

# **STATEWIDE JOB ANALYSIS OF THE PATROL OFFICER POSITION**

**Report for Large Sheriff's Offices**



**MICHIGAN COMMISSION ON LAW ENFORCEMENT STANDARDS**

**October 2006**

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October 31, 2006

To: Michigan's Law Enforcement Community

I am pleased to present the third statewide Job Task Analysis (JTA) conducted by the Michigan Commission on Law Enforcement Standards (MCOLES). This report is the end product of research to identify the most current practices of Michigan's law enforcement profession. It will provide the underpinnings for a comprehensive modernization of MCOLES standards and will serve as a foundation upon which the continuing validity and defense of law enforcement standards will be based over the coming decade. Ultimately, this research speaks to the continuing efforts of the Commission to develop capable, effective public safety personnel.

The JTA report provides an excellent examination of the changes that have occurred in Michigan law enforcement over the previous ten years. Preliminary findings reveal an increasing complexity in law enforcement work. This is seen in the broader breadth and scope of tasks identified by survey respondents as essential. As an example, law enforcement use of technology has expanded dramatically over the last decade, and officers are now responding to crimes such as identity theft, which were barely detected in 1996. It is also noteworthy that this research strongly indicates a need for enhancement of in-service training. This finding echoes sentiments heard from the field during earlier MCOLES town hall meetings and is reflected in the Commission's strategic direction.

This work would not have been possible without the cooperation of Michigan's law enforcement community. Law enforcement agencies of every type and from every region of Michigan are represented in the data. A representative number of participants from these agencies provided survey responses.

On behalf of the Commission, I extend my appreciation to all of the agencies and officers participating in this project. It is on their behalf and for the citizens of Michigan that we offer this report with hope and determination that this work will further a professionalized law enforcement response in Michigan and enhance public safety.

Sincerely,

A handwritten signature in black ink that reads "R.W. Beach Jr.".

Raymond W. Beach, Jr.  
Executive Director

Sheriff Gene Wriggelsworth, Chair • Mr. John Buczek, Vice Chair • Mr. David Morse • Mr. James DeVries • Chief Doreen Olko  
Col. Peter Munoz, Represented by Lt. Col. Timothy Yungfer • Attorney General Mike Cox, Represented by Mr. William Dennis  
Chief Ella Bully-Cummings, Represented by Deputy Chief Deborah A. Robinson • Sheriff James Bosscher • Director Kurt R. Jones  
Professor Ron Bretz • Sheriff Robert J. Pickell • Chief James St. Louis • Officer Richard Weaver • Trooper Michael Moorman

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## CHAPTER 1: Introduction

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In 1979, the MCOLES, then the Michigan Law Enforcement Officers Training Council (MLEOTC), in partnership with Personnel Research Consultants (PRC), Fair Oaks, California, conducted a job analysis of the patrol officer position using a random sample of Michigan law enforcement agencies and officers. A sample pool of patrol officers and patrol supervisors were asked about the frequency and criticality of specified common job tasks. The results of the 1979 job analysis were ultimately used by the MLEOTC to develop mandatory statewide selection standards and training curricula for entry-level patrol officers across the state.

In 1996, the MLEOTC contracted with Stanard & Associates, Inc. (S&A), Chicago, Illinois, to conduct an updated job task analysis to ensure that the mandated standards remained valid and reflected current law enforcement practices. As was done in 1979, MLEOTC queried patrol officers and patrol supervisors regarding a list of common job tasks as to their frequency and criticality. Detailed information regarding the design and development of the 1979 and 1996 job task analyses and the adherence of these efforts to professionally accepted guidelines can be found in the respective project reports (Personnel Research Consultants, 1979; Stanard & Associates, 1996).

Although the MCOLES staff routinely examines and evaluates its entry-level standards, basic training curriculum, and licensing examination, it is important to ensure that the job analysis remains *contemporary* and accurately describes the job as it exists today. Therefore, in late 2005 - early 2006, the job task analysis (JTA) was updated once again. The results are summarized in this report.

The job task analysis is the tool used by the MCOLES to support the job-relatedness of the law enforcement standards for the position of patrol officer. It should be pointed out that other state standard-setting organizations across the nation use a very similar methodology. What the MCOLES has learned about the job tasks, through the job task analyses, is important to agencies statewide, and each and every officer across the state. Participating in the JTA was a unique opportunity for line officers to let the MCOLES know what type of person should be entering the law enforcement profession in Michigan. Moreover, understanding how law enforcement has changed since the terrorist attacks of September 11<sup>th</sup>, 2001 and the government's response to hurricane Katrina in 2005 is invaluable for ongoing and future selection and training initiatives – both for basic training and for continuing education purposes.

The JTA is structured to capture the roles, responsibilities, and duties specifically of routine patrol officers, a category within the occupation of law enforcement officer. In completing the job task inventory, patrol officers were asked to indicate, on a scale of 1-5, how frequently they performed each task. Patrol supervisors were also asked to indicate, on a similar five-point scale, the relative importance of each patrol officer task. In addition, officers were asked about the types of calls they respond to and the types of equipment and sources of information that they use.

The survey was administered online, and officers were able to record their responses by “pointing and clicking.” To ensure the security and anonymity of the online process, the officers and supervisors used a combination of their unique MCOLES numbers and agency numbers to access the questionnaire. Officer and agency numbers are housed in the MCOLES Information and Tracking Network (MITN). Since the JTA was web-based, officers and supervisors could access the survey at anytime from any computer during the data collection or survey phase. The ability to work on the survey and then return to it at a later time contributed to the “user-friendly” nature of the process.

A total of eleven separate stratifications or agency types were sampled for this statewide study. As part of the job analysis study, separate reports were created for each stratification. The two largest law enforcement agencies in the state, the Detroit Police Department (DPD) and the Michigan State Police (MSP) were each included as separate stratifications. The remaining nine stratifications were defined as follows:

- Large City/Township/Village Agencies (100+);
- Medium City/Township/Village Agencies (30-99);
- Small City/Township/Villages (4-29);
- Large County Sheriff Departments (30+);
- Small County Sheriff Departments (4-29);
- University/College Police Departments;
- Tribal Police Agencies;
- Other State Agencies with Law Enforcement Authority; and
- Specialty Police Agencies.

This agency report is intended to complement the statewide report, Statewide Job Analysis of the Patrol Officer Position (Performance-Based Selection, Ltd. and MCOLES, 2006) which describes in detail the job task analysis including scope, methodology, analyses, and findings for the routine patrol officer position in Michigan. For additional, specific, and/or detailed information, please refer to the cited report.

Agency specific reports are intended to help by highlighting *the essential tasks* for the patrol officer position, as practiced in each agency type. The more specific job task analysis data can be used to increase the efficiency and effectiveness of agency personnel management procedures and processes such as selection, training, compensation, performance evaluation, and promotion.

## **CHAPTER 2: Job Analysis Inventory Design and Administration**

Information regarding the job of a patrol officer in Michigan was obtained by administering an online comprehensive Job Analysis Inventory (JAI) to patrol officers and first-line supervisors in the Michigan law enforcement community. The JAI includes five main sections: (1) a background and training information section which asks for information about the demographic characteristics of the respondents, as well as information regarding the type of department in which they work, their work shifts, and their attitude toward the basic and in-service training they received; (2) response to complaints which asked how often officers responded to each of a list of complaints or incidents; (3) types of equipment used where respondents indicated which equipment on a predetermined list was used in the course of their duties; (4) sources of information which contained questions about written materials officers use on the job, and (5) tasks performed.

Patrol officers were asked to complete all five sections of the JAI, while the JAI for supervisors included only two of the five sections – background information and tasks performed. A copy of the patrol officer JAI is given in Appendix A.

The tasks performed are the foundation and focus of the JTA. A total of 459 job tasks that were believed to be performed by law enforcement officers in the State of Michigan were included. For each task, two rating scales were used – **frequency** and **criticality** (or consequences of inadequate performance). Each rating was made using a 5-point scale. The rating scales are given below.

**Table 1  
Rating Scales**

<b>Frequency of Performance</b>				
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Have never done this task	A few times per year (or less frequent)	A few times per month	A few times per week	Daily
<b>Criticality (Consequences of Inadequate Performance)</b>				
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Minimal	Not very serious	Serious	Extremely Serious	Disastrous (e.g., loss of life)

Patrol officers rated each task's frequency, while patrol supervisors rated the task's criticality.



## CHAPTER 3: Description of the Sample

The statewide response rate, considering usable surveys only, was 85% for patrol officers and 89% for supervisors. All eleven agency types were represented, with the final sample representative of Michigan's population of sworn officers. The number of patrol officers and supervisors sampled statewide by agency type is provided in Table 2, with the number of officers and supervisors for the Large Sheriff's Office sample in bold and italics.

**Table 2**  
**Number of Officers and Supervisors Sampled**

Agency Type/Stratification	% of all Sworn Personnel	Patrol Officers		Supervisors	
		N	% of those Sampled	N	% of those Sampled
College/University	2	102	3.16	26	3.68
Detroit Police	16	360	11.14	50	7.08
Large City Police	14	550	17.02	90	12.75
<b><i>Large Sheriff Department</i></b>	<b><i>19</i></b>	<b><i>550</i></b>	<b><i>17.02</i></b>	<b><i>102</i></b>	<b><i>14.45</i></b>
Medium City Police	16	626	19.37	156	22.10
Michigan State Police	8	260	8.05	53	7.51
Other State Agencies	2	143	4.43	26	3.68
Small City Police	17	436	13.49	153	21.67
Small Sheriff Department	4	101	3.13	26	3.68
Specialty Agencies	< 1	91	2.82	19	2.69
Tribal Agency	< 1	12	< 1	5	< 1
<b>Total</b>	<b>100</b>	<b>3,231</b>	<b>100</b>	<b>706</b>	<b>100</b>

Demographic characteristics of the respondents are summarized in terms of the data obtained in the background and training section of the JAI. Agency specific results are given here. Characteristics of the patrol officer sample are provided first (see Tables 3-12), the characteristics of the supervisor sample follow.

**Large Sheriff's Office Departments – Patrol Officer Sample**

**Table 3  
Patrol Officers' Primary Responsibilities in the Last Six Months**

<b>Primary Responsibility(ies)</b>	<b>N</b>	<b>% of Total Responses</b>
Patrol	517	22.05
Traffic Enforcement	435	18.55
Criminal Investigation	372	15.86
Community Relations	334	14.24
Warrant Service & Property Control	234	9.98
Civil Processes	134	5.71
Other	98	4.18
Narcotics Investigation	90	3.84
Identification	79	3.37
Bailiff/Court Officer	34	1.45
Dispatching	11	< 1
Vice Investigation	7	< 1
<b>Total Number of Responses</b>	<b>2,345</b>	<b>100</b>

Note: The total number of responses is greater than the sample size because respondents could respond to more than one selection.

**Table 4  
Age of Officers in Patrol Sample**

<b>Age</b>	<b>N</b>	<b>%</b>
21-25	23	4.18
26-30	86	15.64
31-35	140	25.45
36-40	126	22.91
41-45	74	13.45
46-50	52	9.45
51-55	34	6.18
56-60	12	2.18
61-65	3	< 1
<b>Total</b>	<b>550</b>	<b>100</b>

**Table 5  
Gender of Officers in Patrol Sample**

<b>Gender</b>	<b>N</b>	<b>%</b>
Male	494	89.82
Female	55	10.00
Unidentified	1	< 1
<b>Total</b>	<b>550</b>	<b>100</b>

**Table 6  
Equal Employment Opportunity Commission Category of Officers in Patrol Sample**

<b>EEOC Category</b>	<b>N</b>	<b>%</b>
White	516	93.82
Black	15	2.73
Unidentified	6	1.09
American Indian	6	1.09
Hispanic	3	< 1
Multi-Racial	2	< 1
Alaska Native	1	< 1
Asian	1	< 1
Native Hawaiian	0	-
Pacific Islander	0	-
<b>Total</b>	<b>550</b>	<b>100</b>

**Table 7  
Patrol Area of Officers in Patrol Sample**

<b>Patrol Area</b>	<b>N</b>	<b>%</b>
Suburban	203	36.91
Suburban/Rural	134	24.36
Rural	96	17.45
Urban/Suburban/Rural	67	12.18
Urban/Suburban	28	5.09
Urban	18	3.27
Urban/Rural	3	< 1
Unidentified	1	< 1
<b>Total</b>	<b>550</b>	<b>100</b>

**Table 8**  
**Rank/Job Title of Officers in Patrol Sample**

<b>Rank</b>	<b>N</b>	<b>%</b>
Deputy	470	85.45
Patrol Officer	49	8.91
Corporal	11	2.00
Other	9	1.64
Unidentified	8	1.45
Sergeant	3	< 1
Trooper	0	-
Public Safety Officer	0	-
<b>Total</b>	<b>550</b>	<b>100</b>

**Table 9**  
**Preemployment Education level of Officers in Patrol Sample**

<b>Highest Grade Completed before Employed as a Police Officer</b>	<b>N</b>	<b>%</b>
GED	3	< 1
High School	61	11.09
Some Undergraduate	171	31.09
Undergraduate	264	48.00
Some Graduate	44	8.00
Masters	3	< 1
Ph.D., J.D., or equivalent	1	< 1
Unidentified	3	< 1
<b>Total</b>	<b>550</b>	<b>100</b>

**Table 10**  
**Post Employment Education level of Officers in Patrol Sample**

<b>Highest Grade Completed before Employed as a Police Officer</b>	<b>N</b>	<b>%</b>
GED	3	< 1
High School	30	5.45
Some Undergraduate	147	26.73
Undergraduate	268	48.73
Some Graduate	56	10.18
Masters	6	1.09
Ph.D., J.D., or equivalent	1	< 1
Unidentified	39	7.09
<b>Total</b>	<b>550</b>	<b>100</b>

**Table 11**  
**Frequency of Shift Rotation for Officers in Patrol Sample**

<b>How Often do you Rotate Shifts?</b>	<b>N</b>	<b>%</b>
Every week	13	2.36
Every two weeks	12	2.18
Every four weeks	7	1.27
Monthly	12	2.18
Every two months	0	-
Every three months	11	2.00
Do not rotate shifts	338	61.45
Other rotation schedule	132	24.00
Unidentified	25	4.55
<b>Total</b>	<b>550</b>	<b>100</b>

Patrol officers rated how often (within the last 12 months) their work schedule included overtime shifts using the following frequency scale:

- 1 = Have never done this;
- 2 = A few times per year (or less);
- 3 = A few times per month;
- 4 = A few times per week;
- 5 = Daily.

**Table 12**  
**Frequency of Overtime Shifts for Patrol Officers**  
**(1 = Have never done this; 5 = Daily)**

Overtime Shift	Average Frequency	N
Worked scheduled overtime	2.31	547
Work unscheduled overtime	2.46	545
Missed a scheduled meal	3.04	546

**Large Sheriff’s Office Departments – Supervisor Sample**

Tables 13–19 describe the sample of supervisors who responded to the JAI.

**Table 13**  
**Age of Officers in Supervisor Sample**

Age	N	%
18-20	0	-
21-25	0	-
26-30	1	< 1
31-35	12	11.76
36-40	35	33.98
41-45	14	13.59
46-50	20	19.42
51-55	11	10.68
56-60	6	5.83
Unidentified	3	2.91
No Response	1	< 1
<b>Total</b>	<b>102</b>	<b>100</b>

**Table 14**  
**Gender of Officers in Supervisor Sample**

<b>Gender</b>	<b>N</b>	<b>%</b>
Male	94	92.16
Female	6	5.88
Unidentified	2	1.96
<b>Total</b>	<b>102</b>	<b>100</b>

**Table 15**  
**Equal Employment Opportunity Commission Category for Officers in Supervisor Sample**

<b>EEOC Category</b>	<b>N</b>	<b>%</b>
White	93	91.18
Black	5	4.90
Multi-Racial	2	1.96
Unidentified	2	1.96
Alaska Native	0	-
American Indian	0	-
Asian	0	-
Hispanic	0	-
Native Hawaiian	0	-
Pacific Islander	0	-
<b>Total</b>	<b>102</b>	<b>100</b>

**Table 16**  
**Preemployment Education Level of Officers in Supervisor Sample**

<b>Preemployment Education Level of Officers in Supervisor Sample</b>	<b>N</b>	<b>%</b>
GED	0	-
High School	15	14.71
Some Undergraduate	37	36.27
Undergraduate	42	41.18
Some Graduate	6	5.88
Masters	1	< 1
Ph.D., J.D., or equivalent	0	-
Unidentified	1	< 1
<b>Total</b>	<b>102</b>	<b>100</b>

**Table 17**  
**Education Level of Officers in Supervisor Sample before Promotion to Supervisor**

<b>Highest Grade Completed at Time of Promotion to Supervisor</b>	<b>N</b>	<b>%</b>
GED	0	-
High School	6	5.88
Some Undergraduate	40	39.22
Undergraduate	37	36.27
Some Graduate	12	11.76
Masters	4	3.92
Ph.D., J.D., or equivalent	0	-
Unidentified	3	2.94
<b>Total</b>	<b>102</b>	<b>100</b>

**Table 18**  
**Current Education level for Officers in Supervisor Sample**

<b>Highest Grade Completed at Present Time</b>	<b>N</b>	<b>%</b>
GED	0	-
High School	3	2.94
Some Undergraduate	34	33.33
Undergraduate	43	42.16
Some Graduate	12	11.76
Masters	4	3.92
Ph.D., J.D., or equivalent	0	-
Unidentified	6	5.88
<b>Total</b>	<b>102</b>	<b>100</b>

**Table 19**  
**Current Rank of Officers in Supervisor Sample**

<b>Rank</b>	<b>N</b>	<b>%</b>
Sergeant	77	75.49
Other	13	12.75
Lieutenant	10	9.80
No Response	2	1.96
<b>Total</b>	<b>102</b>	<b>100</b>



**Table 20**  
**Background and Experience of Officers in Supervisor Sample**

Experience	Average Number of Years	N
With Present Agency	17.87	7.32
In Law Enforcement	19.12	7.77
As a Patrol Officer	11.80	6.27
Supervising the Work of Patrol Officers	5.27	4.64

**Table 21**  
**Number of Officers Currently Supervising Patrol Officers**

Are You Currently Supervising Patrol Officers?	N	%
Yes	95	93.14
No	4	3.92
No response	3	2.94
<b>Total</b>	<b>102</b>	<b>100</b>

**Patrol Officers' Ratings of Basic Training Curriculum and Training Priority**

Patrol Officers were asked to indicate how well prepared they were to perform the important tasks associated with their job following basic training, with a statewide majority (approximately 82%) indicating that they were "fairly well" or "better" prepared. Agency type specific results are given below.

