTERN BREAKDOWN

TASK	PATTERN 1 (O,S,L,C) N = 128			PATTERN 2 (O,S,L) N = 27			PATTERN 3 (O,S,C) N = 6			PATTERN 4 (O,L,C) N =			PATTERN 5 (1 SUPV) N = 23			PATTERN 6 (NO SUPV) N =		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
84	86	42	46	100	30	67	100	33	50				100	52	48			
85	77	28	66	100	19	70	100	33	50				96	50	64			
86	83	30	68	100	26	74	100	50	67				100	48	70			
87	84	22	45	100	15	63	100	17	67				96	46	59			
88	88	43	20	100	41	22	100	33	33				100	61	26			
89	77	32	66	100	22	85	100	33	50				100	52	83			

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Activity: Training New Officers

Task:

90. Explain how to do the various job tasks

91. Demonstrate the various job tasks

92. Observe recruit doing the tasks

93. Correct recruit while he/she is in the process of doing a job task, if he/she is making a serious error

94. Critique recruit's performance by praising correct actions or by explaining how a situation might have been better handled

95. Tell supervising officer how recruit is doing

* * * * *

Summary

Most Officers and Sergeants agree that regardless of size or staffing pattern, this activity is done rarely. About two-thirds of the Officers say they do these tasks while 90% or more of the Sergeants say that Officers do them. This is probably because Sergeants see this as a normal part of the Officers' job, but not all Officers actually have a chance to do it. Also, many Officers are doing some of these tasks informally much of the time and may not have thought of them in terms of the formal framework set down in the checklist. The most striking differences across size and staffing pattern are where the percentages of Officers who do these tasks are smaller in the largest departments (size 4 and staffing pattern 1, which contains many of the large departments). The percentage of Officers who train recruits is also smaller in staffing pattern 6 which is composed of the very smallest departments. Regardless of size or staffing pattern, a majority of respondents see these tasks as critical. The three tasks relating to demonstrating job tasks and observing recruits do them (90, 91 and 92) are consistently seen as taking much time. (Tables 41 and 42).

Statewide Analysis

Training recruits is done only rarely by most Officers. About two-thirds of those responding have been involved in this activity. The majority of those who do train recruits see each task in this activity as critical. The tasks which take much time according to a majority of respondents, are showing recruits how to do the job (90 and 91) and watching them do it (92). Evaluating recruit performance is not seen by most as taking much time. Sergeants generally agree with Officers on the "critical" and "time spent" data.

Sergeants' responses disagree with Officers' in the "do" category in that a much greater percentage of Sergeants indicated that Officers train recruits. This is understandable because some, but not all, of the Officers whom these Sergeants supervise most likely do perform this activity. Thus, Sergeants correctly view this as an Officer job function, while not all Officers actually get to do it. This reasoning can probably also explain why a greater proportion of Sergeants than Officers see the activity as being done 4 or 5 times a year.

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TABLE 41: OFFICER TASKLIST QUESTIONNAIRE RESPONSES BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

OFFICER RESPONSES ON ACTIVITY: TRAINING NEW OFFICERS

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	2	1	1	14	81	4.71

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	3	3	3	16	75	4.57
SIZE 2 (20-59)	4	4	1	12	78	4.57
SIZE 3 (60-149)	2	2	3	21	71	4.57
SIZE 4 (150 OR MORE)	1	1	1	14	83	4.77

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	1	1	1	13	84	4.78
STAFFING PATTERN 2 (O,S,L)	4	4	1	16	77	4.59
STAFFING PATTERN 3 (O,S,C)	10	6	4	29	51	4.04
STAFFING PATTERN 4 (O,L,C)	2	2	2	19	75	4.65
STAFFING PATTERN 5 (1 SUPV)	4	2	2	13	79	4.61
STAFFING PATTERN 6 (NO SUPV)	0	0	5	10	85	4.80

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

STATEWIDE N = 2.473

TASK	% DO	% CRIT	% MUCH TIME
90	69	75	56
91	68	70	52
92	64	68	50
93	65	77	40
94	62	64	41
95	55	53	23

SIZE BREAKDOWN

TASK	SIZE 1 (1-19) N = 185 % DO	% CRIT	% MUCH TIME	SIZE 2 (20-59) N = 278 % DO	% CRIT	% MUCH TIME	SIZE 3 (60-149) N = 186 % DO	% CRIT	% MUCH TIME	SIZE 4 (150-MORE) N = 1,815 % DO	% CRIT	% MUCH TIME
90	84	80	58	75	77	54	76	77	59	65	73	56
91	83	77	51	75	74	53	74	69	57	64	69	51
92	81	75	54	73	68	44	70	72	54	60	66	50
93	82	85	46	73	78	43	70	79	41	61	76	38
94	77	73	43	69	67	41	69	68	43	59	62	41
95	77	59	32	66	51	21	61	56	21	51	52	23

TABLE 41: CONT'D. STAFFING PATTERN BREAKDOWN

TASK	PATTERN 1 (O,S,L,C) N = 1 712			PATTERN 2 (O,S,L) N = 214			PATTERN 3 (O,S,C) N = 49			PATTERN 4 (O,L,C) N = 327			PATTERN 5 (1 SUPV) N = 122			PATTERN 6 (NO SUPV) N = 44		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
90	65	73	55	77	76	58	92	76	58	74	76	57	82	81	62	68	73	60
91	64	69	50	75	75	54	90	66	61	74	71	54	82	80	56	68	60	57
92	59	67	49	74	71	45	88	58	51	71	70	55	81	76	61	64	50	61
93	61	76	36	73	81	49	92	84	49	70	77	45	83	80	46	61	89	37
94	58	62	39	70	66	45	88	67	42	67	69	48	80	69	43	61	82	37
95	50	51	22	67	52	23	82	58	18	63	58	24	72	56	35	61	52	22

TABLE 42: OFFICER TASKLIST QUESTIONNAIRE RESPONSES BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

SERGEANT RESPONSES ON ACTIVITY: TRAINING NEW OFFICERS

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	4	5	3	27	62	4.38

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	9	18	5	27	41	3.73
SIZE 2 (20-59)	0	3	0	27	70	4.65
SIZE 3 (60-149)	9	9	0	82	0	3.55
SIZE 4 (150 OR MORE)	4	2	4	21	69	4.54

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	4	2	3	26	65	4.47
STAFFING PATTERN 2 (O,S,L)	4	8	0	32	56	4.28
STAFFING PATTERN 3 (O,S,C)	0	17	0	50	33	4.00
STAFFING PATTERN 4 (O,L,C)						
STAFFING PATTERN 5 (1 SUPV)	5	14	5	23	55	4.09
STAFFING PATTERN 6 (NO SUPV)						

TABLE 42: CONT'D.

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

STATEWIDE N = 184

TASK	% DO	% CRIT	% MUCH TIME
90	97	77	70
91	95	72	60
92	95	70	62
93	96	80	32
94	96	64	40
95	92	51	23

SIZE BREAKDOWN

TASK	Size 1 (1-19) N = 24			Size 2 (20-59) N = 38			Size 3 (60-149) N = 12			Size 4 (150-MORE) N = 110		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
90	100	83	83	100	76	71	100	83	75	96	74	67
91	100	75	63	97	73	70	100	83	67	93	70	55
92	100	75	71	97	70	70	100	75	75	93	68	55
93	96	83	30	100	74	26	100	83	58	94	81	32
94	100	71	50	100	61	42	100	75	50	93	63	36
95	100	50	29	92	43	23	100	75	42	89	52	19

STAFFING PATTERN BREAKDOWN

TASK	Pattern 1 (O,S,L,C) N = 128			Pattern 2 (O,S,L) N = 27			Pattern 3 (O,S,C) N = 6			Pattern 4 (O,L,C) N =			Pattern 5 (1 SUPV) N = 23			Pattern 6 (NO SUPV) N =		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
90	96	75	66	100	70	85	100	50	67				100	100	78			
91	93	71	56	100	67	74	100	50	83				100	91	61			
92	93	70	56	100	63	74	100	50	67				100	83	74			
93	95	81	34	100	70	26	100	50	33				96	91	32			
94	94	65	38	100	59	37	100	33	50				100	74	52			
95	90	54	23	96	35	27	100	50	17				96	59	23			

* * * * * * * * * *

Activity: Dispatching

Task:

96. When someone phones or walks in with a complaint, ask person to state own name, address, phone number and nature and location of problem

97. Decide what action to take--either to dispatch car(s) to investigate or refer caller to another agency for help

98. Radio available car(s), explain problem and location, and ask officers to investigate

99. Radio for back-up units on own initiative or at request of personnel on the scene

100. Keep log of radio and phone calls made and received

101. Monitor various phone, alarm, and radio systems such as business alarm system, by keeping track of alarms that are tripped, noting their location, and dispatching officers to the scene

* * * * *

Summary

In general, a greater percentage of Sergeants than Officers say that Officers do these tasks. Officers in the medium sized agencies are most likely to perform these tasks; Officers in the smallest and largest, less likely. The frequency with which Officers perform this activity seems to be a function of size. In medium sized agencies more Officers do dispatching more often. In the largest and smallest agencies, a greater percentage does it rarely. The percentages in the "critical" and "time spent" categories are quite similar across sizes and staffing patterns. Most perceive these tasks as critical but not taking much time to do. The exception to this is task 100, keeping a log of calls. Only about one-half of the respondents think it critical, but more think it takes much time than for any other task in the activity. (Tables 43 and 44).

Statewide Analysis

About half of the Officers responding do dispatching, but for most, it's done rarely. These dispatching tasks are seen as critical by most who do them except that keeping the written log of calls is seen as critical by only about half. Most agree that these tasks don't take much time, but this is probably viewed this way because those who dispatch do so only rarely.

Sergeants' opinions differ from Officers' on the frequency data and on the "do" category. A much greater proportion of Sergeants than Officers say that Officers do these tasks. Also, a much greater percentage of Sergeants say that Officers do this activity daily. The reason for these differences is probably that Sergeants see this function as a legitimate one for Officers, and indeed it is, but not all Officers actually do it very often.

Size Analysis

The trend for the percentage of Officers who do these tasks to decrease as agency size increases shows up here for tasks 96 and 97, which involve taking complaints. A different pattern emerges for the remaining tasks which involve use of the radio and alarm equipment. The percentages of "do" responses are relatively low for size 1, increase in size 2 and then decrease across the remaining sizes. The size of the percentages in the size 1 group is probably caused by the fact that very small agencies do not all have radio equipment of their own. The activity frequency information shows that frequency decreases with increasing agency size. The Sergeant responses generally agree with the Officer responses except that a greater proportion of Sergeants say that Officers do these tasks.

Staffing Pattern Analysis

Here, too, a new response pattern emerges for the last four tasks in the activity. The pattern noted previously was for the percentage of Officers who do the tasks to be smaller in staffing patterns 1 and 4 than in patterns 2, 3, 5 and 6. This new trend differs from the old pattern for responses in staffing pattern 6--a smaller percentage of Officers indicated that they do these tasks. The reason behind this response trend is probably the same as noted above in the size analysis. Agencies in pattern 6 are very small and many may not have their own radio equipment. Responses in the "critical" and "time spent" categories are generally similar, except for some in staffing pattern 3. This may be because the number of Sergeants in pattern 3 is so small.

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TABLE 43: OFFICER TASKLIST QUESTIONNAIRE RESPONSES BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

OFFICER RESPONSES ON ACTIVITY: DISPATCHING

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	7	8	8	7	70	4.24

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	19	20	19	8	33	3.16
SIZE 2 (20-59)	18	24	18	16	24	3.05
SIZE 3 (60-149)	7	22	18	16	37	3.54
SIZE 4 (150 OR MORE)	5	3	4	5	83	4.60

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	5	4	5	6	81	4.54
STAFFING PATTERN 2 (O,S,L)	12	28	18	15	27	3.17
STAFFING PATTERN 3 (O,S,C)	20	20	20	22	16	2.94
STAFFING PATTERN 4 (O,L,C)	10	8	10	10	63	4.09
STAFFING PATTERN 5 (1 SUPV)	21	19	20	9	31	3.10
STAFFING PATTERN 6 (NO SUPV)	15	18	8	5	55	3.68

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

STATEWIDE N = 2,473

TASK	% DO	% CRIT	% MUCH TIME
96	62	63	42
97	58	68	34
98	49	75	34
99	57	85	30
100	47	53	50
101	37	79	43

SIZE BREAKDOWN

TASK	Size 1 (1-19) N = 185 % DO	% CRIT	% MUCH TIME	Size 2 (20-59) N = 278 % DO	% CRIT	% MUCH TIME	Size 3 (60-149) N = 186 % DO	% CRIT	% MUCH TIME	Size 4 (150-MORE) N = 1,815 % DO	% CRIT	% MUCH TIME
96	93	69	51	89	64	53	79	71	45	53	61	37
97	91	76	48	88	70	40	76	75	32	47	65	31
98	83	80	43	89	76	42	76	80	34	37	73	30
99	89	86	39	91	85	39	77	88	31	47	85	25
100	78	61	50	81	53	51	65	64	52	37	50	49
101	70	84	52	83	81	41	69	82	45	24	75	41

TABLE 43: CONT'D. STAFFING PATTERN BREAKDOWN

	PATTERN 1 (O,S,L,C) N = 1,712			PATTERN 2 (O,S,L) N = 214			PATTERN 3 (O,S,C) N = 40			PATTERN 4 (O,L,C) N = 327			PATTERN 5 (1 SUPV) N = 122			PATTERN 6 (NO SUPV) N = 44		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
96	53	61	37	89	62	47	92	76	64	73	64	47	93	79	55	89	64	39
97	48	66	29	86	73	36	92	76	47	71	68	42	91	82	43	84	54	38
98	39	73	29	86	78	36	92	82	58	57	77	43	86	84	45	66	69	31
99	48	84	25	88	89	34	92	87	42	67	88	38	89	87	39	84	81	38
100	37	50	48	79	55	45	88	58	65	59	57	54	80	62	55	66	55	52
101	25	75	41	78	83	47	92	84	40	52	83	44	71	83	51	48	76	24

TABLE 44: OFFICER TASKLIST QUESTIONNAIRE RESPONSES BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

SERGEANT RESPONSES ON ACTIVITY: DISPATCHING

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	27	13	5	12	43	3.30

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	45	36	5	0	14	2.00
SIZE 2 (20-59)	44	25	11	14	6	2.11
SIZE 3 (60-149)	36	9	18	27	9	2.64
SIZE 4 (150 OR MORE)	17	5	2	12	64	4.03

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	19	8	4	12	56	3.78
STAFFING PATTERN 2 (O,S,L)	46	21	4	21	8	2.25
STAFFING PATTERN 3 (O,S,C)	50	33	17	0	0	1.67
STAFFING PATTERN 4 (O,L,C)						
STAFFING PATTERN 5 (1 SUPV)	45	27	9	5	14	2.14
STAFFING PATTERN 6 (NO SUPV)						

TABLE 44: CONT'D.

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

STATEWIDE N = 184				SIZE 1 (1-19) N = 24				SIZE 2 (20-59) N = 38				SIZE 3 (60-149) N = 12				SIZE 4 (150-MORE) N = 110		
TASK	% DO	% CRIT	% MUCH TIME	TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
96	91	66	44	96	100	79	46	97	73	46	100	58	58	86	61	41
97	91	77	28	97	100	83	25	100	87	30	92	73	36	86	71	27
98	86	85	32	98	96	91	44	97	89	32	92	82	46	79	82	26
99	89	92	27	99	96	100	26	97	92	30	100	92	42	83	90	24
100	86	43	61	100	92	41	55	95	44	56	100	75	83	80	39	61
101	74	82	50	101	92	100	41	95	92	39	100	92	67	61	70	57

STAFFING PATTERN BREAKDOWN

	PATTERN 1 (O,S,L,C) N = 128			PATTERN 2 (O,S,L) N = 27			PATTERN 3 (O,S,C) N = 6			PATTERN 4 (O,L,C) N =			PATTERN 5 (1 SUPV) N = 23			PATTERN 6 (NO SUPV) N =		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
96	88	63	43	96	62	42	100	50	67				100	91	44			
97	87	74	29	100	85	27	100	50	33				100	87	22			
98	82	83	29	96	89	39	100	67	50				91	95	33			
99	85	91	28	96	96	27	100	83	0				96	96	32			
100	83	44	63	93	32	60	100	33	67				91	52	48			
101	66	73	59	96	96	50	100	100	17				87	100	25			

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Activity: Operating Teletype Machine

Task:

102. When police personnel request information, type in information requests

103. When answers come back, read information out to person who requested it

104. Type new information, such as a car just reported stolen, into teletype computer

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Summary

Relatively large differences in responses on all categories show up for this activity. In almost all cases, however, the percentage of Officers who say they do this activity is less than 50%. Sergeants disagree--a much greater percentage of Sergeants indicate that Officers operate the teletype. This is probably because a few Officers work the teletype as their regular assignment but most Sergeants, seeing this as an Officer function, indicated that Officers do it. (Tables 45 and 46).

Statewide Analysis

Most Officers don't operate the teletype. This activity is done rarely by most. The majority of those who do operate the teletype think it is critical but doesn't take much time.

Sergeants agree with the "critical" and "time spent" data, but a much greater percentage of Sergeants say that Officers do these tasks.

Size Analysis

A larger percentage of Officers in the two middle size categories than in both small and large agencies say that they operate the teletype. Not all very small agencies have the teletype machine and in the largest agencies only a few of the Officers are assigned as operators. The "critical" and "time spent" information is quite consistent across all sizes and very similar to the statewide data, although percentages in the critical category are highest in the smallest size group. Here again, a larger percentage of Sergeants than Officers indicated that Officers do these tasks. The percentage of Officers who operate the teletype daily is about 20% for the two middle size groupings and much less for the two extremes (4% and 8%). Sergeants agree with the former percentage figure but disagree with the latter two. Regardless of agency size, Sergeants think that about 20% of the Officers operate the teletype.

Staffing Pattern Analysis

The response trend in this activity for the "do" category is the same as that in the training activity. Percentages of "do" responses are smallest for staffing patterns 1 and 6. This may be at least partially explained by the fact that staffing pattern 1 agencies are generally large ones and staffing pattern 6 agencies are all very small. This ties in with observed differences across the various size groupings described above in the size analysis. The differences in responses in the "critical" and "time spent" categories are greater here than in most other activities. This is probably because the number of people who do these tasks, and can therefore indicate an opinion on criticality and time spent, is relatively small. When sample sizes are small, greater differences in percentages are more likely to show up. In general, a greater percentage of Sergeants than Officers say that Officers do these tasks. Regardless of staffing pattern, the majority of Officers operate the teletype rarely. Staffing patterns 2, 4 and 5 show the highest percentages (11-21% range) of response on the daily and weekly categories.

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TABLE 45: OFFICER TASKLIST QUESTIONNAIRE RESPONSES BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

OFFICER RESPONSES ON ACTIVITY: OPERATING TELE-TYPE MACHINE

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	7	8	4	3	78	4.37

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	8	11	6	4	70	4.17
SIZE 2 (20-59)	19	22	6	7	47	3.39
SIZE 3 (60-149)	18	14	12	5	52	3.59
SIZE 4 (150 OR MORE)	4	4	3	3	86	4.63

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	5	5	2	2	86	4.60
STAFFING PATTERN 2 (O,S,L)	18	21	8	5	49	3.47
STAFFING PATTERN 3 (O,S,C)	8	2	4	2	84	4.51
STAFFING PATTERN 4 (O,L,C)	11	11	10	9	60	3.95
STAFFING PATTERN 5 (1 SUPV)	15	12	8	4	62	3.85
STAFFING PATTERN 6 (NO SUPV)	0	15	0	5	80	4.50

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

STATEWIDE N = 2,473

TASK	% DO	% CRIT	% MUCH TIME
102	27	57	41
103	29	58	34
104	23	66	41

SIZE BREAKDOWN

TASK	SIZE 1 (1-19) N = 185 % DO	% CRIT	% MUCH TIME	SIZE 2 (20-59) N = 278 % DO	% CRIT	% MUCH TIME	SIZE 3 (60-149) N = 186 % DO	% CRIT	% MUCH TIME	SIZE 4 (150-MORE) N = 1,815 % DO	% CRIT	% MUCH TIME
102	38	73	33	54	56	44	58	69	40	18	51	42
103	38	78	27	67	58	37	60	68	34	20	52	34
104	31	83	35	51	66	40	53	70	35	15	60	45

STAFFING PATTERN BREAKDOWN

TASK	PATTERN 1 (O,S,L,C) N = 1,712 % DO	% CRIT	% MUCH TIME	PATTERN 2 (O,S,L) N = 214 % DO	% CRIT	% MUCH TIME	PATTERN 3 (O,S,C) N = 49 % DO	% CRIT	% MUCH TIME	PATTERN 4 (O,L,C) N = 327 % DO	% CRIT	% MUCH TIME	PATTERN 5 (1 SUPV) N = 122 % DO	% CRIT	% MUCH TIME	PATTERN 6 (NO SUPV) N = 44 % DO	% CRIT	% MUCH TIME
102	20	51	40	54	66	43	27	77	8	38	60	48	44	70	41	18	50	0
103	22	53	33	64	65	31	41	85	25	33	58	43	48	71	40	21	67	0
104	17	61	40	51	67	44	22	91	46	34	70	45	39	75	31	9	50	50

TABLE 46: OFFICER TASKLIST QUESTIONNAIRE RESPONSES
BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

SERGEANT RESPONSES ON ACTIVITY: OPERATING TELE-TYPE MACHINE

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	16	6	6	7	64	3.96

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	18	5	5	0	73	4.05
SIZE 2 (20-59)	19	14	14	8	46	3.49
SIZE 3 (60-149)	18	18	18	18	27	3.18
SIZE 4 (150 OR MORE)	15	3	3	7	72	4.19

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	16	6	4	8	65	4.00
STAFFING PATTERN 2 (O,S,L)	24	12	12	12	40	3.32
STAFFING PATTERN 3 (O,S,C)	17	0	0	0	83	4.33
STAFFING PATTERN 4 (O,L,C)						
STAFFING PATTERN 5 (1 SUPV)	8	0	14	0	77	4.36
STAFFING PATTERN 6 (NO SUPV)						

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

STATEWIDE N = 184

TASK	% DO	% CRIT	% MUCH TIME
102	72	53	41
103	74	55	28
104	70	60	40

SIZE BREAKDOWN

TASK	SIZE 1 (1-19) N = 24			SIZE 2 (20-59) N = 38			SIZE 3 (60-149) N = 12			SIZE 4 (150-MORE) N = 110		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
102	42	70	40	58	50	23	83	60	50	83	52	44
103	42	70	30	71	59	19	83	70	20	82	51	31
104	38	78	33	50	63	32	83	80	30	83	56	43

STAFFING PATTERN BREAKDOWN

TASK	PATTERN 1 (O,S,L,C) N = 128			PATTERN 2 (O,S,L) N = 27			PATTERN 3 (O,S,C) N = 6			PATTERN 4 (O,L,C) N =			PATTERN 5 (1 SUPV) N = 23-			PATTERN 6 (NO SUPV) N =		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
102	83	53	43	67	44	28	33	100	0				30	71	43			
103	82	53	32	78	52	14	33	100	0				39	78	11			
104	81	59	43	59	63	31	33	100	0				30	71	14			

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Activity: Booking and Checking on Prisoners

Task:

105. Fingerprint person

106. Photograph person

107. Ask person information on booking form and record this information by filling in proper spaces on the form

108. Accept bail money and write receipt for it

109. When someone is to be detained in the lock-up, write down description of person's personal effects and store the items

110. When someone is being held in police lock-up, check periodically (usually every half hour) to see what person is doing and write person's condition on check sheet

* * * * *

Summary

Except for tasks 107 and 109 (filling in booking related forms) these tasks are done by fewer than half of the Officers responding. Task 110 (checking prisoners in the lock-up) is seen as critical by the highest percentage of respondents, while the rest of the tasks in the activity are viewed as critical by half or fewer. Task 107 (filling in booking forms)received consistently higher (generally 50 - 60%) percentages in the "much time" category than for any other task in the activity. The most notable discrepancies here occur in two areas. First, a much smaller percentage of Officers in the smallest agencies than in medium or large ones do tasks 109 and 110. This is probably because very small agencies sometimes don't have lock-ups and those two tasks relate to use of the lock-up. Secondly, a larger percentage of Sergeants than Officers say that Officers do these tasks. Sergeants probably see some, but not all, of their Officers performing these tasks, so they indicated that Officers do them. (Tables 47 and 48).

Statewide Analysis

The technical tasks of fingerprinting (105) and photographing (106) are done by only a small percentage of Officers. Also, few Officers accept bail (108) or check prisoners in the lock-up (110). It would seem, though, that the arresting Officer generally does fill in some booking related forms (107 and 109). The majority of the respondents rarely get involved in this activity.

The only task in this activity which was seen as critical by most is 110 (checking prisoners in the lock up). Only about half rated 105 and 106 as critical. The task perceived by the largest percentage (57%) as taking much time is 107. The rest of the tasks were rated "much time" by less than half of the respondents.

As in some of the previous activities, a larger percentage of Sergeants than Officers indicated that Officers do these tasks. Sergeants do seem to agree

with Officers on the criticality and time spent on these tasks. Sergeants also think that Officers do these tasks more frequently.

Size Analysis

The percentage of Officers who do these tasks decreases with increasing agency size for all but tasks 109 and 110. For these last two tasks, which deal with locking up prisoners, the pattern is broken by size 1 agencies where a smaller percentage of Officers indicated that they do the tasks. This is probably because not all small agencies even have a lock-up. Officers are in general agreement on criticality and time spent for all these tasks and the pattern is consistent with the statewide analysis. In all cases, a larger percentage of Sergeants than Officers indicated that Officers do these tasks. Sergeants probably view this activity as an Officer function, although not all Officers actually are assigned to it. The frequency data are very similar for sizes 1, 2 and 3. Between 20% and 30% of the Officers do this activity weekly, monthly, or rarely in the first three size groupings. Size 4 differs from the other three because in the largest departments a greater proportion of Officers do this rarely. Sergeants agree that a greater proportion of Officers in the largest agencies do booking rarely, but they differ from Officers in that fully 50% or more of the Sergeants indicated that Officers do it weekly or more often.

Staffing Pattern Analysis

The response trend first noted in activity 4 is seen again here for all but the last two tasks in this activity. That trend is for the percentage of "do" responses to be smaller in patterns 1 and 4 than in 2, 3, 5 and 6. For tasks 109 and 110 (regarding locking up prisoners) the trend is broken in staffing pattern 6 where a smaller percentage of Officers indicated that they do the task. This ties in with the trends described above regarding size, since staffing pattern 6 is made up of departments which are extremely small and probably don't even have a lock-up. Data for "critical" and "time spent" categories are generally similar across staffing patterns and consistent with the statewide information. Sergeants disagree with the Officers in that a larger percentage of Sergeants indicated that Officers do these tasks. The response pattern on activity frequency is remarkably like that for the various sizes, given that staffing pattern 1 contains many of the large agencies. However, staffing pattern 4, which also contains many large agencies, shows a response pattern more like the medium and small agencies.

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TABLE 47: OFFICER TASKLIST QUESTIONNAIRE RESPONSES BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

OFFICER RESPONSES ON ACTIVITY: BOOKING AND CHECKING ON PRISONERS

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	6	15	14	11	54	3.94

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	5	29	26	9	30	3.30
SIZE 2 (20-59)	7	28	22	17	25	3.26
SIZE 3 (60-149)	5	29	23	13	31	3.36
SIZE 4 (150 OR MORE)	5	10	11	10	63	4.17

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	4	10	11	10	65	4.21
STAFFING PATTERN 2 (O,S,L)	7	30	20	17	27	3.28
STAFFING PATTERN 3 (O,S,C)	8	18	24	24	24	3.39
STAFFING PATTERN 4 (O,L,C)	11	21	22	14	33	3.39
STAFFING PATTERN 5 (1 SUPV)	4	35	27	5	29	3.19
STAFFING PATTERN 6 (NO SUPV)	8	25	25	8	35	3.38

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

STATEWIDE N = 2.473

TASK	% DO	% CRIT	% MUCH TIME
105	32	52	46
106	30	50	36
107	60	41	57
108	25	39	30
109	62	40	39
110	33	73	38

SIZE BREAKDOWN

TASK	SIZE 1 (1-19) N = 185			SIZE 2 (20-59) N = 278			SIZE 3 (60-149) N = 186			SIZE 4 (150-MORE) N = 1,815		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
105	72	54	58	46	54	43	38	54	39	25	50	45
106	63	50	35	43	54	40	34	52	30	25	49	37
107	86	44	60	82	44	55	61	45	46	54	39	58
108	60	40	30	55	39	27	36	45	24	15	38	34
109	63	46	42	84	44	36	70	42	36	58	38	40
110	52	78	53	66	72	39	62	73	36	23	73	36

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TABLE 47: CONT'D. STAFFING PATTERN BREAKDOWN

	PATTERN 1 (O,S,L,C) N = 1.712			PATTERN 2 (O,S,L) N = 214			PATTERN 3 (O,S,C) N = 49			PATTERN 4 (O,L,C) N = 327			PATTERN 5 (1 SUPV) N = 122			PATTERN 6 (NO SUPV) N = 44		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
105	30	50	42	47	58	52	47	44	30	13	76	66	68	51	61	91	48	43
106	28	48	34	45	54	46	35	53	18	14	69	60	70	47	37	57	40	12
107	55	38	57	78	43	62	76	46	38	65	51	51	83	42	63	91	40	50
108	16	40	31	48	39	30	76	38	35	32	40	30	54	41	29	50	32	14
109	58	37	39	83	37	43	82	48	45	69	48	37	66	49	40	43	37	21
110	22	72	37	62	70	33	82	75	58	56	74	36	57	86	51	30	77	31

TABLE 48: OFFICER TASKLIST QUESTIONNAIRE RESPONSES BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

SERGEANT RESPONSES ON ACTIVITY: BOOKING AND CHECKING ON PRISONERS

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	15	24	16	11	34	3.26

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	18	55	9	5	14	2.41
SIZE 2 (20-59)	5	57	19	11	8	2.59
SIZE 3 (60-149)	36	27	9	9	18	2.45
SIZE 4 (150 OR MORE)	15	7	17	12	50	3.75

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	15	15	15	11	44	3.55
STAFFING PATTERN 2 (O,S,L)	12	44	24	12	8	2.60
STAFFING PATTERN 3 (O,S,C)	17	67	17	0	0	2.00
STAFFING PATTERN 4 (O,L,C)						
STAFFING PATTERN 5 (1 SUPV)	14	45	14	8	18	2.73
STAFFING PATTERN 6 (NO SUPV)						

TABLE 48: CONT'D.

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

STATEWIDE N = 184

TASK	% DO	% CRIT	% MUCH TIME
105	76	38	54
106	74	38	38
107	89	35	61
108	68	32	37
109	84	40	44
110	73	77	51

SIZE BREAKDOWN

TASK	SIZE 1 (1-19) N = 24			SIZE 2 (20-59) N = 38			SIZE 3 (60-149) N = 12			SIZE 4 (150-MORE) N = 110		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
105	96	39	57	71	44	59	83	50	70	72	34	49
106	92	41	27	68	46	42	75	56	56	72	32	37
107	96	48	65	92	40	63	83	60	50	87	28	60
108	92	27	18	92	31	37	75	44	33	55	32	45
109	79	47	42	95	44	39	75	33	56	82	37	44
110	75	89	56	74	75	50	92	82	46	70	74	51

STAFFING PATTERN BREAKDOWN

TASK	PATTERN 1 (O,S,L,C) N = 128			PATTERN 2 (O,S,L) N = 27			PATTERN 3 (O,S,C) N = 6			PATTERN 4 (O,L,C) N =			PATTERN 5 (1 SUPV) N = 23			PATTERN 6 (NO SUPV) N =		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
105	72	37	50	74	30	70	83	40	40				96	50	59			
106	71	35	37	74	30	55	83	40	20				87	55	25			
107	87	32	62	96	27	69	100	33	17				91	67	57			
108	59	33	45	89	17	42	100	17	17				91	48	10			
109	82	38	45	93	28	56	100	50	17				78	61	28			
110	73	75	52	70	84	53	100	50	67				70	88	38			

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Activity: Giving Information to News Media

Task:

111. Answer phone and walk-in requests from newspeople for information about recent incidents

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Summary

This seems to be a minor task for most Officers since most agree that it is done rarely, is not critical, and doesn't take much time. (Tables 49 and 50).

Statewide Analysis

This is something which most Officers say they are rarely involved in, few do it and it isn't critical to most.

Sergeants agree with Officers on the "critical" and "time spent" categories, but a much greater percentage of Sergeants say that Officers do this activity.

Size Analysis

The trend for percentage of "do" responses to decrease with increasing agency size is evident here, while data in the "critical" and "time spent" categories are similar across sizes. Here also, the percentage of Sergeants who indicated that Officers do the task is larger than the Officer percentage. Frequency information shows a pattern for the percentage of Officers who do the task rarely to increase with increasing agency size. Sergeant frequency data agree with this.

Staffing Pattern Analysis

Staffing pattern 1 responses in the "do" category stand out as the only large discrepancy here. A smaller percentage of Officers in staffing pattern 1 give out information to the press. Again, a greater proportion of Sergeants than Officers indicate that this task is done. Staffing pattern 1 stands out in the frequency information also, where a large proportion of pattern 1 Officers said they do the task only rarely.

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TABLE 49: OFFICER TASKLIST QUESTIONNAIRE RESPONSES BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

OFFICER RESPONSES ON ACTIVITY: GIVING INFORMATION TO NEWS MEDIA

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	3	6	7	7	77	4.48

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	6	13	16	13	51	3.91
SIZE 2 (20-59)	9	15	12	11	54	3.85
SIZE 3 (60-149)	5	4	10	12	69	4.37
SIZE 4 (150 OR MORE)	2	4	5	6	84	4.66

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	2	3	4	5	87	4.72
STAFFING PATTERN 2 (O,S,L)	4	10	9	11	66	4.25
STAFFING PATTERN 3 (O,S,C)	10	15	13	13	50	3.77
STAFFING PATTERN 4 (O,L,C)	7	11	18	14	50	3.89
STAFFING PATTERN 5 (1 SUPV)	7	13	14	14	51	3.88
STAFFING PATTERN 6 (NO SUPV)	8	20	13	15	45	3.70

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

STATEWIDE N = 2,473

TASK	% DO	% CRIT	% MUCH TIME
111	33	21	25

SIZE BREAKDOWN

TASK	SIZE 1 (1-19) N = 185 % DO	% CRIT	% MUCH TIME	SIZE 2 (20-59) N = 278 % DO	% CRIT	% MUCH TIME	SIZE 3 (60-149) N = 186 % DO	% CRIT	% MUCH TIME	SIZE 4 (150-MORE) N = 1 815 % DO	% CRIT	% MUCH TIME
111	63	21	27	58	20	30	45	19	21	24	22	23

STAFFING PATTERN BREAKDOWN

TASK	PATTERN 1 (O,S,L,C) N = 1.712 % DO	% CRIT	% MUCH TIME	PATTERN 2 (O,S,L) N = 214 % DO	% CRIT	% MUCH TIME	PATTERN 3 (O,S,C) N = 49 % DO	% CRIT	% MUCH TIME	PATTERN 4 (O,L,C) N = 327 % DO	% CRIT	% MUCH TIME	PATTERN 5 (1 SUPV) N = 122 % DO	% CRIT	% MUCH TIME	PATTERN 6 (NO SUPV) N = 44 % DO	% CRIT	% MUCH TIME
111	21	22	21	52	22	29	57	25	29	63	21	30	57	20	26	66	17	17

TABLE 50: OFFICER TASKLIST QUESTIONNAIRE RESPONSES BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

SERGEANT RESPONSES ON ACTIVITY: GIVING INFORMATION TO NEWS MEDIA

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	9	15	6	13	57	3.94

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	18	41	14	9	18	2.68
SIZE 2 (20-59)	16	32	5	8	38	3.19
SIZE 3 (60-149)	9	9	18	18	45	3.82
SIZE 4 (150 OR MORE)	5	4	4	15	73	4.48

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	4	6	5	15	70	4.40
STAFFING PATTERN 2 (O,S,L)	16	32	4	12	36	3.20
STAFFING PATTERN 3 (O,S,C)	50	50	0	0	0	1.50
STAFFING PATTERN 4 (O,L,C)						
STAFFING PATTERN 5 (1 SUPV)	18	32	18	9	23	2.86
STAFFING PATTERN 6 (NO SUPV)						

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

STATEWIDE N = 184				SIZE 1 (1-19) N = 24			SIZE 2 (20-59) N = 38			SIZE 3 (60-149) N = 12			SIZE 4 (150-MORE) N = 110		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
111	72	14	32	88	19	38	87	15	39	83	10	30	62	13	27

STAFFING PATTERN BREAKDOWN

	PATTERN 1 (O,S,L,C) N = 128			PATTERN 2 (O,S,L) N = 27			PATTERN 3 (O,S,C) N = 6			PATTERN 4 (O,L,C) N =			PATTERN 5 (1 SUPV) N = 23			PATTERN 6 (NO SUPV) N =		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
111	63	15	30	89	0	46	100	17	33				91	29	24			

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Activity: Helping Other Police Agencies

Task:

112. Cooperate with personnel from other police agencies by doing certain tasks requested by that agency to help on cases of mutual concern

113. Discuss problems of mutual concern with personnel from other police agencies

* * * * *

Summary

The responses for this activity are very similar across sizes and staffing patterns,although people in the largest departments are less likely to do these tasks than those in medium or small size agencies. Most respondents do perform these tasks but only about half perceive them as critical. Also, only a small percentage think much time is spent on them. Here too, a greater proportion of Sergeants than Officers indicated that Officers do these tasks. Sergeants also felt that Officers do this activity more frequently. Because the Sergeants see some, but not all, of the Officers doing these tasks, differences like these show up. (Tables 51 and 52).

Statewide Analysis

Most respondents do perform this activity. It is perceived as critical by about half, but is not seen as taking much time. Only a small percentage of respondents do this activity daily, but the rest of the Officers' responses are distributed quite evenly across the other four frequency categories.

Sergeants disagree with Officers only in the "do" category where a larger percentage of Sergeants than Officers indicated that Officers do this.

Size Analysis

The percentage of Officers who do these two tasks decreases with increasing agency size. The "critical" and "time spent" data are quite similar across the sizes and are consistent with the statewide data. In comparing the Sergeants' responses to the Officers', it appears that there are no large discrepancies, but Sergeants consistently show slightly higher percentages in the "do" category. The frequency information is quite consistent across sizes. The biggest difference is in size 4 agencies where a larger percentage do this activity only rarely. In general, Sergeants think that Officers perform this activity more often than Officers themselves indicate.

Staffing Pattern Analysis

Staffing pattern responses are quite similar, but staffing pattern 1 stands out in that it shows the smallest percentages in the "do" category and a larger percentage in the "rarely done" frequency category. This may be because supervisory level personnel probably handle the formal cooperation efforts described by these tasks. The largest differences between Officers' and Sergeants' responses are in the "critical" category for staffing pattern 3 (a very small percentage of Sergeants indicated that these two tasks are critical). Since staffing pattern 3 is represented by only six Sergeants, this information is not especially disturbing.

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TABLE 51: OFFICER TASKLIST QUESTIONNAIRE RESPONSES BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

OFFICER RESPONSES ON ACTIVITY: HELPING OTHER POLICE AGENCIES

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	7	16	19	31	26	3.53

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	12	42	25	19	2	2.57
SIZE 2 (20-59)	14	30	24	22	10.	2.85
SIZE 3 (60-149)	8	17	31	28	16	3.27
SIZE 4 (150 OR MORE)	5	12	17	34	32	3.76

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	6	12	16	34	33	3.77
STAFFING PATTERN 2 (O,S,L)	10	25	25	24	16	3.10
STAFFING PATTERN 3 (O,S,C)	10	24	29	24	12	3.04
STAFFING PATTERN 4 (O,L,C)	10	19	27	31	13	3.19
STAFFING PATTERN 5 (1 SUPV)	11	42	27	18	3	2.60
STAFFING PATTERN 6 (NO SUPV)	15	50	23	13	0	2.33

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

STATEWIDE N = 2.473

TASK	% DO	% CRIT	% MUCH TIME
112	86	58	30
113	78	52	25

SIZE BREAKDOWN

TASK	SIZE 1 (1-19) N = 185 % DO	% CRIT	% MUCH TIME	SIZE 2 (20-59) N = 278 % DO	% CRIT	% MUCH TIME	SIZE 3 (60-149) N = 186 % DO	% CRIT	% MUCH TIME	SIZE 4 (150-MORE) N = 1.815 % DO	% CRIT	% MUCH TIME
112	100	74	49	95	66	40	91	62	34	83	54	26
113	97	64	39	90	57	37	83	56	24	74	49	21

STAFFING PATTERN BREAKDOWN

TASK	PATTERN 1 (O,S,L,C) N = 1,712 % DO	% CRIT	% MUCH TIME	PATTERN 2 (O,S,L) N = 214 % DO	% CRIT	% MUCH TIME	PATTERN 3 (O,S,C) N = 49 % DO	% CRIT	% MUCH TIME	PATTERN 4 (O,L,C) N = 327 % DO	% CRIT	% MUCH TIME	PATTERN 5 (1 SUPV) N = 122 % DO	% CRIT	% MUCH TIME	PATTERN 6 (NO SUPV) N = 44 % DO	% CRIT	% MUCH TIME
112	82	54	25	92	66	42	96	62	45	93	65	38	100	75	47	100	64	41
113	74	48	21	86	57	37	90	61	32	82	59	30	95	63	34	98	58	44

TABLE 52: OFFICER TASKLIST QUESTIONNAIRE RESPONSES
BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

SERGEANT RESPONSES ON ACTIVITY: HELPING OTHER POLICE AGENCIES

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	11	24	24	24	17	3.13

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	5	68	23	0	5	2.32
SIZE 2 (20-59)	19	35	30	11	5	2.49
SIZE 3 (60-149)	18	18	55	9	0	2.55
SIZE 4 (150 OR MORE)	8	11	20	36	25	3.58

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	12	12	22	32	22	3.40
STAFFING PATTERN 2 (O,S,L)	8	36	44	8	4	2.64
STAFFING PATTERN 3 (O,S,C)	17	83	0	0	0	1.83
STAFFING PATTERN 4 (O,L,C)						
STAFFING PATTERN 5 (1 SUPV)	5	59	23	5	9	2.55
STAFFING PATTERN 6 (NO SUPV)						

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

STATEWIDE
N = 184

TASK	% DO	% CRIT	% MUCH TIME
112	96	52	32
113	92	44	28

SIZE BREAKDOWN

TASK	SIZE 1 (1-19) N = 24 % DO	% CRIT	% MUCH TIME	SIZE 2 (20-59) N = 38 % DO	% CRIT	% MUCH TIME	SIZE 3 (60-149) N = 12 % DO	% CRIT	% MUCH TIME	SIZE 4 (150-MORE) N = 110 % DO	% CRIT	% MUCH TIME
112	100	67	46	97	62	41	100	67	50	94	43	24
113	100	54	29	95	56	33	100	58	42	88	36	24

STAFFING PATTERN BREAKDOWN

TASK	PATTERN 1 (O,S,L,C) N = 128 % DO	% CRIT	% MUCH TIME	PATTERN 2 (O,S,L) N = 27 % DO	% CRIT	% MUCH TIME	PATTERN 3 (O,S,C) N = 6 % DO	% CRIT	% MUCH TIME	PATTERN 4 (O,L,C) N = % DO	% CRIT	% MUCH TIME	PATTERN 5 (1 SUPV) N = 23 % DO	% CRIT	% MUCH TIME	PATTERN 6 (NO SUPV) N = % DO	% CRIT	% MUCH TIME
112	95	47	31	96	58	42	100	17	50				100	78	26			
113	89	40	28	96	50	27	100	17	50				100	65	22			

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Task: Activity: Community Relations

114. Talk to organized groups of people (PTA's, etc.) about specific areas of police work as requested by the group

* * * * *

Summary

The frequency response pattern is the most interesting thing about this activity. Because of the way the frequency question was worded, most people didn't connect it with the one task (speech making) which appeared under the community relations category in the body of the questionnaire. Thus, although very few people do the task at all, a majority said that they do it frequently. The percentage of people who do this daily decreased with increasing agency size, while the percentage of people who do it rarely increases. (Tables 53 and 54).

Statewide Analysis

There is a flaw in the construction of the questionnaire which caused a strange response pattern here. Very few do this task, and relatively few of those who do it see it as critical. About half of the respondents said they do the activity rarely, but 35% do it daily. This 35% probably means that the community relations activity title was interpreted by many to mean a broad range of tasks rather than the one specific speech making task described in the task list itself. At any rate, it seems that speech making is not a critical part of most Officers' jobs. Sergeants disagree with this pattern somewhat in that a larger pecentage of Sergeants say that Officers do this and do it frequently.

Size and Staffing Pattern Analysis

The responses across sizes and staffing patterns are very similar. The frequency with which this is done decreases with increasing agency size.

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TABLE 53: OFFICER TASKLIST QUESTIONNAIRE RESPONSES BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

OFFICER RESPONSES ON ACTIVITY: COMMUNITY RELATIONS

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	35	10	5	9	41	3.11

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	54	15	6	9	16	2.21
SIZE 2 (20-59)	43	13	7	9	27	2.63
SIZE 3 (60-149)	38	6	5	12	39	3.09
SIZE 4 (150 OR MORE)	32	9	5	8	46	3.28

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	33	10	4	8	45	3.24
STAFFING PATTERN 2 (O,S,L)	41	9	8	10	32	2.84
STAFFING PATTERN 3 (O,S,C)	59	2	2	12	24	2.41
STAFFING PATTERN 4 (O,L,C)	31	10	6	12	41	3.23
STAFFING PATTERN 5 (1 SUPV)	52	14	6	8	20	2.29
STAFFING PATTERN 6 (NO SUPV)	55	20	8	10	8	1.95

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

STATEWIDE N = 2,473

TASK	% DO	% CRIT	% MUCH TIME
114	26	41	38

SIZE BREAKDOWN

TASK	SIZE 1 (1-19) N = 185 % DO	% CRIT	% MUCH TIME	SIZE 2 (20-59) N = 278 % DO	% CRIT	% MUCH TIME	SIZE 3 (60-149) N = 186 % DO	% CRIT	% MUCH TIME	SIZE 4 (150-MORE) N = 1,815 % DO	% CRIT	% MUCH TIME
114	52	44	37	38	48	31	38	29	33	20	40	42

STAFFING PATTERN BREAKDOWN

TASK	PATTERN 1 (O,S,L,C) N = 1,712 % DO	% CRIT	% MUCH TIME	PATTERN 2 (O,S,L) N = 214 % DO	% CRIT	% MUCH TIME	PATTERN 3 (O,S,C) N = 49 % DO	% CRIT	% MUCH TIME	PATTERN 4 (O,L,C) N = 327 % DO	% CRIT	% MUCH TIME	PATTERN 5 (1 SUPV) N = 122 % DO	% CRIT	% MUCH TIME	PATTERN 6 (NO SUPV) N = 44 % DO	% CRIT	% MUCH TIME
114	21	41	40	36	44	26	35	35	35	30	37	39	52	44	38	57	36	52

TABLE 54: OFFICER TASKLIST QUESTIONNAIRE RESPONSES BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

SERGEANT-RESPONSES ON ACTIVITY: COMMUNITY RELATIONS

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	49	11	6	12	19	2.41

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	50	23	14	9	5	1.95
SIZE 2 (20-59)	49	11	5	27	8.	2.35
SIZE 3 (60-149)	27	18	27	18	9	2.64
SIZE 4 (150 OR MORE)	51	8	7	7	27	2.50

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	49	9	9	8	25	2.51
STAFFING PATTERN 2 (O,S,L)	44	8	8	28	12	2.56
STAFFING PATTERN 3 (O,S,C)	83	17	0	0	0	1.17
STAFFING PATTERN 4 (O,L,C)						
STAFFING PATTERN 5 (1 SUPV)	45	27	9	18	0	2.00
STAFFING PATTERN 6 (NO SUPV)						

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

STATEWIDE N = 184				SIZE 1 (1-19) N = 24			SIZE 2 (20-59) N = 38			SIZE 3 (60-149) N = 12			SIZE 4 (150-MORE) N = 110		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
114	74	26	49	92	27	46	79	27	27	83	30	30	68	25	51

STAFFING PATTERN BREAKDOWN

	PATTERN 1 (O,S,L,C) N = 128			PATTERN 2 (O,S,L) N = 27			PATTERN 3 (O,S,C) N = 6			PATTERN 4 (O,L,C) N =			PATTERN 5 (1 SUPV) N = 23			PATTERN 6 (NO SUPV) N =		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
114	69	26	46	82	18	27	83	20	40				96	36	50			

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Activity: Maintaining Order in the Court Room

Task:

115. Serve as court officer by standing in court room to ensure there are no disturbances and by escorting persons to and from court room

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Summary

In the small and medium sized agencies, about 50% of the Officers say they do this, while in the largest agencies this percentage drops way down to 15%. In most cases, fewer than half of the respondents think the task is critical, and only about one-third think it takes much time. Most agree that it's rarely done. In fact, the percentage of those who do the task only rarely ranges from 59% in the smallest agencies to 93% in the largest ones. As in many other activities, the proportion of Sergeants indicating that Officers do this is larger than the Officers' proportion. (Tables 55 and 56).

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TABLE 55: OFFICER TASKLIST QUESTIONNAIRE RESPONSES BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

OFFICER RESPONSES ON ACTIVITY: MAINTAINING ORDER IN THE COURT ROOM

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	1	2	4	9	84	4.74

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	1	6	19	15	59	4.26
SIZE 2 (20-59)	2	6	7	20	65	4.41
SIZE 3 (60-149)	1	2	14	26	58	4.37
SIZE 4 (150 OR MORE)	1	4	1	5	93	4.89

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	1	1	2	6	90	4.86
STAFFING PATTERN 2 (O,S,L)	1	4	11	21	64	4.43
STAFFING PATTERN 3 (O,S,C)	2	4	4	18	71	4.53
STAFFING PATTERN 4 (O,L,C)	2	3	5	8	82	4.65
STAFFING PATTERN 5 (1 SUPV)	2	7	17	19	55	4.19
STAFFING PATTERN 6 (NO SUPV)	0	3	23	10	65	4.38

TABLE 55: CONT'D. TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

STATEWIDE N = 2,473

TASK	% DO	% CRIT	% MUCH TIME
115	26	43	35

SIZE BREAKDOWN

TASK	SIZE 1 (1-19) N = 185			SIZE 2 (20-59) N = 278			SIZE 3 (60-149) N = 186			SIZE 4 (150-MORE) N = 1,815		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
115	59	42	36	53	42	29	54	64	33	15	37	38

STAFFING PATTERN BREAKDOWN

TASK	PATTERN 1 (O,S,L,C) N = 1.712			PATTERN 2 (O,S,L) N = 214			PATTERN 3 (O,S,C) N = 49			PATTERN 4 (O,L,C) N = 327			PATTERN 5 (1 SUPV) N = 122			PATTERN 6 (NO SUPV) N = 44		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
115	18	40	36	56	48	35	37	28	28	26	55	31	63	40	40	52	39	22

TABLE 56 : OFFICER TASKLIST QUESTIONNAIRE RESPONSES BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

SERGEANT RESPONSES ON ACTIVITY: MAINTAINING ORDER IN THE COURT ROOM

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	5	7	8	12	69	4.33

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	0	32	21	11	37	3.53
SIZE 2 (20-59)	8	16	3	27	46	3.86
SIZE 3 (60-149)	10	0	60	10	20	3.30
SIZE 4 (150 OR MORE)	4	0	3	7	87	4.73

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	3	0	7	9	80	4.63
STAFFING PATTERN 2 (O,S,L)	13	21	4	25	38	3.54
STAFFING PATTERN 3 (O,S,C)	17	33	17	0	33	3.00
STAFFING PATTERN 4 (O,L,C)						
STAFFING PATTERN 5 (1 SUPV)	0	25	15	15	45	3.80
STAFFING PATTERN 6 (NO SUPV)						

TABLE 56: CONT'D.

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

STATEWIDE N = 184				SIZE 1 (1-19) N = 24			SIZE 2 (20-59) N = 38			SIZE 3 (60-149) N = 12			SIZE 4 (150-MORE) N = 110		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
115	51	47	49	58	50	57	61	39	52	75	44	67	43	51	43

STAFFING PATTERN BREAKDOWN

	PATTERN 1 (O,S,L,C) N = 128			PATTERN 2 (O,S,L) N = 27			PATTERN 3 (O,S,C) N = 6			PATTERN 4 (O,L,C) N =			PATTERN 5 (1 SUPV) N = 28			PATTERN 6 (NO SUPV) N =		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
115	45	51	44	63	35	59	67	25	75				65	53	53			

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Table 57: Tasks Added by Respondents to Officer Checklist

TASK	NUMBER OF TIMES MENTIONED
Communications	
1. Operate switchboard	7
Detective-Investigations	
1. Analytic forensic chemistry	1
2. Perform brake tests on accident cars	2
3. Investigate and review licensed professionals	1
4. Conduct confidential and background investigations	3
5. Classify and compare fingerprints	1
6. Lift latent fingerprints	15
7. Maintain photo darkroom	1
8. Photograph crime scene	7
9. Investigate complaints on officers	3
10. Conduct follow-up investigations	9
11. Investigate police vehicle accidents	1
12. Conduct gambling investigations	3
13. Conduct narcotics investigations	15
14. Collect evidence at crime scenes	20
15. Draw murder scene sketches	2
16. Composite artist	2
17. Undercover assignments	12
18. Surveillance	35
Juvenile/Youth Aide	
1. Monitor areas of juvenile activity; control disturbances	9
2. Keep local teenagers out of trouble	2
3. Handle youth arrests	4
4. Counsel and supervise youth	27
Records	
1. Microfilm records	1
2. Computer operation (entries, validation, etc.)	7
3. Check voter registration cards	1
4. Maintain, check, file accident reports	6
5. Inventory signs and maintain card file of signs	1
6. Maintain highway and traffic counter maps	2
7. Maintain DWI records and computer files	1
8. Prepare FBI and department activity reports	3
9. Keep file, maintain records on traffic tickets	4
10. Keep file, maintain records on arrests	1
11. Keep file, maintain records on court appearance tickets	1
12. Keep criminal records up to date	9
13. Keep track of and maintain records on property and evidence	6
14. Process pistol permit applications	6
Administration	
1. Library duties	1

Table 57:--cont'd.

TASK	NUMBER OF TIMES MENTIONED
Administration--cont'd.	
2. Order supplies and equipment	7
3. Coordinate field work on missing persons and maintain office records of such	3
4. Administer traffic division	1
5. Apply for federal grant in traffic improvement	1
6. Prepare work schedules	1
7. Prepare payroll	6
8. Prepare and answer insurance inquiries	1
9. Coordinate job assignments between uniformed personnel and investigators	2
Transportation and Delivery	
1. Transport prisoners to and from court	9
2. Operate emergency vehicle	2
3. Run errands; pick up mail	12
4. Transport mentally disturbed and prisoners to hospital	7
Preparing and Serving Subpoenas, Warrants, etc.	
1. Serve court summonses and subpoenas	10
2. Execute arrest and search warrants	20
3. Apply for search warrants	1
Security Systems, Patrol Duty in Special Location	
1. Install alarm systems	1
2. Check out security operations of businesses	1
3. Airport security duty	1
4. Water patrol and investigations	11
Technician, Special Skills	
1. Helicopter pilot	2
2. Aircraft mechanic	1
3. Maintain and repair electrical/mechanical equipment	3
4. Maintain radio systems	1
5. Language translator	1
6. Specialized rescue work	4
7. Work on cardiac ambulance	13
8. Underwater search and recovery	1
9. Operate fire equipment for fire department	1
10. Conduct traffic surveys and studies on traffic control devices	7
11. Conduct firearms training	14
Supervision (Senior Officer)	
1. Supervise patrolmen	3

- APPENDIX N -

POLICE SERGEANT SUMMARY, ANALYSIS, AND DATA

POLICE SERGEANT SUMMARY

According to the results of the staffing information questionnaire, the position of Sergeant exists in 236 of the 363 full-time police departments supplying data. A total of 1,810 Sergeant positions exist in these 236 departments. Agencies with this position range in size from some of the very smallest to the very largest agencies in the population. These positions exist in departments with four different staffing patterns.

Basically, the Sergeant position entails first-line supervisory duties regardless of agency size or staffing pattern. However, in many instances, the Sergeants also perform the tasks done by their subordinate officers. Sergeants are most frequently the supervising patrol officer but many are also involved in detective duties, juvenile officer work, community relations, dispatching, record keeping and other technical functions for which they are specially trained. Table 58 shows a summary of the biographical information on the people who responded to the Sergeant questionnaire.

The task checklist for the Sergeant job was developed from observations of and interviews with 36 Sergeants and two Lieutenants from ten different departments. These departments represented a variety of sizes and staffing patterns. The information gathered was reviewed and consolidated into the questionnaire containing 118 tasks divided among 20 activities.

The analyses which follow are based on responses from the 326 Sergeants and 93 Lieutenants who answered the Sergeant task checklist questionnaire. The actual number of responses for the various statewide, agency size and staffing pattern breakdowns may be less than these totals for a given task because some people did not answer some of the questions. The maximum number of omits for the Sergeant respondents is four for a task and twelve for an activity and, for the Lieutenant respondents, two for a task and two for an activity. The responses on criticality and time spent are functions of those who reported that Sergeants do the tasks. The percentages for these two responses represent the percentages

of those who reported that Sergeants do the task who also rated the task as critical or as requiring much time.

All the tasks on the checklist are done by at least 20% of the Sergeants responding. Twelve of the 118 tasks are done by 90% or more of the Sergeants who responded statewide; 77 tasks are done by 70% or more. There are only 16 tasks which fewer than 50% of the Sergeants report that they do. These tasks involve approving officers' requests for leave time, fingerprinting, photographing, administering and witnessing breathalyzer tests, operating the teletype machine, lock-up duties, and giving speeches and demonstrations to various community groups.

When the statewide responses are evaluated, the Lieutenants report a slightly different view of the Sergeant job. Of the 118 tasks, there are 45 which 90% or more of the Lieutenants report that Sergeants do; 70% or more report that Sergeants do 88 of the tasks. There are only 11 tasks which fewer than 50% of the Lieutenants say that Sergeants do. These 11 tasks involve the same duties mentioned by only a few Sergeants except for the tasks of giving speeches and demonstrations to various community groups.

A breakdown by percentages of respondents reporting that Sergeants do each task is presented in 10% intervals in Tables 59 through 68 which follow. These tables show the response percentages of Sergeants and Lieutenants statewide and also the percentages of Sergeants by agency size and staffing pattern. The percentages of Lieutenants by agency size and staffing pattern have been omitted because several of these breakdowns are of very small samples, making comparison difficult.

The general trend is for larger percentages of Lieutenants than of Sergeants to report that Sergeants do the tasks. This can probably be attribued to the fact that Lieutenants see the tasks as functions of the Sergeant job, but only some of the Sergeants actually do them.

In addition to the Sergeant and Lieutenant statewide analysis, the data were further broken down according to two criteria - agency size and agency staffing pattern. For agency size, there are four groupings: size one consists of

departments with 1 to 19 uniformed personnel; size two is 20 to 59 personnel; size three is 60 to 149 personnel and size four is 150 or more personnel. Staffing pattern one includes agencies with Officer, Sergeant, Lieutenant and Captain positions; pattern two has Officer, Sergeant and Lieutenant positions; pattern three has Officer, Sergeant and Captain positions and pattern five consists of only Officer and Sergeant positions.

When the data are analyzed by size and staffing pattern, there are some trends which appear to be related to differences in agency size and staffing pattern. It should be noted that staffing patterns 2 and 3 are very much alike since the Sergeant position has only one superior officer rank above it in each instance. There is a tendency for the percentages of Sergeants who do some tasks to increase as agency size decreases and as staffing patterns become less complex. This is not surprising since functions are more specialized in larger agencies with more levels of personnel.

The responses on criticality also tend to increase slightly as agency size decreases and staffing pattern becomes less complex. This would seem to indicate that, because Sergeants in smaller agencies do certain activities somewhat infrequently, they tend to view the tasks as critical. In general, the responses on time spent were similar for the various size and staffing pattern groups. Tables 69 through 108 show how the Sergeant responses are distributed statewide and in each of the size and staffing pattern categories.

Another factor must be kept in mind when looking at the responses of the Lieutenants. For agency sizes 1, 2 and 3, the total sample numbers are very small (6, 13 and 8 respectively). Although these samples may be representative of the populations, the small numbers tend to inflate the percentages. Therefore, in some instances, these groups appear to be exceptions to the general trends.

A section of the questionnaire invited respondents to add any additional tasks performed by Sergeants which were not mentioned in the task checklist.

Additions and general comments were submitted by 98 Sergeants and 17 Lieutenants. Many of the comments actually duplicated tasks covered in the questionnaire. Generally, the additional tasks fall into the categories of special assignments or duties other than patrol such as administration, detective, juvenile officer, and records. However, only a few tasks were listed by more than two people. Although these additions should not be completely disregarded, they were not mentioned so frequently as to warrant adding them to the general task checklist. The Project's Police Advisory Committee reviewed the additional tasks and also recommended that none be added as they were all either covered or specialized assignments. The additional tasks are listed in Table 109 with the number of times each was mentioned.

Table 58: Biographical Data for Sergeant Task Checklist Questionnaire Respondents

Sex and Ethnic Background

	SERGEANT				LIEUTENANT			
	Male	Female	No Resp.	TOTAL	Male	Female	No Resp.	TOTAL
White	312	3	1	316	90	0	0	90
Black	5	0	0	5	1	0	0	1
Hispanic	1	0	0	1	0	0	0	0
Asian	0	0	0	0	0	0	0	0
Amr. Ind.	1	0	0	1	0	0	0	0
Other	1	0	0	1	0	0	0	0
No Resp.	0	0	2	2	1	0	1	2
TOTAL	320	3	3	326	92	0	1	93

Type of Assignment

	SERGEANT		LIEUTENANT	
	N	%	N	%
1. Patrol	130	40	11	12
2. Dispatching	3	1	3	3
3. Desk	34	10	26	28
4. Detective	18	6	0	0
5. Juvenile/ Youth Aide	3	1	1	1
6. Records	10	3	2	2
7. Administration	31	10	25	27
8. Other	51	16	12	13
9. Mult. Resp.	32	10	7	8
10. No Resp.	14	4	6	6

SERGEANT RESPONDENTS

	Length of Time in Rank		Length of Total Police Experience	
	N	%	N	%
0 - 5 months	7	2	0	0
6 - 11 months	8	2	0	0
1 yr - 2 yrs	83	25	0	0
3 - 5 yrs	121	37	8	2
6 - 10 yrs	64	20	94	29
More than 10 yrs	35	11	219	67
No Response	8	2	5	2

LIEUTENANT RESPONDENTS

	Length of Time in Rank		Length of Total Police Experience	
	N	%	N	%
0 - 5 months	0	0	0	0
6 - 11 months	3	3	0	0
1 yr - 2 yrs	22	24	0	0
3 - 5 yrs	37	40	0	0
6 - 10 yrs	18	19	4	4
More than 10 yrs	9	10	88	95
No Response	4	4	1	1

Table 59: Distribution of "Do" Responses on Sergeant Questionnaire, by Sergeants, Statewide

% Who do Task	Task Number
90-100	1, 2, 4, 9, 20, 41, 42, 48, 49, 60, 61, 69
80-89	3, 5, 10, 12, 15, 17, 18, 19, 23, 32, 34, 35, 37, 38, 39, 40, 43, 44, 45, 46, 47, 59, 62, 65, 66, 67, 68, 70, 71, 72, 73, 74, 75, 82, 83, 84, 85, 87, 93, 100, 113
70-79	11, 21, 22, 24, 25, 26, 27, 33, 36, 50, 52, 54, 56, 57, 58, 77, 78, 86, 88, 98, 101, 102, 108, 112
60-69	13, 14, 28, 30, 31, 51, 53, 55, 63, 76, 89, 91, 94, 99, 103, 110, 111
50-59	6, 8, 16, 29, 64, 90, 104, 109
40-49	7, 105, 116, 118
30-39	79, 80, 92, 96, 106, 114, 115, 117
20-29	81, 95, 97, 107
10-19	
0-9	

Table 60: Distribution of "Do" Responses on Sergeant Questionnaire, by Lieutenants, Statewide

% Who Indicate Task is Done	Task Number
90-100	1, 2, 3, 4, 9, 12, 15, 20, 23, 32, 33, 34, 35, 36, 37, 38, 39, 40, 41, 42, 43, 44, 45, 46, 47, 50, 54, 56, 58, 59, 60, 61, 65, 66, 67, 68, 69, 70, 71, 72, 74, 82, 83, 84, 87
80-89	5, 17, 18, 19, 24, 25, 26, 27, 48, 49, 51, 52, 53, 55, 57, 62, 63, 73, 75, 78, 85, 86, 88, 98, 100, 101, 102, 108, 111, 113
70-79	10, 11, 13, 21, 22, 28, 30, 31, 64, 77, 93, 109, 110
60-69	8, 14, 16, 29, 76, 89, 91, 94, 103, 112, 114, 116, 117, 118
50-59	90, 99, 104, 105, 115
40-49	6, 92, 106
30-39	81, 95, 96, 97, 107
20-29	7, 79, 80
10-19	
0-9	

Table 61: Distribution of "Do" Responses on Sergeant Questionnaire Size 1

% Who do Task	Task Number
90-100	1, 2, 3, 4, 9, 23, 24, 25, 27, 32, 34, 35, 37, 38, 39, 40, 41, 42, 43, 44, 45, 46, 47, 48, 49, 50, 51, 52, 53, 54, 56, 59, 60, 61, 65, 66, 69, 72, 73, 74, 75, 76, 77, 78, 82, 83, 84, 85, 86, 87, 88, 89 91, 93, 94, 98, 99, 100, 101, 102, 103
80-89	5, 11, 17, 19, 20, 22, 26, 30, 31, 55, 57, 58, 62, 67, 68, 70, 71, 79, 108, 110, 111, 112, 113
70-79	10, 12, 15, 18, 33, 36, 80, 90, 92, 104
60-69	6, 8, 16, 21, 28, 105, 109, 116, 118
50-59	14, 106, 114, 115, 117
40-49	7, 13, 29, 81, 96, 107
30-39	63, 64, 97
20-29	95
10-19	
0-9	

Table 62: Distribution of "Do" Responses on Sergeant Questionnaire Size 2

% Who do Task	Task Number
90-100	1, 2, 3, 4, 5, 9, 23, 32, 34, 37, 38, 40, 41, 42, 43, 44, 45, 46, 47, 48, 49, 54, 61, 69, 72, 73, 74, 75, 77, 78, 82, 83, 84, 87, 93, 98, 99, 100, 102, 108, 111
80-89	15, 16, 17, 20, 24, 25, 26, 27, 35, 39, 50, 51, 52, 53, 55, 56, 57, 58, 59, 60, 62, 65, 66, 67, 70, 71, 76, 85, 86, 88, 89, 90, 91, 94, 101, 103, 109, 110, 112
70-79	10, 11, 12, 14, 18, 21, 22, 28, 30, 31, 33, 36, 68, 79, 80, 96, 104, 113
60-69	19, 29, 105, 106, 116
50-59	6, 8, 13, 95, 97, 107, 114, 115, 117, 118
40-49	7
30-39	63, 81, 92
20-29	64
10-19	
0-9	

Table 63: Distribution of "Do" Responses on Sergeant Questionnaire Size 3

% Who do Task	Task Number
90-100	1, 2, 3, 4, 5, 9, 10, 15, 20, 33, 34, 35, 36, 41, 42, 43, 46, 48, 49, 57, 58, 60, 61, 62, 65, 66, 68, 69, 70, 71, 72, 73, 74, 83, 84, 85, 86, 87, 88, 98, 100, 102, 105, 108, 110, 111, 112
80-89	11, 12, 13, 14, 17, 18, 19, 21, 23, 24, 25, 27, 30, 32, 37, 38, 39, 40, 44, 45, 47, 50, 54, 56, 59, 67, 75, 77, 82, 91, 93, 99, 106, 107
70-79	8, 22, 26, 31, 51, 52, 53, 55, 76, 78, 89, 90, 94, 101, 103, 104, 109, 113
60-69	6, 16
50-59	7, 28, 92
40-49	29, 63, 81, 95, 96, 114, 115, 116, 117, 118
30-39	64, 79, 80, 97
20-29	
10-19	
0-9	

Table 64: Distribution of "Do" Responses on Sergeant Questionnaire Size 4

% Who do Task	Task Number
90-100	1, 2, 4, 20, 48, 49, 59, 60, 61, 69
80-89	3, 5, 9, 10, 12, 17, 18, 19, 34, 40, 41, 42, 62, 63, 65, 66, 67, 68, 70, 71, 82, 84, 113
70-79	15, 21, 23, 24, 26, 27, 32, 33, 35, 36, 37, 38, 39, 43, 44, 45, 46, 47, 56, 64, 72, 73, 74, 75, 83, 85, 87, 88, 100
60-69	11, 13, 14, 22, 25, 28, 30, 31, 50, 52, 54, 57, 58, 77, 78, 86, 93, 98, 101, 102, 112
50-59	6, 29, 51, 53, 55, 76, 89, 103, 108, 110, 111
40-49	8, 90, 91, 94, 99, 104, 109
30-39	7, 16
20-29	92, 96, 105, 114, 115, 116, 117, 118
10-19	79, 80, 95, 97, 106
0-9	81, 107

Table 65: Distribution of "Do" Responses on Sergeant Questionnaire
Staffing Pattern 1

% Who do Task	Task Number
90-100	1, 2, 4, 48, 49, 59, 60, 61, 69
80-89	3, 5, 9, 10, 12, 17, 18, 19, 20, 34, 37, 38, 40, 41, 42, 43, 44, 45, 46, 62, 65, 66, 67, 68, 70, 71, 72, 74, 75, 82, 83, 84, 87, 113
70-79	15, 21, 23, 24, 25, 26, 27, 32, 33, 35, 36, 39, 47, 54, 56, 58, 63, 64, 73, 78, 85, 86, 88, 93, 98, 100
60-69	11, 13, 14, 22, 28, 30, 31, 50, 52, 53, 55, 57, 101, 102, 108, 112
50-59	6, 8, 29, 51, 76, 77, 89, 91, 94, 103, 110, 111
40-49	16, 90, 99, 104, 109
30-39	7, 114, 115, 116, 118
20-29	92, 95, 96, 105, 106, 117
10-19	79, 80, 97, 107
0-9	81

Table 66: Distribution of "Do" Responses on Sergeant Questionnaire
Staffing Pattern 2

% Who do Task	Task Number
90-100	1, 2, 3, 4, 5, 9, 20, 32, 34, 38, 40, 41, 42, 43, 44, 45, 46, 47, 48, 49, 50, 54, 60, 61, 62, 65, 66, 69, 70, 71, 72, 73, 74, 75, 77, 82, 83, 84, 85, 86, 87, 88, 93, 98, 100, 102, 108, 111
80-89	11, 12, 15, 16, 17, 23, 24, 25, 26, 27, 35, 37, 39, 51, 52, 53, 55, 56, 57, 58, 59, 67, 68, 78, 89, 91, 94, 99, 101, 103, 110, 112
70-79	10, 14, 18, 19, 21, 22, 31, 33, 36, 76, 90, 104, 105, 109, 113
60-69	13, 28, 29, 30, 79, 96, 106, 107
50-59	6, 7, 8, 80, 95, 97, 114, 115, 116, 117, 118
40-49	
30-39	63
20-29	64, 81, 92
10-19	
0-9	

Table 67: Distribution of "Do" Responses on Sergeant Questionnaire
Staffing Pattern 3

% Who do Task	Task Number
90-100	1, 2, 3, 4, 9, 10, 15, 41, 42, 54, 56, 57, 58, 60, 61, 65, 66, 67, 77, 79, 80, 93, 94, 98, 99, 100, 101, 102, 104, 105
80-89	5, 12, 18, 20, 23, 24, 25, 27, 30, 31, 32, 34, 38, 39, 43, 44, 45, 46, 47, 48, 49, 51, 52, 55, 62, 68, 69, 72, 73, 74, 75, 76, 78, 81, 82, 84, 92, 108, 109, 111, 113
70-79	8, 17, 19, 21, 26, 33, 35, 36, 37, 40, 50, 59, 70, 71, 83, 85, 86, 87, 88, 103, 106
60-69	11, 13, 14, 16, 22, 28, 53, 89, 90, 91, 110, 112
50-59	6, 29
40-49	7
30-39	63, 107, 116, 118
20-29	64, 96, 114, 115, 117
10-19	95, 97
0-9	

Table 68: Distribution of "Do" Responses on Sergeant Questionnaire
Staffing Pattern 5

% Who do Task	Task Number
90-100	1, 2, 3, 4, 5, 9, 20, 22, 23, 24, 25, 26, 27, 32, 34, 35, 37, 38, 39, 40, 41, 42, 43, 44, 45, 46, 47, 48, 49, 53, 54, 56, 59, 60, 61, 65, 66, 67, 68, 69, 70, 71, 72, 73, 74, 75, 76, 77, 78, 82, 83, 84, 85, 86, 88, 92, 93, 94, 98, 100, 101, 102, 103
80-89	17, 18, 30, 31, 50, 51, 52, 55, 57, 58, 79, 87, 89, 91, 99, 108, 110, 111, 112
70-79	10, 11, 15, 16, 19, 33, 36, 62, 80, 104, 113
60-69	6, 12, 21, 28, 90, 105, 116, 118
50-59	8, 14, 81, 106, 109, 114, 115, 117
40-49	7, 96, 107
30-39	13, 29, 63, 64, 95, 97
20-29	
10-19	
0-9	

POLICE SERGEANT

Activity: Preparing for Work

Task:

1. Dress neatly in proper uniform

2. Read written information such as teletype messages, complaint and activity reports

3. Discuss with officers and sergeants coming off duty the important occurrences of their shift

4. Read bulletins and memoranda to learn about changes in procedure, new orders, special personnel details and special events coming up

5. Confer with commanding officer about the shift's work

* * * * *

Summary

Nearly all Sergeants perform this activity at least once a tour of duty, regardless of whether the data are looked at on a statewide basis or by size or staffing pattern. There are no great discrepancies between the responses of the Sergeants and Lieutenants. Generally, the Sergeants do each of the tasks but do not spend much time doing each. The tasks involving keeping informed of current activities (2, 3 and 4) are considered critical by the largest percentages of those responding. (Tables 69 and 70).

Statewide Analysis

On a statewide basis, there are no major discrepancies between the way Sergeants and Lieutenants view this activity. Nearly all the Sergeants (a range of 84-100%) perform each of the tasks making up this activity but do not spend much time doing them. Two tasks (2 and 3) are considered critical by the majority of those responding and task 4 is considered critical by nearly half. All three tasks involve keeping informed of current police activities.

Size Analysis

As far as those who do the tasks in this activity, there are no discrepancies among the sizes of departments. Task 5 is done by a smaller percentage of Sergeants in the largest agencies but the percentage is still very high--80%. It is possible that the term "commanding officer" in this task statement has a different connotation in the very large departments than it has in smaller agencies.

These tasks are not viewed as requiring much time by many in the different size groups nor are there discrepancies between the responses of

the Sergeants and Lieutenants. Of a total of 40 percentages, there are only three in the range of 50-55%. These all appear in small samples and, therefore, cannot be regarded as exceptional.

Regardless of department size, most Sergeants and Lieutenants regard task 1 as not critical and tasks 2 and 3 as critical. There is no great discrepancy in task 4, but the percentage range of those considering this task critical is lower (42-67%). Task 5 has the largest range in the percentages of Sergeants and Lieutenants who regard it as critical (25-67%). Again, this may be due to possible different connotations of the term "commanding officer."

Staffing Pattern Analysis

There are no discrepancies in the percentages of the responses by staffing patterns concerning those who do these tasks nor the time spent performing them. Tasks 2 and 3 are considered critical by the majority of the respondents and task 4 is considered critical by a fairly high number of Sergeants and Lieutenants (range of 43-67%). Task 5 has some discrepancies but this may be accounted for by the small number of people answering in those staffing patterns where it is considered critical.

