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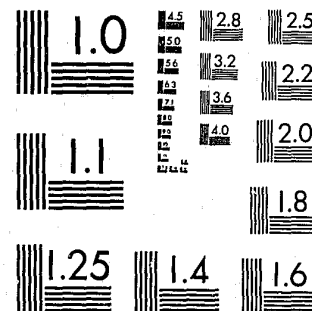
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National Institute of Justice
United States Department of Justice
Washington, D.C. 20531

DATE FILMED

June 10,1981

CALIFORNIA ENTRY-LEVEL LAW ENFORCEMENT OFFICER JOB ANALYSIS FEEDBACK REPORT

STANDARDS RESEARCH PROJECT

Agency:
Example P.D.

75675

Prepared by the
California
Commission on Peace Officer
Standards and Training

CALIFORNIA
COMMISSION ON PEACE OFFICER
STANDARDS AND TRAINING

CALIFORNIA
ENTRY-LEVEL LAW ENFORCEMENT OFFICER
JOB ANALYSIS
FEEDBACK REPORT

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1979

PREFACE

This Job Analysis Feedback Report was prepared for your agency by POST to serve as the basis for reaching major decisions concerning the content of entry-level patrol officer selection standards, performance appraisal procedures and training programs. The report contains over 100 pages of computer printout which describes the contents of the patrol officers job in your agency. Recommendations are made concerning the use of this data to evaluate the job relatedness of your personnel practices. This documentation should prove to be an invaluable aid to your jurisdiction's personnel decision making.

The data in this report was gathered in your agency and analyzed in conjunction with the statewide job analysis which was conducted by POST over the past two years. We feel it is the most comprehensive analysis of its type to be conducted anywhere in the United States. It is certainly the first statewide job analysis which has resulted in such detailed information for each participating agency. The Commission hopes that local agencies will make use of this extensive data base to evaluate and improve, if necessary, the job-relatedness and effectiveness of their patrol officer selection, training and evaluation procedures.

The Commission would like to ensure that agencies substantially benefit from the use of the data contained in this report. Therefore, if you feel you need any assistance in the interpretation or use of the job analysis data, please contact POST.

NORMAN C. BOEHM
Executive Director

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JOB ANALYSIS FEEDBACK REPORT

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I. INTRODUCTION

I. INTRODUCTION

The California Commission on Peace Officer Standards and Training (POST), in its efforts to improve and maintain the professionalism of California law enforcement personnel, has supported a number of projects designed to produce techniques for identifying the most qualified law enforcement candidates. Examples of documents which have resulted include the Medical Screening Manual for California Law Enforcement (Kohls, 1977), the Background Investigation Manual: Guidelines for the Investigator (Luke and Kohls, 1977), and the Appraisal of California Patrol Officer Performance: Capturing Rater Policies (Berner and Kohls, 1976).

The Job Analysis Feedback Report represents the latest effort by POST to assist your agency and other local agencies in selecting the most promising law enforcement applicants. It contains a detailed analysis of data which was gathered in your agency. The results contained in the Report are designed to serve as a comprehensive job analysis of the entry-level, radio-car patrol position as it exists in your agency. Since a comprehensive job analysis is indispensable to the development and effective use of employee selection standards and practices, POST anticipates that your agency will find this Report extremely useful.

A. Merit Selection and Fair Selection

It is not a simple matter to develop employee screening procedures which effectively select the most qualified applicants in a way which does not violate fair employment laws and guidelines. Fortunately, however, both merit selection and fair selection are achieved through the same approach--the use of job-related employment standards and practices.

Since job-relatedness for the purposes of merit selection and for the purposes of compliance with fair employment guidelines is achieved by means of the same methods, we have chosen one major source document for describing those methods--Uniform Guidelines on Employee Selection Procedures (1978), issued cooperatively by the Equal Employment Opportunity Commission, the U. S. Department of Labor, the U. S. Department of Justice, and the U. S. Civil Service Commission. These Guidelines describe what employers must do to avoid employment discrimination and present the "state of the art" concerning approaches to merit-based employee selection.

B. Job-Relatedness and Validation

"Selection procedures" according to the Guidelines (Section 16, Definitions) include...

> Any measure, combination of measures, or procedure used as a basis for any employment decision. Selection procedures include

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the full range of assessment techniques from traditional paper and pencil tests, performance tests, training programs, or probationary periods and physical, educational, and work experience requirements through informal or casual interviews and unscored application forms.

Anyone interested in both merit-based and fair selection should evaluate the job-relatedness of all information used to make employment decisions. This includes information resulting from traditional paper-and-pencil tests and other devices not traditionally thought of as tests such as interviews and medical examinations.

The process of establishing the job-relatedness of selection procedures is called "validation." Validation is a research strategy for demonstrating that there is a link between an employee selection procedure or device (e.g., a test) and some content or requirement of the job. When a validation strategy is used successfully to document such a link, we then describe the employee selection procedure or device as being valid (e.g., a reading ability test might be a valid selection device for a job requiring reading ability for acceptable performance).

There are basically three distinct strategies for establishing validity. According to the Uniform Guidelines, "For the purposes of satisfying these guidelines, users may rely upon criterion-related validity studies, content validity studies, or construct validity studies, in accordance with the standards set forth in the technical standards." The Guidelines go on to define these three strategies as follows (Section 16, Definitions):

Content validity. Demonstrated by data showing that the content of a selection procedure is representative of important aspects of performance on the job...

Construct validity. Demonstrated by data showing that the selection procedure measures the degree to which candidates have identifiable characteristics which have been determined to be important for successful job performance...

Criterion-related validity. Demonstrated by empirical data showing that the selection procedure is predictive of or significantly correlated with important elements of work behavior...

Content validity is used when the selection procedure is designed to require behavior which is the same as the behavior required by the job, or when the selection procedure is designed to measure basic skills, knowledge, or abilities which are prerequisites to the successful performance of important work behaviors. For example, since a physical performance test would require the same behaviors as required by the job (such as climbing a wall of a certain height), the test would be validated using a content validity strategy.

Construct validity is used when attempting to establish the job-relatedness of measures of psychological traits and characteristics (such as introversion/extroversion). Tests requiring construct validation rarely call for a person to demonstrate job behaviors (such as the running and climbing associated with physical performance tests) but rather either ask a person to describe himself or herself in terms of attitudes, values, feelings and preferences or require a person to demonstrate abstract physical or mental capacities. These responses are then used to infer or predict how the person will behave in important job situations. Since these types of inferences are difficult to make, researchers prefer to obtain direct evidence that the inference is supported by the facts. Therefore, job performance data is collected to verify that persons who possess the hypothesized desirable trait perform better on the job than persons without the trait (no such verification is necessary with content validity since the test behaviors and job behaviors are the same). Construct validity, therefore, consists of verifying that a test accurately measures the trait or characteristic which has been determined to be necessary for successful job performance. Since a standard methodology for establishing construct validity does not exist, it is not a frequently used strategy for establishing job-relatedness.

Whereas construct validity evaluates whether or not a test accurately measures a psychological construct (i.e., trait or characteristic), criterion-related validity evaluates whether a test accurately predicts or is significantly related to important aspects of job performance. Many researchers would say that criterion-related validity is one component of a construct validity strategy. However, criterion-related validity does not require construct validity. Criterion-related validity is most often used in the employment setting when a researcher is evaluating the hypothesis that a test score (e.g., for a mental ability test) can accurately predict performance on some criterion of job performance (e.g., productivity).

Employers wishing to select employees in a fair way and on the basis of qualifications to perform the job should make use of one or more of these three validation strategies to evaluate the effectiveness of each component of the selection process. For employers of law enforcement applicants, the selection process might include: minimum qualifications (e.g., education), mental ability tests, physical performance tests, reading ability tests, writing ability tests, psychological tests, the interview, a psychiatric evaluation, a polygraph examination, a medical examination, and a background investigation. Which validation strategy is appropriate for a selection procedure depends upon which of the following hypotheses is being evaluated concerning the procedure:

- The content of the selection procedure is representative of the content of the job (content validity).

- The selection procedure measures a construct (trait or characteristic) which has been shown to be necessary for successful job performance (construct validity).

- The selection procedure is predictive of or significantly correlated with criteria of successful job performance (criterion-related validity).

Choice of an appropriate validation strategy can also depend upon research feasibility. For example, the Uniform Guidelines (Section 16, Definitions) list three factors which should be considered when evaluating the "technical" feasibility of criterion-related validity: (1) whether or not the size (number of people) of the research sample is sufficiently large; (2) whether or not the ranges of scores on the selection procedure and the job performance measure are sufficiently broad; and (3) whether or not there is a possibility of obtaining unbiased, relevant and reliable job performance measures.

Another factor which can affect feasibility is cost. On occasion, a validity study may cost more to conduct than any gain which can be realized through subsequent use of the validated test (if so, the alternative may exist of participating with other agencies in a cooperative study which would reduce the cost to your agency). It is recommended that your agency explore the issue of feasibility before making the commitment to do a validation project.

C. Job Analysis

Although the three validation strategies are designed to evaluate different hypotheses, they have in common one major feature--all three must be based upon a thorough job analysis. Job analysis is defined in the Uniform Guidelines as, "A detailed statement of work behaviors and other information relevant to the job." (Section 16, Definitions) For the purposes of this report, the definition has been expanded as follows:

Job analysis consists of systematically gathering information about a specified job classification in order to determine: (a) the required tasks and duties; (b) the behaviors and activities which the job incumbents must perform to successfully complete the tasks; and (c) the skills, knowledge, and abilities and other personal characteristics which are prerequisites for the acceptable performance by job incumbents of important job behaviors.

This Report contains the results of POST's efforts over the past two years to identify the tasks/duties, and behaviors/activities which are performed by (and characteristics required of) California local government, entry-level peace officers who are assigned to radio-car patrol. The measurement of behaviors, skills, knowledge, abilities and other characteristics which are prerequisites to successful performance is the goal of current and future projects which are being and will be conducted by POST.

Since selection procedures should be job-related, and the only way of establishing job-relatedness is with a thorough job analysis, each agency should have its own locally conducted job analysis which serves as a basis for the agency's personnel selection standards and practices. Specifically, each agency should document the following (most of these specifications are based upon statements in the Uniform Guidelines):

- When the job analysis occurred: The data in this report were gathered between October 1977 and March 1978.

- A definition of the purposes of the study and the circumstances in which the study was conducted: The study was conducted to document the content of the entry-level law enforcement officer position and to develop the job-analytic data base which would serve to establish the job-relatedness of employee selection procedures and practices.

- The job which was analyzed: The job which was analyzed was that of entry-level, radio-car patrol officer. Further information about the job analysis sample can be found in Section II of this Report.

- The method used to analyze the job: The bulk of the information was gathered using a job analysis survey which was filled out by a sample of patrol officers and supervisors from over 200 California agencies.

- The tasks which are performed by patrol officers: The analysis identified 329 tasks which are generally performed by entry-level patrol officers and 110 types of incidents which require patrol officer response.

- The importance and frequency of the identified tasks and incidents: Data is provided in the computer printouts in this Report concerning the frequency of performance in your agency, and the importance to your agency, of homogeneous groups of tasks and incidents.

- The major work behaviors which are necessary for successful task performance: The relative importance to your agency of 29 categories of work behaviors is presented in Section IV of this Report.

- A comparison of your agency's patrol job with the job performed by patrol officers in other agencies: For each job analysis finding in this Report, a comparison figure for a group of similar agencies (in terms of size and type of agency) and for the entire statewide sample is provided.

The contents of this Report provide all of the above documentation.* Therefore, the Report not only provides your agency with the basic job-analytic information which is necessary for you to proceed with establishing the job-relatedness of your selection procedures and practices, but it also provides a detailed documentation and record of when and how the job analysis was done, which may be required in the future in the event of complaints of employment discrimination.

D. Use of Job Analysis Information for Establishing Job-Relatedness

This section describes recommended uses of the data contained in this Report. The recommendations are stated in a general way here and then are given more detailed treatment in subsequent Report sections. What is presented should be taken literally to mean "recommendations" and not POST regulations. POST encourages your agency to review the recommendations and evaluate them with consideration given to the unique characteristics of your agency and your agency's current employment situation (i.e., in terms of the size of your agency, past fair employment problems, number of entry-level job openings, etc.). POST also invites your agency to contact the POST standards research staff if there are any questions concerning the recommendations.

Review of Job Analysis Information

RECOMMENDATION 1. Review the data regarding your job analysis sample (Background and Organizational Information, Section II) to determine the adequacy of the sample according to the criteria outlined in Section II. It might be discovered, for example, that the intended size of the sample in your agency was not realized because of missing data or improperly completed surveys. If your agency has any questions about the adequacy of the sample, please contact POST.

RECOMMENDATION 2. Review the "Behavioral Information" in Section IV. First read the definitions of the 29 behavioral categories and then review the "Behavioral Weight Information." This information documents the types of behaviors which are important and necessary to successful patrol officer performance in your agency. Based upon this information, a list of skills, knowledge, abilities, and other characteristics can be established which are (1) prerequisites to performance of the behaviors and (2) necessary at entry-level (i.e., prior to training and job assignment).

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* For further information concerning the technical design of the job analysis project, see California Entry-Level Law Enforcement Officer Job Analysis. Standards Research Project, Technical Report No. 1, California Commission on Peace Officer Standards and Training, 1979.

The 29 behavioral categories were developed by means of an exhaustive review of previous research. We believe that they include most of the basic behaviors involved in police work. Therefore, your agency should be able to develop a fairly complete list of requisite skills, knowledge, abilities and other characteristics by simply translating the statement of behavioral requirements (e.g., oral communication) into statements of required characteristics (e.g., oral communication ability). Similarly, reading behavior is necessary for the job in all California agencies. Therefore, it would be reasonable to require applicants to demonstrate an acceptable level of reading ability during the applicant screening process.

RECOMMENDATION 3. Review the task groups and incident groups and the individual tasks and incidents associated with them (Sections III and V) to determine if there are additional skills, knowledge, abilities, and other characteristics which patrol officer incumbents must possess, or behaviors which incumbents must successfully perform. For example, patrol officers perform a number of tasks involving operation of a motor vehicle. Therefore, individuals should be required to obtain a California driver's license before they are hired. Also patrol officers must testify in court. Therefore, the background investigation should verify that applicants will be able to serve as credible witnesses.

Since the original list of 29 behavioral categories was based upon the tasks, and the skills, knowledge, abilities, and other characteristics are based largely upon the behaviors, you will probably make relatively few additions to your list of requirements by virtue of this step. Nevertheless, this step is necessary to ensure that no important requirement has been left out.

RECOMMENDATION 4. Review the data regarding Vehicle and Equipment Usage (Section VI) to make a final determination of required behaviors, skills, knowledge, abilities, and other characteristics. For example, if patrol officers in your agency must operate a boat, your agency might be justified in requiring applicants to have prior boating experience and skill (assuming the skill is not achieved in the course of regular training).

RECOMMENDATION 5. As a result of the preceding steps, you will have identified the basic behaviors, skills, knowledge, abilities, and other characteristics which patrol officers must be capable of exhibiting in order to perform satisfactorily. The next recommended step consists of reviewing the behaviors, skills, knowledge, abilities, and other characteristics to ensure that they all must be mastered or exhibited before an applicant is hired, rather than mastered during academy/field training or on the job. For example, applicants must possess reading ability, but most of the ability associated with diagraming/sketching (e.g., crime scenes) can be achieved during academy training (See Section IV). Employers should avoid rejecting applicants on the basis of lack of qualifications that could reasonably be acquired in the course of normal training.

RECOMMENDATION 6. Make an exhaustive list of the type of information which is normally gathered to evaluate law enforcement applicant qualifications in your agency. You might include such details as application blank questions, interview questions, physical performance test events,

minimum qualifications (e.g., age and education). The purpose of this listing is to make a preliminary assessment of the job-relatedness of each "test" in your selection process (remember the Uniform Guidelines definition of "selection procedures"). By reference to your previously developed list of required behaviors, skills, knowledge, abilities and other personal characteristics, indicate what each selection procedure or test is intended to measure. For example, the minimum qualification of a valid California driver's license is intended to verify a basic level of motor vehicle operation knowledge and skill. (Of course some information, such as the name and address on an application blank, is gathered merely to process the application and not for evaluation purposes).

After having evaluated the reason for gathering each type of applicant information, you should consider deleting information which: (a) is not potentially job-related, or (b) is not being gathered for administrative purposes.

RECOMMENDATION 7. By virtue of the previous step, you will now have an extensive list of potentially job-related employee selection procedures. Next, it is recommended that the job-relatedness of each should be reviewed in more detail. This review should be based upon several related questions:

- Was a definitive hypothesis stated concerning the relationship between the selection information and job performance (e.g., is the test purported to be a sample of the job or is the test score hypothesized to predict some aspect of job performance)?

- Was a validation study done to evaluate the hypothesis and establish the job-relatedness of the selection procedure?

- Was the appropriate validation strategy used?

- Has the study been sufficiently documented so that your agency can withstand a legal challenge of the job-relatedness of the selection procedure?

If you can provide an affirmative answer to all the above questions with regard to a selection procedure, then you can be fairly certain that the selection procedure is not only merit-based, but also nondiscriminatory*

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* A selection procedure is considered discriminatory and, therefore, illegal, if: (a) the selection procedure has an adverse impact upon the employment opportunities of protected classes (e.g., groups of persons identifiable on the grounds of race, color, religion, sex, or national origin); and (b) the selection procedure has not been shown to be job-related in accordance with the Uniform Guidelines. The Uniform Guidelines define "adverse impact" as, "A substantially different rate of selection in hiring, promotion, or other employment decision which works to the disadvantage of members of a race, sex, or ethnic group." (Section 16, Definitions)

(you should be aware, however, that the Uniform Guidelines may require your agency from time to time to investigate alternative selection procedures which: (a) may become known to you; and (b) which possess substantial purported validity but with less adverse impact against classes of people protected by fair employment legislation).

RECOMMENDATION 8. If you cannot answer in the affirmative to the above questions with regard to a selection procedure, then POST recommends that your agency develop a plan for dealing with the problem and then document your intentions. Your plan should be the result of a careful review of the following issues: (a) the extent of the adverse impact resulting from the selection procedure (see the Uniform Guidelines for a discussion of adverse impact); (b) the importance to your agency of the behavior, skill, knowledge, ability or other personal characteristic which the selection procedure is purported to measure; (c) whether it is necessary to gather additional job analysis information to support the validity of the procedure; (d) the cost of doing a validity study; (e) the feasibility of doing validation research (e.g., in terms of sample size, the possibility of developing a reliable job criterion measure, etc.); and (f) the cost of administering, maintaining and updating the selection procedure.

RECOMMENDATION 9. If it is infeasible for your agency to validate a selection procedure, there are several options available to you. One possibility involves your agency's participation in a cooperative study designed to produce a selection procedure which is appropriate for all the participating agencies. POST is currently designing three such studies which will result in job-related reading, writing and physical performance tests.

Other possibilities include: (a) purchasing an already-developed device (e.g., reading skills tests are available from several test publishers) which can be shown to be appropriate for your agency; (b) hiring a qualified consultant to develop and validate the selection device; (c) maintaining the selection procedure and eliminating any adverse impact; and (d) dropping the selection procedure.

Your course of action should be determined by comparing the potential benefit of the selection procedure to your agency with the cost of establishing the procedure's job-relatedness.

RECOMMENDATION 10. Regardless of your agency's approach to achieving job-relatedness, extreme care must be taken with the use of the resulting selection procedures. Validated selection procedures can be misused and their worth compromised. For example, the cut-off score for a test should be chosen in such a way that the test is measuring the level of a skill required by the job (as opposed to a higher or lower level of skill). Test administration procedures should be standardized and designed to allow each candidate to demonstrate his/her full abilities. Policies should be established for retesting. Test security should be carefully maintained. These issues and others will be addressed in future planned POST publications. (See Section E of this chapter, "Future POST Projects.")

It is hoped that by making use of the job analysis results and recommendations in this Report, your agency may be able to improve the quality and defensibility of your patrol officer selection program. POST realizes that an agency may have to make a substantial effort to comply with the recommendations. However, the major preliminary work of gathering and analyzing the job analysis information has already been done. POST believes that the benefits that your agency will derive from translating these data into effective, efficient and defensible employee selection techniques will be well worth the effort.

Additional Uses of the Job Analysis Information

Job analysis information can serve many purposes. In addition to its major intended use in this instance as the basis for job-related selection procedures, POST recommends two other immediate uses for which the data in this Report is suitable: the development of performance appraisal systems, and analyses and development of training curriculum.

Performance Appraisal Systems.
Performance appraisal systems are important tools of any effective personnel administration program, especially when one is dealing with a critical occupation such as law enforcement officer where the consequences of error and inadequate performance can be very serious. Despite their importance, however, effective performance appraisal systems are difficult to develop. Most systems fail because they are not based upon thorough job analyses. Instead of measuring specific aspects of the job, the appraisal systems rely on difficult-to-define concepts such as "quality of work" and "quantity of work."

The information in this Report can be used to design a performance appraisal system which is tailored specifically to the patrol officer job in your agency. One relatively easy approach for developing such a system would consist of reviewing the 29 behavioral categories to determine which are important to your agency. Next a rating scale could be developed for each of the important behavioral categories and the rating scales could be combined into a performance appraisal device. The device would provide the basis for evaluating and recording an officer's performance on important dimensions of the job such as "recall," "writing," "oral expression," "teamwork," etc. To create an even more detailed performance appraisal device, additional rating scales could be added corresponding to the 33 task groups and/or the 16 incident groups. However, since it is the 329 tasks which are performed in the course of responding to the 110 incidents, and the 29 behaviors are required to perform the 329 tasks, care must be taken to avoid rating the same actions on the part of an officer more than once (e.g., report writing can be considered a general behavior or a specific task, and can also be part of an officer's response to an incident which requires written documentation). Care must be taken to avoid measuring the same writing performance with 2 or more rating scales.

Taking this approach to performance appraisal in your agency would ensure: (1) that the appraisal program is based directly on the job analysis and (2) that all important aspects of the job are being evaluated.

Field Training and On-The-Job Training.
The content of training is just as dependent on the required tasks and behaviors of the job as are selection procedures. The data in this Report provide the basic information which is needed to determine the content of training curriculum. Although POST has already done substantial work in establishing the basic academy curriculum, your agency can use the data in this Report to make additional decisions concerning field training and on-the-job training.

As a first step in designing training programs based on job analysis information, those tasks, incidents, behaviors, skills, knowledge, abilities and other personal characteristics for which mastery is required at entry-level (before training) can be eliminated from further consideration.

Next, it is recommended that the implications for training of each remaining task, incident, behavior, skill, knowledge, ability and other personal characteristic be evaluated. Decisions can be made concerning when training should occur (e.g., in the academy versus on-the-job), whether this training should involve classroom instruction (e.g., regarding law) or performance instruction (e.g., weaponless defense), and the length of time allotted to each topic area. Your agency can then design programs to: (a) supplement the training provided in the academy; (b) orient new recruits to your local agency's practices and procedures; and (c) maintain or update skills and knowledge acquired during previous training.

Establishing the job-relatedness of training is not only desirable from an educational standpoint, it is necessary from a fair employment standpoint. The reason is that the Uniform Guidelines classify as "selection procedures" training programs which must be successfully completed to secure a job or continue employment. Therefore, as with any other selection procedures, training programs which have an adverse impact must be shown to be job-related.

E. Future POST Projects

In order to encourage your agency to make maximum use of the data contained in this Report, we have described in a rather brief way in this introductory chapter, complex topics such as merit selection, fair selection, job-relatedness, validation strategies, and adverse impact. We realize that such complicated topics require more detailed discussion. Therefore, we are currently preparing a comprehensive "Recruitment and Selection Manual" which will deal with all the above topics in greater detail.

The Recruitment and Selection Manual will be published in the form of a number of separate volumes dealing with recruitment, job announcement, job application, job analysis, reading ability, writing ability, physical performance skill, the medical exam, and the background investigation. It is expected that the Manual will be completed in 1980.

If you have questions concerning these topics which cannot wait for the publication of the above volumes or are not answered in this Report, please feel free to contact the POST standards research staff.

II. BACKGROUND AND ORGANIZATIONAL INFORMATION

II. BACKGROUND AND ORGANIZATIONAL INFORMATION

The purpose of this section of the Report and the accompanying Background and Organizational Information printout (Appendix A) is to document the following:

- When the job analysis was conducted;
- What job was studied;
- How the sample of survey respondents was chosen;
- What the characteristics of the respondent sample are;
- How the respondent sample from your agency compares with the samples obtained from similar agencies (police or sheriff departments of similar size), and with the sample obtained statewide.

A. Data Gathering

All surveys were completed between October 1977 and March 1978. Therefore, unless there have been recent major changes in the patrol job content, the results contained in this Report should accurately describe the patrol job as it exists today in your agency.

B. Job Studied

The job that was analyzed was that of radio-car patrol officer. No attempt was made to analyze the content of specialty assignments such as traffic officer, field training officer, vice, undercover, foot patrol, etc. Therefore, any conclusions about job requirements which are based on this job analysis data apply only to the entry-level, radio-car patrol officer position.

C. Patrol Officer and Supervisor Sample Requirements

Each agency was asked to choose a patrol officer sample by following, as closely as possible, these guidelines:

- At least 10% of the officers assigned to radio-car patrol in an agency were to be selected to be survey respondents. (If there were fewer than 59 officers, but more than 6, then 6 respondents were to be chosen. If there were 6 or fewer officers in an agency, 100% of the officers were to be surveyed.)

- An equal number of officers were to be chosen with less than three and over three years of job tenure.

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- An equal number of officers were to be selected from each shift.

- To the extent possible, different types of beats patrolled in an agency were to be represented in the officer sample.

- A substantial number of minority members and females were to be included in the sample.

- Finally, it was specified that each respondent officer have: (a) a minimum of one year experience in the general radio-car patrol assignment in his/her current agency (not counting training time); and (b) continuous assignment to radio-car patrol for at least the past four months.

The supervisor sample was to be chosen by following, as closely as possible, these guidelines:

- At least three supervisors were to be chosen (except in those agencies having fewer than three supervisors in which case 100% of the supervisors were to have completed the survey).

- Each supervisor, at the time of the survey administration, was to be directly supervising officers assigned to radio-car patrol.

- Each supervisor was to have at least one year of experience supervising patrol officers.

- The three supervisors were to be working different shifts.

- Supervisors were to be chosen who represented the broadest possible range of past experiences in terms of shifts worked and beats supervised.

These guidelines for choosing the respondent sample from each agency were designed to ensure that each sample: (a) consisted only of radio-car patrol officers who were experienced, who were currently working patrol, who were representative (in terms of sex and ethnicity), who represented low and high tenure groups, and who could respond to variations in job content due to shift and beat differences; and (b) consisted of supervisors who were experienced and knowledgeable about the radio-car patrol officer assignment.

Your agency's respondent sample may not meet all the above specifications exactly. If you have any concerns about the adequacy of your job analysis sample, please contact the POST standards research staff.

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D. Background and Organizational Information Printout

The information provided in your agency's Background and Organizational Information printout (see Appendix A) constitutes the documentation of the characteristics of your job analysis sample. The data on each page are divided into three columns. Column 1 contains the results for your agency. Column 2 contains the combined results for a group of agencies (from hereon referred to as the "Comparison Group")* that are similar to your own in terms of number of patrol officers and type of agency (i.e., police versus sheriff department).** Column 3 contains the combined results for all the agencies that participated in the statewide job analysis project (including your own).

Page 1 of the printout lists, for your agency, as well as for the Comparison Group and the entire statewide sample:

- The number of patrol officers who responded to the survey;

- The percent of the total number of entry-level officers who responded to the survey;

- The average number of months that the respondents held the rank of patrol officer;

- The average time that the respondents had spent in radio-car patrol assignments;

- The average number of months that the respondents had spent in their current (at the time of the survey administration) beats and shifts;

- The shifts the respondents were working;

- The sexual and ethnic composition of the respondent sample;

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* The names of the agencies which participated in the study and the Comparison Group to which each agency (including your own) was assigned, appear in Appendix B.

** It is important to remember that each Comparison Group value contains values from agencies similar to yours plus your own agency value. For example, if the number of agencies in your Comparison Group is five, it means that there are four agencies plus your own agency in the Group. Therefore, the fewer the number of agencies in the Comparison Group, the greater the impact of your agency value on the Comparison Group value.

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- The average age and educational level of the respondents (in terms of years of education).

Page 2 of the agency printout lists, in the same manner:

- The number of supervisors who responded to the survey;

- The average length of time they held their current rank (at the time of the survey administration);

- The shifts they were working;

- The sexual and ethnic composition of the supervisor sample;

- The average age and years of education of the supervisors.

E. Use of the Background and Organizational Information

Documentation of each major step in a job analysis is extremely important in establishing the job-relatedness of selection procedures. This section of the Report is presented so that you can: (1) evaluate the adequacy of your job analysis sample; and (2) maintain a record of important aspects of your local job analysis.

This section of the Feedback Report was designed to comply with the section in the Uniform Guidelines concerning "Documentation of Impact and Validity Evidence."

III. TASK INFORMATION

The primary objective of the POST job analysis was to gather information which could serve as the basis for the development of entry-level patrol officer selection standards and practices. To determine what type of employees to select, an employer must analyze the contents of the job (document what job incumbents do, i.e., determine what tasks are performed).

A. Formation of Task Groups

POST found it necessary to gather data on over 300 tasks to adequately describe the complex job of "patrol officer." Although each of the tasks represents a unique and distinct part of the job (e.g., the task "serve arrest warrants"), in many cases several distinct tasks require similar kinds of actions on the part of the officer (e.g., the tasks "serve arrest warrants," "arrest persons without warrants," and "take into custody persons arrested by a citizen").

Since it is the actions required to perform tasks that have implications for employee selection, 329 tasks were grouped into sets of tasks requiring similar actions. The process used in the grouping of tasks is described in the California Entry-Level Law Enforcement Officer Job Analysis, Technical Report which can be obtained by contacting POST (see Reference Section of this Report).

The 329 tasks were categorized into 33 groups. The titles of the task groups and the number of tasks within each group appear in Table 1.

B. Descriptive Information

Indices of "importance," "frequency," and "estimated monthly performance" were computed for each of the 33 task groups. An explanation of these descriptive ratings is provided below.

Task Importance Information

The sample of supervisors from each agency was asked to describe the importance to overall job performance of each of the survey's 329 tasks by using this scale:

```
┌─────────────────────────────────────────────────────────────┐
│ IMPORTANCE SCALE                                            │
│                                                             │
│ IMPORTANCE: When this task is done, how important is successful │
│ completion of this task to overall patrol officer/deputy job │
│ performance?                                                │
│                                                             │
│     (1)  Of little importance                               │
│     (2)  Of some importance                                 │
│     (3)  Important                                          │
│     (4)  Very important                                     │
│     (5)  Critically important                               │
└─────────────────────────────────────────────────────────────┘
```

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Table 1. Titles of the 33 task groups.

	Number of Tasks within Group

PATROL AND INVESTIGATION TASKS

1. Arrest and Detain 5
2. Chemical, Drug, Alcohol Test 4
3. Decision Making 5
4. Fingerprinting/Identification 4
5. First Aid 5
6. Review and Recall of Information 8
7. Inspecting Property and Persons 18
8. Investigating 4
9. Lineup 2
10. Searching 15
11. Securing/Protecting 4
12. Surveillance 10

TRAFFIC TASKS

13. Traffic Control 4

MOTOR VEHICLE TASKS

14. Emergency Driving 9
15. Transporting People/Objects 7
16. Vehicle Stop 4

ORAL COMMUNICATION TASKS

17. Conferring 11
18. Explaining/Advising 17
19. Giving Directions 9
20. Interviewing 11
21. Mediating 6
22. Public Relations .21
23. Using Radio/Telephone 10
24. Testifying 2
25. Training 5

WRITTEN COMMUNICATION TASKS

26. Custody Paperwork 10
27. General Paperwork 25
28. Reading 32
29. Diagraming/Sketching 7
30. Writing 23

PHYSICAL PERFORMANCE TASKS

31. Restraining/Subduing 7
32. Physical Performance 16
33. Weapons Handling 9

Total 329

The ratings of each agency's supervisors for a task were averaged to produce a task mean. The Importance means for all the tasks within a task group were then averaged to produce an "overall task group Importance mean" for each agency (i.e., the overall average of the averages). This final mean is an index of the Importance of the task group for each agency. In Table 2, the overall Importance mean for the task group Arrest and Detain for the hypothetical agency is 3.2. This value was obtained by averaging the mean Importance ratings for the tasks in the Arrest and Detain task group.

Table 2. Example task and task group Importance means for a hypothetical agency.

	Agency Importance Mean
ARREST AND DETAIN TASK GROUP	
(1) Serve arrest warrants	3.4
(2) Arrest persons without warrant	3.8
(3) Take into custody person arrested by citizen	3.3
(4) Arrest and book traffic law violators	2.8
(5) Guard prisoners/inmates detained at facility other than jail (e.g., hospital)	2.7
Agency overall task-group Importance mean:	

$$3.4 + 3.8 + 3.3 + 2.8 + 2.7 = 16 \div 5 = 3.2$$

The task group Importance means for each of the 33 task groups for each agency were computed in this way.

Task Frequency Information

The patrol officer sample in each agency was asked to rate the frequency with which they performed each of the 329 tasks by using this scale:

FREQUENCY SCALE

In the last 4 months, I have generally done this task:							I have done this task in this agency but not in the last 4 months	I have never done this task in this agency
More than once per day	Daily	Several times a week	Weekly	Several times a month	Monthly	Less than once per month		
9	8	7	6	5	4	3	2	1

As with Importance, the Frequency ratings from each agency's sample of patrol officers were averaged to produce task Frequency means. The means for the tasks within a task group were then averaged to produce an "overall task group Frequency mean" for each agency. The final mean is an index of the general Frequency with which tasks within the task group are performed in a given agency.

In Table 3, the task group Frequency mean for the task group Arrest and Detain is 4.2 (between "Monthly" and "Several Times Per Month"). This value was obtained by averaging the mean Frequency ratings for the tasks in the Arrest and Detain task group.

