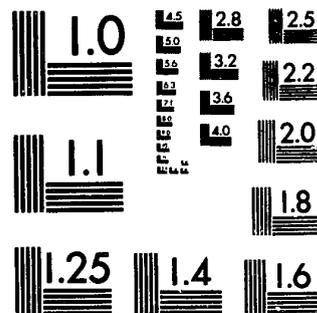


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WASHINGTON STATE PROJECT ON ENTRY-LEVEL  
POLICE SELECTION AND TEST VALIDATION

by

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INTRODUCTION

In Washington State we did more than a job/task analysis project; we did a test validation project to assist individual cities and counties select their entry-level law enforcement personnel. Job analysis was a critical part of the process, however.

All city and county law enforcement agencies are required by Washington State law to select their law enforcement employees consistent with the provisions of some very antiquated state mandated civil service laws. These laws are administered on an individual city or county basis and apply to any city that has three or more full-time law enforcement officers and to all county sheriff's departments. As a result of this situation, Washington State law enforcement agencies have relied upon formalized testing to select entry-level police officers and to promote those police officers to any of the advanced ranks. This situation has put a burden on those jurisdictions to meet merit qualifications long before the advent of the extension of the 1964 Civil Rights Act to local governments in 1972.

Once Title VII became applicable to local government, federal and state regulations governing the selection of employees also became applicable to our cities and counties. Civil service systems came under increasing criticism and finally court action challenged the validity of traditional tests and selection procedures. These challenges were based on the grounds that existing selection standards discriminated against women and minorities and were not job related, which, in fact, was the case.

The facts of the situation indicated that it is doubtful anyone could find a single validated test available *for use or in use* in the State. Most of the accepted employee selection procedures and tests were called into question, and virtually all selection criteria, in use prior to 1972, were in effect declared invalid. Worst of all, many law enforcement agencies were in danger of violating LEAA affirmative action

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\*Association of Washington Cities.

\*\*Consultant.

regulations, thus jeopardizing their coveted LEAA grant funds. The situation had become so serious that many law enforcement agencies were uncertain how they would hire new police officers to fill vacancies that existed in their department.

As a result of this situation, we were faced with several problems. How were Washington State law enforcement agencies going to select employees without violating state and federal EEO laws? How were we going to open up the system to protected classes under those laws and, at the same time, hire individuals qualified for police work? How were individual employers going to finance the very expensive and burdensome process of validating selection procedures?

With these problems in mind, we began an entry-level law enforcement selection and validation project. The project was housed within the Washington Local Government Personnel Institute, which is jointly administered on a cooperative basis between the Association of Washington Cities and The Washington State Association of Counties. We applied for LEAA funds through our State Law and Justice Planning Office and received a grant of \$50,000.

To begin with, we set up an advisory committee to provide the project director with direction and input. The committee was comprised of personnel specialists, law enforcement personnel in the form of chiefs of police and sheriffs from representative jurisdictions around the State, a representative from the Washington State Human Rights Commission, and the U.S. Civil Service Commission. With that built in bit of chaos, we proceeded with the project.

Our first task was to select a consultant to do the work. This is perhaps the most difficult part of the project, in some ways, because it is probably the most crucial decision that we made. We did not have any professional psychological expertise on our staff, and that is the primary reason it was necessary to buy such expertise.

In order to proceed with the selection of the consultant, we prepared a very detailed request for proposal (RFP) which we mailed to potential contractors. We had a great deal of assistance in preparing a very excellent RFP from the staff psychologist at the U.S. Civil Service Commission.

Next, we circulated the RFP among many prospective consultants and then, in turn, received 11 proposals back from them. We set up a subcommittee of our advisory committee to evaluate the consultant's proposals and made our selection. The subcommittee established a set of

uniform selection criteria related to the criteria established in the RFP, and we each individually reviewed copies of the proposals and did our own ranking. We then met in a group to select four finalists, which were, in turn, interviewed by the selection committee. We selected Wollack & Associates. Work was commenced on the actual project, which will be described in detail later.

The RFP stated some specific goals which we believe we have met, considering we only had about \$50,000 in which to accomplish the project. The general goals listed in the RFP were:

1. To develop valid selection devices for the entry-level position in Washington State law enforcement agencies in cities and counties.
2. To develop these selection procedures to prevent an illegal adverse impact against protected classes and to conform to state and federal equal employment opportunity laws.
3. To establish job related standards that will permit law enforcement agencies to better control the quality of police personnel and insure merit selection.
4. To reduce the cost of developing fully job related and validated entry-level selection procedures and standards by providing these procedures on a statewide basis rather than on an agency-by-agency basis.

What then was actually produced? The first thing done was a thorough job analysis of a representative sample of the entry-level police officer position. We attempted to validate our selection procedure on a heterogeneous cross selection of cities and counties both urban and rural - large, medium, and small - and from eastern and western Washington.

The result of the validation study indicated that written tests previously prepared by the consultant would be appropriate for use in Washington State law enforcement agencies. These tests are test of reading and writing skills. We did not attempt to develop new written tests since the expense of such activity would have nearly doubled the cost of the project. Use of the actual tests will be done on a test lease basis with the consultant.

Second, the consultant produced a standardized oral interview procedure tied to the job analysis. Third, the consultant produced a physical agility examination. Fourth, the consultant produced a detailed procedure for background investigation. Fifth, the consultant produced

a set of minimum qualifications for law enforcement officers. Sixth, the consultant produced a job analysis link-up procedure for those agencies that did not participate in the initial study but now may subsequently desire to use the selection procedures. Seventh, a 300 page validation report was written which outlines the methodology and conclusions of the project.

After work was completed approximately a year ago, we began looking for a place to house the selection procedure administratively. It has now been decided that the Washington State Criminal Justice Training Commission will house the tests and administer them on a cooperative basis, beginning with a pilot project to include law enforcement agencies in King County, which is the county in the suburban Seattle area.

What we are attempting to do is prevent the rapid over-exposure of the written portions of the selection procedure by testing on a cooperative basis rather than an individual agency-by-agency basis. We hope to prevent an applicant from sitting for the same exam in four or five different neighboring cities and thus destroying the reliability and validity of the tests. We will do this by providing for cooperative administration of the written tests and by maintaining a common list of test scores which will be provided to those jurisdictions desiring to participate in this program. The individual jurisdiction will receive only the raw score of the applicants.

The ultimate decision on who is selected will remain with the local jurisdiction, but assistance will be provided in weighting scores and training users on sound selection techniques. Also in this arrangement, Dr. Wollack will, through resources generated from user-fee charges, develop alternate forms to the original written tests. Once the pilot project in King County is underway, it is hoped that we will then be able to expand it to a statewide basis.

We have received support and encouragement in this project from the Washington State Human Rights Commission, although we do have some disagreements over some of the specific questions that can be asked applicants in the background investigation. However, it is our opinion that these matters can be resolved and that the actual usage of these tests will begin sometime during the winter of 1979.

The following is a technical description of the job analysis portion of the project. Those desiring access to specific selection devices and the validation report should contact the Washington State Criminal Justice Training Commission, MS-PW-11, Olympia, Washington, 98501.

## VALIDATION METHODOLOGY

There has been some controversy concerning the appropriate validation method for sustaining an employer's burden of proof in Title VII litigation. This section of the report speaks to the rationale underlying the choice of an appropriate validation methodology.

The report focuses upon the content validation method which the Consultants have utilized for most components of the selection process. The reader may refer to a paper prepared by Dr. Stephen Wollack Entitled: *Content Validity: Its Legal and Psychometric Basis*. This paper was published in the Journal of Personnel Management, a journal of the International Personnel Management Association (November-December 1976). The purpose of this paper is to explain and analyze pertinent case law pertaining to the selection of validation methodologies. The publication is an attempt to reconcile conflicting legal and psychological standards pertaining to the content validation of employment tests. The author has reviewed the case law dealing with content validation.