* * * * *

TABLE 69: SERGEANT TASKLIST QUESTIONNAIRE RESPONSES BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

SERGEANT RESPONSES ON ACTIVITY: PREPARING FOR WORK

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	97	1	1	0	2	1.10

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	95	2	2	0	0	1.07
SIZE 2 (20-59)	95	0	2	0	3	1.15
SIZE 3 (60-149)	100	0	0	0	0	1.00
SIZE 4 (150 OR MORE)	96	1	1	0	3	1.14

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	96	.4	.4	0	3	1.13
STAFFING PATTERN 2 (O,S,L)	100	0	0	0	0	1.00
STAFFING PATTERN 3 (O,S,C)	89	0	11	0	0	1.22
STAFFING PATTERN 4 (O,L,C)						
STAFFING PATTERN 5 (1 SUPV)	94	3	3	0	0	1.10
STAFFING PATTERN 6 (NO SUPV)						

TABLE 69: CONT'D.

TASK INFORMATION

CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

STATEWIDE N = 326				SIZE 1 (1-19) N = 45			SIZE 2 (20-59) N = 68			SIZE 3 (60-149) N = 29			SIZE 4 (150-MORE) N = 190		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
1	97	32	27	98	46	36	99	36	30	100	35	38	95	27	24
2	98	64	43	100	78	42	100	79	47	97	82	50	97	53	41
3	89	74	20	98	86	27	97	85	24	90	89	31	83	64	15
4	100	48	36	100	58	24	100	59	32	100	59	55	100	42	37
5	84	36	20	84	51	22	96	43	19	90	50	35	80	29	17

STAFFING PATTERN BREAKDOWN

	PATTERN 1 (O,S,L,C) N = 216			PATTERN 2 (O,S,L) N = 68			PATTERN 3 (O,S,C) N = 9			PATTERN 4 (O,L,C) N =			PATTERN 5 (1 SUPV) N = 33			PATTERN 6 (NO SUPV) N =		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
1	96	27	25	97	39	29	100	44	44				100	46	33			
2	97	56	41	99	82	46	100	78	44				100	73	46			
3	84	67	15	97	89	26	100	78	44				97	78	28			
4	100	43	38	100	59	32	100	67	33				100	55	30			
5	81	31	17	91	47	27	89	63	25				94	40	20			

TABLE 70: SERGEANT TASKLIST QUESTIONNAIRE RESPONSES
BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

LIEUTENANT RESPONSES ON ACTIVITY: PREPARING FOR WORK

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	99	0	0	0	1	1.04

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	100	0	0	0	0	1.00
SIZE 2 (20-59)	100	0	0	0	0	1.00
SIZE 3 (60-149)	100	0	0	0	0	1.00
SIZE 4 (150 OR MORE)	98	0	0	0	2	1.06

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	99	0	0	0	1	1.06
STAFFING PATTERN 2 (O,S,L)	100	0	0	0	0	1.00
STAFFING PATTERN 3 (O,S,C)						
STAFFING PATTERN 4 (O,L,C)						
STAFFING PATTERN 5 (1 SUPV)						
STAFFING PATTERN 6 (NO SUPV)						

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

STATEWIDE N = 93				SIZE 1 (1-19) N = 6			SIZE 2 (20-59) N = 13			SIZE 3 (60-149) N = 8			SIZE 4 (150-MORE) N = 66		
TASK	% DO	% CRIT	% MUCH TIME	TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
1	99	18	14	1	100	33	17	100	23	0	100	13	13	99	17	17
2	99	63	32	2	100	83	33	100	69	46	100	75	38	99	59	28
3	98	67	16	3	100	67	17	100	69	31	100	75	0	97	66	16
4	100	48	31	4	100	67	33	100	54	54	100	50	38	100	46	26
5	85	34	9	5	100	67	17	92	58	0	100	25	0	80	26	11

TABLE 70: CONT'D.

STAFFING PATTERN BREAKDOWN

	PATTERN 1 (O,S,L,C) N = 72			PATTERN 2 (O,S,L) N = 21			PATTERN 3 (O,S,C) N =			PATTERN 4 (O,L,C) N =			PATTERN 5 (1 SUPV) N =			PATTERN 6 (NO SUPV) N =		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
1	99	20	16	100	14	10												
2	99	61	30	100	71	38												
3	97	67	14	100	67	24												
4	100	49	26	100	48	48												
5	82	29	10	95	50	5												

* * * * * * * * * *

Activity: Scheduling

Task:

6. Review requests from officers for time off, vacation leave, shift and patrol zone reassignments

7. Approve or disapprove these requests for time off

8. Forward requests for time off to the next level of authority

9. Read work schedule and messages to find out which officers will be absent and what equipment isn't working

10. Make adjustments in schedule of assignments to allow for absentees, broken equipment and special details

11. Assign officers to existing car and foot posts

* * * * *

Summary

According to a majority of the Sergeants and Lieutenants, Sergeants statewide perform this activity at least as frequently as once a week. When the activity data are broken down by agency size and staffing pattern, there are no major discrepancies in the weighted averages of the Lieutenants' responses. There are differences in the weighted averages among the size and staffing pattern breakdowns by Sergeants which seem to indicate that scheduling is performed less frequently by Sergeants in smaller agencies with less complex staffing patterns.

In general, except for task 7, large percentages of the respondents report that Sergeants do these tasks but none is considered by a majority to be critical or to require much time. (Tables 71 and 72).

Statewide Analysis

This activity is comprised of two different functions. Tasks 6, 7 and 8 deal with requests for leave and reassignments; tasks 9, 10 and 11 deal with work scheduling. None of these tasks is regarded as critical or as requiring much time spent by the Sergeants or Lieutenants responding. Nearly all Sergeants perform the work scheduling function (range of 72-94%) whereas smaller percentages (range of 23-67%) perform the leave and reassignment requests function. Task 7 is reported done by the smallest percentage of respondents, perhaps because this task--approving or disapproving leave--is actually done by a higher ranking officer in many agencies. Although the percentages vary (18 percentage points at most), the Sergeants and Lieutenants responding have similar views regarding this activity.

Size Analysis

With the tasks involved in handling leave requests (6, 7 and 8), there are few discrepancies among the agency sizes. Smaller percentages of the respondents report that Sergeants perform task 7 than they do tasks 6 and 8. These three tasks are not considered critical by the majority of the respondents except for the Lieutenants in agency size 1 in tasks 6 and 7. However, these percentages represent very few respondents (3 or fewer) so these have been generally disregarded.

In all four agency sizes, the majority of the respondents report that Sergeants perform the tasks involved in work scheduling (9, 10 and 11) but do not spend much time performing them. However, there are some discrepancies in criticality for these three tasks. The three tasks are considered critical by larger percentages of Sergeants in agency sizes 2 and 3 and by Lieutenants in agency size 2. This may indicate that work scheduling is less of a problem for Sergeants in the very smallest agencies and the very largest agencies.

Regardless of agency size, not much time is spent by Sergeants performing any of these tasks. The only discrepancy is reported by Lieutenants in agency size 1 on task 6 (67%). However, this percentage represents only two Lieutenants so it cannot be given much weight.

Staffing Pattern Analysis

Generally, the staffing pattern data support the findings of the statewide and size breakdowns. Where there are discrepancies in staffing pattern percentages, they occur in groups with the smallest sample sizes.

* * * * *

TABLE 71: SERGEANT TASKLIST QUESTIONNAIRE RESPONSES
BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

SERGEANT RESPONSES ON ACTIVITY: SCHEDULING

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	47	20	8	2	23	2.34

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	34	5	14	7	41	3.16
SIZE 2 (20-59)	49	9	5	3	41	2.91
SIZE 3 (60-149)	66	28	0	0	7	1.55
SIZE 4 (150 OR MORE)	50	25	9	1	15	2.05

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	50	24	8	1	16	2.09
STAFFING PATTERN 2 (O,S,L)	49	12	3	1	34	2.60
STAFFING PATTERN 3 (O,S,C)	33	0	11	0	56	3.44
STAFFING PATTERN 4 (O,L,C)						
STAFFING PATTERN 5 (1 SUPV)	28	13	16	9	34	3.09
STAFFING PATTERN 6 (NO SUPV)						

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

STATEWIDE N = 326				SIZE 1 (1-19) N = 45			SIZE 2 (20-59) N = 68			SIZE 3 (60-149) N = 29			SIZE 4 (150-MORE) N = 190		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
6	59	20	23	64	36	43	52	20	29	62	11	28	59	20	15
7	41	22	17	49	32	18	43	31	21	55	13	13	38	24	18
8	54	11	9	60	11	15	58	21	15	79	4	13	48	14	7
9	90	41	21	93	43	24	93	55	19	93	59	41	88	34	20
10	81	42	24	76	47	27	73	55	20	97	57	43	82	35	24
11	72	42	20	82	43	14	73	49	22	83	63	33	68	37	21

TABLE 71: CONT'D.

STAFFING PATTERN BREAKDOWN

	PATTERN 1 (O,S,L,C) N = 216			PATTERN 2 (O,S,L) N = 68			PATTERN 3 (O,S,C) N = 9			PATTERN 4 (O,L,C) N =			PATTERN 5 (1 SUPV) N = 33			PATTERN 6 (NO SUPV) N =		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
6	58	18	16	59	20	35	56	60	40				63	20	40			
7	37	23	18	50	24	15	44	50	25				49	13	19			
8	52	12	5	56	11	13	78	14	14				58	11	16			
9	89	36	21	93	51	14	100	56	67				94	48	23			
10	82	37	24	78	51	19	100	44	44				73	54	29			
11	68	39	21	84	47	16	67	50	33				76	44	16			

TABLE 72: SERGEANT TASKLIST QUESTIONNAIRE RESPONSES BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

LIEUTENANT RESPONSES ON ACTIVITY: SCHEDULING

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	47	23	4	1	24	2.32

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	50	17	0	0	33	2.50
SIZE 2 (20-59)	58	8	0	0	33	2.42
SIZE 3 (60-149)	63	0	0	0	38	2.50
SIZE 4 (150 OR MORE)	43	29	6	2	20	2.26

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	46	27	6	1	20	2.23
STAFFING PATTERN 2 (O,S,L)	52	10	0	0	38	2.62
STAFFING PATTERN 3 (O,S,C)						
STAFFING PATTERN 4 (O,L,C)						
STAFFING PATTERN 5 (1 SUPV)						
STAFFING PATTERN 6 (NO SUPV)						

TABLE 72: CONT'D.

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

STATEWIDE N = 93				SIZE 1 (1-19) N = 6				SIZE 2 (20-59) N = 13				SIZE 3 (60-149) N = 8				SIZE 4 (150-MORE) N = 66		
TASK	% DO	% CRIT	% MUCH TIME	TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
6	45	12	7	6	50	100	67	58	0	0	38	0	0	42	7	4
7	23	14	0	7	33	50	0	33	0	0	13	0	0	21	14	0
8	67	6	3	8	67	0	0	69	11	11	88	0	0	64	7	2
9	94	40	8	9	100	33	0	100	54	0	100	38	13	91	38	10
10	76	38	13	10	83	40	0	92	50	0	88	14	29	71	38	15
11	74	38	17	11	100	33	0	100	46	23	88	43	14	65	35	19

STAFFING PATTERN BREAKDOWN

	PATTERN 1 (O,S,L,C) N = 72			PATTERN 2 (O,S,L) N = 21			PATTERN 3 (O,S,C) N =			PATTERN 4 (O,L,C) N =			PATTERN 5 (1 SUPV) N =			PATTERN 6 (NO SUPV) N =		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
6	42	10	7	52	18	9												
7	21	13	0	29	17	0												
8	67	8	4	67	0	0												
9	92	39	11	100	43	0												
10	74	40	17	86	33	0												
11	68	37	18	95	40	15												

* * * * * * * * * *

Activity: Calling Roll and Holding Briefing

Task:

12. Inspect the officers' uniforms, grooming and equipment

13. Call off and/or note the names of those present and absent

14. Write out or call off the car and foot posts and any special assignments

15. Read out to the officers any information you have in regard to their particular assignments or the shift's work

16. Distribute subpoenas or warrants to be served by officers to persons on their posts or patrol zones

17. Explain any changes in laws, criminal codes or departmental procedures

18. Explain any problems in performance of the officers as a group and explain how officers should correctly handle these problem situations

19. Ask officers for suggestions on how to improve their performance in problem areas

20. Answer questions from officers in regard to their assignments or on topics mentioned in the briefing

21. Dismiss the officers to commence patrol

* * * * *

Summary

In general, the majority of the respondents report that Sergeants perform each of the tasks in this activity but do not spend much time doing them. The tasks involving keeping oneself and one's subordinates informed of current developments and changes (15, 17, 18, 19 and 20) are considered critical by larger percentages of the Sergeants and Lieutenants than are the other tasks, even though in some instances these percentages do not constitute a majority of the respondents.

With the exception of staffing pattern 5, the majority of the Sergeants and Lieutenants report that Sergeants perform this activity at least as frequently as once a week whether the data are looked at on a statewide, size or staffing pattern basis. It appears that the respondents in staffing pattern 5 did not consider the tasks in this activity when reporting on activity frequency. Since staffing pattern 5 includes most of the very smallest agencies, it is reasonable to assume that the activity name--Calling Roll and Holding Briefing--connotes a more formal process than that used in these agencies. Most of the respondents in this staffing

pattern report doing nearly all the individual tasks in the activity. (Tables 73 and 74).

Statewide Analysis

The majority of the Sergeants and Lieutenants responding report that Sergeants perform all the tasks making up this activity but do not spend much time doing them. The tasks considered critical by most of the Sergeants are those involved in keeping subordinates informed of current developments (15, 17, and 18). Tasks 19 and 20, which are also involved in keeping oneself or subordinates informed, show fairly high percentages (40-48%) of Sergeants who consider them critical. The responses of the Lieutenants statewide generally support those of the Sergeants on each of the tasks in this activity.

Size Analysis

The majority of the respondents report that Sergeants do these tasks regardless of the size of the agency with only two discrepancies. Task 13--calling off those present or absent--is not reported as done by the majority of the Sergeants in the smallest agencies. Since this agency size is from 1 to 19 total personnel, this probably connotes too formal a process for so few people. Task 16--distributing subpoenas and warrants--is not reported as done by the majority of the Sergeants in the largest agencies (150 or more total personnel). However, in both instances, a majority of the Lieutenants do report that Sergeants in the specified size groups do perform these tasks.

Not much time is spent on any of these tasks according to the majority of the Sergeants and Lieutenants responding, regardless of agency size. The tasks which involve keeping oneself or subordinates informed of current developments (15, 17, 18, 19 and 20) are generally considered critical by larger percentages of the Sergeants and Lieutenants than are the other tasks.

Staffing Pattern Analysis

The majority of Sergeants report performing the tasks making up this activity when the data are looked at by staffing pattern with only two discrepancies--task 16 in staffing pattern 1 and task 13 in staffing pattern 5. These discrepancies are consistent with those found in the size breakdowns since staffing pattern 1 includes many of the very largest agencies and staffing pattern 5 includes many of the very smallest agencies.

Not much time is reported spent on any of the tasks in this activity regardless of staffing pattern.

Where there are discrepancies in criticality by staffing patterns, the total numbers of respondents in the samples are small and the percentages are, therefore, distorted--especially in staffing pattern 3.

* * * * *

TABLE 73: SERGEANT TASKLIST QUESTIONNAIRE RESPONSES BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

SERGEANT RESPONSES ON CALLING ROLL AND HOLDING BRIEFING

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	42	29	3	3	24	2.38

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	34	16	2	0	48	3.11
SIZE 2 (20-59)	52	9	6	3	30	2.52
SIZE 3 (60-149)	76	10	3	7	3	1.52
SIZE 4 (150 OR MORE)	35	42	1	3	19	2.29

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	38	39	1	3	19	2.25
STAFFING PATTERN 2 (O,S,L)	55	9	6	3	27	2.37
STAFFING PATTERN 3 (O,S,C)	67	0	0	11	22	2.22
STAFFING PATTERN 4 (O,L,C)						
STAFFING PATTERN 5 (1 SUPV)	28	19	3	0	50	3.25
STAFFING PATTERN 6 (NO SUPV)						

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

STATEWIDE N = 326				SIZE 1 (1-19) N = 45			SIZE 2 (20-59) N = 68			SIZE 3 (60-149) N = 29			SIZE 4 (150-MORE) N = 190		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
12	81	32	11	71	38	6	79	36	11	83	50	17	83	29	12
13	62	24	10	43	32	11	55	22	14	83	42	17	66	22	10
14	64	33	12	58	31	15	70	19	13	86	60	20	60	33	10
15	80	56	14	76	56	9	85	63	18	93	67	15	78	52	14
16	54	30	8	69	29	3	82	36	16	66	42	16	39	27	8
17	87	53	21	84	61	13	81	47	13	83	63	17	89	53	27
18	83	60	27	78	60	29	78	60	27	86	64	28	86	60	27
19	82	40	18	82	43	22	66	48	16	86	56	28	87	37	16
20	90	48	23	89	53	23	87	44	24	97	61	29	90	46	22
21	71	14	6	60	30	4	78	17	14	86	16	4	70	12	6

TABLE 73: CONT'D. STAFFING PATTERN BREAKDOWN

TASK	PATTERN 1 (O,S,L,C) N = 216			PATTERN 2 (O,S,L) N = 68			PATTERN 3 (O,S,C) N = 9			PATTERN 4 (O,L,C) N =			PATTERN 5 (1 SUPV) N = 33			PATTERN 6 (NO SUPV) N =		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
12	82	28	12	81	38	9	89	63	25				67	41	5			
13	67	22	10	60	25	13	67	67	17				33	27	9			
14	62	32	11	74	30	12	67	50	17				58	37	16			
15	79	55	14	84	53	19	100	67	11				76	64	8			
16	42	28	8	81	33	11	67	33	17				70	30	0			
17	88	52	25	82	57	11	78	57	29				85	50	18			
18	86	60	25	74	56	28	89	50	38				82	67	37			
19	87	38	16	71	46	21	78	43	43				76	48	20			
20	88	48	22	93	44	21	89	63	38				94	52	29			
21	71	11	6	77	14	6	78	57	29				61	25	0			

TABLE 74 : SERGEANT TASKLIST QUESTIONNAIRE RESPONSES BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

LIEUTENANT RESPONSES ON ACTIVITY: CALLING ROLL AND HOLDING BRIEFING

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	54	35	5	1	4	1.66

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	50	17	0	0	33	2.50
SIZE 2 (20-59)	92	8	0	0	0	1.08
SIZE 3 (60-149)	88	0	13	0	0	1.25
SIZE 4 (150 OR MORE)	43	46	6	2	3	1.75

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	48	42	6	1	3	1.69
STAFFING PATTERN 2 (O,S,L)	76	10	5	0	10	1.57
STAFFING PATTERN 3 (O,S,C)						
STAFFING PATTERN 4 (O,L,C)						
STAFFING PATTERN 5 (1 SUPV)						
STAFFING PATTERN 6 (NO SUPV)						

TABLE 74: CONT'D.

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

TASK	STATEWIDE N = 93 % DO	% CRIT	% MUCH TIME	TASK	SIZE 1 (1-19) N = 6 % DO	% CRIT	% MUCH TIME	SIZE 2 (20-59) N = 13 % DO	% CRIT	% MUCH TIME	SIZE 3 (60-149) N = 8 % DO	% CRIT	% MUCH TIME	SIZE 4 (150-MORE) N = 66 % DO	% CRIT	% MUCH TIME
12	96	31	13	12	100	0	17	85	36	9	100	0	0	97	38	16
13	78	22	7	13	67	0	0	85	27	9	88	29	0	77	22	8
14	69	27	16	14	67	25	0	85	36	18	88	43	0	64	21	19
15	91	49	13	15	100	33	0	92	58	17	100	38	0	89	51	15
16	60	29	7	16	83	40	0	77	50	10	50	25	0	56	22	8
17	84	54	14	17	83	40	20	85	46	18	100	13	0	82	63	15
18	85	59	17	18	67	75	25	85	64	36	88	29	0	86	61	14
19	84	49	6	19	83	40	20	77	70	0	88	29	0	85	48	7
20	96	44	16	20	100	33	17	92	46	18	100	25	13	95	47	16
21	78	5	3	21	83	0	0	85	18	0	88	0	0	76	4	4

STAFFING PATTERN BREAKDOWN

TASK	PATTERN 1 (O,S,L,C) N = 72 % DO	% CRIT	% MUCH TIME	PATTERN 2 (O,S,L) N = 21 % DO	% CRIT	% MUCH TIME	PATTERN 3 (O,S,C) N = % DO	% CRIT	% MUCH TIME	PATTERN 4 (O,L,C) N = % DO	% CRIT	% MUCH TIME	PATTERN 5 (1 SUPV) N = % DO	% CRIT	% MUCH TIME	PATTERN 6 (NO SUPV) N = % DO	% CRIT	% MUCH TIME
12	97	36	16	91	16	5												
13	79	23	9	76	19	0												
14	67	27	19	76	25	6												
15	90	51	14	95	45	10												
16	54	23	8	81	41	6												
17	83	62	13	86	28	17												
18	87	60	13	76	56	31												
19	86	48	8	76	50	0												
20	96	46	16	95	35	15												
21	78	5	4	81	6	0												

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Activity: Patrol

Task:

22. Check out patrol vehicle and equipment such as siren and radio, etc., by examining it and trying it out

23. Check for general activity in your area by observing the traffic, parking conditions, people on the street, etc.

24. Look for any unauthorized persons at troublesome places (such as scenes of repeated break-ins or places where youths congregate, etc.)

25. Look at buildings for signs of forced entry (such as doors forced open, broken windows, etc.)

26. Enter and investigate the interior of buildings when suspicious of forced entries

27. Radio dispatcher for assistance when signs of entry are found

28. Check various business establishments for proper licenses (permits such as SLA, jukebox and food) and for general good order

29. Issue summonses for any violations found in such establishments

30. Observe the flow of traffic for possible violations of the Vehicle and Traffic Law

31. Issue summonses and/or warnings to violators

32. Respond to a variety of calls if no other officer is currently available or if you are in the immediate vicinity of the complaint location

* * * * *

Summary

Sergeants perform this activity at least as frequently as once a week according to a majority of the Sergeants and Lieutenants responding and regardless of how the data are broken down.

In general, each task is performed by Sergeants according to a majority of the respondents. Tasks 28 and 29--checking licensed premises and issuing summonses--are the only two tasks consistently considered not critical by a majority of the respondents. Tasks 30 and 31--traffic control--are not considered critical by a majority of the respondents in the very largest agencies (150 or more personnel).

Tasks 23, 24 and 25--checking activity and problem areas in the patrol zone--are reported to require much time by greater percentages (at least half, in most instances) than are the other tasks. However, there are some variations in time spent when analyzed by department size. More tasks are considered to require much time by personnel in smaller departments than by personnel in larger departments. (Tables 75 and 76).

Statewide Analysis

The majority of the Sergeants and Lieutenants responding report that Sergeants perform each of the tasks making up this activity. The Sergeants and Lieutenants agree in their opinions of the criticality of these tasks--only tasks 28, 29, 30 and 31 are not considered critical by the majority of the respondents. There are discrepancies between the Sergeant and Lieutenant data on time spent. The majority of the Lieutenants do not consider any tasks as requiring much time, whereas the majority of the Sergeants report spending much time on tasks 23, 24 and 25. These three tasks involve checking on activity or problem areas in the patrol zone. This discrepancy (24 percentage points at most) between the Sergeants and Lieutenants may be accounted for by the fact that Lieutenants would not actually be with the Sergeants on patrol very frequently.

Size Analysis

Generally, the majority of the respondents report that Sergeants perform each of these tasks regardless of agency size. In some instances, less than half of the Sergeants and Lieutenants report that Sergeants perform tasks 28 and 29, but the Sergeants' percentages are close to half (41 and 47%) and for the Lieutenants in agency size 3, the percentages (38%) only represent three respondents. Therefore, these discrepancies cannot be considered exceptional.

There are some discrepancies in the time spent on certain tasks which may be related to department size. Fewer tasks are reported to require much time by the majority of the Sergeants and Lieutenants as department size increases. Only task 23--checking for general activity--is reported to require much time by a majority of the Sergeants, regardless of agency size.

When the data related to criticality are analyzed, only tasks 28 and 29 are not considered critical by a majority of the respondents in all four size groups. However, tasks 30 and 31 are not considered critical by the majority of the Sergeants and Lieutenants in agency size 4 (150 or more total personnel). These two tasks involve traffic control and it would seem safe to assume that this function is more regularly performed by subordinates or specialized units in agencies of this size and, therefore, it is not considered a critical function for most Sergeants. Because the total number of respondents in the Lieutenants' samples is so small in agency sizes 1, 2 and 3, discrepancies among these groups have been disregarded.

Staffing Pattern Analysis

Basically, these tasks are done by the majority of Sergeants regardless of staffing pattern. Only task 29 is not done by most Sergeants in staffing pattern 5. This pattern does include many of the very smallest agencies so this discrepancy cannot necessarily be attributed to the staffing pattern since this data supports that in the size analysis.

Fewer tasks are considered critical or requiring much time as the staffing patterns become more complex but there are no great discrepancies among the staffing patterns. However, tasks 22 through 27 and task 32 are consistently seen as critical by the majority of respondents regardless of staffing pattern. Only tasks 23 and 24 are consistently reported to require much time by a majority of the Sergeants and by nearly half (42-46%) of the Lieutenants.

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TABLE 75: SERGEANT TASKLIST QUESTIONNAIRE RESPONSES BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

SERGEANT RESPONSES ON ACTIVITY: PATROL
ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	58	17	4	1	20	2.08

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	61	18	7	5	9	1.82
SIZE 2 (20-59)	56	17	6	0	21	2.14
SIZE 3 (60-149)	52	28	10	0	10	1.90
SIZE 4 (150 OR MORE)	60	14	1	1	24	2.14

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	58	17	2	1	23	2.14
STAFFING PATTERN 2 (O,S,L)	57	16	7	0	19	2.09
STAFFING PATTERN 3 (O,S,C)	44	11	11	22	11	2.44
STAFFING PATTERN 4 (O,L,C)						
STAFFING PATTERN 5 (1 SUPV)	69	19	6	0	6	1.56
STAFFING PATTERN 6 (NO SUPV)						

TABLE 75: CONT'D.

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

	STATEWIDE N = 326				SIZE 1 (1-19) N = 45			SIZE 2 (20-59) N = 68			SIZE 3 (60-149) N = 29			SIZE 4 (150-MORE) N = 190		
TASK	% DO	% CRIT	% MUCH TIME	TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
22	70	70	15	22	87	80	18	72	73	23	72	76	14	65	67	15
23	80	61	59	23	93	71	63	90	67	55	83	58	58	74	57	59
24	79	70	57	24	91	83	73	85	79	69	83	67	50	73	64	49
25	76	72	51	25	91	83	76	87	76	58	83	75	29	68	67	45
26	76	85	38	26	87	95	51	85	81	50	76	86	32	71	82	33
27	79	87	26	27	91	93	34	85	86	31	83	79	38	74	87	19
28	65	22	29	28	62	36	11	72	27	27	54	27	13	66	19	38
29	53	20	18	29	47	29	5	62	29	17	41	25	17	54	19	23
30	69	49	33	30	82	78	65	72	54	40	83	58	42	64	39	20
31	69	47	21	31	84	76	45	70	51	32	79	57	17	63	37	12
32	82	76	47	32	91	88	68	94	76	41	86	80	48	76	74	42

STAFFING PATTERN BREAKDOWN

	PATTERN 1 (O,S,L,C) N = 216			PATTERN 2 (O,S,L) N = 68			PATTERN 3 (O,S,C) N = 9			PATTERN 4 (O,L,C) N =			PATTERN 5 (1 SUPV) N = 33			PATTERN 6 (NO SUPV) N =		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
22	66	68	16	71	73	10	67	83	0				91	73	23			
23	75	57	59	88	60	57	89	88	50				91	72	72			
24	75	65	50	84	75	63	89	88	63				91	83	80			
25	70	68	45	84	77	56	89	75	75				94	87	68			
26	72	82	33	81	87	47	78	100	57				91	93	43			
27	76	85	21	81	89	36	89	100	50				94	87	26			
28	65	21	36	66	25	21	67	33	33				61	20	5			
29	53	21	21	60	20	15	56	20	20				36	17	0			
30	66	42	24	69	55	38	89	63	75				85	71	61			
31	64	40	14	74	46	24	89	88	63				85	71	39			
32	78	75	43	93	78	40	89	75	63				91	83	80			

TABLE 76: SERGEANT TASKLIST QUESTIONNAIRE RESPONSES BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

LIEUTENANT RESPONSES ON ACTIVITY: PATROL

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	89	8	0	0	3	1.21

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	100	0	0	0	0	1.00
SIZE 2 (20-59)	92	8	0	0	0	1.08
SIZE 3 (60-149)	75	25	0	0	0	1.25
SIZE 4 (150 OR MORE)	89	6	0	0	5	1.25

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	86	10	0	0	4	1.27
STAFFING PATTERN 2 (O,S,L)	100	0	0	0	0	1.00
STAFFING PATTERN 3 (O,S,C)						
STAFFING PATTERN 4 (O,L,C)						
STAFFING PATTERN 5 (1 SUPV)						
STAFFING PATTERN 6 (NO SUPV)						

TABLE 76: CONT'D.

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

TASK	STATEWIDE N = 93 % DO	% CRIT	% MUCH TIME	TASK	SIZE 1 (1-19) N = 6 % DO	% CRIT	% MUCH TIME	SIZE 2 (20-59) N = 13 % DO	% CRIT	% MUCH TIME	SIZE 3 (60-149) N = 8 % DO	% CRIT	% MUCH TIME	SIZE 4 (150-MORE) N = 66 % DO	% CRIT	% MUCH TIME
22	74	67	19	22	83	60	20	69	89	11	100	38	13	71	68	21
23	94	55	46	23	83	40	60	100	69	54	100	38	38	92	56	44
24	88	68	43	24	83	80	60	100	77	46	100	50	38	85	68	41
25	81	67	27	25	83	80	60	92	67	33	88	57	29	77	67	22
26	84	81	31	26	83	80	80	92	92	58	88	57	43	82	82	19
27	89	82	18	27	83	60	0	100	92	39	88	71	37	88	83	11
28	77	25	36	28	67	0	50	85	18	18	38	0	0	82	30	41
29	62	14	21	29	67	0	50	77	20	20	38	0	0	62	15	20
30	76	37	17	30	67	100	75	85	27	9	75	17	33	76	36	12
31	73	29	6	31	67	100	50	77	40	10	100	13	0	70	24	2
32	92	77	35	32	100	83	33	100	100	46	100	50	63	89	75	29

STAFFING PATTERN BREAKDOWN

TASK	PATTERN 1 (O,S,L,C) N = 72 % DO	% CRIT	% MUCH TIME	PATTERN 2 (O,S,L) N = 21 % DO	% CRIT	% MUCH TIME	PATTERN 3 (O,S,C) N = % DO	% CRIT	% MUCH TIME	PATTERN 4 (O,L,C) N = % DO	% CRIT	% MUCH TIME	PATTERN 5 (1 SUPV) N = % DO	% CRIT	% MUCH TIME	PATTERN 6 (NO SUPV) N = % DO	% CRIT	% MUCH TIME
22	74	66	21	76	69	13												
23	93	55	46	95	55	45												
24	86	68	42	95	70	45												
25	79	67	21	86	67	44												
26	83	80	20	86	83	67												
27	87	81	13	95	85	35												
28	78	29	39	76	13	25												
29	60	16	21	71	7	20												
30	76	36	13	76	38	31												
31	72	27	2	76	38	19												
32	90	75	32	100	81	43												

* * * * * * * * * *

Activity: Checking on What Officers are Doing

Task:

33. Drive by at irregular intervals to check on officers' presence in their assigned areas or posts

34. Monitor radio calls to keep track of what is going on

35. Visit officer to talk about things the officer has seen in his/her patrol area, problems encountered on patrol, or calls the officer responded to

36. Arrive unannounced at scenes of minor complaints to observe how your officers handle various situations

* * * * *

Summary

Nearly all respondents report that Sergeants perform the four tasks in this activity. Tasks 33, 34 and 35 are considered critical by a majority of those responding. Task 36 is considered critical by nearly half (48%) of the respondents statewide and by a majority of the respondents in some of the size and staffing pattern groups so this cannot really be considered an exception. Although generally a majority of respondents report that these tasks require much time, there are some discrepancies in time spent which appear to be related to agency size. Sergeants in the smaller agencies apparently check on the Officers by monitoring radio calls more regularly than by visiting them in the patrol area.

Over 80% of the Sergeants and Lieutenants responding report that Sergeants perform this activity at least once a tour of duty regardless of how the data are broken down. (Tables 77 and 78).

Statewide Analysis

According to nearly all (75-96%) the Sergeants and Lieutenants responding, Sergeants perform each of the tasks making up this activity. With the exception of task 36, the tasks are considered critical and require much time by a majority of those responding. However, since nearly half of those responding did indicate that task 36 is critical (48%) and requires much time (45%) this task cannot really be considered an exception.

Size Analysis

Very high percentages (73% or higher) of the Sergeants and Lieutenants report that Sergeants perform each of these tasks, regardless of agency size. Most of the discrepancies in the percentages on criticality among the size groups for Lieutenants should be attributed to the small sample sizes rather than agency size.

Differences in the percentages on time spent may be related to agency size. In agency size 1, a majority of the Sergeants report that not much time is spent on tasks 33, 35 and 36. Since these agencies' total personnel is from 1 to 19, Sergeants in these agencies would not be as likely to visit their subordinates in their patrol areas. Agencies in this size group may have just one patrol vehicle and the patrol area is often the entire locality. In this size group, checking on Officers is apparently done mostly by monitoring radio calls--task 34.

Staffing Pattern Analysis

Generally, the analysis by staffing pattern supports that by size. Staffing pattern 5 includes many of the agencies in agency size 1. Smaller percentages in "time spent" for this pattern are explained above in the size analysis. Smaller percentages for staffing pattern 2 might also be related to agency size since most of the agencies in this staffing pattern are in size groups 1 and 2 (fewer than 60 total personnel).

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TABLE 77: SERGEANT TASKLIST QUESTIONNAIRE RESPONSES BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

SERGEANT RESPONSES ON ACTIVITY: CHECKING ON WHAT OFFICERS ARE DOING

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	86	5	1	1	8	1.40

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	86	7	2	2	2	1.27
SIZE 2 (20-59)	82	5	3	0	11	1.53
SIZE 3 (60-149)	86	14	0	0	0	1.14
SIZE 4 (150 OR MORE)	86	3	0	1	11	1.47

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	86	3	0	.4	10	1.46
STAFFING PATTERN 2 (O,S,L)	88	4	3	0	4	1.28
STAFFING PATTERN 3 (O,S,C)	89	11	0	0	0	1.11
STAFFING PATTERN 4 (O,L,C)						
STAFFING PATTERN 5 (1 SUPV)	81	13	0	3	3	1.34
STAFFING PATTERN 6 (NO SUPV)						

TABLE 77: CONT'D.

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

STATEWIDE N = 326				SIZE 1 (1-19) N = 45				SIZE 2 (20-59) N = 68				SIZE 3 (60-149) N = 29				SIZE 4 (150-MORE) N = 190		
TASK	% DO	% CRIT	% MUCH TIME	TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
33	77	59	72	33	78	71	46	75	62	56	90	77	81	77	53	81			
34	88	79	79	34	91	85	83	93	79	75	93	89	82	84	76	78			
35	82	54	54	35	91	71	44	87	48	50	90	54	50	77	52	61			
36	75	48	50	36	76	59	35	73	53	49	90	50	42	74	44	57			

STAFFING PATTERN BREAKDOWN

	PATTERN 1 (O,S,L,C) N = 216			PATTERN 2 (O,S,L) N = 68			PATTERN 3 (O,S,C) N = 9			PATTERN 4 (O,L,C) N =			PATTERN 5 (1 SUPV) N = 33			PATTERN 6 (NO SUPV) N =		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
33	77	53	82	78	66	55	78	85	57				79	69	46			
34	86	77	79	90	84	75	89	75	75				97	78	88			
35	79	52	62	84	51	39	78	86	14				97	59	50			
36	74	44	57	75	53	37	78	71	71				79	54	31			

TABLE 78: SERGEANT TASKLIST QUESTIONNAIRE RESPONSES
BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

LIEUTENANT RESPONSES ON ACTIVITY: CHECKING ON WHAT OFFICERS ARE DOING

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	95	4	0	0	1	1.09

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	100	0	0	0	0	1.00
SIZE 2 (20-59)	92	8	0	0	0	1.08
SIZE 3 (60-149)	88	13	0	0	0	1.13
SIZE 4 (150 OR MORE)	95	3	0	0	2	1.09

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	94	4	0	0	1	1.10
STAFFING PATTERN 2 (O,S,L)	95	5	0	0	0	1.05
STAFFING PATTERN 3 (O,S,C)						
STAFFING PATTERN 4 (O,L,C)						
STAFFING PATTERN 5 (1 SUPV)						
STAFFING PATTERN 6 (NO SUPV)						

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

STATEWIDE N = 93				SIZE 1 (1-19) N = 6			SIZE 2 (20-59) N = 13			SIZE 3 (60-149) N = 8			SIZE 4 (150-MORE) N = 66		
TASK	% DO	% CRIT	% MUCH TIME	TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
33	96	63	56	33	100	50	33	100	77	39	100	50	38	94	63	65
34	95	78	68	34	100	67	83	100	92	69	100	75	75	92	77	66
35	92	65	54	35	100	50	67	92	67	25	88	57	43	92	67	60
36	95	49	45	36	100	50	50	92	33	42	100	25	25	94	55	48

TABLE 78: CONT'D. STAFFING PATTERN BREAKDOWN

	PATTERN 1 (O,S,L,C) N = 72			PATTERN 2 (O,S,L) N = 21			PATTERN 3 (O,S,C) N =			PATTERN 4 (O,L,C) N =			PATTERN 5 (1 SUPV) N =			PATTERN 6 (NO SUPV) N =		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
33	94	63	60	100	62	43												
34	93	79	69	100	76	67												
35	93	68	59	91	53	37												
36	94	53	47	95	35	40												

* * * * * * * * * *

Activity: Responding to Calls to Observe, Assist or Direct Activity

Task:

37. Find out what happened by observing and asking officers on scene what took place and what steps they are taking in their investigation

38. Evaluate the situation to decide what steps should be taken next and/or if additional help is needed

39. Radio dispatcher for additional help from police, fire departments and/or ambulance and towing services, if not already done

40. Observe officers' actions in handling investigations and mentally note if the action is appropriate

41. Explain points of law, method of investigation and/or departmental procedure to officers when asked

42. Point out to officers a better way to handle situation when asked for your opinion or when you see officers about to make a serious mistake

43. Assign tasks, such as re-routing traffic, guarding evidence, finding witnesses, etc., to officers when the nature of the incident requires the coordinated efforts of several officers

44. Help officers perform any necessary tasks such as securing the area, directing traffic, questioning witnesses, giving first aid to injured persons, etc.

45. Inform police and other officials who have been called to the scene what happened, how the officers are deployed and own assessment of the situation

46. Assign or reassign officers at the scene to certain tasks when you feel it's necessary or when requested to do so by superior officers

47. Instruct officers to resume patrol when they are no longer needed

* * * * *

Summary

Over 70% of the respondents reported that Sergeants perform this activity at least as frequently as once a week regardless of how the data are analyzed.

In general, nearly all the respondents (at least 75%) report that the Sergeants perform each of the tasks in this activity and all the tasks--except 47 which is instructing Officers to resume patrol--are considered critical. A few tasks are considered as requiring much time by a majority of the respondents but the percentages for such tasks vary with no discernible trends when the data are analyzed by statewide, size, and staffing pattern. Such tasks are generally those that involve investigation of the situation and the direct supervision of subordinates. (Tables 79 and 80).

Statewide Analysis

Nearly all (82% or more) Sergeants and Lieutenants responding report that Sergeants perform each of the tasks in this activity and all the tasks except 47 are considered critical by a majority of the respondents. Most of the Lieutenants do not consider these tasks to require much of the Sergeants' time. Around half (46-60%) of the Sergeants consider tasks 37, 38, 40, 41 and 43 as requiring much time. These tasks involve evaluation of the problem and direct supervision of subordinates' activities.

Size Analysis

There are no discrepancies among the data by department size that can be attributed to the differences in size. Generally, each task is reported done by high percentages of Sergeants and all the tasks, except 47, are considered critical by a majority of the respondents. There are no discernible trends among the percentages on "time spent" which can be related solely to agency size. Generally, the tasks mentioned by a majority are those noted in the statewide analysis.

Staffing Pattern Analysis

The data here support those by statewide and size breakdown as far as those who do the tasks and task criticality. Here, too, discrepancies among the "time spent" percentages cannot be attributed solely to differences in staffing pattern.

* * * * *

TABLE 79: SERGEANT TASKLIST QUESTIONNAIRE RESPONSES
BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

SERGEANT RESPONSES ON ACTIVITY: RESPONDING TO CALLS TO OBSERVE, ASSIST OR DIRECT ACTIVITY

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	62	16	4	2	16	1.94

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	57	25	9	2	7	1.77
SIZE 2 (20-59)	53	20	6	5	17	2.12
SIZE 3 (60-149)	69	17	3	0	10	1.66
SIZE 4 (150 OR MORE)	65	12	3	1	20	1.98

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	62	16	2	4	19	1.98
STAFFING PATTERN 2 (O,S,L)	63	13	4	4	15	1.96
STAFFING PATTERN 3 (O,S,C)	56	22	0	11	11	2.00
STAFFING PATTERN 4 (O,L,C)						
STAFFING PATTERN 5 (1 SUPV)	59	22	16	0	3	1.66
STAFFING PATTERN 6 (NO SUPV)						

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

STATEWIDE N = 326				SIZE 1 (1-19) N = 45			SIZE 2 (20-59) N = 68			SIZE 3 (60-149) N = 29			SIZE 4 (150-MORE) N = 190		
TASK	% DO	% CRIT	% MUCH TIME	TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
37	84	71	60	37	96	84	51	90	79	53	86	64	44	79	66	67
38	84	84	50	38	98	91	41	90	82	52	86	84	48	78	83	53
39	82	86	28	39	98	86	34	88	86	46	86	92	28	76	85	22
40	85	68	52	40	96	79	56	90	62	48	86	72	40	80	67	56
41	91	62	46	41	98	80	39	100	62	39	97	68	46	86	56	52
42	92	80	40	42	98	93	39	100	73	36	97	89	46	87	77	43
43	85	76	47	43	98	82	46	90	75	45	90	77	54	79	75	48
44	85	80	37	44	98	89	50	91	82	46	86	88	40	79	75	30
45	85	73	36	45	98	82	34	96	67	41	86	80	44	79	71	35
46	85	67	29	46	98	73	30	94	56	37	90	77	31	79	69	27
47	85	43	22	47	100	47	27	94	44	29	86	56	16	78	42	21

TABLE 79: CONT'D.

STAFFING PATTERN BREAKDOWN

	PATTERN 1 (O,S,L,C) N = 216			PATTERN 2 (O,S,L) N = 68			PATTERN 3 (O,S,C) N = 9			PATTERN 4 (O,L,C) N =			PATTERN 5 (1 SUPV) N =			PATTERN 6 (NO SUPV) N =		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
37	80	67	69	88	77	40	78	86	43				100	79	52			
38	80	83	53	90	84	46	89	100	50				97	88	44			
39	78	85	26	88	87	32	89	100	50				97	84	31			
40	81	68	56	90	62	38	78	71	57				100	73	58			
41	88	57	51	97	68	34	100	67	33				100	73	49			
42	88	77	44	97	83	32	100	89	56				100	85	33			
43	80	74	49	91	77	39	89	88	63				97	78	50			
44	80	77	33	91	84	39	89	100	75				100	85	46			
45	81	72	36	93	70	37	89	88	50				100	79	36			
46	81	68	29	93	59	27	89	88	38				100	73	33			
47	79	43	22	93	41	18	89	50	38				100	46	27			

TABLE 80: SERGEANT TASKLIST QUESTIONNAIRE RESPONSES
BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

LIEUTENANT RESPONSES ON ACTIVITY: RESPONDING TO CALLS TO OBSERVE, ASSIST OR DIRECT ACTIVITY

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	89	9	0	0	2	1.17

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	67	33	0	0	0	1.33
SIZE 2 (20-59)	92	8	0	0	0	1.08
SIZE 3 (60-149)	75	25	0	0	0	1.25
SIZE 4 (150 OR MORE)	92	5	0	0	3	1.17

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	90	7	0	0	3	1.18
STAFFING PATTERN 2 (O,S,L)	86	14	0	0	0	1.14
STAFFING PATTERN 3 (O,S,C)						
STAFFING PATTERN 4 (O,L,C)						
STAFFING PATTERN 5 (1 SUPV)						
STAFFING PATTERN 6 (NO SUPV)						

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

STATEWIDE N = 93				SIZE 1 (1-19) N = 6			SIZE 2 (20-59) N = 13			SIZE 3 (60-149) N = 8			SIZE 4 (150-MORE) N = 66		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
37	97	71	43	100	67	67	100	69	31	100	50	25	95	74	45
38	96	82	46	100	67	67	100	92	46	100	75	25	94	82	47
39	95	78	26	100	67	17	100	92	31	100	88	25	92	75	26
40	96	67	43	100	50	67	100	85	46	100	50	13	94	68	44
41	97	63	31	100	33	33	100	77	46	100	25	25	96	68	29
42	97	80	36	100	67	67	100	92	54	100	63	25	96	81	30
43	96	72	40	100	67	50	100	85	54	100	50	38	94	73	37
44	94	75	33	100	83	33	100	92	46	100	50	38	91	73	30
45	97	69	27	100	67	33	100	85	39	100	38	25	96	70	24
46	96	70	28	100	67	33	100	85	39	100	63	13	94	68	27
47	95	40	17	100	33	33	100	46	39	100	13	13	92	43	12

TABLE 80: CONT'D.

STAFFING PATTERN BREAKDOWN

TASK	PATTERN 1 (O,S,L,C) N = 72			PATTERN 2 (O,S,L) N = 21			PATTERN 3 (O,S,C) N =			PATTERN 4 (O,L,C) N =			PATTERN 5 (1 SUPV) N =			PATTERN 6 (NO SUPV) N =		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
37	96	74	44	100	62	38												
38	94	82	46	100	81	48												
39	93	78	25	100	81	29												
40	94	69	41	100	62	48												
41	96	68	29	100	48	38												
42	96	81	32	100	76	48												
43	94	72	40	100	71	43												
44	92	73	33	100	81	33												
45	96	70	25	100	67	33												
46	94	68	28	100	76	29												
47	93	43	12	100	29	33												

* * * * * * * * * *

Activity: Reviewing Officers' Reports

Task:

48. **Read reports prepared by officers to determine if they have been completed properly**

49. **Return reports to officers when they are found to be incomplete, and tell officers to correct them**

* * * * *

Summary

Nearly all (over 75%) of the Sergeants and Lieutenants responding report that Sergeants perform this activity at least as frequently as once a week. Regardless of how the data are broken down, nearly all (at least 77%) also report that Sergeants perform each of the two tasks in this activity but the tasks are not seen as critical by a majority in any category. Only task 48, reading Officers' reports, requires much time spent according to the majority of the respondents. (Tables 81 and 82).

Statewide Analysis

Nearly all (85-92%) of the Sergeants and Lieutenants responding report that Sergeants perform the two tasks in this activity. A majority report that task 48 requires much time but task 49 does not. Neither task is considered critical by most of those responding.

Size Analysis

There is one discrepancy in the percentages of the breakdowns by size of agency. Most of the Lieutenants in agency size 2 (20 to 50 total personnel) do not report that Sergeants spend much time performing task 48. However, this percentage represents only three respondents so it should not be given too much weight. Otherwise, regardless of agency size, the majority of the Sergeants and Lieutenants report that Sergeants do perform the two tasks, the two tasks are not critical, and task 48 requires much time spent.

Staffing Pattern Analysis

Generally, the staffing pattern data support the data by the statewide and size breakdowns. Where there are discrepancies in criticality--staffing pattern 3 by Lieutenants--the percentages represent only four respondents. Only a small percentage (39%) of the Lieutenants in staffing pattern 2 report that Sergeants spend much time doing task 48. Here again, the total number in the sample is small. Staffing pattern 2 includes many agencies in department size 2 where there was also a discrepancy as described above in the size breakdown discussion.

* * * * *

TABLE 81: SERGEANT TASKLIST QUESTIONNAIRE RESPONSES BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

SERGEANT RESPONSES ON ACTIVITY: REVIEWING OFFICERS' REPORTS

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	69	19	4	2	7	1.58

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	89	7	2	0	2	1.20
SIZE 2 (20-59)	83	11	3	2	2	1.27
SIZE 3 (60-149)	93	7	0	0	0	1.07
SIZE 4 (150 OR MORE)	56	27	5	2	10	1.84

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	59	25	5	2	9	1.77
STAFFING PATTERN 2 (O,S,L)	91	4	3	0	1	1.16
STAFFING PATTERN 3 (O,S,C)	56	33	0	0	11	1.78
STAFFING PATTERN 4 (O,L,C)						
STAFFING PATTERN 5 (1 SUPV)	91	6	3	0	0	1.13
STAFFING PATTERN 6 (NO SUPV)						

TABLE 81: CONT'D.

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

STATEWIDE N = 326				SIZE 1 (1-19) N = 45				SIZE 2 (20-59) N = 68				SIZE 3 (60-149) N = 29				SIZE 4 (150-MORE) N = 190		
TASK	% DO	% CRIT	% MUCH TIME	TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
48	92	35	61	48	96	44	58	91	44	66	97	39	64	90	30	59			
49	92	32	34	49	96	42	28	91	40	44	97	36	43	90	28	33			

STAFFING PATTERN BREAKDOWN

	PATTERN 1 (O,S,L,C) N = 216			PATTERN 2 (O,S,L) N = 68			PATTERN 3 (O,S,C) N = 9			PATTERN 4 (O,L,C) N =			PATTERN 5 (1 SUPV) N = 33			PATTERN 6 (NO SUPV) N =		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
48	91	31	62	94	39	58	89	50	63				97	44	59			
49	90	29	35	94	36	38	89	50	25				97	38	25			

TABLE 82: SERGEANT TASKLIST QUESTIONNAIRE RESPONSES
BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

LIEUTENANT RESPONSES ON ACTIVITY: REVIEWING OFFICERS' REPORTS

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	60	21	5	2	12	1.86

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	100	0	0	0	0	1.00
SIZE 2 (20-59)	62	15	0	0	23	2.08
SIZE 3 (60-149)	88	0	0	0	13	1.50
SIZE 4 (150 OR MORE)	52	26	8	3	11	1.94

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	55	24	7	3	11	1.92
STAFFING PATTERN 2 (O,S,L)	76	10	0	0	14	1.67
STAFFING PATTERN 3 (O,S,C)						
STAFFING PATTERN 4 (O,L,C)						
STAFFING PATTERN 5 (1 SUPV)						
STAFFING PATTERN 6 (NO SUPV)						

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

	STATEWIDE N = 93				SIZE 1 (1-19) N = 6			SIZE 2 (20-59) N = 13			SIZE 3 (60-149) N = 8			SIZE 4 (150-MORE) N = 66		
TASK	% DO	% CRIT	% MUCH TIME	TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
48	89	27	50	48	100	33	60	75	44	33	100	13	63	89	25	51
49	85	29	25	49	100	33	33	77	40	20	100	13	38	83	29	24

STAFFING PATTERN BREAKDOWN

	PATTERN 1 (O,S,L,C) N = 72			PATTERN 2 (O,S,L) N = 21			PATTERN 3 (O,S,C) N =			PATTERN 4 (O,L,C) N =			PATTERN 5 (1 SUPV) N =			PATTERN 6 (NO SUPV) N =		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
48	90	27	53	86	28	39												
49	85	31	28	86	22	17												

* * * * * * * * * *

Activity: Training New Officers

Task:

50. Tell recruit to observe and ask questions on things (s)he sees while on patrol and answer recruit's questions

51. Instruct the recruit in the use of equipment such as radio, siren, etc.; let recruit use the equipment when it's needed

52. Instruct the recruit on the procedures for handling patrol and various kinds of complaint calls

53. Show the recruit the high crime areas and the conditions existing within them (such as the favorite targets of burglars and robbers, known criminals and their hang outs, etc.)

54. Instruct the recruit on how to fill out report forms

55. Permit the recruit to work on his/her own by allowing recruit to handle some calls and prepare reports on them

56. Critique recruit's performance by praising what was done correctly and explaining how to properly do things that were done wrong

57. Arrange for experienced patrol officer to work with recruit

58. Question the experienced officer at intervals on how the recruit is performing the job

* * * * *

Summary

A majority of the Sergeants and Lieutenants report that Sergeants perform this activity infrequently--4 or 5 times a year or rarely, if ever.

The majority of the Sergeants and Lieutenants responding report that Sergeants perform each of the tasks in this activity, regardless of how the data are broken down.

Only task 52--patrol training--is considered to require much time by a majority of the Sergeants on a statewide basis. However, there is a tendency for the response percentages on time spent to decrease as agency size and complexity of staffing pattern increases. For example, a majority of the respondents in staffing pattern 5 report spending much time on many of the tasks whereas a majority in staffing pattern 1 do not report this to be the case.

Generally, only tasks 54 and 55--instructing in filling out forms and permitting recruit to work on his/her own--are not considered critical by a majority of the respondents. The percentages on criticality follow the same

trend as those on time spent--certain tasks show higher percentages of those reporting tasks critical in the smaller agencies than in the larger agencies. Therefore, a majority of the Sergeants in agency size 1 and staffing patterns 3 and 5 do report that tasks 54 and 55 are critical.

These trends probably reflect the fact that training new officers is a more formal process in the largest agencies whereas, in the smallest agencies, Sergeants are more likely to be directly involved in the training process. (Tables 83 and 84).

Statewide Analysis

A majority of the respondents report that Sergeants perform each of the tasks in this activity but do not spend much time doing most of them (only task 52--patrol training--is reported to require much time by a majority of the Sergeants). Except for tasks 54 and 55, the tasks are considered critical by the majority of the Sergeants. Task 54 involves instruction in filling out forms and task 55 is a rather passive function--permitting the recruit to work on his/her own. Generally, the response percentages for the Lieutenants on criticality and time spent are lower than those for the Sergeants.

Size Analysis

A majority of the respondents report that Sergeants perform each of these tasks regardless of agency size. However, the response percentages on all three factors for the tasks in this activity tend to decrease as agency size increases. Therefore, tasks 54, 55 and 56 are considered critical and tasks 51, 52, 53 and 54 are considered to require much time by a majority of the Sergeants in agency size 1 (1 to 19 total personnel), whereas most of the Sergeants in agency size 4 (150 or more personnel) do not report this to be the case.

Staffing Pattern Analysis

Generally, the response percentages on each of these tasks tend to increase as agency staffing patterns become less complex. This supports the data reported by agency size since the largest agencies have the most complex staffing pattern.

* * * * *

TABLE 83: SERGEANT TASKLIST QUESTIONNAIRE RESPONSES BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

SERGEANT RESPONSES ON ACTIVITY: TRAINING NEW OFFICERS

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	10	10	3	27	50	3.98

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	16	9	5	36	34	3.64
SIZE 2 (20-59)	9	6	1	27	57	4.16
SIZE 3 (60-149)	7	14	7	31	41	3.86
SIZE 4 (150 OR MORE)	9	11	2	24	54	4.03

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	10	10	2	24	54	4.02
STAFFING PATTERN 2 (O,S,L)	7	9	3	30	51	4.07
STAFFING PATTERN 3 (O,S,C)	11	22	0	33	33	3.56
STAFFING PATTERN 4 (O,L,C)						
STAFFING PATTERN 5 (1 SUPV)	13	9	6	44	28	3.66
STAFFING PATTERN 6 (NO SUPV)						

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

STATEWIDE N = 326

TASK	% DO	% CRIT	% MUCH TIME
50	76	64	45
51	68	70	31
52	73	74	51
53	69	79	45
54	78	36	45
55	69	45	34
56	79	51	42
57	71	64	31
58	76	56	20

SIZE BREAKDOWN

TASK	SIZE 1 (1-19) N = 45			SIZE 2 (20-59) N = 68			SIZE 3 (60-149) N = 29			SIZE 4 (150-MORE) N = 190		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
50	91	71	51	85	72	48	83	71	54	68	58	41
51	91	81	37	82	75	34	76	73	46	57	63	26
52	91	88	61	85	81	54	79	74	61	64	68	45
53	91	93	54	84	86	58	76	86	41	59	69	38
54	91	56	61	91	48	47	83	38	54	69	26	40
55	87	62	46	84	48	30	72	38	48	59	38	30
56	93	64	48	85	52	40	86	64	44	72	44	40
57	87	77	36	81	61	32	90	58	27	61	63	31
58	87	54	23	81	56	22	93	56	26	68	58	19

TABLE 83: CONT'D.

STAFFING PATTERN BREAKDOWN

TASK	PATTERN 1 (O,S,L,C) N = 216			PATTERN 2 (O,S,L) N = 68			PATTERN 3 (O,S,C) N = 9			PATTERN 4 (O,L,C) N =			PATTERN 5 (1 SUPV) N = 33			PATTERN 6 (NO SUPV) N =		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
50	69	60	41	90	67	48	78	71	57				88	79	55			
51	59	63	27	84	75	32	89	88	38				88	83	45			
52	65	67	46	87	80	53	89	100	75				88	93	66			
53	60	71	39	88	87	48	67	100	67				91	90	63			
54	71	26	41	90	46	43	100	67	56				91	57	70			
55	62	39	29	81	48	39	89	50	25				85	64	50			
56	72	45	40	88	57	37	100	67	33				94	71	61			
57	64	62	30	82	64	27	100	78	44				88	69	41			
58	70	56	19	87	59	20	100	56	11				88	48	31			

TABLE 84: SERGEANT TASKLIST QUESTIONNAIRE RESPONSES BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

LIEUTENANT RESPONSES ON ACTIVITY: TRAINING NEW OFFICERS

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	14	14	4	36	32	3.57

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	33	33	0	17	17	2.50
SIZE 2 (20-59)	23	31	0	23	23	2.92
SIZE 3 (60-149)	25	0	0	38	38	3.63
SIZE 4 (150 OR MORE)	9	11	6	40	34	3.78

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	10	13	6	39	32	3.72
STAFFING PATTERN 2 (O,S,L)	29	19	0	24	29	3.05
STAFFING PATTERN 3 (O,S,C)						
STAFFING PATTERN 4 (O,L,C)						
STAFFING PATTERN 5 (1 SUPV)						
STAFFING PATTERN 6 (NO SUPV)						

TABLE 84: CONT'D.

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

STATEWIDE
N = 93

TASK	% DO	% CRIT	% MUCH TIME
50	94	66	26
51	86	68	29
52	89	76	36
53	83	77	36
54	91	32	33
55	82	43	25
56	93	47	26
57	87	61	24
58	92	57	10

SIZE BREAKDOWN

TASK	SIZE 1 (1-19) N = 6			SIZE 2 (20-59) N = 13			SIZE 3 (60-149) N = 8			SIZE 4 (150-MORE) N = 66		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
50	100	50	33	100	69	46	88	71	14	92	66	23
51	83	80	60	100	77	39	100	38	13	82	69	26
52	100	67	50	100	92	54	100	75	13	85	73	34
53	100	67	50	100	85	62	75	83	33	79	75	27
54	100	50	50	100	54	39	100	13	13	88	28	33
55	100	50	50	92	42	58	88	14	14	77	47	16
56	100	50	33	92	50	33	100	13	13	92	50	25
57	100	50	17	100	75	42	88	43	43	83	62	18
58	100	67	17	100	77	8	100	25	13	89	56	10

STAFFING PATTERN BREAKDOWN

TASK	PATTERN 1 (O,S,L,C) N = 72			PATTERN 2 (O,S,L) N = 21			PATTERN 3 (O,S,C) N =			PATTERN 4 (O,L,C) N =			PATTERN 5 (1 SUPV) N =			PATTERN 6 (NO SUPV) N =		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
50	93	67	24	95	60	35												
51	83	68	27	95	65	35												
52	86	74	32	100	81	48												
53	81	76	28	91	79	58												
54	89	30	33	100	38	33												
55	79	47	18	91	32	47												
56	93	50	27	95	35	20												
57	85	62	20	95	60	35												
58	90	55	11	100	62	10												

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Activity: Evaluating Officers' Job Performance

Task:

59. Form idea of specific strengths and weaknesses of officers either by comparing officer's performance to some ideal standard or by comparing to other officers

60. Explain and suggest to officers in private what steps they should take to improve any observed weaknesses in job performance (Example: suggest the officer review certain portions of the law he doesn't know well enough)

61. Praise officer for good or outstanding performance

62. Recommend deserving officer for award or letter of commendation

63. Periodically formally evaluate officers on departmental rating forms, checking off how well the officer performed in the various aspects of the job

64. Review rating with each officer affected and forward the completed forms to superior officer

* * * * *

Summary

Generally, this activity is performed infrequently by the majority of Sergeants--4 or 5 times a year or rarely, if ever.

With the exception of tasks 63 and 64--which involve the formal evaluation of recruits--most of the respondents report that these tasks are performed by Sergeants. These formal evaluation tasks are reported as done by most Sergeants in the very largest agencies but not by most in the smaller sized agencies.

However, although small percentages of the personnel in smaller agencies report doing tasks 63 and 64, most of those who report doing them consider these tasks critical. Only tasks 59 and 60--mentally evaluating Officers' performance and privately correcting problems--are consistently considered critical by fairly large percentages of the respondents. The size of these percentages vary by size and staffing pattern but there are no discernible trends.

In general, the majority of the respondents report that the tasks in this activity do not require much time. (Tables 85 and 86).

Statewide Analysis

When the data are analyzed on a statewide basis, they indicate that

the majority of the Sergeants and Lieutenants report that all the tasks in this activity are done by Sergeants, none of the tasks takes much time and only task 60 is critical.

Size Analysis

There are discrepancies among the percentages of those who do these tasks when the data are analyzed by department size. Tasks 63 and 64--formal evaluation and review of the ratings--are performed by smaller percentages of Sergeants in the smaller agencies (1 to 149 total personnel). However, in agency size 4 (150 or more personnel)., nearly all (76-80%) Sergeants report performing the two tasks. Discrepancies between percentages of Sergeants and Lieutenants responding in agency sizes 1, 2 and 3 are more likely due to the small number of Lieutenants in the samples. Apparently, larger agencies are more likely to have a formal evaluation program than are smaller agencies.

The only discrepancy by size breakdown on time spent performing these tasks is for agency size 3 (60 to 149 total personnel). Although fewer than half of the Sergeants in this size group report that they perform tasks 63 and 64, the majority of those who do the tasks consider them time consuming. Otherwise, none of the tasks is considered time consuming by the majority of those who do them.

Tasks 63 and 64 are also considered critical by most of the Sergeants who perform them in agency sizes 2 and 3 but not by the majority of those in agency sizes 1 and 4. In the smallest agencies, few Sergeants report that they perform these tasks so this may indicate that formal evaluation is not a highly developed program in these agencies and, therefore, the tasks are not considered critical. On the other hand, in the largest agencies, most Sergeants report doing these tasks so this may indicate that formal evaluations are so commonplace that these tasks are not considered critical. Generally, tasks 59 and 60 are considered critical by larger percentages of those who do the tasks than are the other tasks and by personnel in smaller agencies rather than by those in the largest agencies.

Staffing Pattern Analysis

Keeping in mind that staffing pattern 1 includes most of the very largest agencies and staffing pattern 5 most of the very smallest agencies, there do not appear to be any discrepancies in this data that can be attributed solely to differences in staffing pattern.

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TABLE 85: SERGEANT TASKLIST QUESTIONNAIRE RESPONSES
BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

SERGEANT RESPONSE ON ACTIVITY: EVALUATING OFFICERS' JOB PERFORMANCE

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	19	10	15	31	25	3.32

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	23	7	25	30	16	3.09
SIZE 2 (20-59)	18	15	15	6	45	3.45
SIZE 3 (60-149)	17	14	17	17	34	3.38
SIZE 4 (150 OR MORE)	19	8	12	41	20	3.35

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	19	8	13	38	22	3.34
STAFFING PATTERN 2 (O,S,L)	19	16	16	13	34	3.27
STAFFING PATTERN 3 (O,S,C)	11	0	22	0	67	4.11
STAFFING PATTERN 4 (O,L,C)						
STAFFING PATTERN 5 (1 SUPV)	22	6	28	31	13	3.06
STAFFING PATTERN 6 (NO SUPV)						

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

STATEWIDE
N = 326

TASK	% DO	% CRIT	% MUCH TIME
59	89	46	43
60	92	52	35
61	96	37	26
62	84	34	21
63	62	27	40
64	56	27	37

SIZE BREAKDOWN

TASK	SIZE 1 (1-19) N = 45			SIZE 2 (20-59) N = 68			SIZE 3 (60-149) N = 29			SIZE 4 (150-MORE) N = 190		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
59	91	51	34	33	56	35	86	64	48	90	41	47
60	98	66	36	88	48	29	97	64	39	92	49	36
61	100	51	31	97	39	33	100	35	24	94	33	24
62	80	44	22	87	39	20	90	35	31	84	30	20
63	38	35	18	39	50	39	45	54	62	80	23	42
64	33	33	13	25	53	41	35	60	50	76	22	40

TABLE 85: CONT'D. STAFFING PATTERN BREAKDOWN

TASK	PATTERN 1 (O,S,L,C) N = 216			PATTERN 2 (O,S,L) N = 68			PATTERN 3 (O,S,C) N = 9			PATTERN 4 (O,L,C) N =			PATTERN 5 (1 SUPV) N = 33			PATTERN 6 (NO SUPV) N =		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
59	90	41	45	84	57	41	78	43	43				94	61	32			
60	92	49	34	90	48	39	90	88	38				100	70	33			
61	94	35	25	100	31	27	100	44	33				100	58	30			
62	84	32	21	90	33	20	89	50	25				73	42	25			
63	76	24	41	38	42	39	33	33	33				33	46	18			
64	71	23	39	27	39	33	22	50	50				30	50	10			

TABLE 86: SERGEANT TASKLIST QUESTIONNAIRE RESPONSES BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

LIEUTENANT RESPONSES ON ACTIVITY: EVALUATING OFFICERS' JOB PERFORMANCE

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	26	9	15	30	20	3.09

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	50	33	0	17	0	1.83
SIZE 2 (20-59)	23	0	31	0	46	3.46
SIZE 3 (60-149)	13	0	0	63	25	3.88
SIZE 4 (150 OR MORE)	26	9	15	34	15	3.03

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	27	8	14	32	18	3.07
STAFFING PATTERN 2 (O,S,L)	24	10	19	24	24	3.14
STAFFING PATTERN 3 (O,S,C)						
STAFFING PATTERN 4 (O,L,C)						
STAFFING PATTERN 5 (1 SUPV)						
STAFFING PATTERN 6 (NO SUPV)						

TABLE 86: CONT'D.

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

STATEWIDE N = 93				SIZE 1 (1-19) N = 6			SIZE 2 (20-59) N = 13			SIZE 3 (60-149) N = 8			SIZE 4 (150-MORE) N = 66		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
59	92	48	28	83	60	60	85	55	9	100	25	13	94	48	31
60	94	54	28	83	40	60	85	55	46	100	50	13	96	56	24
61	98	30	20	100	33	33	92	50	17	100	25	25	99	26	19
62	88	32	23	100	33	33	92	42	25	100	25	25	85	30	21
63	80	26	42	50	67	67	58	29	43	75	17	17	88	24	43
64	74	28	40	50	33	67	42	40	60	50	25	0	85	27	39

STAFFING PATTERN BREAKDOWN

	PATTERN 1 (O,S,L,C) N = 72			PATTERN 2 (O,S,L) N = 21			PATTERN 3 (O,S,C) N =			PATTERN 4 (O,L,C) N =			PATTERN 5 (1 SUPV) N =			PATTERN 6 (NO SUPV) N =		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
59	94	49	29	86	44	22												
60	96	58	23	86	39	44												
61	99	30	20	95	30	20												
62	86	34	23	95	25	25												
63	87	26	42	57	25	42												
64	83	29	39	43	22	44												

* * * * * * * * * *

Activity: Investigating Minor Complaints Against Police Officers

Task:

65. Ask complainant to describe the incident

66. Ask the officer to tell his side of the story

67. If the problem is a simple one and can be resolved at this point, contact citizen to explain why officer acted as he did

68. Write a report of your findings and forward it to your superior officer if the nature of the complaint requires further investigation and/or a formal answer by the department

* * * * *

Summary

The majority of the respondents from both ranks report that Sergeants perform this activity infrequently--4 or 5 times a year or rarely, if ever. However, there are fairly large discrepancies among the percentages of Sergeants on this choice which seem related to agency size and staffing pattern. Eighty-six percent of the Sergeants in agency size 1 report doing this activity infrequently--4 or 5 times a year or less--whereas only 59% of the Sergeants in agency size 4 report so. Similarly, 91% of the Sergeants in staffing pattern 5 versus 61% in staffing pattern 1 report this to be the case. These data support the trends found when the tasks are analyzed by size and staffing pattern.

Very high percentages of the respondents (79% or more) report that Sergeants perform each of the tasks in this activity, regardless of how the data are broken down.

When the data are analyzed on a statewide basis, none of the tasks is considered critical by a majority of the respondents. However, when analyzed by size and staffing pattern, the data show that the percentages of those who consider these tasks critical decrease as agency size increases and as staffing patterns become more complex--a majority of the respondents in the smallest agencies do consider these tasks critical.

On a statewide basis, a majority of the Sergeants who do these tasks consider tasks 65, 66 and 68--getting both sides of the story and putting it in writing--as requiring much time. However, as agency size and complexity of staffing pattern increases, the percentages of personnel who view these tasks as requiring much time increase.

It seems safe to assume that smaller agencies have fewer complaints against Officers. Therefore, complaints would not take much time in smaller agencies but would be considered critical. In larger agencies, complaints would be more commonplace and, therefore, would require much time but be perceived as less important. (Tables 87 and 88).

Statewide Analysis

When the data are analyzed on this basis, over 80% of the Sergeants and Lieutenants report that Sergeants perform each of the tasks in this activity, but over 60% of the respondents report that Sergeants perform the activity only 4 or 5 times a year or rarely, if ever.

The majority of the Sergeants who do these tasks report that only task 67 does not require much time. This task entails contacting a citizen to resolve a minor problem. The percentages of Lieutenants who view these tasks as requiring much time are consistently lower than those for the Sergeants, but the range of difference is only 11 percentage points so the opinions of the Sergeants and Lieutenants cannot be considered too disparate.

None of the tasks is considered critical by the majority of the respondents.

Size Analysis

There are some discernible trends when the data are analyzed by size. The percentages of respondents who report that Sergeants do these tasks are consistently high (79% or more) regardless of agency size.

However, the percentages of Sergeants who view the tasks as critical decrease as agency size increases from at least half the Sergeants in agency size 1 to only about a third in agency size 4. And, generally, the percentages of Sergeants who consider the tasks as requiring much time increase as agency size increases, covering a range of about 15 percentage points. There are some discrepancies between the Sergeants' and Lieutenants' responses but most must be attributed to the small sample sizes of Lieutenants.

Staffing Pattern Analysis

There are trends here that are consistent with those found when the data were analyzed by agency size since staffing pattern 1 includes most of the very largest agencies and staffing pattern 5 includes most of the very smallest agencies. These tasks are generally reported to require much time but are not considered critical by the majority of the Sergeants in staffing pattern 1 with the reverse reported by the majority of the Sergeants in staffing pattern 5.

* * * * *

TABLE 87: SERGEANT TASKLIST QUESTIONNAIRE RESPONSES
BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

SERGEANT RESPONSES ON ACTIVITY: INVESTIGATING MINOR COMPLAINTS AGAINST POLICE OFFICERS

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	3	12	16	30	40	3.94

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	5	5	5	41	45	4.18
SIZE 2 (20-59)	4	3	7	37	48	4.21
SIZE 3 (60-149)	0	17	17	31	34	3.83
SIZE 4 (150 OR MORE)	4	16	21	23	36	3.71

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	3	15	20	24	37	3.76
STAFFING PATTERN 2 (O,S,L)	1	4	9	36	49	4.27
STAFFING PATTERN 3 (O,S,C)	11	0	22	44	22	3.67
STAFFING PATTERN 4 (O,L,C)						
STAFFING PATTERN 5 (1 SUPV)	0	6	3	50	41	4.25
STAFFING PATTERN 6 (NO SUPV)						

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

STATEWIDE N = 326				SIZE 1 (1-19) N = 45				SIZE 2 (20-59) N = 68				SIZE 3 (60-149) N = 29				SIZE 4 (150-MORE) N = 190		
TASK	% DO	% CRIT	% MUCH TIME	TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
65	87	41	51	65	96	61	42	88	53	47	97	46	46	83	32	57
66	86	41	52	66	98	61	46	88	53	43	93	44	48	83	33	58
67	83	36	43	67	89	55	38	82	45	39	86	40	32	81	30	49
68	85	37	51	68	89	60	43	79	41	41	93	33	48	84	32	58

TABLE 87: CONT'D. STAFFING PATTERN BREAKDOWN

TASK	PATTERN 1 (O,S,L,C) N = 216			PATTERN 2 (O,S,L) N = 68			PATTERN 3 (O,S,C) N = 9			PATTERN 4 (O,L,C) N =			PATTERN 5 (1 SUPV) N = 33			PATTERN 6 (NO SUPV) N =		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
65	84	36	54	91	45	42	100	56	56				97	56	47			
66	82	36	56	91	45	40	100	56	56				100	58	52			
67	81	32	46	82	39	38	100	56	44				94	52	36			
68	83	32	55	88	40	40	89	50	88				91	57	37			

TABLE 88: SERGEANT TASKLIST QUESTIONNAIRE RESPONSES BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

LIEUTENANT RESPONSES ON ACTIVITY: INVESTIGATING MINOR COMPLAINTS AGAINST POLICE OFFICERS

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	4	7	26	43	20	3.67

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	17	0	17	33	33	3.67
SIZE 2 (20-59)	0	0	15	46	38	4.23
SIZE 3 (60-149)	13	0	13	63	13	3.63
SIZE 4 (150 OR MORE)	3	9	31	42	15	3.57

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	3	8	30	44	15	3.61
STAFFING PATTERN 2 (O,S,L)	10	0	14	43	33	3.90
STAFFING PATTERN 3 (O,S,C)						
STAFFING PATTERN 4 (O,L,C)						
STAFFING PATTERN 5 (1 SUPV)						
STAFFING PATTERN 6 (NO SUPV)						

TABLE 88: CONT'D.

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

STATEWIDE N = 93				SIZE 1 (1-19) N = 6				SIZE 2 (20-59) N = 13				SIZE 3 (60-149) N = 8				SIZE 4 (150-MORE) N = 66		
TASK	% DO	% CRIT	% MUCH TIME	TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
65	96	39	45	65	100	33	33	92	42	50	88	29	14	97	40	49
66	96	39	42	66	100	33	33	92	42	50	88	29	14	97	41	44
67	95	34	32	67	100	33	17	92	42	33	88	29	0	96	33	37
68	97	39	51	68	100	33	17	100	46	62	100	25	13	96	40	57

STAFFING PATTERN BREAKDOWN

	PATTERN 1 (O,S,L,C) N = 72			PATTERN 2 (O,S,L) N = 21			PATTERN 3 (O,S,C) N =			PATTERN 4 (O,L,C) N =			PATTERN 5 (1 SUPV) N =			PATTERN 6 (NO SUPV) N =		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
65	97	42	48	91	26	37												
66	97	43	43	91	26	37												
67	94	37	37	95	25	15												
68	96	42	57	100	29	33												

* * * * * * * * * *

Activity: Disciplining Officers

Task:

69. When a rule is violated, warn officer and tell officer not to repeat the violation

70. Write up report of serious or repeated rule infractions and/or insubordination

71. Forward such reports to superior officers

* * * * *

Summary

The majority of the Sergeants and Lieutenants report that Sergeants perform this activity infrequently--once a month or less--regardless of how the data are analyzed.

