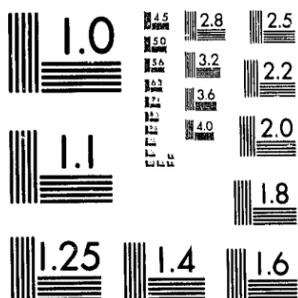


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National Institute of Law Enforcement and Criminal Justice
Law Enforcement Assistance Administration
United States Department of Justice
Washington, D. C. 20531

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3-27-80



STAFF INSPECTIONS NO. 4-22

Standard Operating Procedures
Published: August, 1978

60455

DADE COUNTY PUBLIC SAFETY DEPARTMENT

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PUBLIC SAFETY DEPARTMENT
DADE COUNTY, FLORIDA

NCJRS

JUL 23 1979

ACQUISITIONS

STANDARD OPERATING PROCEDURE NO. 4-22

SUBJECT: Staff Inspections

- I. BACKGROUND: Staff inspection is a viable management tool designed to improve the efficiency and effectiveness of the Department's numerous operations. A staff inspection is an inquiry into and report on matters pertaining to performance of the mission, discipline, efficiency, and economy of departmental operations. Comprehensive review and appraisal of the numerous departmental operations will assist management personnel in accomplishing departmental objectives and goals.
- II. ACTION: A standard operating procedure (SOP) entitled Staff Inspections has been prepared for distribution to all supervisory personnel.

The SOP addresses the functions, procedures, and authority of the Staff Inspections Section and details preinspection requirements; inspection activity; post inspection activity; and follow-up procedures.
- III. CROSS REFERENCE: None.
- IV. REVOCATION: Staff Inspections Procedural Manual 1970-71; Memorandum, Director's Office, Inspection Procedures, dated August 17, 1977; Police Division Standard Operating Procedures, Inspections, dated January, 1976.
- V. EFFECTIVE DATE: Upon publication.

E. Wilson Purdy
E. WILSON PURDY
Director

Attachment:

Staff Inspections; Standard Operating Procedure

Distribution "B"

INTRODUCTION

All organizations need a system of quality control. In the police organization this may be accomplished by line supervisors through direct observation and evaluation. However, when the organization is large and complex there is a need for additional examination of personnel and procedures to ensure compliance with departmental rules and procedures. Staff inspection is a process outside the normal lines of authority and responsibility. It is a detailed observation and analysis of departmental entities, their practices, procedures, and effectiveness. This process of independent inspection is the key to control, thus staff inspection becomes an essential component of modern police organization and management.

Staff inspection personnel will be guided by the principle that this process is a service to the inspected entities and will be accomplished using a constructive, positive approach and conducted in a fair, impartial, and objective manner.

STAFF INSPECTIONS
STANDARD OPERATING PROCEDURE
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- A - Personnel Profile
- B - Staff Inspection Check List
- C - Narrative Format Sheet
- D - Inspector's Contact Report

SECTION I - GUIDELINES

- I. **GENERAL:** The staff inspection process is one means the chief administrator has to ensure that responsibilities at each level are properly performed and the end results are consistent with the Department's goals and objectives. Staff inspection is an ongoing process designed to provide a comprehensive review and appraisal of diverse departmental operations by persons outside the inspected entities' chain of command.
 - A. **Purpose:** The purpose of staff inspections is to examine and evaluate the functions of departmental entities and their ability to accomplish departmental objectives in accordance with existing policies, rules, and procedures. When adherence to rules and procedures do not result in the best possible use of manpower and equipment, alternatives which will facilitate accomplishment of assigned responsibilities must be identified to ensure that the highest level of service is performed at the lowest cost.
 - B. **Evaluation:** The staff inspections process will ascertain and evaluate the efficiency of management at each level of supervision and appraise employee efforts in terms of their effect on departmental operations.

