

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

## **Final Report**



**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. One hundred fifty law enforcement agencies of every type and from every region of Michigan are represented in the data. A total of 3,231 officers and 706 supervisors 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." in a cursive style.

Raymond W. Beach, Jr.  
Executive Director

Sheriff Gene Wriggelsworth, Chair • Mr. John Buczek, Vice Chair • Mr. David Morse • Mr. James DeVries • Chief Doreen Olko  
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## TABLE OF CONTENTS

---

Executive Summary .....	1
Background.....	1
The Job Analysis Inventory.....	2
Survey Administration.....	2
Survey Respondents .....	2
Ratings of Training Effectiveness .....	3
Core Job Tasks .....	4
1996-2006 Comparison of Job Tasks.....	4
Core Complaints, Sources of Information, and Equipment .....	4
1996-2006 Comparison of Non-Task Data .....	5
Chapter 1: Introduction .....	6
The Law Enforcement Profession in the State of Michigan: An Overview.....	7
The Job Task Analysis: Methodology and Rationale .....	7
Project Description and Strategy .....	8
Chapter 2: Job Analysis Inventory Design and Administration .....	11
The Patrol Officer Survey .....	11
The Patrol Supervisor Survey.....	13
Sampling Techniques.....	14
Statewide Return Rates.....	17
Chapter 3: Description of the Sample .....	18
Patrol Officer Sample .....	18
Supervisor Sample .....	19
Patrol Officers' Rating of Basic Training Curriculum and Training Priority .....	29
Patrol Officers' Ratings of In-Service Training Requirements and Curriculum.....	29
Chapter 4: Data Analysis .....	36
Task Ratings: The Frequency and Criticality of Job Tasks .....	36
Core Tasks.....	37
Tenure Analysis.....	39
1996-2006 Comparison of Job Tasks.....	40
Analysis of Non-Task Data .....	41
Complaints/Incidents.....	41
Sources of Information.....	41
Equipment .....	42
1996-2006 Comparison of Non-Task Data.....	42
Chapter 5: Summary and Conclusions.....	44
References .....	45

## Tables

---

Table 1:	Number of Items and Type of Data Associated with Each Section (Patrol).....	12
Table 2:	Number of Items and Type of Data Associated with Each Section (Supervisor) ...	13
Table 3:	Detroit Police Department Sample.....	15
Table 4:	Michigan State Police Sample .....	15
Table 5:	Agency Stratifications by Statewide and Sample Representation .....	16
Table 6:	Number of Patrol Officer and Supervisor JTA Participants .....	18
Table 7:	Patrol Officers' Primary Responsibility(ies) in the Last Six Months .....	20
Table 8:	Age of Officers in Patrol Sample.....	20
Table 9:	Gender of Officers in Patrol Sample .....	21
Table 10:	Equal Employment Opportunity Commission Category of Officers in Patrol Sample .....	21
Table 11:	Patrol Area of Officers in Patrol Sample .....	21
Table 12:	Rank/Job Title of Officers in Patrol Sample .....	22
Table 13:	Pre-employment Education Level of Officers in Patrol Sample .....	22
Table 14:	Post Employment Education Level of Officers in Patrol Sample .....	23
Table 15:	Frequency of Shift Rotation for Officers in Patrol Sample.....	23
Table 16:	Frequency of Working Scheduled Overtime in Patrol Sample .....	24
Table 17:	Frequency of Working Unscheduled Overtime – Patrol Officers .....	24
Table 18:	Frequency of Missing a Scheduled Meal – Patrol Officers.....	24
Table 19:	Agency Types Represented in Supervisor Sample .....	25
Table 20:	Supervisors' Primary Responsibility in the Last Six Months .....	25
Table 21:	Age of Officers in Supervisor Sample .....	26
Table 22:	Gender of Officers in Supervisor Sample.....	26
Table 23:	Equal Employment Opportunity Commission Category for Officers in Supervisor Sample .....	26
Table 24:	Pre-employment Education Level of Officers in Supervisor Sample .....	27
Table 25:	Education Level of Officers in Supervisor Sample before Promotion to Supervisor .....	27
Table 26:	Current Education Level for Officers in the Supervisor Sample .....	28
Table 27:	Current Rank of Officers in Supervisor Sample .....	28
Table 28:	Background and Experience of Officers in Supervisor Sample .....	28
Table 29:	Perceptions Regarding Officer Preparation, for 21 <sup>st</sup> Century, as a Result of Basic Training .....	29
Table 30:	The Number and Percent of Patrol Officers Indicating the Amount of Attention that should be Devoted to Training Topics.....	30
Table 31:	Perception Regarding Officer Preparation, Post 9/11, as a Result of In-Service Training.....	31
Table 32:	Is Non-Firearm In-Service Training Mandated by your Agency .....	31
Table 33:	Number of Hours of Mandated Training per Officer per Year.....	32
Table 34:	Number of Hours of In-Service Training each officer Needs per Year .....	33
Table 35:	Number of Training Hours Left to Local Agency Discretion.....	34
Table 36:	How Often Should Officers Attend Non-Firearm In-Service Training .....	35
Table 37:	Most Important Concept of Characteristic for Effective Line Officer Job Performance .....	35
Table 38:	Description of Tenure Samples.....	39
Table 39:	Complaint/Incident Rating Scale .....	41
Table 40:	Sources of Information Frequency Scale .....	42
Table 41:	Sources of Information Importance Scale .....	42

## Appendices

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Appendix A:	Job Analysis Officer Survey
Appendix B:	List of Participating Agencies
Appendix C:	Average Frequency and Criticality Ratings for Task Statements
Appendix D:	List of Core Tasks
Appendix E:	List of Non-Core Tasks
Appendix F:	Reason for Exclusion of Non-Core Tasks
Appendix G:	Results of Tenure Analysis
Appendix H:	Core Complaints/Incidents
Appendix I:	Non-Core Complaints/Incidents
Appendix J:	Detailed Frequency of Response to Complaints
Appendix K:	Core Sources of Information
Appendix L:	Non-Core Sources of Information
Appendix M:	Core Equipment
Appendix N:	Non-Core Equipment

## **Executive Summary**

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A job task analysis (JTA) is used by the Michigan Commission on Law Enforcement Standards (MCOLES) to fulfill its statutory responsibilities of establishing and maintaining the job-relatedness and relevance of employment, licensing, and training standards for patrol officers. The JTA was originally completed in 1979 and updated in 1996. Although the MCOLES routinely examines and evaluates its entry-level standards, basic training curriculum, and licensing examination, it is important to ensure that the JTA remains *contemporary* and accurately describes the job as it exists today. Therefore, in late 2005 - early 2006, the job task analysis was updated once again. The results of that project are detailed in the present report. This Executive Summary presents only an overview of methods and findings.

### **Background**

- The JTA is intended to capture the roles, responsibilities, and duties specifically of patrol officers, a category within the occupation of law enforcement officer.
- The JTA took place in three major phases:

Phase one included:

1. reviewing, revising, and updating the 1996 task inventory for use in 2006;
2. developing an online data capture format; and
3. pilot testing the job analysis inventory and making the necessary final revisions.

Phase two included:

1. determining agency stratifications;
2. identifying a scientifically-based random sample of agencies and officers;
3. identifying and contacting agency administrators and coordinators; and
4. administering the survey online.

Phase three included:

1. analyzing the data to determine the core and non-core tasks;
2. identifying the essential job functions for each of the eleven agency types; and
3. writing the final project reports.

## **The Job Analysis Inventory**

- While the majority of the tasks in the 2006 survey remained the same as in 1996, some editing was done to incorporate current terminology/methods, and several additions were made to reflect current job requirements. The deletions, amendments, and other edits to the job task list resulted in a final list of 459 job tasks.
- The job tasks were presented through a survey or inventory format, with standard instructions and response scales. Specifically, patrol officers were asked to indicate, on a scale of 1-5, how frequently they performed each task. Patrol supervisors were independently 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.
- Inquiries regarding in-service training were added to the online survey.

## **Survey Administration**

- For the first time, the survey was administered online, and officers indicated their responses by pointing to and clicking on their selections.
- To ensure that the variety of assignments and agencies were represented in the JTA, all law enforcement agencies in the state were categorized into stratifications by type and size, beginning with the categories originally identified in 1979 and 1996. Eleven separate stratifications eventually emerged that contained all agencies in the state. All eleven agency types were represented in the sample.

## **Survey Respondents**

- The statewide response rate (considering any and all who accessed the survey) for patrol officers was 88% (3,333 out of 3,786), and for patrol supervisors was 92% (728 out of 793). The response rates remain high, even if only useable surveys are considered – 85% for patrol officers (3,231) and 89% for supervisors (706).
- The final survey sample for respondents was representative of Michigan's population of sworn officers in terms of agency type and demographics.

Descriptive characteristics of the patrol officer sample are as follows.

- Primary job responsibilities were patrol, criminal investigation, and/or traffic enforcement.
- 87% of the officers are male and 83% are white. The average age is 36.08.

