National Criminal Justice Reference Service

ncjrs

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		3.2	2.2
		3.6	
1.1	4.0		2.0
			1.8
1.25	1.4		1.6

MICROCOPY RESOLUTION TEST CHART
NATIONAL BUREAU OF STANDARDS-1963-A

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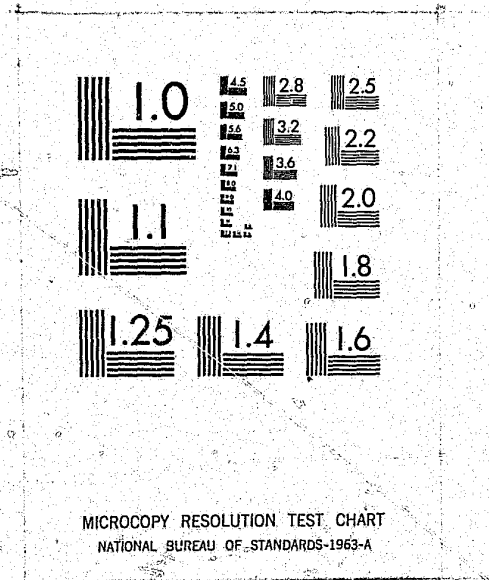
National Institute of Justice
United States Department of Justice
Washington, D. C. 20531

DEPARTMENT OF URBAN STUDIES AND PUBLIC
ADMINISTRATION
OLD DOMINION UNIVERSITY
NORFOLK, VIRGINIA

EVALUATION OF PHASE III OF THE PORTSMOUTH,

VIRGINIA POLICE DEPARTMENT'S INTEGRATED

CRIMINAL APPREHENSION PROGRAM

Author

Wolfgang Pindur, Ph.D., Principal Investigator

Final Report

Prepared for the

PORTSMOUTH POLICE DEPARTMENT
City of Portsmouth, Virginia

September 1981

80936

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Prepared under

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NCJRS

DEC 18 1981

ACQUISITIONS

September 1981

September 18, 1981

Lt. R. Gaddis
ICAP Coordinator
Portsmouth Police Department
711 Crawford Street
Portsmouth, VA   23704

Dear Lt. Gaddis:

SUBJECT: Transmittal of Final Evaluation Report

I am herewith submitting the final evaluation report of Phase III of the Integrated Criminal Apprehension Program (ICAP) of the Portsmouth Police Department. This report is a collection of reports presented throughout the evaluation period - November 1979 to September 1981. The reports are based on observation of departmental procedures, data collected through departmental and citizen surveys, analysis of police department records, on-site observations and numerous individual meetings with police personnel. We greatly appreciate the cooperation of everyone in providing the information necessary for the various studies we have conducted. We are also very pleased about the support our recommendations have received.

I am pleased to note that Phase III has strengthened the foundations of ICAP laid down in Phases I and II and refined the program thrusts initiated in the earlier phases. Since its inception in 1977, ICAP in Portsmouth has enjoyed the strong commitment and willingness from all the personnel in the Department and enthusiastic support from Commonwealth Attorney's office and city government. The success of ICAP in Portsmouth has attracted significant national attention to the Department.

During Phase I, a significant number of operational changes such as the Tele-Serv Unit, Patrol Aide Program, Sector Command System, Crime Analysis Unit, expanded role of patrol were installed. The evaluation of Phase I indicated that the Portsmouth Police Department was able to accomplish substantial improvements in its management information systems, service delivery, citizen satisfaction, identification and prosecution of habitual offenders, and in the job satisfaction and training of police personnel.

During Phase II of ICAP (September 1978-October 1979), the Portsmouth Police Department was able to build on the accomplishments of Phase I. Call prioritization, expansion of the patrol aide program, increased patrol involvement in crime prevention activities, and a more effective case management system were initiated during this phase. Particular attention was paid during Phase II on more effective investigative follow-through and on installing the management information system necessary for better patrol operations and management.

The most essential element of ICAP is the Crime Analysis Unit. The crime analysis process involves data collection, data collation, analysis, dissemination and feedback to the operational units of the police department. The Crime Analysis Unit is a very positive component of the Portsmouth Police Department. Based on every indicator we have used, the Unit, which is manned by three experienced and knowledgeable sworn officers and a civilian clerk, is doing an excellent job. The Unit with a fully developed records system, has maintained an effective working relationship with patrol and investigative officers. Various crime prevention strategies were employed in response to crime analysis bulletins. Based on the information provided by the Crime Analysis Unit, some directed patrol planning, stakeouts, and mobile surveillance activities were implemented. The Crime Analysis Unit is also rated positively by the department's officers. We recommend that the link between crime analysis and directed patrol should be further improved and that contact between crime analysis and members of the crime prevention unit should be further increased.

The Tele-Serv Unit in the Portsmouth Police Department is an effective component of the Department's Integrated Criminal Apprehension Program. Approximately 3450 offense reports (38% of the total) are taken by the Tele-Serv Unit on a yearly basis. In addition to taking offense reports, the Unit, which operates on a 24-hour basis seven days a week, serves as an equipment issuance and control center and as an information center for both citizens and police personnel. We are pleased that our recommendations related to the staffing and the operations of the Tele-Serv Unit, now called the Operations Support Center, have been implemented.

The view that officers respond in person to all calls immediately has changed dramatically in recent years. The citizen survey conducted in 1980 shows that citizens of Portsmouth are satisfied with their reports being taken by telephone. The survey also indicated increased satisfaction with Tele-Serv officers and dispatchers since the previous (1979) survey. Follow-up actions on the Tele-Serv reports have also increased substantially since the first survey.

Based on information gathered by analysis of worksheets and ride-along observations, it was found that the Patrol Aide Program is effectively meeting its two goals: (1) freeing patrol officers from time spent on routine duties, and (2) giving young people, who are interested in police work, some training and experience in that field. The patrol aides are highly motivated towards their jobs and towards their future goal of a career in police work. The Department should continue to monitor the activities of patrol aides to insure that they are used to the fullest extent possible.

The Portsmouth Police Department has essentially implemented the major components of the Managing Criminal Investigations (MCI) program since the introduction of ICAP. Police officers are conducting complete preliminary investigations. Initial case screening by the functional squad sergeants is conducted in both crimes against persons and property crimes sections. Police/prosecutor relationship has improved substantially since the implementation of the MCI program.

Productivity measures for individual investigators and investigative units have been developed in coordination with the burglary and larceny squads during the summer of 1980 and have been implemented as part of the monthly reporting system. Since then, significant improvements have been made in: (1) the content of monthly reports which include workload and performance data; (2) the equity and accuracy of performance measures used to evaluate individuals and units; (3) the distribution of investigations between patrol and detective divisions; (4) the equalization of caseloads among individual investigators; and (5) the accurate estimation of optimum caseloads in burglary and larceny squads.

A job satisfaction survey of the full-time sworn personnel of the Department was conducted in January 1980 (similar surveys were conducted during Phases I and II). Portsmouth police officers evaluate the Department and the supervisors in an extremely positive manner. Clear majorities agree that the Department is one of the best in the country, is open to suggestions for change, and provides an opportunity to learn new skills and use them. The percentage of officers who are satisfied with their job has increased steadily since the first (1977) survey. In the opinion of sworn officers, promotion opportunities for patrol have improved significantly. At the same time, the frequency of communication breakdowns has remained at about the same level since the 1977 survey. Continued efforts to improve communications between the various ranks of the Department and the different operational units are essential.
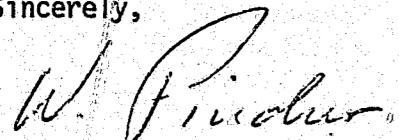
About four out of five officers in the Portsmouth Police Department are familiar with ICAP and believe it has had positive impact on the Department. Uniform patrol officers feel patrol aides, tele-serv, and sector command help them perform their duties effectively. Almost all agree that the Crime Analysis Unit provides useful information. The area showing the smallest improvement was the operation of the dispatch system. In fact, almost half of the uniform patrol officers feel that the dispatch system is worse than before ICAP. In general, the experience in Portsmouth demonstrates that major administrative and procedural changes can be made without any significant decrease in the level of job satisfaction.

An organizational development and team building workshop was conducted by a consultant, Norm Stamper, in June of 1980 for the middle managers in the Department to increase the way team members work together. The aim of the team building approach was to create a more cohesive, mutually supportive and trusting group that will have high expectations for task accomplishment and will, at the same time, respect individual differences in values, personalities, skills, etc. A pre test and two post test surveys (one immediately after the training and one 10 months later) were conducted to assess participants' opinions about several aspects of the organizational processes within the Department. The post test survey showed an overall improvement in results on organizational processes. Areas of weakness identified in the previous survey have improved. There has been some improvement in accuracy of upward communication and new openness in interaction between superior and subordinate. Decision making has become more participatory since the last report. Expectations on the team building sessions have generally been met. Respondents work more effectively with members of their work-group, work-groups are more efficient, there has been a decrease in conflict between members, and changes are planned and implemented more systematically.

In summary, the Portsmouth Police Department has changed dramatically since the inception of ICAP. This change can be attributed to enlightened management, a carefully set direction of planned changes and to personnel at all ranks who are willing to improve the delivery of police services to the citizens of Portsmouth.

Sincerely,

Wolfgang Pindur, Ph.D.
Principal Investigator

WP:bh
Enclosure

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ACKNOWLEDGEMENTS

The evaluation team would like to express its appreciation to the individuals who made this research possible. Appreciation is particularly extended to Portsmouth Chief of Police Ronald Boone and his staff for their willingness and cooperation in providing the information necessary for various studies. Lt. Gaddis, the ICAP coordinator, was always ready to give advice and to facilitate communications.

Cooperation and positive response of the members of the detective division played a key role in the productivity study. By their informed and active participation, a number of sworn personnel functioned as part of the research team in the efforts to upgrade procedures for case management and performance monitoring of units and individuals.

Thanks are also due to those police officers who responded to questionnaires on which many of the evaluations were based, and the citizens who were willing to be interviewed.

<div align="right">

Wolfgang Pindur
Principal Investigator

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I. JOB SATISFACTION SURVEY

CENTER FOR URBAN RESEARCH AND SERVICE
OLD DOMINION UNIVERSITY
NORFOLK, VIRGINIA

PORTSMOUTH POLICE DEPARTMENT
ICAP PHASE III
JOB SATISFACTION SURVEY

Prepared by

Wolfgang Pindur, Ph.D., Principal Investigator
Victoria L. Fontenot, Research Associate

Prepared for

PORTSMOUTH POLICE DEPARTMENT
City of Portsmouth, Virginia

March 1980

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PORTSMOUTH POLICE DEPARTMENT
JOB SATISFACTION SURVEY

Executive Summary

This report presents an analysis of the attitudes of the full-time sworn personnel of the City of Portsmouth Police Department towards ICAP and the general level of job satisfaction of Portsmouth police officers. Three general job satisfaction surveys have been administered: The first in August 1977, the second in September 1978, and the third in January 1980.

A questionnaire containing 82 items was administered during shift changes. One hundred and eighty-one (181) of the 200 questionnaires were completed and returned, giving a response rate of 90.5%.

Two major changes were made to the original 1977 and 1978 surveys before it was administered in 1980. First, special questions were developed for the Uniform Patrol Division and the Criminal Investigations Division. Second, a major change in the 1980 survey was the addition of some items which asked the officers to evaluate different aspects of ICAP.

Portsmouth police officers evaluate the department in an extremely positive manner. Clear majorities agree that the department is one of the best in the country, is open to suggestions for change, and provides an opportunity to learn new skills and use them. At the same time, officers state that command keeps them in the dark, does not always pick the most qualified person for a job, and that belonging to cliques is important.

The image of patrol duty has remained highly positive. Promotion opportunities, in the opinion of all sworn personnel, have significantly improved in patrol.

Supervisors are evaluated positively. About three-fourths feel that their supervisors keep them well informed about problems in their area and are good personnel managers. Immediate supervisors are viewed as being open to change and understanding about the problems of the officers they supervise.

Portsmouth police officers feel that the current personnel evaluation form is an improvement over the previous form used. Over half of the sworn officers feel that the personnel evaluation form is satisfactory and that violations of policy are dealt with in a fair manner.

The frequency of communication breakdowns has remained at about the same level since the 1977 survey. About 40% believe that communication breakdowns exist. The most significant change in communications is a significant decrease in breakdowns at the Sergeant-Lieutenant level and an increase in breakdowns at the upper command levels.

The trend toward higher levels of job satisfaction has been upward since the 1977 survey. Currently almost two-thirds are satisfied with their jobs, while only 15 percent are dissatisfied. Ninety percent (90%) would like to remain in police work and over two-thirds would not change their present job for one of equal pay, security, and status.

A majority feel that they are too bogged down with paperwork and that they need new and/or better equipment to do an effective job.

The January 1980 survey contained a series of questions related to specific aspects of the ICAP program. A majority of both uniform patrol and investigative officers believe that patrol officers should conduct more preliminary and follow-up investigations. Almost all agree that the Crime Analysis Unit provides useful information. Uniform patrol officers feel patrol aides, Tele-Serv, and the sector command help them perform their duties effectively. Uniform patrol officers think the current offense report form is an improvement

over the previous report form and are satisfied with the new shift schedule. Almost all uniform patrol officers know how to do directed patrol, and believe that they should do more directed patrol.

About four out of every five officers are familiar with ICAP and believe it has had a positive impact on the department. The area showing the smallest improvement is the operation of the dispatch system. In fact, almost half of the uniform patrol officers feel that the dispatch system is worse than before ICAP.

In summary, the results of the 1980 job satisfaction survey indicates a very high level of job satisfaction. The ICAP program is viewed by Portsmouth police officers in a positive manner. The experience in Portsmouth demonstrates that major administrative and procedural changes can be made without significantly lowering the level of job satisfaction.

PORTSMOUTH POLICE DEPARTMENT JOB SATISFACTION

Introduction

This report is an analysis of the general job satisfaction of the full-time sworn personnel of the City of Portsmouth's Police Department. Three job satisfaction surveys have been administered to the Portsmouth Police Department. The first survey was administered in August 1977, the second was administered in September 1978, and the third in January 1980.

Many of the items used in the 1977 survey were used in both 1978 and 1980 to determine shifts in opinions which might be attributed to the operation of the ICAP program. Some of the departmental changes which could have impacted the 1980 survey results are the institution of permanent shifts, the four day, eight-and-one-half-hour-per-day work assignments, the sector command, the operation of crime analysis, and the implementation of Managing Criminal Investigations (MCI).

Research Design

A questionnaire containing 82 items was administered to full-time sworn officers during January 1980. One hundred and eighty-one (181) of the 200 questionnaires were completed and returned, giving a response rate of 90.5%. To allow the officers the greatest freedom of response, the ICAP staff decided that no attempt would be made to identify the individual officers who responded. The questionnaire was administered by the independent evaluator during the musters held immediately before shift changes. All questionnaires were returned directly to the independent evaluator.

Two major changes were made to the original 1977 and 1978 survey before it was administered in 1980. First, three different questionnaires were administered to the three divisions of the Portsmouth Police Department. A basic survey with seven pages was given to the Uniform Patrol Division (U.P.),

the Criminal Investigation Division (C.I.D.), and the Services Division. In addition to the basic questionnaire, the U.P. Division personnel were given two extra pages with items specifically designed for U.P., the C.I.D. personnel were given one extra page with items specifically designed for C.I.D. personnel. The second major change in the format of the 1980 survey was the addition of some items which asked personnel to evaluate different aspects of the department since the implementation of the ICAP program. In order to permit comparison with the 1977 and 1978 surveys, about thirty (30) questions remained the same in the 1980 survey.

Data Presentation

For clarity this report is divided into five components. The first component presents a comparison of the items on the 1977, 1978, and 1980 surveys. The second component presents an analysis of the extra items asked only of U.P. and C.I.D. The third component offers an analysis of the items evaluating the department since the implementation of ICAP. The fourth component presents verbatim responses to the three open-ended questions. The final component summarizes the findings of the 1980 survey.

COMPARISON OVER THREE YEARS

The data are presented in tabular form and indicate the percent agreeing with each statement as well as the net percentage difference between 1978 and 1980. A "D" test* was used to determine the percentage differences necessary for significance at the 0.05 level.

Data from the 1977, 1978, and 1980 surveys are presented in Tables 1 through 10.

General Evaluation of the Department

Table 1 presents the change in officers' feelings toward the department, the command staff, and opportunities for promotions. Three findings are par-

*The formula for the "D" test, $D = (P_c - P_f)$ was taken from Understanding Political Variables, William Buchanan (Charles Scribner's Sons: New York, 1974).

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ticularly important. First, while there was no statistically significant change between 1978 and 1980, a slight percentage decrease can be seen in each of the seven items indicating a slightly less favorable attitude towards the department in 1980 than in 1978. Second, although the 1980 attitudes towards the department were slightly less favorable than in 1978, the 1980 attitudes towards the department are substantially more favorable when compared to 1977. Third, attitudes toward the department are highly favorable.

The greatest net decrease in percentages can be seen in the following related items:

1. "I have confidence that the command staff picks the most qualified person for the best job." The percent agreeing with the above statement decreased from 59% in 1978 to 46% in 1980 -- a net decrease of 13%.

2. "The officers who get promotions around here usually deserve them." The percent agreeing with this statement dropped from 73% in 1978 to 65% in 1980 -- an 8% net decrease.

Other specific findings include the following:

1. A majority (84%) feel that the Portsmouth Police Department is the best in the country. This is a net decrease of 6% from 1978.

2. A majority (82%) feel that the Portsmouth Police Department is open for suggestions for change. This is a net decrease of 7% from 1978.

3. Only 51% feel that command staff keeps them in the dark. This 4% net decrease could possible be related to the increased distribution of crime analysis information since the implementation of ICAP.

4. Of the officers questioned, 70% feel that belonging to cliques gives them a better opportunity for advancement.

5. A majority (64%) feel the department provides an opportunity to advance special skills.

Table 1

COMPARISON OF OFFICERS' GENERAL EVALUATIONS
OF THE PORTSMOUTH POLICE DEPARTMENT
FOR 1977, 1978, AND 1980

(In Percentages)

	Percentage Agreeing With Each Statement			Net % Difference* Between 1978-80
	1977	1978	1980	
This department is one of the best in the country.	68	90	84	-6
This department is open to suggestions for change.	74	89	82	-7
I have confidence that the command staff picks the most qualified person for the job.	35	59	46	-13
Command keeps us in the dark about things we ought to know.	59	55	51	-4
Belonging to cliques gives a better opportunity for advancement or a better job.	77	66	70	+4
The department provides an opportunity to advance special skills and abilities.	55	69	64	-5
The officers who get promotions around here usually deserve them.	49	73	65	-8

*None of the percentage differences between 1978 and 1980 are statistically significant. The high level of confidence in the Portsmouth Police Department is basically the same in 1980 as in 1978.

Patrol Duty Compared with Other Assignments

Table 2 presents officers' comparison of uniform patrol duty with other assignments in the department, with respect to patrol image, supervision, promotion opportunities, citizens' respect, and departmental recognition.

Table 2

OFFICERS' COMPARISON OF UNIFORM PATROL DUTY
WITH OTHER ASSIGNMENTS IN THE DEPARTMENT WITH RESPECT TO
SPECIFIC ASPECTS OF POLICE WORK FOR 1977, 1978, AND 1980

(In Percentages)

Patrol Image	1977	1978	1980	Net % Difference Between 1978-80
Better	55	67	64	-3
Same	20	19	20	+1
Worse	25	14	16	+2
Supervision				
Better	47	59	49	-10
Same	30	29	34	+5
Worse	23	12	17	+5
Promotion Opportunities				
Better	13	13	29	+16*
Same	47	54	45	-9
Worse	40	33	26	-7
Citizens' Respect				
Better	42	40	41	+1
Same	30	37	38	+1
Worse	27	23	20	-3
Departmental Recognition				
Better	29	37	33	-4
Same	35	41	41	0
Worse	36	22	26	+4

*Significant net difference between percentages at the .05 level of statistical significance.

In general, from 1978 to 1980 there was a slight decrease in the number of officers believing that uniform patrol duty is "better" compared to other assignments in the department. The following three items declined somewhat

in the column labeled "better": (1) Patrol Image, (2) Supervision, and (3) Departmental Recognition.

There was, however, a statistically significant increase in the area of Promotion Opportunities. There was a rise in the proportion of officers who felt that promotion opportunities were better in uniform patrol duty than in other assignments. One possible explanation for this net percentage increase of 16 could be the addition of the FCPO rank.

Officers' Evaluation of Supervisors

Table 3 illustrates that a majority of officers feel their supervisors are well informed of general problems and are good personnel managers. In 1978, 90% of all officers felt that their supervisors were well informed of general problems in their area, and in 1980 this decreased by only a net percentage of 1 to 89%. In response to the item "My supervisor is a good personnel manager," 82% agreed in 1978 and 75% agreed in 1980 -- a net percentage decrease of only 7.

Table 3

COMPARISON OF OFFICERS' EVALUATIONS OF SUPERVISORS

(In Percentages)

	Percentage Agreeing With Each Statement			Net % Difference Between 1978-80
	1977	1978	1980	
My supervisor keeps well informed about general problems in my area.	76	90	89	-1
My supervisor is a good personnel manager.	66	82	75	-7

A continuing trend of improvement can be seen in officers' attitudes towards their supervisors by comparing the percent agreeing in 1977 with the agreement figures for 1980.

1. In 1977, 76% of the officers questioned thought their supervisor kept well informed about general problems in their area. In 1980 this percentage rose to 89%. Perhaps this can be attributed to the increased information distributed to the supervisors by the Crime Analysis Unit.

2. In 1977, 66% of the officers questioned felt their supervisor was a good personnel manager. This rose to 75% in 1980.

Evaluation of Departmental Policies

Table 4 illustrates that a majority of officers feel the personnel form is satisfactory (56%) and that violations of policy are dealt with fairly (55%). There was a statistically significant net percentage increase of 16 for the item "The personnel evaluation form presently used in the department is satisfactory."

Table 4

COMPARISON OF OFFICERS' EVALUATIONS OF DEPARTMENTAL POLICIES

(In Percentages)

	Percentage Agreeing With Each Statement			Net % Difference Between 1978-80
	1977	1978	1980	
The personnel evaluation form presently used in the department is satisfactory.	39	40	56	+16*
Violations of policy are dealt with in a fair manner.			55**	

*Significant net difference between percentages at the .05 level of statistical significance.

**Item added in 1980.

Communication Breakdowns

Table 5 illustrates two important findings. First, in 1980 officers expressed the opinion that communication breakdowns occur less frequently between sergeants and lieutenants. A statistically significant net decrease of 22% is found from 1978 to 1980 in the Sergeant-Lieutenant category. Second, there was a statistically significant increase in the officers who felt there was a communication breakdown between the Assistant Chief and the Chief, and there was also a substantial increase in the officers who felt there was a communication breakdown in the Captain - Assistant Chief category.

Table 5

OFFICERS' EVALUATIONS OF COMMUNICATION BREAKDOWNS*
WITHIN THE CHAIN OF COMMAND

(In Percentages)

Where Communications Break Down Within the Chain of Command

	1977	1978	1980	Net % Difference Between 1978-80
Patrolmen - Sergeant	27	23	22	-1
Sergeant - Lieutenant	20	41	19	-22**
Lieutenant - Captain	31	16	21	+5
Captain - Asst. Chief	19	7	21	+14**
Asst. Chief - Chief	4	3	17	+14**

*That communication breakdowns exist was agreed upon by 43% of the officers in 1977, by 43% in 1978, and by 42% in 1980.

**Significant net difference between percentages at the .05 level of significance.

Officers' Role in the Department

Table 6 compares officers' feelings about their role in the department. A majority of officers feel they have a positive role in the department, es-

pecially in the following areas: supervisors' openness to suggestions for change, supervisors' understanding of officers' problems, and officers' feeling like they are getting ahead in the department.

The majority of officers also feel, however, that they have no influence in deciding changes and do not receive enough recognition for their work. The largest net percent increase can be found in the following item: "I don't receive recognition in the department for my work." In 1978, 51% of the officers agreed they do not receive enough recognition. This proportion increased by 6 percent net to 57% in 1980. (Table 6 is on page 10.)

Other conclusions are listed below.

1. A majority (58%) of officers feel they have no influence in deciding change in the department. This is a 4% net increase from 1978.

2. Of the officers questioned, 85% feel their immediate supervisor is open to suggestions for change. This is a 2% net decrease from 1978.

3. Only 25% of the officers questioned felt there was a lack of understanding between themselves and their immediate supervisor. This is a 3% net decrease from 1978.

4. Fifty-three percent (53%) of the officers questioned felt as though they are getting ahead in the department. This is a 3% net decrease from 1978.

Officers' Sense of Self-Satisfaction

Table 7, a comparison of patrol officers' sense of self-satisfaction, shows only a little overall change since 1978. The change that did occur was not statistically significant. Responses indicate that a majority of officers are satisfied with their occupation.

Less than a majority feel that salary has a direct influence on the quality of their work (31%). In addition, there was a 10% net decrease from 1978 in

Table 6

COMPARISON OF OFFICERS' FEELINGS ABOUT THEIR ROLE IN THE DEPARTMENT

(In Percentages)

	Percentage Agreeing With Each Statement			Net % Difference Between 1978-80
	1977	1978	1980	
I have no influence in deciding changes in the department.	67	54	58	+4
My immediate supervisor is open to suggestions for change.	76	87	85	-2
My immediate supervisor and I do not understand each other's problems.	38	28	25	-3
I don't receive recognition in the department for my work.	56	51	57	+6
I feel like I am getting ahead in the department.	50	56	53	-3

the number agreeing that their salary effects the quality of the work they do.

Less than one-third of the officers feel they have no real sense of accomplishment in their job. The number agreeing with this statement increased slightly (3% net) since 1978.

Nine out of ten indicated that they would always like to remain in police work. This is a net increase of 5% since 1977 and 1978.

Finally, a majority (69%) of the officers felt that they would decline an opportunity to change their job for one of equal pay. This was a net increase of 6% from 1978.

Officers' Job Satisfaction

Table 8 presents officers' satisfaction with their job. Two findings are of particular importance. First, there was a net decrease of 10% in the proportion of officers dissatisfied with their job. Second, there has been a

Table 7

COMPARISON OF OFFICERS' SENSE OF SELF-SATISFACTION

(In Percentages)

	Percentage Agreeing With Each Statement			Net % Difference Between 1978-80
	1977	1978	1980	
My salary has a direct influence on the quality of work I do.	38	41	31	-10
I don't have a real sense of accomplishment in my job.	30	27	30	+3
I would always like to remain in police work.	85	85	90	+5
I would decline an opportunity to change my present job for one of equal pay, security, and status.	63	63	69	+6

Table 8

PORTSMOUTH POLICE DEPARTMENT OFFICERS' JOB SATISFACTION

(In Percentages)

		1977	1978	1980	Net % Difference Between 1978-80
How do you feel about your job?	Satisfied	51	58	64	+6
	Neither satisfied nor dissatisfied	42	17	21	+4
	Dissatisfied	7	25	15	-10

continued trend in job satisfaction from 1977 where 51% were satisfied compared to 1980 where 64% were satisfied.

Impediments to Officers' Work

Table 9 presents officers' opinions of impediments to their work with regard to paper work and time spent dealing with criminal activities. A majority (57%) of the officers questioned felt that they were too bogged down by paper work to do an effective job. This was a 6% net increase from 1978. However, there was a 12% net decrease in the proportion of officers who felt they were overburdened with paper work from 1977 to 1978.

Less than a majority (47%) feel they do not have enough time to deal with criminal activities. This is a one percent net decrease since 1978 and an 11% net decrease since 1977.

Table 9

COMPARISON OF OFFICERS' PERCEPTIONS
OF IMPEDIMENTS TO THEIR WORK

(In Percentages)

	Percentages Agreeing With Each Statement			Net % Difference
	1977	1978	1980	Between 1978-80
I feel too bogged down by paper work to do an effective job.	63	51	57	+6
I don't have enough time to deal with criminal activities.	58	48	47	-1

Officers' Need of Job Equipment

Table 10 presents officers' perception of the need for new or better equipment. The majority (75%) feel that new or better equipment is needed to do a more effective job. This was about an 8% net decrease in the proportion of officers agreeing with this statement in 1977 and 1978.

Table 10

OFFICERS' PERCEPTION OF THE NEED FOR EQUIPMENT

(In Percentages)

	Percentage Agreeing With Each Statement			Net % Difference
	1977	1978	1980	Between 1978-80
New and/or better equipment is needed to do a more effective job.	84	83	75	-8

EVALUATION OF ITEMS SPECIALLY DESIGNED FOR U.P. AND C.I.D.

This component of the police officer survey is an analysis of the extra items asked only of U.P. and C.I.D. The Uniform Patrol Division was given twenty-one specially designed items and the Criminal Investigation Division was given ten specially designed items.

Uniform Patrol's Perceptions of Preliminary Investigations

Tables 11A and 11B present the Uniform Patrol Division's perceptions of preliminary investigations. U.P. officers were asked first if they knew what constitutes a good preliminary investigation, second, if they should be allowed to conduct more preliminary investigations, and finally, how often do they actually conduct preliminary investigations.

Ninety-eight percent (98%) of all U.P. officers felt they were familiar with what constitutes a good preliminary investigation. Only 6% of the U.P. Division personnel never conduct preliminary investigations, and 81% of the U.P. Division feel they should conduct more preliminary investigations.

Table 11A

UNIFORM PATROL DIVISION'S
PERCEPTIONS OF PRELIMINARY INVESTIGATIONS

	Percent Agreeing			
	Strongly Agree	Agree	Slightly Agree	Total % Agreeing
I am familiar with what constitutes a good preliminary investigation.	27	64	7	98
Patrol officers should conduct more preliminary follow-up investigations.	12	32	37	81

Table 11B

FREQUENCY OF PRELIMINARY INVESTIGATIONS

	Regularly	Sometimes	Never
How often to you conduct preliminary investigations?	40%	54%	6%

C.I.D.'s Perceptions of Preliminary Investigations

Table 12 presents C.I.D.'s feelings about how well patrol officers conduct preliminary investigations and the quality of preliminary investigations since the implementation of ICAP.

In contrast with the 98% of U.P. officers who feel they know what constitures a good preliminary investigation, only 65% of the C.I.D. officers feel patrol officers are conducting good preliminary investigations. However, 76% of the C.I.D. officers questioned feel the quality of preliminary investigations has improved since the implementation of ICAP (Table 12, p. 15).

U.P. Division's Feelings About Follow-Up Investigations

Table 13 presents the Uniform Patrol Division's feelings about follow-up investigations. The items on the questionnaire were designed to find out if U.P. officers felt qualified to conduct follow-up investigations and how often Uniform Patrol officers conduct follow-up investigations.

Table 12

CRIMINAL INVESTIGATION DIVISION'S
PERCEPTIONS OF PRELIMINARY INVESTIGATIONS

	Percent Agreeing			
	Strongly Agree	Agree	Slightly Agree	Total % Agreeing
Patrol officers are currently conducting good preliminary investigations.	--	26	39	65
Since ICAP, the quality of preliminary investigations conducted by patrol has improved.	7	28	41	76

Table 13A

UNIFORM PATROL DIVISION'S
FEELINGS ABOUT FOLLOW-UP INVESTIGATIONS

	Percent Agreeing			
	Strongly Agree	Agree	Slightly Agree	Total % Agreeing
I feel qualified to conduct a good follow-up investigation.	19	51	18	88
Patrol officers should conduct more follow-up investigations.	6	34	27	67

Table 13B

FREQUENCY OF FOLLOW-UP INVESTIGATIONS

	Regularly	Sometimes	Never
How often do you conduct follow-up investigations?	5%	74%	21%

The majority (88%) of the officers in the U.P. Division feel they are qualified to conduct good follow-up investigations. A majority of the U.P. officers surveyed (79%) actually conduct follow-up investigations regularly or sometimes. In addition, 67% felt that patrol officers should conduct more follow-up investigations.

C.I.D.'s Feelings About Follow-Up Investigations

Table 14 presents the Criminal Investigation Division's feelings concerning the qualification of patrol officers to conduct follow-up investigations, and C.I.D.'s feelings about patrol officers conducting more follow-up investigations.

A majority (69%) of the C.I.D. feel patrol officers are qualified to conduct good follow-up investigations.

Eighty-three percent (83%) of the C.I.D. officers agreed that patrol officers should conduct more follow-up investigations.

Table 14

CRIMINAL INVESTIGATION DIVISION'S FEELINGS
ABOUT PATROL OFFICERS CONDUCTING FOLLOW-UP INVESTIGATIONS

	Percent Agreeing			
	Strongly Agree	Agree	Slightly Agree	Total % Agreeing
Patrol officers are qualified to conduct good follow-up investigations.	4	30	35	69
Patrol officers should conduct more follow-up investigations.	9	46	28	83

U.P.'s Feelings About Crime Analysis

Table 15 presents Uniform Patrol officers' feelings about the usefulness of information provided by the Crime Analysis Unit. Ninety-five percent (95%) of all the Uniform Patrol officers felt that the information that Crime Analysis provides is useful to them in performing their job.

Table 15

UNIFORM PATROL DIVISION'S FEELINGS
ABOUT THE CRIME ANALYSIS UNIT

	Percent Agreeing			
	Strongly Agree	Agree	Slightly Agree	Total % Agreeing
The information provided by Crime Analysis is useful to me in performing my job.	19	47	29	95

C.I.D.'s Feelings About the Crime Analysis Unit

Table 16 presents the Criminal Investigation Division's feelings about the usefulness of information provided by the Crime Analysis Unit. Eighty-three percent (83%) of all C.I.D. officers feel the information provided by the Crime Analysis Unit is useful to them in performing their job.

Table 16

CRIMINAL INVESTIGATION DIVISION'S FEELINGS
ABOUT THE CRIME ANALYSIS UNIT

	Percent Agreeing			
	Strongly Agree	Agree	Slightly Agree	Total % Agreeing
The information provided by Crime Analysis is useful to me in performing my job.	15	42	26	83

U.P.'s Feelings About Command Staff's Understanding of Needs

Table 17 presents the Uniform Patrol Division's percent agreeing with the following statement: "The command staff understands what I need to do my job effectively."

A majority (56%) agreed that the command staff understands what is needed to do an effective job.

Table 17

UNIFORM PATROL DIVISION'S FEELINGS
ABOUT COMMAND STAFF'S UNDERSTANDING
OF U.P. NEEDS TO DO AN EFFECTIVE JOB

	Percent Agreeing			
	Strongly Agree	Agree	Slightly Agree	Total % Agreeing
The command staff understands what I need to do my job effectively.	2	25	29	56

C.I.D. Feelings About Command Staff's Understanding of Needs

Table 18 presents C.I.D.'s percent agreeing with the following statement: "The command staff understands what I need to do my job effectively."

A majority (59%) agreed that the command staff understands what is needed to do an effective job.

Table 18

CRIMINAL INVESTIGATION DIVISION'S FEELINGS ABOUT
COMMAND STAFF'S UNDERSTANDING OF C.I.D. NEEDS
TO DO AN EFFECTIVE JOB

	Percent Agreeing			
	Strongly Agree	Agree	Slightly Agree	Total % Agreeing
The command staff understands what I need to do my job effectively.	--	24	35	59

U.P. Feelings About Patrol Aides, Tele-Serv, Sector Command, CP/PCR Unit and Field Interview Cards

Tables 19A and 19B present uniform patrol officers' opinions about patrol aides, Tele-Serv, and sector command. Included in Table 19B are items dealing with the frequency of uniform patrol officers' provision of information to the CP/PCR unit and the frequency with which the U.P. officers fill out field interview cards.

Ninety percent (90%) of the U.P. officers felt that patrol aides reduce the time spent on routine activities.

A large majority (92%) felt that the Tele-Serv unit reduced the time spent on routine calls for service.

Of the U.P. officers questioned 75% felt that sector command helps officers perform duties effectively.

In response to the item, "How often do you provide information to the CP/PCR unit, 75% said they provide information regularly or sometimes.

Only 9% of the uniform patrol officers never fill out field interview cards.

In general, U.P. officers feel patrol aides, Tele-Serv, and sector command help them perform their duties effectively, and U.P. officers provide information to the CP/PCR unit and fill out field interview cards.

U.P. Feelings About Offense Report Forms, the New Shift Schedule, and Crime Prevention Tips

Tables 20A and 20B present uniform patrol officers' feelings about the current offense report form, the new shift schedule, and the frequency that U.P. gives crime prevention tips.

A majority (86%) of the U.P. officers feel that the current offense report form is an improvement over the previous form.

Table 19A

UNIFORM PATROL DIVISION'S FEELINGS ABOUT
PATROL AIDES, TELE-SERV, SECTOR COMMAND,
CP/PCR UNIT, AND FIELD INTERVIEW CARDS

| | Percent Agreeing | | | |
	Strongly Agree	Agree	Slightly Agree	Total % Agreeing
The Patrol Aide Program has reduced the time spent on routine activities.	26	41	23	90
The Tele-Serv Unit has reduced the amount of time I spend on routine calls for service.	23	50	19	92
The sector command helps me perform my duties effectively.	5	32	38	75

Table 19B

FREQUENCY OF U.P. INFORMATION TO CP/PCR UNIT,
FREQUENCY OF FILLING OUT FIELD INTERVIEW CARDS

	Regularly	Sometimes	Never
How often do you provide information to the CP/PCR Unit?	13%	62%	25%
How often do you fill out Field Interview Cards?	24%	67%	9%

Eighty-one percent (81%) of the Uniform Patrol officers are satisfied with the new shift schedule.

Finally, only 10% of the Uniform Patrol officers never give crime prevention tips.

U.P. Feelings About Patrol Planning and Directed Patrol

Tables 21A and 21B present Uniform Patrol officers' knowledge of patrol planning, familiarity with directed patrol, feelings about patrol officers' doing more directed patrol, and frequency of conducting directed patrol.

Table 20A

UNIFORM PATROL DIVISION'S FEELINGS ABOUT
ABOUT OFFENSE REPORT FORMS, NEW SHIFT SCHE-
DULE, AND CRIME PREVENTION TIPS

| | Percent Agreeing | | | |
	Strongly Agree	Agree	Slightly Agree	Total % Agreeing
The current offense report form is an improvement over the previous report form.	12	43	31	86
I am satisfied with the new shift schedule.	28	41	12	81

Table 20B

FREQUENCY FOR GIVING CRIME PREVENTION TIPS

	Regularly	Sometimes	Never
How often do you give citizens crime prevention tips?	39%	51%	10%

A majority (68%) of the Uniform Patrol officers questioned agreed with the statement: "Patrol planning is based upon input from citizens."

Ninety-eight percent (98%) of the Uniform Patrol officers are familiar with how to do directed patrol.

In response to the question: "How often do you do directed patrol?" only 10% responded that they never do directed patrol, and 36% conducted directed patrol regularly.

Most Uniform Patrol officers feel they should conduct directed patrol more often (96%).

Table 21A

UNIFORM PATROL DIVISION'S FEELINGS
ABOUT PATROL PLANNING AND DIRECTED PATROL

	Percent Agreeing			
	Strongly Agree	Agree	Slightly Agree	Total % Agreeing
Patrol planning is based upon input from citizens.	--	20	48	68
I am familiar with how to do directed patrol.	12	72	14	98
Patrol officers should do more directed patrol.	12	50	34	96

Table 21B
FREQUENCY OF DOING DIRECTED PATROL

	Regularly	Sometimes	Never
How often to you do directed patrol?	36%	54%	10%

THE DEPARTMENT SINCE THE IMPLEMENTATION OF ICAP

This third component is an analysis of the department since the implementation of ICAP. Nineteen new items were added to the 1980 questionnaire. These items dealt with patrol officers' familiarity with ICAP, ICAP's effect on the department, and feelings about changes in the department resulting from the implementation of ICAP.

Results for these items are given first for the overall department and then the results are broken down into the Uniform Patrol division and the Criminal Investigation Division.

Officers' Familiarity with ICAP

Table 22 presents the officers' familiarity with the ICAP program. There are three important findings in this table.

First, a majority (79%) of all officers are familiar, or very familiar, with ICAP. Second, there is very little difference in the percent familiar

or very familiar, with ICAP between the U.P. Division and the overall department.

Finally, a larger percent (86%) of the officers in the C.I.D. are familiar, or very familiar, with ICAP compared to the U.P. Division (75%).

Table 22

OFFICERS' FAMILIARITY WITH THE ICAP PROGRAM
(In Percentages)

	OVERALL*		U.P.		C.I.D.	
	Very Familiar	Familiar	Very Familiar	Familiar	Very Familiar	Familiar
How familiar are you with ICAP?	19	60	16	59	12	74

*Includes U.P., C.I.D., and Services

Officers' Feelings About the Effect of ICAP on the Department

Table 23 presents officers' feelings about the effect of ICAP on the department.

A majority (83%) feel ICAP has had a positive effect on the department. Seventy-nine percent (79%) of the Uniform Patrol Division felt ICAP had a positive effect on the department. In contrast, the Criminal Investigation Division had the most positive outlook concerning the effect of ICAP on the department (88%).

U.P. Feelings About Planning of Patrol Operations Since ICAP

Table 24 presents the percent agreeing with the statement: "Since the implementation of ICAP patrol operations are better planned. A majority

Table 23
OFFICERS' FEELINGS ABOUT THE EFFECT
OF ICAP ON THE DEPARTMENT
(In Percentages)

	OVERALL*	U.P.	C.I.D.
	Positive**	Positive**	Positive**
What is the effect of ICAP on the department?	83	79	88

* Includes U.P., C.I.D., and Services.
**Includes all positive responses (Strongly positive, positive, slightly positive).

(80%) agreed that better patrol planning has been used since the implementation of ICAP.

C.I.D.'s Feelings About the Department Since ICAP

Table 25 presents only the C.I.D.'s feelings about the department since the implementation of ICAP. The C.I.D. was the only division questioned on items dealing with routine cases, detective and patrol relations, detective and CP/PCR relations, and detective and Commonwealth's attorney relations. Statistics are therefore not reported for any other divisions.

Table 24
UNIFORM PATROL DIVISION'S FEELINGS
ABOUT PLANNING OF PATROL OPERATIONS
SINCE THE IMPLEMENTATION OF ICAP

	Percent Agreeing			
	Strongly Agree	Agree	Slightly Agree	Total % Agreeing
Since the implementation of ICAP, patrol operations are better planned.	5	35	40	80

Table 25
CRIMINAL INVESTIGATION DIVISION'S FEELINGS ABOUT
THE DEPARTMENT SINCE THE IMPLEMENTATION OF ICAP

	Percent Agreeing			
	Strongly Agree	Agree	Slightly Agree	Total % Agreeing
Since the implementation of ICAP in Aug., 1977 the time I spend on routine cases has been reduced.	--	11	47	58
Since ICAP, relations between detectives and patrol have improved.	4	16	40	60
Since ICAP, relations between detectives and CP/PCR have improved.	2	11	40	53
Since ICAP relations with the commonwealth's attorney have improved.	4	52	26	82

A majority (58%) felt that the time spent on routine cases has been reduced since the implementation of ICAP.

The Criminal Investigation Division was asked if relationships had improved with patrol, CP/PCR, and the Commonwealth's attorney since the introduction of ICAP. Over 50% agreed that relations had improved with patrol (60%) and with the CP/PCR unit (53%). Eighty-two percent (82%) of the C.I.D. felt relations with the Commonwealth's attorney have improved since the implementation of ICAP. One reason for this might have resulted from a closer working relationship because of the Major Offender Program.

Officers' Feelings About the Department Since the Implementation of ICAP

Table 26 presents the overall feelings about the department since ICAP, as well as U.P. and C.I.D. feelings about the department since the implementation of ICAP.

Table 26

OFFICERS' FEELINGS ABOUT THE DEPARTMENT SINCE THE IMPLEMENTATION OF ICAP

(In Percentages)

	Better			Same			Worse		
	U.P.	C I.D.	OVER-ALL	U.P.	C.I.D.	OVER-ALL	U.P.	C.I.D.	OVER-ALL
Relations with supervisors are:	48	41	47	42	54	44	10	5	9
Communications with other officers are:	42	37	42	34	57	44	24	6	14
Influence on departmental decisions is:	30	44	38	49	42	46	21	14	16
Relations with command are:	28	37	35	52	57	50	20	6	15
Satisfaction with work is:	46	34	42	39	56	44	15	10	14
Operation of the dispatch system is:	11	23	17	41	42	45	48	35	38
Contacts with the public are:	43	44	46	46	50	47	11	6	7
Understanding of the people in the community is:	40	46	45	56	52	53	4	2	2
General training provided is:	60	65	63	31	23	29	9	12	8
Specialized training provided is:	47	66	56	35	26	31	18	8	13
Communications with officers in other divisions are:	26	45	41	50	45	43	24	10	16
Use of crime data in everyday decision-making is:	78	75	75	17	25	23	5	--	2

In general, most officers felt the department was better or the same since the implementation of ICAP. Some specific findings are presented below.

1. Since ICAP, a majority (54%) of C.I.D. officers feel that relations with their supervisor has remained the same. Since ICAP, 48% of the U.P. division feel relations with the supervisors are better.

2. Since ICAP, a majority (57%) of C.I.D. officers feel that communications with other officers are the same. Since ICAP, 42% of the U.P. division feel communications with other officers are better.

3. Since ICAP, 49% of the U.P. division feel that influence on departmental decisions has remained the same. Since ICAP, 44% of the C.I.D. officers feel that influence on departmental decisions is better.

4. Since ICAP, a majority (57%) of the C.I.D. feel that relations with command are the same. Since ICAP, a majority (52%) of the U.P. division feel that relations with command are the same.

5. Since ICAP, a majority (56%) of the C.I.D. feel that their satisfaction with their job is the same. Since ICAP, 46% of the U.P. division feel that their satisfaction with their work is better.

6. Since ICAP, 48% of the U.P. division feel the operation of the dispatch system is worse. Since ICAP, 42% of the C.I.D. feel the operation of the dispatch system is the same. This is the only area where a substantial number feel that "things have gotten worse."

7. Since ICAP, 50% of the C.I.D. feel that contacts with the public are the same. Since ICAP, 46% of the U.P. division feel that contacts with the public are the same.

8. Since ICAP, a majority of U.P. (56%) and C.I.D. (52%) feel under-
    standing of the people in the community is the same.

9. Since ICAP, a majority of U.P. (60%) and C.I.D. (65%) feel that
    general training provided is better.

10. Since ICAP, a majority (66%) of C.I.D. feel that specialized train-
    ing provided is better. Since ICAP, 47% of the U.P. division feel
    like the specialized training provided is better.

11. Since ICAP, 50% of U.P. division feels communications with other
    divisions is the same.

12. Since ICAP, a majority of U.P. (78%) and C.I.D. (75%) feel that
    the use of crime data in everyday decision-making is better.

RESPONSES FROM OPEN-ENDED QUESTIONS

From a sample of 181, there were 137 respondents who answered the
question, "What do you like best about the ICAP program?" Of these, there
were 10 "don't know/not familiar" responses and seven "nothing" responses.
The remaining responses fell into six general categories: (1) Evaluation
and implementation of programs to increase efficiency and effectiveness --
crime prevention (control and reduction), directed patrol, sector command,
Tele-Serv, patrol aides, fixed shift, and management techniques. (2) En-
hance the image of patrol/involvement of patrol in investigations and de-
cision-making. (3) More money/new equipment. (4) Improved skills, know-
ledge, techniques, and training. (5) New ideas, changes, unexplored areas
and improvement. (6) Improved cooperation and communication between de-
partments and public.

Listed below are all verbatim responses to the question: "What do
like best about the ICAP program?"

- The chance for Uniform Patrol to advance in handling criminal investi-
gations.

- Its attempt to better appropriate manpower.

- Gives the department a chance of changing and trying new techniques.

- The new image that it projects of Uniform Patrol. The new system of
U.P. handling an investigation to its conclusion when an on-scene appre-
hension has been made.

- Does provide for the input of suggestions for change.

- The effect upon Uniform Patrol

- The supposed equipment!

- The program has provided the opportunity for all levels of personnel
to broaden their knowledge, skills and techniques in many functions of the
police profession.

- It has provided the vehicle by which the department has identified and implemented programs that have increased the efficiency and effectiveness of the department and improved morale.

- Its ability to consolidate efforts directed towards crime prevention, control and reduction. It also affords patrol officers an opportunity to keep abreast of crime patterns through the use of crime analysis data.

- Positive steps toward upgrade of Uniform Patrol image and better use of their abilities.

- Upgrade the Uniform Patrol Division.

- It gives recognition to Uniform Patrol and gave the U.P. officers a chance to voice their opinions.

- Use of Tele-Serv and Patrol Aide program.

- Patrol aides.

- Establish better manpower usage.

- Implementation of basic management techniques in patrol and C.I.D., Crime Analysis, Patrol Aide, Tele-Serv, emphasis towards management with data!

- Additional training in some fields.

- Brings in some new equipment. Also provides some pretty good schools.

- More training.

- Able to purchase new equipment, i.e., cars, etc.

- Money.

- The importance placed where it has never been, the man on the beat.

- Being able to devise systems to enable more information of criminal activity to be gathered and the way these systems have passed along this information to all officers.

- ICAP has made police division equipment O.K. Better than any police division in the country!

- Positive changes in Uniform Patrol.

- Sector concept.

- It has improved the image of the Uniform Patrol.

- Equipment.

- Chance to go to advanced schools.

- The betterment of Patrol.

- Have issued some new equipment.

- The Crime Analysis Unit.

- The change of Uniform Patrol responsibilities such as directed patrol, etc.

- The cooperation between different units within the department.

- It gives supervisors the opportunity to develop different programs and present them to command for trial (have more input in the change of the department).

- Better opportunities with programs for the overall department.

- Putting police officers back on a beat and giving them the chance to work it and having patrol aides available to handle non-criminal duties giving us a chance to work the beats.

- Sector system.

- It introduces new and improved methods of operation in the field. Provides money for these operations where the city wouldn't.

- The way in which it has upgraded Uniform Patrol and other divisions of my department. Especially letting the men have the opportunity to visit other departments to learn to value their own.

- Provides training and money for the department that it wouldn't otherwise afford.

- Self-investigation.

- New ideas that come from ICAP.

- Better equipment.

- Equipment and schools. Crime analysis.

- Investigating and handling felony investigation.

- Sector program.

- Emphasis on Uniform Patrol and the improvement of patrol working conditions and image. ICAP has had a very positive effect on the department and the image.

- The money.

- The schools that are available to officers for training in police work.

- Tele-Serv, less nuisance calls for patrol.

- Provides funds for education of all police officers.

- Upgrading of the patrol function. Improved service to the citizens. Acquiring outside training from other departments and schools - Crime Analysis Unit.

- Patrol Aides. Opportunity to visit other departments. Tele-Serv. Sector/beat concept.

- The build-up of the relationship between prosecution office and department.

- What it has done for Uniform Patrol. As it shows more satisfaction with the UP people therefore reflects to the citizens.

- The fact that ICAP spends all the money of trips for the chief and his friends I can't go to a school because there is not enough money.

- It places emphasis on crime prevention.

- Funding which helps in a number of beneficial areas such as buying specialty equipment and increased training in important areas.

- The attempt to change and upgrade Uniform Patrol.

- Patrol Aide/Tele-Serv.

- The changes throughout the police department.

- Tele-Serv/Patrol Aides.

- Chance to purchase needed equipment which we would not otherwise have funds for.

- It has looked into unexplored areas of law enforcement and has brought them to the surface to benefit both the police and citizens of the area.

- New work schedule.

- New ideas and changes.

- Branching out for new ideas.

- Greater opportunity for training.

- Opportunities through fundings.

- It brings new ideas and resources into the department.

- Acquisition of equipment normally not budgeted.

- All concepts of the program have helped the department to improve itself to its present position of excellence.

- Education and institution of new methods of policing.

- The opportunity to improve equipment and training.

- Uniform Patrol being able to follow up investigation and take a more active part.

- Training provided.

- The schools, equipment, recognition given Portsmouth has made us all aware of the necessity to improve and provided funds to improve with.

- The fact that it allows the department to make changes that probably would not have been possible without ICAP.

- Equipment, money.

- It is an attempt to focus on the strengths and/or weaknesses that existed before and to try to improve through a thought process, instead of a random hit or miss style.

- Tele-Serv.

- Emphasis on patrol.

- The funds provided by ICAP have afforded this department capabilities few departments can match. This is true in such areas as training specialized on inhouse, and other programs like the patrol aide program.

- Federal funds, attempts to upgrade UP.

- The build-up of the image of Uniformed Patrol personnel.

- Patrol aides.

- Upgrades the department.

- The most positive point of ICAP I think is Tele-Serv.

- Has helped Uniform gain more experience in investigative procedures.

- Crime information and changes.

- Patrol aides - crime analysis - being kept informed about other people's role - willing to experiment with new ideas and programs.

- It has given the department the opportunity to make changes that for the most part made up a better department.

- Extra equipment, patrol aides, Tele-Serv, permanent shifts.

- Has provided much needed new equipment in the past. A few good ideas for patrol.

- Generalistic concept and the permanent shifts.

- Provides needed equipment - provides (us) with new approaches to law enforcement and personnel management.

- Permanent beats.

- The equipment.

- Emphasis placed on Uniform Patrol.

- Introduced new ideas into the department.

- The different type of schools they've presented to the Department.

- Ability given to department for travel in comparative measures and techniques of other departments.

- Specialized training.

- Focused more on accountability, officers' training, evaluation of performance, quality of community/citizen contacts, and involvement of citizens holding an acceptable approach to community problems.

- Service to the department.

- It has enhanced Uniform Patrol and makes it a desirable place to be.

- Improvements that have been made.

- It gives officers some opportunity to become involved to some degree in decision making.

- Changes in the department.

- Got better equipment.

- More opportunity to follow-up on cases.

- Federal grants.

- Equipment that has been obtained.

- Broader department and knowledge and equipment.

- Various amount of monies, experiences and data provided to the department.

- The introduction of the Crime Analysis Unit; utilization of Tele-Serv; and utilization of information gathered from task forces.

- Some of the program they are trying.

- Doing more with same number of employees. Areas of responsibility clearly defined. Tele-Serv. Patrol Aide Program - O.D. training.

- Implementation of new corporal rate -- something this department has needed for some time.

Out of 181 respondents there were 126 who answered the question: "What do you like least about the ICAP program? From 126 respondents there were 15 "nothing" responses and 13 "don't know/not familiar" responses. Other responses were categorized into four general areas: (1) Restrictive, resistance to change, government control, lack of control of uniformed patrol, limits suggestions, and unskilled uniformed patrol hinders investigation. (2) Preferential treatment - corporal selection, travel, benefit to some individuals and departments, remodeling offices, and selection for training. (3) Lack of personnel. (4) Emphasis of uniformed patrol. Listed below are all verbatim responses.

- I have no negative thoughts about the ICAP program.

- These surveys.

- Seems to be orientated toward uniform patrol only.

- I feel that ICAP Program has not been equally open minded in choosing people for particular jobs or assignments in traveling and other aspects of the program.

- Uniform Patrol's fixed shift.

- Too inflexible with objectives and goals, i.e. resist changing back when the new objective is not a success or if the objectives are not outlined in program. There is resistance.

- The level of funding and some of the restrictions imposed (equipment, personnel).

- The amount of information sought through other means and attempted to be incorporated in department goals are not readily tried or used.

- I'm in agreement that many changes are needed and completed changes in most instances have been for the good of the department; the frequency of change has created much stress.

- The hand-picked corporal.

- Sometimes I feel ICAP puts too many restrictions on the department.

- Lack of control with high command of department with Uniform Patrol Division.

- Has done away with specialists in some areas that tend to hinder investigation, crime scene processing by unskilled or unqualified people.

- Appears to be no room for deviation in reaching final goals.

- First line supervision has not been targeted by the program. Overall concept of program has not been forwarded to the "troops."

- No follow-up investigation is done by UP as it was initially meant to be.

- Sector concept.

- The high disregard for the other divisions of the Portsmouth Police Department. To wit: MBO emphasis in theory versus job enrichment in the other divisions.

- Some divisions seem to benefit more than others from ICAP.

- Questionnaires such as this.

- As money runs out positive changes tend to cease.

- Not enough personnel.

- The same people benefit over and over again.

- Loss of certain jobs. Taken away for ICAP Program.

- Not enough money allocated for equipment.

- Removing traffic.

- Government funded.

- They're taking needed persons off the street without giving us replacements (for schools).

- Waste of money remodeling offices for brass to use.

- Majority of ICAP focused towards Uniform Patrol.

- In some areas it seems that we are locked in as some of the things we do just because ICAP says so.

- Too many civilians in jobs like central records that are not qualified.

- Too much paper work.

- Too many changes from one idea then to another. What happens to the department when money runs out?

- In some cases it has split the men up too much. Not enough channels of communication from shift to shift and area to area.

- Too much federal influence as is always the case when federal money is accepted.

- Because of the funds, some programs are started without regard for additional needed manpower, without regard for the overload on the men. Change for the sake of change where money is concerned takes place. Because of the above the men have little chance to settle down and become confortable with a program before more changes are brought about.

- It has proven to be all right with me. The only thing I dislike is the fact that certain people go certain places, cliques.

- They don't send enough officers to school -- those who would want to attend.

- The "hand in the pot" influence it has that is detrimental to the uniformed officers.

- Government control over the way things are run.

- Not enough money spent to improve other divisions.

- Too many programs that require more paper work for the department.

- Not enough equipment or men for some.

- Certain officers are not eligible for benefits. This due to administration not allowing certain specialists to benefit from opportunities.

- They run the show too much.

- The way the personnel are picked or sent to the available schools for police training.

- Need better equipment.

- Many of the schools that I have attended fell too close together and cramped my working hours and productivity on my job.

- The fact that ICAP spends all the money for the chief and his friends yet I can't go to a school because there is not enough money.

- It gives more work to uniform patrol officers.

- The fact that a number of decisions are not thoroughly thought out before they are implemented.

- Support from commander/asst. chief.

- Everything.

- Sectors instead of one city.

- Select few get to travel, others stay home and wish.

- Usually the same officers are selected to attend various schools.

- Too much supervision. Too busy looking over our shoulders for line officers to do any police work.

- Sending people to school who have no business going.

- The de-emphasis on specialization.

- Despecialization of individuals.

- Not fully understanding the goals.

- The task force reports which indicate improvement are often never acted upon.

- Spread the schools around to all officers.

- It is not being effective in all phases which it should be.

- Treat all people equally.

- Limits willingness or openness to suggestion for ideas.

- Everyone doesn't have the same understanding of "IT."

- When you accept Uncle's money, you do Uncle's business.

- It has fostered a change for change's sake attitude in which the hierarchy has developed a push-button style of management with no regard for the human factor.

- Q C for reports.

- Divorcing the men from knowing each other and the breakup of teamwork.

- The breakdown in communications and assistance as a result of the sector system.

- Does not allow specialization.

- The administration of the program from the beginning.

- FCPO's.

- Takes too much emphasis off Detective Bureau, etc.

- It seems that our department has lost sight of its primary duty; Portsmouth, Va. It seems too much time is being wasted trying to make ICAP work.

- Whenever emphasis is put on one division another suffers from a shortage of manpower.

- Not enough media coverage.

- I feel that in some areas we could have made more progress.

- Misuse of uniform personnel, especially 6-2 personnel.
Need the extra men in beats.

- Unnecessary man hours spent on paperwork and wasted office positions.

- To Traffic Bureau.

- Duration of program unsure.

- Has taken more manpower off the street. Has created "fingerprint tricks" out of everybody, but only a few who are interested enough to a good job.

- Part of the strength of the ICAP program depends on other agencies which we cannot control.

- Federal guidelines with very little leniency.

- The ill effects of fragmentation.

- They send the same people to do evaluations. If you check the files you will find this to be true.

- Too much government control. Government controls are not flexible.

- Too many programs. Takes away from effective patrol.

- Using government money.

- Paperwork.

- Some rearrangements of services I feel has not been in the best interest.

- Most meetings are held on the officers on time.

- Preliminary investigations by Uniform Patrol -- not working.

From a sample of 181 respondents there were 128 who answered the question: "What changes should the department make during the coming year?" The responses fell into five categories: (1) manpower problem - more men in uniform patrol or reassess allocation of manpower; (2) more and better equipment; (3) more cooperation/better communication; (4) better salary and benefits; (5) input and control over communication system.

Listed below are all verbatim responses.

- More and better equipment.

- Give a test for the FCO rank and make them more accountable for their actions.

- Institute programs to improve the overall harmony of the department.

- Improve the relationship between Uniform Patrol and the Detective Division. Purchase equipment that can aid an investigator in his work. Begin using qualified people in positions that are not best friends.

- Better salary and/or benefits. Better training opportunities. Tougher standards for hiring.

- More training and up-to-date training.

- I feel a corporal rank should be created for CID. Each officer should have a police vehicle. Salaries should at least keep pace with the economy.

- Provide more input or extend more control over communication system. Develop MIS for all operations. Provide more support from those units that are support units.

- More promotions, better citizen contacts.

- No dramatic or specific changes. There needs to be a continued effort and determination to accomplish those activities and programs already set in the first two years of ICAP in order to improve the service delivery of the police department.

- Better cooperation between management and staff, supervisors, and employees towards fulfilling objectives.

- Raise our pay. Let us bargain with the city more. (We) should meet with the Commonwealth attorney to talk over our problems, set up meetings with the judges for the same reasons.

- Stop making paper arrests and go back to doing some real police work.

- Upgrade the method.

- I feel more time and money should be spent on developing the power shift.

- Install a traffic bureau and a few other things we used to have.

- Incorporate the communications department (radio room) into police department.

- More emphasis on educating first line supervisors to modern concepts of police work. More emphasis on operations analysis and "massaging" of raw computer data. More emphasis on personnel problems, i.e., pay, stress, health, counseling, etc.

- Personally, better benefits, hospitalization.

- Most of the changes I think are needed would come from the police department/city hall not from ICAP.

- More training in Uniform Patrol for preliminary investigation. More cooperation between sectors.

- Listen to the people that work in Uniform Patrol as far as problems they have and try to bring up morale.

- Corporal ranks for all detectives.

- New equipment where needed, especially radios. Less meetings.

- Unionize.

- Anything that would bring Uniform Patrol and the CID closer together. Better communication throughout the police department.

- Take some of the personnel out of the detective bureau and police/community relations and put them in Uniform Patrol.

- Bring the men closer together.

- Higher wages. More serviceable police cars. Supply shoes for uniform officers.

