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1. The first step in the process is to identify the problem or issue that needs to be addressed. This involves gathering information and understanding the context of the problem.

2. Once the problem is identified, the next step is to define the objectives and goals of the project. This helps to clarify what needs to be achieved and provides a clear direction for the team.

3. The third step is to develop a plan or strategy to address the problem. This involves breaking down the problem into smaller, manageable tasks and determining the resources needed to complete each task.

4. The fourth step is to implement the plan. This involves putting the strategy into action and monitoring progress to ensure that the project is on track.

5. The final step is to evaluate the results of the project. This involves assessing the outcomes against the objectives and goals and identifying any areas for improvement.

6/5/19

SELECTING POLICE OFFICERS

A Study of Suburban Police
by the
Metropolitan Area Management Association
and the
Metropolitan Council

NCJRS

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ACQUISITIONS

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ABOUT THIS REPORT

This report is a summary of a comprehensive job analysis study of suburban police officers in the Twin Cities Metropolitan Area. Entitled *The Metropolitan Police Officer Job Analysis*, the study is one phase of a broader project — the Suburban Police Officer Selection Standards Study — being conducted jointly by the Metropolitan Area Management Association and the Metropolitan Council.

In the first phase of the project, a special team of experts was formed to review literature and the “state of the art” in police officer selection. From its studies, the team produced a detailed plan — a “research design” — to be used to conduct the police officer job analysis. Phase II, described here, involved the completion of that job analysis. The third phase of the selection standards study, which is just underway, will consist of developing and validating procedures and standards to use in selecting entry-level suburban police officers.

All research aspects of the job analysis study were carried out by Arthur Young and Company between August 1976 and August 1977. Funded by a Law Enforcement Assistance Administration grant, the job analysis focused on patrol officers employed in 55 suburban municipalities surrounding Minneapolis and St. Paul.

The full report of the job analysis study contains detailed information on the methods and procedures of obtaining data and the results of the study and may be obtained for \$8.00 by calling the Metropolitan Council at 291-6464.

INTRODUCTION

Does a police officer have to be 5'8" tall and weigh at least 160 pounds to be effective on the job? Does an officer have to have earned a high school diploma or be able to climb a seven-foot barricade to insure a successful job performance? What, exactly, are the requirements of an entry level police officer? How are those requirements determined? How can they be tested objectively and without discrimination? And how can one be sure that those tests are *valid* predictors of successful job performance?

These questions are not easy to answer and, in fact, haven't been answered in many areas of the country since police officer selection criteria are increasingly being challenged in court. As a result, legally defensible, valid and effective police officer selection procedures have become a major concern of public officials across the nation.

Metropolitan Area officials became especially interested in these issues about 2½ years ago when a number of communities in the Twin Cities — primarily suburban communities — were being challenged in regard to their hiring practices.

Federal law proscribes discrimination in hiring practices by the 13th Amendment to the U.S. Constitution (slavery, involuntary servitude and laws passed by Congress pursuant to the authority granted by the 13th Amendment), the 14th Amendment (equal protection), the Civil Rights Acts of 1866 and 1964, and various executive orders dealing with discrimination in employment on government contracts. Discrimination is also made an unfair employment practice by the Minnesota Human Rights Act.

Under the authority granted by Title VII of the Civil Rights Act of 1964, the Equal Employment Opportunity Commission (EEOC) has adopted specific hiring practice guidelines. The guidelines are predicated on the idea that many testing practices are discriminatory because they are not valid predictors of employee job performance. The guidelines define what kinds of tests may be used in selecting job candidates and outline those standards by which tests are determined to be valid predictors of job success.

While the guidelines do not have the effect of law, they are given great weight in the courts in interpreting the law, and they are the most detailed and specific of all federal guidelines on hiring practices. Precedent was set in *Griggs vs. Duke Power Co.*, 401, in 1971 when the Supreme Court gave strong support to the EEOC guidelines.