This law is characterized as out-of-step with professional testing standards, specifically as it addresses the use of content validity. The problem stems from a failure by the courts and by expert witnesses to identify the psychometric basis for selecting a validation method. Moreover, existing Federal guidelines on test validation have been improperly cited by the courts. The criteria for conducting an appropriate content validation study are spelled out by the author.

Subsequent to the preparation of Dr. Wollack's paper, two important developments affecting the question of validation methodology have occurred. One such development involves the U.S. Supreme Court decision on June 7, 1976 in the case of *Washington v. Davis* (11 EDP 10,948). In deciding the issues of this case which involved, in part, the use and validation of employment tests, the Supreme Court offered the following interpretation regarding the acceptability of the various validation techniques:

*It appears beyond doubt that by now that there is no single method for appropriately validating employment tests for their relationship to job performance. Professional standards developed by the American Psychological Association in its Standards for Educational and Psychological Tests and Manuals (1966), accept three basic methods of validation: "empirical" or "criterion" validity (demonstrated by identifying criteria that indicates successful job performance and then correlating test scores and the criteria so identified), "construct" validity, (demonstrating by examinations structured to measure the degree to which job applicants have identifiable characteristics that have been*

determined to be important in successful job performance), and "content" validity, (demonstrated by tests whose content closely approximates task to be performed on-the-job by the applicant). These standards have been relied upon by the Equal Employment Opportunity Commission in fashioning its Guidelines on Employment Selection procedures, 29 CFR pt. 1607, and have been judicially noted in cases where validation of employment tests has been an issue. . .

In addition to this important ruling, another development affecting the acceptability of various validation methodologies is the publication of the Federal Executive Agency Guidelines on Employee Selection Procedures (November 1976). These guidelines were jointly signed and are the applicable standards for the U.S. Department of Justice, the U.S. Civil Service Commission, and the U. S. Department of Labor. Part II of these guidelines, which describe the technical standards for validity studies (See 50.14.12), describe these three methodologies for demonstrating the job-relatedness of employment tests: (a) criterion related validity; (b) content validity; and (c) construct validity.

While there may have been some dispute historically with regard to the appropriateness of content validity, these recent developments, as well as the arguments advanced in Dr. Wollack's paper, justify, in the opinion of the Consultants, the adequacy of the content validation methodology as a means for demonstrating the job-relatedness of employment tests challenged under Federal antidiscrimination statutes.

#### JOB ANALYSIS

The following index of governmental guidelines/professional standards are relevant to the topic of job analysis, especially for the purpose of content validation. The citations are drawn from the Equal Employment Opportunity Commission *Testing and Selecting Employee Guidelines* (November 1976); the Federal Executive Agency *Guidelines on Employee Selection Procedures* (November 1976); The American Psychological Association *Standards for Educational and Psychological Tests* (1974); and the American Psychological Association Division of Industrial-Organizational Psychology (Division 14) *Principles for the Validation and Use of Personnel Selection Procedures* (1975).

These standards and guidelines describe the technical requirements for conducting job analysis. Listed below are the relevant citations, a description of the corresponding requirements, and an index referring to the section of the validity report which is addressed specifically to the satisfaction of that requirement.

### Index Requirements of Governmental Guidelines/ Professional Standards for Job Analysis

Citation	Requirements	Reference*
FEA 50.14.13c(1)	"The domain should be defined on the basis of competent information about job tasks and responsibilities" (Essential)	pp. 13-52
FEA 50.14.13c(1)	"When the performance domain is defined in terms of knowledges, skills, or abilities, there should be an operational definition of each knowledge, skill, or ability, and a complete description of its relationship to job duties, behaviors, activities, or work products." (Essential)	pp. 53-65
EEOC 1607.5(b)(3)	"The work behaviors or other criteria of employee adequacy which the test is intended to identify must be fully described. . ."	pp. 53-65
Division 14 Principles Content Validity: A 1	"Job content domains should be developed and defined by job analysis, which may be a formal investigation, or the pooled judgements of informed persons such as production engineers, job incumbents, their supervisors, or personnel specialists. The domain should be defined on the basis of competent information about job tasks and responsibilities."	pp. 13-65
APA Standards E 12.4	"When a test is represented as having content validity for a job or class of jobs, the evidence of validity should include a complete description of duties, including relative frequency, importance, and skill level of such duties." (Essential)	pp. 13-65

Citation	Requirement	Reference*
EEOC 1607.5(b)(3)	"Whatever criteria are used they must represent major or critical work behaviors as revealed by careful job analyses."	pp. 43-65
Division 14 Principles Content Validity: A 2	"Job content domain should be defined in terms of those tasks an employee is expected to do without training or experience on the job, i.e., the content should not cover knowledge or skills the employee will be expected to learn after placement on the job or in training for the job."	pp. 53-55
Division 14 Principles Content Validity: A 3	"The definition may be restricted to 'critical, most frequent, or prerequisite work behaviors'. . . There is no virtue in measuring ability to handle trivial aspects of the work."	p. 65
EEOC 1607.5(a)	"The types of knowledge, skills, or behaviors contemplated here do not include those which can be acquired in a brief orientation to the job."	pp. 53-65

\*Reference information pertains to the sections of this validity report which deals with the corresponding requirement for job analysis.

#### Task Analysis Workshops

A preliminary job inventory for entry-level police officers was prepared by consultants based upon a previously reported study of police officer job duties in a large number of departments. Several workshops were conducted at the outset of the project for the purpose of reviewing these existing task listings to determine their possible relevance to this project. A cross-section of police personnel of all ranks attended job analysis workshops in the following locations:

Moses Lake	October 25, 1976
Everett	October 27, 1976
Seattle	October 29, 1976

During the workshops, participants responded to the preliminary listing of tasks by reviewing, modifying, deleting, or supplementing these task statements in order to make the listing directly relevant to the requirements of their own departments. In many instances, task analysis subject matter was deleted or extensively modified because of differences in responsibility between the various departments in the Washington sample and the original job analysis source. The result of this process was an extensive, exhaustive listing of task statements describing the duties and responsibilities of entry-level police personnel in Washington departments.

Workshop participants were all experienced representatives of local police departments. Additionally, workshop participants were asked to prepare, independently, an exhaustive listing of the areas of knowledge, skills, and other personal characteristics which they deemed to be most essential to police officer success. The characteristics so identified were thoroughly discussed by the workshop participants. The personal qualities and characteristics which were identified by the job analysis workshop group to be most essential for job performance were related to qualities which had been identified in previous empirical research studies of the police officer's job.

Based upon the results of these workshops, a 289 item *Task Questionnaire for Patrol Officers* was developed. The items of this questionnaire were selected by the sample as most relevant to the tasks and responsibilities of police officers at the entry-level among the participating local jurisdictions. The Task Questionnaire was administered to a representative sample of police officers in each department for the purpose of providing an objective description of the kinds of activities in which officers engage while on duty (uniformed patrol officers with full-time field responsibilities). Table 3 is an alphabetical listing of departments participating in the task analysis phase of this cooperative project with the number of questionnaires completed by each department. A total of 351 survey forms were returned by 41 departments.

