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**POLICE PERSONNEL PRACTICES IN
FORTY-TWO AMERICAN CITIES**

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POLICE PERSONNEL PRACTICES IN
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TABLE OF CONTENTS

	<u>Page</u>
INTRODUCTION	1
ORGANIZATION, STAFFING, AND COMPENSATION	2
Civil Service Coverage	2
The Roles of Civil Service Commissions	3
Staffing	4
Turnover	7
Position Classification Plans	7
Compensation Practices	9
RECRUITMENT AND SELECTION	11
Recruitment Practices	11
Affirmative Action	11
Selection Requirements and Methods	13
TRAINING, EDUCATION, AND CAREER DEVELOPMENT	16
In-Service Training	16
Educational Attainment Policies	16
Career Development Policies	16
OTHER PERSONNEL PRACTICES	19
Performance Appraisals	19
Promotional Practices	19
Discipline and Appeals	19
EXHIBITS	
<u>Tables</u>	
1. Coverage of Civil Services Systems, 1977	2
2. Average Number of Full-Time Police Employees per Department	4
3. Distribution of Sworn Personnel by Police Department Functions	6
4. Average Number of Civilian Male and Female Paraprofessionals Employed in Thirty-Nine of the Police Departments	7
5. Performance and Direction of Law Enforcement Support Functions	8

TABLE OF CONTENTS (continued)

	<u>Page</u>
6. Number and Percent of Agencies with Special Pay Provisions for Sworn and Civilian Personnel	9
7. Disability Benefit Procedures	10
8. Number and Percent of Departments Using Various Recruitment Practices and Effectiveness Ratings	12
9. Number and Percent of Police Agencies with Various Selection Requirements	14
10. Percent of Agencies Which Reject Applicants for Selected Arrest and Conviction Records	15
11. Number and Percent of Agencies with Various Selection Devices	15
12. Percent and Amount of In-Service Training for Civilian and Sworn Personnel	17
13. Number and Percent of Police Agencies with Various Educational Attainment Policies for Sworn Personnel	17
14. Number and Percent of Police Agencies with Various Career Development Policies	18
15. Purpose of Performance Appraisals and a Ranking of Their Importance	20
16. Qualification and Fitness Standards and the Frequency of Their Use in the Promotional Process for Sworn Personnel	21

Figure

1. Civil Service Role Dimensions of Participating Cities	5
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TABLE OF CONTENTS (continued)

		<u>Page</u>
	<u>Graphs</u>	
1. Police Officer Annual Salary Maximum	(follows page)	9
2. Police Officer Annual Salary Minimum	(follows page)	9
3. Police Chief Annual Salary Minimum	(follows page)	9
4. Police Chief Annual Salary Maximum	(follows page)	9

APPENDICES

- A. Percentage Distribution of Sworn Personnel by Police Department Functions, as Reported by Agencies During 1977
- B. Departmental Distributions of Civilian Paraprofessionals by Sex as Reported by Agencies During 1977
- C. The Participating Cities

INTRODUCTION

Public Administration Service (PAS) recently completed a two-year research project entitled "Civil Service Systems: Their Impact On Police Administration." During the course of the project PAS collected a very diverse body of information about the 42 municipalities which it studied. Some of that material describes the personnel and the operating programs of the police departments of those 42 cities.^{1/}

This monograph presents some of the descriptive data collected by the project during the summer of 1977.

That data was supplied by the police departments in the participating cities in responses to a structured questionnaire distributed to each during the field work for the project. Although initially prepared for the participating cities, this monograph offers a profile of contemporary personnel practices in American urban policing. It is intended as a vehicle for comparison, as a general yardstick against which the police personnel practices and programs of a city can be contrasted. Through such contrasts, urban officials can derive a clearer understanding of where their local police departments stand in the contemporary mainstream of American policing, and of where they might go in the future.

^{1/} Appendix C lists the 42 cities participating in the study.

ORGANIZATION, STAFFING, AND COMPENSATION

Civil Service Coverage

One aim of the research project, as implied in its formal title, was to determine the extent to which local police personnel are covered by civil service systems. Table 1, presented below, depicts the extent of civil service coverage in urban police agencies for both sworn and civilian personnel.

Table 1
COVERAGE OF CIVIL SERVICE SYSTEMS
1977

<u>Coverage</u> ^{a/}	<u>Sworn Officers</u>		<u>Civilian Personnel</u>	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
All Ranks/Positions	18	43.9	22	53.7
Some Ranks/Positions	17	41.5	12	29.3
None	6	14.6	7	17.0
Is the system the same one covering all local employees? ^{b/}				
Yes	26	76.5	30	90.9
No	8	23.5	3	9.1

^{a/} One of the jurisdictions did not report its coverage.

^{b/} One reporting jurisdiction did not specify its type of system.

In general, civil service coverage of municipal law enforcement employees is the rule rather than the exception. It is clear that a majority of both sworn and civilian personnel are covered by civil service systems. Usually that system is the same one which covers other municipal personnel, rather than being a separate and distinct merit system for the local law enforcement agency.

The Roles of Civil Service Commissions

In each of the cities which participated in the PAS survey, every official who was interviewed was asked to indicate whether the local civil service commission or personnel board played any, all, or none of the following roles:

- Acts as an advisor to the city administration on personnel matters.
- Administers routine personnel functions.
- Acts as a regulatory body over local personnel officials.
- Adjudicates employees' appeals to personnel decisions.
- Formulates personnel policies.

Based on the interview responses, scores were constructed for each role. Role scores were computed as the ratio of the number of officials who chose a given role to the number of officials interviewed in each city. Analysis of those scores brought clearly into focus the relative importance of the adjudicative role over the others.

Across all of the cities studied, better than one-half of the respondents mentioned the adjudicative role; one-third the regulatory role; and one-quarter or less the other three roles.

Of course, the role-scores varied widely across the cities. In order to improve our understanding of these variations, the role responses were subjected to the analytic procedure of factor analysis.^{2/} Two more general statistically significant dimensions of civil service commission activities were yielded by that analysis.

Administrative Dimension. The administrative, regulatory, and policy-making roles loaded most heavily onto the first statistical factor, labelled the "Administrative" dimension of civil service commission activity.

^{2/} In technical terms, the procedure was a principal components factor analysis with orthogonal factor rotation.

Associated with this factor are those roles generally characteristic of administrators--policy planning, execution, and evaluation and enforcement.