- Over 90% have completed at least some college, with close to 60% having a post high school degree.
- Slightly less than half of the officers do not rotate shifts, while slightly more than half do.
- The average total number of years of experience as a licensed law enforcement officer was 10.95 years.

Demographic characteristics of the supervisor sample are listed below.

- Most are sergeants (72%) with an average of 19 years in law enforcement.
- 92% of the supervisors are male and 87% are white. The average age is 42.70.
- 100% of the supervisors had a high school diploma, with approximately 94% having completed at least some undergraduate coursework.

### **Ratings of Training Effectiveness**

- As part of the background information, patrol officers were asked to indicate how well prepared they were to perform the important tasks associated with their job following basic training, with the majority (approximately 82%) indicating that they were “fairly well” prepared or better (“quite well” or “very well” prepared).
- Officers also provided 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. The officers did not perceive in-service training as favorably as they did basic training, with 40% indicating that in-service training did little to prepare them for important tasks post 9/11.
- Finally, with respect to training standards and curriculum, officers were also asked to give their opinions on the number of hours of in-service training an officer should have per year, with the majority (approximately 80%) suggesting 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. Finally, 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.

## **Core Job Tasks**

- Core tasks are defined as those tasks with “statewide significance” (PRC and MLEOTC, 1979). Four factors were considered in determining whether a task was core or non-core:
  1. Composite Score (a weighted composite of the criticality and frequency ratings)
  2. Tenure (with tasks performed significantly more often by high tenured officers excluded from the list of core tasks)
  3. The mean frequency rating for each task across all agency types (with a minimum frequency required for a task to be considered core)
  4. The mean importance rating for each task across all agency types (with critical tasks identified as core regardless of frequency)
- Using these criteria, 339 of 459 tasks (or 73.9%) were identified as core tasks.

## **1996–2006 Comparison of Job Tasks**

- The job of patrol officer in Michigan has, in fact, changed in the ten years since the prior JTA was completed. The change is, however, in breadth and scope. That is, new tasks and responsibilities have been identified which are core to the job, even though the criticality and frequency with which common tasks were performed remains relatively the same from 1996 to now.
- The tenure analysis revealed a change in the job of “new” officers from 1996 to 2006. Specifically, in 2006, a higher percentage of low tenured officers performed first aid tasks than they did in 1996. As a result, the first aid tasks are no longer excluded from core consideration due to tenure differences.

## **Core Complaints, Sources of Information, and Equipment**

- Patrol officers were asked to rate the frequency with which they respond to 162 different complaints/incidents. Complaints and incidents performed by at least 50% of patrol officers across all agency types were considered to be core. A total of 134 complaints/incidents out of 162 (or 82.72%) were identified as core.
- Data were gathered on both the importance of each source of information, and the frequency with which it is used and a composite score created. Considering both importance and frequency, 19 out of 34 sources of information (or 55.88%) were rated significant.

- 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 across all eleven agency types indicated that they used the equipment, it was considered core equipment. A total of 43 pieces of equipment (or 43.43%) were identified as core.

### **1996–2006 Comparison of Non-Task Data**

- In comparing 1996 to 2006, the common complaints, core sources of information, and core equipment were similar in terms of their relevance to the job. The 2006 findings suggest, however, an increase in breadth and scope in that there were significantly more types of complaints, sources of information, and equipment now than 10 years ago.

## CHAPTER 1: Introduction

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The Michigan Commission on Law Enforcement Standards (MCOLES) is the state agency that sets standards in Michigan for the selection, employment, and training of law enforcement officers. The legislation that created the MCOLES can be found in Public Act 203 of 1965, as amended, sections MCL 28.601 through MCL 28.616 of the Michigan Compiled Laws. The MCOLES sets “minimum standards of physical, educational, mental, and moral fitness [that] govern the recruitment, selection, and appointment of law enforcement officers” statewide (MCL 28.609, Sec. 9., (a)). Specifically, this statutory responsibility includes the authority to promulgate mandated medical and non-medical standards, for example, education, hearing, vision, physical fitness, reading ability, good moral character, and training. In addition, the Commission promulgates rules with respect to “categories or classifications of advanced in-service training programs” for licensed law enforcement officers in the state (MCL 29.609, sec. 9 (4) (a)).

The current governing body, the Michigan Commission on Law Enforcement Standards, consists of 15 members who are appointed by the Governor. The Attorney General and Director of State Police are ex-officio members. Three Sheriffs, three Chiefs of Police, and one each of the following comprise the membership: Fraternal Order of Police, the Police Officers Association of Michigan, the Detroit Police Officers Association, the Michigan State Police Troopers Association, the Prosecuting Attorneys Association of Michigan, the Criminal Defense Attorneys of Michigan, and the Chief of the Police Department located in a city with a population of more than 750,000, or the Chief’s designated representative who is a command officer with that department (currently the Detroit Police Department).

As a state regulatory agency, and as a logical outgrowth of its statutory responsibilities, the MCOLES is required to establish and maintain the job-relatedness and relevance of all its standards. One way to demonstrate and support job relatedness and relevance is through a process called validation. The first step in any formal validation strategy includes a review of job information -- that is, a review of the tasks and activities performed on the job and the knowledges, skills, abilities, and other characteristics required for their successful performance. One of the most rigorous methods used to define job content is a job task analysis, where each and every task is described in terms of its frequency, and criticality or importance. The job task analysis approach was implemented in Michigan to ensure that the resulting job description would be comprehensive, complete, and useful for defining performance standards for entry into the profession as well as for continuing education.

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 task 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 task 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 routinely examines and evaluates its entry-level standards, 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 was updated once again. The results of that project are contained in the present report. The goal is to identify any significant changes in law enforcement practices and procedures over the past 10 years and to ensure that standards remain valid.

In addition, the Americans with Disabilities Act (ADA) reinforces the need for employers to ensure that their employment standards are job-related and consistent with business necessity. Specifically, the ADA references essential job functions as a requirement/justification for employment practices (see Snyder, 1991). The current job analysis will also be used to update the essential job functions of the job of patrol officer in the state of Michigan.

### **The Law Enforcement Profession in the State of Michigan: An Overview**

Presently, an individual wishing to become a licensed law enforcement officer in Michigan must meet the MCOLES' minimum selection standards, satisfactorily complete the mandated 562 hour curriculum at an MCOLES approved basic training academy, pass a state licensing examination, and be employed by a law enforcement agency as a fully empowered law enforcement officer. The MCOLES' regulatory powers are quite broad due to the definition of the position of a law enforcement officer. "Law enforcement officer" means any member of any police force or other organization of a city, county, township, village or the state regularly employed and responsible for enforcement of the general criminal law of the state (MCL 28.602). Traditional agencies (e.g., municipal, county and state police) clearly meet the statutory definition of "police force", but the legislative language also includes specialized organizations such as park, tribal, conservation, airport and other state law enforcement agencies.

Any person who is a sworn member of an MCOLES recognized law enforcement agency must meet all selection and training criteria published by the MCOLES. In total, the MCOLES currently recognizes over 600 traditional and specialized agencies, and licenses approximately 21,660 full-time and 1,200 part-time officers statewide.

### **The Job Task Analysis: Methodology and Rationale**

As stated, a 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 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 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 to and clicking on their selections. The job task analysis was made available through a secured internet connection and all officers and supervisors were able to respond to the survey anonymously. Officers and supervisors were able to access the survey at anytime from any computer with an internet connection 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.

### **Project Description and Strategy**

The 2006 job task analysis took place in three major phases: Phase one focused on the design and development of the survey form; Phase two included the selection of the officers and supervisors to participate and the administration of the survey; and Phase three included analyses, results, and documentation. Each phase was completed in three steps, which are detailed below.

Phase one included:

1. reviewing, revising, and updating the 1996 task inventory for use in 2006;
2. developing an online data capture format; and
3. pilot testing the job task analysis inventory and making the necessary final revisions.

Phase two included:

1. determining agency stratifications;
2. identifying a scientifically-based random sample of agencies and officers;
3. identifying and contacting agency administrators and coordinators; and
4. administering the survey online.

Phase three included:

1. analyzing the data to determine the core and non-core tasks;
2. identifying the essential job functions for each of the eleven agency types; and
3. writing the final project reports.

Stanard & Associates completed phases one and two, with timelines for completion established in conjunction with the MCOLES. Phase three was a separate project and was completed by Performance-Based Selection, Ltd. (PBS), Westlake, Ohio.

In late May 2005, the MCOLES and S&A began the project. It was decided early on that the survey instrument would be administered online using a secure link to a server, rather than distributing survey booklets, bubble sheets, and No. 2 pencils, as was done previously. Since the number of patrol officers responding was anticipated to exceed 3,000 and the number of supervisors responding was anticipated to exceed 700, the computer-based online format allowed for the most reliable and efficient data collection and processing. In addition, it was anticipated that potential coding and scanning errors would be eliminated by using an online platform, as well as an increase in the overall response rate.