Table 3. Example task and task group Frequency means for a hypothetical agency.

	Agency Frequency Mean
ARREST AND DETAIN TASK GROUP	
(1) Serve arrest warrants	4.1
(2) Arrest persons without warrant	5.3
(3) Take into custody person arrested by citizen	5.1
(4) Arrest and book traffic law violators	4.1
(5) Guard prisoners/inmates detained at facility other than jail (e.g., hospital)	2.2

Agency overall task-group Frequency mean:

$$4.1 + 5.4 + 5.1 + 4.1 + 2.3 = 21 \div 5 = 4.2$$

The task group Frequency means for each of the 33 task groups for each agency were computed in this way.

Estimated Monthly Task Performance Information

In order to make the Frequency data easier to interpret, POST translated each task group Frequency value into a new value which estimates the number of times, per month, an officer performs the tasks within a task group. The value represents the sum of the estimated number of times per month all the tasks in the task group are performed. The estimated value for each task group was computed in the following way:

- Based upon statewide data, it was estimated that the average number of patrol officer workdays per year was 222 days (which implies 18.5 days per month). The 222 days is an estimate. The officers in your agency may work more or fewer days per year. To the extent that this is so, the Estimated Monthly Performance values for your agency might be slightly inflated or deflated.

- Using these estimates, each of the original Frequency scale positions was converted to an estimate of the number of times per month a task is performed. For example, a task that is reported as being done daily, is converted to an estimated rate of task performance of approximately 18.5 times per month. The conversion figures that correspond to each of the nine original Frequency scale positions are listed in Table 4 on the following page.

- Using these conversion figures, Estimated Monthly Task Performance was computed for each agency task mean. If the Frequency mean contained a decimal, Estimated Monthly Task Performance was interpolated. For example, a Frequency mean of 4.1 was assigned an Estimated Monthly Performance value which is equal to the value for a Frequency of 4 plus 10% of the difference between the Estimated values corresponding to Frequency means of 4 and 5 (i.e., 1.00 plus 10% of 1.65 equals an estimated 1.165 occurrences per month). Table 5 contains the results for the hypothetical agency for the Arrest and Detain task group previously listed in Table 3. The total estimated frequency for these tasks is 8.7 (see Table 5).

Table 5. Arrest and Detain task Frequency values converted to Estimated Monthly Performance values.

Arrest and Detain Task Group	Agency Frequency Mean	Estimated Monthly Occurrence
Serve arrest warrant.	4.1	1.165
Arrest persons without warrant.	5.4	3.310
Take into custody person arrested by citizen.	5.1	2.815
Arrest and book traffic law violators.	4.1	1.165
Guard prisoners/inmates detained at facility other than jail (e.g., hospital)	2.3	.267
		Overall Sum 8.722

This procedure was used to compute an Estimated Monthly Occurrence value for each of the 33 task groups for each agency.

Table 4. Conversion of the Frequency scale to an "Estimated Monthly Performance scale" based upon 222 working days per year, 18.5 working days per month and 4.3 working days per week.

Frequency Scale Position	Original Description	Monthly Occurrence Estimate	Rationale for Value
9	More than once per day	37.00	2 is the most conservative value for a rating of 9. Two times 18.5 equals 37.
8	Daily	18.50	Number of working days per month.
7	Several times per week	11.40	Mid-point between daily and weekly.
6	Weekly	4.30	Number of weeks per month.
5	Several times per month	2.65	Mid-point between weekly and monthly.
4	Monthly	1.00	Once per month.
3	Less than once per month	0.50	Once every other month.
2	I have done this task in this agency but not in the last 4 months	0.167	Once every six months.
1	I have never done this task in this agency	0.00	Never.

C. Task Group Summary Information Printout

The section of your agency printout with the above title (see Appendix C) contains the summary information computed for each of the 33 task groups. An example printout of Task Group Summary Information for the task group "Arrest and Detain" for a hypothetical agency appears in Table 6. The information is in the form of: (1) a task group title and definition; (2) overall task group Importance mean; (3) overall task group Frequency mean, and (4) Estimated Monthly Performance of tasks within the task group.

Task Group Title and Definition

The task groups contain from 2 to 32 tasks. Based upon the content of the tasks within each of the 33 groups, titles and definitions were written which summarize the types of activity which the task groups entail. Keep in mind that the titles and definitions were written merely to facilitate the presentation of the job analysis results and were not meant to stand alone; therefore, be sure to review the wording of all the tasks within a task group before attempting an interpretation of the task summary data. The task group title and definition appear at the top of each Task Group Summary page.

Overall Task Group Importance Mean

Below the task group definition in Table 6 is the overall task group Importance mean for a hypothetical agency (the method of computing the mean was described previously). In addition, there is a bar graph of the mean value on the 5-point Importance scale.

As with the Background and Organizational Information, additional data is provided in the form of your Comparison Group and the Statewide Composite task group means and bar graphs. These comparison values were derived by averaging the Task Group Summary means across all agencies in your Comparison Group and the Statewide Composite. Therefore, you can determine the Importance to your agency of each task group and then compare your agency value with the Comparison Group and Statewide Composite values.

The task group Importance mean "ranges" are also provided on the Task Group Summary pages. The range values represent the highest and lowest agency means within the Comparison Group and the Statewide Composite.

Overall Task Group Frequency Mean

In the next section of each Task Group Summary page (see Table 6), you will find the overall task group Frequency mean for the task group Arrest and Detain (the value is 4.2, which is between "Monthly" and "Several Times per Month" for the hypothetical agency). Thus, the average task within this task group is performed slightly more often than monthly.

The Comparison Group and Statewide Composite means and ranges are also provided. These values were computed using the same procedures used with the Importance values described above.

Table 6. Example task group summary information.

AGENCY: HYPOTHETICAL POLICE DEPT.

```
                    TASK GROUP SUMMARY INFORMATION
TASK GROUP # 1.ARREST AND DETAIN

     TASKS THAT INVOLVE THE ARRESTING OF PERSONS (WITH OR WITHOUT
     AN ARREST WARRANT) AND THE GUARDING OF PRISONERS.

----------------------------------------------------------------------
          MEAN   GRAPH OF AVERAGE IMPORTANCE OF TASKS IN TASK GROUP
                 1          2          3          4          5
YOUR             LITTLE              IMPORTANT            CRITICAL
AGENCY    3.2    XXXXXXXXXXXXXXXXXXXXXXXXXXXXXX

COMPARISON
GROUP     3.6    XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX

STATEWIDE
COMPOSITE 3.5    XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX_____
                                     COMPARISON          STATEWIDE
                                     GROUP               COMPOSITE
RANGE ACROSS
AGENCIES                             3.1 TO 4.2          2.3 TO 4.8
----------------------------------------------------------------------
          MEAN   GRAPH OF AVERAGE FREQUENCY OF TASKS IN TASK GROUP
                 1    2    3    4    5    6    7    8    9
YOUR             NEVER          MONTHLY       WEEKLY        DAILY
AGENCY    4.2    XXXXXXXXXXXXXXXXXXXXX

COMPARISON
GROUP     4.6    XXXXXXXXXXXXXXXXXXXXXXX

STATEWIDE
COMPOSITE 4.1    XXXXXXXXXXXXXXXXXXX_____
                                     COMPARISON          STATEWIDE
                                     GROUP               COMPOSITE
RANGE ACROSS
AGENCIES                             4.1 TO 6.0          2.6 TO 6.8
----------------------------------------------------------------------
TOTAL ESTIMATED MONTHLY PERFORMANCE BY OFFICER OF TASKS IN TASK GROUP

                 YOUR           COMPARISON          STATEWIDE
                 AGENCY         GROUP               COMPOSITE
NUMBER OF TASKS
PERFORMED        5 TASKS        5 TASKS             5 TASKS

TOTAL MONTHLY    9.8            10.7                10.3
PERFORMANCE      TIMES PER MO   TIMES PER MO        TIMES PER MO

PERCENTAGE OF
AGENCIES WITH
LOWER VALUE                     40.0%               42.0%
----------------------------------------------------------------------
```

Total Estimated Monthly Performance by Officer of Tasks in Task Group

The method of obtaining the Estimated Monthly Task Performance values was described previously. In Table 6, there is an example of how these values are presented on the Task Group Summary Information pages. "Number of Tasks Performed" indicates the number of tasks within a task group that are performed by your agency in comparison with the Comparison Group and the Statewide Composite. In Table 6, the example agency performs all of the tasks in the Arrest and Detain task group. (There is a possibility that the number of tasks for your agency is lower than for the Comparison group or Statewide Composite due to missing data for one or more tasks. If this is the case, the task(s) in question is identified on the page following the Task Group Summary Information page.)

The next set of values presented is the "Total Estimated Monthly Performance" of all the tasks in the task group by your agency, the Comparison Group and the Statewide Composite. The hypothetical agency performs the 5 Arrest and Detain tasks at a total estimated frequency of 9.8 times per month, versus 10.7 per month for the Comparison Group and 10.3 per month for the Statewide Composite.

The final values on the Summary page are percentages. The values presented represent the percentage of agencies in your Comparison Group and also in the Statewide Composite which have a lower Estimated Monthly Performance of the tasks within a particular task group. In Table 6, 40% of the agencies in the hypothetical agency's Comparison Group and 42% of agencies in the Statewide Composite have a lower frequency of Total Estimated Monthly Performance of Arrest and Detain tasks.

D. Task Importance Information Printout

Of the tasks which are performed, those which are rated the most Important have the greatest implications for determining the desired qualifications of law enforcement candidates. Therefore, task Importance, independent of task Frequency, must be analyzed to determine the priority to be given to selection criteria. For example, firing a handgun at a person is one of the least frequent but most critical patrol tasks, while giving street directions is a substantially less important task but is performed quite frequently. The ability to handle the former task correctly is far more significant than the ability to correctly perform the latter.

The page in your printout immediately following each of the 33 Task Group Summary Information pages (see Appendix C) contains the Importance ratings given by your supervisors (Column 1) for each task in the task group defined on the previous page. An example of such a printout for the Arrest and Detain task group appears in Table 7. The tasks are listed in order of Importance in your agency from high to low. Importance values for your Comparison Group (Column 2) and the Statewide Composite (Column 3) are also provided. Tasks within a task group that are performed by the agencies in your Comparison Group and/or the Statewide Composite, but not in your agency, are listed separately on your printout under the heading, "Tasks Which Had Not Been Performed By Your Job Analysis Sample."

```
Table 7.  Example task group Importance means.
AGENCY: HYPOTHETICAL POLICE DEPT.

            AVERAGE IMPORTANCE OF TASKS IN TASK GROUP
TASK GROUP # 1.ARREST AND DETAIN

                                    AVERAGE IMPORTANCE RATINGS *
                                    YOUR   COMPARISON STATEWIDE
                                    AGENCY   GROUP   COMPOSITE
------------------------------------------------------------------
TASKS PERFORMED BY YOUR AGENCY

 1.SERVE ARREST WARRANTS.            3.8      3.9       3.9

 2.ARREST PERSONS WITHOUT WARRANT.   3.4      3.5       3.5

 3.TAKE INTO CUSTODY PERSON ARRESTED BY  3.3  3.4      3.3
   CITIZEN.

 4.ARREST AND BOOK TRAFFIC LAW VIOLATORS.  2.8  3.4    3.3

 5.GUARD PRISONERS/INMATES DETAINED AT   2.7   3.2     3.1
   FACILITY OTHER THAN JAIL (E.G.,
   HOSPITAL).
------------------------------------------------------------------
*  IMPORTANCE SCALE: 5=CRITICAL,4=VERY IMPORTANT,3=IMPORTANT,
   2=OF SOME IMPORTANCE,1=OF LITTLE IMPORTANCE


NOTE:  The mean of the values listed in the column labeled "Your Agency"
is the same value as the Overall Task Group Importance mean listed on
the Task Group Summary Information page    (e.g., 3.8 + 3.4 + 3.3 + 2.8 +
2.7 = 16 ÷ 5 = 3.2).
```

On occasion, there may be tasks for which the ratings from your agency
were missing or were unreadable. Such tasks appear under the heading
"Tasks with Missing Data."

E. Use of Task Group Summary and Task Importance Information

Since the major goal of this project for POST is to improve employee
selection procedures, the information in this section of the Report is
intended to serve as input for decisions concerning the design and content
of selection procedures. We recommend, as a first step in the use of this
information, a review of the task group and task data to determine the
task groups which are most important and most frequently performed in your
agency and the relative importance to your agency of the individual tasks
within each task group.

The next step should consist of a careful review of each of the important
tasks. For each, judgments should be made concerning the behavior,
skills, knowledge, abilities and other personal characteristics which are
necessary for successful performance of the important tasks within each
task group. (As mentioned before, since the behavioral categories are
based upon tasks, and since the behavioral categories have direct implica-
tions for skills, knowledge, abilities, and other characteristics, we
recommend that you first review behaviors in order to establish your
primary list of skills, knowledge, abilities, and other characteristics.)

Third, a decision should be made concerning when mastery of the behavior,
skill, knowledge, ability, or other personal characteristic has to occur.
If mastery must be present at entry-level (e.g., basic driving skill), it
is legitimate to evaluate such mastery in applicants, and reject appli-
cants who do not qualify.* Fourth, your entry-level officer selection
process should be evaluated to determine whether all the identified
qualifications which entry-level officers must possess to perform the
important tasks are being properly assessed. Fifth, an evaluation of the
job-relatedness of selection procedures should be made and a plan for
correcting inadequacies devised. Sixth, we recommend that consideration
be given to rating the performance of your incumbent officers on those
task groups and individual tasks determined to be important to your
agency.** Finally, you may want to determine the implications of the task
information for field training and on-the-job training.

---

*   POST has already gathered information from your agency concerning when
    task performance must be learned. If you wish to obtain these data,
    please contact the POST standards research staff.

** POST has gathered information from your agency concerning the tasks
    which are generally performed more proficiently by your more suc-
    cessful officers. If you wish to obtain this information, please
    contact the POST standards research staff

IV. BEHAVIORAL INFORMATION

A. Behavioral Ratings

In order to best meet the primary objective of collecting job analytic data that could be used to develop valid entry-level selection standards, POST decided that two basic kinds of data were needed. First, data were needed that describe the important activities a patrol officer actually performs on the job. The already described extensive task data were collected for this purpose. Second, data were needed that describe what kinds of behaviors a patrol officer must exhibit in order to perform important job activities successfully. As with task data, these data can ultimately be used to identify the qualities needed by people to be successful patrol officers.

Specifically, 29 behavioral categories were identified as being potentially related to successful patrol officer performance. Descriptions of the behaviors appear in Table 8. The behaviors are grouped in terms of the general types of skills, abilities or characteristics which the behaviors require. Supervisory ratings were collected regarding the extent to which each category of behavior is required for successful performance of each of 33 task groups. The rating scale used for this purpose was the following six-point scale:

```
To what extent is (name of behavior) required for successful
performance of the tasks below?

    0   Not Required
    1   Seldom Required
    2   Occasionally Required
    3   Often Required
    4   Usually Required
    5   Always Required
```

Using a rating instrument called the Survey of Behavioral Requirements, a representative sample of 42 supervisory personnel from 34 police departments and 7 sheriff departments rated the extent to which each of the 29 behavioral categories is required for successful performance of each of the 33 task groups (a total of 957 judgments).

The mean ratings for the behavioral/task-group combinations appear in Table 9. The means are provided only for those cells in the matrix where at least 70% of the supervisors rated a behavior as being required for successful task group performance "often" or more than often. If the percent of supervisors giving such a rating was less than 70%, it was assumed that there was insufficient rater agreement to specify a behavioral/task-group value (those cells in the matrix contain zeros or blanks).

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IV. BEHAVIORAL INFORMATION

Table 8. Description of the 29 behavioral categories

BEHAVIORAL CATEGORIES

COGNITIVE ABILITY

INFORMATION PROCESSING: Identify the similarities and/or differences in information gathered from different sources (e.g., inconsistencies in witnesses' statements); identify significant details from among a body of information (i.e., distinguish significant from insignificant information); recognize conditions or circumstances that indicate something might be wrong, or at least out of the ordinary.

SITUATIONAL REASONING: Make prompt and effective decisions quickly in both routine and nonroutine (e.g., life and death) situations; evaluate alternative courses of action and select the most acceptable alternative; make sound decisions in a timely manner; size up a situation quickly and take appropriate action; conceive of new and innovative solutions to problems.

LEARNING: Comprehend new information quickly and apply that which has been learned on the job.

RECALL: Remember various types of information, such as factual information (laws, written or oral instructions or descriptions, etc.), visual information (photographs, physical characteristics of a patrol area, etc.), and specific details of past events (arrests, investigations, etc.); recall information pertinent to one's duties and responsibilities.

COMMUNICATION ABILITY

READING: Read and abstract the meaning from a wide variety of written materials (training materials, reports, laws, internal communications, etc.).

WRITING: Express oneself clearly and concisely in writing; use acceptable grammar, punctuation, and spelling; write reports that are complete and provide an accurate account of that which was observed personally or related by another person or persons; transcribe the important elements of oral communication in abbreviated written form (take notes).

ORAL EXPRESSION: Communicate various types of information orally (accounts of past events, directions, explanations, ideas, etc.) in a clear, understandable manner; talk effectively with persons of greatly divergent cultural and educational backgrounds; speak with good pronunciation; project one's voice clearly; adapt one's tone of voice as necessary to communicate over police radios and other electronic transmission equipment.

Table 8. Description of the 29 behavioral categories (continued)

ORAL COMPREHENSION: Understand spoken communications and identify the important elements of spoken communications.

SPECIAL SKILLS

HANDWRITING: Have legible handwriting.

ARITHMETIC COMPUTATION: Add, subtract, multiply, and divide numbers.

UNDERSTANDING ILLUSTRATED MATERIAL: Understand and use properly illustrated materials such as maps and/or diagrams.

ACCURACY WITH NAMES AND NUMBERS: Identify the proper location of a name or number within an alphabetical or numerical sequence; identify similarities and differences when comparing names or numbers; copy names and numbers accurately.

DIAGRAMING/SKETCHING: Portray accurately an object, event, or setting in a drawing or in schematic form (e.g., accident scene).

INTERPERSONAL RELATIONS

INTERPERSONAL BEHAVIOR: Be sensitive to the feelings of others and resolve problems in ways that do not arouse antagonism; interact and deal effectively with people from varying social and cultural backgrounds in a wide range of interpersonal situations; be courteous and respectful; calm emotional people and resolve interpersonal conflicts through persuasion rather than force; anticipate peoples' reactions; influence people and inspire their confidence and respect.

TEAMWORK: Establish and maintain effective working relationships with coworkers, supervisors and other law enforcement officials (by sharing information and working cooperatively with others, complying with departmental rules and regulations, following orders, accepting advice and constructive criticism, etc.).

INTEREST IN PEOPLE: Exhibit an active interest in understanding and working with people; demonstrate concern for the safety and welfare of others and a desire to serve the public.

PERSONALITY CHARACTERISTICS

ASSERTIVENESS: Assert oneself when necessary to exert control over others; confront and challenge people who are behaving in a suspicious manner.

Table 8. Description of the 29 behavioral categories (continued)

EMOTIONAL SELF-CONTROL: Maintain one's composure and perform effectively in stressful situations (crisis situations, situations which one finds personally repugnant, etc.); refrain from over-reacting when subjected to physical or verbal abuse; exercise restraint and use the minimum amount of force necessary to handle a given situation.

FLEXIBILITY/ADAPTABILITY: Adapt to changes in working conditions (changes in patrol assignment, shift changes, different types of incidents that must be handled one right after the other, etc.); remain alert during periods of routine, monotonous activity.

CONFRONTATION: Confront potentially physically hazardous situations.

WORKER CHARACTERISTICS

INITIATIVE: Proceed on assignments without waiting to be told what to do; improve one's skills and keep informed of new developments in the field; work diligently and exert the extra effort needed to make sure the job is done correctly, rather than merely "putting in time."

DEPENDABILITY: Be conscientious, reliable, thorough, punctual, accurate; assume responsibility for one's share of the workload.

APPEARANCE: Present a neat, clean, well-groomed appearance.

INTEGRITY: Be honest and impartial; refrain from accepting bribes or "favors" or using one's position for personal gain.

PHYSICAL CHARACTERISTICS

COORDINATION: Integrate the actions of one's arms and legs to produce coordinated movement (such as in running, jumping, etc.).

AGILITY: Perform physical actions or movements quickly and nimbly.

BALANCE: Maintain one's balance in unusual contexts (such as when climbing, crawling, crossing narrow ledges, etc.).

ENDURANCE: Maintain physical activity over prolonged periods of time.

STRENGTH: Exert muscular force (such as in lifting, pulling, pushing or dragging hard to move objects; physically restraining others, etc.).

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Table 9. Matrix of behavioral/task group values.

BEHAVIORS	(A) PATROL AND INVESTIGATION TASKS	1. Arrest and Detain	2. Chemical, Drug, Alcohol Test	3. Decision-Making	4. Fingerprinting/Identification	5. First Aid	6. Review and Recall of Information	7. Inspecting Vehicle, Property & Persons	8. Investigating	9. Lineup	10. Searching	11. Securing and Protecting Property	12. Surveillance	(B) TRAFFIC TASKS	13. Traffic Control
COGNITIVE ABILITY															
Information Processing			4.4				4.2	3.8	4.5		3.6		3.5		
Situational Reasoning		3.5		3.5	4.6			3.6			3.5		3.5		3.6
Learning			3.6			3.6	3.7	3.5	4.0		3.8		3.3		
Recall		3.8	3.4	4.0		3.8	4.5	3.6	3.5		3.7		3.8		
COMMUNICATION SKILL															
Reading			3.3				4.7		3.7						
Writing									4.5						
Oral Expression		3.7	3.9						4.0		3.3				
Oral Comprehension		3.2							3.7		3.3				
SPECIAL SKILLS															
Handwriting									4.0						
Arithmetic Computation															
Understanding Illustrated Material									3.1						
Accuracy with Names and Numbers		3.5						3.8	4.1						
Diagraming/Sketching															
INTERPERSONAL RELATIONS															
Interpersonal Skill		3.9	3.5						4.0		3.4				
Teamwork					3.9				3.3	4.2			3.4		3.2
Interest in People								4.5			3.5	3.7			
PERSONALITY CHARACTERISTICS															
Assertiveness		4.3	3.4												3.5
Emotional Self-Control		3.8			3.9										3.4
Flexibility/Adaptability		3.6							3.4		3.6		3.3		
Confront Hazards		3.7													
WORKER CHARACTERISTICS															
Initiative		3.9		3.6		3.8	4.4	4.1	4.2	3.3	4.1	3.3	4.2		
Dependability		4.0	3.8	4.0	3.5	4.5	3.4	4.0	4.4		4.4	3.9	4.0		3.7
Appearance		3.5							3.9						3.4
Integrity		3.6	3.7				3.9	4.3			4.0	4.1	3.4		
PHYSICAL CHARACTERISTICS															
Coordination		3.4	3.4			4.3					3.4		3.1		4.2
Agility		3.5				4.1					3.7				3.8
Balance															
Endurance						3.6					3.2				
Strength						3.3									

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Table 9. (continued)

BEHAVIORS	(C) MOTOR VEHICLE TASKS	14. Emergency Driving	15. Transporting People, Objects	16. Vehicle Stops	(D) ORAL COMMUNICATION TASKS	17. Conferring	18. Explaining	19. Giving Directions	20. Interviewing	21. Mediating	22. Public Relations	23. Using Radio/Telephone	24. Testifying	25. Training
COGNITIVE ABILITY														
Information Processing						4.0		3.5	4.4	3.8	3.5	3.3	4.0	3.8
Situational Reasoning		4.6		3.9			3.9	3.3	4.4	3.2	3.6	3.1		
Learning		3.5		3.3		3.9		3.4	3.8	3.6	3.6	3.6	3.4	4.3
Recall				3.9		4.0	3.6	3.7	4.0	3.4	3.6	4.1	4.8	4.1
COMMUNICATION SKILL														
Reading						3.9							3.5	4.5
Writing									3.3					4.0
Oral Expression						4.5	4.9	4.5	4.8	4.8	4.8	4.8	4.9	4.8
Oral Comprehension		3.3		3.4		4.1	4.1	3.7	4.4	4.5	3.9	4.3	4.7	4.3
SPECIAL SKILLS														
Handwriting									3.2					3.7
Arithmetic Computation														
Understanding Illustrated Material									3.4					3.5
Accuracy with Names and Numbers									3.3		4.0	4.0	3.7	
Diagraming/Sketching													2.9	3.2
INTERPERSONAL RELATIONS														
Interpersonal Skill			3.5			3.5	4.6	3.7	4.5	4.7	4.6		3.7	4.5
Teamwork		3.5		3.9		4.0		4.1		3.4		3.2		4.4
Interest in People						3.7	4.6	3.3	4.0	4.6	4.5			4.5
PERSONALITY CHARACTERISTICS														
Assertiveness				3.7		3.5	3.5	3.8	4.4					3.6
Emotional Self-Control		4.3		3.9		3.5		3.7	4.8			3.8		
Flexibility/Adaptability				3.8		3.3	3.3	3.6	3.8	3.4	3.5	3.3		3.5
Confront Hazards		4.4		3.8					3.7					
WORKER CHARACTERISTICS														
Initiative		3.4		4.2		3.9	3.6	3.8	4.2	3.8	4.1	3.2		4.2
Dependability		4.0	3.7	4.4		3.6	4.0	3.9	4.1	4.2	4.0	4.2	4.7	4.4
Appearance						4.1	4.5		4.5	4.3	4.5		4.9	4.3
Integrity			3.8			3.4	3.7		3.9	3.5	3.5		4.7	3.9
PHYSICAL CHARACTERISTICS														
Coordination		4.4		3.6										
Agility		4.3		3.9										
Balance														
Endurance														
Strength														

Table 9. (continued)

BEHAVIORS	(E) WRITTEN COMMUNICATION TASKS	26. Custody Paperwork	27. General Paperwork	28. Reading	29. Diagraming/Sketching	30. Writing	(F) PHYSICAL PERFORMANCE TASKS	31. Restraining	32. Physical Performance	33. Weapons Handling
COGNITIVE ABILITY										
Information Processing		3.5	4.2		4.1					
Situational Reasoning						3.3		4.3	4.1	4.8
Learning		3.3	3.8		3.8					
Recall				3.5	4.1			3.4		3.9
COMMUNICATION SKILL										
Reading		3.4	4.3	5.0		4.0				
Writing			4.1			4.8				
Oral Expression										
Oral Comprehension						3.2				
SPECIAL SKILLS										
Handwriting		3.8	4.3		4.4	5.0				
Arithmetic Computation		3.5	3.9		4.4					
Understanding Illustrated Material			3.6	4.3						
Accuracy with Names and Numbers		3.7	4.6		3.8	4.3				
Diagraming/Sketching					4.8					
INTERPERSONAL RELATIONS										
Interpersonal Skill						3.9				
Teamwork			3.1							
Interest in People						3.3				3.6
PERSONALITY CHARACTERISTICS										
Assertiveness						3.3		4.6		4.5
Emotional Self-Control								4.7	3.8	4.8
Flexibility/Adaptability						3.3		3.5		3.6
Confront Hazards								4.6	4.2	4.7
WORKER CHARACTERISTICS										
Initiative		3.5	4.1	3.1	4.3			3.5		
Dependability		4.0	4.2	4.0	4.2	4.0			4.0	
Appearance						3.4				
Integrity		4.2	4.6		4.5					
PHYSICAL CHARACTERISTICS										
Coordination								4.8	5.0	4.5
Agility								4.8	4.9	4.6
Balance								4.1	4.7	4.0
Endurance								4.2	4.4	
Strength								4.4	4.7	

An analysis of the matrix results in the following conclusions: (1) Every one of the 29 behavioral categories is required for successful performance of at least three task groups; (2) Diagraming/Sketching, Arithmetic Computation, Strength and Balance are required for the fewest number of task groups (3 each), whereas Dependability is required for 30 of the 33 task groups.

Ratings were also collected from the same 42 supervisors concerning whether a behavior must be exhibited by applicants or whether recruits can be trained to perform the behavior while in the academy or during field training. Seventy percent or more of the supervisors indicated that the following behavioral categories, although important for job success, did not have to be mastered before hiring: Diagraming/Sketching, Confrontation, and Endurance.

Seventy percent or more of the supervisors indicated that the following types of behaviors should be mastered before an applicant is hired: Learning, Recall, Reading, Oral Expression, Oral Comprehension, Handwriting, Interpersonal Skills, Interest in People, Emotional Self-Control, Initiative, Dependability, Integrity, Coordination, Agility, and Balance.

The supervisors could not agree (less than 70% agreement) concerning when mastery of the following important behavioral categories should occur: Information Processing, Situational Reasoning, Writing, Arithmetic Computation, Understanding Illustrated Materials, Accuracy, Teamwork, Assertiveness, Flexibility, Appearance, Strength. Before your agency requires some mastery for these behaviors, a decision must be made concerning the level of mastery, if any, you can reasonably require applicants to demonstrate in the selection process (before training).

Regardless of when mastery of the job behaviors must occur, there are often skills, knowledge, abilities or other characteristics which are prerequisites for successful behavioral performance, and which applicants must be able to demonstrate during the selection process. For example, the exact type of report writing behavior which patrol incumbents must exhibit can be learned in the academy. Nevertheless, employers can require that applicants possess basic writing ability (e.g., ability to write in a grammatical and articulate fashion, because such basic abilities are required by the job and should be achieved in the normal course of primary and secondary education). Therefore, decisions must also be made concerning the competency level of personal characteristics which your agency will require applicants to demonstrate.

B. Behavioral Weights

Once the relevance of behavioral categories for successful task performance was determined, the relative overall importance of each of the 29 categories for your agency was computed using the following procedure:

- The importance of a behavioral category for a particular task group was computed by multiplying the previously described behavioral/task-group relationship value times your agency's task group Importance value. For example, if

a behavior is "usually" required for task group performance (a rating of 4), and if the task group in your agency is of "critical" Importance (a rating of 5), then the overall behavioral/task group value for your agency is 20 (this value will be referred to as the behavioral/task-group index).

- All the behavioral/task-group indices associated with a behavior (e.g., writing) were summed across the 33 task groups. This results in an overall sum for each of the 29 behavioral categories.

- These 29 subtotals were summed to produce an overall total.

- Each subtotal was divided by the overall total and multiplied by 100 to arrive at the final behavioral weights (expressed as percentages).

Each behavioral weight is an indication of the importance of that behavioral category to the agency in question. For example, the behaviors associated with Situational Reasoning might be given a percentage weight of 10% in contrast to the remaining 90% which would be spread over the other 28 behavioral requirements. This same percentage weight can be used to assess the importance of skills, knowledge, abilities, and other characteristics which are prerequisites to successful performance of the behaviors. Therefore, in the previous example, Situational Reasoning ability (in relation to all other requisite skills, knowledge, abilities, and other characteristics associated with the 29 behaviors and categories) would receive a 10% weight. This computed percentage weight denotes how much weight a measure of the behavior, skill, knowledge, ability or other characteristic (e.g., a test of Situational Reasoning) should be given in the employee selection process.

C. Agency Behavioral Weight Information Printout

The "Behavioral Weight Information" page of your printout (Appendix D) contains the behavioral weights for the 29 behavioral categories computed for your agency. The weights computed for your Comparison Group and the Statewide Composite are also presented.

Use of the behavioral weights should be based upon the following assumptions: (1) the 29 behaviors and requisite characteristics are compensatory (e.g., one might compensate for a lack of Assertiveness on the job by demonstrating exceptional Interpersonal Relations), (2) all 29 behaviors (or the requisite characteristics) can be measured in a reliable and valid manner in the selection process, and (3) the behavior (or requisite characteristics) are necessary at the point of hire and before training. To the extent that these assumptions are violated (one or more of the behavioral categories or underlying characteristics are not considered compensatory, cannot be adequately measured, or are not necessary at the time of hire), the behavioral weights presented in your printout should be modified. This can be done by summing the weights in the printout for

those behaviors or characteristics that are compensatory, measurable, and necessary at the point of hire, dividing each weight by this sum and multiplying each new value by 100 to arrive at new percentage weights. Those behavioral categories or characteristics that are necessary at the point of hire and measureable, but not considered compensatory, should be tested for on strictly a pass/fail basis. Those types of behaviors or characteristics which are not measurable should obviously not be assessed in the selection process.

D. Use of Behavioral Weight Information

The behavioral information was designed for two principle uses: (1) to serve as a basis for identifying important behaviors and prerequisite skills, knowledge, abilities and other personal characteristics, and (2) to estimate the weight which should be given to a measure of each type of behavior or characteristic in the selection process.

Behaviors and Prerequisite Skills, Knowledge, Abilities and Other Personal Characteristics

To make optimum use of the behavioral information, a review should be made of each behavior which is important to your agency. The purpose of the review is to identify the requisite characteristics which recruits must possess in order to eventually perform the job successfully (i.e., identify the requisite or job-related characteristics). The next recommended step consists of a review of your agency's current personnel selection practices to determine whether all the behaviors and characteristics are being measured. If not, the feasibility of measuring the previously unmeasured behaviors and characteristics should be assessed. Finally, an evaluation of the job-relatedness of current measures of applicant behaviors and characteristics should be made, and a plan should be developed for validating, if possible, all unvalidated measures.

Weights Assigned to Measures of Behaviors and Requisite Characteristics

The behavioral weights on the Behavioral Weight Information printout are suggested relative weights for job-related measures of the 29 behavioral categories or measures of requisite skills, knowledge, abilities, and other characteristics. Therefore, if a measure of Recall has a weight of 6% and a measure of Accuracy has a weight of 3%, then we would recommend that the score for the measure of Recall be given twice as much weight as the score for Accuracy.

Every behavioral category which has a weight above zero should be considered sufficiently important for your agency to have implications for employee selection. The actual magnitude of the weights, however, only has meaning when comparing the importance of one behavior or characteristic versus one or more of the remaining behaviors or characteristics.

V. INCIDENT INFORMATION

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In addition to the 329 tasks, POST gathered Frequency and Importance data on 110 types of incidents which patrol officers are typically called upon to handle (e.g., traffic hazards, false fire alarms, loitering, etc.).