**Table 3**  
**Alphabetical Listing of Agencies Completing**  
**Task Analysis Questionnaire**

<u>Agency</u>	<u>No. of Questionnaires Completed</u>
Asotin County	3
Bellevue	14
Bellingham	13
Bothell	3
Clark County	9
Cheney	3
Colville	2
Colville Tribal	4
Cowlitz County	7
Edmonds	6
Enumclaw	2
Everett	14
Hoguliam	3
King County	40
Kitsap	7
Long Beach	2
Lynwood	8
Mercer Island	8
Monroe	1
Moses Lake	4
Oak Harbor	4
Olympia	7
Othello	3
Pacific County	4
Pasco	8
Pierce County	12
Port Angeles	4
Port of Seattle	15
Richland	8
Seattle	34
Sedro-Wolley	3
Shelton	4
Spokane	15
Sumner	3
Tacoma	15
Union Gap	4
University of Washington	15
Vancouver	13
Walla Walla	4
Wenatchee	8
Yakima	15

**Table 4 is a listing of the officers by rank who responded to the job analysis survey.**

**Table 4**  
**Distribution of Officers, by Rank**  
**Completing Job Analysis Questionnaires (N = 351)**

<u>Rank</u>	<u>Number</u>
Chief	2
Captain	5
Lieutenant	20
Sergeant	61
Patrolman	219
Other	44

The Task Analysis Questionnaire called for a rating of the importance of each listed task or duty. If a particular task or duty did not apply to the officer's job, a rating of "0" was assigned to that item. If a task or duty was seen as relevant to the officer's job, a rating of "1" to "5" points was assigned utilizing the following rating scale:

<u>Rating</u>	<u>Importance</u>
0	Does not apply
1	Little importance
2	Some importance
3	Important
4	Very important
5	Critically important

A task or duty was considered to be most important if the consequences of making an error or performing poorly was seen as extremely detrimental to the attainment of effective law enforcement.

Table 5 contains a listing of the task statements rated important. In interpreting the information in this table, one must refer back to the rating scale shown on the previous page for evaluating the degree of importance of the various task statements.

Table 5

Results of Task Questionnaire Analysis

Task Statement	Mean Rating	Standard Deviation
Assist Washington State Patrol in direction of traffic on interstate high speed express ways	1.98	0.96
Escort prisoners to doctor or dentist for treatment	1.90	1.10
Prosecute traffic cases	3.25	0.84
Participate in pre-sentence interview with probation officers	2.42	1.06
Prepare field sketches of traffic accidents	3.33	0.86
Conduct tours of police facilities	1.55	0.70
Remove livestock or other animals from roadway	2.28	1.09
Report information to be included in M.O. files	3.25	0.86
Put prisoners in straight jackets	1.94	1.06
Check roofs for entry	3.05	1.03
Make I-dent-a-kit composite of suspects	2.61	1.02
Routinely check security of police and other city owned property (i.e., radio towers, police pistol range, fleet parking lots, etc.)	2.80	0.99
Overcome physical resistance with appropriate force	4.27	0.82
Move injured persons from roadways to ambulance	3.38	1.17

Table 5 - Continued

Task Statement	Mean Rating	Standard Deviation
Check validity of alibi	3.25	1.01
Qualify with department riot gun	3.37	1.16
Operate audio-visual equipment	1.84	0.91
Direct or control traffic with flashlight	3.00	0.92
Escort ambulances and emergency cases	2.32	1.13
Prepare report or case folders on traffic cases	3.08	0.93
Present charge before magistrate	3.30	1.04
Advise city planners on traffic planning	2.29	0.87
Recommend the installation of traffic pavement markings	2.13	0.81
Transmit crash diagrams and collision diagram summaries to state highway engineer	2.26	0.90
Implement restraining order against strikers	2.14	1.03
Record activities on time study card or sheet or officer logbook	2.91	1.03
Complete arrest report forms	4.00	0.76
Prepare coding sheet for data processing system	2.04	0.85
Photograph prisoner	2.52	1.06
Conduct stationary or roving guard duty	2.35	1.12
Take custody of stolen or lost property	3.38	0.88
Assist citizens with emergency situations	4.18	0.79
Interview traffic law violators	3.05	0.84
Check businesses for security	3.39	0.82
Collect physical evidence from scene and transport to station	4.20	0.70
Conduct partial arson investigations	3.10	0.97
Organize, conduct, and photograph line up	2.57	1.12

Table 5 - Continued

Task Statement	Mean Rating	Standard Deviation
Review public records to develop information for use in investigations	2.55	1.01
Collect traffic accident evidence	3.48	0.87
Interview victims and those involved in traffic accidents	3.45	0.80
Record visibility conditions at time of accident	3.42	0.91
Cause traffic accident evidence to be sent to lab for analysis	3.10	0.99
Fill out suspect interrogation card	3.22	0.84
Operate roadblocks	2.50	1.07
Conduct search for evidence in motor vehicle	3.72	0.75
Subdue suspect resisting arrest	4.38	0.76
Complete worthless document report forms after investigation	2.24	1.08
Enter data in N.C.I.C.	3.28	1.13
Book prisoner by completing arrest cards and arrest folder	3.23	1.05
Man police station desk	2.46	1.13
Conduct complete misdemeanor investigations	3.56	0.84
Advise parents of childrens' violations of traffic laws	2.52	0.96
Work mobile police lab	2.58	1.00
Conduct undercover surveillance	2.75	0.96
Respond to alarm systems for sign of unlawful entry	4.11	0.74
Complete supplemental reports and forms after investigation or follow-up	3.68	0.89
Screen prisoners for medical problems	2.77	1.07

Table 5 - Continued

Task Statement	Mean Rating	Standard Deviation
Speak at meetings of community groups and organizations	2.50	0.97
Protect physical evidence at the scene	4.47	0.65
Conduct follow-up investigation on hit and runs	3.33	0.89
Show mug shots to witnesses	2.93	0.94
Follow-up nature and extent of personal inquiries resulting from traffic accidents	2.73	1.02
Request mechanic to test vehicles involved in traffic accident	2.26	1.07
Operate teletype machines	2.12	0.91
Attend training sessions	3.51	0.93
Service or clean police weapons	4.09	0.94
Apply first aid	4.14	0.88
Use mathematical formulas to calculate pavement friction factors in traffic accidents	2.56	1.00
Advise suspects of their rights	4.53	0.70
Call on bystanders to assist in apprehension	2.38	1.03
Conduct field search of suspected felons	4.46	0.74
Secure search warrant	3.47	1.06
Respond to complaints about animals	1.87	0.83
Arrange for removal of abandoned vehicles from private property	1.54	0.71
Discuss case with witnesses prior to trial	2.72	1.08
Escort explosives upon special request from military or government agencies	2.62	1.24
Patrol and check security of maritime terminal areas	2.70	0.96
Conduct or assist in rescue operations	3.42	1.07

Table 5 - Continued

Task Statement	Mean Rating	Standard Deviation
Broadcast descriptions and pertinent information concerning crimes to other units and other agencies	3.99	0.79
Direct or control traffic with whistle signals	2.27	1.06
Issue parking citations	2.01	0.84
Review case prior to appeal court	3.66	0.95
Escort emergency cases to hospital	2.90	1.21
Calculate roadway or intersection capacity	1.83	0.82
Discuss criminal cases with defense attorney	2.36	1.25
Calculate average accident rates	1.83	0.83
Report hazardous roadway conditions and defective traffic control equipment to supervisor or public works department	3.42	0.91
Dicate reports by phone	2.50	1.07
Control spectators at civil disturbances	3.49	0.99
Verify statements of witnesses or suspects	3.45	0.91
Overcome resistance by use of chemical agents	3.00	1.19
Search subject relative to FARIOT aviation hijack program	3.03	1.33
Note inconsistencies in statements of witnesses or suspects	3.70	0.79
Overcome resistance by use of firearms	3.99	1.33
Disable armed and dangerous subject who poses an immediate threat to lives of others	4.85	0.57
Confiscate contraband	3.68	0.72
Interrogate suspects alone	3.30	1.01
Lift semi-conscious or injured persons into vehicle to complete arrest	2.47	1.37
Qualify with department issued side arm	4.35	0.78