- Put police officers on street and out of so many community programs.

- Get better traffic involvement.

- Newer and better equipment.

- Place more men in beat cars instead of wasting them in various places. Have manpower available in beats so that officers can utilize directed patrol more -- such as working with merchants or citizens.

- Increase in salaries especially between officers with seniority and new officers.

- Increase manpower in Uniform Patrol division. Pay increase would be nice.

- All they can.

- Strive for more and better equipment and changing of vehicles more often or individual vehicles.

- Better cars and equipment, improved communication between shifts. Giving men who have been off a chance to catch up on major happenings.

- Change in manpower allocation towards Uniform Patrol and for increased department size.

- Slow down change unless a real need is proven. Increase communication and contact between chief and men. Take steps to gain some authority in communications room.

- I think the men in Uniform Patrol should get more specialized training in certain aspects of patrol work. This will allow them to be more professional in their jobs. Also they need more training in race relations.

- Better promotion selection. Qualified placement of personnel. Change the sector concept back to a watch concept.

- Less paperwork and more police work.

- Better evaluation for rank. Police blue and white to every Uniform Patrol officer. Two-ply paper in the men's head.

- Anything to boost the morale of the men.

- Get away from the separate sectors. Sectors are good for accountability, however we should live up together as a unit -- information disseminated among all three sectors.

- More personnel and pay.

- Regroup. Do away with so many chiefs and in areas the indians.

- Build morale. Supervisors should be given more training and they should be made to do their jobs.

- The critical problem in my opinion is manpower which is limited because of budget considerations -- I would like to see the overall (working) patrol force increased by, say, 30% which at this time looks highly unlikely.

- The police department should stop being run by everyone but police officers.

- Give more chance for others to attend some of the schools that are available instead of the same people over and over.

- Need better equipment.

- Less people thinking up things to do and more people doing real police work as it was perhaps ten years ago. I realize we need change with the times, but the Uniform Patrol has become a guinea pig for trial and error programs.

- Reduction of the plain clothes division, especially personnel assigned to SIB, and transfer and beef up patrol function.

- Increase personnel.

- We are going fast enough, changing fast enough. The changes that are happening are good, what more could we ask for.

- Clean up the personal appearance of the uniform officers. The patrol cars and the inside of the building. The overall appearance of this establishment is a disgrace.

- I think it should incorporate crime prevention division and uniform patrol.

- Increase Uniform Patrol complement. Purchase much-needed furniture. Lay good ground rules for the 3rd phase of ICAP and benefit from past errors.

- Increase the number of people assigned to street work.

- Support for management.

- Get out of statistics and get back to police work.

- Add more men.

- Go back to rotating shifts.

- I think the chief should have a closer relationship with the men -- especially downstairs. We never see him.

- Be more direct and equal in the enforcement of violations of policy and procedures. Get away from the clique group.

- Change back to rotating shift. Re-open K-9 and traffic bureau. Dissolve the sector system and go back to 5 zones. Integrate power shift with other watches.

- More vehicles, more training for patrol force.

- They should have a traffic bureau.

- Try to make a better connection between Uniform Patrol and detective bureau. Try to satisfy the men and make them happy in their job.

- Eliminating FCPO's-- too many supervisors. Obtain decent vehicles for officers and detectives rather than line officers. We are driving junk -- no hand-me-downs wanted. Need more portable radios.

- I think a close check should be made in the upper ranks. Some of these men are creating constant pressures on the men. They seem to forget they used to be patrolmen.

- Improve communication between all divisions, our CID bureau has no idea what Uniform Patrol is doing, who they are looking for, etc., and vice-versa.

- Institute a career development program, i.e., find out what interests an officer has and develop his career in that direction. It might increase motivation and subsequently morale. A lot of officers feel stagnant.

- Try to work a miracle by getting first line supervisors to accept the ICAP Program.

- Put more people on street and out of offices.

- Have the sheriff's department qualified to operate breathalizer machine for breath tests because the sheriff's department is in touch with the prisoner after arrest.

- Do away or thin out the community relations. We get no response from same.

- More manpower on the street and better training for investigations instead of office personnel. We do mainly paperwork.

- Need a lot more cars for investigators to properly to the job.

- Improve the ID section to provide the ultimate in the science of physical evidence as it applies to police work.

- Increase in manpower. Pay raise.

- Try to stabilize the Corporal-Sergeant relationship. Improve the FTO program (new coordinator). Offer more flexibility in the work shifts (days off).

- Change 6-2 shift back into uniform or remove some personnel from crime prevention and put them on the street.

- Change back to rotating shifts.

- Improve the manpower on the street. Not totally agree on the auxiliary force.

- Change detective bureau captain to one who can rationalize and communicate with his men.

- Programs to promote physical fitness. Special training for tactical problems.

- A slight increase in manpower. It may be hard to justify such action to the city when the crime rate remains the same or decreases but remember the statistics are a result of an increase in specialized jobs thus reducing the present complement available to such areas as patrol.

- Establish priorities that will upgrade manpower in Uniform Patrol.

- Realistic views of the placement of personnel.

- Place more manpower into training and VTR.

- Stricter discipline.

- More schools for officers for under the rank of Sgt. Better equipment.

- Increase in pay by correcting the pay scale. Make major adjustments in division commanders' assignments. Attitudes of officers to public is poor, changes should be made to correct this.

- Work for more money.

- I would like to see more personnel contact with the citizens of Portsmouth, Va. I would like to see the police department control its communication center.

- Straighten out the pay scale.

- More involvement with detectives. Upgrade dispatching system.

- Continue to be flexible.

- I think we should have an intelligence squad.

- Permanent shifts - rotate.

- Stop trying to be like California.

- Eliminate 6-2 shift and use men to beef up the sectors.

- Need new cars. Need new radios. Need more manpower -- very understaffed.

- Big pay raise. Better equipment. Less bull----.

- All officers who have at least six years on the department with good standings should be given senior patrolman's pay.

- Push harder for pay increases for officers. Attain more direct control of communication center. Hire qualified persons over minorities.

- Hire more men for patrol stints. Transfers have cut manpower to the bone.

- Give a fair study of manpower problems with this program and take steps to alleviate same.

- Have its own data process and control over communications.

- A change in the administrative staff.

- Convey and reveal all new phases to be encountered by ICAP.

- More specialized training. More FCPO's. No rank other than chief -- 2 asst. chiefs, Capt. Lts., Sgt., FCPO's, Patrol Officer, Det.

- Establish realistic goals and objectives and stick with them when feasible.

- Update service to the public and uniform patrol.

- ICAP should do as much for plain clothes detectives.

- Obtain better equipment such as decent autos -- Patrol Officers should have better relations with Captains and above. Just because a person has rank it should not be a determining factor that that person should get new autos and equipment and what's left is handed down to patrolmen.

- A look at Youth Services' handling of juvenile offenders. More personnel in all divisions. More concern geared toward (officer stress) on duty and off and how to deal with same.

- Beef up the back-bone of the department.

- Should reinstate the traffic division. Bring ID division back on the street for crime scene processing instead of someone not trained for complete crime scene processing.

- Increase manpower.

- Get rid of burnt out officers who sit on their --- all day including line officers.

- Add additional personnel to regular patrol and investigation duty. Make attempt to correct deficient pay scale with relation to rank structures.

- Listen more to suggestions of men actually on street. They work closely with the public.

- Better organization of personnel and management of personnel in Tele-Serv.

- It now seems that placing extra men in Tele-Serv when they are short-handed takes precedence over covering the street.

- Work on the breakdown of communication.

- More O.D. training for all line officers.

- Corporals in Detective Bureau. Get rid of helicopter and boat patrol. Don't feel they are cost effective.

II. CITIZEN SATISFACTION WITH THE TELEPHONE REPORTING SYSTEM

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CITIZEN SATISFACTION
WITH THE PORTSMOUTH POLICE DEPARTMENT
TELEPHONE REPORTING SYSTEM

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City of Portsmouth
Division of Police

May 1980

EXECUTIVE SUMMARY

During May, 1980, the Portsmouth Police Department Telephone Reporting System (Tele-Serv Unit) was evaluated by means of a survey of citizens who requested service from the police department. The survey was based on a random sample of 156 offense reports taken between January 2, 1980 and May 1, 1980 by the Tele-Serv Officers who handle reports phoned in to the Portsmouth Police Department. The overall purpose of the survey was to determine the level of citizen satisfaction with the services provided by the Tele-Serv Officers.

The overall results of the survey are very positive. Very few citizens have problems contacting the police division. The personnel of the Tele-Serv Unit are viewed as polite, helpful, and respectful. By far the majority (81%) of the citizen users are satisfied with having reports taken by telephone. Most of the respondents (58%) expected follow-up action to be taken after reporting an incident. About three-fifths (60%) reported that a follow-up was made. Citizens rate the Portsmouth Police Department highly. Their opinion of the police remains the same after contact with the Tele-Serv Unit. When opinion changes it is likely to become more favorable rather than less favorable.

Sex and race of the respondent did not have a significant effect upon the response pattern. Both blacks and whites are generally satisfied with the Portsmouth Police Department and its personnel; but whites are somewhat more likely to be very satisfied.

Only one-fifth of the citizens received suggestions for crime prevention. More than one-half of these suggestions were to lock or keep items out of view. A majority of the citizens had no suggestions for improving the police service. Of those who had suggestions, one-fifth want more patrol, more contact, and more follow-up.

The comparative analysis of the 1979 and 1980 Tele-Serv Surveys indicates that the actual follow-up action has increased (36% versus 63%). The citizens show increased satisfaction with the Tele-Serv Officer and dispatcher. The number of officers who give crime prevention suggestions has increased slightly (13% versus 19%).

CITIZEN SATISFACTION WITH THE PORTSMOUTH POLICE DEPARTMENT
TELEPHONE REPORTING SYSTEM

Introduction

The purpose of this report is to determine the level of citizen satisfaction with the services provided by the Telephone Reporting Unit (Tele-Serv Unit) of the Portsmouth Police Department and to compare the level of satisfaction with the results of a similar survey conducted in January 1979. The survey was designed to determine the following types of information:

1. Citizen problems in contacting the dispatch unit and their satisfaction with the actions and attitudes of the dispatchers who received the calls.

2. Citizens' satisfaction with the attitudes of the officers who took the reports and citizens' opinions about the report taken by phone.

3. Citizens' expectations and levels of satisfaction with follow-up actions.

4. Citizens' rating of the Portsmouth Police Department in general.

Research Design

A stratified random sample for this survey was drawn from the offense reports taken by the Tele-Serv Officers during a four-month period (January 2, 1980 through May 1, 1980). One hundred and fifty-six (156) interviews were completed.

The telephone interviews with the citizens who filed the reports were conducted by one interviewer in April and May 1980. The interviews consisted of thirty (30) items and took about ten to fifteen minutes to

administer (see the questionnaire attached). Three-fifths (60%) of the individuals interviewed were white, and slightly more than one-half (53%) were males.

Table 1 provides the percentage breakdown for the types of offenses included in the sample grand larceny, petit larceny, and vandalism. Of those reports which provided information (N=152), 94% involved some dollar loss. Forty-four percent involved a loss of over $100 (see Table 2).

Difficulties in Contacting the Dispatch Office

Approximately 97% (N=152) of the respondents did not have any trouble in contacting the police department. Only four respondents had some difficulty in their contact with the dispatch office. The following comments were made:

- I had to call back several times because every time I was put on hold it broke connection. It was during the heavy snow.

- The switchboard was very busy and I had to keep calling until I got through.

Table 1

TYPES OF OFFENSES REPORTED

Offense Type	Percentage	Number
Grand larceny	33	52
Petit larceny	35	55
Vandalism	32	49
Total	100	156

Table 2

VALUE OF LOSSES REPORTED

Value of Loss	Percentage	Number
No loss	6	9
$50 or less	31	47
$51 - $100	19	29
$101 - $500	39	59
Over $500	5	8
Total	100	152

As Table 3 indicates, eighty-four percent (84%) of the respondents in the sample said their call was transferred.

Table 3

RESPONSE OF THE DISPATCHER

	Percentage	Number
Transferred the call	84	129
Took the report	12	19
Tele-Serv Officer called back later	1	1
Gave a number to call	2	4
Report on wire service	1	1
Total	100	154

Of those whose calls were transferred to others, two-thirds (68%) said the transfer took one minute or less; 27% mentioned two to four minutes; and 5% said it took more than five minutes. In two cases, it took fifteen and twenty minutes to transfer the call to the Tele-Serv Unit. Nearly 80% of the respondents talked to two persons after calling the Police Department; 14% talked to only one person and 6% talked to three to five persons before their report was taken.

Satisfaction with the Dispatch Office

Table 4 shows that more than a majority of the individuals are generally satisfied with what the dispatcher told them (87%). Ninety-one percent (91%) reported that the dispatcher was polite, and 85% felt that the dispatcher was helpful. Only 5% were dissatisfied with what the dispatcher said, and only 5% considered the dispatcher to be unhelpful.

Satisfaction with Tele-Serv Officer

Table 5 reports citizen satisfaction with the Police Officer. As the data indicate, a majority of the respondents (69%) are very satisfied with the officers who took their reports. Eighty-two percent (82%) consider them very polite, 86% think they are very respectful towards citizens, and 71% find them very helpful. The percentage dissatisfied with the telephone report unit personnel is very low. Only 5% of the complainants are dissatisfied with the Police Officers, and only 6% consider them unhelpful.

Table 4

SATISFACTION WITH THE DISPATCH OFFICE

Satisfaction With What The Dispatcher Said	Percentage	Number
Very satisfied	64	98
Somewhat satisfied	23	36
Neutral	8	12
Somewhat dissatisfied	2	3
Very dissatisfied	3	5
Total	100	154

Politeness of Dispatcher		
Very polite	81	125
Somewhat polite	10	16
Neutral	7	11
Somewhat impolite	1	1
Very impolite	1	1
Total	100	154

Helpfulness of Dispatcher		
Very helpful	77	118
Somewhat helpful	8	13
Neutral	10	16
Somewhat unhelpful	3	4
Very unhelpful	2	3
Total	100	154

Table 5

SATISFACTION WITH TELE-SERV OFFICER

Satisfaction With Officer Who Took Report	Percentage	Number
Very satisfied	69	94
Somewhat satisfied	20	27
Neutral	6	8
Somewhat dissatisfied	4	6
Very dissatisfied	1	1
Total	100	136

Politeness of Officer		
Very polite	82	112
Somewhat polite	11	15
Neutral	4	6
Somewhat impolite	2	2
Very impolite	1	1
Total	100	136

Helpfulness of Officer		
Very helpful	71	97
Somewhat helpful	13	18
Neutral	10	14
Somewhat unhelpful	4	5
Very unhelpful	2	2
Total	100	136

Respectfulness of Officer		
Most respectful	86	117
Respectful	8	11
Neutral	5	7
Disrespectful	1	1
Very disrespectful	0	0
Total	100	156

Satisfaction with Reporting Incidents by Telephone

In response to the question, "How satisfied were you with your report being taken by phone?" 81% expressed satisfaction. Only 14% (N=41) of the respondents were dissatisfied with their own report being taken over the telephone. When asked why, about 42% of them would have liked the police officer to come out and talk to them in person. Forty-two percent (42%) felt that the police officer could not see the damage and/or evidence when the report was taken by telephone.

Only 40% of the respondents expected a police officer to be sent. This response rate suggests that the reporting system is working well. Almost three-fourths (73%) had no dislike about the telephone reporting system. This shows that the individuals who use the telephone reporting service appear to feel comfortable with making a report by telephone.

Table 6
SATISFACTION WITH REPORT BEING TAKEN BY TELEPHONE

Level of Satisfaction	Percentage	Number
Very satisfied	60	90
Somewhat satisfied	21	31
Neutral	5	8
Somewhat dissatisfied	11	17
Very dissatisfied	3	5
Total	100	151

Follow-Up Action on Reported Incidents

Table 7 reports whether or not citizens expected follow-up action, the action taken by the telephone report unit personnel, the satisfaction with the follow-up action taken, and whether or not police officers made any suggestions for avoiding future problems of a similar nature.

About three-fifths (58%) expected the police to take some follow-up action, while 42% expected no follow-up. Actual follow-up action was taken in 60% of the cases. When action was taken, 74% were satisfied with the follow-up. In 19% of the cases, the officer made suggestions to the complainant how to avoid similar problems in the future. Apparently there is a need for Tele-Serv personnel to give crime prevention suggestions.

Table 7
FOLLOW-UP ACTIVITY BY PORTSMOUTH POLICE DEPARTMENT

Citizens Expected Follow-Up	Percentage	Number
Yes	58	90
No	42	66
	100	156
Actual Follow-Up Taken by Police		
Yes	60	93
No	40	63
	100	156
Evaluation of Follow-Up Action		
Very satisfied	41	38
Somewhat satisfied	33	31
Neutral	13	12
Somewhat dissatisfied	8	7
Very dissatisfied	5	5
	100	93
Officer Made Suggestions on How To Avoid Similar Problems		
Yes	19	30
No	81	126
	100	156

Of those complainants who received some follow-up action (N=93), almost one-half (61%) received follow-up calls from the police department. In another 26% of the cases, a follow-up letter was received. Other types of follow-up actions mentioned were recovery of items (4%), apprehension of suspect (3%), officer came out (3%), arrest and trial (2%).

Table 8 reports the relationship between whether or not the citizen expected action and whether or not actual follow-up was done. Of those who expected follow-up, 63% actually had some follow-up action taken. It is interesting to note that 54% of those who did not expect follow-up action did receive follow-up action.

Table 8

EXPECTATION ABOUT FOLLOW-UP ACTION TAKEN
RELATED TO ACTUAL FOLLOW-UP ACTION TAKEN

Actual Follow-Up	Expected Follow-Up		Did Not Expect Follow-Up	
	%	N	%	N
Follow-up action taken	63	57	54	36
Follow-up action not taken	37	33	46	30
Total	100	90	100	66

Table 9 presents information on the respondents' overall evaluation of the Portsmouth Police Department before and after the incident. Thirty percent (30%) rated the Department as above average or one of the best in the country while 56% regarded it as an average department. Most of them (78%) held the same opinion about the Portsmouth Police Department after

their most recent contact with it. Those who changed their opinions tended to rate the Department more favorably rather than less favorably.

Table 9

OPINION ABOUT PORTSMOUTH POLICE DEPARTMENT

Rating Before the Incident	Percentage	Number
One of the best	5	8
Above average	25	38
Average	56	85
Below average	8	13
Very poor	6	9
Total	100	153

Change in Opinion About the Police Department After the Incident		
More favorable	15	23
About the same	78	119
Less favorable	7	11
Total	100	153

Table 10 is a comparison of respondents' prior opinions about the Portsmouth Police Department, and their opinions after their recent contact with the Department. Any change in opinion is considered to be a result of the recent contact. The table shows that the typical response was no change of opinion after the incident. If a change occurred, those who rated the Department above average changed to a more favorable opinion.

At the same time, those who rated it as below average before the recent contact were more likely than any other group to assess the contact negatively.

Table 10

CHANGE IN OPINION AFTER THE INCIDENT
COMPARED TO PRIOR OPINIONS

| | Before Contact | | | | | |
| | Above Average | | Average | | Below Average | |
After Contact	%	N	%	N	%	N
More favorable	22	10	14	12	5	1
About the same	78	36	82	70	59	13
Less favorable	0	0	4	3	36	8
Total	100	46	100	85	100	22

Analysis of the Effect of Sex and Race on Survey Responses

Responses to each of the questions in the survey questionnaire were analyzed to see if variation in these responses were related to the sex and race of the service recipients.

Sex of the respondent did not have a significant impact on the satisfaction with either the dispatcher or Tele-Serv officer. Women are more likely than men to be in the highest satisfaction categories with the dispatcher. For example, 61% of the men versus 67% of the women are very satisfied with the dispatcher. Similarly, a higher percentage of females consider them polite (94% females vs 89% males) and helpful (90% females vs 81% males). At the same time, men are more likely than women

to be in the highest satisfaction categories with the Tele-Serv officers. Seventy-two percent (72%) men versus 66% females are very satisfied with the Tele-Serv officers. More men also consider them polite and helpful.

Females are more satisfied with their reports being taken by phone (83%) compared to males (78%). At the same time, more females (42%) expected the officer to take their reports in person than did men (37%). More males (65%) compared to females (49%) expected the follow-up action by the police department. The actual follow-up was received by 63% males and 56% females. Women also rate the Portsmouth Police Department more positively than men (34% of the females rate it as above average compared to 27% of the males).

A higher percentage of females tend to change their opinion favorably after their recent contact with the police department - 17% females became favorable compared to 13% males.

Race of the respondent was also not an important factor in determining the response pattern. Even though there are differences between expectation and satisfaction levels of black and white respondents, none of them are statistically significant.

Both blacks and whites are generally satisfied with the Portsmouth Police Department and its personnel; but whites are somewhat more likely than blacks to be very satisfied. Sixty-seven percent (67%) of the whites are very satisfied with the dispatcher compared to 58% of the blacks. Similarly, 74% of the white respondents are very satisfied with the Tele-Serv officers compared to only 62% of the black respondents.

More blacks (48% versus 34% whites) expected an officer to take their report in person. Fewer black citizens in the sample (64% compared to 79%

whites) mentioned that the report taken by phone was acceptable to them. Similarly, as shown in table 11, more whites (84%) were satisfied with their report being taken by phone than blacks (74%).

Table 11

RACE AND SATISFACTION WITH REPORT BEING
TAKEN BY PHONE

	Black		White	
	%	N	%	N
Very satisfied	56	34	62	56
Somewhat satisfied	18	11	22	20
Neutral	5	3	6	5
Somewhat dissatisfied	18	11	7	6
Dissatisfied	3	2	3	3
Total	100	61	100	90

Table 12 shows the expectation and satisfaction with follow-up activities by race of the respondents. More blacks (61%) expected follow-up action than did whites (55%); but more whites received some kind of follow-up action by the police (62%) compared to blacks (56%).

Table 12

RACE AND FOLLOW-UP ACTIVITY BY PORTSMOUTH POLICE DEPARTMENT

	Black		White	
	%	N	%	N
Citizens Expected Follow-Up				
Yes	61	38	55	52
No	39	24	45	42
Total	100	62	100	94
Actual Follow-Up Taken by Police				
Yes	56	35	62	58
No	44	27	38	36
Total	100	62	100	94
Evaluation of Follow-Up Action				
Very satisfied	43	15	40	23
Satisfied	29	10	36	21
Neutral	14	5	12	7
Dissatisfied	8	3	7	4
Very dissatisfied	6	2	5	3
Total	100	35	100	58

Table 13 reports the opinion held of the Portsmouth Police Department before the incident was reported to the Tele-Serv officer and the change of opinion after the incident by race of the respondents. The data indicates that whites are more likely to give the Department positive ratings - 40% consider it as above average compared to only 15% for blacks. A slightly

higher percent of blacks than whites rate the Police Department as below average (16% for blacks versus 13% for whites). Race was not a significant factor in the citizens' change of opinion after the recent contact with the Police Department. Fifteen percent of both black and white respondents formed a more favorable opinion of the Police Department while 10% of the black citizens and 6% of the white citizens formed a less favorable opinion.

Table 13

RACE AND OPINION ABOUT PORTSMOUTH POLICE DEPARTMENT

	Black		White	
	%	N	%	N
Rating Before the Incident				
Above average	15	9	40	37
Average	69	42	47	43
Below average	16	10	13	12
Total	100	61	100	92
Change in Opinion About the Police Department After the Incident				
More favorable	15	9	15	14
About the same	75	46	79	73
Less favorable	10	6	6	5
Total	100	61	100	92

Responses to Open-Ended Questions

Table 14

CONTENT ANALYSIS OF CITIZENS' PERCEPTIONS OF
SUGGESTIONS MADE BY OFFICER*

	Number of Responses
Keep Bike/Car/Valuables Locked or Out of View	19
Careful with Money/Credit Cards/Purse	7
All Other Responses	6
Total	32

*Because of the great number of categories only the categories with more than 5 responses are specified.

A content analysis is presented in Table 14 of the responses to the question, "What, briefly, were the suggestions made by the officer?" Most of the responses (19) were suggestions to lock or keep items from view to prevent further problems. Another frequent suggestion (7) was to be careful with items of value.

The actual responses are:

- To report any similar incident that may be related to mine.

- Suggested that keys not be left in vans and cars.

- To remove my plates from the car if my car would sit unattended for a period of time.

- He told me to be careful with my money.

- Not to leave my purse in the car.

- To try to catch the person in the act that was creating the problem.

- Keep guns and items of this nature out of car.

- Next time, put tags on my car as soon as I get them.

- Not to leave the bike unattended and to keep it locked.

- Lock up valuables.

- He suggested getting a lock for my oil tank.

- To put a lock on it.

- Put a lock on it and don't leave bikes unattended.

- Make sure everything was locked and not to leave valuables in the car.

- Not to take money or credit cards with me and not leave my bag unattended.

- Not to take my car to work or to keep it in the garage.

- To lock the bikes and not leave them unattended.

- To always put the sticker on the window as soon as I get it.

- Put a chain and lock on the ladder and keep it out of sight.

- Keep the bike locked and not to leave unattended.

- Better lighting for the lot.

- To lock my car.

- Keep all items collected and locked.

- That I should put a chain and lock on it.

- To get a city license and put a lock and chain on the bike.

- Not to leave any valuables in the car, to keep things out of view, and to put them under lock and key.

- To keep my bike locked at all times.

- He told me to keep my car locked.

- Take out a peace warrant if we continue to have problems.

- Get the bike licensed and put a lock on the bike.

- To keep the bike locked at all times.

- The bike should be locked.

- The officer would go over and talk to the boys that took the dog.

Table 15

CONTENT ANALYSIS OF CITIZENS' SUGGESTIONS FOR IMPROVING SERVICE*

	Number of Responses
None	92
More Patrol/Walk Beat	22
More Contact/Follow-Up	14
Improve Officers Attitudes	9
More Investigation of Complaints	6
Direct Contact for Certain Crimes	5
All Other Responses	28
Total	176

*Because of the great number of categories, only the categories with more than 5 responses are specified. In some cases, there was more than one response.

Table 15 presents a content analysis of responses to the open-ended question, "What are your suggestions for improving the service that you've received?" The largest number of respondents (92) had no suggestions. Some felt that more patrol and more officers walking the beat (22) would improve service. Other citizens said that more contact and more follow-up would improve the service to the public.

The actual responses are:

- Shorter periods of time between contact with victims to give them a progress report.

- When grand larceny has been committed, I feel the police should always make a personal visit.

- They need much more patrolling in the Churchland Area. We do not have a high crime rate but we do have quite a bit of vandalism.

- Have a little more public contact. Keep the public informed regarding progress in case or no progress in case.

- Crime would be less if more officers walked the beat. They could use smaller autos--more economical.

- More public awareness of what happens after a call is placed.

- The officers could be better educated.

- Give the officers a higher salary. A better salary would attract more qualified officers and keep the experienced officers on the force.

- More patrol in unmarked cars.

- The police should work with the postal service to follow through on purse snatchers.

- I would like to see the patrol increased in the area.

- I feel that when a citizen calls in a complaint that they should respond very quickly. The police should follow through on complaints now--not an hour later or disregard the call completely.

- They should know what they can handle and what they cannot handle regarding Navy housing.

- More cooperation and investigation of incidents.

- The officers should improve their attitudes. The officer should put themselves in the other person's shoes when conducting their investigations.

- They could have come out. They should patrol the area now.

- Do more to protect people and do less harassing of people.

- Have one or two persons to take the reports; so you don't have to be switched back and forth to so many persons.

- They should patrol more in this area.

- Make more site visits.

- The police should patrol the areas more after 12 PM.

- Try to get closer to the people. Keep them informed regarding developments.

- They need a totally new staff. They are not fair in the way they treat minorities.

- Give them a better salary.

- Make more site visits.

- We should have more block patrols.

- Do a more complete investigation.

- The attitudes of some of the officers need a great deal of improvement.

- A better follow-up within the department and from one department to another.

- Respond quicker to a call that requires investigation--not wait two weeks to investigate.

- More complete follow-up--keep the citizen informed of developments.

- Cut down on the crime rate. It is too high.

- Need more volunteers and a large staff. More black staff persons and officers are needed.

- More patrol during heavy traffic times and after 12 PM.

- More police officers would make their job easier.

- More officers on the staff. Patrolmen should not drive alone at night. Patrol Aide should have more physical training for their protection.

- There should be some follow-up taken when a report is filed.

- They should have someone come out and explain things rather than have it done over the phone; i.e. investigation.

- Quicker action and follow-up on a case. My wallet was found a month later. The police had dropped the case. If they had worked a bit harder they might have caught the person.

- Better education for the police officer. The officer should live by the rules they preach and set examples.

- Take action first and then the report.

- The neighborhood watch should become more involved to help themselves and the police.

- I would like more patrol.

- Catch a bunch of people that speed by my house late at night.

- The dispatcher should know who to refer you to right away and not have to transfer you from one person to another.

- They need to have a little initiative and personal respect and take a positive attitude.

- There should be more police on staff. There are not enough personnel on duty.

- Have a definite reason for stopping and questioning a person and not just to harass them.

- I think that they should patrol more.

- They should come out and make an on site investigation.

- That a little more attention should be spent on some of the not so nice areas of the city.

- Put more patrol cars in the area.

- Give them (Patrolmen) more money.

- I feel they should have a better follow-up system.

- To patrol my area more.

- I would like to see the police community relations improved and become more standard.

- Hire less minorities.

- To patrol the area more.

- They should have a citizen's review board and have a less bias board.

- The area should be patrolled more and have an officer visit the site.

- Follow-up visits should be made.

- I feel we should have patrols in the areas.

- I feel the police should patrol my area more.

- A shortened time span between the report being taken and an investigation.

- There should be some type of follow-up.

- They should make more site visits.

- They should patrol the area more.

- They should have a guard stationed on the parking lot to protect the cars.

- More patrolling and more officers on the staff.

- Increased patrolling through our area.

- If the police do the job, they should work on a one to one basis with the citizens.

- Be a little more interested and get on the ball.

- Screen the dispatcher. Some need to improve their attitudes.

- Get rid of half of the officers and get some new ones. There should be more black officers on the force. I have been treated better by the black officers than the whites.

- Take more interest in their jobs.

- They need to hire more officers and the community needs to give the officers better support.

Comparative Analysis of the Two Survey Results

This section presents the comparative analysis of the two Tele-Serv Users' Surveys conducted in January 1979 and May 1980. Tables are presented to show the changes in citizens' attitudes and opinions.

A major change is seen in the actual follow-up actions taken by the police department. As table 16 points out, there is a substantial increase in the percentage of complainants receiving some kind of follow-up action. In the 1979 survey, only 17% of the respondents had received follow-up action whereas in the recent survey, 60% had received follow-up action. This shows that the Portsmouth Police Department has increased its efforts in following up the complaints handled by the Tele-Serv Unit. In the recent survey, the follow-up action mostly resulted in the follow-up call (61%) and follow-up letter (26%). At the same time, the satisfaction with the follow-up action has decreased. In 1979, 77% of the citizens were satisfied with the follow-up action while in 1980, 74% are satisfied.

The analysis also shows that in the previous survey, only 36% of those citizens who expected follow-up got it, while in the current survey 63% of those who expected follow-up received it.

Table 16

INDICATION AND EVALUATION OF FOLLOW-UP ACTION:
A COMPARISON OF TWO SURVEYS
(In Percentages)

	Jan., 1979 (N=100)	May, 1980 (N=156)	Net Percentage Differences
Actual Follow-Up Action			
Yes	17	60	+43
No	83	40	-43
Total	100	100	
Evaluation of Follow-Up Action			
Very satisfied	65	41	-24
Somewhat satisfied	12	33	+21
Neutral	6	13	+ 7
Somewhat dissatisfied	17	8	- 9
Very dissatisfied	0	5	+ 5
Total	100	100	

Tables 17 and 18 present the changes in citizens' satisfaction level with the dispatcher and Tele-Serv officer and citizens' perceptions of the kinds of attitudes exhibited by them. These two tables show that the citizens' satisfaction with the dispatcher and the Tele-Serv officer has increased since the last survey. Most of the citizens in the recent survey are in the highest satisfaction categories with the dispatcher and Tele-Serv officers.

Table 17

SATISFACTION WITH THE DISPATCHER: A COMPARISON
OF TWO SURVEYS
(In Percentages)

	Jan., 1979	May, 1980	Net Percentage Differences
Satisfaction With What the Dispatcher Said			
Very satisfied	40	64	+24
Satisfied	35	23	-12
Neutral	17	8	- 9
Somewhat dissatisfied	4	2	- 2
Very dissatisfied	4	3	- 1
Total	100	100	
Politeness of Dispatcher			
Very polite	62	81	+19
Somewhat polite	25	10	-15
Neutral	12	7	- 5
Somewhat impolite	1	1	0
Very impolite	0	1	+ 1
Total	100	100	
Helpfulness of Dispatcher			
Very helpful	25	77	+52
Somewhat helpful	45	8	-37
Neutral	23	10	-13
Somewhat unhelpful	4	3	- 1
Very unhelpful	3	2	- 1
Total	100	100	

Table 18

SATISFACTION WITH THE TELE-SERV OFFICER: A COMPARISON
OF TWO SURVEYS
(In Percentages)

	Jan., 1979	May, 1980	Net Percentage Differences
Satisfaction With Officer Who Took Report			
Very satisfied	55	69	+14
Somewhat satisfied	29	20	- 9
Neutral	9	6	- 3
Somewhat dissatisfied	6	4	- 2
Very dissatisfied	1	1	0
Total	100	100	
Politeness of Officer			
Very polite	71	82	+11
Somewhat polite	17	11	- 6
Neutral	10	4	- 6
Somewhat impolite	2	2	0
Very impolite	0	1	+ 1
Total	100	100	
Helpfulness of Officer			
Very helpful	47	71	+24
Somewhat helpful	31	13	-18
Neutral	14	10	- 4
Somewhat unhelpful	5	4	- 1
Very unhelpful	3	2	- 1
Total	100	100	
Respectfulness of Officer			
Very respectful	68	86	+18
Somewhat respectful	17	8	- 9
Neutral	13	5	- 8
Somewhat disrespectful	1	1	0
Very disrespectful	1	0	- 1
Total	100	100	

Table 19

OPINION OF THE PORTSMOUTH POLICE DEPARTMENT: A
COMPARISON OF TWO SURVEYS
(In Percentages)

	Jan., 1979	May, 1980	Net Percentage Differences
Rating Before Incident			
Above average	43	30	-13
Average	46	56	+10
Below average	11	14	+ 3
Total	100	100	
Change in Opinion After the Incident			
More favorable	14	15	+ 1
Same	79	78	- 1
Less favorable	7	7	0
Total	100	100	

Table 19 presents the Tele-Serv users' opinion of the Portsmouth
Police Department, gathered from 1979 and 1980 surveys. It shows that a
lower percentage of citizens (13% less than the previous sample) in the
recent survey gave the Portsmouth Police Department a rating of "Above
Average" than in the last survey. A slightly higher percentage of
citizens also rated it as "Below Average." Percentage of citizens
changing their opinion after the recent contact with the police department
is the same in both the surveys.

The comparative analysis of the two surveys also points out that
there is only a slight increase in the percentage of citizens getting
crime prevention suggestions from the Tele-Serv officers to avoid similar
problems in the future. In 1979, 13% of the citizens were given the
suggestions while in 1980, 19% were given the suggestions.

Conclusions and Recommendations

1. A majority of the citizens in the sample are satisfied with the
Tele-Serv officers. This positive nature of the citizens' contact with
the Tele-Serv Unit should be maintained.

2. The public acceptance of the Telephone Reporting System is
apparent in this study. A majority (81%) were satisfied with their
reports being taken by telephone. Almost three-fourths (73%) had no
complaints about the telephone reporting system.

3. Follow-up policy and action is working well. Three-fifths of
the respondents (60%) had received some kind of follow-up action from the
police department. This shows a substantial increase from the last
survey where only 17% had received follow-up action.

4. Only 19% of the citizens got some crime prevention suggestions
from the Tele-Serv officers. This suggests the need for the clarification
of crime prevention policy.

III. EVALUATION OF PATROL AIDE PROGRAM

INTEGRATED CRIMINAL APPREHENSION PROGRAM

PORTSMOUTH PATROL AIDE PROGRAM
EVALUATION OF PATROL AIDE PROGRAM

Prepared by:

Wolfgang Pindur, Ph.D., Principal Investigator
Janice Hurley, Research Associate

Prepared for:

Department of Police
Portsmouth, Virginia

Center for Urban Research and Service
Old Dominion University
Norfolk, Virginia   23508

July, 1980

July 30, 1980

Sergeant R. K. Gaddis
ICAP Coordinator
Portsmouth Police Department
711 Crawford Street
Portsmouth, Virginia 23704

Dear Sgt. Gaddis:

SUBJECT: Transmittal of Patrol Aide Evaluation

Enclosed is the evaluation of the Portsmouth Police Department's Patrol
Aide Program. Based on information gathered by analysis of worksheets
and ride-along observations, it was found that the program is effectively
meeting its two goals of freeing patrol officers from time spent on
routine duties and giving young people interested in police work training
and experience in that field. All of the patrol aides are highly moti-
vated towards their jobs and towards their future goal of a career in
police work.

We recommend that the department make more productive use of patrol aides'
free time. This is based on the observation that some patrol aides aren't
sure how to use the time when they are not busy and that they have time
available that could be used in a more productive manner.

Please do not hesitate to contact me if you would like an explanation of
the patrol aide evaluation.

Sincerely,

Wolfgang Pindur
Evaluation Director

WP:bh
Enclosure

Introduction

This report is an evaluation of the Portsmouth Police Department's
Patrol Aide Program. The program, which became operational in late 1977,
currently employs four patrol aides, between the ages of 18 and 21. The
two main goals of the program are (1) to free patrol officers from time
spent on routine duties, and (2) to give young people who are interested
in police work training and experience in that field. To accomplish these
goals, each patrol aide takes a rotating shift (8 to 4, 9 to 5, or 3 to
11) during which they patrol parts of the city in Patrol Aide or Patrol
Officer cars and receive assignments from the dispatcher.

Goals of the Evaluation

The purpose of this study is to assess at what level the patrol aide
program is meeting its goals. In order to accomplish this objective, this
evaluation report will review the activities of patrol aides and the
attitudes of patrol aides toward their training and experience.

Research Design

Patrol aides were interviewed as part of ride-along observations,
to allow them to express their opinion about the program and to observe
their daily activities on a first hand basis. In addition, a content
analysis was conducted of daily work-sheets for the four patrol aides,
covering a period of two weeks from June 30 through July 15. Taking into
account rotating shifts and occasional days off, a total of 280 hours of
patrol aide activities were analyzed.

Table 1

Activities of Patrol Aides

Item	INCIDENT		TIME	
	Incidence.	% of Total Incidents	Avg Time for Activity	% of Total Time for Activity
Transport vehicles to and from city garage.	61	16.9	57 min.	27.4
Run errands.	75	20.8	33 min.	19.5
Other escort services.	7	1.9	39 min.	2.1
Illegal parking.	46	12.7	30 min.	11.0
Comfort Breaks	33	9.1	33 min.	8.5
Assisting disabled cars.	26	7.2	27 min.	5.5
Funeral escort.	22	6.1	37 min.	6.5
Directing traffic.	28	7.8	35 min.	7.6
Service vehicles at City Garage.	14	3.9	16 min.	1.8
Report to Headquarters.	16	4.4	16 min.	1.8
Meet a police officer.	7	1.9	11 min.	.6
Accident without injuries.	4	1.1	35 min.	1.1
Notification.	6	1.7	16 min.	.7
Other	16	4.4	46 min.	5.8
TOTAL	361	99.9		99.9

Data Presentation

Patrol Aide Activities

Table 1 presents an analysis of patrol aide activities, based on daily work-sheets.

The activities most frequently performed by patrol aides include:

- transporting vehicles to and from the city garage.

- running errands.

- patrolling for illegally parked cars and issuing parking tickets.

- assisting disabled cars.

- directing traffic.

- escorting funerals.

Other activities which patrol aides perform less frequently include:

- servicing vehicles at the city garage.

- assisting at an accident without injuries.

- notification.

- delivering court papers and summons.

These activities generally take an average of 30 minutes of the patrol aide's time. The exception is transporting vehicles to and from the city garage, which takes an average of 57 minutes.

Patrol aides spend 27% of their total time transporting vehicles, and 20% running errands. The breakdown of the other activities is presented in table 1.

It appears that the activities performed by patrol aides are the types of "routine" activities that patrol officers need to be relieved of. The time that the patrol aides spend transporting cars, running errands, or directing traffic frees the patrol officers who formerly were performing these routine duties, so that they have more time to spend on

more complicated or serious activities. As one patrol aide expressed it,
"The small things we do free the patrol officers for big ones." Based on
this, the program fulfills its first major goal of freeing patrol officers
from routine activities.

Related to the subject of patrol aides' activities is the problem of
free-time. Of the 280 hours covered by the work-sheets, 212 hours, or 76%
of time, were accounted for. Based on ride-along observations, each patrol
aide has a certain amount of time each day when he/she is not busy,
particularly in the afternoons. Most of the patrol aides feel that they
have busy days and slow days, and given their choice, they would rather
be busy than not. One patrol aide expressed the opinion that the time
goes by faster if there is more to do.

The patrol aides have many different strategies for handling their
free time. These strategies include:

- driving up and down the interstate to pass the time,
- patrolling certain areas for illegally parked cars or disabled
  vehicles,
- parking the car by a shady spot, and waiting for a call from the
  dispatcher,
- getting something to eat or drink at a restaurant and waiting for
  a call from the dispatcher,
- going to headquarters to see if anyone has an errand for them to do.

Patrol aides' free time might be spent more efficiently if Planning
and Analysis or the patrol aides' supervisors could construct a list of
possible activities for patrol aides to do during free time.

4

Patrol Aides' Perceptions of Program

When asked why they entered the program, all four patrol aides
responded that they want to be police officers. Considering this fact,
it naturally follows that the advantages of the program listed by patrol
aides concern the training and experience they get. The advantages of the
program given by the patrol aides are:

- It gives good training to be a police officer.
- It gives patrol aides experience in police work.
- It allows patrol aides to learn the layout of city streets. This
  would help them as police officers.
- It frees patrol officers from routine activities.
- You get an insight on what goes on in a police department, instead
  of coming in "cold turkey."
- The different shifts that patrol aides work provide variety and
  excitement.
- It gives the patrol aide a headstart in becoming a police officer
  over other applicants.

All four patrol aides were extremely positive towards the program.
They expressed the fact emphatically that they like their jobs; in fact,
one patrol aide took a considerable pay cut when leaving a former job to
become a patrol aide. The only problem that they complained of was having
too much free (unstructured) time. They reported that they get support
from the patrol officers, and all four expect to become police officers
when they finish the patrol aide program (when they reach 21 yrs. of age).
Because the patrol aides' attitudes towards the program are so positive,
and because they perceive the program as providing the experience and
training in police work that they desire, it appears that the patrol aide

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program successfully meets its second major goal, of providing young

people with training and experience in the field of police work.

Conclusions and Recommendations

1. The Patrol Aide Program is clearly meeting its goals of freeing

patrol officers from time spent on routine duties and of providing young

people training and experience in police work.

2. Patrol aides have some free time which could be used by the

department in a productive manner. This free time is most often in the

afternoon and varies by day of the week. The department should determine

how it can best use this free time.

IV. ORGANIZATIONAL DEVELOPMENT TRAINING

INITIAL EVALUATION OF THE ORGANIZATIONAL DEVELOPMENT TRAINING PROGRAM

TEAM BUILDING AND ORGANIZATIONAL DEVELOPMENT

INTEGRATED CRIMINAL APPREHENSION PROGRAM

PORTSMOUTH PATROL AIDE PROGRAM

EVALUATION OF PATROL AIDE PROGRAM

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ICAP Coordinator
Portsmouth Police Department
711 Crawford Street
Portsmouth, Virginia 23704

Dear Sgt. Gaddis:

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Enclosed is the evaluation of the Portsmouth Police Department's Patrol Aide Program. Based on information gathered by analysis of worksheets and ride-along observations, it was found that the program is effectively meeting its two goals of freeing patrol officers from time spent on routine duties and giving young people interested in police work training and experience in that field. All of the patrol aides are highly motivated towards their jobs and towards their future goal of a career in police work.

We recommend that the department make more productive use of patrol aides' free time. This is based on the observation that some patrol aides aren't sure how to use the time when they are not busy and that they have time available that could be used in a more productive manner.

Please do not hesitate to contact me if you would like an explanation of the patrol aide evaluation.

Sincerely,

W. Pindur

Wolfgang Pindur
Evaluation Director

WP:bh
Enclosure

Thank you for giving us the opportunity to evaluate the OD training
session.

Sincerely,

Wolfgang Pindur, Ph.D.
Principal Investigator

Victoria L. Fontenot

Victoria L. Fontenot
Research Associate

WP:VLF:bh
Enclosure

INTRODUCTION

During the week of May 19, 1980, the thirty members of the Portsmouth
Police Department's Organizational Development Training Group were asked
to complete a survey. This survey was designed to assess their opinions
about several aspects of the organizational processes within the department
before the onset of the Organizational Development (OD) training sessions.
After the training sessions begin, other questionnaires (post-test question-
naires) will be administered to assess the change in opinions which may
have resulted from the OD sessions.

ORGANIZATIONAL DEVELOPMENT - A BRIEF DESCRIPTION

French and Bell describe OD as a long range plan to improve an organi-
zation's problem-solving process through more effective management with
specific emphasis on work groups (French and Bell, 1978: 15). The result
of the OD training sessions will be to make the Portsmouth Police Depart-
ment and the group members more effective in the area of leadership as well
as to decrease personal conflict and increase personal skills and satis-
faction.

METHODOLOGY

In order to test the results of the OD training sessions, a one group
pre-test and a post-test design will be used with questionnaires administered
before the training session and after the training session. The results
then will be compared to demonstrate the effects of OD sessions as they

Section I

Pre-Test Evaluation of the Organizational
Development Training Program

INTRODUCTION

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Table 1

LEADERSHIP PROCESS USED

I. In this organization, how much confidence is shown in subordinates?

NONE %	VERY LITTLE %	QUITE A LOT %	COMPLETE %
0	36.7	63.3	0

II. How free do people feel to talk to their supervisors about their job?

NOT AT ALL %	NOT VERY %	RATHER FREE %	FULLY FREE %
0	30.0	63.3	6.7

III. Are subordinates' ideas sought and used, if worthy?

SELDOM %	SOMETIMES %	USUALLY %	ALWAYS %
6.7	63.3	30.0	0

---

pertain to the questionnaire items.

For clarity, this report is divided into three components. In each component, simple frequencies are given for each question. The first component presents the respondents' attitudes about the organizational processes which includes the leadership process used, motivational forces, communication process, decision-making process, goal-setting process and control process. The second component demonstrates the group members' attitude toward the department in general, including opinions about changes in the department, their supervisors, their job satisfaction and communication breakdowns. The final component indicates the respondents' expectations of changes resulting from the OD training sessions.

ATTITUDES ABOUT ORGANIZATIONAL PROCESSES

The data are presented in tabular form and indicate the percent responding to each item. Table 1 describes the leadership process used. The leadership process used includes items describing the extent to which supervisors have confidence in subordinates, the extent to which subordinates feel free to discuss important aspects of their jobs with supervisors and the extent to which subordinates' ideas and opinions are used.

Question I indicates that a majority (63.3%) of the group feel quite a lot of confidence is shown in subordinates. In addition, 63.3% of the respondents also feel rather free to talk to supervisors about their job. Finally, 63.3% feel that sometimes subordinates' ideas are sought and used if worthy. As indicated by Table 1, in general, the leadership process used is good, although some improvement could be made by increasing the extent to which subordinates' ideas are sought and used in problem-solving.

Table 2 presents the character of motivational forces within the

Table 2

CHARACTER OF MOTIVATIONAL FORCES

I. Is predominant use made of fear, threats, punishments, rewards, involvement?

FEAR, THREATS PUNISHMENTS, OCCASIONALLY REWARDS %	REWARDS, SOME PUNISHMENT %	REWARDS SOME PUNISHMENT AND INVOLVE-MENT %	REWARDS BASED ON GROUP SET GOALS %
27.6	13.8	51.7	6.9

II. Where is responsibility felt for achieving the organization's goals?

MOSTLY AT TOP %	TOP AND MIDDLE %	FAIRLY GENERAL %	AT ALL LEVELS %
37.9	34.5	13.8	13.8

department. Question I asks the respondent what is the predominantly used type of motivational forces - fear, threats, punishments, rewards and/or involvement. A slight majority (51.7%) of the group members indicated that rewards, some punishment and involvement is the manner in which motivational forces are used. When asked where the responsibility for achieving the organization's goals is, the majority of the group responded mostly at the top and the top and the middle (72.4%). From these two questions, it can be seen that the motivational forces used are a good balance between rewards and punishment.

Table 3 presents the character of the communication process of the department. This table depicts what the direction of the information flow is, if the organizational objectives are explained, how downward communication is accepted, the accuracy of upward communication and finally how well supervisors know the problems faced by subordinates.

In response to question I, 53.3% of the group members indicated that organizational objectives are explained sometimes. This indicates that a majority feel interaction and communication aimed at achieving department objectives does not always occur. Questions II, III and IV all describe the flow of communication within the department. A majority (50%) of the group feel that information flows mostly downward. When asked how this downward communication is accepted, 73.3% felt the communication is accepted with caution. In addition to these responses, 80% of the group felt that upward communication is censored for the boss and is of limited accuracy. Question V indicates the psychological closeness (friendliness) between superiors and subordinates. The results indicated that 70% of the OD group feel their superiors have some knowledge of the problems faced by their subordinates.

In general, Table 3 demonstrates that there is a weakness in the communication process, especially in the area of accuracy of upward communication. This could possibly explain the reason why 70% of the group feel superiors only have some knowledge of their problems (Question V).

Table 4 presents the character of the decision-making process of the department. There are four aspects of the decision-making process. These include the level where decisions are formally made, the origin of knowledge used in decision-making, the extent to which subordinates are involved in decisions, and the extent that the decision-making process contributes to motivation. Although there was no clear majority responding to question I, the category with the most responses indicates that 40% of the group feels that decisions are formally made mostly at the top. In addition, the group feels most of the origin of technical and professional knowledge used in decision-making originates in the top, upper and middle levels (70%). Question III depicts the finding that subordinates are occasionally consulted (66.7%) in decisions related to their work. Finally, 50% of the OD group responded that decision-making contributes relatively little to motivation. In general, the decision-making process is very weak because decisions are made at the upper levels, thus subordinates are only occasionally consulted, and as a result the process as a whole contributes very little to motivation.

Table 5 presents the character of the goal-setting process including the manner in which the goals are set and the amount of resistance shown to goals. The response to the question, "How are orgainzational goals established?" indicates very little difference between the four categories. However, 32,2% of the respondents felt that organizational goals are

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Table 3

CHARACTER OF COMMUNICATION PROCESS

I. Are organizational objectives explained?

NEVER %	SOMETIMES %	NEARLY ALWAYS %	ALWAYS %
23.3	53.3	23.4	0

II. What is the direction of information flow?

DOWNWARD %	MOSTLY DOWNWARD %	DOWN AND UP %	DOWN, UP AND SIDEWAYS %
10.0	50.0	30.0	10.0

III. How is downward communication accepted?

WITH SUSPICION %	POSSIBLY WITH SUSPICION %	WITH CAUTION %	WITH AN OPEN MIND %
16.7	6.7	73.3	3.3

IV. How accurate is upward communication?

OFTEN WRONG %	CENSORED FOR THE BOSS %	LIMITED ACCURACY %	ACCURATE %
6.7	40.0	40.0	13.3

V. How well do superiors know the problems faced by their subordinates?

KNOW LITTLE %	SOME KNOWLEDGE %	QUITE WELL %	VERY WELL %
0	70.0	30.0	0

Table 5

CHARACTER OF GOAL-SETTING PROCESS

I. How are organizational goals established?

ORDERS ISSUED %	ORDERS, SOME COMMENT INVITED %	AFTER DIS-CUSSION, BY ORDERS %	BY GROUP ACTION (EXCEPT IN CRISIS) %
21.4	32.2	25.0	21.4

II. How much covert resistance to goals is present?

STRONG RESISTANCE %	MODERATE RESISTANCE %	SOME RESISTANCE AT TIMES %	LITTLE OR NONE %
0	26.6	66.7	6.7

Table 4

CHARACTER OF DECISION-MAKING PROCESS

I. At what level are decisions formally made?

MOSTLY AT TOP %	POLICY AT TOP, SOME DELEGATION %	BROAD POLICY AT TOP, MORE DELEGATION %	THROUGHOUT, BUT WELL INTEGRATED %
40.0	26.7	30.0	3.3

II. What is the origin of technical and professional knowledge used in decision-making?

TOP MANAGEMENT %	UPPER AND MIDDLE %	TO A CERTAIN EXTENT, THROUGHOUT %	TO A GREAT EXTENT, THROUGHOUT %
26.7	43.3	30.0	0

III. Are subordinates involved in decisions related to their work?

NOT AT ALL %	OCCASIONALLY CONSULTED %	GENERALLY CONSULTED %	FULLY INVOLVED %
3.3	66.7	30.0	0

IV. What does the decision-making process contribute to motivation?

NOTHING, OFTEN WEAKENS IT %	RELATIVELY LITTLE %	SOME CONTRIBUTION %	SUBSTANTIAL CONTRIBUTION %
33.3	50.0	16.7	0

Table 6

CHARACTERISTICS OF CONTROL PROCESS

I. How concentrated are review and control functions?

HIGHLY AT TOP %	RELATIVELY HIGH AT TOP %	MODERATE DELEGATION TO LOWER LEVEL %	QUITE WIDELY SHARED %
3.4	41.4	48.3	6.9

II. Is there an informal organization resisting the formal one?

YES %	USUALLY %	SOMETIMES %	NO, SAME GOALS AS FORMAL %
16.6	16.7	46.7	20.0

III. What are cost, productivity and other control data used for?

POLICING, PUNISHMENT %	REWARD AND PUNISHMENT %	REWARD, SOME SELF-GUIDANCE %	SELF-GUIDANCE, PROBLEM SOLVING %
24.2	17.2	31.0	27.6

established by orders with some comment invited. Question II indicates that there are _some_ covert forces (66.7%) resisting goals at times. In general, the OD training group feels the goal-setting process is good.

Table 6 depicts the characteristics of the control process which includes the extent to which the review and control function are concentrated, the extent to which an informal organization resists the formal organization and the extent to which control data (cost and productivity) are used by superiors to reward or punish subordinates. Question I indicates that 48.3% of the respondents feel the concentration of the review and control functions are moderately delegated to the lower level. In addition, 46.7% of the OD group feels an informal organization sometimes resists the formal organization. In question III, 31% of the OD group responded that cost, productivity and other control data were used for rewards and some self-guidance. In analyzing the control process it can be seen that the data did not vary a large amount from category to category and as a result no strong positive or negative attitude towards the control process can be established.

ATTITUDES TOWARD THE DEPARTMENT IN GENERAL

The OD group was asked eleven questions dealing with general attitudes toward the department. These questions were directed toward four aspects of the department including attitudes toward changes in the department, supervisors, satisfaction and communication breakdown.

Table 7 presents the OD group's opinions of changes in the department. The two questions asked dealt with the department's openness to suggestions for change and the influence the officer has on changes within the department. As question I indicates, the majority (86.7%) of the officers in the OD group

agreed that the Portsmouth Police Department is open to suggestions for change. It is also interesting to note that 53.4% of the OD training group disagree with the statement, "I have no influence in deciding what changes are made in this department." The responses to these two questions indicate that the department is open to suggestions for change and that most of the officers in the OD group feel they can influence decisions concerning changes in the department.

Table 8 presents opinions about the group's supervisors. In general, the OD group's opinions about their supervisors are good. When asked if their supervisor keeps them in the dark, 76.6% of the respondents disagreed. As indicated in question II, 86.7% of the OD group agreed that their immediate supervisor is open to suggestions for change. In addition, 90% disagreed with the statement, "My immediate supervisor and I do not understand each other's problems."

Table 9 presents the OD training group's sense of satisfaction. The table depicts three areas of satisfaction including sense of accomplishment, feelings of advancement in the department, and general job satisfaction. As question I indicate, 76.7% of the OD respondents feel they have a real sense of accomplishment in their job. Likewise a majority (68.9%) of the officers who will be in the OD training session feel they are getting ahead in the department. When asked how they felt about their jobs, 63.3% responded that they were satisfied. In general, table 9 demonstrates that the OD group is satisfied with the department and their job.

Table 10 presents the OD training group's opinions of where communication breakdowns occur. The officers were first asked if there was a breakdown in the chain of command. In response to the above question, 70% felt there was a communication breakdown. If the respondents answered yes,

Table 7

OD GROUP'S OPINION OF CHANGES IN THE DEPARTMENT

| | | Percentage Agreeing with Each Statement | | |
		Strongly Agree	Agree	Slightly Agree	Total Agreeing
I.	This department is open to suggestions for change.	0.0	56.7	30.0	86.7
II.	I have no influence in deciding what changes are made in this department	3.3	23.3	20.0	46.6

Table 9

OD GROUP'S SENSE OF SATISFACTION

	Percentage Agreeing with each Statement			
	Strongly Agree	Agree	Slightly Agree	Total Agreeing
I. I don't have a real sense of accomplishment in my job.	3.3	13.3	6.7	23.3
II. I feel like I'm getting ahead in the department.	3.4	31.0	34.5	68.9

	VERY SATISFIED %	SATISFIED %	NEITHER SATISFIED OR DISSATISFIED %	DIS-SATISFIED %	VERY DIS-SATISFIED %
III. Which of these statements best tells how you feel about your job.	6.7	63.3	20.0	10.0	0

Table 8

OD GROUP'S OPINIONS ABOUT THEIR SUPERVISOR

	Percentage Agreeing with each Statement			
	Strongly Agree	Agree	Slightly Agree	Total Agreeing
I. My supervisor keeps me in the dark about things I ought to know.	0.0	13.3	10.0	23.3
II. My immediate supervisor is open to suggestions for change.	13.3	66.7	6.7	86.7
III. My immediate supervisor and I do not understand each other's problems.	0.0	3.3	6.7	10.0

Table 11

EXPECTATIONS ABOUT THE ORGANIZATIONAL DEVELOPMENT TRAINING SESSION

	Percentage Agreeing with each Statement			
	Strongly Agree	Agree	Slightly Agree	Total Agreeing
I. I expect to work more effectively with the members of my work group.	6.7	83.3	6.7	96.7
II. I expect the members of my work group to work more effectively with me.	3.3	76.7	16.7	96.7
III. I expect to see a decrease in conflict between myself and the members of my work group.	3.4	69.0	17.2	89.6
IV. I expect changes to be planned and implemented more systematically.	0.0	36.7	33.3	70.0
V. I expect my work group to become more efficient.	0.0	56.7	33.3	90.0
VI. I expect to increase my personal skills.	13.8	69.0	17.2	100.0
VII. I expect to increase my job satisfaction.	0.0	53.3	36.7	90.0

Table 10

OD GROUP'S OPINIONS OF WHERE COMMUNICATIONS BREAKDOWN

	YES %	NO %
I. Is there a breakdown of communication in your chain of command?	70.0	30.0

	PATROLMAN-SERGEANT %	SERGEANT-LIEUTENANT %	LIEUTENANT-CAPTAIN %	CAPTAIN-COMMANDER %	ASSISTANT CHIEF-CHIEF %	OTHER
II. In your personal experience, where in your chain of command does communication break down the most?	9.5	19.0	9.5	43.0	9.5	9.5

	WHEN MY IMMEDIATE SUPERVISOR TRIES TO COMMUNICATE WITH ME. %	WHEN I TRY TO COMMUNICATE WITH MY IMMEDIATE SUPER. %	BOTH WHEN MY IMMEDIATE SUPERVISOR TRIES TO COMMUNICATE WITH ME & WHEN I TRY TO COMMUNICATE WITH MY IMMEDIATE SUPERVISOR. %
III. In my experience, communication breaks down:	7.7	15.4	76.9

SUMMARY

The thirty members of the Organizational Development training session who completed the pre-test questionnaire indicated some strengths and weaknesses of the organizational processes. The analysis of the questionnaire also indicated the general attitudes of the group members toward the department as well as their expectations about the OD department.

In general, the pre-test indicates the attitudes about the organizational processes are good, especially in the area of the leadership process used, the character of motivational forces, and the character of goal-setting. However, the respondents indicate weaknesses in the communication process in the area of accuracy of upward communication and the superior's lack of psychological closeness or lack of the knowledge of problems. Another weakness in the organizational process can be seen in the decision-making process where decisions are made at the top, where subordinates are only occasionally consulted and where the decision-making process contributes very little to motivation. In analyzing the control process it was found that the data did not vary a large amount from category to category and as a result no strong positive or negative attitude towards the control process could be established.

The general attitudes of the respondents toward the department is good. The group members feel the department is open to changes and they influence these changes; they also feel there supervisors keep them informed, understand problems and is open to suggestions for change. The officers questioned are also satisfied with their job and have a sense of accomplishment. In the area of communication breakdowns, the majority feel their exists no breakdown in the chain of command.

there was a communication breakdown, they were asked to identify where the breakdown occurred. Of the five response categories, the Captain-Commander category received the most response (43.0%). One respondent in the other category, mentioned that the most frequent breakdown occurs between Commander-Chief and the other felt it occurs between both Captain-Commander and Assistant Chief-Chief level. Finally, question III indicates 76.9% feel that communication usually breakds down when the supervisor tries to communicate with his immediate supervisor. However, it must be noted that only 13 out of the 30 respondents answered the above question.

EXPECTATIONS OF THE OD TRAINING SESSION

The third component of this report describes the respondent's expectations about the future training session. Over all, the respondents indicated that they expect positive changes to occur as a result of the OD training sessions.

Questions I and II indicate that the respondents expect to work more effectively with the members of the group (96.7%), and they expect the group to work more effectively with them. In response to the question, "I expect to see a decrease in conflict between myself and the members of my group," 89.6% agreed. Of the seven questions about expectations, the percent agreeing with the question, "I expect changes to be planned and implemented more systematically," was the lowest. Only 70.0% expect more planned and systematic changes.

In contrast, a large majority (90.0%) expect their work group to become more efficient. In addition, all officers expect to increase personal skills through the OD training session. Finally, 90.0% of the respondents expect to increase their job satisfaction with the help of the OD training sessions.