Nearly all respondents (78% or more) report that Sergeants perform each of these three tasks but a majority report that Sergeants do not spend much time doing them. Generally, around half of the respondents report these tasks as critical. However, these tasks are considered critical by larger percentages of the personnel in the smallest agencies with the least complex staffing patterns. Apparently, discipline problems are perceived as being of greater criticality in agencies with fewer personnel. It is also likely that such problems would be viewed as critical more often in those agencies where the Sergeant is the only uniformed superior. (Tables 89 and 90).

Statewide Analysis

Nearly all the respondents (89% or more) report that Sergeants perform the three tasks making up this activity, but none of the tasks is reported to require much time by a majority of the respondents. Around half (44-55%) of the Sergeants and Lieutenants report that these tasks are critical.

Size Analysis

Regardless of agency size, nearly all the respondents (84% or more) report that Sergeants perform these tasks but the activity is only done on the average of monthly to 4 or 5 times a year. The majority report that the tasks do not require much time. There is a tendency for larger percentages (68-69%) of Sergeants in the smallest agencies to report the tasks as critical than the percentages (38-46%) of Sergeants in the largest agencies.

Staffing Pattern Analysis

When broken down by staffing pattern, the task and activity frequency data parallel that of the size breakdown. Generally, regardless of staffing pattern, large percentages of the respondents report that Sergeants do the tasks but do not spend much time doing them. The percentages of those who view the tasks as critical increase as complexity of staffing pattern decreases but these percentages average out to around 50% of the respondents.

* * * * *

TABLE 89: SERGEANT TASKLIST QUESTIONNAIRE RESPONSES BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

SERGEANT RESPONSES ON ACTIVITY: DISCIPLINING OFFICERS

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	4	20	17	28	32	3.64

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	2	11	5	25	57	4.23
SIZE 2 (20-59)	3	12	21	27	37	3.84
SIZE 3 (60-149)	3	38	17	17	24	3.21
SIZE 4 (150 OR MORE)	5	23	19	29	24	3.56

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	4	24	19	28	25	3.45
STAFFING PATTERN 2 (O,S,L)	4	9	15	27	45	3.99
STAFFING PATTERN 3 (O,S,C)	0	22	11	22	44	3.89
STAFFING PATTERN 4 (O,L,C)						
STAFFING PATTERN 5 (1 SUPV)	0	13	13	28	47	4.09
STAFFING PATTERN 6 (NO SUPV)						

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

STATEWIDE N = 326				SIZE 1 (1-19) N = 45				SIZE 2 (20-59) N = 68				SIZE 3 (60-149) N = 29				SIZE 4 (150-MORE) N = 190		
TASK	% DO	% CRIT	% MUCH TIME	TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% C	% MUCH
69	95	45	22	69	98	68	27	91	48	25	100	48	31	94	40	20
70	89	50	32	70	87	69	28	84	52	30	100	48	28	89	46	35
71	89	45	17	71	87	69	18	85	49	19	97	54	14	89	38	18

TABLE 89: CONT'D. STAFFING PATTERN BREAKDOWN

TASK	PATTERN 1 (O,S,L,C) N = 216			PATTERN 2 (O,S,L) N = 68			PATTERN 3 (O,S,C) N = 9			PATTERN 4 (O,L,C) N =			PATTERN 5 (1 SUPV) N = 33			PATTERN 6 (NO SUPV) N =		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
69	94	41	20	99	52	19	89	50	38				97	59	34			
70	88	47	34	90	53	28	78	86	57				91	57	20			
71	88	39	18	91	52	16	78	86	29				91	60	13			

TABLE 90 : SERGEANT TASKLIST QUESTIONNAIRE RESPONSES BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

LIEUTENANT RESPONSES ON ACTIVITY: DISCIPLINING OFFICERS

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	10	24	25	32	10	3.08

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	0	17	17	33	33	3.83
SIZE 2 (20-59)	0	23	23	31	23	3.54
SIZE 3 (60-149)	25	13	13	38	13	3.00
SIZE 4 (150 OR MORE)	11	26	28	31	5	2.92

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	11	24	27	32	6	2.97
STAFFING PATTERN 2 (O,S,L)	5	24	19	29	24	3.43
STAFFING PATTERN 3 (O,S,C)						
STAFFING PATTERN 4 (O,L,C)						
STAFFING PATTERN 5 (1 SUPV)						
STAFFING PATTERN 6 (NO SUPV)						

TABLE 90: CONT'D.

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

STATEWIDE N = 93				SIZE 1 (1-19) N = 6			SIZE 2 (20-59) N = 13			SIZE 3 (60-149) N = 8			SIZE 4 (150-MORE) N = 66		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
69	96	53	18	100	50	33	100	46	46	100	25	0	94	58	13
70	96	55	34	100	33	50	92	50	50	100	25	0	96	62	33
71	96	44	12	100	33	0	92	50	17	100	25	0	96	46	14

STAFFING PATTERN BREAKDOWN

	PATTERN 1 (O,S,L,C) N = 72			PATTERN 2 (O,S,L) N = 21			PATTERN 3 (O,S,C) N =			PATTERN 4 (O,L,C) N =			PATTERN 5 (1 SUPV) N =			PATTERN 6 (NO SUPV) N =		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
69	94	59	15	100	33	29												
70	96	62	33	95	30	35												
71	96	48	15	95	30	5												

* * * * * * * * * *

Activity: Making Arrests

Task:

72. Tell person he/she is under arrest

73. Frisk for possible weapons

74. Handcuff person, if necessary

75. Read Miranda Rights and ask person if he/she understands them

76. Transport person to detention facility or headquarters for booking

77. Fill in arrest information forms

78. Search person thoroughly for possible weapons, identification, etc.

79. Fingerprint person

80. Photograph person

81. Administer breathalyzer test and record readings

* * * * *

Summary

Over 60% of the Sergeants and Lieutenants on a statewide basis report that Sergeants perform this activity infrequently--4 or 5 times a year or less. However, there is a tendency for the weighted averages for activity frequency to decrease as agency size becomes smaller and staffing pattern becomes less complex. This indicates that Sergeants in smaller agencies with fewer levels of personnel are involved in making arrests more often than Sergeants in larger agencies with more complex staffing patterns. This same trend is apparent when the individual tasks are analyzed by size and staffing pattern.

On a statewide basis, 66-90% of the Sergeants and Lieutenants report that Sergeants perform tasks 72 through 78. Tasks 79, 80 and 81--fingerprinting, photographing and administering breathalyzer tests--are not reported by a majority as done by Sergeants. However, fingerprinting and photographing are reported by a majority as done by Sergeants in agency sizes 1 and 2 and by most of the respondents in less complex staffing patterns. Administering breathalyzer tests--task 81--is generally reported by a majority as not done by Sergeants regardless of how the data are analyzed.

Administering breathalyzer tests--task 81--is the only task considered to take much time by a majority of the Sergeants statewide who do it. Since this test can be administered only by specially trained personnel, this is not surprising. Generally, a majority of the Lieutenants do not report any of the tasks to take much time regardless of how the data are analyzed.

Tasks 72, 73, 74, 76 and 78 are regarded as critical by most of the respondents regardless of how the data are analyzed. The remaining tasks are considered critical by most of the respondents in certain agency sizes and staffing patterns--generally the smaller agencies with less complex staffing patterns. (Tables 91 and 92).

Statewide Analysis

When the data are analyzed on a statewide basis, most (at least 66%) of the respondents report that Sergeants do these tasks with the exception of tasks 79, 80 and 81. These three tasks are specialized functions--fingerprinting, photographing and administering breathalyzer test--and are performed by specially assigned and trained personnel in many agencies. Task 81--operating the breathalyzer--is the only task reported to take much time by the majority of Sergeants who do it. These tasks are considered critical by a majority of the Sergeants who do them with the exception of tasks 77, 79 and 80. These tasks involve filling out forms, fingerprinting and photographing. Generally, the percentages of Lieutenants who view these tasks as critical and time consuming are lower than those for the Sergeants (within a range of about 20 percentage points).

Size Analysis

A majority of the respondents report that Sergeants perform tasks 72 through 79 regardless of agency size although the percentages tend to decrease as agency size increases. Generally, administering the breathalyzer test (task 81) is reported as not done by Sergeants by a majority of the respondents. Only for tasks 79 and 80--fingerprinting and photographing--is response in the "do" category a function of size. A majority of the respondents in agency sizes 1 and 2 (1 to 59 total personnel) report that Sergeants perform these two tasks while a majority of the respondents in agency sizes 3 and 4 (60 or more total personnel) do not report so.

The percentages of Sergeants who view these tasks as critical and time consuming also tend to decrease as agency size increases. There are some discrepancies between the opinions of the Lieutenants and Sergeants on these percentages, some of which can be attributed to small samples in agency sizes 1, 2 and 3; but a few, especially in agency size 4, must be attributed to a different viewpoint.

A majority of the respondents view tasks 72, 73, 74, 76 and 78 as critical regardless of agency size. Generally, these tasks involve the actual apprehension and search of the person. For the other tasks, the percentages go from a majority (ranging from 53-77%) in agency size 1 to a minority (27-47%) in agency size 4.

None of the tasks is regarded as requiring much time by a majority of the respondents in all size groups and generally, the Lieutenants don't regard these tasks as time consuming regardless of agency size. A majority of the Sergeants in agency size 1, 2 and 3 (1 to 149 total personnel) view filling out the arrest form and administering the breathalyzer test (tasks 77 and 81) as time consuming but a majority of Sergeants in agency size 4 (150 or more total personnel) view only tasks 79 and 80 (fingerprinting and photographing) as time consuming. Because fingerprinting and photographing are specialized functions in large agencies, only a few Sergeants report doing them but spend much time on them. In smaller agencies, each Sergeant apparently does his own fingerprinting and photographing.

Staffing Pattern Analysis

When the data are analyzed by staffing pattern, there is a trend similar to that by size breakdown, keeping in mind that staffing pattern 1 includes most of the very largest agencies and staffing pattern 5 most of the very smallest. Generally, a majority of the respondents report that Sergeants do not spend much time doing the tasks and the percentages of those who do the tasks and see them as critical tend to increase as staffing patterns decrease in complexity.

* * * * *

TABLE 91: SERGEANT TASKLIST QUESTIONNAIRE RESPONSES
BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

SERGEANT RESPONSES ON ACTIVITY: MAKING ARRESTS

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	6	16	15	22	41	3.76

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	18	27	23	14	18	2.86
SIZE 2 (20-59)	9	33	12	22	24	3.19
SIZE 3 (60-149)	3	14	21	31	31	3.72
SIZE 4 (150 OR MORE)	3	9	12	22	53	4.13

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	3	10	13	23	50	4.08
STAFFING PATTERN 2 (O,S,L)	7	22	12	25	33	3.54
STAFFING PATTERN 3 (O,S,C)	33	22	33	0	11	2.33
STAFFING PATTERN 4 (O,L,C)						
STAFFING PATTERN 5 (1 SUPV)	13	44	25	13	6	2.56
STAFFING PATTERN 6 (NO SUPV)						

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

STATEWIDE N = 326				SIZE 1 (1-19) N = 45				SIZE 2 (20-59) N = 68				SIZE 3 (60-149) N = 29				SIZE 4 (150-MORE) N = 190		
TASK	% DO	% CRIT	% MUCH TIME	TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
72	86	69	19	72	98	82	30	96	71	25	90	65	15	79	64	15
73	84	96	29	73	98	100	39	96	94	40	90	96	31	76	94	21
74	85	96	20	74	98	100	27	94	98	33	90	92	27	77	94	12
75	84	55	24	75	96	77	35	96	65	37	86	60	36	77	45	16
76	66	70	30	76	93	76	24	82	75	34	79	78	30	52	63	32
77	75	40	45	77	98	59	61	94	52	52	86	32	52	61	30	34
78	77	94	33	78	91	100	42	91	97	42	79	91	52	69	92	24
79	34	46	41	79	82	54	49	74	52	32	31	56	44	12	27	55
80	34	42	31	80	71	53	28	72	47	25	31	44	33	13	28	52
81	20	50	52	81	42	63	58	36	50	54	41	58	67	8	47	40

TABLE 91: CONT'D.

STAFFING PATTERN BREAKDOWN

TASK	PATTERN 1 (O,S,L,C) N = 216			PATTERN 2 (O,S,L) N = 68			PATTERN 3 (O,S,C) N = 9			PATTERN 4 (O,L,C) N =			PATTERN 5 (1 SUPV) N = 33			PATTERN 6 (NO SUPV) N =		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
72	81	64	16	93	76	19	89	88	25				100	76	33			
73	79	94	24	93	98	35	89	100	50				100	100	36			
74	80	94	17	93	98	27	89	100	13				100	97	27			
75	80	49	19	91	60	31	89	75	38				100	73	36			
76	55	66	33	79	70	30	89	100	38				100	73	21			
77	65	31	39	91	45	48	100	56	67				100	61	55			
78	71	94	29	87	95	39	89	100	50				97	97	41			
79	15	42	49	60	42	32	100	33	44				88	59	45			
80	17	39	44	59	38	20	100	33	33				76	56	28			
81	9	40	50	28	53	63	89	50	50				52	59	41			

TABLE 92 : SERGEANT TASKLIST QUESTIONNAIRE RESPONSES BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

LIEUTENANT RESPONSES ON ACTIVITY: MAKING ARRESTS

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	5	8	9	37	41	4.01

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	17	0	0	50	33	3.83
SIZE 2 (20-59)	8	15	31	31	15	3.31
SIZE 3 (60-149)	13	13	0	25	50	3.88
SIZE 4 (150 OR MORE)	3	6	6	38	46	4.18

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	4	6	6	39	45	4.15
STAFFING PATTERN 2 (O,S,L)	10	14	19	29	29	3.52
STAFFING PATTERN 3 (O,S,C)						
STAFFING PATTERN 4 (O,L,C)						
STAFFING PATTERN 5 (1 SUPV)						
STAFFING PATTERN 6 (NO SUPV)						

TABLE 92: CONT'D.

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

TASK	STATEWIDE N = 93 % DO	% CRIT	% MUCH TIME	TASK	SIZE 1 (1-19) N = 6 % DO	% CRIT	% MUCH TIME	SIZE 2 (20-59) N = 13 % DO	% CRIT	% MUCH TIME	SIZE 3 (60-149) N = 8 % DO	% CRIT	% MUCH TIME	SIZE 4 (150-MORE) N = 66 % DO	% CRIT	% MUCH TIME
72	90	60	20	72	100	50	0	92	83	17	88	14	29	89	61	22
73	89	90	22	73	100	83	0	85	100	36	100	100	13	88	88	22
74	90	89	10	74	100	83	0	85	91	18	100	100	0	89	88	10
75	88	43	18	75	100	33	0	85	64	18	100	13	25	86	44	19
76	67	69	18	76	100	50	33	85	73	27	75	83	0	59	69	15
77	75	33	43	77	100	17	50	85	46	46	88	29	57	70	33	39
78	82	89	24	78	100	83	0	85	91	36	75	100	0	80	89	26
79	29	37	22	79	50	33	33	54	57	43	25	0	50	23	33	7
80	29	33	11	80	50	33	0	58	43	14	25	0	50	23	33	7
81	34	44	31	81	50	67	0	39	80	40	63	20	40	29	37	32

STAFFING PATTERN BREAKDOWN

TASK	PATTERN 1 (O,S,L,C) N = 72 % DO	% CRIT	% MUCH TIME	PATTERN 2 (O,S,L) N = 21 % DO	% CRIT	% MUCH TIME	PATTERN 3 (O,S,C) N = ____ % DO	% CRIT	% MUCH TIME	PATTERN 4 (O,L,C) N = ____ % DO	% CRIT	% MUCH TIME	PATTERN 5 (1 SUPV) N = ____ % DO	% CRIT	% MUCH TIME	PATTERN 6 (NO SUPV) N = ____ % DO	% CRIT	% MUCH TIME
72	89	61	20	95	55	20												
73	89	89	22	91	95	21												
74	90	89	11	91	90	5												
75	88	44	19	91	37	16												
76	61	71	18	86	67	17												
77	72	37	42	86	22	44												
78	81	90	26	86	89	17												
79	24	41	12	48	30	40												
80	23	38	6	52	27	18												
81	31	46	32	48	40	30												

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Activity: Preparing for and Testifying in Court

Task:

82. Look up and study own and department records on particular cases when notified they are due to be heard in court

83. Confer with people from the District Attorney's office to go over the facts of the case, own role in the investigation, and the type of questions that will probably be asked

84. Testify on the stand by answering attorneys' and judge's questions

* * * * *

Summary

A majority of the respondents report that Sergeants perform this activity infrequently--4 or 5 times a year or rarely, if ever. The weighted averages tend to increase as agency size and complexity of staffing pattern increases, indicating that Sergeants in smaller agencies with less complex staffing patterns prepare for and testify in court more frequently than Sergeants in the largest agencies with more levels of personnel.

Regardless of how the data are analyzed, nearly all (78% or more) of the respondents report that Sergeants do each of these tasks. Generally, the majority of the Lieutenants do not regard any of the tasks as critical or requiring much time. On a statewide basis, around half (46-51%) of the Sergeants report that the three tasks are critical. However, there is a trend by size and staffing pattern that is consistent with the activity frequency data. Larger percentages of Sergeants (at least a majority) in the smallest agencies report the tasks as critical than do those in the largest agencies (around 30-50%). The same holds true with least to most complex staffing pattern.

Only task 84--testifying on the stand--is generally regarded by a majority as not requiring much time, regardless of how the data are analyzed. The other two tasks, 82 and 83--which involve preparation for court--are perceived to take much time by greater percentages of the Sergeants in the smallest agencies which generally also have the least complex staffing patterns. (Tables 93 and 94).

Statewide Analysis

Nearly all (85-99%) of the Sergeants and Lieutenants responding report that Sergeants perform each of the tasks in this activity. However, a majority of the Lieutenants do not consider the tasks critical nor as taking much time. Around half (46-51%) of the Sergeants regard these tasks as critical and around half (45-49%) consider preparing for court (tasks 82 and 83) as requiring much time.

Size Analysis

Regardless of agency size, nearly all (78% or more) of the respondents report that Sergeants perform these three tasks. However, the percentages of Sergeants who regard the tasks as critical tend to decline as agency size increases from a majority in agency size 1 to around 40% in agency size 4. A majority of Lieutenants do not regard these tasks as critical regardless of agency size. In general, testifying on the stand (task 84) is not considered by a majority of respondents to take much time. The percentages of Sergeants and Lieutenants who view the other two tasks as time consuming tend to decline from a majority in agency size 1 to around 30 to 40% in agency size 4.

Staffing Pattern Analysis

The data by staffing pattern are consistent with that by size. Nearly all (78% or more) respondents report that Sergeants perform these tasks and the percentages of those who view the tasks as critical or as requiring much time decrease as staffing pattern increases in complexity. The percentages range from a majority in staffing pattern 5 to around 40% in staffing pattern 1.

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TABLE 93: SERGEANT TASKLIST QUESTIONNAIRE RESPONSES BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

SERGEANT RESPONSES ON ACTIVITY: PREPARING FOR AND TESTIFYING IN COURT

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	2	3	15	35	45	4.19

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	5	5	30	48	14	3.61
SIZE 2 (20-59)	5	9	15	38	33	3.86
SIZE 3 (60-149)	7	3	10	41	38	4.00
SIZE 4 (150 OR MORE)	1	1	12	29	57	4.40

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	1	1	12	31	55	4.38
STAFFING PATTERN 2 (O,S,L)	6	3	15	40	36	3.97
STAFFING PATTERN 3 (O,S,C)	11	11	33	33	11	3.22
STAFFING PATTERN 4 (O,L,C)						
STAFFING PATTERN 5 (1 SUPV)	0	6	31	53	9	3.66
STAFFING PATTERN 6 (NO SUPV)						

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

STATEWIDE N = 326				SIZE 1 (1-19) N = 45				SIZE 2 (20-59) N = 68				SIZE 3 (60-149) N = 29				SIZE 4 (150-MORE) N = 190		
TASK	% DO	% CRIT	% MUCH TIME	TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
82	86	46	49	82	91	71	66	97	52	58	89	32	48	81	41	43
83	85	46	45	83	96	65	56	96	52	52	93	37	52	78	42	38
84	89	51	35	84	100	67	44	96	50	38	93	48	37	83	47	32

TABLE 93: CONT'D. STAFFING PATTERN BREAKDOWN

TASK	PATTERN 1 (O,S,L,C) N = 216			PATTERN 2 (O,S,L) N = 68			PATTERN 3 (O,S,C) N = 9			PATTERN 4 (O,L,C) N =			PATTERN 5 (1 SUPV) N = 33			PATTERN 6 (NO SUPV) N =		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
82	83	41	44	96	48	53	89	63	63				91	70	73			
83	81	41	40	97	52	52	78	57	57				94	58	55			
84	84	49	33	97	48	35	89	63	50				100	64	42			

TABLE 94: SERGEANT TASKLIST QUESTIONNAIRE RESPONSES BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

LIEUTENANT RESPONSES ON ACTIVITY: PREPARING FOR AND TESTIFYING IN COURT

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	1	1	11	51	36	4.20

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	17	0	17	50	17	3.50
SIZE 2 (20-59)	0	8	15	38	38	4.08
SIZE 3 (60-149)	0	0	13	75	13	4.00
SIZE 4 (150 OR MORE)	0	0	9	51	40	4.31

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	0	1	8	52	38	4.27
STAFFING PATTERN 2 (O,S,L)	5	0	19	48	29	3.95
STAFFING PATTERN 3 (O,S,C)						
STAFFING PATTERN 4 (O,L,C)						
STAFFING PATTERN 5 (1 SUPV)						
STAFFING PATTERN 6 (NO SUPV)						

TABLE 94: CONT'D.

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

STATEWIDE N = 93				SIZE 1 (1-19) N = 6			SIZE 2 (20-59) N = 13			SIZE 3 (60-149) N = 8			SIZE 4 (150-MORE) N = 66		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
82	95	39	35	100	33	67	100	46	39	88	29	14	94	39	34
83	96	37	34	100	33	50	100	39	46	88	29	0	96	38	33
84	99	41	32	100	33	17	100	39	54	100	38	0	99	43	32

STAFFING PATTERN BREAKDOWN

	PATTERN 1 (O,S,L,C) N = 72			PATTERN 2 (O,S,L) N = 21			PATTERN 3 (O,S,C) N =			PATTERN 4 (O,L,C) N =			PATTERN 5 (1 SUPV) N =			PATTERN 6 (NO SUPV) N =		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
82	93	42	34	100	29	38												
83	94	41	34	100	24	33												
84	99	45	31	100	29	33												

* * * * * * * * * *

Activity: Dispatching

Task:

85. When someone walks in or phones in a complaint, ask person to state own name, address, phone number and nature and location of problem

86. Dispatch an officer to investigate the complaint

87. Refer caller to another agency for help if the problem does not come under your department's responsibility or jurisdiction

88. Radio for backup units at request of officers or on own initiative based on judgment of how many officers are needed

89. Keep log of radio, phone calls, and in-person complaints made and received

90. Monitor various phone, alarm, and radio systems (such as burglar and fire alarm systems) by keeping track of alarms that are tripped and noting their location

91. Dispatch patrols to the locations of such tripped alarms

* * * * *

Summary

The statewide activity frequency weighted averages indicate that Sergeants perform this activity on an average of once a month. However, when these data are broken down by size and staffing pattern, there are some readily apparent discrepancies. A majority of the respondents in the smallest agencies and those with the least complex staffing pattern report that Sergeants perform dispatching at least once a tour of duty, whereas a majority of those in the largest agencies and with the most complex staffing pattern report that Sergeants perform this activity rarely, if ever.

Generally, the majority of the respondents report that Sergeants do each of the tasks in this activity. Tasks 90 and 91--taking care of alarm systems--are reported as done respectively by 41 and 46% of the Sergeants in agency size 4 (150 or more total personnel). The tasks are considered critical by a majority of the respondents. Only task 89--keeping the log--is consistently considered by a majority to take much time regardless of how the data are analyzed. Tasks 85 and 90--receiving complaints and monitoring alarm systems--are considered to require much time by a majority in some of the agency size and staffing pattern groups, generally the smallest agencies and those with the least complex staffing patterns. (Tables 95 and 96).

Statewide Analysis

Most of the Sergeants and Lieutenants responding (53% or more) report that Sergeants perform each of the tasks in this activity. Except for task 87--referring caller to another agency--all the tasks are considered critical by the majority of the respondents.

Only task 89--keeping the log--is viewed as taking much time by a majority of the Sergeants and Lieutenants responding. However, the majority of the Sergeants report that talking to complainants and monitoring alarms (tasks 85 and 90) require much time.

Size Analysis

The activity frequency data by size indicate that a majority of Sergeants in the smallest agencies (1 to 19 total personnel) perform this activity at least once a tour of duty while the majority of the Sergeants in the largest agencies (150 or more total personnel) perform it rarely, if ever. There is a tendency for the percentages on the three response factors to decrease as agency size increases. The data by size generally support that by statewide. However, fewer than half (41 and 46%) of the Sergeants in agency size 4 report that Sergeants perform tasks 90 and 91--monitoring alarm systems and dispatching patrols to answer them. In some of the very largest agencies, these tasks may constitute a separate function distinct from regular dispatching duties.

Task 89--keeping the log--is the only task reported to take much time by most of the respondents regardless of agency size. However, a majority of the Sergeants in agency sizes 1 and 2 report that tasks 85 and 90--handling a complaint and monitoring alarm systems--require much time. Task 87--referring caller to another agency--is not considered critical by most of the respondents in agency size 4. Otherwise all the tasks are considered critical by a majority of the Sergeants regardless of agency size. Generally, the opinions of the Lieutenants in agency size 4 support those of the Sergeants in that size group. However, there are some discrepancies on criticality and time spent between the Sergeants and Lieutenants in the other agency sizes which may be a function of the small Lieutenant sample sizes for these size groups.

Staffing Pattern Analysis

Regardless of staffing pattern, most of the respondents report that Sergeants perform most of these tasks. However, only 46% of the respondents in staffing pattern 1 report that Sergeants monitor various alarm systems (task 90). Generally, these tasks are viewed as critical by a majority of the respondents with the exception of task 87 which is not seen as critical by a majority in staffing pattern 1. Since staffing pattern 1 includes most of the very largest agencies, this is consistent with the data when broken down by agency size. Again, keeping the log (task 89) is the only task reported by a majority of the respondents to require much time regardless of staffing pattern. Task 85 is viewed as requiring much time by a majority of Sergeants in staffing patterns 1, 2 and 5 and task 90 by a majority of Sergeants in staffing patterns 2, 3 and 5.

In agencies with the most complex staffing pattern (pattern 1) the majority of the Sergeants perform this activity rarely, if ever; in agencies where the Sergeant is the only supervisor (pattern 5), a majority of the Sergeants perform this activity at least once a tour of duty.

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TABLE 95 : SERGEANT TASKLIST QUESTIONNAIRE RESPONSES BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

SERGEANT RESPONSES ON ACTIVITY: DISPATCHING

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	27	22	5	4	43	3.13

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	66	7	7	9	11	1.93
SIZE 2 (20-59)	52	6	5	6	31	2.57
SIZE 3 (60-149)	45	10	3	3	38	2.79
SIZE 4 (150 OR MORE)	6	33	5	2	55	3.67

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	11	30	5	3	51	3.54
STAFFING PATTERN 2 (O,S,L)	60	7	3	4	25	3.28
STAFFING PATTERN 3 (O,S,C)	44	0	0	11	44	3.11
STAFFING PATTERN 4 (O,L,C)						
STAFFING PATTERN 5 (1 SUPV)	59	6	9	6	19	2.19
STAFFING PATTERN 6 (NO SUPV)						

TABLE 95: CONT'D.

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

STATEWIDE N = 326				SIZE 1 (1-19) N = 45			SIZE 2 (20-59) N = 68			SIZE 3 (60-149) N = 29			SIZE 4 (150-MORE) N = 190		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
85	81	74	51	96	74	51	85	81	65	93	67	41	74	73	48
86	77	80	41	96	81	44	85	79	58	93	82	26	68	79	37
87	83	49	32	91	66	29	90	57	43	90	54	27	78	41	29
88	78	93	31	96	95	37	85	90	44	90	92	27	70	92	25
89	66	55	66	93	67	67	81	61	78	76	46	64	54	52	59
90	55	76	53	76	85	56	81	80	65	72	81	43	41	69	47
91	62	84	43	91	93	37	81	85	54	86	84	28	46	81	43

STAFFING PATTERN BREAKDOWN

	PATTERN 1 (O,S,L,C) N = 216			PATTERN 2 (O,S,L) N = 68			PATTERN 3 (O,S,C) N = 9			PATTERN 4 (O,L,C) N =			PATTERN 5 (1 SUPV) N = 33			PATTERN 6 (NO SUPV) N =		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
85	76	73	50	90	75	53	78	71	43				94	77	55			
86	71	79	38	90	79	51	78	100	29				94	81	42			
87	80	42	28	91	57	45	78	86	43				88	62	28			
88	72	92	27	91	94	44	78	86	29				91	93	30			
89	58	51	60	82	57	68	67	83	100				88	66	79			
90	46	70	48	78	81	62	67	83	83				67	91	50			
91	50	81	43	88	85	47	67	100	50				85	93	32			

TABLE 96: SERGEANT TASKLIST QUESTIONNAIRE RESPONSES
BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

LIEUTENANT RESPONSES ON ACTIVITY: DISPATCHING

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	25	17	7	7	45	3.28

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	67	17	0	0	17	1.83
SIZE 2 (20-59)	31	31	8	0	31	2.69
SIZE 3 (60-149)	25	38	0	0	38	2.88
SIZE 4 (150 OR MORE)	20	12	8	9	51	3.58

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	21	13	7	8	51	5.55
STAFFING PATTERN 2 (O,S,L)	38	33	5	0	24	2.38
STAFFING PATTERN 3 (O,S,C)						
STAFFING PATTERN 4 (O,L,C)						
STAFFING PATTERN 5 (1 SUPV)						
STAFFING PATTERN 6 (NO SUPV)						

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

STATEWIDE N = 93				SIZE 1 (1-19) N = 6				SIZE 2 (20-59) N = 13				SIZE 3 (60-149) N = 8				SIZE 4 (150-MORE) N = 66		
TASK	% DO	% CRIT	% MUCH TIME	TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
85	81	68	35	85	83	80	40	77	70	30	100	25	50	79	73	33
86	81	69	27	86	83	80	20	77	70	20	100	25	38	79	75	27
87	92	34	17	87	83	20	20	85	64	0	100	13	0	94	32	23
88	87	85	29	88	100	67	17	85	82	46	100	88	13	85	87	29
89	62	50	64	89	83	20	80	77	70	60	50	25	0	59	51	69
90	53	61	29	90	83	40	0	77	70	50	75	33	17	42	68	29
91	67	76	19	91	83	80	0	77	80	20	100	75	0	59	74	26

CONTINUED

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TABLE 96: CONT'D. STAFFING PATTERN BREAKDOWN

	PATTERN 1 (O,S,L,C) N = 72			PATTERN 2 (O,S,L) N = 21			PATTERN 3 (O,S,C) N =			PATTERN 4 (O,L,C) N =			PATTERN 5 (1 SUPV) N =			PATTERN 6 (NO SUPV) N =		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
85	81	71	35	81	59	35												
86	81	72	28	81	59	24												
87	94	32	21	86	39	6												
88	86	89	28	91	74	32												
89	60	54	65	71	40	60												
90	46	67	27	76	50	31												
91	63	76	24	81	77	6												

* * * * * * * * * *

Activity: Acting as a Legal Witness

Task:

92. Witness breathalyzer tests

93. Witness the taking of sworn statements (confessions, depositions, informations, complaints)

94. Witness the giving of the Miranda Rights and sign statement to that effect

* * * * *

Summary

On a statewide basis, over 80% of the Sergeants and Lieutenants responding report that Sergeants perform this activity infrequently--4 or 5 times a year or rarely, if ever. However, the weighted averages for activity frequency tend to increase as agency size increases and as staffing patterns become more complex. This indicates that Sergeants in smaller agencies with less complex staffing patterns perform this activity more frequently than Sergeants in larger agencies with more levels of personnel.

Regardless of how the data are analyzed, a majority of the respondents report that Sergeants perform tasks 93 and 94--witnessing sworn statements and the giving of Miranda Rights. For the most part, the three tasks in this activity are not considered critical or as requiring much time by a majority of the respondents. However, there is a tendency for the percentages on all three response factors to increase as agency size and staffing pattern complexity decreases. Therefore, it seems safe to conclude that Sergeants in smaller agencies with fewer supervisory levels are more likely to act as legal witnesses than are Sergeants in larger agencies with more levels of personnel. Personnel in smaller agencies are, therefore, more likely to regard the tasks as critical. (Tables 97 and 98).

Statewide Analysis

The majority of the Sergeants and Lieutenants report that Sergeants witness sworn statements and Miranda Rights (tasks 93 and 94) but do not witnesses breathalyzer tests (task 92). None of the tasks is considered to be critical nor to require much time by a majority of the respondents. Overall, the activity is rarely done by a majority of Sergeants.

Size Analysis

In general, a majority of the respondents in all agency sizes report that Sergeants perform tasks 93 and 94, and a majority of those in agency sizes 1 and 3 report that Sergeants witness breathalyzer tests as well (task 92). The response percentages on criticality and time spent tend to decline as agency size increases but few are over 50% so it is reasonable to assume that a majority of respondents do not view these tasks as critical or requiring much time.

Staffing Pattern Analysis

The data by staffing pattern parallel that by agency size--percentages on all three response factors tend to increase as complexity of staffing pattern decreases. The percentages reflect opinions on each of the tasks similar to those indicated in the size breakdown, keeping in mind that most of the very large agencies are in staffing pattern 1 and most of the smallest agencies are in staffing pattern 5.

* * * * *

TABLE 97: SERGEANTS TASKLIST QUESTIONNAIRE RESPONSES BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

SERGEANT RESPONSES ON ACTIVITY: ACTING AS A LEGAL WITNESS

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	3	7	8	18	63	4.31

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	2	11	20	30	36	3.86
SIZE 2 (20-59)	8	12	6	22	52	3.98
SIZE 3 (60-149)	7	7	14	17	55	4.07
SIZE 4 (150 OR MORE)	2	5	4	14	75	4.57

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	1	6	4	15	74	4.54
STAFFING PATTERN 2 (O,S,L)	10	10	6	22	51	3.93
STAFFING PATTERN 3 (O,S,C)	0	22	11	33	33	3.78
STAFFING PATTERN 4 (O,L,C)						
STAFFING PATTERN 5 (1 SUPV)	3	6	31	31	28	3.75
STAFFING PATTERN 6 (NO SUPV)						

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

STATEWIDE N = 326				SIZE 1 (1-19) N = 45				SIZE 2 (20-59) N = 68				SIZE 3 (60-149) N = 29				SIZE 4 (150-MORE) N = 190		
TASK	% DO	% CRIT	% MUCH TIME	TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
92	36	38	19	92	78	49	26	39	46	27	55	38	13	23	32	14
93	80	46	35	93	100	58	42	97	52	55	86	46	21	68	40	28
94	66	44	26	94	96	54	37	87	49	36	79	44	17	49	40	16

TABLE 97: CONT'D.

STAFFING PATTERN BREAKDOWN

	PATTERN 1 (O,S,L,C) N = 216			PATTERN 2 (O,S,L) N = 68			PATTERN 3 (O,S,C) N = 9			PATTERN 4 (O,L,C) N =			PATTERN 5 (1 SUPV) N = 33			PATTERN 6 (NO SUPV) N =		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
92	27	32	16	29	35	25	89	50	38				94	48	16			
93	71	40	29	94	52	43	100	56	56				100	55	42			
94	54	41	20	82	45	34	100	56	44				97	53	28			

TABLE 98: SERGEANT TASKLIST QUESTIONNAIRE RESPONSES BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

LIEUTENANT RESPONSES ON ACTIVITY: ACTING AS A LEGAL WITNESS

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	1	3	3	34	59	4.46

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	0	0	0	50	50	4.50
SIZE 2 (20-59)	0	8	0	46	46	4.31
SIZE 3 (60-149)	0	0	0	50	50	4.50
SIZE 4 (150 OR MORE)	2	3	5	28	63	4.48

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	1	3	4	31	61	4.46
STAFFING PATTERN 2 (O,S,L)	0	5	0	43	52	4.43
STAFFING PATTERN 3 (O,S,C)						
STAFFING PATTERN 4 (O,L,C)						
STAFFING PATTERN 5 (1 SUPV)						
STAFFING PATTERN 6 (NO SUPV)						

TABLE 98: CONT'D.

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

STATEWIDE N = 93				SIZE 1 (1-19) N = 6			SIZE 2 (20-59) N = 13			SIZE 3 (60-149) N = 8			SIZE 4 (150-MORE) N = 66		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
92	47	30	9	50	33	33	50	33	0	50	0	50	46	33	3
93	72	38	17	100	17	17	92	64	9	50	0	0	68	38	20
94	66	36	10	100	17	17	100	54	15	63	0	20	56	38	5

STAFFING PATTERN BREAKDOWN

	PATTERN 1 (O,S,L,C) N = 72			PATTERN 2 (O,S,L) N = 21			PATTERN 3 (O,S,C) N =			PATTERN 4 (O,L,C) N =			PATTERN 5 (1 SUPV) N =			PATTERN 6 (NO SUPV) N =		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
92	44	36	7	57	17	17												
93	65	39	22	95	35	5												
94	56	40	8	100	29	14												

* * * * * * * * * *

Activity: Operating Teletype Machine

Task:

95. Type information requests into teletype

96. Read information out to person who requested it when the answers come back

97. Type new information, such as a car just reported stolen, into teletype computer

* * * * *

Summary

In most police agencies, operating the teletype machine is a specialized function performed by specially trained personnel.

On a statewide basis, over 70% of the Sergeants and Lieutenants report that Sergeants perform this activity infrequently--4 or 5 times a year or rarely, if ever. The weighted averages of activity frequency indicate that teletyping is more likely to be done by Sergeants in agency size 2 (20 to 59 total personnel) than it is by Sergeants in the other sized agencies. This seems reasonable since many of the very smallest agencies do not have their own teletyping equipment and, in the larger agencies (60 or more total personnel) there are more personnel who would not be selected for this special training and assignment.

The majority of the respondents in agency size 2 (20 to 59 total personnel) and staffing pattern 2 (Officer, Sergeant, Lieutenant) report that Sergeants do each of these tasks. Otherwise, regardless of how the data is broken down, the majority of the respondents do not report that Sergeants do them.

Only task 97--typing in new information--is regarded as critical by the majority of the Sergeants except for those in agency size 4 and staffing pattern 1. Agency size 4 and staffing pattern 1 include many of the same very large departments. There are a few large response percentages in the Lieutenant data but most of these occur in the very small sample sizes and, therefore, may be distorted. There may also be a tendency for the Lieutenants to respond on the basis of whether someone in the Sergeant rank does these tasks rather than to think of the actual number of Sergeants who do them.

Generally, the majority of the respondents report that not much time is spent doing these tasks. (Tables 99 and 100).

* * * * *

TABLE 99: SERGEANT TASKLIST QUESTIONNAIRE RESPONSES
BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

SERGEANT RESPONSES ON ACTIVITY: OPERATING TELETYPE MACHINE

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	12	7	3	4	74	4.21

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	18	9	0	0	73	4.00
SIZE 2 (20-59)	33	17	3	0	47	3.10
SIZE 3 (60-149)	17	14	10	7	52	3.62
SIZE 4 (150 OR MORE)	3	2	3	6	86	4.70

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	5	3	4	6	83	4.58
STAFFING PATTERN 2 (O,S,L)	31	16	4	1	46	3.15
STAFFING PATTERN 3 (O,S,C)	0	0	0	0	100	5.00
STAFFING PATTERN 4 (O,L,C)						
STAFFING PATTERN 5 (1 SUPV)	22	13	0	0	66	3.75
STAFFING PATTERN 6 (NO SUPV)						

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

STATEWIDE N = 326				SIZE 1 (1-19) N = 45			SIZE 2 (20-59) N = 68			SIZE 3 (60-149) N = 29			SIZE 4 (150-MORE) N = 190		
TASK	% DO	% CRIT	% MUCH TIME	TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
95	29	44	34	95	29	39	39	54	56	33	45	46	15	18	34	37
96	38	39	28	96	40	44	28	70	49	43	45	31	23	26	32	18
97	25	57	41	97	31	79	36	54	58	42	35	70	30	14	44	48

TABLE 99: CONT'D.

STAFFING PATTERN BREAKDOWN

TASK	PATTERN 1 (O,S,L,C) N = 216			PATTERN 2 (O,S,L) N = 68			PATTERN 3 (O,S,C) N = 9			PATTERN 4 (O,L,C) N =			PATTERN 5 (1 SUPV) N = 33			PATTERN 6 (NO SUPV) N =		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
95	21	37	41	54	49	30	11	100	0				33	55	18			
96	29	33	24	63	40	33	22	100	100				42	50	21			
97	17	44	50	50	65	38	11	100	100				33	73	18			

TABLE 100: SERGEANT TASKLIST QUESTIONNAIRE RESPONSES BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

LIEUTENANT RESPONSES ON ACTIVITY: OPERATING TELETYPE MACHINE

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	14	8	7	10	62	3.98

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	33	0	0	17	50	3.50
SIZE 2 (20-59)	31	15	15	8	31	2.92
SIZE 3 (60-149)	25	0	0	0	75	4.00
SIZE 4 (150 OR MORE)	8	8	6	11	68	4.23

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	7	8	6	10	69	4.25
STAFFING PATTERN 2 (O,S,L)	38	5	10	10	38	3.05
STAFFING PATTERN 3 (O,S,C)						
STAFFING PATTERN 4 (O,L,C)						
STAFFING PATTERN 5 (1 SUPV)						
STAFFING PATTERN 6 (NO SUPV)						

TABLE 100: CONT'D.

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

STATEWIDE N = 93				SIZE 1 (1-19) N = 6				SIZE 2 (20-59) N = 13				SIZE 3 (60-149) N = 8				SIZE 4 (150-MORE) N = 66		
TASK	% DO	% CRIT	% MUCH TIME	TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
95	38	43	20	95	50	33	33	69	67	33	25	0	0	32	38	14
96	38	46	11	96	33	50	0	62	75	13	50	25	0	32	38	14
97	37	47	18	97	50	33	33	54	86	14	25	50	0	33	36	18

STAFFING PATTERN BREAKDOWN

	PATTERN 1 (O,S,L,C) N = 72			PATTERN 2 (O,S,L) N = 21			PATTERN 3 (O,S,C) N =			PATTERN 4 (O,L,C) N =			PATTERN 5 (1 SUPV) N =			PATTERN 6 (NO SUPV) N =		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
95	31	41	14	62	46	31												
96	32	39	13	57	58	8												
97	32	39	17	52	64	18												

* * * * * * * * * *

Activity: Taking Charge of Prisoners

Task:

98. Determine charge against the prisoner(s) by asking arresting officer to explain what happened and by looking in the law books to find the charge and number section of the law

99. Ask prisoner for information on booking form and record this information by filling in proper spaces on the form

100. Make sure that all prisoners needing medical attention receive it

101. Remind prisoner of his/her rights

102. Inform prisoner that (s)he can make a phone call and allow the person to make it

103. Search the prisoner thoroughly and/or assist the arresting/booking officer as it is being done

104. Receive and store prisoner's personal effects and write down a description of each item

105. Release such personal items to prisoners when they leave the lock-up

106. Check on the well-being of any prisoners at least every half-hour

107. Order food for the prisoners and bring it to them at meal times

* * * * *

Summary

On a statewide basis, over 60% of the Sergeants and Lieutenants report that Sergeants perform this activity infrequently--4 or 5 times a year or rarely, if ever. However, respondents in agency size 3 report that Sergeants perform this activity more frequently than the respondents in other size agencies. Smaller agencies would tend to have fewer prisoners and the largest agencies have more personnel to perform these functions.

Generally, the weighted averages on activity frequency tend to increase as staffing patterns become more complex, indicating that this activity is performed more infrequently by Sergeants in agencies with more levels of personnel than in those with fewer levels.

There are some discrepancies in the data which may be attributed to differences in agency size or staffing pattern. However, tasks 98, 100, 101, 102 and 103 are reported by a majority of the respondents as done by Sergeants, regardless of how the data are broken down. For the remaining tasks, the percentages tend to decrease from a majority in agency size 1 and staffing pattern 5 to less than a majority in agency size 4 and staffing pattern 4. Only task 98--determining the charges--is viewed as requiring much time by most of the respondents regardless of how the data are analyzed.

Generally, tasks 98, 100, 103 and 106 are considered critical by the majority of the respondents regardless of how the data are broken down. These tasks involve determining the charges, ensuring medical attention, searching prisoners, and checking on prisoners. However, most of the tasks are considered critical by a majority of the Sergeants in the smallest agencies. (Tables 101 and 102).

Statewide Analysis

The views of the Sergeants and Lieutenants are very similar on the tasks in this activity when the data are analyzed on a statewide basis. The majority of the respondents report that Sergeants do tasks 98 through 104. Tasks 105, 106 and 107 involve duties in the lockup section and generally these are not reported as done by Sergeants by the majority of the respondents. Of these, only task 105--releasing personal items to prisoners--is reported by the majority (52%) of Lieutenants as done by Sergeants.

Tasks 98, 100, 103 and 106 are viewed as critical by the majority of the respondents. These tasks involve determining the charges, insuring medical attention, searching the prisoners, and checking on prisoners.

The majority of the respondents report that most of these tasks do not take much time. Only task 98 is reported to take much time by a majority (52%) of the Sergeants responding.

Size Analysis

The Lieutenants' responses for agency sizes 1, 2 and 3 have not been considered in the trends because of the small sample sizes. But generally, the percentages of respondents on each of the three response factors tend to decrease as agency size increases. Generally, these tasks are reported as done by Sergeants by the majority of the respondents except for those in agency size 4. For this size agency, tasks 99, 104, 105, 106 and 107 are not reported by a majority of the respondents as done by Sergeants. These tasks involve filling out booking forms and lockup responsibilities. In the largest agencies, specially designated personnel are likely to perform these functions. Task 107--obtaining prisoners' food--is not reported as done by Sergeants by most of the respondents in agency size 1. This may be attributed to the fact that few of the very small agencies have a lockup where prisoners are kept for very long periods of time.

Task 98--determining the charge--is viewed as taking much time by a majority of the Sergeants in agency sizes 2, 3 and 4. Otherwise, these tasks are not considered time consuming by a majority of the respondents.

The tasks which are considered critical by a majority of those in the statewide analysis are also viewed as critical by a majority in all size groups. However, a majority of Sergeants in agency size 1 view all the tasks except 107 as critical. Since Sergeants in these small agencies report taking charge of prisoners infrequently, averaging around once a month, it is to be expected that these tasks would be considered critical functions.

Staffing Pattern Analysis

Keeping in mind that staffing pattern 1 includes many of the very largest agencies and staffing pattern 5 includes many of the very smallest agencies, the results for Sergeants are consistent with those by size. The percentages on the three response factors tend to increase as staffing patterns become less complex.

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TABLE 101: SERGEANT TASKLIST QUESTIONNAIRE RESPONSES
BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

SERGEANT RESPONSES ON ACTIVITY: TAKING CHARGE OF PRISONERS

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	7	15	12	10	56	3.93

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	11	18	39	14	18	3.09
SIZE 2 (20-59)	12	30	13	15	30	3.22
SIZE 3 (60-149)	17	48	3	7	24	2.72
SIZE 4 (150 OR MORE)	3	4	6	8	79	4.55

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	4	8	8	8	72	4.36
STAFFING PATTERN 2 (O,S,L)	16	27	16	12	28	3.09
STAFFING PATTERN 3 (O,S,C)	22	22	22	22	11	2.78
STAFFING PATTERN 4 (O,L,C)						
STAFFING PATTERN 5 (NO SUPV)	6	28	28	13	25	3.22
STAFFING PATTERN 6 (NO SUPV)						

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

STATEWIDE N = 326					SIZE 1 (1-19) N = 45			SIZE 2 (20-59) N = 68			SIZE 3 (60-149) N = 29			SIZE 4 (150-MORE) N = 190		
TASK	% DO	% CRIT	% MUCH TIME	TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
98	78	54	52	98	96	63	47	90	56	59	90	62	50	68	48	50
99	60	38	43	99	91	56	49	90	39	46	83	46	46	40	28	36
100	81	85	24	100	98	93	32	93	86	31	93	89	26	72	82	19
101	75	40	23	101	98	50	41	85	45	31	79	52	17	65	33	14
102	77	34	18	102	98	57	32	90	33	23	90	39	15	64	26	12
103	66	87	27	103	93	98	43	87	85	29	72	91	33	51	81	17
104	55	34	31	104	78	54	34	75	32	34	72	33	38	40	29	26
105	44	36	22	105	67	53	20	69	35	24	90	35	15	22	29	24
106	35	77	38	106	53	96	42	60	80	40	83	71	50	15	64	21
107	29	35	22	107	42	42	0	57	29	26	83	42	17	8	38	44

TABLE 101: CONT'D. STAFFING PATTERN BREAKDOWN

	PATTERN 1 (O,S,L,C) N = 216			PATTERN 2 (O,S,L) N = 68			PATTERN 3 (O,S,C) N = 9			PATTERN 4 (O,L,C) N =			PATTERN 5 (1 SUPV) N = 33			PATTERN 6 (NO SUPV) N =		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
98	71	50	51	91	61	55	100	44	67				94	55	48			
99	46	33	38	87	42	49	100	44	78				85	46	39			
100	74	81	21	93	91	32	100	100	33				97	91	25			
101	69	35	16	82	43	32	100	56	22				97	50	41			
102	68	27	12	91	42	24	100	44	22				97	47	34			
103	55	84	20	88	90	27	78	100	71				94	90	42			
104	43	29	30	79	39	30	100	33	67				73	46	25			
105	28	30	23	77	42	21	100	33	22				64	43	19			
106	21	67	31	68	83	44	78	100	57				52	82	35			
107	15	38	31	65	34	18	33	33	33				42	36	7			

TABLE 102: SERGEANT TASKLIST QUESTIONNAIRE RESPONSES BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

LIEUTENANT RESPONSES ON ACTIVITY: TAKING CHARGE OF PRISONERS

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	12	18	8	11	51	3.71

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	17	67	0	0	17	2.33
SIZE 2 (20-59)	15	23	23	23	15	3.00
SIZE 3 (60-149)	38	38	13	13	0	2.00
SIZE 4 (150 OR MORE)	8	11	5	9	68	4.18

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	7	15	6	10	62	4.04
STAFFING PATTERN 2 (O,S,L)	29	29	14	14	14	2.57
STAFFING PATTERN 3 (O,S,C)						
STAFFING PATTERN 4 (O,L,C)						
STAFFING PATTERN 5 (1 SUPV)						
STAFFING PATTERN 6 (NO SUPV)						

TABLE 102: CONT'D.

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

STATEWIDE N = 93				SIZE 1 (1-19) N = 6				SIZE 2 (20-59) N = 13				SIZE 3 (60-149) N = 8				SIZE 4 (150-MORE) N = 66		
TASK	% DO	% CRIT	% MUCH TIME	TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
98	82	51	42	98	100	33	50	92	42	75	100	50	0	76	56	40
99	57	28	28	99	83	20	40	85	46	46	63	60	0	49	19	25
100	86	85	14	100	100	67	17	85	91	36	100	88	0	83	86	11
101	80	35	9	101	100	17	0	92	58	25	88	0	0	74	37	8
102	81	31	9	102	100	17	0	92	42	25	100	0	0	74	35	8
103	66	80	16	103	100	67	0	92	92	42	75	33	0	56	87	14
104	55	31	20	104	83	20	20	85	55	27	75	0	17	44	31	17
105	52	33	15	105	67	25	0	69	56	33	100	13	0	41	33	15
106	41	76	26	106	33	100	0	83	80	30	100	63	38	27	78	22
107	38	29	14	107	50	0	0	58	43	14	100	13	0	26	35	24

STAFFING PATTERN BREAKDOWN

	PATTERN 1 (O,S,L,C) N = 72			PATTERN 2 (O,S,L) N = 21			PATTERN 3 (O,S,C) N =			PATTERN 4 (O,L,C) N =			PATTERN 5 (1 SUPV) N =			PATTERN 6 (NO SUPV) N =		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
98	78	59	38	95	30	55												
99	53	26	24	71	33	40												
100	85	87	12	91	79	21												
101	76	36	7	91	32	16												
102	76	35	9	95	20	10												
103	58	81	14	91	79	21												
104	46	33	18	86	28	22												
105	46	36	15	71	27	13												
106	32	78	22	71	73	33												
107	31	32	18	62	23	8												

* * * * * * * * * *

Activity: Setting and Accepting Pre-arraignment Bail

Task:

108. Explain bail procedure to prisoner

109. Read judge's guidelines and sections of the law regarding the range of the amount of bail

110. Set amount of bail or release prisoner on own recognizance, using own judgment and knowledge of limitations of the law, the prisoner's prior record, demeanor, family circumstances and available resources

111. Accept pre-arraignment bail (cash or bond) and write receipt for it

* * * * *

Summary

Generally, the respondents on a statewide basis report that this activity is performed by Sergeants on an average of once a month. However, the data by size and staffing pattern indicate that the activity is performed less frequently by Sergeants in agency sizes 1 and 4 and staffing patterns 1 and 5 than by those in the other groups. Staffing pattern 1 and agency size 4 include many of the same very large departments and staffing pattern 5 and agency size 1 include many of the same very small departments. The smaller departments would naturally have fewer occasions to set bail than the larger agencies. For the largest departments, there is often a central lockup facility where bail would be handled and, therefore, not be routinely done by the Sergeants.

With a few minor discrepancies, the majority of the respondents report that Sergeants do each of these tasks but that the tasks are not critical and do not require much time.

The majority of the Sergeants in agency size 4 (150 or more total personnel) do not report that Sergeants do task 109--reading the judge's guidelines--but 68% of the Lieutenants in this agency size report that Sergeants do perform this task. This can probably be attributed to the fact that Lieutenants respond on the basis of whether someone in the Sergeant rank does this task and the Sergeants respond whether they personally do it.

Task 110--setting bail or releasing prisoner--is viewed as critical by most of the Sergeants in agency sizes 1 and 3 (1 to 19 and 60 to 149 total personnel) and staffing pattern 3 (Officer, Sergeant, Captain). Tasks 108 and 111--explaining procedures and accepting bail--are viewed as critical by around half of the Sergeants in agency size 1 (1 to 19 total personnel). Some of these discrepancies can be attributed to the small sample sizes which tend to inflate the percentages. There is also a tendency for personnel in the smallest agencies to view some tasks as critical because the tasks are less commonplace and, therefore, are more likely viewed as critical. (Tables 103 and 104).

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TABLE 103: SERGEANT TASKLIST QUESTIONNAIRE RESPONSES
BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

SERGEANT RESPONSES ON ACTIVITY: SETTING AND ACCEPTING PRE-ARRAIGNMENT BAIL

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	11	22	20	11	37	3.40

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	9	20	34	11	25	3.23
SIZE 2 (20-59)	17	35	22	13	13	2.72
SIZE 3 (60-149)	24	59	3	0	14	2.21
SIZE 4 (150 OR MORE)	7	13	18	11	51	3.85

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	9	17	18	11	45	3.69
STAFFING PATTERN 2 (O,S,L)	16	39	18	9	18	2.73
STAFFING PATTERN 3 (O,S,C)	22	11	33	22	11	2.89
STAFFING PATTERN 4 (O,L,C)						
STAFFING PATTERN 5 (1 SUPV)	9	28	31	6	25	3.09
STAFFING PATTERN 6 (NO SUPV)						

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

STATEWIDE N = 326				SIZE 1 (1-19) N = 45			SIZE 2 (20-59) N = 68			SIZE 3 (60-149) N = 29			SIZE 4 (150-MORE) N = 190		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
108	71	33	31	89	50	28	90	27	28	90	42	27	56	28	34
109	55	32	24	62	46	18	81	30	20	72	43	19	42	26	30
110	66	43	40	84	61	34	87	36	38	90	62	35	51	37	44
111	67	36	35	87	51	26	91	26	39	90	42	19	51	34	41

TABLE 103 : CONT'D. STAFFING PATTERN BREAKDOWN

TASK	PATTERN 1 (O,S,L,C) N = 216			PATTERN 2 (O,S,L) N = 68			PATTERN 3 (O,S,C) N = 9			PATTERN 4 (O,L,C) N =			PATTERN 5 (1 SUPV) N = 33			PATTERN 6 (NO SUPV) N =		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
108	61	30	33	93	32	29	89	38	50				85	46	21			
109	46	28	29	79	39	15	89	38	38				58	32	21			
110	56	38	43	87	46	39	67	67	33				88	52	28			
111	56	35	39	90	33	33	89	50	13				85	43	29			

TABLE 104: SERGEANT TASKLIST QUESTIONNAIRE RESPONSES BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

LIEUTENANT RESPONSES ON ACTIVITY: SETTING AND ACCEPTING PRE-ARRAIGNMENT BAIL

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	17	27	23	12	21	2.91

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	33	33	17	0	17	2.33
SIZE 2 (20-59)	23	46	23	8	0	2.15
SIZE 3 (60-149)	25	63	13	0	0	1.88
SIZE 4 (150 OR MORE)	14	18	25	15	28	3.25

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	15	21	24	14	25	3.13
STAFFING PATTERN 2 (O,S,L)	24	48	19	5	5	2.19
STAFFING PATTERN 3 (O,S,C)						
STAFFING PATTERN 4 (O,L,C)						
STAFFING PATTERN 5 (1 SUPV)						
STAFFING PATTERN 6 (NO SUPV)						

TABLE 104: CONT'D.

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

STATEWIDE N = 93				SIZE 1 (1-19) N = 6			SIZE 2 (20-59) N = 13			SIZE 3 (60-149) N = 8			SIZE 4 (150-MORE) N = 66		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
108	80	24	30	67	0	25	85	46	27	100	0	13	77	26	33
109	70	27	16	83	20	0	75	33	11	63	0	0	68	29	20
110	74	41	30	83	40	20	85	55	18	75	17	17	71	40	36
111	82	26	28	67	0	50	85	46	18	100	13	0	80	26	32

STAFFING PATTERN BREAKDOWN

	PATTERN 1 (O,S,L,C) N = 72			PATTERN 2 (O,S,L) N = 21			PATTERN 3 (O,S,C) N =			PATTERN 4 (O,L,C) N =			PATTERN 5 (1 SUPV) N =			PATTERN 6 (NO SUPV) N =		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
108	79	25	33	81	24	18												
109	68	27	19	76	25	6												
110	72	42	37	81	35	12												
111	82	27	31	81	24	18												

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Activity: Giving Information to News Media

Task:

112. Answer phone and walk-in requests from news people for information about recent incidents and investigations, using judgment to decide what information can be given out

113. Refer such requests to designated officer

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Summary

Regardless of how the data are analyzed, the majority of the Sergeants and Lieutenants report that Sergeants do perform the two tasks in this activity but neither task is considered by a majority of respondents to be critical nor to take much time. This response pattern is consistent in the statewide, size and staffing pattern breakdowns.

On a statewide basis, Sergeants do not perform this activity more frequently than once a month according to the majority of the Sergeants and Lieutenants. There are some discrepancies among the size and staffing pattern weighted averages, some of which can be attributed to the small total sample numbers, especially for the Lieutenants. However, for no apparent reason, a larger percentage of Sergeants in agency size 3 (60 to 149 total personnel) report performing this activity more frequently than do the Sergeants in the other groups. (Tables 105 and 106).

* * * * *

TABLE 105: SERGEANT TASKLIST QUESTIONNAIRE RESPONSES BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

SERGEANT RESPONSES ON ACTIVITY: GIVING INFORMATION TO NEWS MEDIA

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	18	15	17	12	37	3.34

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	26	12	28	12	23	2.95
SIZE 2 (20-59)	30	23	16	3	28	2.77
SIZE 3 (60-149)	38	41	7	0	14	2.10
SIZE 4 (150 OR MORE)	10	10	17	17	47	3.82

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	14	11	15	16	43	3.63
STAFFING PATTERN 2 (O,S,L)	24	24	24	1	27	2.84
STAFFING PATTERN 3 (O,S,C)	33	11	11	11	33	3.00
STAFFING PATTERN 4 (O,L,C)						
STAFFING PATTERN 5 (1 SUPV)	29	26	19	10	16	2.58
STAFFING PATTERN 6 (NO SUPV)						

TABLE 105: CONT'D.

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

STATEWIDE N = 326				SIZE 1 (1-19) N = 45			SIZE 2 (20-59) N = 68			SIZE 3 (60-149) N = 29			SIZE 4 (150-MORE) N = 190		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
112	73	37	30	87	44	23	87	39	36	93	33	37	63	36	27
113	80	29	15	82	46	19	79	30	23	76	36	9	82	25	12

STAFFING PATTERN BREAKDOWN

	PATTERN 1 (O,S,L,C) N = 216			PATTERN 2 (O,S,L) N = 68			PATTERN 3 (O,S,C) N = 9			PATTERN 4 (O,L,C) N =			PATTERN 5 (1 SUPV) N = 33			PATTERN 6 (NO SUPV) N =		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
112	67	35	29	88	40	30	67	33	50				85	43	29			
113	82	24	14	78	36	13	89	25	13				73	54	21			

TABLE 106: SERGEANT TASKLIST QUESTIONNAIRE RESPONSES
BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

LIEUTENANT RESPONSES ON ACTIVITY: GIVING INFORMATION TO NEWS MEDIA

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	8	18	10	23	41	3.72

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	50	17	17	0	17	2.17
SIZE 2 (20-59)	0	23	15	23	38	3.77
SIZE 3 (60-149)	25	38	0	25	13	2.63
SIZE 4 (150 OR MORE)	3	15	9	25	48	3.98

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	6	17	8	25	44	3.85
STAFFING PATTERN 2 (O,S,L)	14	24	14	14	33	3.29
STAFFING PATTERN 3 (O,S,C)						
STAFFING PATTERN 4 (O,L,C)						
STAFFING PATTERN 5 (1 SUPV)						
STAFFING PATTERN 6 (NO SUPV)						

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

STATEWIDE N = 93				SIZE 1 (1-19) N = 6				SIZE 2 (20-59) N = 13				SIZE 3 (60-149) N = 8				SIZE 4 (150-MORE) N = 66		
TASK	% DO	% CRIT	% MUCH TIME	TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
112	68	22	24	112	83	20	20	69	33	22	100	0	13	62	24	27			
113	83	19	14	113	83	40	20	77	30	20	50	0	0	88	17	14			

STAFFING PATTERN BREAKDOWN

	PATTERN 1 (O,S,L,C) N = 72			PATTERN 2 (O,S,L) N = 21			PATTERN 3 (O,S,C) N =			PATTERN 4 (O,L,C) N =			PATTERN 5 (1 SUPV) N =			PATTERN 6 (NO SUPV) N =		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
112	65	26	28	76	13	13												
113	83	20	13	81	18	18												

* * * * * * * * * *

Activity: Giving Speeches and Demonstrations to Various Community Groups

Task:

114. **Prepare for presentation by reviewing written information and films, etc., on the topic or by talking with others knowledgeable in the topic**

115. **Gather notes, equipment (films, projector, etc.) and/or pamphlets on the topic**

116. **Talk to the group on the chosen topic**

117. **Demonstrate the use of equipment related to the topic of the speech**

118. **Answer questions from the group**

* * * * *

Summary

Regardless of how the data are broken down, over 85% of the Sergeants and Lieutenants responding report that Sergeants perform this activity very infrequently--4 or 5 times a year or rarely, if ever.

For the individual tasks, there are discrepancies between the data for Sergeants and Lieutenants in their opinions of those who do the tasks. This may be attributed to the fact that the Lieutenants answered on the basis of whether people in the rank of Sergeant perform these tasks whereas the Sergeants answered whether they personally perform them.

On a statewide basis, fewer than half (41% or less) of the Sergeants report that Sergeants do these tasks and that the tasks are critical and take much time. Although a majority (58% or more) of the Lieutenants report that Sergeants do these tasks, they agree that the tasks are not critical and do not take much time.

The percentages of Sergeants who report that Sergeants perform these tasks tend to decrease as agency size increases with a range of about 30 percentage points between the smallest size agencies and the largest. The majority of the Sergeants in agency sizes 1 and 2 (1 to 59 total personnel) report that Sergeants perform these tasks while a majority of the Sergeants in the larger agencies do not report this. For a reason that is not clear, the Sergeants in agency size 3 (60 to 149 total personnel) are the only group to consistently report that these tasks take much time. However, the small sample size may inflate the data.

The majority of Sergeants in staffing patterns 2 (Officer, Sergeant, Lieutenant) and 5 (1 supervisor) report that Sergeants do these tasks. Since these two staffing patterns are mainly in agency sizes 1 and 2, the results are consistent with that by agency size. It seems reasonable to conclude from the data that Sergeants in smaller agencies are more likely to give speeches and demonstrations than are Sergeants in the largest agencies; but, generally, most of those who do this activity do not regard it as critical or as requiring much time. (Tables 107 and 108).

* * * * *

TABLE 107: SERGEANT TASKLIST QUESTIONNAIRE RESPONSES
BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

SERGEANT RESPONSES ON ACTIVITY: GIVING SPEECHES AND DEMONSTRATIONS TO VARIOUS COMMUNITY GROUPS

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	1	4	5	18	72	4.58

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	2	2	5	37	53	4.37
SIZE 2 (20-59)	2	5	2	33	59	4.43
SIZE 3 (60-149)	0	7	7	14	72	4.52
SIZE 4 (150 OR MORE)	0	3	6	10	81	4.70

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	.4	2	6	14	77	4.65
STAFFING PATTERN 2 (O,S,L)	1	7	3	24	64	4.42
STAFFING PATTERN 3 (O,S,C)	0	0	0	25	75	4.22
STAFFING PATTERN 4 (O,L,C)						
STAFFING PATTERN 5 (1 SUPV)	0	3	3	38	56	4.47
STAFFING PATTERN 6 (NO SUPV)						

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

STATEWIDE N = 326				SIZE 1 (1-19) N = 45			SIZE 2 (20-59) N = 68			SIZE 3 (60-149) N = 29			SIZE 4 (150-MORE) N = 190		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
114	38	31	37	58	27	42	52	26	31	48	36	50	27	37	33
115	38	30	39	56	28	48	53	20	31	48	36	50	26	39	37
116	40	28	40	64	28	48	62	31	41	45	23	62	28	35	35
117	37	27	37	58	27	50	59	25	38	45	31	54	24	33	29
118	41	30	41	64	31	48	59	30	43	45	23	62	29	35	35

TABLE 107: CONT'D. STAFFING PATTERN BREAKDOWN

TASK	PATTERN 1 (O,S,L,C) N = 216			PATTERN 2 (O,S,L) N = 68			PATTERN 3 (O,S,C) N = 9			PATTERN 4 (O,L,C) N =			PATTERN 5 (1 SUPV) N = 33			PATTERN 6 (NO SUPV) N =		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
114	31	31	34	53	31	39	22	0	100				58	37	37			
115	30	32	35	55	27	41	22	0	100				55	33	44			
116	32	29	34	57	26	49	33	0	33				61	35	45			
117	28	26	30	57	26	46	22	0	0				55	33	44			
118	33	30	37	57	28	46	33	0	33				61	35	45			

TABLE 108: SERGEANT TASKLIST QUESTIONNAIRE RESPONSES BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

LIEUTENANT RESPONSES ON ACTIVITY: GIVING SPEECHES AND DEMONSTRATIONS TO VARIOUS COMMUNITY GROUPS

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	0	1	3	22	74	4.68

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	0	0	0	50	50	4.50
SIZE 2 (20-59)	0	0	0	8	92	4.92
SIZE 3 (60-149)	0	0	0	25	75	4.75
SIZE 4 (150 OR MORE)	0	2	5	22	72	4.64

	FREQUENCY PERCENT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	0	1	4	21	73	4.66
STAFFING PATTERN 2 (O,S,L)	0	0	0	24	76	4.76
STAFFING PATTERN 3 (O,S,C)						
STAFFING PATTERN 4 (O,L,C)						
STAFFING PATTERN 5 (1 SUPV)						
STAFFING PATTERN 6 (NO SUPV)						

TABLE 108: CONT'D.

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

	STATEWIDE N = 93				SIZE 1 (1-19) N = 6			SIZE 2 (20-59) N = 13			SIZE 3 (60-149) N = 8			SIZE 4 (150-MORE) N = 66		
TASK	% DO	% CRIT	% MUCH TIME	TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
114	60	18	45	114	50	0	67	33	50	75	50	25	25	67	16	43
115	58	13	42	115	50	0	67	33	25	75	38	33	0	65	12	40
116	65	13	37	116	67	0	75	42	40	40	63	20	20	70	11	35
117	67	15	34	117	67	0	75	42	40	60	63	20	0	73	13	31
118	67	16	37	118	67	0	75	42	40	60	63	20	20	73	15	33

STAFFING PATTERN BREAKDOWN

	PATTERN 1 (O,S,L,C) N = 72			PATTERN 2 (O,S,L) N = 21			PATTERN 3 (O,S,C) N =			PATTERN 4 (O,L,C) N =			PATTERN 5 (1 SUPV) N =			PATTERN 6 (NO SUPV) N =		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
114	66	17	45	38	25	50												
115	65	13	39	33	14	57												
116	69	12	37	52	18	36												
117	72	14	31	52	18	46												
118	72	16	35	52	18	46												

* * * * * * * * * *

Table 109: Tasks Added by Respondents to Sergeant Checklist

TASK	NUMBER OF TIMES MENTIONED
Communications	
1. Operate switchboard	1
Detective-Investigations	
1. Conduct investigations of criminal activity, accidents, burglaries	10
2. Assign investigations to detectives	2
3. Supervise investigations	4
4. Investigate and interview pistol permit applicants	5
5. Review activity of confidential informants	1
6. Debrief detectives	1
7. Investigate departmental accidents and injuries	4
8. Conduct investigations of patrol officers' conduct	1
9. Investigate job applicants	2
10. Investigate reports of exceptional work by police officers	1
Juvenile-Youth Aide	
1. Investigate complaints regarding youths	2
2. Instruct youth-related programs	2
3. Prepare cases for court regarding youths	2
4. Cooperation with and referrals to other youth related agencies	2
5. Contact families of arrested youths	1
Records	
1. Prepare various local, State, Federal reports	15
2. Type daily reports	2
3. Oversee and maintain personnel files	3
4. Maintain or revise work, time, and payroll records	6
5. Maintain department arrest, summons, and traffic ticket records	5
6. Control department file systems	1
7. Review or maintain motor vehicle accident records	5
8. Prepare and maintain reports on injured officers	3
9. Maintain record of department expenditures	1
10. Maintain record of uniform and equipment issue or inventory	3
11. Maintain vehicle fleet records	1
12. Maintain various records	2
Administration	
1. Recruit and coordinate screening process	1
2. Administer and coordinate department training program	1
3. Prepare training roster	
4. Budget control	1
5. Prepare budgets for special details	1
6. Order, inventory and maintain supplies	6
7. Requisition equipment	1
8. Review incoming mail	1

Table 109: cont'd.

TASK	NUMBER OF TIMES MENTIONED
Administration--cont'd.	
9. Answer department's correspondence	2
10. Prepare work and vacation schedules	4
11. Prepare payrolls	2
12. Investigate and check overtime requests	1
13. Control property and evidence in police custody	1
14. Research and respond to studies, questionnaires and surveys	1
15. Prepare materials for position papers and speeches for administration	1
16. Administrative inspection of department commands	2
17. Prepare written orders	1
18. Prepare court schedule	1
Transportation and Delivery	
1. Arrange transportation of matrons to and from work	1
2. Arrange transportation of prisoners and personal effects to court	1
Preparing and Serving Subpoenas, Warrants, etc.	
1. Obtain warrants	1
2. Execute warrants	3
3. Accept subpoenas	1
Technician, Special Skills	
1. Translator	1
2. Locate and preserve physical evidence	1
3. Analyze physical evidence	1
4. Repair equipment	1
5. Make ammunition	1
6. Coordinate handling of county disasters	1
7. Coordinate air defense warning system	1
8. Coordinate bomb squad efforts	1
9. Chief scuba diver	1
10. Marine patrol	1
11. Lead special squads	1
12. Maintain and repair traffic lights	1
13. Maintain, install and repair traffic signs	1
14. Paint highway markings	1
15. Photograph scenes of accidents, fires, etc.	1
16. Recognize and dispose of hazardous chemicals and devices	1
17. Classify fingerprints	1
18. Identify person by prints on file	1
19. Crowd and riot control	2
20. Analyze crime patterns	1
21. Set up stakeouts	1
22. Direct and perform raids	1

Table 109: cont;d.

TASK	NUMBER OF TIMES MENTIONED
Supervision	
1. Supervise internal affairs investigators	1
2. Supervise police vehicle maintenance and repair	9
3. Advise officers on case investigations	1
4. Supervise park operations	1
5. Supervise building custodial and maintenance workers	7
6. Supervise and assign school crossing guards	2
7. Supervise traffic control division	1
8. Supervise entering data into computer	1
9. Supervise dispatchers	1
10. Supervise clerical staff	7
11. Supervise bomb squad	1
12. Supervise auto theft activities	1
13. Supervise tow truck companies on tow list	1
14. Supervise airport security checkpoint personnel	1
15. Supervise detectives	1
16. Supervise fingerprinting and photographing	2
17. Supervise paramedical personnel	1
18. Supervise pistol calibration unit	1
19. Supervise radar unit	1
20. Supervise traffic surveys, meter patrols, etc.	1
21. Supervise communications center and copy center	1
22. Authorize impounding of motor vehicles	1
23. Assign laboratory personnel	1
Instructing and Training	
1. Firearms instruction	2
2. First aid and CPR instruction	1
3. Conduct training classes for new officers	1
4. Train civilian clerks	1
5. Prepare training programs	2
6. Develop new training courses	1
7. Train airport security checkpoint personnel	1
Miscellaneous	
1. Plea bargain with District Attorney and defense attorney	1
2. Review laws, rules, and regulations for changes and new enactment	2
3. Arrange and lead funeral and color guard details	1
4. Act as court officer	1
5. Make appointments and arrangements for presentations and displays at shows and fairs	1
6. Provide protection for dignitaries	1
7. Act as police liaison with auxiliary police	1
8. Perform as member of precision firearms team	1
9. Coordinate staff for special events such as parades	2
10. Act as computer security officer	1
11. Act as liaison between uniformed personnel and detectives	1
12. Coordinate community relations	1
13. Maintain building security	1

- APPENDIX O -

POLICE LIEUTENANT SUMMARY, ANALYSIS, AND DATA

POLICE LIEUTENANT SUMMARY

The Lieutenant position exists in many police departments throughout New York State. Staffing information received during the initial phase of this study showed that the Lieutenant position can be found in 147 of the 363 departments supplying data. It was reported that a total of 907 Lieutenant positions exist in the 147 departments. The agencies which have this position range in size from some of the smallest to the very largest of agencies in the population. Further, these Lieutenant positions exist in departments characterized by four distinct staffing patterns.

Within the agencies the Lieutenants assume a number of different functions or roles. For the most part, the Lieutenant position is a supervisory one. The officers which they supervise may be involved in various activites such as patrol, dispatching, detective assignments and record keeping. The position is often that of a working supervisor in that the Lieutenants perform many of the necessary tasks along with their subordinates. Lieutenants can also be found in administrative capacities assisting Captains, Chiefs and others. Likewise, Lieutenants may be assigned to specialized and technical roles because of the unique knowledges and skills which they possess. Table 110 shows a summary of the biographical information on the people who responded to the Lieutenant questionnaire.

The task checklist was developed from observations of and interviews with Lieutenants in various agencies throughout the State. A total of 35 Lieutenants were interviewed in 13 agencies; these agencies represented various size and staffing categories. Also, the Lieutenants interviewed were involved in many of the different types of assignments which exist. Additionally, there were two Captains who were interviewed about the Lieutenant position. The information gathered was reviewed and consolidated into the questionnaire containing 134 tasks divided among 25 activities.