Locally, suburban city managers and police administrators have recognized the absence of valid evidence for their selection standards and procedures used to assess police officer candidates. In addition, suburban officials have recognized the substantial duplication of effort involved in testing and evaluating entry level police officers.

These observations led the city managers, through their local professional organization — the Metropolitan Area Management Association (MAMA) — to investigate the possibility of developing valid selection procedures for use in suburban Twin Cities Area communities. To begin this task, MAMA established a special committee, the Personnel Selection Standards Committee, to organize the research project. Then, MAMA asked the Metropolitan Council to provide administrative direction and coordination.

PURPOSE AND OBJECTIVES

The purpose of the Suburban Police Officer Selection Standards Study is the validation of job-related non-discriminatory police selection standards in the suburban communities of the Twin Cities Area. The principal objectives of the study were:

1. To provide a detailed description of the activities carried out by suburban metropolitan patrol officers, including day-to-day routine activities as well as those critical, emergency or threatening kinds of activities that occur on a less frequent basis.

2. To determine the specific behaviors that are involved in successfully completing these activities.
3. To determine the more and less important activities performed by patrol officers, with an orientation toward developing a measure for determining the effectiveness of a patrol officer's performance.
4. To use this information to develop a list of the knowledges, skills, abilities and personal or physical characteristics required to perform the duties of a patrol officer.

SUMMARY OF FINDINGS

In general, these were the major findings of the study.

1. There were many more similarities than differences across jurisdictions.
2. The activities of female officers (eight officers) did not differ from the activities of male officers (277).
3. Almost all work time entailed: a) routine patrol, b) handling traffic, or c) administrative functions. Although not a large percent of the total, non-routine activities occurred fairly frequently. Critical, emergency or threatening activities occurred only about once a month. These almost always entailed handling medical emergencies or domestic disputes.
4. The majority of job activities involve interactions with other people in which information is imparted, either orally or in written form. Almost all job activities require either gathering information or giving information. Little physical activity is required. However, on the rare occasions when it is required, it is judged to be of crucial importance.

THE RESEARCH DESIGN

THE TEAM

A research design team was formed in November 1975 to conduct Phase I of the selection standards project. Phase I involved a detailed review and analysis of police officer selection. Team members included a consulting psychologist, attorney, civil rights specialist, sociologist, industrial-organizational psychologist, physiologist and cardiologist.

Each team member reviewed the literature in his or her area of expertise and submitted a report. The result of this work was a comprehensive summary of previous research, development and legal evaluation of police officer selection procedures. This summary was used to obtain a picture of the research methods and procedures found most useful and informative in other police selection studies, and to highlight potential areas for improving on previous research.

In its review of earlier police job analysis studies, the team documented previous findings of the most frequent and important aspects of police work. It also noted a number of problems in earlier work. For example, it was noted that research methods based on observation of police officers during their job performance yielded a different picture of police work than that obtained when officers or their supervisors completed questionnaires.

These and other apparently conflicting descriptions of police work, and weaknesses in earlier research designs, led the team to develop a detailed work plan for the job analysis which was carried out in Phase II.

Comprised of three stages, the job analysis included:

- Stage 1. Collection and analysis of information regarding the duties of suburban metropolitan patrol officers. Four different means of gathering data were used: field observation, interviews following shifts (post-shift interviews), incident-oriented interviews, and electrocardiogram monitoring to obtain a picture of both day-to-day and infrequent, yet critical, aspects of police work. A team of 11 job analysts was formed to gather the data.
- Stage 2. Determination of the knowledge, skills, abilities and personal characteristics required of police officers in their performance on the job. A team of experts reviewed the results of the job analysis and developed a list of those attributes which were thought to be essential to effective patrol officer performance and which should be assessed as part of the selection process.
- Stage 3. Determination of the relative importance of police officer activities. A representative cross-section of police professions, adult, youth and minority citizens and city administrators described what they saw as the relative importance of police activities which were documented through the job analyses. This information will be used in Phase III to assist in determining the tests which accurately predict successful job performance.