Finally, the most positive responses were seen in the area of expectations about the OD training session. The group expects to become more effective with other members of the group. They expect to decrease conflicts between them. They expect changes to be more planned and systematic. They have high expectations about becoming more efficient and increasing personal skills and improving their job satisfaction.

Section II

Post-test Evaluation of Expectations About the
Organizational Development Training Session

Table 13

EXPECTATIONS ABOUT THE ORGANIZATIONAL DEVELOPMENT
TRAINING SESSION

		Strongly Agree	Agree	Slightly Agree
I.	I expect to work more effect-ively with the members of my work group.	6.7 (43.3)*	83.3 (53.3)	6.7 (0)
II.	I expect the members of my work group to work more effectively with me.	3.3 (36.7)	76.7 (56.7)	16.7 (3.3)
III.	I expect to see a decrease in conflict between myself and members of my work group.	3.4 (26.7)	69.0 (46.7)	17.2 (26.7)
IV.	I expect changes to be planned and implemented more system-atically.	0 (13.3)	36.7 (36.7)	33.3 (46.7)
V.	I expect my work group to become more efficient.	0 (16.7)	56.7 (43.3)	33.3 (36.7)
VI.	I expect to increase my personal skills.	13.8 (23.3)	69.0 (63.3)	17.2 (13.4)
VII.	I expect to increase my job satisfaction.	0 (36.7)	53.3 (43.3)	36.7 (20.0)

*All values in parenthesis represent post-test percentages. All values without parenthesis represent pre-test percentages.

During the week of June 8, 1980 the thirty members of the Portsmouth Police Department attended an organizational training session. A short post-test questionnaire with seven questions concerning the OD group's expectations about the training sessions was distributed directly after the session.

ESPECTATIONS OF THE ORGANIZATIONAL DEVELOPMENT
TRAINING SESSION

Table 13 depicts the pre-test and post-test results of seven questions regarding the OD group's expectations of the training session. An increase in the percent of the group who strongly agree with all the seven questions can be seen.

A clearer over picture of the data can be obtained by examining Table 14. This table depicts the total agreeing with the seven statements in both the post-test and pre-test time frames. The largest increase in the total percent agreeing can be seen in question IV which states, "I expect changes to be planned and implemented more systematically." Pre-test scores indicated that 70% agreed with this statement, while 96.7% agreed that changes would be planned and implemented more systematically after the OD session. Another area which showed great improvement in expectations was in the area of conflict between members of the work group. The post-test scores indicated that 100% of the group expected conflict to decrease; this was an increase from 89.6% who agreed with the statement before the OD session.

The other five statements regarding the group's expectations increased slightly or remained the same.

SUMMARY

The post-test evaluation of expectations about the OD training session
indicated that the session improved the officers expectations about more
systematically planned and implemented changes and also improved the
officers expectations about decreasing conflict between the group members.

IV. ORGANIZATIONAL DEVELOPMENT TRAINING

INITIAL EVALUATION OF THE ORGANIZATIONAL DEVELOPMENT TRAINING PROGRAM

TEAM BUILDING AND ORGANIZATIONAL DEVELOPMENT

Center for Urban Research and Service
Old Dominion University
Norfolk, Virginia   23508

INITIAL EVALUATION OF THE ORGANIZATIONAL
DEVELOPMENT TRAINING PROGRAM

Prepared by

Wolfgang Pindur, Ph.D., Principal Investigator

Victoria L. Fontenot, Research Associate

Prepared for

City of Portsmouth
Division of Police

July 1980

Section I

Pre-Test Evaluation of the Organizational
Development Training Program

July 31, 1980

Sgt. Richard K. Gaddis
ICAP Coordinator
Portsmouth Police Department
711 Crawford Street
Portsmouth, Virginia   23704

Dear Sgt. Gaddis:

SUBJECT: Transmittal of Organizational Development Training Program
          Evaluation

We are herewith submitting our initial evaluation of the Organizational
Development (OD) Training Program. The report is based on data collected
from a pre-test questionnaire administered before the organizational
training session. This pre-test questionnaire was designed to assess
the thirty members of the Organizational Development Training Group's
opinions on several aspects of the organizational process. In addition,
a short post-test questionnaire was administered to the OD group to
compare their responses before and after the session.

We are pleased to report the following short summary of the findings:

1. The pre-test indicates the attitudes about the organizational
    processes are good, especially in the area of the leadership pro-
    cess used, the character of the motivational forces, and the character
    of goal-setting.

2. However, the respondents indicated a weakness in the communication
    process and in the organizational process.

3. Finally, the short post-test evaluation of expectations of the OD
    training session indicated a large improvement in the officers'
    expectations about the organizational process.

We have planned to distribute two more post-test questionnaires to the
OD training group. The expected date of distribution for the first
questionnaire will be in November and the second will be distributed
three months following the first.
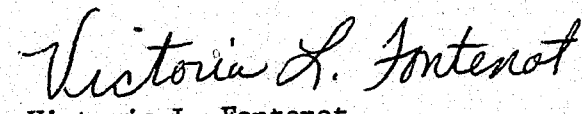
Page 2
Letter of Transmittal
Sgt. Richard K. Gaddis
July 31, 1980

Thank you for giving us the opportunity to evaluate the OD training session.

Sincerely,

W. Pindur

Wolfgang Pindur, Ph.D.
Principal Investigator

Victoria L. Fontenot

Victoria L. Fontenot
Research Associate

WP:VLF:bh
Enclosure

INTRODUCTION

During the week of May 19, 1980, the thirty members of the Portsmouth Police Department's Organizational Development Training Group were asked to complete a survey. This survey was designed to assess their opinions about several aspects of the organizational processes within the department before the onset of the Organizational Development (OD) training sessions. After the training sessions begin, other questionnaires (post-test questionnaires) will be administered to assess the change in opinions which may have resulted from the OD sessions.

ORGANIZATIONAL DEVELOPMENT - A BRIEF DESCRIPTION

French and Bell describe OD as a long range plan to improve an organization's problem-solving process through more effective management with specific emphasis on work groups (French and Bell, 1978: 15). The result of the OD training sessions will be to make the Portsmouth Police Department and the group members more effective in the area of leadership as well as to decrease personal conflict and increase personal skills and satisfaction.

METHODOLOGY

In order to test the results of the OD training sessions, a one group pre-test and a post-test design will be used with questionnaires administered before the training session and after the training session. The results then will be compared to demonstrate the effects of OD sessions as they

-2-

pertain to the questionnaire items.

For clarity, this report is divided into three components. In each component, simple frequencies are given for each question. The first component presents the respondents' attitudes about the organizational processes which includes the leadership process used, motivational forces, communication process, decision-making process, goal-setting process and control process. The second component demonstrates the group members' attitude toward the department in general, including opinions about changes in the department, their supervisors, their job satisfaction and communication breakdowns. The final component indicates the respondents' expectations of changes resulting from the OD training sessions.

ATTITUDES ABOUT ORGANIZATIONAL PROCESSES

The data are presented in tabular form and indicate the percent responding to each item. Table 1 describes the leadership process used. The leadership process used includes items describing the extent to which supervisors have confidence in subordinates, the extent to which subordinates feel free to discuss important aspects of their jobs with supervisors and the extent to which subordinates' ideas and opinions are used.

Question I indicates that a majority (63.3%) of the group feel quite a lot of confidence is shown in subordinates. In addition, 63.3% of the respondents also feel rather free to talk to supervisors about their job. Finally, 63.3% feel that sometimes subordinates' ideas are sought and used if worthy. As indicated by Table 1, in general, the leadership process used is good, although some improvement could be made by increasing the extent to which subordinates' ideas are sought and used in problem-solving.

Table 2 presents the character of motivational forces within the

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Table 1.

LEADERSHIP PROCESS USED

I. In this organization, how much confidence is shown in subordinates?

NONE %	VERY LITTLE %	QUITE A LOT %	COMPLETE %
0	36.7	63.3	0

II. How free do people feel to talk to their supervisors about their job?

NOT AT ALL %	NOT VERY %	RATHER FREE %	FULLY FREE %
0	30.0	63.3	6.7

III. Are subordinates' ideas sought and used, if worthy?

SELDOM %	SOMETIMES %	USUALLY %	ALWAYS %
6.7	63.3	30.0	0

department. Question I asks the respondent what is the predominantly used type of motivational forces - fear, threats, punishments, rewards and/or involvement. A slight majority (51.7%) of the group members indicated that rewards, some punishment and involvement is the manner in which motivational forces are used. When asked where the responsibility for achieving the organization's goals is, the majority of the group responded mostly at the top and the top and the middle (72.4%). From these two questions, it can be seen that the motivational forces used are a good balance between rewards and punishment.

Table 3 presents the character of the communication process of the department. This table depicts what the direction of the information flow is, if the organizational objectives are explained, how downward communication is accepted, the accuracy of upward communication and finally how well supervisors know the problems faced by subordinates.

In response to question I, 53.3% of the group members indicated that organizational objectives are explained sometimes. This indicates that a majority feel interaction and communication aimed at achieving department objectives does not always occur. Questions II, III and IV all describe the flow of communication within the department. A majority (50%) of the group feel that information flows mostly downward. When asked how this downward communication is accepted, 73.3% felt the communication is accepted with caution. In addition to these responses, 80% of the group felt that upward communication is censored for the boss and is of limited accuracy. Question V indicates the psychological closeness (friendliness) between superiors and subordinates. The results indicated that 70% of the OD group feel their superiors have some knowledge of the problems faced by their subordinates.

Table 2

CHARACTER OF MOTIVATIONAL FORCES

I. Is predominant use made of fear, threats, punishments, rewards, involvement?

FEAR, THREATS PUNISHMENTS, OCCASIONALLY REWARDS %	REWARDS, SOME PUNISHMENT %	REWARDS SOME PUNISHMENT AND INVOLVEMENT %	REWARDS BASED ON GROUP SET GOALS %
27.6	13.8	51.7	6.9

II. Where is responsibility felt for achieving the organization's goals?

MOSTLY AT TOP %	TOP AND MIDDLE %	FAIRLY GENERAL %	AT ALL LEVELS %
37.9	34.5	13.8	13.8

Table 3

CHARACTER OF COMMUNICATION PROCESS

I. Are organizational objectives explained?

NEVER %	SOMETIMES %	NEARLY ALWAYS %	ALWAYS %
23.3	53.3	23.4	0

II. What is the direction of information flow?

DOWNWARD %	MOSTLY DOWNWARD %	DOWN AND UP %	DOWN, UP AND SIDEWAYS %
10.0	50.0	30.0	10.0

III. How is downward communication accepted?

WITH SUSPICION %	POSSIBLY WITH SUSPICION %	WITH CAUTION %	WITH AN OPEN MIND %
16.7	6.7	73.3	3.3

IV. How accurate is upward communication?

OFTEN WRONG %	CENSORED FOR THE BOSS %	LIMITED ACCURACY %	ACCURATE %
6.7	40.0	40.0	13.3

V. How well do superiors know the problems faced by their subordinates?

KNOW LITTLE %	SOME KNOWLEDGE %	QUITE WELL %	VERY WELL %
0	70.0	30.0	0

In general, Table 3 demonstrates that there is a weakness in the communication process, especially in the area of accuracy of upward communication. This could possibly explain the reason why 70% of the group feel superiors only have some knowledge of their problems (Question V).

Table 4 presents the character of the decision-making process of the department. There are four aspects of the decision-making process. These include the level where decisions are formally made, the origin of knowledge used in decision-making, the extent to which subordinates are involved in decisions, and the extent that the decision-making process contributes to motivation. Although there was no clear majority responding to question I, the category with the most responses indicates that 40% of the group feels that decisions are formally made mostly at the top. In addition, the group feels most of the origin of technical and professional knowledge used in decision-making originates in the top, upper and middle levels (70%). Question III depicts the finding that subordinates are occasionally consulted (66.7%) in decisions related to their work. Finally, 50% of the OD group responded that decision-making contributes relatively little to motivation. In general, the decision-making process is very weak because decisions are made at the upper levels, thus subordinates are only occasionally consulted, and as a result the process as a whole contributes very little to motivation.

Table 5 presents the character of the goal-setting process including the manner in which the goals are set and the amount of resistance shown to goals. The response to the question, "How are orgainzational goals established?" indicates very little difference between the four categories. However, 32.2% of the respondents felt that organizational goals are

Table 4

CHARACTER OF DECISION-MAKING PROCESS

I. At what level are decisions formally made?

MOSTLY AT TOP %	POLICY AT TOP, SOME DELEGATION %	BROAD POLICY AT TOP, MORE DELEGATION %	THROUGHOUT, BUT WELL INTEGRATED %
40.0	26.7	30.0	3.3

II. What is the origin of technical and professional knowledge used in decision-making?

TOP MANAGEMENT %	UPPER AND MIDDLE %	TO A CERTAIN EXTENT, THROUGHOUT %	TO A GREAT EXTENT, THROUGHOUT %
26.7	43.3	30.0	0

III. Are subordinates involved in decisions related to their work?

NOT AT ALL %	OCCASIONALLY CONSULTED %	GENERALLY CONSULTED %	FULLY INVOLVED %
3.3	66.7	30.0	0

IV. What does the decision-making process contribute to motivation?

NOTHING, OFTEN WEAKENS IT %	RELATIVELY LITTLE %	SOME CONTRIBUTION %	SUBSTANTIAL CONTRIBUTION %
33.3	50.0	16.7	0

Table 5

CHARACTER OF GOAL-SETTING PROCESS

I. How are organizational goals established?

ORDERS ISSUED %	ORDERS, SOME COMMENT INVITED %	AFTER DIS-CUSSION, BY ORDERS %	BY GROUP ACTION (EXCEPT IN CRISIS) %
21.4	32.2	25.0	21.4

II. How much covert resistance to goals is present?

STRONG RESISTANCE %	MODERATE RESISTANCE %	SOME RESISTANCE AT TIMES %	LITTLE OR NONE %
0	26.6	66.7	6.7

established by orders with some comment invited. Question II indicates

that there are <u>some</u> covert forces (66.7%) resisting goals at times. In

general, the OD training group feels the goal-setting process is good.

Table 6 depicts the characteristics of the control process which

includes the extent to which the review and control function are concen-

trated, the extent to which an informal organization resists the formal

organization and the extent to which control data (cost and productivity)

are used by superiors to reward or punish subordinates. Question I indi-

cates that 48.3% of the respondents feel the concentration of the review

and control functions are moderately delegated to the lower level. In

addition, 46.7% of the OD group feels an informal organization sometimes

resists the formal organization. In question III, 31% of the OD group

responded that cost, productivity and other control data were used for

rewards and some self-guidance. In analyzing the control process it can

be seen that the data did not vary a large amount from category to category

and as a result no strong positive or negative attitude towards the control

process can be established.

ATTITUDES TOWARD THE DEPARTMENT IN GENERAL

The OD group was asked eleven questions dealing with general attitudes

toward the department. These questions were directed toward four aspects

of the department including attitudes toward changes in the department,

supervisors, satisfaction and communication breakdown.

Table 7 presents the OD group's opinions of changes in the department.

The two questions asked dealt with the department's openness to suggestions

for change and the influence the officer has on changes within the department.

As question I indicates, the majority (86.7%) of the officers in the OD group

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Table 6

CHARACTERISTICS OF CONTROL PROCESS

I. How concentrated are review and control functions?

HIGHLY AT TOP %	RELATIVELY HIGH AT TOP %	MODERATE DELEGATION TO LOWER LEVEL %	QUITE WIDELY SHARED %
3.4	41.4	48.3	6.9

II. Is there an informal organization resisting the formal one?

YES %	USUALLY %	SOMETIMES %	NO, SAME GOALS AS FORMAL %
16.6	16.7	46.7	20.0

III. What are cost, productivity and other control data used for?

POLICING, PUNISHMENT %	REWARD AND PUNISHMENT %	REWARD, SOME SELF-GUIDANCE %	SELF-GUIDANCE, PROBLEM SOLVING %
24.2	17.2	31.0	27.6

Table 7

OD GROUP'S OPINION OF CHANGES IN THE DEPARTMENT

		Percentage Agreeing with Each Statement		
		Strongly Agree	Agree	Slightly Agree	Total Agreeing
I.	This department is open to suggestions for change.	0.0	56.7	30.0	86.7
II.	I have no influence in deciding what changes are made in this department	3.3	23.3	20.0	46.6

agreed that the Portsmouth Police Department is open to suggestions for change. It is also interesting to note that 53.4% of the OD training group disagree with the statement, "I have no influence in deciding what changes are made in this department." The responses to these two questions indicate that the department is open to suggestions for change and that most of the officers in the OD group feel they can influence decisions concerning changes in the department.

Table 8 presents opinions about the group's supervisors. In general, the OD group's opinions about their supervisors are good. When asked if their supervisor keeps them in the dark, 76.6% of the respondents disagreed. As indicated in question II, 86.7% of the OD group agreed that their immediate supervisor is open to suggestions for change. In addition, 90% disagreed with the statement, "My immediate supervisor and I do not understand each other's problems."

Table 9 presents the OD training group's sense of satisfaction. The table depicts three areas of satisfaction including sense of accomplishment, feelings of advancement in the department, and general job satisfaction. As question I indicate, 76.7% of the OD respondents feel they have a real sense of accomplishment in their job. Likewise a majority (68.9%) of the officers who will be in the OD training session feel they are getting ahead in the department. When asked how they felt about their jobs, 63.3% responded that they were satisfied. In general, table 9 demonstrates that the OD group is satisfied with the department and their job.

Table 10 presents the OD training group's opinions of where communication breakdowns occur. The officers were first asked if there was a breakdown in the chain of command. In response to the above question, 70% felt there was a communication breakdown. If the respondents answered yes,

Table 8

OD GROUP'S OPINIONS ABOUT THEIR SUPERVISOR

	Percentage Agreeing with each Statement			
	Strongly Agree	Agree	Slightly Agree	Total Agreeing
I. My supervisor keeps me in the dark about things I ought to know.	0.0	13.3	10.0	23.3
II. My immediate supervisor is open to suggestions for change.	13.3	66.7	6.7	86.7
III. My immediate supervisor and I do not understand each other's problems.	0.0	3.3	6.7	10.0

Table 9

OD GROUP'S SENSE OF SATISFACTION

	Percentage Agreeing with each Statement			
	Strongly Agree	Agree	Slightly Agree	Total Agreeing
I. I don't have a real sense of accomplishment in my job.	3.3	13.3	6.7	23.3
II. I feel like I'm getting ahead in the department.	3.4	31.0	34.5	68.9

	VERY SATISFIED %	SATISFIED %	NEITHER SATISFIED OR DISSATISFIED %	DIS-SATISFIED %	VERY DIS-SATISFIED %
III. Which of these statements best tells how you feel about your job.	6.7	63.3	20.0	10.0	0

Table 10

OD GROUP'S OPINIONS OF WHERE COMMUNICATIONS BREAKDOWN

	YES %	NO %
I. Is there a breakdown of communication in your chain of command?	70.0	30.0

	PATROLMAN-SERGEANT %	SERGEANT-LIEUTENANT %	LIEUTENANT-CAPTAIN %	CAPTAIN-COMMANDER %	ASSISTANT CHIEF-CHIEF %	OTHER
II. In your personal experience, where in your chain of command does communication break down the most?	9.5	19.0	9.5	43.0	9.5	9.5

	WHEN MY IMMEDIATE SUPERVISOR TRIES TO COMMUNICATE WITH ME. %	WHEN I TRY TO COMMUNICATE WITH MY IMMEDIATE SUPER. %	BOTH WHEN MY IMMEDIATE SUPERVISOR TRIES TO COMMUNICATE WITH ME & WHEN I TRY TO COMMUNICATE WITH MY IMMEDIATE SUPERVISOR. %
III. In my experience, communication breaks down:	7.7	15.4	76.9

there was a communication breakdown, they were asked to identify where the breakdown occurred. Of the five response categories, the Captain-Commander category received the most response (43.0%). One respondent in the other category, mentioned that the most frequent breakdown occurs between Commander-Chief and the other felt it occurs between both Captain-Commander and Assistant Chief-Chief level. Finally, question III indicates 76.9% feel that communication usually breakds down when the supervisor tries to communicate with his immediate supervisor. However, it must be noted that only 13 out of the 30 respondents answered the above question.

EXPECTATIONS OF THE OD TRAINING SESSION

The third component of this report describes the respondent's expectations about the future training session. Over all, the respondents indicated that they expect positive changes to occur as a result of the OD training sessions.

Questions I and II indicate that the respondents expect to work more effectively with the members of the group (96.7%), and they expect the group to work more effectively with them. In response to the question, "I expect to see a decrease in conflict between myself and the members of my group," 89.6% agreed. Of the seven questions about expectations, the percent agreeing with the question, "I expect changes to be planned and implemented more systematically," was the lowest. Only 70.0% expect more planned and systematic changes.

In contrast, a large majority (90.0%) expect their work group to become more efficient. In addition, all officers expect to increase personal skills through the OD training session. Finally, 90.0% of the respondents expect to increase their job satisfaction with the help of the OD training sessions.

Table 11

EXPECTATIONS ABOUT THE ORGANIZATIONAL DEVELOPMENT TRAINING SESSION

	Percentage Agreeing with each Statement			
	Strongly Agree	Agree	Slightly Agree	Total Agreeing
I. I expect to work more effectively with the members of my work group.	6.7	83.3	6.7	96.7
II. I expect the members of my work group to work more effectively with me.	3.3	76.7	16.7	96.7
III. I expect to see a decrease in conflict between myself and the members of my work group.	3.4	69.0	17.2	89.6
IV. I expect changes to be planned and implemented more systematically.	0.0	36.7	33.3	70.0
V. I expect my work group to become more efficient.	0.0	56.7	33.3	90.0
VI. I expect to increase my personal skills.	13.8	69.0	17.2	100.0
VII. I expect to increase my job satisfaction.	0.0	53.3	36.7	90.0

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.SUMMARY

The thirty members of the Organizational Development training session who completed the pre-test questionnaire indicated some strengths and weaknesses of the organizational processes. The analysis of the questionnaire also indicated the general attitudes of the group members toward the department as well as their expectations about the OD department.

In general, the pre-test indicates the attitudes about the organizational processes are good, especially in the area of the leadership process used, the character of motivational forces, and the character of goal-setting. However, the respondents indicate weaknesses in the communication process in the area of accuracy of upward communication and the superior's lack of psychological closeness or lack of the knowledge of problems. Another weakness in the organizational process can be seen in the decision-making process where decisions are made at the top, where subordinates are only occasionally consulted and where the decision-making process contributes very little to motivation. In analyzing the control process it was found that the data did not vary a large amount from category to category and as a result no strong positive or negative attitude towards the control process could be established.

The general attitudes of the respondents toward the department is good. The group members feel the department is open to changes and they influence these changes; they also feel there supervisors keep them informed, understand problems and is open to suggestions for change. The officers questioned are also satisfied with their job and have a sense of accomplishment. In the area of communication breakdowns, the majority feel their exists no breakdown in the chain of command.

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Finally, the most positive responses were seen in the area of expectations about the OD training session. The group expects to become more effective with other members of the group. They expect to decrease conflicts between them. They expect changes to be more planned and systematic. They have high expectations about becoming more efficient and increasing personal skills and improving their job satisfaction.

Section II

Post-test Evaluation of Expectations About the
Organizational Development Training Session

INTRODUCTION

During the week of June 8, 1980 the thirty members of the Portsmouth
Police Department attended an organizational training session. A short
post-test questionnaire with seven questions concerning the OD group's
expectations about the training sessions was distributed directly after
the session.

ESPECTATIONS OF THE ORGANIZATIONAL DEVELOPMENT
TRAINING SESSION

Table 12 depicts the pre-test and post-test results of seven questions
regarding the OD group's expectations of the training session. An increase
in the percent of the group who strongly agree with all the seven questions
can be seen.

A clearer over picture of the data can be obtained by examining Table
13. This table depicts the total agreeing with the seven statements in both
the post-test and pre-test time frames. The largest increase in the total
percent agreeing can be seen in question IV which states, "I expect changes
to be planned and implemented more systematically." Pre-test scores indi-
cated that 70% agreed with this statement, while 96.7% agreed that changes
would be planned and implemented more systematically after the OD session.
Another area which showed great improvement in expectations was in the
area of conflict between members of the work group. The post-test scores
indicated that 100% of the group expected conflict to decrease; this was
an increase from 89.6% who agreed with the statement before the OD session.

The other five statements regarding the group's expectations increased
slightly or remained the same.

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Table 12

EXPECTATIONS ABOUT THE ORGANIZATIONAL DEVELOPMENT
TRAINING SESSION

	Strongly Agree	Agree	Slightly Agree
I. I expect to work more effectively with the members of my work group.	6.7 (43.3)*	83.3 (53.3)	6.7 (0)
II. I expect the members of my work group to work more effectively with me.	3.3 (36.7)	76.7 (56.7)	16.7 (3.3)
III. I expect to see a decrease in conflict between myself and members of my work group.	3.4 (26.7)	69.0 (46.7)	17.2 (26.7)
IV. I expect changes to be planned and implemented more systematically.	0 (13.3)	36.7 (36.7)	33.3 (46.7)
V. I expect my work group to become more efficient.	0 (16.7)	56.7 (43.3)	33.3 (36.7)
VI. I expect to increase my personal skills.	13.8 (23.3)	69.0 (63.3)	17.2 (13.4)
VII. I expect to increase my job satisfaction.	0 (36.7)	53.3 (43.3)	36.7 (20.0)

*All values in parenthesis represent post-test percentages. All values without parenthesis represent pre-test percentages.

Table 13

EXPECTATIONS ABOUT THE ORGANIZATIONAL DEVELOPMENT
TRAINING SESSION

	Pre-test Total Agreeing %	Post-test Total Agreeing %
I. I expect to work more effectively with the members of my work group.	96.7	96.6
II. I expect the members of my work group to work more effectively with me.	96.7	96.7
III. I expect to see a decrease in conflict between myself and the members of my work group.	89.6	100.0
IV. I expect changes to be planned and implemented more systematically.	70.0	96.7
V. I expect my work group to become more efficient.	90.0	96.7
VI. I expect to increase my personal skills.	100.0	100.0
VII. I expect to increase my job satisfaction.	90.0	100.0

SUMMARY

The post-test evaluation of expectations about the OD training session indicated that the session improved the officers expectations about more systematically planned and implemented changes and also improved the officers expectations about decreasing conflict between the group members.

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TEAM BUILDING AND ORGANIZATIONAL DEVELOPMENT

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Introduction

This is the final evaluation report of the Chester team building/
organizational development workshops that were held during July 1980 for
30 sergeants and lieutenants from Portsmouth Police Departments. The
report presents findings in three areas:

1. feelings about the organizational processes of the department
   from the viewpoint of the training participants.

2. expectations of the participants on the team building training,

3. issues which the participants feel are priorities and which may
   form a frame of reference for future decisions in the department.

Some explanation on the purpose and reasons why the team building
workshop were considered important training for the middle managers is
needed to give a perspective to this report. The general intent of the
training was to develop more leadership and to decrease personal conflict
by developing a win-win attitude. Prior training in team building had
been conducted with top management and had been proven quite successful.
The intent was to build upon this to produce a more cohesive management
team.

Team building activities are designed to enhance the effective
operations of organizations. Team building efforts may relate to task
issues, such as the way things are done, the needed skills to accomplish
tasks, the resource allocations necessary for task accomplishment; or
they may relate to the nature and quality of the relationship between
team members.

Norm Stamper, the consultant who was hired to conduct the training
had one central objective for the workshops -- to improve the way team

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members work together. He identified seven steps in the team building process. They were:

1. recognition of need
2. identification of team
3. diagnosis of issues
4. feedback to group leaders
5. workshop design
6. team building workshops - action plan
7. follow-up and evaluation.

The workshop development generally adhered to the seven steps identified above. Steps one and two were completed in house by decision-makers such as Chief Boone, Chief of Police. Step 3 was completed through personal interviews (open-ended, focused) with each of the training participants to identify concerns or issues that the work group should confront. The issues that evolved from these interviews formed the basis for feedback in step 4 and the eventual design and content of the workshop in step 5. Step 6 identifies the product of the workshops - specifically action plans which contained issues group members wished to solve once they returned to their workplace. Follow-up, in step 7, describes post-workshop activity such as responses to the action plan.

In summary, the aim of team building is to create a more cohesive, mutually supportive and trusting group that will have high expectations for task accomplishment and will, at the same time, respect individual differences in values, personalities, skills, and idiosyncratic behavior. Successful team building should nurture individual potential.

Methodology

This evaluation cannot assess the impact of the team building workshop

per se but rather can assess changes in organizational processes and expectations over time. The findings on organizational processes have been gathered from a survey instrument (questionnaire) administered to participants prior to the Chester training and during April 1981. Findings on expectations are presented from a questionnaire administered prior to the training, immediately after the training and during April 1981. Issues which were addressed in the training were again presented to participants during April 1981 who were requested to rate them according to a high, medium or low priority. The data compares 29 respondents who answered all 13 questionnaires so that an accurate comparison could be made. The one respondent who did not answer the April 1981 questionnaire was dropped from overall analysis.

The data from the first two areas is presented in tabular form and indicates the percent responding to each item. In addition, the net percent difference between the 1980 and 1981 data is shown for each item.

The report is presented in two parts - discussion of the tabular results and the actual tables indicating the changes which have occurred.

RESULTS

Organizational Processes

An assessment of the organizational processes from a perspective of the workshop participants was taken before the workshop in June 1980 and again in April 1981. This data includes attitudes on the leadership process used, motivational forces, communication process, decision-making process, goal setting process and control process. The data is presented in tabular form and indicates the percent responding to each item. A net percent difference between the 1980 and 1981 data is shown for each item.

Leadership

Table 1 describes the leadership process used. The leadership process used includes items describing the extent to which supervisors have confidence in subordinates, the extent to which subordinates feel free to discuss important aspects of their jobs with supervisors and the extent to which subordinates' ideas and opinions are used.

There has been a positive increase in the rate of responses from the 1980 results to 1981 results. The largest increase occurred in question II where 90% of the participants now feel free to talk to their supervisors about their job. This was a net percent increase over 1980 results of 21%.

Motivational Forces

Table 2 presents the character of motivational forces within the department. Question I asks the respondent what is the predominantly used type of motivational forces - fear, threats, punishments, rewards and/or involvement.

The movement in responses to this question appears to have occurred between the use of rewards, some punishment (+16%) and the use of rewards, some punishment and involvement (-20%). There has been an increase (+8%) of the use of rewards based on group set goals. When asked where the responsibility for achieving the organization's goals is, there has been a change in opinion from 1980 to 1981. There has been an 18% decrease in those responses indicating responsibility for achieving organization's goals is at the top. The movement in response from responsibility at the top of the organization has been dissipated throughout all levels of the organization. This is a positive result in terms of the objectives of team building.

Table 1

Leadership Process Used
(In Percentages)

		A Not at All	B Sometimes	C Usually	D Always	Total C&D	Net Diff.
I.	In this org- anization, how much	1980	0	34	65	0	65	
	confidence is shown in subordinates?	1981	0	25	71	4	75	+10
II.	How free do people feel to talk to	1980	0	31	62	7	69	
	their super- visors about their job?	1981	0	10	69	21	90	+ 2
III.	Are subord- inates' ideas sought	1980	7	62	31	0	31	
	and used if worthy?	1981	7	52	28	14	42	+ 1

Table 2

Character of Motivational Forces
(In Percentages)

		1980	1981	Net % Diff.
I. Is predominant use made of fear, threats, punishments, rewards, involvement?	Fear, threats, punishments	29	26	- 3
	Rewards, some punishments	14	30	+16
	Rewards, some punishment and involvement	50	30	-20
	Rewards, based on group set goals	7	15	+ 8
II. Where is responsibility felt for achieving the organization's goals?	Top	39	21	-18
	Top & Middle	32	34	+ 2
	Fairly general	14	21	+ 7
	All levels	14	24	+14

Communication

Table 3 presents the character of the communication process of the department. This table depicts what the direction of the information flow is, if the organizational objectives are explained, how downward communication is accepted, the accuracy of upward communication and finally how well supervisors know the problems faced by subordinates.

Overall there has been a positive change in the communication process. Group members indicated that organizational objectives are now usually or always explained. There has been positive movement toward a more integrated information flow (i.e., down and up; down, up, sideways received 16% increase in responses or 57% majority over the 1980 results). Downward communication is more likely to be accepted with an open mind. This suggests increased trust between management ranks. The accuracy of information being transmitted between participants and their superiors has increased and less communication is censored. At the same time, subordinates appear more receptive to information from their superiors.

Decision-Making

Table 4 presents the character of the decision-making process of the department. There are four aspects of the decision-making process. These include the level where decisions are formally made, the origin of knowledge used in decision-making, the extent to which subordinates are involved in decisions, and the extent that the decision-making process contributes to motivation.

Decisions are somewhat less likely to be made at the top and more likely to be integrated throughout the organization. A change has also occurred in the origin of technical and professional knowledge used in decision-making. Those indicating top management as the origin in the

Table 3

CHARACTER OF COMMUNICATION PROCESS
(In Percentages)

		1980	1981	Net % Difference
I. Are organization's objectives explained	Never	24	7	- 17
	Sometimes	52	50	- 2
	Usually	24	29	+ 5
	Always	0	14	+ 14
II. What is the direction of the information flow?	Downward	10	4	- 6
	Most downward	48	39	- 9
	Down & up	31	32	+ 1
	Down, up, sideways	10	25	+ 15
III. How is downward communication accepted?	With suspicion	14	0	- 14
	Possibly with suspicion	7	3	- 4
	With caution	76	76	0
	With an open mind	3	21	+ 18
IV. How accurate is upward communication?	Often wrong	7	0	- 7
	Censored for boss	38	24	- 14
	Limited accuracy	41	48	+ 7
	Accurate	14	28	+ 14
V. How well do superiors know the problems faced by their subordinates?	Know little	0	7	+ 7
	Some knowledge	69	31	- 22
	Quite well	31	59	+ 28
	Very well	0	3	+ 3

Table 4

CHARACTER OF DECISION-MAKING PROCESS
(In Percentages)

		1980	1981	Net % Diff.
I. At what level are decisions formally made?	Mostly at top	38	21	-17
	Some delegation	28	31	+ 3
	More delegation	31	27	- 4
	Well integrated	3	21	+18
II. What is the origin of technical and professional knowledge used in decision-making?	Top management	28	14	-14
	Upper & middle	41	45	+ 4
	Somewhat throughout	31	27	- 4
	Throughout	0	14	+14
III. Are subordinates involved in decisions related to their work?	Not at all	3	0	- 3
	Occasionally consulted	66	52	-14
	Generally consulted	31	38	+ 7
	Fully involved	0	10	+10
IV. What does the decision-making process contribute to motivation?	Nothing	0	0	0
	Little	35	24	-11
	Some	48	55	+ 7
	Substantial	17	21	+ 4

1980 survey appear to have changed their minds in the 1981 survey towards technical and professional knowledge originating throughout the organization. In question III there has been a positive change in attitudes regarding subordinates involved in decision-making. Although 52% still feel subordinates are occasionally consulted 48% feel subordinates are fully or generally consulted (an increase of 17%). Seventy-six percent (76%) of the respondents now feel the decision-making process contributes some or substantially to motivation.

Table 4 is consistent with the results in table 2 and 3. Motivational forces, communication and decision-making now appear to be more integrated throughout the organization than was evident in the 1980 results.

Goal Setting

Table 5 presents the character of the goal setting process including the manner in which the goals are set and the amount of resistance shown to goals. The response to the question, "How are organizational goals established?" indicates a 17% net increase in responses to discussion, then orders. Although participants still profess some resistance to goals at the same rate as in 1980, there has been some positive movement in the 1981 responses towards offering little or no resistance to department goals.

Control Process

Table 6 depicts the characteristics of the control process which includes the extent to which the review and control function are concentrated, the extent to which an informal organization resists the formal organization and the extent to which control data (cost and productivity) are used by superiors to reward or punish subordinates. Question I indicates that 62% of 1981 respondents feel concentration of the review and control functions are moderately delegated to the lower level (an increase

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Table 5

CHARACTER OF GOAL SETTING PROCESS
(In Percentages)

		1980	1981	Net % Diff.
I. How are organizational goals established?	Orders issued	22	18	- 4
	Some comment	30	21	- 9
	Discussion, then orders	26	43	+17
	By group action	22	18	- 4
II. How much covert resistance to goals is present?	Strong resistance	0	0	0
	Moderate resistance	24	10	-14
	Some resistance	69	69	0
	Little or none	7	21	+14

of 16% over 1980 responses). There has been positive movement (+17%) in the 1981 responses toward the feeling that there is never or only sometimes an informal organization resisting the formal one. This is consistent with the results to question II in table 5 (i.e. degree of covert resistance to organizational goals).

Attitudes Toward the Department in General

Workshop participants were asked eleven questions dealing with general attitudes toward the department. These questions were posed to participants before the workshops in June 1980 and again during April 1981. The questions were directed toward four aspects of the department including attitudes toward changes in the department, supervisors, satisfaction and communication breakdown.

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Table 6

CHARACTERISTICS OF CONTROL PROCESS
(In Percentages)

		1980	1981	Net % Diff.
I. How concentrated are reivew and control functions?	Highly at top	4	0	- 4
	Relatively high at top	43	28	-15
	Moderate delegation to lower levels	46	62	+16
	Widely shared	7	10	+ 3
II. Is there an informal organization resisting the formal one?	Yes	14	0	-14
	Usually	17	14	- 3
	Sometimes	48	50	+ 2
	No	21	36	+15
III. What are cost, productivity and other control data used for?	Policing, punishment	21	10	-11
	Reward & punishment	18	24	+ 6
	Reward, some guidance	32	35	+ 3
	Self-guidance, problem-solving	29	31	+ 2

Changes in Department

Table 7 presents the participants opinions of changes in the department. The two questions asked dealt with the department's openness to suggestions for change and the influence the officer has on changes within the department. As question 1 indicates, the majority of the 1981 respondents (90%) agreed that Portsmouth Police Department is open to suggestions for change. This was a net increase of 4% over 1980 responses. This presents a very healthy sign for the department. It is also interesting to note that only 38% of the 1981 respondents agreed with the statement "I have no influence

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in deciding what changes are made in this department." This is a positive decrease of 10% over 1980. The responses to these two questions indicate that the department is open to suggestions for change and that most of the officers in workshop group feel they can influence decisions concerning change in the department.

Table 7

OPINION OF CHANGES IN THE DEPARTMENT
(In Percentages)

		Strongly Agree	Agree	Slightly Agree	Total Agreeing	Net % Diff.
I. This department is open to suggestions for change	1980	0	59	28	86	
	1981	14	31	45	90	+ 4
II. I have no influence in what changes are made in this department	1980	3	24	21	48	
	1981	3	10	24	38	-10

Relationships with Supervisor

Table 8 presents opinions about the group's supervisors. In general, the group's opinions about their supervisors are good. When asked if their supervisor keeps them in the dark, 76% of the respondents disagreed. There was no overall change between 1980 and 1981 results to this question. There has been a 10% improvement in results between 1980 and 1981 in question II. Ninety-six percent (96%) of group members feel their immediate supervisor is open to suggestions for change. Only 10% still feel their immediate supervisor and themselves do not understand each other's problems.

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Table 8

OPINIONS ABOUT SUPERVISORS
(In Percentages)

		Strongly Agree	Agree	Slightly Agree	Total Agreeing	Net % Diff.
I. My supervisor keeps me in the dark about things I ought to know	1980	0	14	10	24	
	1981	0	10	14	24	0
II. My immediate supervisor is open to suggestions for change	1980	14	69	3	86	
	1981	7	72	17	96	+10
III. My immediate supervisor and I do not understand each other's problems	1980	0	3	7	10	
	1981	0	3	7	10	0

Satisfaction

Table 9 presents the training group's sense of satisfaction. The table depicts three areas of satisfaction including sense of accomplishment, feelings of advancement in the department, and general job satisfaction. As question I indicates, 76% of the respondents still feel they have a real sense of accomplishment in their job. A majority (62%) of the 1981 respondents feel they are getting ahead in the department although this represents a 6% decrease over 1980 results. There has been an 11% increase in responses between 1980-1981, indicating respondents are very satisfied with their jobs. At the same time, those feeling neutral about their job has increased 8% from 1980 to 1981. In summary, job satisfaction is high and has increased since the 1980 survey.

Table 9

SENSE OF SATISFACTION
(In Percentages)

		1980	1981	Net % Diff.
I. I don't have a real sense of accomplishment in my job	Strongly agree	3	0	- 3
	Agree	14	3	-11
	Slightly agree	7	21	+14
	Total	24	24	0
II. I feel like I'm getting ahead in the department	Strongly agree	0	0	0
	Agree	32	28	- 4
	Slightly agree	36	34	- 2
	Total	68	62	- 6
III. Which of these statements best tells how you feel about your job	Very satisfied	7	18	+11
	Satisfied	66	46	-20
	Neutral	17	23	+ 8
	Dissatisfied	10	11	+ 1
	Very dissatisfied	0	0	0

Communications Breakdown

Table 10 presents the team building training groups opinions of where communication breakdowns occur. Over half (61%) of the respondents are still indicating a breakdown of communication in the chain of command, but there has been an 8% decrease from the 1980 response rate. Communications have improved between sergeants and lieutenants (the team building workshop could be a factor) as there is an 11% decrease in those responses indicating a breakdown between this level of management. It appears a new area of communication breakdown is occurring between the lieutenant and captain level and "other" levels. There has been substantial improve-

ment (+37%) in two-way communication between immediate supervisors and subordinates, however many respondents are indicating a problem in one-way communication when they relate information to their supervisors.

Table 10

WHERE COMMUNICATIONS BREAK DOWN
(In Percentages)

		1980	1981	Net % Diff.
I. Is there a breakdown of communication in your chain of command?	Yes	69	61	- 8
	No	31	39	+ 8
II. In your personal experience in your chain of command does communication break-down the most?	Patrolman-Sgt.	10	0	-10
	Sgt.-Lt.	20	9	-11
	Lt.-Capt.	10	27	+17
	Capt.-Cdr.	40	36	- 4
	Ast. Chief-Chief	10	0	-10
	Other	10	27	+17
III. In my experience, communication breaks down:	When my immediate supervisor tries to communicate with me	8	10	- 4
	When I try to communicate with my immediate supervisor	17	37	+20
	Both	75	38	-37
	Other	0	13	+13

Expectations Toward Team Building Workshop

The set of 7 statements in this section have been used three times: before the Chester workshop, immediately after the workshop and during April 1981. The April 1981 statements were modified from future to present tense, e.g. "I expect to work more effectively with the members of my work group" was modified to read, "I work more effectively with members of my work group."

June 1980 and April 1981 Results

Table 11 depicts responses to the seven statements on expectations participants had toward the workshops. The largest increase (10%) occurred in the total responses in agreement with the statement, "Changes are planned and implemented more systematically." This indicates a positive improvement in the organizational process of planning. The largest decrease occurred in response to the job satisfaction statement. It appears 90% of the participants were expecting an increase in their job satisfaction after taking part in the team building workshop; 14% decrease indicates the degree of disillusionment with the effects of the workshop on job satisfaction. Ninety percent (90%) of the participants feel members of their work group work effectively with them but this is a 7% decrease over the pre-workshop responses.

There has not been strong variance in the responses to the remaining statements. It seems safe to state that the participants have increased their personal skills, work groups are more efficient, there is a decrease in conflict between members and participants feel they work more effectively with work group members.

Table 11

EXPECTATIONS BEFORE AND LONG AFTER THE TEAM BUILDING SESSION
(In Percentages)

		Strongly Agree	Agree	Slightly Agree	Total	Net % Diff.
I. I (expect to) work more effectively with the members of my work group	1980	7	83	7	97	0
	1981	3	66	28	97	
II. (I expect) the members of my work group (to) work more effectively with me	1980	3	76	17	97	- 7
	1981	3	66	21	90	
III. I (expect to) see a decrease in conflict between myself and members of my work group	1980	4	71	14	89	- 3
	1981	7	59	21	86	
IV. (I expect) changes (to be) are planned and implemented more systematically	1980	0	38	31	69	+10
	1981	3	28	48	79	
V. (I expect) my work group (to become) is more efficient	1980	0	59	31	90	0
	1981	0	55	35	90	
VI. I (expect to) have increased my personal skills	1980	14	68	18	100	- 3
	1981	3	59	35	97	
VII. I (expect to) have increased my job satisfaction	1980	0	55	35	90	-14
	1981	0	35	41	76	

Comparison of June 1980, July 1980 and April 1981 Results

Table 12 compares responses from all three surveys. When comparing the 3 sets of responses some interesting trends emerge. It seems expectations and strength of agreement were high and strong immediately after the Chester

workshop. This outcome is not unusual for training activities that have been well conducted and received. However, over time it seems, this initial euphoria of expectations has dissipated and regressed to (most cases) pre-workshop levels.

Table 12

EXPECTATIONS OF PARTICIPANTS IN TEAM BUILDING TAKEN
AT THREE POINTS IN TIME
(In Percentages)

	Percent Agreeing		
	June 80	July 80	April 81
Work more effectively with members of my group	97	100	97
Members of my group work more effectively with me	97	100	90
Decrease in conflict between myself and members of my work group	89	100	86
Changes planned and implemented more systematically	69	100	79
My work group has become more efficient	90	100	90
My personal skills have improved	100	100	97
My job satisfaction has improved	90	100	76

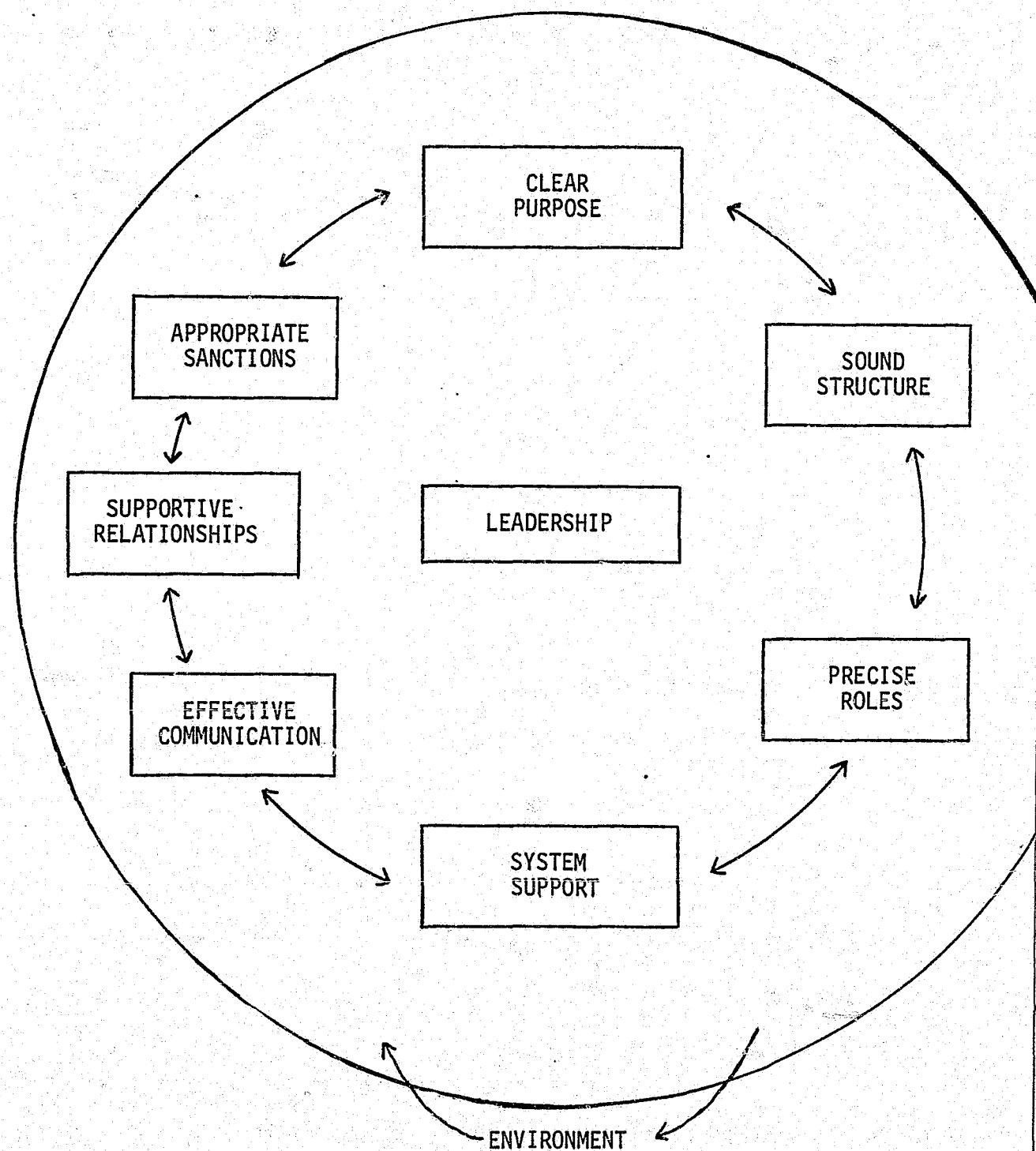## Rated Issues

The following model of a healthy organization was presented by the consultant who conducted the team building workshops:

MODEL OF HEALTHY ORGANIZATION*

CLEAR PURPOSE

APPROPRIATE SANCTIONS

SOUND STRUCTURE

SUPPORTIVE RELATIONSHIPS

LEADERSHIP

EFFECTIVE COMMUNICATION

PRECISE ROLES

SYSTEM SUPPORT

ENVIRONMENT

*With apologies to Weisbord

SOURCE: Norm Stamper, Middle Management Team Building & Training Workshop Chester, Virginia, July 8-13, 1980 -- A Consultant's Report.

These components: clear purpose, sound structure, precise roles, system support, effective communication, supportive relationships, appropriate sanctions and leadership formed the basis for the issues that each respondent was requested to rank according to a high, medium or low priority. These issues also were used as a basis for discussion at the workshops. The consultants report of the workshop listed each issue area and gave each group item an overall priority rating. The evaluator, however, does not know the basis of the consultants ratings and hesitates to conduct comparison analysis. According to the model, these issues interrelate to form a healthy organization. For all intents, Portsmouth Police Department is a healthy organization, however, the evaluator sought to identify those issues that were of high priority among participants that may predict potential problems.

During April 1981, participants in the workshops were asked to rate each issue. So that comparison among the issues could be conducted to single out issues of high, medium or low priority, the raw scores were used and each priority given a rating of 3=high, 2=medium, 1=low. The overall score was calibrated for each issue and the issues ranked. Once the issues were ranked, two distinct inflection points emerged which clearly differentiated high from medium priority issues and medium from low priority issues.

Twenty-one issues fell into the high priority category. These were identified as having an overall score of 53 and above. The following list ranks those issues.

High Priority Issues
(Scores 54-75)

Scores
75	Insufficient manpower
73	Inadequate pay
73	Need more space
71	Communications civilian control bad
70	Midnights: poor information flow
66	Need more secretarial and clerical support
66	We're too reactive
65	Power shift: waste of resources
65	Need physical fitness program
63	Need tighter discipline
62	Department has multiple competing objectives
61	Spend too much time trying to avoid heat from the public
61	Some supervisors, managers are erratic, inconsistent in their decisions
60	Too much favoritism
60	Need reorganization
59	Too many specialized functions
56	Some using open door policy to subvert supervision
55	Need more, better training
55	Some managers don't delegate
54	Sector system has created three different police departments
54	Some leaders are arbitrary, capricious

Similarly, eight issues were identified as low priority issues.

These were issues which had scores of 44, (a range of 33-43). These issues are ranked from lowest to highest in the following list.

Low Priority Issues
(Scores 33-43)

Scores
33	Too many lieutenants in CID
37	CID not spending enough time on major crimes
38	People don't work as hard in CID
39	Each group distrusts the other
42	Need more accurate statistics
42	Communication is non-existent
42	No feedback on our requests
43	Chief not around any more

Twenty-four issues fell in the mid range with scores between 45-53. However, there was no clear differentiation among the issues scores which resulted in distinct clusters. Therefore, it is not possible to rank the issues in the middle category.

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Medium Priority Range
(Scores 44-53)

Scores
45	Department doesn't have clear goals and objectives
45	Support positions/people are isolated
46	UP doesn't understand requirements of CID
46	Seldom see non-UP sergeants in UP
46	Poor preliminary investigations by UP
47	Hard to get things past the commander
47	Commander filters downward communication
47	Captain jumps in, muddies the water
49	Need better understanding of department goals and objectives
49	Inequities in pay structure
50	Too difficult to discipline people
50	UP = second class citizens
50	Neglecting our law enforcement mission
51	Irrational, punitive or incomprehensible transfers
51	Poor feedback from CID to UP
51	Lot of unrest due to mystery
51	Federal money causes problems
51	Sector system: won't be able to handle a crisis effectively
51	Team concept has cut out lieutenants
52	CID favored over UP -- more and better equipment, take-home cars, surplus of manpower
52	Lot of conflict . . . lot of frustration
52	Patrol sergeants, lieutenants need to be on the streets
53	Big communication gap between UP and CID

Summary

Twenty-nine members of the team building workshop in Chester during June 1980 have completed three questionnaires which addressed organizational processes, expectations and issue areas on the Portsmouth Police Department.

In general, there has been an overall improvement in results on organizational processes. Areas of weakness identified in the previous report have improved. There has been improvement in accuracy of upward communication and new openness in interaction between superior and subordinate. Decision-making has become more participatory since the last report.

The evidence of "team" support for the organization is characterized by the decrease in informal and covert resistance to the department's goals.

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A weakness in communication in the chain of command was identified between lieutenant and captain and "other" areas. It is beyond the scope of this report to identify the meaning of "other." Respondents also identified the need to improve their communication skills especially when dealing with immediate supervisors.

Expectations on the team building sessions have generally been met. Respondents work more effectively with members of their work group, work groups are more efficient, there has been a decrease in conflict between members, and changes are planned and implemented more systematically. However, job satisfaction has not increased because of the team building workshop. This may be related to issues identified of high priority in section III.

The priority listing of the issues identifies areas for new concern. Team building is a continuous, on-going process. It seems appropriate to recommend that these issues become the focus for future team building efforts.

V. EVALUATION OF CRIME ANALYSIS UNIT

CRIME ANALYSIS USER SURVEY

EVALUATION OF CRIME ANALYSIS OPERATIONS

Center for Urban Research and Service
Old Dominion University
Norfolk, Virginia 23508

CRIME ANALYSIS USER SURVEY

EVALUATION OF CRIME ANALYSIS OPERATIONS

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Prepared for

City of Portsmouth
Division of Police

under

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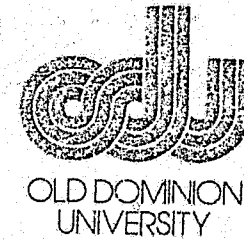
August 1980

September 5, 1980

Sgt. Richard K. Gaddis
ICAP Coordinator
Portsmouth Police Department
711 Crawford Street
Portsmouth, Virginia   23704

Dear Sgt. Gaddis:

Enclosed are two reports evaluating the Portsmouth Police Department
Crime Analysis Unit. The first report contains the results of a survey
of the Department's sworn personnel. The second report is based on our
on-site visits with the CAU and reviews crime analysis operations.

I am pleased to report that the Crime Analysis Unit is a very positive
component of the Portsmouth Police Department. Based on every indicator
we have used, the Unit is doing an excellent job. We strongly urge the
Department not to make any changes in the staffing or functions of the
CAU without fully considering the total impact of any possible change.

Sincerely,

Wolfgang Pindur, Ph.D.
Principal Investigator

WP:bh
Enclosure

Executive Summary

This report presents the findings of the survey of the police officers in the Investigative and Uniform Patrol Division of the Portsmouth Police Department conducted in July 1980. The purpose of the survey was to determine police officers' perceptions of the performance of the Crime Analysis Unit, and to ascertain the flow, frequency and type of communication between police officers and Crime Analysis Unit personnel.

The overall results of the survey are positive. Almost all the responding officers (99%) rate the Crime Analysis Unit's performance positively. A majority of the officers (95%) also agree that the Crime Analysis Unit performs an important function within the Portsmouth Police Department. Most of the officers (94%) are familiar with the types of information CAU can provide. Most of the officers (85%) contact CAU for information but not very frequently (29% contact it once or twice a week and 50% contact it once or twice a month). The requested information was always provided by the CAU in most of the cases (55%). However, it is not always provided soon enough to meet the requesting officers' needs. (Only 31% always received it on time). The most frequently requested types of information are criminal activities in an area and suspect information, and least frequently requested information is stolen property.

All the respondents in the Uniform Patrol Division feel that it is important to prepare Field Interview Cards on suspicious individuals and activities. Forty-six percent (46%) of them submit Field Interview Cards at least once a week. A majority of the Uniformed officers read the Crime Analysis Bulletins and Wanted Persons Bulletins distributed by the Crime Analysis Unit. The Wanted Persons Bulletins are discussed more often during

muster than the Crime Analysis Bulletins.

Officers in the First Sector are a little more positive toward the CAU than the officers in the other two sectors. At the same time, officers in the Second Sector tend to contact CAU more frequently for requesting different types of information and providing Field Interview Cards than the officers in the other two sectors.

CRIME ANALYSIS SURVEY

Introduction

The Crime Analysis Survey was conducted in June 1980 by the evaluation team of the Center for Urban Research and Service, Old Dominion University, as part of the Integrated Criminal Apprehension Program (ICAP) evaluation. The purpose of the survey was to find out how Portsmouth police officers feel about various aspects of the crime analysis system. The survey was designed specifically to determine the following types of information:

1. Police officers' perception of the performance of the Crime Analysis Unit (CAU);

2. Flow, frequency and type of communication between police officers and Crime Analysis Unit personnel;

3. Uniformed officers' perceptions of the usefulness and timeliness of the Crime Analysis Unit's outputs (bulletins).

Research Design

The survey questionnaires were administered to full-time sworn officers in the Uniform Patrol Division (102) and Investigative Division (53) of the Portsmouth Police Department during June 1980. Two separate questionnaires, one for Uniformed officers containing 34 items and one for Investigative officers containing 25 items, were prepared (see attached questionnaires). The questionnaires were administered by a sergeant in the Uniform Patrol Division and by a member of an ICAP evaluation team in the Criminal Investigation Division. One hundred and five (105) questionnaires were obtained, giving us the response rate of 68% (72% for the Uniformed officers and 60% for the Investigative). Table 1 presents the service background of the police officers in the sample.

Table 1

SERVICE BACKGROUND OF THE OFFICERS

Division of Current Assignment	Percentages	Number
Uniformed	70	73
Investigative	30	32
	100	105
Sector (Uniformed Officers)		
First	33	24
Second	33	24
Third	33	24
	99	72
Squad (Investigative Officers)		
Crime Against Persons	19	6
Crime Against Property	58	18
Youth Bureau	13	4
Special Investigation Bureau	10	3
	100	31
Rank		
Lieutenant and above	3	3
Sergeant	12	12
First Class Police Officer	13	13
Detective	21	22
Patrol Officer	51	52
	100	102

Evaluation of the Crime Analysis Unit

Table 2 shows how police officers rate the overall performance of the Crime Analysis Unit. Almost all the responding officers (99%) rate the Crime Analysis Unit positively; a majority of them (61%) consider it good. Only one person considers it poor. The division to which officers are assigned has no significant influence on their ratings of the Crime Analysis Unit. Slightly more Uniformed officers (93%) rate it as excellent or good compared to Investigative officers (91%). Also, none of the Uniformed officers rate it as poor.

Table 2

RATING OF OVERALL PERFORMANCE OF THE CRIME ANALYSIS UNIT
(In Percentages)

Rating	Investigative (N=32)	Uniform (N=73)	Total (N=105)
Excellent	28	33	31
Good	63	60	61
Fair	6	7	7
Poor	3	0	1
	100	100	100

Table 3 presents police officers' perception of the importance and usefulness of the Crime Analysis Unit. A majority of the respondents (95%) agree that the Crime Analysis Unit is performing an important function. Similarly, a majority of the Investigative Officers (90%) agree that information maintained by the Crime Analysis Unit is helpful to them in performing their duties.

Table 3

POLICE OFFICERS' EVALUATION OF THE CRIME ANALYSIS UNIT

	Percentage Agreeing with Each Statement			
	Strongly Agree	Agree	Slightly Agree	Total Agreeing
The CAU performs an important function:				
Investigative	16	62	16	94
Uniform	30	56	10	96
Total	26	58	11	95
Information maintained by the CAU is helpful in performing my duties (Investigative officers only).	12	53	25	90

Communication Between the Crime Analysis Unit and Police Officers

A series of questions were asked in the survey to tap the flow, frequency and type of communication between the police officers and the Crime Analysis Unit personnel.

Most of the officers in the sample are familiar with the types of information provided by the Crime Analysis Unit - more Investigative officers are very familiar (69%) than Uniformed officers. Only 7% of the Uniformed officers and 3% of the Investigative officers said that they are not familiar with the types of information CAU can provide. At the same time, 85% of the responding officers (72% in Investigative Division and 90% in Uniformed Division) would like to have more information about the types of information Crime Analysis Unit can provide.

Table 4

FAMILIARITY WITH THE CRIME ANALYSIS INFORMATION
(In Percentages)

	Investigative (N=32)	Uniform (N=73)	Total (N=105)
Very Familiar	69	27	40
Somewhat Familiar	28	66	54
Not Familiar	3	7	6
	100	100	100

Table 5 presents data relating to the frequency of officers' contact with the Crime Analysis Unit. The table points out that 15% of the officers have never contacted the Crime Analysis Unit for information, 29% contact it once or twice a week and 56% contact it once or twice a month. This shows that most of the officers contact CAU but not very frequently. Investigative officers contact CAU more frequently than Uniform officers. Fifty-six percent (56%) contact them at least once a week compared to 17% of the Uniformed officers.

Table 5

FREQUENCY OF CONTACT WITH THE CRIME ANALYSIS UNIT
(In Percentages)

	Investigative (N=32)	Uniform (N=71)	Total (N=103)
Once a day	0	0	0
Twice a week	31	3	12
Once a week	25	14	17
Twice a month	13	30	24
Once a month	22	36	32
Never	9	17	15
	100	100	100

Investigative officers were also asked about the number of times a crime analyst comes to them directly to provide information related to their job. A majority of them (69%) mentioned that crime analysts come to them 1-5 times a month. Only 16% said that crime analysts never come to them directly. Of those who are contacted by crime analysts (N=27), 70% said that the information provided is usually useful, 19% said it is always useful and 11% said it is seldom useful.