In June, 2005, the MCOLES and representatives from S&A held an initial planning meeting in Lansing. At the meeting, the participants agreed on the responsibilities of each organization and on reasonable timelines for the completion of the required project tasks. In phases one and two, as S&A began working on the data capture format, a work group of subject matter experts (SMEs) was identified to edit and update the existing task and inventory lists from 1996.

It was decided that the format and structure of the 2006 job analysis would closely resemble the 1996 JTA, and that many tasks inventoried in 1996 would still be relevant today. Therefore, the new survey was based largely on the inventory used in 1996, expanded to include the relevant updates that reflected best practices in 2006.

To review and identify the task statements, incumbent MCOLES licensed patrol officers and patrol supervisors (that is, the SMEs) from across the state participated in a facilitated meeting. At the meeting, their collective professional judgments were recorded. Staff asked the participants to examine the 1996 lists of tasks, equipment, complaints, and resources to determine their suitability for the 2006 questionnaire. Simultaneously, work began on a statistically sound sampling methodology to identify potential and representative participant agencies and officers across Michigan. Details of the sampling technique are presented in Chapter Two of this report.

It was also decided that the statistical decision-points used to distinguish core and non-core tasks, as well as the core equipment, core complaints handled, and important sources of information, would be the same as the decision-points used in 1996. Using the same decision criteria makes statistical comparisons between 1996 and 2006 JTAs much more direct and meaningful.

During the fall of 2005, in consultation with S&A, the MCOLES identified a potential pool of participant agencies and officers. Once identified, contact letters and follow-up telephone interviews were initiated with the chief administrative officer of each selected agency. Each agency administrator who agreed to participate in the job task analysis also agreed to identify an agency coordinator, an individual who would work in liaison with the MCOLES as the project progressed.

Specifically, the coordinator duties included:

1. serving as the single contact point, or liaison, with the MCOLES and the agency;
2. examining agency rosters to identify patrol officers and patrol supervisors;
3. meeting with the MCOLES representatives at a regional site to discuss:
  - a. what the JTA project is all about,
  - b. how to access the JTA survey online, and
  - c. directions for completing the survey for officers/supervisors;
4. explaining what a JTA is to the participants;
5. acting as an advocate for the value and importance of the JTA;
6. addressing issues as they arise, in consultation with the MCOLES; and
7. directing the officers/supervisors to the web site and provide directions on how to complete the survey.

Regional coordinator meetings were conducted during the first part of December, 2005, in the cities of Marquette, Gaylord and Lansing.

The job task analysis became available online on December 12, 2005.

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

To develop the JTA survey, the 1996 job task list was examined closely to ensure its relevancy and utility for 2006. While the majority of the tasks in the 2006 survey remained the same as in 1996, some editing was done to incorporate current terminology/methods, and several additions were made to reflect current job requirements. The deletions, amendments, and other edits to the job task list resulted in a final list of 459 job tasks.

The frequency and criticality or consequences of inadequate performance rating scales used in 1996 were again used in 2006. Each rating was made using a 5-point scale. The rating scales are given below.

<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)

In addition, the rating scales used for complaints, equipment, and sources of information were the same as those used in 1996.

Modeling the approach used in 1996, the 2006 job task analysis consisted of two surveys, or questionnaires, one for patrol officers and one for patrol supervisors. Both surveys were administered online. The two different surveys were designed to capitalize on the unique perspective and expertise of patrol officers versus supervisors. Patrol officers were asked to make ratings that focused on day-to-day activities by rating the frequency with which they performed the tasks, used equipment, responded to complaints, or referred to resources. Supervisors were asked to rate the criticality of each task based on their experience with the components of successful job performance.

### **The Patrol Officer Survey**

The patrol officer survey was divided into five (5) main sections, which were intended to solicit relevant information from the respondents about the job tasks of a law enforcement patrol officer in Michigan. The five main sections of the survey are as follows:

1. background & training information – which contained questions regarding age, gender, length of experience, education, and primary job responsibilities. In addition, this section contained questions regarding the officers' perspective on how well basic training prepared them for patrol, the importance and relevance of in-service training, and the emphasis given to topics covered in their basic academy training.

In addition, at the end of the section, officers were invited to provide any comments that they have about basic or in-service training issues.

2. response to complaints – which contained questions regarding how often an officer responded to a specified list of complaints or incidents, for example, barricaded gunman, bomb threats, domestic violence, identity theft, computer crimes, and so forth.
3. types of equipment used – which contained a list of equipment traditionally associated with law enforcement, where officers were asked to indicate which items they used in the course of their duties. The list included items such as rifle, handcuffs, cellular telephone, live-scan machine, and car computer terminal.
4. sources of information – which contained questions regarding the written materials used by officers in the performance of their job, including court decisions, state statutes, Attorney General Opinions, incident reports, and Internet searches.
5. tasks performed – which is the foundation of the job task analysis. This section contained a list of 459 job tasks that were believed to be performed by law enforcement officers in Michigan. The list included a wide variety of tasks such as: investigate crimes against persons, interrogate suspects, obtain search warrants, read Miranda warnings, apprehend juvenile offenders, patrol freeways, and write reports.

A copy of the patrol officer survey, as it appeared online, is provided in Appendix A of this report.

The number of items and type of data associated with each section are detailed in Table 1 below.

**Table 1  
Number of Items and Type of Data Associated with Each Section**

<b>Section</b>	<b>Number of Items</b>	<b>Type of Data</b>
Background & training information*	40	Nominal
Response to complaints/incidents	162	Ordinal
Equipment list	99	Nominal
Resources used	34	Ordinal
Task list inventory	459	Ordinal
<b>Total</b>	<b>794</b>	<b>-</b>

\*Background information includes 15 demographic questions, 18 basic training questions, and 8 in-service questions. In addition, respondents were invited to submit narrative comments about basic and/or in-service training.

### **The Patrol Supervisor Survey**

The supervisor survey included two (2) main sections: (1) background & training information and (2) task criticality. The supervisor task list was identical to the patrol officer task list but the responses were based on a criticality rating not a frequency of occurrence.

Patrol Supervisors were asked to provide information descriptive of their job (e.g., type of agency, primary responsibility), experience, and education as well as of themselves (e.g., gender, age). They then rated the criticality of each task for patrol officers in terms of consequences of inadequate performance.

The number and kind of items in the patrol supervisor survey are given in Table 2.

**Table 2  
Number of Items and Type of Data Associated with Each Section**

<b>Section</b>	<b>Number of Items</b>	<b>Type of Data</b>
Background & training information	10	Nominal
Task list inventory	459	Ordinal
<b>Total</b>	<b>469</b>	<b>-</b>

## **Sampling Techniques**

To ensure that a variety of agency types were represented in the JTA, a stratified random sampling technique was used to select participants for the project. A stratified random sample is one based on the identification of distinct sub-populations or groupings, where each participant in a grouping has an equal chance of being selected. As implemented here, the groupings were defined as types of law enforcement agencies (e.g., large city police department), where each agency within a type had an equal chance of being selected for participation. In this way, the variety of agency types present in the state of Michigan were sure to be represented in the sample.

Before beginning the sampling process, agencies with three or fewer officers were excluded due to the impracticality of sampling officers from such agencies. Then, all remaining law enforcement agencies in the state were categorized into stratifications by type and size, beginning with the categories originally identified in the 1979 and 1996 job task analyses. Eleven separate stratifications eventually emerged that contained all agencies in the state.

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 police departments (100+ officers)
- medium city/township/village police departments (30-99 officers)
- small city/township/village police departments (4-29 officers)
- large county sheriff departments (30+ officers)
- small county sheriff departments (4-29 officers)
- university/college police departments
- tribal police agencies
- other state agencies with law enforcement authority (the Michigan Department of Attorney General, the Michigan Department of Environmental Quality, and the Michigan Department of Natural Resources)
- specialty police agencies (the Genesee County Parks and Recreation and the Capital Regional Airport Authority)

Once all law enforcement agencies in the state were placed in stratifications, the next step in the sampling process was to randomly select 25% of the agencies in each stratification for participation in the job task analysis project. The selected agencies were contacted, first by letter and then by a follow-up telephone call and invited to participate. Agencies that were unable to participate were replaced in the selection pool with other agencies of the same type to maintain the 25% representation per stratification.

Geographical representation across the state was considered during the sampling process as well. As a result, several agencies were included in similar stratifications to achieve a better statewide geographic representation.

For the DPD, two of their six patrol districts were selected to participate and for the MSP, fifteen posts statewide were selected to participate. These selections were made in full consultation with both DPD and MSP command staff to ensure a representative sampling of these agencies. It was important that the number of officers and supervisors sampled from the DPD represent its various operational areas and districts, and that the number of troopers and supervisors sampled from the MSP represent its various districts and posts. Accordingly, districts and posts from these departments were selected to represent various operational areas and geographic locations. The actual number of DPD districts and MSP posts sampled are provided in Tables 3 and 4. A listing of the agencies sampled in each of the eleven stratifications is presented in Appendix B.