Adjudicative Dimension. The roles that loaded on the second factor were the advisory and adjudicative roles. The second factor was thus labelled the "Adjudicative" dimension. Associated with it are the roles of an outsider, to the established system, in the milder form as an advisor (whose ideas may or may not be heeded), and in a more severe sense as a judge. The factor analytic procedure also calculated factor scores on each of the factors for each city studied. Those scores are plotted in Figure 1.

Visual inspection of the graph demonstrates that there is relatively weak tendency for the study sites to line up along the diagonal from lower-left to upper-right. In substantive terms, this tendency can be interpreted as an activity continuum, the polar positions of which are no activity on either role (e.g., St. Louis or South Bend, in the lower-left corner) ranging up to high levels of activity on both (e.g., Minneapolis or Akron in the upper-right corner). However, it should be noted that this tendency is not perfect; cases such as Bloomington or Albany stand as exceptions to the general rule, of which there are a significant number.

Staffing

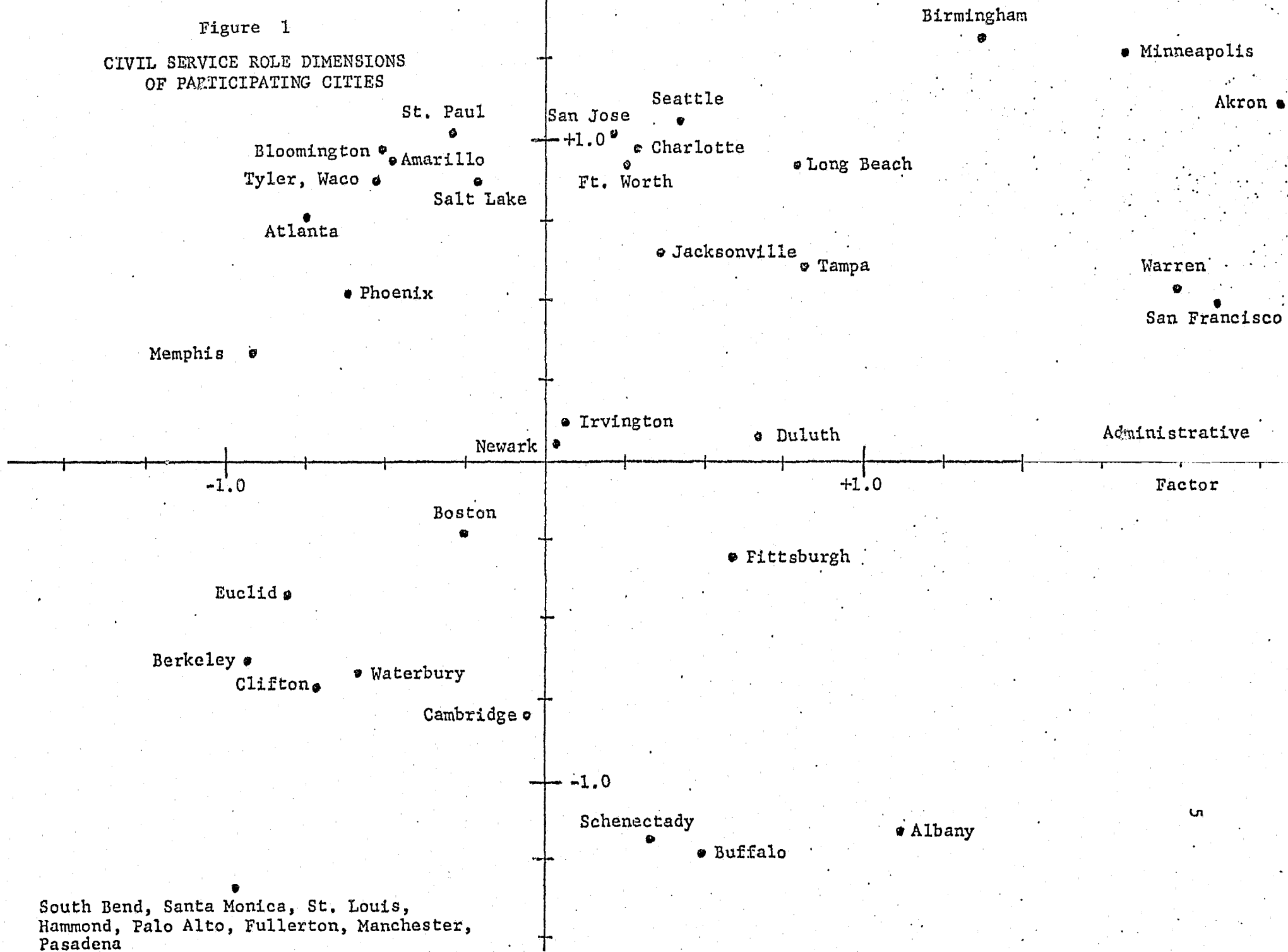
The average number of working employees by sex and employment status (sworn versus nonsworn) is shown in Table 2, aggregated across all of the police agencies studied.

Table 2
AVERAGE NUMBER OF FULL-TIME POLICE EMPLOYEES
PER DEPARTMENT

	<u>Sworn</u>	<u>Nonsworn</u>
Male	596.9	64.5
Female	14.9	79.4

Figure 1

CIVIL SERVICE ROLE DIMENSIONS
OF PARTICIPATING CITIES



Forty of the cities that participated in the survey reported on the number of sworn women and minority personnel that they employed, by police rank. The figures depicted below are the average proportions of females and minorities holding positions as police officers and sergeants in 1977. The percentages of female and minority employment for the higher ranks were so variable across agencies and so small in overall terms that they are not reported.

	<u>Minority</u>	<u>Female</u>
Sergeants	4.8%	0.4%
Police Officers	9.0%	3.0%

Table 3 depicts the average relative distribution of sworn personnel by police department function, as reported by each responding city.

Table 3
DISTRIBUTION OF SWORN PERSONNEL
BY POLICE DEPARTMENT FUNCTIONS

	<u>Average All Agencies* (Percent)</u>
Administration (staff and general management)	05.9
Traffic	06.0
Juvenile	03.9
Street Patrol	66.0
Other Patrol	02.4
Criminal Investigation	14.8
Community Relations	01.1

* 38 responding agencies.

A tabulation of each participating city's distribution of sworn personnel among each of the foregoing police department functions is presented in Appendix A.

Table 4 depicts the average number of male and female civilian paraprofessionals employed in 39 of the police departments responding to the survey.