- II. **AUTHORITY:** The Staff Inspections Section is a staff function of the Office of the Director. No direct command authority over departmental employees is vested in staff members.
 - A. **Scope:** Inspectors will not issue orders or directives, except under circumstances where failure to do so may jeopardize the departmental reputation or accomplishment of its mission. In such instances, the order will carry the authority of the Director. Immediate written notification to the Director will be prepared by the inspector and will contain a complete explanation of existing conditions and describing the action taken or initiated.
 - B. **Access:** During the course of any inspection activity, complete access to the Department's numerous physical facilities and their contents shall be granted the inspection staff. Questions concerning the propriety of inspecting a particular record or file will be referred to the Inspection Services Bureau Supervisor for resolution.
 - C. **Inquiries:** Questions by the inspection staff, written or oral, may be directed to any member of the Department and warrant response as if such was posed by the Director.

- III. **MISSION:** The overall mission of staff inspections is to increase departmental effectiveness by means of a cooperative effort with personnel of the affected units. Staff inspectors will conduct a thorough review and analysis of each departmental entity to assist in correcting organizational weaknesses, eliminating duplication of effort, reporting new and innovative systems and procedures, and providing alternate methods for change and growth.

SECTION 2 - PREINSPECTION

- I. **ASSIGNMENTS:** Assignments to inspectors will be in the form of written directives from the Inspection Services Bureau Supervisor. Specific areas of interest will be identified when applicable.
- II. **BRIEFING:** An oral briefing may be conducted by the Bureau Supervisor with other employees in attendance when so designated.
- III. **CONFERENCES:** Staff Inspections Section Supervisor will conduct additional conferences with his staff when considered necessary to develop a complete understanding of the assigned task, and to formulate a planned, systematic approach to same.
- IV. **NOTIFICATION:** The Staff Inspections Section Supervisor will prepare a memorandum, addressed to the commander/supervisor of the entity to be inspected, advising of the inspection. Notification will be made at least one week prior to inception of actual inspection activities.
 - A. **Requests:** Included in the memorandum will be any specific requests for action desired, including questions, answers to which are deemed necessary by the Inspector.
 - B. **Personnel Profile Questionnaires:** For initial inspections, sufficient quantities of the Personnel Profile Questionnaire (Annex A) will be distributed to ensure a representative sample of the entire entity complement. A form will be completed by each supervisor and by other selected personnel. In the event of subsequent inspections of the same entity, questionnaires will be distributed to selected supplemental or replacement personnel.
- V. **STAFFING:** When the nature or complexity of an assigned inspection necessitates additional staffing or specialized or technical assistance, it is the responsibility of the Staff Inspections Section Supervisor to prepare the memorandum or letter necessary for acquisition of same.
- VI. **CHECK LISTS:** A suitable check list will be prepared for all inspection assignments.

SECTION 3 - INSPECTION ACTIVITY

- I. **PRELIMINARY MEETING:** The inspection team supervisor will begin the preliminary inspection activity by meeting with the inspected entity supervisor. The purpose of the meeting is orientation and may include any or all of the following:
 - Introduce inspectors to supervisor's staff
 - Establish the tone for the inspection
 - Solicit thoughts and ideas of the commander/supervisor reference his inspection priorities and concerns
 - Identify and collect required data not presently available
- II. **INSPECTION AREAS:** Based upon specific instructions, the inspectors will address the following:
 - A. **Material Resources:** Attention will be devoted to the adequacy and efficient use of communications equipment, motor vehicles, office supplies, office equipment, and buildings.
 - B. **Procedures:** Ascertain if the duties being performed are in accordance with prescribed policies, rules, and procedures.
 - C. **Personnel:** This involves organizational activities; e.g., performance, duty, exercise of authority, execution of assigned tasks, adherence to policy and procedural guides, communicating with and service to the public, and making critical decisions involving life and personal safety.
 - D. **Guidelines:** The check list will be utilized as a guide in order to assure the inspectors that items of concern are investigated; however, inspectors will inquire into other matters or areas of operation necessary to evaluate the entities' performance.
- III. **NOTED ACTIVITY:** A considerable amount of the information gained will be through personal observation; accomplishments and deficiencies noted will be reported or acted upon as set forth in Section 1, paragraph II.
 - A. **Tour of Duty:** Inspector's duty hours are flexible in order to facilitate proper performance. Departmental activities will be observed over 24-hour periods of operation as applicable.
- IV. **DURATION:** Length of the inspection is unpredictable and will depend on the size of the entity, functions, and desired scope of inspection.
 - A. **Discussions:** Periodically, inspectors will conduct intra-team conferences in order to discuss information obtained, provide a correlation of efforts, and identify the level of progress as it relates to the accomplishment of the project goal. Frequency of intra-team discussions is essential since the completed report is a team effort.