**Table 3  
Detroit Police Department Sample**

District	Number in Sample	
	Patrol Officers	Supervisors
Eastern	211	33
Southwest	237	32
<b>Total</b>	<b>448</b>	<b>65</b>

**Table 4  
Michigan State Police Sample**

District	Post Number	City	Number in Sample	
			Troopers	Supervisors
1	12	Brighton	23	5
1	19	Jonesville	11	2
2	24	Richmond	32	6
2	25	Metro South	31	5
3	34	Sandusky	8	2
5	37	Bridgeport	30	5
5	54	Bridgman	22	4
5	55	South Haven	17	3
6	62	Reed City	16	2
6	65	Newago	12	2
7	75	Houghton Lake	14	3
7	78	Petoskey	15	2
8	81	Negaunee	16	6
8	83	St. Ignace	11	4
8	85	Gladstone	13	2
<b>Total</b>			<b>271</b>	<b>53</b>

Note: MSP does not have a district four.

Once agencies were identified for participation, the MCOLES needed to identify the officers and supervisors from each agency who were assigned to patrol operations as their primary responsibilities, since the JTA specifically targets the position of patrol officer. To obtain this information, the MCOLES asked for assistance from the “agency coordinator,” the local individual who served as the primary departmental contact person for the JTA. The coordinator provided the MCOLES with a list of officers and supervisors participating in the JTA who would be and who were assigned to patrol operations.

Based on the patrol rosters provided to the MCOLES by the agency coordinators, a sample pool of respondents was selected. The total number of sworn officers, per stratification, and the total number of those asked to participate in the JTA, per stratification, are displayed in Table 5.

**Table 5  
Agency Stratifications by Statewide and Sample Representation**

Agency Type/Stratification	Statewide		JTA Sample		
	Number of Agencies	Total Sworn Personnel	Number of Agencies, Districts, or Posts	Patrol Officers	Patrol Supervisors
College/Universities	11	440	8	102	26
Detroit Police Department	1	3,602	2*	448	65
Large Cities/Villages/Townships	18	3,022	6	595	95
Large County Sheriffs	24	4,191	11	589	102
Medium Cities/Villages /Townships	67	3,458	24	714	170
Michigan State Police	1	1,840	15**	271	53
Other State Agencies with Law Enforcement Authority	3	462	3	177	33
Small Cities/Villages/Townships	245	3,871	76	592	183
Small County Sheriffs	57	866	13	118	33
Specialty Police Agencies	31	276	5	109	22
Tribal Police Agencies	9	110	3	19	8
<b>Total</b>	<b>467***</b>	<b>22,138</b>	<b>150</b>	<b>3,786</b>	<b>795</b>

\* Districts

\*\* Posts

\*\*\*Agencies with three or less officers were excluded from the JTA project.

## **Statewide Return Rates**

Once the online survey was closed to participation in early 2006, the statewide return rates were analyzed by the MCOLES and PBS. Some of those invited to participate never responded at all, and some accessed the survey but never completed it. For those who did access the survey, any surveys for which less than 50% of the items were completed (considering only the task, complaint, and source of information sections for officers; and task section for supervisors) were eliminated. The following summary provides an overview of the participant activity:

<b>Participant Activity</b>	<b>Number of Patrol Officers</b>	<b>Number of Supervisors</b>
Contacted	3,786	793
Responding	3,333	728
Complete (Useable Surveys)	3,231	706

The statewide response rate (considering any and all who accessed the survey) for patrol officers was 88%, and for patrol supervisors was 92%. The response rates remain high, even if only useable surveys are considered – 85% for patrol officers and 89% for supervisors.

## CHAPTER 3: Description of the Sample

During the early part of 2006, as the online survey came to a close, the MCOLES contracted with Performance-Based Selection, Ltd (PBS), Westlake, Ohio to complete phase three of the project. PBS agreed to compile and analyze the raw officer and supervisor data, as provided by the MCOLES, complete the full report and the individual stratification reports, and provide conclusions and recommendations based on the analyses. The results of the analyses, as contained in this report, are used by the MCOLES to validate its entry-level standards and to provide direction for future in-service training initiatives.

This chapter summarizes the characteristics of the sample based on the background and training section of the survey. As shown in Table 6, the final survey sample for patrol officers was representative of Michigan's population of licensed officers.

**Table 6**  
**Number of Patrol Officer and Supervisor JTA Participants**

Agency Type/Stratification	% of MCOLES licensed officers statewide	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
Large Sheriff Department	19	550	17.02	102	14.45
Medium City Police	16	626	19.37	156	22.10
Michigan State Police	8	260	8.05	53	7.51
Other State Agencies with Law Enforcement Authority	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 Police Agencies	< 1	91	2.82	19	2.69
Tribal Police Agencies	< 1	12	< 1	5	< 1
<b>Total</b>	<b>100</b>	<b>3,231</b>	<b>100</b>	<b>706</b>	<b>100</b>

A brief overview of each sample is given below.

### Patrol Officer Sample

- Primary job responsibilities were patrol, criminal investigation, and/or traffic enforcement.
- 87% of the officers are male and 83% are white. The average age is 36.08.

- Over 90% have completed at least some college, with close to 60% having a post high school degree or GED.
- Slightly less than half of the officers do not rotate shifts, while slightly more than half do.
- The average total number of years experience as a certified law enforcement officer was 10.95 years.

### **Supervisor Sample**

- Most of the supervisors are sergeants (72%) with an average of 19 years in law enforcement.
- 92% of the supervisors are male and 87% are white. The average age is 42.70.
- 94% of the supervisors completed at least some undergraduate coursework.

Details of the patrol officer sample are provided in Tables 7 through 18 with the characteristics of the supervisor sample provided in Tables 19 through 28. The background and demographic information indicates characteristics of the participants themselves (e.g., age and gender) as well as of their typical work assignments (e.g., recent primary responsibility and shifts worked). Finally, the survey contained questions about training curriculum priority, and descriptive statistics for these questions immediately follow.

**Table 7**  
**Patrol Officers' Primary Responsibility(ies) in the Last Six Months**

<b>Primary Responsibility(ies)</b>	<b>N</b>	<b>% of Total Responses</b>
Patrol	3,091	22.92
Traffic Enforcement	2,354	17.46
Criminal Investigation	2,068	15.33
Community Relations	1,894	14.04
Warrant Service & Property Control	1,246	9.24
Narcotics Investigation	651	4.83
Identification	588	4.36
Civil Processes	560	4.15
Other	376	2.79
Dispatching	283	2.10
Bailiff/Court Officer	173	1.28
Vice Investigation	127	<1
Canine Unit	48	< 1
Evidence Technician	27	< 1
<b>Total Number of Responses</b>	<b>13,486</b>	<b>100</b>

Note: The total number of responses is greater than 3,231 because respondents could respond to more than one selection.

**Table 8**  
**Age of Officers in Patrol Sample**

<b>Age</b>	<b>N</b>	<b>%</b>
21-25	207	6.41
26-30	664	20.55
31-35	876	27.11
36-40	655	20.27
41-45	364	11.27
46-50	226	6.99
51-55	142	4.39
56-60	62	1.92
61-65	16	<1
Unidentified	14	<1
Invalid Age (e.g., <18)	5	<1
<b>Total</b>	<b>3,231</b>	<b>100</b>

**Table 9  
Gender of Officers in Patrol Sample**

<b>Gender</b>	<b>N</b>	<b>%</b>
Male	2,805	86.82
Female	413	12.78
Unidentified	13	<1
<b>Total</b>	<b>3,231</b>	<b>100</b>

**Table 10  
Equal Employment Opportunity Commission Category of Officers in Patrol Sample**

<b>EEOC Category</b>	<b>N</b>	<b>%</b>
White	2,679	82.92
Black	322	9.97
Hispanic	95	2.94
Multi-Racial	41	1.27
Unidentified	35	1.08
American Indian	34	1.05
Alaska Native	1	<1
Asian	16	<1
Native Hawaiian	2	<1
Pacific Islander	6	<1
<b>Total</b>	<b>3,231</b>	<b>100</b>

**Table 11  
Patrol Area of Officers in Patrol Sample**

<b>Patrol Area</b>	<b>N</b>	<b>%</b>
Suburban	1,019	31.54
Urban	947	29.31
Suburban/Rural	393	12.16
Rural	380	11.76
Urban/Suburban	264	8.17
Urban/Suburban/Rural	184	5.69
Urban/Rural	35	1.08
Unidentified	9	<1
<b>Total</b>	<b>3,231</b>	<b>100</b>

**Table 12**  
**Rank/Job Title of Officers in Patrol Sample**

<b>Rank</b>	<b>N</b>	<b>%</b>
Patrol Officer	2,010	62.21
Deputy	564	17.46
Trooper	260	8.05
Public Safety Officer	139	4.30
Corporal	90	2.79
Conservation Officer	66	2.04
Other	42	1.36
Unidentified	36	1.11
Sergeant	24	<1
<b>Total</b>	<b>3,231</b>	<b>100</b>