Table 5 - Continued

Task Statement	Mean Rating	Standard Deviation
Prepare cards for filing	1.91	0.93
Complete burglary report forms	3.64	0.76
Control spectators at special events	2.78	0.89
Fingerprint prisoner	2.66	1.17
Take required measurements at scene of traffic accident	3.39	0.87
Conduct field test for controlled substances	2.64	1.04
Remove hazardous materials from roadways or sidewalks	3.12	1.03
Complete traffic accident reports and forward to supervisors and/or engineering departments	3.35	0.83
Take witness and/or suspect statements by recorder	2.50	1.00
Type reports	2.25	1.12
Examine damage to vehicles involved in traffic accidents	3.24	0.83
Locate, photograph, and gather pieces of physical evidence	3.90	0.83
Arrange for lab analysis of physical evidence	3.41	1.00
Serve subpoenas	2.32	1.05
Request repair or replacement of traffic lights	3.09	0.99
Contact other law enforcement agencies for information	3.06	0.91
Conduct preliminary misdemeanor investigations	3.47	0.78
Operate radar to identify violators of speed laws	2.75	0.84
Conduct off-street (out-of-view) observations for traffic law violators	2.30	0.93
Complete sex crime report forms	3.64	0.84
Report information for intelligence files	3.40	0.87
Supervise telephone calls by prisoners	2.42	1.01

Table 5 - Continued

Task Statement	Mean Rating	Standard Deviation
Prepare juvenile court forms	3.02	0.89
Serve as an instructor in training programs conducted by police department or by other agencies	2.55	0.90
Provide station security	2.79	1.04
Complete rape report forms	3.60	0.86
Provide security at airport check-in facilities	2.61	1.12
Locate and question witnesses and potential witnesses in criminal cases	3.63	0.85
Sketch crime scene and record measurements	3.78	0.90
Call for supplementary aid (e.g., wreckers, fire departments) for traffic accidents	3.64	0.88
Diagram and record measurements of traffic accident scene	3.41	0.83
Request witnesses or violators to submit informal statements or written reports of occurrence in traffic accidents	2.89	0.94
Administer field tests for intoxication (coordination tests, etc.)	3.55	0.77
Advise citizens and businessman on ways to prevent crime and protect their persons and property	3.37	0.90
Check autos against stolen car list	3.25	0.86
Service police vehicles	3.10	1.24
Use mathematical formula to calculate minimum speed estimates in traffic accidents	2.45	0.98
Interrogate suspects with or without aid of partner	3.23	0.87
Conduct frisk search	4.20	0.80
Participate in stakeout	2.85	0.89
Tail suspects	2.63	0.99
Answer calls on domestic quarrels and brawls	3.72	0.86

Table 5 - Continued

Task Statement	Mean Rating	Standard Deviation
Investigate repossession complaints	1.92	0.91
Run errands and deliver messages	1.44	0.82
Serve search warrant	3.27	1.00
Escort large crowds of dissenters or other potentially hostile groups	3.03	1.13
Climb outside fire escapes	1.93	1.02
Patrol and check security of commercial districts and establishments	3.51	0.82
Issue citations for business license violations	1.87	0.90
Check vacant residence during owner's absence (house checks)	2.71	0.92
Initiate and complete preliminary investigation of reported crimes	3.73	0.76
Direct or control traffic with illuminated railroad-type emergency flares	2.83	0.97
Manually control traffic lights under emergency situations	2.75	1.01
Escort dignitaries	1.88	0.95
Review report prior to testifying in court on traffic cases	3.61	0.83
Discuss criminal cases with prosecutor	3.76	0.81
Make manual traffic volume counts at assigned locations	1.58	0.83
Draw diagrams of physical conditions at roadway intersection or segments (other than for traffic crashes)	1.93	0.95
Prepare misdemeanor complaints	3.12	0.84
Recommend the installation of traffic signal devices	2.26	0.84
Conduct special studies of accident records	1.97	0.93
Maintain file set up by dates	2.13	1.13
Transcribe field notes for personal notebook officer logbook	2.83	1.03

Table 5 - Continued

Task Statement	Mean Rating	Standard Deviation
Communicate with management and labor on strike disturbances	2.54	1.10
Complete death report forms (not death certificate)	3.20	0.95
Conduct breath analyzer test	3.56	0.80
Make reports by use of recorder	2.46	1.03
Secure prisoners' property by search	3.40	0.91
Prepare narrative reports of arrests	3.69	0.88
Conduct preliminary felony investigations	3.97	0.73
Patrol freeways	1.93	1.01
Plan tactics for conducting patrols (individual)	2.96	0.99
Detain or arrest juvenile offenders	3.49	0.72
Issue moving traffic citations	3.14	0.84
Complete injury report forms	3.16	0.91
Plan and conduct search for evidence at crime scene		
Store and establish chain of custody for evidential or acquired property	4.03	0.95
Determine key or crucial events related to the traffic accident	3.44	0.84
Evaluate driver's capability to drive	3.55	0.93
Investigate traffic accidents	3.33	0.84
Check bars for liquor or gambling violations	2.56	0.83
Set up photographic surveillance equipment	2.02	0.93
Interrogate suspects or witnesses with aid of polygraphic and polygraph examiner	2.61	1.04
Participate in surround operations	2.82	1.03
Conduct strip search	2.63	1.14

Table 5 - Continued

Task Statement	Mean Rating	Standard Deviation
Detect and stop felony suspects who are in or on on a motor vehicle	4.20	0.80
Answer civil complaints and refer to appropriate agency	2.67	0.96
Escort persons or vehicles through hostile strike lines to prevent violence in extreme cases	2.83	1.24
Patrol residential areas to detect and prevent criminal activity	3.71	0.84
Drive a patrol car or other police vehicle	3.83	0.92
Check for city business license violations	1.85	0.77
Respond to robbery in progress alarms	4.60	0.60
Direct traffic by hand signals	3.03	0.98
Issue citations to pedestrians who violate traffic laws	2.16	0.96
Escort fire equipment	2.26	1.13
Observe and record pedestrian counts at assigned locations	1.53	0.75
Prepare criminal case folders	3.06	1.03
Testify in court on criminal cases	4.16	0.71
Identify high accident frequency locations	2.78	0.99
Communicate with leaders of demonstrations	2.93	1.12
Receive incoming calls from the public	2.87	1.16
Schedule visitors for prisoners	2.00	0.86
Conduct complete felony investigations	3.60	0.97
Conduct open surveillance	2.69	0.89
Issue citations for mechanical defects on motor vehicles	2.61	0.91
Patrol arterial roadways	3.15	0.81

Table 5 - Continued

Task Statement	Mean Rating	Standard Deviation
Complete missing or wanted persons report forms	2.92	0.91
Prepare narrative reports of civil disturbances	2.61	1.04
Mark physical evidence for later identification	4.12	0.78
Request witnesses to submit written report in criminal cases	3.34	0.95
Carry traffic accident victims to hospitals in emergency situations	3.12	1.39
Contact next-of-kin in traffic accident investigations	2.56	1.03
Take statements in criminal cases	3.60	0.81
Reroute or direct traffic around accident scene to prevent further accidents or injury	3.72	0.87
Check establishments for undesirable or wanted persons	2.81	0.88
Study background, rap sheet, and M.O. of suspects prior to interrogation	3.18	1.04
File complaint and obtain arrest warrant	3.17	0.96
Identify suspects through records and pictures	3.12	0.89
Engage in high speed pursuit driving	3.36	1.25
Search premises or property with consent	3.39	0.88
Answer requests for aid (e.g., carry sick persons, lift people into beds and wheelchairs, etc.)	2.68	0.99
Restrain mentally ill persons	3.32	1.09
Deliver departmental mail	1.51	0.87
Assist out-of-town visitors	2.39	0.89
Investigate consumer complaints	2.01	0.89
Walk a foot beat in central business district	2.82	1.09