- B. **Limit of Inspection:** Except as specifically cited by the Director or Inspection Services Bureau Supervisor, the Staff Inspections Section Supervisor retains the responsibility and authority to determine the total elements of operation to be inspected and will determine when the team has satisfactorily accomplished the numerous matters of concern. Team discussions will assist in rendering this determination.
- V. **CHECK LIST:** In order to ensure that inspections are accomplished in a systematic and efficient manner, a basic check list is provided and will be used as a guide (Annex B).
 - A. **Specific Check List:** The diversity of departmental operations prohibits a master check list which is all inclusive for each entity of the organization. A check list designed for the specific entity to be inspected will be prepared, attached to the notification memorandum, and forwarded to the entity supervisor.

SECTION 4 - POST INSPECTION ACTIVITY

- I. **INSPECTION REPORT:** Upon completion of the inspection activity, the written report will be prepared. This is a team effort; consolidating comments and considerations.
 - A. **Format:** Specific format of the respective inspection reports will be determined by the Staff Inspections Section Supervisor:
 - 1. Conciseness and clarity, incorporating completeness, is the primary consideration. Generally, an endeavor will be made to promote uniformity in successive reports; however, no stereotyped format is prescribed which might stifle and eliminate initiative of inspectors to revise and improve reporting procedures as experience is gained and additional methodology is developed.
 - 2. The report will be typed with double spacing employed. Perimeter page margins and lines per page will be observed as indicated by the sample Narrative Format Sheet (Annex C).
 - 3. Copy quantities of the resulting report which are required for appropriate distribution will be established for each respective inspection assignment.
 - B. **Recommendations:** Recommendations for changes in organizational structure, policies, procedural performance, facilities, and equipment will be prepared and based upon documented justification.
 - C. **Review:** Each completed report will be carefully proofread to ensure correctness and conciseness. Corrections will be effected as required.
 - D. **Distribution:** Copies of the report will be distributed as deemed appropriate:
 - 1. The supervisor of the inspected entity will be presented a copy of the completed report for review and appropriate action.
 - 2. Inspection reports are prepared for the Director and he retains the prerogative to grant authority for other persons to peruse inspection reports.
- II. **PROGRESS REPORTS:** Supervisors of inspected entities shall report the progress of action implemented, as a result of recommendations reflected by the staff inspection report at three 30-day intervals; i.e., 30, 60, and 90 days from receipt of the inspection report. Concurrence or nonconcurrence with recommendations will be reflected in the first 30-day report.
 - A. **Routing:** The reports will be forwarded to the Director via the appropriate chain of command.
 - B. **Copies:** Copies will be furnished the Staff Inspections Section and other levels of command as may be authorized.