**Table 13**  
**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	20	<1
High School	313	9.69
Some Undergraduate	967	29.93
Undergraduate	1,631	50.48
Some Graduate	265	8.20
Masters	20	<1
Ph.D., J.D., or equivalent	4	<1
Unidentified	11	<1
<b>Total</b>	<b>3,231</b>	<b>100</b>

**Table 14**  
**Post Employment Education Level of Officers in Patrol Sample**

<b>Highest Grade Completed at Present Time</b>	<b>N</b>	<b>%</b>
GED	15	<1
High School	203	6.28
Some Undergraduate	841	26.03
Undergraduate	1,584	49.03
Some Graduate	338	10.46
Masters	61	1.89
Ph.D., J.D., or equivalent	10	<1
Unidentified	179	5.54
<b>Total</b>	<b>3,231</b>	<b>100</b>

**Table 15**  
**Frequency of Shift Rotation for Officers in Patrol Sample**

<b>How Often Do You Rotate Shifts?</b>	<b>N</b>	<b>%</b>
Every week	119	3.68
Every two weeks	29	<1
Every four weeks	18	<1
Monthly	46	1.42
Every two months	42	1.30
Every three months	456	14.11
Do not rotate shifts	1,474	45.62
Other rotation schedule	924	28.60
Unidentified	123	3.81
<b>Total</b>	<b>3,231</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.

The frequency ratings for overtime shifts are given in Tables 16, 17, and 18.

**Table 16  
Frequency of Working Scheduled Overtime in Patrol Sample**

Overtime Shift	N	%
Daily	7	< 1
A few times per week	206	6.38
A few times per month	1,210	37.45
A few times per year (or less)	1,355	41.94
Have never done this	443	13.71
Unidentified	10	< 1

**Table 17  
Frequency of Working Unscheduled Overtime – Patrol Officers**

Overtime Shift	N	%
Daily	12	< 1
A few times per week	269	8.33
A few times per month	1,250	38.69
A few times per year (or less)	1,319	40.82
Have never done this	352	10.89
Unidentified	29	< 1

**Table 18  
Frequency of Missing a Scheduled Meal – Patrol Officers**

Overtime Shift	N	%
Daily	265	8.20
A few times per week	777	24.05
A few times per month	1,200	37.14
A few times per year (or less)	733	22.69
Have never done this	237	7.34
Unidentified	19	< 1

The tables below detail the characteristics of the supervisors who responded to the task inventory.

**Table 19**  
**Agency Types Represented in Supervisor Sample**

Type of Agency	N	%
Municipal	388	54.96
Township	79	11.19
Sheriff	127	17.99
State Police	79	11.19
University/College	26	3.68
Unidentified	7	< 1
<b>Total</b>	<b>706</b>	<b>100</b>

**Table 20**  
**Supervisors' Primary Responsibility(ies) in the Last Six Months**

Primary Responsibility(ies)	N	% of Total Responses
Patrol	626	23.14
Traffic Enforcement	436	16.12
Criminal Investigation	426	15.75
Community Relations	297	10.98
Warrant Service & Property Control	256	9.46
Other	147	5.43
Narcotics Investigation	133	4.92
Civil Processes	117	4.33
Dispatching	115	4.25
Identification	81	2.99
Vice Investigation	42	1.55
Bailiff/Court Officer	29	1.07
<b>Total Number of Responses</b>	<b>2,705</b>	<b>100</b>

Note: The total number of responses is greater than 706 because respondents could respond to more than one selection.

**Table 21**  
**Age of Officers in Supervisor Sample**

<b>Age</b>	<b>N</b>	<b>%</b>
24-30	15	2.12
31-35	96	13.60
36-40	184	26.06
41-45	166	23.51
46-50	134	18.98
51-55	78	11.05
56-60	18	2.55
61-65	7	< 1
Unidentified	6	< 1
Invalid Age	2	< 1
<b>Total</b>	<b>706</b>	<b>100</b>

**Table 22**  
**Gender of Officers in Supervisor Sample**

<b>Gender</b>	<b>N</b>	<b>%</b>
Male	648	91.78
Female	55	7.79
Unidentified	3	< 1
<b>Total</b>	<b>706</b>	<b>100</b>

**Table 23**  
**Equal Employment Opportunity Commission Category for Officers in Supervisor Sample**

<b>EEOC Category</b>	<b>N</b>	<b>%</b>
White	616	87.25
Black	54	7.65
American Indian	11	1.56
Hispanic	9	1.27
Asian	1	< 1
Pacific Islander	2	< 1
Multi-Racial	6	< 1
Unidentified	7	< 1
<b>Total</b>	<b>706</b>	<b>100</b>

**Table 24**  
**Pre-employment Education Level of Officers in Supervisor Sample**

<b>Highest Grade Completed Before Employed as a Police Officer</b>	<b>N</b>	<b>%</b>
GED	3	< 1
High School	68	9.63
Some Undergraduate	226	32.01
Undergraduate	333	47.17
Some Graduate	57	8.07
Masters	16	2.27
Ph.D., J.D., or equivalent	-	-
Unidentified	3	< 1
<b>Total</b>	<b>706</b>	<b>100</b>

**Table 25**  
**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	-	-
High School	31	4.39
Some Undergraduate	221	31.30
Undergraduate	326	46.18
Some Graduate	91	12.89
Masters	27	3.82
Ph.D., J.D., or equivalent	-	-
Unidentified	10	1.42
<b>Total</b>	<b>706</b>	<b>100</b>

**Table 26**  
**Current Education Level for Officers in the Supervisor Sample**

<b>Highest Grade Completed at Present Time</b>	<b>N</b>	<b>%</b>
GED	1	< 1
High School	21	2.97
Some Undergraduate	199	28.19
Undergraduate	300	42.49
Some Graduate	108	15.30
Masters	58	8.22
Ph.D., J.D., or equivalent	4	< 1
Unidentified	15	2.12
<b>Total</b>	<b>706</b>	<b>100</b>

**Table 27**  
**Current Rank of Officers in Supervisor Sample**

<b>Rank</b>	<b>N</b>	<b>%</b>
Sergeant	510	72.24
Lieutenant	86	12.18
Other	60	8.50
Chief	30	4.25
Corporal	13	1.84
Patrol Officer	1	< 1
Unidentified	6	< 1
<b>Total</b>	<b>706</b>	<b>100</b>

**Table 28**  
**Background and Experience of Officers in Supervisor Sample**

<b>Experience</b>	<b>Average Number of Years</b>	<b>N</b>
With Present Agency	16.42	697
In Law Enforcement	19.06	697
As a Patrol Officer	12.01	696
Supervising the Work of Patrol Officers	6.06	694

## **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 the majority (approximately 82%) indicating that they were "fairly well" or better ("quite well" or "very well") prepared. Detailed results are given in Table 29.

**Table 29**  
**Perceptions Regarding Officer Preparation, for 21<sup>st</sup> Century,**  
**as a Result of Basic Training**

<b>How Well Prepared?</b>	<b>N</b>	<b>%</b>
Fairly well	1,631	50.48
Quite well	789	24.42
Very little	443	13.71
Very well	257	7.95
No Response	69	2.14
Not applicable	42	1.30
<b>Total</b>	<b>3,231</b>	<b>100</b>

Patrol officers were 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. The results are provided in Table 30.

## **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. The officers did not perceive in-service training as favorably as they did basic training, with 40% (instead of 14%) indicating that in-service training did little to prepare them for important tasks post 9/11. Actual responses are given in Table 31.

Officers were also asked about in-service training requirements for their agency, including if it was mandated and the number of hours mandated. Specific responses are detailed in Tables 32 and 33.

Finally, officers were asked to give their opinions on the number of hours of in-service training an officer should have per year, with the majority (approximately 80%) suggesting 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. Finally, 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. Specific responses are given in Tables 34 through 37.