THE RESEARCH SAMPLE

There was some concern that the consortium nature of this project not mask unique job activities and, hence, unique job requirements. Preliminary analyses showed that both the size of a police department and its location within the Metropolitan Area might affect the work of new patrol officers. Therefore, the 55 participating police departments were divided into four groups on the basis of size to more accurately analyze and compare interdepartmental differences. The classifications are shown in Table 1.

DATA COLLECTION AND ANALYSIS

A survey was used to insure a representative picture of patrol work for each classification group, each police department, day of the week and patrol shift.

Information was collected on 285 patrol officers, including eight female officers. Job analysts spent over 775 hours with patrol officers during regular patrol shifts. Over 60 of the officers volunteered to wear electrocardiogram monitors to provide a detailed picture of the stress and energy expended during a patrol shift. In addition, interviews were conducted with officers immediately after checkout, and those provided detailed descriptions of the activities occurring over an additional 725 hours of patrol work. Finally, interviews with 94 officers provided information regarding the critical, emergency or threatening incidents experienced over the past year of patrol work.

Observations and post-shift interviews of day-to-day patrol activity, then, covered approximately 1,500 hours across all patrol shifts, days of the week and department locations. Job analysts also documented and provided detailed behavioral descriptions of 4,824 individual patrol activities. Interviews exploring the critical, emergency or threatening aspects of patrol work provided descriptions of an additional 1,321 activities.

All of the data collected by these methods was then analyzed in two steps. First, the basic types of activities performed by patrol officers, their frequency, and the percentage of total time required for them were determined. Next, the underlying behaviors or processes involved in performing these activities were analyzed.

Table 1. POLICE DEPARTMENT CLASSIFICATIONS

Inner Ring Suburbs		Developing Suburbs or Outlying Area	
Large Department	Number of Police Officers	Large Department	Number of Police Officers
Bloomington	45	Blaine	20
Brooklyn Center	24	Brooklyn Park	21
Crystal	18	Burnsville	24
Edina	31	Coon Rapids	31
Fridley	20	Minnetonka	29
Golden Valley	23	Plymouth	18
Maplewood	30	White Bear Lake	18
Richfield	26		<u>161</u>
Roseville	20		
St. Louis Park	38		
South St. Paul	25		
	<u>300</u>		
Small Department		Small Department	
Columbia Heights	13	Anoka	14
Hopkins	14	Apple Valley	9
Mendota Heights	7	Arden Hills	5
Mounds View	7	Chaska	5
New Brighton	13	Champlin	5
New Hope	13	Cottage Grove	7
Newport	7	Eagan	14
North St. Paul	8	Eden Prairie	8
Robbinsdale	9	Farmington	4
Spring Lake Park	5	Forest Lake	5
St. Anthony	7	Hastings	7
St. Paul Park	4	Inver Grove Heights	10
West St. Paul	12	Lakeville	10
	<u>119</u>	Maple Grove	7
		Mound	9
		New Prague	3
		Oakdale	8
		Orono	7
		Prior Lake	6
		Rosemount	4
		Shakopee	7
		Stillwater	8
		South Lake Minnetonka	10
		Wayzata	5
			<u>177</u>

FINDINGS

RESULTS OF THE POLICE ACTIVITIES ANALYSIS

The study included police departments in communities that vary in their size, location within the Metropolitan Area, rate of development, local crime incidence, and a number of other demographic factors. The classification of the police departments, as already described, made it possible to determine whether, in fact, police work varied due to the differences in demographic factors. If no differences were noted, then development of the skills, abilities, personal and physical requirements for police officer selection could be based on the total group of participating police departments.

The following were the conclusions of the police activity job analysis:

Types of activities: Police departments within the four classifications did not differ substantially in the activities performed. Officers of large departments tended to perform slightly more activities per unit of time. However, this difference amounted to only about two activities per shift beyond the number performed in smaller departments. The basic types of activities performed were also not different across the four groups. Table 2 shows a comparison of the most frequently occurring patrol activities per 100 shift hours for each of the four classifications.