Table 6 lists the types of information requested from the CAU by the police officers and its frequency. The most frequently requested types are criminal activities in an area and suspect information. For example, 22% of the officers in the sample request criminal activity information at least once a week; 54% request it once or twice a month and only 24% have never requested it. The least frequently requested information is stolen property. Almost three-fifths of the respondents (57%) have never requested it.

Table 6

TYPES OF INFORMATION REQUESTED FROM
CRIME ANALYSIS UNIT
(In Percentages)

	Once a Day	Twice a Week	Once a Week	Twice a Month	Once a Month	Never
Crime Pattern Information	1	4	13	15	37	30
Suspect Information	1	7	16	13	34	29
Stolen Property Information	0	4	7	12	20	57
Suspect Vehicle Information	1	3	11	11	33	41
Criminal Activity in an Area	2	6	14	26	28	24

Table 7 presents police officers' perceptions of the frequency and timeliness of the information provided by the Crime Analysis Unit. Of the 90 respondents in the sample, who have requested information from the Crime Analysis Unit, 55% mentioned that the information was always provided and 43% said that it was usually provided. Only one person did not get the requested information from the CAU. However, when asked about the timeliness of the information provided, only 31% of the officers mentioned that CAU always provided the requested information soon enough to meet their needs. A majority of the respondents (68%) feel that they usually receive the information in time to meet their needs. Investigative officers are more positive towards the Crime Analysis Unit than Uniformed officers. For example, 69% of them mentioned that the information was always provided compared to 47% of the Uniformed officers.

Table 7

OFFICERS' EVALUATION OF THE INFORMATION PROVIDED BY
THE CRIME ANALYSIS UNIT

	Requested Information was Provided:			Requested Information was Provided Soon Enough to Meet Needs:		
	Invest. (N=29)	Uniform (N=62)	Total (N=90)	Invest. (N=29)	Uniform (N=62)	Total (N=90)
Always	69	47	55	34	29	31
Usually	31	49	43	66	69	68
Seldom	0	2	1	0	0	0
Never	0	2	1	0	2	1
	100	100	100	100	100	100

Officers were also asked about information they provide to the Crime Analysis Unit: how often they submit Field Interview Cards and other information. Table 8 shows that only 4% of the Uniformed officers have never submitted FI cards. Forty-six percent (46%) of them submit FI cards at least once a week. It is apparent that Investigative officers do not provide information as frequently as Uniformed officers. Twenty-eight percent (28%) of them have never provided the information and 22% provide information once a week or more.

The survey also shows that all the Uniformed officers in the sample (N=73) feel that it is important to prepare Field Interview Cards on suspicious individuals and suspicious activities.

Table 8

FREQUENCY OF INFORMATION PROVIDED TO THE CRIME ANALYSIS UNIT BY THE OFFICERS

	Field Interview Cards (by Uniformed Officers)	Information (by Investigative Officers)
Once a day	8	0
Twice a week	17	6
Once a week	21	16
Twice a month	16	19
Once a month	34	31
Never	4	28
	100	100

Uniformed Officers' Perception of the Crime Analysis Unit's Output

Only those officers who are in the Uniform Patrol Division responded to a series of questions dealing with Crime Analysis Bulletins and their timeliness and usefulness.

Table 9 gives a breakdown of the frequency with which uniformed officers read the Crime Analysis Bulletins. Nearly three-fourths (71%) of the officers in the Uniformed Division mentioned that they always read Crime Analysis Bulletins (CAB) pertaining to their area of responsibility, and about 70% said that they always read Wanted Persons Bulletins (WPB) distributed by the crime analysts. The table also shows that Wanted Persons Bulletins are discussed more often than Crime Analysis Bulletins - 48% mentioned that WPB are always discussed during muster while only 27% mentioned that CAB are always discussed during muster.

Table 9

UNIFORMED OFFICERS' USE OF CRIME ANALYSIS BULLETINS

Crime Analysis Bulletins

	CAB's are Read		CAB's are Discussed during Muster	
	%	N	%	N
Always	71	52	27	20
Usually	28	20	60	44
Seldom	1	1	10	7
Never	0	0	3	2
	100	73	100	73

Wanted Persons Bulletins

	WPB's are Read		WPB's are Discussed during Muster	
	%	N	%	N
Always	70	51	48	35
Usually	27	20	40	29
Seldom	3	2	9	7
Never	0	0	3	2
	100	73	100	73

Table 10 shows that a high percentage of police officers in the Uniform Division (above 90%) agree that information contained in the Crime Analysis Bulletins and Wanted Persons Bulletins is useful to them in performing their duties. Most of them (93%) also feel that Crime Analysis Bulletins are received in time to be useful.

Table 10

UNIFORMED OFFICERS' PERCEPTION OF USEFULNESS AND
TIMELINESS OF CRIME ANALYSIS UNIT'S OUTPUT
(In Percentages)

	Strongly Agree	Agree	Slightly Agree	Total Agreeing
Information in CABs is useful in performing my duties.	30	55	10	95
Information in CABs is received in time to be useful.	6	62	25	93
Information in WPBs is useful in performing my duties.	18	56	18	92

Table 11, which presents data on the frequency of crime analysis

information use in daily patrol activities, shows that the information is

used by most of the patrol officers and supervisors in determining and/or

planning daily patrol activities. Seventy-three percent (73%) of the

patrol officers and 79% of the supervisors use the information at least

once a week.

Table 11

FREQUENCY OF CRIME ANALYSIS INFORMATION USE IN
DAILY PATROL ACTIVITIES

	Patrol Officers		Patrol Supervisors*	
	Use CAU Information in Planning Daily Patrol Activities:		Use CAU Information in Planning Daily Patrol Activities:	
	%	N	%	N
Once a day	28	17	33	5
Twice a week	22	13	13	2
Once a week	23	14	33	5
Twice a month	7	4	0	0
Once a month	13	8	20	3
Never	7	4	0	0
	100	60	99	15

*Includes officers with the ranks of First Class Police Officers and above. Most of the First Class Police Officers responded to both the questions.

Officers' Perceptions of the Crime Analysis Unit by Sector

This section presents the officers' evaluation of the Crime Analysis

Unit by sector. Portsmouth Police Department's Uniform Patrol Division

has been divided into three geographical sectors. This study shows that

even though all three sectors deal with the same Crime Analysis office,

there is some variation between sectors on frequency of communication and

perceptions of the usefulness of the Crime Analysis Unit.

As seen in Table 12, more patrol officers in the First Sector are

positive towards the Crime Analysis Unit than officers in the Second and

Third Sectors.

Table 12

EVALUATION OF THE CRIME ANALYSIS UNIT BY SECTOR

Percentage Agreeing with the Statement

	Sector		
	First	Second	Third
CAU performs an important function.	100	92	96
Information provided in CAB is useful in performing duties.	100	92	92
Information provided in CAB is timely.	96	92	92
Information provided in WPB is useful in performing duties.	96	91	91

·The other major finding in this analysis was that officers in the Second Sector tend to contact the Crime Analysis Unit more frequently for requesting different types of information and providing FI cards than the officers in the other two sectors (See Table 13). The survey also shows that 42% of them are very familiar with the information provided by the Crime Analysis Unit compared to 25% of the First Sector officers and 17% of the Third Sector officers.

Table 13

FREQUENCY OF COMMUNICATION BY SECTOR
(In Percentages)

	Contact Once a Week or More		
	Sector		
	First	Second	Third
Contact CAU for information	12	22	17
Request Crime Pattern information	4	25	8
Request Suspect information	17	29	8
Request Stolen Property information	4	21	8
Request Suspect Vehicle information	13	25	8
Request Criminal Activities information	17	29	12
Submit FI Cards to CAU	38	62	39

VERBATIM RESPONSES TO OPEN ENDED QUESTIONS

In this Crime Analysis Survey, a series of open-ended questions were asked. Officers' answers to these questions provide important information about their opinions and perceptions of the Crime Analysis Unit. Wherever appropriate or feasible, these open-ended responses are tallied by a method of content analysis. Content Analysis is a systematic method of counting the responses. First categories were developed for each open-ended question and then the number of responses in each category were totaled. The categories were not mutually exclusive. Some responses fell in more than one category.

WHAT DO YOU FEEL IS THE MAJOR FUNCTION OF THE CRIME ANALYSIS UNIT?

A majority of the respondents (N=99) out of a sample of 105 answered this question. In general, the major functions of the Crime Analysis Unit is perceived as gathering and distributing the information; compiling, maintaining and analyzing the data; and determining crime patterns and trends. This shows that most of the officers are aware of the traditional functions of the Crime Analysis Unit. The following table presents the content analysis of the responses.

Table 14

CONTENT ANALYSIS OF THE FUNCTIONS OF THE CRIME ANALYSIS UNIT

Functions	Number of Responses
Gathering and Distributing/Relaying Information	47
Compiling, Maintaining and Analyzing Data	16
Determining Crime Patterns and Trends	55
Other	5*

*It seems two of them (detectives) are confused between Crime Analysis Unit and Planning and Analysis Unit. Their responses were:

"Forming Policy and Procedures for the Department to enable bureaus to function with more proficiency."

"Planning the goals of this Department."

The actual responses are:

-Collection and filing of data and determining crime patterns and passing on information to officers on street and sergeant to utilize in Directed Patrol.

-To analyze crime spots within the city and relay this information to the perspective units.

-Update on all crimes in your area.

-Gather information and advise officers on this information.

-To keep the officers on the street aware of what is happening in their beats and other sectors.

-Project potential crimes before they happen and systematize offenses after they occur and develop patterns.

-To let the officers know where things are going on.

-To inform Uniformed Patrol of crimes within the city and suspects involved or suspicious within the area of the crime. Keep abreast of crime patterns, days, times.

-Gather crime information. Analyze patterns, etc. Forward information to Uniformed Patrol and other divisions.

-Compiling information and passing it along so everyone knows what crimes are happening. Maintaining communications.

-Identifying crime patterns and possible suspects.

-Shows high crime areas--burglary, larceny.

-Communication--helps to inform officers of particular problem areas.

-Identifying patterns related to various crimes.

-To assimilate all information collected on crimes and criminal activity (offense reports, FI's, etc.) and determine MO's, patterns, suspects, and other information which will aid officers in the solving, detection, and prevention of crimes and criminal activity.

-To store statistical information on criminal activity as well as suspects where by crime trends may be identified and also movements of suspects.

-Determine statistical background on crime areas and procedures to aid in eliminating the problem.

-To take information from reports, put it together and come up with patterns with what is going on.

-Central information center and to relay information or data to the entire department.

-To integrate all information received and attempt to establish crime patterns.

-To keep the street officer informed about offenses taking place in and out of city and to track specific crime patterns occurring.

--Graphs of crimes; advise of FI cards.

-To identify patterns, suspects, and other trends that are occurring and to relay and assist us in preventing and arresting.

-Giving information on suspects in 10-55's.

-Determine crime patterns.

-Gather crime information for street officers.

-Correlating current information on criminal activity.

-Compile and discriminate information throughout department. Maintain appropriate filing system for data recall.

-To detect crime patterns and stop crime before it happens.

-Keep officers informed of high crime areas.

-To plot patterns in crime and through Field Interview cards. Give information on suspects in the area.

-Gather information for statistics on crimes and possible suspects or to increase greater patrol.

-Keeping records of patterns and making sure that reports are correctly filled out.

-To do paperwork that makes the department look good.

-To relate crimes to form a possible pattern.

-Spot trouble location and analysis (which is never done anymore).

-To inform the troops of when, where and how crime is occurring in the city.

-To provide information in regards to my sector.

-Establishing patterns and maintaining files on criminals.

-To monitor and pinpoint high crime areas and known offenders' dwelling and associating in the area of crimes committed associating with times of occurrence and MO's.

-The major function should be the gathering and dissemination of intelligence information. Very questionable if this is being done currently.

-Identify crime patterns and similarities of suspects and crimes.

-To quantitatively and statistically evaluate reported crimes to act as a target for the other divisions.

-To assist in the location of crimes and the arrest of offenders. To solicit and compile facts on criminal offenses. To formulate patterns of crimes.

-To analyze crime trends, to be able to predict upcoming crimes, and to ascertain patterns of criminal activity.

-Preparing crime statistics and developing suspects for various crimes from information provided by police officers, reports, FI cards, etc.

-Forming policy and procedures for the department to enable bureaus to function more proficiently.

-Compiling similar crimes as they occur and the time zones and locations where they occur. Valuable for concentrating on crimes.

-Identify patterns of crime and advise personnel of these patterns and possible suspects.

-Compare crimes and discover patterns; disseminate information all over the department.

-Planning the goals of this department.

-Crime patterns.

-Identifying crime patterns and possibly matching suspects.

-Figuring out crime patterns for interested squads.

-Identify crime patterns, problems and distribute.

-It should be to trace crime patterns and quietly distribute the information.

-Keeping officers aware of trouble areas. Possible leads on persons involved in crimes. Directing.

-Analysis of crime patterns for distribution to operating units of the department. Keeping file data on suspects and types of crimes.

-Pinpoint crime areas and keep the officers informed as to times, types and suspects.

-To assist in establishing patterns to specific type crimes and coordinate the FI's with them.

-Analyze crime patterns, identify suspects and/or MO's. Recommend efficient allocation of resources.

-Intelligence gathering unit to help the rest of the police department perform their jobs more effectively.

-To list and keep detail records of criminal events. Keep records of suspicious persons and criminal suspects.

-Identify crime areas and patterns of crime and possible suspects and aid in a resolution.

-To pinpoint high crime areas and suggest suspects.

-Collection of FI cards, computation of crime patterns and MO's.

-To assist the officers of the police department in their investigation, to make the department a professional department; to provide the officers with the information they request for their investigations.

-To determine crime patterns and trends in certain areas.

-To study crime patterns.

-The coordination and dispersion of information.

-To keep street officers aware of patterns of crime within their area of patrol.

-Analyzing crime patterns and possible suspects and passing their information on to the proper divisions.

-To gather all crime data, analyze it and pass it on to the concerned parties.

-Collecting information of crime on the streets and passing information on to various units.

-Statistically evaluating crime patterns and distributing data.

-Analyze crimes and to try and plot patterns.

-Pinpoint crime patterns.

-To distinguish set patterns of criminal activity.

-Crime bulletins and suspect in area.

-To help establish crime pattern in a given area. Also using FI cards help to identify suspects.

-Form information and update on crime problems.

-Aiding in pinpointing crime areas or patterns and calling officers' attention to same.

-To collect and give out information related to crime problems within and on the borderline of the city.

-Finding out crime patterns, letting the police officers know, forwarding information to both uniform patrol and detective bureau.

-To establish crime patterns within the city, so as to have patrol units or special assignment units work the area to cut down on any particular crimes.

-To analyze data turned in by other divisions to determine any kind of crime pattern and suggest ways to apprehend suspects involved.

-To provide information to line officers, captain, lieutenant, sergeant and patrolmen to assist in performing their job description.

-Getting information to obtain MO's of burglary, robbery, etc.

-To provide information.

-To inform the Uniform Patrol Division about problem areas, possible times of occurrence and possible techniques of patrol.

-To tell Uniform Patrol where and MO of crime patterns. To tell Detective Bureau what suspects were seen in area of crime.

-Disseminate information--track crime patterns.

-To point out crime patterns and list MO's of possible suspects.

-To feed back the information to the police officers needed information which crime analysis has gathered.

-Maintain crime patterns, fill FI cards.

-Track crime patterns, maintain files on suspects, predict occurrences statistically.

-Pinpointing the location of crimes and follow-up by FI's.

-Showing particular crime patterns in any particular area.

-Compiling and presenting crime patterns and information to members of the department.

Explain the choice of response in Q INFORMATION CONTAINED IN THE CRIME ANALYSIS BULLETINS IS USEFUL TO ME IN PERFORMING MY DUTIES.

As mentioned earlier in the analysis, most of the respondents agree (95%) with the statement that information contained in the Crime Analysis Bulletins is useful to them in performing their duties. Only 4 of the patrol officers think that the information is not useful to them. The reasons given were:

"Most crime patterns established are found to occur on day shift or evening shift so good information for night watch is scarce." (given by two officers)

"My main function is traffic enforcement. But despite the numerous accidents that occur, I have only seen one bulletin on such."

Others who find the information helpful mentioned that it is helpful for effective patrol, in getting suspect information and keeping officers well-informed of problems, etc. The content analysis table and actual responses are presented below.

Table 15

CONTENT ANALYSIS OF USEFULNESS OF CAB INFORMATION

	Number of Responses
Keep officers informed.	33
Effective patrol.	18
Provide suspect information.	11
Information helpful but lack of time and/or manpower.	3
Other.	7
No response.	3
Not applicable (Investigative Division).	32
	105

-I use the bulletins to keep track and prevent crime in my beat.

-Gives me idea of crimes or complaints received and to catch up on information after being off. And to keep watch on certain areas of information received.

-If the bulletin is related to my area it alerts me to potential trouble situations that are to, or have been taking place.

-Let me know where I should be spending more time.

-It informs me of all the crimes in my sector, not just the ones that occur while I am working.

-Keeps me aware of reports that I do not normally know of.

-The bulletins help very much in knowing who to look for on the street. And also the area's that are having trouble.

-Familiarize you with suspects, on particular crimes, bring to your attention hot spots in your area, and what has taken place while you were off.

-To keep me alert of things happening in my area.

-In showing high crime areas, it shows times and dates of occurrence which helps to decide the way in which I can patrol these areas.

-The information is helpful but the recommended tactics are not plausible. We do not have the time or manpower to perform some of the suggestions.

-I use Crime Analysis Bulletins mostly for directive patrol information, in noted trouble spots. Also it gives me good P.P.C. to FI people on the street, if I have a description of the suspect.

-Sometimes when patrolling, I will be looking for suspects and suspicious incidents that I have seen in the bulletins. Often it does not relate. When people get hostile, I explain about the problem which usually is satisfactory to the people.

-Make full use of bulletins and perform directive patrol at problem areas.

-It shows where patrol should be increased or potential suspects.

-Enables me to know names of known suspects.

-Bulletins provide information on where to concentrate my patrol and how.

-The crime analysis bulletin allows the officer to be aware of developing problems in his/her area. Without these bulletins the only other way the individual officer would know of problems in his/her beat would be if he/she had personal knowledge of the crimes.

-Crime reports pertaining to criminal activity in sector II as well as other areas keep me informed on continual basis.

-They aid in giving suspects, MO's, property taken and gives an idea of what and who to look for.

-Shows what is going on in my area, what to look for, suspect who may live in this area.

-Due to the way the men and the city are displaced, it is the only way you can receive what is going on city-wide.

-The bulletin makes me aware of problems occurring in my beat. By knowing what these problems are, I can better direct my patrol.

-Gives me ideas on directed patrol.

-I may be expecting too much but at least the information is getting out. The items I have problems with have the solutions. We do not have the time and manpower to do stakeouts.

-Because I will know who to look for in different crimes.

-What is printed is useful, but enough information is not printed (arrest made in pattern, etc.).

-Information received has been used in making arrest in problem area like Academy Park, etc.

-Especially burglary information. Actions such that increased patrol and FI's can be done.

-Crime pattern and suspect. Area and time of occurrence.

-I agree because when there is a certain area that needs attention, I tend to spend extra time in this area and FI more people.

-Most of the crimes happen in the evening.

-It is impossible for us to know where high crime areas are. Generally, your own beat is the only area you are familiar with.

-Tells me who to look out for.

-High crime areas that need increased patrol.

-It helps me to distribute manpower properly.

-Shows where my patrol should be concentrated.

-I study Crime Analysis Bulletins to keep myself aware and to try and make apprehensions using their information.

-Most information provided has been helpful. Some information seems to be a shot in the dark.

-It gives me greater insight into what is happening in my sector as well as the city.

-Sometimes the information provided is so general that no tangible results can be derived from it although it is useful.

-They provide the needed description and possible pictures of problem people.

-Is helpful in directed patrol functions.

-The suspects are not always up to date and the Detective Bureau's follow-up is not included in the bulletins.

-The bulletins make me aware of suspects and trends in my area.

-Helps in my directive patrol to know the problem areas.

-A lot of activity is not reported until the next day or I am not aware of everything going on when I am working. The bulletins put it all where I can see it.

-Know who to look for and where.

-I use it as a guide to what area I should utilize my patrol time.

-On sector system for direct patrol of beat officers. Important information to inform men what crime patterns exist.

-Because of making officer aware of situations and activities in beat or sector.

-Somewhat in that it has pinpointed troubled spots and given a game plan to deal with the problem.

-The bulletins help me by letting me know when, where, how, etc. crime is being committed and I can direct my police activities in that area.

-It helps me to better concentrate in high crime areas. Also to check for suspicious persons, vehicles, etc.

-It helps me to deploy my manpower as to where I will need it most.

-Unable to use them (disagree).

-With the bulletins we read I keep a close eye on the area as best as can be done in the day watch.

-Bulletins on wanted person giving all information available to me because it does not output over the radio on every shift.

-Give you the breakdown of the crimes in your beat.

-I read the bulletins and practice the suggested methods.

-Listing location of burglaries. More importance needs to be paid to the larceny of vehicles.

-Makes me aware of some people in my beat who are committing crimes.

-It hits on areas where specific crimes are occurring and certain individual to look for.

-When you are better informed you are better equipped and more likely not to let some person or situation slip by or occur unnoticed.

-Because it is out of date or late when you get it. For example, Tower Mall rape (both of them).

-I can do better in curbing crime by knowing where I should concentrate my efforts.

-Patterns are established but manpower is the problem.

-Keeps me abreast of what goes on during the other two watches that I do not work.

Explain the choice of response in Q <u>INFORMATION CONTAINED IN THE WANTED</u>
<u>PERSONS BULLETINS IS USEFUL TO ME IN PERFORMING MY DUTIES.</u>

Out of 73 uniformed officers in the sample, 60 answered this question.

A majority of them (92%) agree that information provided in Wanted Persons

Bulletins is useful to them in performing their duties. Those who disagreed

gave the following responses:

-Depending on what suspect is wanted for it usually does not
interfere with normal working duties.

-When we get the person, the information on the bulletin is usually
false, i.e., no warrants or they say "just make an FI card."

-The information that the detectives have on where these people hang
out and the places most likely to catch them is not in bulletins.

Others find the information useful because it provides a good description

of suspect and related data (n=28) and because it helps them in patrol

duties (N=10). The actual responses are presented below.

-It gives me a documented description and usually a picture for future
reference.

-It gives you a more of the person's background that you are looking for.

-If a good description is provided I can look for the suspect and field
interview anyone matching the description.

-It lets me know where to look for them.

-Again, not enough information--old address, girl friend association, etc.

-Gives us details and habits of who we are looking for.

-Seldom do I personally find these persons or any information about them.

-System exceeds any prior method adopted by department.

-I tend to watch suspicious persons even closer hoping I will get lucky and
catch the guy.

-It is useful to me in performing my duties.

-To be aware of the wanted suspects or person in a specific area.

-It gives good description of suspects for the officers safety.

-If you do not know who to look for you cannot get them.

-I only worry about my sector and people in it.

-Made me aware of the serious felons that I have had the occasion to associate
with that I would not have normally known.

-Known offenders so if stopped it would be known.

-It is good to be aware of persons who are wanted but it is not too likely
that an officer is going to identify these persons on sight unless you have
a good memory.

-Makes officers more aware of people in general. Helps in patrol.

-With wanted bulletin known criminals have walked by me during patrol.

-They compile the information from a variety of sources and condense it down
to where it is applicable to me.

-It lets you know from day to day the people you are looking for and for what.

-Wanted Persons Bulletin usually has an address or hangout of the person
and I tend to patrol those areas frequently.

-Informs me of who is wanted and for what. Also wanted persons might be
involved in crimes I am working.

-Most of the time they give an accurate description, what suspect is wanted
for, and possible place they may be located.

-Possibility of confronting wanted suspects during course of duties.

-They provide accurate personal data and sometimes background information
of suspect.

-The bulletins let me know who to look for and where they may be when I
have time for patrolling.

-First hand information pertaining to wanted persons keeps me alert and
aware in looking out for wanted and suspected individuals.

-They make the personnel aware of who someone is looking for and gives more
detail information for the apprehension.

-Necessary information is in this bulletin that is helpful.

-Because I know who is wanted and why.

-It gives you good information.

-In my travels I keep in mind the bulletin and look for individual matching
description.

-It is good to know who is wanted.

-Helps my awareness of certain individuals.

-When checking 10-37s or 10-47s in area.

-In the past, the only way a wanted person was passed on the Uniform Patrol was when the detectives could not find him or if you were not around when discussed, you missed it.

-I can use this information to pass on at line-ups.

-Need to always be aware of wanted persons.

-Wanted persons bulletins keep me alert for those persons wanted. I do not relate them to specific crimes although I do show them to robbery victims.

-This information gives me particulars on wanted persons that I normally would have known nothing about.

-This gives me a knowledge of who is wanted and assists me when stopping persons and autos.

-Pertaining to my area only (Wanted Persons Bulletins is useful).

-Sometimes gives information as to where they live or may hang out.

-Helpful in locating suspects.

-Like to know who I may be talking to.

-Who, what and where to look.

-We are informed as to who is missing or wanted, why they are wanted, and advised as to what area suspect may be in and what type of vehicles may be being used.

-Good information to pass on in roll call.

-How else are you going to know what or who you are looking for.

-On some occasions beat units would not have been informed by the detective or warrant bureau if it were not for PA unit.

-The information is useful but I have had a hard time locating some of the suspects. I have located some of them though.

-Helps to identify any persons we may stop. Bulletins usually give full description of wanted persons. Also saves time on radio.

-It has helped in the apprehension of several wanted persons.

-Unable to use.

-One is on the look out more so when stopping cars for traffic infractions, answering complaints, etc.

-Because the dispatchers do not put it on the radio at every shift. They do not get as much information.

GENERALLY, HOW DID YOU USE THIS INFORMATION? (Requested information from CAU on crime patterns, suspect, stolen property, suspect vehicles, etc.)

As shown in table 16, 55 uniformed officers (Total N=73) who responded to this question used the information provided by the Crime Analysis Unit for effective patrol (increase the frequency and intensity, change the techniques, etc.), directed patrol, keeping themselves informed, etc.

Table 16

CONTENT ANALYSIS OF INFORMATION USE

	Number of Responses
Effective Patrol	17
Directed Patrol	9
Keeping Officers Informed	10
Suspect Information	6
Other	13
No Response	18
	73

The actual responses are:

-As knowledge of activities and location in sector that crime keeps occurring. Increased patrol in these areas.

-For directive patrol and interviewing people usually I know to be in a certain area when crimes are committed.

-Keep closer check on suspects, such as vehicles, hangouts, and running mates. Keep closer check on troubled areas.

-Increased patrol in areas. Watchdog of suspicious persons and property.

-Find pattern and use whatever type of patrol necessary.

-Gives me an idea of crimes or complaints received and to catch up on information after being off. And to keep watch on certain areas.

-Set up directed patrols in certain areas.

-Increase patrol activity and be more observant for suspicious activity.

-To know what area I should be working.

-To locate possible suspects.

-Deploy assignments.

-In establishing directed patrol.

-Stepping up patrol in high incident areas.

-Performing directive patrol and watching problem areas for activity that may be similar to current crime trends.

-To assist me in devising a strategy to eliminate the problem in a particular area.

-Allows me to direct my patrol to try to be in trouble areas during the time most of the trouble occurs.

-Crime trends can enhance an officer's knowledge of awareness pertaining to criminal activity in a particular area in order that he may effectuate proper patrol techniques.

-Utilizing it in knowing what to be suspicious of during routine patrol.

-Have personnel to patrol a particular area. And to be on the lookout for activity that we have information as to crimes, vehicles, suspects, etc.

-By using my routine patrol time to be where the crimes are taking place.

-Just for the knowledge purposes to keep track of sector criminal activities.

-In court.

-Usually I just hear bits and pieces of information in the building so I go to CAU to find out exactly what is going on to see if I can use it.

-In looking for different persons.

-When enough information is given I have made several arrests in reference to crime patterns.

-It is used to try and set up stake out and increase patrol in trouble spots.

-To try and catch the suspects.

-Usually as confirmation of crime patterns as opposed to suspects.

-I have never contacted crime analysis for information because the question has just never come up, but if I have had a question or wanted information I would not hesitate.

-Beef up patrol in high crime area. Use FI cards.

-To help in case.

-High visibility in my area of patrol to decrease crime in area.

-To assist and give a general outlook on how patterns are developing.

-To follow up certain related crimes.

-To try and be at least up with the criminal activity in my area if not a little ahead of it; to try to see patterns in one case.

-If the crime is serious and information is good I will try to use it.

-To assist me in performing my normal duties.

-To make all of the people on watch familiar with all the information.

-After seeking information, the probability of arresting a suspect or stopping a particular crime greatly increases.

-When dealing with pattern crime such as residential burglary.

-Have used the information for Directed Patrol purposes and for keeping up with crime patterns or wanted persons.

-To get a better grasp on the crime patterns being set in my beat.

-In investigation of certain crimes.

-In directed patrol functions.

-Where to use directed patrol and added manpower assignments.

-Information for roll calls.

-For clarification in regards to particular FI cards or for general information regarding same.

-Trying to locate a suspect who has felony warrants against him. I have gone into neighborhoods and tried to get information. I knew the area to go to because of the bulletins.

-I have not requested any of the information but I do get copies of the bulletins quite often as they are sent to me when a pattern has developed and I use it to deploy my manpower.

-To know where to patrol the most and want to look for in different area.

-This information gives me the trouble areas in my beat so that I know where to patrol.

-Concentrate patrol in problem areas and make myself aware of problems in my area.

-To patrol and look for major crimes and suspects.

-Directed patrol.

-Only got information as a group at line-up.

GENERALLY, HOW DO YOU USE THE INFORMATION PROVIDED BY CRIME SPECIFIC BULLETINS?

Of the 28 investigative officers who responded to this question, 4 officers do not use or use very rarely the information provided by the Crime Specific Bulletins as the information is not helpful in performing their duties. Others use it to familiarize with crime patterns and problems, suspect information, manpower distribution, etc.

-Familiarize with specific crime problems and patterns.

-Distribute to my squad members--obtain photos of persons of named suspects for showing.

-I use them very rarely due to the fact that I work in the Narcotics Division.

-It is helpful in determining where a problem area is. It helps to pinpoint days and times of occurrence, and it lists suspects who have been field interviewed.

-Do not use them.

-Compare the information with the knowledge we as investigators have and attempt to develop suspect information on various crimes.

-By checking descriptions of vehicles and suspects filling description given in reports assigned to my squad.

-Comparing information with known suspects. Knowing the area in which stakeouts will be most useful. Method of all crimes are compared--helps to determine different individuals.

-To establish priorities in crime investigation. Step up preventive patrol.

-Compare with open reports to identify patterns.

-By being aware of criminal activity within a given sector/beat. By being aware of certain MO's in an area especially if I am looking for a suspect.

-Go to the specified area concentrating on it, using the information provided by the unit.

-To distribute information to Uniformed Patrol.

-These bulletins have very little use to me in my duties.

-Provides me information so I distribute the men to right crime areas.

-Make personnel aware of information that is in the r sector. Require report in some cases.

-Dealing only with obtaining names to be checked back against particular crimes.

-To testify in ABC hearings.

-Often will make distribution of manpower a simple task. More manpower in crime pattern areas identified by crime analyst.

-Relate them with similar crimes in my area.

-If not directly related to specific area of interests, read and use for general reference.

-In reference to juvenile crimes it helps me to concentrate in special problem areas.

-Material is reviewed and compared with criminal activity in correct census tract. To date none has resulted in actual arrest.

-For comparison and patterns in the area in which I am responsible as to crimes and suspects.

-Check these reports against my offense reports and check the suspects against the suspects I have listed.

-As a guide to investigating reports in that area.

-If I have a burglary suspect I check the bulletins for a MO and the items taken.

-To keep abreast of what is going on in my sector.

WHAT TYPE OF INFORMATION WHICH YOU ARE NOT PRESENTLY RECEIVING WOULD YOU LIKE THE CRIME ANALYSTS TO PROVIDE?

From the total sample (N=105), 70 replied to this question. About two-fifths of them (N=27) replied "None." Some of the comments were, "Adequate information at this time," "What I have been receiving has been beneficial enough." Other responses are categorized and presented in the following table.

Table 17

CONTENT ANALYSIS OF TYPES OF INFORMATION NEEDED

Types of Information	Number of Responses
Suspect Information*	18
Crime trends and targets	5
Stolen vehicle/property information	4
Regular Crime summary	3
Beat/sector/shift information	3
More information	3
Other	7
None	27
No Response	35
	105

*Either suspects' background, photographs, hang-outs, arrests, etc.

The actual responses are:

-to publish names of suspects arrested in my area to familiarize myself with the name.

-Who was arrested for burglary and robbery in my area.

-A basic type of "index of services" of crime analyst so that we may use your services in a better way.

-Update reports on 10-37s if possible in any particular area.

-Traffic problems.

-Tower Mall has a large amount of shoplifting. I would like to know if there is a pattern to day of week, time of day, or time of month most arrests take place.

-People field interviewed in the various high crime area.

-More up-to-date FI information s/a, names of suspects which have been repeatedly field interviewed.

-MO files.

-They do not cover my area of investigation (Hit and Run Squad).

-More up-to-date crime patterns.

-I would like a printout of all juveniles field interviewed on each week of the year.

-All information received by this officer is related to my job, but it has its limits to help.

-More and updated crime bulletins.

-Who the guilty party is or fewer suspects--we cannot deal with a list of 16 suspects.

-Some follow-up on major offenders or persons who are arrested several times for the same crime.

-No information is given in reference to arrests which have been made in the pattern area, which is important if the pattern has not been stopped to aid in making the arrest which would stop the patterns.

-Any and all information pertaining to any major problem that occurs in our sector.

-Probability of likely targets in burglaries and robberies.

-Suspect vehicle file needs to be updated by all officers, period.

-High accident areas that need more patrol to reduce accidents during a certain time of the day.

-Where suspects can be found and cars and license numbers they use.

-Intelligence information, who is doing what.

-More detailed information relating to narcotics.

-As previously stated I am not aware of all types of information provided by the Crime Analysis Unit.

-ABC establishment problems, suspected narcotic violators that have been field interviewed--including their auto license numbers and their addresses.

-Possible crime trends.

-Stolen vehicle information--not enough information is being provided on the bulletin.

-Possible photographs of suspects. At this time we get names but we might not know what they look like.

-Not receiving enough information on stolen cars, property and wanted persons.

-Better description of suspects. Pictures not too clear and when you get a description such as B/M, short afro, height, weight, often this could fit thousands of individuals.

-Where stolen property is going. Who is buying it.

-More information on auto thefts, bicycle thefts.

-A more detailed background of suspects. Known hangouts in addition to places of residence.

-The present information is fine but would like to see more of it.

-It would be nice if CAU could provide a weekly summary of all crimes per beat with days, times, locations, etc. to put in officers' folders who work each beat.

-Regular, comprehensive list of burglaries, robberies, rapes, auto thefts, grand larceny, etc. occurring in specific beats.

-Follow-up on suspects identified by crime analyst and a deposition on same whenever person is warranted.

-Where suspects live in respect to location of crimes.

-Detailed recap explaining crime reported on maps on a monthly basis so officers who have been off can keep updated.

-Information about incidents that happen in midnight shift.

-Does FI activity in a certain area increase/decrease or do not change a crime pattern or can you check that? Also, check to see if FI cards written in residential section (even if suspect is in front of his resident) have any or more effect than those done in commercial areas or on the street.

-I would like to know if any of the suspects listed as suspects in 10-55s are in jail or not.

HOW WOULD YOU USE THIS INFORMATION?

Forty-one police officers responded to this question. The officers mentioned that they would use the additional information provided by the Crime Analysis Unit to locate the suspects (12), to increase the patrol (6), to have better informed officers (5), to use it for investigations (4), to update the files (3), to use for directed patrol (3), to aid in the recovery of items (2) and in other ways. The actual responses are presented below.

-To try and reduce or prevent crimes in that area.

-I believe it would lead to faster recognition and recovery of stolen vehicles.

-More watchful of these prople. More likely to field interview subjects.

-In locating suspect and apprehension.

-To recover stolen property.

-To deploy personnel for directed patrol.

-In finding suspects.

-Improving patrol procedures.

-To aid in identifying problem areas. Most of us are unaware of what goes on in our beats when we are off.

-Help direct patrol by highlighting problem areas and keep officers informed of what is happening in their beat.

-Whenever a person sentenced by the court is observed on the street. Personal awareness of same would be of great benefit to me.

-To patrol and to have a better understanding as to what is happening.

-To cut off their escape route or possibly find evidence.

-To keep officers informed of happenings in their beats.

-Use in directed patrol.

-I would know then if I should look for certain persons.

-To aid in making the arrest which would stop the pattern.

-Better patrol. Stakeouts, crime prevention.

-Increased patrol or sometimes surveillance.

-Associate suspects, trends of crime, with vehicles concerned.

-Greater visibility in that area.

-Increased patrol in suspected area.

-To help fight crime in Portsmouth.

-If above (index of services of crime analyst) were provided, I would use your department (Crime Analysis Unit) more.

-To better control traffic in my sector.

-I would like to put foot patrol officer inside Tower Mall when manpower allows (to curb large amount of shoplifting).

-Keep check on such people becuase they can possibly be suspects in 55s, etc.

-To be on look-out for these persons.

-Development of suspects, key on suspected illegal activity.

-As a tool for targeting certain individuals to determine high crime abuse.

-All the information I have received has been very helpful. Several arrests have been made by myself as a direct result of information received from the Crime Analysis Unit.

-It would be added to our intelligence file to help identify narcotic violators, for example, "B/M Joe" could be identified prior to buying drugs from Joe.

-Pull photographs, show to victims in the crime areas analyzed as a high crime area.

-To keep a more up-to-date suspect file.

-Use in the investigation of cases.

-Obtain more timely investigative directions.

-It would help me to locate juveniles that I have detention order for that have moved since the orders were issued.

-Information is received and studied.

-To narrow the scope of my investigation.

-Same people usually commit the same crimes and when they are arrested, they are usually forgotten. Maintaining a file of known offenders would be useful.

-I use the CAU for my investigation.

WHAT SUGGESTIONS DO YOU HAVE FOR IMPROVING THE OPERATIONS OF THE CRIME
ANALYSIS UNIT?

Most of the responding officers (N=45) did not have any suggestions

for improving the operations of the Crime Analysis Unit. Some of them

thought they do not have enough knowledge about the Unit to offer any

suggestions. A few thought that the Unit is doing an excellent job of

providing the needed information. On the other hand, one of the respondents

suggested to "do away with the Unit." The responses of the other 34 officers

are categorized and presented in the following table.

Table 18

CONTENT ANALYSIS OF SUGGESTIONS FOR IMPROVEMENT

Suggestions	Number of Responses
More contact	9
Provide/maintain more information	8
More access and availability	5
Adequate personnel	4
Other	8
	34

The actual responses are:

-Have a crime analysis person attend one roll call a week and go over sector
wide crime bulletins on stolen vehicles.

-Make recommendations to supervisor on how the situation can be handled.

-I think we should receive more information on crime in the city every day.
Also give out pictures of all suspects.

-Adequate personnel.

-They are understaffed for the amount of information required to process.

-More contact at line-up.

-I would like to see Crime Analysis people come to our roll calls at least
twice a month.

-More contact with Uniform Patrol.

-I would like more information on recently released felons, parolees and such.
Also, do you have any contact with the courts to see who is getting arrested
for what?

-More information to troop's within.

-Get a man on midnights.

-More appropriated manpower for unit of concern.

-Greater input to computer for more information or feedback, greater
flexibility of that unit.

-More manpower, computer printouts.

-Dissemination of more information.

-Suggest that greater emphasis is tied to evaluating field interview cards
reflecting suspected narcotic activity. For example, to avoid excess
paperwork the analyst should be sure that the card is indicating a narcotic
suspect.

-More contact with Uniform Patrol officers. Maps and bulletins are used in
line-ups, but CAU personnel sometimes give more information than can be
taken from other sources.

-List of suspects arrested in my area to familiarize with the names.

-More contact with Uniform Patrol and Detective Bureau.

-Methods of retrieving information should be shown to detectives so they
would know what information would be available to help them do their jobs.

-The information they have available should be handy 24 hours a day.

-More contact with the officers in order to find the needs of the officers.
Many times the officers do not contact Crime Analysis. Need more joint
cooperation.

-More access to CAU.

-Being available at night and weekends.

-Maintain a photo file.

-I think that they need a computer in their office so they won't have to run
all over the building. Also they should meet with the Detective Bureau every
week.

-The Crime Analysis can only provide so much information which has been received promptly. A filing system of criminal photos would be helpful. All female office workers should be required to wear short mini-skirts daily.

-Monthly meeting with each squad, this way information could be passed back and forth.

-They could more closely scrutinize the FI cards and thus eliminate many of those which are of no value -- ex-people are often interviewed only because they are in the area.

-More bulletins.

-I would like more feedback on my FI cards.

-Index of services of crime analysts.

-Stop returning my code 14s for rewriting.

-Faster response.

IN YOUR OPINION, WHAT ARE THE GREATEST STRENGTHS OF THE CRIME ANALYSIS UNIT?

Eighty-five respondents answered this question. Many of them (N=25) mentioned that the greatest strength of the Crime Analysis Unit is analyzing the crime patterns. Other strengths mentioned were information provided to the officers, good personnel, collecting and maintaining different types of information, etc. Only one person felt that the Crime Analysis Unit does not have any strengths. Table 19 presents the content analysis of the responses.

Table 19

CONTENT ANALYSIS OF THE GREATEST STRENGTHS OF THE
CRIME ANALYSIS UNIT

Strengths	Number of Responses
Crime Pattern Analysis	25
The Information Provided	19
Qualities of Personnel	16
Collecting and Maintaining Information	14
Suspect Information	10
Good Communication	5
Other	7
None	1
No Response	20
	117

The actual responses are:

-Passing on crime patterns that occur on all three shifts.

-Handling FI cards, when I am trying to locate a suspect. Providing the needed information.

-Information.

-Dedication.

-Constant supply of vital information about the city.

-Willing to assist when possible to gain information when requested.

-Ability to draw information from a variety of sources and compile into one data form for street use.

-Knowing where and when things are going on in the city.

-In keeping abreast of crime and patterns.

-Crime patterns and suspect ID.

-True interest in their work.

-Correlation of information.

-Providing information for Uniform Patrol officers in reference to suspect, burglaries, larcenies.

-Continuing communication to patrol officers.

-Pinpointing patterns and MO's and distributing bulletins on same.

-Information received and maintained as to criminal activity.

-Bulletins--because it familiarizes everyone with specific problems that are occurring.

-Relationship with other personnel.

-Getting information from the whole city and all offenses and relaying it to the officers.

-Their usual quick response to questions or requests for information submitted.

-The persons running CAU seem to be concerned about doing a good job. The information put out is very accurate.

-Gathering information. The FI card used to be a laugh. Now we just have to get it out to officers who will use it.

-10-55s patterns.

-The knack of coming up with suspect on physical description, crime pattern with a few number of crimes.

-Support to Uniform Patrol beat units.

-Crime pattern data to suspect indication.

-Crime pattern identification and suspect ID.

-The detection of crime problems and patterns.

-Burglary.

-Ability to pinpoint high crime areas.

-Giving back information to Uniformed Patrol with suggestions to reduce crime.

-The secretary.

-Wanted persons' list and being able to relate crimes.

-Their record keeping and suspect activity correlation.

-They do have Figures that help.

-Overall performance.

-Central location of information gathering.

--The personnel are interested in their jobs which certainly produces a better product.

-It is a great tool whereby crimes are of a reportable nature.

-The Crime Analysis Unit is staffed with very competent workers. I feel that the information they distribute helps to locate and arrest offenders of the law. They help cut down on crime.

-A central point of collected information data about illegal activities in Portsmouth.

-They work well with police officers/investigators in attempting to provide the needed information.

-Their willingness to go beyond what they already have available to ascertain the information you request.

-A central location with interests in comparing crimes and analyzing crime areas. Comparing a rise in crime with previous time periods as to location and method of the crime.

-Crime information statistics. Crime patterns and suggestions.

-Supervision -- supervisor is knowledgeable, willing to help. Quick response to requests.

-Field interview cards.

-Information they receive and provide.

-I guess they are effective in providing patterns to burglaries, larcenies, and possible robberies.

-To assist in establishing crime patterns and maintaining files on FI cards.

-Sgt. Hundley.

-The unit serves a good purpose. Its management is better now than it has been in the past. Bulletins are frequent. Good cooperation.

-Keeping officers informed on persons and activities.

-I feel the greatest strength of the Crime Analysis Unit is the present commanding officer & his ability to gather and correlate the information received by his unit and distribute it to the operating unit in a timely manner.

-The use of Crime Pattern Bulletins which are given to Uniform Patrol -- and encourage them to be more attentive in gathering cards and evidence for further investigations.

-Ability to catalogue and record various stats on crime patterns, give frequency of reports and give probabilities on crime occurring.

-Our unit on occasion have been able to pinpoint robberies. Also the usual layout of the crime patterns is very informative.

-Female office employees.

-Department cooperation.

-Crime bulletins and suspects.

-Sgt. Hundley has fine looking forearms.

-Crime patterns in the city.

-Most of the personnel working in unit are qualified.

-They have developed a large pool of information that can only improve department operations.

-Willingness to perform their duties and assist street officers.

-Provide good information to officers.

-Gathering all information and putting it out in orderly and speedy fashion.

-Willingness to provide good thorough information.

-Plotting crime patterns.

-Facts about crime and suspects.

-Crime pattern information and suspect information.

-Information.

-The information they have.

-To my knowledge setting records on crimes and possible patterns so we can beef up patrol.

-It provides me with the information I need to deploy my manpower when a particular crime pattern develops.

-They get a lot of good information to the men on the street fast.

-Field interview card.

-Making us aware of problem areas.

-Better use of FI cards.

-Providing useful information.

-Getting feedback to Uniform Patrol.

-Pinpoint incidents and locations matching FI cards to crime.

-Providing necessary stats for department to combat crime.

-Ability to provide stats on crime patterns; providing lists of possible suspects; predict occurrence of crimes by date and time.

WHAT ARE THE GREATEST WEAKNESSES OF THE CRIME ANALYSIS UNIT?

More than one-half (N=61) of the total sample of respondents (N=105) replied to this question. Nineteen of these respondents felt that the Portsmouth Crime Analysis Unit does not have any weaknesses. Some comments made were "overall they are pretty good;" "I feel that its assets would overshadow any weakness it may have." Other responses given can be categorized into CAU's work hours, delay in providing information, lack of personnel, etc. (see table 20).

Table 20

CONTENT ANALYSIS OF WEAKNESS OF THE CRIME ANALYSIS UNIT

Weaknesses	Number of Responses
Contact/Communication	8
Delay in Response	7
Work Hours	6
Lack of Personnel	4
Lack of Input	3
Other	14
None	19
No Response	44
	104

The actual responses are:

-Sometimes the crime patterns are late in being relayed to the sector.

-Waiting too long to put a bulletin out concerning a particular crime occurring frequently in one particular area.

-Not enough information on suspects on wanted bulletins.

-Not meeting with the Uniform Patrol enough.

-Undermanned.

-Not getting some information soon enough.

-They need to inform officers when apprehensions are made on problem crime trends.

-Not enough manpower or equipment to keep pace with incoming reports, etc. and compile same.

-Lack of regular comprehensive crime reports of crimes occurring within an officer's beat.

-More visible to the midnight shift.

-They probably don't get enough information and probably don't have the manpower to process much more even if they got more information.

-Not letting the officers on the street know what information is available from CAU.

-More frequent bulletins, round the clock access to Field Interview files.

-No one on duty on midnight shift.

-Frequency of personal meetings with personnel.

-Not coming back with information fast enough to be of use on the street crimes.

-Sometimes wanted individual lists are a little behind.

-Lack of manpower and proper equipment to perform their functions.

-Lack of initiative to provide useful information to investigators.

-In unreported crimes it is hard to evaluate suspected criminal activity.

-Detectives do not know how to retrieve the collected data, or what data is available.

-They are not open at night.

-Needs more input from the officers themselves. The lack of this is the weakest part.

-I think the greatest weakness is contact with the other officers within the department. However, I feel this is as much the fault of the other officers as it is with crime analysis.

-Lack of access--not open 24 hours.

-Not available at night or weekends.

-Information and names have seldom been useful for my particular purpose. I feel that too much is placed on "tracking" crime as though the criminals have a map and a set pattern they will follow.

-Many of the tasks now being done manually by CAU could be computerized.

-Could be faster (manpower related).

-Not having their information all in one office.

-The unit is cooperative when information is requested. But it has its limits. The female office employees refuse to wear mini-skirts and low-cut blouses daily.

-Not enough contact with Detective Bureau.

-They don't lift weights--more work is needed in the pectoral area.

-Unavailability of information and personnel on midnight. Crime Analysis Unit should have a person to provide information during midnight line-ups at least once a week.

-Although it is not their fault, their greatest weakness is that individual officers do not use them or their information often enough.

-The officers of CAU need to attend roll calls more often and thoroughly explain the information they put out.

-Need more information put in from the officers.

-Lack of personal contact with street officers.

-One of the police officers in this unit does not have a good working relationship with the police officers and I feel police officers would not give him information -- also the feedback.

-Not providing list of names of suspects arrested.

-Too little contact with the patrolmen.

-Slow response.

EVALUATION OF CRIME ANALYSIS OPERATIONS

Evaluation of Crime Analysis Operations

Portsmouth Police Department

1. Manning and Organization

   a. The Crime Analysis Unit is manned by three sworn officers and a civilian clerk typist. The supervisor is a police sergeant and two uniformed officers are assigned as crime analysts. The supervisor has been with the unit for 15 months and both analysts are experienced in the unit, one having been an analyst with the unit for over two years. The other analyst is leaving for duty with patrol and interviews are being conducted to select a replacement.

   b. Hours of operation. The unit is operational from 0830 - 1500 daily Monday through Friday. On the first Thursday of every month, personnel hours are staggered so that the supervisor and analysts can brief each on-going watch of the patrol force. These briefings are comprehensive reviews of city-wide criminal activities and trends.

2. Crime Categories Monitored.

   a. Crimes monitored are:

      (1) Burglary-residential and commercial

      (2) Robbery

      (3) Larceny from auto

      (4) Car theft and recoveries

      (5) Sex crimes

      (6) Prowlers

   b. The categories monitored are consistent with those types of crime cited as being amenable to analysis by LEAAs Crime Analysis Executive

Manual.

3. Crime Analysis Information Sources

   a. Offense Reports. A copy of all offense reports covering the crime categories monitored by Crime Analysis are received by the unit.

   b. Crime Analysis Work Request/Dissemination Form. These forms record requests for information and specific analysis from other departmental and external agencies and the action taken by the Crime Analysis Unit. In most instances, the reason for the request and/or the results of the requested research is an information input to the system files. Attachment A is a copy of the form utilized.

   c. Detective Division Supplemental Reports. Copies of the supplemental reports on offenses reported by patrol are forwarded to the Crime Analysis Unit. These reports contain information uncovered in the course of the investigation.

   d. Daily Arrest Sheets. This is a listing of all persons arrested during the previous 24 hours.

   e. Criminal Court Docket. This is a listing of persons appearing in criminal court and the offenses with which they are charged.

   f. Parole and Probation Reports. These provide names, addresses of persons on probation and parole and offenses for which they were convicted.

   g. Unserved Warrants. Copies of warrants for persons who cannot be located are received.

   h. Monthly Tracer Printout. This provides a cumulative list, updated monthly of all known offenders in the jurisdiction. The system can be entered for any individual listed to derive comprehensive information regarding offense and arrest information, alias, description

i. <u>Roll Call Presentations</u>. Patrol officers contribute additional information about trends and occurrences in the course of the monthly roll call presentations.

j. <u>Field Interview/Observation Reports</u>. This report submitted, primarily by patrol officers on an opportune basis, encompasses suspicious or unusual circumstances involving persons, vehicles, incidents, property or locations.

4. System Files.

a. <u>Offense Report File</u>. A chronological file of offense reports by crime category and census tract. Stolen property reports are color-coded.

b. <u>Field Interview/Observation Report Files</u>. Three files are maintained which are derived from field interviews.

(1) The Alpha File. This is an alphabetical card file of all persons who have been interviewed. Known offenders are color-coded. The file is cross-referenced to the Census Tract File.

(2) Census Tract File. This is a file of the hard copy Field Interviews/Observation Reports organized chronologically by census tract.

(3) Keysort File. This file is a keysort card file which can be entered by census tract, description, crime category or motor vehicle information.

c. <u>Known Offender Keysort File</u>. This file can be entered with the same options as the Field Interview Keysort File.

d. <u>Tracer Files</u>. Two tracer system files are maintained, the adult master file and the juvenile master file of all persons arrested. The tracer system can be entered for comprehensive information

regarding any person listed.

e. <u>Crime Analysis Update Book</u>. This is a cumulative record, updated daily, of all reported crimes organized by crime category and census tract.

5. System Outputs.

a. <u>Crime Analysis Bulletins</u>. This bulletin is the same as a Crime Specific Memorandum in that it is used solely to disseminate a specific pattern alert and it is predictive in nature. Bulletins are accompanied by a Crime Analysis Reply Memo which requires a response as to action taken from the unit/s primarily concerned by the subject of the Bulletin. A reply memo form is at Attachment B.

b. <u>Special Bulletins</u>. Special Bulletins are issued periodically to cover information about crime trends and patterns in the city. These bulletins are advisory in nature and do not require a specific response on action taken.

c. <u>Crime Analysis Memo</u>. This memorandum is used to notify agencies and units concerned of the results or disposition of previously issued Crime Analysis Bulletins. It indicates whether the pattern has ceased, been terminated by arrest and whether the bulletin is still in effect. The same memo is also used to inform officers filing Field Interview/Observation Reports of the disposition of the report and any additional information uncovered about the subject of the report. A copy of this memo form is at Attachment C.

d. <u>Portsmouth Police Department Information Memo</u>. This memo is used primarily by all departmental levels (command staff, detectives, patrol, etc.) to disseminate information they receive to the appropriate unit/agency within the department. The Crime Analysis Unit handles the routing and monitors the feedback

of these memos so that it can retrieve the information involved in the transaction. In this sense the memo is both an output and an ancilliary information source. A copy of this form is at Attachment D.

e. Spot Map. The spot map of the city which displays a geographic distribution of crime incidence color coded by category is maintained in the roll call room. This makes a current summary of activity available to each patrol watch in the city's three sectors.

6. Coordination with other departmental agencies.

a. Patrol. The closest working relationship maintained by Crime Analysis is with the patrol force. Analysis of trends and patterns is initiated primarily for the patrol force and directed patrol strategies are invariably implemented in response to crime analysis bulletins and direct liaison is effected on a daily basis between the two functions. The monthly Crime Analysis briefing is conducted for all patrol reliefs and the spot map is maintained for the Patrol Force.

b. Detective Division. A review of the Crime Analysis Work Request/ Dissemination forms on file reflected a high usage of crime analysis resources by detectives. Approximately two-thirds of the requests for information and/or analysis were initiated by detectives. Crime analysis receives copies of all supplemental reports filed by detectives, the unit supervisor attends the weekly C.I.D. briefing and informal liaison is conducted routinely. At present, crime analysis does not receive information about suspicious persons interviewed or interrogated by detectives who are not subsequently arrested. In instances where suspicions exist about the person

interrogated, but evidence to support prosecution is lacking, a field interview card filed by the detective would be an additional information source for Crime Analysis. In some instances prior coordination with Detective Division in regard to a planned crime analysis bulletin has not been effected. Frequently an identified pattern is already under investigation at the time Crime Analysis is ready to issue a bulletin, but due to detectives' field commitments, they are not available for timely consultation on the bulletin content. Either the bulletin is delayed or it is promulgated without consultation, running the risk of possible conflict or compromise between the detective's investigative strategy and the subsequent directed patrol strategy.

c. Crime Prevention. Crime analysis routinely provides input to all Crime Prevention presentations to community and civic groups. The Crime Analysis Update book is reviewed weekly by a Crime Prevention representative to identify repetitive crimes at the same location and areas of establishments in need of a security survey. Crime Prevention is on the distribution for all Crime Analysis Outputs.

7. Impact of Crime Analysis Operations.

a. Crime Analysis Bulletins. Thus far in 1980, thirty (30) Crime Analysis Bulletins and 40 Special Bulletins have been originated by the Crime Analysis Unit. A review of the reply memos indicates that the most common patrol strategies implemented are foot patrols, stakeouts, spot checks, stepped up field interviews and increased patrol intensities. Ten arrests were made in 1980 in connections with patterns targeted by crime analysis but the most common impact is the termination of a pattern. It is not always possible to make

a direct causal connection between crime analysis bulletins and arrests and pattern suppression. However, the key factor is that patrol resources, and to some extent investigative resources, are being deployed in conjunction with a specialized and timely examination of the overall incidence of the monitored crimes in the city. The predictive capability of crime analysis in connection with crime patterns has increased the incidence of pro-active patrol strategies.

b. Community Interface. The frequency with which Crime Analysis operations have resulted in interaction with the Community groups is considered notable. The Crime Prevention Unit, in coordination with Crime Analysis, has initiated a number of neighborhood memos in regard to residential burglary. Presentations and security briefings have been conducted with PTA's, apartment complex managers, businesses, shopping center managers and their private security forces, neighborhood civic leagues, civic clubs and even Garden Clubs.

8. Summary and Recommendations.

The Portsmouth, Virginia Crime Analysis Unit is a well established operation manned by experienced and knowledgeable personnel. The system files are fully developed and effective intra-department relationships have been implemented. No unnecessary files or paper flow was identified in the evaluation. Information sources are adequate and have been fully exploited by the unit; however, more field interviews from Detective Division and closer consultation in regard to planned bulletins should be considered as a way to increase the available information and improve coordination.

The linkage between Crime Analysis, Crime Prevention and community and civic groups is a key element in the unit's potential for deterrence and suppression of residential and commercial burglaries and larcenies.

Conclusions and Recommendations

Both the Crime Analysis Unit Survey and the Report on Crime Analysis Unit Operations indicate that the Crime Analysis Unit is performing in an effective manner. The CAU is rated positively by the patrol officers and investigators who can benefit from its services.

Although the CAU is rated very highly, some room for improvement remains. A review of the open ended questions shows that: (1) the link between crime analysis and directed patrol should be improved; (2) additional suspect information would be helpful to many officers; and (3) that contact between CAU personnel and members of the department should be increased.

VI. TELE-SERV UNIT: AN ANALYSIS OF ITS OPERATION AND WORKLOAD

Center for Urban Research and Service
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TELE-SERV UNIT: AN ANALYSIS OF ITS
OPERATION AND WORKLOAD

Prepared by

Wolfgang Pindur, Ph.D., Principal Investigator
Aparna Nadkarni, Research Associate

Prepared for

City of Portsmouth
Division of Police

August 1981

August 27, 1981

Lt. R. K. Gaddis
ICAP Coordinator
Portsmouth Police Department
711 Crawford Street
Portsmouth, VA 23704

Dear Lt. Gaddis:

I am herewith transmitting an evaluation report on the Portsmouth
Police Department Tele-Serv Unit. The Report consists of an
analysis of the Unit's operation and workload and of recommenda-
tions for reorganizing and staffing the Tele-Serv Unit.

The Portsmouth Tele-Serv Unit is an effective component of the
Department's Integrated Criminal Apprehension Program. Approx-
imately 3400 Offense Reports are taken by Tele-Serv on a yearly
basis. Evaluation reports submitted during Phases I and II of
ICAP have shown that Tele-Serv personnel are effective in respon-
ding to citizen inquiries and that citizens are highly satisfied
with their contact with Tele-Serv. The workload of the Tele-Serv
unit should be increased by determining, in consultation with the
city's Department of Communications, how additional incidents
can be referred to Tele-Serv. In addition, personnel on the mid-
night shift who handle very few calls for service, could do filing
and clerical work.

Tele-Serv is an essential unit of the Portsmouth Police Department.
The status of the unit should be enhanced by renaming it the Oper-
ations Support Center and by placing a Lieutenant in charge of
the Unit. In addition, individuals should be assigned to Tele-
Serv in the same manner as they are assigned to any other unit
of the Department. No one should be assigned to Tele-Serv because
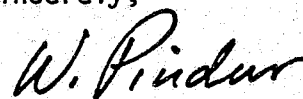of his/her failure to perform other duties.

The appropriate staffing of Tele-Serv is a highly complex issue
because: (1) Tele-Serv personnel perform a number of traditional
police functions (taking reports, responding to citizen inquiries)
and also the functions of issuing equipment and clerical functions;
(2) the Department has a number of sworn officers on light duty;

(3) citizen inquiries and reports must be handled by competent and capable individuals who can insure that the citizen's needs are met; (4) the Department does not have any extra clerical personnel who could be assigned to the unit; and (5) Tele-Serv is responsible for the security of the building after normal working hours and must operate on a 24-hour, 7-days/week basis.

The immediate staffing recommendation suggests that eight individuals should be assigned to Tele-Serv. A four-day work week, ten hours per day, also appears to be feasible. The Unit would be staffed by two officers during the day shift (0600-1600), two officers during the evening shift (1430-0030) and one officer during the midnight shift (2230-0830), except Thursdays. The other three individuals are needed to provide for days off. The long term staffing needs of Tele-Serv should be based on the premise that the number of sworn officers assigned to Tele-Serv can be substantially reduced. Clerical personnel can be used in Tele-Serv for many routine functions. Consideration should be given to using Auxiliary Officers to perform some duties in Tele-Serv. The assignment of these individuals is clearly cost effective.

Please do not hesitate to contact me if I can provide you with any additional information or explanation.

Sincerely,

W. Pindur

Wolfgang Pindur, Ph.D.
Principal Investigator
ICAP Evaluation

WP:nbr

Executive Summary

This report presents an analysis of the operation and workload of the Tele-Serv Unit of the Portsmouth Police Department. The study was undertaken to report on the activities engaged in by Tele-Serv Unit and to develop recommendations relating to these activities and to most appropriate staffing needs for the Unit.

Section I of the report presents an analysis of the incidents handled by the Tele-Serv Unit during 1980 by month, day of the week, time of the day and type of offense. It was found that the Tele-Serv Unit received the highest number of calls and took the largest number of offense reports during May, July and August of 1980. The offense reports taken were lowest in November, December and January.