A. Formation of Incident Groups

The 110 incidents were clustered into 16 groups of incidents which require similar actions on the part of the officer. The titles of the incident groups and the number of tasks in each group appear in Table 10.

B. Incident Group Summary Information Printout

As with the task groups, there is, in the section of your printout entitled "Incident Group Summary Information" (Appendix E), a page of summary information for each of the 16 incident groups. The information is presented in the same format as for the task groups. That is, the incidents defining each incident group are presented in the form of a definition at the top of the page, followed by values for, and graphical representations of, the average Importance and Frequency of the incidents in the incident group for your agency, your Comparison Group and the Statewide Composite. This is followed by estimates of the total number of times per month ("Estimated Monthly Response") an officer responds to reports of the types of incidents in the incident group in your agency, as well as in the agencies in your Comparison Group and Statewide Composites. These estimates were computed by using the same conversion table used for estimating "Estimated Monthly Performance" for task groups.

C. Incident Importance Information Printout

As with the individual tasks within a task group, the individual incidents within an incident group are listed on the page immediately following each "Incident Group Summary Information" page in your printout. Means of the Importance ratings provided by the supervisors from your agency (Column 1), from your Comparison Group (Column 2) and from the Statewide Composite (Column 3) are presented to the right of each incident. The incidents are listed in order of Importance in your agency from high to low. Any incidents that are not handled in your agency or for which there is missing or unreadable date are listed last.

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Table 10. Titles of incident groups.

INCIDENT GROUPS	Number of Incidents within Groups
1. Theft/Burglary	7
2. Fraud	9
3. Assault/Armed Robbery/Homicide	10
4. Kidnapped/Missing Person	4
5. Reckless/Drunk Driving	5
6. Liquor/Drug Violations	2
7. Suspicious Objects/Abandoned Property	5
8. Persons Wanted for Military Desertion, Parole Violation, Illegal Residence Status	3
9. Hazards Requiring Emergency Action	9
10. Use or Possession of Illegal Weapons	4
11. Situations Requiring Emergency Action	7
12. Nuisances/Obscene Conduct	13
13. Disturbances of the Peace	15
14. Medical Emergencies	3
15. Assistance to the Public	7
16. Licensing/Ordinance Violations	7
Total	110

D. Use of Incident Group Summary and Incident Importance Information

As with the task information, we recommend that you review the incident group and incident data to determine the incidents which are the most Important and Frequent in your agency and the relative Importance of the incidents within each incident group.

Next, the same steps mentioned before in connection with the task information are recommended. They include identification of requisite behaviors, skills, knowledge, abilities, and other personal characteristics; determination of when mastery of the behaviors and characteristics must be achieved; evaluation of the extent to which behaviors and characteristics are being measured by the current selection process; evaluation of the job-relatedness of current selection procedures; and development of a plan for validating current and future procedures.

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VI. VEHICLE AND EQUIPMENT USAGE

VI. VEHICLE AND EQUIPMENT USAGE

A. Vehicle and Equipment Usage Information Printout

Simple "yes/no" responses were collected from patrol incumbents concerning the use of different types of equipment and the operation of different types of vehicles. These data were collected on the assumption that if the majority of patrol officers use a particular piece of equipment or operate a particular vehicle on the patrol job, it is reasonable to require that job applicants possess the basic abilities required to use/operate the equipment or vehicle successfully.

The results of the analyses of these data appear in the Vehicle and Equipment Usage section of your printout (Appendix F). If 50% or more of your agency's patrol officer sample indicated that they operated a particular type of vehicle or equipment, then a "Yes" appears in the appropriate space on your printout in the column labeled "Your Agency." The percentage of agencies which operate that type of vehicle or equipment in your Comparison Group and Statewide Composite are also indicated.

B. Use of Vehicle and Equipment Usage Information

The vehicles which patrol officers must operate and the equipment they must use in the course of doing the job can have implications for both selection and training. It is recommended that your agency review the list of vehicles and equipment which patrol officers operate in your agency, and determine what implications exist, if any, for additional, required patrol officer behaviors, skills, knowledge, abilities, and other personal characteristics. For example, as mentioned previously, if a patrol officer in your agency must operate a boat, it may be appropriate to require experience and skill in boating for patrol officer applicants; or you may find that your training program should be augmented to include this facet of the job.

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VII. CONCLUSION

CONCLUSION

We have attempted in this Report to describe the ways in which your job analysis feedback information can be used to establish job-related, entry-level selection procedures, job-related training curriculum and performance appraisal systems. We realize that the explanations presented are somewhat brief and may not provide you with all the information you may need to make full use of the enclosed data. As already stated, if you need assistance in the interpretation of the job analysis information, please contact the POST standards research staff.

POST would also like to express its appreciation to your agency for participating in the statewide job analysis. By virtue of the assistance of 219 California departments, POST has established a job analysis data base which will serve a number of our research purposes in the years to come. For example, work has already begun on tests of reading and writing ability, and physical performance skill. Plans are also being formulated to: use the job analysis to establish the portability of testing procedures to agencies which did not participate in the original job analysis; assess future changes in the patrol officer job; and incorporate data from additional agencies into the statewide data base.

With your help, POST now has the basic data it needs to conduct significant research designed to maintain and improve the quality of law enforcement in California.

REFERENCES

REFERENCES

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APPENDIX A

BACKGROUND AND ORGANIZATIONAL INFORMATION PRINTOUT

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AGENCY: EXAMPLE

BACKGROUND AND ORGANIZATIONAL INFORMATION

INCUMBENT SURVEY
(PATROL OFFICERS)

RESPONDENTS	AGENCY (INDIVIDUALS)	COMPARISON GROUP (AGENCIES)	STATEWIDE (AGENCIES)
NUMBER	6	45*	219*
% OF TOTAL PATROL OFFICERS IN AGENCY	12.5%	19.2%	32.9%
TIME IN PATROL OFFICER RANK (AVG.)	58.7 MOS	51.1 MOS	47.5 MOS
TIME IN RADIO-CAR PATROL ASSIGNMENT (AVG.)	44.5 MOS	40.1 MOS	37.6 MOS
TIME IN CURRENT BEAT (AVG.)	5.2 MOS	10.4 MOS	18.4 MOS
TIME IN CURRENT SHIFT (AVG.)	4.8 MOS	9.2 MOS	8.6 MOS
SHIFTS WORKED**			
DAY	2 (33%)	33.7%	31.8%
EVENING	2 (33%)	32.3%	33.1%
NIGHT	2 (33%)	27.4%	26.4%
RELIEF	0 (0%)	6.6%	8.6%
ETHNICITY			
AMERICAN INDIAN	0 (0%)	0.4%	1.8%
BLACK	0 (0%)	3.2%	3.2%
WHITE	6 (100%)	87.0%	84.7%
ASIAN AMERICAN	0 (0%)	0.2%	0.4%
SPANISH SURNAME	0 (0%)	7.5%	8.5%
FILIPINO	0 (0%)	0.9%	0.3%
OTHER	0 (0%)	0.9%	1.0%
SEX			
MALE	6 (100%)	95.7%	96.5%
FEMALE	0 (0%)	4.3%	3.5%
AGE (AVG.)	30.7 YRS	29.5 YRS	30.3 YRS
EDUCATIONAL LEVEL (AVG.)	13.6 YRS	14.6 YRS	14.1 YRS

* FOR THE TOTAL NUMBER OF PATROL OFFICER RESPONDENTS IN YOUR
  COMPARISON GROUP AND IN THE STATEWIDE SAMPLE, SEE APPENDIX B.

** DEFINITIONS: DAY = APPROX. 8 AM TO 4 PM,
              EVENING = APPROX. 4 PM TO MIDNIGHT,
              MIDNIGHT = APPROX. MIDNIGHT TO 8 AM.

AGENCY: EXAMPLE

BACKGROUND AND ORGANIZATIONAL INFORMATION

SUPERVISOR SURVEY

RESPONDENTS	AGENCY (INDIVIDUALS)	COMPARISON GROUP (AGENCIES)	STATEWIDE (AGENCIES)
NUMBER	3	45*	219*
TIME IN CURRENT RANK (AVG.)	59.7 MOS	48.6 MOS	51.2 MOS
SHIFTS WORKED**			
DAY	1 (33%)	36.1%	32.0%
EVENING	1 (33%)	27.3%	30.6%
NIGHT	1 (33%)	24.4%	20.7%
RELIEF	0 (0%)	12.2%	16.7%
ETHNICITY			
AMERICAN INDIAN	0 (0%)	1.3%	1.2%
BLACK	0 (0%)	0.4%	0.6%
WHITE	2 (67%)	92.7%	90.9%
ASIAN AMERICAN	0 (0%)	0.0%	0.6%
SPANISH SURNAME	1 (33%)	5.6%	5.4%
FILIPINO	0 (0%)	0.0%	0.0%
OTHER	0 (0%)	0.0%	0.3%
SEX			
MALE	3 (100%)	100.0%	99.5%
FEMALE	0 (0%)	0.0%	0.5%
AGE (AVG.)	38.7 YRS	37.3 YRS	37.6 YRS
EDUCATIONAL LEVEL (AVG.)	15.3 YRS	14.9 YRS	14.5 YRS

* FOR THE TOTAL NUMBER OF SUPERVISOR RESPONDENTS IN YOUR COMPARISON
  GROUP AND IN THE STATEWIDE SAMPLE, SEE APPENDIX B.

** DEFINITIONS: DAY = APPROX. 8 AM TO 4 PM,
              EVENING = APPROX. 4 PM TO MIDNIGHT,
              MIDNIGHT = APPROX. MIDNIGHT TO 8 AM.

APPENDIX B

COMPARISON GROUPS

Comparison Groups

Comparison Group 1 -
Municipal Departments with
1-10 Officers

Adelanto Police Department
Anderson Police Department
Angels Camp Police Department
Arroyo Grande Police Department
Auburn Police Department
Belvedere Police Department
Brentwood Police Department
Brisbane Police Department
Calistoga Police Department
Carpinteria Police Department
Chowchilla Police Department
Cloverdale Police Department
Coachella Police Department
Coalinga Police Department
Colma Police Department
Colusa Police Department
Corcoran Police Department
Corning Police Department
Cotati Police Department
Crescent City Police Department
Del Rey Oaks Police Department
Dixon Police Department
Exeter Police Department
Fillmore Police Department
Fortuna Police Department
Fowler Police Department
Gonzales Police Department
Grass Valley Police Department
Greenfield Police Department
Half Moon Bay Police Department
Hillsborough Police Department
Hollister Police Department
Hughson Police Department
Huron Police Department
King City Police Department
Kingsburg Police Department
Lakeport Police Department
Lemoore Police Department
Live Oak Police Department
Livingston Police Department

Comparison Group 1
(continued)

Marina Police Department
Newman Police Department
Oakdale Police Department
Ojai Police Department
Palm Springs Police Department
Palos Verdes Estates Police
   Department
Patterson Police Department
Reedley Police Department
St. Helena Police Department
San Anselmo Police Department
Sanger Police Department
Sebastopol Police Department
Shafter Police Department
Sierra Madre Police Department
Suisun Police Department
Taft Police Department
Tiburon Police Department
Weed Police Department
Williams Police Department
Winters Police Department
Arvin Police Department

Comparison Group 2 -
Municipal Departments with
11-25 Officers

Banning Police Department
Bell Gardens Police Department
Benicia Police Department
Brea Police Department
Chico Police Department
Chino Police Department
Clovis Police Department
Coronado Police Department
Covina Police Department
Cypress Police Department
Davis Police Department
Delano Police Department

Comparison Group 2
(continued)

East Bay Regional Park District/
   Department of Public Safety
El Centro Police Department
El Cerrito Police Department
El Segundo Police Department
Fontana Police Department
Hermosa Beach Police Department
Imperial Beach Police Department
Indio Police Department
Irvine Police Department
La Habra Police Department
La Palma Police Department
Larkspur Police Department
Lodi Police Department
Lompoc Police Department
Los Alamitos Police Department
Los Gatos Police Department
Madera Police Department
Martinez Police Department
Marysville Police Department
Menlo Park Police Department
Milpitas Police Department
Montclair Police Department
Monterey Police Department
Novato Police Department
Piedmont Police Department
Pinole Police Department
Pittsburg Police Department
Placentia Police Department
Pleasanton Police Department
Red Bluff Police Department
San Carlos Police Department
San Luis Obispo Police Department
San Marino Police Department
Seal Beach Police Department
Selma Police Department
Signal Hill Police Department
South Lake Tahoe Police
   Department
South Pasadena Police Department
Stanton Police Department
Turlock Police Department
Ukiah Police Department
Vacaville Police Department

Comparison Group 2
(continued)

Woodland Police Department
Yuba City Police Department
Visalia Police Department

Comparison Group 3 -
Municipal Departments with
26-50 Officers

Alameda Police Department
Alhambra Police Department
Antioch Police Department
Buena Park Police Department
Burbank Police Department
Chula Vista Police Department
Colton Police Department
Concord Police Department
Culver City Police Department
Daly City Police Department
Downey Police Department
Fairfield Police Department
Foster City Police Department
Gardena Police Department
La Mesa Police Department
Manhattan Beach Police Department
Merced Police Department
Montebello Police Department
Mountain View Police Department
Napa Police Department
National City Police Department
Newark Police Department
Oceanside Police Department
Orange Police Department
Pacifica Police Department
Palo Alto Police Department
Petaluma Police Department
Redlands Police Department
Redondo Beach Police Department
Redwood City Police Department
Salinas Police Department
San Bruno Police Department
San Gabriel Police Department
Santa Maria Police Department
Santa Rosa Police Department

Comparison Group 3
(continued)

Simi Valley Police Department
South San Francisco Police
   Department
Upland Police Department
Ventura Police Department
Vernon Police Department
Walnut Creek Police Department
West Covina Police Department
Westminster Police Department
Whittier Police Department
Redding Police Department

Comparison Group 4 -
Municipal Departments with
51-150 Officers

Bakersfield Police Department
Beverly Hills Police Department
Costa Mesa Police Department
Fremont Police Department
Fullerton Police Department
Garden Grove Police Department
Glendale Police Department
Inglewood Police Department
Modesto Police Department
Ontario Police Department
Pasadena Police Department
Pomona Police Department
Richmond Police Department
San Bernardino Police Department
San Mateo Police Department
Santa Barbara Police Department
Santa Monica Police Department
Stockton Police Department
Sunnyvale Police Department
Torrance Police Department
Vallejo Police Department

Comparison Group 5 -
Municipal Departments with
151+ Officers

Los Angeles Police Department
Oakland Police Department

Comparison Group 5
(continued)

Sacramento Police Department
San Diego Police Department
San Jose Police Department
San Francisco Police Department

Comparison Group 6 -
County Departments with
1-40 Officers

Butte County Sheriff's Department
Calaveras County Sheriff's
   Department
Inyo County Sheriff's Department
Kings County Sheriff's Department
Lake County Sheriff's Department
Lassen County Sheriff's Department
Madera County Sheriff's Department
Plumas County Sheriff's Department
San Luis Obispo County Sheriff's
   Department
Shasta County Sheriff's Department
Trinity County Sheriff's Department
Yuba County Sheriff's Department

Comparison Group 7 -
County Departments with
41-125 Officers

Alameda County Sheriff's Department
Contra Costa County Sheriff's Depart-
   ment
El Dorado County Sheriff's Department
Humboldt County Sheriff's Department
Kern County Sheriff's Department
Mendocino County Sheriff's Department
Monterey County Sheriff's Department
Placer County Sheriff's Department
San Mateo County Sheriff's Department
Santa Barbara County Sheriff's Depart-
   ment
Sonoma County Sheriff's Department
Stanislaus County Sheriff's Department

Comparison Group 8 -
County Departments with
126+ Officers

Los Angeles County Sheriff's Department
Orange County Sheriff's Department
Riverside County Sheriff's Department
Sacramento County Sheriff's Department
San Bernardino County Sheriff's Department

APPENDIX C

TASK GROUP SUMMARY INFORMATION AND TASK IMPORTANCE PRINTOUT

AGENCY: EXAMPLE

TASK GROUP SUMMARY INFORMATION
TASK GROUP # 1.ARREST AND DETAIN

TASKS THAT INVOLVE THE ARRESTING OF PERSONS (WITH OR WITHOUT
AN ARREST WARRANT) AND THE GUARDING OF PRISONERS.

```
            MEAN   GRAPH OF AVERAGE IMPORTANCE OF TASKS IN TASK GROUP
                   1          2          3          4          5
YOUR               LITTLE                IMPORTANT ,           CRITICAL
AGENCY      2.6    XXXXXXXXXXXXXXXXXXXXX

COMPARISON
GROUP       3.5    XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX

STATEWIDE
COMPOSITE   3.5    XXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
                                    COMPARISON           STATEWIDE
                                    GROUP                COMPOSITE
RANGE ACROSS
AGENCIES                            2.6 TO 4.3           2.3 TO 4.8
```

```
            MEAN   GRAPH OF AVERAGE FREQUENCY OF TASKS IN TASK GROUP
                   1    2    3    4    5    6    7    8    9
YOUR               NEVER          MONTHLY        WEEKLY         DAILY
AGENCY      4.8    XXXXXXXXXXXXXXXXXXXXXXXXX

COMPARISON
GROUP       4.3    XXXXXXXXXXXXXXXXXXXXXX

STATEWIDE
COMPOSITE   4.1    XXXXXXXXXXXXXXXXXXXX
                                    COMPARISON           STATEWIDE
                                    GROUP                COMPOSITE
RANGE ACROSS
AGENCIES                            3.3 TO 5.3           2.6 TO 6.8
```

TOTAL ESTIMATED MONTHLY PERFORMANCE BY OFFICER OF TASKS IN TASK GROUP

	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
NUMBER OF TASKS PERFORMED	5 TASKS	5 TASKS	5 TASKS
TOTAL MONTHLY PERFORMANCE	16.0 TIMES PER MO	10.9 TIMES PER MO	10.3 TIMES PER MO
PERCENTAGE OF AGENCIES WITH LOWER VALUE		82.2%	84.9%

AGENCY: EXAMPLE

AVERAGE IMPORTANCE OF TASKS IN TASK GROUP
TASK GROUP # 1.ARREST AND DETAIN

TASKS PERFORMED BY YOUR AGENCY	AVERAGE IMPORTANCE RATINGS * YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
1.TAKE INTO CUSTODY PERSON ARRESTED BY CITIZEN.	3.3	3.7	3.6
2.ARREST PERSONS WITHOUT WARRANT.	3.3	4.0	3.9
3.SERVE ARREST WARRANTS.	3.0	3.6	3.5
4.ARREST AND BOOK TRAFFIC LAW VIOLATORS.	2.0	3.4	3.3
5.GUARD PRISONERS/INMATES DETAINED AT FACILITY OTHER THAN JAIL (E.G., HOSPITAL).	1.5	3.0	3.1

----

* IMPORTANCE SCALE: 5=CRITICAL,4=VERY IMPORTANT,3=IMPORTANT,
2=OF SOME IMPORTANCE,1=OF LITTLE IMPORTANCE

AGENCY: EXAMPLE

TASK GROUP SUMMARY INFORMATION
TASK GROUP # 2.CHEMICAL, DRUG, ALCOHOL TEST

TASKS THAT INVOLVE PHYSICALLY OR CHEMICALLY TESTING FOR
SOBRIETY AND/OR PRESENCE OF CONTROLLED SUBSTANCES.

```
            MEAN  GRAPH OF AVERAGE IMPORTANCE OF TASKS IN TASK GROUP
                  1          2          3          4          5
YOUR              LITTLE                IMPORTANT             CRITICAL
AGENCY      2.4   XXXXXXXXXXXXXXXXX

COMPARISON
GROUP       3.4   XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX

STATEWIDE
COMPOSITE   3.3   XXXXXXXXXXXXXXXXXXXXXXXXXXXXX
                                  COMPARISON          STATEWIDE
                                  GROUP               COMPOSITE
RANGE ACROSS
AGENCIES                          2.4 TO 4.2          1.8 TO 4.8
```

```
            MEAN  GRAPH OF AVERAGE FREQUENCY OF TASKS IN TASK GROUP
                  1    2    3    4    5    6    7    8    9
YOUR              NEVER          MONTHLY    WEEKLY         DAILY
AGENCY      4.3   XXXXXXXXXXXXXXXXXXXXXXX

COMPARISON
GROUP       3.6   XXXXXXXXXXXXXXXXXX

STATEWIDE
COMPOSITE   3.5   XXXXXXXXXXXXXXXX
                                  COMPARISON          STATEWIDE
                                  GROUP               COMPOSITE
RANGE ACROSS
AGENCIES                          2.6 TO 5.0          1.8 TO 7.0
```

TOTAL ESTIMATED MONTHLY PERFORMANCE BY OFFICER OF TASKS IN TASK GROUP

	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
NUMBER OF TASKS PERFORMED	3 TASKS	4 TASKS	4 TASKS
TOTAL MONTHLY PERFORMANCE	7.8 TIMES PER MO	5.5 TIMES PER MO	5.6 TIMES PER MO
PERCENTAGE OF AGENCIES WITH LOWER VALUE		82.2%	82.2%

AGENCY: EXAMPLE

AVERAGE IMPORTANCE OF TASKS IN TASK GROUP
TASK GROUP # 2.CHEMICAL, DRUG, ALCOHOL TEST

	AVERAGE IMPORTANCE RATINGS *		
	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
TASKS PERFORMED BY YOUR AGENCY			
1.USE CHEMICAL TEST KIT (E.G., VALTOX, NARCO-BAN) TO TEST FOR CONTROLLED SUBSTANCES.	2.5	3.1	3.1
2.ADMINISTER PHYSICAL ROADSIDE SOBRIETY TEST (DRUG AND/OR ALCOHOL).	2.3	3.5	3.5
3.ARRANGE FOR OBTAINING BLOOD OR URINE SAMPLES FOR SOBRIETY TESTS.	2.3	3.4	3.3
TASKS WHICH HAD NOT BEEN PERFORMED BY YOUR JOB ANALYSIS SAMPLE.			
4.ADMINISTER "BREATHALIZER" TEST.		3.5	3.4

*   IMPORTANCE SCALE: 5=CRITICAL,4=VERY IMPORTANT,3=IMPORTANT,
    2=OF SOME IMPORTANCE,1=OF LITTLE IMPORTANCE

AGENCY: EXAMPLE

TASK GROUP SUMMARY INFORMATION
TASK GROUP # 3.DECISION MAKING

TASKS THAT INVOLVE ANALYSIS, EVALUATION, INQUIRY, ETC., IN
ORDER TO MAKE PROPER DETERMINATIONS (E.G., PRIORITY OF
REQUIRED ACTIONS).

```
            MEAN  GRAPH OF AVERAGE IMPORTANCE OF TASKS IN TASK GROUP
                  1           2         3         4          5
YOUR              LITTLE                IMPORTANT            CRITICAL
AGENCY      2.5   XXXXXXXXXXXXXXXXXXX ,

COMPARISON
GROUP       3.3   XXXXXXXXXXXXXXXXXXXXXXXXXXXXX

STATEWIDE
COMPOSITE   3.3   XXXXXXXXXXXXXXXXXXXXXXXXXXXXX
                                  COMPARISON         STATEWIDE
                                    GROUP            COMPOSITE
RANGE ACROSS
AGENCIES                         2.5 TO 4.6          2.2 TO 4.8
```

```
            MEAN  GRAPH OF AVERAGE FREQUENCY OF TASKS IN TASK GROUP
                  1    2    3    4    5    6    7    8    9
YOUR              NEVER          MONTHLY        WEEKLY      DAILY
AGENCY      4.2   XXXXXXXXXXXXXXXXXXXXXX

COMPARISON
GROUP       4.7   XXXXXXXXXXXXXXXXXXXXXXXXX

STATEWIDE
COMPOSITE   4.4   XXXXXXXXXXXXXXXXXXXXXX
                                  COMPARISON         STATEWIDE
                                    GROUP            COMPOSITE
RANGE ACROSS
AGENCIES                         3.8 TO 5.7          2.3 TO 6.6
```

TOTAL ESTIMATED MONTHLY PERFORMANCE BY OFFICER OF TASKS IN TASK GROUP

	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
NUMBER OF TASKS PERFORMED	5 TASKS	5 TASKS	5 TASKS
TOTAL MONTHLY PERFORMANCE	7.9 TIMES PER MO	14.0 TIMES PER MO	12.0 TIMES PER MO
PERCENTAGE OF AGENCIES WITH LOWER VALUE		15.6%	38.8%

AGENCY: EXAMPLE

AVERAGE IMPORTANCE OF TASKS IN TASK GROUP

TASK GROUP # 3.DECISION MAKING

	AVERAGE IMPORTANCE RATINGS *		
	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
TASKS PERFORMED BY YOUR AGENCY			
1.SURVEY ACCIDENT SCENES TO DETERMINE PRIORITY OF REQUIRED ACTIONS.	2.7	3.6	3.6
2.EVALUATE CRIME SCENES TO DETERMINE INVESTIGATIVE PROCEDURES TO FOLLOW AND ASSISTANCE NECESSARY.	2.7	3.6	3.6
3.INQUIRE INTO INCIDENTS TO DETERMINE WHETHER THEY ARE CRIMINAL OR CIVIL MATTERS.	2.3	3.2	3.1
4.ANALYZE AVAILABLE INFORMATION TO DETERMINE WHAT ENFORCEMENT ACTION SHOULD BE TAKEN AT ACCIDENT SCENES.	2.3	3.1	3.1
5.ANALYZE AND COMPARE CASES FOR SIMILARITY OF MODUS OPERANDI.	2.3	3.0	3.1

*   IMPORTANCE SCALE: 5=CRITICAL,4=VERY IMPORTANT,3=IMPORTANT,
2=OF SOME IMPORTANCE,1=OF LITTLE IMPORTANCE

AGENCY: EXAMPLE

TASK GROUP SUMMARY INFORMATION
TASK GROUP # 4.FINGERPRINTING/IDENTIFICATION

TASKS THAT INVOLVE OBTAINING AND COMPARING FINGERPRINTS.

```
        MEAN   GRAPH OF AVERAGE IMPORTANCE OF TASKS IN TASK GROUP
               1          2          3          4          5
YOUR           LITTLE                IMPORTANT             CRITICAL
AGENCY   2.3   XXXXXXXXXXXXXXXXX

COMPARISON
GROUP    2.9   XXXXXXXXXXXXXXXXXXXXXXXXX

STATEWIDE
COMPOSITE 2.9  XXXXXXXXXXXXXXXXXXXXXXXXX
                               COMPARISON            STATEWIDE
                               GROUP                 COMPOSITE
RANGE ACROSS
AGENCIES                       2.1 TO 3.9            1.8 TO 5.0
```

```
        MEAN   GRAPH OF AVERAGE FREQUENCY OF TASKS IN TASK GROUP
               1   2   3   4   5   6   7   8   9
YOUR           NEVER       MONTHLY     WEEKLY      DAILY
AGENCY   3.5   XXXXXXXXXXXXXXXX

COMPARISON
GROUP    2.9   XXXXXXXXXXXX

STATEWIDE
COMPOSITE 3.2  XXXXXXXXXXXXX
                               COMPARISON            STATEWIDE
                               GROUP                 COMPOSITE
RANGE ACROSS
AGENCIES                       1.3 TO 5.7            1.1 TO 6.7
```

TOTAL ESTIMATED MONTHLY PERFORMANCE BY OFFICER OF TASKS IN TASK GROUP

	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
NUMBER OF TASKS PERFORMED	1 TASKS	4 TASKS	4 TASKS
TOTAL MONTHLY PERFORMANCE	0.8 TIMES PER MO	4.9 TIMES PER MO	5.3 TIMES PER MO
PERCENTAGE OF AGENCIES WITH LOWER VALUE		11.1%	15.1%

AGENCY: EXAMPLE

AVERAGE IMPORTANCE OF TASKS IN TASK GROUP
TASK GROUP # 4.FINGERPRINTING/IDENTIFICATION

	AVERAGE IMPORTANCE RATINGS *		
	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
TASKS PERFORMED BY YOUR AGENCY			
1.FINGERPRINT PRISONERS AND OTHER PERSONS.	2.3	3.0	2.9
TASKS WHICH HAD NOT BEEN PERFORMED BY YOUR JOB ANALYSIS SAMPLE.			
2.DUST AND LIFT LATENT FINGERPRINTS.		3.7	3.8
3.MAKE FINGERPRINT COMPARISONS.		2.8**	3.0
4.FINGERPRINT PERSONS FOR NON-CRIMINAL REASONS (E.G., PROFESSIONAL LICENSING).		2.0	2.1

---

*   IMPORTANCE SCALE: 5=CRITICAL,4=VERY IMPORTANT,3=IMPORTANT,
    2=OF SOME IMPORTANCE,1=OF LITTLE IMPORTANCE

** FOR 50% OR MORE OF THE AGENCIES IN YOUR COMPARISON GROUP
    THIS TASK HAD NOT BEEN PERFORMED OR THERE WAS MISSING DATA.

AGENCY: EXAMPLE

TASK GROUP SUMMARY INFORMATION
TASK GROUP # 5.FIRST AID

TASKS THAT INVOLVE USING FIRST-AID TECHNIQUES SUCH AS
CARDIO-PULMONARY RESUSCITATION AND MOUTH-TO-MOUTH
RESUSCITATION.

```
             MEAN  GRAPH OF AVERAGE IMPORTANCE OF TASKS IN TASK GROUP
                   1          2          3          4          5
YOUR               LITTLE                IMPORTANT             CRITICAL
AGENCY       3.5   XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX

COMPARISON
GROUP        4.2   XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX

STATEWIDE
COMPOSITE    4.2   XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
                                      COMPARISON        STATEWIDE
                                      GROUP             COMPOSITE
RANGE ACROSS
AGENCIES                              2.9 TO 5.0        2.7 TO 5.0
```

```
             MEAN  GRAPH OF AVERAGE FREQUENCY OF TASKS IN TASK GROUP
                   1    2    3    4    5    6    7    8    9
YOUR               NEVER          MONTHLY   WEEKLY        DAILY
AGENCY       1.8   XXXXX

COMPARISON
GROUP        2.0   XXXXXXX

STATEWIDE
COMPOSITE    2.0   XXXXXXX
                                      COMPARISON        STATEWIDE
                                      GROUP             COMPOSITE
RANGE ACROSS
AGENCIES                              1.3 TO 3.6        1.3 TO 3.7
```

TOTAL ESTIMATED MONTHLY PERFORMANCE BY OFFICER OF TASKS IN TASK GROUP

	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
NUMBER OF TASKS PERFORMED	4 TASKS	5 TASKS	5 TASKS
TOTAL MONTHLY PERFORMANCE	0.7 TIMES PER MO	1.2 TIMES PER MO	1.2 TIMES PER MO
PERCENTAGE OF AGENCIES WITH LOWER VALUE		24.4%	34.3%

AGENCY: EXAMPLE

AVERAGE IMPORTANCE OF TASKS IN TASK GROUP
TASK GROUP # 5.FIRST AID

	AVERAGE IMPORTANCE RATINGS *		
	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE

TASKS PERFORMED BY YOUR AGENCY

1.ADMINISTER CARDIO-PULMONARY RESUSCITATION.	3.7	4.4	4.4
2.ADMINISTER MOUTH-TO-MOUTH RESUSCITATION.	3.7	4.4	4.4
3.ADMINISTER OTHER FIRST AID TECHNIQUES.	3.3	4.0	4.0
4.CONTROL BLEEDING (E.G., APPLY DIRECT PRESSURE).	3.3	4.4	4.4

TASKS WHICH HAD NOT BEEN PERFORMED
BY YOUR JOB ANALYSIS SAMPLE.

5.OPERATE RESUSCITATOR.		3.8**	3.7

---

*   IMPORTANCE SCALE: 5=CRITICAL,4=VERY IMPORTANT,3=IMPORTANT,
    2=OF SOME IMPORTANCE,1=OF LITTLE IMPORTANCE

** FOR 50% OR MORE OF THE AGENCIES IN YOUR COMPARISON GROUP
    THIS TASK HAD NOT BEEN PERFORMED OR THERE WAS MISSING DATA.

TASK GROUP SUMMARY INFORMATION
TASK GROUP # 6.REVIEW AND RECALL OF INFORMATION

TASKS THAT INVOLVE THE REVIEW AND STUDY OF INFORMATION FOR
LATER RECALL SUCH AS REGARDING WANTED PERSONS AND VEHICLES.

```
              MEAN   GRAPH OF AVERAGE IMPORTANCE OF TASKS IN TASK GROUP
                     1          2          3          4          5
YOUR                 LITTLE                IMPORTANT             CRITICAL
AGENCY.       2.6    XXXXXXXXXXXXXXXXXXX

COMPARISON
GROUP         3.2    XXXXXXXXXXXXXXXXXXXXXXXXXXXX

STATEWIDE
COMPOSITE     3.3    XXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
                                    COMPARISON          STATEWIDE
                                    GROUP               COMPOSITE
RANGE ACROSS
AGENCIES                            2.5 TO 4.0          2.4 TO 4.6
```

```
              MEAN   GRAPH OF AVERAGE FREQUENCY OF TASKS IN TASK GROUP
                     1    2    3    4    5    6    7    8    9
YOUR                 NEVER          MONTHLY   WEEKLY         DAILY
AGENCY        4.3    XXXXXXXXXXXXXXXXXXXXXX

COMPARISON
GROUP         4.4    XXXXXXXXXXXXXXXXXXXXX

STATEWIDE
COMPOSITE     4.3    XXXXXXXXXXXXXXXXXXXX
                                    COMPARISON          STATEWIDE
                                    GROUP               COMPOSITE
RANGE ACROSS
AGENCIES                            3.2 TO 5.6          2.9 TO 6.1
```

TOTAL ESTIMATED MONTHLY PERFORMANCE BY OFFICER OF TASKS IN TASK GROUP

	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
NUMBER OF TASKS PERFORMED	6 TASKS	8 TASKS	8 TASKS
TOTAL MONTHLY PERFORMANCE	13.0 TIMES PER MO	25.1 TIMES PER MO	26.3 TIMES PER MO
PERCENTAGE OF AGENCIES WITH LOWER VALUE		8.9%	15.1%

AVERAGE IMPORTANCE OF TASKS IN TASK GROUP

TASK GROUP # 6.REVIEW AND RECALL OF INFORMATION

	AVERAGE IMPORTANCE RATINGS *		
	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE

TASKS PERFORMED BY YOUR AGENCY

Task	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
1.REVIEW INFORMATION TO MAINTAIN A CURRENT KNOWLEDGE OF KNOWN CRIMINALS AND CRIMINAL ACTIVITY IN AREA.	3.3	3.6	3.7
2.REVIEW WANTED VEHICLES BULLETINS.	3.0	3.2	3.2
3.STUDY RAP SHEETS AND M.O.'S OF SUSPECTS.	2.5	2.9	3.0
4.IDENTIFY FROM MEMORY WANTED VEHICLES OR PERSONS.	2.3	3.5	3.5
5.REVIEW REPORTS AND NOTES TO PREPARE FOR TESTIMONY AT HEARINGS OR TRIALS.	2.3	3.8	3.8
6.PERSONALLY REVIEW RECORDS AND PICTURES TO IDENTIFY SUSPECTS.	2.3	3.1	3.2

TASKS WHICH HAD NOT BEEN PERFORMED BY YOUR JOB ANALYSIS SAMPLE.