SECTION 5 - FOLLOW-UP INSPECTION

- I. REVIEW: The Staff inspections Section will periodically review progress of inspected entities subsequent to completion of all 30-day progress reports. Comments relative to observations will be appropriately recorded and retained in the section's indices until receipt of the final progress report from the entity commander/supervisor.
- II. REINSPECTION: When the 90-day report is received from an inspected entity, the Staff Inspections Section Supervisor will assign an inspector to perform an abbreviated reinspection utilizing the recommendations reflected in the inspection as a check list. The reinspection report will be prepared in memorandum form, addressed to the Director, and copies distributed as appropriate.
 - A. Reinspection Report: In order to permit simultaneous review of the initial and reinspection reports for comparative analysis of relative progress, topical continuity of the reinspection report will be consistent with that of items listed in the initial inspection report.
- III. REVIEW CONFERENCE: Upon receipt, review, and consideration of all pertinent reports, the Director may schedule a conference which will include the commander/supervisor of the inspected entity, appropriate representatives of the Staff Inspections Section, and others as may be designated by the Director. The conference will serve to evaluate the overall ramifications of the pertinency of recommendations provided by the inspection report and the actions effected or disagreement indicated by the entity commander/supervisor.
- IV. OPERATIONAL REVIEW: The Staff Inspections Section Supervisor will continually review progress of his operation and effect required improvements.
- V. REVISION: A continual effort shall be made to revise this standard operating procedure with deletions or additions to prescribed procedure in order to make the staff inspection program more effective.

PERSONNEL PROFILE

PLEASE CIRCLE OR FILL IN THE FOLLOWING:

Name _____ S.S. Number _____

Address _____ Date of Birth _____

Home Phone _____ Date of Employment _____ Sex _____

County Occupational Title _____

Number of months/years in current assignment _____ Marital Status _____

Current Position/Assignment _____

EDUCATION ACHIEVED:

High School - 9 - 10 - 11 - 12 or equivalent

College 1 - 2 - 3 - 4 - BA/BS - MA/MS - PhD Presently Enrolled _____

Where enrolled _____

Major _____

Other schools or in-service training _____

Languages spoken _____

Military Service _____ No. of years _____

PREVIOUS FIVE POSITIONS/ASSIGNMENTS	From	To

Outside Employment _____

Accomplished Skills _____

STAFF INSPECTION CHECK LIST

- I. PHYSICAL CONDITION AND GENERAL MAINTENANCE:
 - A. Location of Building or Offices.
 - B. Date of Construction or When Last Remodeled.
 - C. Outside Condition of Facility:
 1. General appearance.
 2. Cleanliness.
 3. Repairs or maintenance if needed.
 - D. Inside Condition of Facility:
 1. General appearance:
 - a. Cleanliness.
 - b. Repairs or maintenance if needed.
 2. Security.
 3. Safety or hazardous conditions.
 4. Interviews: Suitable space available for interviewing.
 5. Equipment:
 - a. Operational.
 - b. Emergency.
 6. Organizational charts.
 7. County government staff photos:
 - a. County commissioners.
 - b. County manager.
 8. Organizational staff photos: Director and PSD command staff.
 9. Heating, lighting, and air-conditioning facilities.
 10. Condition and cleanliness of restrooms.
 - E. Parking Area:

1. County vehicles.
2. Employee vehicles.
3. Visitors' vehicles.

F. Storage Facilities:

1. Type.
2. Location.
3. Cleanliness.
4. Filing cabinets and records storage.
5. Cleaning equipment.
6. Clerical supplies and report forms.
7. Supplies for field use; e.g., flashlight batteries, flares, and fire extinguishers.

G. Vehicles:

1. Cleanliness.
2. Equipment.
3. Mechanical condition.
4. Exterior condition.
5. Repairs and service.
6. Mileage.

H. Departmental Firearms:

1. Provisions for security.
2. Review number, type, and serial number of each weapon.
3. Location stored.
4. Condition:
 - a. Cleanliness.
 - b. Lubrication.
 - c. Functioning.
 - d. Exterior finish.

5. Maintenance and cleaning equipment for firearms.
6. Other related equipment.
7. Accountability system for issued equipment.

I. Capital Equipment Inventory:

1. Missing items.
2. Inventory numbers affixed.

II. PERSONNEL OPERATIONS--NOTE: Any personnel at the entity being inspected may request a private personal interview with any Staff Inspector who will honor the request. All information will be considered confidential to the Staff Inspector and the Director.