**Table 22**  
**Perceptions Regarding Officer Preparation for 21<sup>st</sup> Century as a Result of Basic Training**

How Well Prepared?	N	%
Very Little	74	13.45
Fairly Well	302	54.91
Quite Well	123	22.36
Very Well	42	7.64
No Response	5	< 1
Not Applicable	4	< 1
<b>Total</b>	<b>550</b>	<b>100</b>

Patrol Officers were also asked to assess the training curriculum in terms of how much attention should be paid to various topics by selecting one of the following responses: (1) more attention, (2) less attention, or (3) have devoted about the right amount of attention. Agency type specific results are provided in Table 23.

**Table 23**  
**The Number and Percent of Patrol Officers Indicating the Amount of Attention that should be Devoted to Training Topics**

Training Topic	More Attention		About Right		Less Attention		Uniden- tified		Total	
	N	%	N	%	N	%	N	%	N	%
Legal Instruction Related to Arrest, Search and Seizure	252	45.82	290	52.73	8	1.45	-	-	550	100
Criminal Investigation Procedures	307	55.82	224	40.73	18	3.27	1	0.18	550	100
Report Writing	254	46.18	245	44.55	50	9.09	1	0.18	550	100
Patrol Operations	231	42.00	281	51.09	34	6.18	4	0.73	550	100
Juvenile Matters	239	43.45	244	44.36	66	12.00	1	0.18	550	100
Officer Safety	335	60.91	205	37.27	8	1.45	2	0.36	550	100
First Aid	60	10.91	371	67.45	117	21.27	2	0.36	550	100
“Use of Force” Techniques/Skills (Deadly and Non-Deadly Force)	249	45.27	288	52.36	12	2.18	1	0.18	550	100
Traffic and Driving	218	39.64	316	57.45	16	2.91	-	-	550	100
Interpersonal Communication	197	35.82	291	52.91	62	11.27	-	-	550	100
Ethics	137	24.91	339	61.64	71	12.91	3	0.55	550	100
Problem Solving	212	38.55	309	56.18	29	5.27	-	-	550	100
Decision Making	241	43.82	291	52.91	18	3.27	-	-	550	100
Cultural Diversity	75	13.64	342	62.18	133	24.18	-	-	550	100
Critical Incident Response	283	51.45	231	42.00	33	6.00	3	0.55	550	100
Computer Crimes/Identify Theft, etc.	324	58.91	158	28.73	67	12.18	1	0.18	550	100
Terrorism Prevention	260	47.27	222	40.36	67	12.18	1	0.18	550	100

## **Patrol Officers' Ratings of In-Service Training Requirements and Curriculum**

Officers were also asked to provide information about in-service training effectiveness and requirements. Specifically, officers were asked to rate how well in-service training prepared them to perform important tasks post 9/11. Agency type specific responses are given in Table 24.

**Table 24**  
**Perception Regarding Officer Preparation, Post 9/11, as a Result of In-Service Training**

<b>How Well Prepared?</b>	<b>N</b>	<b>%</b>
Very little	198	36.00
Fairly well	233	42.36
Quite well	101	18.36
Very well	15	2.73
No response	3	0.55
<b>Total</b>	<b>550</b>	<b>100</b>

Officers were also asked about in-service training requirements for their agency, including if it was mandated and the number of hours mandated. Responses are detailed in Tables 25 and 26.

**Table 25**  
**Is In-Service Non-Firearm Training Mandated by Your Agency?**

<b>Response</b>	<b>N</b>	<b>%</b>
Yes	430	78.18
No	115	20.91
No response	5	0.91
<b>Total</b>	<b>550</b>	<b>100</b>

**Table 26**  
**Number of Hours of Mandated Training per Officer per Year**

<b>Number of Hours</b>	<b>N</b>	<b>%</b>
0	18	4.12
1-10	56	12.81
11-20	96	21.97
21-30	63	14.42
31-40	122	27.92
41-50	35	8.01
51-60	6	1.37
61-70	3	< 1
71-80	21	4.81
81-90	-	-
91-100	14	3.20
101-110	-	-
111-120	2	< 1
121-130	-	-
131-140	-	-
141-150	-	-
151-200	-	-
201-250	-	-
251-300	-	-
301-350	1	< 1
351-400	-	-
640	-	-
<b>Total</b>	<b>437</b>	<b>100</b>

Finally, officers were asked to give their opinions on the number of hours of in-service training an officer should have per year. Statewide, the majority (approximately 80%) suggested at least 31 hours per year. The number of hours that should be left to agency discretion was also asked, with most officers indicating that the bulk of training be conducted at the local level. When asked how often officers should attend in-service training, almost 50% indicated once every 6 months. When asked to identify which concept or characteristic is most important to job effectiveness and the topic most important for road officers in the post 9/11 environment, the most frequent responses were Communication Skills and Decision Making. Agency type specific responses are given in Table 27 through Table 30.

**Table 27**  
**Number of Hours of In-Service Training each Officer Needs per Year**

<b>Number of Hours</b>	<b>N</b>	<b>%</b>
0	2	< 1
1-10	11	2.06
11-20	36	6.74
21-30	38	7.12
31-40	175	32.77
41-50	50	9.36
51-60	32	5.99
61-70	2	< 1
71-80	73	13.67
81-90	4	< 1
91-100	69	12.92
101-110	-	-
111-120	19	3.56
121-130	-	-
131-140	-	-
141-150	3	< 1
151-160	4	< 1
161-170	-	-
171-180	-	-
181-190	-	-
191-200	11	2.06
201-250	2	< 1
251-300	-	-
301-350	1	< 1
351-400	-	-
401-450	-	-
451-500	2	< 1
501-750	-	-
751-1,000	-	-
<b>Average</b>	<b>534</b>	<b>100</b>

**Table 28**  
**Number of Training Hours Left to Local Agency Discretion**

<b>Number of Hours</b>	<b>N</b>	<b>%</b>
0	26	4.86
1-10	42	7.85
11-20	97	18.13
21-30	76	14.21
31-40	148	27.66
41-50	58	10.84
51-60	23	4.30
61-70	3	< 1
71-80	24	4.49
81-90	4	< 1
91-100	23	4.30
101-110	1	< 1
111-120	4	< 1
121-130	-	-
131-140	-	-
141-150	-	-
151-160	1	< 1
161-170	-	-
171-180	1	< 1
181-190	-	-
191-200	3	< 1
201-250	-	-
251-300	-	-
301-350	-	-
351-400	1	< 1
401-450	-	-
451-500	-	-
1,000	-	-
More than 1,000	-	-
<b>Average</b>	<b>535</b>	<b>100</b>

**Table 29**  
**How Often Should Officers Attend Non-Firearm In-Service Training**

<b>How Often?</b>	<b>N</b>	<b>%</b>
Once Every Month	196	35.64
Once Every 6 Months	271	49.27
Once a Year	73	13.27
Once Every 2 Years	3	0.55
Once Every 3 Years	3	0.55
Not Applicable	4	0.73
<b>Total</b>	<b>550</b>	<b>100</b>

**Table 30**  
**Most Important Concept or Characteristic for Effective Line Officer Job Performance**

<b>Concept/ Characteristic</b>	<b>N</b>	<b>%</b>
Communication Skills	142	25.87
Decision Making	145	26.41
Job Experience	86	15.66
Multi-Tasking	49	8.93
Problem Solving	50	9.11
Legal Knowledge	34	6.19
Ethics	17	3.10
No Response	9	1.64
Physical Fitness	17	3.10
<b>Total</b>	<b>549</b>	<b>100</b>

## CHAPTER 4: Data Analysis

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The data were analyzed to describe the job of Patrol Officer in the State of Michigan as it exists in 2006. The analyses were designed to identify:

- core tasks (across agency types)
- task differentiation based on tenure
- core tasks/job requirements across time
- core complaints
- core sources of information, and
- core equipment used.

Details of each analysis and findings follow.

### Essential Tasks

The primary purpose of the statewide job analysis project was to identify the “core” tasks for the job of patrol officer. Core tasks are identified as those tasks with “statewide significance” (PRC and MLEOTC, 1979). For each agency type, however, the goal was to identify those tasks essential to that particular agency type. In terms of defining **essential functions**, the legislative history of the Americans with Disabilities Act, as well as ADA guidelines published by the EEOC, indicate that “essential functions” are viewed as job tasks that are fundamental and not marginal. Accordingly, the MLEOTC developed statistical protocols and decision rules to identify and categorize patrol officer job tasks by their degree of importance.

Specifically, a taxonomy was developed to classify tasks as either essential, important, or non-essential for each agency type. Essential and important tasks were determined using information from two rating scales: Criticality (consequences of inadequate performance) rating scale and Frequency. Criticality (CIP) ratings were made by supervisors whereas frequency ratings were made by patrol officers. Data from these two scales were combined to create a composite score for each agency type. The range for the composite was 1 to 5, and it was calculated by summing each agency type’s weighted mean Criticality response (.67 x mean criticality) and weighted mean Frequency response (.33 x mean frequency). The Criticality scale was given the weight of 67% of the final composite score since this component was considered the dominant factor in determining whether a task was essential.

When determining core tasks for the State of Michigan, the MLEOTC developed a set of criteria based on composite ratings across the eleven agency types, as well as considering such factors as tenure differences, average frequency, and average criticality ratings. When determining essential tasks for each individual agency type, however, a different approach was taken. Composite scores from just the agency of interest were used to determine which tasks were essential. The following set of criteria, first defined in 1996, was used to determine essential, important, and non-essential tasks:



Essential Tasks	Must have a composite score of 2.75 or higher
Important Tasks	Must have a composite score of 2.25 or higher and less than 2.75
Non-Essential Tasks	Fail to meet either of the above criteria, OR have: <ul style="list-style-type: none"> <li>• a mean CIP rating less than 3.5 <u>and</u></li> <li>• a mean Frequency rating less than 1.5</li> </ul>

Tasks with a mean CIP rating less than 3.5 and mean Frequency rating less than 1.5 were eliminated so that extremely low-frequency tasks would not be included, unless their Criticality ratings were very high.

As a result of these selection criterion, 246 out of 459 tasks or 53.59 percent, were deemed essential, 127 out of 459 or 27.67 percent were deemed important, and 86 out of 459, or 18.74 percent, were deemed non-essential. A list of the essential tasks for Large Sheriff's Office is provided in Appendix B. Important tasks are given in Appendix C, with the Non-Essential tasks listed in Appendix D.

### **Complaints/Incidents**

Complaints and incidents performed by at least 50% of patrol officers in the Large Sheriff's Office agency type were considered to be essential complaints. A total of 137 essential complaints/incidents out of 162 (or 84.57 percent) were identified. A list of all 162 complaints and the percent performing for Large Sheriff's Office is provided in Appendix E.

### **Sources of Information**

Data were gathered on both the importance of each source of information, and the frequency of use of each source. The response scales are given below.

**Table 31**  
**Sources of Information – Frequency Scale**

Rating	Anchor
1	Do not refer to this information source
2	Refer to this source a few times per year (or less frequently)
3	Refer to this source a few times per month
4	Refer to this source a few times per week
5	Refer to this source daily

**Table 32**  
**Sources of Information – Importance Scale**

<b>Rating</b>	<b>Anchor</b>
1	Minimally Important
2	Not Very Important
3	Important
4	Very Important
5	Extremely Important

A composite score was created in much the same manner used for task statements (i.e., giving Criticality or Importance twice the weight of Frequency). A cut off of a composite score of 2.50 or higher for Large Sheriff’s Office was used to identify essential sources of information. 28 of 34 sources of information (or 82.35 percent) were rated essential. All 34 sources of information along with the composite scores for Large Sheriff’s Office are given in Appendix F.

**Equipment**

When rating the 99 different kinds of equipment and vehicles, respondents simply indicated if they used the equipment or not. If 50% or more of the respondents for the Large Sheriff’s Office agency type indicated that they used the equipment, it was considered essential. A total of 52 pieces of core equipment (or 52.52 percent) were identified. A list of the equipment along with the percentage of respondents using the equipment in this agency type is given in Appendix G.

## **CHAPTER 5: Summary and Conclusions**

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The data from the 2006 statewide job task analysis was used to create specific job descriptions for each of the eleven different agency types. As a result, the job of patrol officer in Large Sheriff's Office has been defined in terms of activities and context. The description includes essential and important job tasks, as well as common complaints/incidents, important sources of information, and essential equipment. The methods, analyses and criteria used to create this detailed and focused job description are described in this report, with finding and results given in Appendices.

The agency type specific job description can be used to review, update, and support local employee selection programs, training curriculum, and/or performance appraisal processes. In addition, the updated job description helps to maintain compliance with State and Federal fair employment regulations and guidelines.

## References

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Performance-Based Selection and Michigan Commission on Law Enforcement Standards (2006). Statewide Job Analysis of the Patrol Officer Position.

Personnel Research Consultants and Michigan Commission on Law Enforcement Officers Training Council (1979). Statewide Job Analysis of the Police Patrol Officer Position.

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# **APPENDIX A**

## **Job Analysis Officer Survey**

**STATEWIDE JOB ANALYSIS**

**OF THE**

**LAW ENFORCEMENT PATROL OFFICER POSITION**

  

**LAW ENFORCEMENT OFFICER**

**TASK INVENTORY**



**2005**

**MICHIGAN COMMISSION ON LAW  
ENFORCEMENT STANDARDS**

**7426 NORTH CANAL ROAD, LANSING, MICHIGAN 48913  
PHONE: (517) 322-1417**

**SECTION ONE  
BACKGROUND INFORMATION**

**PLEASE COMPLETE THE FOLLOWING INFORMATION:**

YOUR MCOLES NUMBER

YOUR AGENCY NUMBER

NAME OF YOUR AGENCY

LOCATION OF YOUR WORK ASSIGNMENT (City)

TELEPHONE NUMBER WHERE YOU WORK (     ) \_\_\_\_\_

**DIRECTIONS:** Write in the appropriate response for Items 1 - 4.

YOUR PRESENT JOB TITLE:

1. CHECK ALL THE BOX(ES) THAT DESCRIBE YOUR PRIMARY RESPONSIBILITY(IES) IN THE LAST SIX MONTHS:

- Patrol
- Criminal Investigation
- Traffic Enforcement
- Community Relations
- Warrant Service  
& Property Control
- Civil Processes
- Dispatching
- Identification
- Bailiff/Court Officer
- Vice Investigation
- Narcotics Investigation
- Other (specify)

2. TOTAL MONTHS OF EXPERIENCE AS A **LICENSED LAW ENFORCEMENT OFFICER:** \_\_\_\_\_ Months

3. TOTAL MONTHS OF EXPERIENCE WITH YOUR CURRENT AGENCY  
\_\_\_\_\_ Months

4. PERCENT OF TIME YOU SPEND WORKING BY YOURSELF ON PATROL.  
\_\_\_\_\_ %

**DIRECTIONS: Click on the appropriate response code for each question in the space provided.**

5. YOUR PRESENT AGE:

- 18 - 20
- 21 - 25
- 26 - 30
- 31 - 35
- 36 - 40
- 41 - 45
- 46 - 50
- 51 - 55
- 56 - 60
- 61 +

6. YOUR GENDER:

- Male
- Female

7. YOUR EQUAL EMPLOYMENT OPPORTUNITY COMMISSION CLASSIFICATION:

- Alaska Native
- American Indian
- Asian
- Black
- Hispanic
- Multi-Racial
- Native Hawaiian
- Pacific Islander
- White

8. IN WHAT TYPE OF PATROL AREA DO YOU WORK?

**Urban** = inner city (high population density);

**Suburban** = residential (moderate population density);

**Rural** = agricultural/forest (low population density).

- Urban
- Suburban
- Rural
- Urban/Suburban
- Suburban/Rural
- Urban/Rural
- Urban/Suburban/Rural



9. INDICATE YOUR PRESENT RANK:

- Patrol Officer
- Trooper
- Deputy
- Public Safety Officer
- Corporal
- Sergeant
- Other (specify)

10. HIGHEST GRADE YOU COMPLETED BEFORE YOU WERE EMPLOYED AS A POLICE OFFICER.

- GED
- High School
- Some Undergraduate
- Some Graduate
- Masters
- Ph.D., J.D., or equivalent

11. HIGHEST GRADE YOU HAVE COMPLETED AT THE PRESENT TIME.

- GED
- High School
- Some Undergraduate
- Some Graduate
- Masters
- Ph.D., J.D., or equivalent

12. HOW FREQUENTLY DO YOU ROTATE SHIFTS?

- Every week
- Every two weeks
- Every four weeks
- Monthly
- Every two months
- Every three months
- Do not rotate shifts
- Other rotation schedule (specify)\_\_\_\_\_

**USE THE FREQUENCY SCALE BELOW TO ANSWER QUESTIONS 13-15**

<b>FREQUENCY SCALE</b>				
DURING THE LAST TWELVE MONTHS, MY WORK SCHEDULE HAS INCLUDED THE FOLLOWING, ON THE AVERAGE OF:				
1	2	3	4	5
Have never done this	A few times per year (or less)	A few times per month	A few times per week	Daily

- 13. WORKED SCHEDULED OVERTIME
- 14. WORKED UNSCHEDULED OVERTIME
- 15. MISSED A SCHEDULED MEAL

**QUESTIONS 16 and 17 MEASURE TRAINING CURRICULUM PRIORITY:**

16. My BASIC training prepared me to perform important tasks in the 21<sup>st</sup> century:

- Not applicable
- Very little
- Fairly well
- Quite well
- Very well

17. Basic academies are required to provide training in a wide variety of law enforcement topics, but there is a limited amount of time that can be devoted to these subjects. Listed below are general categories of basic training topics. In your opinion, do you believe that the basic academies should devote

- 1) more attention,
- 2) less attention, or
- 3) have devoted about the right amount of attention to the following topics?