Table 4
AVERAGE NUMBER OF CIVILIAN MALE AND FEMALE
PARAPROFESSIONALS EMPLOYED IN THIRTY-NINE OF THE POLICE DEPARTMENTS

	<u>Male</u>	<u>Female</u>
Police Cadets	2.95	.69
Community Service Aides	3.51	1.00
Traffic Enforcement Officers	5.49	1.80
Crime Scene Analysts/Evidence Technicians	.85	.15
Criminalistics/Lab Technicians	.97	.33
Crime Analysts	.39	.21
Other	9.05	9.82

A tabulation of the distribution of paraprofessionals by sex is shown for each responding department in Appendix B.

Table 5 lists various law enforcement support functions and depicts the number and percentage of times those functions are performed within the responding police departments. The table also shows whether the function is directed by a civilian or a sworn personnel police administrator.

Turnover

For the year 1976, the responding agencies indicated an average turnover rate of 6.15 percent for sworn personnel and a turnover rate of 4.41 percent for civilian personnel.

Position Classification Plans

The vast majority of responding police departments indicated they maintain formal position classification plans for both sworn (80.5 percent) and civilian (90 percent) personnel. However, only 33.3 percent of the departments with sworn officer classification plans have plans that include generic job titles other than those of military rank.

Table 5
PERFORMANCE AND DIRECTION OF
LAW ENFORCEMENT SUPPORT FUNCTIONS

	<u>Personnel</u>		<u>Purchasing</u>		<u>Records</u>		<u>Dispatch</u>		<u>Budget</u>		<u>Training</u>		<u>Planning</u>		<u>Maintenance</u>		<u>EDP</u>		<u>Legal</u>		<u>Public Relations</u>		<u>Community Relations</u>	
	<u>No.</u>	<u>%</u>	<u>No.</u>	<u>%</u>	<u>No.</u>	<u>%</u>	<u>No.</u>	<u>%</u>	<u>No.</u>	<u>%</u>	<u>No.</u>	<u>%</u>	<u>No.</u>	<u>%</u>	<u>No.</u>	<u>%</u>	<u>No.</u>	<u>%</u>	<u>No.</u>	<u>%</u>	<u>No.</u>	<u>%</u>	<u>No.</u>	<u>%</u>
Performed																								
Yes	34	82.9	27	67.5	41	100.0	38	92.7	36	92.3	41	100.0	37	92.5	20	50.0	17	41.5	14	35.0	25	62.5	37	90.2
No	7	17.1	13	32.5	0	0.0	3	7.3	3	7.7	0	0.0	3	7.5	20	50.0	24	58.5	26	65.0	15	37.5	4	9.8
Director																								
Sworn	26	83.9	19	76.0	34	89.5	33	94.3	23	71.9	34	94.4	28	84.8	15	78.9	9	60.0	5	45.5	18	81.7	31	91.2
Civilian	5	16.1	6	24.0	4	10.5	2	5.7	9	28.1	2	5.6	5	15.2	4	21.1	6	40.0	6	54.5	4	18.2	3	8.8

Compensation Practices

The series of graphs which follow depict the distribution of the average salary ranges for police officers and police chiefs as reported by the cities during the summer of 1977. The line under the highest point on the curve is the average salary across all the cities studied. The other lines are drawn at one and two standard deviations from the mean.

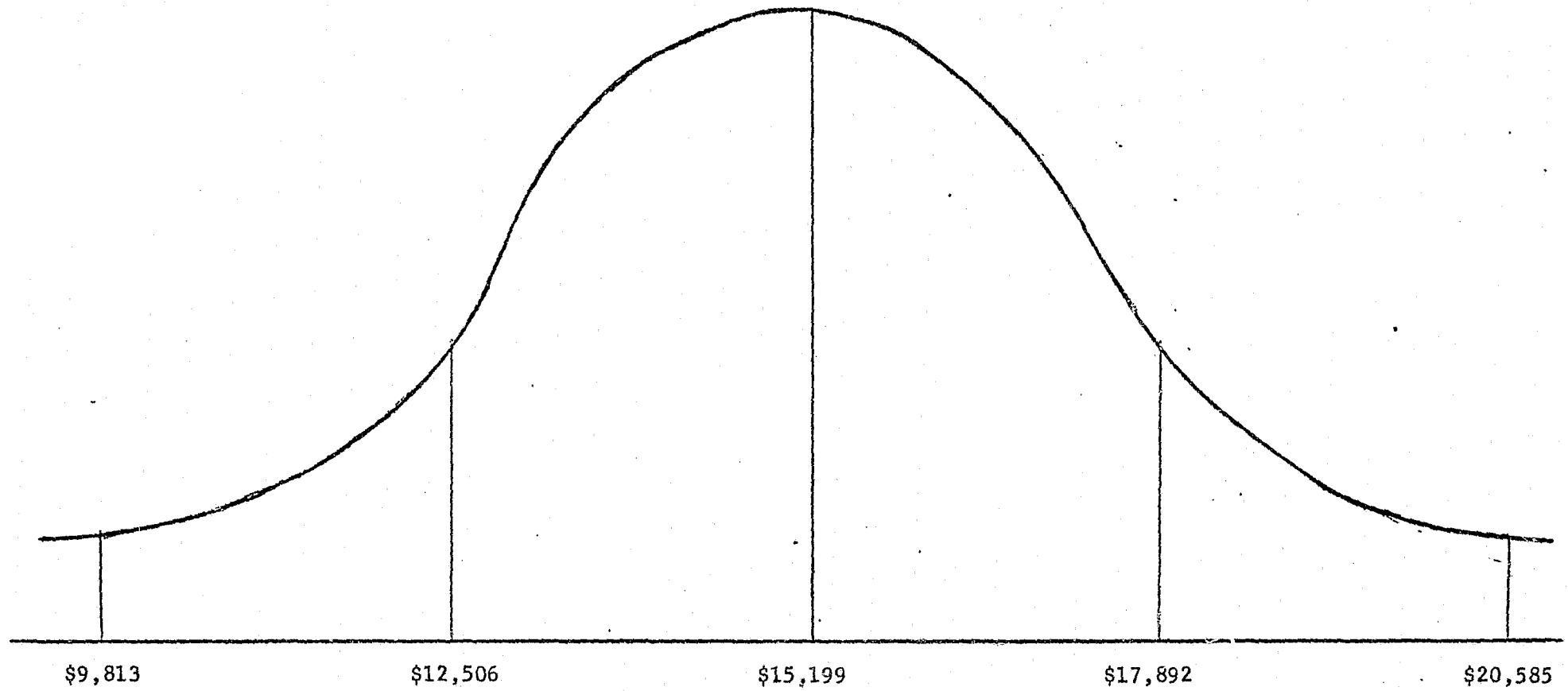
Table 6, presented below, depicts the number of police departments which maintain selected special pay provisions for sworn and civilian personnel.