The statewide analysis shows that all tasks listed in the questionnaire are done by at least some of the Lieutenants in the sample. Of the 134 tasks, 16 are done by at least 90% of the Lieutenants statewide. These 16 tasks involve certain of the functions associated with preparing for work, answering officers' questions, evaluating subordinate officers' job performance, reviewing call reports, investigating disputes and complaints regarding subordinates and suggesting solutions to problems and changes in procedures. There are 67 tasks in the checklist done by at least 70% of the Lieutenants, while 97 tasks are done by at least half of the respondents. There are only four tasks which are done by less than 20% of the Lieutenants in the sample; these tasks relate to performing technical functions at a crime scene, returning evidence to officer for court appearance, and administering intoxication tests. Tables 111 through 119 in Appendix O provide a display of the percentage of Lieutenants (by intervals of 10%) who do each task according to the statewide or overall analysis.

Along with the statewide analysis the data was grouped according to two criteria. All Lieutenants in the sample were segregated into four groups representing a range of various agency sizes. The smallest agencies (size 1) consist of departments with between 1 and 19 uniformed officers while the largest agencies (size 4) are those departments with 150 or more officers. Likewise the data were grouped according to agency staffing pattern. Staffing pattern 1 consists of agencies with Officer, Sergeant, Lieutenant and Captain positions; pattern 2 has Officer, Sergeant and Lieutenant; pattern 4 has Officer, Lieutenant and Captain positions; and pattern 5 consists of only Officers and Lieutenants.

The tables and discussions which follow show that in some cases the percentage of Lieutenants doing a particular task or tasks varies with and may be related to agency size. It is evident on many of the tasks that the percentage of Lieutenants doing the tasks decreases with increasing agency size. This suggests that the Lieutenants in the smaller agencies are more likely to be generalists and as such perform a wider range of duties. On the other hand, in the larger agencies there is a tendency for certain tasks to be a function of selected officers assigned

to specialized divisions or sections. Different response patterns can also be noted for the sizes. The detailed information separated by size and staffing patterns is in Tables 120 through 144.

The staffing analysis shows that the percentages vary in a number of cases when the responses are grouped by agency staffing pattern. There are a number of tasks where the responses from the Lieutenants in patterns 2 and 5 are quite similar; probably because they are the highest uniformed level in these agencies. Also, the responses of the Lieutenants from staffing pattern 4 differ markedly from the others on some of the tasks; this may be attributed to the absence of the Sergeant rank in these agencies. (See also Tables 116 through 119 for a display of the differences in "Do" responses for the staffing pattern categories).

A few things should be kept in mind when viewing the data included with the analysis which follow. First of all, the number of Lieutenants representing the different staffing and size categories varies. Particularly noteworthy here is that there are only a few Lieutenants appearing in staffing pattern 5 and size 1 (N = 5 and 10 respectively). For many tasks the analyses show that the responses for the Lieutenants in pattern 5 are similar to those in size 1; this is because 4 of the 5 pattern 5 Lieutenants are also in the smallest agencies.

It should also be noted that in some instances a Lieutenant did not provide a response to a particular task question and, therefore, the number actually answering a given question may be less than the "N" for the category. For the size and staffing categories the maximum number of deletions on a particular task are: size 1 and pattern 5 - none; size 2 and 3 and patterns 2 and 4 - one; and size 4 and pattern 1 - three. The activity frequency questions were completed by only 191 of the 209 Lieutenants in the sample. The position of the activity questions on the last page of the questionnaire probably accounts for a number of Lieutenants overlooking these items.

The questionnaire provided the Lieutenants an opportunity to add any task which they do which was not covered in the task checklist. Additions and general comments on the checklist were received from 49 of the 209 Lieutenants in the sample. Many of the responses were essentially duplications of what was covered in the questionnaire. Also a few things which were added were unique to but one respondent. The following are the only duties added which were not covered in the questionnaire and not unique to one Lieutenant: taking charge of department in Chief's/Supervisor's absence, supervising school crossing guards, assisting court officials in the prosecution of cases. It should be noted that none of the three duties was mentioned by more than five Lieutenants.

Table 110: Biographical Data for Lieutenant Task Checklist Questionnaire Respondents

Sex and Ethnic Background

LIEUTENANT

	Male	Female	No Resp.	TOTAL
White	201	0	0	201
Black	1	1	0	2
Hispanic	1	0	0	1
Asian	0	0	0	0
Amr. Ind.	0	0	0	0
Other	0	0	0	0
No Resp.	1	0	4	5
TOTAL	204	1	4	209

Type of Assignment

LIEUTENANT

	N	%
1. Patrol	48	23
2. Dispatching	5	2
3. Desk	37	18
4. Detective	16	8
5. Juvenile/ Youth Aide	2	1
6. Records	4	2
7. Administration	44	21
8. Other	17	8
9. Mult. Resp.	19	9
10. No Resp.	17	8

LIEUTENANT RESPONDENTS

	Length of Time in Rank		Length of Total Police Experience	
	N	%	N	%
0 - 5 months	2	1	0	0
6 - 11 months	2	1	0	0
1 yr - 2 yrs	36	17	0	0
3 - 5 yrs	81	39	1	.5
6 - 10 yrs	48	23	14	7
More than 10 yrs	35	17	187	89
No Response	5	2	7	3

Table 111: Distribution of "Do" Responses on Lieutenant Questionnaire, Statewide

% Who do Task	Task Number
90-100	1, 2, 3, 5, 7, 20, 21, 34, 51, 52, 53, 54, 66, 74, 76, 118
80-89	6, 18, 24, 25, 26, 27, 28, 30, 31, 33, 35, 36, 37, 38, 40, 68, 70, 72, 113, 114, 116, 120
70-79	4, 9, 10, 13, 16, 23, 29, 32, 41, 47, 48, 58, 60, 65, 67, 69, 71, 75, 77, 78, 79, 85, 87, 98, 99, 100, 117, 124, 126
60-69	12, 19, 22, 44, 49, 56, 57, 80, 86, 102, 106, 108, 110, 115, 119, 125, 128, 134
50-59	8, 14, 17, 42, 43, 61, 73, 83, 90, 107, 109, 111
40-49	11, 15, 45, 55, 81, 88, 89, 91, 92, 93, 95, 101, 103, 105, 112, 127, 131
30-39	46, 50, 59, 62, 64, 82, 104, 123, 129, 130
20-29	63, 84, 94, 97, 132, 133
10-19	39, 96, 121, 122
0-9	

Table 112: Distribution of "Do" Responses on Lieutenant Questionnaire Size 1

% Who do Task	Task Number
90-100	1, 2, 3, 5, 6, 7, 9, 12, 16, 18, 19, 20, 21, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, 35, 36, 37, 38, 40, 41, 43, 44, 45, 47, 48, 49, 51, 52, 53, 54, 60, 66, 67, 68, 69, 70, 71, 72, 74, 76, 77, 78, 79, 80, 83, 87, 97, 98, 99, 100, 102, 103, 104, 105, 106, 107, 108, 109, 110, 111, 113, 114, 115, 116, 117, 118, 120, 128, 134
80-89	4, 13, 22, 50, 58, 59, 65, 75, 86, 92, 101, 112
70-79	10, 42, 46, 56, 57, 85, 90, 93, 124, 126, 127
60-69	61, 73, 81, 82, 88, 89, 91, 119, 125
50-59	55, 84, 123, 129, 130, 131
40-49	8, 14, 15, 17, 39, 62, 94, 95, 96, 121, 122
30-39	11, 132, 133
20-29	63, 64
10-19	
0-9	

Table 113: Distribution of "Do" Responses on Lieutenant Questionnaire Size 2

% Who do Task	Task Number
90-100	1, 2, 3, 5, 7, 18, 20, 21, 24, 34, 35, 36, 52, 53, 66, 68, 74, 76, 108, 113, 114, 115, 116, 118
80-89	9, 23, 25, 26, 27, 28, 30, 31, 33, 37, 38, 40, 47, 48, 51, 54, 60, 65, 69, 70, 72, 80, 85, 98, 99, 100, 102, 106, 110, 117, 120, 134
70-79	4, 6, 12, 13, 16, 19, 29, 32, 49, 58, 67, 71, 77, 78, 79, 81, 87, 89, 109, 111, 124, 126
60-69	10, 41, 44, 57, 75, 83, 86, 88, 103, 105, 107, 112, 119, 125, 127, 128
50-59	14, 22, 43, 56, 73, 82, 90, 101, 104
40-49	8, 17, 42, 45, 50, 55, 84, 91, 92, 95, 123, 129, 131
30-39	11, 15, 46, 59, 61, 62, 93, 94, 97, 121, 122, 130, 132, 133
20-29	39, 63, 64, 96
10-19	
0-9	

Table 114: Distribution of "Do" Responses on Lieutenant Questionnaire Size 3

% Who do Task	Task Number
90-100	1, 2, 3, 4, 5, 7, 10, 13, 18, 20, 21, 24, 25, 26, 27, 28, 29, 31, 33, 34, 35, 36, 37, 40, 48, 51, 52, 53, 54, 60, 65, 66, 68, 69, 70, 72, 74, 76, 113, 114, 116
80-89	6, 9, 12, 14, 15, 19, 23, 30, 32, 38, 47, 49, 58, 67, 80, 87, 98, 99, 100, 115, 118, 120, 134
70-79	8, 17, 41, 44, 71, 75, 77, 78, 79, 102, 117, 126, 128
60-69	16, 22, 43, 45, 57, 73, 85, 90, 93, 106, 108, 119, 124, 131
50-59	11, 42, 55, 56, 59, 61, 81, 82, 83, 86, 88, 91, 103, 107, 110, 123, 125
40-49	89, 95, 101, 104, 105, 127
30-39	39, 50, 62, 92, 94, 109, 111, 112, 129, 130
20-29	46, 84, 96, 97, 133
10-19	63, 64, 121, 122, 132
0-9	

Table 115: Distribution of "Do" Responses on Lieutenant Questionnaire
Size 4

% Who do Task	Task Number
90-100	1, 2, 3, 5, 7, 20, 34, 51, 52, 53, 54
80-89	6, 10, 18, 21, 24, 26, 28, 30, 31, 33, 35, 36, 37, 38, 66, 67, 68, 70, 72, 74, 76, 77, 116, 118, 120
70-79	4, 9, 13, 16, 23, 25, 27, 29, 32, 40, 41, 47, 58, 60, 65, 69, 71, 75, 87, 98, 99, 113, 114, 124
60-69	12, 22, 42, 44, 48, 49, 56, 57, 78, 79, 85, 86, 100, 117, 119, 125, 126, 128
50-59	15, 17, 19, 61, 73, 80, 90, 106, 108, 110, 115, 134
40-49	8, 11, 14, 43, 45, 55, 62, 83, 88, 95, 101, 102, 107, 109, 111, 127, 131
30-39	50, 59, 64, 81, 91, 92, 93, 103, 105, 112, 129, 130
20-29	46, 63, 84, 89, 94, 97, 104, 123, 133
10-19	82, 132
0-9	39, 96, 121, 122

Table 116: Distribution of "Do" Responses on Lieutenant Questionnaire
Staffing Pattern 1

% Who do Task	Task Number
90-100	1, 2, 3, 5, 7, 20, 21, 34, 52, 53, 54, 76, 118
80-89	6, 10, 13, 18, 24, 26, 28, 30, 31, 33, 35, 36, 37, 38, 51, 66, 68, 70, 72, 74, 113, 114, 116, 120
70-79	4, 9, 12, 16, 23, 25, 27, 29, 32, 40, 47, 58, 60, 65, 67, 69, 71 75, 77, 85, 87, 98, 99, 117, 119, 124
60-69	19, 22, 41, 44, 48, 49, 56, 57, 78, 79, 80, 86, 100, 106, 108, 126, 128
50-59	17, 42, 55, 61, 83, 88, 90, 102, 107, 109, 110, 111, 115, 125, 134
40-49	11, 15, 43, 73, 95, 101, 112, 129, 131
30-39	8, 14, 45, 50, 62, 64, 81, 89, 91, 92, 93, 103, 105, 127, 130
20-29	46, 59, 84, 94, 97, 104, 123, 133
10-19	39, 63, 82, 96, 121, 122, 132
0-9	

Table 117: Distribution of "Do" Responses on Lieutenant Questionnaire
Staffing Pattern 2

% Who do Task	Task Number
90-100	1, 2, 3, 5, 7, 20, 21, 24, 26, 28, 30, 34, 51, 52, 53, 54, 58, 60, 66, 68, 72, 74, 76, 113, 114, 116, 117, 118
80-89	10, 12, 18, 23, 27, 31, 33, 35, 36, 37, 38, 40, 47, 48, 69, 70, 98, 108, 115, 120, 134
70-79	4, 6, 9, 13, 16, 19, 25, 29, 32, 49, 57, 65, 71, 75, 77, 78, 79, 80, 85, 87, 90, 99, 100, 102, 106, 109, 110, 111, 126, 128
60-69	8, 14, 41, 44, 56, 67, 73, 81, 83, 86, 89, 105, 107, 112, 119, 124
50-59	11, 82, 88, 92, 93, 101, 127, 129
40-49	17, 22, 43, 50, 61, 84, 91, 95, 97, 103, 125, 130, 131
30-39	15, 42, 45, 46, 55, 59, 63, 64, 94, 96, 104, 123, 132, 133
20-29	39, 62
10-19	121, 122
0-9	

Table 118: Distribution of "Do" Responses on Lieutenant Questionnaire
Staffing Pattern 4

% Who do Task	Task Number
90-100	1, 2, 3, 7, 18, 20, 34, 35, 51, 52, 53, 66, 68
80-89	4, 5, 6, 9, 10, 21, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32, 33, 36, 37, 38, 40, 54, 65, 67, 69, 70, 72, 74, 76, 113, 114, 116, 124
70-79	13, 15, 16, 17, 22, 41, 42, 44, 47, 48, 49, 58, 60, 71, 75, 77, 78, 79, 80, 87, 98, 99, 100, 103, 115, 118, 120, 125, 126, 128
60-69	8, 14, 19, 43, 45, 57, 85, 102, 110, 127, 134
50-59	12, 56, 59, 61, 62, 73, 81, 86, 91, 104, 106, 108, 117, 123
40-49	83, 90, 93, 95, 101, 105, 119, 131
30-39	11, 46, 50, 55, 64, 82, 88, 89, 92, 94, 107, 109, 111
20-29	63, 84, 112, 129, 130, 133
10-19	39, 96, 97, 121, 122, 132
0-9	

Table 119: Distribution of "Do" Responses on Lieutenant Questionnaire
Staffing Pattern 5

% Who do Task	Task Number
90-100	1, 2, 3, 4, 5, 6, 7, 9, 12, 18, 19, 20, 21, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, 35, 36, 37, 38, 40, 41, 42, 43, 44, 45, 46, 47, 48, 49, 50, 51, 52, 53, 60, 65, 66, 67, 68, 69, 70, 71, 72, 74, 76, 77, 78, 79, 80, 86, 87, 97, 98, 99, 100, 101, 102, 103, 104, 105, 106, 107, 108, 109, 110, 111, 114, 115, 116, 117, 118, 124, 128, 134
80-89	13, 16, 22, 54, 85, 92, 93, 96, 112, 113, 120, 121, 122, 123, 125
70-79	
60-69	39, 59, 61, 73, 75, 81, 82, 83, 88, 89, 91, 94, 95, 126, 127, 131
50-59	
40-49	14, 15, 58, 84, 90
30-39	
20-29	8, 10, 17, 55, 56, 57, 119, 129, 130, 132, 133
10-19	
0-9	11, 62, 63, 64

Activity: Preparing for Work

Task:

1. Dress neatly and in proper uniform

2. Talk to personnel (officers, lieutenants, chief, etc.) working previous shift in order to familiarize self with occurrences of the previous shift and to discuss anything which may carry over to your shift

3. Read police crime/complaint reports, police blotter, teletype messages, FBI wanted posters and other police documents

4. Write notes about specific incidents and cases of the previous shift for referral to the officers at roll call

5. Meet with chief, captain and/or others and discuss on-going problems cases and investigations, personnel matters, and general business of the department

6. Gather equipment and papers (schedules, warrants, subpoenas, special orders from the chief/captain, and reports) which should be given to the officers

7. Read previously prepared work schedule to see who is working and who is on vacation/personal/sick leave

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Summary

As it might be expected, preparing for work is an activity done daily by almost all of the Lieutenant respondents. Further, each of the tasks is done by a majority of the respondents regardless of size or staffing pattern. The only tasks which were viewed as critical by a majority of the Lieutenants in each size and staffing pattern were task 2 (speaking with personnel from the previous shift) and task 3 (reading various police documents). No task was consistently rated time consuming by a majority of the respondents in either of the size or staffing breakdowns. (Table 120).

Statewide Analysis

The statewide data indicates that each task is done by at least 77% and as many as 99% of the Lieutenants. Four tasks are perceived as critical by a statewide majority of the respondents. These tasks (2, 3, 4 and 5) relate to learning what has happened during the previous shift and discussing police matters with other department personnel. The only task rated as time consuming is task 3, reading various police documents. The activity frequency information shows that almost all Lieutenants prepare for work daily.

Size Analysis

When analyzed by size of agency, the data shows that each of the seven tasks is done by a majority of the respondents in each size breakdown. Again, each of the percentages is quite high indicating that most Lieutenants perform

each of the tasks regardless of agency size. Tasks 2 and 3 are the only tasks within this activity which are perceived as critical by a majority in each size group. A majority of the Lieutenants see task 4 as critical in all but the smallest agencies; task 5 is viewed as critical by a majority of the Lieutenants in all but the largest agencies. For each size breakdown, various combinations of tasks were rated as time consuming by a majority of the Lieutenants except for size 3 where no task is perceived as taking much time. The activity data again shows that almost all Lieutenants prepare for work daily, no matter what the agency size is.

Staffing Pattern Analysis

A majority of the respondents in each staffing pattern indicated that they do each of the listed tasks. As in the previous case, only tasks 2 and 3 are perceived as critical across all staffing pattern categories. Likewise, different staffing patterns perceive different tasks as being time consuming and each staffing group indicates that they perform this activity daily.

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TABLE 120: LIEUTENANT TASKLIST QUESTIONNAIRE RESPONSES BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

LIEUTENANT RESPONSES ON ACTIVITY: PREPARING FOR WORK

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	183	4	1	0	2	1.07

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	10	0	0	0	0	1.00
SIZE 2 (20-59)	46	1	0	0	0	1.02
SIZE 3 (60-149)	18	0	0	0	0	1.00
SIZE 4 (150 OR MORE)	109	3	1	0	2	1.11

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	96	4	1	0	1	1.10
STAFFING PATTERN 2 (O,S,L)	35	0	0	0	0	1.00
STAFFING PATTERN 3 (O,S,C)						
STAFFING PATTERN 4 (O,L,C)	47	0	0	0	1	1.08
STAFFING PATTERN 5 (1 SUPV)	5	0	0	0	0	1.00
STAFFING PATTERN 6 (NO SUPV)						

TABLE 120: CONT'D.

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

STATEWIDE N = 209

TASK	% DO	% CRIT	% MUCH TIME
1	97	32	31
2	96	77	29
3	99	70	55
4	77	65	19
5	92	53	30
6	81	40	33
7	95	34	20

SIZE BREAKDOWN

TASK	SIZE 1 (1-19) N = 10			SIZE 2 (20-59) N = 51			SIZE 3 (60-149) N = 21			SIZE 4 (150-MORE) N = 127		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
1	100	20	80	100	42	28	100	38	29	95	28	29
2	100	80	20	100	84	26	91	68	26	94	75	32
3	100	80	60	100	88	51	95	65	40	99	63	59
4	80	38	13	73	81	14	91	58	26	76	63	21
5	100	60	70	96	63	25	95	50	10	90	48	32
6	90	44	33	77	49	29	86	50	17	81	35	37
7	100	30	40	98	32	12	91	42	11	94	34	24

STAFFING PATTERN BREAKDOWN

TASK	PATTERN 1 (O,S,L,C) N = 111			PATTERN 2 (O,S,L) N = 37			PATTERN 3 (O,S,C) N =			PATTERN 4 (O,L,C) N = 56			PATTERN 5 (1 SUPV) N = 5			PATTERN 6 (NO SUPV) N =		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
1	96	29	25	100	43	24				96	32	42	100	20	100			
2	96	80	29	97	83	28				95	68	34	100	60	0			
3	100	60	55	100	87	54				96	80	57	100	60	40			
4	71	62	14	70	73	27				89	68	26	100	40	0			
5	91	49	28	100	76	24				89	48	34	100	20	60			
6	80	33	34	76	57	29				84	45	32	100	40	40			
7	93	30	19	92	35	15				100	41	20	100	20	80			

* * * * * * * * * *

Activity: Scheduling and Approving Work and Leave Time

Task:

8. Write long-range schedule by listing the officers, shift assignments and days off, taking into consideration the strengths and weaknesses of the individual officers, employee contractual arrangements, etc.

9. Assign officers to cars and zones and special assignments

10. Make changes in schedule/assignments where possible, when officers request leave time, when patrol needs change, and when special situations arise

11. Check on officers who have called in sick by phoning or visiting or having the police doctor visit and ask how the person is doing and when he expects to be back at work

12. Arrange for substitute officers to replace those calling in sick

13. Approve overtime by asking officer to explain reason for it and recording hours worked on standard form

14. Keep attendance records by writing on standard form the hours worked by each officer, when they take leave credits, or when they call in sick

* * * * *

Summary

Only certain of these tasks appear to be done by a majority of the respondents in each of the staffing and size groupings. These tasks relate to the everyday scheduling and assignment of the officers (tasks 9, 12 and 13). While the statewide activity average 2.20 shows that on the average the activity is done weekly, two of the size/staff groups vary noticeably from this smallest agency (size 1) and the agency with the fewest supervisory levels (staffing pattern 5) are involved with this activity much less often than the other groups. This is probably the case since the relatively small number of officers in these departments obviates the need for frequent scheduling changes. Those Lieutenants who write the long-range schedules (task 8) generally see the task as taking much of their time; however, none of the other tasks is consistently rated time consuming by a majority in each of the breakdowns. Likewise, no task in this activity is rated critical by a majority of the respondents of each size and staffing category. (Table 121).

Statewide Analysis

With the exception of task 11, checking on sick officers, each task under this activity is done by at least half the respondents statewide. Those tasks which relate to the daily schedule and assignment of personnel (tasks 9, 10, 12 and 13) are done by more Lieutenants than the long-range planning and time record keeping (tasks 8 and 14). No task in this activity was rated as critical by a majority of the Lieutenants performing the task.

A majority of those Lieutenants who do task 8 also perceive it as taking much of their time. No other task was rated as time consuming by a majority of the respondents. The activity frequency data shows that many Lieutenants are involved daily in scheduling functions; however, the statewide weighted average is 2.20 or about weekly.

Size Analysis

Tasks 9, 10, 12 and 13 are done by a majority of the Lieutenants in each of the size breakdowns. Of these, tasks 9 and 12 appear to be done by a larger percentage of Lieutenants in the smaller agencies as compared to the larger agencies. Agency size 3 differs from each of the other sizes in that all the tasks in this group are done by a majority of the respondents. No majority sees tasks 10, 11, 12, 13 or 14 as critical, regardless of agency size. The only task rated as time consuming was task 8 where a majority of the Lieutenants from sizes 1, 3 and 4 see it as taking much time. The activity frequency information varies from one agency size to another. Agency size 2 and 4 Lieutenants indicated that they are involved with scheduling somewhere between weekly and monthly; while in size 3, most Lieutenants have daily involvement and in size 1,monthly involvement appears to be the norm.

Staffing Pattern Analysis

An analysis by staffing pattern shows that only tasks 9, 12 and 13 are done by a majority of the respondents in each category. The long-range scheduling (task 8) is done by a majority of the Lieutenants in staffing patterns 2 and 4. Changing schedules and assignments (task 10) is done by a high percentage (80-81%) of Lieutenants in staffing groups 1, 2 and 4; however, a much smaller percentage (20%) do this task in staffing group 5. There was agreement among all patterns in that tasks 10, 11, 12, 13 and 14 are neither critical nor time consuming for the majority of Lieutenants. The activity information shows that the Lieutenant's involvement in scheduling and approving work time varies across the different staffing patterns. This range goes from daily to weekly involvement by almost all Lieutenants in staffing group 4 to rarely, if ever, in staffing group 5.

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TABLE 121: LIEUTENANT TASKLIST QUESTIONNAIRE RESPONSES
BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

LIEUTENANT RESPONSES ON ACTIVITY: SCHEDULING AND APPROVING WORK AND LEAVE TIME

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	94	47	7	3	40	2.20

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	2	2	2	1	3	3.10
SIZE 2 (20-59)	19	12	2	2	12	2.49
SIZE 3 (60-149)	10	7	0	0	1	1.61
SIZE 4 (150 OR MORE)	63	26	3	0	24	2.10

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	47	24	3	1	28	2.41
STAFFING PATTERN 2 (O,S,L)	17	9	2	1	6	2.14
STAFFING PATTERN 3 (O,S,C)						
STAFFING PATTERN 4 (O,L,C)	30	14	1	0	3	1.58
STAFFING PATTERN 5 (1 SUPV)	0	0	1	1	3	4.40
STAFFING PATTERN 6 (NO SUPV)						

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

STATEWIDE N = 209				SIZE 1 (1-19) N = 10				SIZE 2 (20-59) N = 51				SIZE 3 (60-149) N = 21				SIZE 4 (150-MORE) N = 127		
TASK	%	% CRIT	% MUCH TIME	TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
8	50	43	53	8	40	25	75	45	57	30	76	56	69	48	36	56
9	79	49	27	9	100	50	20	82	45	10	81	47	35	76	51	34
10	79	35	22	10	70	43	14	65	49	15	91	37	16	84	29	26
11	44	15	9	11	30	33	0	39	15	5	52	18	0	47	14	12
12	69	41	8	12	100	40	10	78	45	10	81	29	0	61	41	9
13	77	16	10	13	80	25	0	78	18	10	95	15	5	73	14	12
14	50	22	21	14	40	25	0	51	27	19	81	24	24	45	19	23

TABLE 121: CONT'D.

STAFFING PATTERN BREAKDOWN

TASK	PATTERN 1 (O,S,L,C) N = 111			PATTERN 2 (O,S,L) N = 37			PATTERN 3 (O,S,C) N =			PATTERN 4 (O,L,C) N = 56			PATTERN 5 (1 SUPV) N = 5			PATTERN 6 (NO SUPV) N =		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
8	38	38	55	68	56	32				64	42	64	20	0	100			
9	75	52	29	78	52	14				86	44	33	100	40	20			
10	80	33	23	81	47	20				80	31	24	20	0	0			
11	45	12	12	57	19	5				39	18	5	0	0	0			
12	71	44	11	87	44	3				52	31	3	100	20	20			
13	80	14	10	78	24	17				70	15	5	80	0	0			
14	38	24	14	60	27	27				68	18	26	40	0	0			

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Activity: Briefing Patrol Force and Calling Roll

Task:

15. At briefing, call roll and read off individual assignments

16. Inspect each officer's uniform, appearance and equipment for compliance with departmental rules/regulations

17. Read to the officers teletype messages, descriptions of stolen vehicles or wanted persons and notes prepared from police reports

18. Explain any special problem or special attentions which the officers should be aware of

19. Hand out warrants and subpoenas to be served by officers, and FBI wanted posters, reports or other documents which the officers should read and be familiar with

20. Answer officers' questions on various police and personnel matters

21. Discuss current trends in law enforcement, changes in procedures and law, implications of recent court decisions, and other police related topics

* * * * *

Summary

Agency sizes 3 and 4 and staffing pattern 4 appear to differ from the other breakdowns in that a majority of these Lieutenants do all of the listed tasks. It is probably the case that the larger agencies have a formal briefing/roll call procedure and those Lieutenants take part in this function, and in the absence of Sergeants, the Lieutenants of staffing pattern 4 assume all these duties. Explaining special problems and attentions, task 18, was the only task consistently rated critical by a majority of the Lieutenants in each size and staffing category. Generally, the tasks are seen as not taking much time. Even though the activity average is about weekly, there are many (79 Lieutenants) who do this daily and almost as many (62 Lieutenants) doing this rarely, if ever. (Table 122).

Statewide Analysis

The data suggests that most Lieutenants attend briefing, inspect the officers' appearance, explain special situations and discuss various police matters (tasks 16, 17, 18, 19, 20 and 21). However, a smaller number (49%) actually call roll and read the individual assignments (task 15). Tasks 17, 18 and 19 were rated critical by a majority of the respondents. These tasks relate to explaining problem situations and special attentions, and handing out warrants, subpoenas and other police documents. No task was considered time consuming by a majority of the respondents. The activity frequency data shows that most Lieutenants perform this activity at least weekly; however, there are many who are rarely, if ever, involved in briefing and calling roll.

Size Analysis

When the task data is analyzed by agency size, five of the tasks are done by a majority of the Lieutenants in each size category (tasks 16, 18, 19, 20 and 21). Agency sizes 3 and 4 differ from the two smaller sizes in that all tasks are done by a majority of the Lieutenants in the larger agencies. Tasks 15 (briefing, calling roll) and 17 (reading messages) are done by greater percentages of the larger agency Lieutenants. This is probably the case since smaller agencies are less likely to have a formal briefing and roll call procedure. A majority of the Lieutenants in each agency size agreed that no task was time consuming. In no agency size did a majority of the Lieutenants see tasks 16 or 21 as critical. The activity frequency data shows that on the average, Lieutenants perform this activity somewhere between weekly and monthly, regardless of agency size.

Staffing Pattern Analysis

Staffing pattern 4, where there are Officers, Lieutenants and Captains, is unique among the staffing breakdowns in that each task is done by a majority of the Lieutenants (range 63-91%). A much larger percentage of Lieutenants in this category call roll, brief the officers and read various messages than in the other three staffing patterns. While a majority of the Lieutenants in each staffing pattern do tasks 16, 17, 18, 19, 20 and 21, only two tasks from this group (tasks 18 and 19) are perceived by a majority of each staffing group as critical. Just as the task data from staffing pattern 4 was different from the other groups, so too is the activity frequency information. Pattern 4 Lieutenants indicated that they call roll and brief the officers weekly, while each of the other groups has an average of monthly.

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TABLE 122: LIEUTENANT TASKLIST QUESTIONNAIRE RESPONSES BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

LIEUTENANT RESPONSES ON ACTIVITY: BRIEFING PATROL FORCE AND CALLING ROLL

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	79	36	8	6	62	2.66

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	6	1	0	1	2	2.20
SIZE 2 (20-59)	21	8	1	3	14	2.60
SIZE 3 (60-149)	8	5	0	1	4	2.33
SIZE 4 (150 OR MORE)	44	22	7	1	42	2.78

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	28	28	5	2	40	2.98
STAFFING PATTERN 2 (O,S,L)	17	3	1	3	11	2.66
STAFFING PATTERN 3 (O,S,C)						
STAFFING PATTERN 4 (O,L,C)	32	5	2	0	9	1.94
STAFFING PATTERN 5 (1 SUPV)	2	0	0	1	2	3.20
STAFFING PATTERN 6 (NO SUPV)						

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

STATEWIDE N = 209

TASK	% DO	% CRIT	% MUCH TIME
15	49	42	18
16	75	29	12
17	56	64	26
18	89	73	18
19	64	59	11
20	95	42	35
21	91	43	35

SIZE BREAKDOWN

TASK	SIZE 1 (1-19) N = 10 % DO	% CRIT	% MUCH TIME	SIZE 2 (20-59) N = 51 % DO	% CRIT	% MUCH TIME	SIZE 3 (60-149) N = 21 % DO	% CRIT	% MUCH TIME	SIZE 4 (150-MORE) N = 127 % DO	% CRIT	% MUCH TIME
15	40	50	25	31	50	6	81	53	12	51	36	22
16	90	22	33	73	24	3	67	36	0	76	30	16
17	40	75	50	47	71	8	76	75	13	58	60	34
18	100	90	20	92	79	6	95	80	10	86	67	25
19	90	67	11	75	71	0	81	71	6	54	48	17
20	100	60	40	98	44	26	100	43	19	93	40	42
21	100	40	40	96	41	37	91	37	5	88	46	38

TABLE 122: CONT'D. STAFFING PATTERN BREAKDOWN

TASK	PATTERN 1 (O,S,L,C) N = 111			PATTERN 2 (O,S,L) N = 37			PATTERN 3 (O,S,C) N =			PATTERN 4 (O,L,C) N = 56			PATTERN 5 (1 SUPV) N = 5			PATTERN 6 (NO SUPV) N =		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
15	41	38	16	38	57	0				71	40	25	40	50	50			
16	77	31	9	73	30	7				73	27	17	80	0	50			
17	53	59	22	46	82	24				73	66	34	20	0	0			
18	89	68	17	87	81	9				91	74	28	100	100	20			
19	60	57	12	70	69	4				63	57	14	100	40	0			
20	96	46	42	97	53	28				93	29	27	100	20	40			
21	91	47	39	95	49	26				88	37	35	100	0	20			

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Activity: Keeping Informed of what Subordinates are Doing

Task :

22. Drive by officers at irregular intervals to check on officers' presence in their assigned areas or posts

23. Monitor all radio calls to keep track of what is going on and how much time the officers are spending on their calls

24. Discuss with subordinates things they have seen in their patrol areas, problems encountered on patrol, calls which they have responded to, etc.

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Summary

It is generally the case that each of the tasks is performed by a majority of the Lieutenants regardless of staffing or size breakdowns. Task 24, discussing various problems and cases with subordinates, is done by more Lieutenants in each category than either of the other two tasks; however, it is not considered time consuming by a majority of the Lieutenants in any of the size and staffing categories. In most instances, half or more of the respondents indicated each of the tasks to be critical. Also, the analyses of the activity frequency information show that this is a daily function of Lieutenants. (Table 123).

Statewide Analysis

The activity frequency count indicates that almost all (172 out of 190) Lieutenants daily check on their subordinates. Each task in this group is done by a majority of the Lieutenants; however, there are more Lieutenants who keep informed as to what has been going on by talking with their subordinates (task 24) than monitoring the radio (task 23) or actually patrolling to see if the officers are in their assigned areas (task 22). Each of the tasks is viewed as critical by slightly more than half the respondents who have indicated that they do the task. No task was rated to take much time by a large majority of the respondents.

Size Analysis

Each of the three tasks in this activity is done by a majority of the Lieutenants in each of the size categories. Further, the data suggests that the larger the agency, the smaller the percentage of Lieutenants who do these tasks. In many large agencies Lieutenants may be assigned specialized duties and may not directly supervise other officers. The "critical" percentages all cluster around the 50% figure. In the largest agency group (size 4) a majority or near majority of the Lieutenants see each task as taking much time, however, in the next smaller group (size 3) no more than 44% of the respondents view any task as time consuming. Almost all Lieutenants in each of the sizes agree that this activity is performed on a daily basis.

Staffing Pattern Analysis

Generally, most respondents do each of these tasks regardless of staffing pattern. In staffing patterns 4 and 5, higher percentages of respondents check on officers by patrolling the zones and posts (task 22). A possible explanation here is that since no Sergeants exist in these agencies, the Lieutenants assume these tasks. Task 24, discussing things encountered on patrol, is done by almost all Lieutenants in all staffing breakdowns. A majority in each staffing pattern view task 23 as time consuming, and task 24 as not taking much time. On task 22 a majority of the respondents in all but staffing pattern 2 see the task as taking much time.

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TABLE 123: LIEUTENANT TASKLIST QUESTIONNAIRE RESPONSES BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

LIEUTENANT RESPONSES ON ACTIVITY: KEEPING INFORMED OF WHAT SUBORDINATES ARE DOING

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	172	9	2	1	6	1.21

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	10	0	0	0	0	1.00
SIZE 2 (20-59)	39	4	1	1	1	1.28
SIZE 3 (60-149)	17	0	0	0	1	1.22
SIZE 4 (150 OR MORE)	106	5	1	0	4	1.20

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	90	6	2	0	5	1.29
STAFFING PATTERN 2 (O,S,L)	30	2	0	1	1	1.26
STAFFING PATTERN 3 (O,S,C)						
STAFFING PATTERN 4 (O,L,C)	47	1	0	0	0	1.02
STAFFING PATTERN 5 (1 SUPV)	5	0	0	0	0	1.00
STAFFING PATTERN 6 (NO SUPV)						

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

STATEWIDE N = 209				SIZE 1 (1-19) N = 10			SIZE 2 (20-59) N = 51			SIZE 3 (60-149) N = 21			SIZE 4 (150-MORE) N = 127		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
22	63	55	53	80	50	38	53	48	15	67	50	36	66	59	70
23	78	55	57	100	70	50	84	51	63	86	56	44	73	55	58
24	87	55	42	100	60	40	96	57	33	91	42	37	81	56	48

STAFFING PATTERN BREAKDOWN

	PATTERN 1 (O,S,L,C) N = 111			PATTERN 2 (O,S,L) N = 37			PATTERN 3 (O,S,C) N =			PATTERN 4 (O,L,C) N = 56			PATTERN 5 (1 SUPV) N = 5			PATTERN 6 (NO SUPV) N =		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
22	63	62	58	46	41	18				75	50	60	80	50	50			
23	72	55	58	87	56	56				84	55	57	100	40	60			
24	82	57	44	97	58	28				88	51	49	100	40	40			

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Activity: Responding to Calls to Observe, Assist and/or Direct the Activites

Task :

25. Observe scene and ask officers and/or sergeant already on the scene what took place and what steps they are taking

26. Evaluate the situation and, if necessary, decide what steps should be taken next

27. Assign tasks, such as directing traffic and guarding evidence, to officers either directly or through a sergeant when the nature of the incident requires the coordinated efforts of several officers

28. Observe the officers' attitudes and actions in the handling of the situation in order to make sure that the proper procedures are being followed

29. Step in and do the necessary tasks when an officer makes a serious error

30. Suggest to the officer what he should be doing when he makes an error

31. Make a mental note to explain later to the officer what he should have done when he makes an error

32. Help officers perform any necessary tasks such as directing traffic, searching the scene, questioning witnesses, giving first aid to injured persons and interrogating suspects

33. Ask officers what tasks they have completed in order to make sure that the necessary and proper procedures have been carried out

34. Answer questions on proper procedures when asked by officers

35. Request further assistance from police, fire department and hospitals, if needed

36. Inform other officials (i.e. police captain, chief, etc.) who have been called to the scene what happened, how the officers are deployed and your present assessment of the situation

37. Discuss the situation with these officials in order to reach agreement on what steps should be taken next

38. Assign or reassign officers at the scene to certain tasks when requested to do so by personnel in charge of the scene

39. Perform technical functions at scene such as photographing and fingerprinting

40. Instruct officers to resume patrol if they are no longer needed at the scene

* * * * *

Summary

Most Lieutenants generally perform each of the listed tasks regardless of agency size or staffing pattern. The only task which is not done by a majority is task 39, photography and fingerprinting at scenes.

With the exception of task 40 (telling officers to resume patrol), a majority of the respondents see each task as critical. Also, most Lieutenants agree that no task is time consuming. The statewide activity frequency average is 2.50 or between weekly and monthly; however, the average for the Lieutenants in size 1, pattern 4 and pattern 5 indicates a more frequent occurance. (Table 124).

Statewide

All tasks within this activity are done by a large majority of the Lieutenants (range 70-94%) except performing technical functions at a scene, task 39. Photographing and fingerprinting are probably done by a select group of specially trained personnel on most police forces. The activity frequency data indicates that 20% of the Lieutenants answering this question rarely, if ever, perform this activity; it is probably the case that these Lieutenants are "station" Lieutenants and perform such functions as desk, dispatching and administrative duties. Only task 40, telling officers to resume patrol, was not considered critical by a majority of the Lieutenants. Task 26 (evaluating a situation to decide what to do next), task 29 (stepping in and performing a function when a subordinate makes a serious error), and task 35 (requesting assistance) were rated critical by a sizeable majority of the Lieutenants (86, 84 and 85% respectively). Each task was rated as time consuming by less than half the respondents.

Size Analysis

The Lieutenants of agency size 1, the smallest agencies, were in complete agreement that they do each of the listed tasks except task 39. They also view most of the tasks as critical. Observing the scene (task 25) and helping officers perform necessary duties (task 32) were the only tasks rated as taking much time by a majority of the size 1 Lieutenants. The percentages of Lieutenants who do each task in agency size 3 were very similar (though slightly smaller) to the percentages of the size 1 Lieutenants; however, a smaller percentage of the size 3 Lieutenants view the tasks as critical and time consuming. Table 124 also shows that the percentages of Lieutenants doing each task in size 2 are smaller than the percentages in size 3. This trend toward smaller percentages is continued when the size 4 category is looked at. The activity frequency averages also show that the Lieutenants in size 1 and size 3 agencies are likely to do this activity more often. Two possible things may be affecting the size data. First, agency sizes 1 and 3 may be similar because of the relatively small number of respondents in each group. The numbers of Lieutenants in sizes 2 and 4 are much larger. Second, in the largest agencies (size 4) there are often many Lieutenants who are assigned to station duty and other specialized functions and, therefore, would not have to respond to calls and perform each of the tasks within this activity. However, regardless of size, all tasks except 39 are done by a majority of the Lieutenants in each size breakdown.

Staffing Pattern Analysis

The staffing pattern breakdown shows that all tasks except 39 are done by a majority of the Lieutenants in each category. It should be noted that pattern 5 had but five respondents, and this may account for the 100% figures in the "do" column. It is not readily apparent that doing these tasks is related to agency staffing pattern since the percentages on each task do not vary considerably across the staffing categories. As in the previous analysis, tasks were generally viewed as critical but not time consuming by a majority of the Lieutenants in each size category. The spread on the activity data shows that on the average, Lieutenants in staffing patterns 1 and 2 do this activity less frequently than those in staffing patterns 4 and 5. The pattern 1 and 2 Lieutenants' average is almost monthly while the Lieutenants from patterns 4 and 5 indicate that a few times a week is the norm.

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TABLE 124: LIEUTENANT TASKLIST QUESTIONNAIRE RESPONSES BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

LIEUTENANT RESPONSES ON ACTIVITY: RESPONDING TO CALLS TO OBSERVE, ASSIST AND/OR DIRECT THE ACTIVITIES

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	72	45	19	16	39	2.50

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	6	4	0	0	0	1.40
SIZE 2 (20-59)	14	9	9	8	7	2.68
SIZE 3 (60-149)	9	5	1	0	3	2.06
SIZE 4 (150 OR MORE)	43	27	9	8	29	2.59

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	28	30	11	8	26	2.75
STAFFING PATTERN 2 (O,S,L)	7	10	6	6	6	2.83
STAFFING PATTERN 3 (O,S,C)						
STAFFING PATTERN 4 (O,L,C)	33	5	1	2	7	1.85
STAFFING PATTERN 5 (1 SUPV)	4	0	1	0	0	1.40
STAFFING PATTERN 6 (NO SUPV)						

TABLE 124: CONT'D.

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

STATEWIDE N = 209				SIZE BREAKDOWN: SIZE 1 (1-19) N = 10				SIZE 2 (20-59) N = 51				SIZE 3 (60-149) N = 21				SIZE 4 (150-MORE) N = 127		
TASK	% DO	% CRIT	% MUCH TIME	TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
25	80	75	46	25	100	90	70	80	81	24	95	60	45	76	75	53
26	85	86	37	26	100	100	50	88	89	24	95	85	35	80	84	41
27	82	77	39	27	100	90	30	86	77	41	95	70	35	77	77	40
28	85	69	42	28	100	70	40	84	72	28	95	65	30	82	69	51
29	76	84	22	29	100	100	20	73	84	19	95	90	20	73	80	24
30	87	69	21	30	100	80	20	88	73	11	86	78	17	86	64	26
31	85	54	19	31	100	60	20	86	66	14	95	45	20	82	50	20
32	77	70	34	32	100	100	80	78	73	28	81	71	18	75	65	34
33	85	55	33	33	100	70	40	82	64	26	95	60	15	83	49	38
34	94	58	38	34	100	70	30	94	63	33	95	55	35	93	56	41
35	85	85	22	35	100	90	50	90	80	15	91	95	16	80	84	23
36	88	65	30	36	100	80	50	90	70	13	91	74	16	87	61	38
37	85	69	24	37	100	90	30	86	73	18	95	65	20	88	67	27
38	83	55	20	38	100	60	40	84	54	0	86	56	28	81	56	26
39	16	61	45	39	40	75	25	29	60	73	38	50	13	5	67	33
40	81	34	14	40	100	30	10	88	31	7	95	40	25	75	35	15

TABLE 124: CONT'D.

STAFFING PATTERN BREAKDOWN

TASK	PATTERN 1 (O,S,L,C) N = 111			PATTERN 2 (O,S,L) N = 37			PATTERN 3 (O,S,C) N =			PATTERN 4 (O,L,C) N = 56			PATTERN 5 (1 SUPV) N = 5			PATTERN 6 (NO SUPV) N =		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
25.	78	77	47	78	79	31				84	70	53	100	80	60			
26.	81	88	34	92	82	24				86	85	50	100	100	40			
27.	78	78	36	89	76	24				84	75	55	100	80	40			
28.	80	74	46	92	68	24				88	63	49	100	60	40			
29.	74	84	14	73	85	11				82	80	44	100	100	20			
30.	86	70	21	92	65	12				84	68	28	100	80	20			
31.	82	51	18	89	61	15				88	53	22	100	60	20			
32.	74	62	25	78	72	31				82	78	48	100	100	60			
33.	84	51	33	84	58	32				88	59	35	100	60	20			
34.	93	61	36	95	57	43				95	53	40	100	80	20			
35.	80	85	15	87	84	25				91	84	31	100	80	20			
36.	88	63	30	89	64	21				88	69	37	100	80	20			
37.	85	70	23	87	66	16				84	68	32	100	100	40			
38.	81	58	20	84	42	13				86	56	25	100	80	20			
39.	11	58	50	24	67	56				16	56	33	60	67	33			
40.	76	39	11	89	30	9				84	30	23	100	20	0			

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Activity: Performing General Patrol

Task:

41. Check general activity in an area by observing the traffic, people on the streets and activity at business and residential properties

42. Observe buildings for signs of forced entry and radio dispatcher for assistance when necessary

43. Observe the flow of traffic for traffic control problems and for violations of the Vehicle and Traffic Law and issue tickets and/or warnings to violators

44. Respond to a variety of calls if no other officer is currently available or if in the immediate vicinity of the complaint location

* * * * *

Summary

While more than half the Lieutenants statewide indicated they do each of these tasks, the frequency distribution shows that most Lieutenants perform the activity either daily (37%) or rarely, if ever (42%). The analysis by staffing pattern shows that the Lieutenants of the Officer/Lieutenant/Captain and the Officer/Lieutenant patterns are more likely to patrol than either of the remaining two patterns. The data for the Sergeant position, found in another section of this study, suggests that in agencies which have both the Sergeant and Lieutenant position (patterns 1 and 2), a greater proportion of the Sergeants do the patrol tasks than is found here in the Lieutenant data for patterns 1 and 2. It is not readily apparent that the performance of these tasks by Lieutenants is related to agency size; it is evident that a majority of the Lieutenants in most cases do the tasks regardless of agency size. (Table 125).

Statewide Analysis

The percentages in Table 125 show that each of the four tasks is done by a majority of the Lieutenants statewide. More Lieutenants check the activity in an area and respond to calls (tasks 41 and 44) than observe buildings and traffic (tasks 42 and 43). A majority of the Lieutenants who do tasks 42 and 44 see them as critical. Only task 41 in this activity is perceived as time consuming. The activity frequency data indicates that 70 of the 191 respondents patrol daily, 80 of the 191 patrol rarely, if ever and the rest patrol somewhere between once a week and four or five times a year.

Size Analysis

A large majority of the Lieutenants in agency size 1 have indicated that they do each of the tasks (range 70-100%). Further, the majority of the Lieutenants view each task as critical and all but task 43 as time consuming. The Lieutenants in the next larger size category (size 2) perceive these statements differently. The percentage of Lieutenants who do these tasks is smaller (range 49-69%), but still in each case a majority. The Lieutenants in size 2 also see no task as taking much time and only two tasks (tasks 42 and 44) as being critical. The frequency weighted averages also differ markedly, the size 1 group average is 1.60, and the size 2 group average is 3.45. The percentages on each task for agency sizes 3 and 4 generally fall somewhere between the percentages for size 1 and the percentages for size 2. Although the weighted averages for sizes 3 and 4 are 2.56 and 3.04 respectively, the distribution indicates that for size 3, all Lieutenants are at one of the two extremes and for size 4, the Lieutenants are spread among the five intervals.

Staffing Pattern Analysis

The percentages for staffing pattern 5 are unique among these breakdowns. Each task is done by every respondent; most see the tasks as critical and only one task (43) was not considered time consuming by most. However, it should be noted that there are only 5 Lieutenants represented in this staffing pattern. It seems reasonable that these Lieutenants would patrol frequently as there are only Officers and Lieutenants in the uniformed force of these agencies, and generally agencies within this staffing pattern are small. Staffing pattern 4 is also much different from patterns 1 and 2 in that the percentages are higher on each of the tasks in pattern 4. This is probably the case since there are no Sergeants in the pattern 4 agencies and, therefore, the Lieutenants are more likely to be on the road patrolling. Generally, similar proportions of Lieutenants in patterns 1 and 2 appear to be doing each of the tasks and they have similar weighted averages (between monthly and 4 or 5 times a year) on the activity.

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TABLE 125: LIEUTENANT TASKLIST QUESTIONNAIRE RESPONSES BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

LIEUTENANT RESPONSES ON ACTIVITY: PERFORMING GENERAL PATROL

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	70	25	7	9	80	3.02

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	6	2	2	0	0	1.60
SIZE 2 (20-59)	13	5	1	4	24	3.45
SIZE 3 (60-149)	11	0	0	0	7	2.56
SIZE 4 (150 OR MORE)	40	18	4	5	49	3.04

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	26	21	4	6	46	3.24
STAFFING PATTERN 2 (O,S,L)	7	3	2	2	21	3.77
STAFFING PATTERN 3 (O,S,C)						
STAFFING PATTERN 4 (O,L,C)	33	1	1	1	12	2.13
STAFFING PATTERN 5 (1 SUPV)	4	0	0	0	1	1.80
STAFFING PATTERN 6 (NO SUPV)						

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

STATEWIDE
N = 209

TASK	% DO	% CRIT	% MUCH TIME
41	70	43	54
42	59	60	44
43	54	47	37
44	67	66	40

SIZE BREAKDOWN

TASK	SIZE 1 (1-19) N = 10 % DO	% CRIT	% MUCH TIME	SIZE 2 (20-59) N = 51 % DO	% CRIT	% MUCH TIME	SIZE 3 (60-149) N = 21 % DO	% CRIT	% MUCH TIME	SIZE 4 (150-MORE) N = 127 % DO	% CRIT	% MUCH TIME
41	90	67	67	65	39	33	71	67	53	70	39	60
42	70	71	86	49	60	36	57	67	58	62	58	41
43	100	70	40	55	43	32	62	54	46	48	44	36
44	100	80	60	69	63	34	71	733	53	63	65	37

TABLE 125: CONT'D. STAFFING PATTERN BREAKDOWN

TASK	PATTERN 1 (O,S,L,C) N = 111			PATTERN 2 (O,S,L) N = 37			PATTERN 3 (O,S,C) N =			PATTERN 4 (O,L,C) N = 56			PATTERN 5 (1 SUPV) N = 5			PATTERN 6 (NO SUPV) N =		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
41	66	43	51	62	44	26				79	41	73	100	80	60			
42	56	61	29	38	50	36				73	61	68	100	60	60			
43	47	42	25	46	35	24				68	55	61	100	80	20			
44	62	72	27	60	50	27				79	61	64	100	100	60			

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Activity: Initiating and Conducting Investigations

Task:

45. Stake out business, residential and public properties in order to observe activities and watch for criminal suspects at the scene

46. Apply to the courts for search warrants once sufficient supportive evidence has been gathered from investigations, tips and stake outs

47. Request the assistance of personnel from own agency and/or other agencies to aid in a coordinated investigation or case

48. Discuss strategies to be used in an investigation with commanding officers and personnel connected with the investigation

49. Assign specific tasks to the officers work on an investigation

50. Conduct raids

* * * * *

Summary

It appears that whether these duties are done or not may be a function of agency size and the smaller the agency, the more likely it is that a typical Lieutenant would perform these duties. It is not readily apparent from the data that these duties are a function of staffing pattern. All tasks were rated critical by a majority of the Lieutenants in each of the staffing and size breakdowns. In almost all breakdowns, fewer than half of the respondents see the tasks as taking much time. Tasks 47, 48 and 49 differ from the others in this activity in that a majority (at least 63%) of the respondents from each size and staffing pattern say they do these tasks. (Table 126).

Statewide Analysis

Three tasks, 47, 48 and 49, are the only tasks in this activity which are done by a majority of the respondents. Each of these is perceived as critical by 60-66% of those Lieutenants who do the tasks and it was agreed by the majority that these tasks do not take much time. Staking out an area (task 45), applying to the courts for warrants (task 46) and conducting raids (task 50) are done by much smaller percentages of the respondents (45, 30 and 38% respectively). The Lieutenants who do each of these tasks also perceive these tasks as critical but not time consuming. The activity frequency data shows that the Lieutenants are spread over the entire range from daily to rarely if ever. This general activity and the tasks which make it up could be considered a Detective or Investigator function and as such, be performed by only a select number of Lieutenants and others on some police forces.

Size Analysis

It is generally the case that the smaller the agency, the greater the percentage of Lieutenants who do each of these tasks. Note that each task is done by at least 70% and as many as 100% of the Lieutenants in the size 1 agencies. At the other extreme are the size 4 agencies where only 25-72% of the Lieutenants perform these tasks. Except for task 46, all tasks are considered time consuming by a greater proportion of those in size 1 than in any other size category. A majority of the Lieutenants in each size category views each task as critical. The frequency data shows that the norm for the size 1 group is weekly, while all others have a weighted average of monthly. Since many large agencies have only certain officers assigned to investigative or detective assignments and in most small agencies officers may assume many roles, this difference in response pattern seems reasonable.

Staffing Pattern Analysis

When analyzed by staffing pattern, only three tasks (47, 48 and 49) are done by a majority of the Lieutenants in each breakdown. Again, all tasks are perceived as critical by a majority of the Lieutenants who perform them and most agree that no task is time consuming. Only staffing pattern 5 appears to differ markedly from the rest in that all of these Lieutenants do all of the listed tasks, again, this may be because of the small sample representing this pattern. It should also be noted that the Lieutenants of pattern 4 are much more likely to do stakeout duties (task 45) than the Lieutenants of patterns 1 and 2. Probably the lack of Sergeants in the pattern 4 agencies makes it necessary for the Lieutenants to do this task.

The Lieutenants of patterns 4 and 5 perform the activity more frequently than Lieutenants in patterns 1 and 2.

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TABLE 126: LIEUTENANT TASKLIST QUESTIONNAIRE RESPONSES BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

LIEUTENANT RESPONSES ON ACTIVITY: INITIATING AND CONDUCTING INVESTIGATIONS

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	58	38	18	24	53	2.87

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	5	3	1	1	0	1.80
SIZE 2 (20-59)	15	8	5	6	13	2.87
SIZE 3 (60-149)	6	4	0	1	7	2.94
SIZE 4 (150 OR MORE)	32	23	12	16	33	2.96

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	20	25	11	19	28	3.10
STAFFING PATTERN 2 (O,S,L)	12	3	4	4	12	3.03
STAFFING PATTERN 3 (O,S,C)						
STAFFING PATTERN 4 (O,L,C)	23	9	2	1	13	2.42
STAFFING PATTERN 5 (1 SUPV)	3	1	1	0	0	1.60
STAFFING PATTERN 6 (NO SUPV)						

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

STATEWIDE N = 209

TASK	% DO	% CRIT	% MUCH TIME
45	45	70	33
46	30	68	32
47	78	60	18
48	74	66	33
49	69	62	30
50	38	63	24

SIZE BREAKDOWN

TASK	SIZE 1 (1-19) N = 10 % DO	% CRIT	% MUCH TIME	SIZE 2 (20-59) N = 51 % DO	% CRIT	% MUCH TIME	SIZE 3 (60-149) N = 21 % DO	% CRIT	% MUCH TIME	SIZE 4 (150-MORE) N = 127 % DO	% CRIT	% MUCH TIME
45	90	100	44	42	57	38	60	67	25	40	70	30
46	70	57	14	37	63	37	25	100	20	25	69	34
47	100	80	40	86	68	18	86	56	11	72	54	18
48	100	70	70	82	76	38	90	72	17	65	59	29
49	100	60	50	73	65	14	86	61	44	63	61	31
50	80	88	50	45	52	35	33	100	14	33	57	14

TABLE 126: CONT'D. STAFFING PATTERN BREAKDOWN

TASK	PATTERN 1 (O,S,L,C) N = 111			PATTERN 2 (O,S,L) N = 37			PATTERN 3 (O,S,C) N =			PATTERN 4 (O,L,C) N = 56			PATTERN 5 (1 SUPV) N = 5			PATTERN 6 (NO SUPV) N =		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
45	36	70	28	33	67	42				64	66	37	100	100	20			
46	21	70	35	38	79	36				38	62	33	100	60	0			
47	79	60	16	84	65	16				70	51	26	100	80	20			
48	69	65	29	84	74	39				73	60	33	100	80	60			
49	67	65	24	70	62	31				71	58	38	100	60	40			
50	34	58	16	46	71	41				36	65	25	100	60	20			

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Activity: Evaluating Job Performance of Subordinate Officers

Task :

51. Develop idea of the specific strengths and weaknesses of each officer on the basis of observation of job performance, readings of police call reports and criticism or praise from citizens, other supervisors and co-workers

52. Explain and suggest to officers what steps they should take to improve weaknesses in job performance

53. Praise officer for good or outstanding performance

54. Recommend outstanding officer for award or letter of commendation

55. Periodically, formally evaluate subordinate officers by filling out departmental rating forms and going over them with the subordinates

* * * * *

Summary

Regardless of agency size or staffing pattern, most Lieutenants evaluate their subordinates and do tasks 51, 52, 53 and 54. These tasks relate to everyday observation of officers, helping officers improve their effectiveness and praising and commending officers. The formal evaluation of subordinates, task 55, is done by only about half the Lieutenants; since many departments lack formal procedures for the periodic evaluation of their officers, this is not unexpected. The activity frequency data shows that Lieutenants, on the average, evaluate their subordinates between weekly and monthly intervals; however, 35% of the Lieutenants say they do this activity daily. (Table 127).

Statewide Analysis

Except for task 55, formal evaluation of subordinates, all tasks in this activity are done by a large majority of the Lieutenants (range 90-97%). This is not particularly surprising since in most cases the Lieutenant position is a supervisory one and, therefore, evaluation of subordinates is an expected part of the job. The lower percentage in the "do" category on task 55 (47%) is probably due to many departments' lack of a formal evaluation program. Getting to know subordinates, task 51, is the only task considered critical by more than half the respondents this task is also the only one viewed as time consuming. Speaking with subordinates to improve their effectiveness (task 52) is rated critical and time consuming by almost half the Lieutenants. Apparently, the Lieutenants perceive insuring that the officers are doing a good job (tasks 51 and 52) differently from formally evaluating and praising officer performance (tasks 53, 54 and 55).

Size Analysis

As in the statewide analysis, all tasks in this activity, except task 55, are done by a large majority of the Lieutenants regardless of agency size. The only size breakdown which may differ from the others is size 2 where smaller percentages of Lieutenants do each task and fewer see the tasks as time consuming. This difference also shows in the activity frequency averages where the size 2 agency average is 3.43 and the others are about a full point lower. No task is consistently rated critical by a majority of the Lieutenants in each of the agency sizes.

Staffing Pattern Analysis

Again, Table 127 shows that a high percentage of Lieutenants does each task, except task 55, in each of the staffing pattern categories. Note that the pattern 1 Lieutenants are more likely to formally evaluate their subordinates than the Lieutenants of any other staffing pattern. The tasks are generally not rated critical or time consuming.

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TABLE 127: LIEUTENANT TASKLIST QUESTIONNAIRE RESPONSES
BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

LIEUTENANT RESPONSES ON ACTIVITY: EVALUATING JOB PERFORMANCE OF SUBORDINATE OFFICERS

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	66	30	30	27	38	2.69

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	5	2	1	1	1	2.10
SIZE 2 (20-59)	6	8	9	8	16	3.43
SIZE 3 (60-149)	6	5	0	6	1	2.50
SIZE 4 (150 OR MORE)	49	15	20	12	20	2.47

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	38	16	18	14	17	2.57
STAFFING PATTERN 2 (O,S,L)	7	10	7	5	6	2.80
STAFFING PATTERN 3 (O,S,C)						
STAFFING PATTERN 4 (O,L,C)	19	4	5	7	13	2.81
STAFFING PATTERN 5 (1 SUPV)	2	0	0	1	2	3.20
STAFFING PATTERN 6 (NO SUPV)						

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

STATEWIDE
N = 209

TASK	% DO	% CRIT	% MUCH TIME
51	91	51	61
52	94	48	46
53	97	35	30
54	90	34	26
55	47	37	46

SIZE BREAKDOWN

TASK	SIZE 1 (1-19) N = 10 % DO	% CRIT	% MUCH TIME	SIZE 2 (20-59) N = 51 % DO	% CRIT	% MUCH TIME	SIZE 3 (60-149) N = 21 % DO	% CRIT	% MUCH TIME	SIZE 4 (150-MORE) N = 127 % DO	% CRIT	% MUCH TIME
51	100	60	80	88	47	31	100	57	52	90	51	72
52	100	50	50	90	44	33	100	57	38	94	48	53
53	100	20	30	98	40	16	100	38	19	95	34	38
54	100	20	30	84	40	7	95	40	10	91	32	35
55	50	20	60	43	27	41	57	67	75	47	36	41

TABLE 127: CONT'D. STAFFING PATTERN BREAKDOWN

TASK	PATTERN 1 (O,S,L,C) N = 111			PATTERN 2 (O,S,L) N = 37			PATTERN 3 (O,S,C) N =			PATTERN 4 (O,L,C) N = 56			PATTERN 5 (1 SUPV) N = 5			PATTERN 6 (NO SUPV) N =		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
51	89	48	66	92	56	44				93	55	59	100	40	80			
52	93	48	44	97	53	39				93	46	54	100	40	60			
53	98	32	32	100	41	24				91	39	31	100	20	20			
54	92	33	31	92	38	15				88	37	22	80	0	25			
55	58	33	39	38	43	43				34	47	74	20	0	0			

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Activity: Providing and Arranging for Training of Officers

Task:

56. Determine training needs by studying weaknesses in officer performance (observed or referred by others) and by reading various memoranda and periodicals concerning new procedures, legal requirements, etc.

57. Arrange for experienced patrol officers or sergeants to work with and instruct recruits

58. Question the experienced officer/sergeant at intervals on how the recruit is learning the job

59. Patrol with recruit and show how various kinds of complaint calls should be handled

60. Praise recruit's performance when correct actions have been taken or point out how a call might have been handled better

61. At roll call or on patrol, check officers' recall be asking them questions on the law, department procedure/policy, etc.

62. Patrol with experienced officers to see how they are handling calls and to determine if additional training is necessary

63. Arrange for instructors and classrooms for formal instruction and training

64. Hold formal training classes for officers and discuss topics such as new laws, changes in the law, department procedures and police tactics

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Summary

Activity frequency data suggests that few Lieutenants have daily or even weekly involvement in providing and arranging for training of their subordinates. Most Lieutenants (56%) indicate they rarely, if ever, perform this activity.

The task responses show that only certain of these tasks are done by a majority of the respondents in the various breakdowns. Most Lieutenants do not patrol with experienced officers nor arrange for and hold formal training classes (tasks 59, 60 and 61). It should be noted that in many agencies, usually the largest, there are special training sections which assume many of the listed functions. Regardless of size or staffing pattern, most Lieutenants do not see these tasks as time consuming. Only task 59, patrolling with recruit, was considered critical by more than half the Lieutenants who do it in all size and staffing categories. (Table 128).

Statewide Analysis

The data suggests that most Lieutenants have some involvement in the training of their subordinates. However, this involvement seems to be mostly in the determining of the training needs and having others implement some training plan. Responses on tasks 59 and 62 indicate that not many Lieutenants actually patrol with other officers for training purposes. Generally, the Lieutenants appear to rely on Sergeants or experienced Officers to break in recruits (see tasks 57 and 58). Arranging for formal classroom training, task 63, and holding formal training classes, task 64, are done by only a few Lieutenants. The only tasks rated as critical by a majority of Lieutenants are tasks 57 and 59; no task in this activity is considered time consuming by a majority. The activity frequency information shows that involvement ranges from daily to rarely for the respondents; however, the average is 4.08 or about 4 or 5 times a year. It is likely that in some of the larger agencies, there are officers assigned to special training sections which perform many of the functions covered by these tasks.

Size Analysis

The analysis by size shows that four tasks are done by a majority of the Lieutenants regardless of agency size. These tasks (56, 57, 58 and 60) relate to determining training needs, arranging for experienced officers to patrol with recruits, questioning experienced officers about the recruits and speaking with the recruits themselves. Tasks 62, 63 and 64, which relate to the Lieutenants' actually patrolling with experienced officers and arranging for and instructing formal classes, are done by only a minority of the Lieutenants in each agency size. Patrolling with the recruits is done by a majority of the Lieutenants in agency sizes 1 and 3, checking on officers' recall is done by a majority of the Lieutenants in all but agency size 2. Most tasks are not considered time consuming. Generally, most tasks were not rated critical by a majority except for the agency size 3 Lieutenants, where a majority perceived all tasks except 56 as critical. The weighted figures for this activity show that on the average, involvement is 4 or 5 times a year regardless of agency size.

Staffing Pattern Analysis

It is evident from Table 128 that only one task is done by a majority of the respondents in each staffing pattern. Praising recruit performance and showing how to handle calls differently (task 60) is done by at least 71% and as many as 100% of the Lieutenants in the various staffing breakdowns. The Lieutenants of staffing pattern 3 differ from the others in that more tasks are done by a majority of these Lieutenants. This is probably the case since there are no Sergeants in these agencies and the Lieutenants must therefore assume some of these duties. Again, it was agreed that regardless of staffing pattern, tasks 63 and 64 are done by but a few Lieutenants. Tasks 56, 57 and 58 are done by a majority of the Lieutenants in all but staffing pattern 5 where the very small sample size may be affecting the data.

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TABLE 128: LIEUTENANT TASKLIST QUESTIONNAIRE RESPONSES BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

LIEUTENANT RESPONSES ON ACTIVITY: PROVIDING AND ARRANGING FOR TRAINING OF OFFICERS

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	10	17	27	31	106	4.08

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	1	0	3	0	6	4.00
SIZE 2 (20-59)	2	2	6	8	29	4.28
SIZE 3 (60-149)	1	0	1	4	12	4.44
SIZE 4 (150 OR MORE)	6	15	17	19	59	3.95

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	5	12	17	19	50	3.94
STAFFING PATTERN 2 (O,S,L)	3	2	7	5	18	3.66
STAFFING PATTERN 3 (O,S,C)						
STAFFING PATTERN 4 (O,L,C)	1	3	3	7	34	4.46
STAFFING PATTERN 5 (1 SUPV)	1	0	0	0	4	4.20
STAFFING PATTERN 6 (NO SUPV)						

TABLE 128: CONT'D.

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

STATEWIDE N = 209				SIZE 1 (1-19) N = 10				SIZE 2 (20-59) N = 51				SIZE 3 (60-149) N = 21				SIZE 4 (150-MORE) N = 127		
TASK	% DO	% CRIT	% MUCH TIME	TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
56	63	41	41	56	70	57	71	53	48	48	57	33	17	68	39	40
57	63	60	26	57	70	57	43	61	68	23	67	64	7	62	56	30
58	74	47	20	58	80	50	63	78	43	13	81	59	6	71	47	23
59	38	68	42	59	80	63	50	39	70	20	57	83	33	31	64	54
60	77	46	25	60	100	40	40	82	48	21	95	50	10	70	46	28
61	51	42	17	61	60	33	50	37	37	5	52	55	9	56	41	19
62	39	39	28	62	40	50	25	31	31	25	33	71	14	42	36	30
63	21	41	32	63	20	0	50	24	25	50	19	50	0	21	50	27
64	31	39	31	64	20	50	0	29	20	40	19	50	0	34	44	33

STAFFING PATTERN BREAKDOWN

	PATTERN 1 (O,S,L,C) N = 111			PATTERN 2 (O,S,L) N = 37			PATTERN 3 (O,S,C) N =			PATTERN 4 (O,L,C) N = 56			PATTERN 5 (1 SUPV) N = 5			PATTERN 6 (NO SUPV) N =		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
56	67	45	41	68	48	44				57	25	38	20	100	100			
57	60	62	24	76	57	25				63	57	29	20	100	100			
58	72	49	22	92	35	18				70	54	18	40	50	50			
59	27	73	40	35	69	23				59	64	55	60	67	0			
60	71	49	21	95	46	20				77	42	37	100	40	20			
61	51	48	14	49	33	6				52	35	21	60	33	100			
62	39	44	19	24	44	22				50	29	43	0	0	0			
63	17	44	28	30	27	27				27	47	40	0	0	0			
64	31	44	32	30	27	27				34	37	32	0	0	0			

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Activity: Preparing and Reviewing Police Call Reports

Task:

65. Write report describing an incident personally investigated for inclusion in the case file

66. Review reports prepared by officers to determine if they have completed the reports properly

67. Sign completed and approved copy of police report and turn in to appropriate section

68. Return improperly prepared reports to subordinates for correction

69. If the call involved a crime, classify or review the tentative classification of the crime by looking through the appropriate law and matching the details of the incident to the correct section of the law

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Summary

Regardless of agency size or staffing pattern, each of these tasks is done by a majority of the respondents. The analysis also shows that a majority of the Lieutenants in each category view tasks 66 and 67 (reviewing, approving and signing call reports) as time consuming. No task was consistently viewed as critical throughout the range of size and staffing breakdowns. The activity frequency counts indicate that many Lieutenants do this activity daily; however, in the largest agencies (size 4) and in staffing patterns 1 and 4 there are many Lieutenants, probably those with specialized assignments, who indicate they rarely, if ever, prepare and review call reports. (Table 129).

Statewide Analysis

All tasks in this group are done by a large majority (77-90%) of the respondents. The definition of critical used in this study may account for the fact that no majority perceives any task as critical. The only tasks rated time consuming by a majority are reviewing subordinates' reports for completeness and accuracy (task 66) and signing and forwarding approved copies (task 67). Of the 191 Lieutenants answering the activity frequency question, 112 indicate that daily is the norm for the activity. Another 51 Lieutenants say that they rarely, if ever, perform this activity.

Size Analysis

Table 129 shows that regardless of agency size, most Lieutenants do each of the listed tasks. It should be noted that the percentages are larger for agency sizes 1 and 3 than the comparable percentages associated with agency sizes 2 and 4. A majority of the Lieutenants in each size category see tasks 66 and 67 as time consuming but they disagree on each of the other tasks. A majority in each of the sizes generally agree that no task is critical. The activity frequency counts show that each size has Lieutenants throughout the

frequency range but, except for size 4, most do it daily. Again, the responses for agency sizes 1 and 3 seem to be similar in that their weighted averages are 1.50 and 1.56 respectively. The weighted average of 2.64 for agency size 4 is due to the fact that 57 of these Lieutenants do this daily while 40 Lieutenants rarely, if ever, do this. In the large agencies, there are more Lieutenants with specialized assignments where reviewing call reports may not be part of the job.

Staffing Pattern Analysis

A majority of the respondents in each staffing pattern breakdown does each of the listed tasks. Each task is done by all of the Lieutenants in staffing pattern 5; however, it should be noted that this breakdown has responses from only five Lieutenants. Also noteworthy here is that in each staffing pattern breakdown a larger percentage of Lieutenants reviews reports for completeness than signs the approved copy of the reports. It may be that signing an approved copy is the function of another supervisory level in some departments. The "critical" data appear to spread over a large range but for the most part these tasks are not considered critical by a majority. Tasks 66 and 67 again are time consuming in each breakdown; various combinations of breakdowns see or fail to see the remaining tasks as time consuming. The activity weighted average ranges from 1.20 for pattern 5 to 2.59 for pattern 1.

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TABLE 129: LIEUTENANT TASKLIST QUESTIONNAIRE RESPONSES BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

LIEUTENANT RESPONSES ON ACTIVITY: PREPARING AND REVIEWING POLICE CALL REPORTS

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	112	17	6	5	51	2.30

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	8	1	0	0	1	1.50
SIZE 2 (20-59)	33	2	3	1	8	1.91
SIZE 3 (60-149)	14	2	0	0	2	1.56
SIZE 4 (150 OR MORE)	57	12	3	4	40	2.64

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	50	13	2	5	33	2.59
STAFFING PATTERN 2 (O,S,L)	28	2	1	0	4	1.57
STAFFING PATTERN 3 (O,S,C)						
STAFFING PATTERN 4 (O,L,C)	30	1	3	0	14	2.31
STAFFING PATTERN 5 (1 SUPV)	4	1	0	0	0	1.20
STAFFING PATTERN 6 (NO SUPV)						

TABLE 129: CONT'D.

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

STATEWIDE N = 209

TASK	% DO	% CRIT	% MUCH TIME
65	77	42	38
66	91	39	70
67	79	36	57
68	89	33	36
69	79	42	46

SIZE BREAKDOWN

TASK	SIZE 1 (1-19) N = 10			SIZE 2 (20-59) N = 51			SIZE 3 (60-149) N = 21			SIZE 4 (150-MORE) N = 127		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
65	80	50	75	82	48	38	91	47	21	72	38	38
66	100	20	80	96	43	65	100	52	81	87	36	70
67	90	22	78	71	44	50	81	47	53	81	32	58
68	100	20	50	92	34	23	95	40	30	86	32	41
69	100	30	30	80	56	42	95	35	25	74	39	54

STAFFING PATTERN BREAKDOWN

TASK	PATTERN 1 (O,S,L,C) N = 111			PATTERN 2 (O,S,L) N = 37			PATTERN 3 (O,S,C) N =			PATTERN 4 (O,L,C) N = 56			PATTERN 5 (1 SUPV) N = 5			PATTERN 6 (NO SUPV) N =		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
65	75	31	34	73	67	30				80	51	44	100	20	80			
66	88	31	71	100	41	65				91	53	71	100	20	100			
67	79	31	58	65	38	63				86	44	50	100	20	80			
68	86	29	42	92	29	21				91	43	33	100	20	60			
69	75	40	50	84	55	39				80	40	44	100	20	40			

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Actitity: Investigating Disputes and Complaints Regarding Subordinate Officers

Task:

70. Interview citizens who have complained about the actions of a subordinate officer to ascertain the details of the incident

71. May take statements from the complainant on the incident

72. Tell the officer involved of the allegations

73. Dismiss the complaint when insufficient evidence or documentation exists

74. Verbally warn or correct the subordinate when appropriate

75. Initiate disciplinary procedures against the subordinate depending on the facts and the severity of the case

76. Write report on incident recording all information relevant to the complaint and give report to own supervisor for a determination

77. Explain to complainant what action was taken and why

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Summary

All tasks in this activity are done by a majority of the Lieutenants regardless of agency size or staffing pattern. The analysis shows, however, that these same Lieutenants differ considerably on what is or is not critical and what is or is not time consuming. It is not readily apparent that these differences are a function of agency size or staffing pattern; it is probably the differing perceptions of our criteria which account for the discrepancies. On the average, this activity is performed 4 or 5 times a year. (Table 130).

Statewide Analysis

As one might expect, a majority of the respondents indicated they investigate disputes and complaints regarding subordinate officers. While some Lieutenants do it more often than others, the statewide frequency average is 3.74 or nearly 4 or 5 times a year. Task 73, dismissing a complaint, is done by about half the respondents; the other Lieutenants probably see this task as a function of a high level of authority (Captain, Chief, etc.) or perhaps the function of an internal affairs bureau. None of the tasks was rated critical by a majority of the respondents and no task was rated time consuming by more than 43% of the respondents.