Legal instruction related to arrest, search and seizure	①②③
Criminal investigation procedures	①②③
Report writing	①②③
Patrol operations	①②③
Juvenile matters	①②③
Officer safety	①②③
First aid	①②③
“Use of force” techniques/skills (deadly and non-deadly force)	①②③
Traffic and driving	①②③
Interpersonal communications	①②③
Ethics	①②③

Problem solving	①②③
Decision making	①②③
Cultural diversity	①②③
Critical incident response	①②③
Computer crimes/identity theft, etc.	①②③
Terrorism prevention	①②③

Over the years, the law enforcement community across Michigan has sent a clear message to the Michigan Commission on Law Enforcement Standards (MCOLES) endorsing the necessity for our organization to take a greater leadership role regarding mandated training for active officers. In an effort to begin to formulate an in-service standard, MCOLES is seeking your perspectives. Please answer questions 16 through 20 so your ideas can be incorporated into a workable in-service training model.

18. My in-service training has prepared me to perform important tasks post 9/11
- Very Little  
Fairly Well  
Quite Well  
Very Well
19. Excluding periodic firearms qualifications, is in-service training mandated by your agency?
- Yes                       No
20. If yes, how many hours are mandated for each officer per year? \_\_\_\_\_
21. How many hours of in-service training do YOU think an officer should have per year? \_\_\_\_\_
22. Of these hours, how many of them should be left to local agency discretion to address agency training needs? \_\_\_\_\_
23. Not including periodic firearms qualifications, how often should officers be required to attend in-service training?
- Once every 6 months  
 Once a year  
 Once every two years  
 Once every three years

24. As a line officer, which underlying concept or characteristic is most important in order to do your job most effectively? All are important, but please select one.
- Decision making
  - Problem solving
  - Multi-tasking
  - Ethics
  - Communication skills
  - Job experience
  - Legal knowledge
  - Physical fitness
25. What topic do you see as most important for road officers in the post 9/11 environment?
26. Please provide any comments you may have regarding basic or in-service training issues that are important to your department.

## SECTION TWO

### CHECKLISTS

#### RESPONSE TO COMPLAINTS/INCIDENTS

You are to identify the complaints and / or incidents to which you have responded as a law enforcement officer. Read each statement, and for the response that best describes how often you have responded to each type of complaint / incident, click the appropriate response using the scale below. Use only one number to describe your response for each statement. If you have never responded to a particular complaint / incident while employed by your current agency, respond with a rating of '1'.

**DURING EMPLOYMENT WITH MY CURRENT AGENCY, I HAVE RESPONDED TO THIS TYPE OF COMPLAINT / INCIDENT ON THE AVERAGE OF:**

**5 = Daily**

**4 = A few times per week**

**3 = A few times per month**

**2 = A few times per year (a less frequent)**

**1 = Have never done this**

#### Complaint / Incident

Abandoned vehicle	①②③④⑤
Activated alarm (e.g., burglary, panic, medical-alert, etc.)	①②③④⑤
Active shooter	①②③④⑤
Aircraft accident	①②③④⑤
Amber alert	①②③④⑤
Ambulance run	①②③④⑤
Animal control violation (loose animals, barking dogs)	①②③④⑤
Anthrax (including false reports)	①②③④⑤
Arson	①②③④⑤
Assault (felony)	①②③④⑤
Assault (misdemeanor)	①②③④⑤
Assist other agency	
Auto theft (including OnStar and Lojak, assisted incidents)	①②③④⑤
Auto train accident	①②③④⑤
Bad check	①②③④⑤
Barricaded gunman	①②③④⑤
Begging/pan handling	①②③④⑤
Bicycle theft	①②③④⑤
Boat accident	①②③④⑤
Bombing	①②③④⑤
Bomb threat (including false reports/hoaxes)	①②③④⑤
Bond violations	①②③④⑤

Breaking and entering	①②③④⑤
Burning property	①②③④⑤
Business or peddler license violation	①②③④⑤
Canine (K-9) assist (search, perimeter)	①②③④⑤
Check law violation (e.g., forgery, counterfeit, NSF, etc.)	①②③④⑤
Check on welfare of a citizen	①②③④⑤
Chemical spills	①②③④⑤
Child abuse/neglect	①②③④⑤
Child custody	①②③④⑤
Child locked in vehicle	①②③④⑤
Citizen locked out	①②③④⑤
Citizen assist	①②③④⑤
Civil rights	①②③④⑤
Complaints about non-police government service (e.g., trash collection, road, civil)	①②③④⑤
Complaints against officer	①②③④⑤
Computer crime	①②③④⑤
Concealing stolen property	①②③④⑤
Concealed weapon	①②③④⑤
Contributing to the delinquency of a minor	①②③④⑤
Controlled substance violation (meth labs, drug diversion, prescription, precursor)	①②③④⑤
Counterfeit money	①②③④⑤
Credit card theft or misuse	①②③④⑤
Criminal sexual conduct	①②③④⑤
Cruelty to animals (abuse/neglect)	①②③④⑤
Curfew	①②③④⑤
Dead body	①②③④⑤
Defrauding an innkeeper	①②③④⑤
Desertion or AWOL	①②③④⑤
Disorderly conduct	①②③④⑤
Disorderly juveniles	①②③④⑤
Domestic violence complaint	①②③④⑤
Downed wires	①②③④⑤
Drive ambulance	①②③④⑤
Drive-by shooting	①②③④⑤
Drowning	①②③④⑤
Drug overdose	①②③④⑤
Drunk driver (including OUID)	①②③④⑤
Elder abuse (vulnerable adult abuse)	①②③④⑤
Embezzlement	①②③④⑤
Entering without permission	①②③④⑤
Ethnic intimidation	①②③④⑤
Eviction	①②③④⑤
Explosion	①②③④⑤
Extortion	①②③④⑤

Failure to pay (e.g., gas, meals, taxi, etc.)	①②③④⑤
False fire alarm	①②③④⑤
False police report	①②③④⑤
Fire alarm	①②③④⑤
Fireworks violation	①②③④⑤
Fishing and hunting (e.g., gaming law, conservation violations)	①②③④⑤
Foreign Protection Orders (FPO)	①②③④⑤
Forgery	①②③④⑤
Found property	①②③④⑤
Gambling (e.g., dice games, animal fights, city ordinance violations)	①②③④⑤
Harassing telephone calls	①②③④⑤
Hazardous materials	①②③④⑤
Hit and run traffic crash (including PD, PI, fatalities)	①②③④⑤
Home invasion	①②③④⑤
Hostage	①②③④⑤
Identity theft	①②③④⑤
Illegal alien	①②③④⑤
Illegal burning	①②③④⑤
Illegal weapon (firearm)	①②③④⑤
Illegal weapon (other than firearm)	①②③④⑤
Impersonating an officer or other official	①②③④⑤
Indecent exposure	①②③④⑤
Industrial accident	①②③④⑤
Injured animal	①②③④⑤
Insurance fraud	①②③④⑤
Invalid or elderly person needing assistance	①②③④⑤
Jail break (including walk-away, work release, juvenile escape)	①②③④⑤
Joy ride (including failure to return)	①②③④⑤
Kidnapping	①②③④⑤
Labor/management dispute	①②③④⑤
Landlord/tenant dispute	①②③④⑤
Larceny/felony	①②③④⑤
Larceny/misdemeanor	①②③④⑤
Liquor law (e.g., MIP, private parties, LCC inspections)	①②③④⑤
Littering	①②③④⑤
Loitering	①②③④⑤
Lost child	①②③④⑤
Loud party	①②③④⑤
Mail theft	①②③④⑤
Malicious destruction of property (MDOP)	①②③④⑤
Mentally ill person (including persons requiring treatment-PRT)	①②③④⑤
Minors in possession of alcohol (MIP)	①②③④⑤
Missing person	①②③④⑤
Money escorts	①②③④⑤
Motor vehicle hijacking	①②③④⑤
Motor vehicle theft	①②③④⑤

911 hang-ups	①②③④⑤
Non-traffic injury (e.g., skateboarding, bicycle accidents)	①②③④⑤
Nursing home patient abuse	①②③④⑤
Obscene, harassing, or threatening phone call	①②③④⑤
Odor investigation (e.g., gas leak)	①②③④⑤
Parking (including handicap parking)	①②③④⑤
Parental kidnap	①②③④⑤
Parole or probation	①②③④⑤
Peddling	①②③④⑤
Personal Protection Orders (PPO)	①②③④⑤
Peeping Tom	①②③④⑤
Perimeter control at fire	①②③④⑤
Pornographic material (including child pornography)	①②③④⑤
Postal law violations	①②③④⑤
Prostitution	①②③④⑤
Prowling	①②③④⑤
Public nuisance (e.g., abandoned refrigerator, junk, code violation)	①②③④⑤
Reckless driving	①②③④⑤
Receiving stolen property	①②③④⑤
Recovering stolen property	①②③④⑤
Repossession dispute	①②③④⑤
Retail fraud (e.g., security avoidance, changing price tags, possessing a removal device)	①②③④⑤
Riot	①②③④⑤
Robbery (not including unarmed robbery)	①②③④⑤
Ruptured water or gas line	①②③④⑤
Runaway juveniles	①②③④⑤
Shots fired (including active shooter)	①②③④⑤
Sniper	①②③④⑤
Stalking (including internet stalking)	①②③④⑤
Status offenders (juveniles)	①②③④⑤
Suicide (including assisted suicide)	①②③④⑤
Suicide attempt	①②③④⑤
Suspicious object (bomb, package)	①②③④⑤
Suspicious person or vehicle	①②③④⑤
Tampering with an auto (including VIN removal)	①②③④⑤
Tampering with equipment (e.g., construction vehicles)	①②③④⑤
Terrorism (domestic or foreign)	①②③④⑤
Terrorist threat	①②③④⑤
Truancy	①②③④⑤
Thrown object at moving vehicle	①②③④⑤
Traffic control	①②③④⑤
Traffic crash (including off-road)	①②③④⑤
Train derailment	①②③④⑤
Trespassing (including DNR, unwanted person)	①②③④⑤



Unarmed robbery	①②③④⑤
Unlawful possession or use of explosive	①②③④⑤
Unlawful use of firearm	①②③④⑤
Wanted person	①②③④⑤
Weapon of Mass Destruction (radiological, biological, chemical, nuclear)	①②③④⑤
Environmental violations	①②③④⑤

## EQUIPMENT AND TRANSPORTATION CHECKLIST

**DIRECTIONS:** If you use, drive, or operate any of the following types of equipment in the course of your duties, click the selection next to that type of equipment. Fill in all that apply.

All terrain vehicle	①②③④⑤
Ambulance	①②③④⑤
Animal control equipment (noose, gloves, net)	①②③④⑤
Anti-bacterial wash	①②③④⑤
Automatic External Defibrillator (AED)	①②③④⑤
Automobile	①②③④⑤
Axe	①②③④⑤
Base station police radio	①②③④⑤
Baton (night stick, PR-24)	①②③④⑤
Battering Ram	①②③④⑤
Battery jumper cables	①②③④⑤
Battery jumper device (self contained power source)	①②③④⑤
Bicycle	①②③④⑤
Binoculars	①②③④⑤
Biohazard suit	①②③④⑤
Blanket	①②③④⑤
Bloodborne pathogen kit	①②③④⑤
Boat	①②③④⑤
Body armor (hidden vest, exterior vest)	①②③④⑤
Business directory	①②③④⑤
Canine	①②③④⑤
Car door lock opening device	①②③④⑤
Cellular phone	①②③④⑤
Chemical agents (e.g., pepper, mace, tear gas)	①②③④⑤
Crisscross directory (e.g., Bresslers)	①②③④⑤
Dictating machine	①②③④⑤
Drug and narcotic identification field kit	①②③④⑤
Evidence processing kit (fingerprinting, casting, CSI kit)	①②③④⑤
Evidentiary breath test instrument	①②③④⑤
Fingerprint Live-Scan machine	①②③④⑤
Fire extinguisher	①②③④⑤
Fire hose	①②③④⑤
Fire hydrant cut-off wrench	①②③④⑤
Fire nozzles	①②③④⑤

Fire protective clothing	①②③④⑤
Fire truck	①②③④⑤
Firearm range equipment	①②③④⑤
First aid kit	①②③④⑤
Flare gun	①②③④⑤
Flares	①②③④⑤
Flashlight	①②③④⑤
Flex-cuffs (zip cuffs)	①②③④⑤
Four wheel drive vehicle	①②③④⑤
Gas mask	①②③④⑤
Gear bag/throw bag	①②③④⑤
Gloves (latex, rubber, leather)	①②③④⑤
Handcuffs	①②③④⑤
Hand-held police radio	①②③④⑤
Illuminated traffic baton	①②③④⑤
Ladder	①②③④⑤
LEIN terminal	①②③④⑤
Lo-jack	①②③④⑤
Leg restraints	①②③④⑤
Less lethal weapon (e.g., Taser, bean bag, flashbang, stingball, pepper ball, etc.)	①②③④⑤
Manual control for traffic signal	①②③④⑤
Metal detector	①②③④⑤
Motorcycle	①②③④⑤
Night vision goggles	①②③④⑤
Overhead emergency lights (patrol vehicle)	①②③④⑤
Oxygen tanks	①②③④⑤
Palm pilot	①②③④⑤
Personal computer	①②③④⑤
Photographic equipment	①②③④⑤
Pistol	①②③④⑤
Pistol magazines (extra)	①②③④⑤
Police barrier tape	①②③④⑤
Police car radio	①②③④⑤
Police microphone on officer	①②③④⑤
Pneumatic tool for extracting trapped person (e.g., jaws of life, portapower)	①②③④⑤
Preliminary breath test instrument (PBT)	①②③④⑤
Pry bar	①②③④⑤
Public address system	①②③④⑤
Pylons	①②③④⑤
Radio car computer terminal	①②③④⑤
Revolver	①②③④⑤
Revolver speed loader	①②③④⑤
Rifle	①②③④⑤

Riot shield	①②③④⑤
Riot baton	①②③④⑤
Riot helmet	①②③④⑤
Rope/cord	①②③④⑤
Self-contained air pack (Scott air pack)	①②③④⑤
Semi-automatic pistol	①②③④⑤
Shotgun	①②③④⑤
Siren	①②③④⑤
Snowmobile	①②③④⑤
Speed detection device (radar, lidar, laser)	①②③④⑤
Spot light	①②③④⑤
Stop sticks	①②③④⑤
Surgical mask (pocket mask)	①②③④⑤
Tape recorder	①②③④⑤
Tape ruler	①②③④⑤
Tear gas grenade	①②③④⑤
Tear gas gun	①②③④⑤
Tool kit	①②③④⑤
Traffic vest (Illuminated/reflective)	①②③④⑤
Video camera (portable)	①②③④⑤
Video camera (stationary in-car)	①②③④⑤
Vehicle immobilizer ("Boot")	①②③④⑤
Environmental violations	①②③④⑤

## SOURCES OF INFORMATION

**INSTRUCTIONS:** The following is a list of materials, alphabetically arranged, that assist law enforcement officers in performing their job. Using the **Frequency** scale below, please indicate how often you refer to each source of information in order to perform the job of a law enforcement officer. Additionally, using the **Importance** scale below, please indicate how important each information source is in performing the job of police officer.