Table 6
NUMBER AND PERCENT OF AGENCIES WITH
SPECIAL PAY PROVISIONS FOR SWORN
AND CIVILIAN PERSONNEL

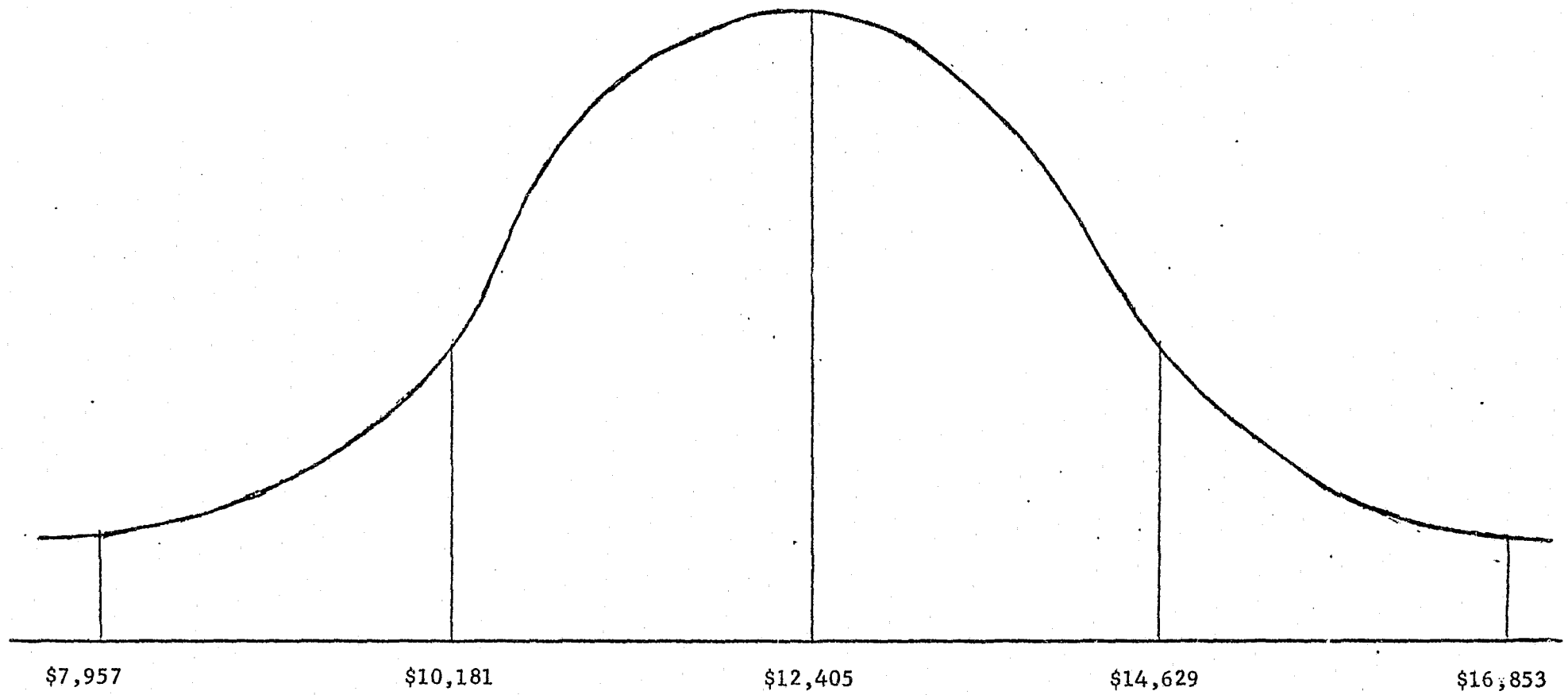
		<u>Education Incentive Pay</u>		<u>Special Assignment Pay</u>		<u>Special Performance Pay</u>	
		<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
For Sworn Officers							
	Yes	26	63.4	24	58.5	7	17.1
	No	15	36.6	17	41.5	34	82.9
For Civilian Personnel							
	Yes	3	7.3	5	12.2	1	2.4
	No	38	92.7	36	87.8	40	97.6

Although the majority of police departments provide pay incentives for educational attainment and special assignments for sworn personnel, only a small number reward their employees for exceptional performance.

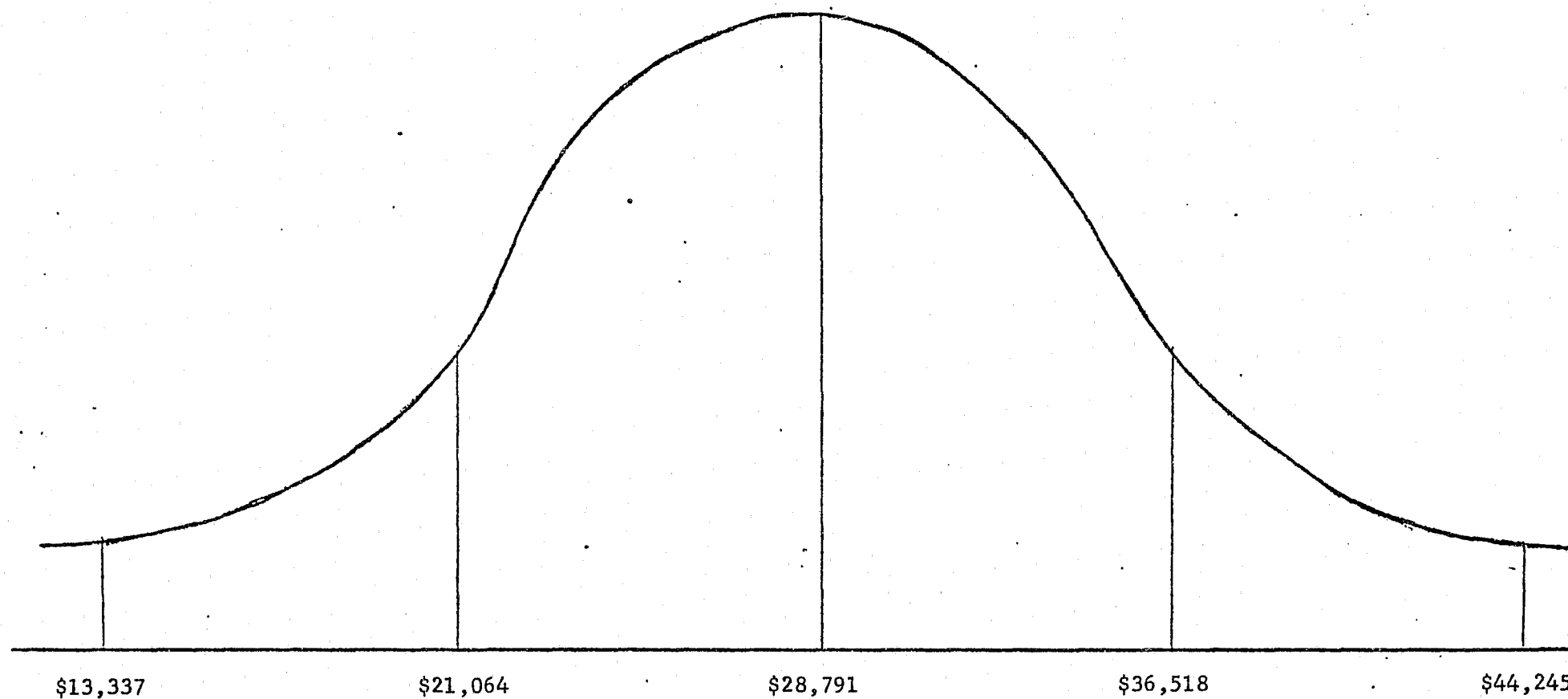
Graph 1
POLICE OFFICER ANNUAL SALARY MAXIMUM