A variation from one weekday to the next regarding the number of reports that were processed by Tele-Serv Unit was also found. The calls were highest on Mondays, when 733 or 16.5% of the total calls handled in 1980 were received. An analysis of calls handled within any particular hourly time-frame revealed that a substantial volume of calls and offense reports were taken between the hours of 8:00 a.m. to noon. On the other hand, the workload was very low and relatively declining between the hours of midnight and 5:00 a.m. When time of day workload was crosstabulated by day, it was found that variations in Tele-Serv activities were greater between time-frames of the day than on different days of the week.

It was also found that the Tele-Serv Unit processed above four-fifths (82.4%) of the offense reports involving missing persons and above three-fourths (78.3%) of the lost or found crimes taken by the Portsmouth Police Department during 1980. However, only one-half of the destruction of

property taken in 1980 were handled by Tele-Serv Unit.

Section II presents the results of a content-analysis of work-sheets kept by Tele-Serv personnel during April 1981. The sample consists of those thirteen days in April where time-sheets for all the shifts on a given day were available. The examination of total amount of time spent by the Tele-Serv personnel on specific tasks illustrated that issuing and receiving equipment from patrol officers and detectives occupied the largest percentage (almost 37%) of their working time, followed by taking offense reports (about 16%) and checking and filing folders (14%).

It was found that the number of offense reports taken were highest on Mondays and lowest on Sundays. Most of the offense reports on any given day were taken during day-shift (approximately 8:00 a.m. - 4:30 p.m.) and very few at midnight (11:30 p.m. - 7:30 a.m.). Tele-Serv officers working on day shift compared to the officers working on the other two shifts, spent a greater proportion of total time (50% and above) on all the tasks except providing information and performing public service. The midnight shift accounted for nearly one-fifth or lower percentage of time spent on each task.

The analysis of work-sheets also revealed that more than one-third (35%) of the total amount of time spent on various tasks by day and evening shift personnel was spent on issuing and receiving equipment while midnight shift personnel spent just above one-half (51%) of the time doing that.

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INTRODUCTION

This report presents an analysis of the activities and workload of the Tele-Serv Unit of the Portsmouth Police Department. The study was undertaken to report on the activities engaged in by the Tele-Serv Unit and to develop recommendations relating to these activities and to the most appropriate staffing level for the Unit.

The Portsmouth Tele-Serv Unit has been in operation since May, 1977. The duties and responsibilities of Tele-Serv are outlined in Portsmouth Police Department Policy and Procedure #1226 dated 6-6-79 and fall into the general categories listed below.

1. Tele-Serv shall be delegated the responsibility of preparing the below listed offense reports:

   a. grand and petit larceny
   b. destruction of property
   c. missing person and runaways in accordance with policy and procedure 910.
   d. annoying and obscene telephone calls
   e. reports of lost and found articles
   f. other offenses, determined by the Tele-Serv supervisor at the time of reporting, which may be handled more effectively without loss of relevant information or evidence, i.e. walk-in complaint of grand theft of auto.

2. Accident reports where the complainant comes to Police Headquarters and makes report in person, including hit and run accidents.

3. Prepare supplementary offense reports (see P & P 1814)

4. Accountability for the issuance, maintenance, the coordination of maintenance, and replacement of the below listed equipment, as well as maintaining up to date records.

   a. police vehicle keys, office keys, etc.
   b. police radios, batteries and chargers
   c. evidence kits and contents
   d. cameras, films, and flashbulbs
   e. shotguns and shells
   f. binoculars
   g. tape recorders
   h. clipboards

   i. spotlights
   j. redlights
   k. street finders
   l. radar equipment
   m. flares
   n. engravers
   o. other operational equipment, materials and supplies as designated
   p. evidence vouchers
   q. subpoenas
   r. warrants
   s. building access
   t. auxiliary work hours
   u. towed vehicles
   v. house checks
   w. funeral and other escort requests
   x. concerned citizen calls
   y. CID vehicle control form
   z. daily vehicle reports

5. Control access to police building.

6. Distribute all information, messages or requests received pertaining to the efficient operation of police functions.

7. Collection of parking ticket monies between 1700 and 0800 hours on weekdays and all hours on holidays and weekends.

The Tele-Serv Unit handles incidents (calls for service) referred by the City of Portsmouth Dispatch Center. The Portsmouth Dispatch Center is part of the City of Portsmouth Department of Communications and is administratively independent from the Portsmouth Police Department. The general procedure for handling calls is outlined below.

1. If a citizen calls the Dispatch Office with a call that meets the criteria for Tele-Serv, the citizen is advised that a report can be taken by the Police Department Tele-Serv Unit. In the very few instances where a citizen insists on seeing a police officer in person the call is assigned a Priority #3 (lowest rating) and an officer is sent out when one becomes available. Otherwise, the call is transferred to Tele-Serv.

2. The dispatcher completes a Time and Message card for the call.

3. The Tele-Serv officer takes the citizen's report by telephone.

4. Tele-Serv phones the Dispatcher at the completion of the report and gives the Dispatcher the Offense Report Number which is then logged on the Time and Message card.

5. The Dispatcher clears the call appropriately.

The procedure varies somewhat in larceny from auto cases. If Tele-Serv, after taking a larceny from auto report, feels there is sufficient cause to send an officer to the incident, an officer is dispatched to process the scene. Upon completion of the processing, the Dispatcher advises Tele-Serv on who processed the scene. Tele-Serv then enters this information on the offense report.

The report is presented in three sections. Section I is an analysis of the incidents handled by Tele-Serv during 1980. Section II presents the results of an intensive review of the activities engaged in by Tele-Serv personnel during a representative 13 day period. In Section III the results of the study are discussed and various alternative staffing recommendations are presented.

SECTION I
ANALYSIS OF INCIDENTS HANDLED BY TELE-SERV UNIT

The purpose of this component of the Tele-Serv study was to analyze the number of calls received by the Tele-Serv Unit in different months, on different days of the week and at different times of the day. The analysis of the Tele-Serv calls at different periods of time is a necessary part of developing a manpower utilization plan.

The sample for this study consisted of all incidents (4,441) handled by the Tele-Serv Unit for the period of January 1 through December 31, 1980. Of these calls, 3,442 (77.5%) resulted in the actual offense reports.

The total number of calls handled by the Tele-Serv Unit during 1980 are divided and analyzed according to:

1. The month of the year
2. The day of the week
3. Time of the day
4. Type of offenses

This type of analysis was done to determine the variations in the Tele-Serv utilization at different times of the day, on different week days and in different months. The data is presented in both tabular and figure forms.

Analysis of Incidents by Month

Table 1 presents the total calls referred by Dispatch to the Tele-Serv Unit in 1980 by month and also the actual offense reports taken by the Tele-Serv Unit. The table shows that the average calls received for a given month was 370. The highest number of calls were received in May, followed closely by July and August. In these months, the calls received exceeded 400. Surprisingly, the lowest number of calls were received in January and December (309 and 314, respectively). Similarly, the actual offense reports taken by the Tele-Serv Unit were lowest in November, December, January and highest in May, July, August.

Table 1

TOTAL INCIDENTS REFERRED AND OFFENSE REPORTS TAKEN FOR TELE-SERV UNIT BY MONTH
(January 1 - December 31, 1980)

	Incidents Referred		Only those calls which resulted in offense reports	
	Number	Percentage	Number	Percentage
January	309	7.0	240	7.0
February	396	8.9	313	9.1
March	378	8.5	302	8.8
April	374	8.4	306	8.9
May	441	4.9	371	10.8
June	370	8.3	313	9.1
July	429	9.7	348	10.1
August	414	9.3	318	9.2
September	310	7.0	242	7.0
October	379	8.5	278	8.1
November	327	7.4	218	6.3
December	314	7.1	193	5.6
	4,441	100.0	3,442	100.0

Figure 1

INCIDENTS REFERRED TO TELE-SERV IN 1980 BY MONTH

A line graph showing monthly incident values for 1980. The y-axis ranges from 300 to 500 (in increments of 25). The x-axis shows months Jan through Dec. A horizontal line indicates "Average monthly call for 1980 = 370".

Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Value	309	396	378	374	441	370	429	414	310	379	327	314
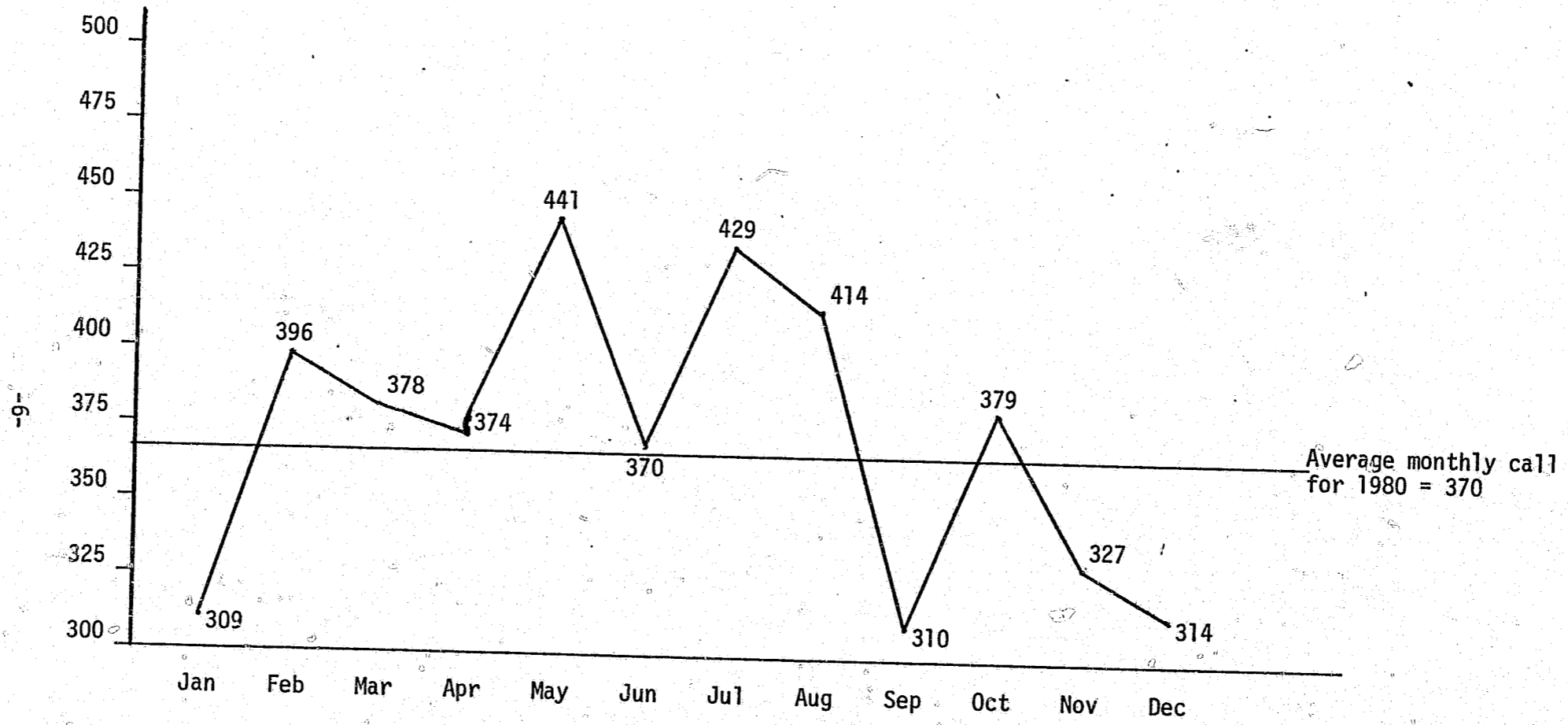
Analysis of Incidents by Day of Week

Table 2 and Figure 2 present the total incidents handled by the Tele-Serv Unit on different days of the week in 1980. The table demonstrates that there is a variation from one weekday to the next regarding the number of reports that were processed by the Tele-Serv Unit. The calls were highest on Mondays, when 733 or 16.5% of the total calls handled by Tele-Serv in 1980 were received.

Table 2

Aggregate Calls-for-Service for Tele-Serv Unit By Day of Week

(January 1 - December 31, 1980)

	Number	Percentage
Monday	733	16.5
Tuesday	661	14.9
Wednesday	641	14.4
Thursday	685	15.4
Friday	661	14.9
Saturday	610	13.7
Sunday	450	10.2
	4441	100.0

Figure 2

Aggregate Weekday Incidents Referred to Tele-Serv

(January - December 1980)
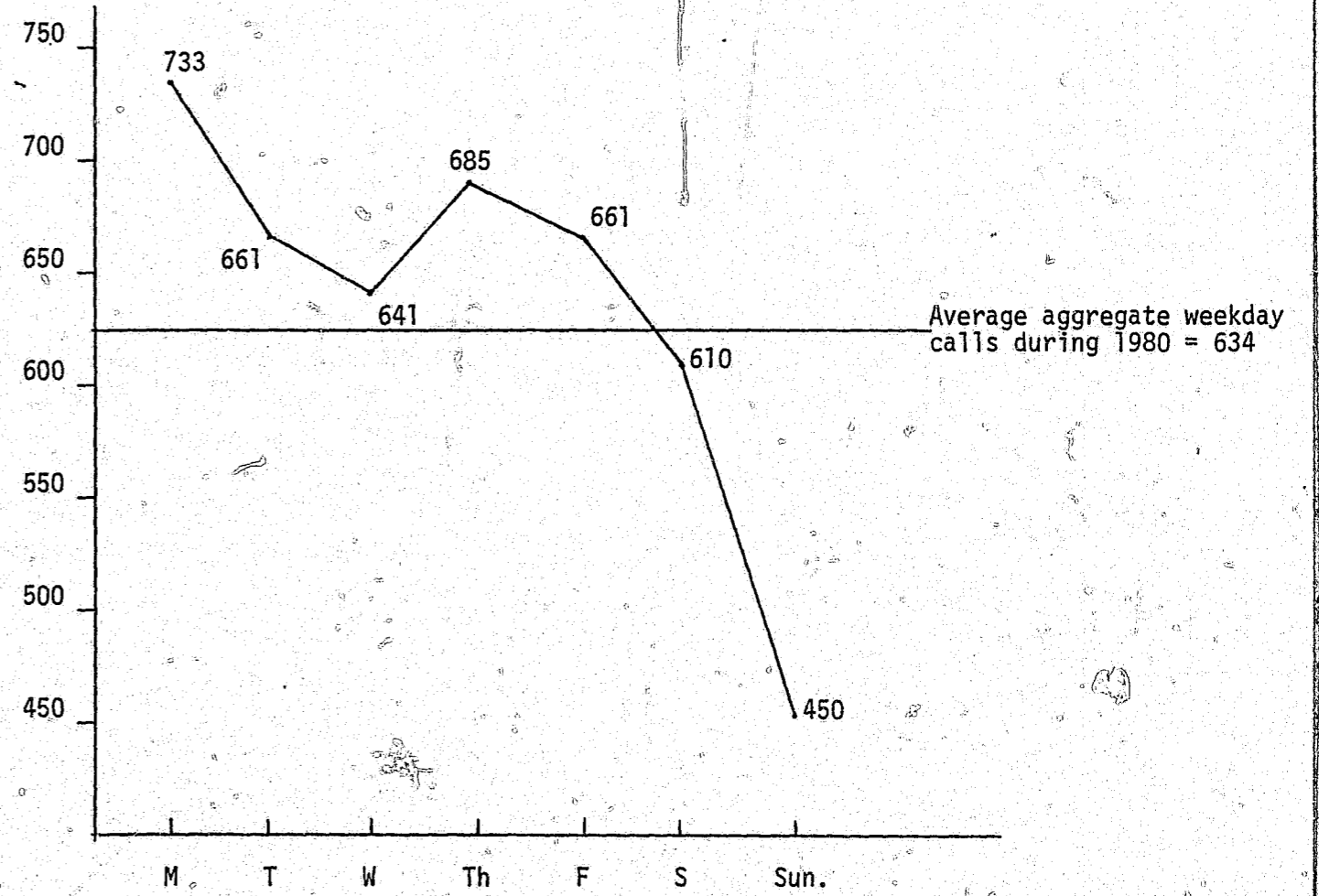
Figure 3

Incidents Referred on Any Given Day of the Week
For Tele-Serv Unit
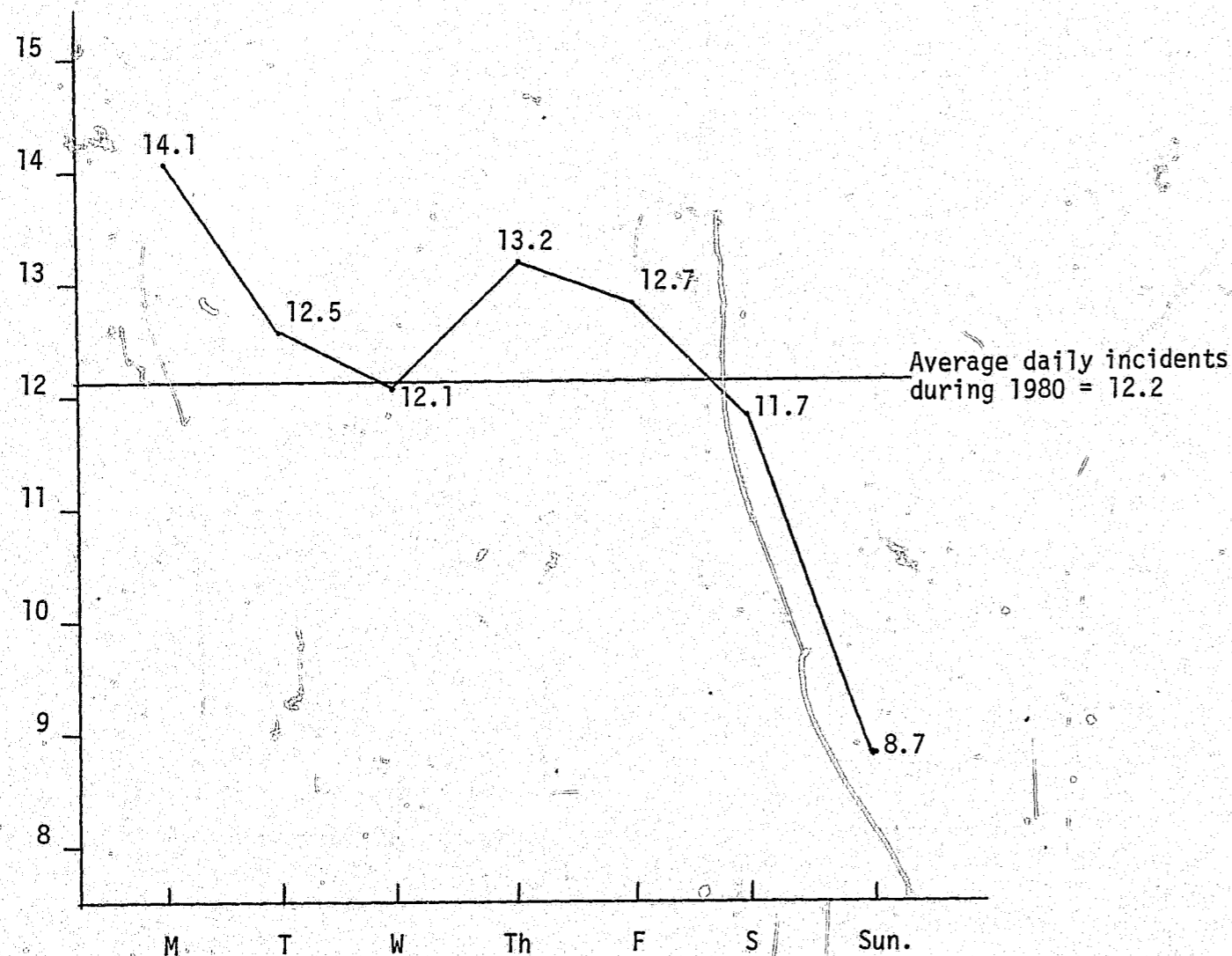
The lowest number of calls (450) were taken on Sundays, followed by Saturdays (610). There was not much variation in the number of calls received by Tele-Serv Unit during Tuesdays through Fridays.

Figure 3 which illustrates the average workload on any given day of the week, points out that on an average, 14.1 calls are handled by the Tele-Serv Unit on a given Monday compared to 8.7 calls on a Sunday.

Analysis of Workload by Time of Day

Table 3 and Figure 4 present the frequency distribution of the total number of calls handled by the Tele-Serv Unit within any particular hourly time-frame for the entire year of 1980. The results indicate that the workload was low and relatively declining between the hours of midnight to 5:00 a.m. However, there was a sharp increase in the number of calls taken between the hours of 5:00 - 8:00 a.m., followed by even more drastic increases between the hours of 8:00 a.m. to noon. In fact, a substantial volume of offense reports were taken during that time period. Between the hours of noon to 7:00 p.m., the number fluctuated but generally declined. The remaining hours of the day -- 7:00 p.m. to midnight -- showed a steady decline in the number of calls received except for the very slight increase between 8:00 - 9:00 p.m.

Table 4 presents a crosstabulation of the time of day by day of the week. One noticeable finding in this regard was that during 10:00 a.m. to 7:00 p.m. (with exception of 1:00 - 1:59 p.m.) a larger number of reports were taken on Mondays and smaller number of reports were taken on Sundays compared to other weekdays. This is consistent with our previous findings that the number of incidents handled is highest on Mondays and lowest on Sundays. However, in general it was found that the variations between the

Table 3

Aggregate Incidents Handled by Tele-Serv
Unit by Time of Day

(January 1 - December 31, 1980)

		Number	Percentage
Midnight-12:59		95	2.1
1:00- 1:59		52	1.2
2:00- 2:59		45	1.0
3:00- 3:59		24	.5
4:00- 4:59		14	.3
	Subtotal	230	5.1
5:00- 5:59		34	.8
6:00- 6:59		81	1.8
7:00- 7:59		169	3.8
	Subtotal	284	6.4
8:00- 8:59		279	6.3
9:00- 9:59		368	8.3
10:00-10:59		363	8.1
11:00-11:59		368	8.3
	Subtotal	1378	31.0
Noon-12:59		293	6.6
1:00- 1:59		256	5.7
2:00- 2:59		294	6.6
3:00- 3:59		269	6.1
4:00- 4:59		312	7.0
5:00- 5:59		225	5.1
6:00- 6:59		211	4.8
	Subtotal	1860	41.9
7:00- 7:59		150	3.4
8:00- 8:59		154	3.5
9:00- 9:59		148	3.3
10:00-10:59		127	2.9
11:00-Midnight		110	2.5
	Subtotal	689	15.6
	TOTAL	4,441	100.0

Figure 4
Aggregate Hourly Incidents Handled by Tele-Serv Unit

(January 1 - December 31, 1980)

Average aggregate calls during any time period in 1980 = 185
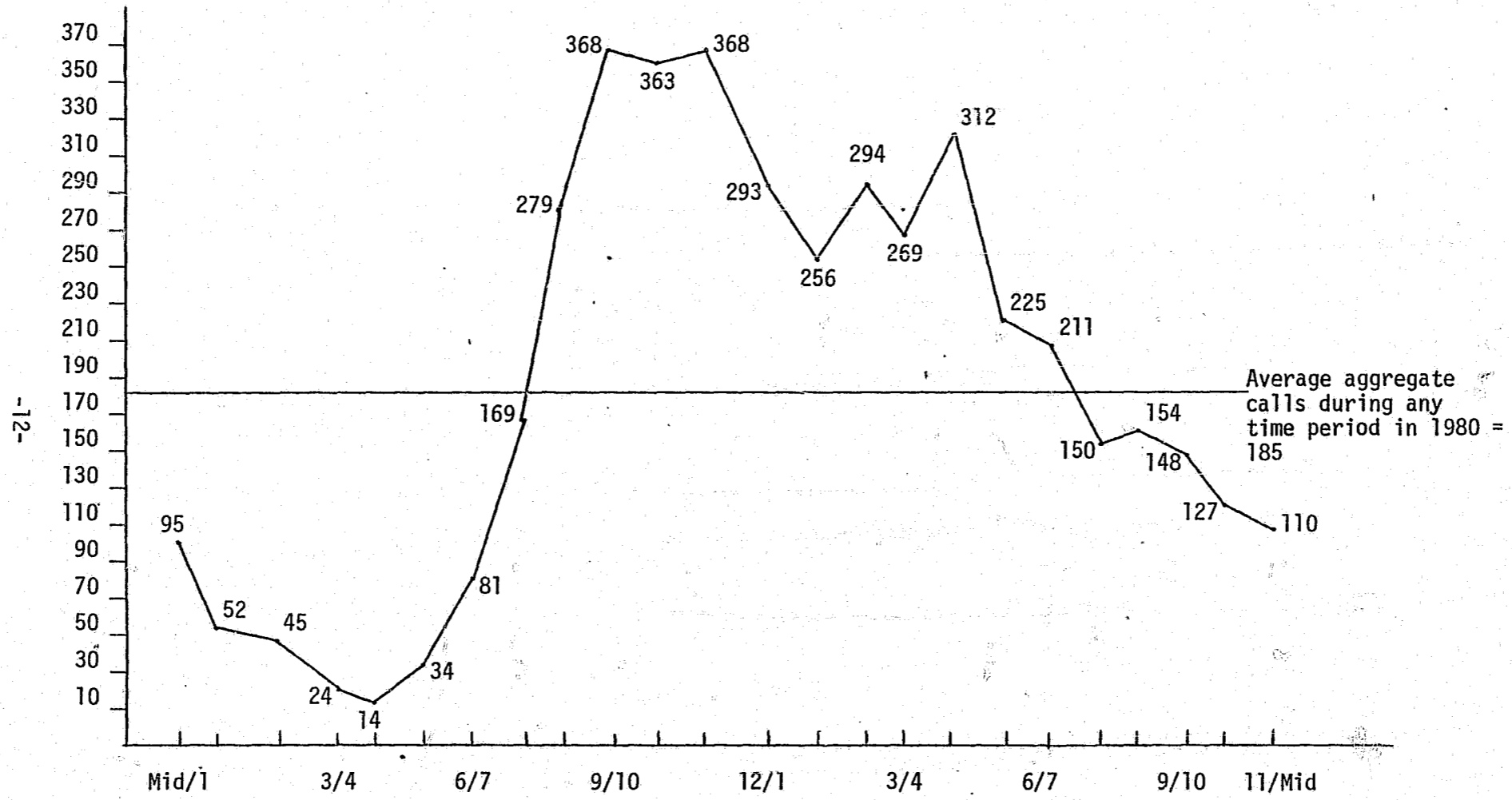
Table 4
Total Tele-Serv Incidents
Time of Day by Day of Week
(January 1 - December 31, 1980)

	Mon.	Tues.	Wed.	Thur.	Fri.	Sat.	Sun.	Totals
Mid.-12:59	11	12	14	13	15	16	14	95
1:00- 1:59	2	9	9	9	5	9	9	52
2:00- 2:59	6	3	3	3	7	16	7	45
3:00- 3:59	2	5	1	0	6	8	2	24
4:00- 4:59	4	0	1	0	1	5	3	14
5:00- 5:59	5	4	4	5	6	3	7	34
6:00- 6:59	13	8	11	27	11	11	0	81
7:00- 7:59	15	27	21	35	27	26	18	169
8:00- 8:59	48	48	43	49	33	37	21	279
9:00- 9:59	52	54	53	63	58	61	27	368
10:00-10:59	60	53	57	56	61	46	30	363
11:00-11:59	66	54	49	57	50	56	36	368
Noon-12:59	57	37	40	47	42	35	35	293
1:00- 1:59	39	39	44	31	35	36	32	256
2:00- 2:59	58	52	37	39	52	34	22	294
3:00- 3:59	46	38	42	37	45	35	26	269
4:00- 4:59	61	53	52	53	50	26	17	312
5:00- 5:59	43	31	37	27	32	31	24	225
6:00- 6:59	41	30	30	27	29	28	26	211
7:00- 7:59	21	26	22	19	21	18	23	150
8:00- 8:59	26	22	22	23	19	16	26	154
9:00- 9:59	24	20	20	19	27	20	18	148
10:00-10:59	11	24	19	28	16	14	15	127
11:00- Mid.	22	12	10	18	13	23	12	110
TOTAL	733	661	641	685	661	610	450	4441

incidents handled on different days were low and the greatest variation in incidents handled was between time-frames of the day. Thus, it can be inferred that variations in Tele-Serv Unit's activities are due more to the specific time at which the report was made than to the specific day on which it was made.

Analysis of Incidents Handled by Incidence Type

The analysis of the number and types of incidents received by Tele-Serv Unit during the 12-month period, showed that about 54% of the calls received were classified as larcenies. Approximately 18% of the calls the Unit handled during 1980 were destruction of property crimes. Other major incidences handled were missing persons (7.8%), status offender (4.7%), burglary (4.5%), suspicious persons (3.8%) and lost or found articles (3.4%). These incidences constituted about 96% of the calls handled by the Tele-Serv Unit during 1980.

In order to determine the effectiveness of the Tele-Serv Unit in relieving the workload of other units, it was necessary to calculate the proportion of the number of calls handled by the Unit to the total number of calls-for-service received by the Police Department. Only those calls reporting the selected offense types were analyzed since these types represent about 96% of the calls handled by the Tele-Serv Unit. Table 5 presents the total number of calls received by the Police Department in 1980 for each incidence type and the number and percentages of them handled by the Tele-Serv Unit. The table indicates that the Tele-Serv Unit handled 18% of all these calls. However, there was a considerable variation from one offense category to another in terms of actual number and percentages of calls handled by the Tele-Serv Unit. Almost one-half

Table 5

TOTAL CALLS FOR SERVICE RECEIVED IN 1980 FOR SELECTED INCIDENCE TYPES

Incidence Type	Total Calls	Calls Received By Tele-Serv	Calls Received By Other Units*	% By Tele-Serv
Larceny	6680	2255	4425	33.8
Destruction of Property	1905	721	1184	37.9
Missing Person	636	316	320	49.7
Status Offender	537	191	346	35.6
Burglary	5651	163	5488	2.9
Lost or Found Articles	483	143	340	29.6
Suspicious Persons	7403	159	7244	2.1
See the Person/ Unknown Trouble	2916	44	2872	1.5
	26211	3992	22219	18.0

*Includes calls taken by Patrol, Animal Control, Burglary, Air, Special Assignment and Other Various Units.

(49.7%) of the calls involving missing persons were received by the Tele-Serv Unit. It is also seen that between 30% to 38% of the calls reporting larceny, destruction of property, status offender and lost or found articles were taken by the Tele-Serv Unit.

Table 6 presents the number and percentages of offense reports taken by Tele-Serv Unit during 1980 for the selected offense types. Thus, the sample includes only those calls for service which resulted in offense reports being taken by the Police Department. The table shows that there is a great deal of variation from one offense category to another in terms of actual numbers and percentages of reports taken by the Tele-Serv Unit. It processed about four-fifths of the missing person offenses (82.4%) and lost or found crimes (78.3%) compared to approximately three-fifths of the Larcenies (58.3%) and suspicious persons ‘.3%). However, only one-half of all the destructions of property were pi   ad by the Tele-Serv Unit. There might have been a number of special cona,_ions present for destruction of property calls which necessitated the dispatch of a sworn officer to the scene. In general, it was found that Tele-Serv Unit handled 46.4% of the offense reports taken in 1980 involving these selected offense types.

Table 6

NUMBER AND TYPE OF OFFENSE REPORTS TAKEN IN 1980
FOR SELECTED OFFENSE TYPES

Offense Type	Total Reports	Taken by Tele-Serv	Taken by Other Units*	% by Tele-Serv
Larceny	3373	1968	1405	58.3
Destruction of Property	1187	596	591	50.2
Missing Person	262	216	46	82.4
Status Offender	199	146	53	73.4
Burglary	1652	143	1509	8.6
Lost or Found Articles	161	126	35	78.3
Suspicious Persons	170	94	76	55.3
See the Person/ Unknown Trouble	113	15	98	13.3
	7117	3304	3813	46.4

*A majority of these offense reports were taken by patrol units, and the rest of the reports were taken by units of Youth Bureau, Larceny, etc.

SECTION II
ANALYSIS OF TELE-SERV UNIT'S WORKLOAD

The purpose of this section of the report is to present the results of a content analysis of work-sheets kept by the tele-serv personnel (1) to determine the type of tasks performed by them, (2) to assess the time devoted to these various tasks, (3) to analyze the time spent on these tasks on different days of the week and at different times of the day. It is hoped that this analysis will result in the effective utilization of the manpower by providing useful guidelines in both the pattern (# of personnel) and type (civilian vs. sworn) of staffing arrangement in the Tele-Serv Unit at different shifts and on different weekdays. The staffing of Tele-Serv varies depending on manpower availability and workload. Generally, the Unit is staffed by three officers during the day shift, two during the evening shift and one at midnight shift with some overlapping during the shift changes.

Research Design

During the month of April 1981, all personnel in Tele-Serv Unit were requested to fill out a report sheet for each workday to keep an accurate record of the time expended on various tasks performed by them. Missing time-sheets for one of the three shifts on a given day resulted in elimination of numerous days from the sample. Thus, the sample for the present analysis consists of only those thirteen days in April where time-sheets for all the shifts on a given day were available. This sample includes two weekdays each except Sunday. Table 7 presents information about the number of report sheets available for days and shifts.

Table 7

Number of Report Sheets Available by Day and Shift

Day of the Week	N	Day	Evening	Midnight	Total
			Shift		
Monday	2	6	4	2	12
Tuesday	2	6	4	2	12
Wednesday	2	6	4	2	12
Thursday	2	6	4	2	12
Friday	2	5	4	2	11
Saturday	2	3	3	2	8
Sunday	1	2	2	1	5
	13	34	25	13	72

Data Presentation

The content analysis of the report-sheets was done first by categorizing the tasks performed by the tele-serv personnel.

Then, the amount of time spent on each task was crosstabulated by day of the week and shift of the work. This type of analysis was done to determine the variations in the type and time of tele-serv utilization at different periods of the day and on different days of the week. The data is presented in both tabular and figure forms.

Table 8 illustrates the total amount of time spent by the tele-serv personnel on specific tasks for the thirteen days. It shows that issuing and receiving equipment from the patrol officers and detectives occupied the largest percentage (almost 37%) of their working time, followed by taking offense reports (about 16%) and checking and filing folders (14%).

Table 8

Aggregate Amount of Time Spent in Performing Various Tasks by Tele-Serv Personnel
(for 13 days)

Type of Task	Amount of Time (in minutes)	% of Time
Issuing/receiving equipment	5655	36.9
Taking offense reports	2379	15.5
Checking/filing folders	2128	13.9
Information center*	1441	9.4
In-office duties**	1313	8.5
Public service***	800	5.2
Subpoenas/warrants	540	3.5
Other!	1083	7.1
	15338	100.0

*Includes tasks such as giving notification/messages to patrol officers, directing calls to magistrate, record checks for officers, giving information about location of offices.

**Includes maintenance of equipment, security of building, picking up supplies, cars to/from garage, etc.

***Includes tasks such as house checks, funeral escort information, locate officers for citizens, advice to citizens.

!Includes functions of taking parking tickets, moving illegally parked vehicles, picking up persons from lock-up, cleaning/rearranging office, etc.

Analysis of Time Spent on Offense Reports by Tele-Serv Personnel

Table 9 and figure 5 give information about the number of offense reports taken by the Tele-Serv Unit. The table shows that most of the offense reports on any given day are taken during the day shift (approximately 8:00 a.m.-4:30 p.m.) and very few at midnight shift (11:30 p.m.-7:30 a.m.). It is also seen that there is a variation from one weekday to the next regarding the number of offense reports processed by the Tele-Serv Unit. The offense reports were highest on Mondays and lowest on Sundays. This is in accordance with the findings of our previous study, an analysis of incidents handled by Tele-Serv Unit, presented in Section I.

Table 9

Aggregate Number of Offense Reports Taken by Tele-Serv
Unit by Day and Shift
(for 13 days)

	Day	Evening	Midnight	Total	% of Total
Monday	17	5	1	23	19.0
Tuesday	12	7	0	19	15.7
Wednesday	11	8	2	21	17.4
Thursday	11	8	2	21	17.4
Friday	10	9	2	21	17.4
Saturday	4	5	1	10	8.2
Sunday	3	3	0	6	4.9
	68	45	8	121	100.0

Figure 5

Average Offense Reports Taken on Day of the
Week by Tele-Serv Unit
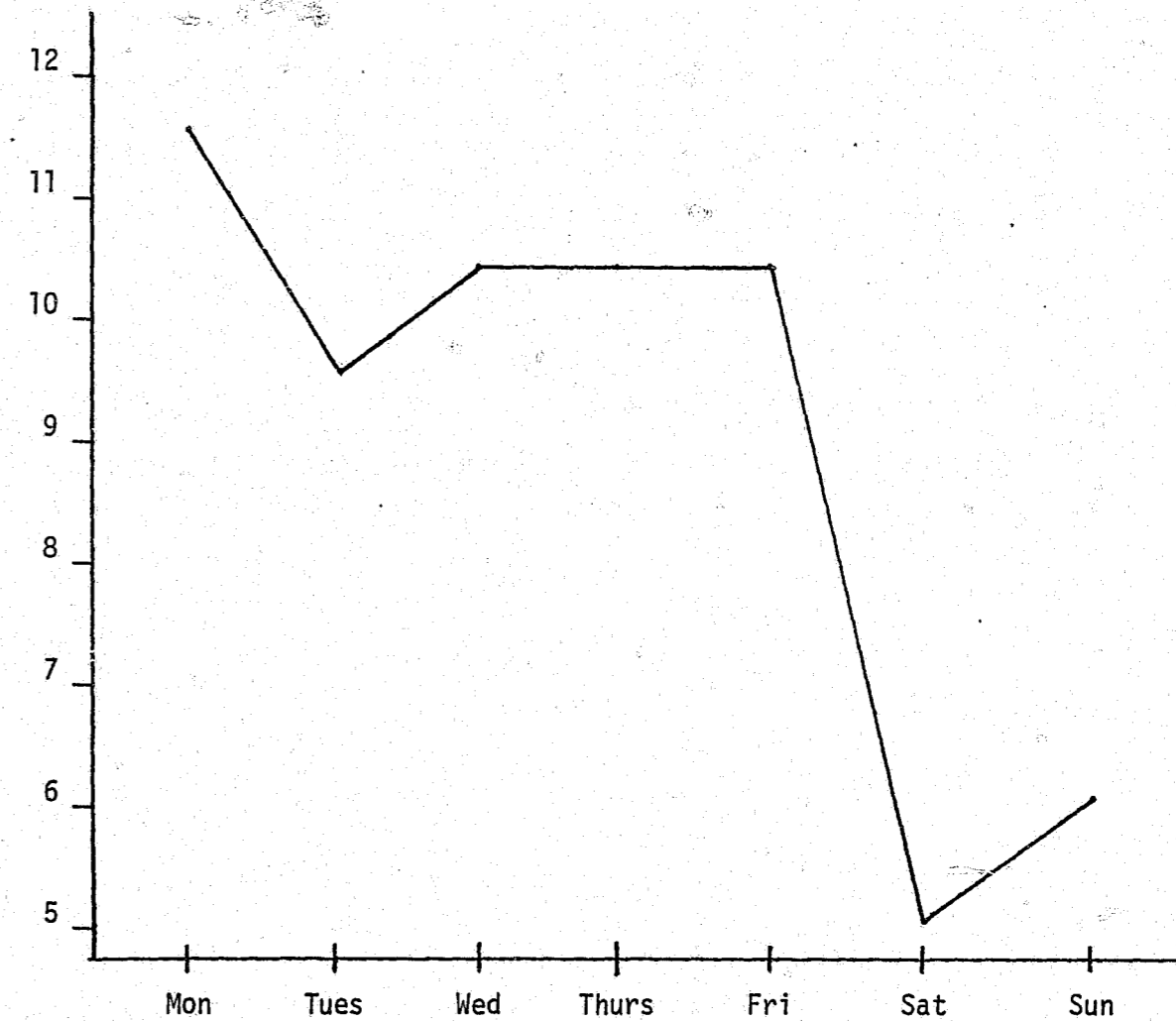
Tables 10 and 11 present the amount of time (both aggregate and average) spent by the tele-serv personnel in taking offense reports for the thirteen day period by day and shift. The tables demonstrate that they spent more time on taking offense reports on Wednesdays, followed by Tuesdays and Mondays. On an average, minimum time on offense reports was spent on Saturdays. No particularly strong variation pattern in the amount of time spent on taking offense reports between day and evening shifts was noticed. However, midnight shift personnel on all weekdays spent much less time on processing reports than day and evening shift personnel.

Table 10

Total Amount of Time Spent in Taking Offense Reports by
Tele-Serv Unit by Day and Shift
(for 13 days)
(in minutes)

| | Shift | | | | |
	Day	Evening	Midnight	Total	N of Personnel
Monday	288	104	10	402	12
Tuesday	195	236	0	431	12
Wednesday	226	254	39	519	12
Thursday	206	122	43	371	12
Friday	165	94	50	309	11
Saturday	61	126	20	207	8
Sunday	62	78	0	140	5
	1203	1014	162	2379	72

Table 11

Average Amount of Time Spent by Each Tele-Serv Personnel
on Taking Offense Reports by Day and Shift
(in minutes)

| | Shift | | | |
	Day	Evening	Midnight	Average for the Day
Monday	48.0	26.0	5.0	33.5
Tuesday	32.5	59.0	0.0	35.9
Wednesday	37.7	63.5	19.5	43.2
Thursday	34.3	30.5	21.5	30.9
Friday	33.0	23.5	25.0	28.1
Saturday	20.3	42.0	10.0	25.9
Sunday	31.0	39.0	0.0	28.0

Figure 6

Average Amount of Time Spent by Each Tele-Serv Person on Taking Offense Report on Weekdays
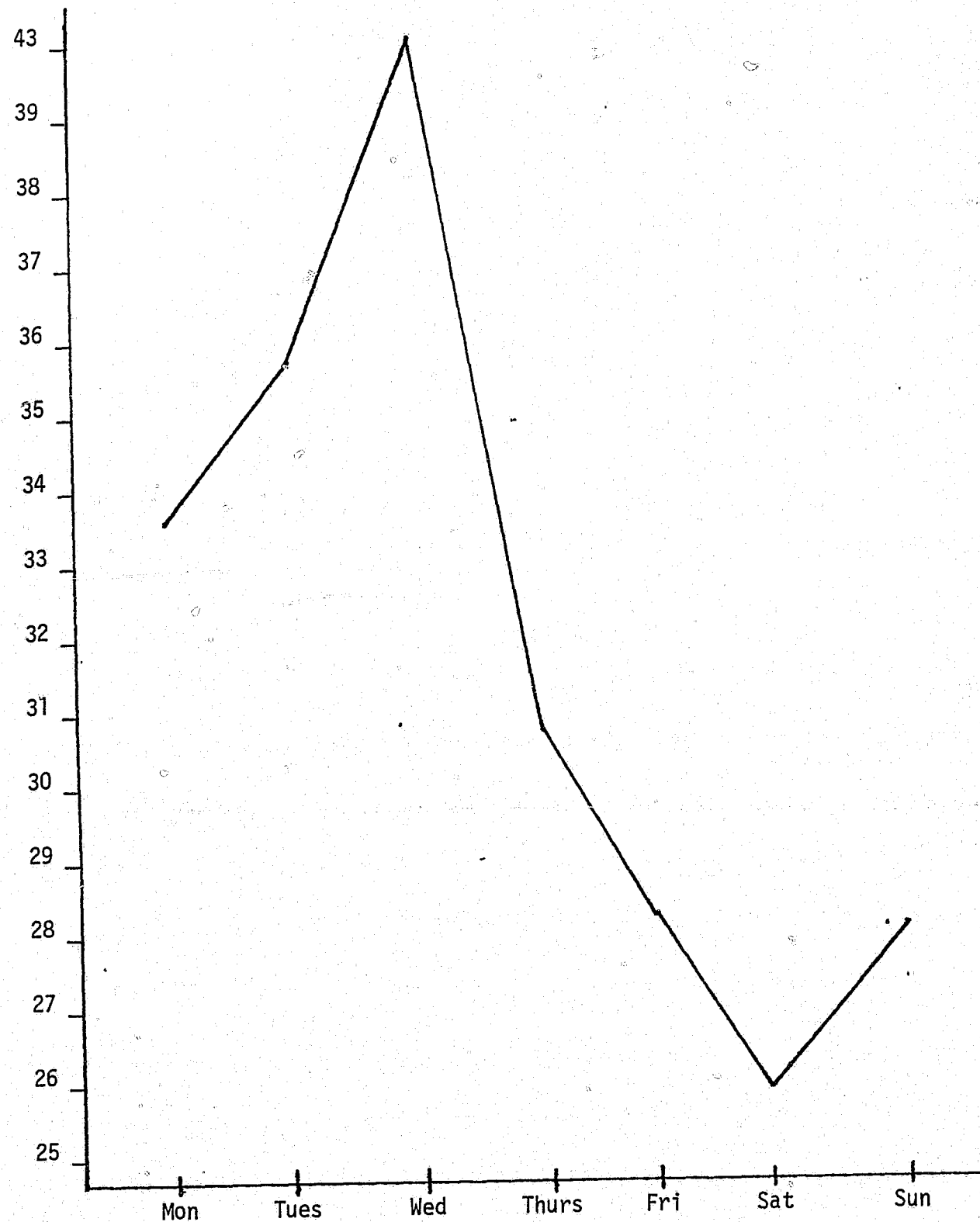
Analysis of Time Spent on Various Tasks by Tele-Serv Personnel by Day of Week

Table 12 presents the aggregate time spent in performing various tasks (other than the time spent on offense reports, which is presented earlier) by Tele-Serv personnel for a period of 13 days by day of the week. For example, Tele-Serv personnel spent a total of 5655 minutes issuing/receiving equipments during these 13 days. Out of those minutes 799 minutes (or 14.1%) were spent on Mondays. Similarly, a total of 2128 minutes were spent in checking/filing folders, 199 of which were spent on Mondays, 457 on Tuesdays, 576 on Wednesdays and so on.

The analysis of data presented in the table, illustrates that a higher proportion of total time (approximately one-fourth percent) spent on office duties, public service and subpoenas/warrants was spent on Mondays than on any other day. Compared to other days, officers seemed to have expended more time in checking/filing folders and issuing/receiving equipment on Wednesdays (27.1% and 20.4% respectively).

Table 12

AGGREGATE AMOUNT OF TIME SPENT IN PERFORMING VARIOUS TASKS BY
TELE-SERV PERSONNEL FOR 13 DAYS BY DAY OF THE WEEK ·
(In Minutes)

	Mon	Tues	Wed	Thurs	Fri	Sat	Sun	Total
Issuing/Receiving Equipment								
Minutes	799	936	1151	1037	859	498	375	5655
Percentage	14.1	16.6	20.4	18.3	15.2	8.8	6.6	100.0
Checking/Filing Folders								
Minutes	199	457	576	402	221	166	107	2128
Percentage	9.3	21.5	27.1	18.9	10.4	7.8	5.0	100.0
Information Center								
Minutes	226	250	192	181	·204	245	·143	1441
Percentage	15.7	17.3	13.3	12.6	14.2	17.0	9.9	100.0
In-Office Duties								
Minutes	311	135	262	296	16	265	28	1313
Percentage	23.7	10.3	20.0	22.5	1.2	20.2	2.1	100.0
Public Service								
Minutes	202	162	105	209	45	34	43	800
Percentage	25.3	20.3	13.1	26.1	5.6	4.2	5.4	100.0
Subpoenas/Warrants								
Minutes	156	36	73	136	105	34	0	540
Percentage	28.9 ·	6.7	13.5	25.2	19.4	6.3	0	100.0
Other Tasks								
Minutes	17	237	275	415	23	86	30	1083
Percentage	1.6	21.9	25.4	38.3	2.1	7.9	2.8	100.0

Analysis of Time Spent on Various Tasks by Tele-Serv Personnel by Shift

Table 13 presents the total amount of time spent in performing various tasks by Tele-Serv personnel for a period of 13 days by shift. For example, Tele-Serv personnel spent a total of 1313 minutes in office duties during a 13 day period. Out of those 1313 minutes, 904 (68.9%) were spent during day shifts, 275 (20.9%) during evening shifts and 134 (10.2%) during midnight shifts.

The type of data analysis presented in this table provided some useful information in the variation in the type of task at different time periods of a given day. Tele-Serv officers working on day shift compared to the officers working on other two shifts, spent a greater proportion of total time (50% or above) on all the tasks except providing information and performing public service. A little over one-half of the total time expended on giving information and doing public service jobs during 13 days, was spent during the evening shifts. The midnight shift accounted for nearly one-fifth or lower percentage of time spent on each task. The midnight shift personnel spent 21% of the aggregate time expended in giving information, 19% of the total time expended in providing public service and 16% of the time issuing/receiving equipment by the Tele-Serv Unit for 13 days.

Table 13

AGGREGATE AMOUNT OF TIME SPENT IN PERFORMING VARIOUS TASKS BY TELE-SERV PERSONNEL FOR 13 DAYS BY SHIFT
(In Minutes)

	Day	Evening	Midnight	Total
Issuing/Receiving Equipment				
Minutes	2809	1930	916	5655
Percentage	49.7	34.1	16.2	100.0
Checking/Filing Folders				
Minutes	1119	954	55	2128
Percentage	52.6	44.8	2.6	100.0
Information Center				
Minutes	399	741	301	1441
Percentage	27.7	51.4	20.9	100.0
In-office Duties				
Minutes	904	275	134	1313
Percentage	68.9	20.9	10.2	100.0
Public Service				
Minutes	232	417	151	800
Percentage	29.0	52.1	18.9	100.0
Subpoenas/Warrants				
Minutes	452	71	17	540
Percentage	83.7	13.2	3.1	100.0
Other Tasks				
Minutes	886	124	73	1083
Percentage	81.8	11.5	6.7	100.0

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Table 14 which analyzes the amount and percentage of time spent on various tasks by shift, shows that a little over one-third (35%) of the total amount of time spent on different tasks by the day and evening shift personnel is spent on issuing/receiving equipment. On the other hand, midnight shift personnel spent just above one-half percent (51%) of their time in issuing/receiving equipment.* Seventeen percent (17%) of their time was also spent in serving as an information center. Other information gathered from the table is that day-shift personnel spent considerably more time on performing in-office duties (11%) compared to evening shift (5%) and midnight shift (7%) personnel.

Table 14

TOTAL AMOUNT AND PERCENTAGE OF TIME SPENT ON DIFFERENT TASKS BY TELE-SERV PERSONNEL BY SHIFT
(For 13 Days)

	Day		Evening		Midnight	
	M	%	M	%	M	%
Issuing/Receiving Equipment	2809	35.1	1930	34.9	916	50.6
Taking Offense Reports	1203	15.0	1014	18.4	162	9.0
Checking/Filing Folders	1119	14.0	954	17.3	55	3.0
Information Center	399	5.0	741	13.4	301	16.6
In-Office Duties	904	11.3	275	5.0	134	7.4
Public Service	232	2.9	417	7.5	151	8.4
Subpoenas/Warrants	452	5.6	71	1.3	17	1.0
Other	886	11.1	124	2.2	73	4.0
	8004	100.0	5526	100.0	1809	100.0

*It is important to keep in mind that we are dealing with the activities reported by Tele-Serv personnel. The time periods during which no activities occurred are not included in the calculations. The midnight shift, for example, reported activities for about two-six hours of the total eight hour shift.

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Table 15 illustrates the average amount of time spent in performing various tasks by each Tele-Serv person for a 13 day period by both day of the week and shift. It shows that Tele-Serv personnel, on an average, spent more time in issuing/receiving equipment on Wednesdays especially during the evening shift. They also seem to spend more time, in comparison to personnel working on other weekdays, in checking/filing folders during that time period.

It was also found that midnight shift personnel on Saturday spent a considerably higher amount of time on giving information than midnight shift personnel in other weekdays.

Table 15

AVERAGE AMOUNT OF TIME SPENT IN PERFORMING VARIOUS TASKS BY EACH TELE-SERV PERSON FOR 13 DAYS BY DAY AND SHIFT
(In Minutes)

	Mon	Tues	Wed	Thurs	Fri	Sat	Sun
Issuing/Receiving Equipment							
Day	64	74	92	92	79	80	120
Evening	73	98	104	92	55	40	60
Midnight	60	50	91	58	121	68	14
Total Average	66	78	96	86	78	62	75
Checking/Filing Folders							
Day	22	44	44	37	23	27	17
Evening	16	44	75	37	26	28	36
Midnight	0	7	5	15	0	0	0
Total Average	17	38	48	33	20	21	21
Information Center							
Day	10	4	13	10	5	17	48
Evening	33	44	25	19	37	22	18
Midnight	16	24	5	22	14	64	10
Total Average	19	20	16	15	18	31	29
In-Office Duties							
Day	41	21	20	23	3	76	10
Evening	10	1	32	23	0	2	0
Midnight	9	0	5	32	1	15	8
Total Average	26	11	22	25	5	33	6
Public Service							
Day	10	1	3	18	4	2	9
Evening	25	27	17	24	4	8	1
Midnight	19	23	11	3	5	2	23
Total Average	17	13	9	17	4	4	9
Subpoenas/Warrants							
Day	22	5	10	17	20	9	0
Evening	6	0	2	6	1	2	0
Midnight	0	2	0	6	0	0	0
Total Average	13	3	6	11	9	4	0
Other							
Day	0	33	40	60	3	17	8
Evening	0	10	8	2	2	12	0
Midnight	7	0	0	22	0	0	13
Total Average	1	20	23	34	2	11	6

SECTION III

CONCLUSIONS AND RECOMMENDATIONS

1. The Tele-Serv Unit is an important component of the Portsmouth Police Department which performs on a 24 hour basis, seven days a week, a combination of duties necessary to the Department. The Unit, in addition to taking formal police reports from citizens, serves as an equipment center, an information center for citizens, and an information center for police personnel. We recommend that the mix of duties be continued and that a continuing management review process be established to insure that duties are not assigned to the Unit without appropriate justification.

2. The Tele-Serv Unit is under the day-to-day supervision of a Sergeant. This has caused some problems because other Sergeants work in the Tele-Serv Unit. We, therefore, recommend that a Lieutenant be placed in overall 24 hour charge of the Unit. The Lieutenant in charge should oversee Tele-Serv as part of his various assigned duties and not as a full time activity. The Lieutenant should report to the Assistant Chief for Administration who has ultimate responsibility for Tele-Serv operations. If this recommendation is accepted, the Planning and Analysis Unit should be charged with developing an appropriate job description and list of duties for this position.

3. The Tele-Serv Unit currently takes an average of 370 offense reports per month or about 12 reports per day. The number of reports taken by Tele-Serv should be increased substantially. Tele-Serv should take particularly more larceny reports (Tele-Serv currently takes 58%) and more destruction of property reports (Tele-Serv currently takes 50%). Consideration should also be given to increasing Tele-Serv's role in taking burglary, particu-

larly attempted burglary, reports. If these recommendations are accepted, the ICAP steering committee should be charged with developing a plan for increasing the number of reports taken by Tele-Serv. The steering committee will have to work closely with the city's Department of Communications to determine how dispatchers can best refer additional citizens to the Tele-Serv Unit.

4. Tele-Serv should be renamed Operations Support Center. This name change would reflect the wide range of duties performed by Tele-Serv personnel.

5. The present staffing arrangements for Tele-Serv appear to be somewhat confused and haphazard at times. We recommend that staffing be based on the following management principles and assumptions.

   a. Assignment to Tele-Serv should be viewed as a regular duty much like assignment to patrol, criminal investigations, crime prevention, crime analysis, etc. Individuals should not be assigned to Tele-Serv for "disciplinary" reasons.

   b. The police department will always have a number of highly qualified sworn officers who will be required to serve on "light" duty. These individuals can function very effectively within the Tele-Serv Unit. If the number of light duty officers exceeds the manpower requirements of Tele-Serv, the extra light duty officers could assist in making call backs for criminal investigations, in crime analysis, in crime prevention activities or in similar tasks. They should not simply be assigned to Tele-Serv because this is a convenient place to put light duty officers.

   c. The Tele-Serv Unit should be under the command of sworn personnel.

   d. Auxiliary officers and clerical employees could perform many of the

functions now performed by sworn officers. Clerical employees should not take offense reports or supplemental reports.

   e. At the present time the Department does not have a sufficient number of clerical employees who could replace some of the sworn officers currently assigned to the Tele-Serv Unit. The ICAP steering committee should be charged with developing a specific plan in time for next year's budget process for assigning clerical personnel to Tele-Serv. This would reduce the number of sworn officers needed to staff Tele-Serv and could result in substantial cost savings to the Department and the City of Portsmouth. It may also be possible to thereby place additional officers on street duty or in other units of the Department.

6. We recommend that eight individuals be assigned on a full time basis to the Tele-Serv Unit. We recommend that Tele-Serv personnel be required to work a ten hour shift on a four day per week basis with some overlap between the shifts to allow for an exchange of information and to appropriately staff the unit during its busiest times of operation. We propose the following shift arrangement:

Day Shift	0600 - 1600
Evening Shift	1430 - 0030
Midnight Shift	2230 - 0830

Under this arrangement, the Tele-Serv Unit will be staffed by two sworn officers during the Monday through Friday day and evening shifts. One officer will work the midnight shift everyday of the week except Thursday, when two individuals will be working the midnight shift. Consideration should be given to structuring duties for the two individuals working the midnight shift on Thursday which would insure that sufficient activity

exists to warrant the assignment of two individuals. In order to compensate for days off and leave time, this staffing proposal requires that 3 individuals be assigned to the day shift, 3 assigned to the evening shift and 2 assigned to the midnight shift. Presented below is a possible staffing plan.

Day Shift = 3 Employees   and   Evening Shift = 3 Employees

	Day of Week						
Employee	Sun	Mon	Tues	Wed	Thurs	Fri	Sat
A	X	X	OFF	OFF	OFF	X	X
B	OFF	X	X	X	X	OFF	OFF
C	OFF	OFF	X	X	X	X	OFF

Midnight Shift = 2 Employees

Employee	Sun	Mon	Tues	Wed	Thurs	Fri	Sat
A	X	OFF	OFF	OFF	X	X	X
B	OFF	X	X	X	X	OFF	OFF

Total Number of Employees Required = 8

VII. PRODUCTIVITY IN THE MANAGEMENT OF CRIMINAL INVESTIGATIONS

DEPARTMENT OF URBAN STUDIES AND
        PUBLIC ADMINISTRATION
OLD DOMINION UNIVERSITY
NORFOLK, VIRGINIA   23508

Summary Report:

        PRODUCTIVITY IN THE MANAGEMENT OF
        CRIMINAL INVESTIGATIONS

Prepared by:

Wolfgang Pindur, Ph.D., Principal Investigator
John Livingstone, Research Associate

Prepared for:

City of Portsmouth
Department of Police

September 1981

September 18, 1981

Lt. R. Gaddis
ICAP Coordinator
Portsmouth Police Department
711 Crawford Street
Portsmouth, VA   23704

Dear Lt. Gaddis:

I am herewith transmitting the final evaluation report on the Management of
Criminal Investigations component of the Portsmouth Police Department Inte-
grated Criminal Apprehension Program. The final report is comprehensive in
content and incorporates all of the material presented in the Preliminary
Report of August 1980 and the Progress Report of February 1981.

The Detective Division was highly successful in the efforts to upgrade pro-
cedures for case management and performance monitoring of units and individuals.
I attribute this success to: (1) the commitment of top management both at the
departmental and detective divisional levels to the ICAP program in general and
to its specific component dealing with the improved management of criminal invest-
igations; (2) the highly cooperative attitude and willingness to innovate which
characterized the approach of detective division managers to the program; (3) the
experience and competence of the squad sergeants in the unit; and (4) the coopera-
tion and positive response of the individual investigators who became involved in
the research of past performance and the implementation of recommended changes.

I would like to highlight the fact that all of the proposed changes in the content
of monthly reports, in the performance measures used to evaluate units and indivi-
duals and in the methods used to equalize and optimize caseloads were brought about
by the joint efforts of the Evaluation Team and members of Detective Division. By
their informed and active participation a number of sworn personnel functioned, in
effect, as part of the research and evaluation team.

Significant improvements have been made in: (1) the content of monthly reports
which now set forth workload and performance data in addition to UCR information;
(2) the equity and accuracy of performance measures used to evaluate individuals
and units; (3) the distribution of investigations between patrol and detective
division, specifically the assignment of responsibility for property destruction
cases to patrol division; (4) the equalization of caseloads among individual
investigators; and (5) the accurate estimation of optimum caseloads in burglary
and larceny squads.

Lt. R. Gaddis
September 18, 1981
Page 2

The evaluation research has further established: (1) estimates of optimum
individual caseloads in burglary (19-20 cases per month) and larceny (23-29
cases per month); (2) reasonable expectations of the proportion of reported
burglaries and larcenies which will be cleared - burglary 35%, larceny 30%;
(3) the proportion of assigned burglary and larceny cases which will be solved
by investigators - burglary 50%, larceny 40%; (4) a means to determine the
staffing level required in burglary and larceny squads; and (5) that the
current staffing level in burglary and larceny squads is adequate.
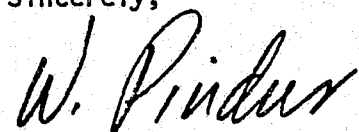
Performance monitoring of all of these changes should be continued so that appro-
priate adjustments can be made to changes in crime trends and the characteristics
of the Portsmouth social environment.

Although considerable improvement in the quality of the initial offense reports was
noted in the early part of the evaluation research, the proportion of unfounded and
misclassified reports referred to burglary squad has recently increased. This is
an indicator that the issue of the preliminary investigation requires further atten-
tion. The quality of the initial report obviously involves the extent to which the
initial reporting officer pursues, or is allowed to pursue, the preliminary investi-
gation. This raises the question of priorities between patrol responsibilities and
investigative responsibilities.

Evaluation research thus far has not addressed the matter of optimum caseloads in
Homicide and Robbery, Sex Crimes and General Assignment type cases. Efforts are
now underway to extend the performance measures and report formats to Youth and
General Assignment cases and these efforts will require careful monitoring.

In conclusion, it is clear that the Portsmouth Police Department and Detective
Division have derived significant benefits from the quality of their participation
in the MCI component of ICAP. Accomplishments so far indicate that the expertise,
cooperation and positive attitude within the division will actively support further
efforts to enhance the investigative function.