Differences by sex: The activities performed by male and female officers did not differ significantly. Although the female officer sample was small — eight — the job analysis results showed that the basic aspects of police work performed by male and female officers were similar. Table 3 shows the comparison of female police officer activities to the total sample of activities.

Basic activities: The basic activities of suburban metropolitan police officers, summarized in Table 4, included routine patrol, administrative activities, responding to service calls and enforcing traffic. Although these general areas accounted for a major part of patrol time and activity, the job analysis also documented that providing emergency service, performing arrests, checking out suspicious situations, identifying physical/safety hazards, as well as preliminary and follow-up investigation, each occurred once or more per average patrol week.

Emergency situations: Critical, emergency or threatening activities most frequently occurred in the context of providing emergency medical service or in handling family/neighbor disputes. These are shown in Table 5. However, additional "critical incidents" were reported across a wide variety of basic police activity, indicating that a broad range of patrol work can assume the features of an emergency or threatening situation.

Interactions with others: Job analyses indicated that a majority of police activities involve interaction with others, most often another police officer. In one of three activities, however, interaction with a citizen is involved. This generally involves the officer providing either written or oral information to a party. In addition, most activities are routine or repetitive. About one in ten involves dealing with a highly emotional situation.

Table 2. MOST FREQUENT OFFICER ACTIVITIES BY DEPARTMENT CLASSIFICATION

Most Frequent Activities For Total Officer Sample	Large Department/ Inner Suburb		Large Department/ Outer Suburb		Small Department/ Inner Suburb		Small Department/ Outer Suburb	
	Rank	Rate per 100 Shift Hours	Rank	Rate per 100 Shift Hours	Rank	Rate per 100 Shift Hours	Rank	Rate per 100 Shift Hours
Patrol Residential Area by Auto	1	43	1	44	1	39	1	59
Patrol Business District by Auto	2	38	2	42	2	24	2	33
Rest Period	3	23	3	27	3	24	3	20
Write Traffic Citation or Warning for Moving, Mechanical or Safety Violation	4	23	4	18	4	23	4	12
Maintain Stationary/Moving Radar Unit	6	13	5	14	5	17	8	8
Maintain Stationary/Moving Patrol for Speed, Red Light, or Other Violation (without radar unit)	5	16	12	6	*	*	9	7
Check-in and Check-out for Patrol Duty	9	10	6	13	6	11	5	9
Repair and Maintain Equipment/Vehicle	7	12	9	8	8	8	6	9
Inspect Patrol Vehicle for Required Equipment, Fuel	8	10	7	11	7	9	13	6
Call in License Number or Stop Vehicle to Make Routine Motor Vehicle Check	10	10	14	6	13	5	10	7
Stop and Interrogate Suspicious Persons, Vagrants or Possible Runaways	12	7	10	6	*	*	17	4
Roll Call	11	8	8	8	*	*	*	*
Patrol Public Area by Auto	14	5	17	4	11	5	7	9
Leave Car to Inspect Location	16	5	*	*	10	6	12	6
Provide Assistance to Stranded Motorist	17	5	13	6	8	9	14	5
Handle Report of Fighting, Disorderly Conduct	15	5	16	5	16	4	15	4
Provide Back-up to Officer Responding to Service Call	13	6	11	6	*	*	*	*

NOTE: Activities showing an asterisk in the Rank column fall below the 17 most frequently performed activities for that department classification. Activities showing an asterisk in the Rate column would be expected to occur less than once per 100 patrol hours.