Graph 2
POLICE OFFICER ANNUAL SALARY MINIMUM



Graph 3
POLICE CHIEF ANNUAL SALARY MINIMUM



Graph 4
POLICE CHIEF ANNUAL SALARY MAXIMUM

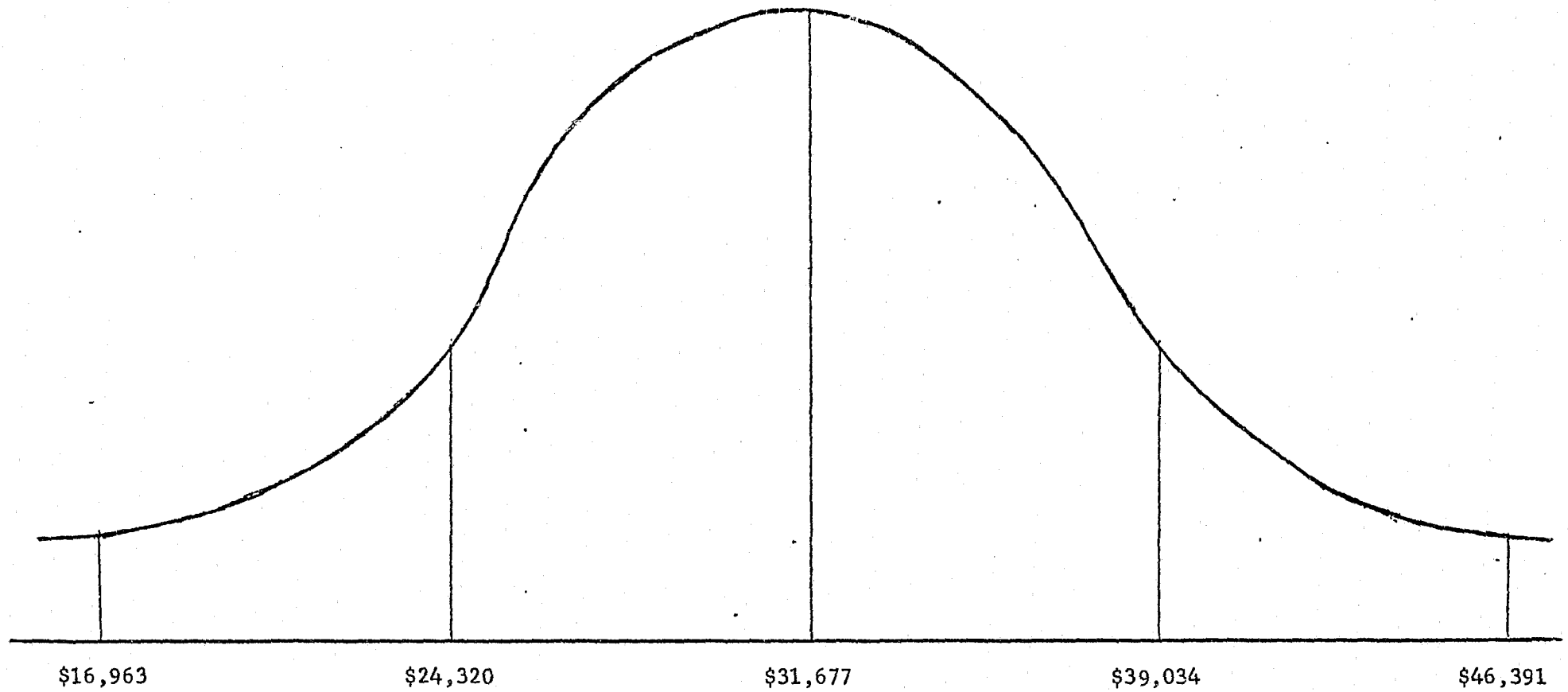


Table 7 depicts the frequency and type of disability procedures employed in the police departments surveyed.

Table 7
DISABILITY BENEFIT PROCEDURES

Type of Procedure	Yes		No	
	Number of Depart- ments	Percent	Number of Depart- ments	Percent
<u>Sworn</u>				
Pays a disability premium	20	50.0	20	50.0
Pays salary for a period of time	34	85.0	6	15.0
Pays for physical rehabilitation	25	62.5	15	37.5
Provides occupational counseling	14	35.0	26	65.0
Provides psychological counseling	18	45.0	22	55.0
Helps find new job in department	14	35.0	26	65.0
Helps find new job outside of department	5	12.5	35	87.5
<u>Civilian</u>				
Pays a disability premium	19	47.5	21	52.5
Pays salary for a period of time	26	65.0	14	35.0
Pays for physical rehabilitation	18	45.0	22	55.0
Provides occupational counseling	11	27.5	29	72.5
Provides psychological counseling	12	30.0	28	70.0
Assistance in finding a new job in department	10	25.0	30	75.0
Assistance in finding a new job outside of department	4	10.0	36	90.0

RECRUITMENT AND SELECTION

Recruitment Practices

Nearly 66 percent of the responding police departments indicated that they designate a particular individual to direct their recruitment efforts. The majority of departments designate a sworn officer for this position. It is unusual for a department to require special qualifications for police recruitment duty beyond basic skills, such as "ability to communicate effectively."

Each of the police departments surveyed was provided with a list of recruitment practices and asked to indicate which practices they used and to rank the effectiveness of each on a five-point scale: very (5), somewhat (4), don't know (3), not very (2), not at all (1). Table 8 presents the results yielded by those questions.