Table 5 - Continued

Task Statement	Mean Rating	Standard Deviation
Transport intoxicated persons to de-toxification center	2.11	0.93
Direct traffic by verbal instructions	2.02	1.00
Remove (or arrange for the removal of) vehicles that obstruct the traffic flow	3.04	0.85
Respond with fire equipment	2.61	1.01
Escort or guard prisoners while in transfer	3.24	1.08
Conduct traffic control for funeral processions or weddings	1.92	0.90
Observe and record traffic conflict or near-miss incidents and situations at assigned locations	2.12	0.99
Prepare physical evidence for submittal in court	3.70	0.91
Prepare criminal case summary sheet for prosecutor	3.20	1.07
Observe high accident frequency locations to identify factors contributing to high accident rates	2.53	1.04
Recommend the installation of traffic control signs	2.24	0.92
Physically restrain persons at the scene of a strike	2.50	1.19
Record data on persons, stolen property, vehicles, or field observations in notebook	3.41	0.93
Supervise prisoner recreational activities	1.92	1.25
Conduct open observation for traffic law violators	2.84	0.88
Issue warning tickets	2.37	0.94
Complete robbery report forms after investigation	3.77	0.80
Record physical evidence at scene	4.09	0.76
Complete theft report forms	3.61	0.74
Prepare narrative reports of crimes	3.64	0.48
Obtain information from the National Crime Information Center	3.15	0.91

Table 5 - Continued

Task Statement	Mean Rating	Standard Deviation
Request coroner or medical examiner to come to scene of crime	3.21	1.00
Check vehicles for evidence of mechanical defects that may have contributed to accident	3.12	0.91
Control spectator access to traffic accident scene	3.04	0.91
Move (or arrange for moving) damaged or stalled vehicles by hand	2.32	0.96
Photograph accident scene	2.64	0.88
Check parking lots for suspicious vehicles or persons	3.03	0.87
Conduct DWI traffic law enforcement patrols	3.02	0.89
Engage in moderate speed pursuit driving	3.39	0.98
Request subject to submit to arrest	3.29	1.06
Assist stranded motorist	2.72	0.75
Patrol residential and commercial areas to detect unsafe conditions	2.80	0.95
Transport juvenile offenders to juvenile hall	2.75	0.93
Direct or control traffic with placement of vehicle barricades, cones, and flares	2.93	0.98
Assist in point control, crown control, first aid, or evacuation at fire scenes	3.29	1.03
Escort money or valuables in transfer	2.45	1.02
Escort parades	1.83	0.88
Prepare to testify in court on criminal cases	3.95	0.73
Escort wedding processions	1.35	0.64
Review testimony after criminal court appearance with prosecuting attorney	2.60	1.01
Prepare accident statistical data	1.95	0.96

Table 5 - Continued

Task Statement	Mean Rating	Standard Deviation
Transmit crash diagram and condition diagram summaries to city or county department responsible for traffic engineering work	2.17	0.90
Enforce the law and/or provide security at the scene of a strike	2.71	1.08
Physically restrain demonstrators	2.77	1.12
Maintain reference data (phone numbers, ordinances, operational data) in notebook	3.04	0.94
Supervise trustees on work assignments	2.10	1.13
Clean up or assist in cleaning up traffic accident scene to the extent necessary to prevent debris from becoming a traffic hazard	2.70	0.99
Determine point(s) of impact or point(s) of occurrence	3.35	0.89
Check parks and school grounds for safety and security	2.98	0.93
Escort funeral processions	1.76	0.84
Transmit accident statistical data to supervisor	2.46	1.08
Review testimony after traffic court appearance with prosecuting attorney	2.27	1.01
Record duty shifts' activities in station or division log book	2.73	1.02
Use notebook as reference for reports	3.24	0.91
Implement restraining order against demonstrators	2.52	1.07
Testify in court on traffic cases	3.54	0.80
Discuss traffic cases with prosecutor	3.21	0.94
Escort the transportation of over-sized truck-trailer loads	1.89	0.90
Set up and maintain personal notebook or memorandum book	3.41	1.03

The analysis of the questionnaire reveals a very high degree of similarity among departments irrespective of departmental size regarding the duties, tasks, and responsibilities performed by the entry-level police officer. Table 6 contains an inter-correlational matrix in which the job importance ratings of the Task Analysis Questionnaire have been correlated among groups of departments in accordance with the size of the community served.

Table 6  
Inter-correlational Matrix  
Demonstrating Degree of Correspondence  
in  
Job Analysis Ratings for Groups of Washington Departments  
in  
Population Size Categories

A	250,000+				
B	100,000 - 249,999	90			
C	25,000 - 99,999	94	92	-	
D	10,000 - 24,999	92	90	96	-
E	9,999 -	89	88	94	93
		250,000+	100,000 - 249,999	25,000 - 99,999	10,000 - 24,999
		A	B	C	D
					E

The inter-correlation matrix shown here demonstrates convincingly that a very high degree of similarity exists among the departments with regard to what a police officer must do in the performance of his/her duties. The correlation coefficients demonstrating similarity among departments

of various size categories range from the high 80's to the mid 90's, extremely high levels of similarity with respect to job responsibilities.

A secondary analysis was conducted which took into consideration not only the importance values of the various tasks but the frequency with which they were reported by the job analysis sample. Importance and frequency cross-products were inter-correlated with resulting coefficients in the low to mid 90's, an even higher level of similarity.

A natural division between Eastern and Western Washington police departments is recognized by most individuals familiar with the makeup of this State. However, no significant differences were revealed as a function of the East-West state dichotomy. The correlation coefficient of  $r = .96$  evidenced the high level of similarity. A correlational analysis comparing mean importance ratings of the task functions was also conducted for the purpose of comparing city and county departments. A resulting correlation coefficient of  $r = .95$  attested to the extraordinarily high similarity in rated job duties.

*These analyses indicate quite clearly that police officers at the entry-level perform essentially similar jobs in all Washington departments irrespective of departmental size, type of department, or location within the State.*

Tasks which were performed by police officers in at least one-half the participating departments in the state-wide study were combined by the professional staff of Wollack & Associates into 13 police functions; i.e., functional or logically related groupings of task activities. Table 7 is a listing of the Task Statements by functional category.

Table 7

Task Statements by Functional Category  
Which were Identified in the Task Analysis

Police Functions	Definition
PERFORMING ROUTINE PATROL DUTIES	Check roofs for entry Routinely check security of police and other city owned property (i.e., radio towers, police pistol range, fleet parking lots, etc.)

Table 7 - Continued

Police Functions	Definition
PERFORMING ROUTINE PATROL DUTIES - Continued	Conduct search for evidence in motor vehicle
	Respond to alarm systems for sign of unlawful entry
	Respond to complaints about animals
	Confiscate contraband
	Qualify with department issued side arm
	Conduct field test for controlled substances
	Conduct preliminary misdemeanor investigations
	Check autos against stolen car list
	Patrol and check security of commercial districts and establishments
	Check vacant residence during owner's absence (house checks)
	Initiate and complete preliminary investigation of reported crimes
	Conduct preliminary felony investigations
	Plan tactics for conducting patrols (individual)
	Check bars for liquor or gambling violations
	Detect and stop felony suspects who are in or on a motor vehicle
	Patrol residential areas to detect and prevent criminal activity
	Drive a patrol car or other police vehicle
	Check for city business license violations

Table 5 - Continued

Police Functions	Definition
PERFORMING ROUTINE PATROL DUTIES - Continued	Conduct open surveillance
	Check establishments for undesirable or wanted persons
	Search premises or property with consent
	Answer requests for aid (e.g., carry sick persons, lift people into beds and wheelchairs, etc.)
	Walk a foot beat in central business district
	Obtain information from the National Crime Information Center
	Check parking lots for suspicious vehicles or persons
	Patrol residential and commercial areas to detect unsafe conditions
	Check parks and school grounds for safety and security
	Assist Washington State Patrol in direction of traffic on interstate high speed expressways
	Remove livestock or other animals from roadway
	Direct or control traffic with flashlight
	Advise city planners on traffic planning
	Recommend the installation of traffic pavement markings
	Interview traffic law violators
	Operate roadblocks
	Direct or control traffic with whistle signals
	Issue parking citations