A. Commanding Officer:

1. Ensure return of Personnel Profile Questionnaire (Annex A).
2. Appearance:
 - a. Cleanliness and grooming.
 - b. Appearance and condition of clothing.
 - c. Compliance with orders concerning wearing of clothing.
3. Availability:
 - a. Days off duty.
 - b. Working hours.
 - c. Other activities.
4. Records of line inspection by commander:
 - a. Knowledge of personnel and problems that may affect their work.
 - b. All managerial level personnel will be requested to complete a short paragraph evaluating the leadership capabilities of each subordinate supervisor.
 - c. What constructive measures are used when deficiencies are noted?
5. Indoctrination programs: Is there an orientation check list for:
 - a. New supervisors?

- b. New police officers?
- c. New clerical assistance?
- d. Other employees?
- 6. Planning: Attach records to substantiate findings for:
 - a. Current conditions.
 - b. Anticipated conditions.
 - c. Disaster plans.
- 7. Are necessary reports and records being reviewed by the commanding officer?
- 8. Are records, memorandums, administrative orders, and standard operating procedures available to all employees?
 - a. Provisions for distribution.
- 9. Participation in civic affairs of the community.
- 10. Liaison and cooperation with other PSD entities and other county and state agencies.

B. Supervisors:

- 1. Ensure return of Personnel Profile Questionnaire (Annex A).
- 2. Appearance:
 - a. Cleanliness and grooming.
 - b. Appearance and condition of clothing.
 - c. Compliance with orders concerning wearing of clothing.
- 3. Availability:
 - a. Days off duty.
 - b. Working hours.
 - c. Other activities.
- 4. Are supervisors aware of work performance of personnel under their supervision: What records are maintained which reflect the actual supervision of personnel?
- 5. Division of work (percentage of time devoted to each).

- 6. Frequency and types of calls responded to.
- 7. Do supervisors assume control and direct activity at major incidents?
- 8. Do daily activity reports reflect review by the supervisor?
- 9. Is compensatory or leave time granted consistent with departmental procedures?

C. Operational Personnel:

- 1. Ensure return of Personnel Profile Questionnaire (Annex A).
- 2. Appearance:
 - a. Cleanliness and grooming.
 - b. Appearance and condition of clothing.
 - c. Compliance with orders concerning wearing of clothing.
- 3. Availability:
 - a. Days off duty.
 - b. Working hours.
 - c. Other activities.
- 4. Division of work (percentage of time devoted to each):
 - a. Field investigation.
 - b. Clerical duties and report writing.
 - c. Other.
- 5. Indicate work standards compared to job requirements and achievement of group:
 - a. Superior.
 - b. Average.
 - c. Deficient.
- 6. Discipline and morale:
 - a. Current disciplinary problems.
 - b. Attitude towards supervisors, fellow workers, and public.

- c. Attitude towards job.
- d. Citizen reaction reports or letters.

7. Job equipment:

- a. Regulation issued equipment.
- b. Self purchased equipment.
- c. Awareness of recent job related information.

D. Clerical Employees:

1. Review list of personnel of entity who hold clerical classifications and categorize according to their function or position.
2. Appearance:
 - a. Cleanliness and grooming.
 - b. Appearance and suitability of clothing.
3. Length of service:
 - a. With Department.
 - b. In entity.
 - c. Present grade.
4. If job is supervisory in nature, e.g., lead worker, indicate the number of people supervised and their functions.
5. Competence: Indicate work standards compared to job requirements:
 - a. Superior.
 - b. Average.
 - c. Deficient.

E. Personnel Management:

1. Probationary personnel: Are probationary supervisors made aware of responsibilities and oriented to managerial principles?
2. Vacations:
 - a. Schedule established on year round basis.
 - b. No more than authorized amount of personnel on leave at any given time.

3. Is there an unusual amount of accrued or leave time?
 - a. Paid overtime.
 - b. Compensatory time.
 - c. Annual leave.
 - d. Administrative leave.
 - e. Sick leave.
 - f. Injury or disability.