Affirmative Action

Nearly 83 percent of the responding agencies indicated that they have an affirmative action plan for recruitment and hiring of minority personnel. The various plans can be grouped into four general categories: (a) to "recruit qualified minorities/equal opportunity" (14 department); (b) to mirror the ethnic or target group distribution in the jurisdiction serviced (7 departments); (c) to meet externally prescribed standards or a strict formula other than the ethnic composition of the jurisdiction served (8 departments); and (d) to "piggyback" on the city plan (5 departments).

The most common problem cited by the respondents in trying to meet affirmative action goals was "Identifying willing and able members of target groups." Other administrative problems noted include: slow turnover/no vacancies, cumbersome civil service or other regulations, and delays caused by litigation.

Eight of the cities surveyed must comply with formal court orders specifying means or goals in the affirmative action hiring process. One additional city has signed a voluntary compliance agreement. Three more

Table 8
NUMBER AND PERCENT OF DEPARTMENTS
USING VARIOUS RECRUITMENT PRACTICES
AND EFFECTIVENESS RATINGS

Practices	Number	Users		Mean Effectiveness Rating	
		Percent	(N)	X	N
Want ads in local newspapers	27	69.2	39	4.107	28
Radio, T.V. spot announcements	25	64.1	39	3.846	26
Special posters in public places (e.g., city hall, buses, etc.)	28	71.8	39	3.966	29
Requesting referrals from schools and other educational organizations	28	71.8	39	3.517	29
Requesting referrals from community organizations	23	59.0	39	3.667	24
Requesting referrals from police employees	21	53.8	39	3.667	24
Visiting college campuses	22	56.4	39	3.375	24
Using continuous examination announcements	15	38.5	39	3.467	15
Special outreach programs for minorities	28	71.8	39	3.828	29

are currently involved in litigation. The 27 remaining cities that chose to respond to the question (one did not answer) indicated that their affirmative action programs are not currently governed by a court order.

Selection Requirements and Methods

Table 9 depicts the number and percentage of police departments with the various selection requirements listed. The majority of agencies have proportioned height and weight standards. In almost all cases, the height, weight, and age requirements were identical for both male and female applicants. The average minimum education requirements across the 38 responding jurisdictions was 12.29 years.

Table 10 depicts the percentage of police departments which rejects applicants for various arrest and conviction records.

Table 11 depicts the number and percent of agencies using the specified selection devices.

Sixty-five percent of the responding agencies indicated they provide some type of selection preference for applicants with military experience. Only 19.5 percent of the agencies provide selection preference to applicants with special skills.

The "rule of three" is the most frequently used procedure for selecting from eligible candidates. Some 40 percent of the jurisdictions reported using this procedure. Twenty percent of the responding jurisdictions reported using the "rule of one" and 15 employed a category rating system. The remaining jurisdictions used a variety of other methods. All of the participating departments require new police officers to successfully complete a probationary period, more often than not lasting for a period of one year.

Table 9
 NUMBER AND PERCENT OF POLICE AGENCIES
 WITH VARIOUS SELECTION REQUIREMENTS

<u>Selection Requirements</u>	<u>Number of Cities</u>	<u>Percent of Study Sites</u>
Age - Minimum	40	97.6
Maximum	32	78
Height - Minimum	7	17.1
Maximum	6	14.6
Weight - Minimum	2	4.9
Maximum	1	2.4
Education	38	92.7
Vision - Color	32	78
Acuity	38	92.7
Voter Registration	1	2.4
U.S. Citizenship	33	80.5
Local Residency	9	22.5
State Residency	4	10
Driver's License	38	92.7

Table 10
 PERCENT OF AGENCIES WHICH REJECT APPLICANTS
 FOR SELECTED ARREST AND CONVICTION RECORDS

<u>Type of Offense</u>	<u>Prior Arrest</u>		<u>Prior Convictions</u>	
	<u>Adult</u>	<u>Juvenile</u>	<u>Adult</u>	<u>Juvenile</u>
Moving Traffic Violations	--	--	0	0
Misdemeanor	4.9	2.5	29.3	30
Felony	19.5	25	95.1	75

Table 11
 NUMBER AND PERCENT OF AGENCIES WITH
 VARIOUS SELECTION DEVICES

<u>Selection Device</u>	<u>Number</u>	<u>Percent of Study Sites</u>
Physical Agility Test	31	75.6
Written Examination	37	90.2
Polygraph	19	46.3
Psychiatric/Psychological Examination	30	73.2
Oral Interview	38	92.7
Medical Examination	40	97.6
Background Investigation	41	100

TRAINING, EDUCATION, AND CAREER DEVELOPMENT

In-Service Training

Table 12 depicts the percentage of police departments which provide in-service training for their police personnel and the average amount of training provided per year.

In-service training of sworn personnel is a widespread practice among urban police departments. As seen in Table 12, there is some disparity in the amount of training provided to police officers, supervisors, and managers. An even greater disparity exists between the amount of in-service training provided for sworn personnel and that provided to civilian employees.

Educational Attainment Policies

Table 13 depicts the number and percent of police agencies using various policies to encourage educational attainment.

Career Development Policies

Table 14 depicts the number and percent of police agencies that have adopted various career development policies.

Table 12
PERCENT AND AMOUNT OF IN-SERVICE TRAINING
FOR CIVILIAN AND SWORN PERSONNEL

<u>Type of Training</u>	<u>Percent of Agencies With In-Service Training</u>	<u>Average Hours</u>
<u>Police Officer</u>	97.5	55.83
<u>Supervisory</u>		
Sworn	90	33.53
Civilian	27.5	7.05
<u>Management</u>		
Sworn	72.5	26.20
Civilian	25	5.88

Table 13
NUMBER AND PERCENT OF POLICE AGENCIES WITH
VARIOUS EDUCATIONAL ATTAINMENT POLICIES
FOR SWORN PERSONNEL

<u>Type of Policy</u>	<u>Number</u>	<u>Percent of Study Sites</u>
Adjusting schedules to facilitate class attendance	26	63.4
Allowing time off to attend class	9	22.5
Departmental subsidies for books and tuition	17	42.5
Increased pay based upon accumulated college credits or academic degree(s)	24	60.0
Using academic education as part of the basis for promotions	11	28.2

Table 14
NUMBER AND PERCENT OF POLICE AGENCIES WITH
VARIOUS CAREER DEVELOPMENT POLICIES

<u>Type of Policy</u>	<u>Number</u>	<u>Percent of Study Sites</u>
Formalized job rotation designed to broaden a an employee's experience	15	37.5
Personnel exchange programs with other police departments or agencies	6	15.0
Special assignments into jobs or positions that have career value	20	50.0
Provisions for leaves of absence that allow employees to pursue education or temporary employment experience in other agencies	21	52.5

OTHER PERSONNEL PRACTICES

Performance Appraisals

Nearly 78 percent of the responding police departments indicated they maintained performance appraisal programs for police officer personnel. Seventy percent of the responding agencies reported they conduct performance appraisals for civilian personnel. Table 15 indicates various purposes for which these appraisals might be used and the actual importance of their use for each of those purposes.