**Table 3. COMPARISON OF FEMALE POLICE OFFICER ACTIVITIES
TO TOTAL SAMPLE OF ACTIVITIES**

Activity Group	Frequency of Activities per 100 Shift Hours		Time per Occurrence (Minutes)		Percent of Total Work Time	
	Total Sample	Female Officers	Total Sample	Female Officers	Total Sample	Female Officers
Administrative and Non-patrol	61	71	19.00	19.3	19.8	22.5
Routine Patrol	114	139	20.90	16.6	40.6	37.5
Responding to Service Calls	37	39	17.40	15.8	11.0	10.0
Providing Emergency Care	3	5	19.50	16.5	1.1	0.8
Checking Out Suspicious Situations	8	13	8.10	12.0	1.1	1.5
Performing Arrest at Scene	3	0	30.80	0.0	1.3	0.0
Preliminary Crime/Accident Investigation	2	3	33.20	5.0	1.4	0.1
Follow-up Crime/Accident Investigation	4	5	25.70	11.5	1.7	0.6
Identifying Physical/ Safety Hazards	3	0	15.70	0.0	0.8	0.0
Enforcing Traffic Laws	44	66	13.50	9.6	10.2	10.2
Other	35	30	18.30	20.4	10.8	9.8
Total	314	371	18.65	17.0	100.0%	100.0%

Table 4. BASIC POLICE OFFICER ACTIVITIES

Activity Group	Frequency of Occurrence		Time per Occurrence	
	Total Observed	Frequency per 100 Shift Hours	Mean	Percent of Total Work Time
Administrative and Non-Patrol	937	61	19.0	19.8%
Routine Patrol Activities	1,749	114	20.9	40.6
Responding to Service Calls	568	37	17.4	11.0
Providing Emergency Service	52	3	19.5	1.1
Checking Out Suspicious Situations	121	8	8.1	1.0
Performing Arrests at Scene	39	3	30.8	1.3
Preliminary Crime/Accident Investigation	37	2	33.2	1.4
Follow-Up Crime/Accident Investigation	61	4	25.7	1.8
Identifying Physical/Safety Hazards	49	3	15.7	1.0
Enforcing Traffic Laws	679	44	13.5	10.2
Other	532	35	18.3	10.8
Total	4,824	314	18.7	100.0%

NOTE: Total observed activities (4,824) is based on combined results of Field Observations and Post-Shift Interviews.

**Table 5. OFFICER ACTIVITIES RELATED TO CRITICAL, EMERGENCY
OR THREATENING INCIDENTS**

Activity	Number Reported	Frequency/ Year
Provide emergency medical service (first aid) at scene of accident/crime.	351	3.73
Handle report of arguments/disputes among family/neighbors.	282	3.00
Respond to report of serious crime (shooting, breaking and entering, robbery, assault, rape, homicide, etc.).	86	.91
Handle report of traffic accident.	81	.86
Handle report of fighting, disorderly conduct or mischievous conduct.	72	.77
Handle report of noise complaints.	69	.73
Participate in traffic chase.	66	.70
Handle report of intoxicated (liquor, drugs) person.	57	.61
Other response to service call.	51	.54
Respond to emergency, non-routine service call (red light, siren, etc.).	42	.45
Place individual under arrest (search, give rights, question).	26	.28
Respond to burglar alarm.	10	.11
Provide backup to responding officer.	8	.09
Control or extinguish fire.	8	.09
Handle crowd control at parades, fairs, etc.	8	.09
Handle missing/found person call.	7	.07
Drive persons to hospital.	6	.06
Stop and interrogate suspicious persons, vagrants, possible runaways.	6	.06
Participate in "raid" to serve warrant.	6	.06
Write traffic citation or warning for moving, mechanical or safety violation	5	.05

NOTE: Based on critical, emergency or threatening incidents reported as having occurred during the last 12 months of service by 94 officers. Total number of incidents reported was 1321. Average number of incidents per officer per year was 14.03. Incidents reported five or more times shown in table.

RESULTS OF THE POLICE BEHAVIORS ANALYSIS

The police activity analysis provided a detailed description of the type, frequency and duration of activities documented through field observation and post-shift interviews. However, knowing the activities of patrol officers alone did not provide sufficient information to specify knowledges, skills, abilities and personal characteristics that should be considered in selecting new officers. Because of this, it was desirable to focus on police activities one at a time (such as handling a report of a family/neighbor dispute) and determine the specific behaviors, as well as the perceptual and cognitive processes, that go into performing these activities.