Size Analysis

Size does not appear to be a factor influencing whether or not Lieutenants do these tasks since the percentages on each task are similar across the four agency sizes. Even though the "do" percentages are similar, the Lieutenants perceive the criticality of the tasks differently. For example, no task was rated critical by a majority of the size 4 Lieutenants, yet all tasks except 73 were rated critical by a majority of the size 3 Lieutenants. The size 1 and 2 Lieutenants also disagree markedly in their perception of what is and is not critical. Similar differences occur when the time data is looked at. These differences do not appear to be related to agency size; they are probably due to different perceptions of our criteria. Lieutenants can be found throughout the activity frequency range in each of the size breakdowns. The activity frequency norm is about 4 or 5 times a year.

Staffing Pattern Analysis

As in the size analysis, the percentage of Lieutenants doing each task does not vary considerably across the four staffing patterns. Again, all tasks are done by a large majority of the Lieutenants in each breakdown, except for task 73 where the range goes from 49% in staffing pattern 1 to 60% in staffing pattern 5. Generally, the tasks are not considered critical in patterns 1, 4 and 5; yet each task is rated critical by a majority of the pattern 2 Lieutenants. A reason for this may be the fact that these agencies do not have Captains and, therefore, these duties assume a greater importance. Most Lieutenants agree that these tasks are not time consuming and the activity frequency average ranges from 3.64 to 3.90.

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TABLE 130: LIEUTENANT TASKLIST QUESTIONNAIRE RESPONSES
BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

LIEUTENANT RESPONSES ON ACTIVITY: INVESTIGATING DISPUTES AND COMPLAINTS REGARDING SUBORDINATE OFFICERS

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	12	23	33	58	65	3.74

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	2	0	2	3	3	3.50
SIZE 2 (20-59)	2	2	5	17	21	4.13
SIZE 3 (60-149)	0	1	2	10	5	4.05
SIZE 4 (150 OR MORE)	8	20	24	28	36	3.55

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	4	19	20	27	33	3.64
STAFFING PATTERN 2 (O,S,L)	3	1	6	15	10	3.80
STAFFING PATTERN 3 (O,S,C)						
STAFFING PATTERN 4 (O,L,C)	4	3	7	14	20	3.90
STAFFING PATTERN 5 (1 SUPV)	1	0	0	2	2	3.80
STAFFING PATTERN 6 (NO SUPV)						

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

	STATEWIDE N = 209				SIZE 1 (1-19) N = 10			SIZE 2 (20-59) N = 51			SIZE 3 (60-149) N = 21			SIZE 4 (150-MORE) N = 127		
TASK	% DO	% CRIT	% MUCH TIME	TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
70	87	43	41	70	90	56	67	88	44	24	91	63	21	86	38	49
71	76	41	37	71	90	56	67	73	38	27	76	75	6	77	35	43
72	86	40	26	72	90	44	67	88	42	18	91	68	11	85	34	28
73	53	35	17	73	60	33	50	55	50	7	67	36	7	50	29	21
74	90	43	21	74	100	40	50	94	50	8	95	55	15	87	39	26
75	73	47	26	75	80	38	38	61	58	19	71	60	20	78	43	27
76	90	44	43	76	90	56	44	92	49	30	95	60	40	89	38	50
77	79	39	31	77	90	56	56	75	42	36	76	50	38	80	35	30

TABLE 130: CONT'D. STAFFING PATTERN BREAKDOWN

TASK	PATTERN 1 (O,S,L,C) N = 111			PATTERN 2 (O,S,L) N = 37			PATTERN 3 (O,S,C) N =			PATTERN 4 (O,L,C) N = 56			PATTERN 5 (1 SUPV) N = 5			PATTERN 6 (NO SUPV) N =		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
70	86	36	43	89	58	30				86	46	44	100	60	40			
71	76	35	39	73	56	30				77	44	37	100	40	40			
72	84	32	25	95	54	23				84	47	28	100	40	40			
73	49	25	17	60	59	18				57	38	16	60	33	33			
74	88	40	21	100	51	14				88	45	27	100	40	40			
75	76	41	22	70	65	19				71	50	40	60	33	33			
76	90	37	49	92	59	29				89	46	46	100	60	0			
77	78	34	32	78	52	28				79	39	34	100	60	20			

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Activity: Dispatching

Task :

78. When someone phones or walks in with a complaint ask person to state own name, address, nature and location of problem

79. Either dispatch a car to investigate or refer caller to another section or agency for help

80. Radio for backup units at request of investigating officer(s) or on own initiative

81. Keep log of calls made and received

82. Write a record card for each call which requires the dispatch of an officer

83. Monitor various phone, alarm and radio systems

* * * * *

Summary

Dispatching is an activity which appears to be related to agency size. The data suggests that the larger the agency, the less likely it is that a given Lieutenant would do these duties. The data does not readily suggest an obvious relationship to agency staffing pattern. Tasks 78, 79 and 80, which relate to taking calls and dispatching officers, are the only tasks done by a majority of the Lieutenants in each staffing pattern and agency size breakdown. The activity frequency information shows that while 30% of the total respondents do this activity daily, 57% indicate they rarely, if ever, do it. (Table 131).

Statewide Analysis

A majority of the respondents have indicated that they take calls, dispatch officers and monitor alarms systems (tasks 78, 79, 80 and 83); however, fewer than half of the Lieutenants keep records relating to such (tasks 81 and 82). Perhaps in many departments, civilians or subordinate officers are the record keepers of the dispatch operation. Tasks 78, 79, 80 and 83 are perceived as critical by a majority of those who perform the tasks; however, none of these tasks is considered time consuming by a majority. Over half of those Lieutenants who indicated they keep records (tasks 81 and 82) also see the tasks as time consuming. Although 57 Lieutenants say they perform this function daily, 109 indicate that they rarely, if ever, have to do this activity.

Size Analysis

According to the data in Table , it is evident that the percentage of Lieutenants performing these tasks is related to agency size. Clearly, the larger the agency, the less likely it is that a given Lieutenant would do the tasks associated with the dispatching activity. It is also apparent that the larger the agency, the less likely it is that a given Lieutenant would view the tasks as critical and time consuming. Further, support for this trend can be gathered from the activity frequency information where the weighted average runs from 1.10 (daily) in the smallest agencies to 4.10 (4 or 5 times a year) in the largest agencies.

Staffing Pattern Analysis

The analysis by staffing pattern shows that the Lieutenants in staffing pattern 1 are the least likely to do these tasks, while the Lieutenants in staffing pattern 5 are the most likely to do them. The differences between the staffing patterns, however, are much less apparent than those seen in the size categories. In most cases the tasks are viewed as critical by a majority of the respondents; however, there appears to be disagreement on whether or not these tasks are time consuming. The activity frequency averages show a considerable range covering weekly in pattern 5 to as infrequently as 4 or 5 times a year in pattern 4.

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TABLE 131: LIEUTENANT TASKLIST QUESTIONNAIRE RESPONSES BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

LIEUTENANT RESPONSES ON ACTIVITY: DISPATCHING

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	57	12	6	6	109	3.52

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	9	1	0	0	0	1.10
SIZE 2 (20-59)	24	2	1	3	17	2.72
SIZE 3 (60-149)	5	3	2	0	8	3.17
SIZE 4 (150 OR MORE)	19	6	3	3	84	4.10

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	27	8	3	3	61	3.62
STAFFING PATTERN 2 (O,S,L)	18	1	0	2	14	2.80
STAFFING PATTERN 3 (O,S,C)						
STAFFING PATTERN 4 (O,L,C)	8	3	3	1	33	4.00
STAFFING PATTERN 5 (1 SUPV)	0	4	0	0	1	1.80
STAFFING PATTERN 6 (NO SUPV)						

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

STATEWIDE N = 209				SIZE 1 (1-19) N = 10				SIZE 2 (20-59) N = 51				SIZE 3 (60-149) N = 21				SIZE 4 (150-MORE) N = 127		
TASK	% DO	% CRIT	% MUCH TIME	TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
78	73	59	42	78	100	70	60	78	73	48	76	50	44	68	53	38
79	70	59	34	79	100	70	40	78	70	43	71	53	20	64	54	31
80	68	74	32	80	100	90	60	80	78	29	81	71	29	58	71	30
81	46	47	53	81	60	67	100	71	53	67	57	42	42	33	41	38
82	30	49	62	82	60	50	100	51	54	65	57	42	42	15	47	58
83	52	55	45	83	90	78	56	65	64	61	52	55	18	44	46	39

TABLE 131: CONT'D. STAFFING PATTERN BREAKDOWN

TASK	PATTERN 1 (O,S,L,C) N = 111			PATTERN 2 (O,S,L) N = 37			PATTERN 3 (O,S,C) N =			PATTERN 4 (O,L,C) N = 56			PATTERN 5 (1 SUPV) N = 5			PATTERN 6 (NO SUPV) N =		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
78	69	57	34	73	59	52				77	61	49	100	80	60			
79	67	55	28	73	63	37				70	62	39	100	80	60			
80	63	74	20	73	74	37				71	73	43	100	100	80			
81	35	53	42	68	40	72				54	43	47	60	67	100			
82	19	52	57	51	37	68				36	55	55	60	67	100			
83	53	57	41	68	56	56				41	44	35	60	100	100			

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Activity: Operating Teletype Machine

Task:

84. When police personnel request, type in information requests and type in new information which will establish a new computer file

85. Read teletype messages being sent by other jurisdictions in order to be familiar with what is going on in other localities and for referral to own department personnel

* * * * *

Summary

Although a majority of the Lieutenants review teletype messages (task 85) in each size and staffing breakdown, the number of Lieutenants actually operating the machines (task 84) is much smaller. A specialized function such as this is probably done by only a select number of officers in each agency. Generally, the tasks are not considered time consuming. The tasks are viewed as critical by a majority of the respondents in some, but not all of the staffing and size breakdowns. The weighted averages vary from monthly to rarely, if ever. Since the frequency question was titled Operating Teletype Machine, the frequency data may be closely related to task 84, but may have obscured the concept of task 85, reviewing teletype messages. Task 85 is probably done much more often than the frequency average indicates. (Table 132).

Statewide Analysis

Only 27% of the respondents statewide have indicated they operate the teletype machine (task 84). About half of those Lieutenants view the task as critical and fewer yet see it as time consuming. Task 85, which relates to reviewing teletype messages for own information and referral to other officers, is done by a majority (74%) of the respondents. Both the "critical" and "time spent" data for task 85 are around 50%. The activity frequency count shows that most (140 out of 190) Lieutenants rarely, if ever, perform this activity.

Size Analysis

The Lieutenants in the smaller agencies are more likely to do task 84 than the Lieutenants in the larger agencies; however, in no case do more than 50% of the Lieutenants do this task. Performance of task 85 does not appear to be related to agency size and is done by a majority of the Lieutenants in each agency size. No task is consistently seen as critical by a majority of the Lieutenants in each of the size groupings; however, a majority of the Lieutenants in each size group agree that neither of the two tasks is time consuming.

Staffing Pattern Analysis

Regardless of agency staffing pattern, most Lieutenants do task 85 but do not do task 84. The Lieutenants of staffing pattern 4 are among the least likely to do either task; this is supported by the fact that their weighted average, 4.44, is the largest in this group.

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TABLE 132: LIEUTENANT TASKLIST QUESTIONNAIRE RESPONSES
BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

LIEUTENANT RESPONSES ON ACTIVITY: OPERATING TELETYPE MACHINE

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	28	14	6	2	140	4.12

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	1	3	0	0	6	3.70
SIZE 2 (20-59)	17	5	3	2	20	3.06
SIZE 3 (60-149)	4	1	1	0	12	3.83
SIZE 4 (150 OR MORE)	6	5	2	0	102	4.63

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	13	6	2	2	79	4.25
STAFFING PATTERN 2 (O,S,L)	12	3	0	0	20	3.37
STAFFING PATTERN 3 (O,S,C)						
STAFFING PATTERN 4 (O,L,C)	3	3	3	0	39	4.44
STAFFING PATTERN 5 (1 SUPV)	0	2	1	0	2	3.40
STAFFING PATTERN 6 (NO SUPV)						

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

STATEWIDE N = 209				SIZE 1 (1-19) N = 10			SIZE 2 (20-59) N = 51			SIZE 3 (60-149) N = 21			SIZE 4 (150-MORE) N = 127		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
84	27	48	39	50	60	40	41	43	33	24	20	40	20	56	44
85	74	52	42	70	29	43	88	60	47	67	71	21	69	47	43

STAFFING PATTERN BREAKDOWN

	PATTERN 1 (O,S,L,C) N = 111			PATTERN 2 (O,S,L) N = 37			PATTERN 3 (O,S,C) N =			PATTERN 4 (O,L,C) N = 56			PATTERN 5 (1 SUPV) N = 5			PATTERN 6 (NO SUPV) N =		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
84	22	50	29	46	53	35				23	39	62	40	50	50			
85	75	46	40	78	55	48				68	61	42	80	75	25			

* * * * *

Activity: Giving Information to the Press

Task :

86. Review complaint reports and decide which information can be released to the press

87. Answer phone and in person inquiries from newspeople regarding specific incidents by deciding what information can be given out and explaining it to the person

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Summary

A majority of the Lieutenants have some involvement in giving information to the press regardless of staffing pattern or size breakdown. These Lieutenants generally view the tasks as not critical and not time consuming. For each size and staffing category, Lieutenants can be found distributed throughout the frequency range and on the average, involvement appears to be around monthly. (Table 133).

Statewide Analysis

Although each of the two tasks in this activity is done by about two-thirds of the respondents, the frequency data indicates that on the average this activity is not done that often. Most of the Lieutenants agree that the tasks are not critical and do not take much time.

Size Analysis

The greatest percentage of Lieutenants who do each task occurs in the smallest agencies. Table 133 shows that tasks 86 and 87 are done by 80 and 90% of the Lieutenants in the size 1 agencies. Smaller percentages of Lieutenants do these tasks in agency sizes 2, 3 and 4. A majority of the size 1 Lieutenants view the tasks as critical, while no more than 35% of the Lieutenants in either of the other sizes see either of the tasks as such. A majority of the Lieutenants in each size breakdown see neither task as time consuming. The activity weighted averages all fall between 3.00 and 3.50.

Staffing Pattern Analysis

Very few differences can be noted when the data is analyzed by staffing pattern. The only Lieutenants who appear to vary from the others are the Lieutenants from staffing pattern 5 agencies. This difference is probably due to the small number of Lieutenants in this category and/or the fact that there are no other uniformed supervisory personnel available to do these tasks. Again, the activity averages cluster around 3.00.

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TABLE 133: LIEUTENANT TASKLIST QUESTIONNAIRE RESPONSES
BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

LIEUTENANT RESPONSES ON ACTIVITY: GIVING INFORMATION TO THE PRESS

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	26	41	26	37	60	3.34

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	1	3	2	3	1	3.00
SIZE 2 (20-59)	11	8	8	8	12	3.04
SIZE 3 (60-149)	5	3	1	1	8	3.22
SIZE 4 (150 OR MORE)	9	27	15	25	39	3.50

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	14	20	14	22	32	3.37
STAFFING PATTERN 2 (O,S,L)	9	10	2	5	9	2.86
STAFFING PATTERN 3 (O,S,C)						
STAFFING PATTERN 4 (O,L,C)	2	11	8	8	19	3.65
STAFFING PATTERN 5 (1 SUPV)	1	0	2	2	0	3.00
STAFFING PATTERN 6 (NO SUPV)						

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

STATEWIDE N = 209				SIZE 1 (1-19) N = 10			SIZE 2 (20-59) N = 51			SIZE 3 (60-149) N = 21			SIZE 4 (150-MORE) N = 127		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
86	63	32	19	80	50	38	65	30	24	57	25	8	62	32	17
87	73	32	21	90	67	22	73	22	19	81	35	12	70	33	24

STAFFING PATTERN BREAKDOWN

	PATTERN 1 (O,S,L,C) N = 111			PATTERN 2 (O,S,L) N = 37			PATTERN 3 (O,S,C) N =			PATTERN 4 (O,L,C) N = 56			PATTERN 5 (1 SUPV) N = 5			PATTERN 6 (NO SUPV) N =		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
86	64	31	17	68	44	20				55	23	19	100	40	40			
87	74	32	22	70	39	19				70	26	21	100	60	20			

Activity: Performing Various Community Relations Activities

Task :

88. Speak at various public meetings and functions and give speech/demonstration on a selected police topic of interest to the group

89. Conduct tours of police facility by taking interested groups on a walk through the facility, explaining the functions of the various sections and answering their questions

90. Assist in various community events by participating in planning the events, planning for orderly traffic flow and planning for officers to provide assistance at the event

91. Study security of businesses and other properties and make recommendations for improvement

92. Talk with school officials and community groups to evaluate situations in the community which may be contributing to juvenile delinquency and crime

* * * * *

Summary

The analyses show that performing various community relations activities may be related to agency size and staffing pattern. The Lieutenants from the smaller agencies are more likely to do these tasks than the Lieutenants from the larger agencies. Perhaps in the larger agencies there are only certain officers assigned to special sections who perform these tasks. Also, the Lieutenants from patterns 2 and 5 are more likely to be involved in these tasks than the Lieutenants from patterns 1 and 4. Most Lieutenants report that on the average this activity is performed 4 or 5 times a year. (Table 134).

Statewide Analysis

As noted in Table 134, only task 90, assisting in planning for community events, is done by a majority of the respondents. Speaking before meetings and groups, conducting tours, and studying security systems are done by 40--48% of the Lieutenants. None of the tasks was rated time consuming by more than 37% of the Lieutenants and only task 91 was scored critical by more than half of those who do the task.

Size Analysis

The data suggests that the performance of these tasks by Lieutenants may be related to agency size. It appears that smaller percentages of Lieutenants from the large agencies do these tasks than from the small departments. The percent range for doing these tasks runs from 60 - 80% for the size 1 agencies to 28 - 52% in the size 4 departments. The majority of Lieutenants from each size breakdown generally agree that each task is not time consuming and that tasks 88 and 89 are not critical. Each size category has a frequency

average between 3.40 and 4.00 or a little more often than 4 or 5 times a year.

Staffing Pattern Analysis

Responses of the Lieutenants from staffing patterns 2 and 5 indicate that Lieutenants from these patterns are more likely to do these tasks than the Lieutenants from the other staffing patterns. This may be explained by the fact that they are the highest uniformed level in these agencies and, therefore, may be more likely to take part in the public relations activities. Since many of the pattern 2 and 5 agencies are also small agencies, there is an increased likelihood that Lieutenants would do these tasks. In most cases, the highest percentages of Lieutenants viewing the tasks as critical and time consuming are in staffing patterns 2 and 5. The activity frequency averages are all near 4.00.

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TABLE 134: LIEUTENANT TASKLIST QUESTIONNAIRE RESPONSES BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

LIEUTENANT RESPONSES ON ACTIVITY: PERFORMING VARIOUS COMMUNITY RELATIONS ACTIVITIES

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	13	16	22	57	83	3.95

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	0	3	1	5	1	3.40
SIZE 2 (20-59)	2	2	9	17	17	3.96
SIZE 3 (60-149)	2	2	1	4	9	3.89
SIZE 4 (150 OR MORE)	9	9	11	31	56	4.00

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	7	8	10	34	44	3.97
STAFFING PATTERN 2 (O,S,L)	1	5	8	13	8	3.63
STAFFING PATTERN 3 (O,S,C)						
STAFFING PATTERN 4 (O,L,C)	5	2	4	8	29	4.13
STAFFING PATTERN 5 (1 SUPV)	0	1	0	2	2	4.00
STAFFING PATTERN 6 (NO SUPV)						

TABLE 134: CONT'D.

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

STATEWIDE N = 209				SIZE 1 (1-19) N = 10			SIZE 2 (20-59) N = 51			SIZE 3 (60-149) N = 21			SIZE 4 (150-MORE) N = 127		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
88	48	23	25	60	33	17	61	19	13	52	18	27	41	26	33
89	42	14	19	60	17	50	75	8	16	43	0	11	28	23	20
90	55	42	37	70	43	43	59	53	20	62	39	46	52	37	42
91	42	52	20	60	83	33	47	50	8	57	50	8	36	49	27
92	40	48	23	80	63	25	45	44	22	38	63	0	35	44	28

STAFFING PATTERN BREAKDOWN

	PATTERN 1 (O,S,L,C) N = 111			PATTERN 2 (O,S,L) N = 37			PATTERN 3 (O,S,C) N =			PATTERN 4 (O,L,C) N = 56			PATTERN 5 (1 SUPV) N = 5			PATTERN 6 (NO SUPV) N =		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
88	53	21	28	51	32	11				34	21	32	60	33	33			
89	36	15	23	68	8	16				36	15	10	60	33	67			
90	58	38	33	70	58	23				41	35	61	40	50	50			
91	36	50	10	43	56	13				50	46	36	60	100	33			
92	39	41	24	51	58	26				30	47	24	80	75	0			

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Activity: Taking Charge of Property and Evidence

Task :

93. Receive from officers property and evidence and store in appropriate storage area

94. Write a property tag, give the officer a receipt and keep a copy for own records

95. Arrange for selected evidence to be forwarded to crime lab for analysis

96. Return evidence to the officer when the officer must appear in court with it

97. Return evidence to owner upon resolution of court action or return recovered property to the rightful owner once ownership has been established

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Summary

Table 135 indicates that performance of some of these tasks may be related to agency size and staffing pattern. Among the most likely to do these tasks are the Lieutenants from agency sizes 1 and 2, and the Lieutenants in staffing patterns 2 and 5. It is probably the case that the larger agencies (sizes 3 and 4) have only certain officers assigned to do these specific tasks and, therefore, the percentages could not be particularly high. The tasks are generally not considered time consuming by a majority of the respondents. Tasks 95 and 96 were rated critical by a majority of the Lieutenants who do them in most of the size and staffing categories. All activity frequency averages are between monthly and 4 or 5 times a year, except for staffing pattern 5 where the Lieutenants have indicated that weekly is the norm. (Table 135).

Statewide Analysis

No task in this group is done by a majority of the respondents statewide. Each task is perceived as time consuming by only 12-23% of the Lieutenants and there were only two tasks rated critical by a majority of those who do the tasks (95 and 96). Of the 191 Lieutenants who answered the frequency question, 100 say they rarely, if ever, perform these duties. The rest of the Lieutenants are spread over the frequency range. It is probably the case that some agencies have special units which handle these functions and it would, therefore, be unlikely that a large majority of Lieutenants would perform these duties on a regular basis.

Size Analysis

Three tasks in this activity may be related to agency size. Writing property tags and returning evidence and property (tasks 94, 96 and 97) appear to be done by the highest percentages of Lieutenants in the smallest agencies. In other words, the larger the agency, the less likely it is that a Lieutenant would do these tasks. Task 95 (forward selected evidence for analysis) is done by 40-48% of the Lieutenants regardless of agency size. Agency sizes 1 and 3 group together on task 93 in that 70% and 67% of these Lieutenants do this task, while for sizes 2 and 4 the percentages are much smaller, 39 and 38% respectively. In most cases, the tasks are not considered time consuming. Only tasks 95 and 96 are consistently rated critical by a majority of the Lieutenants. The activity frequency averages range between monthly and 4 or 5 times a year; however, there are many Lieutenants, particularly in sizes 2 and 4, who indicated they rarely, if ever, do this.

Staffing Pattern Analysis

The responses from the Lieutenants of staffing patterns 2 and 5 appear to indicate that proportionately more of them do these tasks than do Lieutenants from staffing patterns 1 and 4. Generally, the tasks are seen as critical by 40-60% of the Lieutenants and for the most part, the tasks are not considered time consuming by a majority of the respondents.

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TABLE 135: LIEUTENANT TASKLIST QUESTIONNAIRE RESPONSES
BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

LIEUTENANT RESPONSES ON ACTIVITY: TAKING CHARGE OF PROPERTY AND EVIDENCE

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	20	34	17	20	100	3.76

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	0	4	3	2	1	3.00
SIZE 2 (20-59)	7	10	4	2	24	3.55
SIZE 3 (60-149)	2	3	2	4	7	3.61
SIZE 4 (150 OR MORE)	11	17	8	12	68	3.94

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	12	14	7	11	59	3.88
STAFFING PATTERN 2 (O,S,L)	6	9	1	3	16	3.40
STAFFING PATTERN 3 (O,S,C)						
STAFFING PATTERN 4 (O,L,C)	2	7	8	6	25	3.94
STAFFING PATTERN 5 (1 SUPV)	0	4	1	0	0	2.20
STAFFING PATTERN 6 (NO SUPV)						

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

STATEWIDE
N = 209

TASK	% DO	% CRIT	% MUCH TIME
93	43	43	20
94	29	27	23
95	46	53	23
96	16	53	21
97	29	36	12

SIZE BREAKDOWN

TASK	SIZE 1 (1-19) N = 10 % DO	% CRIT	% MUCH TIME	SIZE 2 (20-59) N = 51 % DO	% CRIT	% MUCH TIME	SIZE 3 (60-149) N = 21 % DO	% CRIT	% MUCH TIME	SIZE 4 (150-MORE) N = 127 % DO	% CRIT	% MUCH TIME
93	70	43	43	39	40	25	67	43	7	38	44	19
94	40	0	75	39	15	15	38	25	13	22	39	25
95	40	50	50	45	57	22	48	60	20	47	51	22
96	40	50	25	28	36	14	24	80	0	9	64	36
97	90	22	11	37	32	16	24	60	0	21	39	12

TABLE 135: CONT'D. STAFFING PATTERN BREAKDOWN

	PATTERN 1 (O,S,L,C) N = 111			PATTERN 2 (O,S,L) N = 37			PATTERN 3 (O,S,C) N =			PATTERN 4 (O,L,C) N = 56			PATTERN 5 (1 SUPV) N = 5			PATTERN 6 (NO SUPV) N =		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
93	39	48	21	51	53	16				43	25	13	80	50	75			
94	22	46	29	35	15	15				36	15	10	60	0	100			
95	46	50	20	49	61	22				45	56	28	60	33	33			
96	11	58	42	32	50	0				11	50	17	80	50	25			
97	24	39	15	49	33	6				18	30	10	100	40	20			

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Activity: Inspecting and Booking Prisoners

Task:

98. Determine charge against the person by asking arresting officer to explain what happened and by looking in law books in order to find the charge and number section of the law

99. Insure that all prisoners reguiring medical attention are given such by calling an ambulance or having an officer transport the prisoner to a doctor/hospital

100. Remind prisoner of his/her rights

101. Ask prisoner questions listed on booking form and record this information on the form

102. Inform prisoner that (s)he can make a phone call and allow the prisoner to make it

103. Search the prisoner for any personal effects, for any weapons and for any material which may be potentially dangerous to the person

104. Take prisoner to cell and lock him/her in

105. Periodically check or have an officer/jailor check the condition of the prisoners and take the prisoners their meals

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Summary

Determining charges, making sure prisoners get medical attention and reminding prisoners of their rights (tasks 98, 99 and 100) are the only tasks in this group consistently done by a majority of the Lieutenants in each of the staffing and size groups. Overall, it looks like the Lieutenants from the smallest agencies and staffing agencies 2 and 5 are more likely to be doing these tasks than the Lieutenants from the other breakdowns. Since many large agencies have central booking sections, this trend could be expected. Only tasks 99 and 103 were rated critical by a majority in each size and staffing category and generally, the tasks were not rated time consuming. On the average, this activity is performed monthly. (Table 136).

Statewide Analysis

The statewide frequency data indicates that many Lieutenants (78 out of 191) rarely inspect, question and book prisoners. The remaining Lieutenants are spread throughout the frequency range. Tasks 98, 99, 100 and 102 are done by a majority of the respondents, while searching, filling in booking forms, and checking on prisoners are done by a smaller number of Lieutenants. It is probably the case that subordinate officers perform these functions in many agencies. No task was considered time consuming by a majority of the Lieutenants. A majority of the respondents who do tasks 99, 103 and 105 see them as critical.

Size Analysis

The Lieutenants' responses indicated that the larger the agency, the less likely it is that a given Lieutenant would do these duties. Since many large agencies have special booking sections, it does not seem unreasonable that proportionately fewer Lieutenants do these tasks. Of the eight tasks in the activity, five of them (tasks 98, 99, 100, 101 and 102) are consistently done by a majority or near majority of the Lieutenants in the various breakdowns.

Staffing Pattern Analysis

Again, the Lieutenants of staffing patterns 2 and 5 are among the most likely to be doing these tasks. "Time" and "critical" data do not seem to vary considerably or in any noticeable pattern across the staffing categories. The activity frequency average for each staffing pattern is around monthly.

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TABLE 136: LIEUTENANT TASKLIST QUESTIONNAIRE RESPONSES
BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

LIEUTENANT RESPONSES ON ACTIVITY: INSPECTING AND BOOKING PRISONERS

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	36	45	16	16	78	3.29

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	0	5	3	2	0	2.70
SIZE 2 (20-59)	4	18	4	4	17	3.26
SIZE 3 (60-149)	2	2	2	5	7	3.72
SIZE 4 (150 OR MORE)	30	20	7	5	54	3.28

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	26	23	5	6	43	3.17
STAFFING PATTERN 2 (O,S,L)	5	10	3	1	16	3.37
STAFFING PATTERN 3 (O,S,C)						
STAFFING PATTERN 4 (O,L,C)	5	11	5	8	19	3.52
STAFFING PATTERN 5 (1 SUPV)	0	1	3	1	0	3.00
STAFFING PATTERN 6 (NO SUPV)						

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

STATEWIDE N = 209				SIZE 1 (1-19) N = 10			SIZE 2 (20-59) N = 51			SIZE 3 (60-149) N = 21			SIZE 4 (150-MORE) N = 127		
TASK	% DO	% CRIT	% MUCH TIME	TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
98	77	47	46	98	100	40	40	84	47	28	86	56	50	70	47	54
99	75	78	26	99	100	70	40	82	71	12	81	88	18	70	71	32
100	72	42	25	100	100	40	50	86	48	25	81	41	18	62	39	23
101	47	34	38	101	80	38	63	51	27	23	48	10	30	43	41	43
102	62	32	19	102	100	30	40	80	29	12	76	19	25	49	38	18
102	48	78	33	103	100	100	60	61	61	29	57	100	33	38	79	30
104	36	49	16	104	90	44	33	55	54	14	43	44	11	23	48	14
105	44	60	34	105	90	89	56	65	61	33	43	67	33	33	51	29

TABLE 136: CONT'D.

STAFFING PATTERN BREAKDOWN

TASK	PATTERN 1 (O,S,L,C) N = 111			PATTERN 2 (O,S,L) N = 37			PATTERN 3 (O,S,C) N =			PATTERN 4 (O,L,C) N = 56			PATTERN 5 (1 SUPV) N = 5			PATTERN 6 (NO SUPV) N =		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
98	76	43	45	81	50	43				73	55	50	100	40	40			
99	74	72	26	78	79	14				73	73	34	100	60	20			
100	68	37	18	76	54	21				75	43	33	100	40	80			
101	44	33	35	51	32	32				46	35	42	100	40	60			
102	57	31	13	73	33	22				62	32	24	100	40	40			
103	37	80	23	43	81	38				70	72	36	100	100	80			
104	24	46	12	35	69	23				55	45	13	100	40	40			
105	38	54	29	60	68	27				43	58	38	100	80	80			

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Activity: Setting and Accepting Pre-arraignment Bail

Task:

106. Explain bail procedure to prisoner

107. Read judge's guidelines and sections of the law regarding the range of the amount of bail for the specific crime

108. Set bail or release prisoner on own recognizance, using own judgment and knowledge of limitations of the law, the prisoner's prior record, demeanor, family circumstances and available resources

109. Accept bail from prisoner or from bail bondsman and write a bail receipt

110. Write court appearance ticket, give copy to prisoner and explain the information listed

111. Keep records regarding the amount of bail money taken, in, secure money in proper area and forward to appropriate holder

112. Notify (verbally or in writing) arresting officer, detective, etc. when a prisoner the officer has brought in has been released on bail

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Summary

The tasks relating to setting and accepting pre-arraignment bail are done by the greatest percentage of Lieutenants in agency sizes 1 and 2 and in staffing patterns 2 and 5. The activity frequency averages also indicate that this activity is done more frequently by the Lieutenants in these breakdowns. Among the least likely to do these tasks are the Lieutenants from staffing pattern 4 and from agency size 4. Tasks 106 (explaining bail procedures) and 110 (writing court appearance tickets) generally have the highest percentages of Lieutenants who do the tasks. This is probably the case since these tasks are done by Lieutenants in arrest situations as well as those actually involved in the bail and lockup process. (Table 137).

Statewide Analysis

Most of the tasks associated with setting and accepting bail are done by a majority of the Lieutenants in the statewide sample. The only task not done by at least half the Lieutenants is task 112 (notifying the arresting officer when someone is released on bail). Although a majority of the Lieutenants say they do each of the other six tasks, the percentages are not that large; the range is 52-67% of the respondents. No task was rated time consuming or critical by more than 41% of the Lieutenants who do the tasks. The frequency information shows that the Lieutenants are distributed throughout the frequency range with the greatest number of Lieutenants appearing in the rarely, if ever, designation. The statewide frequency average is between monthly and 4 or 5 times a year. Since in many agencies this activity is viewed as a function to be assigned to only a selected group of officers, the above figures appear reasonable.

Size Analysis

It is evident from the data in Table 137 that the percentage of Lieutenants who do these tasks is related to agency size. The data clearly shows that the larger the agency, the smaller the percentage of Lieutenants who do these tasks. This is probably the case since many large departments assign the booking and bail duties to a special unit within the department.

Staffing Pattern Analysis

The Lieutenants from staffing pattern 4 are the least likely group of Lieutenants to do the tasks associated with the bail procedure. The Lieutenants most likely to be doing the tasks are in staffing patterns 2 and 5. Since the pattern 2 and 5 agencies are also small agencies, this data is consistent with what was found in the size analysis.

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TABLE 137 : LIEUTENANT TASKLIST QUESTIONNAIRE RESPONSES BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

LIEUTENANT RESPONSES ON ACTIVITY: SETTING AND ACCEPTING PRE-ARRAIGNMENT BAIL

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	29	44	18	18	82	3.42

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	0	6	3	1	0	2.50
SIZE 2 (20-59)	6	21	8	3	9	2.74
SIZE 3 (60-149)	2	3	1	6	6	3.61
SIZE 4 (150 OR MORE)	21	14	6	8	67	3.74

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	22	26	6	7	42	3.20
STAFFING PATTERN 2 (O,S,L)	5	12	6	1	11	3.03
STAFFING PATTERN 3 (O,S,C)						
STAFFING PATTERN 4 (O,L,C)	2	3	4	10	29	4.27
STAFFING PATTERN 5 (1 SUPV)	0	3	2	0	0	2.40
STAFFING PATTERN 6 (NO SUPV)						

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

STATEWIDE N = 209

TASK	% DO	% CRIT	% MUCH TIME
106	64	26	33
107	52	31	23
108	67	41	35
109	54	32	36
110	62	27	40
111	55	39	37
112	43	26	12

SIZE BREAKDOWN

TASK	SIZE 1 (1-19) N = 10 % DO	% CRIT	% MUCH TIME	SIZE 2 (20-59) N = 51 % DO	% CRIT	% MUCH TIME	SIZE 3 (60-149) N = 21 % DO	% CRIT	% MUCH TIME	SIZE 4 (150-MORE) N = 127 % DO	% CRIT	% MUCH TIME
106	100	40	60	82	21	26	67	21	29	54	27	34
107	90	33	44	69	29	17	52	36	18	43	30	25
108	100	60	60	90	39	22	57	36	21	56	41	43
109	100	40	60	78	28	18	38	25	13	44	35	49
110	100	40	60	84	23	21	57	8	8	50	32	56
111	100	50	60	77	36	15	38	25	13	45	40	51
112	80	38	25	61	16	10	33	43	0	34	28	14

TABLE 137: CONT'D. STAFFING PATTERN BREAKDOWN

	PATTERN 1 (O,S,L,C) N = 111			PATTERN 2 (O,S,L) N = 37			PATTERN 3 (O,S,C) N =			PATTERN 4 (O,L,C) N = 56			PATTERN 5 (1 SUPV) N = 5			PATTERN 6 (NO SUPV) N =		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
106	67	26	32	73	26	30				50	21	32	100	40	80			
107	54	27	20	68	40	24				35	26	26	100	40	40			
108	68	37	37	87	44	22				50	46	32	100	60	100			
109	55	30	45	76	39	14				36	25	30	100	40	80			
110	56	26	44	76	36	21				60	21	39	100	40	100			
111	56	34	36	76	43	21				34	42	53	100	60	80			
112	40	23	11	68	24	8				29	31	19	80	50	25			

Activity: Preparing for and Testifying in Court

Task:

113. When notified to appear, assemble and read available department and personal records and notes regarding the case

114. Discuss with the D.A. and others the acts of the case

115. Assist other officers when they are to appear in court by assembling case records and discussing the case

116. Testify on the stand by answering attorneys' and judge's questions

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Summary

Although a majority of the Lieutenants in each staffing and size breakdown indicate they do these tasks, most agree that on the average they do these tasks only about 4 or 5 times a year. The percentage of Lieutenants doing each task is fairly consistent across all breakdowns except that on task 115 (assisting other officers preparing for court appearances) the size 4 and staffing pattern 1 Lieutenants are much less likely to do this task than the Lieutenants of any other group. Perhaps in these agencies this task is a function of personnel assigned to a special section. The tasks are viewed as not critical and not time consuming by most of the Lieutenants in all breakdowns except size 1 and staffing patterns 4 and 5. (Table 138).

Statewide Analysis

Each of the tasks in this activity is done by a large majority (69-87%) of the respondents statewide. None of the tasks is considered critical by more than 45% of the respondents and no more than 44% of the respondents feel that any task is time consuming. Ninety-three of the 191 Lieutenants answering the frequency question indicated they rarely, if ever, do this task; however, the weighted average shows the activity is usually done about 4 or 5 times a year.

Size Analysis

Table 138 shows that the smaller the agency, the greater the percentage of Lieutenants who do these tasks. Each task is done by 90-100% of the size 1 Lieutenants, compared to 56-80% of the size 4 Lieutenants who do these tasks. Since many Lieutenants in the larger agencies are assigned to station duty (desk, records, administration, etc.), it would be expected that a smaller percentage of them would be involved in investigations which ultimately lead to court appearances. Less than half of the Lieutenants in sizes 2, 3 and 4 see the tasks as critical and time consuming, while at least half or more in agency size 1 view the tasks as critical and time consuming.

Staffing Pattern Analysis

The percentage of Lieutenants doing each task does not appear to vary considerably across the agency staffing patterns. Perhaps the only major difference is on task 115, where 56% of the pattern 1 Lieutenants (mainly from the largest agencies - size 4) do the task, while 84-100% of the remaining Lieutenants do the task. The frequency data suggests that the Lieutenants of staffing patterns 4 and 5 do this activity more frequently than the Lieutenants of staffing patterns 1 and 2. Since there are no Sergeants in the pattern 4 and 5 agencies, it may be that these Lieutenants are on the road more and investigate more crimes and, therefore, must appear in court more often.

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TABLE 138: LIEUTENANT TASKLIST QUESTIONNAIRE RESPONSES BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

LIEUTENANT RESPONSES ON ACTIVITY: PREPARING FOR AND TESTIFYING IN COURT

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	6	10	25	57	93	4.16

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-13)	0	1	2	4	8	3.90
SIZE 2 (20-59)	2	5	8	13	19	3.89
SIZE 3 (60-149)	0	0	1	10	7	4.33
SIZE 4 (150 OR MORE)	4	4	14	30	64	4.26

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	2	2	10	31	58	4.37
STAFFING PATTERN 2 (O,S,L)	1	0	4	14	16	4.26
STAFFING PATTERN 3 (O,S,C)						
STAFFING PATTERN 4 (O,L,C)	3	6	10	12	17	3.71
STAFFING PATTERN 5 (1 SUPV)	0	2	1	0	2	3.40
STAFFING PATTERN 6 (NO SUPV)						

CONTINUED

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TABLE 138: CONT'D.

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

STATEWIDE N = 209

TASK	% DO	% CRIT	% MUCH TIME
113	85	43	44
114	84	45	41
115	69	40	35
116	87	44	29

SIZE BREAKDOWN

TASK	Size 1 (1-19) N = 10			Size 2 (20-59) N = 51			Size 3 (60-149) N = 21			Size 4 (150-MORE) N = 127		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
113	90	56	78	96	41	47	91	47	32	79	42	42
114	100	50	80	96	41	41	91	47	37	77	46	37
115	100	50	70	90	39	33	86	33	39	56	40	31
116	100	50	70	98	40	26	95	50	15	80	44	29

STAFFING PATTERN BREAKDOWN

TASK	Pattern 1 (O,S,L,C) N = 111			Pattern 2 (O,S,L) N = 37			Pattern 3 (O,S,C) N =			Pattern 4 (O,L,C) N = 56			Pattern 5 (1 SUPV) N = 5			Pattern 6 (NO SUPV) N =		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
113	83	36	36	97	47	39				82	52	59	80	50	100			
114	81	39	30	95	46	46				82	57	52	100	40	80			
115	56	34	23	89	46	36				79	43	50	100	40	60			
116	85	38	15	97	47	28				84	53	51	100	40	80			

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Activity: Attending Staff Meetings and Discussing Police Matters

Task:

117. Attend staff meetings with other police personnel in order to discuss problem areas, procedure/policy, operations and planning

118. Suggest solutions to police problems, changes in procedures and policy, etc.

119. Write in narrative form proposed changes in department procedures/operation

120. Inform supervisors (orally or in writing) of changes suggested by subordinates

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Summary

Regardless of agency size or staffing pattern, most Lieutenants generally do each of the four tasks associated with this activity. The only exception to this is that for task 119 (writing a narrative of proposed changes), only a minority of the pattern 4 and 5 Lieutenants do the task. Agency size does not appear to be a factor related to whether or not Lieutenants do these tasks; however, the analysis by staffing pattern shows that Lieutenants in pattern 4 are among the least likely to be doing these tasks. The Lieutenants in the sample have indicated they are involved in this activity anywhere from daily to rarely, if ever. The average frequency is about 4 or 5 times a year. For the most part, the tasks are considered neither critical nor time consuming by a majority of the Lieutenants. (Table 139).

Statewide Analysis

As noted in the frequency table, few Lieutenants attend staff meetings and discuss police matters daily or even weekly. On the average, the respondents do this activity somewhere between monthly and 4 or 5 times a year. Although a majority of the Lieutenants indicate they do each task, the number of Lieutenants who suggest solutions to police and department problems (tasks 118 and 120) is larger than the number attending formal meetings and writing narratives of proposed suggestions (tasks 117 and 119). No task was viewed as critical or time consuming by a majority of the Lieutenants in the sample.

Size Analysis

The data suggests that about the same percentage of Lieutenants do tasks 118, 119 and 120 in each of the agency size breakdowns. Only task 117 (attending formal staff meetings) appears to be related to size in that the smaller the agency, the more likely it is that a Lieutenant would do this task. The activity frequency chart shows that on the average, the Lieutenants of each size breakdown do this activity with about the same frequency (more than 4 or 5 times a year). A number of Lieutenants in each breakdown indicated they rarely, if ever attend staff meetings; perhaps in those agencies represented, there are no formal procedures for the periodic gathering of the staff. No task was considered critical or time consuming by a majority of the Lieutenants in either sizes 2, 3 or 4. A majority of the size 1 Lieutenants see task 117 as both critical and time consuming, task 118 as time consuming, and task 119 as critical.

Staffing Pattern Analysis

The Lieutenants from staffing pattern 4 are generally less likely to do these tasks than the Lieutenants of any other staffing pattern. The frequency data shows that on the average, the pattern 4 Lieutenants also do this activity less frequently. The percentages of Lieutenants doing the tasks are about the same for patterns 1, 2 and 5, except that on task 119, the percentage for staffing pattern 5 is much less than in any of the others. The percentage is probably much smaller here because the need for formal proposals is not as great in agencies of this type. Even though a few exceptions can be noted, most Lieutenants do not see these as critical or time consuming tasks.

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TABLE 139: LIEUTENANT TASKLIST QUESTIONNAIRE RESPONSES
BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

LIEUTENANT RESPONSES ON ACTIVITY: ATTENDING STAFF MEETINGS AND DISCUSSING POLICE MATTERS

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	5	25	59	45	57	3.65

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	0	0	6	3	1	3.50
SIZE 2 (20-59)	2	4	17	11	13	3.62
SIZE 3 (60-149)	0	1	2	8	7	4.17
SIZE 4 (150 OR MORE)	3	20	34	23	36	3.59

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	2	16	33	27	25	3.55
STAFFING PATTERN 2 (O,S,L)	2	4	16	7	6	3.31
STAFFING PATTERN 3 (O,S,C)						
STAFFING PATTERN 4 (O,L,C)	1	5	6	10	26	4.15
STAFFING PATTERN 5 (1 SUPV)	0	0	4	1	0	3.20
STAFFING PATTERN 6 (NO SUPV)						

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

STATEWIDE
N = 209

TASK	% DO	% CRIT	% MUCH TIME
117	74	47	37
118	90	42	34
119	62	33	25
120	84	32	22

SIZE BREAKDOWN

TASK	SIZE 1 (1-19) N = 10 % DO	% CRIT	% MUCH TIME	SIZE 2 (20-59) N = 51 % DO	% CRIT	% MUCH TIME	SIZE 3 (60-149) N = 21 % DO	% CRIT	% MUCH TIME	SIZE 4 (150-MORE) N = 127 % DO	% CRIT	% MUCH TIME
117	90	56	67	82	48	29	76	31	25	69	49	40
118	100	40	80	94	45	30	86	33	6	88	43	37
119	60	50	33	62	32	19	62	39	8	63	32	29
120	90	33	22	82	32	15	86	28	11	84	32	27

TABLE 139: CONT'D. STAFFING PATTERN BREAKDOWN

	PATTERN 1 (O,S,L,C) N = 111			PATTERN 2 (O,S,L) N = 37			PATTERN 3 (O,S,C) N =			PATTERN 4 (O,L,C) N = 56			PATTERN 5 (1 SUPV) N = 5			PATTERN 6 (NO SUPV) N =		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
117	77	45	29	92	50	35				54	50	60	100	60	40			
118	95	41	30	95	43	37				77	47	40	100	40	60			
119	71	30	26	68	44	20				46	31	23	20	100	100			
120	89	30	20	84	42	16				75	29	33	80	25	25			

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Activity: Administering or Witnessing Intoxication Test

Task :

121. Administer breathalyzer test following proper calibrating and operating procedures

122. Read machine and determine blood alcohol level for evidentiary purposes

123. Witness administration of breathalyzer test done by another officer

* * * * *

Summary

Generally, administering intoxication tests (tasks 121 and 122) is done by a minority of the Lieutenants in the size and staffing breakdowns. The only exception to this is that more than half of the pattern 5 Lieutenants do each of the two tasks. Witnessing intoxication tests (task 123) is done by about half or more of the Lieutenants in each category except size 4 and staffing patterns 1 and 2, where only a few (25-30%) of the Lieutenants do this task. Generally, the tasks were not rated critical or time consuming. On the average, the Lieutenants indicate they do this activity less than 4 or 5 times a year. (Table 140).

Statewide Analysis

It is not unexpected that the data shows that a relatively small percentage of the entire sample administers or witnesses intoxication tests since the administration of intoxication tests is a specialized function which can be done by only a select number of personnel on most police forces. Further, the critical/time data indicate that the tasks are generally considered neither critical nor time consuming by a majority. Of the 191 Lieutenants who gave frequency information, 140 said they rarely, if ever, perform this function.

Size Analysis

Table 140 shows that few Lieutenants administer the test and read the machine (task 121 and 122) in each of the size categories. Nonetheless, it is evident that the smaller the agency, the more likely it is that a Lieutenant would be doing these tasks. Tasks 121 and 122 are seen as critical by at least half the Lieutenants who do them in all but size 2. The only majority of Lieutenants viewing the tasks as time consuming are the Lieutenants of size 1. Witnessing intoxication tests, task 123, is done by about half the Lieutenants in sizes 1, 2 and 3; however, only one-fourth of the size 4 Lieutenants do this task. In no case was this task rated as critical or time consuming by a majority of the Lieutenants.

Staffing Pattern Analysis

The percentages for staffing patterns 1, 2 and 4 also show that few Lieutenants do the three tasks. Unique among the staffing categories, however, is pattern 5 where 80% do each task and half view each task as critical and time consuming. These percentages are probably higher because the Lieutenants are the only uniformed supervisory personnel in the pattern 5 agencies. The pattern 5 Lieutenants also indicate they do the task a little more frequently than the less than 4 to 5 times a year average for the rest of the Lieutenants.

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TABLE 140: LIEUTENANT TASKLIST QUESTIONNAIRE RESPONSES BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

LIEUTENANT RESPONSES ON ACTIVITY: ADMINISTERING OR WITNESSING INTOXICATION TEST

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	3	9	13	26	140	4.52

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	0	1	3	1	5	4.00
SIZE 2 (20-59)	0	6	3	8	30	4.32
SIZE 3 (60-149)	0	2	1	4	11	4.33
SIZE 4 (150 OR MORE)	3	0	6	13	94	4.68

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	1	3	7	8	84	4.66
STAFFING PATTERN 2 (O,S,L)	0	1	2	4	28	4.69
STAFFING PATTERN 3 (O,S,C)						
STAFFING PATTERN 4 (O,L,C)	2	4	3	13	26	4.19
STAFFING PATTERN 5 (1 SUPV)	0	1	1	1	2	3.80
STAFFING PATTERN 6 (NO SUPV)						

TABLE 140: CONT'D.

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

STATEWIDE N = 209				SIZE 1 (1-19) N = 10			SIZE 2 (20-59) N = 51			SIZE 3 (60-149) N = 21			SIZE 4 (150-MORE) N = 127		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
121	16	41	26	40	50	50	33	29	18	14	67	0	8	50	40
122	17	43	14	40	50	50	35	33	11	14	67	0	8	50	10
123	35	32	21	50	40	40	49	20	20	57	33	0	25	39	26

STAFFING PATTERN BREAKDOWN

	PATTERN 1 (O,S,L,C) N = 111			PATTERN 2 (O,S,L) N = 37			PATTERN 3 (O,S,C) N =			PATTERN 4 (O,L,C) N = 56			PATTERN 5 (1 SUPV) N = 5			PATTERN 6 (NO SUPV) N =		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
121	16	47	29	11	25	0				16	33	22	80	50	50			
122	16	47	12	11	25	0				18	40	10	80	50	50			
123	25	26	26	30	27	9				55	36	16	80	50	50			

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Activity: Inspecting Equipment

Task :

124. Periodically check patrol cars to insure that the vehicles are in good working order

125. Write report of the condition, maintenance needed and completed

126. Check walkie-talkies, shotguns and other special equipment issued to the officers in order to see that the equipment is in good condition

* * * * *

Summary

In each agency size and staffing pattern a majority of the Lieutenants do each of the tasks associated with inspecting equipment. The activity frequency averages also vary little across the size and staffing pattern breakdowns. Statewide, many Lieutenants (74 out of 191) indicate that inspecting equipment is a daily part of their job. In all breakdowns, a majority of the Lieutenants say that tasks 124 and 126 (checking patrol cars and equipment) are critical. The only place where these tasks are rated time consuming by more than half the Lieutenants is in size 1 and pattern 5. (Table 141).

Statewide Analysis

A sizeable majority of the respondents regularly inspect equipment; 75% of the Lieutenants in the sample do task 124, and 71% indicated they do task 126. A smaller percentage (60%), but still a majority, write reports relating to such - task 125. Most Lieutenants feel that none of the three tasks is time consuming; however, a majority rated tasks 124 and 126 as critical. The activity frequency average is 2.37 and is representative of Lieutenants spread throughout the entire frequency range.

Size Analysis

Few differences from what was noted in the statewide analysis can be found in the data representing the four sizes. The only apparent variance is that a much greater percentage of the Lieutenants from the smallest agencies indicate that the tasks are critical and time consuming.

Staffing Pattern Analysis

Only task 128 is done by a majority of the Lieutenants in each staffing pattern. Task 127 (maintaining an activity sheet) is done by a majority of Lieutenants in all but staffing pattern 1, while compiling records for various purposes (task 129) is done by a majority of Lieutenants only in pattern 2.

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TABLE 141: LIEUTENANT TASKLIST QUESTIONNAIRE RESPONSES BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

LIEUTENANT RESPONSES ON ACTIVITY: INSPECTING EQUIPMENT

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	74	41	31	22	23	2.37

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	8	3	1	8	0	2.40
SIZE 2 (20-59)	15	10	7	10	5	2.57
SIZE 3 (60-149)	5	3	5	2	3	2.72
SIZE 4 (150 OR MORE)	51	25	18	7	15	2.22

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	37	28	18	10	10	2.30
STAFFING PATTERN 2 (O,S,L)	7	7	8	9	4	2.89
STAFFING PATTERN 3 (O,S,C)						
STAFFING PATTERN 4 (O,L,C)	27	6	4	2	9	2.17
STAFFING PATTERN 5 (1 SUPV)	3	0	1	1	0	2.00
STAFFING PATTERN 6 (NO SUPV)						

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

STATEWIDE N = 209				SIZE 1 (1-19) N = 10			SIZE 2 (20-59) N = 51			SIZE 3 (60-149) N = 21			SIZE 4 (150-MORE) N = 127		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
124	75	56	22	70	86	71	71	58	11	67	57	14	79	54	24
125	60	45	19	60	83	50	63	47	6	52	64	9	60	38	24
126	71	68	23	70	71	71	75	63	8	76	75	19	69	69	27

TABLE 141: CONT'D. STAFFING PATTERN BREAKDOWN

TASK	PATTERN 1 (O,S,L,C) N = 111			PATTERN 2 (O,S,L) N = 37			PATTERN 3 (O,S,C) N =			PATTERN 4 (O,L,C) N = 56			PATTERN 5 (1 SUPV) N = 5			PATTERN 6 (NO SUPV) N =		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
124	76	57	19	60	59	9				82	52	28	100	80	80			
125	56	38	15	49	50	0				75	50	29	80	75	75			
126	66	72	17	78	66	17				77	63	33	60	67	100			

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Activity: Keeping Various Records and Files

Task:

127. Maintain daily activity sheet by writing brief description of calls responded to, time of calls and subordinate officers observed in the field

128. Collect and review activity sheets and other forms from officers; may copy information onto permanent records and file in appropriate section or forward for review of information

129. Compile information from various departmental or division records for inclusion in reports such as crime statistics, division activity reports, etc.

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Summary

Collecting and reviewing activity sheets (task 128) is the only listed task which is consistently done by a majority of the Lieutenants in each of the size and staffing breakdowns. Most (68%) of the Lieutenants in the sample say they keep records and files daily. The size and staffing frequency averages are all between daily and weekly, except for size 1 and staffing pattern 5 where the averages are between weekly and monthly. The data tends to suggest that the Lieutenants were thinking in much more general terms when answering the activity frequency information than when they were answering on the three tasks. The majority of Lieutenants see these tasks as being neither critical nor time consuming. (Table 142).

Statewide Analysis

Record keeping is an activity that is done daily by 128 of the 189 Lieutenants responding on the frequency item. Only 27 of the respondents say they rarely, if ever, keep records and files. Collecting and reviewing forms from subordinate officers (task 128) was the only listed task done by a majority of the Lieutenants; however, almost half indicated they maintain daily activity records (task 127). About one-third of the Lieutenants who do each task see that task as critical; likewise, fewer than half see the tasks as time consuming.

Size Analysis

The data suggests that the smaller the agency, the more likely it is that a given Lieutenant would do these tasks, but it doesn't appear that they necessarily do the tasks any more frequently. Other than this, the data does not vary considerably from what was noted in the statewide analysis.

Staffing Pattern Analysis

Only task 128 is done by a majority of the Lieutenants in each staffing pattern. Task 127, maintaining an activity sheet, is done by a majority of Lieutenants in all but staffing pattern 1, while compiling records for various purposes, task 129, is done by a majority of Lieutenants only in pattern 2.

The Lieutenants from pattern 5 have a frequency average much higher than the other groupings. This is probably due to the small number of Lieutenants represented in the pattern.

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TABLE 142: LIEUTENANT TASKLIST QUESTIONNAIRE RESPONSES BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

LIEUTENANT RESPONSES ON ACTIVITY: KEEPING VARIOUS RECORDS AND FILES

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	128	13	15	6	27	1.89

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	4	2	2	0	2	2.40
SIZE 2 (20-59)	35	1	4	1	6	1.77
SIZE 3 (60-149)	14	0	0	1	3	1.83
SIZE 4 (150 OR MORE)	75	10	9	4	16	1.91

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	68	8	8	3	16	1.94
STAFFING PATTERN 2 (O,S,L)	25	2	3	1	4	1.77
STAFFING PATTERN 3 (O,S,C)						
STAFFING PATTERN 4 (O,L,C)	33	2	4	2	5	1.78
STAFFING PATTERN 5 (1 SUPV)	2	1	0	0	2	2.80
STAFFING PATTERN 6 (NO SUPV)						

TABLE 142: CONT'D. TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

STATEWIDE N = 209

TASK	% DO	% CRIT	% MUCH TIME
127	48	37	45
128	68	30	48
129	39	32	42

SIZE BREAKDOWN

TASK	SIZE 1 (1-19) N = 10			SIZE 2 (20-59) N = 51			SIZE 3 (60-149) N = 21			SIZE 4 (150-MORE) N = 127		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
127	70	57	57	61	32	48	43	33	44	42	38	42
128	100	30	80	69	37	43	71	27	27	65	28	49
129	50	40	40	45	26	48	33	29	57	37	35	37

STAFFING PATTERN BREAKDOWN

TASK	PATTERN 1 (O,S,L,C) N = 111			PATTERN 2 (O,S,L) N = 37			PATTERN 3 (O,S,C) N =			PATTERN 4 (O,L,C) N = 56			PATTERN 5 (1 SUPV) N = 5			PATTERN 6 (NO SUPV) N =		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
127	39	29	36	51	42	58				64	44	44	60	33	100			
128	61	20	46	76	39	57				75	41	41	100	40	80			
129	41	24	38	57	29	48				25	57	43	20	100	100			

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Activity: Assisting in Department/Division Budget Preparation and Purchase of Supplies/Equipment

Task :

130. Write list of anticipated personnel, equipment and supply needs by reviewing past needs and determining what may be needed in the future

131. Write requests for short-term supply and equipment needs and send to appropriate section

132. Contact (by phone or writing) businesses carrying products requested, obtain prices on merchandise and select a bid price

133. Keep various records relating to the procurement and issuance of supplies and equipment

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Summary

The analyses by staffing pattern and agency size show that these are tasks not usually done by a majority of the Lieutenants. The short-term supply requisition task (131) is done by more Lieutenants in the various size and staffing breakdowns than any of the other tasks. In each breakdown, a majority of the respondents indicate they rarely, if ever, perform this activity. This function is probably the responsibility of a special section in many large departments and the function of the Chief in many others. Most Lieutenants indicate this task is neither time consuming nor critical. (Table 143).

Statewide Analysis

Most of the respondents do not get involved in budgeting and purchasing functions. Task 131, requesting short-term supplies, is done by more Lieutenants than any of the other three tasks; however, it is still done by a minority of the respondents, 45%. Of the 191 Lieutenants who answered the activity, 143 indicated they do it only rarely, if ever. No task was rated critical or time consuming by more than 39% and 41% respectively of the Lieutenants who do the tasks.

Size Analysis

There is little variance from what was noted in the statewide analysis when the data is separated by agency size. A majority of the Lieutenants from the various size categories generally agree that the tasks are not critical and not time consuming and that they do this activity somewhere between 4 or 5 times a year and rarely, if ever.

Staffing Pattern Analysis

Again, Table 143 shows that the percentages do not appreciably vary when responses are grouped by staffing pattern. The small number of Lieutenants in pattern 5 accounts for the especially low percentages there.

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TABLE 143: LIEUTENANT TASKLIST QUESTIONNAIRE RESPONSES
BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

LIEUTENANT RESPONSES ON ACTIVITY: ASSISTING IN DEPARTMENT/DIVISION BUDGET PREPARATION AND PURCHASE OF SUPPLIES/EQUIPMENT

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	2	12	6	28	143	4.56

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	0	1	1	2	6	4.30
SIZE 2 (20-59)	2	6	1	4	34	4.23
SIZE 3 (60-149)	0	1	0	4	13	4.61
SIZE 4 (150 OR MORE)	0	4	4	18	90	4.67

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	1	4	4	18	76	4.59
STAFFING PATTERN 2 (O,S,L)	1	7	1	4	22	4.11
STAFFING PATTERN 3 (O,S,C)						
STAFFING PATTERN 4 (O,L,C)	0	0	1	6	41	4.83
STAFFING PATTERN 5 (1 SUPV)	0	1	0	0	4	4.40
STAFFING PATTERN 6 (NO SUPV)						

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

STATEWIDE N = 209				SIZE 1 (1-19) N = 10				SIZE 2 (20-59) N = 51				SIZE 3 (60-149) N = 21				SIZE 4 (150-MORE) N = 127		
TASK	% DO	% CRIT	% MUCH TIME	TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
130	33	39	41	130	50	60	40	31	38	50	38	50	25	32	35	40
131	45	26	15	131	50	20	0	45	26	30	60	25	0	42	27	14
132	20	17	37	132	30	0	33	33	24	53	19	0	0	14	18	29
133	28	21	32	133	30	33	33	33	18	53	24	0	20	26	25	22

TABLE 143: CONT'D. STAFFING PATTERN BREAKDOWN

TASK	PATTERN 1 (O,S,L,C) N = 111			PATTERN 2 (O,S,L) N = 37			PATTERN 3 (O,S,C) N =			PATTERN 4 (O,L,C) N = 56			PATTERN 5 (1 SUPV) N = 5			PATTERN 6 (NO SUPV) N =		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
130	38	34	39	41	53	40				21	42	50	20	0	0			
131	47	22	16	43	50	19				40	23	14	60	0	0			
132	19	14	38	35	31	46				11	0	17	20	0	0			
133	28	20	30	38	29	43				21	17	25	20	0	0			

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Activity: Cooperating with Other Police Agencies

Task :

134. Assist other law enforcement agencies with their investigations and apprehensions of criminal suspects by discussing ways in which a coordinated effort can realize their goal

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Summary

In each staffing pattern and size category a majority of the Lieutenants do this task. The data show that the Lieutenants most likely to do this task are those from the smallest agencies and from the agencies where there are no Captains. These findings seem reasonable, since in the smaller agencies the need for additional help on cases often requires that other departments be contacted. Also, since the Lieutenants are at the top of the uniformed command in the pattern 2 and 5 agencies, it seems likely that they would be the ones who contact and arrange for assistance from other agencies. The task was rated critical by 47-70% of the Lieutenants in the various breakdowns. In most cases, few Lieutenants rated the task as time consuming; the only exceptions were the Lieutenants from size 1 and from pattern 5 where the sample sizes were much smaller than the others. While the activity frequency average statewide is 2.48, the smaller agencies and patterns 2 and 5 have averages indicating more frequent involvement. (Table 144).

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TABLE 144: LIEUTENANT TASKLIST QUESTIONNAIRE RESPONSES BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

LIEUTENANT RESPONSES ON ACTIVITY: COOPERATING WITH OTHER POLICE AGENCIES

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	54	56	27	38	14	2.48

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	5	2	1	1	0	1.78
SIZE 2 (20-59)	20	17	3	5	1	1.91
SIZE 3 (60-149)	8	2	7	1	0	2.06
SIZE 4 (150 OR MORE)	21	35	16	31	13	2.83

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	22	33	14	24	9	2.66
STAFFING PATTERN 2 (O,S,L)	17	11	2	5	0	1.86
STAFFING PATTERN 3 (O,S,C)						
STAFFING PATTERN 4 (O,L,C)	12	12	10	9	5	2.65
STAFFING PATTERN 5 (1 SUPV)	3	0	1	0	0	1.50
STAFFING PATTERN 6 (NO SUPV)						

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

STATEWIDE N = 209					SIZE 1 (1-19) N = 10			SIZE 2 (20-59) N = 51			SIZE 3 (60-149) N = 21			SIZE 4 (150-MORE) N = 127		
TASK	% DO	% CRIT	% MUCH TIME	TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
134	66	58	22	134	90	67	89	86	67	12	81	47	18	54	54	21

TABLE 144: CONT'D.

STAFFING PATTERN BREAKDOWN

	PATTERN 1 (O,S,L,C) N = 111			PATTERN 2 (O,S,L) N = 37			PATTERN 3 (O,S,C) N =			PATTERN 4 (O,L,C) N = 56			PATTERN 5 (1 SUPV) N = 5			PATTERN 6 (NO SUPV) N =		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
134	58	54	19	89	70	27				64	54	17	100	60	60			

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- APPENDIX P -

POLICE CAPTAIN SUMMARY, ANALYSIS, AND DATA

POLICE CAPTAIN SUMMARY

The results of the staffing information questionnaire showed that the rank of Police Captain exists in 71 of the 363 full-time police departments supplying data. There are a total of 311 Captains in these 71 departments. Agencies which use Captains range in size from some of the smallest to the largest departments in the population. Captain positions exist in departments with four different staffing patterns.

Basically, the Captain position is a supervisory and administrative one. The officers they supervise may be involved in any of the various assignments found in police departments such as patrol, identification, detective work, training and personnel. The position is sometimes that of a working supervisor in that Captains may perform many tasks along with their subordinates, when necessary. Often, Captains are in charge of civilian employees who perform duties such as dispatching, clerical work and guarding school crossings. Many Captains also perform administrative tasks such as budget preparation. Table 145 shows a summary of the biographical information on the people who responded to the Captain questionnaire.

The Captain task checklist was developed from observations of and interviews with 33 Captains and one Major from 15 different departments. The Captains were from various types of assignments and the departments represented a variety of agency sizes and staffing patterns. The information gathered from the Captains and the Major was consolidated into a checklist of 150 tasks grouped into 29 activities which was sent to each of the 311 Captains.

The discussions in this Appendix which accompany the task checklist and statements are based upon the responses from the 181 Captains who answered the questionnaire. The actual number of responses for each task in each of the breakdowns may vary from the N which heads each breakdown column because some Captains did not answer some of the questions. The maximum number of omits by Captains statewide is three for a task response and twelve for an activity response.

The data were grouped according to three categories: statewide, department size, and department staffing pattern. The statewide category includes all respondents. The size category includes all respondents, separated by their department size: size 1 departments have 1 to 19 sworn personnel; size 2 departments have 20 to 59 sworn personnel; size 3 departments have 60 to 149 sworn personnel; and size 4 departments have at least 150 sworn personnel. The staffing pattern category includes all respondents, separated by their department staffing pattern: staffing pattern 1 departments have Officer, Sergeant, Lieutenant and Captain positions; staffing pattern 3 departments have Officer, Sergeant and Captain positions; and staffing pattern 4 departments have Officer, Lieutenant and Captain positions. Captains from departments representing each size and all but one staffing pattern breakdown returned questionnaires. There was no response from the Captain from the only staffing pattern 5 department (Officer and Captain positions).

Care should be exercised when looking at the percent columns for each task in a breakdown in the tables included with the analyses that follow. The "% do" shows the percentage of the Captains who do the task in relation to the number of respondents concerning the task. The "% critical" and "% much time" columns show the percentage of Captains who indicated that the task is critical or time consuming, respectively, in relation to the number of Captains who indicated they do the task.

Tables 146 to 153 in Appendix P provide a display of the percentage of the Captains, by intervals of 10%, who do each task according to statewide, size, and staffing pattern breakdowns. Each of the tasks listed in the questionnaire is done by at least some of the Captains, statewide. (The task statements appear in the texts of the analyses by activity in this Appendix). Of the 150 tasks, 14 are done by at least 90% of the Captains, statewide. In contrast, there are only two tasks that are done by fewer than 10% of the Captains, statewide. These involve performing technical functions such as fingerprinting, photographing, and administering breathalyzer test.

A factor which must be kept in mind when looking at the Captain responses is the number of respondents in the breakdowns. Since the N for the size 1 is only four

respondents, this information may be suspect especially in the 25-75% range. It should be noted that the four respondents represent 67% of size 1 department Captains, statewide; so when 100% or 0% of them indicated that they do a task, it can be assumed that the response is probably representative of the group. Staffing pattern 3 only has twelve respondents representing 48% of the Captains from that staffing pattern statewide.

When analyzing the data by size and by staffing pattern breakdown, some trends appear. Generally, the percentage of the Captains who do the tasks decreases as department size increases for most of the tasks. Usually, this reflects the increase in specialization of assignment as department size increases. Consequently, higher percentages of Captains from staffing pattern 3 do the tasks than Captains from staffing patterns 1 and 4; 83% of the staffing pattern 3 Captains are from the small (size 1 and 2) departments while only 18% of the staffing pattern 1 and staffing pattern 4 Captains, respectively, are from the small departments. The responses on criticality and time spent also often tend to decrease slightly as department size increases.

Often, even though the percentage of the Captains who do the tasks appears to decrease as department size increases, the responses from the size 1 department Captains do not fall into the pattern. This is probably a reflection of the small N involved (4 Captains) more than anything else.

Tables 154 through 182 show how the Captain responses are distributed statewide and in each of the sizes and staffing patterns.

A section in the questionnaire invited the responents to add any tasks which were not covered in the task checklist. Forty-three of the 181 Captains made additions and comments on the checklist. All of the responses were essentially duplications of what was covered in the questionnaire or were so general that the nature of the tasks was not clear. In this latter case, the tasks also appeared to be duplications of the tasks in the questionnaire.

Table 145: Biographical Data for Captain Task Checklist Questionnaire Respondents

Sex and Ethnic Background

CAPTAIN

	Male	Female	No Resp.	TOTAL
White	173	0	1	174
Black	2	0	0	2
Hispanic	1	0	0	1
Asian	0	0	0	0
Amr. Ind.	0	0	0	0
Other	0	0	0	0
No Resp.	1	0	3	4
TOTAL	177	0	4	181

Type of Assignment

CAPTAIN

	N	%
1. Patrol	15	8
2. Dispatching	2	1
3. Desk	9	5
4. Detective	5	3
5. Juvenile/ Youth Aide	1	1
6. Records	4	2
7. Administration	88	49
8. Other	24	13
9. Mult. Resp.	14	8
10. No Resp.	19	10

CAPTAIN RESPONDENTS

	Length of Time in Rank		Length of Total Police Experience	
	N	%	N	%
0 - 5 months	4	2	0	0
6 - 11 months	2	1	0	0
1 yr - 2 yrs	33	18	0	0
3 - 5 yrs	69	38	2	1
6 - 10 yrs	49	27	0	0
More than 10 yrs	19	10	176	97
No Response	5	3	3	2

Table 146: Distribution of "Do" Responses on Captain Questionnaire Statewide

% Who do Task	Task Number
90-100	1, 3, 5, 7, 21, 22, 35, 52, 53, 54, 70, 125, 126, 128
80-89	2, 10, 19, 29, 31, 34, 42, 55, 57, 72, 74, 75, 77, 78, 79, 80, 127
70-79	4, 6, 13, 17, 25, 26, 27, 28, 32, 36, 37, 38, 39, 41, 49, 50, 58, 59, 69, 90, 141, 142, 143
60-69	8, 23, 24, 30, 33, 46, 51, 61, 71, 73, 76, 88, 89, 91, 93, 95, 112, 120, 121, 122, 123, 135, 145, 147, 150
50-59	9, 11, 12, 14, 15, 43, 56, 62, 103, 104, 105, 124, 136, 137, 144, 146
40-49	66, 83, 94, 96, 97, 140, 149
30-39	18, 20, 44, 63, 64, 65, 68, 81, 82, 86, 106, 114, 115, 130, 131, 138, 139, 148
20-29	16, 45, 47, 48, 67, 84, 92, 98, 100, 102, 108, 113, 116, 118, 134
10-19	60, 85, 87, 99, 101, 107, 109, 110, 111, 117, 119, 129, 133
0-9	40, 132

Table 147: Distribution of "Do" Responses on Captain Questionnaire Size 1

% Who do Task	Task Number
90-100	1, 3, 5, 7, 8, 10, 12, 13, 14, 17, 19, 21, 28, 29, 30, 31, 32, 33, 35, 36, 37, 38, 41, 50, 52, 53, 54, 74, 75, 76, 77, 80, 89, 90, 102, 104, 105, 122
80-89	
70-79	2, 4, 6, 15, 20, 22, 24, 25, 26, 27, 34, 39, 42, 43, 46, 49, 55, 57, 58, 59, 62, 70, 71, 72, 78, 93, 94, 95, 98, 99, 101, 112, 116, 118, 125, 126, 128, 129, 131, 135, 136, 137, 138, 141, 142, 143, 145, 147, 149, 150
60-69	
50-59	9, 48, 61, 63, 64, 69, 73, 79, 81, 82, 83, 84, 85, 86, 88, 91, 96, 97, 100, 103, 106, 107, 108, 111, 113, 114, 117, 119, 124, 127, 130, 146, 148
40-49	
30-39	
20-29	11, 16, 18, 23, 45, 47, 56, 87, 109, 110, 115, 120, 121, 123, 134, 139
10-19	
0-9	40, 44, 60, 65, 66, 67, 68, 92, 132, 133, 140, 144

Table 148: Distribution of "Do" Responses on Captain Questionnaire Size 2

% Who do Task	Task Number
90-100	1, 2, 3, 5, 7, 10, 19, 21, 22, 25, 27, 28, 32, 34, 35, 36, 37, 38, 42, 52, 53, 54, 55, 58, 59, 61, 70, 72, 74, 75, 77, 79, 80, 112, 120, 121, 122, 123, 142, 143
80-89	4, 6, 13, 17, 26, 29, 30, 31, 33, 39, 41, 46, 49, 50, 57, 69, 71, 73, 88, 91, 103, 104, 105, 124, 125, 126, 128, 141, 150
70-79	9, 11, 12, 24, 43, 51, 62, 76, 78, 89, 90, 95, 115, 135, 136
60-69	8, 14, 15, 20, 23, 83, 93, 94, 96, 106, 113, 114, 127, 137, 138, 144
50-59	16, 44, 63, 81, 82, 84, 86, 108, 134
40-49	18, 45, 47, 56, 64, 85, 97, 98, 102, 107, 109, 111, 116, 117, 118, 130, 131, 139, 140, 145, 147, 149
30-39	48, 60, 65, 66, 87, 92, 99, 100, 110, 119, 129, 132, 133, 146, 148
20-29	40, 67, 68, 101
10-19	
0-9	

Table 149: Distribution of "Do" Responses on Captain Questionnaire Size 3

% Who do Task	Task Number
90-100	1, 2, 3, 4, 5, 7, 19, 21, 22, 25, 35, 52, 53, 54, 55, 70, 74, 75, 77, 79, 125, 126, 128
80-89	13, 17, 26, 27, 29, 31, 32, 34, 36, 46, 57, 58, 69, 78, 80, 90, 127, 143
70-79	6, 8, 10, 23, 24, 28, 37, 38, 39, 42, 43, 49, 50, 59, 61, 72, 76, 91, 95, 104, 123, 141, 142
60-69	12, 14, 15, 30, 33, 41, 66, 71, 73, 88, 89, 103, 105, 112, 120, 121, 122, 124, 135, 137, 145, 147
50-59	9, 11, 44, 51, 56, 68, 93, 94, 136, 150
40-49	20, 45, 62, 65, 97, 113, 114, 115, 144
30-39	18, 63, 64, 81, 83, 86, 96, 106, 108, 116, 117, 118, 130, 131, 134, 138, 139, 140, 146
20-29	16, 47, 48, 60, 67, 82, 92, 98, 102, 107, 109, 110, 119, 129, 148, 149
10-19	84, 85, 87, 99, 100, 111, 133
0-9	40, 101, 132

Table 150: Distribution of "Do" Responses on Captain Questionnaire
Size 4

% Who do Task	Task Number
90-100	1, 3, 5, 21, 52, 53, 54, 125, 126, 128
80-89	2, 7, 22, 35, 55, 57, 70, 72, 74, 75, 77, 78, 79, 127
70-79	4, 10, 19, 26, 31, 32, 34, 36, 37, 38, 42, 50, 58, 59, 69, 80, 90, 142, 145, 147
60-69	6, 8, 13, 17, 25, 27, 28, 39, 41, 49, 71, 76, 91, 93, 121, 141, 143
50-59	9, 12, 15, 23, 24, 30, 51, 56, 61, 62, 73, 88, 89, 95, 112, 120, 122, 123, 135, 137, 140, 146, 149, 150
40-49	11, 33, 43, 46, 65, 66, 68, 97, 104, 124, 136, 144
30-39	14, 64, 81, 83, 96, 103, 105, 148
20-29	16, 18, 20, 47, 63, 82, 86, 92, 94, 106, 115, 130, 131, 139
10-19	44, 45, 48, 67, 98, 100, 101, 102, 108, 113, 114, 138
0-9	40, 60, 84, 85, 87, 99, 107, 109, 110, 111, 116, 117, 118, 119, 129, 132, 133, 134

Table 151: Distribution of "Do" Responses on Captain Questionnaire
Staffing Pattern 1

% Who do Task	Task Number
90-100	1, 3, 5, 21, 35, 52, 53, 54, 126, 128
80-89	2, 7, 19, 22, 42, 55, 57, 70, 74, 75, 77, 78, 79, 125, 127
70-79	10, 26, 27, 28, 29, 31, 32, 34, 36, 37, 38, 39, 50, 58, 59, 69, 72, 80, 90, 142, 143
60-69	4, 6, 8, 13, 17, 23, 24, 25, 30, 41, 49, 61, 71, 76, 91, 93, 95, 120, 121, 123, 135, 141, 145, 147
50-59	12, 15, 33, 43, 46, 51, 56, 62, 73, 88, 89, 112, 122, 124, 136, 137, 146, 150
40-49	9, 11, 14, 64, 65, 66, 68, 97, 103, 104, 105, 140, 144, 149
30-39	20, 81, 83, 86, 94, 96, 106, 130
20-29	16, 18, 44, 45, 47, 63, 67, 82, 92, 108, 113, 114, 115, 131, 138, 139, 148
10-19	48, 84, 85, 87, 98, 99, 100, 101, 102, 107, 109, 116, 117, 118, 119, 129, 134
0-9	40, 60, 110, 111, 132, 133

Table 152: Distribution of "Do" Responses on Captain Questionnaire
Staffing Pattern 3

% Who do Task	Task Number
90-100	1, 2, 3, 4, 5, 6, 7, 9, 10, 12, 13, 17, 19, 20, 21, 22, 24, 25, 35, 36, 37, 39, 41, 42, 50, 51, 52, 53, 54, 57, 58, 59, 61, 69, 70, 71, 72, 74, 75, 77, 78, 79, 89, 98, 103, 104, 105, 106, 112, 120, 121, 122, 123, 143
80-89	27, 28, 31, 33, 34, 38, 49, 62, 73, 80, 88, 90, 91, 108, 113, 116, 118, 135, 137, 142
70-79	11, 14, 26, 29, 30, 32, 43, 55, 63, 82, 94, 99, 111, 115, 117, 124, 125, 136, 141, 150
60-69	16, 18, 23, 46, 76, 81, 83, 84, 95, 107, 109, 114, 126, 127, 128, 138
50-59	8, 44, 45, 48, 56, 85, 87, 93, 96, 97, 102, 110, 119, 134, 147
40-49	15, 47, 60, 86, 145
30-39	64, 100, 144, 149
20-29	65, 66, 68, 101, 130, 131, 132, 133, 139, 146, 148
10-19	67, 129
0-9	40, 92, 140

Table 153: Distribution of "Do" Responses on Captain Questionnaire
Staffing Pattern 4

% Who do Task	Task Number
90-100	1, 2, 3, 4, 5, 7, 19, 21, 22, 35, 52, 53, 54, 55, 70, 74, 75, 77, 79, 125, 126, 128
80-89	10, 13, 17, 25, 26, 27, 29, 31, 32, 34, 36, 37, 38, 42, 58, 59, 69, 72, 78, 80, 141, 142, 143
70-79	6, 8, 15, 24, 28, 30, 39, 41, 46, 49, 50, 57, 71, 73, 76, 90, 95, 120, 121, 123, 127, 147
60-69	9, 14, 23, 33, 51, 61, 88, 89, 91, 103, 104, 112, 122, 124, 137, 144, 145
50-59	11, 12, 43, 56, 62, 93, 94, 96, 105, 135, 136, 150
40-49	20, 44, 66, 81, 83, 97, 115, 140, 146, 149
30-39	47, 48, 63, 64, 65, 68, 82, 86, 92, 100, 102, 106, 113, 114, 130, 131, 138, 139, 148
20-29	16, 18, 45, 67, 84, 85, 98, 101, 108, 109, 129, 134
10-19	60, 87, 99, 107, 110, 111, 116, 117, 118, 119, 132, 133
0-9	40

Activity: Preparing for Work

Task:

1. Dress neatly and in proper uniform

2. Talk to personnel (officers, lieutenants, chief, etc.) working previous shift in order to familiarize self with occurrences of that shift and to discuss anything which may carry over to the next shift

3. Read police crime/complaint reports, police blotter, teletype messages, FBI wanted posters and other police documents turned in since last on duty to be familiar with activities since last on duty

4. Write memos concerning specific incidents and cases of the previous shift for referral to the officers at roll call

5. Meet with chief, captain and/or others and discuss on-going problems, cases and investigations, personnel matters, general business of the department, etc.