Promotional Practices

About 73 percent of the responding police departments reported that they have a standard promotion program that is applied uniformly throughout the department. Only 14.6 percent of the departments indicated that their promotional process varies in accordance with rank. Nearly 5 percent of the departments reported using mixed practices and about 7 percent reported they did not have established promotion programs.

Table 16 lists various qualification and fitness standards used for the promotion of sworn personnel and the percentage of departments actually using each of those standards.

Most police departments (46.3 percent) use the "rule of three" for selecting eligible candidates for promotion; about 24 percent of the departments use a "rule of one"; 14.6 percent use a category or bloc system; and 14.6 use a variety of other methods.

Discipline and Appeals

Nearly 83 percent of the responding police departments indicate they have formal appeals procedures. Ninety-five percent of the departments indicate their employees have the right to appeal and hearing, and in 97.6 percent of the cases the employee has the right to have a representative at the hearing.

Table 15

PURPOSE OF PERFORMANCE APPRAISALS
AND A RANKING OF THEIR IMPORTANCE

<u>Purpose of Appraisals</u>	<u>Percent Indicating Very Important</u>	<u>Percent Indicating Some Important</u>	<u>Percent Indicating Little Importance</u>	<u>Percent Indicating No Importance</u>
<u>Sworn</u>				
Salary Increase	21.2	9.1	15.2	54.5
Promotion	55.9	17.6	8.8	17.6
Discipline	18.8	65.6	6.3	9.4
Assignment/Transfer	21.2	60.6	9.1	9.1
Dismissal	56.3	34.4	3.1	6.3
Counseling	33.3	48.5	6.1	12.1
Training	31.3	43.8	18.8	6.3
<u>Civilian</u>				
Salary Increase	28.1	15.6	12.5	43.8
Promotion	40.6	21.9	9.4	28.1
Assignment/Transfer	27.6	48.3	13.8	10.3
Dismissal	50.0	36.7	6.7	6.7
Counseling	40.6	37.5	12.5	9.4
Training	31.0	37.9	13.8	17.2

Table 16
QUALIFICATION AND FITNESS STANDARDS
AND THE FREQUENCY OF THEIR USE
IN THE PROMOTIONAL PROCESS FOR
SWORN PERSONNEL

<u>Type of Standard</u>	<u>Percent of Departments Using Standard</u>
Written examination	89.7
Seniority within a given rank	76.9
Service requirements (experience) in your department	66.7
Supervisory evaluation of performance in present position	64.1
Oral examination	59.0
Education (college credits, associate degree, or higher)	41.0
Supervisory evaluation of promotion potential	38.5
Veteran's preference	28.2
Assessment center evaluation	23.1
Awards or commendations	17.9
In-service training	10.3
Evaluation by fellow employees	5.1

A P P E N D I X A

PERCENTAGE DISTRIBUTION OF SWORN PERSONNEL
BY POLICE DEPARTMENT FUNCTIONS, AS REPORTED BY AGENCIES DURING 1977

	<u>City</u>	<u>Administrative</u>	<u>Traffic</u>	<u>Juvenile</u>	<u>Street Patrol</u>	<u>Other Patrol</u>	<u>Investi- gation</u>	<u>Community Relations</u>
1-A	Duluth	5.8	8.3	8.3	60.0	1.7	15.0	0.9
	Pasadena	4.4	2.8	2.2	63.3	4.4	20.0	2.8
	Euclid	19.6	8.7	0.0	56.9	0.0	11.6	2.9
	Pittsburgh	2.9	6.8	1.6	73.4	4.0	10.6	0.7
	Charlotte	5.4	0.0	0.0	94.6	0.0	0.8	0.0
	Manchester	1.3	4.0	6.7	79.3	0.0	8.0	0.8
	Schenectady	2.2	6.7	4.5	71.1	0.0	14.8	0.7
	Clifton	1.6	9.8	4.4	63.1	6.6	11.5	0.0
	Long Beach	3.3	5.7	8.6	67.1	0.0	13.7	1.6
	Newark	8.4	6.9	2.6	59.4	6.9	14.5	1.5
	Waterbury	8.2	3.4	3.4	69.4	0.0	14.7	0.9
	Fullerton	3.2	9.7	6.5	46.8	14.5	18.5	0.8
	Bloomington	9.9	0.0	14.8	54.3	3.7	17.3	0.0
	Amarillo	2.2	6.6	3.9	65.2	4.4	16.0	1.7
	Cambridge	0.8	6.4	4.5	77.3	0.0	9.8	1.1
	Jacksonville	4.1	1.5	0.0	72.4	3.6	18.6	0.0
	Buffalo	12.0	5.4	5.8	55.0	7.6	12.9	1.3
	San Jose	1.1	9.2	5.6	57.2	9.1	16.0	1.9
	Minneapolis	1.2	4.2	5.0	67.3	0.0	20.6	1.7
	Atlanta	17.1	0.0	0.0	65.5	0.0	17.4	0.0
	Palo Alto	13.6	0.0	2.3	68.2	0.0	11.4	4.5
	Akron	4.9	13.1	4.9	58.1	0.0	18.5	0.5

<u>City</u>	<u>Administrative</u>	<u>Traffic</u>	<u>Juvenile</u>	<u>Street Patrol</u>	<u>Other Patrol</u>	<u>Investi- gation</u>	<u>Community Relations</u>
Tyler	5.3	0.0	1.3	77.6	0.0	14.5	1.3
St. Paul	23.4	6.3	4.6	42.7	0.0	20.9	0.7
Albany	9.8	9.2	2.2	60.7	0.0	17.6	0.5
Seattle	0.4	9.1	2.9	58.7	10.2	18.3	0.4
San Francisco	12.3	8.6	1.9	67.0	0.0	9.5	0.7
Santa Monica	3.3	0.0	0.0	68.0	0.0	27.0	1.6
Berkeley	4.3	3.7	5.0	68.3	5.0	13.7	0.0
Salt Lake City	4.3	5.4	2.5	71.3	0.0	16.1	0.4
Warren	2.9	18.7	5.3	71.9	0.0	1.2	0.0
Hammond	3.8	13.5	5.4	65.4	0.0	11.9	0.0
Birmingham	3.4	5.6	2.3	69.2	0.0	16.6	1.9
St. Louis	9.2	3.6	3.8	77.1	3.7	1.7	0.8
Waco	1.9	5.8	3.2	64.9	0.0	18.8	5.2
Boston	5.7	0.0	0.4	80.0	0.0	13.2	0.7
Irvington	1.4	5.7	6.4	72.3	5.7	8.5	0.0
Fort Worth	3.1	10.0	2.0	60.2	0.0	24.4	0.4
South Bend	8.9	8.1	5.7	55.7	0.0	21.5	0.0
Phoenix	0.6	7.0	0.0	75.1	1.2	13.2	2.9

No responses from Memphis or Tampa.