The analysis involved 2,722 individual police activities. Behaviors were evaluated according to whether they were critical, minor or not related to performing those activities.

These are the results of the police behaviors analysis:

By classification: The behaviors or processes involved in performing patrol activities are generally similar across the four department classifications.

By sex: The behaviors or processes are similar for male and female officers.

Critical factors: Overall, the basic factors of observation, analyzing information, decision making, oral and written communication were most critical to successfully performing the job. Little demand for physical activity, such as running or lifting, was observed. The following are those behaviors or processes most frequently cited as critical across all department classifications.

Behaviors or Processes Most Frequently Cited as Critical Across All Department Classifications

- Observe an object(s) or person(s) beyond arm's reach.
- Listen to a verbal statement or report (other than radio dispatch).
- Observe an ongoing event or set of behaviors.
- Estimate the condition or quality of an object(s) or person(s).
- Determine the physical position of objects.
- Examine objects visually to determine and evaluate similarities or differences.
- Determine the appropriate action in a *clear* situation.
- Determine the appropriate action in an *ambiguous* situation.
- Plan a course of action "on the spot" (e.g., five minutes or less before the action).
- Combine information from more than one source to reach a conclusion.
- Drive an automobile at normal speed.
- Remain in a sitting position.
- Move to and maintain a standing position (e.g., exit patrol car, etc.)
- Give a simple oral report.
- Transcribe information from one source to another document.
- Use a police radio.

RELATIVE IMPORTANCE OF POLICE ACTIVITIES

A "representative panel" of 253 adult and youth citizens, police officers, police chiefs and city managers drawn from each department classification assessed the relative importance of 71 police activities defined during the job analysis study. The objective was to obtain information that could be used to develop appropriate measures or tests of patrol officer job performance which would reflect the important aspects of a job. Importance of police officer activities is not necessarily related to the difficulty of the activity or the possible consequences of success or failure in the activity. The term "importance" refers to the significance of each activity in determining overall police officer effectiveness.

The results indicated that panelists made substantial distinctions in describing the relative importance of various activities. When the scores of the panel groups (police officers, police chiefs, etc.) were averaged, the ratings of the individual police activities varied from 3.05 to 10.67 on an 11-point scale. For instance, the panel rated inspection of construction sites, places of entertainment and restaurants for code, health and safety regulations as 3.05, low on the scale of importance. On the other hand, responding to the report of a serious crime like rape, homicide or robbery received an average rank of 10.67, which was very high.

When the ratings by each panel membership group were compared, a number of small, though substantially significant, differences were found. Most of these differences consisted of:

- a) Police officers and chiefs rating an activity as more important than the remainder of the panel, and
- b) Youths rating an activity as more important than the rest of the panel.

The panel rated the following activities as the most important police activities within each of the general categories below:

Administrative and Non-Patrol Activities

Participate in regular departmental training.

Routine Patrol Activities

Appear in court to prosecute cases handled or citations written.

Responding to Service Calls

Handle a call of a prowler/trespasser/peeping tom.
Handle a call of fighting, disorderly conduct or mischievous conduct.
Respond to burglar alarm.
Provide backup to responding officer.
Respond to a report of a serious crime.

Providing Emergency Service

Respond to emergency, non-routine service call.
Provide emergency medical service.
Rescue a drowning victim.
Handle a crowd at a demonstration, protest, picket line, emergency scene.

Performing Arrests at Scene of Crime/Accident

Place individual under arrest.

Preliminary Crime/Accident Investigation

Search crime/accident scene for physical evidence.
Guard crime/accident scene for witnesses and interview witnesses.

Out of all of the above activities, the panel selected four general areas which were regarded as *the* most important areas of patrol officer work: responding to service calls, providing emergency service, performing arrests and preliminary investigation. These activities occur relatively infrequently, as shown by field observation and post-shift interviews. Nevertheless, it was felt that they comprise extremely important tasks which must be considered in specifying job requirements and methods of measuring police performance.