Task	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
7.REVIEW STATISTICS AND OTHER COMPILED INFORMATION (E.G., TO DETERMINE AREAS IN NEED OF SELECTIVE ENFORCEMENT).		3.0	3.0
8.REVIEW ACCIDENT STATISTICS FOR SELECTIVE ENFORCEMENT PURPOSES.		2.8	2.9

---

* IMPORTANCE SCALE: 5=CRITICAL,4=VERY IMPORTANT,3=IMPORTANT,
  2=OF SOME IMPORTANCE,1=OF LITTLE IMPORTANCE

AGENCY: EXAMPLE

TASK GROUP SUMMARY INFORMATION
TASK GROUP # 7.INSPECTING PROPERTY AND PERSONS

TASKS THAT INVOLVE EXAMINING, SEARCHING, CHECKING AND
INSPECTING OF BUILDINGS, PEOPLE, VEHICLES, OBJECTS, ETC.

```
            MEAN   GRAPH OF AVERAGE IMPORTANCE OF TASKS IN TASK GROUP
                   1          2          3          4          5
YOUR               LITTLE             IMPORTANT            CRITICAL
AGENCY      2.2    XXXXXXXXXXXXXX

COMPARISON
GROUP       3.1    XXXXXXXXXXXXXXXXXXXXXXXXXXX

STATEWIDE
COMPOSITE   3.1    XXXXXXXXXXXXXXXXXXXXXXXXXX
                                   COMPARISON         STATEWIDE
                                     GROUP            COMPOSITE
RANGE ACROSS
AGENCIES                          2.2 TO 3.7         1.9 TO 4.3
```

```
            MEAN   GRAPH OF AVERAGE FREQUENCY OF TASKS IN TASK GROUP
                   1    2    3    4    5    6    7    8    9
YOUR               NEVER      MONTHLY      WEEKLY       DAILY
AGENCY      4.9    XXXXXXXXXXXXXXXXXXXXXXXXXX

COMPARISON
GROUP       5.1    XXXXXXXXXXXXXXXXXXXXXXXXXXX

STATEWIDE
COMPOSITE   5.0    XXXXXXXXXXXXXXXXXXXXXXXXX
                                   COMPARISON         STATEWIDE
                                     GROUP            COMPOSITE
RANGE ACROSS
AGENCIES                          4.1 TO 5.8         3.5 TO 6.6
```

TOTAL ESTIMATED MONTHLY PERFORMANCE BY OFFICER OF TASKS IN TASK GROUP

	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
NUMBER OF TASKS PERFORMED	18 TASKS	18 TASKS	18 TASKS
TOTAL MONTHLY PERFORMANCE	108.4 TIMES PER MO	117.5 TIMES PER MO	108.5 TIMES PER MO
PERCENTAGE OF AGENCIES WITH LOWER VALUE		37.8%	53.0%

AGENCY: EXAMPLE

AVERAGE IMPORTANCE OF TASKS IN TASK GROUP
TASK GROUP # 7.INSPECTING PROPERTY AND PERSONS

	AVERAGE IMPORTANCE RATINGS *		
	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE

TASKS PERFORMED BY YOUR AGENCY

	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
1.EXAMINE SUSPICIOUS OR POTENTIALLY DANGEROUS OBJECTS (E.G., SUSPICIOUS PACKAGE, DOWNED HIGH TENSION WIRES).	3.3	3.8	3.7
2.EXAMINE INJURED/WOUNDED PERSONS.	3.0	3.9	4.0
3.AT REQUEST OF OWNERS, INSPECT BUSINESSES AND DWELLINGS FOR ADEQUATE SECURITY DEVICES.	3.0	3.0	2.9
4.EXAMINE DEAD BODIES FOR WOUNDS AND INJURIES TO DETERMINE NATURE AND CAUSE OF DEATH.	3.0	3.8	3.9
5.SEARCH UNLOCKED BUSINESSES AND DWELLINGS FOR SIGNS OF ILLEGAL ENTRY.	2.7	3.5	3.6
6.PHYSICALLY EXAMINE AND TEST DOORS AND WINDOWS OF DWELLINGS AND BUSINESSES.	2.3	2.9	2.9
7.EXAMINE BODIES OF DECEASED (FOR PERSONAL PROPERTY, SIGNS OF POST-MORTEM LIVIDITY, ETC.).	2.3	3.5	3.5
8.INSPECT DAMAGE TO VEHICLES OR PROPERTY.	2.3	2.9	2.8
9.PHYSICALLY EXAMINE ABANDONED VEHICLES.	2.0	2.5	2.6
10.INSPECT VIN.	2.0	3.0	3.0
11.INSPECT VEHICLES FOR CONFORMANCE WITH VEHICLE CODE.	2.0	2.7	2.6
12.SIGN OFF EQUIPMENT VIOLATIONS.	2.0	2.2	2.2
13.INSPECT AND MEASURE SKID MARKS AND OTHER MARKS ON ROADWAY AS PART OF ACCIDENT INVESTIGATION.	2.0	3.2	3.2
14.INSPECT AND/OR OPERATE EQUIPMENT (LIGHTS, BRAKES, STEERING, TIRES, ETC.) OF ACCIDENT VEHICLES TO DETERMINE OPERATING CONDITION.	1.7	3.1	3.1

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* IMPORTANCE SCALE: 5=CRITICAL,4=VERY IMPORTANT,3=IMPORTANT, 2=OF SOME IMPORTANCE,1=OF LITTLE IMPORTANCE

(CONTINUED)
TASK GROUP: INSPECTING PROPERTY AND PERSONS

	AVERAGE IMPORTANCE RATINGS *		
	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
15. MAKE BAR CHECKS.	1.7	2.7	2.7
16. CHECK INDIVIDUALS/BUSINESSES FOR COMPLIANCE WITH LICENSING REQUIREMENTS AND/OR BUSINESS AND PROFESSIONS CODE (E. G., LIQUOR STORES, TAVERNS, SOLICITORS, RETAIL BUSINESSES).	1.7	2.3	2.3
17. INSPECT OPERATOR'S LICENSE.	1.7	3.1	3.0
18. INSPECT VEHICLE REGISTRATION.	1.7	3.0	3.0

* IMPORTANCE SCALE: 5=CRITICAL,4=VERY IMPORTANT,3=IMPORTANT,
2=OF SOME IMPORTANCE,1=OF LITTLE IMPORTANCE

AGENCY: EXAMPLE

TASK GROUP SUMMARY INFORMATION
TASK GROUP # 8.INVESTIGATING

TASKS THAT INVOLVE PRELIMINARY AND FOLLOW-UP INVESTIGATIONS
INCLUDING THOSE INVOLVING BACKGROUND INVESTIGATIONS OF
APPLICANTS.

	MEAN	GRAPH OF AVERAGE IMPORTANCE OF TASKS IN TASK GROUP				
		1	2	3	4	5
YOUR AGENCY	2.3	LITTLE XXXXXXXXXXXXXXXXX		IMPORTANT		CRITICAL
COMPARISON GROUP	3.6	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX				
STATEWIDE COMPOSITE	3.6	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX				

	COMPARISON GROUP	STATEWIDE COMPOSITE
RANGE ACROSS AGENCIES	2.3 TO 5.0	2.3 TO 5.0

	MEAN	GRAPH OF AVERAGE FREQUENCY OF TASKS IN TASK GROUP							
		1	2	3	4	5	6	7	8	9
YOUR AGENCY	4.0	NEVER XXXXXXXXXXXXXXXXXXX			MONTHLY		WEEKLY		DAILY
COMPARISON GROUP	3.1	XXXXXXXXXXXXX							
STATEWIDE COMPOSITE	3.0	XXXXXXXXXXXXX							

	COMPARISON GROUP	STATEWIDE COMPOSITE
RANGE ACROSS AGENCIES	2.6 TO 7.9	1.5 TO 7.9

TOTAL ESTIMATED MONTHLY PERFORMANCE BY OFFICER OF TASKS IN TASK GROUP

	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
NUMBER OF TASKS PERFORMED	2 TASKS	4 TASKS	4 TASKS
TOTAL MONTHLY PERFORMANCE	4.2 TIMES PER MO	7.4 TIMES PER MO	7.4 TIMES PER MO
PERCENTAGE OF AGENCIES WITH LOWER VALUE		26.7%	39.7%

AGENCY: EXAMPLE

AVERAGE IMPORTANCE OF TASKS IN TASK GROUP

TASK GROUP # 8.INVESTIGATING

	AVERAGE IMPORTANCE RATINGS *		
	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE

TASKS PERFORMED BY YOUR AGENCY

1.DO PRELIMINARY (INITIAL, AT THE SCENE) INVESTIGATIONS.	2.3	4.0	4.0
2.DO FOLLOW-UP INVESTIGATIONS TO COMPLETION.	2.3	3.5	3.5

TASKS WHICH HAD NOT BEEN PERFORMED
BY YOUR JOB ANALYSIS SAMPLE.

3.PERSONALLY CONDUCT BACKGROUND INVESTIGATIONS ON APPLICANTS FOR POSITIONS.		3.2**	3.4
4.INVESTIGATE FORMAL CITIZENS' COMPLAINTS AGAINST OFFICERS.		3.7**	3.6

* IMPORTANCE SCALE: 5=CRITICAL,4=VERY IMPORTANT,3=IMPORTANT,
2=OF SOME IMPORTANCE,1=OF LITTLE IMPORTANCE

** FOR 50% OR MORE OF THE AGENCIES IN YOUR COMPARISON GROUP
THIS TASK HAD NOT BEEN PERFORMED OR THERE WAS MISSING DATA.

AGENCY: EXAMPLE

TASK GROUP SUMMARY INFORMATION
TASK GROUP # 9.LINEUP

TASKS INVOLVING LINEUPS AND PHOTO LINEUPS.

	MEAN	GRAPH OF AVERAGE IMPORTANCE OF TASKS IN TASK GROUP
		1 2 3 4 5
YOUR AGENCY	2.7	LITTLE IMPORTANT CRITICAL
		XXXXXXXXXXXXXXXXXXXXXXX
COMPARISON GROUP	3.1	XXXXXXXXXXXXXXXXXXXXXXXXXXX
STATEWIDE COMPOSITE	3.2	XXXXXXXXXXXXXXXXXXXXXXXXXXXX

	COMPARISON GROUP	STATEWIDE COMPOSITE
RANGE ACROSS AGENCIES	1.8 TO 5.0	1.0 TO 5.0

	MEAN	GRAPH OF AVERAGE FREQUENCY OF TASKS IN TASK GROUP
		1 2 3 4 5 6 7 8 9
YOUR AGENCY	1.3	NEVER MONTHLY WEEKLY DAILY
		XXX
COMPARISON GROUP	1.8	XXXXXX
STATEWIDE COMPOSITE	1.8	XXXXXX

	COMPARISON GROUP	STATEWIDE COMPOSITE
RANGE ACROSS AGENCIES	1.1 TO 3.3	1.1 TO 3.8

TOTAL ESTIMATED MONTHLY PERFORMANCE BY OFFICER OF TASKS IN TASK GROUP

	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
NUMBER OF TASKS PERFORMED	2 TASKS	2 TASKS	2 TASKS
TOTAL MONTHLY PERFORMANCE	0.1 TIMES PER MO	0.4 TIMES PER MO	0.3 TIMES PER MO
PERCENTAGE OF AGENCIES WITH LOWER VALUE		40.0%	32.0%

AGENCY: EXAMPLE

AVERAGE IMPORTANCE OF TASKS IN TASK GROUP

TASK GROUP # 9.LINEUP

	AVERAGE IMPORTANCE RATINGS *		
	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE

TASKS PERFORMED BY YOUR AGENCY

1.ORGANIZE AND CONDUCT PHOTO LINEUPS.	2.7	3.2	3.2
2.ORGANIZE AND CONDUCT LINEUPS.	2.7	3.1	3.1

---

* IMPORTANCE SCALE: 5=CRITICAL,4=VERY IMPORTANT,3=IMPORTANT,
  2=OF SOME IMPORTANCE,1=OF LITTLE IMPORTANCE

AGENCY: EXAMPLE

TASK GROUP SUMMARY INFORMATION

TASK GROUP #10.SEARCHING

TASKS THAT INVOLVE THE SEARCH OF BUILDINGS, PERSONS,
VEHICLES, ETC., AND THE SEARCH FOR MISSING, WANTED, OR LOST
PERSONS, EVIDENCE, ETC.

	MEAN	GRAPH OF AVERAGE IMPORTANCE OF TASKS IN TASK GROUP
		1 2 3 4 5
YOUR AGENCY	2.6	LITTLE IMPORTANT CRITICAL XXXXXXXXXXXXXXXXXXXXX
COMPARISON GROUP	3.5	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
STATEWIDE COMPOSITE	3.6	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX

	COMPARISON GROUP	STATEWIDE COMPOSITE
RANGE ACROSS AGENCIES	2.6 TO 4.3	2.6 TO 4.8

	MEAN	GRAPH OF AVERAGE FREQUENCY OF TASKS IN TASK GROUP
		1 2 3 4 5 6 7 8 9
YOUR AGENCY	4.1	NEVER MONTHLY WEEKLY DAILY XXXXXXXXXXXXXXXXXXX
COMPARISON GROUP	4.0	XXXXXXXXXXXXXXXXXX
STATEWIDE COMPOSITE	3.8	XXXXXXXXXXXXXXXXX

	COMPARISON GROUP	STATEWIDE COMPOSITE
RANGE ACROSS AGENCIES	3.2 TO 5.0	2.6 TO 5.7

TOTAL ESTIMATED MONTHLY PERFORMANCE BY OFFICER OF TASKS IN TASK GROUP

	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
NUMBER OF TASKS PERFORMED	14 TASKS	15 TASKS	15 TASKS
TOTAL MONTHLY PERFORMANCE	34.3 TIMES PER MO	42.6 TIMES PER MO	37.2 TIMES PER MO
PERCENTAGE OF AGENCIES WITH LOWER VALUE		37.8%	50.7%

AVERAGE IMPORTANCE OF TASKS IN TASK GROUP

TASK GROUP #10. SEARCHING

	AVERAGE IMPORTANCE RATINGS *		
	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
TASKS PERFORMED BY YOUR AGENCY			
1. PAT SEARCH SUSPECTS.	3.7	4.5	4.4
2. SEARCH HOME, BUSINESS, OR OTHER STRUCTURE FOR CONTRABAND, CRIMINAL ACTIVITY, OR WANTED SUBJECT (WITH OR WITHOUT WARRANT).	3.3	3.9	3.8
3. SEARCH PRISONER CLOTHING.	3.0	4.2	4.2
4. PARTICIPATE IN LARGE SCALE AREA SEARCH PARTIES FOR PERSONS OR EVIDENCE.	2.7	3.2	3.2
5. SEARCH ACCIDENT OR CRIME SCENES FOR PHYSICAL EVIDENCE.	2.7	3.9	4.0
6. PERSONALLY SEARCH BUILDINGS, PROPERTIES, AND VEHICLES TO LOCATE BOMBS AND/OR EXPLOSIVES.	2.7	3.8	3.9
7. ATTEMPT TO LOCATE WITNESSES TO CRIMES OR ACCIDENTS (E.G., TALK TO BYSTANDERS, KNOCK ON DOORS).	2.7	3.6	3.6
8. SEARCH PROPERTY OF DECEASED FOR PERSONAL PAPERS OR VALUABLES.	2.5	3.0	3.1
9. SEARCH FIRE DEBRIS OR BURNED BUILDINGS TO UNCOVER BODIES AND EVIDENCE RELATING TO THE CAUSE OF THE FIRE AND/OR EXPLOSION.	2.5	3.3	3.3
10. MAKE PRELIMINARY IDENTIFICATION OF DECEASED PERSONS.	2.3	3.1	3.3
11. SEARCH FOR MISSING, LOST, OR WANTED PERSONS.	2.3	3.1	3.3
12. COLLECT AND EXAMINE EVIDENCE AND PERSONAL PROPERTY FROM CRIME OR ACCIDENT SCENES.	2.3	3.8	3.9
13. SERVE OR ASSIST IN SERVING SEARCH WARRANTS.	2.3	3.2	3.3

---

*   IMPORTANCE SCALE: 5=CRITICAL, 4=VERY IMPORTANT, 3=IMPORTANT,
    2=OF SOME IMPORTANCE, 1=OF LITTLE IMPORTANCE

(CONTINUED)
TASK GROUP: SEARCHING

	AVERAGE IMPORTANCE RATINGS *		
	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
14. PHYSICALLY SEARCH VEHICLES FOR CONTRABAND OR EVIDENCE.	2.0	3.6	3.6
TASKS WHICH HAD NOT BEEN PERFORMED BY YOUR JOB ANALYSIS SAMPLE.			
15. CONDUCT PERIODIC SEARCHES OF PRISONERS/ INMATES AND THEIR QUARTERS.		3.1**	3.2

---

*   IMPORTANCE SCALE: 5=CRITICAL, 4=VERY IMPORTANT, 3=IMPORTANT,
    2=OF SOME IMPORTANCE, 1=OF LITTLE IMPORTANCE

** FOR 50% OR MORE OF THE AGENCIES IN YOUR COMPARISON GROUP
    THIS TASK HAD NOT BEEN PERFORMED OR THERE WAS MISSING DATA.

TASK GROUP SUMMARY INFORMATION
TASK GROUP #11.SECURING/PROTECTING

TASKS THAT INVOLVE THE MAKING SECURE AND PROTECTION OF SUCH
THINGS AS ACCIDENT SCENES, VEHICLES, HOMES AND PROPERTY.

```
          MEAN   GRAPH OF AVERAGE IMPORTANCE OF TASKS IN TASK GROUP
                 1          2          3          4          5
YOUR             LITTLE                IMPORTANT             CRITICAL
AGENCY    2.8    XXXXXXXXXXXXXXXXXXXXXXXXX

COMPARISON
GROUP     3.4    XXXXXXXXXXXXXXXXXXXXXXXXXXXXXX

STATEWIDE
COMPOSITE 3.5    XXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
                                COMPARISON            STATEWIDE
                                GROUP                 COMPOSITE
RANGE ACROSS
AGENCIES                        2.8 TO 4.0            2.4 TO 4.5
```

```
          MEAN   GRAPH OF AVERAGE FREQUENCY OF TASKS IN TASK GROUP
                 1    2    3    4    5    6    7    8    9
YOUR             NEVER          MONTHLY      WEEKLY       DAILY
AGENCY    4.4    XXXXXXXXXXXXXXXXXXXXXX

COMPARISON
GROUP     4.8    XXXXXXXXXXXXXXXXXXXXXXXX

STATEWIDE
COMPOSITE 4.5    XXXXXXXXXXXXXXXXXXXXXX
                                COMPARISON            STATEWIDE
                                GROUP                 COMPOSITE
RANGE ACROSS
AGENCIES                        3.3 TO 6.1            2.9 TO 6.3
```

TOTAL ESTIMATED MONTHLY PERFORMANCE BY OFFICER OF TASKS IN TASK GROUP

	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
NUMBER OF TASKS PERFORMED	4 TASKS	4 TASKS	4 TASKS
TOTAL MONTHLY PERFORMANCE	6.7 TIMES PER MO	10.8 TIMES PER MO	9.2 TIMES PER MO
PERCENTAGE OF AGENCIES WITH LOWER VALUE		11.1%	32.4%

AVERAGE IMPORTANCE OF TASKS IN TASK GROUP

TASK GROUP #11.SECURING/PROTECTING

	AVERAGE IMPORTANCE RATINGS *		
	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
TASKS PERFORMED BY YOUR AGENCY			
1.PROTECT ACCIDENT OR CRIME SCENE.	3.3	4.2	4.3
2.PRESERVE EVIDENCE AND PERSONAL PROPERTY.	3.3	4.0	4.0
3.SECURE VEHICLES BY REMOVING KEYS, LOCKING DOORS, ETC.	2.7	2.7	2.6
4.SECURE HOUSE OR PROPERTY.	2.0	2.9	2.9

*   IMPORTANCE SCALE: 5=CRITICAL,4=VERY IMPORTANT,3=IMPORTANT,
     2=OF SOME IMPORTANCE,1=OF LITTLE IMPORTANCE

AGENCY: EXAMPLE

TASK GROUP SUMMARY INFORMATION
TASK GROUP #12.SURVEILLANCE

TASKS THAT REQUIRE CAREFUL OBSERVATION SUCH AS WHILE
FOLLOWING SUSPICIOUS VEHICLES, PATROLLING PHYSICALLY
HAZARDOUS LOCATIONS, OPERATING OBSERVATION POSTS, ETC.

MEAN GRAPH OF AVERAGE IMPORTANCE OF TASKS IN TASK GROUP

		1	2	3	4	5
YOUR AGENCY	2.1	LITTLE XXXXXXXXXXXXXX		IMPORTANT		CRITICAL
COMPARISON GROUP	3.0	XXXXXXXXXXXXXXXXXXXXXXXXXX				
STATEWIDE COMPOSITE	2.9	XXXXXXXXXXXXXXXXXXXXXXXX				

	COMPARISON GROUP	STATEWIDE COMPOSITE
RANGE ACROSS AGENCIES	2.1 TO 3.4	2.1 TO 4.3

MEAN GRAPH OF AVERAGE FREQUENCY OF TASKS IN TASK GROUP

		1	2	3	4	5	6	7	8	9
YOUR AGENCY	5.0	NEVER XXXXXXXXXXXXXXXXXXXXXXXXXXX			MONTHLY			WEEKLY		DAILY
COMPARISON GROUP	4.9	XXXXXXXXXXXXXXXXXXXXXXXXX								
STATEWIDE COMPOSITE	4.9	XXXXXXXXXXXXXXXXXXXXXXXX								

	COMPARISON GROUP	STATEWIDE COMPOSITE
RANGE ACROSS AGENCIES	4.0 TO 6.1	2.8 TO 6.9

TOTAL ESTIMATED MONTHLY PERFORMANCE BY OFFICER OF TASKS IN TASK GROUP

	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
NUMBER OF TASKS PERFORMED	9 TASKS	10 TASKS	10 TASKS
TOTAL MONTHLY PERFORMANCE	47.5 TIMES PER MO	57.6 TIMES PER MO	62.6 TIMES PER MO
PERCENTAGE OF AGENCIES WITH LOWER VALUE		28.9%	34.7%

AGENCY: EXAMPLE

AVERAGE IMPORTANCE OF TASKS IN TASK GROUP
TASK GROUP #12.SURVEILLANCE

	AVERAGE IMPORTANCE RATINGS *		
	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
TASKS PERFORMED BY YOUR AGENCY			
1.FOLLOW SUSPICIOUS VEHICLES (E.G., SUSPECT, SUSPICIOUS PERSON, OPERATOR UNDER THE INFLUENCE).	3.0	3.6	3.6
2.PATROL LOCATIONS ON BEAT WHICH ARE POTENTIALLY PHYSICALLY HAZARDOUS TO CITIZENS (E.G., CONSTRUCTION SITE, ATTRACTIVE NUISANCE).	2.7	3.2	3.1
3.OPERATE ASSIGNED OBSERVATION POST TO APPREHEND CRIMINAL SUSPECT (E.G., STAKEOUT).	2.5	3.0	3.2
4.ORGANIZE OR PARTICIPATE IN FORMAL OR INFORMAL SURVEILLANCE OF INDIVIDUALS OR LOCATIONS.	2.5	2.9	2.9
5.ESTIMATE DRIVER'S CAPABILITY TO OPERATE VEHICLE DUE TO OLD AGE, EMOTIONAL STATE, PHYSICAL STATURE, HANDICAP OR SUBSTANCE ABUSE (PREPARATORY TO CHEMICAL OR ROADSIDE SOBRIETY TEST).	2.0	3.3	3.2
6.VISUALLY ESTIMATE SPEED OF VEHICLES.	1.7	2.7	2.6
7.CLOCK SPEED OF VEHICLES USING SPEEDOMETER.	1.7	3.1	3.0
8.MONITOR PEDESTRIAN OBSERVANCE OF TRAFFIC CONTROL DEVICES FROM STATIONARY POSITION.	1.5	2.3	2.3
9.MONITOR DRIVER OBSERVANCE OF TRAFFIC CONTROL DEVICES FROM STATIONARY POSITION.	1.5	2.4	2.4
TASKS WHICH HAD NOT BEEN PERFORMED BY YOUR JOB ANALYSIS SAMPLE.			
10.SERVE AS BODYGUARD TO THREATENED PERSONS (E.G., MATERIAL WITNESSES).		3.0**	2.9

----

* IMPORTANCE SCALE: 5=CRITICAL,4=VERY IMPORTANT,3=IMPORTANT, 2=OF SOME IMPORTANCE,1=OF LITTLE IMPORTANCE

** FOR 50% OR MORE OF THE AGENCIES IN YOUR COMPARISON GROUP THIS TASK HAD NOT BEEN PERFORMED OR THERE WAS MISSING DATA.

CONTINUED

1 OF 2

AGENCY: EXAMPLE

TASK GROUP SUMMARY INFORMATION
TASK GROUP #13.TRAFFIC CONTROL

    TASKS INVOLVING DIRECTING TRAFFIC USING VARIOUS KINDS OF
    EQUIPMENT SUCH AS FLASHLIGHTS, ILLUMINATED BATON, FLARES,
    BARRIERS, ETC.

```
              MEAN   GRAPH OF AVERAGE IMPORTANCE OF TASKS IN TASK GROUP
                     ,1         2         3         4         5
YOUR                 LITTLE               IMPORTANT           CRITICAL
AGENCY        1.9    XXXXXXXXXXXX              .

COMPARISON
GROUP         3.0    XXXXXXXXXXXXXXXXXXXXXXXXX

STATEWIDE
COMPOSITE     2.9    XXXXXXXXXXXXXXXXXXXXXXXXX
                                    COMPARISON          STATEWIDE
                                    GROUP               COMPOSITE
RANGE ACROSS
AGENCIES                            1.9 TO 4.1          1.3 TO 5.0
```

```
              MEAN   GRAPH OF AVERAGE FREQUENCY OF TASKS IN TASK GROUP
                     1    2    3    4    5    6    7    8    9
YOUR                 NEVER          MONTHLY        WEEKLY         DAILY
AGENCY        3.5    XXXXXXXXXXXXXXX

COMPARISON
GROUP         3.5    XXXXXXXXXXXXXXX

STATEWIDE
COMPOSITE     3.3    XXXXXXXXXXXXXX
                                    COMPARISON          STATEWIDE
                                    GROUP               COMPOSITE
RANGE ACROSS
AGENCIES                            2.6 TO 4.6          1.7 TO 5.6
```

TOTAL ESTIMATED MONTHLY PERFORMANCE BY OFFICER OF TASKS IN TASK GROUP

	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
NUMBER OF TASKS PERFORMED	4 TASKS	4 TASKS	4 TASKS
TOTAL MONTHLY PERFORMANCE	3.6 TIMES PER MO	4.3 TIMES PER MO	3.6 TIMES PER MO
PERCENTAGE OF AGENCIES WITH LOWER VALUE		48.9%	62.1%

AGENCY: EXAMPLE

AVERAGE IMPORTANCE OF TASKS IN TASK GROUP
TASK GROUP #13.TRAFFIC CONTROL

	AVERAGE IMPORTANCE RATINGS *		
	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE

TASKS PERFORMED BY YOUR AGENCY

	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
1.DIRECT TRAFFIC USING HAND OR FLASHLIGHT SIGNALS OR ILLUMINATED BATON.	2.0	3.1	3.0
2.DIRECT TRAFFIC USING FLARE OR TRAFFIC CONE PATTERNS.	2.0	3.2	3.1
3.DIRECT TRAFFIC USING BARRIERS (INCLUDING POSITIONING OF PATROL CARS).	2.0	3.1	3.0
4.CONTROL TRAFFIC SIGNALS MANUALLY.	1.7	2.7	2.7

----

*   IMPORTANCE SCALE: 5=CRITICAL,4=VERY IMPORTANT,3=IMPORTANT,
     2=OF SOME IMPORTANCE,1=OF LITTLE IMPORTANCE

AGENCY: EXAMPLE

TASK GROUP SUMMARY INFORMATION
TASK GROUP #14.EMERGENCY DRIVING

TASKS THAT INVOLVE ENGAGING IN HIGH SPEED DRIVING IN ALL
TYPES OF SITUATIONS SUCH AS ON THE OPEN ROAD, IN CONGESTED
AREAS, TO TRANSPORT INJURED PERSONS, ETC.

```
           MEAN  GRAPH OF AVERAGE IMPORTANCE OF TASKS IN TASK GROUP
                 1         2         3         4         5
YOUR             LITTLE              IMPORTANT           CRITICAL
AGENCY     3.5   XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX

COMPARISON
GROUP      3.5   XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX

STATEWIDE
COMPOSITE  3.5   XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
                                   COMPARISON        STATEWIDE
                                   GROUP             COMPOSITE
RANGE ACROSS
AGENCIES                           2.8 TO 4.2        2.1 TO 4.8
```

```
           MEAN  GRAPH OF AVERAGE FREQUENCY OF TASKS IN TASK GROUP
                 1   2   3   4   5   6   7   8   9
YOUR             NEVER       MONTHLY     WEEKLY      DAILY
AGENCY     3.5   XXXXXXXXXXXXXXXX

COMPARISON
GROUP      3.2   XXXXXXXXXXXXX

STATEWIDE
COMPOSITE  3.2   XXXXXXXXXXXXX
                                   COMPARISON        STATEWIDE
                                   GROUP             COMPOSITE
RANGE ACROSS
AGENCIES                           2.6 TO 4.4        2.0 TO 4.8
```

TOTAL ESTIMATED MONTHLY PERFORMANCE BY OFFICER OF TASKS IN TASK GROUP

	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
NUMBER OF TASKS PERFORMED	9 TASKS	9 TASKS	9 TASKS
TOTAL MONTHLY PERFORMANCE	14.9 TIMES PER MO	18.0 TIMES PER MO	16.5 TIMES PER MO
PERCENTAGE OF AGENCIES WITH LOWER VALUE		35.6%	47.0%

AGENCY: EXAMPLE

AVERAGE IMPORTANCE OF TASKS IN TASK GROUP

TASK GROUP #14.EMERGENCY DRIVING

	AVERAGE IMPORTANCE RATINGS *		
	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
TASKS PERFORMED BY YOUR AGENCY			
1.ENGAGE IN HIGH SPEED PURSUIT DRIVING IN CONGESTED AREA.	4.7	4.5	4.2
2.ENGAGE IN HIGH SPEED PURSUIT DRIVING ON OPEN ROAD.	4.3	4.1	4.0
3.ENGAGE IN HIGH SPEED RESPONSE TO CALL IN CONGESTED AREA.	4.0	4.3	4.2
4.ENGAGE IN HIGH SPEED RESPONSE TO CALL ON OPEN ROAD.	4.0	4.0	3.9
5.RESPOND AS BACK-UP UNIT ON CRIMES IN PROGRESS (EITHER OWN OR OTHER DEPARTMENT).	4.0	4.3	4.3
6.DELIVER EMERGENCY SUPPLIES AND EQUIPMENT.	3.5	2.5	2.8
7.ESCORT EMERGENCY VEHICLES.	2.0	2.7	2.7
8.PROVIDE EMERGENCY ASSISTANCE TO THE PUBLIC BY DRIVING PERSONS FROM ONE LOCATION TO ANOTHER.	2.0	1.9	2.0
TASKS WHICH HAD NOT BEEN PERFORMED BY YOUR JOB ANALYSIS SAMPLE.			
9.TRANSPORT INJURED PERSONS.		3.2	3.2

---

*   IMPORTANCE SCALE: 5=CRITICAL,4=VERY IMPORTANT,3=IMPORTANT,
    2=OF SOME IMPORTANCE,1=OF LITTLE IMPORTANCE

AGENCY: EXAMPLE

TASK GROUP SUMMARY INFORMATION
TASK GROUP #15.TRANSPORTING PEOPLE/OBJECTS

TASKS THAT INVOLVE USING THE PATROL CAR TO TRANSPORT
PRISONERS/INMATES. EVIDENCE, PROPERTY, ETC.