**NOTE:** If you assign a frequency rating of “1” to a particular source of information, please do **NOT** rate its importance. Only rate the importance of sources of information to which you have assigned a frequency rating of “2” through “5”.

Frequency	Importance
1 = Do not refer to this information source	1 = Minimally important
2 = Refer to this source a few times per year (or less frequently)	2 = Not very important
3 = Refer to this source a few times per month	3 = Important
4 = Refer to this source a few times per week	4 = Very important
5 = Refer to this source daily	5 = Extremely important

### Resource Materials

	Frequency	Importance
Attorney General opinions	①②③④⑤	①②③④⑤
Briefing sheets	①②③④⑤	①②③④⑤
Computer bulletin boards (e.g., Internet, Prodigy, etc.)	①②③④⑤	①②③④⑤
Court decisions	①②③④⑤	①②③④⑤
Criminal Law and Procedure Texts	①②③④⑤	①②③④⑤
Distance learning (e-learning)	①②③④⑤	①②③④⑤
Department manuals (e.g., policies, procedures, rules and regulations)	①②③④⑤	①②③④⑤
800-number directory	①②③④⑤	①②③④⑤
Federal statutes	①②③④⑤	①②③④⑤
Field guides (e.g., NATB book, Physicians Desk Reference, etc.)	①②③④⑤	①②③④⑤
First aid manual	①②③④⑤	①②③④⑤
Fish and game laws	①②③④⑤	①②③④⑤
Harbor and navigation statutes	①②③④⑤	①②③④⑤
Hazardous Materials Manual	①②③④⑤	①②③④⑤
Homeland Security resources	①②③④⑤	①②③④⑤
Internet sites (e.g., Lexis/Nexis, Westlaw,	①②③④⑤	①②③④⑤

judiciary homepages, etc.)		
Interoffice memos	①②③④⑤	①②③④⑤
Jury instructions	①②③④⑤	①②③④⑤
Legal transcripts	①②③④⑤	①②③④⑤
Legislative updates	①②③④⑤	①②③④⑤
LEIN/NCIC printouts	①②③④⑤	①②③④⑤
Local ordinances	①②③④⑤	①②③④⑤
Maps (State, County, City)	①②③④⑤	①②③④⑤
Michigan Compiled Laws/Michigan Statutes Annotated	①②③④⑤	①②③④⑤
Michigan Liquor Control act	①②③④⑤	①②③④⑤
Michigan Vehicle Code	①②③④⑤	①②③④⑤
Police incident reports	①②③④⑤	①②③④⑤
Professional law enforcement publications (e.g., FBI bulletin, Law and Order, etc.)	①②③④⑤	①②③④⑤
Prosecutor bulletins	①②③④⑤	①②③④⑤
State police intelligence reports	①②③④⑤	①②③④⑤
Telephone book	①②③④⑤	①②③④⑤
Training bulletins	①②③④⑤	①②③④⑤
UD-10 manual	①②③④⑤	①②③④⑤
Wanted bulletins	①②③④⑤	①②③④⑤

## SECTION THREE TASK STATEMENTS

### **INSTRUCTIONS**

The following pages contain tasks that are performed by patrol officers. The tasks have been sorted into major duty fields (patrol contact, accident investigation, etc.). Please rate the tasks in terms of the FREQUENCY with which you have performed them in the last twelve months or since your employment as a patrol officer, if less than twelve months. Use the 5-point scale to assign FREQUENCY ratings and enter the number in the column to the right of the task statement. IF YOU HAVE NEVER PERFORMED A TASK, CODE A "0".

**FREQUENCY**  
DURING THE LAST 12 MONTHS, MY WORK SCHEDULE  
HAS INCLUDED THE FOLLOWING, ON THE AVERAGE  
OF:

1 = Have never done this  
2 = A few times per year (or less)  
3 = A few times per month  
4 = A few times per week  
5 = Daily

### **TASK STATEMENTS**

1. Answer inquiries regarding the progress of a case .....①②③④⑤
2. Determine whether incidents are criminal or civil matters .....①②③④⑤
3. Establish modus operandi (M.O.) of a suspect .....①②③④⑤
4. Examine dead bodies for wounds and injuries.....①②③④⑤
5. Inform victims of their rights .....①②③④⑤
6. Inspect for damage and theft of railroad cargo .....①②③④⑤
7. Interview complainants, witnesses, etc. ....①②③④⑤
8. Investigate crimes against persons (assault, robbery, CSC, etc).....①②③④⑤
9. Investigate crimes against property (MDOP, burglary, fraud, etc).....①②③④⑤
10. Investigate public order crimes (littering, disorderly, riots, etc.).....①②③④⑤
11. Investigate regulatory crimes (weapons, controlled substances, etc) .....①②③④⑤

12. Investigate crimes where the suspect has a family relationship or dating relationship with the victim .....	①②③④⑤
13. Locate witnesses to crimes .....	①②③④⑤
14. Participate in investigations with other law enforcement agencies.....	①②③④⑤
15. Conduct a photographic line-up .....	①②③④⑤
16. Conduct a corporeal line-up .....	①②③④⑤
17. Conduct a show-up (on-scene identification) .....	①②③④⑤
18. Review crime lab reports to guide investigation .....	①②③④⑤
19. Review records and pictures to identify suspects .....	①②③④⑤
20. Review cause of death with medical examiner .....	①②③④⑤
21. Search dead bodies for personal property .....	①②③④⑤
22. Search fire debris for evidence relating to the cause of the fire .....	①②③④⑤
23. Obtain statements from witnesses .....	①②③④⑤
24. Track persons from scene (e.g., footprints in snow or mud) .....	①②③④⑤
25. Verify reliability and credibility of witnesses.....	①②③④⑤
26. Verify the identity of deceased persons .....	①②③④⑤
27. Attend autopsies for evidentiary purposes .....	①②③④⑤
28. Advise persons of constitutional rights .....	①②③④⑤
29. Arrest persons with a warrant.....	①②③④⑤
30. Arrest persons without a warrant.....	①②③④⑤
31. Serve personal protection orders (PPO) .....	①②③④⑤
32. Serve foreign protection orders (FPO) .....	①②③④⑤
33. Arrest or cite persons for violations of environmental laws or regulations.....	①②③④⑤
34. Collect interim bond .....	①②③④⑤
35. Complete the return of search warrants following service.....	①②③④⑤
36. Conduct on-the-scene suspect identifications (e.g., show-ups) .....	①②③④⑤
37. Explain nature of complaints to offenders .....	①②③④⑤
38. Instruct suspect on process for obtaining an attorney .....	①②③④⑤
39. Interrogate suspect or witness with use of polygraph results .....	①②③④⑤
40. Interrogate suspects.....	①②③④⑤
41. Interview suspects.....	①②③④⑤
42. Obtain search warrants .....	①②③④⑤

43. Plan strategy for conducting searches .....	①②③④⑤
44. Plan strategy for making arrests.....	①②③④⑤
45. Document confessions using audio and/or video.....	①②③④⑤
46. Request bystanders to assist in an apprehension.....	①②③④⑤
47. Verify arrest warrants before service.....	①②③④⑤
48. Search automobile based on probable cause.....	①②③④⑤
49. Search premises or property without a warrant.....	①②③④⑤
50. Search persons without a warrant.....	①②③④⑤
51. Search premises or property with warrant.....	①②③④⑤
52. Take into custody person detained by citizen .....	①②③④⑤
53. Detain a person based on reasonable suspicion .....	①②③④⑤
54. Stop a moving vehicle based on reasonable suspicion.....	①②③④⑤
55. Transport prisoners .....	①②③④⑤
56. Cast impressions at crime scene (e.g., plaster cast, silicone, etc.) .....	①②③④⑤
57. Collect evidence and personal property from crime scenes.....	①②③④⑤
58. Conduct inventory of seized property (e.g., vehicles) .....	①②③④⑤
59. Determine need for specialized/technical assistance at a crime scene .....	①②③④⑤
60. Protect crime scene (limit access).....	①②③④⑤
61. Maintain crime scene log .....	①②③④⑤
62. Determine whether recovered property is linked with a previous crime .....	①②③④⑤
63. Diagram crime scenes .....	①②③④⑤
64. Document chain of custody for evidence .....	①②③④⑤
65. Dust and lift latent fingerprints.....	①②③④⑤
66. Estimate property values of stolen or recovered goods .....	①②③④⑤
67. Examine evidence and personal property from crime scenes.....	①②③④⑤
68. Impound property .....	①②③④⑤
69. Package evidence or personal property.....	①②③④⑤
70. Document crime scenes (photograph, videotape, sketch, etc) .....	①②③④⑤
71. Photograph latent fingerprints .....	①②③④⑤
72. Document location of physical evidence at a crime scene.....	①②③④⑤
73. Recover and inventory stolen property.....	①②③④⑤
74. Release confiscated property.....	①②③④⑤



- 75. Search crime scenes for physical evidence ..... ①②③④⑤
- 76. Tag evidence and confiscated property ..... ①②③④⑤
- 77. Take custody of lost and found property ..... ①②③④⑤
- 78. Trace stolen goods..... ①②③④⑤
- 79. Transport property or evidence ..... ①②③④⑤
- 80. Assist elderly or disabled individuals with personal mobility problems ..... ① ②③④⑤
- 81. Attend community meetings..... ①②③④⑤
- 82. Comfort emotionally upset persons..... ①②③④⑤
- 83. Deliver emergency messages (e.g., injuries, death) ..... ①②③④⑤
- 84. Design programs for the community to reduce the fear of crime ..... ①②③④⑤
- 85. Distribute community questionnaires to citizens to identify local problems .... ①②③④⑤
- 86. Establish field contacts (e.g., bar owners, taxi drivers, etc.) ..... ①②③④⑤
- 87. Exchange information and ideas with citizens to prevent crime ..... ①②③④⑤
- 88. Give a talk in front of a group of citizens regarding crime prevention..... ①②③④⑤
- 89. Give directions to citizens (e.g., street locations) ..... ①②③④⑤
- 90. Communicate with a subject who does not speak English..... ①②③④⑤
- 91. Interact with a person who is autistic..... ①②③④⑤
- 92. Interact with a subject who has a communication impairment because  
of a physical handicap (e.g., is deaf, has a speech impediment) ..... ①②③④⑤
- 93. Interact with a subject who has a mobility impairment  
(e.g., is blind, is wheelchair bound) ..... ①②③④⑤
- 94. Interact with a subject who speaks English, but with whom it is  
difficult to communicate (e.g., has a dialect or an accent) ..... ①②③④⑤
- 95. Investigate civil disputes (e.g. landlord-tenant, repossession dispute) ..... ①②③④⑤
- 96. Listen to citizen complaints regarding tickets or other minor offenses ..... ①②③④⑤
- 97. Organize Neighborhood Watch programs..... ①②③④⑤
- 98. Provide recommendations to business owners regarding security ..... ①②③④⑤
- 99. Develop confidential informants ..... ①②③④⑤
- 100. Refer persons to agencies that provide social services..... ①②③④⑤

- 101. Answer general information questions from the public ..... ①②③④⑤
- 102. Solicit citizen participation in crime prevention programs ..... ①②③④⑤
- 103. Talk with people while on patrol to establish rapport ..... ①②③④⑤
- 104. Use crime frequencies, or crime statistics, to determine patrol patterns ..... ①②③④⑤
- 105. Apprehend juvenile offenders ..... ①②③④⑤
- 106. Conduct follow-up procedures with juvenile offenders (release to  
parents, petition court, etc.) ..... ①②③④⑤
- 107. Conduct parent-juvenile conferences ..... ①②③④⑤
- 108. Counsel juveniles ..... ①②③④⑤
- 109. Pick up children as directed by court order (e.g., divorce proceedings) ..... ①②③④⑤
- 110. Place children in protective custody (e.g., child abuse) ..... ①②③④⑤
- 111. Talk with families of juvenile suspects or defendants  
(advise, inform, notify, counsel) ..... ①②③④⑤
- 112. Check condition and status of assigned patrol equipment and vehicle ..... ①②③④⑤
- 113. Check persons for wants/warrants using LEIN ..... ①②③④⑤
- 114. Check stolen status on property through LEIN ..... ①②③④⑤
- 115. Check vehicles for proper registration (e.g., snowmobiles, ORVs, etc.) ..... ①②③④⑤
- 116. Conduct preventative and minor maintenance of an emergency vehicle ..... ①②③④⑤
- 117. Describe persons to other officers (e.g. suspects, missing persons) ..... ①②③④⑤
- 118. Inform dispatcher by radio as to your status ..... ①②③④⑤
- 119. Inspect patrol vehicle for weapons and contraband ..... ①②③④⑤
- 120. Make entries in individual patrol log or daily ..... ①②③④⑤
- 121. Operate LEIN terminal to check persons, property, court orders,  
and to confirm warrants ..... ①②③④⑤
- 122. Operate telephone console or dispatch ..... ①②③④⑤
- 123. Participate in meetings with other officers  
(e.g., briefings, departmental staff meetings) ..... ①②③④⑤
- 124. Perform first line maintenance on fire truck (e.g., wash, check gauges) ..... ①②③④⑤
- 125. Perform first line maintenance on patrol vehicle ..... ①②③④⑤
- 126. Prepare clothing and personal equipment to satisfy inspection  
requirements ..... ①②③④⑤
- 127. Prepare list of wanted persons or stolen vehicles for own use ..... ①②③④⑤

- 128. Receive and evaluate telephone requests for police service..... ①②③④⑤
- 129. Request back-up assistance ..... ①②③④⑤
- 130. Provide back-up assistance..... ①②③④⑤
- 131. Receive patrol assignments ..... ①②③④⑤
- 132. Assist canine (K-9) units..... ①②③④⑤
- 133. Review information on criminal activity in area..... ①②③④⑤
- 134. Transmit messages on LEIN ..... ①②③④⑤
- 135. Advise vehicle owners to remove abandoned vehicles ..... ①②③④⑤
- 136. Assist stranded motorists ..... ①②③④⑤
- 137. Check homes of persons on vacation ..... ①②③④⑤
- 138. Check individuals/businesses for compliance with licensing requirements (e.g., hunting, liquor, dance permit, vendors, etc.) ..... ①②③④⑤
- 139. Check parking lots..... ①②③④⑤
- 140. Check parks and school grounds ..... ①②③④⑤
- 141. Direct actions of officer(s) arriving to assist..... ①②③④⑤
- 142. Escort money, valuables or people to provide security ..... ①②③④⑤
- 143. Escort processions (e.g., parades, oversized trucks, funerals) ..... ①②③④⑤
- 144. Fight vehicle fires..... ①②③④⑤
- 145. Fill out field interrogation card ..... ①②③④⑤
- 146. Follow suspicious vehicles or persons..... ①②③④⑤
- 147. Follow suspicious vehicles to observe for traffic violations..... ①②③④⑤
- 148. Observe and identify colors of automobiles, suspects' clothing, paint chips, etc. .... ①②③④⑤
- 149. Identify wanted vehicles or persons ..... ①②③④⑤
- 150. Impound vehicles ..... ①②③④⑤
- 151. Investigate "deer-shinning" incidents..... ①②③④⑤
- 152. Inspect for and remove obstructions on railroad right-of-way..... ①②③④⑤
- 153. Interview suspicious persons..... ①②③④⑤
- 154. Investigate complaints of illegal aliens ..... ①②③④⑤
- 155. Investigate suspicious persons or vehicles..... ①②③④⑤
- 156. Investigate unusual odors..... ①②③④⑤
- 157. Investigate unusual sounds..... ①②③④⑤

- 158. Monitor traffic for violations..... ①②③④⑤
- 159. Move disabled vehicles with patrol car ..... ①②③④⑤
- 160. Observe persons for hunting violations ..... ①②③④⑤
- 161. Operate fire extinguisher ..... ①②③④⑤
- 162. Participate in large scale area search parties..... ①②③④⑤
- 163. Patrol freeways..... ①②③④⑤
- 164. Patrol on bicycle ..... ①②③④⑤
- 165. Patrol on foot..... ①②③④⑤
- 166. Patrol on motorcycle ..... ①②③④⑤
- 167. Patrol on horse ..... ①②③④⑤
- 168. Patrol on watercraft ..... ①②③④⑤
- 169. Physically examine and test doors and windows of dwellings  
and businesses ..... ①②③④⑤
- 170. Search unlocked businesses and dwellings for signs of illegal entry ..... ①②③④⑤
- 171. Secure house or property (e.g., lock, close doors and windows, etc.)..... ①②③④⑤
- 172. Secure vehicles (e.g., driver arrested or injured) ..... ①②③④⑤
- 173. Subdue persons physically in a non-arrest situation,  
(e.g., emotionally disturbed) ..... ①②③④⑤
- 174. Transport emotionally agitated persons ..... ①②③④⑤
- 175. Transport persons needing assistance..... ①②③④⑤
- 176. Dictate reports into recording devices ..... ①②③④⑤
- 177. Issue pick-up and wanted notices (e.g., hot sheet) ..... ①②③④⑤
- 178. Prepare final incident reports..... ①②③④⑤
- 179. Attach witness statements to reports..... ①②③④⑤
- 180. Prepare list (hot sheet) of wanted persons for department use..... ①②③④⑤
- 181. Summarize in writing the statements of witnesses and complainants..... ①②③④⑤
- 182. Transcribe field notes for reports..... ①②③④⑤
- 183. Write narrative reports..... ①②③④⑤
- 184. Use computer to prepare reports..... ①②③④⑤
- 185. Take detailed field notes so reports can be completed ..... ①②③④⑤
- 186. Write detailed incident reports ..... ①②③④⑤