Table 5 - Continued

Police Functions	Definition
PERFORMING TRAFFIC ENFORCEMENT AND CONTROL DUTIES - Continued	Report hazardous roadway conditions and defective traffic control equipment to supervisor or public works department
	Conduct field test for controlled substances
	Remove hazardous materials from road ways or sidewalks
	Request repair or replacement of traffic lights
	Operate radar to identify violators of speed laws
	Conduct off-street (out-of-view) observations for traffic law violators
	Administer field tests for intoxication (coordination tests, etc.)
	Direct or control traffic with illuminated railroad-type emergency flares
	Recommend the installation of traffic signal devices
	Conduct breath analyzer test
	Issue moving traffic citations
	Evaluate driver's capability to drive
	Direct traffic by hand signals
	Issue citations to pedestrians who violate traffic laws
	Issue citations for mechanical defects on motor vehicles
	Patrol arterial roadways

Table 5 - Continued

Police Functions	Definition
PERFORMING TRAFFIC ENFORCEMENT AND CONTROL DUTIES - Continued	Direct traffic by verbal instructions
	Remove (or arrange for the removal of) vehicles that obstruct the traffic flow
	Conduct traffic control for funeral processions or weddings
	Observe and record traffic conflict or near-miss incidents and situations at assigned locations
	Recommend the installation of traffic control signs
	Conduct open observation for traffic law violators
	Issue warning tickets
	Move (or arrange for moving) damaged or stalled vehicles by hand
	Conduct DWI traffic law enforcement patrols
	Direct or control traffic with placement of vehicle barricades, cones, and flares
HANDLING EMERGENCY SITUATIONS	Assist citizens with emergency situations
	Apply first aid
	Conduct or assist in rescue operations
	Participate in surround operations
	Respond to robbery in progress alarms
	Restrain mentally ill persons
	Assist in point control, crowd control, first aid, or evaluation at fire scene
WRITING REPORTS AND COMPLETING FORMS	Report information to be included in M.O. files

Table 5 - Continued

Police Functions	Definition
WRITING REPORTS AND COMPLETING FORMS - Continued	Prepare report or case folders on traffic cases
	Record activities on time study card or sheet or officer logbook
	Complete arrest report forms
	Fill out suspect interrogation card
	Complete worthless document report forms after investigation
	Complete supplemental reports and forms after investigation or followup
	Complete burglary report forms
	Complete sex crime report forms
	Report information for intelligence files
	Prepare juvenile court forms
	Complete rape report forms
	Transcribe field notes for personal notebook or officer logbook
	Complete death report forms (not death certificate)
	Prepare narrative reports or arrest
	Complete injury report forms
	Complete missing or wanted persons report forms
	Prepare narrative reports of crime
Maintain reference data (phone numbers, ordinances, operational data) in notebook	
Complete traffic accident reports and forward to supervisory and/or engineering department	

Table 7 - Continued

Police Functions	Definition
WRITING REPORTS AND COMPLETING FORMS - Continued	Record duty shifts' activities in station or division logbook
	Set up and maintain personal notebook or memorandum book
HANDLING AND INVESTIGATING TRAFFIC ACCIDENTS	Prepare field sketches of traffic accidents
	Move injured persons from roadways to ambulance
	Collect traffic accident evidence
	Interview victims and those involved in traffic accidents
	Record visibility conditions at time of accident
	Cause traffic accident evidence to be sent to lab for analysis
	Conduct followup investigation of hit and runs
	Followup nature and extent of personal inquiries resulting from traffic accidents
	Request mechanic to test vehicles involved in traffic accident
	Use mathematical formulas to calculate pavement friction factors in traffic accidents
	Apply first aid
	Take required measurements at scene of traffic accident
	Examine damage to vehicles involved in traffic accidents
	Call for supplementary aid (e.g., wreckers, fire departments) for traffic accidents

Table 7 - Continued

Police Functions	Definition
<b>HANDLING AND INVESTIGATING TRAFFIC ACCIDENTS - Continued</b>	Diagram and record measurements of traffic accident scene
	Request witnesses or violators to submit informal statements or written reports of occurrence in traffic accidents
	Use mathematical formula to calculate minimum speed estimates in traffic accidents
	Determine key or crucial events related to the traffic accident
	Investigate traffic accidents
	Identify high accident frequency locations
	Contact next-of-kin in traffic accident investigations
	Reroute or direct traffic around accident scene to prevent further accidents or injury
	Observe high accident frequency locations to identify factors contributing to high accident rates
	Check vehicles for evidence of mechanical defects that may have contributed to accident
	Control spectator access to traffic accident scene
	Clean up or assist in cleaning up traffic accident scene to the extent necessary to prevent debris from becoming a traffic hazard
	Determine point(s) of impact or point(s) of occurrence
	Transmit accident statistical data to supervisor
	Photograph accident scene

Table 7 - Continued

Police Functions	Definition
<b>APPREHENDING AND ARRESTING SUSPECTS</b>	Overcome physical resistance with appropriate force
	Subdue suspect resisting arrest
	Advise suspects of their rights
	Call on bystanders to assist in apprehension
	Conduct field search of suspected felons
	Overcome resistance by use of chemical agents
	Overcome resistance by use of firearms
	Disable armed and dangerous subject who poses an immediate threat to lives of others
	Lift semi-conscious or injured person into vehicle to complete arrest
	Interrogate suspects with or without aid of partner
	Conduct frisk search
	Engage in high speed pursuit driving
	Handcuff or otherwise secure prisoners
	Engage in moderate speed pursuit driving
	Request subject to submit to arrest
	Detain or arrest juvenile offenders
<b>INVESTIGATING CRIMINAL CASES</b>	Check validity of alibi
	Collect physical evidence from scene and transport to station
	Conduct partial arson investigations

Table 7 - Continued

Police Functions	Definition
INVESTIGATING CRIMINAL CASES - Continued	Review public records to develop information for use in investigations
	Conduct undercover surveillance
	Protect physical evidence at the scene
	Show mug shots to witnesses
	Secure search warrant
	Verify statements of witnesses or suspects
	Interrogate suspects alone
	Take witness and/or suspect statements by recorder
	Locate, photograph, and gather pieces of physical evidence
	Locate and question witnesses and potential witnesses in criminal cases
	Sketch crime scene and record measurements
	Participate in stakeout
	Tail suspects
	Serve search warrant
	Plan and conduct search for evidence at crime scene
	Conduct complete felony investigation
	Mark physical evidence for later identification
	Request witnesses to submit written report in criminal cases
	Take statements in criminal cases
	Arrange for lab analysis of physical evidence

Table 7 - Continued

Police Functions	Definition
INVESTIGATING CRIMINAL CASES - Continued	Study background, rap sheet, and M.O. of suspects prior to interrogation
	File complaint and obtain arrest warrant
	Identify suspects through records and pictures
	Record physical evidence at scene
	Request coroner or medical examiner to come to scene of crime
PREPARING CASES FOR TRIAL AND TESTIFYING IN COURT	Prosecute traffic cases
	Participate in presentence interview with probation officers
	Present charge before magistrate
	Discuss case with witnesses prior to trial
	Review case prior to appeal court
	Discuss criminal cases with defense attorney
	Review report prior to testifying in court on traffic cases
	Discuss criminal cases with prosecutor
	Prepare misdemeanor complaints
	Prepare criminal case folders
	Testify in court on criminal cases
	Prepare physical evidence for submittal in court
	Prepare criminal case summary sheet for prosecutor

Table 7 - Continued

Police Function	Definition
PREPARING CASES FOR TRIAL AND TESTIFYING IN COURT - Continued	Prepare to testify in court on criminal cases
	Review testimony after criminal court appearance with prosecuting attorney
	Review testimony after traffic court appearance with prosecuting attorney
	Testify in court on traffic cases
PERFORMING JAIL DUTIES	Discuss traffic cases with prosecutor
	Put prisoners in straight jackets
	Book prisoner by completing arrest cards and arrest folder
	Screen prisoners for medical problems
	Secure prisoners' property by search
CONTROLLING CIVIL DISPUTES AND DISTURBANCES	Conduct strip search
	Qualify with department riot gun
	Implement restraining order against strikers
	Control spectators at civil disturbances
	Control spectators at special events
	Answer calls on domestic quarrels and brawls
	Communicate with management and labor on strike disturbances
	Communicate with leaders of demonstrations
	Physically restrain persons at the scene of a strike
	Enforce the law and provide security at scene of demonstrations