Sincerely,

Wolfgang Pindur
Principal Investigator

WP:bh
Enclosure

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PART I: INTRODUCTION

The purpose of this report is to present the results of the evaluation studies conducted in the Detective Division of the Portsmouth, Virginia Police Department during June 1980 to July 1981. This research was done as a component of the Integrated Criminal Apprehension Program.

Background

The Portsmouth Police Department's concern with evaluating investigative productivity is demonstrated in a departmental memorandum dated July 9, 1979 in which Chief Boone wrote, "there is a lack of any instrument with which data may be captured to effectively evaluate and measure investigative unit and individual productivity. Also non-existent are mechanisms for capturing elements for measuring performance or accountability to commanding officers."

Based on Chief Boone's memorandum evaluation studies were conducted in Portsmouth to:

A. Develop productivity measures for individual investigators and investigative units,

B. Determine the relationships among the various case outcomes of investigations. The various terms used in describing case outcomes are discussed in the Glossary of Terms (Appendix A).

C. Estimate the optimum caseloads for investigators in terms of agency goals.

D. Provide a means whereby resource allocation decisions in the investigative function can be made on a better informed basis.

Initial research was conducted in the property crimes section of the Detective Division during June-August 1980. This was followed by performance monitoring in January-February 1981 and during June-July 1981. Initial research in the Crimes Against Persons section was accomplished during January-February 1981 and June-July 1981. Data was collected and monitored

over time in order to assess the impact of changes introduced as a result of the ongoing research findings. Data sources were departmental records, case assignment logs, monthly activity reports, monthly Uniform Crime Reports, time sheets, offense reports, supplemental investigation reports and in-depth personal interviews with key personnel.

Productivity in the Investigative Function

The discussion of the literature on investigative activity is organized into five categories: (1) general studies; (2) the Managing Criminal Investigations Program; (3) UCR rates as productivity indicators; (4) the use of outcome rates as productivity indicators; and (5) performance goals. Selected key studies are reviewed in each area and the relationship of past studies to the current evaluation effort is discussed.

General Studies

The milestone study of the investigative function is considered to be the two year study of police investigation conducted by the Rand Corporation.[1] Some of the key findings of the Rand study relative to investigative productivity are:

1. Differences in training, staffing workload and procedures appear to have no appreciable effect on crime, clearance or arrest rates.
2. The method by which police investigators are organized cannot be related to variations in crime arrest and clearance rates.
3. Substantially more than half of all serious reported crimes receive no more than superficial attention from investigators.
4. For cases that are solved, an investigator spends more time in post clearance processing than he does in identifying the perpetrator.

5. The information gathered at the crime scene is more critical to solution than that subsequently developed by investigation.
6. Of cases ultimately cleared in which the offender was not known at the time of the incident, almost all are cleared as a result of routine police work.
7. A secondary finding was that 29% of investigators' time was unaccounted for by the data collected for the study.

In a general study focusing on unproductive and highly solvable cases, Bernard Greenberg, et. al.[2] developed felony case decision models based on weighted solvability factors. These models provide an estimate of the probability of case solution whereby an educated decision can be made regarding early inactivation or continuation of the case.

The MCI Program

The results of the research by Rand and SRI were incorporated into LEAA's Managing Criminal Investigations (MCI) Program[3] which has as its stated goal "to increase arrests for crimes that are prosecutable which will increase the rate of conviction." The MCI Program is designed to:

1. Enhance the role of patrol officers by charging them with the responsibility of conducting preliminary investigations.
2. Install a Case Screening function which will immediately inactivate cases with small hope of successful conclusion and assign those cases which have expectation of solution.
3. Install management procedures for the continuing investigation to lead to more effective case assignment, improved case investigation and quality, progress monitoring and evaluation of results based on outcomes.

4. Improve police prosecutor relations to enhance the probability of conviction.

5. Install a monitoring system to provide police administrators the statistical data on investigative performance.

The setting of goals and the ability to measure productivity in terms of performance against those goals is the basis of sound management. MCI defines investigative productivity as "the number of investigative outcomes or activities per person hour or day . . . the greater the ratio of outcome per period of time worked, the higher the productivity of the unit or the individual investigator."[4]

The aspect of productivity which relates directly to questions of organization and resource allocation can be posed as the question, "at what level of commitment (caseload) is a detective most productive (clearances/convictions)?" If the answer to this question is known and if the rate of reported crime referred to the investigative division is known, then informed decisions can be made regarding the staffing requirements of the investigative function. Therefore, the ability to measure and evaluate productivity is the basic requirement in Managing Criminal Investigations.

Measuring Productivity: UCR Rates

The F.B.I. Uniform Crime Report has long been used by public officials and police administrators to evaluate police jurisdictions in general and the investigative function in particular.[5] The National Crime Panel of the Law Enforcement Assistance Agency learned through its national victimization survey that not only is a significant incidence of crime unreported, but that the amount of unreported crime varies considerably among jurisdictions. Harry Hatry of the Urban Institute[6] has several reservations about the

validity of UCR statistics. Clearance of a case when only one of two or more offenders is arrested, jurisdictional variance in criteria for unfounding or exceptional clearance of cases, arrest of an offender who has committed multiple offenses of which the police are unaware and the fact that the arrest and charge may not survive the initial judicial screening are all factors which dictate against the unqualified use of UCR clearance rates as a performance measure. Patrick Murphy points out, "it is a misuse of UCR figures to draw from them implications about the productivity of a police department."[7] Even though the F.B.I. itself warns against using UCR rates to make operational decisions, "the use of crime rates as evaluators still hangs like an albatross around the neck of police administrators."[8]

All of these foregoing problems are germane to productivity measurement in the investigative function.

Measuring Productivity: Outcome Rates

Since individual detectives have no control over the proportion of reported offenses inactivated by the initial screening function, outcome rates should be computed using assigned cases, minus unfounded cases, as the total caseload from which arrests, exceptional clearances and inactivation rates are derived. These rates, as well as case quality measures (i.e. cases surviving the initial judicial screening), provide a more accurate indicator of unit and individual performance and are consistent with the MCI Program. However, research should also address the difference between offense arrests and person arrests. Who is more productive, the detective who is credited with multiple arrests by apprehension of a person who has committed several crimes, or the detective who makes a single offense clearance by the arrest of several persons? Thus, the ratio of offense

clearance to persons apprehended needs to be studied in terms of productivity.

Another area not addressed by the literature is the relationship between kinds of clearances. Questions yet to be addressed are:

1. Will increased levels of inactivation by initial screening operate to increase outcome arrest rate for assigned cases, but at the same time operate to depress the UCR clearance rate?

2. If experienced investigators tend to unfound more cases than their less experienced peers, they will have a larger rate of arrest in both UCR and outcome terms. In this context, an unfounded case may be more "productive" than inactivation or exceptional clearance.

3. What is the relationship between arrest clearances and exceptional clearances? An exceptional clearance means that a perpetrator was identified but not arrested. Again, a question of relative productivity can arise when one detective, by having to inactivate a large proportion of assigned cases through legitimate exhaustion of leads, could have a low arrest rate. But, this low arrest rate could be double his exceptional clearance rate. Another detective could produce a higher arrest rate and at the same time have an exceptional clearance rate equal to or higher than the arrest rate.

Measuring Productivity: Performance Goals

The performance goal of increasing arrests for prosecutable crimes could create inconsistency between the objectives of the agency as a whole and the operational objectives of investigators in the field. An organizational objective would be to remove as many criminals as possible from the community, but a detective can increase the clearance rate by seeking to unfound as many reported offenses as possible or by concentrating on individuals or cases

-6-

which experience tells him are most likely to result in multiple offense clearances. Thus, before effective performance goals for an agency can be specified and measures of achievement developed, considerable insight into the activities, behavior and individual motives and goals of investigators must be gained.

Research into the behavior and activities of investigators can be frustrated by several factors. These factors include the "mystique" about detectives[9], the nature of detective work, the detective's control over information and the power of knowledge and expertise which comes into play where specialized employees are the sole authorities on their jobs and the measurement of efficiency of the procedures which they follow.[10] The combination of these factors creates a situation where management is reluctant to actively interject itself unless special or crisis situations make intervention imperative.

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PART II: PROPERTY CRIMES

Introduction

The research methodology for the study of Property Crimes involved extensive analysis of case management records, case tracking of a sample of burglary cases and concurrent interviews and discussions of preliminary and interim findings with the Officer-in-charge of the Property Crimes section and the sergeants in charge of the Burglary and Larceny Squads. Several procedural and organizational changes were implemented during the study which were monitored in order to assess their impact. The initial research was conducted during June-August 1980 and concentrated on data for calendar year 1979 and January-June 1980. Performance monitoring and additional caseload analysis was accomplished in February 1981 and June 1981. Data was collected for the period June-December 1980 and January-May 1980. This allowed for comparison of performance indicators for the various periods before and after the implementation of changes.

Methodology

Data Sources: Case Management Records

Primary data sources were the Case Assignment Logs, Monthly Status Reports and Offense and Supplemental Report files maintained in the Burglary and Larceny Squads. The initial research analyzed data collected for 1979 and January-June 1980. Subsequent performance monitoring utiliz data collected for July-December 1980 and January-June 1981. The case assignment logs are a record of each detective's caseload by month and the specific outcome of each case in terms of arrest, exceptional clearance, unfounding or inactivation. The Monthly Status Reports reflect the total offenses reported during the month, the number of cases assigned to specific investi-

gators and the outcomes of the assigned cases. The UCR clearance rate for the month is also included in the Monthly Status Report. The Offense and Supplemental Report files are a monthly chronological file of the reports filed by detectives. These reports provide investigative information and the basis upon which cases were unfounded, cleared by exception or inactivated.

Research Tasks

The first research task was to gather aggregate monthly data for each of the two time frames (1979 and January-June 1980) in both Burglary and Larceny Squads. This data covered reported offenses, cases processed, case outcomes, outcome rates, inactivation rates and clearance rates.

The second research task was to gather individual data on each detective for each month in the two time frames.

The third task involved aggregating the data at the squad level for the two time frames and computing the various rates of arrest, exception, unfounding and inactivation.

The fourth task was to aggregate data for each detective for the two time frames and derive total caseloads, total hours worked and the various individual outcome rates of arrest, exception, unfounded and inactivation.

Once these tasks were completed, source data tables were developed that presented the needed information to answer the research questions.

Interviews and Consultation

Informal interviews with the Officer-in-charge and the squad sergeants were concurrent with data collection and encompassed such matters as differences in outcome rates among crime categories, the relationship between clearance and inactivation rates and the validity of productivity measures. Twice during the initial study, working conferences re held with the Officer-

in-charge and the squad sergeants. Preliminary findings were reviewed and consensus reached for the path of continued research. The interviews, consultations and meetings made a major contribution to the development of the specific research questions to be employed in Burglary and Larceny Squads.

Section A: Burglary Squad

Research Questions

The research questions set forth below were derived from specific memoranda promulgated by the Chief of Police, the literature search and consultation with members of the Portsmouth Detective Division.

A. Burglary Squad Operations

1. What was the effect of the policy decision to carefully review unfounded and inactivated burglary reports?

2. What were the reasons for the unfounding of burglary reports?

3. Was there a relationship between the UCR clearance rate and the rate at which reports were unfounded?

4. What was the relationship between inactivation rates, UCR clearance rates and the rate at which detectives clear cases by arrest? Did the UCR clearance rate reflect how effectively detectives processed assigned cases?

5. What was the relationship between clearance rates, the rate at which cases are inactivated by initial screening and the rate at which cases were inactivated after investigation?

B. Burglary Squad Caseload

1. What were the caseloads and case disposition rates for burglary detectives for 1979 and January-June 1980?

2. Was there any relationship between a burglary detective's caseload and inactivation rate?

3. What was the current monthly caseload for burglary detectives?

4. Was there a relationship between monthly caseloads and the rate at which reports were unfounded by burglary detectives?

5. Was there a relationship between caseloads and assigned case clearance rates?

Presentation of Burglary Squad Data

Data is presented by restating each research question followed by the detailed research findings.

A. Burglary Squad Operations

WHAT WAS THE EFFECT OF THE POLICY DECISION TO CAREFULLY REVIEW UNFOUNDED BURGLARY REPORTS?

Table 1

BURGLARY

Case Disposition Rates
(Assigned Cases)

January-December 1979 and January-June 1980

	Arrest %	Exception %	Unfounded %	Inactivation %
Jan-Dec 1979	27	17	13	43
Jan-June 1980	28	16	29	27

Table 1 indicates the impact of the Chief's policy decision to pay closer attention to unfounded cases. The percentage of unfounded cases increased from 13% in 1979 to 29% in 1980. A corresponding decrease of 16% was reflected in the inactivation rate: 43% in 1979, 27% in 1980.

To allay any concern that actual offenses were being purged as unfounded, all unfounded reports for January-June 1980 were reviewed to verify the reasons for unfounding the report. In all cases, specific information was presented in the supplemental report which established that either no crime was committed or that the reported offense was not a burglary. It is interesting to note that regardless of the variation in unfounded and inactivation rates for the two time periods the percentage of assigned cases which were solved (cleared by arrest or exception) was 44% for both periods. Thus, for the 18 month period, we can say that burglary detectives, on the average, solved 44% of their assigned cases.

WHAT WERE THE REASONS FOR THE UNFOUNDING OF BURGLARY REPORTS?

Table 2

BURGLARY

Basis of the Unfounding of Cases
January-June 1980

One hundred and fifty-six unfounded cases/offenses of initially reported burglaries were reviewed to determine the most frequent reason for unfounding or reclassifying the offense.

Reasons	Number of Cases %	(%)
1. No evidence of attempted/forced entry; nothing taken	44	(28)
2. Vandalism or property destruction; no forced entry, nothing taken	32	(21)
3. Trespassing, nothing taken	29	(18)
4. Larceny; no forced entry-public place	25	(16)
5. Prowler, no forced entry, nothing taken	4	(3)
6. False report for personal gain	7	(4)
7. Mistaken report; retracted by complainant	12	(8)
8. Civil property dispute	3	(2)
	156	(100)

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In 44 instances it was established that no crime was committed and in 90 cases the crime committed was not a burglary. These 134 cases represented 86% of the unfounded burglary reports for the period of January-June 1980 and also constituted 14% of the total reported burglary offenses and 29% of the cases assigned to burglary detectives. Four questions were raised in considering this data:

1. Were reporting officers and their supervisors making an adequate effort to ensure collection of all available information at the scene?

2. How well did reporting officers and their supervisors understand the elements of the offenses of burglary, larceny, vandalism, property destruction and prowling?

3. How well were preliminary investigations being conducted by patrol officers?

4. Was the supervisory review of preliminary investigations adequate?

WAS THERE A RELATIONSHIP BETWEEN THE UCR CLEARANCE RATE AND THE RATE AT WHICH REPORTS WERE UNFOUNDED?

Table 3

BURGLARY

Unfounded and UCR Clearance Rates
January-June 1980

	Jan %	Feb %	March %	April %	May %	June %
Clearance Rate	22	43	34	40	34	46
Unfounded Rate	7	17	16	25	23	19

NOTES: 1. Clearance rate is the monthly UCR statistic.

2. Unfounded rate is the monthly percentage of reported offenses determined by investigation to be unfounded.

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The two rates appeared to vary together, but this should be interpreted only to mean that, based on this data, higher unfounded rates were associated with higher clearance rates, it does not mean that the higher unfounded rate caused the higher clearance rate.

WHAT WAS THE RELATIONSHIP BETWEEN INACTIVATION RATES, CLEARANCE RATES AND THE RATE AT WHICH DETECTIVES CLEAR CASES BY ARREST. DID THE CLEARANCE RATE REFLECT HOW EFFECTIVELY DETECTIVES ARE PROCESSING ASSIGNED CASES?

Table 4

BURGLARY
January-June 1980

Inactivation, Clearance and Outcome Rates

	Inactivation Rate %	Clearance Rate %	Outcome Arrest Rate %
Jan	80	22	39
Feb	65	43	44
March	72	34	48
April	57	40	48
May	67	34	39
June	68	36	34

NOTES:

1. The inactivation rate is computed by dividing the total cases inactivated by initial screening and investigators by the total cases processed (minus unfounded cases).

2. The clearance rate is the monthly UCR statistic.

3. The outcome arrest rate is the percentage of investigated cases (minus unfounded cases) cleared by arrest during the month.

A high rate of inactivation appeared to be associated with lower UCR clearance rates. However, in any given period of time, a high rate of

inactivation, caused by a large number of offense reports which offer little hope of solution, would generate a lower UCR clearance rate regardless of how effectively investigators process their assigned caseload. Inasmuch as the facts of the offenses remain the same, imposing a lower rate of inactivation would not necessarily produce a higher UCR clearance rate.

By comparing the UCR clearance rate and the outcome arrest rate in Table 4 it was seen that the UCR clearance rate did not give an accurate picture of how successfully detectives processed their assigned cases. In January with the low clearance rate of 22%, burglary detectives resolved 39% of their assigned cases by arrest. In March and May the UCR clearance rate was 34% for both months but the outcome arrest rates were 48% and 39%, respectively.

WHAT WAS THE RELATIONSHIP BETWEEN CLEARANCE RATES, THE RATE AT WHICH CASES ARE INACTIVATED BY INITIAL SCREENING AND THE RATE AT WHICH CASES WERE INACTIVATED AFTER INVESTIGATION?

Table 5

BURGLARY

Clearance Rates, Inactivation Rates, and Outcome Arrest Rates

Month	% Inactive: Screening	% Inactivated: Detectives	Monthly Inactivation Rate	UCR Rate	Outcome Arrest Rate
Jan	76	24	80	22	39
Feb	77	23	65	43	44
Mar	76	24	72	34	48
Apr	66	34	57	40	48
May	82	18	67	34	39
June	69	31	68	36	34

There appeared to be no consistent relationship between the distribution of inactivations and the UCR and outcome arrest rates. For Jan-Mar, the

split between screening and detectives was stable but the UCR rates range from 22-43 percent and the outcome arrest rates ranged from 39-48 percent. April, with a larger proportion of detective inactivations, did have the highest arrest rates. May, with the lowest proportion of detective inactivations had lower arrest rates. However, May was characterized by a high number of exceptional clearances.

It was recommended that inactivations be monitored on a monthly basis to provide more data on the relationship between the proportion of cases inactivated by detectives and clearance rates.

B. Burglary Squad Caseloads

WHAT WERE THE CASELOADS AND CASE DISPOSITION RATES FOR BURGLARY DETECTIVES FOR 1979 AND JANUARY-JUNE 1980?

Table 6 shows the relationship between caseloads and case disposition for the individual detectives in the Burglary Squad

Table 6

BURGLARY DETECTIVES-ASSIGNED CASE DISPOSITION

Jan-Dec 79 - Jan-Jun 80

	Jan-Dec 1979				
Detective	Arrest	Exc	Unf	Inact	Total
A	74(32%)	49(21%)	33(14%)	76(33%)	232
B	41(24%)	25(15%)	15(9%)	89(52%)	170
C	49(29%)	24(14%)	36(22%)	58(35%)	167
D	21(21%)	26(26%)	16(16%)	37(37%)	100
E	24(29%)	13(16%)	3(4%)	43(51%)	83
F (7 mos)	16(24%)	8(11%)	11(15%)	35(50%)	70
Average	27%	17%	13%	43%	822

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	Jan-Jun 1980				
Detective	Arrest	Exc	Unf	Inact	Total
A	39(25%)	36(23%)	43(28%)	38(24%)	156
B	24(22%)	12(11%)	50(46%)	23(21%)	109
C	38(42%)	17(19%)	14(15%)	22(24%)	91
D	22(29%)	8(11%)	26(34%)	20(26%)	76
E	15(25%)	10(16%)	14(23%)	22(36%)	61
F (7 mos)	14(29%)	5(10%)	8(17%)	21(44%)	48
Average	28%	16%	29%	27%	541

(2) WAS THERE ANY RELATIONSHIP BETWEEN A DETECTIVE'S CASELOAD AND INACTIVATION RATE?

Table 7

BURGLARY

Caseloads and Inactivation Rates
January-June 1980

Detective	Cases Processed	Cases Inactivated	% Inactivated
A	156	38	24
B	109	23	21
C	91	22	22
D	76	20	26
E	61	22	36

There was no apparent relationship between caseloads and inactivation rates. In some instances, detectives with lower caseloads had higher inactivation rates. In other instances, detectives with relatively higher caseloads had relatively low inactivation rates.

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WHAT WAS THE CURRENT MONTHLY CASELOAD FOR BURGLARY DETECTIVES?

Table 8

BURGLARY

Individual Caseload Recapitulation
January-June 1980

Detective	Hours Worked	Cases Processed	Hours on Duty Per Case	Cases Per Month
A	1008	156	6.5	25
B	968	109	8.8	18
C	1000	91	10.9	15
D	1040	76	13.6	12
E	1052	61	17.2	9
				79

OVERALL AVERAGE MONTHLY CASELOAD PER MONTH = 13

NOTE: It is important to note that "hours on duty per case" includes all administrative and miscellaneous time not necessarily devoted to casework; therefore, the number of directly applied hours required to process a case could not be determined.

Table 8 shows that the individual caseload varied greatly from an average of 25 cases per month to 9 cases per month. It was recommended that the reasons for this great variation in caseload be examined.

WAS THERE A RELATIONSHIP BETWEEN MONTHLY CASELOADS AND THE RATE AT WHICH REPORTS ARE UNFOUNDED BY DETECTIVES?

Table 9

Caseloads and Unfounded Rates
Burglary - January-June 1980

Detective	Caseload	Unfounded Rate
A	124	26
B	98	45
C	64	19
D*	60	37
E	50	24
F	48	17

*Assigned for only four months.

The unfounded rate did not vary in any consistent way with the caseload.

WAS THERE A RELATIONSHIP BETWEEN CASELOADS AND ASSIGNED CASE CLEARANCE RATES?

Table 10

Caseloads and Clearance Rates
Burglary Squad
January-June 1980

Detective	Caseload	Clearance Rate
A	124	60
B	98	35
C	64	61
D*	60	41
E	50	40
F	48	39

*Assigned for only four months.

The differences in the clearance rates did not appear to be associated with caseloads.

Research Findings (January 1979-June 1980)

A. Operations

1. The high rate of cases unfounded after investigation was the most significant finding in this portion of the study. If this workload could be reduced it would allow for assignment of cases which would normally be screened out by the squad sergeant and provide more insight into the relationship between clearances and inactivations after investigation.

2. UCR clearance rates and aggregate data about offenses which were submitted to the command staff did not accurately reflect the performance of detectives in processing their assigned cases. Figure 1 was the initial recommended format for a monthly internal report which would provide the UCR data, workload and performance

Figure 1

Burglary Squad Report (Month)

UCR DATA

1. Reported Offenses _____

   a. Assigned for
      investigation _____

   b. Inactivated by
      screening _____

2. UCR Clearance Rate _____

   a. Arrest _____

   b. Exception _____

WORKLOAD/PERFORMANCE DATA
(Cases Assigned for Investigation)

3. Assigned Cases Processed

   a. Carried over _____

   b. New cases _____

   c. Reactivated _____

   d. Sub-total _____

   e. Carried fwd(-) _____

      Total _____

4. Cases Unfounded _____

5. Outcome: Processed Cases

   a. Arrest _____

   b. Exception _____

   c. Inactivation _____

INACTIVATION SUMMARY

6. Total Offenses
   (minus unfounded) _____

   a. Inactivated by
      screening _____

   b. Inactivated after
      investigation _____

   c. Inactivation Rate _____

data on assigned cases and a breakdown on the inactivation process.

3. The research thus far indicated that UCR data for burglary was frequently more reactive to inactivation rates than to the outcomes produced by detectives. Therefore, it was difficult to determine a reasonable expectation of what percentage of burglaries would be solved. For the first six months of 1980 the clearance rate ranged from 22-43%. However, the consistency with which burglary squad clears 44% of assigned cases did provide a reasonable expectation of how many assigned cases would be solved. It can also be anticipated that there will be 1.7 arrests for each exceptional clearance, but a high degree of variance could be introduced by a number of cases in which the victim refused to prosecute or instances where the prosecutor decided to go to trial on less than the total of solved offenses.

B. Caseloads

Research indicated that the average monthly caseload for burglary detectives was approximately 13 cases a month. The fact that there has been no measurable impact on clearance and inactivation rates by the range of caseloads during the period of analysis (January-June 1980) indicates that caseloads were not excessive. But this does not mean that caseloads had been optimum: (the point where the assigned case clearances are maximized and assigned case inactivations are minimized). A more detailed analysis of burglary caseloads is presented later in this report.

C. Performance Measures for Burglary

1. The performance measures discussed and presented here can be viewed from several perspectives. They can be applied to units and individuals; they can be regarded as the average of past performance compared to current performance, they may be considered to be a goal statement for investigative units, and finally, they provide performance indicators for the monitoring of changes brought about by policy changes or organizational and procedural innovations. Based on past performance it is reasonable to anticipate: a monthly clearance rate of 35%; a clearance rate for assigned cases of 44% (Arrest - 28%; Exception - 16%) and; a ratio of arrest to exceptional clearance of 1.7:1.

2. In applying these measures to individual detectives the special circumstances involved in exceptional clearance must be considered. A higher ratio of exceptional clearances in any given month may be caused by victims' refusal to prosecute or by a prosecutor's decision to prosecute less than the total offenses. Allowances must also be made for the geographic assignment of investigators. Lower socio-economic residential and business areas tend to generate a higher rate of exceptional clearances.

3. In addition to the application of measures to units and individuals, it was also recommended that the unfounded rate of assigned burglary cases be monitored in conjunction with an effort to reduce the frequency with which the initial report proves to be unfounded or misclassified.

Performance Monitoring: Burglary

A. As a result of the initial research findings, three significant changes were brought about in Burglary Squad during the period July-September 1980.

1. Detectives from burglary squad briefed ongoing watches of the patrol force on a scheduled basis regarding the elements of the offenses of burglary, vandalism, property destruction and prowling. This was done in an attempt to reduce the rate of unfounded and/or misclassified offense reports.

2. The previous caseload research reflected substantial variance in the workload assigned to burglary detectives. One of the factors causing this was a logical policy of the Squad sergeant to assign new, inexperienced detectives a lighter caseload than their peers. However, the case disposition rates indicated that the newer detectives were clearing cases at substantially the same rate as the others. Therefore, this policy was terminated and an effort was made to equalize caseloads.

3. The MIS report formats (Section A, Figure 1) were implemented as a monthly procedure. The content of the forms underwent several revisions as a result of input from the Squad sergeant and individual detectives. There was general consensus that the various rates, (i.e., clearance, disposition and resolution) accurately reflected individual and squad performance. The revised forms are attached as Appendices B and C.

B. Monitoring Methodology. Performance monitoring was accomplished by
comparison of case disposition and UCR clearance rates for different
periods of time prior and subsequent to the introduction of changes
discussed above.

Prior to Implementation
January-December 1979
January-June 1980

Subsequent to Implementation
July-December 1980
January-May 1981

C. Disposition of assigned cases: comparative data.

Table 11 reflects the average rates of the disposition of assigned
cases during the selected time frames.

Table 11

BURGLARY

Case Disposition Rates
(Assigned Cases)

Jan-Dec 1979 : Jan-Jun 1980 : Jul-Dec 1980 : Jan-May 1980

	Arrest %	Exception %	Unfounded %	Inactivation %
Jan-Dec 79	27	17	13	43
Jan-Jun 80	28	16	29	27
Jul-Dec 80	29	27	17	27
Jan-May 81	28	20	23	29

Clearance of Assigned Cases

Jan-Dec 1979 -- 44%

Jan-Jun 1980 -- 44%

Jul-Dec 1980 -- 56%

Jan-May 1981 -- 48%

Resolution of Assigned Cases

Jan-Dec 1979 -- 57%

Jan-Jun 1980 -- 73%

Jun-Dec 1980 -- 73%

Jan-May 1981 -- 72%

D. Discussion of the Comparative Performance Data

1. There was a marked decrease (12%) in the unfounded rate during
July-December 1980 as compared to January-June 1980. However,
during January-May 1981 this rate increased by 6%.

2. The exceptional clearance rate rose substantially (11%) during
July-December 1980 and then fell back by 7% during January-May
1981.

3. The inactivation rate dropped substantially during 1980 and has
remained stable.

4. The rate at which cases are cleared by arrest is stable over
the entire period.

5. The rate at which cases are resolved (cleared or unfounded) rose
substantially during 1980 (16%) and has remained stable.

6. The unfounded rate and the exceptional clearance rate vary
inversely with each other: as one rises the other falls. This
relationship is shown graphically in Table 12.

Table 12

BURGLARY

Unfounded and Exceptional Clearance Rates
January 1979-May 1981
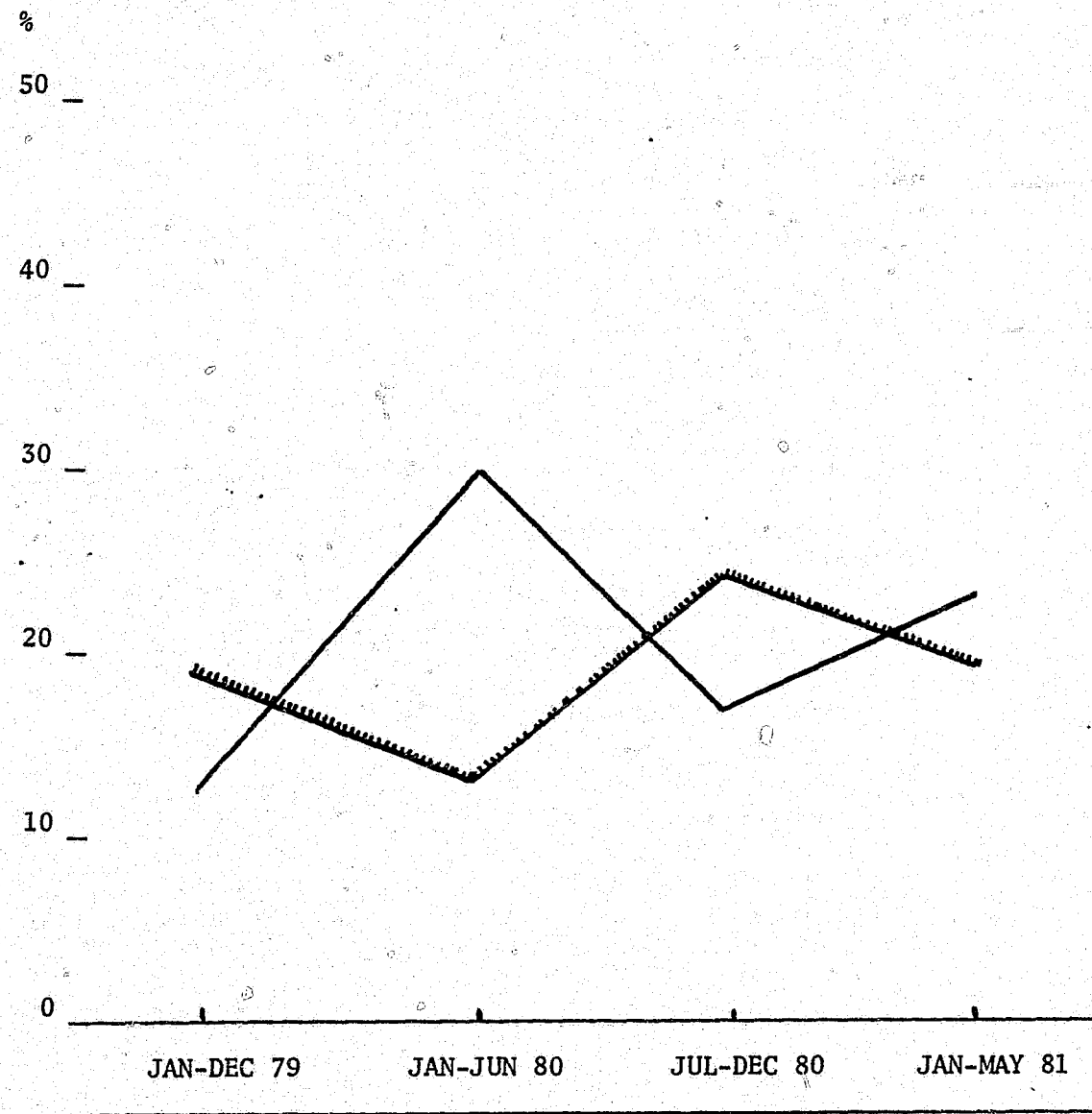
Time Frames

Unfounded rate: ————

Exceptional clearance rate: ┅┅┅┅┅┅

E. UCR clearance rates. Table 13 presents this data for three time
frames Jan-Jun 1980 : Jun-Dec 1980 and Jan-May 1981.

Table 13

BURGLARY

UCR Clearance Rates
Jan-Jun 1980

Jan	Feb	Mar	Apr	May	Jun	AVG
22	43	34	40	34	36	34%
*(185)	(105)	(174)	(83)	(114)	(128)	

Jul-Dec 1980

Jul	Aug	Sep	Oct	Nov	Dec	AVG
57	68	65	55	54	47	58%
*(121)	(134)	(99)	(118)	(118)	(113)	

Jan-May 1981

Jan	Feb	Mar	Apr	May		AVG
44	31	40	34	25		
(93)	(109)	(112)	(91)	(146)		

*Numbers in parentheses are the total reported burglaries for the month.

F. UCR clearance rates and the inactivation by initial screening
inactivation rate. Table 14 presents this data graphically for
the period Jan 79-May 81. The relatively high clearance rates during
July-September 1980 are explained in part by a "Sting" operation
conducted during that period. It is also noted that the UCR
clearance rate varies inversely with the inactivation by screening
rate. Two explanations are possible. (1) If a large number of cases
are "screened out" as having insufficient leads to make assignment un-
productive there will be a smaller proportion of offenses which can
be cleared; or (2) cases which have a potential for clearance are

Table 14

BURGLARY

Inactivation by Screening and UCR Clearance Rates
Jan 1979-May 1981

Inactivation by screening rate: ▬▬▬

UCR clearance rate: ▬▬▬▬

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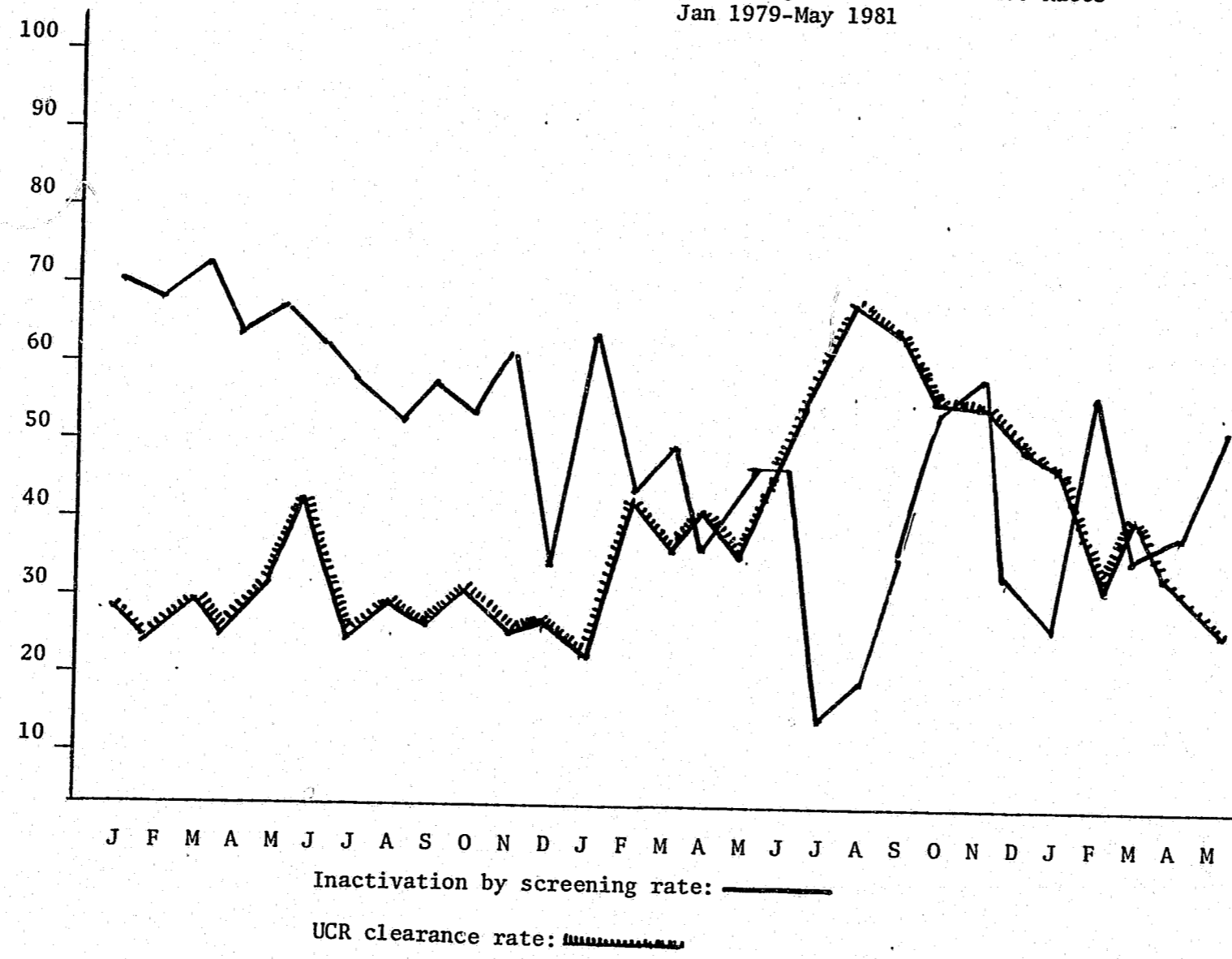
being screened out because of inadequacies in the initial offense
report/preliminary investigation. In other words information was
available at the scene which was ommitted or not collected.

Statistical Analysis of Caseloads (January 1979-May 1981).

A. Background. To analyze the caseload data it was necessary to find
a way to measure the impact of caseload on investigative performance.
Because the UCR clearance rate represents the proportion of reported
burglary crimes which are solved, an attempt was made to determine
the association between changes in this rate and changes in average
caseloads and other explanatory variables. Explanatory variables
(factors which would be associated with changes in the UCR clearance
rate) selected were the inactivation rate, the clearance rate of assigned
cases, the unfounded rate and monthly average caseload as a percent
of total reported burglaries. Data was initially collected for the
period Jan 79 - March 1981 and a regression equation was formulated
to measure the association between changes in the UCR clearance
rate and changes in the explanatory variables.

B. Hypothesized Relationships

1. The Inactivation Rate. A higher rate of initial inactivation
would reduce the number of cases that could be cleared. There-
fore, high inactivation rates would have an inverse relationship
with the UCR clearance rate.

2. Clearance of assigned cases. The higher the percentage of cases
assigned for investigation, the greater the number that could
be solved and the higher would be the UCR clearance rate.

3. The unfounded rate. The effect of the unfounded rate was not
hypothesized for direction. While unfounded cases reduce the

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number of reported burglaries they also reduce the number of cases that could be cleared. It was assumed that this variable had an effect and it was included to determine whether that effect was positive or negative.

4. Average caseload as a percentile of total reported crime. Previous research had indicated that average caseload had not "peaked" in terms of positive outcomes; it had not reached a level where the assigned case clearance rate started a downward trend. A positive covariance was hypothesized. By using the average monthly caseload $\left(\dfrac{\text{Number of assigned cases}}{\text{Number of burglary detectives}}\right)$ as a percent of total reported burglaries for the month $\left(\dfrac{\text{Average caseload}}{\text{Reported burglaries}}\right)$ the effects of caseload and the level of reported burglaries were combined into one variable.

C. Results. Detailed presentation of the regression outcomes is contained in Footnote 13. In general terms, it was found that the caseload variable had the most impact on the UCR clearance rate. Increases in the average monthly caseload were clearly associated with increases in the UCR clearance rate. During the 29 month period for which data was collected the average monthly caseload as a percent of the total reported burglaries was 12.4%. Reported burglaries averaged 136 incidents a month; therefore, average monthly caseload was 136 X .124 = 17 cases per detective. The statistical analysis estimated that a 1% increase in the caseload percentile would be associated with a 1.2% increase in the UCR clearance rate. However, the analysis cannot identify the caseload which is optimum in terms of maximizing the UCR clearance rate. Logically the optimum point

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would occur when the caseload level is no longer associated with increases in the UCR clearance rate. This would mean that investigators are approaching a workload that results in an increase in case inactivations because less time is available to pursue individual cases. Thus, regression analysis is estimating that caseloads should be increased but it does not provide an estimate of _how much_ they should be increased. This information can only be gained by experience. It is recommended that average caseload be increased to 19-20 cases a month and the outcomes monitored. Based on the average incidence of burglary a caseload of 20 would compute to an average caseload that is 14% of reported burglaries.

Case Tracking: Investigative Activities: Burglary Crimes

A. Background. During the period March-May 1981 data was collected on how burglary investigators distribute their time among various investigative activities. Figure 2 is the form used to collect this information. An initial version was prepared by the Principal Investigator and closely reviewed by detective division managers and the individual burglary detectives. After revision of the forms and a detailed briefing with the burglary squad, a form was attached to each offense report. After the case was processed, the completed forms with copies of the initial and supplementary reports were submitted to the evaluation team. One hundred fifty forms were collected between 1 May and 15 April 1981 and represented all of the assigned burglaries during the period. The code sheet in Appendix D was the instrument used by the evaluation team to collate the information. In addition to collecting data on time distribution it was possible to also extract information about solvability factors

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Figure 2

Investigative Activity Data Collection Form.

Assigned To:	Offense Report #	Date Assigned

1. Response Time _____
2. Evidence Collection (crime scene search) _____
3. Interviewing complainant: Scene _____ Later _____
4. Interviewing witnesses: Scene _____ Later _____
5. Canvassing neighborhood _____
6. Interrogation of suspects: Scene _____ Later _____
7. Field interview cards _____
8. Locating witness, suspect _____
9. Transporting victim, witness, suspect _____
10. Checking pawn sheets, precious metal, scrap metal _____
11. Utility checks, P.R.H.A., phone co. etc. _____
12. Crime analysis information _____
13. Computer checks _____
14. Informant contact _____
15. Surveillance, stake-out _____
16. Squad meeting discussing particular case _____
17. Out-of-town investigation _____
18. Search warrant _____
19. Supplemental report taken _____
20. Consultation with Commonwealth Attorney _____
21. Securing warrant _____
22. Extradition procedures _____
23. Securing petitions _____
24. Progress report _____
25. Case file preparation _____
26. Other (please be specific) _____

_____

_____

Note: If the investigation of this case led to the investigation of other cases, please note the offense report number(s) on this form.

so that analysis could include the importance of these information elements in regard to the clearance of burglaries in Portsmouth.

B. Frequency of specific investigative activities. Table 15 breaks down the specific investigative activities and categorizes them by the proportion of burglary cases in which those activities occur. For example, interviewing the complainant later occurred in 94% (or 141) of the 150 cases examined. It is noted that the activities in more than 50% of the cases are, with the exception of the progress report, actions which are also part of the preliminary investigation. Thus, the most frequent investigative activities are those which replicate what should have been done when the initial report was taken. In discussing this issue with detectives, this replication was defended on the grounds that relatively inexperienced patrol officers in some cases do not know the right questions to ask or that a complainant or witness will later recall information that was not given to the officer taking the initial report. It is also relevant that burglary detectives in Portsmouth are assigned to specific geographic segments of the city and it frequently happens that experience with these areas provides avenues for investigation that are not apparent to patrol officers. These factors aside, there was a consensus among the burglary detectives that a thorough and detailed preliminary investigation saves considerable time even though some ground may be covered twice.

Table 15

Percentile Frequencies of Investigative Activities
N = 150

More than 50% of cases (50%-100%)

Interviewing complainant later	94%
Progress Report	81%
Locating witness/suspect	59%
Interviewing witness later	55%
Canvass neighborhood	53%

Less than 50% but more than 25% of cases (25%-49%)

Interviewing suspects later	43%
Crime analysis information	35%
Evidence collection	29%
Consultation: CW Attorney	28%
Response time	26%
Computer checks	26%

Less than 25% of cases but more than 10% (10%-24%)

Transporting victim/witnesses	24%
Squad meetings	24%
Other tasks	24%
Case file preparation	19%
Interview complainant: scene	17%
Check pawnsheets: prec. metals	17%
F.I. Cards	15%
Arrest warrant	14%
Interview witness: scene	13%
Informant contact	13%
Supplemental report	11%

Less than 10% of cases

Other reports processed	9%
Out of town investigation	9%
Surveillance	6%
Securing petition	4%
Search warrant	3%
Interview suspects (scene)	2%
Utility checks	1%
Extradition procedures	0%

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C. Time spent on specific activities. Table 16 lists the investigative activities and reflects the mean and standard deviations of the time spent on them. The large standard deviations point up the great variation in time devoted to these activities among different cases.

Table 16

Time Spent on Specific Investigative Activities
(In Minutes)

Variable (Number of cases in parentheses)	Mean	Standard Deviation
1. Response time (40)	6.6	4.8
2. Evidence collection (44)	50.3	60.1
3. Interview complainant (Scene) (25)	83.4	192.1
4. Interview complainant (Later) (141)	64.5	54.3
5. Witness at scene (19)	88.4	219.0
6. Witness later (83)	83.9	89.3
7. Canvass neighborhood (79)	65.0	80.5
8. Suspect at scene (3)	48.3	62.1
9. Suspect later (64)	105.7	63.7
10. F. I. Cards (23)	28.5	21.8
11. Locate witness, suspect (88)	216.7	367.7
12. Transport victim, witness, suspect (36)	58.4	160.5
13. Check pawn sheets, prec. metal, etc. (25)	97.6	132.2
14. Utility checks (2)	90.0	42.4
15. Crime analysis info. (53)	33.6	18.5
16. Computer checks (39)	23.8	10.8

Table 16 (Continued)

Variable (Number of cases in parentheses)	Mean	Standard Deviation
17. Informant contact (19)	28.7	23.6
18. Squad meetings (36)	22.1	12.1
19. Out of town (14)	257.7	201.48
20. Search warrant (5)	58.0	24.9
21. Supplemental report (17)	20.5	6.8
22. Consult C.W. Att. (42)	59.6	79.0
23. Arrest warrant (21)	74.6	50.2
24. Extradition (0)		
25. Secure petitions (6)	80.3	32.6
26. Progress report (122)	20.7	13.3
27. Case file prep. (29)	253.2	269.07
28. Other tasks (14)	9.4	16.8
29. Time spent (18) (Other tasks)	132.3	202.1
30. Surveillance/stake-out (9)	275.0	161.2

D. Time gap between offense occurrence and assignment of the case
for investigation. It was logically assumed that the sooner a
case was subject to a follow-up investigation the greater would
be the probability of solution. However, the data in Table 17
indicates that this may not be the case as far as burglary
investigations are concerned.

Table 17

Time Gap Between Offense Occurrence and Case Assignment Related to Clearance

Time	# Cleared	# Not Cleared	Total
Same day	20 (30%)	46 (70%)	66 (100%)
Next day	8 (50%)	8 (50%)	16 (100%)
3 days	12 (38%)	20 (62%)	32 (100%)
4+ days	10 (38%)	16 (62%)	26 (100%)
	50 (36%)	90 (64%)	140 (100%)

The cases which were assigned the same day the offense occurred
had the lowest proportion of clearances. It is important to
remember, however, that assignment does not necessarily mean
that active investigation took place immediately upon assignment.
The data does indicate that the time devoted to a thorough
initial screening process will probably not adversely effect
the results of the follow-up investigations.

E. Man hours required to process burglary cases. Table 18 reflects
the number of cases which were processed in specified blocks of
time. Time is expressed in terms of hours and it is not possible
to translate the hours into the number of days required. The
hours of effort devoted to one investigation could either be a
concentrated period of time or could span several days.

Table 18

Time Required to Process Cases
(Man Hours)

Time	# Cases Processed	% Processed
8 hours	8	5.4
9-24 hours	92	61.4
25-56 hours	45	30.0
57-102 hours	5	3.3
	150	100.0

F. Time required for case dispositions. Table 19 provides case

disposition information for the time blocks previously specified.

Table 19

Time Required for Case Dispositions

Disposition (# of Cases) (%)

Time (hours)	Arrest	Exception	Inactive	Unfound	Unfound Misclass	Total
8	1(12.5)	1(12.5)	5(62.5)		1(12.5)	8(100%)
9-24	14(15)	15(16)	33(36)	11(12)	19(21)	92(100%)
25-56	18(40)	6(14)	17(38)	2(4)	2(4)	45(100%)
57-102	1(40)	1(20)	1(20)	—	1(20)	5(100%)
	35	23	56	13	23	150(100%)

The proportion of cases cleared increases as more time is devoted

to investigation and most inactivations (89%) occur in the 9-56

hour time frame. This is a logical progression whereby the least

productive cases are phased out early in the investigative process

and more time is allocated to those with a higher probability of

solution.

G. Analysis of Solvability Factors.

1. Linear Probability Model.

In an attempt to determine the relationship between the presence

of selected solvability factors and the probability of case

clearance, regression analysis was performed utilizing a linear

probability model.[11] The model was constructed with the following

qualitative (dummy) variables.

Y = Case Clearances (Cleared: 1, Not Cleared: 0)

X_1 = Witness (Present: 1, Not Present: 0)

X_2 = Suspect named, described or location known (Yes: 1, No: 0)

X_3 = Vehicle identification, description (Yes: 1, No: 0)

X_4 = Traceable property (Yes: 1, No: 0)

X_5 = Fingerprints lifted (Yes: 1, No: 0)

2. Methodology.

The observations taken were from 150 burglary cases which

represented the total assigned cases in Portsmouth's burglary

squad from 1 April 1981 to 15 May 1981. To correct for the

possible violations of the standard linear model (particularly

heteroskedasticity) the regression was run using Generalized

(weighted) least squares.

3. Results. The results of the regression were:

$$Y = .25 + .093X_1 + .204X_2 - .103X_3 - .036X_4 + .13X_5$$

sig .001   not sig.   sig .01   not sig   not sig   not sig

$R^2 = .08$ Rho .008

4. Discussion. The regression results, if significant, would be interpreted in the following manner: the probability of a case clearance (if there were a witness to the crime, there was suspect information, vehicle information, traceable property and fingerprints lifted) would be:

$$.25 + .093 + .204 - .103 - .036 + .13 = 53.8\%$$

However, in this case, the regression explained only 8% of the variance in case clearance and only the intercept and suspect information were statistically significant. It is also noted that X_3 (Vehicle Info) and X_4 (Traceable Property) had negative parameter estimates, even though those estimates were insignificant. X_5 (Fingerprints Lifted) had a positive estimate but was still insignificant.

5. Conclusions.

a. A highly tentative estimate can be made that 25% of the assigned burglary cases would be cleared without the presence of any of the selected solvability factors. This must be qualified by the presence of other insignificant variables and the low R^2 (8%).

b. Suspect information is the strongest and only significant variable affecting case clearance. This is consistent with other studies.[2] However, the weakness of the overall regression precludes a firm estimate that suspect information would increase the probability of clearance by 20%.

c. The negative estimates for the contribution of vehicle information and traceable property and the insignificance of fingerprints are inconsistent with empirical experience and common sense. Visual inspection of the data revealed a substantial number of inactivated cases where vehicle and traceable property information was present. This could lead to a mathematical negative association that is inconsistent over time. The same circumstances could also apply to the insignificant parameter estimate for fingerprints.

Summary and Conclusions: Burglary Squad

A. Operations.

1. There has been substantial improvement in the disposition of burglary cases since 1979. The resolution of cases has increased from 57% and stabilized at a level of about 73%. Case inactivations have dropped from 43% in 1979 to 29% in 1981.

2. The ratio of arrests to exceptional clearance has consistently been greater than one.

3. The rate at which cases are unfounded/misclassified dropped dramatically in 1980 (from 29% to 17%) but has increased somewhat thus far in 1981 (17% to 23%). This increase appears to be associated with variation in the exceptional clearance rate which dropped from 27% to 20% while the arrest and inactivation rate remained stable.

4. The UCR clearance rate for 1981 currently averages 35% while in 1980 it averaged 58%. However, impact of the Sting Operation on the 1980 UCR clearance rate must be considered. The relationship

between the inactivation by initial screening rate and the UCR clearance rate discussed on pages 27 and 28 is also germane here. The drop in the UCR clearance rate has not been associated with any decrease in the assigned case clearance rate. (Jan-June 80: 44% -- Jan-May 81: 48%).

5. The preliminary investigation by the first officer at the scene is a critical element that has not yet been directly evaluated. Increased productivity of investigators and better management information can only go so far in improving effectiveness; specifically the administration and resolution of assigned cases. The dimension that has not been addressed concerns the potential solvability of cases initially screened out and not assigned. If those screened out reports in fact contain all the information available at the scene then the system is approaching the optimum in dealing with total reported burglaries. However, if the initial report is cursory and overlooks important elements of information a potentially productive case will be screened out in error.

B. Caseloads.

1. Statistical analysis indicates that burglary detectives can handle more than 12-13% of the monthly reported burglaries as an average monthly caseload. The analysis does not forecast how much this percentile can be increased before it begins to depress the UCR clearance rate. This can only be determined by monitoring the impact of various caseloads on the assigned case clearance rate, the number of cases carried over into the next month and the incidence of overtime. Based

on this data it is recommended that an attempt be made to stabilize caseloads at 19-20 cases a month per detective.

2. The caseload analysis also indicated that the current staffing level in the burglary squad (one sergeant and six detectives) is adequate and consistent with the frequency of burglary crimes.

C. Case Tracking: Investigative Activities.

1. Those activities which occur most frequently in the conduct of burglary investigations are those which eventually replicate the preliminary investigation. Complete and thorough preliminary investigations will operate to decrease the amount of detectives time devoted to these activities.

2. The circumstances of each case investigated are sufficiently different to cause a wide variation in the amount of time devoted to specific activities.

3. The fact that a great proportion of cases are inactivated in 9-56 man hours supports the current procedure whereby cases are closed in 10 working days unless there is a specific justification to continue the investigation.

SECTION B. LARCENY

Research Questions

The specific research questions developed for larceny squad are listed below.

A. Larceny Squad Operations

1. What was the distribution of larceny clearances between patrol and detective division? Did this distribution have any impact on the UCR clearance rate?

2. What were the case disposition rates (Arrest, Exception, Unfounded, Inactivation) for larceny/property destruction for 1979 and for January-June 1980?

3. What was the relationship between inactivation rates, clearance rates and the rate at which detectives clear cases by arrest. Did the UCR clearance rate reflect how effectively detectives were processing assigned cases?

B. Larceny Squad Caseloads

1. What were the Larceny and Property Destruction caseloads and case disposition rates for Larceny detectives during January-June 1980?

2. Was there a relationship between caseloads and inactivation rates in larceny?

3. Was there any relationship between larceny caseloads, clearance rates and unfounded rates?

Operational Differences: Larceny and Burglary

Two factors which differentiated Larceny squad operations from the Burglary squad were that patrol cleared as many larcenies as did detectives and larceny detectives also processed property destruction cases. During

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the period January-June 1980 detectives cleared, on the average, 15% of reported larcenies, while patrol cleared 16%. In many cases a patrol clearance involves taking custody of persons apprehended by retail business management or security personnel. During the same period approximately one third of the individual caseload was property destruction cases.

Presentation of Larceny Squad Data

A. Larceny Squad Operations

Data is presented by restating each research question followed by the detailed research findings. Data was collected for two time frames: January-December 1979 and January-June 1980.

WHAT WAS THE DISTRIBUTION OF LARCENY CLEARANCES BETWEEN PATROL AND DETECTIVE DIVISION. DID THIS DISTRIBUTION HAVE ANY IMPACT ON THE UCR CLEARANCE RATE?

Table 20

LARCENY

January 1980 - June 1980
Clearances by Detective and Patrol Division

Month	Cleared by Detectives %	Cleared by Patrol %	UCR Clearance Rate %
January	16	7	23
February	23	18	41
March	16	15	31
April	9	21	30
May	14	16	30
June	11	19	30

Numbers are the percent of the total reported offenses (minus unfounded reports) cleared by arrest or exception. The total of detective and patrol clearance rates equal the UCR clearance rate.

The UCR clearance rate for larceny did not react in any consistent way with the distribution of clearances between detectives and patrol. During April-June patrol cleared more

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larcenies than detectives with a total UCR clearance rate of 30% for the three months. In January and February detectives cleared more cases than patrol and the UCR clearance rate was 23% and 41%, respectively.

WHAT WERE THE CASE DISPOSITION RATES (ARREST, EXCEPTION, UNFOUNDED, INACTIVATION) FOR LARCENY/PROPERTY DESTRUCTION FOR 1979 AND FOR JANUARY-JUNE 1980?

Table 21

LARCENY/PROPERTY DESTRUCTION

Case Disposition Rates
(Assigned Cases)
January-December 1979 and January-June 1980

	Arrest %	Exception %	Unfounded %	Inactivation %
Jan-Dec 1979	27	25	13	.35
Jan-Jun 1980	20	32	15	33

Table 22

LARCENY/PROPERTY DESTRUCTION

Case Disposition Rates
January-June 1980

	Arrest %	Exception %	Unfounded %	Inactivation %
Larceny	22	31	16	31
Property Dest.	13	39	9	39

Table 21 shows that the essential difference between 1979 and the January-June 1980 disposition rates is that the latter period is characterized by a 7% drop in arrests and a 7% increase in exceptional clearances, while the unfounded and inactivation rates remained essentially stable. Table 22 separates larceny and property destruction and shows that the

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ratio of arrests to exceptional clearances is much higher for larceny than property destruction. These ratios compute to .7 for larceny and .3 for property destruction. These rates are also significantly different from the arrest ratio of 1.7 for burglary. A sampling of offense reports and interviews with squad personnel indicate that the high proportion of juvenile offenders involved in petty larceny and property destruction crimes generates a higher rate of exceptional clearance. Accommodations between the parents of the offender and the victim are often made, or restitution of some sort is effected.

WHAT WERE THE RELATIONSHIPS BETWEEN INACTIVATION RATES, CLEARANCE RATES AND THE RATE AT WHICH DETECTIVES CLEAR CASES BY ARREST. DID THE CLEARANCE RATE REFLECT HOW EFFECTIVELY DETECTIVES PROCESSING ASSIGNED CASES?

Table 23

LARCENY

Inactivation, Clearance and Outcome Rates
January-June 1980

	Inactivation Rate	UCR Clearance Rate	Outcome Arrest Rate
Jan	86	23.5	28
Feb	81	41	13
March	86	31	31
April	86	30	34
May	85	30	40
June	89	30	24

NOTES:
1. The inactivation rate is computed by dividing the total cases inactivated by initial screening and investigators by the total cases

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processed (minus unfounded cases).

2. The clearance rate is the monthly UCR statistic.

3. The outcome arrest rate is the percentage of the total caseload assigned to detectives which was cleared by arrest.

As was the case with burglary, the UCR clearance rate did not give an accurate picture of investigative performance. February, which had the highest clearance rate (41%) also saw the lowest number of cases cleared by arrest (13%). The highest percentages of arrests took place during April and May (34% and 40%, respectively), but the UCR clearance rate was at an average level of 30%. As with burglary there was some indication that higher inactivation rates may be associated with lower clearance rates. The higher inactivation rates of 86 and 89 percent were associated with the lower clearance rates of 23, 30 and 31 percent, while the lowest inactivation rate of 81% was associated with the highest clearance rate (41%).

B. Larceny Squad Caseloads

WHAT WERE THE LARCENY AND PROPERTY DESTRUCTION CASELOADS AND CASE DISPOSITION RATES FOR LARCENY DETECTIVES DURING JANUARY-JUNE 1980?

Table 24

LARCENY AND PROPERTY DESTRUCTION

Assigned Case Dispositions
January-June 1980

Detective	Cases		Arrest	Exception	Unfounded	Inactivated
A	Larceny(76%)	79	18(23%)	22(28%)	17(22%)	22(27%)
ACLD(Mo)	Prop Dest(24%)	25	2(8%)	11(14%)	3(12%)	9(36%)
17	Total Cases	104	20(19%)	33(32%)	20(19%)	31(30%)
B	Larceny (73%)	61	24(39%)	13(21%)	4(7%)	20(33%)
ACLD	Prop Dest(27%)	23	4(17%)	5(22%)	0(0%)	14(61%)
14 (Mo)	Total Cases	84	28(33%)	18(21%)	5(6%)	34(40%)
C	Larceny (76%)	97	16(16%)	42(43%)	16(16%)	23(25%)
ACLD	Prop Dest(24%)	30	4(13%)	17(57%)	4(13%)	5(17%)
21 (Mo)	Total Cases	127	20(16%)	59(46%)	20(16%)	28(22%)
D	Larceny (83%)	59	18(31%)	17(29%)	13(22%)	11(18%)
ACLD	Prop Dest(17%)	12	2(17%)	4(33%)	0(0%)	6(50%)
12 (Mo)	Total Cases	71	20(28%)	21(30%)	13(8%)	17(24%)
E*	Larceny (65%)	34	3(9%)	9(27%)	11(32%)	11(32%)
(3) ACLD	Prop Dest(35%)	19	1(5%)	4(21%)	2(11%)	12(63%)
18 (Mo)	Total Cases	53	4(8%)	13(25%)	13(25%)	23(42%)
F*	Larceny (79%)	34	6(18%)	9(26%)	3(9%)	16(47%)
(4) ACLD	Prop Dest(21%)	9	1(11%)	6(67%)	1(11%)	1(11%)
11 (Mo)	Total Cases	43	7(16%)	15(35%)	4(9%)	17(40%)

Average caseload per month = 15

Larceny = 11
Prop Dest = 4

*Data on E and F is for 3 and 4 months, respectively.

Once again, as with burglary, there was no apparent relationship between caseloads and inactivation, unfounded or clearance rates. With only minor exceptions, the case assignment ratio of Larceny to Property Destruction was 4 to 1, and a higher rate of clearance

by arrest for larceny was apparent. The average monthly
caseload was 15 cases per month.

WAS THERE A RELATIONSHIP BETWEEN CASELOADS AND INACTIVATION RATES
IN LARCENY AND PROPERTY DESTRUCTION?

Table 25

Caseloads and Inactivation Rates
January-June 1980

LARCENY

Detective	Cases Processed	Cases Inactivated	% Inactivated
A	97	23	24
B	79	22	28
C	61	20	33
D	59	11	19

PROPERTY DESTRUCTION

Detective	Cases Processed	Cases Inactivated	% Inactivated
A	30	3	17
B	25	9	36
C	23	14	61
D	12	6	50

NOTE: An important qualification in considering this data is that the
amount of time spent by individuals on casework was not known. There was
no apparent relationship between caseloads and inactivation rates.