- 187. Spell words correctly in written communication ..... ①②③④⑤
- 188. Write reports clearly and concisely to convey intended ideas in brief  
fashion..... ①②③④⑤
- 189. Write reports using correct grammar so documents are understandable  
and professional ..... ①②③④⑤
- 190. Testify in criminal court..... ①②③④⑤
- 191. Advise victims of the procedures to prosecute ..... ①②③④⑤
- 192. Arraign defendant in court ..... ①②③④⑤
- 193. Confer with prosecutor or city attorney prior to testimony regarding case .... ①②③④⑤
- 194. Confer with prosecutor or city attorney regarding warrant authorization ..... ①②③④⑤
- 195. Discuss cases with prosecutor or city attorney following legal proceedings. ①②③④⑤
- 196. Prepare complaint forms for warrant authorization..... ①②③④⑤
- 197. Prepare criminal case summary sheet for prosecutor  
(e.g., witness list, warrant request form) ..... ①②③④⑤
- 198. Prepare prosecution witnesses for court testimony  
(e.g., explain court procedures, etc.) ..... ①②③④⑤
- 199. Present evidence in legal proceedings ..... ①②③④⑤
- 200. Recommend the issuance of an arrest warrant..... ①②③④⑤
- 201. Review reports and notes for court testimony ..... ①②③④⑤
- 202. Bring evidence into court ..... ①②③④⑤
- 203. Review warrants for completeness and accuracy ..... ①②③④⑤
- 204. Swear out complaints or warrants ..... ①②③④⑤
- 205. Testify in civil cases..... ①②③④⑤
- 206. Testify in criminal cases ..... ①②③④⑤
- 207. Testify in liquor board hearings ..... ①②③④⑤
- 208. Testify in parole or probation hearings ..... ①②③④⑤
- 209. Enforce court issued order (e.g., writs, injunctions, PPOs,) ..... ①②③④⑤
- 210. Serve civil process papers..... ①②③④⑤
- 211. Serve probate orders (e.g., mental health, juvenile, adult offender) ..... ①②③④⑤
- 212. Serve subpoenas ..... ①②③④⑤
- 213. Assist prisoner with bondsman contact ..... ①②③④⑤
- 214. Assist prisoner in contacting an attorney ..... ①②③④⑤

- 215. Answer inquiries concerning prisoners ..... ①②③④⑤
- 216. Assess medical condition of prisoners ..... ①②③④⑤
- 217. Book prisoners by completing arrest forms ..... ①②③④⑤
- 218. Check identity of prisoners leaving facility ..... ①②③④⑤
- 219. Check individual making bond for wants or warrants ..... ①②③④⑤
- 220. Check legal status of a prisoner's case (e.g., check with  
court or prosecutor's office) ..... ①②③④⑤
- 221. Check weapons in and out of detention facility ..... ①②③④⑤
- 222. Compare photographs or fingerprints to verify identity of prisoners ..... ①②③④⑤
- 223. Complete documents for transfer of prisoner to county jail ..... ①②③④⑤
- 224. Confer with physicians regarding prisoner's medical condition ..... ①②③④⑤
- 225. Escort prisoners to medical appointments..... ①②③④⑤
- 226. Fingerprint prisoners..... ①②③④⑤
- 227. Guard prisoners detained outside jail ..... ①②③④⑤
- 228. Inspect identification of visitors..... ①②③④⑤
- 229. Inventory prisoners' personal property ..... ①②③④⑤
- 230. Investigate injuries to prisoners ..... ①②③④⑤
- 231. Photograph prisoners ..... ①②③④⑤
- 232. Place holds on prisoners and notify department holding warrant ..... ①②③④⑤
- 233. Process evidence seized during a custodial search ..... ①②③④⑤
- 234. Process prisoners for release..... ①②③④⑤
- 235. Document injuries to prisoners ..... ①②③④⑤
- 236. Return prisoner's property ..... ①②③④⑤
- 237. Review arrest documents before accepting prisoner..... ①②③④⑤
- 238. Talk with families of adult suspects or defendants  
(advise, inform, notify, counsel) ..... ①②③④⑤
- 239. Operate a patrol vehicle in response to an emergency.(e.g., response  
to a potentially life threatening situation or one that involves  
an extreme property loss) ..... ①②③④⑤
- 240. Operate a patrol vehicle to apprehend a person in a motor vehicle  
who is attempting to flee an elude ..... ①②③④⑤
- 241. Operate a patrol vehicle in an assigned area (non-emergency)..... ①②③④⑤

242. Administer cardio-pulmonary resuscitation (CPR) .....	①②③④⑤
243. Conduct an initial patient survey (check for ABCs).....	①②③④⑤
244. Administer oxygen using resuscitator .....	①②③④⑤
245. Administer/deploy Automatic External Defibrillator (AED) .....	①②③④⑤
246. Apply first aid to control bleeding.....	①②③④⑤
247. Apply first aid to treat for abrasions .....	①②③④⑤
248. Apply first aid to treat for amputations .....	①②③④⑤
249. Apply first aid to treat for animal bites .....	①②③④⑤
250. Apply first aid to treat for broken bones.....	①②③④⑤
251. Apply first aid to treat for burns.....	①②③④⑤
252. Apply first aid to treat for chemical burns .....	①②③④⑤
253. Apply first aid to treat for convulsions .....	①②③④⑤
254. Apply first aid to treat for diabetic reaction .....	①②③④⑤
255. Apply first aid to treat for electric shock.....	①②③④⑤
256. Apply first aid to treat for eye injuries .....	①②③④⑤
257. Apply first aid to treat for frostbite.....	①②③④⑤
258. Apply first aid to treat for gunshot wounds .....	①②③④⑤
259. Apply first aid to treat for heart attack.....	①②③④⑤
260. Apply first aid to treat for heat prostration.....	①②③④⑤
261. Apply first aid to treat for heat stroke.....	①②③④⑤
262. Apply first aid to treat for lacerations .....	①②③④⑤
263. Apply first aid to treat for overdose.....	①②③④⑤
264. Apply first aid to treat for poisoning .....	①②③④⑤
265. Apply first aid to treat for puncture wound .....	①②③④⑤
266. Apply first aid to treat for seizure .....	①②③④⑤
267. Apply first aid to treat for shock .....	①②③④⑤
268. Apply first aid to treat for sprains and strains .....	①②③④⑤
269. Apply first aid to treat for stab wounds .....	①②③④⑤
270. Apply first aid to treat for stroke.....	①②③④⑤
271. Assist with child birth .....	①②③④⑤
272. Extricate trapped persons.....	①②③④⑤
<b>273. Transport injured persons .....</b>	<b>①②③④⑤</b>

274.Clean and inspect firearms.....	①②③④⑤
275.Destroy animals.....	①②③④⑤
276.Discharge firearm at person .....	①②③④⑤
277.Discharge firearm in reduced light levels.....	①②③④⑤
278.Draw firearm while on patrol.....	①②③④⑤
279.Participate in firearms training .....	①②③④⑤
280.React appropriately to threat to life or great bodily harm.....	①②③④⑤
281.Reload firearm under combat conditions.....	①②③④⑤
282.Clear firearm malfunctions.....	①②③④⑤
283.Secure weapon other than own.....	①②③④⑤
284.Participate in debriefing after discharging firearm at person .....	①②③④⑤
285.Arrest using lethal force other than the discharge of a firearm (i.e., using other means if separated from your weapon) .....	①②③④⑤
286.Break through doors using force .....	①②③④⑤
287.Conduct field search of arrested person.....	①②③④⑤
288.Conduct frisk or pat down.....	①②③④⑤
289.Handcuff suspects or prisoners .....	①②③④⑤
290.Run after fleeing suspects.....	①②③④⑤
291.Seize contraband .....	①②③④⑤
292.Subdue persons resisting arrest using less lethal devices (e.g., baton, PR-24, Asp, Taser, bean-bag round, etc.) .....	①②③④⑤
293.Subdue persons resisting arrest without the use of weapons/devices (e.g., physical force, control techniques, etc.) .....	①②③④⑤
294.Defend self from an attack .....	①②③④⑤
295.Retain firearm from suspect attempting to disarm officer.....	①②③④⑤
296.Collect physical evidence at traffic crash scenes .....	①②③④⑤
297.Complete incident reports by checking boxes or filling in blanks.....	①②③④⑤
298.Complete the standard traffic crash report form (UD-10) .....	①②③④⑤
299.Determine authenticity of auto insurance certificate.....	①②③④⑤
300.Determine contributing factors to a traffic crash .....	①②③④⑤
301.Determine fault in a traffic crash.....	①②③④⑤
302.Diagram traffic crash scenes .....	①②③④⑤



303. Direct actions of public service personnel arriving to assist .....	①②③④⑤
304. Direct activities at scene of traffic crash investigation .....	①②③④⑤
305. Determine the extent of personal injuries resulting from traffic crash.....	①②③④⑤
306. Identify owner of a vehicle involved in a traffic crash.....	①②③④⑤
307. Identify persons involved in traffic crash.....	①②③④⑤
308. Inform driver of towed vehicle's location.....	①②③④⑤
309. Inspect vehicle for fresh damage.....	①②③④⑤
310. Instruct persons involved in a traffic crash to exchange necessary information.....	①②③④⑤
311. Interview mechanic for relevant traffic crash information (e.g., condition of vehicle parts) .....	①②③④⑤
312. Interview medical personnel to obtain specific information .....	①②③④⑤
313. Interview persons involved in traffic crash .....	①②③④⑤
314. Investigate damage to roadway.....	①②③④⑤
315. Investigate off-road vehicle crash.....	①②③④⑤
316. Investigate traffic crash scene to identify point(s) of impact .....	①②③④⑤
317. Issue citation(s) based on traffic crash investigation .....	①②③④⑤
318. Locate witnesses to traffic crash .....	①②③④⑤
319. Match color of known origin to suspect sample (e.g., paint chip found at scene of accident matched to suspect vehicle) .....	①②③④⑤
320. Measure skid marks for calculation of approximate vehicle speed.....	①②③④⑤
321. Notify citizens of damage to their property .....	①②③④⑤
322. Photograph traffic crash scenes .....	①②③④⑤
323. Protect traffic crash physical evidence for collection .....	①②③④⑤
324. Remove debris from traffic crash scene .....	①②③④⑤
325. Request citizens to assist with traffic control in an emergency.....	①②③④⑤
326. Request emergency assistance for traffic crash (e.g., tow truck, ambulance, salt truck) .....	①②③④⑤
327. Review crashes with traffic crash investigators .....	①②③④⑤
328. Search a traffic crash scene for physical evidence .....	①②③④⑤
329. Set priorities for action at a traffic crash scene.....	①②③④⑤
330. Take coordinate measures of traffic crash scenes (e.g., triangulation) .....	①②③④⑤

331. Take precautions to prevent additional crashes at traffic crash scene .....	①②③④⑤
332. Test operating condition of crash vehicle equipment (e.g. brake light, tread wear, etc.) .....	①②③④⑤
333. Administer standardized field sobriety tests .....	①②③④⑤
334. Administer preliminary breath test (PBT) .....	①②③④⑤
335. Arrange for obtaining blood or urine samples for sobriety tests .....	①②③④⑤
336. Arrest OWI/OUID suspects .....	①②③④⑤
337. Complete OWI/OUID arrest reports .....	①②③④⑤
338. Evaluate driver's capability to operate vehicle .....	①②③④⑤
339. Operate evidentiary breath test instrument to test blood alcohol content at station house .....	①②③④⑤
340. Testify in Secretary of State implied consent hearings.....	①②③④⑤
341. Advise appropriate agency of traffic engineering needs.....	①②③④⑤
342. Arrest or cite persons for unlawful use of recreational vehicles or watercraft .....	①②③④⑤
343. Check railroad crossing for signal violations (e.g., going around gates, train blocking crossing, etc.) .....	①②③④⑤
344. Determine speed of vehicles using speedometer.....	①②③④⑤
345. Determine speed of vehicles using speed measurement device (e.g., Laser, Lidar, Radar, etc.).....	①②③④⑤
346. Complete operators license re-examination form.....	①②③④⑤
347. Direct pedestrian traffic .....	①②③④⑤
348. Direct traffic using flare pattern or traffic cone patterns.....	①②③④⑤
349. Direct traffic using hand signals, flashlight or illuminated baton .....	①②③④⑤
350. Explain legal procedures to traffic violators .....	①②③④⑤
351. Explain state vehicle laws and procedures to citizens .....	①②③④⑤
352. Inspect commercial vehicles for code compliance .....	①②③④⑤
353. Inspect driver license .....	①②③④⑤
354. Inspect off road vehicles.....	①②③④⑤
355. Inspect private vehicle for vehicle code .....	①②③④⑤
356. Inspect watercraft for conformance with marine safety requirements .....	①②③④⑤

357. Issue citations for non-traffic offenses (e.g., appearance tickets, ordinance violations) .....	①②③④⑤
358. Issue moving traffic citations to bicycle riders.....	①②③④⑤
359. Issue parking citations .....	①②③④⑤
360. Issue traffic citations .....	①②③④⑤
361. Issue traffic citations to pedestrians .....	①②③④⑤
362. Issue verbal warnings to traffic violators.....	①②③④⑤
363. Make custodial traffic arrest.....	①②③④⑤
364. Observe traffic control device to determine if it is functioning properly.....	①②③④⑤
365. Plan traffic detours .....	①②③④⑤
366. Document circumstances regarding traffic citation.....	①②③④⑤
367. Remove hazards from roadway (e.g., dead animals, debris, etc.) .....	①②③④⑤
368. Remove vehicles obstructing traffic (e.g., notify wrecker) .....	①②③④⑤
369. Verify compliance on withdrawable citations (e.g., no proof of registration, no proof of insurance, no operators license) .....	①②③④⑤
370. Verify possession of auto insurance certificate .....	①②③④⑤
371. Warn offenders in lieu of arrest or citation.....	①②③④⑤
372. Identify or document train identification number (lead engine number) .....	①②③④⑤
373. Inspect for vehicle identification number (VIN) .....	①②③④⑤
374. Stop off-road vehicles.....	①②③④⑤
375. Stop vehicles to investigate, cite or arrest occupants.....	①②③④⑤
376. Verify vehicle title information.....	①②③④⑤
377. Visually estimate speed of vehicles.....	①②③④⑤
378. Determine the best location for a traffic stop.....	①②③④⑤
379. Conduct felony vehicle stop.....	①②③④⑤
380. Communicate with management and labor over strike disturbances .....	①②③④⑤
381. Confront groups of agitated people in a riot formation .....	①②③④⑤
382. Control hostile groups (e.g., demonstrators, rioters, or bar patrons) .....	①②③④⑤
383. Control non-violent crowds .....	①②③④⑤
384. Escort vehicles or persons through picket lines.....	①②③④⑤
385. Explain demonstration permit to demonstrators .....	①②③④⑤

386. Guard strategic locations during civil disorders and strikes .....	①②③④⑤
387. Locate and observe crowd agitators.....	①②③④⑤
388. Patrol area containing labor pickets, marchers or demonstrators .....	①②③④⑤
389. Patrol riot stricken or civil disturbance areas .....	①②③④⑤
390. Watch for illegal activity at labor disputes.....	①②③④⑤
391. Engage in mobile field force .....	①②③④⑤
392. Engage in small squad tactics at riot or crowd disturbance .....	①②③④⑤
393. Advise property owners or agents of potentially hazardous conditions .....	①②③④⑤
394. Evacuate persons from a dangerous area .....	①②③④⑤
395. Fight structural fires .....	①②③④⑤
396. Identify contents of railroad car or semi-truck for hazardous cargo.....	①②③④⑤
397. Operate fire truck pump controls .....	①②③④⑤
398. Patrol locations that appear physically hazardous to citizens (e.g., construction site, public nuisance) .....	①②③④⑤
399. Perform weather watch service .....	①②③④⑤
400. Investigate hazardous materials incidents.....	①②③④⑤
401. Investigate weapons of mass destruction incidents (WMD) .....	①②③④⑤
402. Implement incident command system .....	①②③④⑤
403. Investigate environmental crimes .....	①②③④⑤
404. Secure accident and disaster scenes.....	①②③④⑤
405. Secure scene of a bomb threat .....	①②③④⑤
406. Conduct intelligence activities on known or suspected offenders.....	①②③④⑤
407. Conduct surveillance of individuals or locations .....	①②③④⑤
408. Organize surveillance of individuals or locations .....	①②③④⑤
409. Participate in the execution of a search warrant.....	①②③④⑤
410. Secure the perimeter of an emergency incident or tactical operation.....	①②③④⑤
411. Check security access points (airport gates, VIP locations, buildings) .....	①②③④⑤
412. Act as department court officer .....	①②③④⑤
413. Analyze and compare incidents for similarity of modus operandi (M.O.) .....	①②③④⑤
414. Attend formal in-service training (e.g., at an off-site class) .....	①②③④⑤
415. Attend informal in-service training (e.g., roll call, called in from patrol) .....	①②③④⑤
416. Confer with parole/probation officer.....	①②③④⑤