6. Gather equipment and papers (schedules, warrants, subpoenas, special orders from the chief/captains, reports, etc.) which should be given to the officers

7. Read previously prepared work schedule to see who is working and who is on vacation/personal/sick leave

* * * * *

Summary

Almost all of the respondents indicated that they do this activity daily and a majority of them indicated that they do each of the tasks. As a general rule, the Captains from the small departments (size 1 and staffing pattern 3) considered the tasks critical more often than the Captains from the other sizes and staffing patterns. Tasks that involve familiarizing themselves with what has happened during the previous shift (tasks 2, 3 and 4) are the only tasks that a majority of the Captains from each breakdown rated as critical. The only task that a majority or near majority of Captains from each breakdown rated as taking much time is task 3. (Table 154).

Statewide Analysis

A large majority of the Captains indicated that they do each of the tasks. Tasks 2, 3 and 4 are rated as being critical by a majority of Captains and a majority indicated much time is spent doing task 3. Almost all of the respondents indicated that they do the activity daily.

Size Analysis

A review of the data indicates that most Captains do the above tasks, regardless of department size. A scan of the responses on criticality indicates that generally criticality percentages decrease as department size increases. This trend is especially noticeable in task 3 data.

Task 3 is the only task that appears to take much time for a substantial number of Captains with the time spent apparently decreasing as department size increases. Almost all of the respondents indicated that they perform this activity daily.

Staffing Pattern Analysis

A review of the data indicates that staffing pattern has little effect on whether or not the tasks are done and how often the activity is done. Almost all Captains do the tasks regardless of staffing pattern and do the activity daily. The only large differences occur in tasks 4 and 6 which only 69% and 65%, respectively, of the Captains in staffing pattern 1 indicated that they do. The large departments have more specialized assignments so it is logical that fewer Captains would be in jobs when there is roll call related preparation. The data also indicate that a larger percentage of the Captains from staffing pattern 3 think the tasks critical than from staffing patterns 1 and 4. In fact, at least half of the pattern 3 Captains who do the tasks indicated that each task is critical while a majority of Captains from staffing patterns 1 and 4 who do the tasks indicated that only tasks 2, 3, and 4 are critical. The percentages of Captains who view certain tasks as time consuming appear to vary considerably according to staffing pattern. For example, 73% of the Captains from staffing pattern 4 indicated that task 3 takes much time while 58% and 43% of the Captains from staffing patterns 1 and 3, respectively, indicated that it takes much time.

* * * * *

TABLE 154: CAPTAIN TASKLIST QUESTIONNAIRE RESPONSES BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

CAPTAIN RESPONSES ON ACTIVITY: PREPARING FOR WORK

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	171	2	0	1	1	1.04

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	4	0	0	0	0	1.00
SIZE 2 (20-59)	37	0	0	0	0	1.00
SIZE 3 (60-149)	32	0	0	0	0	1.00
SIZE 4 (150 OR MORE)	98	2	0	1	1	1.09

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	108	2	0	1	0	1.05
STAFFING PATTERN 2 (O,S,L)						
STAFFING PATTERN 3 (O,S,C)	12	0	0	0	0	1.00
STAFFING PATTERN 4 (O,L,C)	51	0	0	0	1	1.08
STAFFING PATTERN 5 (1 SUPV)						
STAFFING PATTERN 6 (NO SUPV)						

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

STATEWIDE N = 181				SIZE 1 (1-19) N = 4			SIZE 2 (20-59) N = 37			SIZE 3 (60-149) N = 34			SIZE 4 (150-MORE) N = 106		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
1	98	29	18	100	75	0	100	32	32	100	24	15	96	28	14
2	86	70	31	75	100	33	97	92	36	94	63	38	80	62	27
3	94	66	53	100	100	75	100	89	57	94	69	63	92	55	47
4	78	63	27	75	67	33	89	79	30	94	63	16	70	55	31
5	97	46	39	100	100	50	95	54	37	100	35	32	97	45	42
6	70	35	28	75	100	33	87	41	28	79	22	30	60	34	27
7	91	27	21	100	100	25	100	30	19	94	19	19	87	25	22

TABLE 154: CONT'D.

STAFFING PATTERN BREAKDOWN

TASK	PATTERN 1 (O,S,L,C) N = 114			PATTERN 2 (O,S,L) N =			PATTERN 3 (O,S,C) N = 12			PATTERN 4 (O,L,C) N = 55			PATTERN 5 (1 SUPV) N =			PATTERN 6 (NO SUPV) N =		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
1	98	23	10				100	58	33	96	34	30						
2	83	65	28				92	91	55	93	75	33						
3	93	58	43				100	92	58	95	77	73						
4	69	60	25				100	92	42	93	61	28						
5	97	43	43				92	73	27	98	48	35						
6	65	30	24				92	91	46	75	29	29						
7	89	23	18				100	58	17	95	27	27						

* * * * * * * * * *

Activity: Scheduling and Approving Work and Leave Time

Task:

8. Write long-range schedule by listing the officers, shift assignments and days off, taking into consideration the strengths and weaknesses of the individual officers, employee contractual arrangements, etc.

9. Assign officers to cars and zones and special assignments

10. Make changes in schedule/assignments, where possible, when officers request leave time, when patrol needs change, when special situations arise, etc.

11. Phone or visit officers who have called in sick to ask how the person is doing, when he expects to be back at work, etc.

12. Arrange for substitute officers to replace those calling in sick

13. Approve overtime by asking officer to explain reason for it and recording hours worked on standard form

14. Keep attendance records by writing on standard form the hours worked by each subordinate, when they take leave credits, or when they call in sick

15. Show subordinates their accrual records to answer and resolve any questions or complaints they may have

* * * * *

Summary

Most of the tasks are done by a majority of the Captains regardless of breakdown. It does appear that the larger the department, the less likely Captains are to do the tasks. Reflecting this trend, a larger percentage of staffing pattern 3 Captains generally do each of the tasks than those in staffing patterns 1 and 4. Generally, the only tasks that a majority or near majority of the Captains rated as critical were writing the long-range schedule (task 8), assigning officers (task 9), making changes (task 10), arranging for substitutes (task 12), and approving overtime (task 13) in size 1, size 2 and staffing pattern 3 departments. Task 8 is the only task that a majority or near majority of the Captains from each breakdown indicated takes much time. A majority of the Captains from each breakdown indicated that they do the activity on either a daily or a weekly basis. (Table 155).

Statewide Analysis

A majority of the respondents indicated that they do each of the tasks in this activity. Fewer than half of the Captains who do the tasks indicated that they consider the tasks critical or spend much time doing them except for task 8 (long-range scheduling) which 51% of the Captains indicated takes much time. Approximately 50% of the Captains indicated that they perform the activity daily and approximately 25% of the Captains indicated that they perform the activity at least once a week.

Size Analysis

Each of the tasks, except task 11 in size 1 departments and tasks 11 and 14 in size 4 departments, are done by a majority of the Captains in each size breakdown. The responses for tasks 10, 12, 13, 14 and 15 appear to indicate that as department size increases, fewer Captains do them. The responses for tasks 8, 9 and 11 seem to indicate that department size has little or no effect on whether the task is done. All of the tasks, except task 11, are considered to be critical by a majority of the Captains from size 1 departments. However, task 9 is the only task considered to be critical by a majority of the size 2 Captains. None of the tasks were rated as critical by a majority of the Captains from the size 3 and size 4 departments. Task 8 is the only task which appears to be time consuming to a sizeable percentage of the Captains.

A majority of the Captains from each size breakdown indicated that they perform this activity at least once a tour of duty or at least once a week.

Staffing Pattern Analysis

All of the tasks are done by a majority or near majority of the Captains from each of the staffing pattern breakdowns. Tasks 9, 11, 12, 13 and 14 appear to be done by a larger percentage of the Captains from staffing pattern 3 than from the other two patterns. Tasks 8 and 15 appear to be done by a larger percentage of staffing pattern 4 Captains than staffing pattern 1 or staffing pattern 3 Captains.

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TABLE 155: CAPTAIN TASKLIST QUESTIONNAIRE RESPONSES
BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

CAPTAIN RESPONSES ON ACTIVITY: SCHEDULING AND APPROVING WORK AND LEAVE TIME

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	90	44	14	3	25	2.03

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	2	1	1	0	0	1.75
SIZE 2 (20-59)	20	10	3	0	4	1.86
SIZE 3 (60-149)	11	14	3	1	3	2.09
SIZE 4 (150 OR MORE)	57	19	7	2	18	2.08

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	52	25	11	2	22	2.26
STAFFING PATTERN 2 (O,S,L)						
STAFFING PATTERN 3 (O,S,C)	8	2	2	0	0	1.50
STAFFING PATTERN 4 (O,L,C)	30	17	1	1	3	1.65
STAFFING PATTERN 5 (1 SUPV)						
STAFFING PATTERN 6 (NO SUPV)						

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

STATEWIDE
N = 181

TASK	% DO	% CRIT	% MUCH TIME
8	64	37	51
9	58	44	23
10	82	35	14
11	53	11	4
12	59	36	6
13	75	18	15
14	51	22	24
15	59	11	11

SIZE BREAKDOWN

TASK	SIZE 1 (1-19) N = 4			SIZE 2 (20-59) N = 37			SIZE 3 (60-149) N = 34			SIZE 4 (150-MORE) N = 106		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
8	100	100	75	60	46	64	71	17	42	61	39	49
9	50	100	50	78	55	21	56	26	26	51	43	22
10	100	75	50	92	44	6	79	19	11	78	35	16
11	25	0	0	73	11	7	59	5	5	45	15	2
12	100	100	25	73	48	11	62	14	0	52	33	4
13	100	75	0	81	23	13	85	10	3	69	15	21
14	100	50	50	65	13	29	68	13	22	38	30	20
15	75	67	67	62	9	4	62	10	10	56	10	12

TABLE 155: CONT'D.

STAFFING PATTERN BREAKDOWN

TASK	PATTERN 1 (O,S,L,C) N = 114			PATTERN 2 (O,S,L) N =			PATTERN 3 (O,S,C) N = 12			PATTERN 4 (O,L,C) N = 55			PATTERN 5 (1 SUPV) N =			PATTERN 6 (NO SUPV) N =		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
8	60	37	50				58	43	71	73	38	50						
9	49	38	21				92	82	36	69	43	22						
10	77	30	10				92	73	9	89	37	20						
11	48	13	4				75	22	11	58	6	3						
12	56	30	5				92	64	27	58	38	0						
13	68	13	17				100	50	8	86	17	13						
14	41	17	17				75	33	22	66	25	33						
15	51	5	9				42	40	40	78	16	12						

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Activity: Briefing Patrol Force and Calling Roll

Task:

16. Call roll and read off individual assignments

17. Inspect subordinate's uniform, appearance and equipment for compliance with departmental rules/regulations

18. Read to the officers teletype messages, descriptions of stolen vehicles or wanted persons and notes and memos prepared from police reports

19. Explain any special problem or special attentions which the officers should be aware of

20. Hand out warrants and subpoenas to be served by officers and FBI wanted posters, reports or other documents for the officers to read and be familiar with

21. Answer officers' questions on various police and personnel matters

22. Discuss current trends in law enforcement, changes in procedures and law, implications of recent court decisions, etc.

* * * * *

Summary

The tasks in this activity fall into two categories--conducting briefing and roll call (tasks 16, 18 and 20) and supervising and assisting roll call (tasks 19, 21 and 22). Inspection of subordinates (task 17) belongs in both categories. Tasks 17, 19, 21 and 22 are the only tasks which are done by a majority of the Captains from each breakdown. Tasks 16, 18 and 20 are done by a majority or near majority of the Captains only in size 2 and staffing pattern 3 departments.

Each of the tasks, except inspection of subordinates (task 17), were rated as critical by a majority of the Captains from small departments (size 1, size 2 and staffing pattern 3). Each of the tasks was rated as critical by smaller percentages of the large department (size 3, size 4, staffing pattern 1, and staffing pattern 4) Captains than by the smaller department Captains. Many of the tasks are considered critical by fewer than 50% of the large department Captains. Generally, fewer than half of the Captains from each breakdown indicated that these tasks take much time.

Smaller percentages of size 4 and consequently, staffing pattern 1 and staffing pattern 4 Captains generally report doing each of the tasks than do Captains from the other breakdowns. This is probably due to the specialization of assignments in these departments; Captains from size 4 departments often do not supervise patrol divisions.

The activity information is probably misleading. Since the activity reads "Briefing Patrol Force and Calling Roll", Captains probably envisioned only tasks 16, 18 and 20, which few of them do, so they answered accordingly. (Table 156).

Statewide Analysis

Tasks 17, 19, 21 and 22 were the only tasks which a majority of the Captains indicated they do. Tasks 18, 19 and 20 were the only tasks which a majority of the Captains who do them indicated are critical even though tasks 18 and 20 are done by only 31 and 39% of the respondents. Most Captains indicated that the tasks do not take much time.

Size Analysis

Each of the tasks is done by smaller percentages of size 4 department Captains than Captains from any other size breakdown, probably due to large department specialization. Tasks 17, 19, 21 and 22 are done by a majority of the respondents in each size breakdown. Task 16 is done by 51% of the respondents in size 2 departments although only 29% of the Captains, statewide, report doing the task. Task 20, which is done by only 39% of the Captains statewide, is done and considered critical by a majority or near majority of the Captains in size 1, 2 and 3 departments with the percentages on criticality decreasing as department size increases. Tasks 19 and 22 are considered to be critical by a majority or near majority of the Captains in size 1, size 2 and size 4 departments.

As mentioned in the summary, the activity frequency information probably indicates the frequency with which Captains do tasks 16, 18 and 20. A majority of the size 2 department Captains and a few Captains from the other breakdowns do the activity daily or weekly with most of the remaining Captains doing it rarely, if ever.

Staffing Pattern Analysis

Each task is done by a majority of the Captains from departments with staffing pattern 3. The percentages of those who do the tasks and consider them critical decrease in order from staffing pattern 3 to pattern 4 to pattern 1. This is basically a reflection of the size data because most of the staffing pattern 3 Captains are from size 1 and size 2 departments and a majority of the staffing pattern 1 and staffing pattern 4 Captains are from size 4 departments. Tasks 18, 19 and 20 are considered critical by a majority of personnel in departments from each staffing pattern, except for task 20 in staffing pattern 1. Tasks 16, 21 and 22 are considered critical by a majority of respondents in staffing pattern 3 departments only.

As indicated in the summary, the activity frequency information probably indicates the frequency with which Captains do tasks 16, 18 and 20. The activity frequency information indicates that staffing pattern 3 Captains do the activity more often than staffing pattern 1 and staffing pattern 4 Captains.

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TABLE 156: CAPTAIN TASKLIST QUESTIONNAIRE RESPONSES
BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

CAPTAIN RESPONSES ON ACTIVITY: BRIEFING PATROL FORCE AND CALLING ROLL

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	40	23	6	9	98	3.58

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	1	0	0	0	3	4.00
SIZE 2 (20-59)	11	9	1	3	13	2.95
SIZE 3 (60-149)	7	4	0	3	18	3.66
SIZE 4 (150 OR MORE)	21	10	5	3	64	3.77

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	21	16	5	5	65	3.69
STAFFING PATTERN 2 (O,S,L)						
STAFFING PATTERN 3 (O,S,C)	6	2	0	2	2	2.33
STAFFING PATTERN 4 (O,L,C)	13	5	1	2	31	3.63
STAFFING PATTERN 5 (1 SUPV)						
STAFFING PATTERN 6 (NO SUPV)						

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

STATEWIDE N = 181				SIZE 1 (1-19) N = 4			SIZE 2 (20-59) N = 37			SIZE 3 (60-149) N = 34			SIZE 4 (150-MORE) N = 106		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
16	29	35	12	25	100	0	51	47	11	29	30	0	21	23	18
17	75	23	10	100	25	0	81	23	10	88	7	7	67	30	11
18	31	63	21	25	100	100	49	78	6	32	64	18	25	50	31
19	85	59	22	100	100	50	95	71	20	94	47	13	78	57	25
20	39	56	16	75	67	33	62	74	17	44	53	7	27	41	17
21	95	33	26	100	50	0	97	47	25	100	24	24	93	31	28
22	90	44	35	75	67	67	97	56	31	94	38	38	87	42	35

TABLE 156: CONT'D. STAFFING PATTERN BREAKDOWN

TASK	PATTERN 1 (O,S,L,C) N = 114			PATTERN 2 (O,S,L) N =			PATTERN 3 (O,S,C) N = 12			PATTERN 4 (O,L,C) N = 55			PATTERN 5 (1 SUPV) N = -			PATTERN 6 (NO SUPV) N =		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
16	26	20	10				67	88	25	26	36	7						
17	69	19	9				100	33	17	80	27	9						
18	28	56	25				67	100	25	29	56	13						
19	81	52	21				100	92	33	91	64	22						
20	32	42	14				92	82	36	42	65	9						
21	93	25	27				100	75	8	98	41	26						
22	87	40	34				92	73	64	96	46	31						

* * * * * * * * * *

Activity: Keeping Informed of what Subordinates are Doing

Task:

23. Drive by subordinates at irregular intervals to check on their presence in their assigned areas or posts

24. Monitor all radio calls to keep track of what is going on and how much time the officers are spending on their calls

25. Discuss with subordinates things they have seen in their patrol areas, problems encountered on patrol, calls which they have responded to, etc.

* * * * *

Summary

A majority of the Captains from each breakdown indicated that they do the activity daily and, regardless of breakdown, a majority do each of the tasks.

As agency size and staffing pattern complexity increases, there is a tendency for the percentages of Captains who view the tasks as critical or as taking much time to decrease. (Table 157).

Statewide Analysis

A majority of the Captains indicated they do each of the tasks but they do not spend much time doing them. The only task that almost half of the Captains rated as critical is task 25--discussing with subordinates what they have done. Most of the Captains indicated that they do the activity on a daily basis.

Size Analysis

A majority of the Captains from each of the size breakdowns indicated that they do each of the tasks except that only 25% of the size 1 Captains indicated that they check on subordinates (task 23). Larger percentages of the Captains from size 2 and 3 departments indicate they do the tasks than do those from the other size breakdowns. The percentages on criticality and time spent appear to decrease as department size increases with fewer than half of the size 3 and size 4 Captains rating the tasks as critical or time consuming. Most of the Captains in each size breakdown do the activity on a daily basis.

Staffing Pattern Analysis

Approximately the same percentage of the Captains from each staffing pattern do task 23 (61-67%). Eighty-eight percent of the Captains from staffing pattern 3 who do the task consider it critical while only 30-35% of the Captains from staffing patterns 1 and 4, respectively, think it critical. Tasks 24 and 25 are done, considered critical, and considered time consuming by a majority or near majority of the Captains from each staffing pattern except that only 31% of the staffing pattern 1 Captains rated task 24 as critical and only 39% of the staffing pattern 4 Captains indicated that task 25 takes much time. Staffing pattern 3 percentages on all three response factors for tasks 24 and 25 generally are larger than staffing pattern 4 percentages which, in turn, are larger than staffing pattern 1 percentages.

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TABLE 157: CAPTAIN TASKLIST QUESTIONNAIRE RESPONSES
BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

CAPTAIN RESPONSES ON ACTIVITY: KEEPING INFORMED OF WHAT SUBORDINATES ARE DOING

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	145	18	6	1	6	1.32

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	4	0	0	0	0	1.00
SIZE 2 (20-59)	34	2	1	0	0	1.11
SIZE 3 (60-149)	29	2	0	0	1	1.19
SIZE 4 (150 OR MORE)	78	14	5	1	5	1.46

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	87	15	5	0	5	1.40
STAFFING PATTERN 2 (O,S,L)						
STAFFING PATTERN 3 (O,S,C)	12	0	0	0	0	1.00
STAFFING PATTERN 4 (O,L,C)	46	3	1	1	1	1.23
STAFFING PATTERN 5 (1 SUPV)						
STAFFING PATTERN 6 (NO SUPV)						

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

STATEWIDE N = 181				SIZE 1 (1-19) N = 4			SIZE 2 (20-59) N = 37			SIZE 3 (60-149) N = 34			SIZE 4 (150-MORE) N = 106		
TASK	% DO	% CRIT	% MUCH TIME	TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
23	63	36	38	23	25	100	0	68	56	56	77	31	42	59	29	29
24	66	41	41	24	75	67	100	76	64	32	79	26	48	59	36	39
25	77	49	34	25	75	67	67	97	58	44	94	38	38	65	49	25

TABLE 157: CONT'D. STAFFING PATTERN BREAKDOWN

	PATTERN 1 (O,S,L,C) N = 114			PATTERN 2 (O,S,L) N =			PATTERN 3 (O,S,C) N = 12			PATTERN 4 (O,L,C) N = 55			PATTERN 5 (1 SUPV) N = -			PATTERN 6 (NO SUPV) N =		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH. TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
23	61	30	35				67	82	38	67	35	43						
24	60	31	32				92	82	64	75	46	49						
25	69	44	25				100	67	67	89	53	39						

* * * * * * * * * * *

Activity: Responding to Calls to Observe, Assist and/or Direct the Activities

Task:

26. Observe scene and ask personnel already on the scene what took place and what steps they are taking

27. Evaluate the situation and decide what steps should be taken next

28. Assign tasks, such as directing traffic,guarding evidence, etc. to officers either directly or through the chain of command

29. Observe the officers' attitudes and actions in the handling of the situation in order to make sure that the proper procedures are being followed

30. Step in and do the necessary tasks when an officer makes a serious error

31. Suggest to the officer what he should be doing when he makes an error

32. Make a mental note to explain later to the officer what he should have done when he makes an error

33. Help officers perform any necessary tasks such as directing traffic, searching the scene, questioning witnesses, giving first aid to injured persons, interrogating suspects, etc.

34. Ask officers what tasks they have completed in order to make sure that the necessary and proper procedures have been carried out

35. Answer questions on proper procedures when asked by officers

36. Request further assistance from police, fire department and hospitals, if needed

37. Tell other officials (e.g. fire chief, police chief) who have been called to the scene what happened, how the officers are deployed and your present assessment of the situation

38. Discuss the situation with these officials in order to reach agreement on what steps should be taken next

39. Assign or reassign officers at the scene to certain tasks when requested to do so by personnel in charge of the scene

40. Perform technical functions at scene such as photographing, fingerprinting, etc.

41. Instruct officers to resume patrol if they are no longer needed at the scene

42. Discuss the incident with other captains and the commanding officer(s) after the incident is over, to determine whether or not the action taken was the best action

* * * * *

Summary

A majority of the respondent Captains in each of the breakdowns generally performs all of these tasks, except task 40 which involves technical functions. The data appear to show that the larger the department size, the less likely it is that Captains do the tasks. As the size of departments increases, there is more specialization in assignments so smaller percentages of Captains in large departments would supervise patrol officers. Approximately half of the Captains from each breakdown indicated that they do the activity either on a daily or weekly basis. (Table 158).

Statewide Analysis

All tasks in this activity are done by a majority of the respondents with the exception of task 40. A logical explanation for this is that task 40 is a technical function often done by a few members of each department who receive special training and are assigned to these functions. All of the tasks which a majority of Captains indicated they do were rated as critical by a majority or near majority of the Captains with the exception of instructing Officers to resume patrol (task 41) which would probably be done by Sergeants or Lieutenants, if necessary. Few Captains indicated that the tasks take much time.

Approximately half of the respondents indicated that they do the activity at least once daily or weekly while approximately one-fourth of the Captains indicated they do the activity rarely, if ever. The high percentage of rarely, if ever, responses is probably due to the fact that many Captains are assigned to administrative positions or they supervise subordinates doing nonpatrol assignments.

Size Analysis

A review of the data seems to indicate that, except for task 40 which few Captains indicated that they do, the larger the department size the less the Captains are likely to do the tasks. Larger percentages of Captains from size 1 and size 2 departments generally identified the tasks to be critical than the Captains from size 3 and 4 departments. Task 29--observing officers--is reported to take much time by Captains in size 1 and 2 departments but not by those in size 3 and 4 departments. It is probably because size 3 and 4 departments have enough other supervisors observing the officers so that the Captains do not have to spend much time doing this. It would appear from the data that larger percentages of Captains from size 1 departments do the tasks and consider them critical than do Captains from other department sizes but the activity information shows that Captains from size 1 departments do the activity less frequently than any other Captains.

Staffing Pattern Analysis

The percentage variations in the responses both as to whether the Captains do the tasks and consider them critical are all, except for tasks 33, 36, 39 and 41, very small. In comparison, 33, 36, 39 and 41 appear to be done and considered critical by larger percentages of staffing pattern 3 Captains than Captains from the other two staffing patterns. None of the tasks appears to be very time consuming for most of the Captains. The activity frequency responses show that approximately half of the Captains from each staffing pattern do the activity daily or weekly.

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TABLE 158: CAPTAIN TASKLIST QUESTIONNAIRE RESPONSES
BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

CAPTAIN RESPONSES ON ACTIVITY: RESPONDING TO CALLS TO OBSERVE, ASSIST AND/OR DIRECT THE ACTIVITIES

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	44	48	23	16	45	2.83

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	0	0	1	3	0	3.75
SIZE 2 (20-59)	15	7	6	3	6	2.41
SIZE 3 (60-149)	9	12	3	3	5	2.47
SIZE 4 (150 OR MORE)	20	29	13	7	34	3.06

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	28	27	15	12	30	2.90
STAFFING PATTERN 2 (O,S,L)						
STAFFING PATTERN 3 (O,S,C)	3	2	1	1	5	3.25
STAFFING PATTERN 4 (O,L,C)	13	19	7	3	10	2.58
STAFFING PATTERN 5 (1 SUPV)						
STAFFING PATTERN 6 (NO SUPV)						

TABLE 158: CONT'D.

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

STATEWIDE N = 181

TASK	% DO	% CRIT	% MUCH TIME
26	76	66	29
27	76	76	26
28	73	68	26
29	81	62	36
30	64	85	22
31	81	67	21
32	79	48	22
33	61	64	26
34	80	57	28
35	91	55	25
36	78	78	11
37	78	77	24
38	78	74	24
39	72	68	15
40	7	31	23
41	71	33	9
42	81	49	29

SIZE BREAKDOWN

TASK	SIZE 1 (1-19) N = 4			SIZE 2 (20-59) N = 37			SIZE 3 (60-149) N = 34			SIZE 4 (150-MORE) N = 106		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
26	75	100	0	89	76	33	82	54	39	70	65	24
27	75	100	0	92	82	35	82	64	25	69	77	23
28	100	100	25	92	82	32	71	58	25	66	63	23
29	100	75	50	89	64	52	85	48	28	76	65	32
30	100	100	50	81	87	20	68	78	30	56	86	19
31	100	100	25	84	71	42	82	61	21	79	66	13
32	100	75	25	95	79	29	82	46	32	72	47	16
33	100	75	25	89	73	30	68	35	39	48	71	18
34	75	67	33	91	62	29	88	53	23	74	55	28
35	100	75	25	100	60	41	94	38	31	87	59	17
36	100	100	0	95	89	17	85	62	24	70	78	4
37	100	100	0	95	89	29	79	67	26	72	74	22
38	100	100	25	95	83	37	77	62	27	72	74	17
39	75	100	0	84	81	16	77	54	19	66	67	14
40	0	0	0	22	25	25	9	33	33	2	50	0
41	100	75	0	89	30	3	68	26	26	65	35	6
42	75	33	0	97	64	39	79	41	33	76	46	24

TABLE 158: CONT'D.

STAFFING PATTERN BREAKDOWN

TASK	PATTERN 1 (O,S,L,C) N = 114			PATTERN 2 (O,S,L) N =			PATTERN 3 (O,S,C) N = 12			PATTERN 4 (O,L,C) N = 55			PATTERN 5 (1 SUPV) N = -			PATTERN 6 (NO SUPV) N =		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
26	74	67	24				75	67	44	82	64	36						
27	74	77	26				83	70	30	80	75	25						
28	70	73	25				83	80	40	76	57	24						
29	79	62	32				75	56	78	87	63	35						
30	60	84	19				75	78	44	71	90	23						
31	79	66	20				83	70	50	86	68	17						
32	76	47	18				75	56	56	86	49	23						
33	57	65	22				83	70	50	66	61	28						
34	77	55	25				83	70	40	86	57	30						
35	90	50	18				100	75	42	93	61	37						
36	74	75	10				100	92	17	84	80	13						
37	76	76	25				92	91	27	80	75	21						
38	76	72	22				83	80	60	82	77	21						
39	70	65	18				92	91	9	71	69	13						
40	8	11	0				8	100	0	6	67	100						
41	66	31	8				100	42	0	76	36	12						
42	80	48	24				92	82	27	80	43	39						

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Activity: Performing General Patrol

Task:

43. Check general activity in an area by observing the traffic, people on the streets and activity at business and residential properties

44. Check buildings for signs of forced entry and radio dispatcher for assistance, when necessary

45. Observe the flow of traffic for traffic control problems and for violations of the Vehicle and Traffic Law and issue tickets and/or warnings to violators

46. Respond to calls if no other officer is currently available or if you are in the immediate vicinity of the complaint location

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Summary

Captains from each breakdown indicated that they do this activity rarely, if ever. The only tasks which a majority of Captains generally do are checking on general activity in an area (task 43) and responding to calls (task 46). Both tasks appear to be done by smaller percentages of Captains in the largest (size 4) departments than Captains in the other department sizes. Task 46 is the only task that a majority sees as critical in each breakdown and few Captains indicated that any of the tasks take much time. (Table 159).

Statewide Analysis

Sixty-three percent of the Captains indicated they do the activity rarely, if ever, while 31% of the Captains indicated they do it on a daily or weekly basis. Tasks 43 and 46 are the only ones which a majority of the Captains indicated they do and, of these, only task 46 was identified as critical by a majority of those who do it. None of the tasks is considered time consuming by a majority.

Size Analysis

A majority or near majority of the Captains from size 2 and size 3 departments indicated that they do each of these tasks. However, the only tasks that a majority or near majority of the Captains from size 1 and size 4 departments indicated that they do are tasks 43 and 46. The percentage responses to tasks 43 and 46 by size 1, 2 and 3 department Captains are quite similar while a much smaller percentage of the Captains from size 4 departments indicated they do the tasks. Task 43 appears to be critical to a majority of Captains only from size 1 and 2 departments while a majority of the Captains from each size breakdown identified task 46 as critical.

At least half of the Captains from each size breakdown stated that they do the activity rarely, if ever. A much larger percentage (100%) of the Captains from size 1 departments indicated they do the activity rarely, if ever, than the Captains from size 2, 3 and 4 departments (57, 50 and 68%, respectively).

Staffing Pattern Analysis

A higher percentage of Captains from staffing pattern 3 indicated they do tasks 43, 44 and 45 than from staffing patterns 1 and 4. A majority of the Captains from each staffing pattern indicated they do task 46 with about the same percentage of Captains from each staffing pattern making that indication. Task 46 is the only task which a majority of Captains from each staffing pattern identified as critical. Tasks 43 and 44 were rated as critical by a majority of Captains in staffing pattern 3. A majority of Captains from each staffing pattern indicated they do this activity rarely, if ever.

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TABLE 159: CAPTAIN TASKLIST QUESTIONNAIRE RESPONSES BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

CAPTAIN RESPONSES ON ACTIVITY: PERFORMING GENERAL PATROL

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	33	21	6	5	111	3.80

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	0	0	0	0	4	5.00
SIZE 2 (20-59)	8	3	1	4	21	3.73
SIZE 3 (60-149)	9	5	2	0	16	3.28
SIZE 4 (150 OR MORE)	16	13	3	1	70	3.93

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	22	15	4	4	67	3.71
STAFFING PATTERN 2 (O,S,L)						
STAFFING PATTERN 3 (O,S,C)	1	0	0	1	10	4.58
STAFFING PATTERN 4 (O,L,C)	10	6	2	0	34	3.81
STAFFING PATTERN 5 (1 SUPV)						
STAFFING PATTERN 6 (NO SUPV)						

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

STATEWIDE N = 181				SIZE 1 (1-19) N = 4			SIZE 2 (20-59) N = 37			SIZE 3 (60-149) N = 34			SIZE 4 (150-MORE) N = 106		
TASK	% DO	% CRIT	% MUCH TIME	TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
43	56	39	35	43	75	100	33	70	58	50	70	22	35	43	33	27
44	30	36	22	44	0	0	0	51	42	26	50	24	24	18	42	16
45	25	20	4	45	25	0	0	46	18	6	41	21	0	13	21	7
46	63	68	8	46	75	100	0	84	74	7	82	61	11	49	67	8

TABLE 159: CONT'D. STAFFING PATTERN BREAKDOWN

TASK	PATTERN 1 (O,S,L,C) N = 114			PATTERN 2 (O,S,L) N =			PATTERN 3 (O,S,C) N = 12			PATTERN 4 (O,L,C) N = 55			PATTERN 5 (1 SUPV) N = -			PATTERN 6 (NO SUPV) N =		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
43	52	34	29				75	67	56	58	41	41						
44	24	41	19				50	50	17	40	27	27						
45	22	12	0				50	33	0	27	27	13						
46	58	67	5				67	88	0	73	68	15						

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Activity: Initiating and Conducting Investigations

Task:

47. Stake out business, residential and public properties in order to observe activities, watch for criminal suspects at the scene, etc.

48. Apply to the courts for search warrants once sufficient supportive evidence has been gathered from investigations, tips and stake-outs

49. Request the assistance of personnel from own agency and/or other agencies to aid in a coordinated investigation or case

50. Discuss strategies to be used in an investigation with commanding officers and personnel connected with the investigation

51. Assign specific tasks to the officers working on an investigation

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Summary

Higher percentages of the Captains from the small (size 1, size 2 and staffing pattern 3) departments generally do each task and consider it critical than Captains in large departments, probably due to the increase in specialization as department size increases. Requesting assistance (task 49), discussing strategies (task 50), and assigning tasks (task 51) are the only tasks that a majority of the Captains from all breakdowns do. All the tasks are considered critical by at least 40% of the respondents in all breakdowns even though, in most cases, less than a majority of the respondents stake out buildings (task 47) and apply for search warrants (task 48). Fewer than half of the Captains from most of the breakdowns indicated that each task takes much time. The activity frequency ratings are spread over the five choices in each of the breakdowns. (Table 160).

Statewide Analysis

Even though tasks 47 and 48 were rated as critical by a majority of the Captains who do the tasks, only around 25% of the Captains report doing them. Staking out property and applying for warrants are specialized assignments that are probably done more often by subordinates or specially trained personnel. Tasks 49, 50 and 51 are done and considered to be critical by a majority of the respondents but they do not spend much time doing them. Responses concerning how often the activity is done are varied.

Size Analysis

Again, tasks 47 and 48 were rated as critical by a majority of the Captains who do them but only a small number of Captains report doing them. Task 49 is done equally by a majority of Captains from each size breakdown. Tasks 50 and 51 appear to be done by a majority of the Captains in each size breakdown with larger percentages of the Captains from size 1 and 2 departments reporting doing the tasks than Captains from size 3 and 4 departments. A majority or near majority of the Captains from each size breakdown indicated that each task is critical. Only a small percentage of the Captains from each breakdown indicated the tasks take much time. The Captains' responses concerning the frequency with which they do the activity do not vary greatly among the size breakdowns.

Staffing Pattern Analysis

Each of the tasks is done and considered to be critical by a majority or near majority of the staffing pattern 3 Captains with a near majority of the staffing pattern 1 and staffing pattern 4 Captains also doing tasks 49, 50 amd 51 and considering them critical. The Captains' activity frequencies vary so much that there is no discernible pattern.

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TABLE 160: CAPTAIN TASK-LIST QUESTIONNAIRE RESPONSES
BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

CAPTAIN RESPONSES ON ACTIVITY: INITIATING AND CONDUCTING INVESTIGATIONS

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	28	35	33	21	59	3.27

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	0	1	1	0	2	3.75
SIZE 2 (20-59)	9	7	8	4	9	2.92
SIZE 3 (60-149)	3	9	3	10	7	3.28
SIZE 4 (150 OR MORE)	16	18	21	7	41	3.38

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	20	18	20	10	44	3.36
STAFFING PATTERN 2 (O,S,L)						
STAFFING PATTERN 3 (O,S,C)	1	5	2	0	4	3.08
STAFFING PATTERN 4 (O,L,C)	7	12	11	11	11	3.13
STAFFING PATTERN 5 (1 SUPV)						
STAFFING PATTERN 6 (NO SUPV)						

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

STATEWIDE
N = 181

TASK	% DO	% CRIT	% MUCH TIME
47	27	53	27
48	24	70	28
49	71	56	13
50	75	64	35
51	61	56	25

SIZE BREAKDOWN

TASK	SIZE 1 (1-19) N = 4 % DO	% CRIT	% MUCH TIME	SIZE 2 (20-59) N = 37 % DO	% CRIT	% MUCH TIME	SIZE 3 (60-149) N = 34 % DO	% CRIT	% MUCH TIME	SIZE 4 (150-MORE) N = 106 % DO	% CRIT	% MUCH TIME
47	25	100	100	43	63	19	21	43	29	24	48	28
48	50	100	100	32	67	25	29	60	20	18	74	26
49	75	100	33	81	67	23	74	40	8	66	56	10
50	100	100	50	87	69	28	74	48	32	71	65	37
51	100	75	25	72	65	39	56	42	37	57	55	15

TABLE 160 : CONT'D.

STAFFING PATTERN BREAKDOWN

	PATTERN 1 (O,S,L,C) N = 114			PATTERN 2 (O,S,L) N =			PATTERN 3 (O,S,C) N = 12			PATTERN 4 (O,L,C) N = 55			PATTERN 5 (1 SUPV) N = -			PATTERN 6 (NO SUPV) N =		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
47	23	54	12				42	80	20	33	44	50						
48	14	81	25				58	71	43	36	60	25						
49	69	56	10				83	90	20	71	49	18						
50	74	66	32				92	91	46	75	54	37						
51	55	57	15				92	91	27	66	44	42						

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Activity: Evaluating Job Performance of Subordinates

Task:

52. Develop idea of the specific strengths and weaknesses of each subordinate on the basis of observation of job performance, readings of police call reports, and criticism or praise from citizens, other supervisors, and co-workers

53. Explain and suggest to subordinates what steps they should take to improve weaknesses in job performance

54. Praise subordinate for good or outstanding performance

55. Recommend outstanding subordinate for award or letter of commendation

56. Periodically, formally evaluate subordinates by filling out departmental rating forms and going over them with the subordinates

* * * * *

Summary

Tasks 52, 53, 54 and 55 which deal with informal performance evaluation and follow-up are done by a large majority of the Captains in each breakdown. Tasks 52 and 53 were also rated as taking much time and critical by a majority or near majority of the Captains in each breakdown. Task 56, dealing with evaluation of subordinates on a department rating form, is done by a majority or near majority of the Captains in each breakdown, except size 1, but by smaller percentages of Captains than the previous tasks. This is probably because many departments don't use evaluation forms.

While the averages are fairly close, the activity information is quite varied for each breakdown with no discernible pattern emerging. (Table 161).

Statewide Analysis

Almost all of the Captains indicated they do tasks 52, 53, 54 and 55 but only 50% of them do task 56. Task 56's response rate is understandable since not all departments use formal evaluation forms. The only tasks which appear to be critical or time consuming to approximately half of the Captains are tasks 52 and 53. The activity responses are varied.

Size Analysis

Tasks 52, 53, 54 and 55 are done by almost the same percentages of Captains in each of the size breakdowns while task 56 appears to be done by a smaller percentage of Captains in size 1 departments. Task 52 was rated as critical and time consuming by a majority of all but the size 3 Captains. Task 53 was rated as critical by a majority or near majority of the Captains in each size breakdown and time consuming in the size 2 breakdown. Task 54 is critical to a majority of the Captains only in size 1 departments, possibly because size 1 departments don't generally use a standard evaluation form as indicated by the response to task 56. Activity responses from each size breakdown are varied with size 1 department Captains doing the activity least often.

Staffing Pattern Analysis

Each of the tasks are done by a majority of the respondent Captains in each staffing pattern breakdown. Tasks 52 and 53 are done by almost all Captains and are seen as critical and time consuming by a majority or near majority of the Captains in each breakdown. Staffing pattern 3 Captains indicated the highest percentages for criticality and time spent. Tasks 54, 55 and 56 are done by a similar percentage of Captains in each staffing pattern. The activity frequency information is quite varied with staffing pattern 3 Captains doing it slightly less often than those in staffing patterns 1 and 2.

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TABLE 161: CAPTAIN TASKLIST QUESTIONNAIRE RESPONSES
BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

CAPTAIN RESPONSES ON ACTIVITY: EVALUATING JOB PERFORMANCE OF SUBORDINATES

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	49	17	27	51	32	3.00

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	1	0	0	1	2	3.75
SIZE 2 (20-59)	10	5	7	9	6	2.89
SIZE 3 (60-149)	4	6	7	9	6	3.22
SIZE 4 (150 OR MORE)	34	6	13	32	18	2.94

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	35	7	17	35	18	2.95
STAFFING PATTERN 2 (O,S,L)						
STAFFING PATTERN 3 (O,S,C)	2	1	2	3	4	3.50
STAFFING PATTERN 4 (O,L,C)	12	9	8	13	10	3.00
STAFFING PATTERN 5 (1 SUPV)						
STAFFING PATTERN 6 (NO SUPV)						

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

STATEWIDE N = 181				SIZE 1 (1-19) N = 4			SIZE 2 (20-59) N = 37			SIZE 3 (60-149) N = 34			SIZE 4 (150-MORE) N = 106		
TASK	% DO	% CRIT	% MUCH TIME	TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
52	93	52	57	52	100	100	75	95	60	63	97	39	42	91	51	58
53	95	49	41	53	100	100	0	97	56	56	100	44	38	93	47	38
54	98	34	23	54	100	75	0	100	38	32	100	24	21	96	34	22
55	88	28	14	55	75	33	0	92	29	15	91	19	10	87	30	15
56	50	34	36	56	25	100	100	43	50	38	56	26	37	52	31	35

TABLE 161: CONT'D. STAFFING PATTERN BREAKDOWN

TASK	PATTERN 1 (O,S,L,C) N = 114			PATTERN 2 (O,S,L) N =			PATTERN 3 (O,S,C) N = 12			PATTERN 4 (O,L,C) N = 55			PATTERN 5 (1 SUPV) N =			PATTERN 6 (NO SUPV) N =		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
52	91	48	54				92	73	73	96	55	59						
53	95	44	39				92	73	55	96	57	42						
54	97	27	20				100	42	25	98	46	30						
55	88	22	9				75	22	22	93	41	22						
56	50	25	35				50	83	67	51	43	32						

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Activity: Providing and Arranging for Training of Officers

Task:

57. Study weaknesses in officer performance (observed or referred by others) and read various memoranda and periodicals concerning new procedures, legal requirements, etc. to determine training needs

58. Order experienced subordinates to work with and instruct recruits

59. Question the subordinate at intervals on how well the recruit is learning the job

60. Patrol with recruit and show how various kinds of complaint calls should be handled

61. Praise recruit performance when correct actions have been taken or point out how a call might have been handled better

62. Check subordinates' recall, at random times, by asking them questions on the law, department procedure/policy, etc.

63. Patrol with experienced officers to see how they are handling calls and to determine if additional training is necessary

64. Arrange for instructors and classrooms for formal instruction and training

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Summary

Each of the tasks, except patrolling with recruits (task 60), patrolling with experienced officers (task 63), and arranging for instructors and classrooms (task 64) is done by a majority of the Captains from each breakdown. Each of the tasks is done by a larger percentage of Captains from size 2 and staffing pattern 3 departments than from any of the other breakdowns probably because of two factors. First, size 1 departments don't hire new recruits as often as the other departments and the size 1 departments don't generally send their officers to as many training courses as other departments do. Second, as the department size increases, specialization increases; thus there is often someone specially trained and assigned to do this activity in size 3 and size 4 departments.

Generally, a majority of the Captains from size 1, size 2, and staffing pattern 3 departments rated each task as critical while fewer than half of the other Captains made that rating. Generally, fewer than half of the respondents indicated that each task takes much time.

A majority of the respondents from each breakdown indicated that they do the activity infrequently--4 or 5 times a year or rarely, if ever. (Table 162).

Statewide Analysis

A majority of the respondents indicated that they do each of the tasks except tasks 60, 63 and 64. Of the tasks that a majority of the respondents do, only task 62 is not considered critical by a majority or near majority of the Captains. Few Captains indicated that any of the tasks take much time. Seventy-one percent of the Captains indicated they do the activity either 4 or 5 times a year or rarely, if ever.

Size Analysis

Each of the tasks, except tasks 60, 63 and 64 are done by a majority or near majority of the Captains from each size breakdown with a higher percentage of Captains from size 2 departments indicating they do the tasks than from any other size breakdown. Approximately half of the Captains from size 1 and size 2 departments indicated they patrol with experienced officers to evaluate work (task 63) and that the task is critical. Because specialization increases as department size increases, it was expected that fewer Captains from the largest departments (sizes 3 and 4) would do the tasks than from the smaller ones (sizes 1 and 2). Actually, approximately the same percentage of the Captains from size 1 departments do most of the tasks as Captains from size 3 and 4 departments. However, the lower percentages in size 1 for many tasks are probably a result of the small number of new officers hired in those departments. A large percentage of the Captains from each size breakdown indicated they either do the activity at least 4 or 5 times a year or rarely, if ever.

Staffing Pattern Analysis

Each of the tasks, except task 60, 63 and 64, is done by a majority of the Captains from each staffing pattern breakdown with a higher percentage of staffing pattern 3 Captains indicating they do the tasks and that the tasks are critical than staffing pattern 1 or staffing pattern 4 Captains. However, 75% of the Captains from staffing pattern 3 indicated they do task 63 and 67% of them thought it is critical. Since sixty-seven percent of the staffing pattern 3 Captains are from size 2 departments, the higher percentage of staffing pattern 3 Captains who do the tasks and consider them critical parallels the pattern discussed in the size analysis. A large percentage of Captains from each staffing pattern breakdown indicated they do the activity 4 or 5 times a year or rarely, if ever.

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TABLE 162: CAPTAIN TASKLIST QUESTIONNAIRE RESPONSES BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

CAPTAIN RESPONSES ON ACTIVITY: PROVIDING AND ARRANGING FOR TRAINING

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	6	19	22	44	84	4.03

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	0	1	0	1	2	4.00
SIZE 2 (20-59)	1	4	6	11	15	3.95
SIZE 3 (60-149)	0	3	3	9	17	4.25
SIZE 4 (150 OR MORE)	5	11	13	23	50	4.00

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	5	14	12	34	47	3.93
STAFFING PATTERN 2 (O,S,L)						
STAFFING PATTERN 3 (O,S,C)	0	1	0	5	6	4.33
STAFFING PATTERN 4 (O,L,C)	1	4	10	5	31	4.20
STAFFING PATTERN 5 (1 SUPV)						
STAFFING PATTERN 6 (NO SUPV)						

TABLE 162: CONT'D.

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

STATEWIDE N = 181				SIZE 1 (1-19) N = 4			SIZE 2 (20-59) N = 37			SIZE 3 (60-149) N = 34			SIZE 4 (150-MORE) N = 106		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
57	83	47	39	75	100	67	89	64	49	85	31	41	80	45	34
58	79	52	25	75	67	33	97	69	36	82	36	36	72	49	16
59	78	48	18	75	67	0	97	67	25	79	33	22	72	43	13
60	12	55	14	0	0	0	30	73	27	21	43	0	4	25	0
61	63	41	16	50	50	50	92	56.	21	74	28	8	50	38	15
62	59	32	9	75	33	0	78	48	14	47	19	0	56	27	10
63	33	42	20	50	100	0	57	48	24	38	39	0	23	33	29
64	39	42	28	50	100	50	41	80	33	38	31	0	39	29	34

STAFFING PATTERN BREAKDOWN

	PATTERN 1 (O,S,L,C) N = 114			PATTERN 2 (O,S,L) N =			PATTERN 3 (O,S,C) N = 12			PATTERN 4 (O,L,C) N = 55			PATTERN 5 (1 SUPV) N =			PATTERN 6 (NO SUPV) N =		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
57	86	46	42				100	75	33	73	43	35						
58	75	47	22				100	75	50	84	54	24						
59	75	41	17				100	83	8	82	51	22						
60	8	44	11				42	80	20	15	50	13						
61	61	38	15				92	73	27	62	38	15						
62	59	25	8				83	70	30	55	33	7						
63	26	40	13				75	67	33	38	33	24						
64	40	35	28				33	75	0	38	52	33						

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Activity: Instructing Training Classes for New and Experienced Officers

Task:

65. Write or update lecture material based on personal knowledge and experience, new developments in the field, etc.

66. Lecture, give demonstrations and exercises, and answer questions on the course material

67. Evaluate participants based on examination scores, class performance, etc. and forward the evaluation through the appropriate department channels

68. Revise lecture material in order to improve it for the next course

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Summary

Tasks 65, 66 and 68 which deal with writing lecture material, lecturing, and reviewing lecture material are the only tasks that more than 40% of the respondents from any breakdown indicated they do. Since the larger departments often run the regional Municipal Police Training Council courses and have more formalized training divisions, it is understandable that more Captains from large departments than from small departments do these tasks. Eighty-two percent of both the staffing pattern 1 Captains and staffing pattern 4 Captains are from size 3 and size 4 departments, while only 17% of the staffing pattern 3 Captains are from those departments. The fact that higher percentages of the Captains from staffing patterns 1 and 4 do tasks 65, 66 and 68 than from staffing pattern 3 supports this reasoning. Few Captains from any breakdown indicated they evaluate participants (task 67). It should be noted that the Municipal Police Training Council courses require a formal evaluation, but many in-service training courses do not. A majority of the Captains from each breakdown generally indicated that the tasks are not critical and that they don't spend much time doing them.

Most of the Captains from each breakdown indicated that they do the activity infrequently--4 or 5 times a year or rarely, if ever. (Table 163).

Statewide Analysis

Fewer than half of the respondents do any of the tasks and fewer than half of them identified the tasks as critical or time consuming. Seventy-four percent of the Captains indicated they do the activity rarely, if ever, and 19% of the Captains indicated they do the activity at least 4 or 5 times a year.

Size Analysis

None of the Captains from size 1 departments indicated that they do any of the tasks while 30% or fewer of the Captains from size 2 departments indicated that they do the tasks. Because of the small size of these departments it is logical that few Captains do these tasks. While some Captains in small departments may instruct classes, most small departments send their personnel to the larger departments or special schools for training. Forty percent or more of the Captains from size 3 and size 4 departments do each of the tasks, except task 67. The training function in size 3 and size 4 departments is often the responsibility of special training sections or divisions. These departments often run a large number of training courses including Municipal Police Training Council courses and it is logical that their Captains would have more opportunity to instruct than Captains from small departments. Most of the Captains from each size breakdown indicated that they either do the activity rarely, if ever, or at least 4 or 5 times a year.

Staffing Pattern Analysis

While more than 40% of the captains from staffing pattern 1 departments do tasks 65, 66 and 68 and 42% of the Captains from staffing pattern 4 departments do task 66, department size probably has the largest effect on whether or not Captains do the tasks (see summary and size analysis). Most of the Captains from each staffing pattern breakdown indicated that they either do the activity rarely, if ever, or 4 or 5 times a year.

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TABLE 163: CAPTAIN TASKLIST QUESTIONNAIRE RESPONSES
BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

CAPTAIN RESPONSES ON ACTIVITY: INSTRUCTING TRAINING COURSES

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	4	5	3	34	130	4.60

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	0	0	0	0	4	5.00
SIZE 2 (20-59)	0	1	2	7	27	4.62
SIZE 3 (60-149)	0	0	0	8	24	4.75
SIZE 4 (150 OR MORE)	4	4	1	19	75	4.52

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	3	4	0	20	85	4.61
STAFFING PATTERN 2 (O,S,L)						
STAFFING PATTERN 3 (O,S,C)	0	0	0	3	9	4.75
STAFFING PATTERN 4 (O,L,C)	1	1	3	11	36	4.54
STAFFING PATTERN 5 (1 SUPV)						
STAFFING PATTERN 6 (NO SUPV)						

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

STATEWIDE N = 181				SIZE 1 (1-19) N = 4				SIZE 2 (20-59) N = 37				SIZE 3 (60-149) N = 34				SIZE 4 (150-MORE) N = 106		
TASK	% DO	% CRIT	% MUCH TIME	TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
65	39	39	24	65	0	0	0	30	36	9	47	50	25	42	36	27
66	43	38	15	66	0	0	0	30	27	18	62	43	5	43	39	20
67	20	32	22	67	0	0	0	22	50	25	27	22	11	19	30	25
68	38	29	16	68	0	0	0	22	13	13	56	26	0	40	33	24

TABLE 163: CONT'D.

STAFFING PATTERN BREAKDOWN

	PATTERN 1 (O,S,L,C) N = 114			PATTERN 2 (O,S,L) N =			PATTERN 3 (O,S,C) N = 12			PATTERN 4 (O,L,C) N = 55			PATTERN 5 (1 SUPV) N = -			PATTERN 6 (NO SUPV) N = -		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
65	44	34	24				25	33	0	33	56	28						
66	46	37	14				25	33	0	42	44	22						
67	21	25	17				17	100	50	20	36	27						
68	42	21	19				25	33	0	33	50	11						

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Activity: Preparing and Reviewing Reports

Task:

69. Write report describing an incident personally investigated for inclusion in the case file

70. Read reports prepared by officers to determine if they have completed the reports properly

71. Sign completed and approved copy of police report and turn in to appropriate section

72. Return improperly prepared reports to subordinates for correction

73. Classify or review the tentative classification of crimes by looking through the appropriate law and matching the details of the incident to the correct section of the law

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Summary

A majority of the Captains from each breakdown do each of the tasks but a larger percentage of the size 2 and staffing pattern 3 Captains do each of the tasks than the other Captains. Size 1 and staffing pattern 3 are the only breakdowns in which a majority of the Captains rated each of the tasks as critical. Reviewing reports for completeness (task 70) is the only task that a majority of the Captains from each breakdown indicated takes much time. A majority of the Captains from each breakdown indicated that they do the activity daily or weekly. All of the staffing pattern 3 Captains indicated they do the activity daily. (Table 164).

Statewide Analysis

A majority of the Captains indicated that they do each of the tasks, that each task is not critical, and that each task, except task 70 (reviewing reports for completeness) does not take much time. Most of the Captains indicated that they either do the activity at least once each tour of duty or at least once a week.

Size Analysis

A majority of the Captains from each size breakdown indicated that they do each of the tasks. More than 40% of the Captains from the size 1 and size 2 breakdowns indicated that each of the tasks is critical while fewer than 40% of the Captains from size 3 and size 4 departments rated the tasks as critical. According to a majority from each breakdown, task 70 appears to take much of the Captains' time. The only effect that size appears to have on the task responses is that higher percentages of the size 2 Captains generally do each of the tasks than Captains from the other size breakdowns.

Most of the Captains from each breakdown do the activity daily or weekly.

Staffing Pattern Analysis

A majority of the Captains from each staffing pattern indicated that they do each of the tasks. A higher percentage of staffing pattern 3 Captains indicated that they do the tasks and that the tasks are critical than staffing pattern 4 Captains and a higher percentage of staffing pattern 4 Captains indicated that they do the tasks and consider them critical than staffing pattern 1 Captains. A majority of the Captains from each breakdown indicated that task 70 takes much time.

The only other tasks that 40% or more of the Captains in any group rated as taking much time are task 69 in staffing pattern 1 and tasks 71 and 73 in staffing patterns 3 and 4.

Most of the Captains from each staffing pattern do the activity daily or weekly.

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TABLE 164: CAPTAIN TASKLIST QUESTIONNAIRE RESPONSES
BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

CAPTAIN RESPONSES ON ACTIVITY: PREPARING AND REVIEWING REPORTS

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	121	25	9	4	17	1.70

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	3	0	1	0	0	1.50
SIZE 2 (20-59)	34	1	2	0	0	1.14
SIZE 3 (60-149)	16	8	2	2	4	2.06
SIZE 4 (150 OR MORE)	68	16	4	2	13	1.80

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	73	17	8	3	11	1.77
STAFFING PATTERN 2 (O,S,L)						
STAFFING PATTERN 3 (O,S,C)	12	0	0	0	0	1.00
STAFFING PATTERN 4 (O,L,C)	36	8	1	1	6	1.71
STAFFING PATTERN 5 (1 SUPV)						
STAFFING PATTERN 6 (NO SUPV)						

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

STATEWIDE N = 181

TASK	% DO	% CRIT	% MUCH TIME
69	77	31	36
70	90	38	59
71	68	40	44
72	82	37	26
73	63	32	29

SIZE BREAKDOWN

TASK	SIZE 1 (1-19) N = 4 % DO	% CRIT	% MUCH TIME	SIZE 2 (20-59) N = 37 % DO	% CRIT	% MUCH TIME	SIZE 3 (60-149) N = 34 % DO	% CRIT	% MUCH TIME	SIZE 4 (150-MORE) N = 106 % DO	% CRIT	% MUCH TIME
69	50	100	0	87	50	16	85	21	35	73	26	47
70	75	100	67	97	44	64	91	30	57	88	37	57
71	75	100	67	81	50	43	67	32	36	64	35	46
72	75	100	0	95	51	17	73	25	25	81	32	31
73	50	100	0	87	41	31	64	19	14	56	31	34

TABLE 164: CONT'D. STAFFING PATTERN BREAKDOWN

TASK	PATTERN 1 (O,S,L,C) N = 114			PATTERN 2 (O,S,L) N =			PATTERN 3 (O,S,C) N = 12			PATTERN 4 (O,L,C) N = 55			PATTERN 5 (1 SUPV) N = -			PATTERN 6 (NO SUPV) N = -		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
69	72	26	42				92	73	18	86	32	32						
70	86	32	55				100	67	75	96	43	62						
71	62	27	37				92	82	73	76	50	48						
72	78	27	22				92	82	36	89	44	31						
73	55	26	19				83	60	40	76	36	41						

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Activity: Investigating Disputes and Complaints Regarding Subordinate Officers

Task:

74. Talk to the parties involved to determine the reasons for their actions and the nature of the complaint

75. Tell the officer(s) involved of the allegations

76. Dismiss the complaint when insufficient evidence or documentation exists

77. Verbally warn or correct the subordinate, when appropriate

78. Initiate disciplinary procedures against the subordinate depending on the facts and the severity of the case

79. Write report on incident recording all information relevant to the complaint and give report to own supervisor for a determination

80. Explain to complainant what action was taken and why

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Summary

Higher percentages of the Captains from the smaller departments (size 1 and size 2) and from the staffing pattern 3 and staffing pattern 4 departments do each of these tasks and consider them critical than Captains from size 3, size 4, and staffing pattern 1 departments. There are three possible reasons for the differences. First, Captains from large departments are often in specialized assignments where, if they supervise anyone, they supervise subordinates who generally do not come in frequent contact with the public and who, therefore, would not be as likely to be complained about. Second, Captains from the large departments often have internal affairs divisions to which they can refer complaints. Third, Captains from the departments with full staffing patterns (i.e. staffing pattern 1) may not be as likely to do all parts of an investigation as are Captains from the other staffing patterns because the major parts of the investigations could be done by subordinates. (Table 165).

Statewide Analysis

Most of the Captains indicated that they do each of the tasks. Fewer than half of the Captains indicated that the tasks are critical or time consuming. There appears to be no specific pattern to the activity frequency responses except that only a few of the Captains indicated that they do the activity on a daily basis.

Size Analysis

A majority of the Captains from each size breakdown do each of the tasks. Captains in smaller departments often handle many of the disciplinary problems themselves while Captains in larger departments often refer the problems to an internal affairs division. As a result, certain response patterns emerge. Captains in the smaller departments are more likely to do tasks 74, 75, 76, 77 and 80 which involve an actual investigation and determination while Captains in the larger departments seem to be involved more often in the initiation of disciplinary procedures (task 78). There seems to be a trend that in the larger departments (sizes 3 and 4), the percentages of respondents who see the tasks as critical are less than in the smaller departments (sizes 1 and 2). No task is rated as critical by a majority of size 3 or size 4 department Captains while at least four tasks are seen as critical by a majority of respondents from size 1 and size 2 departments. Few tasks in this activity are seen as taking much time by a majority of Captains in any group. The one noteworthy exception is writing a report of the incident (task 79).

Activity frequency responses for each size breakdown are varied with few Captains indicating that they do the activity on a daily basis.

Staffing Pattern Analysis

A majority of the Captains from each staffing pattern breakdown indicated that they do each of these tasks. Higher percentages of the Captains from staffing pattern 3 and staffing pattern 4 departments indicated they do each of the tasks than from staffing pattern 1 departments. A majority of the Captains from staffing pattern 3 departments think each of the tasks is critical while fewer than half of the Captains from staffing patterns 1 and 4 rated each of the tasks as critical.

A majority of the Captains from staffing pattern 3 indicated that each task, except tasks 77 and 80, takes much time. Task 74, in staffing pattern 4 departments, is the only task that a majority say takes much time. None of the tasks is seen as taking much time for staffing pattern 1 Captains.

Staffing pattern evidently does affect the performance of these tasks. Higher percentages of the Captains from staffing patterns 3 and 4 do the tasks and consider them critical and time consuming than do the Captains from staffing pattern 1. This is probably due to the fact that as more levels of supervision are added, fewer Captains actually supervise patrol officers. Also, by the time Captains in staffing pattern 1 departments receive a complaint, much of the investigation has probably been done by subordinates.

The activity frequency data is varied within each breakdown, but generally is similar across the staffing patterns.

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TABLE 165: CAPTAIN TASK-LIST QUESTIONNAIRE RESPONSES
BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

CAPTAIN RESPONSES ON ACTIVITY: INVESTIGATING DISPUTES AND COMPLAINTS REGARDING SUBORDINATE OFFICERS

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	8	26	42	59	41	3.56

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	0	1	0	2	1	3.75
SIZE 2 (20-59)	2	1	6	19	9	3.86
SIZE 3 (60-149)	0	5	9	12	6	3.59
SIZE 4 (150 OR MORE)	6	19	27	26	25	3.44

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	5	16	25	39	27	3.60
STAFFING PATTERN 2 (O,S,L)						
STAFFING PATTERN 3 (O,S,C)	1	3	1	4	3	3.42
STAFFING PATTERN 4 (O,L,C)	2	7	16	16	11	3.52
STAFFING PATTERN 5 (1 SUPV)						
STAFFING PATTERN 6 (NO SUPV)						

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

STATEWIDE N = 181				SIZE 1 (1-19) N = 4			SIZE 2 (20-59) N = 37			SIZE 3 (60-149) N = 34			SIZE 4 (150-MORE) N = 106		
TASK	% DO	% CRIT	% MUCH TIME	TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
74	88	40	43	74	100	100	50	97	53	36	91	30	43	84	35	45
75	88	36	30	75	100	75	25	95	46	31	94	26	29	83	34	31
76	68	37	29	76	100	75	25	76	46	21	76	24	28	62	36	33
77	89	40	20	77	100	25	25	95	51	20	91	40	20	87	37	20
78	84	44	29	78	75	100	67	78	59	28	85	39	18	86	39	32
79	87	41	49	79	50	100	50	92	53	47	94	32	36	84	38	55
80	80	40	28	80	100	75	25	92	47	21	82	26	30	75	39	32

TABLE 165: CONT'D. STAFFING PATTERN BREAKDOWN

	PATTERN 1 (O,S,L,C) N = 114			PATTERN 2 (O,S,L) N =			PATTERN 3 (O,S,C) N = 12			PATTERN 4 (O,L,C) N = 55			PATTERN 5 (1 SUPV) N =			PATTERN 6 (NO SUPV) N =		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
74	86	35	36				100	67	67	91	42	50						
75	84	32	23				100	58	50	93	37	39						
76	65	32	22				67	50	50	76	45	38						
77	87	34	12				100	75	42	93	45	29						
78	80	40	24				100	75	50	89	43	33						
79	82	36	45				92	73	64	95	44	54						
80	75	32	18				83	80	[illegible]	89	45	45						

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Activity: Dispatching

Task:

81. When someone phones or walks in with a complaint ask person to state own name, address, nature and location of problem

82. Dispatch a car to investigate

83. Refer caller to another section or agency for help

84. Keep log of calls made and received

85. Write a record card for each call which requires the dispatch of an officer

86. Monitor various phone, alarm and radio systems

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Summary

The performance of this activity and its component tasks is directly related to department size. A majority of the Captains from size 1, size 2 and staffing pattern 3 departments indicated they do most of the tasks and that the tasks are critical. In comparison, fewer than half of the respondents from each of the other breakdowns indicated they do the tasks. Also, the activity information indicates that as department size increases, Captains do the activity less frequently and that staffing pattern 3 Captains do the activity more frequently than staffing pattern 1 and staffing pattern 4 Captains. This was expected because the interview information shows that as department size increases, specialization increases and activities such as these are done more often by subordinates or civilians in the larger departments. (Table 166).

Statewide Analysis

A majority of the Captains indicated that they do not perform these tasks, they do not consider the tasks to be critical, and they do not spend much time doing them. Most of the Captains indicated they do the activity rarely, if ever.

Size Analysis

Approximately half of the Captains from the size 1 and size 2 departments indicated they do the tasks and that the tasks are critical while less than 40% of the Captains from size 3 and size 4 departments indicated they do them. The activity information seems to indicate that as department size increases Captains do the activity less frequently. Few of the Captains who do dispatching in the larger departments say the tasks take much time. This indicates that this activity is generally not a major part of their assignments.

Staffing Pattern Analysis

An analysis of the responses indicates that larger percentages of Captains from staffing pattern 3 do the activity and the tasks than Captains from the other staffing patterns. In fact, this pattern is the only one where a majority of Captains do the tasks. At least 80% of the Captains from staffing pattern 3 rated each of the tasks as critical while fewer than 60% of the Captains from staffing patterns 1 and 4 rated each task as critical. Staffing pattern 3 Captains' responses differed from the responses from Captains in other staffing patterns probably because a high percentage (83%) of the Captains from staffing pattern 3 are from size 1 and size 2 departments. In comparison, only 18% of the Captains from both staffing patterns 1 and 4 are from size 1 and 2 departments. As mentioned in the summary, as department size increases, fewer Captains do the activity and the tasks.

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TABLE 166: CAPTAIN TASKLIST QUESTIONNAIRE RESPONSES
BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

CAPTAIN RESPONSES ON ACTIVITY: DISPATCHING

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	25	8	5	4	134	4.22

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	2	0	1	0	1	2.50
SIZE 2 (20-59)	12	1	2	3	19	3.43
SIZE 3 (60-149)	4	2	2	0	24	4.19
SIZE 4 (150 OR MORE)	7	5	0	1	90	4.57

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	14	2	3	4	89	4.36
STAFFING PATTERN 2 (O,S,L)						
STAFFING PATTERN 3 (O,S,C)	6	2	0	0	4	2.50
STAFFING PATTERN 4 (O,L,C)	5	4	2	0	41	4.31
STAFFING PATTERN 5 (1 SUPV)						
STAFFING PATTERN 6 (NO SUPV)						

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

STATEWIDE N = 181				SIZE 1 (1-19) N = 4			SIZE 2 (20-59) N = 37			SIZE 3 (60-149) N = 34			SIZE 4 (150-MORE) N = 106		
TASK	% DO	% CRIT	% MUCH TIME	TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
81	39	46	23	81	50	100	50	54	65	45	33	36	18	35	35	11
82	32	58	23	82	50	100	50	54	85	20	27	33	22	25	42	23
83	41	32	12	83	50	100	0	60	55	14	36	0	17	35	24	11
84	22	51	38	84	50	100	50	57	67	52	18	17	33	9	30	10
85	18	45	33	85	50	50	100	46	65	41	18	17	17	8	25	13
86	33	42	30	86	50	50	100	51	63	32	30	50	30	27	24	24

TABLE 166: CONT'D

STAFFING PATTERN BREAKDOWN

TASK	PATTERN 1 (O,S,L,C) N = 114			PATTERN 2 (O,S,L) N =			PATTERN 3 (O,S,C) N = 12			PATTERN 4 (O,L,C) N = 55			PATTERN 5 (1 SUPV) N =			PATTERN 6 (NO SUPV) N =		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
81	35	31	5				67	100	88	42	52	30						
82	27	47	7				75	100	33	33	56	44						
83	35	20	5				67	88	0	46	32	28						
84	16	33	11				67	100	75	24	46	54						
85	13	27	20				50	100	50	22	42	42						
86	34	29	16				42	80	40	31	59	59						

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Activity: Operating Teletype Machine

Task:

87. Type in information requests and type in new information which will establish new computer files

88. Read teletype messages being sent by other jurisdictions in order to be familiar with what is going on in other localities and for referral to own department personnel

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Summary

Most of the Captains from each breakdown, except size 2 and staffing pattern 3, indicated that they do the activity rarely, if ever. Activity frequency responses from size 2 and staffing pattern 3 Captains are varied with the average indicating that these Captains do the activity at least once a month. In reality, the responses are divided between rarely, if ever, and at least weekly. Few Captains from each breakdown indicated that they type information and requests into the machine (task 87), however a majority from each breakdown read the teletype messages (task 88).

The discrepancy between the high percentage of the Captains who do task 88 and the low percentage of the Captains who do the activity is explainable because of the activity title. "Operating the teletype machine" would generally be considered to be similar to task 87 which few Captains do. (Table 167).

Statewide Analysis

As expected, few Captains indicated that they do task 87. Teletype machines are usually run by a small number of civilians or subordinate officers in most departments. Sixty-one percent of the Captains indicated that they do task 88 and 50% of them though it to be critical. Although only 14% of the Captains report doing task 87, a majority of those who do it view it as critical. Nearly all the Captains report that the two tasks do not take much time and most of the Captains indicated that they do the activity rarely, if ever.

Size Analysis

Fewer than 50% of the Captains from each size breakdown indicated that they do task 87. A majority of the Captains from each size breakdown indicated that they do task 88 and that, except for Captains in size 4 departments, the task is critical. It appears from the data that task 88 is done most often by Captains in size 2 departments and that as department size increases, the percentages of those viewing the task as critical decrease.

Most of the Captains from each size breakdown indicated that they do the activity rarely, if ever. The only exception is the size 2 breakdown. While activity frequency responses are varied, the average for size 2 Captains is monthly. However, that average is the result of a split where size 2 Captains do the task on a daily or weekly basis or rarely, if ever.

Staffing Pattern Analysis

The only breakdown in which at least 50% of the Captains do task 87 is staffing pattern 3 where 50% of the Captains do it and 100% of them consider it to be critical. This is probably more of a reflection of department size than of staffing pattern because 83% of the staffing pattern 3 Captains are from size 1 and size 2 departments.

Task 88 is done by a majority of the Captains from each staffing pattern and is critical to at least 40% of the Captains. A much larger percentage of the Captains from staffing pattern 3 do task 88 and consider it critical than do those from staffing pattern 1 or 4. Fifty percent of the staffing pattern 3 Captains indicated that task 88 takes much time. This is probably becuase 75% of the staffing pattern 3 Captains are from size 2 departments.