Table 7 - Continued

Police Function	Definition
CONTROLLING CIVIL DISPUTES AND DISTURBANCES - Continued	Enforce the law and/or provide security at the scene of a strike
	Physically restrain demonstrators
	Implement restraining order against demonstrators
ESCORTING PERSONS OR VEHICLES	Escort prisoners to doctor or dentist for treatment
	Escort ambulances and emergency cases
	Escort explosives upon special request from military or government agencies
	Escort emergency cases to hospital
	Escort large crowds of dissenters or other potentially hostile groups
	Escort dignitaries
	Escort persons or vehicles through hostile strike lines to prevent violence in extreme cases
	Carry traffic accident victims to hospitals in emergency situations
	Transport intoxicated persons to detoxification center
	Escort or guard prisoners while in transfer
	Transport juvenile offenders to juvenile hall
	Escort money or valuables in transfer
	Escort parades
Escort the transportation of oversized truck-trailer loads	

Table 9 - Continued

Personal Characteristics	Definition
PERFORMING PUBLIC RELATIONS OR TRAINING DUTIES	Conduct tours of police facilities Operate audio-visual equipment Advise parents of children's violation of traffic laws Speak at meetings of community groups and organizations Attend training sessions Serve as an instructor in training programs conducted by police department or by other agencies Advise citizens and businessmen on ways to prevent crime and protect their persons and property Assist out-of-town motorists Assist stranded motorist
PERFORMING SUPPORT DUTIES	Take custody of stolen or lost property Man police station desk Service or clean police weapons Arrange for removal of abandoned vehicles from private property Broadcast descriptions and pertinent information concerning crimes to other units and other agencies Type reports Serve subpoenas Contact other law enforcement agencies for information Provide station security Service police vehicles

Table 7 - Continued

Police Functions	Definition
PERFORMING SUPPORT DUTIES - Continued	Investigate repossession complaints Run errands and deliver messages Man police station radio Store and establish chain of custody for evidential or acquired property Answer civil complaints and refer to appropriate agency Receive incoming calls from the public Deliver departmental mail Receive complaints on city services

Table 8 summarizes the task analysis data by functional category. This table shows the percent of tasks in each functional category which have been rated important to critical in relation to the performance of job duties.

Table 8  
Percent of Tasks in Each Function  
Rated "Important to "Critically Important"

Function	Total Tasks	% Rated "Important-Critically Imp."
A. Performing routine patrol duties	31	54.8
B. Performing traffic enforcement and control duties	35	37.1
C. Handling emergency situations	7	85.7
D. Writing reports and completing forms	26	76.9
E. Handling and investigating traffic accidents	29	62.1
F. Apprehending and arresting suspects	16	87.5
G. Investigating criminal cases	30	80.0
H. Preparing cases for trial and testifying in court	18	72.2
I. Performing jail duties	5	40.0
J. Controlling civil disputes and disturbances	12	33.3
K. Escorting persons or vehicles	14	21.4
L. Performing public relations or training duties	9	22.2
M. Performing support duties	18	38.9

AN ANALYSIS OF REQUIRED PERSONAL CHARACTERISTICS

While any study of job requirements must begin with an analysis of tasks, duties, and responsibilities of the position being investigated, it is also important, having determined these factors, to ascertain the areas of knowledge, skills, and other personal capabilities which are required for the performance of these duties. As previously noted, these personal characteristics which were seen as important for

performing a police officer's job, were identified by the workshop participants in the three regional job analysis workshops.

The purpose of this particular phase of the job analysis project is to determine the relevance of such personal characteristics to the job itself (i.e., the task analysis). In other words, the personal characteristics which were identified in the workshop must be compared to the task analysis or functional categories of the job which were determined on the basis of this task analysis. The 11 characteristics which were identified as the most important qualities to be sought in applicants for police work are defined in the following table.

Table 9

Personal Characteristics Which Were Rated for Relevance to the Functions of Entry-Level Police Work

Personal Characteristics	Definition
APPEARANCE	adopts a reasonable grooming standard consistent with contemporary community standards and expectations
	takes pride in his personal appearance and professional bearing
	works to stay in good physical condition
	maintains his uniform and equipment in top condition
DEPENDABILITY	reports for duty on time
	does not malingering on calls
	reacts quickly to problems observed on the street or to dispatches received over the radio
	is accurate and thorough in handling the details of an assignment
	submits reports on time
	can be counted on to follow through on all assignments

Table 9 - Continued

Personal Characteristics	Definition
INITIATIVE	<p>strives to put forth his best effort at all times</p> <p>works diligently and conscientiously in carrying out his assignments rather than merely <i>merely putting in his time</i></p> <p>cares about his competence as a law enforcement officer and wants to improve his skills</p> <p>sees himself as being responsible for learning the job and staying abreast of new developments in his occupational field</p> <p>proceeds on assignments without waiting to be told what to do</p> <p>recognizes his own deficiencies and strives to correct them</p>
INTERPERSONAL SKILLS	<p>understands the motives of people and is usually able to anticipate how people will act in a given situation</p> <p>considers individual differences when dealing with people rather than treating everyone alike</p> <p>interacts with people in a wide variety of circumstances without arousing antagonism</p> <p>is effective in persuading and influencing others to behave in an alternative manner</p> <p>resolves domestic and other interpersonal conflicts through persuasion and negotiation rather than by force</p> <p>is capable of being assertive in appropriate circumstances</p> <p>works effectively as a member of a team when required to do so</p>
INTEGRITY	<p>conducts himself, on and off duty, in a manner which comports with contemporary community standards</p>

Table 9 - Continued

Personal Characteristics	Definition
INTEGRITY - Continued	<p>does not engage in behavior which would diminish community respect for or trust in law enforcement agencies</p> <p>refrains from using one's badge, uniform or authority for personal gain</p> <p>Maintains a record of personal conduct which if exposed in court would not detract from the credibility of his testimony</p> <p>presents evidence fully and completely, without distortion</p>
ORAL COMMUNICATION SKILL	<p>speaks clearly and intelligible to individuals, small groups and large crowds</p> <p>communicates effectively with persons of widely divergent cultural and educational background</p> <p>speaks clearly over police radios and other electronic transmission equipment</p> <p>makes concise and meaningful oral reports to supervisory police personnel</p> <p>communicates effectively with persons who are emotionally disturbed or seriously injured</p> <p>is articulate and understandable when testifying in court</p>
SELF-CONTROL	<p>maintains a high level of self-control when involved in frustrating or otherwise stressful situations</p> <p>does not overreact to criticism or verbal abuse</p> <p>does not <i>go to pieces</i> in a crisis</p> <p>maintains his composure during rock and bottle-throwing incidents or similar situations involving hostility or provocation</p>

Table 9 - Continued

Personal Characteristics	Definition
SELF-CONTROL - Continued	uses the minimum amount of force necessary to handle any given situation (e.g., dispersing a crowd, breaking up a fight, or taking a suspect into custody)
SITUATIONAL REASONING ABILITY	<p>demonstrates good <i>common sense</i> in handling field situations</p> <p>knows how to analyze a situation, identify the important elements and make a logical decision without undue delay</p> <p>accurately assesses the potential consequences of alternative courses of action and selects the one which is most acceptable</p> <p>has little difficulty deciding what to do in most situations</p> <p>recognizes dangerous situations and acts decisively to protect persons and property from harm</p> <p>is able to reach a decision quickly when faced with several alternative courses of action</p>
READING SKILLS	<p>is able to apply information derived from written materials</p> <p>is able to read the following job-related written materials with comprehension:</p> <ul style="list-style-type: none"> <li>-training materials utilized in the basic academy</li> <li>-vehicle and penal codes</li> <li>-inservice training bulletins and related materials</li> <li>-procedural manuals and administrative directives</li> </ul> <p>is able to recall factual information pertaining to and derived from laws, statutes, codes and other written materials</p>

Table 9 - Continued

Personal Characteristics	Definition
WRITING SKILLS	<p>expresses himself in a narrative style which is clear and concise</p> <p>writes legibly</p> <p>uses acceptable grammar, punctuation and spelling</p> <p>makes sure that all of his reports are accurate and objective</p> <p>provides a complete account of what happened</p> <p>includes all relevant details which may aid in the reconstruction of an incident</p>
PHYSICAL ABILITY	<p>has good physical strength, agility, balance, coordination and endurance</p> <p>has good hearing, visual acuity, depth perception, and color vision</p> <p>is free from disabling diseases and handicaps</p>

A questionnaire was prepared for the purpose of ascertaining, on the basis of empirical data, the relationship between the functional categories of a police officer's job and the skills and abilities required to perform this job. Supervisory and command level personnel in participating police departments were sent sets of survey materials, including a definition of the police officer functions and personal characteristics and a *Personal Characteristics Questionnaire*.