417. Enter data on cards for filing .....	①②③④⑤
418. Escort emergency vehicles.....	①②③④⑤
419. Evaluate officers in on-the-job training (FTO) .....	①②③④⑤
420. Exchange necessary information with other law enforcement officials.....	①②③④⑤
421. Explain department's recruiting policies .....	①②③④⑤
422. Fingerprint persons for non-criminal reasons (e.g. professional licensing) ..	①②③④⑤
423. Instruct on-the-job training.....	①②③④⑤
424. Investigate and report on police applicant's background.....	①②③④⑤
425. Issue bicycle licenses/registrations.....	①②③④⑤
426. Issue road-kill possession permits.....	①②③④⑤
427. Locate documents and information in records system .....	①②③④⑤
428. Mark valuables for persons .....	①②③④⑤
429. Notify public agencies or utilities of damage to their equipment.....	①②③④⑤
430. Participate in required physical exercise program .....	①②③④⑤
431. Provide information to persons participating in ride-along program .....	①②③④⑤
432. Request equipment repair .....	①②③④⑤
433. Review other officers' incident reports for completeness and accuracy (e.g., partner, junior officer) .....	①②③④⑤
434. Summarize total shift activities in departmental logbook.....	①②③④⑤
435. Test and evaluate police equipment.....	①②③④⑤
436. Update spot/pin maps .....	①②③④⑤
437. Utilize department records to assist in an investigation.....	①②③④⑤
438. Write interoffice memos .....	①②③④⑤
439. Write letters on behalf of the department .....	①②③④⑤
440. Write performance evaluation reports on other officers (e.g. FTO ratings) ..	①②③④⑤
441. Write policy material for department manuals .....	①②③④⑤
442. Climb through openings (e.g., windows) .....	①②③④⑤
443. Climb up or over obstacles .....	①②③④⑤
444. Crawl in confined areas (e.g., attics) .....	①②③④⑤
445. Drag or pull heavy objects or persons .....	①②③④⑤
446. Jump across obstacles (e.g., stream) .....	①②③④⑤
447. Jump down from elevated surfaces.....	①②③④⑤

- 448. Jump over obstacles..... ①②③④⑤
- 449. Lift and carry heavy objects or persons..... ①②③④⑤
- 450. Perform duties while wearing heavy equipment (other than gun belt) ..... ①②③④⑤
- 451. Perform water rescue ..... ①②③④⑤
- 452. Physically push movable objects..... ①②③④⑤
- 453. Physically restrain crowds ..... ①②③④⑤
- 454. Pull self through openings ..... ①②③④⑤
- 455. Pull self up over obstacles..... ①②③④⑤
- 456. Run up stairs ..... ①②③④⑤
- 457. Stand continuously for more than one-half of the work shift  
(e.g., guard duty or point control) ..... ①②③④⑤
- 458. Wade through marshes, swamp land or waterways..... ①②③④⑤
- 459. Walk continuously for more than one-half of the work shift (e.g., foot beat) ①②③④⑤

**THANK YOU FOR YOUR PART IN THIS JOB ANALYSIS**

NOTE: Please go back over each set of responses.  
You should have recorded a criticality rating for every  
task performed by your patrol officers.

HOW LONG DID IT TAKE YOU TO COMPLETE THIS SURVEY?  
(Answer this question **only** after you have completed the entire survey.)

(        ) Hours, (        ) Minutes

**APPENDIX B**  
**Essential Tasks**

<b>Essential Tasks</b>	<b>Composite</b>	<b>Criticality</b>	<b>Frequency</b>
2. Determine whether incidents are criminal or civil matters	3.43	3.15	4.01
3. Establish modus operandi (M.O.) of a suspect	3.17	3.25	3.00
4. Examine dead bodies for wounds and injuries	3.30	3.87	2.15
5. Inform victims of their rights	3.21	3.23	3.17
7. Interview complainants, witnesses, etc.	3.80	3.59	4.23
8. Investigate crimes against persons (assault, robbery, CSC, etc.)	3.92	4.06	3.63
9. Investigate crimes against property (MDOP, burglary, fraud, etc.)	3.49	3.36	3.75
10. Investigate public order crimes (littering, disorderly, riots, etc.)	3.06	2.98	3.23
11. Investigate regulatory crimes (weapons, controlled substances, etc.)	3.38	3.53	3.07
12. Investigate crimes where the suspect has a family relationship or dating relationship with the victim	3.44	3.48	3.37
13. Locate witnesses to crimes	3.43	3.45	3.40
14. Participate in investigations with other law enforcement agencies	3.08	3.21	2.81
19. Review records and pictures to identify suspects	2.76	3.03	2.22
20. Review cause of death with medical examiner	2.76	3.35	1.56
21. Search dead bodies for personal property	2.75	3.21	1.83
23. Obtain statements from witnesses	3.57	3.46	3.80
24. Track persons from scene (e.g., footprints in snow or mud)	3.26	3.53	2.71
25. Verify reliability and credibility of witnesses	3.09	3.21	2.84
26. Verify the identity of deceased persons	3.21	3.78	2.05
28. Advise persons of constitutional rights	3.31	3.65	2.62
29. Arrest persons with a warrant	3.32	3.37	3.21
30. Arrest persons without a warrant	3.40	3.52	3.16
35. Complete the return of search warrants following service	2.80	3.25	1.88
36. Conduct on-the-scene suspect identifications (e.g., show-ups)	3.08	3.29	2.65
37. Explain nature of complaints to offenders	2.78	2.61	3.13
40. Interrogate suspects	3.15	3.47	2.51
41. Interview suspects	3.36	3.49	3.10
42. Obtain search warrants	3.12	3.64	2.07
43. Plan strategy for conducting searches	3.04	3.52	2.08
44. Plan strategy for making arrests	3.31	3.70	2.52
45. Document confessions using audio and/or video	2.89	3.35	1.95
47. Verify arrest warrants before service	3.38	3.63	2.87



<b>Essential Tasks</b>	<b>Composite</b>	<b>Criticality</b>	<b>Frequency</b>
48. Search automobile based on probable cause	3.21	3.30	3.03
49. Search premises or property without a warrant	3.09	3.43	2.39
50. Search persons without a warrant	3.24	3.40	2.93
51. Search premises or property with warrant	3.00	3.39	2.22
53. Detain a person based on reasonable suspicion	2.99	3.22	2.53
54. Stop a moving vehicle based on reasonable suspicion	3.06	3.03	3.13
55. Transport prisoners	3.24	3.37	2.99
57. Collect evidence and personal property from crime scenes	3.17	3.46	2.57
58. Conduct inventory of seized property (e.g., vehicles)	3.04	3.23	2.64
59. Determine need for specialized assistance at a crime scene	3.10	3.49	2.31
60. Protect crime scene (limit access)	3.36	3.83	2.40
61. Maintain crime scene log	2.78	3.35	1.63
64. Document chain of custody for evidence	3.19	3.62	2.31
65. Dust and lift latent fingerprints	2.94	3.34	2.14
67. Examine evidence and personal property from crime scenes	2.97	3.18	2.53
69. Package evidence or personal property	3.06	3.22	2.72
70. Document crime scenes (photograph, videotape, sketch, etc.)	3.13	3.45	2.47
72. Document location of physical evidence at a crime scene	3.02	3.38	2.29
73. Recover and inventory stolen property	2.90	3.20	2.30
75. Search crime scenes for physical evidence	3.36	3.72	2.62
76. Tag evidence and confiscated property	3.09	3.28	2.71
83. Deliver emergency messages (e.g., injuries, death)	2.75	3.01	2.21
101. Answer general information questions from the public	2.86	2.47	3.65
103. Talk with people while on patrol to establish rapport	3.22	2.93	3.81
105. Apprehend juvenile offenders	2.89	3.04	2.59
110. Place children in protective custody (e.g., child abuse)	3.05	3.66	1.80
112. Check condition and status of assigned patrol equipment and vehicle	3.66	3.24	4.52
113. Check persons for wants/warrants using LEIN	3.79	3.45	4.47
114. Check stolen status on property through LEIN	3.09	3.00	3.27
115. Check vehicles for proper registration (e.g., snowmobiles, ORVs, etc.)	3.25	2.81	4.15
116. Conduct preventative and minor maintenance of an emergency vehicle	3.28	3.21	3.42
117. Describe persons to other officers (e.g. suspects, missing persons)	3.48	3.35	3.75
118. Inform dispatcher by radio as to your status	4.03	3.65	4.79

<b>Essential Tasks</b>	<b>Composite</b>	<b>Criticality</b>	<b>Frequency</b>
119. Inspect patrol vehicle for weapons and contraband	4.14	3.87	4.70
120. Make entries in individual patrol log or daily	3.62	3.02	4.84
121. Operate LEIN terminal to check persons, property, court orders, and to confirm warrants	3.54	3.16	4.32
123. Participate in meetings with other officers (e.g., briefings, departmental staff meetings)	3.27	2.99	3.85
125. Perform first line maintenance on patrol vehicle	2.89	2.76	3.15
126. Prepare clothing and personal equipment to satisfy inspection requirements	3.18	2.67	4.21
129. Request back-up assistance	3.70	4.05	2.99
130. Provide back-up assistance	4.04	4.20	3.73
131. Receive patrol assignments	3.33	2.99	4.02
132. Assist canine (K-9) units	2.99	3.15	2.65
133. Review information on criminal activity in area	3.22	3.07	3.52
134. Transmit messages on LEIN	2.86	2.70	3.19
136. Assist stranded motorists	2.94	2.63	3.57
139. Check parking lots	2.86	2.23	4.15
140. Check parks and school grounds	3.07	2.52	4.18
141. Direct actions of officer(s) arriving to assist	3.29	3.29	3.29
146. Follow suspicious vehicles or persons	3.21	3.03	3.57
147. Follow suspicious vehicles to observe for traffic violations	3.20	2.84	3.93
148. Observe and identify colors of automobiles, suspects' clothing, paint chips, etc.	3.29	3.16	3.56
149. Identify wanted vehicles or persons	3.38	3.39	3.35
153. Interview suspicious persons	3.12	3.08	3.19
155. Investigate suspicious persons or vehicles	3.25	3.06	3.65
156. Investigate unusual odors	2.80	3.07	2.24
157. Investigate unusual sounds	2.79	2.87	2.62
158. Monitor traffic for violations	3.22	2.60	4.48
163. Patrol freeways	2.78	2.55	3.26
169. Physically examine and test doors and windows of dwellings and businesses	2.75	2.56	3.15
170. Search unlocked businesses and dwellings for signs of illegal entry	3.11	3.16	3.01
171. Secure house or property (e.g., lock, close doors and windows, etc.)	2.89	2.92	2.83
172. Secure vehicles (e.g., driver arrested or injured)	3.05	3.03	3.09
173. Subdue persons physically in a non-arrest situation, (e.g., emotionally disturbed)	3.15	3.55	2.35
174. Transport emotionally agitated persons	3.06	3.43	2.32
178. Prepare final incident reports	3.49	3.25	3.99

<b>Essential Tasks</b>	<b>Composite</b>	<b>Criticality</b>	<b>Frequency</b>
179. Attach witness statements to reports	3.37	3.22	3.66
181. Summarize in writing the statements of witnesses and complainants	3.35	3.16	3.74
182. Transcribe field notes for reports	3.23	3.04	3.61
183. Write narrative reports	3.63	3.36	4.19
184. Use computer to prepare reports	3.29	2.95	3.97
185. Take detailed field notes so reports can be completed	3.60	3.32	4.18
186. Write detailed incident reports	3.79	3.54	4.31
187. Spell words correctly in written communication	3.61	3.20	4.43
188. Write reports clearly and concisely to convey intended ideas in brief fashion	3.72	3.35	4.48
189. Write reports using correct grammar so documents are understandable and professional	3.63	3.22	4.45
190. Testify in criminal court	3.40	3.74	2.72
191. Advise victims of the procedures to prosecute	3.06	3.03	3.11
193. Confer with prosecutor or city attorney prior to testimony regarding case	2.99	3.18	2.59
194. Confer with prosecutor or city attorney regarding warrant authorization	2.87	3.15	2.31
195. Discuss cases with prosecutor or city attorney following legal proceedings	2.82	3.01	2.42
196. Prepare complaint forms for warrant authorization	3.12	3.20	2.96
197. Prepare criminal case summary sheet for prosecutor (e.g., witness list, warrant request form)	3.04	3.15	2.81
199. Present evidence in legal proceedings	2.90	3.28	2.14
200. Recommend the issuance of an arrest warrant	2.95	3.17	2.50
201. Review reports and notes for court testimony	3.20	3.44	2.70
202. Bring evidence into court	3.01	3.47	2.09
203. Review warrants for completeness and accuracy	3.06	3.36	2.44
204. Swear out complaints or warrants	2.81	3.12	2.18
206. Testify in criminal cases	3.18	3.52	2.50
209. Enforce court issued order (e.g., writs, injunctions, PPOs)	3.02	3.30	2.46
216. Assess medical condition of prisoners	2.84	3.26	2.00
218. Check identity of prisoners leaving facility	2.87	3.50	1.59
221. Check weapons in and out of detention facility	3.58	4.18	2.35
222. Compare photographs or fingerprints to verify identity of prisoners	2.76	3.31	1.65
226. Fingerprint prisoners	2.75	3.17	1.91
227. Guard prisoners detained outside jail	3.13	3.64	2.10
230. Investigate injuries to prisoners	2.81	3.34	1.74
233. Process evidence seized during a custodial search	2.89	3.26	2.15

<b>Essential Tasks</b>	<b>Composite</b>	<b>Criticality</b>	<b>Frequency</b>
235. Document injuries to prisoners	2.87	3.38	1.82
239. Operate a patrol vehicle in response to an emergency.(e.g., response to a potentially life threatening situation or one that involves an extreme property loss)	4.29	4.38	4.11
240. Operate a patrol vehicle to apprehend a person in a motor vehicle who is attempting to flee and elude	3.74	4.46	2.27
241. Operate a patrol vehicle in an assigned area (non-emergency)	3.70	3.20	4.72
242. Administer cardio-pulmonary resuscitation (CPR)	3.45	4.22	1.88
243. Conduct an initial patient survey (check for ABCs)	3.46	4.07	2.23
244. Administer oxygen using resuscitator	3.00	3.70	1.58
245. Administer/deploy Automatic External Defibrillator (AED)	3.35	4.26	1.49
246. Apply first aid to control bleeding	3.31	3.99	1.94
248. Apply first aid to treat for amputations	3.26	4.22	1.31
250. Apply first aid to treat for broken bones	2.77	3.30	1.70
251. Apply first aid to treat for burns	2.87	3.51	1.58
252. Apply first aid to treat for chemical burns	2.87	3.63	1.33
253. Apply first aid to treat for convulsions	2.85	3.43	1.67
254. Apply first aid to treat for diabetic reaction	3.09	3.68	1.88
255. Apply first aid to treat for electric shock	2.97	3.79	1.32
258. Apply first aid to treat for gunshot wounds	3.38	4.38	1.36
259. Apply first aid to treat for heart attack	3.57	4.39	1.91
260. Apply first aid to treat for heat prostration	3.02	3.82	1.40
261. Apply first aid to treat for heat stroke	3.13	3.96	1.45
262. Apply first aid to treat for lacerations	2.86	3.34	1.89
263. Apply first aid to treat for overdose	3.20	3.89	1.81
264. Apply first aid to treat for poisoning	3.05	3.85	1.43
265. Apply first aid to treat for puncture wound	2.94	3.58	1.64
266. Apply first aid to treat for seizure	2.88	3.40	1.83
267. Apply first aid to treat for shock	3.06	3.74	1.69
269. Apply first aid to treat for stab wounds	3.32	4.22	1.50
270. Apply first aid to treat for stroke	3.15	3.90	1.62
271. Assist with child birth	2.93	3.75	1.27
272. Extricate trapped persons	3.22	3.92	1.79
273. Transport injured persons	2.86	3.40	1.75
274. Clean and inspect firearms	3.46	3.66	3.04
276. Discharge firearm at person	3.55	4.75	1.11
277. Discharge firearm in reduced light levels	3.53	4.44	1.67
278. Draw firearm while on patrol	3.61	4.22	2.36