Most of the staffing pattern 1 and staffing pattern 4 Captains do the activity rarely, if ever, while a majority of the staffing pattern 3 Captains do it daily or weekly.

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TABLE 167: CAPTAIN TASKLIST QUESTIONNAIRE RESPONSES BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

CAPTAIN RESPONSES ON ACTIVITY: OPERATING TELETYPE MACHINE

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	11	89	5	2	149	4.53

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	0	1	0	0	3	4.25
SIZE 2 (20-59)	10	5	2	1	19	3.38
SIZE 3 (60-149)	0	2	1	0	29	4.75
SIZE 4 (150 OR MORE)	1	1	2	1	98	4.88

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	6	3	4	2	97	4.62
STAFFING PATTERN 2 (O,S,L)						
STAFFING PATTERN 3 (O,S,C)	4	3	0	0	5	2.92
STAFFING PATTERN 4 (O,L,C)	1	3	1	0	47	4.71
STAFFING PATTERN 5 (1 SUPV)						
STAFFING PATTERN 6 (NO SUPV)						

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

STATEWIDE N = 181				SIZE 1 (1-19) N = 4			SIZE 2 (20-59) N = 37			SIZE 3 (60-149) N = 34			SIZE 4 (150-MORE) N = 106		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
87	14	56	24	25	100	0	35	77	39	15	40	0	6	17	17
88	61	50	27	50	100	0	81	63	43	64	52	29	53	39	18

TABLE 167: CONT'D

STAFFING PATTERN BREAKDOWN

	PATTERN 1 (O,S,L,C) N = 114			PATTERN 2 (O,S,L) N =			PATTERN 3 (O,S,C) N = 12			PATTERN 4 (O,L,C) N = 55			PATTERN 5 (1 SUPV) N =			PATTERN 6 (NO SUPV) N =		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
87	11	42	17				50	100	33	13	43	29						
88	57	45	19				83	90	50	64	46	34						

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Activity: Giving Information to the Press

Task:

89. Read complaint reports and decide which information can be released to the press

90. Answer phone and in person inquiries from newspeople regarding specific incidents

91. Talk to the commanding officer to determine what information can and should be released to the press

92. Hold press conferences in order to explain to a group of reporters the developments of a major investigation or incident

* * * * *

Summary

Deciding what information can be released to the press (task 89), answering inquiries by newspeople (task 90), and talking to commanding officer concerning press releases (task 91) are done by a majority of the Captains from each breakdown with the percentages decreasing as department size increases. Larger percentages of the Captains from staffing pattern 3 do tasks 89, 90 and 91 than staffing pattern 1 or 4 Captains. Tasks 89, 90 and 91 are considered to be critical by a majority of the size 1 and the staffing pattern 3 department Captains. Few of the Captains from any of the breakdowns do task 92, consider it critical, or spend much time doing it.

Activity frequency decreases greatly as department size increases, probably because specialization of assignments in larger departments leaves fewer Captains to supervise sections which would normally attract press attention. Since most of the staffing pattern 3 Captains are from size 1 and size 2 departments, Captains from staffing pattern 3 departments do the activity more frequently than staffing pattern 1 or 4 Captains. (Table 168).

Statewide Analysis

Tasks 89, 90 and 91 are done by a majority of the Captains while only 23% of the Captains hold press conferences (task 92). Fewer than half of the Captains indicated that the tasks are critical and that the tasks are time consuming.

Size Analysis

The activity frequency data indicates that as department size increases the frequency decreases greatly.

Tasks 89, 90 and 91 are done by a majority of the Captains from each size breakdown but the percentages of the Captains who do the tasks decrease as department size increases. Each of these three tasks is seen as critical by all and takes much time for a majority of size 1 Captains, except task 91 which none sees as taking much time. The only other breakdown where a majority of the Captains consider any task to be critical or time consuming is size 2 where 50% of the Captains indicated that task 91 is critical.

Staffing Pattern Analysis

Tasks 89, 90 and 91 are done by a majority of the Captains in each staffing pattern with the largest percentages occurring in staffing pattern 3 departments. These tasks are critical to a majority of the Captains only from staffing pattern 3 departments. Fewer than half of the Captains from each staffing pattern indicated that each task takes much time.

The activity frequency information for Captains from staffing patterns 1 and 4 is varied with the average response indicating that they do the activity slightly less than once a month. In comparison, 75% of the Captains from staffing pattern 3 do the activity at least once a tour of duty.

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TABLE 168 : CAPTAIN TASKLIST QUESTIONNAIRE RESPONSES
BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

CAPTAIN RESPONSES ON ACTIVITY: GIVING INFORMATION TO THE PRESS

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	32	37	14	48	45	3.21

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	2	1	0	1	0	2.00
SIZE 2 (20-59)	12	8	6	6	5	2.57
SIZE 3 (60-149)	9	3	0	14	6	3.16
SIZE 4 (150 OR MORE)	9	25	8	27	34	3.50

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	16	23	9	33	31	3.36
STAFFING PATTERN 2 (O,S,L)						
STAFFING PATTERN 3 (O,S,C)	9	1	0	2	0	1.58
STAFFING PATTERN 4 (O,L,C)	7	13	5	13	14	3.27
STAFFING PATTERN 5 (1 SUPV)						
STAFFING PATTERN 6 (NO SUPV)						

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

STATEWIDE N = 181				SIZE 1 (1-19) N = 4				SIZE 2 (20-59) N = 37				SIZE 3 (60-149) N = 34				SIZE 4 (150-MORE) N = 106		
TASK	% DO	% CRIT	% MUCH TIME	TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
89	60	36	26	89	100	100	75	76	39	25	67	18	36	51	37	19
90	76	33	16	90	100	100	75	78	41	14	82	26	22	72	29	12
91	67	35	10	91	50	100	0	81	50	17	76	20	12	60	31	6
92	23	31	19	92	0	0	0	38	36	14	21	29	14	20	29	24

TABLE 168: CONT'D

STAFFING PATTERN BREAKDOWN

TASK	PATTERN 1 (O,S,L,C) N = 114			PATTERN 2 (O,S,L) N =			PATTERN 3 (O,S,C) N = 12			PATTERN 4 (O,L,C) N = 55			PATTERN 5 (1 SUPV) N =			PATTERN 6 (NO SUPV) N =		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
89	54	30	18				92	73	46	66	36	33						
90	74	25	1[illegible]				83	70	40	78	40	21						
91	65	30	8				83	70	20	69	34	11						
92	21	25	17				8	0	0	31	41	24						

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Activity: Performing Various Community Relations Activities

Task:

93. Speak at various public meetings and functions and give speech/demonstration on a selected police topic of interest to the group

94. Conduct tours of police facility by taking interested groups on a walk through the facility, explaining the functions of the various sections and answering their questions

95. Assist in various community events by participating in planning the events, planning for orderly traffic flow, planning for officers to provide assistance at the event, etc.

96. Study security of businesses and other properties and make recommendations for improvement

97. Talk with school officials and community groups to explain and evaluate situations in the community which may be contributing to juvenile delinquency and crime

* * * * *

Summary

A majority or near majority of the Capatins from size 1, size 2, staffing pattern 3 and staffing pattern 4 indicated that they do each of the tasks. The only tasks that a majority or the Captains from the other breakdowns do are tasks 93 and 95. However, a majority of the size 3 department Captains do task 94. The criticality responses vary, with tasks 96 and 97 most frequently rated as critical by a majority of the Captains. Fewer than half of the Captains from each breakdown spend much time doing each task.

A majority of the Captains from each breakdown indicated that they do this activity either 4 or 5 times a year or rarely, if ever. (Table 169).

Statewide Analysis

At least 40% of the Captains do each of these tasks but few of them indicated that any of the tasks take much time. The only tasks that at least 40% of the Captains rated as critical are assisting in community events (task 95), studying business security (task 96) and talking with school officials concerning juvenile delinquency (task 97).

The activity frequency responses are varied with 41% of the Captains doing the activity rarely, if ever.

Size Analysis

Each of the tasks is done by at least 40% of the Captains from each size breakdown except that only 29% of the size 4 Captains conduct tours (task 94) and only 35% and 31% of the size 3 and size 4 Captains, respectively, study business security (task 96). None of the tasks takes much time for a majority of the Captains from any size breakdown. The activity frequency information is varied but a majority of Captains from all department sizes report doing it 4 or 5 times a year or rarely, if ever.

Staffing Pattern Analysis

Each of the tasks is done by a majority or near majority of the staffing pattern 3 and staffing pattern 4 Captains while tasks 93 and 95 are the only tasks that a majority of the staffing pattern 1 Captains report doing. Each of the tasks is done by larger percentages of staffing pattern 3 and staffing pattern 4 Captains than staffing pattern 1 Captains except task 93. The only tasks that were rated as critical by a majority of the Captains from any breakdown are task 95 in pattern 3, task 96 in each pattern, and task 97 in patterns 3 and 4.

A majority of the Captains from each staffing pattern indicated that they do the activity at least 4 or 5 times a year or rarely, if ever. The activity frequency data from the staffing patterns seems to verify the task data - the average responses indicate that Captains from patterns 3 and 4 do the activity a little less frequently than Captains from staffing pattern 1.

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TABLE 169: CAPTAIN TASKLIST QUESTIONNAIRE RESPONSES
BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

CAPTAIN RESPONSES ON ACTIVITY: PERFORMING VARIOUS COMMUNITY RELATIONS ACTIVITIES

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	8	30	26	40	71	3.78

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	0	1	0	3	0	3.50
SIZE 2 (20-59)	5	6	7	8	11	3.38
SIZE 3 (60-149)	0	1	4	8	19	4.41
SIZE 4 (150 OR MORE)	3	22	15	21	41	3.74

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	3	19	14	29	46	3.86
STAFFING PATTERN 2 (O,S,L)						
STAFFING PATTERN 3 (O,S,C)	1	2	1	4	4	3.67
STAFFING PATTERN 4 (O,L,C)	4	9	11	7	21	3.62
STAFFING PATTERN 5 (1 SUPV)						
STAFFING PATTERN 6 (NO SUPV)						

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

STATEWIDE N = 181

TASK	% DO	% CRIT	% MUCH TIME
93	60	20	21
94	43	18	18
95	65	44	29
96	40	53	24
97	43	50	23

SIZE BREAKDOWN

TASK	SIZE 1 (1-19) N = 4 % DO	% CRIT	% MUCH TIME	SIZE 2 (20-59) N = 37 % DO	% CRIT	% MUCH TIME	SIZE 3 (60-149) N = 34 % DO	% CRIT	% MUCH TIME	SIZE 4 (150-MORE) N = 106 % DO	% CRIT	% MUCH TIME
93	75	33	33	62	17	22	53	11	11	60	23	23
94	75	67	0	68	16	28	56	11	16	29	19	13
95	75	100	33	76	57	36	74	32	24	58	39	28
96	50	50	0	68	64	28	35	33	25	31	52	21
97	50	50	0	49	61	28	41	29	7	42	52	27

TABLE 169: CONT'D

STAFFING PATTERN BREAKDOWN

TASK	PATTERN 1 (O,S,L,C) N = 114			PATTERN 2 (O,S,L) N =			PATTERN 3 (O,S,C) N = 12			PATTERN 4 (O,L,C) N = 55			PATTERN 5 (1 SUPV) N =			PATTERN 6 (NO SUPV) N =		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
93	64	11	19				50	17	33	53	45	24						
94	36	7	10				75	33	33	51	29	25						
95	60	41	34				67	63	13	75	44	24						
96	32	50	17				58	57	14	53	55	35						
97	40	37	28				50	83	0	47	65	19						

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Activity: Taking Charge of Property and Evidence

Task:

98. Receive from officers, property and evidence and store in appropriate storage area

99. Write a property tag, give the officer a receipt and keep a copy for own records

100. Send selected evidence to the crime lab for analysis

101. Return evidence to the officer when the officer must appear in court with it

102. Return evidence to owner upon resolution of court action or return recovered property to the rightful owner once ownership has been established

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Summary

This activity and the tasks in the activity are done by a small number of Captains in most of the breakdowns. This is probably because only a few people in a department would normally be assigned to this function. Those persons often are not Captains. It should be noted that in the small departments (size 1 and staffing pattern 3), the majority of Captains do most of the tasks and do the activity quite frequently. (Table 170).

Statewide Analysis

Fewer than 30% of the Captains do any of the tasks. Of those who do the tasks, a majority indicated that each task, except returning property/evidence (task 102), is critical. A majority (70%) of the Captains indicated that they do this activity rarely, if ever.

Size Analysis

Even though the activity seems to be done less frequently as department size increases, the activity is rarely done by a majority of the Captains in each of the size breakdowns.

None of the tasks is done by a majority of the size 2, 3 or 4 department Captains, and the percentages of Captains who do the tasks generally decrease as department size increases. Size 1 respondents may be an exception as a majority do each of the tasks. However, the small number in the sample may inflate the percentages. Although small percentages of the Captains report doing the tasks, many tasks are viewed as critical by a majority of those who do them in each size breakdown.

Staffing Pattern Analysis

Each of the tasks is done by 35% or fewer of the Captains in each staffing pattern breakdown except pattern 3. In that group, a majority do tasks 98, 99 and 102.

Staffing pattern 3 also falls out from the other two staffing patterns in the activity analysis. A majority of the Captains in staffing pattern 3 departments indicated they do the activity either on a daily or weekly basis while a majority of the Captains in the other staffing patterns indicated they do the activity rarely, if ever. However, the small sample number in staffing pattern 3 may be inflating the percentages.

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TABLE 170: CAPTAIN TASKLIST QUESTIONNAIRE RESPONSES
BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

CAPTAIN RESPONSES ON ACTIVITY: TAKING CHARGE OF PROPERTY AND EVIDENCE

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	23	15	4	8	126	4.13

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	1	1	1	0	1	2.75
SIZE 2 (20-59)	8	5	2	1	21	3.59
SIZE 3 (60-149)	6	2	0	2	22	4.00
SIZE 4 (150 OR MORE)	8	7	1	5	82	4.42

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	11	4	4	4	89	4.39
STAFFING PATTERN 2 (O,S,L)						
STAFFING PATTERN 3 (O,S,C)	8	2	0	0	2	1.83
STAFFING PATTERN 4 (O,L,C)	4	9	0	4	35	4.10
STAFFING PATTERN 5 (1 SUPV)						
STAFFING PATTERN 6 (NO SUPV)						

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

STATEWIDE N = 181				SIZE 1 (1-19) N = 4			SIZE 2 (20-59) N = 37			SIZE 3 (60-149) N = 34			SIZE 4 (150-MORE) N = 106		
TASK	% DO	% CRIT	% MUCH TIME	TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
98	27	57	33	98	75	100	67	49	67	22	29	50	40	17	44	33
99	17	65	29	99	75	67	33	38	64	29	15	60	0	9	67	44
100	22	54	28	100	50	100	50	32	58	25	15	20	40	19	55	25
101	14	65	27	101	75	100	33	24	56	22	9	33	0	10	73	36
102	25	40	20	102	100	75	25	41	40	7	29	20	10	15	44	38

TABLE 170: CONT'D

STAFFING PATTERN BREAKDOWN

TASK	PATTERN 1 (O,S,L,C) N = 114			PATTERN 2 (O,S,L) N =			PATTERN 3 (O,S,C) N = 12			PATTERN 4 (O,L,C) N = 55			PATTERN 5 (1 SUPV) N =			PATTERN 6 (NO SUPV) N =		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
98	19	50	23				92	100	46	29	38	38						
99	11	54	23				75	100	33	16	44	33						
100	14	56	19				33	100	75	35	42	26						
101	11	75	25				25	100	33	20	46	27						
102	19	43	24				50	33	17	33	39	17						

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Activity: Inspecting and Booking Prisoners

Task:

103. Ask arresting officer to explain what happened in order to get a general idea of possible charges

104. Look in law books in order to determine the charge and number section of the law

105. Insure that all prisoners requiring medical attention are given such by calling an ambulance or having an officer transport the prisoner to a doctor/hospital

106. Remind prisoner of his/her rights

107. Ask prisoner questions listed on booking form and record this information on the form

108. Inform prisoner that (s)he can make a phone call and allow the prisoner to make it

109. Search the prisoner for any personal effects, for any weapons and for any material which may be potentially dangerous to the person

110. Bring prisoner to cell and lock him/her in

111. Periodically check the condition of the prisoners and bring the prisoners their meals

112. Investigate causes of prisoner and/or guard injuries

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Summary

The tasks in this activity fall into two general areas--the post-arrest processing and the booking/lock-up phase. The post-arrest processing involves administrative and supervisory responsibility. Determining charges (tasks 103 and 104), obtaining medical assistance for prisoners (task 105) and investigating injuries (task 112) all fall under this area and are the only tasks that a majority or near majority of the Captains from most of the breakdowns do. Of these tasks, only tasks 105 and 112 are seen as critical by a majority or near majority of the Captains from each breakdown. None of the tasks was rated as time consuming by a large percentage of the Captains from each breakdown.

Most of the remaining tasks are related to the booking and lock-up of prisoners and are done and considered critical by a majority or near majority of the Captains only from size 1, size 2 and staffing pattern 3 Captains. Larger percentages of the Captains from size 1, size 2 and staffing pattern 3 consistently do the tasks and consider them critical than do Captains from the other breakdowns. These data are partly due to the increase in specialization as department size increases. Many large departments have officers who are assigned to a central booking and lock-up operation. Also, some small departments do not have their own lock-up.

The activity is done rarely, if ever, by a majority of the Captains from each breakdown except staffing pattern 3. Seventy-five percent of the staffing pattern 3 Captains do the activity at least once daily. (Table 171).

Statewide Analysis

Tasks 103, 104, 105 and 112 are the only tasks that a majority of the respondent Captains do. The only one of these tasks considered critical by a majority of the Captains is task 112. Fewer than half of the Captains indicated that each task takes much time. Most of the Captains indicated that they do the activity rarely, if ever.

Size Analysis

Larger percentages of Captains from size 1 and size 2 departments generally do the tasks and consider them critical than do Captains from size 3 and size 4 departments. The only size breakdown where a majority of the Captains rated any tasks as taking much time is size 1.

More than 40% of the size 1 and size 2 department Captains indicated that they do each of the tasks except for tasks 109 and 110. These tasks involve searching prisoners and locking them in cells. A majority of the size 1 and size 2 Captains rated each task as critical except for task 108 in size 2 departments. In contrast, only determining charges (task 104) and investigating injuries (task 112) are done by as many as 40% of the size 4 Captains.

A majority of the Captains from each size breakdown do the activity rarely, if ever. It should be noted, though, that 25% and 28% of the size 1 and the size 2 department Captains, respectively, do the activity at least once daily or at least once weekly.

Staffing Pattern Analysis

A majority of the Captains from staffing pattern 3 indicated that they do each of the tasks and that the tasks are critical while the only task half of staffing pattern 1 Captains indicated they do is task 112. This task is also rated as critical by a majority in each breakdown. Approximately half of the Captains from staffing pattern 3 indicated that each of the tasks **takes much time, except tasks 108 and 110.**

A majority of the Captains from staffing pattern 3 indicated that they do the activity at least once a tour of duty while the majority of the Captains from staffing patterns 1 and 4 indicated that they do the activity rarely, if ever.

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TABLE 171: CAPTAIN TASK-LIST QUESTIONNAIRE RESPONSES BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

CAPTAIN RESPONSES ON ACTIVITY: INSPECTING AND BOOKING PRISONERS

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	15	10	5	5	141	4.40

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-13)	1	0	0	0	3	4.00
SIZE 2 (20-59)	9	5	3	2	18	3.41
SIZE 3 (60-149)	4	2	0	2	24	4.25
SIZE 4 (150 OR MORE)	1	3	2	1	96	4.83

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	7	3	3	3	96	4.59
STAFFING PATTERN 2 (O,S,L)						
STAFFING PATTERN 3 (O,S,C)	8	1	0	0	3	2.08
STAFFING PATTERN 4 (O,L,C)	0	6	2	2	42	4.54
STAFFING PATTERN 5 (1 SUPV)						
STAFFING PATTERN 6 (NO SUPV)						

TABLE 171: CONT'D

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

STATEWIDE N = 181				SIZE 1 (1-19) N = 4			SIZE 2 (20-59) N = 37			SIZE 3 (60-149) N = 34			SIZE 4 (150-MORE) N = 106		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
103	51	41	38	50	100	100	87	59	44	62	24	48	36	32	24
104	58	38	30	100	75	25	87	50	34	74	24	32	42	34	25
105	52	69	21	100	100	0	84	87	29	65	50	36	35	62	8
106	37	51	25	50	100	50	68	60	28	38	31	39	26	48	15
107	16	52	34	50	100	50	43	56	38	21	14	29	4	75	25
108	27	33	14	50	100	50	54	35	20	38	23	15	13	29	0
109	18	73	30	25	100	100	43	88	44	27	56	11	7	57	14
110	12	76	14	25	100	0	30	91	27	24	50	0	1	100	0
111	13	63	42	50	100	50	41	73	47	15	20	40	2	50	0
112	61	61	27	75	100	67	92	77	35	62	48	14	50	55	25

STAFFING PATTERN BREAKDOWN

	PATTERN 1 (O,S,L,C) N = 114			PATTERN 2 (O,S,L) N =			PATTERN 3 (O,S,C) N = 12			PATTERN 4 (O,L,C) N = 55			PATTERN 5 (1 SUPV) N =			PATTERN 6 (NO SUPV) N =		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
103	42	35	38				92	91	46	62	32	35						
104	49	36	23				92	91	46	69	26	34						
105	45	67	16				92	100	46	58	63	22						
106	31	40	20				92	91	46	38	48	24						
107	11	39	8				67	88	63	15	38	50						
108	22	28	4				83	50	30	26	29	21						
109	10	73	9				67	100	63	26	57	29						
110	8	67	0				50	100	33	11	67	17						
111	8	44	22				75	78	67	11	67	33						
112	55	57	22				100	92	58	66	58	25						

* * * * * * * * * *

Activity: Setting and Accepting Pre-arraignment Bail

Task:

113. Explain bail procedure to prisoner

114. Read judge's guidelines and sections of the law regarding the range of the amount of bail for the specific crime

115. Set bail or release on own recognizance, using own judgment and knowledge of limitations of the law, the prisoner's prior record, demeanor, family circumstances and available resources

116. Accept bail from prisoner or from bail bondsman and write a bail receipt

117. Write court appearance ticket, give copy to prisoner and explain the information listed

118. Keep records regarding the amount of bail money taken in, secure money in proper area and forward records to appropriate holder

119. Notify (verbally or in writing) arresting officer, detective, etc. when a prisoner the officer has brought in has been released on bail

* * * * *

Summary

The performance of the tasks in this activity seems to be directly related to department size. Each of the tasks is done and considered critical by higher percentages of size 1, size 2 and staffing pattern 3 department Captains than Captains from the other breakdowns. The higher percentages in staffing pattern 3 reflect the fact that most of the staffing pattern 3 Captains are from size 1 or size 2 departments. It would appear that even when Captains do the tasks, Captains generally do not consider the tasks to be time consuming. Many of these tasks are often done by subordinates.

Captains from size 2 and staffing pattern 3 departments generally do the activity much more frequently than the other Captains. The frequency with which the activity is done decreases as department size increases. (Table 172).

Statewide Analysis

Fewer than half of the Captains indicated that they do any of the tasks. Handling and recording of bail money (task 118) is the only task that a majority of the Captains rated as critical while no more than one-quarter of the Captains spend much time doing any task. Seventy-four percent of the Captains indicated that they do the activity rarely, if ever, with the remainder of the activity frequency responses varying.

Size Analysis

The percentages of Captains who do each task and consider each task to be critical decrease as department size increases with a much lower proportion of size 4 department Captains doing each task than Captains from the other size breakdowns. At least 40% of the size 1 and size 2 department Captains indicated that they do each of these tasks and that each of them is critical, except that only 25% of the size 1 department Captains accept bail (task 115) and only 38% of the size 2 department Captains notify the arresting officer when a prisoner is released (task 119). None of the tasks is done by even one-quarter of the size 4 department Captains. The only tasks that more than 40% of the Captains from size 3 do are tasks 113 (explaining bail procedure), 114 (reading guidelines regarding bail range) and 115 (setting bail).

The activity frequency average increases between size 2, size 3 and size 4 department Captains as department size increases with most of the size 4 Captains doing the activity rarely, if ever. The size 1 Captains' activity responses are varied and difficult to relate to the observed pattern because of the small number in the sample.

Staffing Pattern Analysis

A majority of the Captains from staffing pattern 3 do each of the tasks and consider each of them to be critical while fewer than half of the staffing pattern 1 and staffing pattern 4 Captains do each task or consider them to be critical. The only exception is task 118; 50% of the staffing pattern 1 Captains who handle bail money consider it critical. Fewer than one-quarter of the staffing pattern 1 and staffing pattern 4 Captains who are involved in the bail process consider any task as taking much time. In contrast, 50% of the staffing pattern 3 Captains indicated that explaining the bail procedure (task 113), setting and accepting bail (tasks 115 and 116) and handling bail money and records (task 118) take much time. A majority of the staffing pattern 1 and staffing pattern 4 Captains do the activity rarely, if ever, while 83% of the staffing pattern 3 Captains do the activity daily or weekly.

The higher response percentages from staffing pattern 3 Captains than from Captains in staffing patterns 1 and 4 are a reflection of the higher response percentages found in the size 1 and size 2 department responses as opposed to the very low size 4 department responses. Eighty-three percent of the staffing pattern 3 Captains are from size 1 or size 2 departments, 0% of the staffing pattern 1 Captains are from size 4 departments, and 51% of the staffing pattern 4 Captains are from size 4 departments.

* * * * *

TABLE 172: CAPTAIN TASKLIST QUESTIONNAIRE RESPONSES
BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

CAPTAIN RESPONSES ON ACTIVITY: SETTING AND ACCEPTING PRE-ARRAIGNMENT BAIL

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	16	13	12	4	131	4.26

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	1	0	1	0	2	3.50
SIZE 2 (20-59)	10	7	6	2	12	2.97
SIZE 3 (60-149)	5	2	2	1	22	4.03
SIZE 4 (150 OR MORE)	0	4	3	1	95	4.82

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	7	3	8	2	92	4.51
STAFFING PATTERN 2 (O,S,L)						
STAFFING PATTERN 3 (O,S,C)	7	3	0	0	2	1.92
STAFFING PATTERN 4 (O,L,C)	2	7	4	2	37	4.25
STAFFING PATTERN 5 (1 SUPV)						
STAFFING PATTERN 6 (NO SUPV)						

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

STATEWIDE N = 181				SIZE 1 (1-19) N = 4				SIZE 2 (20-59) N = 37				SIZE 3 (60-149) N = 34				SIZE 4 (150-MORE) N = 106		
TASK	% DO	% CRIT	% MUCH TIME	TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
113	28	37	25	113	50	100	50	62	57	26	44	13	27	10	18	18
114	31	31	15	114	50	100	50	69	44	40	41	14	36	13	14	7
115	38	37	22	115	25	100	0	75	44	22	47	19	38	23	38	13
116	22	38	21	116	75	67	33	43	56	25	35	17	25	8	25	0
117	18	41	16	117	50	100	50	41	53	13	32	18	18	4	25	0
118	23	59	24	118	75	100	33	43	69	38	35	50	17	9	40	10
119	15	41	15	119	50	50	50	38	50	7	21	29	14	4	25	25

TABLE 172: CONT'D. STAFFING PATTERN BREAKDOWN

TASK	PATTERN 1 (O,S,L,C) N = 114			PATTERN 2 (O,S,L) N =			PATTERN 3 (O,S,C) N = 12			PATTERN 4 (O,L,C) N = 55			PATTERN 5 (1 SUPV) N =			PATTERN 6 (NO SUPV) N =		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
113	21	33	17				83	80	50	31	18	24						
114	24	33	11				64	71	29	38	14	14						
115	29	33	18				73	75	50	49	30	19						
116	19	27	14				83	70	50	13	29	0						
117	13	33	13				75	67	33	15	25	0						
118	19	50	14				83	90	50	16	44	22						
119	11	31	15				58	57	14	13	43	14						

* * * * * * * * *

Activity: Preparing for and Testifying in Court

Task:

120. When notified to appear, assemble and read available department and personal records and notes regarding the case

121. Discuss with the D.A. and others the facts of the case prior to the trial

122. Assist other officers when they are to appear in court by assembling case records and discussing the case

123. Testify on the stand by answering attorneys' and judge's questions

* * * * *

Summary

Each of the tasks is done by a majority of the Captains from each breakdown, except department size 1. The tasks are generally done by and considered critical and time consuming to larger percentages of Captains from staffing pattern 3 than Captains from any other breakdown. A majority of the Captains from each breakdown indicated that they do the activity at least four or five times a year or rarely, if ever. (Table 173).

Statewide Analysis

A majority of the Captains does each of these tasks but fewer than half of them indicated the tasks are critical or take much time. A majority (63%) of the Captains indicated that they do the activity rarely, if ever, and 29% of the Captains do the activity at least four or five times a year.

Size Analysis

A majority of the Captains from size 2, size 3 and size 4 departments does each of the tasks. The percentages of Captains who do the tasks decrease as department size increases. The only task that a majority of the Captains from size 1 departments do is assisting other officers who are to appear in court (task 122), 75% of these Captains also reported that the task is critical, The small number of respondents in size 1 may be seriously distorting the data for this group as the response pattern shows major unexplained differences when compared to the other sizes. More than 40% of the size 2 and size 4 Captains indicated that each of the tasks is critical and more than 40% of the size 2 Captains stated that tasks 120, 121, and 122 take much time. A majority of the Captains from each of the size breakdowns indicated that they do the activity either at least four or five times a year or rarely, if ever.

Staffing Pattern Anslysis

A majority of the Captains from each staffing pattern indicated that they do each of the tasks. A higher percentage of the staffing pattern 3 Captains indicated they do each of the tasks than did Captains from the other staffing patterns. A majority of the Captains from each staffing rated each of the tasks as critical and time consuming except for task 123 which is time consuming for only 36% of the staffing pattern 3 Captains. A majority of the Captains from each staffing pattern indicated they do the activity either at least 4 or 5 times a year or rarely, if ever.

* * * * *

TABLE 173: CAPTAIN TASKLIST QUESTIONNAIRE RESPONSES
BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

CAPTAIN RESPONSES ON ACTIVITY: PREPARING FOR AND TESTIFYING IN COURT

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	0	6	11	49	110	4.49

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	0	0	0	1	3	4.75
SIZE 2 (20-59)	0	4	7	13	13	3.95
SIZE 3 (60-149)	0	0	1	17	14	4.41
SIZE 4 (150 OR MORE)	0	2	3	18	80	4.71

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	0	4	3	28	77	4.59
STAFFING PATTERN 2 (O,S,L)						
STAFFING PATTERN 3 (O,S,C)	0	0	3	5	4	4.08
STAFFING PATTERN 4 (O,L,C)	0	2	5	16	29	4.38
STAFFING PATTERN 5 (1 SUPV)						
STAFFING PATTERN 6 (NO SUPV)						

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

STATEWIDE N = 181				SIZE 1 (1-19) N = 4			SIZE 2 (20-59) N = 37			SIZE 3 (60-149) N = 34			SIZE 4 (150-MORE) N = 106		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
120	66	45	34	25	100	0	97	47	42	68	35	39	55	47	28
121	68	47	27	25	100	0	95	51	46	68	35	26	60	48	17
122	64	45	36	100	75	25	97	47	50	68	30	30	50	47	30
123	69	43	18	25	100	0	97	47	28	74	32	10	59	44	13

TABLE 173: CONT'D. STAFFING PATTERN BREAKDOWN

TASK	PATTERN 1 (O,S,L,C) N = 114			PATTERN 2 (O,S,L) N =			PATTERN 3 (O,S,C) N = 12			PATTERN 4 (O,L,C) N = 55			PATTERN 5 (1 SUPV) N = -			PATTERN 6 (NO SUPV) N =		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
120	61	41	30				92	73	64	70	45	37						
121	63	44	20				92	82	64	75	44	29						
122	59	40	30				92	82	73	69	42	37						
123	64	38	14				92	82	36	75	42	22						

* * * * * * * * * *

Activity: Discussing Cases with Legal Advisors

Task:

124. Discuss cases under investigation and cases that have already been tried with the judge or district attorney to find out what types of evidence and procedures are needed to assist with prosecution

* * * * *

Summary

Generally, the task is done by a majority of the Captains from each breakdown and a majority of the Captains indicated that it does not take much time. The task was rated as critical by a large percentage of the size 1 and staffing pattern 3 Captains, but was rated as critical by fewer than half of the Captains in the other breakdowns.

At least half of the Captains from each breakdown do this activity. Activity frequency decreases as department size increases and staffing pattern 3 Captains do this activity more often than staffing pattern 1 or 4 Captains.

Two factors probably cause Captains from large (size 3 and size 4, staffing pattern 1 and staffing pattern 4) departments to do this task and activity less frequently than small (size 1 and size 2, staffing pattern 3) department Captains. First, because of the specialization in large departments, large departments often have Captains who do not handle cases (e.g. budget officers, administrative assistants). Second, the largest departments often have a rank above the Captain level, but below the Chief. These people, rather than Captains, may discuss some of the cases with the legal advisors. (Table 174).

Statewide Analysis

A majority of the Captains indicated that they do the task but that it is neither critical nor time consuming. The activity frequency responses support the task data, as a majority do this activity, but with widely varying frequency.

Size Analysis

Captains from each of the size breakdowns generally do the task but only in size 2 departments do approximately half of the Captains spend much time doing it. The task is critical to at least 40% of the Captains from each size breakdown except size 3. Approximately half of the Captains from each breakdown indicated that they do the activity rarely, if ever. The activity frequenty decreases as department size increases.

Staffing Pattern Analysis

This task is done by a majority of the Captains from each staffing pattern. The only staffing pattern where the task is critical or time consuming for a majority is staffing pattern 3 where 89% of the Captains indicated that it is critical. A higher percentage of the staffing pattern 3 Captains do the task than staffing pattern 1 or 4 Captains. The activity frequency responses are varied with the Captains generally doing the activity infrequently but staffing pattern 3 Captains do it more frequently than staffing pattern 1 or staffing pattern 4 Captains.

* * * * *

TABLE 174: CAPTAIN TASKLIST QUESTIONNAIRE RESPONSES BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

CAPTAIN RESPONSES ON ACTIVITY: DISCUSSING CASES WITH LEGAL ADVISORS

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	5	17	26	51	76	4.01

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	1	1	0	0	2	3.25
SIZE 2 (20-59)	0	9	10	8	10	3.51
SIZE 3 (60-149)	1	1	3	14	13	4.16
SIZE 4 (150 OR MORE)	3	6	13	29	51	4.17

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	4	7	13	37	51	4.11
STAFFING PATTERN 2 (O,S,L)						
STAFFING PATTERN 3 (O,S,C)	1	3	3	2	3	3.25
STAFFING PATTERN 4 (O,L,C)	0	2	10	12	22	3.96
STAFFING PATTERN 5 (1 SUPV)						
STAFFING PATTERN 6 (NO SUPV)						

TABLE 174: CONT'D. TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

STATEWIDE N = 181				SIZE 1 (1-19) N = 4			SIZE 2 (20-59) N = 37			SIZE 3 (60-149) N = 34			SIZE 4 (150-MORE) N = 106		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
124	59	44	29	50	100	0	84	48	48	65	27	9	49	46	27

STAFFING PATTERN BREAKDOWN

	PATTERN 1 (O,S,L,C) N = 114			PATTERN 2 (O,S,L) N =			PATTERN 3 (O,S,C) N = 12			PATTERN 4 (O,L,C) N = 55			PATTERN 5 (1 SUPV) N =			PATTERN 6 (NO SUPV) N =		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
124	55	41	25				75	89	33	64	37	34						

* * * * * * * * * *

Activity: Attending Staff Meetings and Discussing Police Matters

Task:

125. Attend staff meetings with other police personnel in order to discuss problem areas, procedure/policy, operations and planning

126. Suggest solutions to police problems, changes in procedures, policy, etc.

127. Write in narrative form proposed changes in department procedures/operation

128. Inform commanding officers (orally or in writing) of changes suggested by subordinates

* * * * *

Summary

A large majority of the Captains from each breakdown generally does each of the tasks. Approximately 40-60% in each breakdown consider each task to be critical. Larger percentages of the large (size 3, size 4, staffing pattern 1 and staffing pattern 4) department Captains do each of the tasks than the small (size 1, size 2 and staffing pattern 3) department Captains. Also, Captains from large departments generally do the activity more often than Captains from small departments.

Large departments would logically be more likely to have staff meetings than small departments. Because of their size, large departments need to have formal staff meetings so that personnel from the various, often special, assignments can have input when problems need to be solved. Since small departments have few supervisory personnel, the same types of problems can be solved by informal discussions among the supervisors. (Table 175).

in small departments because the size of the department allows for informal intradepartmental communication.

The frequency that the activity is done generally increases as department size increases.

Staffing Pattern Analysis

Each of the tasks is done by a majority and rated as critical by at least 40% of the Captains from each staffing pattern except task 128. Task 128 is critical to only 37% of the staffing pattern 1 Captains. The only tasks which are time consuming to more than 40% of the Captains are task 125 (47%) and task 126 (42%) in staffing pattern 1.

Higher percentages of the Captains from staffing patterns 1 and 4 do each of the tasks than Captains from pattern 3. This is a reflection of size because the larger (staffing pattern 1 and staffing pattern 4) departments rely on staff meetings to enable representatives from the various divisions to have input when problems need to be solved.

While few of the Captains from each staffing pattern indicated that they do the activity rarely, if ever, Captains from staffing pattern 3 do this activity less often than Captains from staffing patterns 1 or 4. The staffing pattern 1 or 4 Captain does this activity on an average of at least once a month while the staffing pattern 3 Captain does it on an average of at least 4 or 5 times a year.

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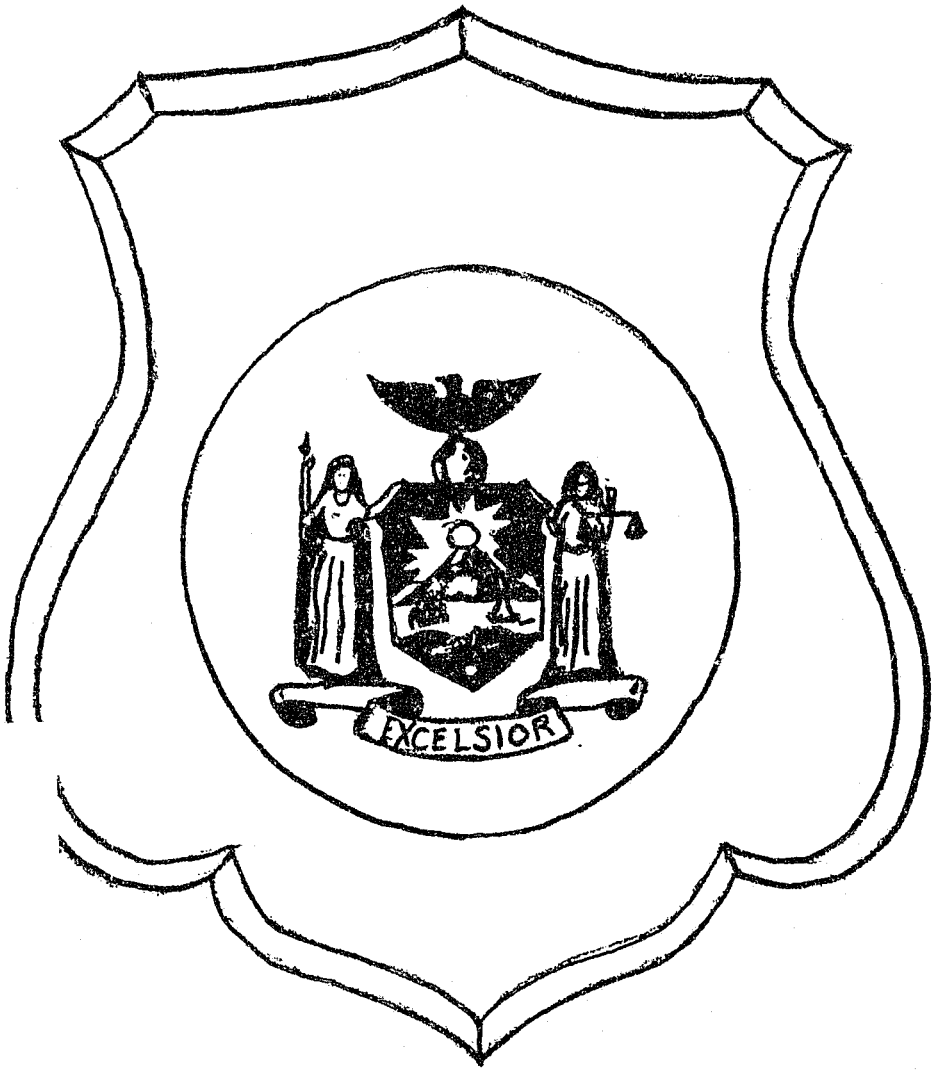
CONTINUED

6 OF 7

NEW YORK STATE

MUNICIPAL POLICE JOB ANALYSIS PROJECT



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MUNICIPAL POLICE JOB ANALYSIS PROJECT

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ACQUISITIONS

- FINAL REPORT -

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PROJECT STAFF

Deborah Friedman, Director
Elizabeth Kaido
Ruth Tedesco
William Campbell
Robert Joki
Richard Komulainen

ADVISORY COMMITTEE

Chief Charles McLaughlin
Chief Paul Oliva
Chief Thomas Sardino
Al Sgaglione

SPECIAL CONSULTANTS

Nancy Abrams
Jerry Durovic, Ph. D.
David Sleeter

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New York State Department of Civil Service
State Campus
Albany, New York 12239

January 1, 1977

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Albany
Altamont
Amherst
Amityville
Amsterdam
Asharoken
Auburn
Baldwinsville
Ballston Spa
Batavia
Beacon
Bethlehem
Binghamton
Briarcliff Manor
Brighton
Buffalo
Canajoharie
Canandaigua
Carmel
Catskill
Cazenovia
Cheektowaga
Cohoes
Colonie
Cornwall (Town)
Cortland
Croton-on-Hudson
Depew
Dobbs Ferry
East Greenbush
Easthampton (Village)
Elmira
Endicott
Fairport
Fayetteville
Floral Park
Fort Edward
Fort Plain
Freeport
Fulton
Garden City
Gates
Geneva
Glen Cove
Glens Falls
Gloversville
Great Neck Estates
Greece
Hamburg (Town)
Hastings-on-Hudson
Hempstead
Highland Falls
Hoosick Falls
Hudson
Hudson Falls
Ilion
Irondequoit
Ithaca
Johnson City
Johnstown
Kenmore
Kent
Kings Point
Kingston
Lake Success
Lancaster
Laurel Hollow
LeRoy
Liverpool
Lockport
Long Beach
Lynbrook
Malverne
Mechanicville
Middletown
Mt. Pleasant
Mt. Vernon
Nassau
Newburgh
New Paltz
New Rochelle
New Windsor
Niagara Falls
Niskayuna
Northport
North Tonawanda
Old Brookville
Old Westbury
Oneida
Orchard Park
Ossining (Village)
Oswego
Owego
Peekskill
Pelham
Plattsburgh
Port Chester
Port Jervis
Port Washington
Poughkeepsie (City)
Poughkeepsie (Town)
Queensbury
Riverhead (Town)
Rochester
Rockville Centre
Rome
Rotterdam
Saratoga Springs
Saugerties (Town)
Saugerties (Village)
Schenectady
Scotia
Seneca Falls
Shelter Island
Solvay
Southold (Town)
Suffolk County
Syracuse
Tarrytown
Tonawanda (City)
Tonawanda (Town)
Troy
Tuckahoe
Utica
Vestal
Warwick (Village)
Washingtonville
Waterford
Watervliet
Webster
Westchester County
Parkway Police
Westhampton Beach
West Seneca
White Plains
Yonkers
Yorktown

FOREWORD

The United States Equal Employment Opportunity Commission has given emphasis to the mandate for the use of validated examinations as standards for selection of police officers. Challenges by minority members and women alleging violations of their constitutional rights in the selection process in Federal courts have raised the primary issue as to whether or not there has been a recent job analysis of the position.

In those cases where the Federal courts have not been satisfied as to the completeness, recency or adequacy of the job analysis, decisions have been rendered nullifying the examinations, nullifying established eligible lists or mandating a fixed quota for the immediate appointment of minority members or women. Such decisions, when rendered, have been disruptive of the morale and effectiveness of organized police departments.

In the State of New York there are police departments in addition to the New York City Police Department and the New York State Police. It is neither economical nor feasible for each individual department to conduct its own job analysis. Therefore, the State Civil Service Department undertook through this Grant using L.E.A.A. funds to provide a uniform and professional job analysis study for all police departments in the State for the positions of Police Officer, Sergeant, Lieutenant and Captain.

The job analysis will indicate similarities and differences which may exist between like titles and positions in small and large departments throughout the State. It will form the basis for determining whether or not a common selection device would be valid on a statewide basis and what that device should be.

Acknowledgment must be made of the dedicated work of the project staff under the leadership of Deborah Friedman, the technical guidance of the Advisory Committee, the wholehearted cooperation of the New York State Association

of Chiefs of Police, the Police Conference of New York, Inc. and the support received from individual police officers, superior officers and Chiefs of Police who cooperated in furnishing the basic information for the project.

Joseph Watkins, Director
Municipal Service Division
New York State Department of Civil Service

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ABSTRACT

The purpose of this project was to conduct a job analysis of four levels of police positions as they exist in municipal police agencies throughout New York State. The levels studied were Officer, Sergeant, Lieutenant and Captain. The project progressed through several stages:

1. The performance of background research, including a review of literature in the areas of job analysis and police work;
2. The collection of staffing information on the police agencies;
3. The observation and interviews of job incumbents and supervisors;
4. The development of job tasks for each level;
5. The collection of incumbents' opinions on the performance, criticality of, and time spent on each job task;
6. The development of required knowledges, skills, abilities and personal characteristics for each job level; and
7. The conduct of meetings with job incumbents and supervisors to gather their opinions on the necessary knowledges, skills, abilities and personal characteristics.

Background research involved the collection of as much pertinent material as possible through a review of literature both on job analysis and police work. Such a review proved useful in giving the project staff insights into police work as well as help in the execution of this study.

Since no available sources had complete and current staffing information on the hundreds of municipal police agencies in New York State, a Staffing Information Questionnaire was sent to each agency. The questionnaire asked the agency to provide the number of incumbents in each rank, broken down by sex and ethnic background. The information provided by these Staffing Information Questionnaires provided the basis for the selection of people and agencies to participate in subsequent phases of the project.

The agencies responding to the Staffing Information Questionnaire showed six distinct staffing patterns - Officer, Sergeant, Lieutenant, Captain; Officer, Sergeant, Lieutenant; Officer, Sergeant, Captain; Officer, Lieutenant, Captain; Officer and one supervisory level; and Officers only. Four size categories were selected - 1 to 19 sworn personnel; 20 to 59; 60 to 149; and 150 or more. Using these size and staffing pattern breakdowns, agencies were selected for observation and interviews. Nearly 200 interviews were conducted at the four job levels. The information gathered was consolidated into a job description for each rank and provided the basis for the tasks listed in the job task checklists.

A list of the tasks involved in the job at each rank was developed. These task checklists were sent to random samples of job incumbents at each rank throughout the State to obtain their opinions on the performance, criticality of, and time spent on each task. Sergeants were also selected to answer for the Officer rank and Lieutenants for the Sergeant rank in order to obtain supervisors' opinions. Those responses were computerized and data were compiled on a Statewide basis as well as by agency size and staffing pattern. The information gathered for each rank and its analysis are included in Appendixes M, N, O and P.

The task checklist questionnaire was then used as the basis for the development of the required knowledges, skills, abilities and personal characteristics for each rank. These were developed initially by Project staff and then presented to job incumbents and supervisors for review including additions, modifications and ratings on four factors. Meetings were arranged with participants representing various department sizes and staffing patterns. The ratings were consolidated for each rank and are included in Volume 2 of this Report. Further analysis of the data gathered should be done by those persons involved in the development and implementation of selection plans for the four ranks. The implications for selection of observable trends reflected in the data such as the relationship of size and staffing pattern to task specialization should be evaluated.

The data on knowledges, skills, abilities and personal characteristics needs to be further analyzed prior to the development of future examination plans. The data also has implications for the training of police personnel.

CHAPTER 1 INTRODUCTION

The Problem

The recent history of employee selection procedures, including those of public jurisdictions, has been characterized by increasing litigation charging unlawful discrimination and challenging the validity of the examinations which are used. A major and recurrent claim has been that the examinations used have not been job related--that there is insufficient relationship between the examination and the job for which the examination is held. In sustaining a number of these challenges, the courts have held that in the absence of an adequate and timely job analysis, the examination cannot be deemed job related or valid. It is clear that the test user must be able to demonstrate that the examination measures knowledges, skills, abilities and personal characteristics actually required and important for successful job performance. Examinations for all levels of police positions have become the subject of litigation challenging their validity. When the grant was obtained to do this study, court actions on Police Officer examinations were in various stages of litigation in Rochester, Buffalo and Newburgh. Those cases are still open.

The New York State Department of Civil Service provides examinations for use for appointment in police departments ranging in size from one full-time officer to over 3,700 officers. Clearly then, the first need to be addressed was the completion of a comprehensive job analysis for police positions throughout the State. The ranks addressed in the study are Officer, Sergeant, Lieutenant and Captain. These are both the most populous police classes and the ones most likely to be the subject of court actions. Since a job analysis is the accepted method for gathering information about jobs, it was clear that a large-scale study was necessary. Because of budget limitations, the New York State Department of Civil Service was not able to undertake such a Project; supplemental funds to support such an effort were essential.

Although there have been a number of other police studies done elsewhere, none was clearly applicable. Few studies have dealt with ranks above the entry level and most did not involve so many autonomous agencies. In order to address both situations, this study was undertaken.

State Involvement in Municipal Examinations

Article V, Section 6 of the New York State Constitution states that "appointments and promotions in the civil service and all of the civil divisions thereof, including cities and villages, shall be made according to merit and fitness to be ascertained as far as practicable, by examination which, as far as practicable, shall be competitive . . ." At the present time there are 109 municipal civil service agencies in New York State.

Section 23.2 of the New York State Civil Service Law provides that "the State Civil Service Department without charge, upon the request of any such municipal commission, shall render service relative to the announcement, review of applications, preparations, construction and rating of examinations . . . for positions in the classified service under the jurisdictions of such municipal commission."

The vast majority of examinations announced by the municipal civil service agencies in New York State are prepared and rated by the State Civil Service Department. New York City and the New York State Police administer their own examination programs. Therefore, the New York City Police Department and the New York State Police are not potential users of examinations resulting from this study.

To illustrate the scope of examination services provided to municipal governments in this State, 3,568 examinations were completed during Fiscal Year 1975-1976. As a result of the legal mandate for examination services, this department has a major responsibility in the validation of examinations used by local governments throughout the State.

The Grant and its Objectives

After acknowledgement of the pressing need to conduct job analyses for the four titles in several hundred autonomous police departments, it was clear that considerable staff time and financial resources would be necessary to complete such a project. The decision was made to seek a Law Enforcement Assistance Administration grant from the New York State Divison of Criminal Justice Services. A grant was applied for and awarded in 1975.

As was outlined in the grant application, the primary objective of this project was to perform job analyses for each of the four ranks which would accurately describe the major duties and responsibilities of the positions at the various levels, their relative frequency and their importance. Further, it was indicated in the grant proposal that beyond the job analyses themselves, the utility of the project will be best demonstrated by the ability to: (1) use the job analyses to develop valid and dependable examinations for the positions and (2) use the methodologies developed to perform subsequent job analyses for the same or other police positions as necessary, in an economic fashion.

Project Staffing

Work on the Project began on November 13, 1975. The staffing provided for in the budget included six professional and two support positions. The staffing pattern used for the Project allowed for a mix of specialized skills that would be useful in the Project. The staff included persons with backgrounds in testing, classification and local government.

The Project itself was placed organizationally in the Municipal Services Division of the New York State Civil Service Department. This Division has the responsibility to provide technical expertise in a broad range of civil service and personnel management areas in an advisory capacity to the municipal Civil Service agencies throughout the State. As a result, the Division maintains

the type of contacts which would be critical to the execution of a project involving such a large number of municipalities. However, the actual design of selection plans for these police positions is the responsibility of the Examinations Division.

Summary of Project Phases

Preliminary project planning by staff resulted in the decision to break the project down into several specific parts. Initially, extensive project orientation for and background research by staff was done. This research was done to facilitate project planning as well as to provide additional training and orientation in both job analysis techniques and police duties and responsibilities. This research included an extensive review of job analysis and police literature and litigation, job specifications, Municipal Police Training Council curriculum material and other pertinent documents. In addition, staff attended part of a Municipal Police Training Council basic police training course and made several orientation visits to local police departments.

The other area of background research that occupied considerable staff time was development of a staffing questionnaire and analysis of the results. This step was necessary to obtain comprehensive and current data on manpower levels and staffing patterns in the police departments throughout the State as well as to identify the full-time departments. Without this data, many later Project decisions would have been impossible. (Approximately 13%[1] of Project time was spent on the tasks in this background research and orientation phase.)

The next major phase involved development and execution of the plan to gather job task data. This involved meetings with the Project's Police Advisory Committee, tryout of various methods, finalization of the plan, actual conduct

1. Percents given all refer to professional staff time.

of interviews, and documentation of findings. Since an important objective of this phase was the gathering of task information that would be used to construct task questionnaires to be sent to a sample of police personnel throughout the State, police personnel in departments across the State were interviewed/observed. Consideration in selecting observation sites was given to both the size, staffing patterns and geographic location of the departments. The final activity of this step was the preparation of draft consolidated job descriptions for each rank. Approximately 22% of staff time was spent in this phase.

Subsequent to the gathering of the task data, task checklist questionnaires were designed for each rank. The intent was to produce data from a large number of police personnel on specific tasks performed. It was also intended that these checklists would elicit responses on the criticality of and the time spent on each task, and the frequency with which each activity is done. Computer programs were developed to sort and group responses and analysis of the results was done. This phase of the Project took about 10% of the available time.

Concurrent with the development of the task checklist questionnaires, work was begun on plans for identifying the knowledges, skills, abilities and personal characteristics needed to perform the tasks associated with each rank. After the development of the plan and preliminary KSAP lists, a statewide series of meetings with incumbents was held. The purpose of the meetings was to delete and/or add, modify, verify and rate the KSAP's. Subsequent to the meetings, the results were consolidated. This phase took approximately 25% of staff time.

Preparation of the copy for the final report involved about 10% of staff time.[2] It was the staff's intention to provide a record of what was done as well as

2. The remaining 20% of staff time is accounted for by various administrative and supervisory duties and miscellaneous time.

what was found. In this way, the staff's efforts would have the maximum usefulness. The information contained in this report should be helpful to others planning large-scale job analyses and will provide broad-based data for selection decisions for the four police ranks studied.

Results

A large amount of information and supporting data are included in this report. The report goes into considerable detail on each Project phase, including decisions made, reasons for the choices and descriptions of the work involved in the actual execution of the Project.

The main purpose for performing these analyses was to provide documentation that can be used as the basis for the development of valid examinations for the four police titles. The problems encountered in this Project and the steps taken to solve them are likely to be encountered in other large-scale job analysis studies. Therefore, the information in this report should be of value to others working in this area. It is already clear that the data in this report also has substantial application for police training and projects for restructuring police departments.

The in-depth reports on the task data for the four ranks are found in Appendixes M, N, O and P. These data and analyses of the task responses bring into focus the similarities and differences in the police departments in New York State. It is clear from the data that as the size and complexity of staffing patterns increase, there are observable differences in tasks performed by incumbents at each rank. In the smaller, less complex departments, officers tend to be generalists, while specialization increases along with department size and staffing pattern complexity. The data from the task checklist questionnaire responses as to assignment are consistent with this observation. As the size and the complexity of the staffing pattern increases, larger proportions of respondents are assigned to specialized, non-patrol assignments.

Some trends also emerge from the data on criticality and time spent. These are discussed in the task data analyses in Appendixes M, N, O and P.

The KSAP's that were developed for each rank and the summaries of the ratings are included in Volume II of this report. The KSAP's for each rank have been placed in categories selected by the Project staff in an attempt to group similar qualities. The applicability of each KSAP to the Activities on each Task Checklist is also indicated. The list of the KSAP's for each rank grouped by category, without the rating data, are included in Appendixes I, J, K and L. The summaries of the ratings indicate that there are groups of KSAP's which most people, even barely acceptable workers, have. However, there are some KSAP's which appear to differentiate outstanding workers from barely acceptable. The ratings also appear to indicate that certain KSAP's are necessary at entry into the job while others are acquired through training after being hired.

Comments and Recommendations

The findings reported herein describe the characteristics of the jobs of Police Officer, Sergeant, Lieutenant and Captain in various municipal police departments in New York State. The task data indicate several trends that should be further analyzed when future examinations are planned. The reader should keep in mind that this study did not attempt to do in-depth analyses of the specialized assignments that exist in many of the municipal police departments. Rather, attention was concentrated on the range of activities that are typically assigned to and performed by incumbents at each of the specified ranks.

The relationship between department size and staffing pattern and tasks performed merits careful consideration. The significance of the similarities and differences in responses to the task checklist questionnaires must be evaluated.

In addition, much data has been gathered pertaining to the knowledges, skills and abilities needed to perform the various activities. The ratings of the KSAP's have not been extensively analyzed as a part of the study; the reader will not find any firmly stated conclusions. This study was used to gather the data to be used as the basis for decisions on selection procedures. Therefore, the data need to be carefully evaluated before such decisions are made. Specific problems with the procedures of gathering the KSAP material are stated in Chapter 6 of this report.

CHAPTER 2 BACKGROUND RESEARCH

Review of Literature

The volume of literature relating to job analysis is abundant as is material that analyzes the police function. In order to develop the best approach to the project to be undertaken, a commitment was made in the grant proposal to conduct an extensive review of literature on both subjects. To preserve the work done, the decision was made to prepare an annotated bibliography. That bibliography is Appendix A of this report.

In beginning this review of literature, a survey of New York State Civil Service Department Library material was conducted. All seemingly pertinent police and job analysis literature available in-house was gathered centrally. Materials were solicited from the United States Civil Service Commission and the Municipal Police Training Council. The catalogs of L.E.P.A. grants for the preceding two years were reviewed and reports of all listed job analysis studies were solicited from the grant agencies.

In addition, the following journal abstracts and reference works were reviewed for relevant citations: Annual Review of Psychology, Dissertation Abstracts International, Personnel Literature, Personnel Management Abstracts, Psychological Abstracts, Journal of Applied Psychology, Personnel Journal, Personnel Psychology, and Public Personnel Management. The years from 1971 through 1975 were checked.

As the various reports and journal articles were obtained, staff members critiqued each one for applicability to this specific job analysis project. One of the important considerations in reviewing the job analysis literature was how appropriate the methods would be for a large scale multi-jurisdiction study. When material was critiqued, leads on other sources were identified from footnotes and bibliographies. Whenever possible, those sources were obtained. In reviewing literature in the police field, the emphasis was on identifying sources which

would give staff familiarity and insight into the work of police.

As a result of this literature search, over 100 publications, journal articles and unpublished manuscripts were reviewed.

The value of a comprehensive review of literature is considerable when a project on this scale is undertaken. The critical evaluation of various theoretical approaches to job analysis and actual applications of them was helpful in developing the methodology ultimately used. Close to 5% of the productive man-hours (over 500 hours) spent on this project were devoted to this activity. Although it may seem excessive, the review ultimately saved much time. The resources necessary to do job analysis in populous classes are substantial and the knowledge of others' methods and experiences is an effective way of conserving scarce resources, thereby avoiding the all-too-often encountered tendency to "re-invent the wheel."

File Search for Job Information

Before any field work was planned, staff went through Civil Service Department files to locate all relevant material on the four ranks to be studied. The files of the Municipal Service Division were searched for classification documents. The Classification Plans for the City and County Civil Service Agencies were reviewed and the existing police specifications located. Much useful information was located as a result of this effort.

In addition, the State's Municipal Police Training Council was approached and did supply the current materials for the mandatory Basic Police Officer and Police Supervisor training courses. Section 209 (q) of the New York State General Municipal Law makes permanent appointment of Police Officers contingent on satisfactory completion of an approved municipal police basic training program. Provision is also made in that section that the promotion of any police officer to a first-line supervisory position cannot become permanent until the officer has completed satisfactorily an approved police supervision course as prescribed by the Municipal Police Training Council.

Although there are variations in the course content, depending on the instructors, the basic curriculum is comparable. The materials obtained from the Council were helpful in developing an understanding of the range of police responsibilities.

Staff Orientation to Police Functions and Duties

None of the members of the Project staff had prior experience in a police agency. Therefore, it was necessary for each person to gain familiarity with police work as quickly as possible.

The review of literature and file search have already been described. Those activities provided a basic understanding of the duties of police at various ranks. However, a more first-hand look at the work was deemed essential in order to tailor our methodology to address the special problems involved in doing job analysis for police positions.

To gain that familiarity, arrangements were made for all staff members to attend the Municipal Police Training Council's Basic Police Officer Course presentation on Patrol and Observation. That course gave the staff an introduction to the patrol duties which constitute a major part of the work of numerous police. In addition, the class gave the staff the opportunity to talk to inexperienced Officers informally.

As a follow-up to that class, two staff members attended a second Municipal Police Training Council class, that one on Basic Behavioral Science for Police. The course explored the police role, especially in the area of community relations as well as basic psychology and sociology for police. A report on this session was prepared and circulated to the other staff members.

Both of these classes were held under the sponsorship of the Kingston Police Department. Arrangements were made for staff to visit the Kingston Police Department after the Patrol Class, thereby receiving a first look at a working police organization.

Subsequent to attendance at these classes and the reading of literature

and existing documentation, two Police Departments near Albany were contacted to provide an opportunity for staff to obtain a first-hand introduction to the jobs.

Each staff member rode on patrol with at least two ranks of officers and observed activity on at least two different shifts. Additionally, officers assigned to desk and other station duties were interviewed and observed.

The understanding obtained from these various orientation activities was especially helpful in developing a general approach to interviewing, interview guides, and familiarity with the basic terminology needed to conduct interviews.

Staffing Information Questionnaire

One of the critical things that had to be done in the early stages of this project was to research and establish the manpower levels in Police Departments throughout the State. The information to be gathered would form the basis for many decisions in later project phases, e.g. sample selection. For a discussion of the actual process of selecting the sample, refer to the section on Sample Design in Chapter 4.

Specifically, it was necessary to find out how many people were actually employed in each of the ranks under study--Officer, Sergeant, Lieutenant and Captain--by department as well as the distribution of minorities and females. Only departments with full-time personnel were to be included in the ultimate study; part-time municipal police in New York State are not hired from Civil Service lists.

A review of all available data revealed that this information was not available. Therefore, it was necessary to develop and send out a Staffing Information Questionnaire (copy in Appendix B). With the guidance of the Project's Advisory Committee, a questionnaire was developed and sent to all known police agencies. The mailing list proved to include numerous locations which did not have established departments as well as many part-time operations.

The questionnaire responses gave us staffing information on 363 police departments with one or more full-time officers. In addition, the existence of an additional 39 full-time police departments was confirmed. However, for those, no detailed staffing information was obtained. It is believed that most of those 39 departments are small.

The data show that the departments under study range in size from one full-time officer to over 3,700.

The ethnic and sex data as well as the total number of staff at each rank is shown in Table 1. It should be noted that there are 17,260 sworn personnel in the ranks of Officer, Sergeant, Lieutenant and Captain in the 363 departments that responded. This count excludes Sheriff's Departments, the New York City Police and the New York State Police.

The manpower distribution was broken down by department size. These results are found in Table 2. These size breakdowns constitute one of the variables that was considered during the study. The size groups used were 1-19 (size 1); 20-59 (size 2); 60-149 (size 3); 150 or more (size 4). The data show that 64% of the Police Departments have between 1 and 19 personnel in the ranks studied. Only 3.6% of the departments have 150 or more sworn personnel; however, those 13 departments have 59.9% of the personnel.

The staffing patterns that emerged from the questionnaire were: Officer, Sergeant, Lieutenant, Captain (S.P. 1); Officer, Sergeant, Lieutenant (S.P. 2); Officer, Sergeant, Captain (S.P. 3); Officer, Lieutenant, Captain (S.P. 4); Officer, one supervisory rank (S.P. 5); and Officer, no supervisory ranks (S.P. 6).

The distribution of manpower by staffing patterns is shown in Table 3. The staffing patterns on this table correspond to those explained in the preceding paragraph. One of the more interesting facts shown is that 29% of the departments have only the Police Officer rank full-time, while these departments include only 2.6% of the personnel at that rank.

When looking at the data in terms of the number of departments using a given rank, Table 3 shows that the number that use a given rank decreases rapidly as the rank level increases. The Captain rank represents the extreme as only 19.5% of the departments have that rank.

Table 1 : Staffing Information Questionnaire Data*

POLICE OFFICER

	MALE	FEMALE	TOTAL
White	13,754	99	13,853
Black	282	10	292
Hispanic	77	1	78
Asian	2	0	2
American Indian	4	0	4
Other	3	0	3
TOTAL	14,122	110	14,232

POLICE SERGEANT

	MALE	FEMALE	TOTAL
White	1,774	7	1,781
Black	21	1	22
Hispanic	6	0	6
Asian	1	0	1
American Indian	0	0	0
Other	0	0	0
TOTAL	1,802	8	1,810

POLICE LIEUTENANT

	MALE	FEMALE	TOTAL
White	895	2	897
Black	8	2	10
Hispanic	0	0	0
Asian	0	0	0
American Indian	0	0	0
Other	0	0	0
TOTAL	903	4	907

POLICE CAPTAIN

	MALE	FEMALE	TOTAL
White	304	0	304
Black	6	0	6
Hispanic	1	0	1
Asian	0	0	0
American Indian	0	0	0
Other	0	0	0
TOTAL	311	0	311

*Total number of departments responded = 363

Table 2 : Distribution of Manpower by Department Size

OFFICER

Dept. Size	# of Depts.	# of Personnel	% of Statewide Personnel
1	232	1,345	9.5
2	92	2,411	16.9
3	24	1,711	12.0
4	13	8,755	61.5
TOTALS	361	14,232	

SERGEANT

Dept. Size	# of Depts.	# of Personnel	% of Statewide Personnel
1	122	227	12.5
2	83	431	23.8
3	21	223	12.3
4	10	926	51.2
TOTALS	236	1,810	

LIEUTENANT

Dept. Size	# of Depts.	# of Personnel	% of Statewide Personnel
1	33	48	5.3
2	79	216	23.8
3	22	144	15.9
4	13	499	55.0
TOTALS	147	907	

CAPTAIN

Dept. Size	# of Depts.	# of Personnel	% of Statewide Personnel
1	6	6	1.9
2	35	67	21.5
3	17	71	22.8
4	13	167	53.7
TOTALS	71	311	

Table 3 : Distribution of Manpower by Staffing Pattern

OFFICER

Staffing Pattern	# of Depts.	# of Personnel	% of Statewide Personnel
1	48	9,250	65.0
2	78	1,790	12.6
3	9	253	1.8
4	13	1,629	11.4
5	108	930	6.5
6	105	370	2.6
TOTALS	361	14,232	

SERGEANT

Staffing Pattern	# of Depts.	# of Personnel	% of Statewide Personnel
1	48	1,202	66.4
2	78	364	20.1
3	9	54	3.0
4	X	X	X
5	101	187	10.3
6	X	X	X
TOTALS	236	1,810	

LIEUTENANT

Staffing Pattern	# of Depts.	# of Personnel	% of Statewide Personnel
1	48	494	54.5
2	78	172	19.0
3	X	X	X
4	13	223	24.6
5	8	18	2.0
6	X	X	X
TOTALS	147	907	

CAPTAIN

Staffing Pattern	# of Depts.	# of Personnel	% of Statewide Personnel
1	48	183	58.8
2	X	X	X
3	9	25	8.0
4	13	102	32.8
5	1	1	.3
6	X	X	X
TOTALS	71	311	

CHAPTER 3 POLICE ADVISORY COMMITTEE

The importance of the role of an advisory committee in a large scale job analysis project cannot be emphasized strongly enough. An advisory committee can give the advice which its name implies, but it can also provide invaluable help in securing cooperation when the participation of many autonomous agencies is critical.

For this project, the New York State Association of Chiefs of Police and the Police Conference of New York were approached to designate representatives to an advisory committee. Named were Charles McLaughlin, Chief, Rye Police Department and 1975-76 President of the New York State Association of Chiefs of Police; Thomas Sardino, Chief, Syracuse Police Department and 1976-77 President, New York State Association of Chiefs of Police; Paul Oliva, Chief, Mt. Pleasant Police Department and member, Board of Governors, New York State Association of Chiefs of Police; and Al Sgaglione, President, Police Conference of New York, Inc.

Five formal Advisory Committee meetings were held during the course of the Project. In addition, numerous informal contacts were made.

One of the areas of major concern in this Project was how to maximize the responses to the questionnaires we would be sending to Police Departments throughout the State. It was clear that Police Departments are the recipients of innumerable questionnaires from many diverse sources. The Advisory Committee was especially helpful in suggesting how to present our questionnaires to increase the chance of a good return.

Initially, the Committee arranged for the preparation of a letter from the New York State Association of Chiefs of Police to the Police Chiefs, asking for their cooperation by completing Staffing Information Questionnaires. A copy of that letter is in Appendix C. The letter accompanied the Civil Service Department mailing. In addition, the Committee made arrangements for the New York State Association of Chiefs of Police to follow up cases of no response

on that mailing. As a result, we ultimately had a response rate of 90% on the Staffing Information Questionnaire.

Later in the project, it was necessary to send out the Task Checklist for each of the four ranks under study. Once again, the Committee was helpful in developing an approach to the distribution of the questionnaire as well as the manner in which the material should be presented to the individual respondent. The three Chiefs on the Committee arranged for the New York State Association of Chiefs of Police to prepare a cover letter for our mailing asking for the cooperation of each Chief In addition, the Police Conference of New York, Inc. wrote a covering letter for the Police Officer Task Checklist. Since completion of the questionnaire was voluntary, the Police Conference letter was an effort to enlist the cooperation of the Officers and to reassure them as to the purpose of the study. Copies of each of the letters are in Appendix C. The final return rate of over 50% on the Task Checklists was considered excellent and was a reflection of the cooperation the Advisory Committee fostered.

Other areas where Committee input was especially helpful included advice on how to meaningfully organize tasks into major functions, leads on written material that would be helpful in orienting staff to the duties of sworn police personnel, and identification of the specialized assignments where officers may be detailed.

The identification of variables that might affect job analysis data was accomplished with the help of the Advisory Committee. This was an important area as it was necessary to identify variables before the sample was drawn for the Task Checklist questionnaires. These checklists are described in a separate section of this report. The Committee also suggested types of departments that should be included in on-site job audits and helped pave the way for those audits.

Prior to use, the Task Checklists were reviewed by the Advisory Committee members and their suggestions incorporated. Also, the three Chiefs offered their departments as sites for pre-testing of the checklists. Both of these

actions were instrumental in the refinement of the Checklists. Lastly, the Committee members reviewed the analysis of the data by rank prior to publication.

CHAPTER 4 DEVELOPMENT OF TASK INFORMATION AND DATA

Interviews

Once background research is completed, interviews are a good way to begin gathering detailed job information. They are time consuming, but enable the analyst to learn in great depth and detail what goes on in the job. Information gathered from a limited number of planned interviews was to be used as the basis for written questionnaires soliciting opinions about the job tasks from a larger sample of incumbents.

The interview plan which was followed in this project began with a determination of exactly which agencies should be visited. In order to ensure that the incumbents interviewed were representative of the various types of departments statewide, the departments were grouped into four size categories from very small (1 to 19 people) to large (150 or more). Civilian personnel and administrative staff above the rank of Captain were not included in this count. Departments to be visited were chosen from the four size groupings using the following constraints: there would be at least three departments from each size category; some departments would be selected from each major region of the State (downstate, southern tier, north and west); and departments with pending lawsuits on police examinations would be included.

After the initial selections were made, a letter was sent to the Chief of each of these departments explaining the purpose of the project and requesting that Project staff be allowed to conduct interviews. The letter also requested some additional information about the department such as an organizational chart, annual report, and shift hours. The Chief was telephoned a few days later to find out whether he would cooperate. In only one case were we refused. After the information requested from each department was received, a tentative interview schedule was arranged. The goal of the scheduling was to arrange for analysts to see people in several different ranks at various shifts, including the midnight

to 8:00 a.m. shift. The tentative schedule was then sent to the Chief and he was asked to designate the people to be interviewed.

He was asked to choose people with primarily general patrol or patrol supervisor assignments and people who had been working in their current rank for at least a year. During some preliminary visits to a few departments, analysts interviewed officers who occupied a myriad of specialized assignments. These interviews provided information about the tasks performed in many of the possible types of assignments. It was later decided that since most people serve first in a general patrol or patrol supervisory assignment after entering a particular rank, the interviews would be concentrated on those whose work involved the general patrol function. The main exception was the rank of Captain.

Each visit to these departments began with a brief session with the Chief or his designated representative during which analysts answered any questions the Chief had about the project, and reached agreement on the final interview schedule. Efforts were made to schedule these interviews so that they would not disrupt the department's efficient functioning in any way. Also, it was agreed that when analysts were riding in the patrol cars, they would let the officer being interviewed judge whether the analyst should stay in the car or accompany the officer to observe his actions close-up. In general, these arrangements seemed to work out because the Chiefs and their staff were very cooperative.

Because Project staff were to ride in patrol cars, it was sometimes necessary for staff to sign waivers clearing the police department of any responsibility should injury or damage occur while staff were in the cars. The need for signing such a waiver was a function of the individual department's policy. It was felt that the on-site interviews were the most natural method even though an element of risk was involved.

Altogether, three different kinds of interviews were conducted. The first type was the short term individual interview. Each of these lasted about four hours when conducted with an officer working from a patrol car and about

two hours when conducted with an officer at the station. The second type was the long term individual interview; the third, the group interview.

Although Project staff conducted most of the interviews, those in the Rochester and Nassau County Police Departments were done by local Civil Service Commission personnel and specially selected and trained Nassau County Police Department personnel respectively.

The bulk of the interviews were individual interviews. During these, analysts actually accompanied incumbents through one half of a tour of duty, including attending briefings, patrolling in cars or on foot, and answering calls. Analysts observed and asked questions when possible during intervals between complaints calls. An interview guide was used whenever possible in conducting these interviews although it was sometimes difficult to use the guide during interviews conducted while riding in patrol cars, especially at night or when there were several complaint calls to be handled. Different guides were developed for use at each rank. The guides (copies in Appendix D) briefly listed activities and corresponding tasks. The listings had been compiled from the review of existing job descriptions and specifications as well as observations of police work. Each activity was checked off when observed and/or discussed in the interview. As the interview time was nearing an end, the analyst glanced over the guide to see which areas had not been covered and then asked about those areas. Analysts did not try to follow the interview guide in order, but rather, let the course of the officer's work determine the order of the interview questions. In cases where incumbents had administrative type assignments, analysts did have more control over the course of the interview. In any case, use of the interview guides helped ensure that all major areas of the jobs were covered. In addition, the guides helped analysts to remember to ask interviewees for biographical information about themselves, such as rank, length of time in rank, and kinds of formal training received. This biographical information was gathered on each person interviewed.

Originally, it was hoped that analysts could also gather information on the amount of time incumbents spent in each job activity, but this proved fruitless because incumbents' constant answer to questions regarding time was that it differed so much from week to week that this would be impossible to accurately state. Therefore, information on time spent was not gathered in these interviews. Instead, analysts concentrated on learning specifically what kinds of tasks were done and how they were accomplished. In addition to interviews with incumbents at each rank, people on the supervisory level directly above the incumbents' ranks were interviewed about the duties of the subordinate job.

Analysts were instructed on how to approach each interview so that a uniform method would be used throughout. This instruction consisted of an explanation of basic interviewing principles laced with practical examples drawn from analysts' previous experiences with job audit interviews. In summary, the major practical points brought out were: ask open-ended type questions which require the interviewee to explain his points; ask follow-up questions if there is any misunderstanding; try to keep the interview from wandering by asking questions relating to a specific part of the job; if the interviewee has trouble getting started talking about a particular area of the job, ask him to describe a recent incident which illustrates that part of the job.