A P P E N D I X B

DEPARTMENTAL DISTRIBUTIONS OF CIVILIAN PARAPROFESSIONALS BY SEX
AS REPORTED BY AGENCIES DURING 1977

	Cadets		Community Service Aids		Traffic Enforcement Officers		Crime Scene Analyst/ Evidence Technician		Criminalistics/ Laboratory Technician		Crime Analysts		Other	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Birmingham	0	0	2	2	0	0	0	0	1	0	0	0	0	0
Boston	0	0	0	0	0	0	4	0	0	1	1	0	35	27
Fort Worth	0	0	1	3	10	2	0	0	7	2	0	2	0	0
Waco	10	0	2	1	106	2	15	0	0	0	1	0	2	0
St. Paul	0	0	7	0	0	0	0	0	3	0	1	2	1	14
Salt Lake City	0	0	0	0	0	0	0	0	0	0	0	0	0	0
San Francisco	30	2	87	19	61	58	0	0	6	2	0	0	170	61
Albany	0	0	0	0	0	0	0	0	0	0	1	0	2	1
San Jose	0	0	0	0	0	0	0	0	0	0	0	2	0	0
Berkeley	8	3	0	4	0	0	6	3	0	0	0	0	6	9
St. Louis	0	0	0	0	0	0	0	0	3	3	0	0	16	20
Tyler	1	2	0	0	0	0	0	0	0	0	0	0	0	0
Charlotte	0	0	0	0	0	0	0	0	7	3	0	0	0	0
South Bend	11	0	0	0	25	1	0	0	0	0	1	0	0	0
Tampa	0	0	0	0	0	0	0	0	0	0	0	0	2	0
Atlanta	9	6	6	1	0	0	0	0	0	0	1	1	44	134
Buffalo	0	0	25	7	0	0	0	0	0	0	0	0	0	0
Manchester	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Santa Monica	15	3	0	0	0	0	6	0	0	1	1	0	0	0
Amarillo	0	0	0	0	0	0	0	0	0	0	1	0	0	0
Palo Alto	1	4	0	0	0	0	0	0	0	0	0	0	0	0
Clifton	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Irvington	0	0	0	0	0	0	0	0	0	0	0	0	0	0

	<u>Cadets</u>		<u>Community Service Aids</u>		<u>Traffic Enforcement Officers</u>		<u>Crime Scene Analyst/ Evidence Technician</u>		<u>Criminalistics/ Laboratory Technician</u>		<u>Crime Analysts</u>		<u>Other</u>	
	<u>M</u>	<u>F</u>	<u>M</u>	<u>F</u>	<u>M</u>	<u>F</u>	<u>M</u>	<u>F</u>	<u>M</u>	<u>F</u>	<u>M</u>	<u>F</u>	<u>M</u>	<u>F</u>
Duluth	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Euclid	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Phoenix	0	0	0	0	12	2	0	0	7	1	2	0	2	0
Newark	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Waterbury	0	0	0	0	0	0	0	0	0	0	0	0	3	0
Akron	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Schenectady	0	0	5	1	0	0	0	0	0	0	0	0	0	0
Bloomington	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Fullerton	9	1	0	0	0	0	1	0	0	0	0	0	9	9
Jacksonville	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Long Beach	0	0	0	0	0	0	0	0	0	0	3	0	52	67
Cambridge	8	4	0	0	0	0	0	0	0	0	0	0	0	0
Warren	7	1	0	0	0	0	0	0	2	1	1	0	2	10
Minneapolis	0	0	2	2	0	0	0	3	0	0	1	1	0	0
Pittsburgh	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Pasadena	6	1	0	0	0	5	1	0	2	0	0	0	7	31

Note: No responses from Seattle, Memphis, or Hammond.

A P P E N D I X C

The Participating Cities

In the initial proposal and during the planning stages of the Civil Service Research Project, Public Administration Service targeted a random selection of 51 medium- and large-sized cities to serve as sample points for its data collection efforts. That collection of cities was chosen precisely because it constituted a random sample of the urban places (of population size equal to or greater than 50,000) in which Americans were most likely to reside. Those cities are the constituent members of the Permanent Community Sample of the National Opinion Research Center of Chicago, Illinois. For more details on them and how they were selected, see Rossi, Peter H. and Craine, Robert L., "The NORC Permanent Community Sample," in Public Opinion Quarterly, 32, Summer, 1968.

Of the 51 cities initially selected as study sites, the following 42 agreed to participate in the actual research efforts.

Akron, Ohio	Fort Worth, Texas	St. Louis, Missouri
Albany, New York	Fullerton, California	St. Paul, Minnesota
Amarillo, Texas	Hammond, Indiana	Salt Lake City, Utah
Atlanta, Georgia	Irvington, New Jersey	San Francisco, California
Berkeley, California	Jacksonville, Florida	San Jose, California
Birmingham, Alabama	Long Beach, California	Santa Monica, California
Bloomington, Minnesota	Manchester, New Hampshire	Schenectady, New York
Boston, Massachusetts	Memphis, Tennessee	Seattle, Washington
Buffalo, New York	Minneapolis, Minnesota	South Bend, Indiana
Cambridge, Massachusetts	Newark, New Jersey	Tampa, Florida
Charlotte, North Carolina	Palo Alto, California	Tyler, Texas
Clifton, New Jersey	Pasadena, California	Waco, Texas
Duluth, Minnesota	Phoenix, Arizona	Warren, Michigan
Euclid, Ohio	Pittsburgh, Pennsylvania	Waterbury, Connecticut

Statistical tests were conducted to determine if the nonparticipants were sufficiently distinct from the participants to seriously bias the collection of actual study sites. The results of those tests demonstrated that the participants were not a biased collection of study sites.

END