<b>Essential Tasks</b>	<b>Composite</b>	<b>Criticality</b>	<b>Frequency</b>
279. Participate in firearms training	3.54	4.09	2.43
280. React appropriately to threat to life or great bodily harm	3.93	4.68	2.40
281. Reload firearm under combat conditions	3.54	4.58	1.42
282. Clear firearm malfunctions	3.66	4.54	1.86
283. Secure weapon other than own	3.54	4.29	2.01
284. Participate in debriefing after discharging firearm at person	2.90	3.75	1.16
285. Arrest using lethal force other than the discharge of a firearm (i.e., using other means if separated from your weapon)	3.45	4.54	1.24
286. Break through doors using force	2.95	3.45	1.94
287. Conduct field search of arrested person	3.47	3.81	2.79
288. Conduct frisk or pat down	3.68	3.87	3.30
289. Handcuff suspects or prisoners	3.74	3.93	3.36
290. Run after fleeing suspects	3.16	3.62	2.24
291. Seize contraband	3.05	3.24	2.65
292. Subdue persons resisting arrest using less than lethal devices (e.g., baton, PR-24, Asp, Taser, bean-bag round, etc.)	3.30	4.05	1.79
293. Subdue persons resisting arrest without the use of weapons/devices (e.g., physical force, control techniques, etc.)	3.34	3.90	2.20
294. Defend self from an attack	3.63	4.49	1.87
295. Retain firearm from suspect attempting to disarm officer	3.56	4.71	1.24
296. Collect physical evidence at traffic crash scenes	2.90	3.19	2.31
297. Complete incident reports by checking boxes or filling in blanks	3.20	2.90	3.80
298. Complete the standard traffic crash report form (UD-10)	3.20	2.87	3.86
300. Determine contributing factors to a traffic crash	3.28	3.11	3.62
301. Determine fault in a traffic crash	3.29	3.08	3.73
302. Diagram traffic crash scenes	3.12	2.91	3.55
303. Direct actions of public service personnel arriving to assist	2.96	2.91	3.06
304. Direct activities at scene of traffic crash investigation	3.07	3.08	3.04
305. Determine the extent of personal injuries resulting from traffic crash	3.43	3.51	3.26
306. Identify owner of a vehicle involved in a traffic crash	3.03	2.78	3.55
307. Identify persons involved in traffic crash	3.32	3.17	3.62
309. Inspect vehicle for fresh damage	2.99	2.78	3.41

<b>Essential Tasks</b>	<b>Composite</b>	<b>Criticality</b>	<b>Frequency</b>
313. Interview persons involved in traffic crash	3.35	3.19	3.67
314. Investigate damage to roadway	2.85	2.86	2.83
316. Investigate traffic crash scene to identify point(s) of impact	3.14	3.10	3.21
317. Issue citation(s) based on traffic crash investigation	2.97	2.74	3.44
318. Locate witnesses to traffic crash	3.11	3.04	3.25
323. Protect traffic crash physical evidence for collection	2.88	3.19	2.25
326. Request emergency assistance for traffic crash (e.g., low truck, ambulance, salt truck)	3.18	3.20	3.13
328. Search a traffic crash scene for physical evidence	2.96	3.15	2.57
329. Set priorities for action at a traffic crash scene	3.01	3.16	2.71
331. Take precautions to prevent additional crashes at traffic crash scene	3.50	3.68	3.14
333. Administer standardized field sobriety tests	3.04	3.22	2.66
334. Administer preliminary breath test (PBT)	2.99	3.09	2.79
335. Arrange for obtaining blood or urine samples for sobriety tests	2.92	3.22	2.30
336. Arrest OWI/OUID suspects	3.23	3.55	2.57
337. Complete OWI/OUID arrest reports	3.13	3.41	2.56
338. Evaluate driver's capability to operate vehicle	3.31	3.50	2.92
339. Operate evidentiary breath test instrument to test blood alcohol content at station house	2.95	3.22	2.40
344. Determine speed of vehicles using speedometer	2.86	2.61	3.36
345. Determine speed of vehicles using speed measurement devices (e.g., Laser, Lidar, Radar, etc.)	3.26	2.83	4.14
349. Direct traffic using hand signals, flashlight or illuminated baton	2.87	2.95	2.71
350. Explain legal procedures to traffic violators	2.78	2.40	3.55
351. Explain state vehicle laws and procedures to citizens	2.77	2.47	3.37
353. Inspect driver license	3.10	2.60	4.10
360. Issue traffic citations	3.09	2.60	4.08
362. Issue verbal warnings to traffic violators	2.79	2.08	4.22
363. Make custodial traffic arrest	2.94	2.95	2.93
364. Observe traffic control device to determine if it is functioning properly	2.96	2.84	3.21
366. Document circumstances regarding traffic citation	3.03	2.72	3.67
367. Remove hazards from roadway (e.g., dead animals, debris, etc.)	2.93	2.84	3.12
368. Remove vehicles obstructing traffic (e.g., notify wrecker)	3.00	2.99	3.03
370. Verify possession of auto insurance certificate	2.81	2.24	3.96
373. Inspect for vehicle identification number (VIN)	2.75	2.50	3.25

<b>Essential Tasks</b>	<b>Composite</b>	<b>Criticality</b>	<b>Frequency</b>
375. Stop vehicles to investigate, cite or arrest occupants	3.29	3.06	3.75
377. Visually estimate speed of vehicles	3.12	2.58	4.22
378. Determine the best location for a traffic stop	3.70	3.35	4.42
379. Conduct felony vehicle stop	3.57	4.24	2.20
381. Confront groups of agitated people in a riot formation	2.86	3.60	1.37
382. Control hostile groups (e.g., demonstrators, rioters, or bar patrons)	3.06	3.73	1.69
394. Evacuate persons from a dangerous area	3.10	3.75	1.78
400. Investigate hazardous materials incidents	2.83	3.54	1.39
401. Investigate weapons of mass destruction incidents (WMD)	3.10	4.09	1.10
404. Secure accident and disaster scenes	3.05	3.51	2.12
405. Secure scene of a bomb threat	3.22	4.00	1.63
409. Participate in the execution of a search warrant	3.09	3.54	2.17
410. Search the perimeter of an emergency incident or tactical operation	3.14	3.64	2.11
418. Escort emergency vehicles	2.77	3.37	1.54
419. Evaluate officers in on-the-job training (FTO)	3.05	3.17	2.80
431. Provide information to persons participating in ride-along program	2.84	3.01	2.49
432. Request equipment repair	2.81	3.13	2.17
434. Summarize total shift activities in departmental logbook	2.95	3.09	2.68
436. Update spot/pin maps	2.80	2.90	2.60

# **APPENDIX C**

## **Important Tasks**



Important Tasks	Composite	Criticality	Frequency
1. Answer inquiries regarding the progress of a case	2.69	2.66	2.76
15. Conduct a photographic line-up	2.55	2.95	1.73
17. Conduct a show-up (on-scene identification)	2.73	3.18	1.83
18. Review crime lab reports to guide investigation	2.64	2.99	1.93
31. Serve personal protection orders (PPO)	2.71	2.98	2.16
38. Instruct suspect on process for obtaining an attorney	2.35	2.44	2.16
52. Take into custody person detained by citizen	2.70	3.19	1.72
62. Determine whether recovered property is linked with a previous crime	2.72	3.09	1.96
63. Diagram crime scenes	2.67	3.16	1.69
66. Estimate property values of stolen or recovered goods	2.36	2.27	2.54
68. Impound property	2.74	2.72	2.77
71. Photograph latent fingerprints	2.55	2.99	1.67
77. Take custody of lost and found property	2.51	2.50	2.54
78. Trace stolen goods	2.53	2.83	1.92
79. Transport property or evidence	2.70	2.75	2.61
80. Assist elderly or disabled individuals with personal mobility problems	2.38	2.45	2.23
82. Comfort emotionally upset persons	2.70	2.71	2.68
86. Establish field contacts (e.g., bar owners, taxi drivers, etc.)	2.70	2.86	2.38
87. Exchange information and ideas with citizens to prevent crime	2.47	2.61	2.19
89. Give directions to citizens (e.g., street locations)	2.57	2.26	3.20
90. Communicate with a subject who does not speak English	2.40	2.40	2.40
91. Interact with a person who is autistic	2.29	2.57	1.72
92. Interact with a subject who has a communication impairment because of a physical handicap (e.g., is deaf, has a speech impediment)	2.48	2.65	2.12
93. Interact with a subject who has a mobility impairment(e.g., is blind, is wheelchair bound)	2.45	2.58	2.18
94. Interact with a subject who speaks English, but with whom it is difficult to communicate (e.g., has a dialect or an accent)	2.46	2.53	2.32
95. Investigate civil disputes (e.g. landlord-tenant, repossession dispute)	2.46	2.32	2.74
96. Listen to citizen complaints regarding tickets or other minor offenses	2.53	2.33	2.95
98. Provide recommendations to business owners regarding security	2.35	2.49	2.07
99. Develop confidential informants	2.67	2.97	2.05
100. Refer persons to agencies that provide social services	2.51	2.61	2.32
104. Use crime frequencies, or crime statistics, to determine patrol patterns	2.64	2.78	2.36

<b>Important Tasks</b>	<b>Composite</b>	<b>Criticality</b>	<b>Frequency</b>
106. Conduct follow-up procedures with juvenile offenders (release to parents, petition court, etc.)	2.63	2.75	2.38
108. Counsel juveniles	2.45	2.50	2.34
109. Pick up children as directed by court order (e.g., divorce proceedings)	2.39	2.75	1.67
111. Talk with families of juvenile suspects or defendants (advise, inform, notify, counsel)	2.71	2.88	2.36
122. Operate telephone console or dispatch	2.36	2.49	2.09
127. Prepare list of wanted persons or stolen vehicles for own use	2.60	2.66	2.49
128. Receive and evaluate telephone requests for police service	2.63	2.76	2.37
137. Check homes of persons on vacation	2.50	2.20	3.10
150. Impound vehicles	2.59	2.35	3.08
152. Inspect for and remove obstructions on railroad right-of-way	2.49	2.94	1.57
154. Investigate complaints of illegal aliens	2.25	2.53	1.68
161. Operate fire extinguisher	2.60	2.96	1.87
162. Participate in large scale area search parties	2.62	2.99	1.88
175. Transport persons needing assistance	2.71	2.75	2.62
177. Issue pick-up and wanted notices (e.g., hot sheet)	2.30	2.61	1.66
180. Prepare list (hot sheet) of wanted persons for department use	2.38	2.77	1.59
192. Arraign defendant in court	2.63	2.95	1.97
198. Prepare witnesses for court testimony (e.g., explain court procedures, etc.)	2.65	2.93	2.08
205. Testify in civil cases	2.36	2.62	1.83
211. Serve probate orders (e.g., mental health, juvenile, adult offender)	2.55	2.89	1.85
212. Serve subpoenas	2.70	2.64	2.83
217. Book prisoners by completing arrest forms	2.68	2.76	2.52
219. Check individual making bond for wants or warrants	2.50	2.94	1.62
220. Check legal status of a prisoner's case (e.g., check with court or prosecutor's office)	2.31	2.56	1.81
223. Complete documents for transfer of prisoner to county jail	2.65	3.10	1.73
224. Confer with physicians regarding prisoner's medical condition	2.48	2.85	1.74
225. Escort prisoners to medical appointments	2.60	2.98	1.84
228. Inspect identification of visitors	2.50	2.99	1.50
229. Inventory prisoners' personal property	2.62	2.93	1.99
231. Photograph prisoners	2.57	3.01	1.69
232. Place holds on prisoners and notify department holding warrant	2.69	3.18	1.69

<b>Important Tasks</b>	<b>Composite</b>	<b>Criticality</b>	<b>Frequency</b>
236. Return prisoner's property	2.46	2.91	1.56
237. Review arrest documents before accepting prisoner	2.56	3.03	1.62
247. Apply first aid to treat for abrasions	2.35	2.55	1.93
249. Apply first aid to treat for animal bites	2.59	3.12	1.52
275. Destroy animals	2.54	2.62	2.37
299. Determine authenticity of auto insurance certificate	2.49	2.23	3.01
308. Inform driver of towed vehicle's location	2.65	2.26	3.45
310. Instruct persons involved in a traffic crash to exchange necessary information	2.41	2.28	2.68
312. Interview medical personnel to obtain specific information	2.72	2.90	2.35
315. Investigate off-road vehicle crash	2.71	2.87	2.38
319. Match color of known origin to suspect sample (e.g., paint chip found at scene of accident matched to suspect vehicle)	2.71	3.00	2.12
320. Measure skid marks for calculation of approximate vehicle speed	2.62	3.04	1.78
321. Notify citizens of damage to their property	2.55	2.57	2.50
322. Photograph traffic crash scenes	2.71	2.98	2.15
324. Remove debris from traffic crash scene	2.66	2.71	2.55
327. Review crashes with traffic crash investigators	2.45	2.65	2.05
330. Take coordinate measures of traffic crash scenes (e.g., triangulation)	2.60	3.04	1.70
332. Test operating condition of crash vehicle equipment (e.g. brake light, tread wear)	2.59	2.90	1.97
340. Testify in Secretary of State implied consent hearings	2.60	3.04	1.71
341. Advise appropriate agency of traffic engineering needs	2.47	2.83	1.73
342. Arrest or cite persons for unlawful use of recreational vehicles or watercraft	2.32	2.65	1.64
343. Check railroad crossing for signal violations (e.g., going around gates, train blocking crossing)	2.50	2.82	1.85
346. Complete operators license re-examination form	2.38	2.63	1.88
347. Direct pedestrian traffic	2.44	2.60	2.10
348. Direct traffic using flare pattern or traffic cone patterns	2.70	2.90	2.28
355. Inspect private vehicle for conformance with vehicle code	2.34	2.26	2.49
357. Issue citations for non-traffic offenses (e.g., appearance tickets, ordinance violations)	2.57	2.40	2.90
365. Plan traffic detours	2.34	2.55	1.90
369. Verify compliance on withdrawal citations (e.g., no proof of registration, no proof of insurance, no operators license)	2.50	2.26	2.98
371. Warn offenders in lieu of arrest or citation	2.70	2.21	3.70
376. Verify vehicle title information	2.73	2.50	3.21
383. Control non-violent crowds	2.58	2.90	1.94

<b>Important Tasks</b>	<b>Composite</b>	<b>Criticality</b>	<b>Frequency</b>
388. Patrol area containing labor pickets, marchers or demonstrators	2.42	2.88	1.50
393. Advise property owners or agents of potentially hazardous conditions	2.62	3.09	1.67
398. Patrol locations that appear physically hazardous to citizens (e.g., construction site, public nuisance)	2.50	2.68	2.13
406. Conduct intelligence activities on known or suspected offenders	2.71	3.06	2.01
407. Conduct surveillance of individuals or locations	2.72	2.98	2.19
408. Organize surveillance of individuals or locations	2.51	2.89	1.73
412. Act as department court officer	2.58	2.83	2.07
413. Analyze and compare incidents for similarity of modus operandi (M.O.)	2.60	2.82	2.16
414. Attend formal in-service training (e.g., at an off-site class)	2.73	2.73	2.74
415. Attend informal in-service training (e.g., roll call, called in from patrol)	2.36	2.50	2.09
417. Enter data on cards for filing	2.52	2.84	1.86
422. Fingerprint persons for non-criminal reasons (e.g. professional licensing)	2.48	2.86	1.72
428. Mark valuables for persons	2.43	2.58	2.14
430. Participate in required physical exercise program	2.25	2.36	2.03
433. Review other officers' incident reports for completeness and accuracy (e.g., partner, junior officer)	2.53	2.69	2.21
441. Write policy material for department manuals	2.59	2.82	2.12
442. Climb through openings (e.g., windows)	2.64	2.80	2.32
443. Climb up or over obstacles	2.55	2.80	2.04
444. Crawl in confined areas (e.g., attics)	2.62	2.86	2.14
445. Drag or pull heavy objects or persons	2.56	2.72	2.25
446. Jump across obstacles (e.g., stream)	2.59	2.77	2.23
447. Jump down from elevated surfaces	2.58	2.73	2.28
448. Jump over obstacles	2.71	2.93	2.25
449. Lift and carry heavy objects or persons	2.56	2.84	2.00
451. Perform water rescue	2.60	2.74	2.32
452. Physically push movable objects	2.72	3.27	1.59
453. Physically restrain crowds	2.61	2.89	2.03
454. Pull self through openings	2.60	2.84	2.11
455. Push self up over obstacles	2.72	2.85	2.45
456. Run up stairs	2.45	2.61	2.14
457. Stand continuously for more than one-half of the work shift (e.g., guard duty or point control)	2.35	2.65	1.75
458. Wade through marshes, swamp land or waterways	2.35	2.64	1.75
459. Walk continuously for more than one-half of the work shift (e.g., foot beat)	2.50	2.87	1.74