CHARACTERISTICS ESSENTIAL TO EFFECTIVE PATROL OFFICER PERFORMANCE

A team of 11 experts, including psychologists, police training and administrative experts, and cardiology, physiology and legal consultants reviewed the results of the job analysis. The panel then developed a list of the knowledges, abilities, personal and physical characteristics *essential* to effective patrol officer performance, and better obtained in the workforce through pre-employment selection procedures rather than through training on the job. The panel was required to document or justify the basis for each requirement

by referring to specific activities or behaviors which the job analysis showed to be a part of patrol work.

Results of the panel's judgments suggested a number of specific abilities that should be assessed in selecting patrol officers. These included:

Written Communication Abilities

- Ability to write concise, understandable sentences.
- Ability to write legibly.
- Ability to express in writing that which has been observed or heard personally.
- Ability to express in writing that which has been related by another person.
- Ability to copy information from one source to another (copy drivers license number on citation, transcribe information from one report to another, etc.).
- Ability to depict an object or event in a drawing or in schematic form (draw depiction of accident scene, draw map for citizen, etc.).

Oral Communication Abilities

- Ability to understand spoken messages.
- Ability to express thoughts orally in a clear, understandable manner.
- Ability to explain complicated information in simple language.
- Ability to extract important information during oral communications (listening ability).
- Ability to project one's voice clearly.

Mathematical Abilities

- Ability to add and subtract.
- Ability to multiply and divide.
- Ability to work with fractions, decimals or percentages.

Information Processing and Problem Solving Abilities

- Ability to plan an appropriate course of action to reach an objective.
- Ability to make sound decisions "on the spot."
- Ability to recognize specific signs or symptoms which indicate a larger or broader problem or situation.
- Ability to compare information from several sources for similarities and differences.
- Ability to develop alternative explanations or causes for situations or events.

Factual Recall Abilities

- Ability to recall factual information (for example, laws, suspects' descriptions, license numbers, etc.).
- Ability to remember visual information (photograph, pictorial display, building layout, map, etc.).
- Ability to remember specific details of a past event (accident, arrest, condition of building, etc.).

Learning Ability

- Ability to learn new information quickly.
- Ability to perform a complex learned series of movements rapidly in the proper sequence.

In addition, a number of personal characteristics were determined to be essential to successful performance, and appropriate for consideration in pre-employment screening procedures. These included:

Willingness to Perform Despite Danger or Discomfort

- Willingness to expose self to physical danger.
- Willingness to perform despite physical discomfort.

Assertiveness or Aggressiveness

- Willingness to use physical force against others.
- Extroversion (outgoing, enthusiastic, willingness to deal with strangers).
- Willingness to be assertive and aggressive.
- Willingness to challenge people who are behaving suspiciously.

Cooperativeness, Lack of Prejudice

- Willingness to work in cooperation with others.
- Openness to different types of people.
- Willingness to view people objectively without prejudice.

Decisiveness, Acceptance of Responsibility

- Willingness to accept responsibility for own actions.
- Tendency to seek responsibility.
- Willingness to make decisions without specific instructions.

Interest in Learning and Self-Development

- Willingness to improve self.
- Interest in learning new skills or acquiring new information.

Honesty and Integrity**Interest in Police Work****Dependability****Emotional Stability, Tolerance of Stress**

- Tendency for evenness of mood, optimism and cheerfulness, rather than fluctuations in mood and pessimism.
- Ability to perform effectively under emotional stress.

Finally, several physical attributes were determined to be relevant for consideration in pre-employment screening. These included:

Demonstration of Weight in Proportion to Height According to Accepted Medical Standards**Hearing Acuity**

- Ability to recognize differences in sound patterns (auto engine sounds, voice differences, different caliber firearm discharges, etc.).

Color and Depth Perception

- Ability to identify and distinguish colors.
- Ability to judge distances between self and objects, or between objects (depth perception).