	MEAN	GRAPH OF AVERAGE IMPORTANCE OF TASKS IN TASK GROUP
		1 2 3 4 5
YOUR		LITTLE IMPORTANT CRITICAL
AGENCY	2.4	XXXXXXXXXXXXXXXXXX
COMPARISON		
GROUP	3.0	XXXXXXXXXXXXXXXXXXXXXXXXX
STATEWIDE		
COMPOSITE	3.0	XXXXXXXXXXXXXXXXXXXXXXXXX

	COMPARISON GROUP	STATEWIDE COMPOSITE
RANGE ACROSS AGENCIES	2.1 TO 3.7	1.9 TO 4.5

	MEAN	GRAPH OF AVERAGE FREQUENCY OF TASKS IN TASK GROUP
		1 2 3 4 5 6 7 8 9
YOUR		NEVER MONTHLY WEEKLY DAILY
AGENCY	3.6	XXXXXXXXXXXXXXXX
COMPARISON		
GROUP	3.8	XXXXXXXXXXXXXXXXX
STATEWIDE		
COMPOSITE	3.8	XXXXXXXXXXXXXXXXX

	COMPARISON GROUP	STATEWIDE COMPOSITE
RANGE ACROSS AGENCIES	3.0 TO 4.8	2.7 TO 5.4

TOTAL ESTIMATED MONTHLY PERFORMANCE BY OFFICER OF TASKS IN TASK GROUP

	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
NUMBER OF TASKS PERFORMED	7 TASKS	7 TASKS	7 TASKS
TOTAL MONTHLY PERFORMANCE	7.7 TIMES PER MO	13.1 TIMES PER MO	12.7 TIMES PER MO
PERCENTAGE OF AGENCIES WITH LOWER VALUE		15.6%	22.4%

AGENCY: EXAMPLE

AVERAGE IMPORTANCE OF TASKS IN TASK GROUP

TASK GROUP #15.TRANSPORTING PEOPLE/OBJECTS

	AVERAGE IMPORTANCE RATINGS *		
	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE

TASKS PERFORMED BY YOUR AGENCY

	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
1.TRANSPORT PERSONS TAKEN INTO CUSTODY TO AFFORD AN OPPORTUNITY TO POST BOND IN LIEU OF INCARCERATION.	3.0	3.0	3.0
2.TRANSPORT MENTAL PATIENTS.	2.7	3.4	3.5
3.PICK UP CHILDREN TO PLACE IN CUSTODY (WITH OR WITHOUT COURT ORDER).	2.7	3.2	3.2
4.ESCORT MONEY OR VALUABLES.	2.5	2.4	2.5
5.TRANSPORT PRISONERS/INMATES.	2.3	3.6	3.6
6.DELIVER AGENCY AND INTER-AGENCY PAPERS.	2.0	1.8	1.9
7.TRANSPORT PROPERTY AND/OR EVIDENCE.	2.0	3.5	3.6

---

* IMPORTANCE SCALE: 5=CRITICAL,4=VERY IMPORTANT,3=IMPORTANT,
2=OF SOME IMPORTANCE,1=OF LITTLE IMPORTANCE

AGENCY: EXAMPLE

TASK GROUP SUMMARY INFORMATION
TASK GROUP #16.VEHICLE STOP

TASKS THAT INVOLVE STOPPING VEHICLES (OR SERVING AS BACK-UP
ON VEHICLE STOPS) IN SITUATIONS INVOLVING TRAFFIC
VIOLATIONS, SUSPICIOUS PERSONS, SUSPECTED FELONS, ETC.

```
               MEAN   GRAPH OF AVERAGE IMPORTANCE OF TASKS IN TASK GROUP
                      1          2          3          4          5
YOUR                  LITTLE                IMPORTANT             CRITICAL
AGENCY         3.3    XXXXXXXXXXXXXXXXXXXXXXXXXXXX

COMPARISON
GROUP          4.0    XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX

STATEWIDE
COMPOSITE      3.9    XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
                                      COMPARISON             STATEWIDE
                                      GROUP                  COMPOSITE
RANGE ACROSS
AGENCIES                              3.3 TO 4.7             2.8 TO 5.0
```

```
               MEAN   GRAPH OF AVERAGE FREQUENCY OF TASKS IN TASK GROUP
                      1    2    3    4    5    6    7    8    9
YOUR                  NEVER          MONTHLY        WEEKLY         DAILY
AGENCY         6.5    XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX

COMPARISON
GROUP          6.7    XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX

STATEWIDE
COMPOSITE      6.4    XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
                                      COMPARISON             STATEWIDE
                                      GROUP                  COMPOSITE
RANGE ACROSS
AGENCIES                              5.8 TO 7.6             3.6 TO 8.0
```

TOTAL ESTIMATED MONTHLY PERFORMANCE BY OFFICER OF TASKS IN TASK GROUP

	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
NUMBER OF TASKS PERFORMED	4 TASKS	4 TASKS	4 TASKS
TOTAL MONTHLY PERFORMANCE	55.1 TIMES PER MO	52.1 TIMES PER MO	52.9 TIMES PER MO
PERCENTAGE OF AGENCIES WITH LOWER VALUE		35.6%	50.7%

AGENCY: EXAMPLE

AVERAGE IMPORTANCE OF TASKS IN TASK GROUP

TASK GROUP #16.VEHICLE STOP

	AVERAGE IMPORTANCE RATINGS *		
	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE

TASKS PERFORMED BY YOUR AGENCY

	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
1.MAKE VEHICLE STOPS TO EFFECT FELONY ARRESTS.	4.0	4.5	4.5
2.EFFECT SUSPECTED OR SUSPICIOUS PERSON VEHICLE STOPS.	3.7	4.2	4.2
3.RESPOND AS BACK-UP ON TRAFFIC STOPS (EITHER OWN OR OTHER DEPARTMENT).	3.3	3.7	3.7
4.MAKE TRAFFIC STOPS FOR VEHICLE CODE VIOLATIONS.	2.3	3.4	3.3

* IMPORTANCE SCALE: 5=CRITICAL,4=VERY IMPORTANT,3=IMPORTANT,
  2=OF SOME IMPORTANCE,1=OF LITTLE IMPORTANCE

AGENCY: EXAMPLE

TASK GROUP SUMMARY INFORMATION
TASK GROUP #17.CONFERRING

    TASKS THAT INVOLVE INTERPERSONAL COMMUNICATION SUCH AS
    ATTENDING IN-SERVICE CONFERENCES, HAVING DISCUSSIONS WITH
    PROBATION OFFICERS, SUPERVISORS, VICTIMS, PROSECUTORS, OTHER
    OFFICERS, ETC.

```
              MEAN   GRAPH OF AVERAGE IMPORTANCE OF TASKS IN TASK GROUP
                     1         2         3         4         5
YOUR                 LITTLE              IMPORTANT           CRITICAL
AGENCY        2.5    XXXXXXXXXXXXXXXXXXX

COMPARISON
GROUP         3.2    XXXXXXXXXXXXXXXXXXXXXXXXXXX

STATEWIDE
COMPOSITE     3.2    XXXXXXXXXXXXXXXXXXXXXXXXXXX
                                      COMPARISON           STATEWIDE
                                      GROUP                COMPOSITE
RANGE ACROSS
AGENCIES                              2.4 TO 3.8           2.4 TO 4.3
```

```
              MEAN   GRAPH OF AVERAGE FREQUENCY OF TASKS IN TASK GROUP
                     1    2    3    4    5    6    7    8    9
YOUR                 NEVER          MONTHLY        WEEKLY       DAILY
AGENCY        4.2    XXXXXXXXXXXXXXXXXXXXX

COMPARISON
GROUP         4.0    XXXXXXXXXXXXXXXXXXXX

STATEWIDE
COMPOSITE     3.8    XXXXXXXXXXXXXXXXX
                                      COMPARISON           STATEWIDE
                                      GROUP                COMPOSITE
RANGE ACROSS
AGENCIES                              3.5 TO 5.6           2.9 TO 5.6
```

TOTAL ESTIMATED MONTHLY PERFORMANCE BY OFFICER OF TASKS IN TASK GROUP

	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
NUMBER OF TASKS PERFORMED	9 TASKS	11 TASKS	11 TASKS
TOTAL MONTHLY PERFORMANCE	33.9 TIMES PER MO	36.5 TIMES PER MO	31.6 TIMES PER MO
PERCENTAGE OF AGENCIES WITH LOWER VALUE		35.6%	58.4%

(CONTINUED)
TASK GROUP: CONFERRING

	AVERAGE IMPORTANCE RATINGS *		
	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
11.PERSONALLY PRESENT FACTS OF CASES TO JUVENILE PROBATION OFFICERS.		2.8	2.9

----

*   IMPORTANCE SCALE: 5=CRITICAL,4=VERY IMPORTANT,3=IMPORTANT,
    2=OF SOME IMPORTANCE,1=OF LITTLE IMPORTANCE

AGENCY: EXAMPLE

TASK GROUP SUMMARY INFORMATION
TASK GROUP #18.EXPLAINING/ADVISING

TASKS THAT INVOLVE GIVING VERBAL ASSISTANCE, COUNSEL,
ADVICE, EXPLANATION, ETC., TO VICTIMS, COMPLAINANTS,
OFFENDERS, PARENTS, JUVENILES, INMATES, ETC.

```
            MEAN   GRAPH OF AVERAGE IMPORTANCE OF TASKS IN TASK GROUP
                   1          2         3          4          5
YOUR               LITTLE               IMPORTANT             CRITICAL
AGENCY      2.5    XXXXXXXXXXXXXXXXXXXX

COMPARISON
GROUP       3.0    XXXXXXXXXXXXXXXXXXXXXXXXX

STATEWIDE
COMPOSITE   3.0    XXXXXXXXXXXXXXXXXXXXXXXXX
                                      COMPARISON          STATEWIDE
                                      GROUP               COMPOSITE
RANGE ACROSS
AGENCIES                              2.4 TO 3.5          1.9 TO 3.9
```

```
            MEAN   GRAPH OF AVERAGE FREQUENCY OF TASKS IN TASK GROUP
                   1   2    3    4    5    6    7    8    9
YOUR               NEVER      MONTHLY      WEEKLY       DAILY
AGENCY      5.2    XXXXXXXXXXXXXXXXXXXXXXXXXXX

COMPARISON
GROUP       4.8    XXXXXXXXXXXXXXXXXXXXXXXX

STATEWIDE
COMPOSITE   4.6    XXXXXXXXXXXXXXXXXXXXXX
                                      COMPARISON          STATEWIDE
                                      GROUP               COMPOSITE
RANGE ACROSS
AGENCIES                              4.2 TO 6.1          2.9 TO 6.4
```

TOTAL ESTIMATED MONTHLY PERFORMANCE BY OFFICER OF TASKS IN TASK GROUP

	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
NUMBER OF TASKS PERFORMED	15 TASKS	17 TASKS	17 TASKS
TOTAL MONTHLY PERFORMANCE	71.5 TIMES PER MO	76.9 TIMES PER MO	69.0 TIMES PER MO
PERCENTAGE OF AGENCIES WITH LOWER VALUE		51.1%	59.4%

AGENCY: EXAMPLE

AVERAGE IMPORTANCE OF TASKS IN TASK GROUP
TASK GROUP #18.EXPLAINING/ADVISING

	AVERAGE IMPORTANCE RATINGS *		
	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE

TASKS PERFORMED BY YOUR AGENCY

	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
1.ADVISE PERSONS OF RIGHTS (PER MIRANDA OR 13353 CVC).	3.3	4.1	4.1
2.CONDUCT PARENT-JUVENILE CONFERENCES.	3.0	3.0	3.0
3.COUNSEL JUVENILES AND CHILDREN BOTH FORMALLY AND INFORMALLY.	3.0	3.2	3.2
4.ADVISE VICTIMS OF THE CRIMINAL PROCESS.	3.0	3.3	3.2
5.EXPLAIN NATURE OF COMPLAINTS TO OFFENDERS.	3.0	3.3	3.3
6.EXPLAIN ALTERNATIVE COURSES OF ACTION TO SUSPECTS, COMPLAINANTS, VICTIMS, ETC.	3.0	3.3	3.3
7.EXPLAIN TO ONLOOKERS THE REASON FOR TAKING ARREST ACTION.	2.7	2.6	2.5
8.TALK WITH FAMILIES OF JUVENILE SUSPECTS OR DEFENDANTS (ADVISE, INFORM, NOTIFY, COUNSEL).	2.3	3.1	3.1
9.TALK WITH FAMILIES OF ADULT SUSPECTS OR DEFENDANTS (ADVISE, INFORM, NOTIFY, COUNSEL).	2.3	2.8	2.8
10.ADVISE APPROPRIATE AGENCY OF TRAFFIC ENGINEERING NEEDS.	2.0	2.7	2.6
11.EXPLAIN LEGAL OBLIGATIONS TO OPERATORS STOPPED FOR TRAFFIC LAW VIOLATIONS.	2.0	3.0	2.9
12.REPRIMAND OFFENDERS IN LIEU OF ARREST OR CITATION.	2.0	2.7	2.7
13.EXPLAIN RECRUITMENT POLICIES TO INTERESTED INDIVIDUALS AND COMMUNITY GROUPS.	2.0	3.0	2.9
14.ADVISE PERSONS INVOLVED IN AN ACCIDENT OF INFORMATION TO GET FROM ONE ANOTHER.	1.7	2.7	2.7

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* IMPORTANCE SCALE: 5=CRITICAL,4=VERY IMPORTANT,3=IMPORTANT,
2=OF SOME IMPORTANCE,1=OF LITTLE IMPORTANCE

(CONTINUED)
TASK GROUP: EXPLAINING/ADVISING

	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
AVERAGE IMPORTANCE RATINGS *			
15. EXPLAIN STATE VEHICLE LAWS AND PROCEDURES TO CITIZENS.	1.7	2.9	2.9
TASKS WHICH HAD NOT BEEN PERFORMED BY YOUR JOB ANALYSIS SAMPLE.			
16. DISCIPLINE PRISONERS/INMATES.		2.5**	2.8
17. BRIEF PRISONERS/INMATES AS TO DETENTION FACILITY RULES OF CONDUCT.		2.6**	2.8

* IMPORTANCE SCALE: 5=CRITICAL,4=VERY IMPORTANT,3=IMPORTANT, 2=OF SOME IMPORTANCE,1=OF LITTLE IMPORTANCE

** FOR 50% OR MORE OF THE AGENCIES IN YOUR COMPARISON GROUP THIS TASK HAD NOT BEEN PERFORMED OR THERE WAS MISSING DATA.

TASK GROUP SUMMARY INFORMATION
TASK GROUP #19.GIVING DIRECTIONS

TASKS THAT INVOLVE COORDINATING AND TAKING CHARGE OF SITUATIONS BY DIRECTING CITIZENS, OTHER OFFICERS, OTHER PUBLIC SERVICE PERSONNEL, ETC.

	MEAN	GRAPH OF AVERAGE IMPORTANCE OF TASKS IN TASK GROUP
		1 2 3 4 5
YOUR AGENCY	2.7	LITTLE IMPORTANT CRITICAL XXXXXXXXXXXXXXXXXXXXXXXXX
COMPARISON GROUP	3.2	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
STATEWIDE COMPOSITE	3.3	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX

		COMPARISON GROUP	STATEWIDE COMPOSITE
RANGE ACROSS AGENCIES		2.6 TO 3.7	2.0 TO 4.5

	MEAN	GRAPH OF AVERAGE FREQUENCY OF TASKS IN TASK GROUP
		1 2 3 4 5 6 7 8 9
YOUR AGENCY	2.7	NEVER MONTHLY WEEKLY DAILY XXXXXXXXXXX
COMPARISON GROUP	2.8	XXXXXXXXXXXX
STATEWIDE COMPOSITE	2.7	XXXXXXXXXXX

		COMPARISON GROUP	STATEWIDE COMPOSITE
RANGE ACROSS AGENCIES		2.1 TO 3.7	1.7 TO 4.7

TOTAL ESTIMATED MONTHLY PERFORMANCE BY OFFICER OF TASKS IN TASK GROUP

	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
NUMBER OF TASKS PERFORMED	9 TASKS	9 TASKS	9 TASKS
TOTAL MONTHLY PERFORMANCE	5.9 TIMES PER MO	7.8 TIMES PER MO	6.8 TIMES PER MO
PERCENTAGE OF AGENCIES WITH LOWER VALUE		31.1%	50.2%

AGENCY: EXAMPLE

AVERAGE IMPORTANCE OF TASKS IN TASK GROUP

TASK GROUP #19.GIVING DIRECTIONS

	AVERAGE IMPORTANCE RATINGS *		
	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE

TASKS PERFORMED BY YOUR AGENCY

1.COORDINATE TACTICAL OPERATION (E.G., SET UP A PERIMETER, SET UP A COMMAND POST, DEVELOP A SEARCH PLAN).	3.3	3.7	3.8
2.GIVE DIRECTIONS TO OTHER PUBLIC SERVICE PERSONNEL (E.G., AT CRIME OR ACCIDENT SCENE OR DURING PARADE).	3.0	3.3	3.3
3.GIVE DIRECTIONS TO ASSISTING OFFICER(S) (E.G., AT CRIME OR ACCIDENT SCENE OR DURING PARADE).	3.0	3.4	3.4
4.EVACUATE BUILDINGS AND/OR AREAS TO REMOVE PERSONS FROM DANGER.	3.0	3.8	3.8
5.COORDINATE ACTIVITIES AT SCENES OF ACCIDENT INVESTIGATIONS.	2.7	3.5	3.4
6.CALL ON BYSTANDERS TO ASSIST IN APPREHENSION.	2.7	2.6	2.6
7.PARTICIPATE IN PRE-PLANNED RAIDS.	2.5	3.3	3.4
8.COORDINATE INVESTIGATIONS WITH OTHER LAW ENFORCEMENT AGENCIES.	2.5	2.9	3.1
9.DIRECT CITIZENS TO ASSIST IN TRAFFIC CONTROL IN AN EMERGENCY.	1.7	2.6	2.6

* IMPORTANCE SCALE: 5=CRITICAL,4=VERY IMPORTANT,3=IMPORTANT, 2=OF SOME IMPORTANCE,1=OF LITTLE IMPORTANCE

AGENCY: EXAMPLE

TASK GROUP SUMMARY INFORMATION

TASK GROUP #20.INTERVIEWING

TASKS THAT INVOLVE THE GATHERING OF INFORMATION BY INTERVIEWING SUSPECTS, VICTIMS, COMPLAINANTS, INMATES, ETC.

	MEAN	GRAPH OF AVERAGE IMPORTANCE OF TASKS IN TASK GROUP
		1 2 3 4 5
YOUR AGENCY	2.3	LITTLE IMPORTANT CRITICAL XXXXXXXXXXXXXXXXX
COMPARISON GROUP	3.2	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
STATEWIDE COMPOSITE	3.2	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXX

	COMPARISON GROUP	STATEWIDE COMPOSITE
RANGE ACROSS AGENCIES	2.3 TO 3.9	2.3 TO 4.4

	MEAN	GRAPH OF AVERAGE FREQUENCY OF TASKS IN TASK GROUP
		1 2 3 4 5 6 7 8 9
YOUR AGENCY	4.9	NEVER MONTHLY WEEKLY DAILY XXXXXXXXXXXXXXXXXXXXXXXXX
COMPARISON GROUP	4.5	XXXXXXXXXXXXXXXXXXXXXX
STATEWIDE COMPOSITE	4.4	XXXXXXXXXXXXXXXXXXXXX

	COMPARISON GROUP	STATEWIDE COMPOSITE
RANGE ACROSS AGENCIES	3.9 TO 5.7	2.9 TO 6.0

TOTAL ESTIMATED MONTHLY PERFORMANCE BY OFFICER OF TASKS IN TASK GROUP

	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
NUMBER OF TASKS PERFORMED	10 TASKS	11 TASKS	11 TASKS
TOTAL MONTHLY PERFORMANCE	48.8 TIMES PER MO	44.4 TIMES PER MO	38.9 TIMES PER MO
PERCENTAGE OF AGENCIES WITH LOWER VALUE		68.9%	75.3%

AGENCY: EXAMPLE

AVERAGE IMPORTANCE OF TASKS IN TASK GROUP

TASK GROUP #20.INTERVIEWING

	AVERAGE IMPORTANCE RATINGS *		
	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE

TASKS PERFORMED BY YOUR AGENCY

1.INTERVIEW COMPLAINANTS, WITNESSES, ETC.	3.0	3.7	3.6
2.INTERROGATE SUSPECTS.	2.7	3.9	3.9
3.INTERVIEW SUSPICIOUS PERSONS.	2.7	3.6	3.6
4.QUESTION AND EXAMINE PRISONERS/INMATES CONCERNING INJURIES.	2.5	3.2	3.1
5.TALK TO INFORMANTS TO OBTAIN INFORMATION.	2.3	3.4	3.4
6.APPROACH AND INTERVIEW PEDESTRIANS.	2.0	3.0	3.0
7.INTERVIEW TOW TRUCK OPERATORS, MECHANICS, ETC., TO OBTAIN SPECIFIC INFORMATION CONCERNING VEHICLE DAMAGES.	2.0	2.3	2.3
8.INTERVIEW DOCTORS, AMBULANCE PERSONNEL. ETC., TO OBTAIN SPECIFIC INFORMATION CONCERNING INJURIES AND ILLNESSES.	2.0	3.0	3.0
9.INTERVIEW PRISONERS/INMATES TO OBTAIN PERSONAL INFORMATION FOR BOOKING PURPOSES.	2.0	3.1	3.1
10.REQUEST WITNESSES TO SUBMIT WRITTEN STATEMENTS.	2.0	2.7	2.9

TASKS WHICH HAD NOT BEEN PERFORMED
BY YOUR JOB ANALYSIS SAMPLE.

11.TAKE CITIZENS' FORMAL COMPLAINTS AGAINST OFFICERS AND/OR DEPARTMENT (EITHER IN PERSON OR BY TELEPHONE).		3.5	3.5

* IMPORTANCE SCALE: 5=CRITICAL,4=VERY IMPORTANT,3=IMPORTANT,
  2=OF SOME IMPORTANCE,1=OF LITTLE IMPORTANCE

AGENCY: EXAMPLE

TASK GROUP SUMMARY INFORMATION
TASK GROUP #21.MEDIATING

TASKS THAT INVOLVE CONFRONTATIONS WITH HOSTILE OR
POTENTIALLY HOSTILE PEOPLE AND THE MEDIATION OF
INTERPERSONAL DISPUTES.

	MEAN	GRAPH OF AVERAGE IMPORTANCE OF TASKS IN TASK GROUP				
		1	2	3	4	5
YOUR AGENCY	2.7	LITTLE XXXXXXXXXXXXXXXXXXXXXXX		IMPORTANT		CRITICAL
COMPARISON GROUP	3.5	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX				
STATEWIDE COMPOSITE	3.5	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX				

		COMPARISON GROUP	STATEWIDE COMPOSITE
RANGE ACROSS AGENCIES		2.8 TO 4.2	1.5 TO 4.8

	MEAN	GRAPH OF AVERAGE FREQUENCY OF TASKS IN TASK GROUP							
		1	2	3	4	5	6	7	8 9
YOUR AGENCY	3.8	NEVER XXXXXXXXXXXXXXXXX			MONTHLY			WEEKLY	DAILY
COMPARISON GROUP	4.0	XXXXXXXXXXXXXXXXXX							
STATEWIDE COMPOSITE	3.8	XXXXXXXXXXXXXXXXX							

		COMPARISON GROUP	STATEWIDE COMPOSITE
RANGE ACROSS AGENCIES		3.0 TO 4.9	2.3 TO 6.3

TOTAL ESTIMATED MONTHLY PERFORMANCE BY OFFICER OF TASKS IN TASK GROUP

	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
NUMBER OF TASKS PERFORMED	6 TASKS	6 TASKS	6 TASKS
TOTAL MONTHLY PERFORMANCE	17.0 TIMES PER MO	16.8 TIMES PER MO	14.9 TIMES PER MO
PERCENTAGE OF AGENCIES WITH LOWER VALUE		53.3%	65.8%

AGENCY: EXAMPLE

AVERAGE IMPORTANCE OF TASKS IN TASK GROUP

TASK GROUP #21.MEDIATING

	AVERAGE IMPORTANCE RATINGS *		
	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE

TASKS PERFORMED BY YOUR AGENCY

	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
1.CONFRONT HOSTILE GROUPS (E.G., DEMON-STRATORS, RIOTERS, OR BAR PATRONS).	3.7	4.3	4.3
2.TALK WITH LEADERS OF DEMONSTRATIONS.	3.0	3.4	3.4
3.MEDIATE FAMILY DISPUTES.	3.0	3.6	3.6
4.MEDIATE CIVIL DISPUTES.	2.7	3.2	3.1
5.KEEP PEACE IN ORGANIZED LABOR DISPUTES.	2.5	3.2	3.2
6.CONTROL NON-VIOLENT CROWDS, GROUPS OF SPECTATORS, ETC.	1.7	3.2	3.1

* IMPORTANCE SCALE: 5=CRITICAL,4=VERY IMPORTANT,3=IMPORTANT, 2=OF SOME IMPORTANCE,1=OF LITTLE IMPORTANCE

AGENCY: EXAMPLE

AVERAGE IMPORTANCE OF TASKS IN TASK GROUP

TASK GROUP #17.CONFERRING

	AVERAGE IMPORTANCE RATINGS *		
	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE

TASKS PERFORMED BY YOUR AGENCY

	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
1.ATTEND IN-SERVICE AND OUTSIDE CONFER-ENCES AND SEMINARS.	3.0	3.1	3.1
2.REQUEST INVESTIGATIVE ASSISTANCE (E.G., DETECTIVES, CRIME LAB, OTHER OFFICERS, TRACKING DOGS, SCUBA DIVERS, ETC.).	3.0	3.3	3.4
3.COMMUNICATE WITH SUPERVISOR(S) DURING SHIFT (E.G., TO RECEIVE DIRECTION, SEEK ADVICE, ETC.).	3.0	3.5	3.5
4.PRESENT SUSPECTS TO VICTIMS OR WITNESSES FOR PURPOSES OF IDENTIFICATION.	2.7	3.5	3.4
5.TALK TO OTHER OFFICERS, SUPERVISORS, PROSECUTORS, JUDGES, WITNESSES, OR VICTIMS TO REVIEW FACTS OF CASES TO INSURE PROPER PRE-TRIAL PREPARATION.	2.3	3.6	3.6
6.DISCUSS CASES WITH PROSECUTORS FOLLOWING LEGAL PROCEEDINGS.	2.3	3.2	3.3
7.PARTICIPATE IN MEETINGS WITH OTHER OFFICERS (E.G., BRIEFINGS, DEPARTMENTAL STAFF MEETINGS).	2.3	3.3	3.2
8.REVIEW ACCIDENTS WITH ACCIDENT INVESTIGATORS.	2.3	2.7	2.8
9.COMMUNICATE INFORMATION ON AN INFORMAL BASIS TO OTHER LAW ENFORCEMENT OFFICIALS.	1.7	2.9	3.0

TASKS WHICH HAD NOT BEEN PERFORMED BY YOUR JOB ANALYSIS SAMPLE.

	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
10.CONFER WITH PHYSICIANS REGARDING MEDICAL CONDITION OF PRISONERS/INMATES.		3.0**	2.9

* IMPORTANCE SCALE: 5=CRITICAL,4=VERY IMPORTANT,3=IMPORTANT, 2=OF SOME IMPORTANCE,1=OF LITTLE IMPORTANCE

** FOR 50% OR MORE OF THE AGENCIES IN YOUR COMPARISON GROUP THIS TASK HAD NOT BEEN PERFORMED OR THERE WAS MISSING DATA.

AGENCY: EXAMPLE

TASK GROUP SUMMARY INFORMATION

TASK GROUP #22.PUBLIC RELATIONS

TASKS THAT INVOLVE COMMUNICATION WITH CITIZENS IN ORDER
TO ESTABLISH RAPPORT, OBTAIN GENERAL INFORMATION, PROVIDE
INFORMATION ABOUT THE LAW ENFORCEMENT AGENCY, ETC.

	MEAN	GRAPH OF AVERAGE IMPORTANCE OF TASKS IN TASK GROUP
		1 2 3 4 5
YOUR		LITTLE IMPORTANT CRITICAL
AGENCY	2.3	XXXXXXXXXXXXXXXXX
COMPARISON		
GROUP	2.8	XXXXXXXXXXXXXXXXXXXXXXX
STATEWIDE		
COMPOSITE	2.8	XXXXXXXXXXXXXXXXXXXXXXX

		COMPARISON GROUP	STATEWIDE COMPOSITE
RANGE ACROSS AGENCIES		2.1 TO 3.4	1.9 TO 4.1

	MEAN	GRAPH OF AVERAGE FREQUENCY OF TASKS IN TASK GROUP
		1 2 3 4 5 6 7 8 9
YOUR		NEVER MONTHLY WEEKLY DAILY
AGENCY	3.9	XXXXXXXXXXXXXXXXX
COMPARISON		
GROUP	3.7	XXXXXXXXXXXXXXXXX
STATEWIDE		
COMPOSITE	3.7	XXXXXXXXXXXXXXXXX

		COMPARISON GROUP	STATEWIDE COMPOSITE
RANGE ACROSS AGENCIES		3.3 TO 4.7	2.9 TO 5.7

TOTAL ESTIMATED MONTHLY PERFORMANCE BY OFFICER OF TASKS IN TASK GROUP

	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
NUMBER OF TASKS PERFORMED	16 TASKS	21 TASKS	21 TASKS
TOTAL MONTHLY PERFORMANCE	39.7 TIMES PER MO	56.9 TIMES PER MO	61.0 TIMES PER MO
PERCENTAGE OF AGENCIES WITH LOWER VALUE		22.2%	16.0%

AGENCY: EXAMPLE

AVERAGE IMPORTANCE OF TASKS IN TASK GROUP

TASK GROUP #22.PUBLIC RELATIONS

	AVERAGE IMPORTANCE RATINGS *		
	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE

TASKS PERFORMED BY YOUR AGENCY

Task	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
1.INITIATE CONTACT WITH APPROPRIATE PUBLIC AGENCIES (E.G., TELEPHONE COMPANY, ETC.) TO REPORT DAMAGE TO EQUIPMENT.	3.0	2.7	2.8
2.TALK WITH PEOPLE ON THE BEAT TO ESTABLISH RAPPORT.	2.7	3.7	3.6
3.TALK WITH PEOPLE ON THE BEAT TO PROVIDE INFORMATION ABOUT THE LAW ENFORCEMENT AGENCY.	2.7	3.4	3.3
4.TALK WITH PEOPLE ON THE BEAT TO OBTAIN GENERAL INFORMATION.	2.7	3.5	3.5
5.INSTRUCT MEMBERS OF THE COMMUNITY ON CRIME PREVENTION.	2.7	3.3	3.3
6.ARRANGE FOR PROFESSIONAL ASSISTANCE FOR OFFENDERS NOT IN CUSTODY REGARDING PERSONAL PROBLEMS.	2.5	2.5	2.5
7.REFER PERSONS TO OTHER SERVICE AGENCIES.	2.3	3.1	3.0
8.PROVIDE STREET DIRECTIONS.	2.3	2.5	2.5
9.ADVISE PROPERTY OWNERS OR AGENTS OF POTENTIALLY HAZARDOUS CONDITIONS (E.G., DAMAGED FENCES, BROKEN WATER PIPES).	2.3	2.5	2.5
10.INFORM MOTORISTS OF PROCEDURES FOR REPORTING ACCIDENT TO PROPER AUTHORITIES.	2.0	2.7	2.7
11.PERSONALLY DELIVER DEATH MESSAGES.	2.0	2.8	2.9
12.NOTIFY OWNERS OF TOWED VEHICLES OF LOCATION AND PROCEDURE TO FOLLOW TO RECLAIM VEHICLES.	2.0	2.3	2.4
13.INSTRUCT PERSONS OF PROPER METHODS TO ELIMINATE FIRE HAZARDS OR EXPLOSIVES.	2.0	2.6	2.7

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*   IMPORTANCE SCALE: 5=CRITICAL,4=VERY IMPORTANT,3=IMPORTANT,
    2=OF SOME IMPORTANCE,1=OF LITTLE IMPORTANCE

(CONTINUED)
TASK GROUP: PUBLIC RELATIONS

	AVERAGE IMPORTANCE RATINGS *		
	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
14.PERSONALLY DELIVER MISCELLANEOUS EMERGENCY MESSAGES TO CITIZENS.	1.7	2.3	2.4
15.INFORM VEHICLE OWNERS OF LEGAL OBLIGA-TIONS REGARDING REMOVAL OF ABANDONED VEHICLES (WITHIN SPECIFIC PERIOD OF TIME).	1.7	2.5	2.5
16.NOTIFY PRIVATE CITIZENS OF DAMAGE TO THEIR PROPERTY AS A RESULT OF ACCIDENT, NATURAL DISASTER, ETC.	1.7	2.6	2.7

TASKS WHICH HAD NOT BEEN PERFORMED
BY YOUR JOB ANALYSIS SAMPLE.

17.HELP CITIZENS FORM NEIGHBORHOOD WATCH GROUPS.		2.9	2.9
18.MEET WITH AND MAKE PRESENTATIONS TO COMMUNITY GROUPS.		3.0	3.1
19.INSTRUCT MEMBERS OF THE COMMUNITY ON SELF-DEFENSE.		2.4	2.3
20.PROVIDE INFORMATION TO NEWS MEDIA FOR DISSEMINATION.		3.0	2.9
21.REQUEST HELP FROM NEWS MEDIA IN CRIME PREVENTION OR SOLVING.		3.0	2.9

* IMPORTANCE SCALE: 5=CRITICAL,4=VERY IMPORTANT,3=IMPORTANT,
  2=OF SOME IMPORTANCE,1=OF LITTLE IMPORTANCE

AGENCY: EXAMPLE

TASK GROUP SUMMARY INFORMATION
TASK GROUP #23.USING RADIO/TELEPHONE

TASKS THAT INVOLVE USING COMMUNICATION DEVICES SUCH AS
PATROL CAR RADIO, HANDPACK, BASE STATION RADIO, TELEPHONE,
ETC.