## **APPENDIX D**

### **Non-Essential Tasks**

Non-Essential Tasks	Composite	Criticality	Frequency
6. Inspect for damage and theft of railroad cargo	2.03	2.49	1.10
16. Conduct a corporeal line-up	2.40	2.91	1.37
22. Search fire debris for evidence relating to the cause of the fire	2.67	3.33	1.34
27. Attend autopsies for evidentiary purposes	2.53	3.08	1.42
32. Serve foreign protection orders (FPO)	2.17	2.68	1.13
33. Arrest or cite persons for violations of environmental laws or regulations	2.07	2.38	1.44
34. Collect interim bond	2.18	2.35	1.83
39. Interrogate suspect or witness with use of polygraph results	2.36	2.81	1.45
46. Request bystanders to assist in an apprehension	2.08	2.47	1.28
56. Cast impressions at crime scene (e.g., plaster cast, silicone, etc.)	2.45	2.97	1.39
74. Release confiscated property	2.21	2.46	1.71
81. Attend community meetings	2.09	2.25	1.78
84. Design programs for the community to reduce the fear of crime	2.11	2.50	1.32
85. Distribute community questionnaires to citizens to identify local problems	1.91	2.24	1.23
88. Give a talk in front of a group of citizens regarding crime prevention	2.22	2.50	1.65
97. Organize Neighborhood Watch programs	1.96	2.32	1.23
102. Solicit citizen participation in crime prevention programs	2.14	2.48	1.45
107. Conduct parent-juvenile conferences	2.18	2.36	1.82
124. Perform first line maintenance on fire truck (e.g., wash, check gauges)	1.69	1.91	1.24
135. Advise vehicle owners to remove abandoned vehicles	2.23	1.98	2.73
138. Check individuals/businesses for compliance with licensing requirements (e.g., hunting, liquor, dance permit, vendors, etc.)	2.18	2.19	2.16
142. Escort money, valuables or people to provide security	2.22	2.42	1.82
143. Escort processions (e.g., parades, oversized trucks, funerals)	2.06	2.07	2.03
144. Fight vehicle fires	2.14	2.41	1.60
145. Fill out field interrogation card	2.09	2.35	1.55
151. Investigate "deer shinning" incidents	2.01	2.07	1.89
159. Move disabled vehicles with patrol car	2.20	2.25	2.10
160. Observe persons for hunting violations	2.15	2.31	1.83
164. Patrol on bicycle	1.74	1.99	1.23
165. Patrol on foot	2.23	2.21	2.27
166. Patrol on motorcycle	1.92	2.23	1.30
167. Patrol on horse	1.65	1.93	1.07
168. Patrol on watercraft	1.96	2.30	1.28
176. Dictate reports into recording devices	2.13	2.14	2.12

<b>Non-Essential Tasks</b>	<b>Composite</b>	<b>Criticality</b>	<b>Frequency</b>
207. Testify in liquor board hearings	2.21	2.63	1.35
208. Testify in parole or probation hearings	2.44	2.93	1.43
210. Serve civil process papers	2.16	2.25	1.99
213. Assist prisoner with bondsman contact	1.49	1.61	1.26
214. Assist prisoner in contacting an attorney	1.62	1.73	1.41
215. Answer inquiries concerning prisoners	2.02	2.05	1.96
234. Process prisoners for release	2.38	2.87	1.39
238. Talk with families of adult suspects or defendants (advise, inform, notify, counsel)	2.20	2.25	2.11
256. Apply first aid to treat for eye injuries	2.72	3.36	1.43
257. Apply first aid to treat for frostbite	2.65	3.32	1.30
268. Apply first aid to treat for sprains and strains	2.20	2.42	1.75
311. Interview mechanic for relevant traffic crash information (e.g., condition of vehicle parts)	2.21	2.52	1.57
325. Request citizens to assist with traffic control in an emergency	2.22	2.50	1.64
352. Inspect commercial vehicles for code compliance	2.21	2.41	1.79
354. Inspect off road vehicles	2.04	2.13	1.87
356. Inspect watercraft for conformance with marine safety requirements	2.01	2.32	1.38
358. Issue moving traffic citations to bicycle riders	1.65	1.79	1.36
359. Issue parking citations	1.91	1.72	2.29
361. Issue traffic citations to pedestrians	1.58	1.66	1.42
372. Identify or document train identification number (lead engine number)	1.88	2.12	1.40
374. Stop off road vehicles	2.12	2.14	2.07
380. Communicate with management and labor over strike disturbances	2.31	2.78	1.37
384. Escort vehicles or persons through picket lines	2.41	2.94	1.32
385. Explain demonstration permit to demonstrators	2.18	2.65	1.24
386. Guard strategic locations during civil disorders and strikes	2.60	3.20	1.39
387. Locate and observe crowd agitators	2.70	3.32	1.45
389. Patrol riot stricken or civil disturbance areas	2.65	3.30	1.33
390. Watch for illegal activity at labor disputes	2.38	2.89	1.35
391. Engage in mobile field force	2.53	3.14	1.30
392. Engage in small squad tactics at riot or crowd disturbance	2.66	3.31	1.35
395. Fight structural fires	2.38	2.95	1.23
396. Identify contents of railroad car or semi-truck for hazardous cargo	2.69	3.35	1.35
397. Operate fire truck pump controls	1.90	2.29	1.11
399. Perform weather watch service	2.00	2.21	1.58
402. Implement incident command system	2.71	3.42	1.26
403. Investigate environmental crimes	2.30	2.75	1.39

Non-Essential Tasks	Composite	Criticality	Frequency
411. Check security access points (airport gates, VIP locations, buildings)	2.09	2.36	1.55
416. Confer with parole/probation officer	1.93	2.16	1.45
420. Exchange necessary information with other law enforcement officials	2.08	2.30	1.62
421. Explain department's recruiting policies	1.83	1.97	1.56
423. Instruct on-the-job training	2.61	3.31	1.19
424. Investigate and report on police applicant's background	1.40	1.52	1.15
425. Issue bicycle licenses/registrations	1.85	1.58	2.39
426. Issue road-kill possession permits	2.17	2.12	2.28
427. Locate documents and information in records system	1.73	1.88	1.44
429. Notify public agencies or utilities of damage to their equipment	2.29	2.74	1.39
435. Test and evaluate police equipment	2.08	2.40	1.42
437. Utilize department records to assist in an investigation	2.17	2.27	1.97
438. Write interoffice memos	2.13	2.47	1.44
439. Write letters on behalf of the department	2.50	3.00	1.47
440. Write performance evaluation reports on other officers (e.g. FTO ratings)	2.33	2.89	1.18
450. Perform duties while wearing heavy equipment (other than gun belt)	2.63	3.25	1.37



# **APPENDIX E**

## **Complaints/Incidents**

Core Complaints/Incidents	Large Sheriff
Assist other agency	100.00
Assault (misdemeanor)	99.45
Citizen assist	99.45
Hit and run traffic crash (including PD, PI, fatals)	99.45
Traffic control	99.27
Disorderly conduct	99.09
Drunk driver (including OUID)	99.09
Suspicious person or vehicle	99.09
Breaking and entering	98.91
Domestic violence complaint	98.91
Abandoned vehicle	98.73
Activated alarm (e.g., burglary, panic, medical-alert, etc.)	98.72
Malicious destruction of property (MDOP)	98.72
Traffic crash (including off-road)	98.72
Check on welfare of a citizen	98.36
Suicide attempt	98.36
Assault (felony)	98.35
Reckless driving	98.18
Larceny/misdemeanor	97.99
Minors in possession of alcohol (MIP)	97.82
Mentally ill person (including persons requiring treatment-PRT)	97.64
Personal Protection Orders (PPO)	97.64
Found property	97.63
Injured animal	97.45
Missing person	97.45
Disorderly juveniles	97.26
Animal control violation (loose animals, barking dogs)	97.09
Larceny/felony	97.09
Motor vehicle theft	97.09
Recovering stolen property	97.09
Home invasion	96.90
Wanted person	96.72
Dead body	96.52
Entering without permission	96.34
Child custody	96.18
Failure to pay (e.g., gas, meals, taxi, etc.)	96.16
Child abuse/neglect	95.99
Criminal sexual conduct	95.99
Downed wires	95.99
911 hang-ups	95.99

Core Complaints/Incidents	Large Sheriff
Runaway juveniles	95.99
Harassing telephone calls	95.81
Loud party	95.81
Trespassing (including DNR, unwanted person)	95.62
Obscene, harassing, or threatening phone call	95.43
Drug overdose	95.26
Concealed weapon	95.07
Lost child	94.71
Controlled substance violation (meth labs, drug diversion, prescription, precursor)	94.55
Suicide (including assisted suicide)	94.35
Receiving stolen property	94.15
Concealing stolen property	94.00
Retail fraud (e.g., security avoidance, changing price tags, possessing a removal device)	93.62
Auto theft (including OnStar and Lojak, assisted incidents)	93.60
Parole or probation	93.24
Landlord/tenant dispute	92.91
Ambulance run	92.87
Parking (including handicap parking)	92.86
Liquor law (e.g., MIP, private parties, LCC inspections)	92.52
Contributing to the delinquency of a minor	92.34
False fire alarm	92.17
Check law violation (e.g., forgery, counterfeit, NSF, etc.)	91.97
Bad check	91.62
Credit card theft or misuse	91.61
Non-traffic injury (e.g., skateboarding, bicycle accidents)	91.61
Joy ride (including failure to return)	91.27
Fireworks violation	91.22
Fire alarm	91.07
Thrown object at moving vehicle	90.91
Unarmed robbery	90.91
Bicycle theft	90.84
Canine (K-9) assist (search, perimeter)	90.69
Stalking (including internet stalking)	90.16
Robbery (not including unarmed robbery)	89.96
Littering	88.83
Status offenders (juveniles)	88.69
Illegal weapon (firearm)	88.36
Invalid or elderly person needing assistance	88.18

Core Complaints/Incidents	Large Sheriff
Perimeter control at fire	87.41
Prowling	87.07
False police report	86.91
Citizen locked out	86.65
Burning property	86.21
Peeping Tom	86.18
Embezzlement	86.11
Shots fired (including active shooter)	85.95
Loitering	85.77
Indecent exposure	85.64
Illegal burning	85.58
Identity theft	85.06
Complaints about non-police government service (e.g., trash collection, road, civil)	84.91
Child locked in vehicle	84.88
Illegal weapon (other than firearm)	84.55
Bond violations	84.52
Arson	84.49
Odor investigation (e.g., gas leak)	84.12
Unlawful use of firearm	83.24
Suspicious object (bomb, package)	82.36
Curfew	82.15
Fishing and hunting (e.g., gaming law, conservation violations)	82.12
Cruelty to animals (abuse/neglect)	81.79
Public nuisance (e.g., abandoned refrigerator, junk, code violation)	81.57
Forgery	81.24
Repossession dispute	79.74
Ruptured water or gas line	77.82
Barricaded gunman	77.64
Parental kidnap	77.27
Truancy	77.05
Bomb threat (including false reports/hoaxes)	76.73
Computer crime	76.68
Eviction	75.77
Mail theft	74.27
Counterfeit money	72.26
Amber alert	69.16
Begging/pan handling	68.55
Tampering with equipment (e.g., construction vehicles)	67.88
Tampering with an auto (including VIN removal)	67.27

Core Complaints/Incidents	Large Sheriff
Drowning	66.67
Jail break (including walk-away, work release, juvenile escape)	64.60
Pornographic material (including child pornography)	63.82
Illegal alien	62.91
Civil rights	61.61
Defrauding an innkeeper	60.84
Business or peddler license violation	60.18
Peddling	59.67
Insurance fraud	59.20
Elder abuse (vulnerable adult abuse)	59.05
Industrial accident	56.83
Hazardous materials	56.49
Complaints against officer	54.83
Chemical spills	53.45
Ethnic intimidation	52.46
Labor/management dispute	52.36
Money escorts	52.19
Kidnapping	51.64
Active shooter	50.37
Boat accident	50.27

<b>Non-Core Complaints/Incidents</b>	<b>Large Sheriff</b>
Environmental violations	46.70
Prostitution	44.89
Impersonating an officer or other official	43.53
Auto train accident	42.44
Drive-by shooting	41.53
Explosion	40.80
Extortion	40.11
Postal law violations	39.27
Anthrax (including false reports)	38.62
Motor vehicle hijacking	38.62
Nursing home patient abuse	38.43
Unlawful possession or use of explosive	37.89
Aircraft accident	35.65
Desertion or AWOL	33.27
Gambling (e.g., dice games, animal fights, city ordinance violations)	32.42
Riot	28.44
Hostage	27.32
Train derailment	24.95
Drive ambulance	18.76
Foreign Protection Orders (FPO)	17.12
Terrorist threat	16.39
Terrorism (domestic or foreign)	11.31
Bombing	10.07
Sniper	9.65
Weapon of Mass Destruction (radiological, biological, chemical, nuclear)	5.64

# **APPENDIX F**

## **Sources of Information**

## Composite Ratings of Core Sources of Information

Core Sources of Information	Large Sheriff
800-number directory	1.28
Attorney General opinions	1.55
Briefing sheets	3.19
Computer bulletin boards (e.g., Internet, Prodigy, etc.)	2.67
Court decisions	3.11
Criminal Law and Procedure Texts	3.49
Department Manuals (e.g., policies, procedures, rules and regulations)	3.56
Distance learning (e-learning)	1.13
Federal statutes	1.98
Field guides (e.g., NATB book, Physicians Desk Reference, etc.)	2.35
First aid manual	2.17
Fish and game laws	1.95
Harbor and navigation statutes	.78
Hazardous Materials Manual	2.27
Homeland Security resources	1.86
Internet sites (e.g., Lexis/Nexis, Westlaw, judiciary homepages, etc.)	1.84
Interoffice memos	3.33
Jury instructions	1.44
Legal transcripts	1.48
Legislative updates	2.67
LEIN/NCIC printouts	3.85
Local ordinances	3.35
Maps (State, County, City)	4.15
Michigan Compiled Laws/Michigan Statutes Annotated	3.57
Michigan Liquor Control act	2.40
Michigan Vehicle Code	3.92
Police incident reports	4.16
Professional law enforcement publications (e.g., FBI bulletin, Law and Order, etc.)	2.75



## Composite Ratings of Non-Core Sources of Information

Non-Core Sources of Information	Large Sheriff
Prosecutor bulletins	2.48
State police intelligence reports	2.66
Telephone book	3.38
Training bulletins	3.14
UD-10 manual	3.64
Wanted bulletins	3.35

# **APPENDIX G**

## **Equipment**

**Percent of Respondents using Core Equipment/Transportation**

<b>Core Equipment/Transportation</b>	<b>Large Sheriff</b>
Handcuffs	99.27
Gloves (latex, rubber, leather)	98.91
Flashlight	98.36
Police car radio	98.36
Hand-held police radio	98.18
Automobile	97.09
Body armor (hidden vest, exterior vest)	96.73
Spot light	96.00
Siren	95.82
Pistol magazines (extra)	95.27
Fire extinguisher	94.00
Overhead emergency lights (patrol vehicle)	93.27
Preliminary breath test instrument (PBT)	93.09
Speed detection device (radar, lidar, laser)	92.91
Semi-automatic pistol	92.00
Cellular phone	90.91
First aid kit	90.18
Pistol	89.45
LEIN terminal	89.27
Evidentiary breath test instrument	89.09
Police barrier tape	88.36
Flares	85.82
Chemical agents (e.g., pepper, mace, tear gas)	82.73
Shotgun	82.18
Radio car computer terminal	81.09
Blanket	78.00
Automatic External Defibrillator (AED)	76.18
Photographic equipment	75.09
Anti-bacterial wash	73.64
Binoculars	72.73
Drug and narcotic identification field kit	72.73
Gas mask	69.45
Flex-cuffs (zip cuffs)	69.09
Less lethal weapon (e.g., Taser, bean bag, flashbang, stingball, pepper ball, etc.)	69.09
Traffic vest (illuminated/reflective)	68.18
Gear bag/throw bag	68.00
Evidence Processing kit (fingerprinting, casting, CSI kit)	67.82

Core Equipment/Transportation	Large Sheriff
Police microphone on officer	66.55
Stop sticks	63.64
Video camera (stationary in-car)	62.91
Base station police radio	59.09
Personal computer	55.82
Crisscross directory (e.g., Bressiers)	55.45
Battery jumper cables	54.73
Tape recorder	54.18
Riot helmet	52.73
Public address system	52.18
Tape ruler	52.18
Business directory	52.00
Bloodborne pathogen kit	50.18
Tool kit	50.18
Car door lock opening device	50.00

## Percent of Respondents using Non-Core Equipment/Transportation

Non-Core Equipment/Transportation	Large Sheriff
Surgical mask (pocket mask)	49.27
Baton (night stick, PR-24, Kubotan)	48.18
Leg restraints	48.18
Rifle	41.82
Firearm range equipment	37.82
Rope/cord	37.09
Battery jumper device (self contained power source)	35.27
Illuminated traffic baton	33.82
Pylons	32.91
Biohazard suit	32.00
Pry bar	29.64
Four wheel drive vehicle	24.91
Riot baton	24.18
Dictating machine	24.00
Oxygen tanks	23.64
Fingerprint Live-Scan machine	23.27
Manual control for traffic signal	20.18
Canine	17.27
Riot shield	16.91
Boat	16.73
Lo-jack	16.73
Night vision goggles	16.55
Revolver	16.00
Battering Ram	14.00
Animal control equipment (noose, gloves, net)	12.55
Axe	12.55
Ambulance	12.36
Video camera (portable)	11.45
Motorcycle	10.55
Metal detector	10.36
Bicycle	10.18
All terrain vehicle	9.64
Self-contained air pack (Scott air pack)	9.27
Palm pilot	7.82
Revolver speed loader	7.64
Ladder	6.73
Tear gas grenade	6.55
Tear gas gun	5.64

### Percent of Respondents using Non-Core Equipment/Transportation

Non-Core Equipment/Transportation	Large Sheriff
Fire hose	5.45
Snowmobile	4.55
Flare gun	2.91
Fire hydrant cut-off wrench	2.73
Fire nozzles	1.82
Pneumatic tool for extracting trapped person (e.g., jaws of life, portapower)	1.82
Fire truck	1.64
Fire protective clothing	1.27
Vehicle immobilizer ("Boot")	1.09