The major advantage of this individual interview method is that it enables analysts to examine several different viewpoints and ways of handling the tasks. It also allows the interviewer to learn through questioning, if not observing, much detailed job information about a great variety of tasks. The problems with this method are that some interviews can be almost useless if the interviewee is very busy, indifferent, suspicious or non-verbal. Also, during the three to four hours of the interview, the analyst generally has the opportunity to observe only a few of the job tasks and, if not careful, can get in the officer's way. Finally, since it is necessary to conduct many of these

interviews to get a good composite picture of the job, the method is very time consuming.

The second type of interview situation used was a long-term individual observation/interview. One analyst rode with the same police officer for a period of one week. The purpose of this method was to enable the analyst to see how an officer reacts to many different kinds of situations, and to see the type of incidents encountered during a longer period of time. It had become clear during the shorter interviews that with the exception of pre-shift briefings, the officer's job does not generally consist of a regular repeated cycle of tasks.

This method enables the analyst to view a wider range of job tasks and to see how environmental factors affect the way the officer handles these tasks. Also, the analyst can get a feeling for how much time is spent in various parts of the job. The interviewer has more time to gain the officer's trust and, thereby, learn more about the job than when the interviewee is suspicious and closemouthed. The major problems with this method are that the analyst sees only one person's viewpoint, the interview will fail if the officer is not verbal, and each interview is extremely time consuming.

The third type of interview, which was done at the Officer level only, was the group interview. In two of the largest departments, several interviews were conducted in which four to six incumbents were questioned by one or two analysts. This type of interview situation was purposely kept very informal to encourage incumbents to discuss and even disagree about their thoughts on their various job duties. These interviews were to be tape recorded in order to help the analysts later reconstruct the information presented by the interviewees, but the Officers felt uncomfortable and restricted with this set-up, so the interviews were not taped. A short list of questions to be asked was prepared beforehand. These questions were designed to learn about their interactions with fellow Officers and supervisors. Examples of questions asked are:

1. What kind of communication and cooperation do Officers have with personnel in other police agencies?
2. What is the uniformed Officer's role in the initial investigation of crimes, as opposed to the Detective's role?
3. What kind of supervision do Officers receive?
4. When several Officers answer a call, who decides and on what basis which tasks each Officer will perform?

The information gained at these interviews was an interesting and valuable supplement to the information gathered at the individual interviews. Since group interviews are more difficult to control, it is not recommended that they be used as the only, nor the initial method of gathering job information. It is also difficult to record the information when several people are talking at once. Additionally, it is sometimes hard to start the interview since some people are reluctant to be the first to speak in front of a group. The special contribution of group interviews should be to develop a clearer understanding of confusing areas which may have turned up in the individual interviews and to give the analyst a more in-depth understanding of areas of agreement and disagreement.

As was already mentioned, some of the interviews were not conducted by Project staff. Considerable time is involved in conducting and documenting individual interviews. Given our time constraints, this in turn restricted the number of interviews that could be done in any agency. In order to help gather information in two of the largest agencies, additional help was sought from two sources. In Nassau County, four people selected by the Police Commissioner, one from each of the four ranks being studied, conducted the interviews and prepared a written summary of each. The number of interviews to be conducted and the distribution of them by precinct and shift was decided by Project staff. In order to orient the interviewers to the job analysis project and their role in it, a two-day training session was held for them by two Project staff members.

In addition to explaining interview techniques and showing them examples of written summaries of previous job audit interviews, Project staff also observed each of the people conduct an interview and critiqued their performance.

In the case of the City of Rochester's Police Department, four people from the local Civil Service Commission conducted a number of the interviews and prepared summaries of each. These people, who had already received training in job analysis methodologies were given a half-day orientation to the Project. Project staff then observed each person conduct at least one interview. In this way, many more interviews were successfully completed than Project staff could have handled alone.

Using personnel other than Project staff to conduct the interviews can be very successful if certain guidelines are followed. First, the request for the use of these people's time should include very specific and realistic information about characteristics of those who should be selected as interviewers, the number of interviews to be conducted, and the amount of time it will take to arrange, conduct and prepare a written summary of each. The person with the authority to release personnel to do the interviewing should be contacted personally and the details of the arrangement, including time for any training in interviewing techniques, should be worked out. The interviewers should have clear authorization to use their time for the interviewing and to use the time of those selected as interviewees. Project staff should keep in close contact with the interviewers to offer encouragement and to ensure that the interviews are completed in a timely manner.

The following is a summary of the number of interviews conducted at each level. At the Officer level, 54 were done by staff, 11 by Rochester Civil Service personnel and 13 by Nassau County Police Department personnel. At the Sergeant level, there were 28 staff interviews, 4 by the Rochester personnel and 6 by the Nassau County Police Department personnel. There were 28 interviewed by staff for the Lieutenant level, 1 by the Rochester personnel and 8 by the

Nassau County Police Department Personnel. Finally, at the Captain level, there were 26 interviews conducted by staff, three by Rochester personnel and five by Nassau County Police Department personnel.

Interview Documentation

In order to preserve the wealth of information gathered in the interviews, a written summary of each interview was prepared. Before the interviews were begun, a general format for the summaries was agreed upon. Thus, each summary included the biographical information on the interviewee and a description of each job activity in outline form. The outline form was used because it was easier to compile information for a consolidated job description from several outlines than from long narratives. A great effort was made to include as much detail as possible about the steps involved in handling various job activities, using examples of specific cases when available. This amount of detail should also be useful in the future for people who will prepare test questions because it will enable them to make sure that situational type questions they develop are realistic.

Consolidated Job Descriptions

Tentative job descriptions were prepared by compiling and consolidating the job audit interview information. Because the interview summaries were in outline form, it was relatively easy to pull out all the available information on each activity. This information was then combined and rewritten into task statements which, while complete, were not specific to any one department. These consolidated job descriptions for each of the four levels, once developed, were then further refined by the Advisory Committee.

Task Checklist Questionnaires

With the completion of the tentative consolidated job descriptions for each rank, we had four job descriptions based on detailed information from a relatively small number of people. In order to confirm that the job information was also applicable to departments across the State, it would be necessary to elicit opinions on these descriptions from a very large number of incumbents.

This could best be accomplished by using a written questionnaire that could be mailed out. The two major problem areas to be addressed in the development and administration of the questionnaire were: 1) exactly what questions should be asked about the tasks; and 2) to whom should the questionnaires be sent.

The design of the questionnaire evolved gradually through a series of tryouts and refinements. After studying several types of questionnaires used by others in analyzing the police job, a list of what should be included and what should be avoided was developed. Thorough job analysis requires at least four kinds of information about each job task:

1. Does the incumbent do it?
2. How often does the incumbent do it?
3. How much time does it take the incumbent to do it?
4. Is the task critical?

The task lists which had been developed for each of the four titles being studied averaged about 130 tasks each. A major problem that had to be addressed was how could a large number of people be expected to take the time and care to answer four questions about each of from 115 to 150 tasks on a questionnaire they had received by mail. It was clear from our field interviews that police departments receive a large number of questionnaires from many diverse organizations and there was insufficient time to answer each one. Another major obstacle here was how to define what "critical" and "much time" mean. A critical task is one which must be done correctly for successful job performance; or, conversely, if not done correctly, the consequences for job performance are serious. The problem with defining critical was whether or not it should be in terms of consequence of error; and, if so, what specific terms it should be couched in. Since it had been found during the interviews that officers had trouble deciding how frequently they did various tasks and how much time they spent on each, the time information would be difficult to gather also.

It was decided that the questionnaire should try to ask the four questions mentioned above. The task lists, which were based on the consolidated job descriptions, organized the tasks under several job activity areas. The task lists did not attempt to describe each different type of complaint call and the steps in handling it. The number of different kinds of calls is large, but in many instances, the process followed by officers is similar although the background of the case may be different. Since the tasks had been categorized into activity areas, incumbents would be asked how often they perform each of the activities, but not each separate task. The activity frequency question would be a forced-choice type, with five possible answers:

1. At least once a tour of duty
2. At least once a week
3. At least once a month
4. At least four or five times a year
5. Rarely, if ever

There turned out to be two major problems with this question. First, the choices are not mutually exclusive. Generally, though, this did not seem to trouble respondents since many groups answered similarly on each activity, and all choices were utilized, depending on the frequency of the individual activity. The second problem was that in the questionnaires for two of the ranks, the frequency questions appeared on the back page and many people failed to notice it.

Several ways of getting a measure of task importance were considered. Ranking was briefly looked at but rejected because of the large number of tasks. Another method, which had been used by the California State Personnel Board (1974), consisted of defining four levels of task importance--routine, important, essential and critical. Each of these categories was defined using multiple criteria including consequence of error and relationship to overall good job performance. This method was informally pre-tested with a few officers, but they found it extremely difficult to categorize tasks other than routine ones. They thought the

distinctions between important, essential and critical were not clear.

Having tried and rejected the two approaches mentioned above, Project staff returned to the idea of determining criticality and time spent on each task as two separate questions. The simplest way to accomplish this was to set up a simple dichotomy--critical or not critical; much time or not much time. The definition of critical was stated as a consequence of error and couched in terms of something all police could relate to--jeopardizing life and property. Thus, the questionnaire asked incumbents to judge whether a task was critical on the basis of whether or not failing to perform the task properly would jeopardize life or property.

The definition of much time was difficult to settle on because spending much time on a task can mean that each time a task is done, it takes a lot of time to accomplish it; or it can mean that a task does not take very much time to do, but it is done so often that altogether a lot of time is spent on it. Also, how many hours or minutes is much time--three hours?, ten hours? Although these questions were all considered when designing the questionnaire, the outcome actually never completely handled the problem of how many hours means "much time". The Advisory Committee also could not develop a specific breaking point. The final wording of the "time spent" question did emphasize that both the number of times a task was done and the amount of time taken to do it each time should be considered when answering. Also, when those who pre-tested the questionnaire were asked if they had problems with the definition, most indicated they were able to make a decision on "time spent" without too much trouble. The biggest problem with this question turned out to be that some people thought it was asking their opinions on whether or not they felt they were spending <u>too</u> much time on a task.

Another important part of the questionnaire was a place for individuals to indicate whether or not the task list adequately described their job and, if not, space for them to write in tasks they do which were not listed. The way the

question on whether or not the task list adequately covered the job was handled did not turn out to be especially successful. The problem was that many answered that the list did not describe the job, but they did not add any tasks. Many respondents in this category probably felt that there were already several tasks in the list which did not apply, while those that did appear were correct.

Finally, the questionnaire also provided spaces for individuals to check which major job assignment they work at. Seven possible assignments identified during the interviewing phase of the project plus a space for "other" assignments were listed as choices. This question would enable us to further describe the characteristics of the sample filling out the questionnaires and to determine whether there is a core group of tasks performed by most people in the rank regardless of assignment.

Once these basic problems were at least tentatively settled, the next step was to consider how the questions could be asked on the questionnaire in such a way that they would be scoreable by a computer. Machine scoring was necessary because of the very large number of questionnaires to be processed. The type of computer answer sheets to be used were designed with a five-choice option for each question. Thus, in order to accommodate the questions to be asked on each task into five possible choices, the following format was developed:

Choice 1 - critical and much time spent

Choice 2 - critical and not much time spent

Choice 3 - not critical and much time spent

Choice 4 - not critical and not much time spent

Choice 5 - do not do

The next step was to assemble a complete sample questionnaire. The prototype was shown to several people within the Civil Service Department who had extensive experience with job analysis, and their comments were solicited. As a result of this process, two separate formats were put together. These were both administered to a small sample of people in three different police departments.

Each person who answered the questionnaire was interviewed to find his impressions of what was wrong and what was right with the questionnaire. As a result of these comments, the best of both forms were combined into one questionnaire for each level.

A copy of the Police Officer questionnaire is included in Appendix E. The questionnaires for the other three ranks consisted of essentially the same set of instructions as developed for the Officer level plus the list of tasks for each rank. The tasks for each of these ranks are included in the discussion of the questionnaire responses and are found in Appendixes M, N, O, and P. In addition to the questionnaires for each of the four ranks, two others were used--an Officer list to be answered by Sergeants and a Sergeant list to be answered by Lieutenants. The purpose of these was to compare the incumbents' perceptions of the job with the supervisors' perceptions. The instructions used for these two questionnaires were a slight modification of the original ones. An example of the instructions for Sergeants answering the Officer checklist is in Appendix E.

Another part of the questionnaire development process involved designing a way of identifying the individuals answering the questionnaire. Several items of biographical information had to be gathered in order to enable us to identify and describe the sample of people who actually answered and returned the questionnaires and to analyze the data for differences across various department sizes and staffing patterns. In addition, we deemed it appropriate to gather information that was beyond the scope of this Project but would be essential for further analysis which might later be done on the data. These biographical items, some of which were suggested by the Advisory Committee, included questions on race, sex, length of time in police work and length of time in rank.

To encourage cooperation in answering the questionnaires, we had to promise that each individual's answers would never be connected to him or her personally. Officers consulted were adamant about remaining anonymous because

many felt that the questionnaire results would be used to eliminate or redesign jobs and possibly select people for lay-offs. Therefore, a system of nine digit identifying numbers was developed. The first three digits identified the agency, the second two identified the job level and the last four, the individual within the department. These numbers were written in on the computer answer sheets and on separate bio-data sheets which included the biographical questions. A copy of the bio-data sheet is in Appendix F. Thus, an individual's answers on the tasks and activities could be connected with his or her background characteristics.

Sample Design

A stratified random sample design was used to select persons to whom the questionnaires would be sent. Two variables, department size and staffing pattern, were thought to be related to the duties of the job and were used to stratify the population. Department size was one of the variables suggested by the Advisory Committee as a factor which could affect job duties. Most of the other factors suggested by the Committee, such as presence of urban or rural areas, industrial areas, park sites, large mass transportation systems and high population density, are related to size of community and, therefore, size of police agency. Staffing pattern variations were discovered from the results of the Staffing Information Questionnaire. Geographic location (i.e., upstate, downstate, southern tier, west) was also considered as a stratifying variable but rejected because it seemed to be related to department size and is not a homogeneous variable.

The same size categories used in selecting the departments where the interviewing was done were used here. They are: size 1 = 1-19; size 2 = 20-59; size 3 = 60-149; size 4 = 150 or more. The six identified staffing patterns were: pattern 1 - Officer, Sergeant, Lieutenant, Captain; pattern 2 - Officer, Sergeant, Lieutenant; pattern 3 - Officer, Sergeant, Captain; pattern 4 - Officer, Lieutenant, Captain; pattern 5 - Officer and one supervisory level, either Sergeant, Lieutenant or Captain; and pattern 6 - Officers only (with or without

a Chief). Departments in pattern 5, although containing any one of three supervisory levels were considered similar because the relationship of the supervisory personnel to Officers would be essentially the same when only one supervisory level is present regardless of the title used for the upper level.

All of the full-time departments were then listed in a 4 x 6 matrix according to their size and staffing pattern. Seven of the twenty-four cells were actually empty. Then the total number of personnel in each title within each cell was calculated and the proportion of the statewide total represented by each cell was figured. The total sample size to be chosen for each of the four levels was to be 25% of the Officers, 25% of the Sergeants, 35% of the Lieutenants and 100% of the Captains. We expected that 50% of the questionnaires mailed out would be returned completed. In order to determine how many personnel at each level should be chosen from each cell, the proportion of the population represented by each cell was multiplied by the appropriate total sample size.

The sample from each cell was drawn using a table of random numbers to select departments until the desired sample size was reached. In effect, then, the sampling unit was the department rather than the individual officers. All personnel in the appropriate title in the departments chosen were part of the sample except for the largest size departments. In order to ensure that the total sample from a particular cell would not come from a single department, it was decided to use a proportion of personnel in the size 4 agencies for the Officer, Sergeant and Lieutenant samples. Thus 30% of the Officers, and 50% of the Sergeants and Lieutenants from the size 4 departments chosen would be part of the sample. This proportion was drawn on site at the chosen departments using a table of random numbers and a roster of personnel to select the individuals from within these departments. After the entire samples for each rank were selected, each was studied to be sure that it contained a representation of departments with minorities and women.

In addition to these questionnaires to incumbents, the sample had to be chosen for the Officer questionnaires which were to be sent to a sample of Sergeants and Sergeant questionnaires to a sample of Lieutenants. In order to determine the proportion and number of cases to be drawn from each cell, a procedure similar to that used to choose the other four samples was employed. Departments were then chosen from each cell until the desired number of personnel was achieved. Instead of using a table of random numbers to choose the departments, only departments which were part of the sample for the lower level title but not part of the sample for the title being chosen were selected. Thus, for the Sergeant sample, departments which had been drawn as part of the original Officer sample but not the original Sergeant sample were selected, and for the Lieutenant sample, departments which had been drawn as part of the original Sergeant sample, but not the original Lieutenant sample were selected. The exceptions to this rule were the size 4 agencies where a department was chosen if it had been part of the lower level title sample even if it had also been part of the sample of the title currently being selected. All personnel at the appropriate level in the departments thus chosen were to be part of the samples, except for size 4 departments, where the same proportion as used for the questionnaires to incumbents was to be chosen.

Altogether, the following numbers of questionnaires were sent out:

3,600 Officer questionnaires to Officers

200 Officer questionnaires to Sergeants

500 Sergeant questionnaires to Sergeants

150 Sergeant questionnaires to Lieutenants

450 Lieutenant questionnaires to Lieutenants

300 Captain questionnaires to Captains

Questionnaire Administration

Packets of questionnaires were made up for each of the departments which were part of the sample. Each department packet contained a letter to the Chief asking for his help and suggesting how the Chief might distribute the

questionnaires. Also, the president of the New York State Association of Chiefs of Police, who was a member of the Advisory Committee, wrote a letter requesting the Chiefs' cooperation and this too was included in the package (copy in Appendix C). Post-paid envelopes for return of the questionnaires were also provided. We found later that some of the Chiefs had written their own memos asking for the officers' cooperation and distributed these with the questionnaires.

The questionnaires for the largest agencies were delivered in person by Project staff. At this time, staff members also chose the random samples of Officers, Sergeants and Lieutenants using a roster of names provided by the department. For several of the large departments, assistance in drawing the sample was given by local civil service staff. The Chiefs were asked to designate a person to coordinate the distribution and return of the questionnaires.

Several weeks after the questionnaires were sent out, a follow-up letter was sent to departments which had not returned any questionnaires. As a result of the follow-up letter, it was found that several departments had never received the questionnaires. Replacements were sent out in each case.

Questionnaire Response

Altogether, there was better than a 50% return on all levels of the questionnaires.

When the returns were broken down by size and staffing pattern groupings, it was apparent that the lowest rate of return was at the Officer level from size 3 agencies where 33.6% of the questionnaires sent out were completed and returned. The number of separate departments comprising this size category is relatively small, so failure to cooperate by only a few departments would depress the return rate. Also, there was no personal contact with these agencies as there was with size 4 (the largest) agencies. Personal contact is effective in encouraging questionnaire returns. The percentage of return for the Officer level in size 4 agencies was 72.2%. The return rates for the rest of the sizes and

staffing patterns range from 40.1 to 72.2%. The return may have been even better if the questionnaires had not gone out at the beginning of the summer when many police personnel were taking their vacations. We received many notes from Chiefs explaning that certain questionnaires could not be filled out because of vacations and illnesses.

CHAPTER 5 TASK DATA ANALYSIS

Computer Use

In order to analyze the vast amount of data being gathered it was determined that the data would be computerized to ensure an accurate and timely analysis. Numeric coding schemes were devised which made all of the information being gathered machine readable. Each questionnaire was given a unique nine-digit identification number. The first three digits of this number identified a specific agency, the next two digits identified a rank and the last four identified an individual within this agency and rank. A convenient means by which the machine could link the task responses and the biographical information for each individual was provided by the appearance of the identification number on both the op scan answer sheet and the biographical data sheet.

As questionnaires were returned the data was merged from a transaction file into a master file. The master file was continually up-dated until there was a sufficiently large number of responses to do the anticipated analyses and it appeared that no additional data would be received. At this point, the responses of 3,466 Officers, Sergeants, Lieutenants and Captains had been received.

The computer record for each individual in the sample contains in code form the following information: agency, rank, a number unique to a specific individual within the agency and rank, agency staffing pattern, agency size, type of assignment, race, sex, years of police service, years in present rank, and the responses for each of the questions on the task checklist. By sorting on the different positions in the file, the data could be grouped in various ways in order to generate the required reports. The data in the statewide analyses by rank in Appendixes M, N, O and P in this volume were prepared by sorting on the rank position and then making counts of the responses on each of the task questions. Since it had been previously determined that agency size and staffing

pattern were variables which might affect the various jobs, programs were written which sorted the ranks by these variables. The programs produced the data contained in the analyses by staffing pattern and size which are in Appendixes M, N, O and P of this volume. Another series of programs were written which produced the frequency counts contained in the tables describing the characteristics of the people in the sample, (Tables 8, 58, 110, and 145).

Computer Output

Three percent figures were generated for each task (e.g., see Table 21 in Appendix M). The first is the proportion of the respondents who perform the task. The second is the proportion of those who do the task and also indicate it is critical. The third is the proportion of those who do the task and also think it takes much time. These latter two percentages are based, then, not on the total number of respondents, but on the number who indicated that they do the task.

There are also some figures relating o the activity frequency (see Table 21, Appendix M). First is the proportion of respondents for Officer, Sergeant, Lieutenant and Captain who answered each of the five possible frequency choices. Secondly, a weighted frequency average for each activity was computed. This was done by multiplying the number of responses on each of the choices by the value assigned to the choice, summing these, and then dividing by the total number of responses. The value assigned to each of the five choices was actually the same as the number of that option in the questionnaire. Thus, the greater the weighted average, the less often the activity is performed.

CHAPTER 6
KNOWLEDGES, SKILLS, ABILITIES AND PERSONAL CHARACTERISTICS DEVELOPMENT AND RATING

Development of Methodology

There are specific qualities needed by an individual in order to perform the tasks of a certain job. These qualities may be acquired through education, previous job experience, or otherwise. Included in these qualities are knowledges, skills, abilities and personal characteristics (KSAP's).

After consulting various sources, especially other job analysis study reports, it was decided to use the following definitions for the purposes of this study:

KNOWLEDGE - the fact of being acquainted with or understanding something with familiarity gained through experience or association (i.e., k. of Penal Law)

SKILL - the capacity to use one's knowledge effectively to perform learned tasks competently; skills are usually observable and measureable (i.e., s. in driving patrol car)

ABILITY - the physical or mental power to perform a function (i.e., a. to read and comprehend written information)

PERSONAL CHARACTERISTIC - a specific personality trait, either physical or mental, needed to perform a task (i.e., thoroughness)

It was decided that the KSAP's should not be developed separate from the tasks. Therefore, the Project staff decided to use the task checklist questionnaires as the basis for developing the KSAP's for the four job levels being studied - Officer, Sergeant, Lieutenant and Captain. Initially, the rating approach developed by Ernest Primoff (How to Prepare and Conduct Job Element Examinations, 1975) seemed to be suitable for the needs at hand. However, it

soon became apparent that his methods would have to be adapted for use in this study.

Because we would be asking police departments to release personnel from their regular duties to attend KSAP meetings, it would be necessary to limit each meeting to one day's duration. Since meeting participants would be available for only one day, we decided that it would be impossible for them to generate all the KSAP's themselves for the following reasons:

1. The task checklists were too long to cover adequately in a one-day meeting.
2. Since job incumbents are not accustomed to thinking of their jobs in terms of the qualities needed to perform individual tasks, too much meeting time would necessarily be spent in orientation to the project.
3. Meetings of only one day would preclude having the same people develop the KSAP's and also rate them.
4. Since meetings would be held throughout the State, KSAP's developed independently each time would likely result in differences in wording which would make it difficult to combine and/or compare ratings.

The Project staff considered the possibility of dividing the task checklists into smaller segments of activities and asking each meeting group to generate KSAP's on the tasks for only certain activities. This idea was rejected for the following reasons:

1. This method would entail generating KSAP's on certain tasks which would also be required for other tasks not included in a given meeting, thus necessitating a later consolidation of the entire list.
2. Ratings on the KSAP's for only a small segment of activities would be meaningless in terms of the entire job; combining

such ratings would also be meaningless.

3. Combining lists of KSAP's generated from different groups would necessarily mean re-wording, resulting in a loss of common understanding of their meanings.

4. This method would require more groups of people than would working from the entire checklist so would not be feasible in terms of available time and personnel - from the standpoint of both the police departments and Project staff.

Keeping these limitations and problems in mind, the Project staff decided that it would be preferable to work with the entire checklist at each level and consider the KSAP's as they related to the different activities making up the list. Since it was imperative that police department personnel have enough time to rate all the KSAP's, the Project staff would generate the KSAP's for each task in each activity. Thus, meeting time with the police personnel could be spent on discussing the KSAP's, reaching a common understanding of their meanings, and rating them.

Using the final version of the task checklist for each level, members of the Project staff met to generate the KSAP's. Many group meetings were held over a two-week period. The tasks on each checklist were considered one by one and the staff listed all the KSAP's needed to perform each task. Each KSAP was discussed as needed to ensure the most appropriate wording and to arrive at a common understanding of meaning. Since these staff members were the ones who would conduct the meetings with the police personnel, it was believed that this process would better enable the staff to explain meanings uniformly at the meetings.

A member of a local police department met with staff to go over all the KSAP's for the Police Officer job. He checked the list for technical correctness and made suggestions on KSAP wording and appropriate placement by activity.

Two lists of KSAP's were finalized for each police rank. One list was a numerical listing of all the KSAP's needed to perform all the tasks for the rank. The other list grouped the KSAP's by activity. It was decided to list the KSAP's by activity rather than by task because a KSAP by task list would be so long as to be cumbersome to work with. A KSAP by activity list, however, would still provide an opportunity for the participants to match the KSAP's and activities and verify their appropriateness and proper placement. The KSAP by activity list also helped the raters see the context for the KSAP's by showing that given KSAP's are necessary for multiple tasks and activities.

KSAP Rating Method

The Primoff method was the first considered in deciding how to rate the KSAP's for each rank. Members of the Project staff consulted with Nancy Abrams of the United States Civil Service Commission to discuss factors to include in the ratings and the final format was then devised. For a copy of the final version of the rating sheet, see Appendix G.

It was decided that the police personnel should be asked to rate the extent to which barely acceptable workers possess each trait and to what extent the trait contributes to making a worker outstanding. These two factors were adopted directly from Primoff. However, it was decided not to use Primoff's other two factors. One of these factors is to ask how many openings can be filled demanding this trait. This was omitted because, given the minimum qualifications for police jobs and the current job market, openings can be filled. Also, the mandatory training after hiring is such that it is clearly unreasonable to expect that many of the KSAP's are brought to the job. The mandatory Municipal Police Training Council training acknowledges this gap. Also, in many departments, few vacancies are available at the various ranks so job incumbents would have difficulty rating this factor. Since the study involved the entire State, information gathered on this factor in certain localities would not be generally applicable to other localities. Localities are permitted

under Section 3 of the New York State Public Officers Law to restrict competition for entry police positions to residents of the county and counties contiguous to the county where the police department is located. The other factor deals with the trouble likely if the KSAP were ignored. This factor was omitted because this information would be obtained by using the criticality data from the original task checklist questionnaires.

On the other hand, it was deemed important to learn from the incumbents where they were first exposed to each trait and for knowledges, the level of knowledge necessary to do a good job. This would be in line with the EEOC Guidelines in providing background information for testing decisions. These two factors were adapted from the job analysis done by the California State Personnel Board (1974). The "when first exposed" factor was to be answered on the basis of "when first exposed at the given rank". Thus, if a Police Sergeant acquired a certain trait in formal training at the Officer level, the answer should be that the Sergeant had it when hired. The "knowledge required" was designed to obtain an idea of the extent required for knowledges only. Hopefully, this would give examiners guidelines to follow in designing questions on the knowledge areas.

Biographical data forms were devised to obtain information from the meeting participants. One form was for job incumbents; one form was for the supervisors. A copy of the supervisor's form is in Appendix G. The form for incumbents asked the same questions except for the three questions dealing with supervision--length of time in rank supervised, work assignment of those supervised and percent of time spent supervising. This information could be used to confirm that the KSAP meeting participants were representative of the population.

Another adjunct of the KSAP meetings was to give the participants a list of tools and equipment needed to perform their jobs. They were asked to simply put a checkmark next to the tools and equipment which were standard for

their departments. Certain items were not included on the list because they were specifically mentioned either in the task checklist or in the KSAP lists. Meeting participants were also asked to add any standard tools or equipment which were not on the list. These results were tabulated and a final list of the most common tools and equipment was drawn up. This list applies to each rank and is included in Appendix H.

It was decided to invite six police personnel from Albany area departments to try out the KSAP plan at the Officer level. Letters were sent to the Chiefs of each department asking them to nominate someone to attend the meeting. These letters explained that the participants would be asked to discuss the knowledges, skills, abilities and personal characteristics needed to perform the Police Officer job and it would be helpful if the person selected could think of the job in these terms and would discuss it freely in a meeting with other police personnel and a group leader. It was explained that it would be helpful if the person had from one to six years job experience. The hope was that people in this range would have enough experience to know the job well but would not have so much experience that the job was routine or difficult to relate to in terms of its components. It was necessary to put the actual selection in the Chiefs' hands because they would have the first-hand information on their personnel and could best fit our meetings in with their own work schedules and manpower demands. Each letter was then followed up by a telephone call to the Chief to get the name of the participant.

Letters were then sent to each participant explaining what the meeting would entail and telling when and where to report. A copy of the task checklist was enclosed. Participants were asked to complete it before coming to the meeting. The attendees included four Officers and two Sergeants from different departments. As a beginning, they were given a brief explanation of the Project purposes, progress to date and how the KSAP sessions fit in with the total plan. They were then given a description of what is meant by KSAP's and

were given some examples.

The participants were asked to look at the first task on the task checklist and to look at the KSAP's listed for the first Activity on the KSAP by activity list. They were asked to choose KSAP's from the list that they thought necessary to perform the first task. This process was continued through the various tasks in the first activity. The participants were encouraged to add any KSAP's they thought had been omitted from the list or to question the wording in order to clarify the meanings. It soon became apparent that this method would be too time consuming to cover the entire checklist of 115 tasks under 18 activities. Using this procedure, only a few activities were covered. Also, the police personnel found it difficult to separate a given task from the activity as a whole. Therefore, they gave many KSAP's for a specific task that did not really apply or which did apply for several tasks.

As a result, the participants were then asked to look over the tasks in an activity and then the KSAP's for that activity to see if they seemed to match. They were given an opportunity to improve the wording of, add or delete KSAP's and to comment on them in general. They were also encouraged to add already generated KSAP's to additional activities where appropriate. This proved a better system. The police personnel could relate much better to the activities and the meeting moved along more quickly. This is the approach that was used in all subsequent meetings at all four ranks.

Rating the KSAP's

Prior to this first meeting, general instructions were drawn up for staff members to use when instructing the meeting participants how to rate the KSAP's. The participants were first given the numerical list of KSAP's for the rank being rated and a supply of numbered rating sheets. They were asked to look at the rating sheet as the project staff member went through the instructions. The staff member went over each rating factor slowly and encouraged questions and comments on each to ensure understanding. The basic general

instructions follow:

GENERAL INSTRUCTIONS FOR KSAP RATINGS

Tell the meeting participants that when we say, "think of a barely acceptable worker or an outstanding worker", they can either think of a composite--not just a given individual--or they can think of an individual who is barely acceptable or superior on the entire job.

Barely Acceptable Workers - For this choice, think of the workers who are barely making it on the job. There are some KSAP's that even these barely acceptable workers have. If workers can do the job at all, they must have these elements.

Mark the KSAP 2 if all barely acceptable workers have it.
Mark the KSAP 1 if some barely acceptable workers have it.
Mark the KSAP 0 if almost none of the barely acceptable workers have it.

Outstanding Workers - For this choice, think of what makes workers outstanding, the best ones on the job. What makes them outstanding? The important thing to keep in mind is the difference--not that outstanding workers have it, but that it makes them the best. (Stress this point).

Mark the KSAP 2 if the element is very important in picking out the outstanding worker.
Mark the KSAP 1 if the element is useful in picking out the outstanding worker.
Mark the KSAP 0 if the element doesn't differentiate between outstanding and barely acceptable workers.

First Exposure - where are people on the job first exposed to each KSAP? (Remind them to keep in mind that this refers to when first exposed at the rank being rated.)

1. Almost all people have it when they are hired
2. Learn in a brief orientation to the job, introductory talk or demonstration, etc. with superiors or experienced personnel
3. Learn in formal classroom training
4. On-the-job training

For this rating, people sometimes want to put two choices. Ask them to really decide where people first acquire it and to make a choice.

For Each Knowledge - (Remind them that they don't use this last column for anything except knowledges!) How much knowledge is needed to do a good job?

1. Extensive Knowledge - here you need complete knowledge of the subject and immediate recall of the important points
2. Working Knowledge - here you need a general knowledge and ability to quickly look up or check specific points
3. Knowledge of Existence - here you know something exists but you have to look it up or consult a superior
4. No Knowledge Required - of this for this job

After going through these instructions, the staff member asked the participants to look at the first KSAP on the list and rate it together. Using this first KSAP as an example, the staff member went through each of the rating factors and asked the participants to write down their own choices as the group went along. Following this procedure, the group went through three or four KSAP's together. The participants were not encouraged to give their choices aloud, just to write them in the appropriate blanks and be sure they were answering appropriately. It was stressed that there were no wrong answers--they were just to give their own opinions on each factor, using their best judgment based on their own job experiences. Participants were also instructed to not rate any KSAP's which they felt were not necessary for the job as it exists in their own departments. They were told to simply draw a line through all the blanks for that particular KSAP on their rating sheets. This was designed to allow for job differences among departments because of size, locality or staffing pattern. All through this process, questions from the participants were encouraged. The group was then asked to rate through KSAP #20 on their own and stop. At this point, they were asked if they had any problems. The staff member briefly went over the instructions again and then let the people work on their own for the rest of the list. The participants were told to feel free to ask any questions as they went along, either about a specific KSAP or the rating process. These procedures worked well at the first meeting, so were followed at subsequent meetings.

Planning Subsequent Meetings

Fourteen KSAP meetings were held for the Officer rank with seventy-six total participants, nine for the Sergeant rank with forty-five participants, and eight each for the Lieutenant and Captain ranks with forty-six and thirty-one participants, respectively. It was deemed desirable to have five or six participants at each meeting in order to allow for each attendee to make a contribution. It was believed that any larger group might not allow enough

time for each participant to give his opinions or might not lend itself to worthwhile interchanges among the attendees.

For each rank, an attempt was made to cover as wide a geographic area as possible. Therefore, meetings were held at County Civil Service offices or at Police Headquarters throughout the State. This necessitated a great deal of staff time to be spent making the arrangements. The staff member used the results of the Staffing Information Questionnaires to select police departments to invite. Since it was deemed desirable to include personnel from as many different agencies as possible, maps of the State were consulted to choose a central location for each meeting in an attempt to keep travel time to less than one hour for the participants. After selecting a location with easy access to at least five or six different police departments, a meeting room was arranged for by telephoning the Police Department or County Civil Service office with specific dates in mind. Letters were then sent to the Chiefs of the area departments requesting assistance, follow-up telephone calls about a week later confirmed a participant, and letters were sent to each participant.

In certain areas of the State, several meetings at different ranks were arranged for consecutive days. These areas were generally the most populous with large numbers of area police departments and usually with at least one very large department which could spare more personnel. Usually, small agencies were asked to send only one participant, while the larger agencies were asked for more. An attempt was made to include as many different agency sizes and staffing patterns as possible. Seven or eight participants were invited to most meetings because it was found that some departments could not spare personnel on a given day or last-minute problems prevented some people from attending. Most of the meeting participants were at the given rank, but in many cases, supervisors were also invited. Total numbers of participants at the meetings for each rank and their biographical data are included in Tables 4, 5, 6, and 7.

Table 4: Biographical Information - Persons Attending Officer KSAP Meetings

Total Number of Participants = 76

Number of Participants by Rank

Officer	38
Sergeant	31
Lieutenant	6
Chief	1

Sex

	N	%
Male	75	99
Female	1	1

Ethnic Background

	N	%
Black	3	4
White	71	93
Hispanic	2	3

Officer Participants

	Length of Time in Rank		Length of Total Police Experience	
	N	%	N	%
0-5 months	0	0	0	0
6-11 months	0	0	0	0
1 year - 2 years	6	16	3	8
3-5 years	13	34	15	39
6-10 years	8	21	8	21
more than 10 years	11	29	12	32

Sergeant Participants

	Length of Time in Rank		Length of Total Police Experience	
	N	%	N	%
0-5 months	0	0	0	0
6-11 months	4	13	0	0
1 year - 2 years	4	13	0	0
3-5 years	13	42	2	6
6-10 years	9	29	12	39
more than 10 years	1	3	17	55

Types of Assignments

	Number of Times Assignment Indicated	Percent of Participants Who Indicated Assignment
1. Patrol	54	71
2. Dispatching	12	16
3. Desk	13	17
4. Detective	5	7
5. Juvenile/Youth Aide	3	4
6. Records	8	11
7. Administration	13	17
8. Other	12	16

Table 5: Biographical Information - Persons Attending Sergeant KSAP Meetings

Total Number of Participants = 45

Number of Participants by Rank

Sergeant	33
Lieutenant	9
Captain	2
Chief	1

Sex

	N	%
Male	45	100
Female	0	0

Ethnic Background

	N	%
White	45	100
Black	0	0
Hispanic	0	0

Sergeant Participants

	Length of Time in Rank		Length of Total Police Experience	
	N	%	N	%
0-5 months	0	0	0	0
6-11 months	0	0	0	0
1 year - 2 years	10	30	0	0
3-5 years	10	30	0	0
6-10 years	11	33	12	36
more than 10 years	2	6	20	61
no response	0	0	1	3

Lieutenant Participants

	Length of Time in Rank		Length of Total Police Experience	
	N	%	N	%
0-5 months	1	11	0	0
6-11 months	0	0	0	0
1 year - 2 years	3	33	0	0
3-5 years	5	56	0	0
6-10 years	0	0	0	0
more than 10 years	0	0	9	100

Types of Assignments

	Number of Times Assignment Indicated	Percent of Participants Who Indicated Assignment
1. Patrol	24	53
2. Dispatching	9	20
3. Desk	16	36
4. Detective	5	11
5. Juvenile/Youth Aide	1	2
6. Records	4	9
7. Administration	9	20
8. Other	7	16

Table 6 : Biographical Information - Persons Attending Lieutenant KSAP Meetings

Total Number of Participants = 46

Number of Participants by Rank

Lieutenant	42
Captain	3
Chief	1

Sex

	N	%
Male	46	100
Female	0	0

Ethnic Background

	N	%
Black	1	2
White	45	98

Lieutenant Participants

	Length of Time in Rank		Length of Total Police Experience	
	N	%	N	%
0-5 months	4	10	0	0
6-11 months	0	0	0	0
1 year - 2 years	10	24	0	0
3-5 years	14	33	0	0
6-10 years	9	21	4	10
more than 10 years	4	10	38	90
no response	1	2	0	0

Supervisory Participants

	Length of Time in Rank		Length of Total Police Experience	
	N	%	N	%
0-5 months	1	25	0	0
6-11 months	0	0	0	0
1 year - 2 years	0	0	0	0
3-5 years	2	50	0	0
6-10 years	1	25	0	0
more than 10 years	0	0	4	100

Types of Assignments

	Number of Times Assignment Indicated	Percent of Participants Who Indicated Assignment
1. Patrol	21	50
2. Dispatching	6	14
3. Desk	13	31
4. Detective	3	7
5. Juvenile/Youth Aide	1	2
6. Records	4	10
7. Administration	20	48
8. Other	6	14

Table 7 : Biographical Information - Persons Attending Captain KSAP Meetings

Total Number of Participants = 31

Number of Participants by Rank

Captain	31

Sex

	N	%
Male	31	100
Female	0	0

Ethnic Background

	N	%
White	29	94
Black	2	6

Captain Participants

	Length of Time in Rank		Length of Total Police Experience	
	N	%	N	%
0-5 months	4	13	0	0
6-11 months	0	0	0	0
1 year - 2 years	4	13	0	0
3-5 years	11	35	0	0
6-10 years	8	26	0	0
more than 10 years	4	13	31	100

Types of Assignments

	Number of Times Assignment Indicated	Percent of Participants Who Indicated Assignment
1. Patrol	9	29
2. Dispatching	1	3
3. Desk	3	10
4. Detective	2	6
5. Juvenile/Youth Aide	2	6
6. Records	6	19
7. Administration	23	74
8. Other	7	23
9. No Response	1	3

For each rank, the participants represented a variety of assignments and length of job experience. Since many participants indicated multiple assignments on the bio-data questionnaire, the charts indicate the number of times each assignment was indicated. Therefore, the totals under assignments are considerably greater than the total number of participants for the rank.

Meeting Summaries

After all the KSAP meetings were held, the ratings for each rank were consolidated. The results for each rank are in Tables 1, 2, 3, and 4, which are located in Volume 2 of this Report. In order for the reader to use these results, explanations are also given at the beginning of the tables. A sample summary sheet is included in Appendix G. The KSAP statements are presented in the summaries under sub-headings such as "Terminology and Jargon" or "Oral Communication". These sub-headings are categories selected by the Project staff in an attempt to group the KSAP's according to subject matter. These categories were reviewed and deemed appropriate by the Police Advisory Committee. Lists of the KSAP's by category for each rank are in this volume (Appendixes I, J, K, L). It was believed that an arrangement by category would facilitate the examination staff's job in selecting groups of KSAP's which might be covered by a single rubric of an examination.

In order to show that certain KSAP's were added at a given meeting, a notation such as "(2nd)" or "(3rd)" was placed after the particular KSAP statement on the charts. This notation indicates that the KSAP statement was added at the second or third or subsequent meeting. KSAP's added would necessarily be rated by fewer participants.

On the charts, provision was made to show the placement of the KSAP's by activity. These activity headings refer to those used on the task checklists. As mentioned above, the KSAP's were originally placed under the activities by the Project staff, but meeting participants were encouraged to add or delete KSAP's for given activities. An attempt was made, however, to relate the KSAP's to specific tasks in the activities. It should be noted that although given KSAP's were

listed for all four ranks, there may be discrepancies in the activity placement among the ranks. This is partly due to differences in viewpoints (since the four ranks were done independently) and partly due to the fact that different tasks may appear under the same activity heading for the different ranks. The Project staff is of the opinion that if a problem exists in placement by activity, it is likely that certain KSAP's are appropriate for more activities than those noted, rather than that KSAP's are inappropriately placed.

Under "Total Ratings", NR refers to No Response. The number under this heading is the number of people who did not answer who were given an opportunity to rate the KSAP. It does not include participants at early meetings who did not have an opportunity to rate a KSAP that was added at a later meeting. However, this number does not just include those who decided not to rate the KSAP because it was inappropriate for the given rank in their own departments; it also includes those who may have skipped an answer especially in the "Knowledge Required" column, or who failed to answer in the row of blanks at the very bottom of the rating sheets.

"BA" refers to "Barely Acceptable Workers". The N is the total number of participants who rated the KSAP on how many barely acceptable workers have the trait. The choices were: 2 - All; 1 - Some; 0 - Almost none. These choices were averaged for all the raters to arrive at the number under $\overline{X}$.

"DIFF" refers to how important the trait is in helping to differentiate outstanding workers from just average. The choices were: 2 - Very Important; 1 - Useful; 0 - Does not differentiate. Again, the N is the number of participants who rated this factor and $\overline{X}$ is the average rating for all the raters.

"WHEN FIRST EXPOSED" refers to when first exposed to the trait at the rank being rated. The answers for this were simply tallied and entered in the four columns. The choices were: 4 - Have it when hired; 3 - Orientation after being hired; 2 - Formal classroom training; 1 - One-the-job training.

"KNOW" refers to "Knowledge required to do a good job". The choices were: 4 - Extensive knowledge/immediate recall; 3 - Working knowledge/may check

some details; 2 - Knowledge of existence/may have to look it up or check with a superior; 1 - No knowledge required. Again, the N is the total number of raters, and $\overline{X}$ is the average of their choices.

The number of respondents for a given KSAP may vary among the columns because certain raters omitted one or more of the factors. There were some apparent problems with the "When First Exposed" column. Even though the Project staff stressed that the raters should keep in mind that this column referred to when first exposed at the rank being rated, it appears that this was not always the case. This seems to be especially true for KSAP's in the categories of "Mental and Emotional Characteristics and Attitudes" and "Physical Attributes", although it is obvious for certain KSAP's in some other categories as well.

The results of the KSAP meetings are presented in the described fashion in hopes of facilitating the job of those involved in the preparation of examinations. For example, if there is a low average number in the "Barely Acceptable" column and a high average number in the "Differentiation" column, the KSAP might be appropriate to look at for testing. In contrast, a high average for "Barely Acceptable" and low average for "Differentiation" would probably indicate no need for testing, since almost all workers have the trait.

The test preparer might also want to look at a given KSAP for more than one rank. Hopefully, the arrangement by category will facilitate this since duplicate KSAP's have been put in the same category at each rank. Looking at all four rating factors for the given KSAP at the different ranks might give the examiner an idea of the most appropriate rank to test for a given quality.

Obviously, not all KSAP's are appropriate to include in a written or other type of formal test. The "When First Exposed" column was designed to help with this decision. For example, a given KSAP might not be tested for if it is something people learn in formal classroom training after being hired.

It was the intention of the Project staff that the results of the KSAP meetings be used in conjunction with the results of the task checklist

questionnaires. If the tasks in a given activity are generally rated as critical, the corresponding KSAP's should be given high priority in consideration for testing.

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CONTINUED

1 OF 7

TABLE 175: CAPTAIN TASKLIST QUESTIONNAIRE RESPONSES
BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

CAPTAIN RESPONSES ON ACTIVITY: ATTENDING STAFF MEETINGS AND DISCUSSING POLICE MATTERS

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	15	48	49	35	29	3.09

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	0	0	2	1	1	3.75
SIZE 2 (20-59)	5	7	8	8	9	3.24
SIZE 3 (60-149)	1	7	8	12	4	3.34
SIZE 4 (150 OR MORE)	9	34	31	14	15	2.92

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	11	40	27	16	18	2.91
STAFFING PATTERN 2 (O,S,L)						
STAFFING PATTERN 3 (O,S,C)	0	1	3	5	3	3.83
STAFFING PATTERN 4 (O,L,C)	4	7	19	14	8	3.29
STAFFING PATTERN 5 (1 SUPV)						
STAFFING PATTERN 6 (NO SUPV)						

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

STATEWIDE N = 181				SIZE 1 (1-19) N = 4				SIZE 2 (20-59) N = 37				SIZE 3 (60-149) N = 34				SIZE 4 (150-MORE) N = 106		
TASK	% DO	% CRIT	% MUCH TIME	TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
125	91	53	40	125	75	67	33	84	61	42	100	56	24	91	49	46
126	93	49	38	126	75	100	33	87	50	44	100	47	21	94	47	42
127	81	48	30	127	50	100	50	68	40	36	88	53	17	84	47	33
128	91	42	19	128	75	67	33	87	38	31	97	46	6	91	42	19

TABLE 175: CONT'D. STAFFING PATTERN BREAKDOWN

TASK	PATTERN 1 (O,S,L,C) N = 114			PATTERN 2 (O,S,L) N =			PATTERN 3 (O,S,C) N = 12			PATTERN 4 (O,L,C) N = 55			PATTERN 5 (1 SUPV) N =			PATTERN 6 (NO SUPV) N =		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
125	89	52	47				75	67	11	98	54	33						
126	95	46	42				67	63	13	96	51	34						
127	83	44	35				67	50	13	78	56	23						
128	91	37	20				67	50	13	95	52	17						

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Activity: Evaluating Qualifications of Applicants for Police Officer and Civilian Positions

Task:

129. Telephone or write to police departments from the applicant's previous residence to check for a criminal record and telephone or write the applicant's previous employers to learn about his/her work habits

130. Interview the applicant to discuss his/her application and background

131. Recommend whether or not the applicant should be hired based on the background checks and the interview

* * * * *

Summary

Direct involvement of the Captains in the hiring process appears to be related to department size. In the larger departments, there are frequently officers assigned to a personnel office which would perform each of the tasks on a centralized basis. However, this activity is done infrequently by most Captains from each of the breakdowns. The only breakdown where a majority of the Captains do any of these tasks is size 1. Background checks (task 129) and the actual hiring recommendation (task 131) are generally regarded as critical by a majority in each breakdown. A large discrepancy is observable in the size 3 data. The low percentages there cannot be explained.

The higher percentages in the responses from size 1 and size 2 Captains than for size 3 and size 4 Captains do not show up in the staffing pattern percentages. Department size seems to be the only factor affecting the performance of each of the tasks.

A majority of the Captains from each breakdown indicated that they do the activity rarely, if ever. (Table 176).

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TABLE 176: CAPTAIN TASK-LIST QUESTIONNAIRE RESPONSES
BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

CAPTAIN RESPONSES ON ACTIVITY: EVALUATING QUALIFICATIONS OF APPLICANTS FOR POLICE OFFICER AND CIVILIAN POSITIONS

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	3	2	8	34	129	4.61

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	0	0	0	1	3	4.75
SIZE 2 (20-59)	1	0	2	12	22	4.46
SIZE 3 (60-149)	0	0	2	5	25	4.72
SIZE 4 (150 OR MORE)	2	2	4	16	79	4.63

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	1	2	4	23	82	4.63
STAFFING PATTERN 2 (O,S,L)						
STAFFING PATTERN 3 (O,S,C)	0	0	0	3	9	4.75
STAFFING PATTERN 4 (O,L,C)	2	0	4	8	38	4.54
STAFFING PATTERN 5 (1 SUPV)						
STAFFING PATTERN 6 (NO SUPV)						

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

STATEWIDE N = 181				SIZE 1 (1-19) N = 4			SIZE 2 (20-59) N = 37			SIZE 3 (60-149) N = 34			SIZE 4 (150-MORE) N = 106		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
129	17	61	52	75	100	33	32	67	75	21	29	29	9	67	44
130	30	41	39	50	100	50	43	63	56	35	25	25	23	29	33
131	30	52	35	75	100	33	46	77	53	35	25	17	21	41	32

TABLE 176: CONT'D.

STAFFING PATTERN BREAKDOWN

	PATTERN 1 (O,S,L,C) N = 114			PATTERN 2 (O,S,L) N =			PATTERN 3 (O,S,C) N = 12			PATTERN 4 (O,L,C) N = 55			PATTERN 5 (1 SUPV) N =			PATTERN 6 (NO SUPV) N =		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
129	14	56	50				17	50	50	24	69	54						
130	30	35	35				25	33	33	31	53	47						
131	29	49	33				25	67	67	33	56	33						

* * * * * * * * * *

Activity: Administering or Witnessing Intoxication Test

Task:

132. Administer breathalyzer test following proper calibrating and operating procedures

133. Read machine and determine blood alcohol level for evidentiary purposes

134. Witness administration of breathalyzer test done by another officer

* * * * *

Summary

Few Captains do these tasks and those Captains who do the tasks generally do not consider them critical or spend much time doing them. Witnessing the test (task 134) is the only task that is done by a majority of the Captains in any breakdown (57% from size 2 and 50% from staffing pattern 3). However, most Captains, regardless of breakdown, indicated that they do this activity rarely, if ever. (Table 177).

* * * * *

TABLE 177: CAPTAIN TASKLIST QUESTIONNAIRE RESPONSES
BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

CAPTAIN RESPONSES ON ACTIVITY: ADMINISTERING OR WITNESSING INTOXICATION TEST

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	2	7	13	11	143	4.63

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	0	0	1	0	3	4.50
SIZE 2 (20-59)	0	4	8	6	19	4.08
SIZE 3 (60-149)	1	3	2	1	25	4.44
SIZE 4 (150 OR MORE)	1	0	2	4	96	4.88

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	1	4	6	3	98	4.72
STAFFING PATTERN 2 (O,S,L)						
STAFFING PATTERN 3 (O,S,C)	0	3	1	1	7	4.00
STAFFING PATTERN 4 (O,L,C)	1	0	6	7	38	4.56
STAFFING PATTERN 5 (1 SUPV)						
STAFFING PATTERN 6 (NO SUPV)						

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

STATEWIDE N = 181				SIZE 1 (1-19) N = 4			SIZE 2 (20-59) N = 37			SIZE 3 (60-149) N = 34			SIZE 4 (150-MORE) N = 106		
TASK	% DO	% CRIT	% MUCH TIME	TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
132	9	35	24	132	0	0	0	30	46	18	9	33	33	3	0	33
133	10	37	16	133	0	0	0	30	46	18	15	20	20	3	33	0
134	22	28	15	134	25	100	0	57	38	14	35	17	8	5	0	40

TABLE 177: CONT'D. STAFFING PATTERN BREAKDOWN

TASK	PATTERN 1 (O,S,L,C) N = 114			PATTERN 2 (O,S,L) N =			PATTERN 3 (O,S,C) N = 12			PATTERN 4 (O,L,C) N = 55			PATTERN 5 (1 SUPV) N = -			PATTERN 6 (NO SUPV) N = -		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
132	6	29	14				25	67	0	13	29	43						
133	8	22	11				25	67	0	13	43	29						
134	18	20	10				50	83	0	24	15	31						

* * * * * * * * * *

Activity: Inspecting Equipment

Task:

135. Periodically check patrol cars to insure the vehicles are in good working order

136. Write report of the condition, maintenance needed and completed

137. Check walkie-talkies, shotguns, and other special equipment issued to the officers in order to see that the equipment is in good condition

* * * * *

Summary

In general, Captains from each breakdown do each of the tasks and consider them critical, but do not spend much time doing them. Percentages for those who do the tasks and criticality decrease as department size increases, thus demonstrating the effect of increased specialization on the tasks. These response percentages are higher in staffing pattern 3 than in staffing patterns 1 and 4. Since Captains from staffing patterns 1 and 4 are mainly from size 3 and 4 departments, they have more Sergeants and Lieutenants available to do these tasks.

Activity responses from the larger departments (sizes 3 and 4 and staffing patterns 1 and 4), are varied with Captains doing the activity on an average of at least once a month. In comparison, Captains from size 2 and staffing pattern 3 departments generally do the activity at least once a tour of duty or once a week. (Table 178).

Statewide Analysis

A majority of the Captains indicated that they do each of the tasks and that each of the tasks is critical but few of them indicated that any of the tasks take much time. The activity responses cover the entire range.

Size Analysis

A majority or near majority of the Captains from each size breakdown do each of the tasks and consider each of them to be critical. However, the percentages on these two response factors tend to decrease as department size increases possibly because, as department size increases, specialization increases and staffing patterns fill out. Size 1 Captains are the only Captains who indicated that any of the tasks take much time.

The activity responses from size 2, size 3 and size 4 department Captains are varied. The average response from size 3 and size 4 Captains indicates they do the activity at least once a month while a large majority (70%) of the size 2 Captains do the activity at least once daily or weekly. Two of the size 1 department Captains do the activity daily, one does it at least four or five times a year, and one does it rarely, if ever.

Staffing Pattern Analysis

A majority of the Captains from each staffing pattern indicated that they do each task and that each task is critical. The only exception is in staffing pattern 1 where only 49% of the Captains view task 136 as critical. A higher percentage of the Captains from staffing pattern 3 do each of the tasks and consider each of them critical than do staffing pattern 1 or 4 Captains. This is because staffing patterns 1 and 4 are comprised mainly of larger departments which have more supervisors available between the Police Officer and Captain levels than do the smaller departments that are in staffing pattern 3.

Activity frequency responses from staffing patterns 1 and 4 are varied, with the average response indicating that Captains do the activity at least once a month. Most of the staffing pattern 3 Captains do the activity at least once a tour of duty.

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TABLE 178: CAPTAIN TASKLIST QUESTIONNAIRE RESPONSES BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

CAPTAIN RESPONSES ON ACTIVITY: INSPECTING EQUIPMENT

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	47	35	25	39	30	2.83

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	2	0	0	1	1	2.75
SIZE 2 (20-59)	16	10	3	6	2	2.14
SIZE 3 (60-149)	6	5	8	8	5	3.03
SIZE 4 (150 OR MORE)	23	20	14	24	22	3.02

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	25	26	15	27	19	2.90
STAFFING PATTERN 2 (O,S,L)						
STAFFING PATTERN 3 (O,S,C)	10	0	0	1	1	1.58
STAFFING PATTERN 4 (O,L,C)	12	9	10	11	10	2.96
STAFFING PATTERN 5 (1 SUPV)						
STAFFING PATTERN 6 (NO SUPV)						

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

STATEWIDE N = 181				SIZE 1 (1-19) N = 4				SIZE 2 (20-59) N = 37				SIZE 3 (60-149) N = 34				SIZE 4 (150-MORE) N = 106		
TASK	% DO	% CRIT	% MUCH TIME	TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
135	60	58	20	135	75	100	33	76	75	29	62	62	24	54	46	14
136	52	53	28	136	75	100	67	73	67	33	50	47	29	44	45	21
137	57	65	22	137	75	100	67	67	92	38	65	46	14	51	59	17

TABLE 178: CONT'D.

STAFFING PATTERN BREAKDOWN

TASK	PATTERN 1 (O,S,L,C) N = 114			PATTERN 2 (O,S,L) N =			PATTERN 3 (O,S,C) N = 12			PATTERN 4 (O,L,C) N = 55			PATTERN 5 (1 SUPV) N =			PATTERN 6 (NO SUPV) N =		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
135	60	50	19				83	90	30	56	65	19						
136	50	49	26				75	78	33	51	54	29						
137	53	63	18				82	89	33	62	62	27						

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Activity: Keeping Various Records and Files

Task:

138. Maintain daily activity sheet by writing brief description of calls responded to, time of calls, subordinate officers observed in the field, etc.

139. Copy information onto permanent records and file in appropriate section or forward for review or information

140. Compile information from various departmental or division records for inclusion in reports such as crime statistics, division activity reports, etc.

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Summary

The activity is done at least once a tour of duty by a majority of the Captains from each breakdown. Activity frequency decreases, though, as department size increases; thus, staffing pattern 3's responses indicate a higher frequency than staffing pattern 1's or 4's responses. The actual task responses reflect a discrepancy between the activity and task data. Responses on the activity frequency show that respondents probably used a broader interpretation than the tasks implied.

Maintaining daily activity sheets (task 138) is done, considered critical and considered time consuming by a majority of the Captains only from size 1, size 2 and staffing pattern 3 departments with the percentages of Captains who do it decreasing as department size increases. Copying information onto permanent records (task 139) and compiling information for inclusion in reports (task 140) are done by fewer than half of the Captains from each breakdown except that 50% of the size 4 Captains do task 140. (Table 179).

Statewide Analysis

Fewer than half of the Captains indicated that they do the tasks, that the tasks are critical or that the tasks take much time. In contrast, a majority of the Captains indicated that they do the activity at least once daily while the remainder of the Captains' activity frequency responses vary. This discrepancy is probably because when the Captains rated the activity, they envisioned tasks that they do that aren't listed under the activity (e.g. keeping personal notes and records).

Size Analysis

A majority of the size 1 and size 2 department Captains but fewer than half of the size 3 and size 4 department Captains indicated that they maintain a daily activity sheet (task 138), that the task is critical, and that it takes much time. Tasks 139 and 140 are done by fewer than half of the Captains from each size breakdown, except that task 140 is done by 50% of the size 4 department Captains.

A majority of the Captains from each size breakdown indicated that they do the activity on a daily basis. It appears that as department size increases, Captains tend to do the activity less frequently. However, the interpretation of the scope of the activity as discussed in the statewide analysis may distort the data.

Staffing Pattern Analysis

The only task that a majority of the Captains from any staffing pattern breakdown indicated they do is task 138. Sixty-seven percent of the staffing pattern 3 Captains indicated that they do task 138, 75% of them reported it as critical and 63% of them indicated it takes much time.

A majority of the Captains from each staffing pattern indicated that they do the activity on a daily basis. Refer to the statewide analysis for a discussion of this data.

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TABLE 179: CAPTAIN TASKLIST QUESTIONNAIRE RESPONSES BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

CAPTAIN RESPONSES ON ACTIVITY: KEEPING VARIOUS RECORDS AND FILES

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	109	12	18	12	25	2.05

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	4	0	0	0	0	1.00
SIZE 2 (20-59)	27	3	1	1	5	1.76
SIZE 3 (60-149)	20	3	2	4	3	1.97
SIZE 4 (150 OR MORE)	58	6	15	7	17	2.21

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	63	8	11	11	19	2.24
STAFFING PATTERN 2 (O,S,L)						
STAFFING PATTERN 3 (O,S,C)	9	0	0	1	2	1.92
STAFFING PATTERN 4 (O,L,C)	37	4	7	0	4	1.65
STAFFING PATTERN 5 (1 SUPV)						
STAFFING PATTERN 6 (NO SUPV)						

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

STATEWIDE N = 181				SIZE 1 (1-19) N = 4			SIZE 2 (20-59) N = 37			SIZE 3 (60-149) N = 34			SIZE 4 (150-MORE) N = 106		
TASK	% DO	% CRIT	% MUCH TIME	TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
138	31	38	38	138	75	67	67	60	57	52	35	8	25	18	32	26
139	30	37	35	139	25	100	0	42	53	53	32	18	18	26	33	33
140	45	31	41	140	0	0	0	46	24	47	32	18	18	50	36	43

TABLE 179: CONT'D.

STAFFING PATTERN BREAKDOWN

TASK	PATTERN 1 (O,S,L,C) N = 114			PATTERN 2 (O,S,L) N =			PATTERN 3 (O,S,C) N = 12			PATTERN 4 (O,L,C) N = 55			PATTERN 5 (1 SUPV) N = -			PATTERN 6 (NO SUPV) N =		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
138	23	39	31				67	75	63	39	24	38						
139	26	40	23				27	67	33	38	29	52						
140	48	31	38				8	0	100	46	32	44						

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Activity: Analyzing Crimes and Changing Deployment to Counteract Crime Trends

Task:

141. Read and compare various crime statistics such as computer printouts and criminal investigation reports in order to find patterns or trends.

142. Look at department procedure, deployment, etc. to determine what changes can be made to counteract the crime patterns or trends

143. Order changes in deployment in area under own command

144. Recommend changes in deployment to other divisions

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Summary

A majority or near majority of the Captains in most of the breakdowns generally does each of the tasks and consider them to be critical. A majority of Captains from several breakdowns indicated that a few of the tasks take much time but there does not appear to be a pattern to the responses. Larger percentages of size 2 department Captains generally do each of the tasks than the other Captains.

The activity frequency is varied in each breakdown with a majority of the Captains doing the activity less than once a month except for size 2 Captains. Here, the majority indicates they do it at least once a month. (Table 180).

Statewide Analysis

Each of the tasks is done and considered to be critical by a majority of the Captains with task 144 (recommending changes in deployment) being done by the smallest percentage of the Captains. Tasks 141, 142 and 143, which deal with looking for trends, looking for ways to counteract trends, and ordering changes in trends, are considered time consuming by approximately 40% of the Captains.

The activity frequenty information is varied with the average frequency indicating that Captains do the activity at least once a month.

Size Analysis

Each task is done and considered to be critical by a majority or near majority of the Captains from each size breakdown except that none of the size 1 department Captains indicated that they recommend changes to other divisions (task 144). Since all of the respondents in the size 1 sample are from departments having only one Captain, it would be understandable that they do not take action of this nature. If size 1 department Captains find a method to counteract a trend they order the method to be used (task 143).

A larger percentage of the size 2 department Captains do each task and do the activity more frequently than Captains from the other size breakdowns.

Staffing Pattern Analysis

Except for task 144, a majority of the Captains from each staffing pattern do each of the tasks and consider each of them to be critical. Fewer than half of the Captains in staffing patterns 1 and 3 recommend changes in deployment (task 144). No task was consistently rated as taking much time for a majority of Captains from any breakdown.

The activity frequency is varied with staffing pattern 1 and staffing pattern 4 Captains generally doing the activity monthly while the staffing pattern 3 Captains do it slightly less often.

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TABLE 180: CAPTAIN TASKLIST QUESTIONNAIRE RESPONSES
BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

CAPTAIN RESPONSES ON ACTIVITY: ANALYZING CRIMES AND CHANGING DEPLOYMENT TO COUNTERACT CRIME TRENDS

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	25	37	40	25	48	3.19

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	0	1	1	0	2	3.75
SIZE 2 (20-59)	5	11	11	4	5	2.81
SIZE 3 (60-149)	1	5	10	11	5	3.44
SIZE 4 (150 OR MORE)	19	20	18	10	36	3.23

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	18	24	20	14	35	3.22
STAFFING PATTERN 2 (O,S,L)						
STAFFING PATTERN 3 (O,S,C)	0	3	4	1	4	3.50
STAFFING PATTERN 4 (O,L,C)	7	10	16	10	9	3.08
STAFFING PATTERN 5 (1 SUPV)						
STAFFING PATTERN 6 (NO SUPV)						

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

STATEWIDE N = 181				SIZE BREAKDOWN: SIZE 1 (1-19) N = 4			SIZE 2 (20-59) N = 37			SIZE 3 (60-149) N = 34			SIZE 4 (150-MORE) N = 106		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
141	72	56	43	75	67	67	81	55	35	74	40	28	69	62	51
142	78	60	47	75	67	33	92	67	55	77	50	35	74	60	49
143	75	63	40	75	67	33	95	71	43	85	48	41	65	64	39
144	50	57	27	0	0	0	65	58	25	47	44	25	48	61	29

TABLE 180: CONT'D. STAFFING PATTERN BREAKDOWN

TASK	PATTERN 1 (O,S,L,C) N = 114			PATTERN 2 (O,S,L) N =			PATTERN 3 (O,S,C) N = 12			PATTERN 4 (O,L,C) N = 55			PATTERN 5 (1 SUPV) N = -			PATTERN 6 (NO SUPV) N =		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
141	67	58	47				75	56	33	82	53	38						
142	76	56	50				83	80	30	80	64	46						
143	70	59	39				92	73	27	82	67	47						
144	47	55	32				33	75	0	62	59	24						

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Activity: Assisting in Department/Division Budget Preparation and Purchase of Supplies/Equipment

Task:

145. Write list of anticipated personnel, equipment and supply needs by reviewing past needs and determining what may be needed in the future

146. Defend budget recommendations by explaining past expenses and by explaining anticipated projects and costs

147. Write requests for short term supply and equipment needs and send to appropriate section

148. Contact (phone or write) businesses carrying products requested, obtain prices on merchandise, select a bid price

149. Keep various records relating to the procurement and issuance of supplies and equipment

* * * * *

Summary

A majority of the Captains from each breakdown does the activity rarely, if ever. Smaller percentages of Captains from size 2, size 3 and staffing pattern 3 do each of the tasks than other Captains, but the reason is not clear. The only tasks done by a majority of the size 1, size 4, staffing pattern 1, and staffing pattern 4 Captains are tasks 145, 146 and 147. These involve planning, budget justification and supply requisition, respectively. It is likely that tasks relating to purchasing and supplies (148 and 149) would be done in many departments by either specially designated officers or the Chief of Police. (Table 181).

Statewide Analysis

At least half of the Captains indicated that they do each of the tasks except task 148 (obtaining prices and selecting a bid) and task 149 (keeping inventory records). Forty-six percent and forty-three percent of the Captains think that the listing of anticipated needs (task 145) and defending budget recommendations (task 146), respectively, are critical and 41% and 42%, respectively, think the tasks take much time. The planning/budget process (tasks 145 and 146) are viewed as critical by a majority of the size 1 and size 2 Captains. This difference in perception may be because these Captains think they have a more direct part in the process than those in larger departments with more of an administrative hierarchy.

A majority of the Captains indicated that they do the activity rarely, if ever.

Size Analysis

A majority of the Captains from sizes 1 and 4 do each of the tasks, except that only 31% of the size 4 department Captains obtain prices and select bids (task 148). Also, a majority of the size 3 department Captains list anticipated needs (task 145) and write requests for short-term needs (task 147). Generally, fewer than half of the Captains in each size breakdown feel that each task takes much time.

A majority of the Captains from each size breakdown **does the activity** rarely, if ever.

Staffing Pattern Analysis

At least 40% of the staffing pattern 1 and staffing pattern 4 Captains do each of the tasks except task 148. The only tasks that at least 40% of the size 3 Captains do are tasks 145 and 147. The only tasks that at least 40% of the Captains think are critical are tasks 145 in all staffing patterns and task 146 in staffing patterns 1 and 4. Tasks 145 and 146 take much time for more than 40% of the pattern 1 and pattern 4 Captains.

A majority of the Captains from each staffing pattern **does the** activity rarely, if ever, with the remainder of the responses being varied.

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TABLE 181: CAPTAIN TASKLIST QUESTIONNAIRE RESPONSES
BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

CAPTAIN RESPONSES ON ACTIVITY: ASSISTING IN DEPARTMENT/DIVISION BUDGET PREPARATION AND PURCHASE OF SUPPLIES/EQUIPMENT

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	13	11	13	35	102	4.16

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	1	1	0	0	2	3.25
SIZE 2 (20-59)	4	4	3	3	21	3.94
SIZE 3 (60-149)	1	1	1	4	25	4.59
SIZE 4 (150 OR MORE)	7	5	9	28	54	4.14

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	11	5	8	26	61	4.09
STAFFING PATTERN 2 (O,S,L)						
STAFFING PATTERN 3 (O,S,C)	1	1	1	1	8	4.17
STAFFING PATTERN 4 (O,L,C)	1	5	4	8	33	4.31
STAFFING PATTERN 5 (1 SUPV)						
STAFFING PATTERN 6 (NO SUPV)						

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

STATEWIDE
N = 181

TASK	% DO	% CRIT	% MUCH TIME
145	64	46	41
146	50	43	42
147	65	31	24
148	30	27	29
149	45	30	26

SIZE BREAKDOWN

TASK	SIZE 1 (1-19) N = 4			SIZE 2 (20-59) N = 37			SIZE 3 (60-149) N = 34			SIZE 4 (150-MORE) N = 106		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
145	75	67	33	46	59	53	65	36	36	71	45	41
146	50	50	100	32	67	50	38	39	39	59	40	40
147	75	67	33	43	25	31	62	14	14	74	36	24
148	50	50	50	32	17	33	24	25	38	31	30	24
149	75	33	33	41	27	27	24	25	25	52	31	26

TABLE 181: CONT'D. STAFFING PATTERN BREAKDOWN

TASK	PATTERN 1 (O,S,L,C) N = 114			PATTERN 2 (O,S,L) N =			PATTERN 3 (O,S,C) N = 12			PATTERN 4 (O,L,C) N = 55			PATTERN 5 (1 SUPV) N =			PATTERN 6 (NO SUPV) N =		
	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
145	58	42	41				42	40	20	61	55	46						
146	56	41	41				25	33	33	42	52	48						
147	63	28	22				58	0	14	71	44	28						
148	29	24	24				25	0	67	35	37	32						
149	44	26	22				33	0	50	49	41	30						

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Activity: Cooperating with Other Police Agencies

Task:

150. Meet with other law enforcement agencies to assist with their investigations and apprehensions of criminal suspects by discussing crime trends, movement of known criminals, etc.

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Summary

A majority of the Captains from all but one breakdown indicated that they do the task and that the task is critical. The exception is size 3; only 45% of the Captains indicated the task is critical. A larger percentage of Captains from size 1 and size 2 departments and staffing pattern 3 departments indicate they do the task than from the other breakdowns. Only small percentages of the Captains from the various breakdowns indicated that the tasks take much time. Much larger percentages of the Captains from size 1, size 2 and staffing pattern 3 departments indicated they do the activity daily or weekly than Captains from the other breakdowns.

Staffing pattern 3 Captains' responses were similar to those of size 1 and size 2 department Captains because most (83%) of the Captains from staffing pattern 3 are from size 1 and size 2 departments. Captains from size 1 and size 2 and, consequently, staffing pattern 3 departments do this task and activity more often than the other Captains. A probable reason is that smaller departments are more likely to call in assistance when major problems occur where additional resources are needed. Also, the Captains in larger departments are more specialized than the Captains in smaller departments, and therefore, few of them are likely to get involved with the major calls. (Table 182).

Statewide Analysis

A majority of the Captains indicated that they do this task and a majority of them considers it critical. Few Captains indicated that the task takes much time. The activity frequency responses were quite varied with 53% of the Captains indicating that they do the activity on a daily or weekly basis.

Size Analysis

A majority of the Captains from each size breakdown indicated that they do the task. Except for size 3, a majority in each size sees the task as critical. In no case do more than one-third of the respondents think this takes much time. A larger percentage of size 1 and size 2 department Captains indicated they do the task than size 3 and size 4 department Captains, possibly because Captains from small departments request assistance more often and because Captains in larger departments more often are assigned to specialized, non-patrol assignments. The activity frequency in size 1 and size 2 departments is much greater than in size 3 and size 4 departments. One hundred percent and eighty percent of the Captains from size 1 and size 2 departments, respectively, indicate they do the activity on a daily or weekly basis, while only 53% and 41% of the size 3 and size 4 department Captains, respectively, do it that often.

Staffing Pattern Analysis

A majority of the respondents in each staffing pattern indicated that they do the task and consider it critical. A larger percentage of the Captains from staffing pattern 3 indicated they do the task and that they do the activity daily or weekly than Captains from staffing patterns 1 and 4. This difference is logical since staffing pattern 3 Captains are mostly from the smaller (size 1 and size 2) departments, while staffing pattern 1 and staffing pattern 4 Captains are mostly from the larger (size 2 and size 3) departments.

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TABLE 182: CAPTAIN TASKLIST QUESTIONNAIRE RESPONSES
BY STATEWIDE, SIZE AND STAFFING PATTERN BREAKDOWN

CAPTAIN RESPONSES ON ACTIVITY: COOPERATING WITH OTHER POLICE AGENCIES

ACTIVITY FREQUENCY INFORMATION

FREQUENCY KEY

1 = AT LEAST ONCE A TOUR OF DUTY
2 = AT LEAST ONCE A WEEK
3 = AT LEAST ONCE A MONTH
4 = AT LEAST FOUR OR FIVE TIMES A YEAR
5 = RARELY, IF EVER

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STATEWIDE	49	40	32	32	16	2.56

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
SIZE 1 (1-19)	2	2	0	0	0	1.50
SIZE 2 (20-59)	18	10	4	1	2	1.83
SIZE 3 (60-149)	8	8	5	9	0	2.50
SIZE 4 (150 OR MORE)	21	20	23	22	14	2.88

	FREQUENCY COUNT 1	2	3	4	5	WEIGHTED AVERAGE
STAFFING PATTERN 1 (O,S,L,C)	29	23	21	24	12	2.70
STAFFING PATTERN 2 (O,S,L)						
STAFFING PATTERN 3 (O,S,C)	9	3	0	0	0	1.25
STAFFING PATTERN 4 (O,L,C)	11	14	11	8	4	2.58
STAFFING PATTERN 5 (1 SUPV)						
STAFFING PATTERN 6 (NO SUPV)						

TASK INFORMATION

NOTE: CRITICAL AND TIME DATA RELATE ONLY TO THOSE RESPONDENTS WHO INDICATED THAT THEY DO THE TASK.

SIZE BREAKDOWN

STATEWIDE N = 181				SIZE 1 (1-19) N = 4			SIZE 2 (20-59) N = 37			SIZE 3 (60-149) N = 34			SIZE 4 (150-MORE) N = 106		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
150	60	56	19	75	67	33	84	55	19	59	45	15	51	.59	19

STAFFING PATTERN BREAKDOWN

	PATTERN 1 (O,S,L,C) N = 114			PATTERN 2 (O,S,L) N =			PATTERN 3 (O,S,C) N = 12			PATTERN 4 (O,L,C) N = 55			PATTERN 5 (1 SUPV) N = -			PATTERN 6 (NO SUPV) N =		
TASK	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME	% DO	% CRIT	% MUCH TIME
150	59	52	10				75	67	22	58	59	34						

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END