The purpose of this latter questionnaire was to have the police sample evaluate the relative importance of the 11 personal characteristics to the performance of each police function. These ratings express, in percentage terms, the relevance of each personal characteristic to each function as determined by the job analysis sample.

A total of 123 questionnaires were completed by supervisory and command-level police personnel in 33 Washington departments. Table 10 lists the participating departments and the number of questionnaires completed by each department.

Table 10

Alphabetical Listing of Agencies Completing  
Personal Characteristics Questionnaire

Agency	No. of Questionnaires Completed
Belleveue	5
Bellingham	5
Bothell	1
Cheney	1
Colville	1
Cowlitz County	2
Edmonds	2
Everett	5
Hoquiam	1
King County	14
Lynwood	2
Mercer Island	2
Moses Lake	1
Oak Harbor	1
Olympia	2
Othello	1
Pacific County	1
Pascoe	2
Pierce County	5
Port Angeles	1
Rickland	2
Seattle	19
Serdo-Woolley	1
Shelton	1
Skagit Tribal System	1
Spokane	15
Sumner	1
Tacoma	15
Unviersity of Washington	2
Vancouver	2
Walla Walla	2
Wenatchee	2
Yakima	5

Table 11 expresses, in percentage terms, the rated degree of relevance of the various personal characteristics in relation to the 13 functions of police work which resulted from the task analysis. These ratings were derived from the previously described *Personal Characteristics Questionnaire for Police Officers* which called for an evaluation of the relative importance of the 11 personal characteristics to the performance of each police function. Respondents were required to assign a

total of 100 points, in any manner in which they saw fit, to the 11 personal characteristics.

TABLE 11

Relative Importance (in percentages) of  
Personal Characteristics for the  
Performance of Police Functions

FUNCTIONS	APPEARANCE	DEPENDABILITY	INITIATIVE	INTERPERSONAL SKILLS	INTEGRITY	ORAL COMMUNICATION SKILLS	SELF-CONTROL	SITUATIONAL REASONING ABILITY	READING SKILLS	WRITING SKILLS	PHYSICAL ABILITY
Performing Routine Patrol Duties	7.1	10.5	13.5	9.2	8.5	9.8	7.7	14.1	4.4	6.6	9.3
Performing Traffic Enforcement & Control Duties	8.6	8.0	11.4	10.3	7.4	12.1	11.8	12.5	4.2	6.3	8.3
Handling Emergency Situations	3.8	8.9	9.2	11.2	4.8	10.6	14.6	19.9	1.7	1.7	13.6
Writing Reports and Completing Forms	1.3	10.5	8.6	4.9	7.9	5.7	2.8	8.6	17.9	31.4	1.3
Handling & Investigating Traffic Accidents	6.0	8.4	8.7	10.3	5.9	11.9	7.4	14.3	6.9	14.2	6.0
Apprehending & Arresting Suspects	3.4	6.5	8.6	10.2	5.5	10.3	13.5	16.7	2.0	2.1	22.1
Investigating Criminal Cases	5.1	8.1	13.6	12.0	7.2	14.0	4.8	13.4	7.0	11.6	4.1
Preparing Cases for Trial & Testifying in Court	13.5	7.9	6.2	7.7	11.8	19.2	7.7	6.2	7.6	11.4	1.7

Table 11 - Continued

FUNCTIONS	APPEARANCE	DEPENDABILITY	INITIATIVE	INTERPERSONAL SKILLS	INTEGRITY	ORAL COMMUNICATION SKILLS	SELF-CONTROL	SITUATIONAL REASONING ABILITY	READING SKILLS	WRITING SKILLS	PHYSICAL ABILITY
Performing Jail Duties	4.3	7.9	5.1	11.0	8.9	11.0	13.1	9.0	4.2	5.4	17.8
Controlling Civil Disputes & Disturbances	6.3	5.8	5.0	14.0	4.6	14.3	17.2	15.0	1.6	1.2	15.8
Escorting Persons or Vehicles	10.8	10.9	6.0	9.9	6.7	10.9	10.8	17.1	2.0	1.3	13.6
Performing Public Relations or Training Duties	18.1	6.6	6.9	12.4	5.7	22.1	5.1	6.6	7.8	6.1	3.3
Performing Support Duties	8.2	13.6	9.5	9.5	9.3	12.4	5.8	8.7	8.9	9.7	5.3
Overall Importance	7.4	8.7	8.6	10.2	7.2	11.9	9.4	12.5	5.9	8.4	9.4

## CONCLUSIONS

The significance of the previously described analysis is to provide a foundation for weighting the various components of the selection system for entry-level police officers. Those personal characteristics which are measurable by means of testing procedures and are to be utilized in a weighted fashion constitute the job performance domain. It should be noted that the factors of integrity, self-control, and appearance are not included as part of the measurable job performance domain, because they are to be treated as unscored components (i.e., pass/fail) of the employment system. Therefore, the following percentage weights indicating the relative importance of the measurable job performance domain exclude the unscored factors which were identified in the job analysis.

While the Consultants recommend that there be a minimal screening on the basis of an applicant's appearance in the interview, because appearance obviously is of little relevance to the duties of a police officer's position, we do not recommend that this factor be scored or weighted because of the potential for discriminatory judgments.

Further, the job analysis indicates that the factors of integrity and self-control are also of substantial importance to the successful performance of a police officer's duties. It is recommended that these factors be assessed as part of the background investigation. Notwithstanding the importance of these personal characteristics, they too should be scored on the basis of an unweighted, pass/fail judgment. The measurable performance domain (i.e., the personal characteristics to be sought of job applicants) are identified in Table 12, and the appropriate weights are given for the purpose of providing guidance with respect to the relative emphasis to be accorded the various selection tools in the entry-level police officer employment system. The percentage weights describing the relative importance of the various personal characteristics have been derived from an analysis of those functions which were considered to be most critical to the performance of police officer's duties.

It should be recalled that Table 3 provided an analysis of the importance of the 13 police functions. For the purpose of the instance analysis, a police function was retained for further study only if at least half of the tasks which defined that function were judged to be important to critical. Those police functions which did not meet this criterion of minimal importance were not retained.

Utilizing the seven most important police functions, the weights indicating relative importance of the personal characteristics required to perform these functions were

determined. Because Federal guidelines and standards mandate a heavy burden to the employer, we deem it especially important to confine the selection system for police officers exclusively to those personal characteristics which were judged to be important for performing the most critical aspects of a police officer's job.

Table 12

Percentage Weights for Personal Characteristics  
Comprising the Measurable Job Performance Domain

Characteristics	Percentage Weight
Dependability	11
Initiative	12
Interpersonal Skills	12
Oral Communication	15
Situational Reasoning	17
Reading Skills	09
Writing Skills	14
Physical Ability	10

**END**