	MEAN	GRAPH OF AVERAGE IMPORTANCE OF TASKS IN TASK GROUP
		1 2 3 4 5
YOUR AGENCY	2.6	LITTLE IMPORTANT CRITICAL XXXXXXXXXXXXXXXXXXXXX
COMPARISON GROUP	3.4	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
STATEWIDE COMPOSITE	3.4	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX

	COMPARISON GROUP	STATEWIDE COMPOSITE
RANGE ACROSS AGENCIES	2.6 TO 4.0	2.0 TO 4.5

	MEAN	GRAPH OF AVERAGE FREQUENCY OF TASKS IN TASK GROUP
		1 2 3 4 5 6 7 8 9
YOUR AGENCY	5.0	NEVER MONTHLY WEEKLY DAILY XXXXXXXXXXXXXXXXXXXXXXXXXXX
COMPARISON GROUP	5.2	XXXXXXXXXXXXXXXXXXXXXXXXXXX
STATEWIDE COMPOSITE	5.1	XXXXXXXXXXXXXXXXXXXXXXXXX

	COMPARISON GROUP	STATEWIDE COMPOSITE
RANGE ACROSS AGENCIES	4.3 TO 6.1	3.7 TO 7.6

TOTAL ESTIMATED MONTHLY PERFORMANCE BY OFFICER OF TASKS IN TASK GROUP

	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
NUMBER OF TASKS PERFORMED	9 TASKS	10 TASKS	10 TASKS
TOTAL MONTHLY PERFORMANCE	69.5 TIMES PER MO	76.6 TIMES PER MO	75.5 TIMES PER MO
PERCENTAGE OF AGENCIES WITH LOWER VALUE		35.6%	48.9%

AVERAGE IMPORTANCE OF TASKS IN TASK GROUP

TASK GROUP #23.USING RADIO/TELEPHONE

	AVERAGE IMPORTANCE RATINGS *		
	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE

TASKS PERFORMED BY YOUR AGENCY

	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
1.REQUEST BACK-UP ASSISTANCE IN POTENTIALLY HAZARDOUS OR EMERGENCY SITUATIONS.	3.7	4.2	4.2
2.REQUEST VERIFICATION OF OUT-OF-COUNTY AND OUT-OF-STATE WARRANTS BEFORE SERVICE.	3.3	3.6	3.6
3.TRANSMIT MESSAGES OVER POLICE RADIO (E. G., PATROL CAR RADIO, HANDPACK, OR BASE STATION RADIO).	3.0	4.3	4.3
4.DISPATCH OFFICERS TO CALLS.	3.0	3.5	3.5
5.REQUEST RECORDS CHECKS.	2.3	3.2	3.2
6.ARRANGE FOR REMOVAL OF ABANDONED, DISABLED, OR IMPOUNDED VEHICLES.	2.0	2.5	2.5
7.RECEIVE IN-COMING CALLS FROM THE PUBLIC.	2.0	3.4	3.3
8.CONTACT VARIOUS SOURCES (E.G. EMPLOYERS, UTILITY COMPANIES, SCHOOLS), OVER THE TELEPHONE OR BY MAIL, TO LOCATE PERSONS.	2.0	2.8	2.9
9.OPERATE TELEPHONE CONSOLE OR SWITCH-BOARD.	2.0	3.1	3.1

TASKS WHICH HAD NOT BEEN PERFORMED
BY YOUR JOB ANALYSIS SAMPLE.

	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
10.DICTATE IN-DEPTH NARRATIVE REPORTS CONTAINING COMPLETE SENTENCES AND PARAGRAPHS (E.G., INVESTIGATIVE REPORTS, SUPPLEMENTAL/FOLLOW-UP REPORTS).		3.6	3.5

*   IMPORTANCE SCALE: 5=CRITICAL,4=VERY IMPORTANT,3=IMPORTANT,
    2=OF SOME IMPORTANCE,1=OF LITTLE IMPORTANCE

TASK GROUP SUMMARY INFORMATION

TASK GROUP #24.TESTIFYING

TASKS THAT INVOLVE APPEARING TO TESTIFY AND TESTIFYING IN
COURT.

	MEAN	GRAPH OF AVERAGE IMPORTANCE OF TASKS IN TASK GROUP
		1 2 3 4 5
YOUR AGENCY	2.3	LITTLE IMPORTANT CRITICAL XXXXXXXXXXXXXXXXX
COMPARISON GROUP	3.9	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
STATEWIDE COMPOSITE	3.9	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX

	COMPARISON GROUP	STATEWIDE COMPOSITE
RANGE ACROSS AGENCIES	2.3 TO 4.8	2.3 TO 5.0

	MEAN	GRAPH OF AVERAGE FREQUENCY OF TASKS IN TASK GROUP
		1 2 3 4 5 6 7 8 9
YOUR AGENCY	3.2	NEVER MONTHLY WEEKLY DAILY XXXXXXXXXXXXX
COMPARISON GROUP	4.2	XXXXXXXXXXXXXXXXXXXX
STATEWIDE COMPOSITE	3.9	XXXXXXXXXXXXXXXXX

	COMPARISON GROUP	STATEWIDE COMPOSITE
RANGE ACROSS AGENCIES	3.0 TO 5.1	2.0 TO 5.5

TOTAL ESTIMATED MONTHLY PERFORMANCE BY OFFICER OF TASKS IN TASK GROUP

	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
NUMBER OF TASKS PERFORMED	2 TASKS	2 TASKS	2 TASKS
TOTAL MONTHLY PERFORMANCE	1.1 TIMES PER MO	3.0 TIMES PER MO	2.5 TIMES PER MO
PERCENTAGE OF AGENCIES WITH LOWER VALUE		2.2%	11.0%

AVERAGE IMPORTANCE OF TASKS IN TASK GROUP

TASK GROUP #24.TESTIFYING

	AVERAGE IMPORTANCE RATINGS *		
	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE

TASKS PERFORMED BY YOUR AGENCY

1.APPEAR TO TESTIFY IN LEGAL PROCEEDINGS.	2.3	3.9	3.9
2.TESTIFY IN LEGAL PROCEEDINGS.	2.3	4.0	4.0

* IMPORTANCE SCALE: 5=CRITICAL,4=VERY IMPORTANT,3=IMPORTANT,
  2=OF SOME IMPORTANCE,1=OF LITTLE IMPORTANCE

TASK GROUP SUMMARY INFORMATION

TASK GROUP #25.TRAINING

   TASKS THAT INVOLVE PROVIDING TRAINING TO OFFICERS, RESERVES,
   CADETS, CIVILIANS, OTHER OFFICERS, ETC.

	MEAN	GRAPH OF AVERAGE IMPORTANCE OF TASKS IN TASK GROUP
		1 2 3 4 5
YOUR AGENCY	2.5	LITTLE IMPORTANT CRITICAL
		XXXXXXXXXXXXXXXXXXXXX
COMPARISON GROUP	3.5	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
STATEWIDE COMPOSITE	3.4	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX

	COMPARISON GROUP	STATEWIDE COMPOSITE
RANGE ACROSS AGENCIES	2.4 TO 4.4	2.0 TO 5.0

	MEAN	GRAPH OF AVERAGE FREQUENCY OF TASKS IN TASK GROUP
		1 2 3 4 5 6 7 8 9
YOUR AGENCY	1.9	NEVER MONTHLY WEEKLY DAILY
		XXXXXX
COMPARISON GROUP	2.1	XXXXXXXX
STATEWIDE COMPOSITE	2.3	XXXXXXXXX

	COMPARISON GROUP	STATEWIDE COMPOSITE
RANGE ACROSS AGENCIES	1.3 TO 3.3	1.2 TO 7.0

TOTAL ESTIMATED MONTHLY PERFORMANCE BY OFFICER OF TASKS IN TASK GROUP

	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
NUMBER OF TASKS PERFORMED	3 TASKS	5 TASKS	5 TASKS
TOTAL MONTHLY PERFORMANCE	0.5 TIMES PER MO	1.3 TIMES PER MO	2.1 TIMES PER MO
PERCENTAGE OF AGENCIES WITH LOWER VALUE		11.1%	12.3%

AGENCY: EXAMPLE

AVERAGE IMPORTANCE OF TASKS IN TASK GROUP

TASK GROUP #25.TRAINING

	AVERAGE IMPORTANCE RATINGS *		
	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE

TASKS PERFORMED BY YOUR AGENCY

1.PROVIDE ON-THE-JOB TRAINING TO OTHER OFFICERS.	2.7	3.6	3.6
2.EVALUATE OTHER OFFICERS (E.G., PROBATIONARY OFFICERS, TRAINEES OR NEW OFFICERS).	2.7	3.8	3.8
3.PROVIDE ON-THE-JOB TRAINING TO RECRUITS OR RESERVES.	2.3	3.6	3.6

TASKS WHICH HAD NOT BEEN PERFORMED
BY YOUR JOB ANALYSIS SAMPLE.

4.PROVIDE CLASSROOM INSTRUCTION TO OTHER OFFICERS, RECRUITS, RESERVES, CADETS AND/OR CIVILIANS.		3.2	3.1
5.PROVIDE ON-THE-JOB TRAINING TO CADETS AND/OR CIVILIANS.		3.2	3.1

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* IMPORTANCE SCALE: 5=CRITICAL,4=VERY IMPORTANT,3=IMPORTANT,
  2=OF SOME IMPORTANCE,1=OF LITTLE IMPORTANCE

AGENCY: EXAMPLE

TASK GROUP SUMMARY INFORMATION
TASK GROUP #26.CUSTODY PAPERWORK

TASKS THAT INVOLVE THE COLLECTION, DOCUMENTATION AND
PROCESSING OF PRISONER/INMATE PROPERTY AND CUSTODY-RELATED
INFORMATION SUCH AS THAT RECORDED ON CUSTODY LOGS, DOCUMENTS
OF ARREST, ETC.

	MEAN	GRAPH OF AVERAGE IMPORTANCE OF TASKS IN TASK GROUP
		1 2 3 4 5
YOUR AGENCY	1.9	LITTLE IMPORTANT CRITICAL XXXXXXXXXXX '
COMPARISON GROUP	2.9	XXXXXXXXXXXXXXXXXXXXXXXX
STATEWIDE COMPOSITE	3.1	XXXXXXXXXXXXXXXXXXXXXXXXXX

	COMPARISON GROUP	STATEWIDE COMPOSITE
RANGE ACROSS AGENCIES	1.8 TO 4.1	1.0 TO 5.0

	MEAN	GRAPH OF AVERAGE FREQUENCY OF TASKS IN TASK GROUP
		1 2 3 4 5 6 7 8 9
YOUR AGENCY	4.3	NEVER MONTHLY WEEKLY DAILY XXXXXXXXXXXXXXXXXXXXX
COMPARISON GROUP	2.6	XXXXXXXXXX
STATEWIDE COMPOSITE	2.9	XXXXXXXXXX

	COMPARISON GROUP	STATEWIDE COMPOSITE
RANGE ACROSS AGENCIES	1.2 TO 5.3	1.2 TO 6.7

TOTAL ESTIMATED MONTHLY PERFORMANCE BY OFFICER OF TASKS IN TASK GROUP

	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
NUMBER OF TASKS PERFORMED	3 TASKS	10 TASKS	10 TASKS
TOTAL MONTHLY PERFORMANCE	5.7 TIMES PER MO	8.7 TIMES PER MO	11.4 TIMES PER MO
PERCENTAGE OF AGENCIES WITH LOWER VALUE		66.7%	70.6%

AGENCY: EXAMPLE

AVERAGE IMPORTANCE OF TASKS IN TASK GROUP

TASK GROUP #26.CUSTODY PAPERWORK

	AVERAGE IMPORTANCE RATINGS *		
	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE

TASKS PERFORMED BY YOUR AGENCY

1.PROCESS PRISONERS/INMATES FOR RELEASE FROM CUSTODY.	2.5	2.9	3.1
2.COLLECT AND INVENTORY PRISONERS'/INMATES' PERSONAL PROPERTY.	2.0	3.1	3.2
3.LOG PRISONERS'/INMATES' PHONE CALLS ON FORMAL CUSTODY LOG.	1.3	2.8	3.0

TASKS WHICH HAD NOT BEEN PERFORMED
BY YOUR JOB ANALYSIS SAMPLE.

4.LOG PRISONERS'/INMATES' INJURIES ON FORMAL CUSTODY LOG.		3.1	3.3
5.DISTRIBUTE CLEANING IMPLEMENTS AND PERSONAL HYGIENE SUPPLIES TO PRISONERS/INMATES.		2.7**	2.7
6.PREPARE OR OBTAIN MEALS FOR PRISONERS/INMATES.		2.5**	2.7
7.MAINTAIN ROSTER OF CURRENT PRISONERS/INMATES.		2.9**	3.1
8.COORDINATE PRISONERS'/INMATES' CONTACT WITH LEGAL COUNSEL, BONDSMEN AND OTHER VISITORS.		2.6**	2.8
9.DISTRIBUTE PRESCRIBED MEDICATION TO PRISONERS/INMATES.		2.5**	3.1
10.REVIEW DOCUMENTS OF ARREST BEFORE ACCEPTING SUBJECTS INTO DETENTION CENTER.		3.4**	3.4

*   IMPORTANCE SCALE: 5=CRITICAL,4=VERY IMPORTANT,3=IMPORTANT,
   2=OF SOME IMPORTANCE,1=OF LITTLE IMPORTANCE

** FOR 50% OR MORE OF THE AGENCIES IN YOUR COMPARISON GROUP
   THIS TASK HAD NOT BEEN PERFORMED OR THERE WAS MISSING DATA.

AGENCY: EXAMPLE

TASK GROUP SUMMARY INFORMATION

TASK GROUP #27.GENERAL PAPERWORK

   TASKS THAT INVOLVE THE GENERATION, MAINTENANCE, REVIEW,
STORAGE, RETRIEVAL AND CONTROL OF INFORMATION IN WRITTEN
FORM SUCH AS FILES, LISTS, ORDER BLANKS, WRITS AND
SUBPOENAS.

	MEAN	GRAPH OF AVERAGE IMPORTANCE OF TASKS IN TASK GROUP				
		1	2	3	4	5
		LITTLE		IMPORTANT		CRITICAL
YOUR AGENCY	2.1	XXXXXXXXXXXXX				
COMPARISON GROUP	2.6	XXXXXXXXXXXXXXXXXXXX				
STATEWIDE COMPOSITE	2.8	XXXXXXXXXXXXXXXXXXXXXXXX				

	COMPARISON GROUP	STATEWIDE COMPOSITE
RANGE ACROSS AGENCIES	1.9 TO 3.5	1.8 TO 4.6

	MEAN	GRAPH OF AVERAGE FREQUENCY OF TASKS IN TASK GROUP							
		1	2	3	4	5	6	7	8 9
		NEVER		MONTHLY		WEEKLY		DAILY	
YOUR AGENCY	2.5	XXXXXXXXXX							
COMPARISON GROUP	2.4	XXXXXXXXX							
STATEWIDE COMPOSITE	2.5	XXXXXXXXXX							

	COMPARISON GROUP	STATEWIDE COMPOSITE
RANGE ACROSS AGENCIES	1.9 TO 4.1	1.8 TO 6.1

TOTAL ESTIMATED MONTHLY PERFORMANCE BY OFFICER OF TASKS IN TASK GROUP

	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
NUMBER OF TASKS PERFORMED	10 TASKS	24 TASKS	25 TASKS
TOTAL MONTHLY PERFORMANCE	6.2 TIMES PER MO	16.2 TIMES PER MO	18.9 TIMES PER MO
PERCENTAGE OF AGENCIES WITH LOWER VALUE		4.4%	6.4%

AGENCY: EXAMPLE

AVERAGE IMPORTANCE OF TASKS IN TASK GROUP

TASK GROUP #27.GENERAL PAPERWORK

	AVERAGE IMPORTANCE RATINGS *		
	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE

TASKS PERFORMED BY YOUR AGENCY

	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
1.SERVE SUBPOENAS.	2.5	2.5	2.6
2.PREPARE LIST OF KNOWN CRIMINALS AND/OR WANTED PERSONS FOR OWN OR DEPARTMENTAL USE.	2.5	2.9	3.0
3.REVIEW WARRANTS FOR COMPLETENESS AND ACCURACY.	2.5	3.3	3.4
4.RESTOCK EMERGENCY SUPPLIES IN PATROL VEHICLE (E.G., FLARES, FIRST AID SUPPLIES, ETC.).	2.3	3.1	3.2
5.PREPARE INFORMATION FOR FEDERAL, STATE, AND LOCAL LAW ENFORCEMENT OFFICIALS AND AGENCIES.	2.0	2.6	2.7
6.REVIEW EXTENSIVE LISTS (E.G., TO LOCATE NAMES, SERIAL NUMBERS, PHONE NUMBERS).	2.0	2.6	2.6
7.BOOK EVIDENCE AND PERSONAL PROPERTY.	2.0	3.6	3.7
8.ISSUE EQUIPMENT.	2.0	2.5	2.4
9.CONTROL ACCESS TO ACCIDENT OR OTHER RECORDS.	1.5	3.0	3.2
10.COLLECT BAIL.	1.3	2.8	2.9

TASKS WHICH HAD NOT BEEN PERFORMED BY YOUR JOB ANALYSIS SAMPLE.

	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
11.MAINTAIN INVENTORY LOGS (E.G., EVIDENCE, RECOVERED PROPERTY).		2.8	3.0
12.PREPARE DOCUMENTS FOR FILING (I.E., LABEL, ALPHABETIZE, PLACE IN CHRONO-LOGICAL ORDER, ETC.).		2.3**	2.6

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*   IMPORTANCE SCALE: 5=CRITICAL,4=VERY IMPORTANT,3=IMPORTANT,
    2=OF SOME IMPORTANCE,1=OF LITTLE IMPORTANCE

** FOR 50% OR MORE OF THE AGENCIES IN YOUR COMPARISON GROUP
   THIS TASK HAD NOT BEEN PERFORMED OR THERE WAS MISSING DATA.

(CONTINUED)
TASK GROUP: GENERAL PAPERWORK

	AVERAGE IMPORTANCE RATINGS *		
	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
13.PERSONALLY FILE DOCUMENTS IN RECORDS SYSTEMS (E.G., FINGERPRINT CARDS, CORRESPONDENCE, CRIMINAL REPORTS, VEHICLE REPORTS).		2.3**	2.7
14.PREPARE ACCIDENT STATISTICAL DATA FOR DMV, CHP, INTERNAL RECORDS.		2.2**	2.7
15.DEVELOP WORK SCHEDULES FOR OTHER OFFICERS (INCLUDING SPECIAL ASSIGNMENTS).		3.0	2.9
16.MAINTAIN INVENTORY LISTS (E.G., DEPART-MENTAL EQUIPMENT AND PROPERTY).		2.4**	2.7
17.REVIEW WRITS AND BAIL BONDS.		2.7	2.8
18.ORDER SUPPLIES AND EQUIPMENT.		2.3**	2.5
19.REVIEW RETURN OF CIVIL PROCESS PAPERS FOR COMPLETENESS AND ACCURACY.		2.4**	2.8
20.PERSONALLY RETRIEVE DOCUMENTS FROM RECORDS SYSTEMS.		2.6	2.7
21.ARRANGE FOR APPEARANCE OF WITNESSES (EXCLUDING SUBPOENA SERVICE).		2.7	2.8
22.ACCEPT WARRANT BAIL ON THE STREET.		2.4**	2.3
23.COLLECT FINES.		***	2.0
24.PURGE REPORTS FROM RECORDS SYSTEMS.		1.9**	2.5
25.MAINTAIN DEPARTMENT RECORDS OF WARRANTS SERVED.		2.4**	2.8

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*   IMPORTANCE SCALE: 5=CRITICAL,4=VERY IMPORTANT,3=IMPORTANT,
    2=OF SOME IMPORTANCE,1=OF LITTLE IMPORTANCE

** FOR 50% OR MORE OF THE AGENCIES IN YOUR COMPARISON GROUP
   THIS TASK HAD NOT BEEN PERFORMED OR THERE WAS MISSING DATA.

*** FOR YOUR COMPARISON GROUP THIS TASK HAD NOT BEEN PERFORMED
    OR THERE WAS MISSING DATA.

AGENCY: EXAMPLE

TASK GROUP SUMMARY INFORMATION
TASK GROUP #28.READING

TASKS THAT INVOLVE THE READING OF JOB-RELATED WRITTEN
MATERIALS SUCH AS STATUTES, ORDINANCES, LEGAL TRANSCRIPTS,
REPORTS, INTEROFFICE MEMOS, TELETYPE MESSAGES AND TRAINING
MATERIALS.

```
          MEAN   GRAPH OF AVERAGE IMPORTANCE OF TASKS IN TASK GROUP
                 1          2          3          4          5
YOUR             LITTLE               IMPORTANT             CRITICAL
AGENCY    2.5    XXXXXXXXXXXXXXXXXXX

COMPARISON
GROUP     3.0    XXXXXXXXXXXXXXXXXXXXXXXX

STATEWIDE
COMPOSITE 3.0    XXXXXXXXXXXXXXXXXXXXXXXX
                                      COMPARISON          STATEWIDE
                                      GROUP               COMPOSITE
RANGE ACROSS
AGENCIES                              2.1 TO 3.7          2.1 TO 4.7
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          MEAN   GRAPH OF AVERAGE FREQUENCY OF TASKS IN TASK GROUP
                 1    2    3    4    5    6    7    8    9
YOUR             NEVER          MONTHLY        WEEKLY         DAILY
AGENCY    3.5    XXXXXXXXXXXXXX

COMPARISON
GROUP     3.7    XXXXXXXXXXXXXX

STATEWIDE
COMPOSITE 3.8    XXXXXXXXXXXXXXXX
                                      COMPARISON          STATEWIDE
                                      GROUP               COMPOSITE
RANGE ACROSS
AGENCIES                              2.8 TO 4.5          2.8 TO 5.5
```

TOTAL ESTIMATED MONTHLY PERFORMANCE BY OFFICER OF TASKS IN TASK GROUP

	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
NUMBER OF TASKS PERFORMED	29 TASKS	32 TASKS	32 TASKS
TOTAL MONTHLY PERFORMANCE	36.0 TIMES PER MO	64.1 TIMES PER MO	74.4 TIMES PER MO
PERCENTAGE OF AGENCIES WITH LOWER VALUE		11.1%	6.4%

AGENCY: EXAMPLE

AVERAGE IMPORTANCE OF TASKS IN TASK GROUP
TASK GROUP #28.READING

	AVERAGE IMPORTANCE RATINGS *		
	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
TASKS PERFORMED BY YOUR AGENCY			
1.READ CASE LAW.	3.3	3.5	3.5
2.READ TRAINING BULLETINS.	3.3	3.4	3.4
3.PENAL CODE	3.3	3.9	4.0
4.READ TELETYPE MESSAGES.	3.0	3.0	3.1
5.READ REPORTS CONSISTING OF SEVERAL SHORT DESCRIPTIVE PHRASES, SENTENCE FRAGMENTS, OR VERY SHORT SENTENCES (E.G., INCIDENT REPORTS).	3.0	3.2	3.3
6.READ LEGAL INTERPRETATIONS (E.G., CALIFORNIA ATTORNEY GENERAL'S OPINIONS, CITY ATTORNEY OPINIONS).	3.0	3.6	3.6
7.READ IN-DEPTH NARRATIVE REPORTS CONTAINING COMPLETE SENTENCES AND PARAGRAPHS (E.G., INVESTIGATIVE REPORTS, SUPPLEMENTAL/FOLLOW-UP REPORTS).	3.0	3.3	3.5
8.HEALTH AND SAFETY CODE	2.7	3.4	3.4
9.WELFARE AND INSTITUTIONS CODE	2.7	3.4	3.4
10.READ REPORTS CONSISTING PRIMARILY OF CHECK-OFF BOXES OR FILL-IN BLANKS (E.G., VEHICLE IMPOUND REPORTS).	2.7	3.0	3.1
11.READ DEPARTMENTAL MANUALS.	2.7	3.5	3.5
12.READ LEGAL TRANSCRIPTS.	2.7	2.4	2.6
13.READ STATE, FEDERAL AND LOCAL STATUTES.	2.7	3.6	3.6
14.VEHICLE CODE	2.7	3.6	3.6
15.MUNICIPAL CODE	2.7	3.4	3.3
16.PROFESSIONAL LAW ENFORCEMENT PUBLICATIONS (E.G., POLICE CHIEF, FBI LAW ENFORCEMENT BULLETIN)	2.7	2.8	2.8

* IMPORTANCE SCALE: 5=CRITICAL,4=VERY IMPORTANT,3=IMPORTANT,
  2=OF SOME IMPORTANCE,1=OF LITTLE IMPORTANCE

(CONTINUED)
TASK GROUP: READING

	AVERAGE IMPORTANCE RATINGS *		
	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
17.BUSINESS AND PROFESSIONS CODE	2.3	3.0	3.0
18.ALCOHOLIC BEVERAGE CONTROL ACT	2.3	2.9	3.0
19.READ STREET MAPS.	2.3	3.1	3.1
20.READ INTEROFFICE MEMOS.	2.0	3.1	3.2
21.COUNTY ORDINANCES	2.0	2.6	2.7
22.READ WEATHER FORECASTS AND BULLETINS.	2.0	2.0	2.1
23.U.S. CODE (E.G., REGARDING ILLEGAL ALIENS)	2.0	2.4	2.3
24.ADMINISTRATIVE CODE	2.0	2.4	2.4
25.EVIDENCE CODE	2.0	3.2	3.2
26.U.S. CONSTITUTION	2.0	3.1	3.0
27.READ INCOMING CORRESPONDENCE.	2.0	2.7	2.8
28.READ AND INTERPRET CODED MATERIAL (E.G., NCIC PRINTOUT, DMV DRIVERS' RECORDS).	1.7	2.9	3.0
29.GOVERNMENT CODE	1.5	2.3	2.3

TASKS WHICH HAD NOT BEEN PERFORMED
BY YOUR JOB ANALYSIS SAMPLE.

30.REVIEW CRIME LAB REPORTS.		2.8	3.0
31.CIVIL CODE		2.3	2.3
32.FISH AND GAME CODE		2.2	2.3

* IMPORTANCE SCALE: 5=CRITICAL,4=VERY IMPORTANT,3=IMPORTANT,
2=OF SOME IMPORTANCE,1=OF LITTLE IMPORTANCE

AGENCY: EXAMPLE

TASK GROUP SUMMARY INFORMATION
TASK GROUP #29.DIAGRAMING/SKETCHING

TASKS THAT ARE ASSOCIATED WITH DEPICTING A CRIME OR
ACCIDENT SCENE IN SCHEMATIC FORM SUCH AS SKETCHING,
DIAGRAMING, TAKING MEASUREMENTS, PERFORMING SIMPLE
CALCULATIONS, ETC.

	MEAN	GRAPH OF AVERAGE IMPORTANCE OF TASKS IN TASK GROUP
		1 2 3 4 5
YOUR AGENCY	2.0	LITTLE IMPORTANT CRITICAL
		XXXXXXXXXXXXX
COMPARISON GROUP	3.1	XXXXXXXXXXXXXXXXXXXXXXXXXXXXX
STATEWIDE COMPOSITE	3.1	XXXXXXXXXXXXXXXXXXXXXXXXXXXXX

	COMPARISON GROUP	STATEWIDE COMPOSITE
RANGE ACROSS AGENCIES	2.0 TO 3.8	1.6 TO 4.7

	MEAN	GRAPH OF AVERAGE FREQUENCY OF TASKS IN TASK GROUP
		1 2 3 4 5 6 7 8 9
YOUR AGENCY	3.7	NEVER MONTHLY WEEKLY DAILY
		XXXXXXXXXXXXXXXXX
COMPARISON GROUP	3.7	XXXXXXXXXXXXXXXXX
STATEWIDE COMPOSITE	3.6	XXXXXXXXXXXXXXXX

	COMPARISON GROUP	STATEWIDE COMPOSITE
RANGE ACROSS AGENCIES	3.0 TO 4.6	2.4 TO 5.4

TOTAL ESTIMATED MONTHLY PERFORMANCE BY OFFICER OF TASKS IN TASK GROUP

	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
NUMBER OF TASKS PERFORMED	5 TASKS	7 TASKS	7 TASKS
TOTAL MONTHLY PERFORMANCE	12.2 TIMES PER MO	18.0 TIMES PER MO	18.8 TIMES PER MO
PERCENTAGE OF AGENCIES WITH LOWER VALUE		20.0%	30.1%

AGENCY: EXAMPLE

AVERAGE IMPORTANCE OF TASKS IN TASK GROUP

TASK GROUP #29.DIAGRAMING/SKETCHING

	AVERAGE IMPORTANCE RATINGS *		
	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE

TASKS PERFORMED BY YOUR AGENCY

	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
1.ESTIMATE VEHICLE SPEED USING PHYSICAL EVIDENCE AND MATHEMATICAL FORMULAS OR GRAPHS.	2.5	3.0	3.0
2.SKETCH ACCIDENT SCENES.	2.0	3.2	3.2
3.DIAGRAM ACCIDENT SCENES TO SCALE.	2.0	2.7	2.7
4.PERFORM SIMPLE MATHEMATICAL CALCULATIONS (ADD, SUBTRACT, MULTIPLY, DIVIDE).	1.7	3.1	3.1
5.TAKE COORDINATE MEASUREMENTS OF ACCIDENT SCENES.	1.7	3.2	3.3

TASKS WHICH HAD NOT BEEN PERFORMED
BY YOUR JOB ANALYSIS SAMPLE.

		COMPARISON GROUP	STATEWIDE COMPOSITE
6.SKETCH CRIME SCENES.		3.5	3.4
7.DIAGRAM LAYOUTS OF INTERIOR DESIGNS OF BUILDINGS.		3.1	3.1

* IMPORTANCE SCALE: 5=CRITICAL,4=VERY IMPORTANT,3=IMPORTANT, 2=OF SOME IMPORTANCE,1=OF LITTLE IMPORTANCE

AGENCY: EXAMPLE

TASK GROUP SUMMARY INFORMATION
TASK GROUP #30.WRITING

TASKS THAT ENTAIL RECORDING INFORMATION AND/OR DESCRIBING ACTS OR EVENTS IN WRITING SUCH AS FILLING OUT FORMS, ISSUING CITATIONS, WRITING REPORTS, TAKING NOTES, PREPARING CORRESPONDENCE, ETC.

	MEAN	GRAPH OF AVERAGE IMPORTANCE OF TASKS IN TASK GROUP
		1 2 3 4 5
YOUR AGENCY	2.3	LITTLE IMPORTANT CRITICAL XXXXXXXXXXXXXXXXX
COMPARISON GROUP	3.1	XXXXXXXXXXXXXXXXXXXXXXXXXX
STATEWIDE COMPOSITE	3.1	XXXXXXXXXXXXXXXXXXXXXXXXXX

	COMPARISON GROUP	STATEWIDE COMPOSITE
RANGE ACROSS AGENCIES	2.3 TO 3.9	2.2 TO 4.4

	MEAN	GRAPH OF AVERAGE FREQUENCY OF TASKS IN TASK GROUP
		1 2 3 4 5 6 7 8 9
YOUR AGENCY	4.5	NEVER MONTHLY WEEKLY DAILY XXXXXXXXXXXXXXXXXXXXXX
COMPARISON GROUP	4.3	XXXXXXXXXXXXXXXXXXXX
STATEWIDE COMPOSITE	4.2	XXXXXXXXXXXXXXXXXX

	COMPARISON GROUP	STATEWIDE COMPOSITE
RANGE ACROSS AGENCIES	4.1 TO 5.6	3.5 TO 6.4

TOTAL ESTIMATED MONTHLY PERFORMANCE BY OFFICER OF TASKS IN TASK GROUP

	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
NUMBER OF TASKS PERFORMED	18 TASKS	23 TASKS	23 TASKS
TOTAL MONTHLY PERFORMANCE	87.3 TIMES PER MO	132.4 TIMES PER MO	120.8 TIMES PER MO
PERCENTAGE OF AGENCIES WITH LOWER VALUE		6.7%	21.0%

AVERAGE IMPORTANCE OF TASKS IN TASK GROUP

TASK GROUP #30.WRITING

	AVERAGE IMPORTANCE RATINGS *		
	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE

TASKS PERFORMED BY YOUR AGENCY

	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
1.WRITE REPORTS CONSISTING OF SEVERAL SHORT DESCRIPTIVE PHRASES, SENTENCE FRAGMENTS OR VERY SHORT SENTENCES (E.G., INCIDENT REPORTS).	3.0	3.6	3.6
2.RECORD AND COMMUNICATE DESCRIPTIONS OF PERSONS (E.G., SUSPECTS, MISSING PERSONS).	3.0	3.8	3.8
3.TAKE NOTES.	3.0	3.8	3.8
4.WRITE IN-DEPTH NARRATIVE REPORTS CONTAINING COMPLETE SENTENCES AND PARAGRAPHS (E.G., INVESTIGATIVE REPORTS, SUPPLEMENTAL/FOLLOW-UP REPORTS).	3.0	3.9	3.9
5.RECORD FORMAL CONFESSIONS IN WRITING.	2.7	3.6	3.7
6.SUMMARIZE IN WRITING STATEMENTS OF WITNESSES, COMPLAINANTS, ETC.	2.7	3.7	3.7
7.WRITE EVALUATIONS OF TRAINING RECEIVED.	2.5	3.1	3.1
8.OBTAIN SEARCH WARRANTS.	2.5	3.3	3.4
9.WRITE INTEROFFICE MEMOS.	2.3	2.9	2.8
10.FILL OUT SURVEYS.	2.3	2.3	2.3
11.ISSUE WARNING TICKETS (FOR EQUIPMENT, MOVING, OR PARKING VIOLATIONS).	2.0	2.8	2.7
12.MAKE ENTRIES IN ACTIVITY LOG, PATROL LOG, DAILY REPORT OR DEPARTMENTAL RECORDS.	2.0	3.2	3.3
13.ISSUE CITATIONS FOR NON-TRAFFIC OFFENSES.	2.0	2.9	2.9
14.ISSUE VEHICLE CODE CITATIONS.	2.0	3.3	3.2
15.COMPLETE REPORTS CONSISTING PRIMARILY OF CHECK-OFF BOXES OR FILL-IN BLANKS (E.G., VEHICLE IMPOUND REPORTS).	2.0	3.5	3.4

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*   IMPORTANCE SCALE: 5=CRITICAL,4=VERY IMPORTANT,3=IMPORTANT,
    2=OF SOME IMPORTANCE,1=OF LITTLE IMPORTANCE

(CONTINUED)
TASK GROUP: WRITING

	AVERAGE IMPORTANCE RATINGS *		
	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
16.WRITE LETTERS OR OTHER CORRESPONDENCE AS PART OF THE JOB.	2.0	2.7	2.7
17.ISSUE PARKING CITATIONS.	1.7	2.4	2.5
18.REQUEST THAT DMV RE-ADMINISTER DRIVER'S TEST TO PERSONS CURRENTLY LICENSED.	1.7	2.6	2.6

TASKS WHICH HAD NOT BEEN PERFORMED
BY YOUR JOB ANALYSIS SAMPLE.