III. FILES AND SYSTEMS:

A. General: Include this information for each of the listed categories:

1. Condition of folders.
2. Neatness.
3. Logical and systematic sequence.
4. Retention.
5. Chronological sequence where applicable.

B. Personnel Folders--Contents: Is information important enough to justify duplication?

C. Unit Time Sheet:

1. Chronological sequence.
2. Audit.

D. Police Reports: Per current standard operating procedure.

E. Field Interrogation Notices.

F. Log Sheets; e.g., Class I Crimes, Vehicle Sign-Out, Long Distance Telephone.

G. Assignment Cards: Copies distributed.

H. Other Files Maintained: Can maintenance be justified?

I. Bulletin Boards:

1. Current material.
2. Neat.

3. Categorized.
4. Free from extraneous materials.

IV. COMMUNICATIONS:

- A. Telephone: Are telephone calls being handled efficiently and courteously in conformance with departmental procedures:
1. Monitor selected incoming calls.
 2. Test calls.
 3. Average number of incoming and outgoing telephone calls per day.
- B. Radio: Are transmissions and responses clear, free of extraneous matter, and in conformance with departmental procedures? Monitor transmissions:
1. Note failure to immediately acknowledge calls.
 2. Follow up at scenes.
 3. Note changes of location without notification.
 4. Note stopping vehicles without requesting signal.

V. CORRESPONDENCE: Compliance with Standard Operating Procedure No. 4-2, Departmental Correspondence Manual.

VI. COMMUNITY AND PUBLIC RELATIONS: In order to survey the attitudes of a representative sample of the community toward the department and the inspected entity, a program of community contacts will be undertaken. The Inspector's Contact Report (Annex D) will be utilized when appropriate:

A. Police Service Oriented Contacts:

1. Complainants.
2. Subjects.
3. Victims.
4. Witnesses.
5. Violators.

B. Non-police Service Oriented Contacts:

1. Random sample of individuals in:
 - a. District service area.

- b. Specific population served by entity.

2. Determine attitudes and opinions regarding department.

C. Commercial/Professional Community Contacts:

1. Businesses within service area.
2. Assess:
 - a. Business attitudes toward department.
 - b. Compliance with departmental directives.

D. Organizational Contacts:

1. Service groups within inspected area.
2. Other governmental agencies/entities.

NARRATIVE FORMAT SHEET
(Clerical Guide)

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INSPECTOR'S CONTACT REPORT

Name _____

Address _____

Place of Contact: Residence _____ Public Place _____ On the Job _____

Name of Employee or Officer, if known _____

How did employee address you? Sir _____ Mr. _____ Madam _____ Miss _____ Mrs. _____

Other _____ Explain _____

What was the tone of the conversation? _____

Your impression of the employee:

Attitude _____

Appearance _____

Conduct _____

If poor or inappropriate, please explain _____

IF YOU CALLED FOR SERVICE OR TO REPORT A CRIME:

Do you feel that the police were prompt in answering your call? _____

Were you satisfied with the officer's handling of your call? _____

In the event the officer could not take action on your complaint, did he explain the reason? _____

Did the officer explain what follow-up procedures would occur? _____

IF YOU WERE ARRESTED OR RECEIVED A TRAFFIC CITATION:

Did you feel that the officer was fair and impartial in his charge against you? _____

Did his conduct cause you unnecessary embarrassment? _____

IF YOU WERE STOPPED FOR A TRAFFIC VIOLATION:

Did the officer give ample warning of his intention to stop you? _____

Did the officer give you ample time to stop? _____

Did the officer inform you of his reason for stopping you? _____

Did he ask to see your driver's license? _____

Did you receive a traffic citation? _____

If you were cited, did the officer explain the violation? _____

Did the officer provide you with information on paying the citation or appearing in court? _____

SUGGESTIONS:

How do you feel the officer's or employee's contact with you could have been improved?

INSPECTING OFFICER'S REMARKS: _____

Inspecting Officer

NOTE: Members of the Inspection Team should not feel restricted by the Contact Report questions, but rather should concentrate their attention on the remarks section.

END