**Table 30**

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

Training Topic	More Attention		Right Amount of Attention		Less Attention		Unidentified		Total	
	N	%	N	%	N	%	N	%	N	%
Legal instruction related to arrest, search and seizure	1,577	48.81	1,589	49.18	52	1.61	13	<1	3,231	100
Criminal investigation procedures	1,748	54.10	1,342	41.54	128	3.96	13	<1	3,231	100
Report writing	1,570	48.59	1,381	42.74	260	8.05	20	<1	3,231	100
Patrol operations	1,495	46.27	1,504	46.55	214	6.62	18	<1	3,231	100
Juvenile matters	1,174	36.34	1,583	48.99	462	14.30	12	<1	3,231	100
Officer safety	2,098	64.93	1,076	33.30	43	1.33	14	<1	3,231	100
First aid	557	17.24	2,003	61.99	647	20.02	24	<1	3,231	100
"Use of force" techniques/skills (deadly and non-deadly force)	1,588	49.15	1,562	48.34	59	1.83	22	<1	3,231	100
Traffic and driving	1,145	35.44	1,930	59.73	142	4.39	14	<1	3,231	100
Interpersonal communications	1,228	38.01	1,674	51.81	313	9.69	16	<1	3,231	100
Ethics	868	26.86	1,984	61.41	359	11.11	20	<1	3,231	100
Problem solving	1,326	41.04	1,720	53.23	171	5.29	14	<1	3,231	100
Decision making	1,526	47.23	1,575	48.75	116	3.59	14	<1	3,231	100
Cultural diversity	640	19.81	1,790	55.40	787	24.36	14	<1	3,231	100
Critical incident response	1,572	48.65	1,426	44.13	213	6.59	20	<1	3,231	100
Computer crimes/identity theft, etc.	1,774	54.91	994	30.76	447	13.83	16	<1	3,231	100
Terrorism prevention	1,530	47.35	1,287	39.83	394	12.19	20	<1	3,231	100

**Table 31**  
**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	1,307	40.45
Fairly well	1,248	38.63
Quite well	531	16.43
Very well	122	3.78
No response	23	< 1
<b>Total</b>	<b>3,231</b>	<b>100</b>

**Table 32**  
**Is In-Service Non-Firearm Training Mandated by Your Agency?**

<b>Response</b>	<b>N</b>	<b>%</b>
Yes	2,408	74.53
No	798	24.70
No response	25	< 1
<b>Total</b>	<b>3,231</b>	<b>100</b>

**Table 33**  
**Number of Hours of Mandated Training per Officer per Year**

<b>Number of Hours</b>	<b>N</b>	<b>%</b>
0	146	5.96
1-10	336	13.72
11-20	480	19.60
21-30	307	12.54
31-40	770	31.44
41-50	125	5.10
51-60	70	2.86
61-70	11	< 1
71-80	76	3.10
81-90	3	< 1
91-100	91	3.72
101-110	9	< 1
111-120	12	< 1
121-130	1	< 1
131-140	1	< 1
141-150	-	-
151-200	6	< 1
201-250	-	-
251-300	1	< 1
301-350	1	< 1
351-400	2	< 1
640	1	< 1
<b>Total</b>	<b>2,449</b>	<b>100</b>

\*Two responses were excluded as unresponsive and classified as outliers (-10 and 8,000).

**Table 34**  
**Number of Hours of In-Service Training each Officer Needs per Year**

<b>Number of Hours</b>	<b>N</b>	<b>%</b>
0	15	< 1
1-10	82	2.64
11-20	275	8.87
21-30	265	8.54
31-40	893	28.79
41-50	221	7.12
51-60	166	5.35
61-70	20	< 1
71-80	465	14.99
81-90	14	< 1
91-100	373	12.02
101-110	4	< 1
111-120	127	4.09
121-130	1	< 1
131-140	4	< 1
141-150	27	< 1
151-160	28	< 1
161-170	1	< 1
171-180	4	< 1
181-190	-	-
191-200	72	2.32
201-250	11	< 1
251-300	13	< 1
301-350	1	< 1
351-400	8	< 1
401-450	1	< 1
451-500	6	< 1
501-750	3	< 1
751-1,000	2	< 1
<b>Average</b>	<b>64.99</b>	<b>100</b>

\*One response, of 8,000 hours, was eliminated as unresponsive and an outlier.

**Table 35**  
**Number of Training Hours Left to Local Agency Discretion**

<b>Number of Hours</b>	<b>N</b>	<b>%</b>
0	183	5.91
1-10	335	10.82
11-20	650	20.99
21-30	406	13.11
31-40	716	23.13
41-50	239	7.72
51-60	125	4.04
61-70	21	< 1
71-80	156	5.04
81-90	13	< 1
91-100	162	5.23
101-110	6	< 1
111-120	26	< 1
121-130	1	< 1
131-140	2	< 1
141-150	12	< 1
151-160	5	< 1
161-170	-	-
171-180	2	< 1
181-190	-	-
191-200	18	< 1
201-250	3	<1
251-300	6	< 1
301-350	1	< 1
351-400	3	< 1
401-450	-	-
451-500	2	< 1
1,000	2	< 1
More than 1,000	1	< 1
<b>Average</b>	39.48	-

**Table 36**  
**How Often Should Officers Attend Non-Firearm In-Service Training**

<b>How Often?</b>	<b>N</b>	<b>%</b>
Once Every Month	967	29.93
Once Every 6 Months	1,579	48.87
Once a Year	536	16.59
Once Every 2 Years	57	1.76
Once Every 3 Years	53	1.64
Not Applicable	39	1.21
<b>Total</b>	<b>3,231</b>	<b>100</b>

**Table 37**  
**Most Important Concept or Characteristic for Effective Line Officer Job Performance**

<b>Concept/ Characteristic</b>	<b>N</b>	<b>%</b>
Communication Skills	867	26.85
Decision Making	858	26.57
Job Experience	445	13.78
Multi-Tasking	329	10.19
Problem Solving	286	8.86
Legal Knowledge	220	6.81
Ethics	97	3.00
No Response	67	2.07
Physical Fitness	62	1.92
<b>Total</b>	<b>3,231</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:

- frequency and criticality of job tasks
- 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.

### **Task Ratings: The Frequency and Criticality of Job Tasks**

The average frequency and criticality ratings were calculated for all 459 tasks, and are presented in Appendix C. Summary findings are as follows:

- 21% of the tasks had an average frequency rating of 3.0 or higher; that is, 21% of the tasks (or 96 of 459) are performed at least “a few times per month”.
- The task with the highest average frequency rating was #118 – “Inform dispatcher by radio as to your status”, with an average of 4.73, or almost “Daily”.
- The task with the lowest average frequency rating was #167 – “Patrol on horse”, with an average frequency of 1.08, which indicates that the vast majority of respondents have never done this task.
- 48% of the tasks had an average criticality rating of 3.0 or higher; that is, 48% of the tasks (or 221 of 459) have, at a minimum, “serious” consequences associated with inadequate performance.
- The single most critical task (in terms of average criticality rating) is #276 – “Discharge firearm at person.”
- The task with the lowest average criticality rating, and only minimal consequences associated with inadequate performance, is #424 – “Investigate and report on police applicant’s background.”

## Core Tasks

Information on the criticality and frequency of performance of tasks were used to identify core tasks for patrol officer. The core tasks, in turn, are used to determine the training curricula and to support the selection standards for entry-level law enforcement officers in the state of Michigan.

Core tasks are defined as those tasks with “statewide significance” (PRC and MLEOTC, 1979) and are determined using information from two rating scales: Criticality (consequences of inadequate performance or CIP) and Frequency, and from two perspectives: supervisors (who rated criticality) and officers (who rated frequency).

Four factors were considered in determining whether a task was core or non-core:

1. Composite Score – Data from the two rating scales (criticality and frequency) were combined to create a composite score for each agency type. The composite was created using the same methodology implemented in 1979 and 1996, with criticality receiving the majority weight (67%). 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).
2. Tenure – Tenure is an important consideration in identifying core tasks given the fact that the data from this analysis were to be used primarily for the development of an entry-level training curriculum. Therefore, it was useful to identify which tasks are performed significantly more frequently by high-tenure officers.  
  
The rationale is that tasks which are performed significantly more frequently for high-tenure officers should be addressed in on-the job or specialized training as opposed to entry-level training.
3. The mean frequency rating for each task across all agency types – Mean frequency plays a role in that regardless of a task’s criticality rating, if a task is virtually never performed, it should not be a significant part of the job. Therefore, in identifying core tasks, a minimum average frequency rating was implemented.
4. The mean CIP rating for each task across all agency types – The average CIP rating for tasks across all agency types was also considered when selecting core tasks for similar reasoning. Regardless of a task’s frequency rating, if the task is considered extremely serious, it should be considered significant.

The decision rules for identifying core tasks replicated those used in 1996 as did the process of review. First, the mean composite scores were considered. Tasks were identified as potential core tasks if the:

- Task had a mean composite rating of 2.25 for 9 of the 10 agency types (where one agency type, Tribal, was eliminated from consideration due to small sample size).
- Task had a mean composite rating of 2.50 for at least half (5) of the 10 agency types remaining in the study.
- Task had a mean composite rating of 3.00 for at least 3 of the 10 agency types remaining in the study.

Thus, a task had to be important for at least half of the agency types, essential for at least one quarter of the agency types, or moderately important for nearly all of the agency types to be considered as a possible core task.

Then, each potential core task was reviewed for tenure differences and critical levels of frequency and importance. Tasks which showed high tenure differences (based on frequency ratings) were eliminated from core consideration. (See the next section, [Tenure Analysis](#), for details.) Using these criteria, 13 additional tasks were eliminated from core consideration.

A potential core task was also eliminated from consideration if it had an overall average frequency rating of 1.25 or less. Since a frequency rating of 1 corresponds to the description "Have never done this task", tasks with an average frequency rating of 1.25 are tasks which are performed extremely infrequently. These tasks were therefore eliminated from core consideration, regardless of the task's composite score.