	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
19.WRITE NEWS RELEASES.		2.7	2.6
20.PREPARE FELONY COURT COMPLAINT FORMS.		3.1**	3.2
21.PREPARE LESSON PLANS.		2.9	2.9
22.PREPARE PAPERWORK FOR PROCESS SERVICE.		2.0**	2.5
23.PREPARE MISDEMEANOR COURT COMPLAINT FORMS.		2.9**	3.0

----

*   IMPORTANCE SCALE: 5=CRITICAL,4=VERY IMPORTANT,3=IMPORTANT,
    2=OF SOME IMPORTANCE,1=OF LITTLE IMPORTANCE

** FOR 50% OR MORE OF THE AGENCIES IN YOUR COMPARISON GROUP
    THIS TASK HAD NOT BEEN PERFORMED OR THERE WAS MISSING DATA.

AGENCY: EXAMPLE

TASK GROUP SUMMARY INFORMATION
TASK GROUP #31.RESTRAINING/SUBDUING

TASKS THAT INVOLVE THE RESTRAINING AND/OR SUBDUING OF
INDIVIDUALS BY MEANS OF BATON TECHNIQUES, LOCKS, GRIPS OR
HOLDS, OR RESTRAINING DEVICES, SUCH AS HANDCUFFS.

```
            MEAN   GRAPH OF AVERAGE IMPORTANCE OF TASKS IN TASK GROUP
                   1         2         3         4         5
YOUR               LITTLE              IMPORTANT           CRITICAL
AGENCY      3.0    XXXXXXXXXXXXXXXXXXXXXXXXXXXX

COMPARISON
GROUP       4.0    XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX

STATEWIDE
COMPOSITE   3.9    XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
                                  COMPARISON           STATEWIDE
                                  GROUP                COMPOSITE
RANGE ACROSS
AGENCIES                          3.0 TO 4.8           2.6 TO 5.0
```

```
            MEAN   GRAPH OF AVERAGE FREQUENCY OF TASKS IN TASK GROUP
                   1    2    3    4    5    6    7    8    9
YOUR               NEVER          MONTHLY        WEEKLY         DAILY
AGENCY      3.1    XXXXXXXXXXXXX

COMPARISON
GROUP       3.1    XXXXXXXXXXXXX

STATEWIDE
COMPOSITE   3.0    XXXXXXXXXXXXX
                                  COMPARISON           STATEWIDE
                                  GROUP                COMPOSITE
RANGE ACROSS
AGENCIES                          2.4 TO 4.3           1.8 TO 4.3
```

TOTAL ESTIMATED MONTHLY PERFORMANCE BY OFFICER OF TASKS IN TASK GROUP

```
                      YOUR           COMPARISON         STATEWIDE
                      AGENCY         GROUP              COMPOSITE
NUMBER OF TASKS
PERFORMED             7 TASKS        7 TASKS            7 TASKS

TOTAL MONTHLY         13.5           10.7               9.4
PERFORMANCE           TIMES PER MO   TIMES PER MO       TIMES PER MO

PERCENTAGE OF
AGENCIES WITH
LOWER VALUE                          73.3%              79.0%
```

AGENCY: EXAMPLE

AVERAGE IMPORTANCE OF TASKS IN TASK GROUP

TASK GROUP #31.RESTRAINING/SUBDUING

TASKS PERFORMED BY YOUR AGENCY	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
1.HANDCUFF SUSPECTS OR PRISONERS.	3.7	4.3	4.3
2.USE RESTRAINING DEVICES OTHER THAN HANDCUFFS (E.G., LEG IRONS, STRAPS).	3.5	3.4	3.4
3.SUBDUE ATTACKING PERSONS USING LOCKS, GRIPS, OR HOLDS (DO NOT INCLUDE MECHANICAL DEVICES).	3.0	4.1	4.1
4.SUBDUE RESISTING PERSONS USING LOCKS, GRIPS, OR HOLDS (DO NOT INCLUDE MECHANICAL DEVICES).	3.0	4.0	3.9
5.USING BATON, SUBDUE ATTACKING PERSONS.	2.7	4.1	4.1
6.USING BATON, SUBDUE RESISTING PERSONS.	2.7	4.0	3.9
7.RESORT TO USE OF HANDS OR FEET IN SELF-DEFENSE.	2.7	3.9	3.9

AVERAGE IMPORTANCE RATINGS

*   IMPORTANCE SCALE: 5=CRITICAL,4=VERY IMPORTANT,3=IMPORTANT,
    2=OF SOME IMPORTANCE,1=OF LITTLE IMPORTANCE

AGENCY: EXAMPLE

TASK GROUP SUMMARY INFORMATION
TASK GROUP #32.PHYSICAL PERFORMANCE

TASKS THAT INVOLVE PHYSICAL ACTIVITY SUCH AS LIFTING,
CARRYING OR DRAGGING HEAVY OBJECTS, CLIMBING OR JUMPING
OVER OBSTACLES, RUNNING, ETC.

```
          MEAN  GRAPH OF AVERAGE IMPORTANCE OF TASKS IN TASK GROUP
                1             2           3            4          5
YOUR            LITTLE                IMPORTANT              CRITICAL
AGENCY   2.5    XXXXXXXXXXXXXXXXXXXX

COMPARISON
GROUP    3.1    XXXXXXXXXXXXXXXXXXXXXXXXXX

STATEWIDE
COMPOSITE 3.1   XXXXXXXXXXXXXXXXXXXXXXXXXX
                                  COMPARISON          STATEWIDE
                                    GROUP             COMPOSITE
RANGE ACROSS
AGENCIES                          2.3 TO 3.9          1.6 TO 4.5
```

```
          MEAN  GRAPH OF AVERAGE FREQUENCY OF TASKS IN TASK GROUP
                1    2    3    4    5    6    7    8    9
YOUR            NEVER          MONTHLY      WEEKLY       DAILY
AGENCY   3.0    XXXXXXXXXXXXX

COMPARISON
GROUP    3.0    XXXXXXXXXXXXX

STATEWIDE
COMPOSITE 2.8   XXXXXXXXXXXX
                                  COMPARISON          STATEWIDE
                                    GROUP             COMPOSITE
RANGE ACROSS
AGENCIES                          2.1 TO 4.6          1.8 TO 4.6
```

TOTAL ESTIMATED MONTHLY PERFORMANCE BY OFFICER OF TASKS IN TASK GROUP

```
                    YOUR          COMPARISON         STATEWIDE
                    AGENCY          GROUP            COMPOSITE
NUMBER OF TASKS
PERFORMED           15 TASKS       16 TASKS          16 TASKS

TOTAL MONTHLY       8.5            10.0              8.5
PERFORMANCE         TIMES PER MO   TIMES PER MO      TIMES PER MO

PERCENTAGE OF
AGENCIES WITH
LOWER VALUE                        44.4%             59.8%
```

AGENCY: EXAMPLE

AVERAGE IMPORTANCE OF TASKS IN TASK GROUP
TASK GROUP #32.PHYSICAL PERFORMANCE

TASKS PERFORMED BY YOUR AGENCY	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
1.CARRY HEAVY OBJECTS (E.G., DISABLED PERSON OR EQUIPMENT).	3.0	3.1	3.1
2.LIFT HEAVY OBJECTS (E.G., DISABLED PERSON OR EQUIPMENT).	3.0	3.2	3.1
3.DRAG HEAVY OBJECTS (E.G., DISABLED PERSON OR EQUIPMENT).	3.0	3.1	3.1
4.PUSH HARD-TO-MOVE OBJECTS BY HAND (E.G., DISABLED OR ABANDONED VEHICLE).	2.7	2.6	2.6
5.PULL ONESELF UP OVER OBSTACLES.	2.7	3.2	3.1
6.USE BODY FORCE TO GAIN ENTRANCE THROUGH BARRIERS (E.G., LOCKED DOORS).	2.7	3.1	3.1
7.JUMP ACROSS DITCHES, STREAMS, ETC.	2.7	2.9	3.0
8.CLIMB UP TO ELEVATED SURFACES (E.G., ROOF).	2.7	3.1	3.1
9.JUMP DOWN FROM ELEVATED SURFACES.	2.7	3.1	3.1
10.JUMP OVER OBSTACLES.	2.3	3.1	3.1
11.BALANCE ONESELF ON UNEVEN OR NARROW SURFACES.	2.3	3.0	3.0
12.CRAWL IN CONFINED AREAS (E.G., ATTICS).	2.0	3.0	3.0
13.PURSUE ON FOOT FLEEING SUSPECTS.	2.0	3.7	3.7
14.CLIMB OVER OBSTACLES (E.G., WALLS).	2.0	3.2	3.2
15.CLIMB THROUGH OPENINGS (E.G., WINDOWS).	2.0	3.2	3.1
TASKS WHICH HAD NOT BEEN PERFORMED BY YOUR JOB ANALYSIS SAMPLE.			
16.SWIM OR TREAD WATER TO RETRIEVE BODIES, EVIDENCE, SAVE ONE'S LIFE, ETC.		3.1	3.1

AVERAGE IMPORTANCE RATINGS *

* IMPORTANCE SCALE: 5=CRITICAL,4=VERY IMPORTANT,3=IMPORTANT,
2=OF SOME IMPORTANCE,1=OF LITTLE IMPORTANCE

AGENCY: EXAMPLE

TASK GROUP SUMMARY INFORMATION
TASK GROUP #33.WEAPONS HANDLING

TASKS THAT INVOLVE THE ROUTINE AND NON-ROUTINE FIRING OF
FIREARMS OR OTHER WEAPONS (DURING REQUIRED PRACTICE, AT
INJURED OR DANGEROUS ANIMALS, ETC.).

```
-------------------------------------------------------------
            MEAN  GRAPH OF AVERAGE IMPORTANCE OF TASKS IN TASK GROUP
                  1         2         3         4         5
YOUR              LITTLE              IMPORTANT           CRITICAL
AGENCY      3.6   XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX

COMPARISON
GROUP       4.2   XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX

STATEWIDE
COMPOSITE   4.2   XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
                                     COMPARISON      STATEWIDE
                                     GROUP           COMPOSITE
RANGE ACROSS
AGENCIES                             2.9 TO 4.9      2.8 TO 5.0

-------------------------------------------------------------
            MEAN  GRAPH OF AVERAGE FREQUENCY OF TASKS IN TASK GROUP
                  1    2    3    4    5    6    7    8    9
YOUR              NEVER          MONTHLY    WEEKLY         DAILY
AGENCY      3.2   XXXXXXXXXXXXXX

COMPARISON
GROUP       2.3   XXXXXXXXX

STATEWIDE
COMPOSITE   2.2   XXXXXXXX
                                     COMPARISON      STATEWIDE
                                     GROUP           COMPOSITE
RANGE ACROSS
AGENCIES                             2.3 TO 4.7      2.2 TO 5.6
-------------------------------------------------------------
TOTAL ESTIMATED MONTHLY PERFORMANCE BY OFFICER OF TASKS IN TASK GROUP
                     YOUR         COMPARISON       STATEWIDE
                     AGENCY       GROUP            COMPOSITE
NUMBER OF TASKS
PERFORMED            5 TASKS      9 TASKS          9 TASKS

TOTAL MONTHLY        5.5          4.5              4.4
PERFORMANCE          TIMES PER MO TIMES PER MO     TIMES PER MO

PERCENTAGE OF
AGENCIES WITH
LOWER VALUE                       77.8%            80.4%
-------------------------------------------------------------
```

AGENCY: EXAMPLE

AVERAGE IMPORTANCE OF TASKS IN TASK GROUP

TASK GROUP #33.WEAPONS HANDLING

| | AVERAGE IMPORTANCE RATINGS * | | |
	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
TASKS PERFORMED BY YOUR AGENCY			
1.FIRE HANDGUN AT PERSON.	5.0	4.7	4.7
2.QUALIFY AND/OR ENGAGE IN REQUIRED PRACTICE OF OPERATION OF FIREARMS AND OTHER WEAPONS.	3.7	4.3	4.3
3.DISCHARGE FIREARM AT BADLY INJURED, DANGEROUS OR RABID ANIMALS.	3.3	3.6	3.5
4.CLEAN AND SERVICE WEAPONS.	3.3	4.1	4.1
5.DRAW FIREARM.	2.7	4.3	4.3
TASKS WHICH HAD NOT BEEN PERFORMED BY YOUR JOB ANALYSIS SAMPLE.			
6.FIRE WARNING SHOTS WITH HANDGUN OR RIFLE.		3.8**	3.9
7.FIRE SHOTGUN AT PERSON.		4.7	4.7
8.FIRE RIFLE AT PERSON.		4.5**	4.6
9.FIRE AUTOMATIC WEAPON SUCH AS MACHINE GUN OR MACHINE PISTOL (EXCLUDING TRAINING).		3.4	3.5

* IMPORTANCE SCALE: 5=CRITICAL,4=VERY IMPORTANT,3=IMPORTANT,
  2=OF SOME IMPORTANCE,1=OF LITTLE IMPORTANCE

** FOR 50% OR MORE OF THE AGENCIES IN YOUR COMPARISON GROUP
   THIS TASK HAD NOT BEEN PERFORMED OR THERE WAS MISSING DATA.

APPENDIX D

BEHAVIORAL WEIGHT INFORMATION PRINTOUT

AGENCY: EXAMPLE

BEHAVIORAL WEIGHTS

	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
COGNITIVE ABILITY	21.8%	21.7%	21.7%
1.INFORMATION PROCESSING	4.5%	4.6%	4.6%
2.SITUATIONAL REASONING	5.5%	5.4%	5.4%
3.LEARNING	5.3%	5.2%	5.2%
4.RECALL	6.4%	6.5%	6.5%
COMMUNICATION SKILL	12.3%	12.6%	12.6%
5.READING	2.7%	2.8%	2.8%
6.WRITING	1.4%	1.4%	1.4%
7.ORAL EXPRESSION	4.0%	4.2%	4.2%
8.ORAL COMPREHENSION	4.3%	4.2%	4.2%
SPECIAL SKILLS	7.2%	7.7%	7.8%
9.HANDWRITING	1.8%	1.9%	1.9%
10.ARITHMETIC COMPUTATION	0.7%	0.7%	0.8%
11.ILLUSTRATED MATERIALS	1.2%	1.3%	1.3%
12.ACCURACY	2.8%	3.0%	3.0%
13.DIAGRAMING/SKETCHING	0.7%	0.8%	0.8%
INTERPERSONAL RELATIONS	11.1%	11.0%	11.0%
14.INTERPERSONAL BEHAVIOR	3.9%	4.0%	4.0%
15.TEAMWORK	3.6%	3.5%	3.5%
16.INTEREST IN PEOPLE	3.6%	3.5%	3.5%
PERSONALITY CHARACTERISTICS	14.1%	13.7%	13.6%
17.ASSERTIVENESS	3.5%	3.5%	3.4%
18.EMOTIONAL SELF-CONTROL	3.9%	3.8%	3.7%
19.FLEXIBILITY/ADAPTABILITY	4.1%	4.2%	4.2%
20.CONFRONTATION	2.5%	2.3%	2.3%
WORKER CHARACTERISTICS	23.5%	23.7%	23.7%
21.INITIATIVE	7.0%	6.8%	6.8%
22.DEPENDABILITY	8.7%	8.7%	8.7%
23.APPEARANCE	3.1%	3.2%	3.2%
24.INTEGRITY	4.8%	4.9%	5.0%
PHYSICAL CHARACTERISTICS	10.1%	9.6%	9.5%
25.COORDINATION	3.5%	3.4%	3.4%
26.AGILITY	3.1%	3.0%	2.9%
27.BALANCE	1.1%	1.0%	1.0%
28.ENDURANCE	1.3%	1.2%	1.2%
29.STRENGTH	1.0%	1.0%	1.0%

APPENDIX E

INCIDENT GROUP SUMMARY INFORMATION AND
INCIDENT IMPORTANCE INFORMATION PRINTOUT

AGENCY: EXAMPLE

INCIDENT GROUP SUMMARY INFORMATION
INCIDENT GROUP # 1.THEFT/BURGLARY

INCIDENTS OF THEFT, BURGLARY AND RELATED ILLEGAL ACTIVITIES
SUCH AS RECEIVING STOLEN PROPERTY.

	MEAN	GRAPH OF AVERAGE IMPORTANCE OF INCIDENTS IN GROUP
		1 2 3 4 5
YOUR		LITTLE IMPORTANT . CRITICAL
AGENCY	2.5	XXXXXXXXXXXXXXXXXXX
COMPARISON		
GROUP	3.3	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
STATEWIDE		
COMPOSITE	3.3	XXXXXXXXXXXXXXXXXXXXXXXXXXXXX

	COMPARISON GROUP	STATEWIDE COMPOSITE
RANGE ACROSS AGENCIES	2.5 TO 4.1	2.5 TO 5.0

	MEAN	GRAPH OF AVERAGE FREQUENCY OF INCIDENTS IN GROUP
		1 2 3 4 5 6 7 8 9
YOUR		NEVER MONTHLY WEEKLY DAILY
AGENCY	3.3	XXXXXXXXXXXXXX
COMPARISON		
GROUP	4.2	XXXXXXXXXXXXXXXXXXX
STATEWIDE		
COMPOSITE	3.9	XXXXXXXXXXXXXXXXX

	COMPARISON GROUP	STATEWIDE COMPOSITE
RANGE ACROSS AGENCIES	3.3 TO 5.7	2.0 TO 5.7

TOTAL ESTIMATED MONTHLY RESPONSE BY OFFICER TO INCIDENTS IN GROUP

	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
NUMBER OF INCIDENTS IN GROUP	7 INCIDENTS	7 INCIDENTS	7 INCIDENTS
TOTAL MONTHLY RESPONSE	6.7 TIMES PER MO	16.9 TIMES PER MO	13.1 TIMES PER MO
PERCENTAGE OF AGENCIES WITH LOWER VALUE		0.0%	17.3%

AGENCY: EXAMPLE

AVERAGE IMPORTANCE OF INCIDENTS IN INCIDENT GROUP

INCIDENT GROUP # 1.THEFT/BURGLARY

	AVERAGE IMPORTANCE RATINGS *		
	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE

INCIDENTS REQUIRING RESPONSE IN YOUR AGENCY

	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
1.GRAND THEFT (EXCLUDING AUTO).	3.0	3.4	3.4
2.RECEIVING STOLEN PROPERTY.	3.0	3.4	3.4
3.MOTOR VEHICLE THEFT.	2.7	3.3	3.3
4.BURGLARY.	2.7	3.9	4.0
5.BICYCLE THEFT.	2.0	2.9	2.8
6.PETTY THEFT.	2.0	3.1	3.1
7.JOY RIDING.	2.0	3.2	3.1

* IMPORTANCE SCALE: 5=CRITICAL,4=VERY IMPORTANT,3=IMPORTANT,
  2=OF SOME IMPORTANCE,1=OF LITTLE IMPORTANCE

AGENCY: EXAMPLE

INCIDENT GROUP SUMMARY INFORMATION

INCIDENT GROUP # 2.FRAUD

INCIDENTS OF FRAUDULENT ACTIVITY SUCH AS DEFRAUDING AN
INNKEEPER, PASSING COUNTERFEIT MONEY, IMPERSONATING AN
OFFICER, ETC.

	MEAN	GRAPH OF AVERAGE IMPORTANCE OF INCIDENTS IN GROUP
		1 2 3 4 5
YOUR AGENCY	2.4	LITTLE IMPORTANT CRITICAL
XXXXXXXXXXXXXXXXXX
COMPARISON GROUP	3.0	XXXXXXXXXXXXXXXXXXXXXXXXX
STATEWIDE COMPOSITE	3.1	XXXXXXXXXXXXXXXXXXXXXXXXXX

	COMPARISON GROUP	STATEWIDE COMPOSITE
RANGE ACROSS AGENCIES	2.4 TO 4.0	1.5 TO 4.8

	MEAN	GRAPH OF AVERAGE FREQUENCY OF INCIDENTS IN GROUP
		1 2 3 4 5 6 7 8 9
YOUR AGENCY	1.7	NEVER MONTHLY WEEKLY DAILY
XXXXX
COMPARISON GROUP	2.2	XXXXXXXX
STATEWIDE COMPOSITE	2.1	XXXXXXXX

	COMPARISON GROUP	STATEWIDE COMPOSITE
RANGE ACROSS AGENCIES	1.7 TO 3.4	1.3 TO 3.5

TOTAL ESTIMATED MONTHLY RESPONSE BY OFFICER TO INCIDENTS IN GROUP

	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
NUMBER OF INCIDENTS IN GROUP	9 INCIDENTS	9 INCIDENTS	9 INCIDENTS
TOTAL MONTHLY RESPONSE	1.1 TIMES PER MO	2.4 TIMES PER MO	2.3 TIMES PER MO
PERCENTAGE OF AGENCIES WITH LOWER VALUE		2.2%	13.2%

AGENCY: EXAMPLE

AVERAGE IMPORTANCE OF INCIDENTS IN INCIDENT GROUP

INCIDENT GROUP # 2.FRAUD

	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
	AVERAGE IMPORTANCE RATINGS *		

INCIDENTS REQUIRING RESPONSE IN YOUR AGENCY

	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
1.EXTORTION.	3.0	3.2	3.3
2.PASS OR ATTEMPT TO PASS COUNTERFEIT MONEY.	2.7	3.1	3.2
3.CONSPIRACY.	2.7	3.2	3.2
4.FORGERY.	2.5	2.9	3.0
5.EMBEZZLEMENT.	2.3	2.9	3.0
6.CREDIT CARD THEFT OR MISUSE.	2.3	3.0	3.1
7.DEFRAUDING AN INNKEEPER.	2.0	2.9	2.9
8.IMPERSONATING AN OFFICER OR OTHER OFFICIAL.	2.0	3.3	3.3
9.BAD CHECK.	2.0	2.8	2.9

* IMPORTANCE SCALE: 5=CRITICAL,4=VERY IMPORTANT,3=IMPORTANT,
  2=OF SOME IMPORTANCE,1=OF LITTLE IMPORTANCE

AGENCY: EXAMPLE

INCIDENT GROUP SUMMARY INFORMATION

INCIDENT GROUP # 3.ASSUALT/ARMED ROBBERY/HOMICIDE

INCIDENTS OF VIOLENCE OR THREATENED VIOLENCE AGAINST PERSONS
SUCH AS ASSAULT, RAPE, HOMICIDE, ARMED ROBBERY.

	MEAN	GRAPH OF AVERAGE IMPORTANCE OF INCIDENTS IN GROUP
		1 2 3 4 5
		LITTLE IMPORTANT CRITICAL
YOUR AGENCY	3.2	XXXXXXXXXXXXXXXXXXXXXXXXXXXX
COMPARISON GROUP	4.2	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
STATEWIDE COMPOSITE	4.2	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX

	COMPARISON GROUP	STATEWIDE COMPOSITE
RANGE ACROSS AGENCIES	3.2 TO 4.8	3.2 TO 5.0

	MEAN	GRAPH OF AVERAGE FREQUENCY OF INCIDENTS IN GROUP
		1 2 3 4 5 6 7 8 9
		NEVER MONTHLY WEEKLY DAILY
YOUR AGENCY	2.8	XXXXXXXXXXXX
COMPARISON GROUP	2.8	XXXXXXXXXXXX
STATEWIDE COMPOSITE	2.7	XXXXXXXXXXXX

	COMPARISON GROUP	STATEWIDE COMPOSITE
RANGE ACROSS AGENCIES	2.3 TO 3.8	1.3 TO 4.8

TOTAL ESTIMATED MONTHLY RESPONSE BY OFFICER TO INCIDENTS IN GROUP

	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
NUMBER OF INCIDENTS IN GROUP	10 INCIDENTS	10 INCIDENTS	10 INCIDENTS
TOTAL MONTHLY RESPONSE	5.8 TIMES PER MO	6.6 TIMES PER MO	6.2 TIMES PER MO
PERCENTAGE OF AGENCIES WITH LOWER VALUE		42.2%	59.4%

AGENCY: EXAMPLE

AVERAGE IMPORTANCE OF INCIDENTS IN INCIDENT GROUP

INCIDENT GROUP # 3.ASSUALT/ARMED ROBBERY/HOMICIDE

	AVERAGE IMPORTANCE RATINGS *		
	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE

INCIDENTS REQUIRING RESPONSE IN YOUR AGENCY

	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
1.HOMICIDE.	4.0	4.5	4.6
2.ATTEMPTED MURDER.	3.7	4.5	4.5
3.ROBBERY - ARMED.	3.7	4.5	4.6
4.ASSAULT (FELONIOUS).	3.3	4.2	4.2
5.ASSAULT WITH INTENT TO COMMIT RAPE OR OTHER FELONY.	3.3	4.3	4.4
6.RAPE.	3.0	4.2	4.3
7.NEGLECTED OR ABUSED CHILDREN.	3.0	4.0	4.0
8.ROBBERY - STRONG ARM.	3.0	4.1	4.2
9.ASSAULT AND BATTERY.	2.7	3.8	3.8
10.SEX CRIME (OTHER THAN RAPE, PROSTITUTION OR INDECENT EXPOSURE).	2.3	3.8	3.8

* IMPORTANCE SCALE: 5=CRITICAL,4=VERY IMPORTANT,3=IMPORTANT,
2=OF SOME IMPORTANCE,1=OF LITTLE IMPORTANCE

AGENCY: EXAMPLE

INCIDENT GROUP SUMMARY INFORMATION
INCIDENT GROUP # 4.KIDNAPPED/MISSING PERSON

INCIDENTS INVOLVING THE VOLUNTARY OR INVOLUNTARY ABSENCE
OF SOMEONE (MISSING PERSON, CHILD STEALING, KIDNAPPING,
ETC.).

	MEAN	GRAPH OF AVERAGE IMPORTANCE OF INCIDENTS IN GROUP
		1 2 3 4 5
YOUR AGENCY	2.7	LITTLE IMPORTANT CRITICAL
		XXXXXXXXXXXXXXXXXXXXXXXXX
COMPARISON GROUP	3.7	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
STATEWIDE COMPOSITE	3.7	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX

	COMPARISON GROUP	STATEWIDE COMPOSITE
RANGE ACROSS AGENCIES	2.8 TO 4.5	1.5 TO 5.0

	MEAN	GRAPH OF AVERAGE FREQUENCY OF INCIDENTS IN GROUP
		1 2 3 4 5 6 7 8 9
YOUR AGENCY	2.8	NEVER MONTHLY WEEKLY DAILY
		XXXXXXXXXXX
COMPARISON GROUP	2.7	XXXXXXXXXXX
STATEWIDE COMPOSITE	2.6	XXXXXXXXXX

	COMPARISON GROUP	STATEWIDE COMPOSITE
RANGE ACROSS AGENCIES	1.9 TO 3.3	1.6 TO 5.0

TOTAL ESTIMATED MONTHLY RESPONSE BY OFFICER TO INCIDENTS IN GROUP

	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
NUMBER OF INCIDENTS IN GROUP	4 INCIDENTS	4 INCIDENTS	4 INCIDENTS
TOTAL MONTHLY RESPONSE	1.9 TIMES PER MO	2.0 TIMES PER MO	1.9 TIMES PER MO
PERCENTAGE OF AGENCIES WITH LOWER VALUE		46.7%	61.2%

AGENCY: EXAMPLE

AVERAGE IMPORTANCE OF INCIDENTS IN INCIDENT GROUP

INCIDENT GROUP # 4.KIDNAPPED/MISSING PERSON

	AVERAGE IMPORTANCE RATINGS *		
	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE

INCIDENTS REQUIRING RESPONSE IN YOUR AGENCY

	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
1.KIDNAPPING.	3.3	4.3	4.3
2.CHILD STEALING.	2.7	3.7	3.7
3.LOST CHILD.	2.7	3.6	3.7
4.MISSING PERSON.	2.3	2.9	3.0

* IMPORTANCE SCALE: 5=CRITICAL,4=VERY IMPORTANT,3=IMPORTANT,
2=OF SOME IMPORTANCE,1=OF LITTLE IMPORTANCE

AGENCY: EXAMPLE

INCIDENT GROUP SUMMARY INFORMATION
INCIDENT GROUP # 5.RECKLESS/DRUNK DRIVING

INCIDENTS OF IMPROPER OPERATION OF A MOTOR VEHICLE SUCH AS
HIT AND RUN, RECKLESS DRIVING, SPEEDING AND DRUNK DRIVING.

	MEAN	GRAPH OF AVERAGE IMPORTANCE OF INCIDENTS IN GROUP
		1 2 3 4 5
YOUR AGENCY	2.6	LITTLE IMPORTANT CRITICAL
		XXXXXXXXXXXXXXXXXXXX
COMPARISON GROUP	3.4	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
STATEWIDE COMPOSITE	3.4	XXXXXXXXXXXXXXXXXXXXXXXXXXXXX

	COMPARISON GROUP	STATEWIDE COMPOSITE
RANGE ACROSS AGENCIES	2.6 TO 4.5	1.7 TO 5.0

	MEAN	GRAPH OF AVERAGE FREQUENCY OF INCIDENTS IN GROUP
		1 2 3 4 5 6 7 8 9
YOUR AGENCY	4.6	NEVER MONTHLY WEEKLY DAILY
		XXXXXXXXXXXXXXXXXXXXXXX
COMPARISON GROUP	5.1	XXXXXXXXXXXXXXXXXXXXXXXXXX
STATEWIDE COMPOSITE	4.7	XXXXXXXXXXXXXXXXXXXXX

	COMPARISON GROUP	STATEWIDE COMPOSITE
RANGE ACROSS AGENCIES	3.7 TO 6.5	2.3 TO 6.5

TOTAL ESTIMATED MONTHLY RESPONSE BY OFFICER TO INCIDENTS IN GROUP

	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
NUMBER OF INCIDENTS IN GROUP	5 INCIDENTS	5 INCIDENTS	5 INCIDENTS
TOTAL MONTHLY RESPONSE	11.4 TIMES PER MO	19.2 TIMES PER MO	15.9 TIMES PER MO
PERCENTAGE OF AGENCIES WITH LOWER VALUE		13.3%	37.0%

AGENCY: EXAMPLE

AVERAGE IMPORTANCE OF INCIDENTS IN INCIDENT GROUP

INCIDENT GROUP # 5.RECKLESS/DRUNK DRIVING

INCIDENTS REQUIRING RESPONSE IN YOUR AGENCY	AVERAGE IMPORTANCE RATINGS *		
	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
1.TRAFFIC ACCIDENT.	3.0	3.5	3.5
2.HIT AND RUN.	2.7	3.4	3.4
3.DRUNK DRIVER.	2.7	3.6	3.6
4.RECKLESS DRIVING.	2.3	3.4	3.4
5.RACING/SPEEDING MOTOR VEHICLE.	2.3	3.1	3.1

* IMPORTANCE SCALE: 5=CRITICAL,4=VERY IMPORTANT,3=IMPORTANT,
2=OF SOME IMPORTANCE,1=OF LITTLE IMPORTANCE

AGENCY: EXAMPLE

INCIDENT GROUP SUMMARY INFORMATION
INCIDENT GROUP # 5.LIQUOR/DRUG VIOLATIONS

INCIDENTS OF DRUG OR LIQUOR LAW VIOLATIONS (ABC VIOLATIONS,
ILLEGAL USE OF NARCOTICS, ETC.).

	MEAN	GRAPH OF AVERAGE IMPORTANCE OF INCIDENTS IN GROUP
		1 2 3 4 5
YOUR AGENCY	2.5	LITTLE IMPORTANT CRITICAL
		XXXXXXXXXXXXXXXXXX
COMPARISON GROUP	3.2	XXXXXXXXXXXXXXXXXXXXXXXXXX
STATEWIDE COMPOSITE	3.2	XXXXXXXXXXXXXXXXXXXXXXXXXX

	COMPARISON GROUP	STATEWIDE COMPOSITE
RANGE ACROSS AGENCIES	2.5 TO 4.2	1.5 TO 5.0

	MEAN	GRAPH OF AVERAGE FREQUENCY OF INCIDENTS IN GROUP
		1 2 3 4 5 6 7 8 9
YOUR AGENCY	4.0	NEVER MONTHLY WEEKLY DAILY
		XXXXXXXXXXXXXXXXXX
COMPARISON GROUP	3.5	XXXXXXXXXXXXXXXX
STATEWIDE COMPOSITE	3.3	XXXXXXXXXXXXXX

	COMPARISON GROUP	STATEWIDE COMPOSITE
RANGE ACROSS AGENCIES	2.4 TO 5.0	1.8 TO 7.0

TOTAL ESTIMATED MONTHLY RESPONSE BY OFFICER TO INCIDENTS IN GROUP

	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
NUMBER OF INCIDENTS IN GROUP	2 INCIDENTS	2 INCIDENTS	2 INCIDENTS
TOTAL MONTHLY RESPONSE	2.6 TIMES PER MO	2.0 TIMES PER MO	1.9 TIMES PER MO
PERCENTAGE OF AGENCIES WITH LOWER VALUE		73.3%	76.3%

AGENCY: EXAMPLE

AVERAGE IMPORTANCE OF INCIDENTS IN INCIDENT GROUP

INCIDENT GROUP # 5.LIQUOR/DRUG VIOLATIONS

	AVERAGE IMPORTANCE RATINGS *		
	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE

INCIDENTS REQUIRING RESPONSE IN YOUR AGENCY

	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
1.NARCOTIC OR DRUG OFFENSE.	2.7	3.4	3.5
2.LIQUOR LAW VIOLATIONS (ABC VIOLATIONS).	2.3	2.9	2.9

----

* IMPORTANCE SCALE: 5=CRITICAL,4=VERY IMPORTANT,3=IMPORTANT,
2=OF SOME IMPORTANCE,1=OF LITTLE IMPORTANCE

AGENCY: EXAMPLE

INCIDENT GROUP SUMMARY INFORMATION
INCIDENT GROUP # 7.SUSPICIOUS/ABANDONED OBJECTS

INCIDENTS REQUIRING THE EXAMINATION OF SUSPICIOUS/ABANDONED OBJECTS, VEHICLES OR PROPERTY.