WAS THERE ANY RELATIONSHIP BETWEEN LARCENY CASELOADS, ASSIGNED
CASE CLEARANCE RATES AND UNFOUNDED RATES?

Table 26

Caseloads and Clearance and Unfounded Rates
January-June 1980

LARCENY

Detective	Caseload	Assigned Case Clearance Rate	Unfounded Rate
A	97	59	16
B	79	51	22
C	61	60	7
D	59	60	22

There is no apparent relationship between caseloads, clearance
rates and unfounded rates.

Research Findings (January 1979-June 1980)

A. Larceny Squad Operations

1. There were several problems involved in the procedure of assigning
both larcenies and property destruction cases to the same squad.
First, property destruction is not reportable under UCR, there-
fore, detectives had a split caseload - part of which will have
highly visible outcomes (larcenies) and another part (property
destruction) which received substantially less attention. This
produced a cross effect where there was greater motivation to
actively pursue larceny cases and devote less effort to property
destruction. Second, there are different expectations regarding
these two crimes. Even though detectives were clearing 53% of

assigned larceny and 52% of assigned property destruction, the proportion of arrests were significantly lower for property destruction (13%) than larceny (22%). A detective who received a larger proportion of property destruction cases made less arrests. Apparently recognizing this difference the larceny squad sergeant consistently assigned cases so that each detective was carrying a caseload which is 75% larceny and 25% property destruction cases. Obviously case assignment procedures in larceny squad required more administrative time and effort than in burglary squad.

Based on the foregoing it was recommended that the property destruction cases not be assigned to larceny squad.

2. The stability of the monthly inactivation rate in larceny with an 8% range (81-89%) makes it possible to make estimates as to expected outcomes in relation to reported offenses.

   a. It is reasonable to expect that 30% of reported larcenies will be solved (cleared).

   b. It is reasonable to expect that 50% of larceny cases assigned for follow-up investigations will be solved (cleared).

3. As was the case in Burglary Squad, the internal monthly report of squad operations provides aggregate data and UCR clearance rates but does not provide management with sufficient information about the disposition of assigned cases or inactivation rates. It is recommended that the monthly reporting format in Figure 1 be employed in the Larceny Squad as well as in the Burglary Squad.

B. Larceny Squad Caseloads. Research showed that the average monthly caseload for larceny detectives had been 15 cases a month. But, as with burglary, the range of caseloads over time and among detectives had no measureable impact on clearance, inactivation and unfounded rates. Again, this does not mean caseloads have reached an optimum in terms of the desired outcomes and the heaviest possible caseload. Caseload analysis in Larceny Squad was further hampered by the mixed assignment of Larceny and Property Destruction cases.

C. Performance Measures for Larceny Squad

   1. Monthly clearance rate - 30%

   2. Clearance rate for assigned cases - 53%

      Arrest   - 22%
      Exception - 31%

   3. Ratio of arrests to exceptional clearance - .7:1

D. Performance Measures for Assigned Property Destruction Cases

   1. Clearance of assigned cases - 52%

      Arrest   - 13%
      Exception - 39%

   2. Ratio of arrests to exceptional clearance - .3:1

Performance Monitoring: Larceny

A. As a result of the previous research, two significant changes were implemented in Larceny Squad during July-October 1980:

   1. The reporting formats developed for Burglary Squad (Appendices B and C) were found to be compatible with Larceny Squad operations and were implemented as the squad reporting system in July 1980.

   2. Effective October 1, 1980 property destruction crimes were assigned to Patrol Division and the Larceny Squad was committed

solely to larcenies (except grand larceny-auto).

B. Monitoring Methodology.

To assess the impact of these changes, operational data were compared for the period January-June 1980 (prior to implementation) and two periods subsequent to implementation (July-December 1980 and January-May 1981).

1. Table 27 presents the comparable data for assigned case dispositions:

Table 27

LARCENY

Assigned Case Dispositions

Jan-Jun 1980 : Jul-Dec 1980 : Jan-May 1981

	Arrest %	Exception %	Inactivated %	Unfounded %
Jan-Jun 80	22	31	31	16
Jul-Dec 80	15	25	35	25
Jan-May 81	15	25	35	25

It is noted that the data for the two periods subsequent to implementation is identical. There has been an increase in the inactivation and unfounded rates and a decrease in the clearance rates by arrest and exception. These trends will be discussed after presentation of data concerning inactivation by screening and UCR clearance rates.

2. Table 28 shows the results in assigned case outcomes for the three periods. (Unfounded cases are not considered.)

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Table 28

LARCENY

Assigned Case Outcomes
(Arrest : Exception : Inactivation)

Jan-Jun 1980 : Jul-Dec 1980 : Jan-May 1981

	Arrest %	Exception %	Inactivation %
Jan-Jun 80	28	37	35
Jul-Dec 80	20	31	49
Jan-May 81	20	33	47

Assigned Case Clearance Rates

Jan-Jun 80 - 65%

Jul-Dec 80 - 51%

Jan-May 81 - 53%

As with case dispositions, the data on case outcomes reflects a decrease in case clearances and an increase in inactivations. However, as the subsequent tabular presentations will show, this trend does not represent a deterioration in investigative effectiveness.

3. Table 29 presents Larceny Case Trends for the period July 1980-May 1981 in graphic form. The monthly percentiles of the inactivation by screening rate, the assigned case clearance rate and the UCR clearance rates have been plotted and trend lines drawn for each rate.

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Table 29

LARCENY RATE TRENDS JUL 80-MAY 81

Inactivation by Screening Rate
Assigned Case Clearance Rate
UCR Clearance Rate

%

100
90
80
70
60
50
40
30
20
10

JUL AUG SEP OCT NOV DEC JAN FEB MAR APR MAY

Months
Jul 80-May 81

Inactivation by Screening rate: ━━━━━

Assigned case clearance rate: ▲▲▲▲▲▲▲
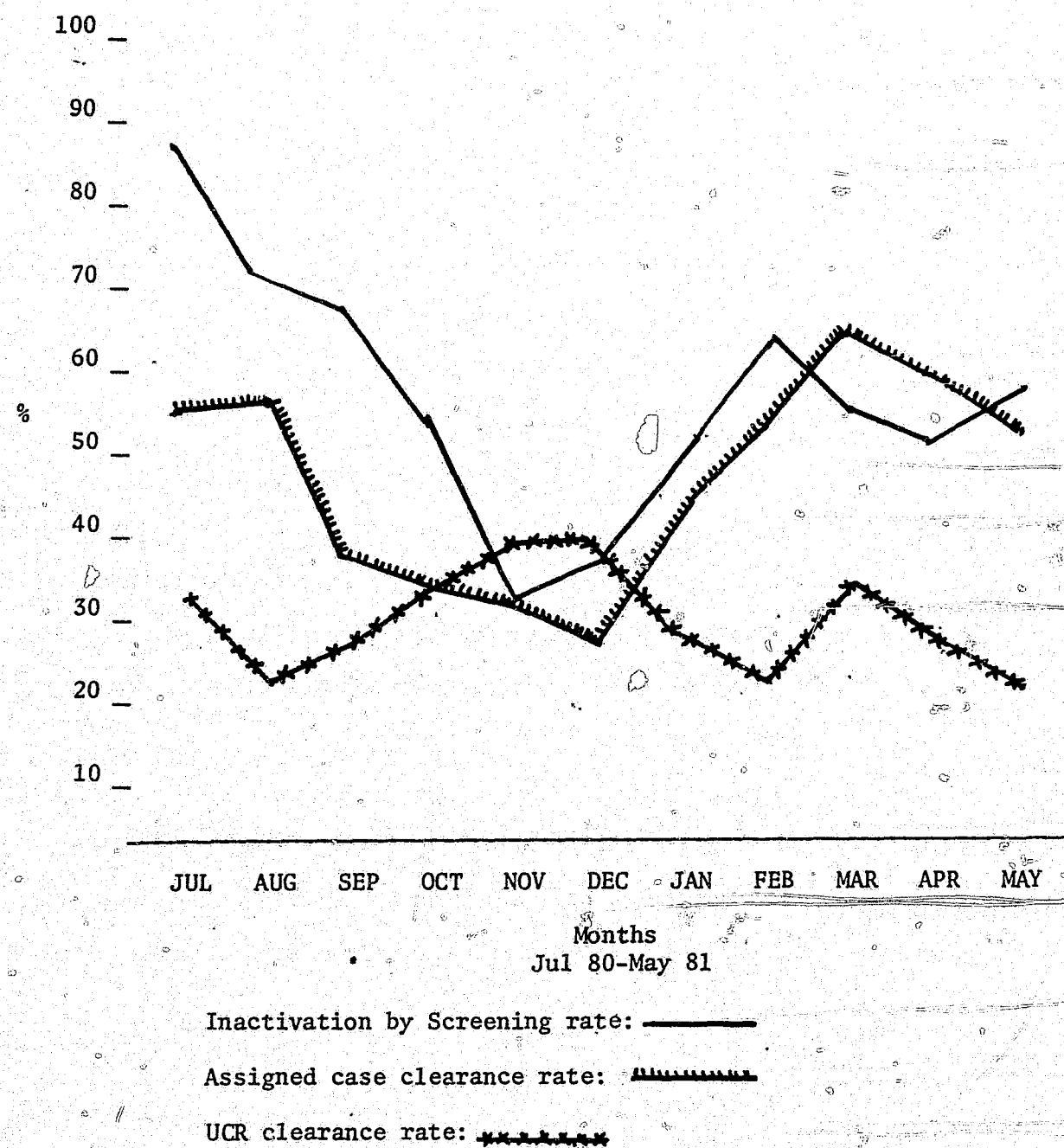
UCR clearance rate: ✗✗✗✗✗✗✗

The trend lines show that during August-December the inactivation by screening rate and the assigned case clearance rate were decreasing. During the same period the UCR clearance rate steadily rose. Thus, as a smaller proportion of reported larcenies were inactivated by initial screening, detectives were apparently receiving more cases of low solvability potential and this operated to lower the assigned case clearance rate. However, the concurrent increase in the UCR clearance rate indicates that a larger proportion of reported crime was being cleared each month. In January and February both the inactivation by screening and assigned case clearance rates rose while the UCR clearance rate dropped. The graph shows an inverse relationship between the inactivation by screening and assigned case clearance rates on one hand and the UCR clearance rate on the other. It appears that screening out fewer cases does cause assignment of more unsolvable cases but at the same time it is associated with higher UCR clearance rates.

4. Table 40 shows just the UCR clearance rate and the inactivation by initial screening rate for January 1980-May 1981. The inverse relationship between the two rates is clearly apparent.

Table 30

LARCENY

Inactivation by Screening and UCR Clearance Rates
Jan 1980-May 1981

Jan 1980-May 1981

Inactivation by screening rate: ⎯⎯⎯⎯

UCR clearance rate: ⎰⎰⎰⎰⎰⎰⎰⎰⎰

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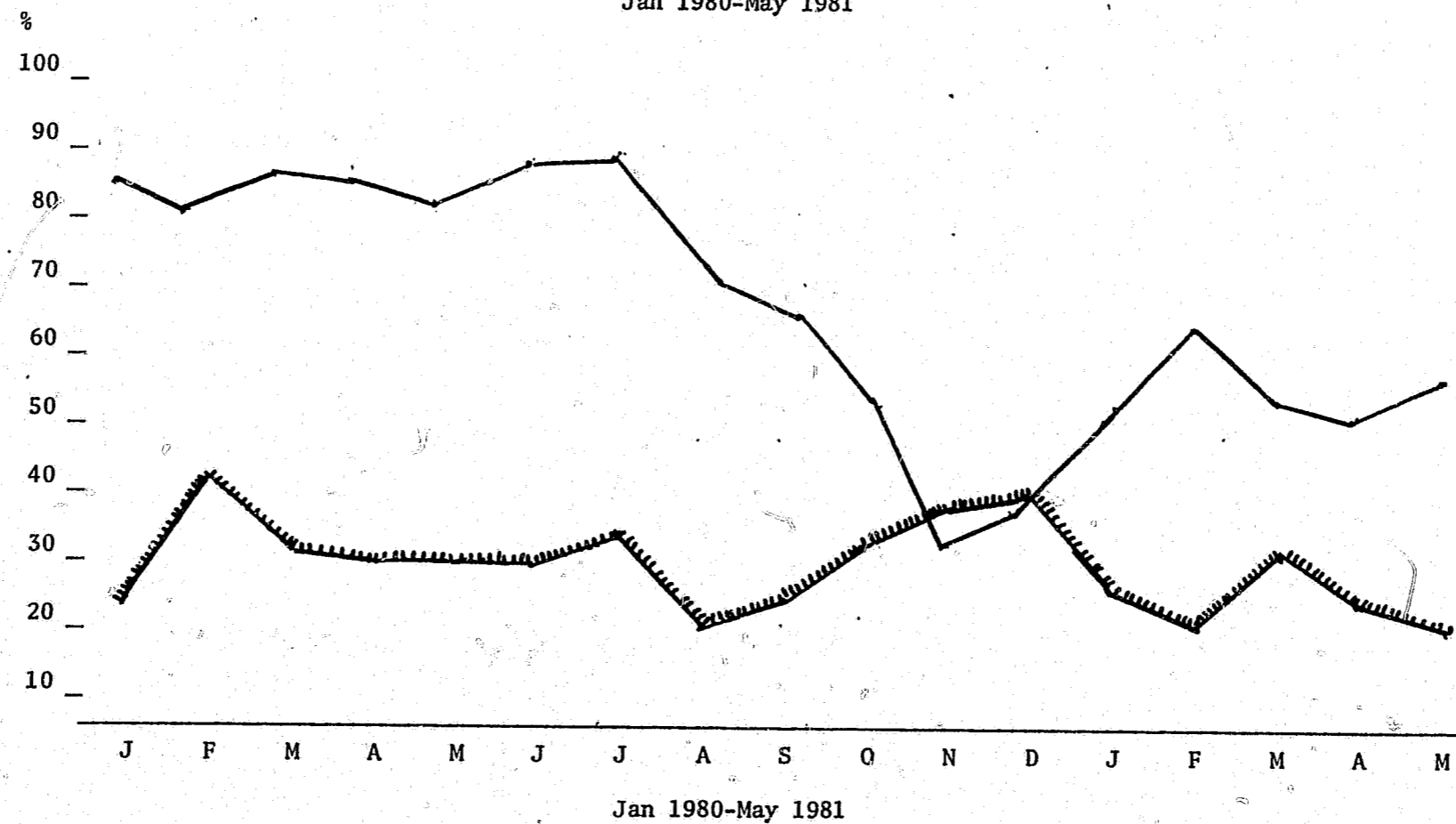
Caseload Analysis: Larceny

A. Regression Analysis.

Analysis of the data collected showed that the average monthly caseload

for a larceny detective were:

                    January-June 1980: 15
                    July-September 1980: 17.5
                    October 1980-June 1981: 20.3

However, there appeared to be no direct relationship between

investigators caseloads and assigned case clearance rates. To

examine the possible relationship between caseloads and the UCR

clearance rate a univariate regression equation was set up with the

average monthly caseload as a percentage of total monthly reported

larcenies (AC%L) as the explanatory variable. Data for the

period July 1980-June 1981 was the observation base.

UCR Clearance Rate = Constant Term + $\dfrac{\text{Average month} \quad \text{aseload}}{\text{Total reported} \quad \text{nies}}$

B. Regression results:

UCR Clearance rate =   18.2   +   1.9

Standard errors   (3.727)   (.5465)

t ratios   4.906   3.462

Significance   .002   .01

R^2 = .55   F (Critical) = 6.93   F (Estimate) = 11.987

Both the constant term and the parameter estimate were highly

significant as was the F statistic for the regression. The R^2

value indicates that 55% of the variance in the UCR clearance rate

is explained by the regression.

C. Analysis of results.

1. The estimate indicates that the UCR clearance rate will be

18.2% + 1.9 X AC%L. Example: The mean value for AC%L was 6.5%

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and the mean UCR clearance rate was 30.58%. Using the regression formula to estimate the mean clearance rate gives the result 18.2% + (6.5% X 1.9) = 30.55%. This estimate is very close to the true mean of 30.58%.

2. Estimation of the mean provides a _point_ estimate of the average. In actual practice it is frequently more useful to know the estimated range of the UCR clearance rate between two percentiles. In other words, if AC%L increases to 9% the UCR clearance rate will be somewhere between two percentiles with some degree of probability. Statistically this is called a confidence interval or confidence band for an _individual_ prediction (the specific instance where AC%L is 9%).

   a. 95% Confidence interval for UCR clearance rate given an AC%L of 9%:

      Standard Error of the estimate = 3.9029

      $t_{.025}$ 10 Degrees of Freedom = 2.228

      UCR% = 18.2 + (1.9 X 9) = 35.3%

      $35.3 - 2.228 (3.9029) \le E (Yo1X = 9) \le 35.3 + 2.228 (3.9029)$

         26.604   ———   43.99

    Result. If AC%L is 9% there is a 95% probability that the UCR clearance rate will be between 27% and 43%.

   b. Confidence intervals and mean point estimate for various levels of AC%L.

AC%L	Mean Point Estimate	95% Confidence Interval
6%	29.6	20.9 - 38.3
7%	31.5	22.8 - 40.2
8%	33.4	24.7 - 42.1
9%	35.3	26.6 - 43.9
10%	37.2	28.5 - 45.9
11%	39.1	30.4 - 47.8
12%	41.0	32.3 - 49.7

   c. AC%L is a usable variable for after-the-fact analysis, but because the number of reported larcenies is not known until the end of a given month it is not directly useful to operational managers. An estimate of monthly average caseload is needed. During the period October 1980-May 1981 the mean reported larcenies per month was 286. By using this figure as the average frequency of reported larcenies, the AC%L can be applied to estimate average monthly caseloads.

Average Reported Larcenies	AC%L	Average Monthly Caseload
286	6%	17
286	7%	20
286	8%	23
286	9%	26
286	10%	29
286	11%	31
286	12%	34

   d. This analysis indicates that the point of diminishing returns in terms of caseloads has not been reached in Larceny Squad, i.e., that point where AC%L is no longer associated with increases in the UCR clearance rate or is negatively associated. However, as was noted in connection with burglaries, there is logically a point where increased caseloads would result in an increasing proportion of post-investigation inactivations as the workload allows less time to pursue cases.

Summary and Conclusions: Larceny Squad

  A. Inactivation by Screening Rates.

   Inactivation by initial screening rates in excess of 40% to 50% are associated with a decline in the UCR clearance rate. Therefore, in addition to applying solvability and experiential factors in the

case screening process, the proportion of cases screened out should be monitored.

B. Closely related to the inactivation by screening rate is the average monthly caseload as a percent of total monthly reported larcenies (AC%L). Obviously for this rate to go up the inactivation by screening rate must go down. At this point in time AC%L should be increased and an effort made to increase the average monthly caseload for larceny detectives to the 23-29 range.

C. The caseload analysis also indicated that the current staffing level in the larceny squad (one sergeant and six detectives) is adequate and consistent with the frequency of larceny crimes.

PART III: CRIMES AGAINST PERSONS

Introduction

Research in the Crimes Against Persons section of Criminal Investigation Division initially focused on caseloads and case outcomes among units and individuals and on development of reporting formats for the section similar to those developed for the Property Crimes Section. The data for this research was drawn from the time frame May-December 1980 and study was completed in February 1981. Performance monitoring and analysis of data for the period January-June 1981 was accomplished during July 1981.

Methodology

Case assignment logs, case files, offense reports and monthly activity reports for the period 1 May - 31 December 1980 and 1 January-30 June 1981 were researched to provide the necessary data to compute caseloads and case outcomes on a monthly basis for the Homicide and Robbery and Sex Crimes squads and the individual teams and detectives assigned to those squads.

SECTION A: Caseloads and Case Outcomes (1 May-31 December 1980)

Purpose. The purpose of this section is to present the results of the analysis of caseloads and case outcomes in the Crimes Against Persons section of the Criminal Investigation Division, Portsmouth Police Department. For a number of reasons comparative analysis was constrained in this section due to changes in record keeping procedures and case assignment policy in the Homicide and Robbery Squad which took place after January 1980. In order to provide accurate insight into

operations and case outcomes, the period 1 May - 31 December 1980 was chosen for examination.

Qualifications on Caseload Data

A. Inactivations. The matter of case inactivations in the Crimes Against Persons section was not as clearly specified as in the Crimes Against Property section. In many instances cases were administratively inactivated due to a lack of evidence and/or exhaustion of leads, but due to the seriousness of the crime and the possibility of new information, an inactivated case may still be informally assigned to a team or individual detective. The case might not be pursued on the same basis as the current caseload, but the associated facts and leads are periodically checked by the investigator/s. Thus, actual caseload may be slightly higher than the formal record keeping system would indicate.

B. Special incidents. Another factor which makes specification of true workload difficult in this section is the processing or monitoring of incidents such as missing persons and dead bodies. Because these incidents have the potential to be reclassified as a crime against a person they are referred to the Squad Sergeant of Homicide and Robbery Squad (who also acts as the supervisor for the Sex Crimes Unit). Frequently these incidents involve active investigation and follow-up even though they may never be reclassified as a crime. It is difficult to quantify and systematically aggregate this workload with the UCR reportable cases.

C. Workload. The caseload and outcome rates contained in this section reflect the actual performance of units and individual detectives in processing their assigned caseloads. However, for the reasons stated above,

caseload may not be as accurate an indicator of true workload in the crimes Against Persons section as was the case in the Property Crimes section.

Homicide and Robbery Squad: Outcome Rates

A. Cases are assigned to two-man investigative teams in Homicide and Robbery Squad. Therefore, all data is presented in a way that is consistent with this procedure. Table 31 presents case outcomes by team for the period 1 May - 31 December 1980. Case outcomes are: arrest, exceptional clearance or inactivation.

Table 31

CASE OUTCOMES

Homicide-Robbery-Assault
1 May - 31 December 1980

TEAM: A		Category	Outcome			
			Arrest	Except	Inact	Total
TOTAL CASES:	61	Homicide	3(75%)	1(25%)		4 (100%)
UNFOUNDED:	9	Robbery	6(25%)	3(13%)	15(62%)	24 (100%)
	52	Assault	4(18%)	12(54%)	6(28%)	22 (100%)
		Misc.	1(50%)	1(50%)		2 (100%)
			14(27%)	17(33%)	21(40%)	52 (100%)

TEAM: B		Category	Outcome			
			Arrest	Except	Inact	Total
TOTAL CASES:	86	Homicide	8(80%)	1(10%)	1(10%)	10 (100%)
UNFOUNDED:	2	Robbery	20(41%)	9(18%)	20(41%)	49 (100%)
	84	Assault	12(50%)	7(29%)	5(21%)	24 (100%)
		Misc.		1(100%)		1 (100%)
			40(48%)	18(21%)	26(31%)	84 (100%)

TEAM: C		Category	Outcome			
			Arrest	Except	Inact	Total
TOTAL CASES:	113	Homicide	4(80%)		1(20%)	5 (100%)
UNFOUNDED:	13	Robbery	6(19%)	7(22%)	19(59%)	32 (100%)
	100	Assault	22(35%)	32(52%)	8(13%)	62 (100%)
		Misc.	1(100%)			1 (100%)
			33(33%)	39(39%)	28(28%)	100 (100%)

B. The data reflects some significant differences in caseloads and outcomes as related to the type of crime.

1. Caseload distribution:

a. Team C processed more assaults (62) than Team B (24) and A (22).

b. Team B processed more homicides (10) than the other two teams (4 and 5 respectively).

c. Robbery caseloads are unevenly distributed, 24, 49 and 32 cases per team, respectively.

2. Relative outcomes:

a. Robbery was associated with a high rate of inactivation; 62%, 41% and 59%.

b. Assault was associated with high rate of exceptional clearance; 54%, 29% and 52%.

c. Higher homicide caseloads were associated with higher arrest rates for overall assigned cases.

C. Thus, outcome rates generated by the three teams may be more a result of the distribution of crime categories in their assigned caseload than any factors relating to relative performance. The following tables show how team outcomes conformed to the outcomes associated with crime categories.

1. Homicide:

Table 32

Homicide (Highest Rate of Arrest)

Team	% Homicide Cases	Arrest Outcome Rate %
B	12	48
A	7	27
C	5	33

The team assigned the most homicides had the highest arrest rate. The fact that Team A processed a higher percentage of homicides than Team C is caused by the fact that they processed the smallest number of total cases. In terms of numbers, Team A had one less homicide case (4), than Team C (5).

2. Assault:

Table 33

Assault (Highest Rate of Exceptional Clearance)

Team	% Assault Cases	Exceptional Outcome Rate % (Total Caseload)
C	62	39
A	43	31
B	28	21

A higher proportion of assault cases was associated with a higher exceptional outcome rate.

3. Robbery:

Table 34

Robbery (Highest Rate of Inactivation)

Team	% Robbery Cases	Inactivation Outcome Rate % (Total Caseload)
A	47	47
B	58	31
C	32	28

Differences here reflect an association between robbery and inactivations even though Team B has the most robberies but not the highest inactivation rate. After average assignment of 5 robbery cases a month for seven months (May-Nov), this team was assigned 13 robberies in December -- all of which were cleared (11 by arrest; 2 by exception). This explains why the relationship between robbery caseload and the inactivation rate was atypical in this instance.

Homicide and Robbery: Resolution Rates

A. Inasmuch as unfounded cases are the result of investigation, they must be considered as workload in any analysis of performance. Therefore, the resolution rate was developed to reflect the rate at which detectives resolve cases by arrest, exceptional clearance or a determination of unfounded. Table 35 presents the resolution rates for the three investigative teams in Homicide and Robbery Squad.

Table 35

HOMICIDE AND ROBBERY

Resolution Rates

1 May - 31 October 1980

NOTE: Percent of total processed cases resolved by arrest, exceptional clearance or a determination of unfounded.

TEAM: A

		Case Resolutions	
Total cases 61	Arrest	14	23%
	Exception	17	28%
	Unfounded	9	15%
		40	60%

Resolution Summary:

Arrest/Exception: 31(78%)   Unfounded: 9(22%)

TEAM: B

		Case Resolutions	
Total cases 86	Arrest	40	47%
	Exception	18	20%
	Unfounded	2	2%
		60	69%

Resolution Summary:

Arrest/Exception: 58(97%)   Unfounded: 2(3%)

TEAM: C

		Case Resolutions	
Total cases 100	Arrest	33	33%
	Exception	39	39%
	Unfounded	13	13%
		85	89%

Resolution Summary:

Arrest/Exception: 72(85%)   Unfounded: 13(15%)

B. The rate at which the teams resolve assigned cases has a range of 29% (60%-89%). The high rate of resolution by Team C may be partially attributed to the fact that they handled more assault cases which tend to result in a higher rate of exceptional clearance rather than inactivation. There was no association between the relative unfounded rates and caseloads, i.e., heavier caseloads did not necessarily result in higher unfounded rates.

Sex Crimes: Case Outcomes

A. Case outcomes for the three detectives in the Sex Crimes unit is presented in Table 36.

Table 36

CASE OUTCOMES

SEX CRIMES

1 May - 31 December 1980

Detective A	Category	Arrest	Except	Inact	Total
Total Cases: 54	Rape	3(21%)	8(57%)	3(22%)	14 (100%)
Unfounded: 7	Sex Assault	4(50%)	4(50%)		8 (100%)
TOTAL: 47	Other Sex Crimes	10(59%)	5(29%)	2(12%)	17 (100%)
	Mail/Phone Calls	2(25%)	5(63%)	1(12%)	8 (100%)
		19(40%)	22(47%)	6(13%)	47 (100%)

Detective B	Category	Arrest	Except	Inact	Total
Total Cases: 46	Rape	12(70%)	3(18%)	2(12%)	17 (100%)
Unfounded: 3	Sex Assault	1(12%)		7(88%)	8 (100%)
TOTAL: 43	Other Sex Crimes	3(30%)	1(10%)	6(60%)	10 (100%)
	Mail/Phone Calls	2(25%)	1(12%)	5(63%)	8 (100%)
		18(42%)	5(12%)	20(46%)	43 (100%)

Table 36 (Continued)

Detective C	Category	Arrest	Except	Inact	Total
Total Cases: 41	Rape	6(50%)	5(42%)	1(8%)	12 (100%)
Unfounded: 4	Sex Assault	8(80%)	1(10%)	1(10%)	10 (100%)
TOTAL: 37	Other Sex Crimes	4(40%)	3(30%)	3(30%)	10 (100%)
	Mail/Phone Calls	2(40%)	2(40%)	1(20%)	5 (100%)
		20(54%)	11(30%)	6(16%)	37 (100%)

B. Analysis of Data. Case assignments are evenly distributed when it is considered that Detective C had been assigned special administrative projects during the period in addition to investigative work. There appeared to be no specific relationship between types of sex crimes and outcomes; and no sharp differences in the distribution of types of crimes although Detective B was assigned 17 rapes while 14 and 12, respectively, were assigned to the other two detectives.

C. In aggregate outcome rates there is a difference among the three detectives as shown in Table 37.

Table 37

SEX CRIMES DETECTIVES

Aggregate Case Outcome Rates %

Detective	Arrest	Exception	Inactivation
A	40	47	13
B	42	12	46
C	54	30	14

d. In the relationship between exception and inactivation, Detective B's outcome rates are the inverse of the other two detectives with a 46% inactivation rate. This high inactivation rate was derived almost exclusively from crimes other than rape inasmuch as his inactivation rate for rape was only 12%. This could be caused by

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the circumstances of the particular cases assigned or may be associated with the greater number of rape cases assigned.

Case Resolutions: Sex Crimes

A. Table 38 shows the case resolution rates for detectives assigned to sex crimes.

Table 38

SEX CRIMES

Resolution Rates
1 May - 31 December 1980

NOTE: Percent of total assigned cases resolved by arrest, exceptional clearance or a determination of unfounded.

1. Detective A

		Case Resolutions	
TOTAL CASES: 54	Arrest	19	39%
	Exception	22	46%
	Unfounded	7	13%
		48	88%

2. Detective B

		Case Resolutions	
TOTAL CASES: 46	Arrest	18	39%
	Exception	5	11%
	Unfounded	3	6%
		26	56%

3. Detective C

		Case Resolutions	
TOTAL CASES: 41	Arrest	20	49%
	Exception	11	27%
	Unfounded	4	9%
		35	85%

B. Again, there is a substantial resolution rate variation among detectives with two at 88% and 85% and one at 56%. This is explained by the higher inactivation rate of Detective B's cases which was discussed earlier.

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Summary of Findings

A. The three crime categories of homicide, robbery and assault were associated with certain specific outcome rates. Homicide was characterized by a high rate of arrest, a high proportion of robberies resulted in inactivation and assault was associated with a high rate of exceptional clearance.

B. The various outcome rates generated by the investigative teams in Homicide/Robbery were more a result of the distribution of assigned cases among the crime categories of homicide, robbery and assault than a result of relative effectiveness of the teams.

C. The variance in the proportions of type of crimes among the caseloads of the teams makes any comparisons of relative effectiveness of the teams extremely difficult.

D. Sex crimes were characterized by fairly uniform distribution of caseloads but there is substantial variation in outcome rates, with one of the investigators generating a significantly higher inactivation rate than his two peers.

SECTION B. MONTHLY REPORTS; CRIMES AGAINST PERSONS

Background

Research conducted in the Crimes Against Persons section revealed problems similar to those initially found in the Property Crimes. Again, the rate at which cases were inactivated by screening had more impact on UCR clearance rates than did the outcomes of cases assigned for investigation and the monthly report did not highlight these outcome rates. The ability to track case outcomes by crime category was complicated somewhat by the multiple crime categories assigned to the functional squads in the section. Homicide and Robbery detectives also

investigate felony and simple assaults, missing persons and threatening phone calls or correspondence. The sex crimes unit handles various types of sex crimes, and depending on workload also assists with missing persons investigations and threatening phone calls and correspondence.

Report Formats

For the above reasons, development of reporting formats for the Crimes Against Persons section was an involved process which involved several revisions in order to capture the necessary information and still have an instrument that was not administratively burdensome. The formats developed are attached as Appendices E through H. The need to monitor the various types of crimes handled by individuals and units resulted in a report which is considerably more complex than that employed in the Property Crimes section.

SECTION C: PERFORMANCE MONITORING, CRIMES AGAINST PERSONS

Homicide and Robbery

A. In addition to the implementation of the monthly reporting system
in February 1981, a case assignment policy was introduced which
attempted to equalize the assault, robbery and homicide caseloads
among the investigative teams in Homicide and Robbery Squad. To
assess the impact of these changes additional data was collected
for the time frame January-June 1981 and compared to the previous
data.

B. Caseload Distribution: Homicide, Robbery and Assault.

1. Table 39 shows the percentile distribution of assigned cases by
crime category for each of the three investigative teams.

Table 39

DISTRIBUTION OF CASELOAD AMONG CRIME CATEGORIES

Homicide and Robbery Squad
1 Jan-30 June 1981

	Homicide %	Robbery %	Assault %	Mis. %	
Team A	6%	28%	56%	4%	100%
Team B	6%	29%	56%	9%	100%
Team C	4%	35%	61%	–	100%

2. Data Analysis.

It is clear that the effort to more evenly distribute the types of
cases has been successful. There is very little variance among the
three teams and there is a substantial difference between this data
and that shown in Table 40 for the previous period of 1 May-31
December 1980, which reflects very uneven caseloads in terms of
crime categories.

Table 40

DISTRIBUTION OF CASELOAD AMONG CRIME CATEGORIES

Homicide and Robbery Squad
1 May-31 December 1980

	Homicide	Robbery	Assault	Misc.	Total
Team A	8%	46%	42%	4%	100%
Team B	12%	58%	28%	2%	100%
Team C	5%	32%	62%	1%	100%

C. Case Outcomes. Table 41 compares the overall case outcomes produced
for the three investigative teams for the two time periods May-December
1980 and January-June 1981.

Table 41

CASE OUTCOMES: HOMICIDE AND ROBBERY

May-Dec 1980 : Jan-Jun 1981

	Arrest	Exception	Inactivation
Team A			
May-Dec 80	27%	33%	40%
Jan-Jun 81	26%	22%	52%
Team B			
May-Dec 80	48%	21%	31%
Jan-Jun 81	37%	20%	43%
Team C			
May-Dec 80	33%	39%	28%
Jan-Jun 81	38%	22%	40%

All three teams have experienced an increase in the proportion of
cases inactivated and, conversely, a decrease in overall clearances.

Team C has made a greater proportion of arrests as opposed to exceptional clearance in the latter period (Jan-Jun 81) and their results are very close to the results produced by Team B. Team C arrest rate is stable for the two periods, but the Jan-June 1981 time frame saw a substantial increase in their inactivation rate and a proportionate reduction in the exception clearance rate. Inasmuch as caseloads have been equalized to a great extent, the differences in outcomes among the teams cannot be attributed to caseload characteristics.

D. Case Outcomes and Crime Categories. The previous research noted that homicide was associated with a high rate of arrest, robbery with a high inactivation rate and assault with a high rate of exception clearance.

1. The data for Jan-June 1981 was analyzed to see if these relationships were still apparent. Table 42 presents the data.

Table 42

	Arrest	Exceptional	Inactivation
Homicide	78%	11%	11%
Robbery	22%	12%	66%
Assault	46%	37%	17%

2. Analysis of Data.

There is a substantial difference in regard to assault. The average exceptional clearance rate for this crime was 45% and the arrest rate was 34% during May-December 1980. Thus, these two rates have undergone a reversal during January-June 1981 and assault is presently characterized by a high rate of arrest.

E. UCR Clearance Rates: Robbery and Assault. To provide a long term view of the trend in the UCR clearance for these two crimes, data was collected for the 18 month period Jan 1980-June 1981.

1. Table 43 presents the data in graphic form.

Table 43

UCR CLEARANCE RATES: ASSAULT AND ROBBERY

1 Jan 80 - 30 June 81
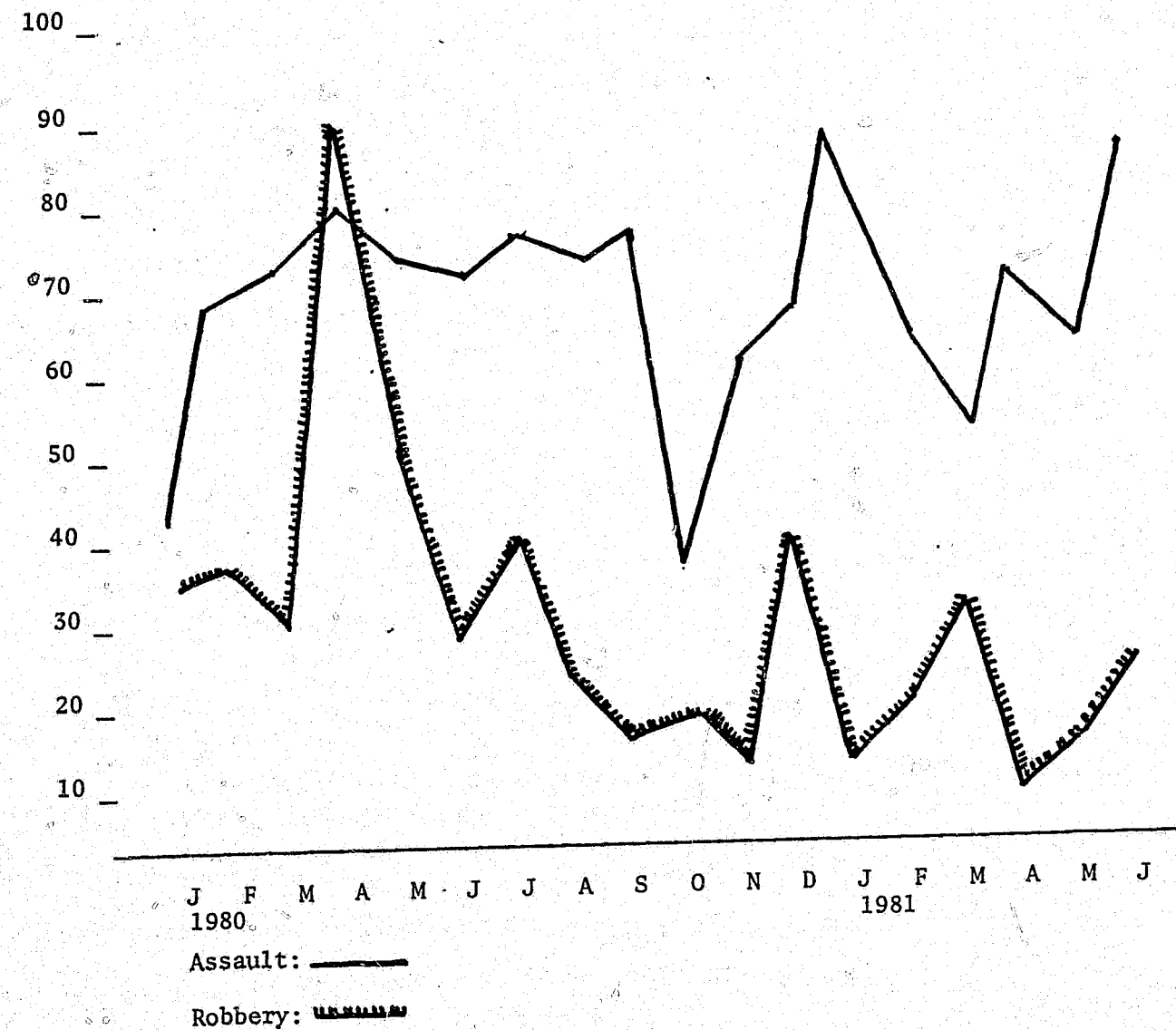
Assault: ———
Robbery: ▪▪▪▪▪▪▪▪

2. Analysis of Data.

a. Assault

  (1) Assault had a relatively stable clearance rate from February 1980 to September 1980 and then varied substantially for the rest of the period as the data below reflects.

Feb-Sep 80	Average UCR Clearance Rate	74%
	Standard Deviation	3.3
	Variance	10.8
Oct 80-Jun 81	Average UCR Clearance Rate	65%
	Standard Deviation	14.5
	Variance	209.2

  (2) In attempt to explain the increased variance during the latter period the relative frequency of assaults during the two periods was examined.

Feb-Sep 80	Average number of assaults per month	78
	Standard deviation	16.0
	Variance	269
Sep 80-Jun 81	Average number of assaults per month	63
	Standard deviation	9.7
	Variance	94.8

Variance in the number of assaults was actually greater during the period when the UCR clearance rates were relatively stable: 269 as compared to 94.8. The relative frequency of assaults does not explain the variance in the UCR clearance rate.

  (3) Data was available on the inactivation by initial screening

rate for the period February-June 1981 and this information was analyzed to see if this rate had any bearing on the variance in the UCR clearance rate.

Average rate	–	38.6
Standard deviation	–	8.3
Variance	–	70.24

The standard deviation is not particularly large; 67% of observations would fall between 38.6 $\pm$ 8.3 (46.9 to 30.3). Therefore, the inactivation by initial screening rate does not appear to explain the substantial variance in the UCR clearance rate.

b. Robbery

  (1) Robbery has a lower overall clearance rate than assault and a decreasing variance in the first six months of 1980:

1979:	Average UCR Clearance rate:	30.4
	Standard deviation	14.7
	Variance	216
1980:	Average UCR Clearance rate:	34.8
	Standard deviation	19.9
	Variance	396
1981:	Average UCR Clearance rate:	19.6
	Standard deviation	8.2
	Variance	67

  (2) This data also reflects a decline during January-June 1980 in the average monthly clearance rate (from 34.8 in 1980 to 19.6).

Impact of Homicide frequency on the Robbery clearance rate

Past experience in the Homicide and Robbery Squad had led the officer-in-charge to believe that a heavy homicide caseload impacted negatively on the robbery clearance rate. It is reasonable to assume that a high visibility crime such as homicide would automatically take priority for a number of reasons and in many cases involve more than one detective team. Therefore, it was logical to theorize that a high incidence of homicide could pre-empt robbery investigations in an organization where the same investigative teams handle both crimes.

A. To test the hypothesis that a high frequency of homicide impacts negatively on the robbery clearance rate a univariate regression equation was developed which tested the relationship between the following variables:

$$Y = B - B_1X_1$$

UCR Clearance Rate (Robbery) $= B -$ Incidence of Homicide

1. UCR Clearance Rate = the monthly statistic reported for Jan (Robbery) 1979-May 1981 (29 observations)

2. B = the estimate of the monthly robbery clearance rate if no homicides were being investigated.

3. Incidence of Homicide = the number of homicides worked on each month: Jan 79-May 81.

B. Regression Results.

UCR Clearance Rate (Robbery) =	41.9	- 3.7
Standard errors	(6.25)	(1.69)
t ratios	6.70	2.18
Significance	.001	.05

$R^2 = .15$ F (Critical) = 3.34   F (Estimate) = 4.75

Significance   .05

C. Analysis of Results

1. **Significance.** The estimate for the intercept (B) and the parameter estimate for the incidence of homicide are statistically significant, as is the F statistic for the regression. However, the R^2 of .15 means that only 15% of the variation in the clearance rate for robbery is explained by the incidence of homicide. Thus, use of the regression results to predict the effect of homicide frequency on the robbery clearance rate would result in a wide range of possible results - this will be discussed in detail below.

2. **Test of Results.** The mean (average) number of homicides is 3.2 and inspection of the data showed that in seven of the 29 months the number of homicides investigated was 3. The average UCR clearance rate for robbery for these seven months was 29.7. Estimating this result by using the regression equation results in an estimate of: 41.9 - (3 X 3.7) = 30.8. Thus, the error in the estimate is only 1.1%. But it must be remembered that this tests the equation on the data which produced it. The equation measures what has happened with substantial accuracy. To estimate, or predict, what will happen involves a different procedure.

3. **Prediction.** To predict results in a given situation it is possible to again compute a confidence interval with 95% probability. To estimate the interval (two figures within

which the UCR clearance rate will fall) for the incidence

of 3 homicides in a given month in the future, the following

mathematical procedure is used:

UCR = 41.9 - 3.7 = 38.2

Standard error of the estimate = 16.539

$t.025$ = 2.052

Confidence Interval 95% = 38.2 ± (2.052 X 16.539)

= 38.2 ± 33.94

= 4.26 - 72.14

Thus, if no homicides were investigated in a given month the

UCR clearance rate would be between 4% and 72%. This is not

usable information. The large standard error of the estimate

is a concommitant of the low R^2 (.15).

4. Based on the data for the 29 months the frequency of homicides

does have a negative effect on robbery clearance rate but many

other factors are involved. The relationship is relatively

weak and cannot be used for prediction or resource allocation

with any accuracy.

Sex Crimes

A. The research conducted for the period May-December 1980 did not
result in any significant findings in regard to Sex Crimes. With
an additional six months (January-June 1981) of data available it
was possible to evaluate caseloads and the outcomes associated
with the various categories of sex crimes as well to examine
relative performance for the previous (1980) and current (1981)
time frames.

B. Average monthly caseloads: Sex Crimes Detectives

Time Frame		Time Frame	
May-December 1980		January-June 1981	
Detective	Avg. Caseload	Detective	Avg. Caseload
A	6.75	A	4.5
B	5.75	B	6.5
C	5.12	C	5.5
Overall Avg.	5.8	Overall Avg.	5.5

For the 14 months considered average caseload has been approx-
imately six cases a month.

C. Aggregate Case Outcome Rates. Table 44 presents case outcome
rates for the two periods examined:

Table 44

SEX CRIMES DETECTIVES

Aggregate Case Outcome Rates
May-December 1980 : January-June 1981

Detective	Arrest	Exception	Inactivation
A			
May-Dec 80	40%	47%	13%
Jan-Jun 81	37%	30%	53%
B			
May-Dec 80	42%	12%	46%
Jan-Jun 81	34%	38%	28%
C			
May-Dec 80	54%	30%	14%
Jan-Jun 81	48%	19%	33%

Two detectives (A&C) have had substantial increases in the
assigned case inactive rate and corresponding decreased in the
assigned case clearance rate. Detective B has a lower inactiva-
tion rate for the latter period and a substantial increase in the
exceptional clearance rate. In the matter of overall assigned
case clearance rates there is little relative difference:

Detective A. 67%

Detective B 72%

Detective C 67%

The data also shows that Detective C has a significantly higher
arrest rate for the two periods (54 + 48/2 = 51%) than the other
two detectives (38% for each).

D. Distribution of Sex Crimes types among detectives. Table 45
shows the percentile distribution of sex crimes types for the
total assigned caseload for the two time frames.

Table 45

SEX CRIMES DETECTIVES

Distribution of Sex Crime Types Among Sex Crimes Detectives
May-December 1980 : January-June 1981

Detective	Rape	Sexual Assault	Other Sex Crimes	Mail/ Phone Calls
A				
May-Dec 80	30%	17%	36%	17%
Jan-Jun 81	26%	22%	37%	15%
B				
May-Dec 80	39%	19%	23%	19%
Jan-Jun 81	30%	10%	37%	23%
C				
May-Dec 80	32%	27%	27%	14%
Jan-Jun 81	15%	25%	36%	24%

There are variations in the distribution of sex crimes types
(the most noticeable is the 15% rape caseload for detective C
as opposed to 26% and 30% for detectives A and B during the period
January-June 1981). However, these variations do not appear to be
related to any differences in relative case outcomes.

E. Outcome rates for Sex Crimes Types. In order to shed more light
on the possible relationship between caseload composition and
case outcome rates, the outcome rates for each type of sex crime
was computed for the two periods. This data is presented in
Table 46.

Table 46

OUTCOME RATES FOR SEX CRIME TYPES

Two Periods Compared
May-December 1980 : January-June 1981

Rape	Arrest	Exception	Inactivation
May-Dec 80	49%	37%	14%
Jan-Jun 81	37%	26%	37%

Sexual Assault	Arrest	Exception	Inactivation
May-Dec 80	50%	19%	31%
Jan-Jun 81	61%	28%	11%

Other Sex Crimes	Arrest	Exception	Inactivation
May-Dec 80	46%	24%	30%
Jan-Jun 81	45%	8%	47%

Mail/Phone Calls	Arrest	Exception	Inactivation
May-Dec 80	29%	38%	33%
Jan-Jun 81	14%	72%	14%

1. Rape. For the period May-December 1980 this crime is clearly associated with a high rate of arrest. There was a decrease in the arrest proportion (12%) between the two periods, but the arrest rate for January-June 1981 was higher than the exceptional clearance rate and equal to the inactivation rate.

2. Sexual Assault. The association of this crime with a high proportion of arrest is even clearer than is the case with rape (50% and 61% for the two periods respectively). The fact that these crimes are not part of the UCR system is significant in regard to evaluating investigative productivity. The system does not reflect the effectiveness of investigative activity in regard to a crime that can logically be expected to have a high

degree of community concern.

3. Other Sex Crimes and Mail/Phone Call Offenses. Although other sex crimes is associated in a relatively high rate of arrest, the variance between exceptional clearance and inactivation makes it questionable to associate these crimes with any specific outcome. The variance of outcomes with regards to Mail and Phone Call offenses does not allow any inferences to be made.

Summary of Findings: Crimes Against Persons

A. Homicide and Robbery

1. The more uniform caseload distribution allows for comparative performance evaluation among investigative teams.

2. Homicide and robbery investigations continue to have characteristic outcomes with homicide resulting in a high rate of arrest and robbery associated with a high rate of inactivation. Assault which had previously been associated with a high rate of exceptional clearance is currently characterized by high rates of arrest. It is questionable that the circumstances of assault crimes have undergone a consistent change therefore it is recommended that the reporting and classification procedures involved in assault cases be closely examined.

3. The crimes of robbery and assault have an extreme variation in the monthly UCR clearance rate which frustrates the ability to make any prediction as to a reasonable expectation of clearance. It is further noted that, in general terms, the clearance rate for robbery is declining.

4. The statistical relationship between the incidence of homicide and the clearance rate for robbery is relatively weak - but it does exist and it is negative. It can be said with some assurance that a heavy homicide caseload will pre-empt investigative activity that would normally be devoted to robbery cases. There is no apparent effect of the homicide caseload on assault clearances.

B. Sex Crimes

1. Rape and sexual assault are characterized by high rates of arrest. Even though sexual assault is not reportable under the UCR system, it is a category that encompasses criminal acts which can attract a high level of community concern. This is another instance where UCR statistics fail to measure police effectiveness.

2. The caseload in the sex crimes unit is distributed on a fairly even basis among the various categories of this crime. Caseload composition does not appear to be related to the outcome rates achieved by the individual investigators and relative comparisons of performance can be legitimately made. It is noted that Detective C has a consistently higher rate of arrest than the other two detectives in the unit.

3. Average monthly caseload in the sex crimes unit is six cases per month. However, there is no indication as to whether this is an optimum workload in terms of outcomes.

PART IV

FINDINGS AND CONCLUSIONS

A. Property Crimes

1. Burglary

a. Based on past performance the statistical estimate of the optimum caseload in burglary squad is 19-20 cases per month. It should be emphasized that the number of burglaries which will occur in a given month can only be estimated and the maintenance of individual caseloads at a specific level will not always be possible. However, the estimate of 19-20 cases a month can be used to identify full commitment and to make resource allocations based on the average frequency of burglary crimes. Based on this caseload estimate the current staffing level in burglary is adequate.

b. The unfounded/misclassified rate has started to increase after the initial decrease achieved during 1980. This may indicate some deterioration in the quality of the initial reports and a need for more training in crime classification.

c. The current UCR average clearance rate of 35% is considered to be a reasonable estimate of the proportion of burglary cases which will be solved in Portsmouth. The average of 46.5% for 1980 was strongly influenced by the Sting Operation conducted during that year and is an overly optimistic expectation.

d. It is reasonable to expect that burglary investigators will, in the long run, clear approximately one-half of their assigned cases.

e. The analysis of burglary solvability factors clearly indicated that suspect information was the only statistically significant factor associated with case clearance. Our research thus far indicates that the experienced judgment of squad sergeants and detectives in evaluating the presence or absence of certain elements of information (solvability factors) provides a sound basis for case screening. The effectiveness of the case screening procedure should be the subject of continued monitoring and research.

f. The most frequent investigative activities in the burglary squad replicate the actions which should be taken during the preliminary investigation. Thus, the quality of the preliminary patrol investigation must be examined. In addition, the elements of a preliminary investigation must be specified.

2. Larceny

a. Insofar as circumstances allow, the average monthly caseload for larceny detectives should be between 23-29 cases a month and assigned case outcomes closely monitored. Based on the average frequency of larceny crimes the current staffing level of one sergeant and six investigators is considered adequate.

b. There is a clear inverse relationship between the inactivation by screening rate and the UCR clearance rate.

c. The inactivation by screening rate is an important indicator of trends in the UCR clearance rate. When initial inactivations approach the 40-50% range the assignment of more cases should be considered even though those cases have marginal solvability.

d. If larceny detectives are assigned to a larger proportion of larcenies their individual clearance rates will drop as they receive a greater number of cases with marginal solvability. However, in terms of total reported larcenies, a larger proportion will be cleared, because in terms of numbers more cases are solved.

e. It is reasonable to expect that larceny investigators will, in the long run, clear at least forty percent of their assigned cases.

f. The current UCR clearance rate of 30% is considered to be a reasonable estimate of the proportion of larceny cases which will be solved in Portsmouth.

B. Crimes Against Persons

1. Homicide, Robbery and Assault

a. Homicide cases are most frequently cleared by arrest, while robbery most frequently results in inactivation. Assault, which previously was characterized by exceptional clearance is now most frequently cleared by arrest. The reason for this is not clear and may be the result of classification and procedural changes which should be checked for consistency with UCR reporting criteria.

b. Caseloads are now more evenly distributed among the teams in Homicide and Robbery squads which will allow for evaluation of comparative performance.

c. The extreme variation in the monthly UCR clearance rates for assault and robbery makes it difficult to replicate the caseload analysis done for property crimes. The substantial

unexplained variation presently frustrates the ability to make
an association between caseloads and outcomes.

d. Additional research will be required in order to better approx-
imate the optimum caseload for Homicide and Robbery investigators.

3. Sex Crimes

a. Rape and sexual assault are both characterized by high rates of
arrest. This should be kept in mind when comparing the relative
performance of investigators in the unit.

b. Caseloads in the unit are quite evenly distributed among the
categories of crime handled by the unit.

c. A mixed caseload of six per month has been the past average but
this does not necessarily establish the optimum caseload. Addi-
tional research is needed to establish the optimum caseload
for the sex crimes unit.

PART V

DIRECTIONS FOR FURTHER RESEARCH

A. **Preliminary Investigations**. Thus far, research in the investigative
function has concentrated on Criminal Investigations Division. The
role of the patrol force in the investigative function has not been
directly evaluated. Research thus far has revealed that the most
frequent investigative activities are those which replicate the prelim-
inary investigation and it is also relevant that the unfounded/misclass-
ified rate for burglary and larceny is 23% and 25% respectively. These
factors indicate a clear need to evaluate the preliminary investigative
function and assess its conformity with the overall investigative mission.

B. **Caseloads**. The recommendations regarding caseloads in the property
crimes section should be monitored on a continuing basis to insure that
maximum productivity is achieved. The caseloads in the Crimes Against
Persons section requires more research to provide management with a
usable estimate of what level of caseload represents a reasonable commit-
ment for investigators.

C. **Team Assignments**. The team assignment policy in Homicide and Robbery
Squad should be thoroughly examined to determine if this procedure is in
fact more productive than case assignment to individuals.

D. **General Assignment Function**. Crimes involving checks, auto theft and
other miscellaneous offenses are not all UCR reportable but commit
substantial investigative resources. Performance indicators and case-
load analysis is required in order to provide effective management of
these investigations.

FOOTNOTES

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2. Felony Investigation Decision Model: An Analysis of Investigative Elements of Information. Bernard Greenberg, et. al. National Institute of Law Enforcement and Criminal Justice, February 1977.

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4. Managing Criminal Investigations, p. 147.

5. Police Accountability. Patrick V. Murphy. Readings on Productivity in Policing. Wolfe and Heaphy, Editors. Police Foundation, 1975, p. 37.

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7. Police Accountability: Patrick Murphy, p. 37.

8. Local Government Police Management. Bernard L. Garmire, Editor, International City Management Association, 1977, p. 151.

9. Managing Criminal Investigations Manual, preface vii.

10. Ibid.

11. Basic Econometrics. Damodar Gujarati, McGraw Hill, 1978.

12. Enhancement of the Investigative Function. Greenberg, et. al. Stanford Research Institute, 1972-73.

13. Regression Analysis Burglary Caseload.

A. Equation #1

Y - UCR Clearance Rate

X_1 - Inactivation Rate (Initial Screening)

X_2 - Clearance Rate of Assigned Cases

X_3 - The Unfounded Rate

X_4 - Average Caseload as a Percentile of Total Reported Crime

N = 27 (months: January 1979-March 1981)

$$y = B_0 - B_1 X_1 + B_2 X_2 \pm B_3 X_3 + B_4 X_4$$

1. Analysis of Results

	Y	X_1	X_2	X_3	X_4
	UCR Clearance Rate	Inactivation Rate	Assigned Case Clearance Rate	Unfounded Rate	Caseload % of total Burglaries
Estimated Coefficients		-.08	.35	-.28	3.8
Standard Error		.099	.067	1.36	.62
t ratio 22 DF		.81	5.2	2.02	6.2
Sig. P =		.45	.002	.07	.002
Standardized Coefficient		.09	.51	.19	.66

a. Significance of the regression: R^2 = .85 F = 30.837

85% of the variation in Y is explained by the regression

at a significance level of at least .01.

b. Significance of the parameter estimates.

(1) Screening Inactivation Rate. (X_1 = -.08). The

estimate indicates that a 1% increase in the inacti-
vation rate would decrease the UCR clearance rate by
.08%. However, this estimate is not statistically
significant.

(2) The assigned case clearance rate. $(X_2 = .35)$. The
estimate indicates that a 1% increase in assigned case
clearances would be associated with a .35% increase in
the UCR clearance rate. The coefficient is significant
at the .002 level and the standardized coefficient of
.51 is relatively high.

(3) The unfounded rate. $(X_3 = .28)$. A 1% increase in the
unfounded rate would be associated with a .28 decrease
in the UCR clearance rate. The significance level of
.07 is relatively high. It is noted, however, that
both the estimate and the standardized coefficient are
relatively small; the estimate may be significant
statistically but it accounts for only small changes
in the UCR clearance rate.

(4) Average monthly caseload as a percentile of total
reported burglaries. $(X_4 = 3.8)$. A 1% increase in
this rate would be associated with a 3.8 increase in
the UCR clearance rate. The estimate is significant
at the .002 level. It is also noted that this is the
largest parameter estimate and has the highest standard-
ized coefficient.

2. Conclusions: Equation #1

a. During the period analyzed the inactivation rate had no
significant impact on the UCR clearance rate. However,

this is not to say that this is an irrelevant variable.
Any extreme variation in this rate in the future might
change both the significance and the effect of this
parameter.

b. The unfounded rate had no significant impact on the UCR
clearance rate during the period of the study. However,
the same qualifications placed on the importance of the
inactivation rate also apply here.

c. The rate at which detectives clear their assigned cases is
significantly associated with the UCR clearance rate. This
is an obvious relationship which could be established without
any statistical analysis. It should also be kept in mind that
the circumstances of the case may have more to do with clear-
ance than investigative performance.

d. Monthly caseload as a percent of the total reported burglaries
for the month is clearly the most important variable in terms
of significance and impact. It is much more critical than
the assigned case clearance rate for the simple reason that
it can be changed by case assignment policy. The regression
coefficient indicates that an increase in average monthly
caseload as a percent of monthly reported burglaries would
be associated with an increase in the UCR clearance rate.

3. Equation #2. The mean for the caseload statistic in the
preceding analysis was 12.1. Because the caseload increased
during the months of April and May 1981, causing the new mean
for the 29 (vice 27) month period to be 12.4, an additional
regression equation was run which included the additional two
months data.

a. Analysis of Results: Equation 2

Y	=	X_1	X_2	X_3	X_4
UCR Clearance Rate		Inactivation Rate	Assigned Case Clearance Rate	Unfounded Rate	Avg. Caseload % of Total Burglaries
Estimated Coefficients		-.27	.21	.0027	1.2
Standard Error		.096	.093	.16	.69
t ratio		2.81	2.32	.016	1.74
Sig P = (one tail)		.01	.025	not/sig	.05
Standardized Coefficient		.49	.37	.022	.19

(1) Significance of the regression: R^2 = .59. 50% of the
variation in Y is explained by the regression at a
significance level of .01.

(2) Significance of the parameter estimates.

    (a) Screening inactivation rate. The estimate indicates
that a 1.0% increase in the inactivation rate would
be associated with .27% decrease in the UCR clearance
rate. The estimate is now significant but accounts
for a small change (approximately 1/4 of 1%) in the
clearance rate.

    (b) Assigned case clearance rate. The estimate indicates
that a 1.0% increase in the assigned case clearance
rate would be associated with a .21% increase in the
UCR clearance rate. Again the estimate is significant
but accounts for a relatively small change in the
UCR clearance rate.

    (c) The unfounded rate. The estimate indicates that
a 1.0% increase in the unfounded rate would be
associated with a negligible increase .0027% in
the UCR clearance rate. The estimate is now
positive, where before it was negative. It is also
not significant where before it was significant at
the .07 level.

    (d) Average monthly caseload as a percent of total monthly
reported burglaries. The estimate indicates that a
1.0% increase in the caseload statistic would be
associated with a 1.2% increase in the UCR clearance
rate. It is still the largest parameter estimate
although the standardized coefficient is not as
large as in the previous equation (.66).

b. Conclusions

    (1) Increase in the inactivation rate is associated with a
small decrease in the UCR clearance rate. Example: a
4% increase in the inactivation rate would be associated
with a 1.08% decrease in the UCR clearance rate. There-
fore, it can be anticipated that substantial increases
in the inactivation rate (20%-30%) would have a notice-
able impact on the UCR clearance rate (5.4%-8.1%). However,
the extent to which policy can influence increases in the
UCR clearance rate by manipulation of the inactivation
rate is limited. The facts of the case remain the same
and assignment of more unsolvable cases will not by
itself influence results.

(2) Assigned case clearance rate. As would be expected,
an increase in the assigned case clearance rate is still
significantly associated with increases in the UCR clear-
ance rate. Example: a 4.7% increase in this rate is
associated with a 1% increase in the UCR clearance rate.