Finally, potential core tasks which had a mean CIP rating of 4.0 or higher across all agency types were classified as core, regardless of the tasks' composite ratings. This rule is meant to retain tasks which are extremely critical and may be otherwise eliminated by one of the other decision rules. Since a CIP rating of 4 corresponds to "Extremely serious", only the most critical tasks are included in this category.

A summary of the final decision rules used to select core tasks follows:

- Core tasks must have a composite score of 3.0 for at least 3 agency types, a composite score of 2.5 for at least 5 agency types, or a composite score of 2.25 for 9 agency types.
- Core tasks must not have significant tenure differences.
- Core tasks must have an average frequency rating greater than 1.25 across all 11 agency types.
- Any task with an average CIP rating of 4.0 or greater across all agency types is considered core.

As a result of these selection criteria, 339 out of 459 tasks, or 73.9 percent were deemed core. A list of the core tasks is provided in Appendix D. A list of non-core tasks is provided in Appendix E. Finally, the reason for eliminating a task from core consideration is summarized in Appendix F.

## **Tenure Analysis**

It is impossible to address all potential training needs in an entry-level curriculum. One way to help determine focus and priority is to review the tasks performed by senior versus new officers. If a task is performed significantly more frequently by more senior officers and the task is performed infrequently by low tenure officers, then the task should be addressed in on-the-job, in-service, or specialized training rather than basic training. Priority in basic training should be given to the tasks typically performed by relatively new patrol officers.

Therefore, a tenure study was conducted to determine which kinds of tasks are performed more frequently by officers who have been on the job for a relatively long time. To justify the elimination of a task from the MCOLES basic training curriculum based on tenure differences, one must demonstrate that the task is 1) performed infrequently by low-tenure officers and 2) is performed much more frequently by more senior officers.

When examining the difference between low and high tenure groups, the sample was first split into two groups. Low tenure officers were classified as those officers with less than three years on the job. High tenure officers were classified as those officers with three or more years on the job.

The sample size of each group is as follows:

**Table 38  
Description of Tenure Samples**

<b>Tenure Group</b>	<b>Months of Experience</b>	<b>Sample Size</b>
Low Tenure	36 months or less	393
High Tenure	More than 36 months	2,838

The difference between low and high tenure groups was then examined by looking at the average frequency ratings for each task and task category, as well as the average percent performing ratings. Patrol officers rated each task in terms of how frequently they performed the task, ranging from 1 (have never done this task) to 5 (perform daily). Percent performing was calculated by dichotomizing officers' responses on the frequency scale into performed (2-5) versus not performed (1).

The extent to which a task shows evidence of a meaningful difference between tenure groups was evaluated by comparing the percent performed ratings for each tenure group and by examining the average frequency rating for the low tenure group. Tasks with high tenure difference were defined as those tasks with a percent performing ratio of at least 2:1 and tasks with an average frequency rating of less than 1.25 (where 1 is not performed) for the low tenure group. Tasks with a frequency rating of less than 1.25 were to be excluded simply because they could not reasonably be considered part of the job, at least as performed by “new” patrol officers. Using these criteria, 21 (or 4.5%) of the 459 tasks were excluded. The results of the tenure analysis are given in Appendix G.

The number of tasks excluded in 2006 from core consideration based on the tenure analysis was 21 while the number excluded in 1996 was 46. The method of analysis was slightly different in 1996 versus 2006. In addition, the proportion of the officers classified as “low tenure” in 2006 was substantially less than in 1996, with 12% of the sample being “low tenure” in 2006 and 25% in 1996. The primary difference, however, was due to changes in the frequency with which low tenured officers perform first aid tasks. In 2006, a higher percentage of low tenured officers performed first aid tasks than they did in 1996.

## **1996 – 2006 Comparison of Job Tasks**

One of the primary goals for completing the 2006 JTA was to identify changes in the job of patrol officer that have occurred since the prior JTA and over the last ten years.

To identify significant changes, the average 2006 composite scores for each task were correlated with the composite scores from 1996. The correlation was extremely high, .97, indicating that the relative criticality and frequency of common tasks stayed much the same from 1996 to present day.

The percent performing each task in 2006 versus 1996 was also examined. As raw data were not available, the percent performing for 1996 was estimated from data presented as a part of the tenure analysis (percent performing for “low tenure” and percent performing for “high tenure” were weighted and combined to estimate overall percent performing). The correlation was also very high, .98, indicating that the same relative percent of respondents performed each task in 1996 and 2006.

The high correlations do not mean, however, that the job or tasks have stayed the same across the ten year period. The correlations are based on and considers only those tasks that are common to both surveys. There were a total of 409 statements that were the same (even though minor edits may have been made to the text) across the two surveys. This leaves 50 tasks in the 2006 survey unaccounted for in this analysis.

Average criticality and frequency ratings were determined for the 50 “new” tasks. The average frequency was 2.34, which on the frequency response scale falls between “a few times per year” and “a few times per month”. The average criticality of these statements was 3.34, where a 3 is associated with “serious” and a 4 with “extremely serious”. This analysis suggests that the 50 new statements are, in fact, currently performed by Michigan patrol officers and represent non-trivial duties and responsibilities.

In summary, the job of patrol officer in Michigan has, in fact, changed in the ten years since the prior JTA was completed. The change is, however, in the addition of new tasks and responsibilities, and not in the criticality or frequency with which tasks are performed.

**Analysis of Non-Task Data**

In addition to the task statements, patrol officers were asked to respond to questions regarding the complaints or incidents to which they respond, the sources of information they use on the job, and the types of vehicles and equipment they use. Non-task data were analyzed to identify “core” complaints, sources of information, and equipment.

**Complaints/Incidents**

Patrol officers were asked to rate the frequency with which they respond to 162 different complaints/incidents. A percent performing statistic was calculated by determining the percentage of responses of a 2, 3, 4 or 5, since these values indicate that the subject has indeed responded to the complaint/incident at least once.

**Table 39  
Complaint/Incident Rating Scale**

<b>Rating</b>	<b>Anchor</b>
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

Complaints and incidents performed (i.e., rated 2, 3, 4 or 5) by at least 50% of patrol officers across all agency types were considered to be core complaints (i.e., the combined average of all agency types is 50% or greater). A total of 134 core complaints/incidents out of 162 (or 82.72%) were identified. A list of all 134 core complaints, their average percent performing, and the percent performing for all eleven agency types combined is provided in Appendix H. The non-core complaints are given in Appendix I. Detailed information about the frequency of responses to complaints is given in Appendix J.

**Sources of Information**

Data were gathered on both the importance of each source of information, and the frequency with which it is used. A composite score was created in much the same manner used for task statements (i.e., giving Criticality twice the weight of Frequency (composite = [Criticality x .67] + [Frequency x .33]). The rating scales are presented in Tables 40 and 41.

**Table 40**  
**Sources of Information Frequency Scale**

<b>Rating</b>	<b>Anchor</b>
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 41**  
**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

Using a cutoff of a composite score of 2.50 or higher across all agency types, 19 out of 34 sources of information (or 55.88%) were rated significant. Core sources of information along with the composite scores for all eleven agency types are provided in Appendix K. The non-core sources of information are given in Appendix L.

### **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 across all eleven agency types indicated that they used the equipment, it was considered core equipment. A total of 43 pieces of core equipment (or 43.43%) were identified. A list of core equipment is provided in Appendix M. Non-core equipment is listed in Appendix N.

### **1996-2006 Comparison of Non-Task Data**

1996 and 2006 results may be compared in terms of core complaints, sources of information, and equipment as well.

For core complaints, 1996 and 2006 shared a total of 114 types of complaints. Of the 114 in common, 113 of them (or 99%) were classified the same way – core versus non-core. The only change was that “labor/management disputes”, classified as core in 1996, no longer meets the core criteria in 2006.

For sources of information, 24 sources were listed in common in the 1996 and 2006 surveys. Of the 24, 20 (or 83%) were classified the same way both times – core versus non-core. One, computer bulletin boards, was non-core in 1996 and is now core. The other three were core in 1996 and no longer are, including a first aid manual, the hazardous materials manual, and the Michigan Liquor Control Act.

For equipment, 66 pieces of equipment were included in both the 1996 and 2006 surveys. Of those in common, 58 (or 88%) were classified the same way both times – core versus non-core. For the four that are currently core and previously were not, three reflect the now ubiquitous nature of technology – cellular phone, personal computer, and radio car computer terminal. The other additional core piece of equipment is a gas mask, which in 1996 was categorized as non-core.

Four pieces of equipment currently classified as non-core were once considered core. These four pieces of equipment are: (1) car door lock opening device, (2) crisscross directory (e.g., Bressiers), (3) public address system, and (4) tape recorder.

Once again, the similarity between the 1996 and 2006 can only be quantified in terms of common elements on both surveys. Significant changes in the job may be masked if only these analyses are considered. For example, the 2006 survey included over 38 additional types of complaints, 8 new sources of information, and 30 pieces of equipment; all of which suggest that the breadth and scope of the job have significantly increased since 1996.