	MEAN	GRAPH OF AVERAGE IMPORTANCE OF INCIDENTS IN GROUP
		1 2 3 4 5
YOUR AGENCY	2.5	LITTLE IMPORTANT CRITICAL XXXXXXXXXXXXXXXXXXXX
COMPARISON GROUP	2.9	XXXXXXXXXXXXXXXXXXXXXXXX
STATEWIDE COMPOSITE	2.3	XXXXXXXXXXXXXXXXXXXXXXX

	COMPARISON GROUP	STATEWIDE COMPOSITE
RANGE ACROSS AGENCIES	2.4 TO 3.7	2.0 TO 4.7

	MEAN	GRAPH OF AVERAGE FREQUENCY OF INCIDENTS IN GROUP
		1 2 3 4 5 6 7 8 9
YOUR AGENCY	3.9	NEVER MONTHLY WEEKLY DAILY XXXXXXXXXXXXXXXXX
COMPARISON GROUP	4.3	XXXXXXXXXXXXXXXXXXXXX
STATEWIDE COMPOSITE	4.2	XXXXXXXXXXXXXXXXXXX

	COMPARISON GROUP	STATEWIDE COMPOSITE
RANGE ACROSS AGENCIES	3.4 TO 5.1	2.5 TO 5.4

TOTAL ESTIMATED MONTHLY RESPONSE BY OFFICER TO INCIDENTS IN GROUP

	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
NUMBER OF INCIDENTS IN GROUP	5 INCIDENTS	5 INCIDENTS	5 INCIDENTS
TOTAL MONTHLY RESPONSE	9.1 TIMES PER MO	16.7 TIMES PER MO	14.3 TIMES PER MO
PERCENTAGE OF AGENCIES WITH LOWER VALUE		11.1%	28.8%

AGENCY: EXAMPLE

AVERAGE IMPORTANCE OF INCIDENTS IN INCIDENT GROUP

INCIDENT GROUP # 7.SUSPICIOUS/ABANDONED OBJECTS

	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
INCIDENTS REQUIRING RESPONSE IN YOUR AGENCY			
1.DEAD BODY (EXCLUDING HOMICIDE).	3.3	3.5	3.6
2.SUSPICIOUS OBJECT.	3.0	3.2	3.1
3.SUSPICIOUS PERSON/VEHICLE.	2.7	3.2	3.2
4.ABANDONED HOUSE OR BUILDING.	2.0	2.1	2.1
5.ABANDONED VEHICLE.	1.7	2.3	2.3

AVERAGE IMPORTANCE RATINGS

* IMPORTANCE SCALE: 5=CRITICAL,4=VERY IMPORTANT,3=IMPORTANT,
  2=OF SOME IMPORTANCE,1=OF LITTLE IMPORTANCE

AGENCY: EXAMPLE

INCIDENT GROUP SUMMARY INFORMATION
INCIDENT GROUP # 8.ILLEGAL ALIENS/PAROLE VIOLATORS

INCIDENTS INVOLVING ILLEGALLY SITUATED PERSONS SUCH AS
MILITARY DESERTERS, ILLEGAL ALIENS AND PAROLE VIOLATORS.

	MEAN	GRAPH OF AVERAGE IMPORTANCE OF INCIDENTS IN GROUP
		1 2 3 4 5
YOUR AGENCY	1.8	LITTLE IMPORTANT CRITICAL XXXXXXXXXXX
COMPARISON GROUP	2.5	XXXXXXXXXXXXXXXXXXXX
STATEWIDE COMPOSITE	2.5	XXXXXXXXXXXXXXXXXXXX

	COMPARISON GROUP	STATEWIDE COMPOSITE
RANGE ACROSS AGENCIES	1.5 TO 3.7	1.0 TO 4.0

	MEAN	GRAPH OF AVERAGE FREQUENCY OF INCIDENTS IN GROUP
		1 2 3 4 5 6 7 8 9
YOUR AGENCY	2.7	NEVER MONTHLY WEEKLY DAILY XXXXXXXXXXX
COMPARISON GROUP	2.7	XXXXXXXXXXX
STATEWIDE COMPOSITE	2.7	XXXXXXXXXXX

	COMPARISON GROUP	STATEWIDE COMPOSITE
RANGE ACROSS AGENCIES	1.5 TO 4.6	1.3 TO 5.5

TOTAL ESTIMATED MONTHLY RESPONSE BY OFFICER TO INCIDENTS IN GROUP

	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
NUMBER OF INCIDENTS IN GROUP	3 INCIDENTS	3 INCIDENTS	3 INCIDENTS
TOTAL MONTHLY RESPONSE	1.4 TIMES PER MO	2.0 TIMES PER MO	2.2 TIMES PER MO
PERCENTAGE OF AGENCIES WITH LOWER VALUE		53.3%	60.3%

AGENCY: EXAMPLE

AVERAGE IMPORTANCE OF INCIDENTS IN INCIDENT GROUP

INCIDENT GROUP # 8.ILLEGAL ALIENS/PAROLE VIOLATORS

	AVERAGE IMPORTANCE RATINGS *		
	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
INCIDENTS REQUIRING RESPONSE IN YOUR AGENCY			
1.PAROLE OR PROBATION VIOLATION.	2.0	2.9	2.9
2.DESERTION OR AWOL FROM MILITARY.	1.7	2.3	2.4
3.ILLEGAL ALIEN.	1.7	2.3	2.2

* IMPORTANCE SCALE: 5=CRITICAL,4=VERY IMPORTANT,3=IMPORTANT,
2=OF SOME IMPORTANCE,1=OF LITTLE IMPORTANCE

AGENCY: EXAMPLE

INCIDENT GROUP SUMMARY INFORMATION

INCIDENT GROUP # 9.HAZARDS

INCIDENTS INVOLVING HAZARDOUS SITUATIONS SUCH AS DOWNED
WIRES, DANGEROUS/INJURED ANIMALS, HEALTH HAZARDS, TRAFFIC
HAZARDS, ETC.

	MEAN	GRAPH OF AVERAGE IMPORTANCE OF INCIDENTS IN GROUP
		1 2 3 4 5
YOUR AGENCY	2.6	LITTLE IMPORTANT CRITICAL XXXXXXXXXXXXXXXXXXXXXX
COMPARISON GROUP	3.0	XXXXXXXXXXXXXXXXXXXXXXXXXX
STATEWIDE COMPOSITE	3.0	XXXXXXXXXXXXXXXXXXXXXXXXXX

	COMPARISON GROUP	STATEWIDE COMPOSITE
RANGE ACROSS AGENCIES	2.3 TO 4.0	1.7 TO 4.8

	MEAN	GRAPH OF AVERAGE FREQUENCY OF INCIDENTS IN GROUP
		1 2 3 4 5 6 7 8 9
YOUR AGENCY	3.4	NEVER MONTHLY WEEKLY DAILY XXXXXXXXXXXXXXX
COMPARISON GROUP	3.4	XXXXXXXXXXXXXXX
STATEWIDE COMPOSITE	3.2	XXXXXXXXXXXXX

	COMPARISON GROUP	STATEWIDE COMPOSITE
RANGE ACROSS AGENCIES	2.6 TO 4.3	1.9 TO 4.6

TOTAL ESTIMATED MONTHLY RESPONSE BY OFFICER TO INCIDENTS IN GROUP

	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
NUMBER OF INCIDENTS IN GROUP	8 INCIDENTS	9 INCIDENTS	9 INCIDENTS
TOTAL MONTHLY RESPONSE	10.5 TIMES PER MO	12.2 TIMES PER MO	9.8 TIMES PER MO
PERCENTAGE OF AGENCIES WITH LOWER VALUE		44.4%	63.9%

AVERAGE IMPORTANCE OF INCIDENTS IN INCIDENT GROUP

INCIDENT GROUP # 9.HAZARDS

	AVERAGE IMPORTANCE RATINGS *		
	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE

INCIDENTS REQUIRING RESPONSE IN YOUR AGENCY

1.MALFUNCTIONING TRAFFIC CONTROL DEVICE.	3.0	3.0	3.0
2.RUPTURED WATER OR GAS LINE.	3.0	3.1	3.1
3.TRAFFIC HAZARD.	2.7	3.1	3.2
4.FIRE.	2.7	3.3	3.4
5.SITUATION REQUIRING TRAFFIC CONTROL.	2.7	3.0	3.0
6.DOWNED WIRES.	2.3	3.2	3.3
7.OTHER PUBLIC SAFETY AND/OR HEALTH HAZARD.	2.3	3.1	3.0
8.DANGEROUS ANIMAL.	2.0	3.0	3.0

INCIDENTS TO WHICH OFFICERS IN YOUR SAMPLE HAD NEVER RESPONDED.

9.CAPTURE DANGEROUS/INJURED ANIMALS.		2.4	2.4

*   IMPORTANCE SCALE: 5=CRITICAL,4=VERY IMPORTANT,3=IMPORTANT,
    2=OF SOME IMPORTANCE,1=OF LITTLE IMPORTANCE

INCIDENT GROUP SUMMARY INFORMATION
INCIDENT GROUP #10.ILLEGAL WEAPONS

    INCIDENTS OF ILLEGAL POSSESSION OR USE OF A WEAPON
    (CONCEALED WEAPON, BRANDISHING A WEAPON, POSSESSION OF
    ILLEGAL WEAPON, ETC.).

	MEAN	GRAPH OF AVERAGE IMPORTANCE OF INCIDENTS IN GROUP
		1 2 3 4 5
YOUR AGENCY	2.7	LITTLE IMPORTANT CRITICAL XXXXXXXXXXXXXXXXXXXXXXXX
COMPARISON GROUP	3.8	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
STATEWIDE COMPOSITE	3.8	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX

		COMPARISON GROUP	STATEWIDE COMPOSITE
RANGE ACROSS AGENCIES		2.7 TO 4.7	2.0 TO 5.0

	MEAN	GRAPH OF AVERAGE FREQUENCY OF INCIDENTS IN GROUP
		1 2 3 4 5 6 7 8 9
YOUR AGENCY	2.5	NEVER MONTHLY WEEKLY DAILY XXXXXXXXXX
COMPARISON GROUP	2.9	XXXXXXXXXXXX
STATEWIDE COMPOSITE	2.9	XXXXXXXXXXXX

		COMPARISON GROUP	STATEWIDE COMPOSITE
RANGE ACROSS AGENCIES		2.1 TO 4.0	1.6 TO 5.3

TOTAL ESTIMATED MONTHLY RESPONSE BY OFFICER TO INCIDENTS IN GROUP

	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
NUMBER OF INCIDENTS IN GROUP	4 INCIDENTS	4 INCIDENTS	4 INCIDENTS
TOTAL MONTHLY RESPONSE	1.3 TIMES PER MO	1.9 TIMES PER MO	2.1 TIMES PER MO
PERCENTAGE OF AGENCIES WITH LOWER VALUE		15.6%	23.7%

AVERAGE IMPORTANCE OF INCIDENTS IN INCIDENT GROUP

INCIDENT GROUP #10.ILLEGAL WEAPONS

	AVERAGE IMPORTANCE RATINGS *		
	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE

INCIDENTS REQUIRING RESPONSE IN YOUR AGENCY

1.CONCEALED OR LOADED WEAPON.	3.3	4.2	4.2
2.BRANDISHING WEAPON.	2.7	4.1	4.1
3.DISCHARGE OF A FIREARM.	2.3	3.5	3.5
4.ILLEGAL WEAPONS (E.G., BRASS KNUCKLES, SWITCHBLADE KNIVES).	2.3	3.4	3.4

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*   IMPORTANCE SCALE: 5=CRITICAL,4=VERY IMPORTANT,3=IMPORTANT,
    2=OF SOME IMPORTANCE,1=OF LITTLE IMPORTANCE

INCIDENT GROUP SUMMARY INFORMATION

INCIDENT GROUP #11.EMERGENCY ASSISTANCE

    INCIDENTS REQUIRING EMERGENCY ASSISTANCE AND/OR RESPONSE
    (RIOTS, JAIL/PRISON BREAKS, OFFICER REQUESTS FOR ASSISTANCE,
    ETC.).

	MEAN	GRAPH OF AVERAGE IMPORTANCE OF INCIDENTS IN GROUP
		1 2 3 4 5
YOUR AGENCY	3.1	LITTLE IMPORTANT CRITICAL XXXXXXXXXXXXXXXXXXXXXXXXXXXXX
COMPARISON GROUP	4.0	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
STATEWIDE COMPOSITE	4.1	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX

	COMPARISON GROUP	STATEWIDE COMPOSITE
RANGE ACROSS AGENCIES	3.1 TO 4.8	2.3 TO 5.0

	MEAN	GRAPH OF AVERAGE FREQUENCY OF INCIDENTS IN GROUP
		1 2 3 4 5 6 7 8 9
YOUR AGENCY	3.4	NEVER MONTHLY WEEKLY DAILY XXXXXXXXXXXXXX
COMPARISON GROUP	3.1	XXXXXXXXXXXXX
STATEWIDE COMPOSITE	3.0	XXXXXXXXXXXX

	COMPARISON GROUP	STATEWIDE COMPOSITE
RANGE ACROSS AGENCIES	2.8 TO 4.0	2.0 TO 6.5

TOTAL ESTIMATED MONTHLY RESPONSE BY OFFICER TO INCIDENTS IN GROUP

	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
NUMBER OF INCIDENTS IN GROUP	6 INCIDENTS	7 INCIDENTS	7 INCIDENTS
TOTAL MONTHLY RESPONSE	13.7 TIMES PER MO	17.0 TIMES PER MO	13.1 TIMES PER MO
PERCENTAGE OF AGENCIES WITH LOWER VALUE		35.6%	54.8%

AGENCY: EXAMPLE

AVERAGE IMPORTANCE OF INCIDENTS IN INCIDENT GROUP

INCIDENT GROUP #11.EMERGENCY ASSISTANCE

	AVERAGE IMPORTANCE RATINGS *		
	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE

INCIDENTS REQUIRING RESPONSE IN YOUR AGENCY

	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
1.RIOT.	3.3	4.3	4.3
2.OFFICER REQUEST FOR ASSISTANCE.	3.3	4.3	4.4
3.ACTIVATED ALARM.	3.3	3.8	3.8
4.FUGITIVE REPORTED TO BE AT A LOCATION.	3.0	3.9	3.9
5.UNLAWFUL POSSESSION OR USE OF EXPLOSIVES.	3.0	4.0	4.1
6.BOMB THREAT.	2.7	3.9	4.0

INCIDENTS TO WHICH OFFICERS IN YOUR SAMPLE
HAD NEVER RESPONDED.

7.JAIL/PRISON BREAK.		4.1	4.0

* IMPORTANCE SCALE: 5=CRITICAL,4=VERY IMPORTANT,3=IMPORTANT,
  2=OF SOME IMPORTANCE,1=OF LITTLE IMPORTANCE

AGENCY: EXAMPLE

INCIDENT GROUP SUMMARY INFORMATION
INCIDENT GROUP #12.NUISANCES

INCIDENTS OF NUISANCE ACTIVITY SUCH AS BEGGING, LITTERING,
LOITERING, TRESPASSING, ETC.

	MEAN	GRAPH OF AVERAGE IMPORTANCE OF INCIDENTS IN GROUP
		1 2 3 4 5
YOUR AGENCY	2.0	LITTLE IMPORTANT CRITICAL XXXXXXXXXXXXX
COMPARISON GROUP	2.8	XXXXXXXXXXXXXXXXXXXXXXX
STATEWIDE COMPOSITE	2.8	XXXXXXXXXXXXXXXXXXXXXX

	COMPARISON GROUP	STATEWIDE COMPOSITE
RANGE ACROSS AGENCIES	2.0 TO 3.5	1.7 TO 4.2

	MEAN	GRAPH OF AVERAGE FREQUENCY OF INCIDENTS IN GROUP
		1 2 3 4 5 6 7 8 9
YOUR AGENCY	2.6	NEVER MONTHLY WEEKLY DAILY XXXXXXXXXX
COMPARISON GROUP	3.3	XXXXXXXXXXXXXX
STATEWIDE COMPOSITE	3.2	XXXXXXXXXXXXX

	COMPARISON GROUP	STATEWIDE COMPOSITE
RANGE ACROSS AGENCIES	2.6 TO 4.3	2.3 TO 4.8

TOTAL ESTIMATED MONTHLY RESPONSE BY OFFICER TO INCIDENTS IN GROUP

	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
NUMBER OF INCIDENTS IN GROUP	13 INCIDENTS	13 INCIDENTS	13 INCIDENTS
TOTAL MONTHLY RESPONSE	6.5 TIMES PER MO	14.8 TIMES PER MO	14.3 TIMES PER MO
PERCENTAGE OF AGENCIES WITH LOWER VALUE		4.4%	9.6%

AGENCY: EXAMPLE

AVERAGE IMPORTANCE OF INCIDENTS IN INCIDENT GROUP

INCIDENT GROUP #12.NUISANCES

| | AVERAGE IMPORTANCE RATINGS * | | |
	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
INCIDENTS REQUIRING RESPONSE IN YOUR AGENCY			
1.THROWING OR LAUNCHING OBJECTS AT MOVING VEHICLES.	2.7	3.2	3.2
2.CONTRIBUTING TO DELINQUENCY OF A MINOR.	2.7	3.3	3.3
3.PUBLIC NUISANCE.	2.0	2.7	2.7
4.BEGGING.	2.0	2.2	2.3
5.TRESPASSING.	2.0	2.8	2.8
6.LOITERING.	2.0	2.4	2.4
7.MALICIOUS MISCHIEF.	2.0	2.8	2.8
8.OBSCENE OR THREATENING PHONE CALLS.	2.0	2.8	2.8
9.PROSTITUTION.	2.0	2.8	2.8
10.INDECENT EXPOSURE.	2.0	3.3	3.1
11.PROWLING.	2.0	3.3	3.3
12.LITTERING.	1.7	2.2	2.3
13.CRUELTY TO ANIMALS.	1.7	2.6	2.6

* IMPORTANCE SCALE: 5=CRITICAL,4=VERY IMPORTANT,3=IMPORTANT,
2=OF SOME IMPORTANCE,1=OF LITTLE IMPORTANCE

AGENCY: EXAMPLE

INCIDENT GROUP SUMMARY INFORMATION
INCIDENT GROUP #13.DISTURBANCES OF THE PEACE

DISTURBING THE PEACE AND OTHER INCIDENTS INVOLVING GENERAL
DISRUPTION OF NORMAL ACTIVITY (LABOR/MANAGEMENT DISPUTES,
REPOSSESSION DISPUTES, DRUNK IN PUBLIC, ETC.).

	MEAN	GRAPH OF AVERAGE IMPORTANCE OF INCIDENTS IN GROUP
		1 2 3 4 5
YOUR AGENCY	2.1	LITTLE IMPORTANT CRITICAL
		XXXXXXXXXXXXXX
COMPARISON GROUP	3.2	XXXXXXXXXXXXXXXXXXXXXXXXXXXXX
STATEWIDE COMPOSITE	3.2	XXXXXXXXXXXXXXXXXXXXXXXXXXXX

	COMPARISON GROUP	STATEWIDE COMPOSITE
RANGE ACROSS AGENCIES	2.1 TO 4.1	1.9 TO 4.8

	MEAN	GRAPH OF AVERAGE FREQUENCY OF INCIDENTS IN GROUP
		1 2 3 4 5 6 7 8 9
YOUR AGENCY	5.0	NEVER MONTHLY WEEKLY DAILY
		XXXXXXXXXXXXXXXXXXXXXXXXXX
COMPARISON GROUP	4.9	XXXXXXXXXXXXXXXXXXXXXXXXX
STATEWIDE COMPOSITE	4.6	XXXXXXXXXXXXXXXXXXXXXX

	COMPARISON GROUP	STATEWIDE COMPOSITE
RANGE ACROSS AGENCIES	2.9 TO 5.7	2.4 TO 6.8

TOTAL ESTIMATED MONTHLY RESPONSE BY OFFICER TO INCIDENTS IN GROUP

	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
NUMBER OF INCIDENTS IN GROUP	15 INCIDENTS	15 INCIDENTS	15 INCIDENTS
TOTAL MONTHLY RESPONSE	64.8 TIMES PER MO	58.5 TIMES PER MO	49.3 TIMES PER MO
PERCENTAGE OF AGENCIES WITH LOWER VALUE		66.7%	77.6%

AVERAGE IMPORTANCE OF INCIDENTS IN INCIDENT GROUP

INCIDENT GROUP #13.DISTURBANCES OF THE PEACE

	AVERAGE IMPORTANCE RATINGS *		
	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE

INCIDENTS REQUIRING RESPONSE IN YOUR AGENCY

	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
1.DISTURBING THE PEACE - FAMILY.	3.3	3.7	3.7
2.DISTURBING THE PEACE - CUSTOMER.	2.7	3.3	3.3
3.DISTURBING THE PEACE - FIGHT.	2.7	3.7	3.7
4.DISTURBING THE PEACE - JUVENILES.	2.3	3.4	3.4
5.MENTAL ILLNESS.	2.3	3.3	3.4
6.DISTURBING THE PEACE - OTHER (E.G., HARASSMENT, CHALLENGING TO FIGHT).	2.3	3.3	3.4
7.LABOR/MANAGEMENT DISPUTE.	2.3	2.9	2.9
8.KEEP THE PEACE.	2.0	3.2	3.2
9.DISTURBING THE PEACE - NOISE (E.G., MUSIC, BARKING DOG).	1.7	2.8	2.8
10.DISTURBING THE PEACE - NEIGHBOR.	1.7	3.2	3.2
11.REPOSSESSION DISPUTE.	1.7	2.8	2.8
12.DISTURBING THE PEACE - LANDLORD/TENANT.	1.7	3.2	3.2
13.DRUNK IN PUBLIC.	1.7	2.9	2.9
14.INCORRIGIBLE JUVENILE.	1.7	3.0	3.0
15.DISTURBING THE PEACE - PARTY.	1.7	3.2	3.1

* IMPORTANCE SCALE: 5=CRITICAL,4=VERY IMPORTANT,3=IMPORTANT, 2=OF SOME IMPORTANCE,1=OF LITTLE IMPORTANCE

INCIDENT GROUP SUMMARY INFORMATION

INCIDENT GROUP #14.MEDICAL EMERGENCIES

INCIDENTS REQUIRING EMERGENCY MEDICAL ATTENTION (ATTEMPTED SUICIDES, DRUG OVERDOSES, ETC.).

	MEAN	GRAPH OF AVERAGE IMPORTANCE OF INCIDENTS IN GROUP
		1 2 3 4 5
YOUR AGENCY	2.7	LITTLE IMPORTANT CRITICAL XXXXXXXXXXXXXXXXXXXXXXXX
COMPARISON GROUP	3.7	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
STATEWIDE COMPOSITE	3.8	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX

	COMPARISON GROUP	STATEWIDE COMPOSITE
RANGE ACROSS AGENCIES	2.7 TO 4.8	2.5 TO 5.0

	MEAN	GRAPH OF AVERAGE FREQUENCY OF INCIDENTS IN GROUP
		1 2 3 4 5 6 7 8 9
YOUR AGENCY	3.6	NEVER MONTHLY WEEKLY DAILY XXXXXXXXXXXXXXXXXX
COMPARISON GROUP	3.7	XXXXXXXXXXXXXXXXXX
STATEWIDE COMPOSITE	3.4	XXXXXXXXXXXXXX

	COMPARISON GROUP	STATEWIDE COMPOSITE
RANGE ACROSS AGENCIES	2.3 TO 4.8	1.8 TO 5.8

TOTAL ESTIMATED MONTHLY RESPONSE BY OFFICER TO INCIDENTS IN GROUP

	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
NUMBER OF INCIDENTS IN GROUP	3 INCIDENTS	3 INCIDENTS	3 INCIDENTS
TOTAL MONTHLY RESPONSE	2.3 TIMES PER MO	3.8 TIMES PER MO	3.2 TIMES PER MO
PERCENTAGE OF AGENCIES WITH LOWER VALUE		24.4%	43.8%

AGENCY: EXAMPLE

AVERAGE IMPORTANCE OF INCIDENTS IN INCIDENT GROUP

INCIDENT GROUP #14.MEDICAL EMERGENCIES

	AVERAGE IMPORTANCE RATINGS *		
	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE

INCIDENTS REQUIRING RESPONSE IN YOUR AGENCY

	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
1.ATTEMPTED SUICIDE.	2.7	4.0	4.0
2.DRUG OVERDOSE.	2.7	3.6	3.6
3.OTHER MEDICAL EMERGENCIES.	2.7	3.6	3.6

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* IMPORTANCE SCALE: 5=CRITICAL,4=VERY IMPORTANT,3=IMPORTANT,
  2=OF SOME IMPORTANCE,1=OF LITTLE IMPORTANCE

AGENCY: EXAMPLE

INCIDENT GROUP SUMMARY INFORMATION

INCIDENT GROUP #15.CITIZEN ASSISTANCE

INCIDENTS THAT INVOLVE CITIZENS NEEDING GENERAL ASSISTANCE
(CITIZEN LOCKED OUT OF BUILDING, STRANDED MOTORIST, INVALID
OR ELDERLY PERSON NEEDING ASSISTANCE, ETC.).

	MEAN	GRAPH OF AVERAGE IMPORTANCE OF INCIDENTS IN GROUP
		1 2 3 4 5
YOUR AGENCY	2.1	LITTLE IMPORTANT CRITICAL XXXXXXXXXXXXX
COMPARISON GROUP	2.6	XXXXXXXXXXXXXXXXXXX
STATEWIDE COMPOSITE	2.7	XXXXXXXXXXXXXXXXXXXXXXX

	COMPARISON GROUP	STATEWIDE COMPOSITE
RANGE ACROSS AGENCIES	2.0 TO 3.6	1.5 TO 4.0

	MEAN	GRAPH OF AVERAGE FREQUENCY OF INCIDENTS IN GROUP
		1 2 3 4 5 6 7 8 9
YOUR AGENCY	3.2	NEVER MONTHLY WEEKLY DAILY XXXXXXXXXXXXX
COMPARISON GROUP	3.8	XXXXXXXXXXXXXXXXXX
STATEWIDE COMPOSITE	3.7	XXXXXXXXXXXXXXXX

	COMPARISON GROUP	STATEWIDE COMPOSITE
RANGE ACROSS AGENCIES	3.1 TO 4.5	2.1 TO 5.0

TOTAL ESTIMATED MONTHLY RESPONSE BY OFFICER TO INCIDENTS IN GROUP

	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
NUMBER OF INCIDENTS IN GROUP	7 INCIDENTS	7 INCIDENTS	7 INCIDENTS
TOTAL MONTHLY RESPONSE	5.3 TIMES PER MO	9.7 TIMES PER MO	8.9 TIMES PER MO
PERCENTAGE OF AGENCIES WITH LOWER VALUE		6.7%	16.9%

AGENCY: EXAMPLE

AVERAGE IMPORTANCE OF INCIDENTS IN INCIDENT GROUP

INCIDENT GROUP #15.CITIZEN ASSISTANCE

	AVERAGE IMPORTANCE RATINGS *		
	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE

INCIDENTS REQUIRING RESPONSE IN YOUR AGENCY

	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
1.INVALID OR ELDERLY PERSON NEEDING ASSISTANCE.	2.7	3.0	3.1
2.COMPLAINT REGARDING CITY OR COUNTY SERVICE.	2.3	2.7	2.6
3.CONCERNED PARTY REQUEST FOR CHECK ON WELFARE OF CITIZEN.	2.3	3.1	3.0
4.CITIZEN LOCKED OUT OF BUILDING OR VEHICLE.	2.3	2.2	2.2
5.OTHER PUBLIC AGENCIES NEEDING ASSISTANCE (E.G., HEALTH DEPARTMENT, PROBATION DEPARTMENT).	2.0	3.0	3.1
6.STRANDED MOTORIST (START STALLED VEHICLES, CHANGE TIRES, OBTAIN GASOLINE, GAIN ENTRANCE TO LOCKED VEHICLES, ETC.).	1.7	2.1	2.2
7.FOUND PROPERTY.	1.7	2.4	2.4

* IMPORTANCE SCALE: 5=CRITICAL,4=VERY IMPORTANT,3=IMPORTANT,
2=OF SOME IMPORTANCE,1=OF LITTLE IMPORTANCE

AGENCY: EXAMPLE

INCIDENT GROUP SUMMARY INFORMATION
INCIDENT GROUP #16.VIOLATIONS

INCIDENTS INVOLVING SIMPLE VIOLATIONS SUCH AS ANIMAL
CONTROL, FIREWORKS, AND PARKING VIOLATIONS.

	MEAN	GRAPH OF AVERAGE IMPORTANCE OF INCIDENTS IN GROUP
		1 2 3 4 5
YOUR AGENCY	2.0	LITTLE IMPORTANT CRITICAL XXXXXXXXXXXXX
COMPARISON GROUP	2.3	XXXXXXXXXXXXXXXXX
STATEWIDE COMPOSITE	2.4	XXXXXXXXXXXXXXXXXX

	COMPARISON GROUP	STATEWIDE COMPOSITE
RANGE ACROSS AGENCIES	1.2 TO 3.1	1.0 TO 3.9

	MEAN	GRAPH OF AVERAGE FREQUENCY OF INCIDENTS IN GROUP
		1 2 3 4 5 6 7 8 9
YOUR AGENCY	2.2	NEVER MONTHLY WEEKLY DAILY XXXXXXXX
COMPARISON GROUP	3.0	XXXXXXXXXXXXX
STATEWIDE COMPOSITE	2.9	XXXXXXXXXXXX

	COMPARISON GROUP	STATEWIDE COMPOSITE
RANGE ACROSS AGENCIES	2.2 TO 4.1	1.4 TO 5.3

TOTAL ESTIMATED MONTHLY RESPONSE BY OFFICER TO INCIDENTS IN GROUP

	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
NUMBER OF INCIDENTS IN GROUP	6 INCIDENTS	7 INCIDENTS	7 INCIDENTS
TOTAL MONTHLY RESPONSE	1.8 TIMES PER MO	12.9 TIMES PER MO	11.6 TIMES PER MO
PERCENTAGE OF AGENCIES WITH LOWER VALUE		0.0%	9.1%

AGENCY: EXAMPLE

AVERAGE IMPORTANCE OF INCIDENTS IN INCIDENT GROUP

INCIDENT GROUP #16.VIOLATIONS

	AVERAGE IMPORTANCE RATINGS *		
	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE

INCIDENTS REQUIRING RESPONSE IN YOUR AGENCY

	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
1.GAMBLING.	3.0	2.7	2.7
2.BUSINESS OR PEDDLER LICENSE VIOLATION.	2.0	2.2	2.3
3.POSTAL LAW VIOLATION.	2.0	2.5	2.5
4.FIREWORKS VIOLATION.	1.7	2.2	2.3
5.PARKING VIOLATION.	1.7	2.2	2.3
6.FALSE FIRE ALARM.	1.7	2.5	2.6

INCIDENTS TO WHICH OFFICERS IN YOUR SAMPLE
HAD NEVER RESPONDED.

7.ANIMAL CONTROL VIOLATION.		1.9	2.0

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* IMPORTANCE SCALE: 5=CRITICAL,4=VERY IMPORTANT,3=IMPORTANT,
2=OF SOME IMPORTANCE,1=OF LITTLE IMPORTANCE

APPENDIX F

VEHICLE AND EQUIPMENT USAGE PRINTOUT

VEHICLE AND EQUIPMENT USAGE

VEHICLE/EQUIPMENT	YOUR AGENCY	COMPARISON GROUP	STATEWIDE COMPOSITE
1.BOAT	NO	0.0%	1.4%
2.PADDY WAGON	NO	20.0%	10.5%
3.AMBULANCE	NO	4.4%	2.3%
4.FLASHLIGHT	YES	100.0%	100.0%
5.BINOCULARS	YES	86.7%	90.4%
6.PHOTOGRAPHIC EQUIPMENT	NO	88.9%	86.3%
7.MOVIE CAMERA	NO	0.0%	0.9%
8.SURVEILLANCE GEAR	NO	6.7%	11.0%
9.TAPE RECORDER	NO	77.8%	73.5%
10.RADAR UNIT	YES	64.4%	62.1%
11.RADIO CAR COMPUTER TERMINAL	YES	8.9%	7.3%
12.STATIONARY COMPUTER TERMINAL	YES	66.7%	51.1%
13.TYPEWRITER	NO	73.3%	77.6%
14.ADDING MACHINE	NO	22.2%	32.4%
15.PHOTOCOPIER	YES	100.0%	93.5%
16.CASH REGISTER	NO	0.0%	0.5%
17.METAL DETECTOR	NO	2.2%	1.4%
18.GEIGER COUNTER	NO	0.0%	0.0%
19.AUDIO-VISUAL EQUIPMENT	NO	40.0%	32.0%
20.SHOTGUN	YES	100.0%	99.1%
21.HANDGUN	YES	100.0%	100.0%
22.RIFLE	NO	11.1%	18.3%
23.DRUG AND NARCOTIC ID FIELD KIT	NO	46.7%	48.4%
24.SCRAMBLER	NO	17.8%	13.2%
25.EXTINGUISHER	YES	97.8%	97.3%
26.MOBILE POLICE RADIO	YES	100.0%	100.0%
27.BASE STATION POLICE RADIO	YES	88.9%	89.0%
28.PUBLIC ADDRESS SYSTEM	YES	97.8%	96.8%
29.HANDCUFFS	YES	100.0%	100.0%
30.TELETYPE	YES	88.9%	83.1%
31.MICROFILM MACHINE	NO	4.4%	9.1%
32.CALL BOX	NO	22.2%	13.7%
33.LADDER	NO	44.4%	37.3%
34.GAS MASK	NO	40.0%	40.2%
35."JAWS OF LIFE"	NO	0.0%	1.4%
36.BODY ARMOR,EXTERIOR	YES	13.3%	11.0%
37.BODY ARMOR,INTERIOR	YES	86.7%	77.5%
38.STROLOMETER/WALKER/WALKING STICK	YES	80.0%	62.1%
39.SPOTLIGHT	YES	100.0%	100.0%
40.AUTOMATIC TRAFFIC VOLUME COUNTER	NO	0.0%	0.5%

END