Strength and Conditioning

- Ability to maintain a high level of physical exertion for an extended period.
- Ability to exert forces equivalent to lifting over 100 pounds.

Coordination and Balance

- Ability to coordinate movement of hands and arms.
- Ability to coordinate the movement of limbs based on visual input.
- Ability to maintain body balance in unusual contexts (climbing, crawling, crossing barriers, etc.).

IMPLICATIONS FOR DESIGNING PRE-EMPLOYMENT SELECTION PROCEDURES

The goal of the Suburban Police Officer Selection Standards Study is to develop valid, job-related selection procedures to use in screening patrol officer candidates. The results of the study provide the first step toward this goal by clearly documenting the duties of a patrol officer position. Results of the job analysis have provided:

1. A detailed description of the types of activities performed by patrol officers, their frequency, duration and their relative importance as viewed by a cross-section of the community that is served through the performance of these activities.
2. An understanding of the behaviors or processes that go into performing the various police activities.
3. A comprehensive list of basic abilities, personal characteristics, and physical attributes that appear related to effective job performance.

The next phase of the project, which has now begun and is expected to be completed by the fall of 1978, will involve:

1. A thorough consideration of the findings and meanings of the job analysis.
2. Determination of the types of selection procedures and standards which are feasible and technically best suited to measuring the attributes and characteristics required to successfully carry out patrol officer activities and behaviors.
3. Develop and test those selection procedures and standards.
4. Investigate, develop and analyze reliable and valid measures of patrol officer effectiveness.
5. Select and conduct appropriate strategies for validating the selection procedures and standards to meet professional and legal guidelines and regulations.
6. Develop administrative and technical procedures to effectively use the new police selection system.

The knowledge, ability, personal and physical characteristics judged by the expert panel to be essential to effective patrol officer performance, and judged best obtained through pre-employment selection rather than training, suggest that certain types of selection procedures and standards should be considered in developing a patrol officer selection system for the suburban communities. Listed below, for example, are the general categories of requirements and what *might* be one (of perhaps several) method(s) of assessment for selection:

Job Requirement Area	Possible Selection Method
Written Communication Abilities	Written Examination
Oral Communication Abilities	Interview
Mathematical Communication Abilities	Written Examination
Information Processing and Problem Solving Abilities	Written Examination
Factual Recall Abilities	Written Examination
Learning Abilities	Written Examination
Willingness to Perform Despite Danger or Discomfort	Interview
Assertiveness or Aggressiveness	Assessment Center Procedures
Cooperativeness, Lack of Prejudice	Interview

Decisiveness, Acceptance of Responsibility	Assessment Center Procedures
Honesty and Integrity	Background Investigation
Interest in Police Work	Interview
Dependability	Background Investigation
Emotional Stability, Tolerance of Stress	Psychological Evaluation
Weight in Proportion to Height	Medical Examination
Hearing Acuity	Medical Examination
Color and Depth Perception	Medical Examination
Strength and Conditioning	Physical Performance Testing
Coordination and Balance	Physical Performance Testing

While the choice of selection method for each job requirement area is preliminary, the preceding example illustrates the *type* of consideration which must be undertaken in the next project phase on a much more thorough and intensive basis. Similarly, thoughtful deliberation will be necessary to develop appropriate criteria to measure patrol officer performance, and to choose suitable strategies to validate those criteria. Finally, Phase III must involve evaluation of the technical, economic, practical and legal feasibility of job requirements identified by the expert panel.

Applying the considerations described above to develop and validate entry-level selection procedures and standards should result in achieving the original goal of the members of the Metropolitan Area Management Association — the “validation of job-related, non-discriminatory police selection standards” in the suburban communities of the Twin Cities Area. When implemented, the resulting police selection system should effectively serve both citizens, through the provision of high-quality, effective police service, and police officer candidates, through assurance that evaluation and selection is based on a job-related, merit-oriented and fair selection system.

END