(3) The unfounded rate has a very small parameter estimate
and is not significant.

(4) Monthly average caseload as a percent of total monthly
reported burglaries (AC%B) is still associated with the
largest change in the UCR clearance rate and is statisti-
cally significant. Example: a 5% increase in AC%B is
associated with a 6% increase in the UCR clearance rate.
However, there is logically a point where AC%B could
increase to a point where detectives would be over-
committed and clearance rates would be adversely affected.

(5) The detailed results are not reported here but a separate
regression equation was run to see if the average monthly
burglary detectives caseload, by itself, had any associa-
tion with the UCR clearance rate. Analysis indicated that
it did not. Average monthly caseload only became signifi-
cant where it is reflected as a percentage of total
reported burglaries for the month.

(6) The mean (or average) monthly AC%B for the period analyzed
was 12.4%. The monthly average for reported burglaries
was 136; therefore average monthly caseload for a burglary
detective was 136 X .124 = 16.8, or about 17 cases a month.
AC%B cannot be an exact statistic when used operationally.

The number of burglaries that are _going_ to occur in a
given month is not known. However, knowing the average
frequency will allow approximation. An AC%B of 14% would
compute to an average monthly caseload of 19. Inasmuch
as statistical analysis indicates positive results to
be obtained from increases in the AC%B, target monthly
caseloads for individual detectives could be established
at 19-20 cases and results monitored over time.

GLOSSARY OF TERMS

UCR Clearance Rate: That percentage of reported crime for the given period which is cleared by arrest or exception in accordance with UCR criteria.

Unfounded Rate: That percentage of assigned caseload which is determined to be unfounded or misclassified. A case is unfounded when investigation reveals that the reported crime did not occur or was unproperly categorized by crime type.

Disposition Rates: These rates reflect the distribution of investigations among the various possible results of arrest, exception, inactivation and unfounded.

Case Outcome Rates: These rates reflect the percentile distribution of investigative results among the possible outcomes of arrest, exceptional clearance and inactivation. Unfounded cases are not considered.

Case Resolution Rate: This is the proportion of total caseload which culminates in arrest, exceptional clearance or a determination of unfounded.

APPENDIX A

CRIMINAL INVESTIGATION DIVISION

SQUAD_____

MONTH_____

UCR DATA

1. Reported Offenses
   (Minus unfounded reports) _____

   a. Cleared by patrol/other ____ ____%

   b. Inactivated by
      screening   ____ ____%

   c. New cases assigned
      for investigation   ____ ____%

2. UCR Clearance Rate ____%

   a. Arrest   ____ ____%

   b. Exception   ____ ____%

      TOTAL   ____ ____%

WORKLOAD/PERFORMANCE DATA

1. Assigned Cases Processed

   a. New cases assigned for
      investigation   _____

   b. Cases carried over   _____

   c. Cases reactivated   _____

   d. Cases transferred in   _____

      Sub-total   _____

   e. Cases carried fwd.(-)   _____

   f. Cases transferred out (-) _____

      Sub-total   _____

      TOTAL   _____

2. Case Dispositions:

   a. Arrest   ____ ____%

   b. Exception   ____ ____%

   c. Inactivated   ____ ____%

   d. Unfounded   ____ ____%

      TOTAL   _____

3. Case Resolutions:

   a. Arrest   ____ ____%

   b. Exception   ____ ____%

   c. Unfounded   ____ ____%

      TOTAL   _____

4. Resolution Rate:
   _____
                 ____%

APPENDIX B

-1-

Explanatory Note:

This report format is used to summarize the activities of the burglary and larceny squads. The first section, UCR data, provides supporting information on the UCR clearance data for the month and reflects the distribution of clearances between arrest and exception. It also refers to the proportion of cases inactivated by initial screening. The second section presents workload and performance data for the squad based on the assigned caseload (total reports minus those inactivated by initial screening). The workload data (assigned cases processed) breaks down the number of cases actually processed during the month and does not confine itself strictly to the number of cases assigned during the month. Case dispositions reflect the ultimate disposition of all cases processed during the month by showing the number and proportion of cases which fell into each possible outcome. Case resolutions show the distribution of the cases which were resolved by the squad for the month and the overall resolution rate reflects the squad caseload performance for the month.

CRIMINAL INVESTIGATION DIVISION

INDIVIDUAL DETECTIVE DATA FORM

NAME_____ SQUAD_____

MONTH_____

Case Load_____

1. Cases Processed

   Carried over   _____ _____%

   New cases   _____ _____%

   Reactivated   _____ _____%

   Transferred in   _____ _____%

   Sub-total   _____

   Carried fwd. (-)   _____ _____%

   Transferred out (-)   _____ _____%

   Sub-total   _____

   TOTAL   _____

2. Case Dispositions

   Arrest   _____ _____%

   Exception   _____ _____%

   Inactivated   _____ _____%

   Unfounded   _____ _____%

   TOTAL   _____

3. Case Resolutions

   Arrest   _____ _____%

   Exception   _____ _____%

   Unfounded   _____ _____%

   TOTAL   _____

4. Resolution rate

                         _____%

APPENDIX C

Explanatory Note:

This form recapitulates monthly performance data for the individual detectives in the burglary and larceny squads. Basically it replicates the workload and performance data section of the squad report for each detective. It breaks down the caseload into the various crime categories and reflects the number of cases actually processed by the individual detective for the month. Individual data on dispositions, resolutions and resolution rates is presented so that comparisons among detectives can be made. The assigned caseload (total number of assigned cases) is given at the upper right.

Code-book

Portsmouth ICAP
Phase III

Case Tracking Time Analysis
1981

Column	Variable		Variable labels	
1-3			Case Number	
4-13	1		First name, last name of the detective	
14-19	2		Offense Report Number	
20-25	3		Date case was assigned	
26-31	4		Date the case was cleared	
32-34	5	1	Response time	in actual minutes
35-37	6	2	Evidence collection (crime scene search)	
38-40	7	3	Interviewing complainant at scene	
41-43	8	3	Interviewing complainant later	
44-46	9	4	Interviewing witnesses at scene	8. N/A-reactiva-tion report
47-49	10	4	Interviewing witnesses later	
50-52	11	5	Canvassing neighborhood	
53-55	12	6	Interrogation of suspects at scene	9. N/R
56-58	13	6	Interrogation of suspects later	
59-61	14	7	Field interview cards	
62-65	15	8	Locating witness, suspect	
66-68	16	9	Transporting victim, witness, suspect	
69-71	17	10	Checking pawn sheets, previous metal,	
72-74	18	11	Utility checks, P.R.H.A., phone co. etc.	
75-77	19	12	Crime analysis information	

APPENDIX D

Column	Variable		Variable labels	
78-80	20	13	Computer checks	
81-83	21	14	Informant contact	
84-87	22	15	Surveillance, stake-out	
88-90	23	16	Squad meeting discussions	
91-94	24	17	Out-of-town investigations	
95-97	25	18	Search warrant	in actual minutes
98-100	26	19	Supplemental report taken	
101-103	27	20	Consultation with commonwealth attorney	
104-107	28	21	Securing arrest warrant	
108-109	29	22	Extradition procedures	
110-112	30	23	Securing petitions	
113-115	31	24	Progress report	
116-118	32	25	Case file preparation	
119-120	33	26	Other tasks	

```
1   Led to another offense report
2   Reactivating report
3   Suspect gave written statement
4   Talking to suspect's parents/wife
5   Collecting fingerprint info. & requesting
    I.D./comparison
6   Collecting evidence and photo taken
7   Fill out offense report/youth card
8   Complaint would not prosecute
9   Photo line-up
10  Worked in conjunction with another report
11  Checking pawn shop
12  Check other reports with same MOs
13  Interview police officer
14  Recovering stolen articles
15  Juvenile conference
16  Polygraph examination
```

121	34	Number of other reports processed

_____ actual number

-2-

Column	Variable	Variable labels	
122-124	35	Time spent on other tasks	

_____ in actual minutes

Offense Report Information

Column	Variable	Variable labels	
125	36	Witness	
126	37	Suspect named	
127	38	Suspect location known	
128	39	Suspect described	
129	40	Suspect identified	
130	41	Suspect vehicle identified	
131	42	Suspect vehicle described	1 Yes
132	43	Stolen property traceable	2 No
133	44	Stolen property described	
134	45	Physical evidence collected (at scene)	
135	46	Fingerprints lifted/found	
136	47	Photos taken	
137	48	Type of entry	

```
1 Forced
2 Unforced
```

Supplemental Report Information

138	49	Case disposition

```
1 Arrest
2 Exceptionally cleared
3 Inactive
4 Unfounded
5 Unfounded/misclassified
6 Other
```

Changes made in the code-book later

Card 1, Column 13, Variable 1

Time lap between the case assigned and offense reported/occurred

```
1.  Same day (1)        3.  3 days
2.  Next day (2)        4.  4 days or more
```

-3-

CRIMINAL INVESTIGATION DIVISION
HOMICIDE & ROBBERY SQUAD

MONTH _____

UCR DATA

Department UCR Clearance Rates: Homicide _____ % Robbery _____ % Assault _____ %

Reports Received _____

	Homicide	Robbery	Assault
Inactivated by screening _____ %	_____	_____	_____
Assigned for invest. _____ %	_____	_____	_____

WORKLOAD/PERFORMANCE DATA

1. Assigned cases processed:

	Homicide	Robbery	Assault	Misc.
New cases assigned	—	___	___	___	___
Carried over	—	___	___	___	___
Reactivated cases	—	___	___	___
Transferred in	—	___	___	___
Sub-total	—	___	___	___
Carried forward	—	___	___	___
Transferred out	—	___	___	___
TOTAL	—	___	___	___

2. Case Dispositions:

	Arrest	Except.	Inact.	Unfounded
Homicide	__ __ %	__ __ %	__ __ %	__ __ %
Robbery	__ __ %	__ __ %	__ __ %	__ __ %
Assault	__ __ %	__ __ %	__ __ %	__ __ %
Misc.	__ __ %	__ __ %	__ __ %	__ __ %
SUB-TOTAL	_____	_____	_____	_____
TOTAL	___			

3. Case Resolutions:

	Arrest	Except.	Unfounded
Homicide	__ __ %	__ __ %	__ __ %
Robbery	__ __ %	__ __ %	__ __ %
Assault	__ __ %	__ __ %	__ __ %
Misc.	__ __ %	__ __ %	__ __ %
SUB-TOTAL	_____	_____	_____
TOTAL	___		

4. Resolution Rate:

_____ %

APPENDIX E

-1-

Explanatory Note:

This form provides monthly summary data for the Homicide and Robbery Squad broken down by the categories of crime handled by the squad. UCR data provides UCR clearance data for the month and specifies the number and proportion of cases inactivated by initial screening or assigned for investigation. Workload performance data reflects the detailed caseload in terms of cases actually processed, the disposition of those cases among the possible outcomes and a data breakdown on cases resolved.

-2-

HOMICIDE & ROBBERY

_____ MONTH

_____ (Detective)   Assigned Caseload_____

1. Cases Processed:		Homicide	Robbery	Assault	Misc.
New Cases	___	___	___	___	___
Carried Over	___	___	___	___	___
Reactivated	___	___	___	___	___
Transferred in	___	___	___	___	___
Sub-total	___	___	___	___	___
Carried fwd.	___	___	___	___	___
Transferred out	___	___	___	___	___
TOTAL	___	___	___	___	___

2. Case Dispositions:	Arrest	Except.	Inact.	Unfounded
Homicide	__ %	__ %	__ %	__ %
Robbery	__ %	__ %	__ %	__ %
Assault	__ %	__ %	__ %	__ %
Misc.	__ %	__ %	__ %	__ %
SUB-TOTAL	___	___	___	___
TOTAL	___			

3. Case Rosolutions:	Arrest	Exception	Unfounded
Homicide	__ %	__ %	__ %
Robbery	__ %	__ %	__ %
Assault	__ %	__ %	__ %
Misc.	__ %	__ %	__ %
SUB-TOTAL	___	___	___
TOTAL	___		

4. Resolution Rate:

_____/%

Explanatory Note:

As was the case with the forms for burglary and larceny, this form recapitulates the workload performance data for individual detectives in the homicide and robbery squad. In addition to the assigned caseload, the actual number of cases processed is given along with disposition and resolution information.

CRIMINAL INVESTIGATION DIVISION

SEX CRIME UNIT

MONTH

U.C.R. DATA

Department: _____ U.C.R. Clearance Rate: Rape _____ %

Reports Received _____

      Inactivated by screening _____ %

      Assigned for investigation _____ %

Workload/Performance Data:

1. Assigned Cases Processed	Rape	Sex Assault	Other Sex Crimes	Mail/ Phone/Call
New Cases	___ ___	___	___	___
Carried Over	___ ___	___	___	___
Reactivated cases	___ ___	___	___	___
Transferred in	___ ___	___	___	___
Sub-total	___ ___	___	___	___
Carried forward	___ ___	___	___	___
Transferred out	___ ___	___	___	___
TOTAL	___ ___	___	___	___

2. Case Disposition:	Arrest	Except.	Inact.	Unfounded
Rape	___ ___ ___ %	___ ___ %	___ ___ %	___ ___ %
Sex Assault	___ ___ ___ %	___ ___ %	___ ___ %	___ ___ %
Other Sex Crimes	___ ___ ___ %	___ ___ %	___ ___ %	___ ___ %
Mail/Phone Calls	___ ___ ___ %	___ ___ %	___ ___ %	___ ___ %
SUB-TOTAL	___ ___ ___ %	___ ___ %	___ ___ %	___ ___ %
TOTAL	___ ___	___	___	___

3. Case Resolutions:	Arrest	Exception	Unfounded
Rape	___ %	___ %	___ %
Sex Assault	___ %	___ %	___ %
Other Sex Crimes	___ %	___ %	___ %
Mail/Phone Calls	___ %	___ %	___ %
SUB-TOTAL	___ %	___ %	___ %
TOTAL	___	___	___

4. Resolution Rate:

_____ %

Explanatory Note:

    As with Homicide and Robbery Squad the report format for sex crimes presents cases processed and disposition and resolution data broken down by the categories of crime handled by the unit. The UCR data only covers rape, the other crimes handled by the unit are not reportable under that system.

SEX CRIMES

MONTH

_____(Detective)   Assigned Caseload_____

1. Cases Processed:	Rape	Sex Assault	Other Sex Crimes	Mail/ Phone Calls
New cases	___	___	___	___
Carried over	___	___	___	___
Reactivated	___	___	___	___
Transferred in	___	___	___	___
Sub-total	___	___	___	___
Carried forward	___	___	___	___
Transferred out	___	___	___	___
TOTAL	___	___	___	___

2. Case Dispositions:	Arrest	Except.	Inact.	Unfounded
Rape	__ __%	__ __%	__ __%	__ __%
Sex Assault	__ __%	__ __%	__ __%	__ __%
Other Sex Crimes	__ __%	__ __%	__ __%	__ __%
Mail/Phone Calls	__ __%	__ __%	__ __%	__ __%
SUB-TOTAL	___	___	___	___
TOTAL	___			

3. Case Resolutions:	Arrest	Exception	Unfounded
Rape	__ __%	__ __%	__ __%
Sex Assault	__ __%	__ __%	__ __%
Other Sex Crimes	__ __%	__ __%	__ __%
Mail/Phone Calls	__ __%	__ __%	__ __%
SUB-TOTAL	___	___	
TOTAL	___		

4. Resolution Rate:

_____%

Explanatory Note:

This is the individual sex crimes detective workload performance report format. It is identical in content with formats used in the other units.

VIII. APPENDICES

-Job Satisfaction Survey

-Citizen Satisfaction with the Telephone Reporting System

-Organizational Development Training Program

-Team Building and Organizational Development

-Crime Analysis Survey

    -Investigative Division

    -Uniform Patrol Division

OLD DOMINION UNIVERSITY
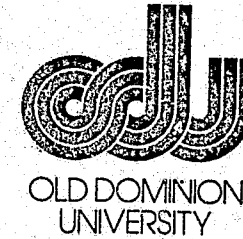
Center for Urban Research and Service
Norfolk, VA 23508 • (804) 440-3970

PORTSMOUTH POLICE DEPARTMENT
ICAP PHASE III

January, 1980

General Instructions

As a part of the ICAP Grant we are interested in finding out what police officers think about various aspects of their job. The individual questionnaire will in no way be made available to anyone. It is of no importance to know your personal identity. Each item on each questionnaire is numbered for computer use only. Statistics of overall results will be reported. Your honest and sincere answers will be appreciated. Please take the time to answer the questions thoughtfully and accurately.

Wolfgang Pindur, Ph.D.
Principal Evaluator

The following questions are designed to obtain your opinion about many different aspects of police work. There are no right or wrong answers. Indicate how much you personally agree or disagree with each statement by circling the response which best represents how you feel about it.

1. This department is one of the best in the country.

   Strongly Agree   Agree   Slightly Agree   Slightly Disagree   Disagree   Strongly Disagree

2. This department is open to suggestions for change.

   Strongly Agree   Agree   Slightly Agree   Slightly Disagree   Disagree   Strongly Disagree

3. My immediate supervisor keeps pretty well informed about general problems in my area.

   Strongly Agree   Agree   Slightly Agree   Slightly Disagree   Disagree   Strongly Disagree

4. I have confidence that the command staff picks the most qualified person for the best job.

   Strongly Agree   Agree   Slightly Agree   Slightly Disagree   Disagree   Strongly Disagree

5. My salary has a direct influence on the quality of work I do.

   Strongly Agree   Agree   Slightly Agree   Slightly Disagree   Disagree   Strongly Disagree

6. I have no influence in deciding what changes are made in this department.

   Strongly Agree   Agree   Slightly Agree   Slightly Disagree   Disagree   Strongly Disagree

7. Command keeps us in the dark about things we ought to know.

   Strongly Agree   Agree   Slightly Agree   Slightly Disagree   Disagree   Strongly Disagree

8. Belonging to personal cliques or groups in the department gives you a better opportunity for advancement or a better job in the department.

   Strongly Agree   Agree   Slightly Agree   Slightly Disagree   Disagree   Strongly Disagree

9. I would always like to remain in police work.

   Strongly Agree   Agree   Slightly Agree   Slightly Disagree   Disagree   Strongly Disagree

10. I am too bogged down with paperwork to do an effective job.

    Strongly Agree   Agree   Slightly Agree   Slightly Disagree   Disagree   Strongly Disagree

11. My immediate supervisor is open to suggestions for change.

    Strongly Agree   Agree   Slightly Agree   Slightly Disagree   Disagree   Strongly Disagree

12. I don't receive enough recognition from the department for my work.

    Strongly Agree   Agree   Slightly Agree   Slightly Disagree   Disagree   Strongly Disagree

13. I need new and/or better equipment to do my job effectively.

    Strongly Agree   Agree   Slightly Agree   Slightly Disagree   Disagree   Strongly Disagree

14. The department offers me the chance to improve and develop my own special skills and abilities.

    Strongly Agree   Agree   Slightly Agree   Slightly Disagree   Disagree   Strongly Disagree

15. The officers who get promotions around here usually deserve them.

    Strongly Agree   Agree   Slightly Agree   Slightly Disagree   Disagree   Strongly Disagree

16. I don't have a real sense of accomplishment in my job.

    Strongly Agree   Agree   Slightly Agree   Slightly Disagree   Disagree   Strongly Disagree

17. My immediate supervisor and I do not understand each other's problems.

    Strongly Agree   Agree   Slightly Agree   Slightly Disagree   Disagree   Strongly Disagree

18. I feel like I am getting ahead in the department.

    Strongly Agree   Agree   Slightly Agree   Slightly Disagree   Disagree   Strongly Disagree

19. My immediate supervisor is a good personnel manager.

    Strongly Agree   Agree   Slightly Agree   Slightly Disagree   Disagree   Strongly Disagree

20. I don't have enough time to deal with criminal activities.

    Strongly   Agree   Slightly   Slightly   Disagree   Strongly
    Agree   Agree   Disagree   Disagree

21. Violations of policy and/or procedure are dealt with in a fair manner.

    Strongly   Agree   Slightly   Slightly   Disagree   Strongly
    Agree   Agree   Disagree   Disagree

22. The personnel evaluation form presently used in the department is satisfactory.

    Strongly   Agree   Slightly   Slightly   Disagree   Strongly
    Agree   Agree   Disagree   Disagree

23. I would decline an opportunity to change my recent job for one of equal pay, security, and status.

    Strongly   Agree   Slightly   Slightly   Disagree   Strongly
    Agree   Agree   Disagree   Disagree

24. How would you compare uniform patrol duty with other assignments in the department?

    Circle the appropriate numbers to indicate whether patrol is much better, somewhat better, the same, somewhat worse, or much worse than the other assignments.

	Much Better	Somewhat Better	Same	Somewhat Worse	Much Worse
a. Patrol image	1	2	3	4	5
b. Supervision	1	2	3.	4	5
c. Promotion opportunities	1	2	3	4	5
d. Recognition by the department	1	2	3	4	5
e. Respect from citizens	1	2	3	4	5

ANSWER THE FOLLOWING QUESTIONS BY PLACING A CHECK IN THE SPACE CORRESPONDING TO THE STATEMENT WHICH BEST DEMONSTRATES HOW YOU FEEL.

25. Which of these statements best tells how you feel about your job?

    _____Very satisfied
    _____Satisfied
    _____Neither satisfied nor dissatisfied
    _____Dissatisfied
    _____Very dissatisfied

-3-

26. What is the rank of your immediate supervisor?

    _____Sergeant   _____Lieutenant   _____Captain

    _____Commander   _____Asst. Chief   _____Chief

27. Is there a breakdown of communication in your chain of command?

    _____No

    _____Yes (If yes, answer the following question.)

        In your personal experience, where in your chain of command does communication break down the most?

        _____Patrolman - Sergeant

        _____Sergeant - Lieutenant

        _____Lieutenant - Captain

        _____Captain - Commander/Asst. Chief

        _____Commander/Asst. Chief - Chief

        _____Not applicable

28. How familiar are you with ICAP

    _____Very familiar   _____Familiar   _____Not Familiar

29. Generally speaking, what do you think is the effect of ICAP on the Portsmouth Police Department?

    Strongly   Positive   Slightly   Slightly   Negative   Strongly
    Positive   Positive   Negative   Negative

30. What do you like best about the ICAP program?

    _____
    _____
    _____
    _____
    _____

31. What do you like least about the ICAP program?

    _____
    _____
    _____
    _____

-4-

32. What changes should the department make during the coming year?

_____

_____

_____

33. Have you previously completed a similar questionnaire administered during
the Fall of 1978?

_____Yes   _____Don't know

_____No

THE FOLLOWING STATEMENTS AND RESPONSES ARE DESIGNED TO GET AN IDEA
OF HOW YOU THINK THINGS HAVE CHANGED SINCE THE INTRODUCTION OF ICAP
IN AUGUST, 1977. CIRCLE THE RESPONSE WHICH BEST REPRESENTS HOW YOU
FEEL ABOUT THAT PARTICULAR ASPECT OF YOUR JOB.

34.

a. Relations with immediate supervisor

| Much Better | Somewhat Better | Remained Same | Somewhat Worse | Much Worse | Don't Know |

b. Communications with other officers on your shift

| Much Better | Somewhat Better | Remained Same | Somewhat Worse | Much Worse | Don't Know |

c. Influence on department decisions

| Much Better | Somewhat Better | Remained Same | Somewhat Worse | Much Worse | Don't Know |

d. Relations with command

| Much Better | Somewhat Better | Remained Same | Somewhat Worse | Much Worse | Don't Know |

e. Satisfaction with work

| Much Better | Somewhat Better | Remained Same | Somewhat Worse | Much Worse | Don't Know |

f. Operation of dispatch system

| Much Better | Somewhat Better | Remained Same | Somewhat Worse | Much Worse | Don't Know |

g. Contacts with public

| Much Better | Somewhat Better | Remained Same | Somewhat Worse | Much Worse | Don't Know |

h. Understanding of the people in the community

| Much Better | Somewhat Better | Remained Same | Somewhat Worse | Much Worse | Don't Know |

i. General training provided

| Much Better | Somewhat Better | Remained Same | Somewhat Worse | Much Worse | Don't Know |

j. Specialized training provided

| Much Better | Somewhat Better | Remained Same | Somewhat Worse | Much Worse | Don't Know |

k. Communications with officers in other divisions

| Much Better | Somewhat Better | Remained Same | Somewhat Worse | Much Worse | Don't Know |

l. Use of crime data in everyday decision-making

| Much Better | Somewhat Better | Remained Same | Somewhat Worse | Much Worse | Don't Know |

GENERAL BACKGROUND

(To Be Used Only For Statistical Summary)

A. To which sector are you currently assigned?

_____ Sector One

_____ Sector Two

_____ Sector Three

_____ Not assigned to a sector

B. What is your rank?

_____ Police Officer

_____ FCPO

_____ Sergeant

_____ Lieutenant

_____ Captain, Commander, Assistant Chief, Chief

C. How many years have you been a Portsmouth police officer?

_____ years

NOW PLEASE TURN TO THE NEXT PAGE

FOR UNIFORMED PATROL DIVISION OFFICERS ONLY

1. The patrol aide program has reduced the time I spend on routine activities.

Strongly   Agree   Slightly   Slightly   Disagree   Strongly
Agree   Agree   Disagree   Disagree

2. I am familiar with what constitutes a good preliminary investigation.

Strongly   Agree   Slightly   Slightly   Disagree   Strongly
Agree   Agree   Disagree   Disagree

3. How often do you conduct preliminary investigations?

Regularly   Sometimes   Never

4. Patrol officers should conduct more preliminary investigations.

Strongly   Agree   Slightly   Slightly   Disagree   Strongly
Agree   Agree   Disagree   Disagree

5. I feel qualified to conduct good follow-up investigations.

Strongly   Agree   Slightly   Slightly   Disagree   Strongly
Agree   Agree   Disagree   Disagree

6. How often do you conduct follow-up investigations?

Regularly   Sometimes   Never

7. Patrol officers should conduct more follow-up investigations.

Strongly   Agree   Slightly   Slightly   Disagree   Strongly
Agree   Agree   Disagree   Disagree

8. The TELE-SERV unit has reduced the amount of time I spend on routine calls for service.

Strongly   Agree   Slightly   Slightly   Disagree   Strongly
Agree   Agree   Disagree   Disagree

9. The current offense report form is an improvement over the previous report form.

Strongly   Agree   Slightly   Slightly   Disagree   Strongly
Agree   Agree   Disagree   Disagree

10. The information provided by Crime Analysis is useful to me in performing my job.

Strongly   Agree   Slightly   Slightly   Disagree   Strongly
Agree   Agree   Disagree   Disagree

-1-

FOR CRIMINAL INVESTIGATIONS DIVISION OFFICERS ONLY

1. Patrol officers are currently conducting good preliminary investigations.

    Strongly   Agree   Slightly   Slightly   Disagree   Strongly
    Agree   Agree   Disagree   Disagree

2. Patrol officers should conduct more follow-up investigations.

    Strongly   Agree   Slightly   Slightly   Disagree   Strongly
    Agree   Agree   Disagree   Disagree

3. Patrol officers are qualified to conduct good follow-up investigations.

    Strongly   Agree   Slightly   Slightly   Disagree   Strongly
    Agree   Agree   Disagree   Disagree

4. Since the implementation of ICAP in August, 1977 the time I spend on routine cases has been reduced.

    Strongly   Agree   Slightly   Slightly   Disagree   Strongly
    Agree   Agree   Disagree   Disagree

5. Since ICAP, relations between detectives and patrol have improved.

    Strongly   Agree   Slightly   Slightly   Disagree   Strongly
    Agree   Agree   Disagree   Disagree

6. Since ICAP, relations between detectives and CP/PCR have improved.

    Strongly   Agree   Slightly   Slightly   Disagree   Strongly
    Agree   Agree   Disagree   Disagree

7. The information provided by Crime Analysis is useful to me in performing my job.

    Strongly   Agree   Slightly   Slightly   Disagree   Strongly
    Agree   Agree   Disagree   Disagree

8. The command staff understands what I need to do my job effectively.

    Strongly   Agree   Slightly   Slightly   Disagree   Strongly
    Agree   Agree   Disagree   Disagree

9. Since the implementation of ICAP in August, 1977 relations with the Commonwealth's Attorney have improved.

    Strongly   Agree   Slightly   Slightly   Disagree   Strongly
    Agree   Agree   Disagree   Disagree

10. Since ICAP, the quality of preliminary investigations conducted by patrol has improved.

    Strongly   Agree   Slightly   Slightly   Disagree   Strongly
    Agree   Agree   Disagree   Disagree

THANK YOU FOR YOUR TIME!

11. Since the implementation of ICAP, patrol operations are better planned.

    Strongly   Agree   Slightly   Slightly   Disagree   Strongly
    Agree   Agree   Disagree   Disagree

12. Patrol planning is based upon input from citizens.

    Strongly   Agree   Slightly   Slightly   Disagree   Strongly
    Agree   Agree   Disagree   Disagree

13. I am familiar with how to do directed patrol.

    Strongly   Agree   Slightly   Slightly   Disagree   Strongly
    Agree   Agree   Disagree   Disagree

14. How often do you do directed patrol?

    Regularly   Sometimes   Never

15. Patrol officers should do more directed patrol.

    Strongly   Agree   Slightly   Slightly   Disagree   Strongly
    Agree   Agree   Disagree   Disagree

16. How often do you give citizens crime prevention tips?

    Regularly   Sometimes   Never

17. The sector command helps me perform my duties effectively.

    Strongly   Agree   Slightly   Slightly   Disagree   Strongly
    Agree   Agree   Disagree   Disagree

18. How often do you fill out field interview cards?

    Regularly   Sometimes   Never

19. How often do you provide information to the CP/PCR unit?

    Regularly   Sometimes   Never

20. The command staff understands what I need to do my job effectively.

    Strongly   Agree   Slightly   Slightly   Disagree   Strongly
    Agree   Agree   Disagree   Disagree

21. I am satisfied with the new shift schedule.

    Strongly   Agree   Slightly   Slightly   Disagree   Strongly
    Agree   Agree   Disagree   Disagree

THANK YOU FOR YOUR TIME!

-2-

Citizen Satisfaction With the Telephone Reporting System

INSTRUCTIONS TO INTERVIEWER

Please record the following information:

Home Phone Number \ _____

Work Phone Number   _____

Alternate Phone Number_____

Phone disconnected,
 no alternate   _____

Interviewer Contacts

	Day	Time	Response
1st Contact			
2nd Contact			
3rd Contact			
4th Contact			

1. About how much time went by between your knowing of the crime and your calling the police?

   _____(put actual time)

2A. Did you have any trouble putting your call through to the police?

       1 Yes
       2 No   (Go to Q. 3)

2B. What kind of trouble did you have?

   _____

   _____

   _____

   HERE ARE A FEW QUESTIONS WHICH REFER TO THE FIRST PERSON YOU
   TALKED TO -- THAT IS, THE PERSON WHO ANSWERED YOUR PHONE CALL.

3. After asking some preliminary questions such as your name and
   the nature of the incident, what did that person tell you?

   _____

   _____

   _____

4. How satisfied were you with what that person said to you?

       1 Very satisfied
       2 Somewhat satisfied
       3 Neutral
       4 Somewhat dissatisfied
       5 Very dissatisfied

5. How polite was the attitude of that person?

       1 Very polite
       2 Somewhat polite
       3 Neutral
       4 Somewhat impolite
       5 Very impolite

6. How helpful was that person to you?

       1 Very helpful
       2 Somewhat helpful
       3 Neutral
       4 Somewhat unhelpful
       5 Very unhelpful

7A. Did the first person you spoke with transfer your call to someone
    else who then handled your information?

       1 Yes
       2 No   (Go to Q. 8)

7B. Was there any problem in transferring the call?

       1 Yes
       2 No   (Go to Q. 7D)

7C. What type of problem did you have?

   _____

   _____

   _____

7D. How long did it take to transfer your call?

   _____(in minutes)

8. How many persons did you talk to before someone actually took your
   information on the phone?

   _____(number)

   NOW WE WOULD LIKE TO ASK YOU A FEW QUESTIONS ABOUT THE PERSON
   WHO TOOK YOUR REPORT.

9. How satisfied were you with the person who took your report?

       1 Very satisfied
       2 Somewhat satisfied
       3 Neutral
       4 Somewhat dissatisfied
       5 Very dissatisfied

10. How polite was the attitude of this person?

       1 Very polite
       2 Somewhat polite
       3 Neutral
       4 Somewhat impolite
       5 Very impolite

11. How helpful was this person?

       1 Very helpful
       2 Somewhat helpful
       3 Neutral
       4 Somewhat unhelpful
       5 Very unhelpful

12. How respectful of you was the attitude of this person?

    1 Most respectful
    2 Somewhat respectful
    3 Neutral
    4 Somewhat disrespectful
    5 Very disrespectful

13. How satisfied were you with your report being taken by phone?

    1 Very satisfied
    2 Somewhat satisfied
    3 Neutral
    4 Somewhat dissatisfied
    5 Very dissatisfied

14. Did you expect, or did you not expect, a police officer to take your report in person?

    1 Expected officer to take report in person
    2 Did not expect officer to take report in person

15. What, if anything, did you not like about having your report taken by phone?

    _____

    _____

    _____

16. Did you expect any follow-up actions to be taken?

    1 Yes
    2 No

17A. Was there any follow-up action taken by police personnel?

    1 Yes
    2 No   (Go to Q. 18)

17B. What was the follow-up action taken?

    _____

    _____

    _____

17C. How do you feel about the follow-up action taken?

    1 Very satisfied
    2 Somewhat satisfied
    3 Neutral
    4 Somewhat dissatisfied
    5 Very dissatisfied

18. What else do you feel the police should have done?

    _____

    _____

    _____

19A. Did the officer make any suggestions for your avoiding future problems of a similar nature?

    1 Yes
    2 No   (Go to Q. 20)

19B. What, briefly, were the suggestions made by the officer?

    _____

    _____

    _____

20. How many times have you dealt with the Portsmouth police during the past two years?

    1 None before this time
    2 Once or twice
    3 Three or four times
    4 More than five times

21. What was your opinion of the Portsmouth police during the past two years?

    1 Very poor
    2 Below average
    3 About average
    4 Better than average
    5 One of the best I've had contact with

22. How does your opinion of the Portsmouth Police Department now compare with what it was before this incident?

    1 Much less favorable
    2 Less favorable
    3 About the same
    4 More favorable
    5 Much more favorable

23. What are your suggestions for improving the service that you've received?

    _____

    _____

    _____

    _____

    _____

THANK YOU VERY MUCH FOR YOUR VALUABLE ASSISTANCE TO THIS SURVEY.
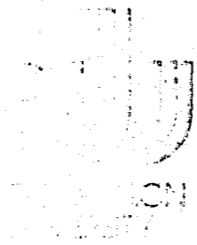
M E M O R A N D U M

DATE: May 20, 1980

TO: Participants in Organizational Development Training Sessions

FROM: Wolfgang Pindur
Independent Evaluator

SUBJECT: Evaluation of Organizational Development

The attached questionnaire will be one of the ways I will use to evaluate
the organizational development activities you are participating in. Please
answer each question carefully and precisely.

The evaluation of organizational development requires that I interview you
again after the workshop has taken place. Therefore, I am asking you to
put your name on the questionnaire. This is the only way I can measure
the results of the training sessions.

Your individual questionnaire will be returned to me by Dr. Donnelly. The
individual results of the questionnaire will not be given to anyone.

Thank you in advance for your cooperation. If you have any questions, please
do not hesitate to contact me.

W. Pindur

Wolfgang Pindur, Ph.D.
Professor
Evaluation Director

WP:bh
Attachment

FOR EACH OF THE FOLLOWING QUESTIONS, CHECK THE APPROPRIATE RESPONSE.

1. In this organization, how much confidence is shown in subordinates?

   _____ None

   _____ Very little

   _____ Quite a lot

   _____ Complete

2. How free do people feel to talk to their superiors about their job?

   _____ Not at all

   _____ Not very

   _____ Rather free

   _____ Fully free

3. Are subordinates' ideas sought and used, if worthy?

   _____ Seldom

   _____ Sometimes

   _____ Usually

   _____ Always

4. Is predominent use made of fear, threats, punishment, rewards, involvement?

   _____ Fear, threats, punishment, occasionally rewards

   _____ Rewards, some punishment

   _____ Rewards, some punishment and involvement

   _____ Rewards based on group set goals

5. Where is responsibility felt for achieving the organization's goals?

   _____ Mostly at top

   _____ Top and middle

   _____ Fairly general

   _____ At all levels

6. Are organizational objectives explained?

   _____ Never

   _____ Sometimes

   _____ Nearly always

   _____ Always

7. What is the direction of information flow?

   _____ Downward

   _____ Mostly downward

   _____ Down and up

   _____ Down, up, and sideways

8. How is downward communication accepted?

   _____ With suspicion

   _____ Possibly with suspicion

   _____ With caution

   _____ With an open mind

9. How accurate is upward communication?

   _____ Often wrong

   _____ Censored for the boss

   _____ Limited accuracy

   _____ Accurate

10. How well do superiors know the problems faced by their subordinates?

    _____ Know little

    _____ Some knowledge

    _____ Quite well

    _____ Very well

11. At what level are decisions formally made?

_____Mostly at top

_____Policy at top, some delegation

_____Broad policy at top, more delegation

_____Throughout, but well integrated

12. What is the origin of technical and professional knowledge used in decision making?

_____Top management

_____Upper and middle

_____To a certain extent, throughout

_____To a great extent, throughout

13. Are subordinates involved in decisions related to their work?

_____Not at all

_____Occasionally consulted

_____Generally consulted

_____Fully involved

14. What does the decision-making process contribute to motivation?

_____Nothing, often weakens it

_____Relatively little

_____Some contribution

_____Substantial contribution

15. How are organizational goals established?

_____Orders issued

_____Orders, some comment invited

_____After discussion, by orders

_____By group action (except in crisis)

16. How much covert resistance to goals is present?

_____Strong resistance

_____Moderate resistance

_____Some resistance at times

_____Little or none

17. How concentrated are review and control functions?

_____Highly at top

_____Relatively high at top

_____Moderate delegation to lower levels

_____Quite widely shared

18. Is there an informal organization resisting the formal one?

_____Yes

_____Usually

_____Sometimes

_____No, same goals as formal

19. What are cost, productivity, and other control data used for?

_____Policing, punishment

_____Reward and punishment

_____Reward, some self-guidance

_____Self-guidance, problem solving

The following questions are designed to obtain your opinion about many different aspects of police work. There are no right or wrong answers. Indicate how much you personally agree or disagree with each statement by circling the response which best represents how you feel about it.

1. This department is open to suggestions for change.

   Strongly   Agree   Slightly   Slightly   Disagree   Strongly
   Agree   Agree   Disagree   Disagree

2. I have no influence in deciding what changes are made in this department.

   Strongly   Agree   Slightly   Slightly   Disagree   Strongly
   Agree   Agree   Disagree   Disagree

3. My supervisor keeps me in the dark about things I ought to know.

   Strongly   Agree   Slightly   Slightly   Disagree   Strongly
   Agree   Agree   Disagree   Disagree

4. My immediate supervisor is open to suggestions for change.

   Strongly   Agree   Slightly   Slightly   Disagree   Strongly
   Agree   Agree   Disagree   Disagree

5. I don't have a real sense of accomplishment in my job.

   Strongly   Agree   Slightly   Slightly   Disagree   Strongly
   Agree   Agree   Disagree   Disagree

6. My immediate supervisor and I do not understand each other's problems.

   Strongly   Agree   Slightly   Slightly   Disagree   Strongly
   Agree   Agree   Disagree   Disagree

7. I feel like I am getting ahead in the department.

   Strongly   Agree   Slightly   Slightly   Disagree   Strongly
   Agree   Agree   Disagree   Disagree

ANSWER THE FOLLOWING QUESTIONS BY PLACING A CHECK IN THE SPACE CORRESPONDING TO THE STATEMENT WHICH BEST DEMONSTRATES HOW YOU FEEL.

8. Which of these statements best tells how you feel about your job?

   _____Very satisfied

   _____Satisfied

   _____Neither satisfied nor dissatisfied

   _____Dissatisfied

   _____Very dissatisfied

9. Is there a breakdown of communication in your chain of command?

   _____No (If no, stop here.)

   _____Yes (If yes, answer the next two questions.)

10. In your personal experience, where in your chain of command does communication break down the most?

   _____Patrolman – Sergeant   _____Captain – Commander

   _____Sergeant – Lieutenant   _____Assistant Chief – Chief

   _____Lieutenant – Captain   _____Not applicable

11. In my experience, communication breaks down:

   _____when my immediate supervisor tries to communicate with me.

   _____when I try to communicate with my immediate supervisor.

   _____both when my immediate supervisor tries to communicate with me and when I try to communicate with my immediate supervisor.

NAME _____

Please respond to the following questions by circling the answer relating to what you personally <u>THINK</u> will be the result of the July, 1980 organizational development session.

1. I expect to work more effectively with the members of my work group.

| Strongly Agree | Agree | Slightly Agree | Slightly Disagree | Disagree | Strongly Disagree |

2. I expect the members of my work group to work more effectively with me.

| Strongly Agree | Agree | Slightly Agree | Slightly Disagree | Disagree | Strongly Disagree |

3. I expect to see a decrease in conflict between myself and the members of my work group.

| Strongly Agree | Agree | Slightly Agree | Slightly Disagree | Disagree | Strongly Disagree |

4. I expect changes to be planned and implemented more systematically.

| Strongly Agree | Agree | Slightly Agree | Slightly Disagree | Disagree | Strongly Disagree |

5. I expect my work group to become more efficient.

| Strongly Agree | Agree | Slightly Agree | Slightly Disagree | Disagree | Strongly Disagree |

6. I expect to increase my personal skills.

| Strongly Agree | Agree | Slightly Agree | Slightly Disagree | Disagree | Strongly Disagree |

7. I expect to increase my job satisfaction.

| Strongly Agree | Agree | Slightly Agree | Slightly Disagree | Disagree | Strongly Disagree |

Institute of Urban Studies

March 30, 1981

TO: All Participants in the Chester, Virginia Team Building and Training Workshop

FROM: W. Pindur

Wolfgang Pindur, Ph.D.
ICAP Evaluator and Management Analyst

SUBJECT: Follow-Up Questionnaire

As some of you are reading this memo you are probably thinking -- why do I need to fill out another damn questionnaire? Why is he asking me to put my name on the questionnaire?

I am asking you to fill out this final questionnaire because I need to measure the long term effect of the training. It has been quite a while since Chester and we need to see how things are going now.

I am asking for your name, just like I did before, because I need to report what changes, if any, you see. I will statistically compare your three questionnaires.

Please fill out the questionnaire, put it in the envelope, seal the envelope and return it to Lt. Gaddis no later than 0900 on Tuesday, April 7.

I will not give anyone your individual questionnaire. I will make a report on the overall effect of the training. You will get a copy of my report.

Thanks again for your time and help. Please remember to <u>return your questionnaire to Lt. Gaddis no later than 0900 on Tuesday, April 7</u>.

I need to get a questionnaire back from everyone. Otherwise, the study is not valid.

WP:bh

Old Dominion University is

Name _____

ORGANIZATIONAL DEVELOPMENT ANALYSIS

PLEASE CHECK THE APPROPRIATE RESPONSE:

1. In this organization, how much confidence is shown in subordinates?

_____ None

_____ Very little

_____ Quite a lot

_____ Complete

2. How free do people feel to talk to their superiors about their job?

_____ Not at all

_____ Not very

_____ Rather free

_____ Fully free

3. Are subordinates' ideas sought and used, if worthy?

_____ Seldom

_____ Sometimes

_____ Usually

_____ Always

4. Is predominent use made of fear, threats, punishment, rewards, involvement?

_____ Fear, threats, punishment, occasionally rewards

_____ Rewards, some punishment

_____ Rewards, some punishment and involvement

_____ Rewards based on group set goals

5. Where is responsibility felt for achieving the organization's goals?

_____ Mostly at top

_____ Top and middle

_____ Fairly general

_____ At all levels

6. Are organizational objectives explained?

_____ Never

_____ Sometimes

_____ Nearly always

_____ Always

7. What is the direction of information flow?

_____ Downward

_____ Mostly downward

_____ Down and up

_____ Down, up, and sideways

8. How is downward communication accepted?

_____ With suspicion

_____ Possibly with suspicion

_____ With caution

_____ With an open mind

9. How accurate is upward communication?

_____ Often wrong

_____ Censored for the boss

_____ Limited accuracy

_____ Accurate

10. How well do superiors know the problems faced by their subordinates?

_____ Know little

_____ Some knowledge

_____ Quite well

_____ Very well

11. At what level are decisions formally made?

_____Mostly at top

_____Policy at top, some delegation

_____Broad policy at top, more delegation

_____Throughout, but well integrated

12. What is the origin of technical and professional knowledge used in decision making?

_____Top management

_____Upper and middle

_____To a certain extent, throughout

_____To a great extent, throughout

13. Are subordinates involved in decisions related to their work?

_____Not at all

_____Occasionally consulted

_____Generally consulted

_____Fully involved

14. What does the decision making process contribute to motivation?

_____Nothing, often weaknes it

_____Relatively little

_____Some contribution

_____Substantial contribution

15. How are organizational goals established?

_____Orders issued

_____Orders, some comment invited

_____After discussion, by orders

_____By group action (except in crisis)

16. How much covert resistance to goals is present?

_____Strong resistance

_____Moderate resistance

_____Some resistance at times

_____Little or none

17. How concentrated are review and control functions?

_____Highly at top

_____Relatively high at top

_____Moderate delegation to lower levels

_____Quite widely shared

18. Is there an informal organization resisting the formal one?

_____Yes

_____Usually

_____Sometimes

_____No, same goals as formal

19. What are cost, productivity, and other control data used for?

_____Policing, punishment

_____Reward and punishment

_____Reward, some self-guidance

_____Self-guidance, problem solving

THE FOLLOWING QUESTION ARE DESIGNED TO OBTAIN YOUR OPINION ABOUT MANY DIFFERENT ASPECTS OF POLICE WORK. THERE ARE NO RIGHT OR WRONG ANSWERS. INDICATE HOW MUCH YOU PERSONALLY AGREE OR DISAGREE WITH EACH STATEMENT BY CIRCLING THE RESPONSE WHICH BEST REPRESENTS HOW YOU FEEL ABOUT IT.

1. This department is open to suggestions for change.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree

2. I have no influence in deciding what changes are made in this department.

    Strongly   Agree   Slightly   Slightly   Disagree   Strongly
    Agree   Agree   Disagree   Disagree

3. My supervisor keeps me in the dark about things I ought to know.

    Strongly   Agree   Slightly   Slightly   Disagree   Strongly
    Agree   Agree   Disagree   Disagree

4. My immediate supervisor is open to suggestions for change.

    Strongly   Agree   Slightly   Slightly   Disagree   Strongly
    Agree   Agree   Disagree   Disagree

5. I don't have a real sense of accomplishment in my job.

    Strongly   Agree   Slightly   Slightly   Disagree   Strongly
    Agree   Agree   Disagree   Disagree

6. My immediate supervisor and I do not understand each other's problems.

    Strongly   Agree   Slightly   Slightly   Disagree   Strongly
    Agree   Agree   Disagree   Disagree

7. I feel like I am getting ahead in the department.

    Strongly   Agree   Slightly   Slightly   Disagree   Strongly
    Agree   Agree   Disagree   Disagree

ANSWER THE FOLLOWING QUESTIONS BY PLACING A CHECK IN THE SPACE CORRESPONDING
TO THE STATEMENT WHICH BEST DEMONSTRATES HOW YOU FEEL.

8. Which of these statements best tells how you feel about your job?

_____Very satisfied

_____Satisfied

_____Neither satisfied nor dissatisfied

_____Dissatisfied

_____Very dissatisfied

9. Is there a breakdown of communication in your chain of command?

_____No (If no, stop here.)

_____Yes (If yes, answer the next two questions.)

10. In your personal experience, where in your chain of command does communication break down the most?

_____Patrolman – Sergeant   _____Captain – Commander

_____Sergeant – Lieutenant   _____Assistant Chief – Chief

_____Lieutenant – Captain   _____Not applicable

11. In my experience, communication breaks down:

_____when my immediate supervisor tries to communicate with me.

_____when I try to communicate with my immediate supervisor.

_____both when my immediate supervisor tries to communicate with me and when I try to communicate with my immediate supervisor.

PLEASE ANSWER THE FOLLOWING QUESTION ON BEHAVIOR YOU THINK HAS HAPPENED SINCE THE TEAM BUILDING WORKSHOP YOU ATTENDED WITH OTHER SERGEANTS AND LIEUTENANTS. PLEASE CIRCLE THE RESPONSE YOU WISH TO MAKE.

1. I work more effectively with members of my work group.

    Strongly   Agree   Slightly   Slightly   Disagree   Strongly
    Agree   Agree   Disagree   Disagree

2. Members of my work group work more effectively with me.

    Strongly   Agree   Slightly   Slightly   Disagree   Strongly
    Agree   Agree   Disagree   Disagree

3. There has been a decrease in conflict between myself and the members of my work group.

    Strongly   Agree   Slightly   Slightly   Disagree   Strongly
    Agree   Agree   Disagree   Disagree

4. Changes are planned and implemented more systematically.

    Strongly   Agree   Slightly   Slightly   Disagree   Strongly
    Agree   Agree   Disagree   Disagree

5. My work group has become more efficient.

    Strongly   Agree   Slightly   Slightly   Disagree   Strongly
    Agree   Agree   Disagree   Disagree

6. My personal skills have improved.

    Strongly   Agree   Slightly   Slightly   Disagree   Strongly
    Agree   Agree   Disagree   Disagree

7. My job satisfaction has improved.

Strongly Agree Slightly Slightly Disagree Strongly
Agree   Agree   Disagree   Disagree

PLEASE LOOK AT THE LIST OF ISSUES PRESENTED BELOW AND INDICATE WHETHER THIS ISSUE
IS NOW OF HIGH PRIORITY, MODERATE PRIORITY OR LOW PRIORITY. WRITE THE WORD HIGH,
MOD OR LOW IN THE SPACE IN FRONT OF EACH ISSUE.

When you decide the priority of the issue, keep the following question in mind:

A. How important to you is the issue? To the group?

B. How important is it to the organization? To the community?

C. Frequency of occurrence?

D. Consequences if not solved?

E. Can the problem be solved or reduced?

F. Is this the right time and place?

Clear Purpose

_____ 1. Need better understanding of department goals and objectives.

_____ 2. Department doesn't have clear goals and objectives.

_____ 3. Department has multiple, competing objectives.

_____ 4. We're too reactive.

_____ 5. Spend too much time trying to avoid heat from the public.

_____ 6. CID not spending enough time on major crimes.

_____ 7. UP doesn't understand requirements of CID.

_____ 8. Neglecting our law enforcement mission.

Sound Structure

_____ 9. Team concept has cut out lieutenants.

_____ 10. Sector system has created three different police departments.

_____ 11. Sector system: won't be able to handle a crisis effectively.

_____ 12. Power shift: waste of resources.

_____ 13. Too many specialized functions.

_____ 14. Need reorganization.

Precise Roles

_____ 15. Some managers don't delegate.

_____ 16. Captain jumps in, muddies the water.

_____ 17. UP = second class citizens.

_____ 18. People don't work as hard in CID.

_____ 19. Some using open door policy to subvert supervision.

_____ 20. Need better delineation of dutues: sergeants, lieutenants, captains.

_____ 21. Too many lieutenants in CID.

_____ 22. Patrol sergeants, lieutenants need to be on the streets.

System Support

_____ 23. Support positions/people are isolated.

_____ 24. Inadequate pay.

_____ 25. Insufficient manpower.

_____ 26. Inequities in pay structure.

_____ 27. Communications: civilian control is bad.

_____ 28. Need more secretarial and clerical support.

_____ 29. Need more space.

_____ 30. Federal money causes problems.

_____ 31. Need more accurate statistics.

_____ 32. Need more, better training.

_____ 33. Need physical fitness program.

Effective Communication

_____ 34. Commander filters downward communication.

_____ 35. Lot of unrest due to mystery.

_____ 36. Hard to get things past the Commander.

_____ 37. Communication is non-existent.

_____ 38. Midnights: poor information flow.

_____ 39. Big communication gap between UP and CID.

_____ 40. Poor feedback from CID to UP.

_____ 41. No feedback on our requests.

Supportive Relationships

_____ 42. Lot of conflict ... lot of frustration.

_____ 43. Seldom see non-UP sergeants in UP.

_____ 44. Each group distrusts the other.

_____ 45. CID favored over UP -- more and better equipment, take-home cars, surplus of manpower.

Appropriate Sanctions

_____ 46. Poor preliminary investigations by UP.

_____ 47. Irrational, punitive or incomprehensible transfers.

_____ 48. Too difficult to discipline people.

_____ 49. Need tighter discipline.

Leadership

_____ 50. Some supervisors, managers are erratic, inconsistent their decisions.

_____ 51. Chief not around anymore.

_____ 52. Some leaders are arbitrary, capricious.

_____ 53. Too much favoritism.

<div align="center">
Investigative Division

PORTSMOUTH POLICE DEPARTMENT
ICAP PHASE III

Crime Analysis Survey
July, 1980
</div>

General Instructions

As part of the ICAP evaluation we are interested in finding out how
police officers feel about various aspects of the crime analysis system.
The individual questionnaire will not be made available to anyone. It is
of no importance to know your personal identity since statistics of overall
results only will be reported. Please take the time to answer those
questions requiring written responses, as this information will greatly
benefit us in our evaluation of the crime analysis system. Where multiple
answers are presented, check the one that comes closest to your own per-
sonal feelings. Your honest and sincere answers will be appreciated, and
we thank you for your time.

W. Pindur

Wolfgang Pindur, Ph.D.
Principal Evaluator

1. The Crime Analysis Unit performs an important function within the Portsmouth Police Department.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree

2. What do you feel is the major function of the Crime Analysis Unit?

_____

_____

_____

3. Information maintained by the Crime Analysis Unit is helpful to me in performing my duties.

Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree

4. How familiar are you with the types of information the Crime Analysis Unit can provide?

_____ Very familiar   _____ Somewhat familiar   _____ Not familiar

5. I would like to have more information about the types of information the Crime Analysis Unit can provide.

_____ Yes   _____ No

6. How often do you contact the Crime Analysis Unit for information?

Once a Day	Twice a Week	Once a Week	Twice a Month	Once a Month or More	Never

7. The requested information is provided:

_____ Always   _____ Usually   _____ Seldom   _____ Never

_____ Have never requested information.

8. The requested information is provided soon enough to meet my needs.

_____ Always   _____ Usually   _____ Seldom   _____ Never

_____ Have never requested information.

9a. How often do you request each of the following types of information?

(1) Crime Pattern information:

Daily	Twice a Week	Once a Week	Twice a Month	Once a Month or More	Never

(2) Suspect information (name, description, address, etc.):

Daily	Twice a Week	Once a Week	Twice a Month	Once a Month or More	Never

(3) Stolen property information:

Daily	Twice a Week	Once a Week	Twice a Month	Once a Month or More	Never

(4) Suspect vehicle information:

Daily	Twice a Week	Once a Week	Twice a Month	Once a Month or More	Never

(5) Criminal activity in a particular area:

Daily	Twice a Week	Once a Week	Twice a Month	Once a Month or More	Never

9b. Generally, how do you use the information provided by Crime Specific Bulletins?

_____

_____

_____

_____

10. On the average, a crime analyst comes to me directly with information related to my job:

_____ times monthly.

11. The information provided by the crime analyst is useful:

_____ Always   _____ Usually   _____ Seldom   _____ Never

_____ Has never come to me with information.

12a. What type of information which you presently are not receiving would you like the crime analyst to provide?

_____

_____

_____

12b. How would you use this information?

_____

_____

_____

13a. I would rate the overall performance of the Crime Analysis Unit as:

_____ Excellent   _____ Good   _____ Fair   _____ Poor

13b. What suggestions do you have for improving the operations of the Crime Analysis Unit?

_____

_____

_____

_____

14a. In your opinion, what are the greatest strengths of the Crime Analysis Unit?

_____

_____

_____

_____

14b. What are the greatest weaknesses of the Crime Analysis Unit?

_____

_____

_____

_____

15. I provide information to the Crime Analysis Unit:

Daily	Twice a Week	Once a Week	Twice a Month	Once a Month or More	Never
_____	_____	_____	_____	_____	_____

16. To which squad are you assigned? _____

17. What is your rank?

_____ Captain   _____ Lieutenant   _____ Sergeant

_____ First Class Police Officer   _____ Detective   _____ Patrol Officer

Uniform Patrol Division

PORTSMOUTH POLICE DEPARTMENT
ICAP PHASE III

Crime Analysis Survey
July, 1980

General Instructions

As part of the ICAP evaluation we are interested in finding out how police officers feel about various aspects of the crime analysis system. The individual questionnaire will not be made available to anyone. It is of no importance to know your personal identity since statistics of overall results only will be reported. Please take the time to answer those questions requiring written responses, as this information will greatly benefit us in our evaluation of the crime analysis system. Where multiple answers are presented, check the one that comes closest to your own personal feelings. Your honest and sincere answers will be appreciated, and we thank you for your time.

W. Pindur

Wolfgang Pindur, Ph.D.
Principal Evaluator

1. The Crime Analysis Unit performs an important function within the Portsmouth Police Department.

   _____ _____ _____ _____ _____ _____
   Strongly   Agree   Slightly   Slightly   Disagree   Strongly
   Agree   Agree   Disagree   Disagree

2. What do you feel is the major function of the Crime Analysis Unit?

   _____

   _____

   _____

3. I read Crime Analysis Bulletins pertaining to my area of responsibility:

   _____ Always   _____ Usually   _____ Seldom   _____ Never

4a. Information contained in the Crime Analysis Bulletins is useful to me in performing my duties.

   _____ _____ _____ _____ _____ _____
   Strongly   Agree   Slightly   Slightly   Disagree   Strongly
   Agree   Agree   Disagree   Disagree

4b. Please explain your choice.

   _____

   _____

   _____

5. Information reported in Crime Analysis Bulletins is received in time to be useful.

   _____ _____ _____ _____ _____ _____
   Strongly   Agree   Slightly   Slightly   Disagree   Strongly
   Agree   Agree   Disagree   Disagree

6. Crime Analysis Bulletins are discussed during muster:

   _____ Always   _____ Usually   _____ Seldom   _____ Never

7. I read Wanted Persons Bulletins distributed by the crime analyst:

   _____ Always   _____ Usually   _____ Seldom   _____ Never

-1-

8a. Information contained in the Wanted Persons Bulletins is useful to me in performing my duties.

_____ _____ _____ _____ _____ _____
Strongly   Agree   Slightly   Slightly   Disagree   Strongly
Agree   Agree   Disagree   Disagree

8b. Please explain your choice.

_____

_____

9. Wanted Persons Bulletins are discussed during muster:

_____ Always   _____ Usually   _____ Seldom   _____ Never

10. How familiar are you with the types of information the Crime Analysis Unit can provide?

_____ Very familiar   _____ Somewhat familiar   _____ Not familiar

11. I would like to have more information about the types of information the Crime Analysis Unit can provide.

_____ Yes   _____ No

12. How often do you contact the Crime Analysis Unit for information?

_____ _____ _____ _____ _____ _____
Once a   Twice a   Once a   Twice a   Once a   Never
Day   Week   Week   Month   Month or
                                      More

13. The requested information is provided:

_____ Always   _____ Usually   _____ Seldom   _____ Never

_____ Have never requested information.

14. The requested information is provided soon enough to meet my needs.

_____ Always   _____ Usually   _____ Seldom   _____ Never

_____ Have never requested information.

15a. How often do you request each of the following types of information?

(1) Crime pattern information:

_____ _____ _____ _____ _____ _____
Once a   Twice a   Once a   Twice a   Once a   Never
Day   Week   Week   Month   Month or
                                      More

(2) Suspect information (name, description, address, etc.):

_____ _____ _____ _____ _____ _____
Once a   Twice a   Once a   Twice a   Once a   Never
Day   Week   Week   Month   Month or
                                      More

(3) Stolen property information:

_____ _____ _____ _____ _____ _____
Once a   Twice a   Once a   Twice a   Once a   Never
Day   Week   Week   Month   Month or
                                      More

(4) Suspect vehicle information:

_____ _____ _____ _____ _____ _____
Once a   Twice a   Once a   Twice a   Once a   Never
Day   Week   Week   Month   Month or
                                      More

(5) Criminal activity in a particular area:

_____ _____ _____ _____ _____ _____
Once a   Twice a   Once a   Twice a   Once a   Never
Day   Week   Week   Month   Month or
                                      More

15b. Generally, how did you use this information?

_____

_____

_____

16a. What type of information which you are not presently receiving would you like the crime analyst to provide?

_____

_____

_____

16b. How would you use this information? _____

_____

_____

17a. I would rate the overall performance of the Crime Analysis Unit as:

_____ Excellent _____ Good _____ Fair _____ Poor

17b. What suggestions do you have for improving the operations of the Crime Analysis Unit?

_____

_____

_____

_____

18a. In your opinion, what are the greatest strengths of the Crime Analysis Unit?

_____

_____

_____

18b. What are the greatest weaknesses of the Crime Analysis Unit?

_____

_____

_____

_____

19. I submit Field Interview Cards to the Crime Analysis Unit:

_____	_____	_____	_____	_____	_____
Once a Day	Twice a Week	Once a Week	Twice a Month	Once a Month or More	Never

20. I feel it is important to prepare Field Interview Cards on suspicious individuals and suspicious activities.

_____ Yes _____ No

21. What is your rank?

_____ Captain _____ Lieutenant _____ Sergeant

_____ First Class Police Officer _____ Detective _____ Patrol Officer

22. To which sector are you presently assigned?

_____ First _____ Second _____ Third _____ Not assigned to a sector

23. For PATROL OFFICERS only.

On the average, I use information reported by the Crime Analysis Unit in determining my daily patrol activities:

_____	_____	_____	_____	_____	_____
Once a Day	Twice a Week	Once a Week	Twice a Month	Once a Month or More	Never

24. For PATROL SUPERVISORS only.

On the average, I use information reported by the Crime Analysis Unit in planning daily manpower allocations and patrol activities:

_____	_____	_____	_____	_____	_____
Once a Day	Twice a Week	Once a Week	Twice a Month	Once a Month or More	Never

THANK YOU FOR YOUR TIME!

END