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

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The responsibilities and requirements of the patrol officer position in the state of Michigan were identified and defined through a job task analysis, in which 150 agencies (posts/districts) participated.

The job analysis was comprehensive and included a variety of data sources. Initial lists of tasks, complaints, sources of information, and equipment were developed based on prior job task analyses. The lists were reviewed and refined through a focus group meeting with experienced officers and supervisors and verified by the MCOLES. The lists were incorporated into two job analysis surveys, which were administered online. Representative and knowledgeable patrol officers and patrol supervisors throughout the state and across 11 different agency types were invited to participate. An overall response rate of 89% was achieved.

Individual ratings of frequency and/or importance were used to identify core tasks, complaints, sources of information, and equipment. The core requirements define the essential job functions of Michigan patrol officers regardless of agency type or geographic area. They represent the common characteristics of the job that have practical significance for setting hiring and training standards.

## REFERENCES

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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, judiciary homepages, etc.)	①②③④⑤	①②③④⑤
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 ..... ①②③④⑤
- 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.</b> Transport injured persons .....	①②③④⑤
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

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**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**

### **List of Participating Agencies**

## List of Participating Agencies

DEPARTMENT NAME	DEPARTMENT TYPE	NUMBER OF LICENSED OFFICERS	NUMBER OF PATROL OFFICERS	NUMBER OF SUPERVISORS
Alpena Police Department	Small Cities/Villages/Townships	18	10	4
Arenac County Sheriff's Office	Small County Sheriffs	13	8	3
Auburn Hills Police Department	Medium Cities/Villages/Townships	56	36	6
Barry County Sheriff's Office	Large Sheriffs Departments	31	22	5
Beverly Hills Police Department	Small Cities/Villages/Townships	25	14	7
Bishop International Airport Authority	Specialty Police Agencies	12	11	2
Blackman Township Department of Public Safety	Small Cities/Villages/Townships	26	19	4
Bloomfield Township Police Department	Medium Cities/Villages/Townships	73	47	10
Boyne City Police Department	Small Cities/Villages/Townships	10	8	1
Breckenridge Police Department	Small Cities/Villages/Townships	7	6	1
Bridgman Police Department	Small Cities/Villages/Townships	6	5	1
Cambridge Township Police Department	Small Cities/Villages/Townships	5	3	1
Capac Police Department	Small Cities/Villages/Townships	10	5	1
Capital Regional Airport Authority	Specialty Police Agencies	18	12	4
Central Michigan University Police Department	College/Universities	20	12	4
Charlevoix Police Department	Small Cities/Villages/Townships	9	7	1
Cheboygan Department of Public Safety	Small Cities/Villages/Townships	9	7	2
Chippewa County Sheriff's Office	Small Sheriff's Office	25		
Clarkston Police Department	Small Cities/Villages/Townships	7	6	1
Clay Township Police Department	Small Cities/Villages/Townships	17	12	3
Clinton County Sheriff's Office	Large Sheriffs Departments	31	15	4
Clinton Police Department	Small Cities/Villages/Townships	9	2	1
Coldwater Police Department	Small Cities/Villages/Townships	18	12	4
Covert Township Police Department	Small Cities/Villages/Townships	9	7	1
CSX Transport Railway Police	Specialty Police Agencies	8		

<b>DEPARTMENT NAME</b>	<b>DEPARTMENT TYPE</b>	<b>NUMBER OF LICENSED OFFICERS</b>	<b>NUMBER OF PATROL OFFICERS</b>	<b>NUMBER OF SUPERVISORS</b>
Davison Police Department	Small Cities/Villages/ Townships	9	5	1
Dearborn Police Department	Large Cities/Villages/ Townships	179	106	14
Decatur Police Department	Small Cities/Villages/ Townships	6	6	1
Delta Community College Department of Public Safety	College/Universities	7	3	2
Detroit Police Department	Detroit Police Department	3,602	500	73
Dewitt Township Police Department	Small Cities/Villages/ Townships	14	9	2
Dickinson County Sheriff's Office	Small County Sheriffs	26	8	2
Emmet County Sheriff's Office	Small County Sheriffs	23	11	3
Escanaba Department of Public Safety	Medium Cities/Villages/ Townships	35	18	8
Farmington Hills Police Department	Large Cities/Villages/ Townships	112	54	9
Flat Rock Police Department	Small Cities/Villages/ Townships	26	12	5
Flint Police Department	Large Cities/Villages/ Townships	243	132	22
Flint Township Police Department	Medium Cities/Villages/ Townships	38	17	6
Flushing Township Police Department	Small Cities/Villages/ Townships	13	10	1
Forsyth Township Police Department	Small Cities/Villages/ Townships	7	4	3
Fowlerville Police Department	Small Cities/Villages/ Townships	9	7	3
Genesee County Parks & Recreation	Specialty Police Agencies	25	14	5
Genesee County Sheriff's Office	Large Sheriff	143	59	11
Gerrish Township Police Department	Small Cities/Villages/ Townships	7	5	2
Gibraltar Police Department	Small Cities/Villages/ Townships	9	4	3
Grand Ledge Police Department	Small Cities/Villages/ Townships	17	9	3
Grand Rapids Community College Police Department	College/Universities	11	2	1
Grand Rapids Police Department	Large Cities/Villages/ Townships	335	183	25
Grand Traverse Band Tribal Police Department	Tribal Police Agencies	12	7	3
Gratiot County Sheriff's Office	Small County Sheriffs	24	17	2
Grayling Police Department	Small Cities/Villages/ Townships	6	5	1

<b>DEPARTMENT NAME</b>	<b>DEPARTMENT TYPE</b>	<b>NUMBER OF LICENSED OFFICERS</b>	<b>NUMBER OF PATROL OFFICERS</b>	<b>NUMBER OF SUPERVISORS</b>
Greenville Department of Public Safety	Small Cities/Villages/Townships	19	13	3
Grosse Pointe Park Department of Public Safety	Medium Cities/Villages/Townships	26	28	4
Grosse Pointe Woods Police Department	Medium Cities/Villages/Townships	40	23	9
Hampton Township Police Department	Small Cities/Villages/Townships	9	6	3
Hannahville Tribal Police Department	Tribal Police Agencies	11	6	4
Harbor Springs Police Department	Small Cities/Villages/Townships	6	5	1
Hastings Police Department	Small Cities/Villages/Townships	14	5	4
Hillsdale Police Department	Small Cities/Villages/Townships	15	9	3
Holland Police Department	Medium Cities/Villages/Townships	61	33	6
Huntington Woods Department of Public Safety	Small Cities/Villages/Townships	17	11	4
Huron County Sheriff's Office	Large Sheriffs Departments	43	37	5
Huron-Clinton Metropolitan Authority Police Dept	Specialty Police Agencies	68	50	8
Ingham County Sheriff's Office	Large Sheriffs Departments	127	45	9
Jackson Police Department	Medium Cities/Villages/Townships	68	38	8
Kalkaska Police Department	Small Cities/Villages/Townships	6	4	1
Kingsford Department of Public Safety	Small Cities/Villages/Townships	20	11	4
Kinross Township Police Department	Small Cities/Villages/Townships	4	3	1
Lake Odessa Police Department	Small Cities/Villages/Townships	10	8	2
Lansing Community College Police Department	College/Universities	14	9	5
Lansing Police Department	Large Cities/Villages/Townships	239	133	27
Lapeer County Sheriff's Office	Large Sheriffs Departments	49	30	7
Leelanau County Sheriff's Office	Small County Sheriffs	22	12	3
Lincoln Township Police Department	Small Cities/Villages/Townships	11	7	2
Ludington Police Department	Small Cities/Villages/Townships	16	6	4
Mackinac Island Police Department	Small Cities/Villages/Townships	10	6	2
Mackinaw City Police Department	Small Cities/Villages/Townships	5	5	2

<b>DEPARTMENT NAME</b>	<b>DEPARTMENT TYPE</b>	<b>NUMBER OF LICENSED OFFICERS</b>	<b>NUMBER OF PATROL OFFICERS</b>	<b>NUMBER OF SUPERVISORS</b>
Mancelona Police Department	Small Cities/Villages/ Townships	4	3	1
Manistee County Sheriff's Office	Small County Sheriffs	14	6	2
Marquette Police Department	Medium Cities/Villages/ Townships	35	19	6
Michigan Department Of Attorney General	Other State Agencies	37	26	6
Michigan Department Of Environmental Quality	Other State Agencies	17	11	1
Michigan Department Of Natural Resources	Other State Agencies	208	140	26
Michigan House of Representatives Police	Specialty Police Agencies	9	-	-
Midland County Sheriff's Office	Large Sheriffs Departments	43	15	7
Midland Police Department	Medium Cities/Villages/ Townships	49	32	8
Milan Police Department	Small Cities/Villages/ Townships	14	10	3
Milford Police Department	Small Cities/Villages/ Townships	19	12	4
Missaukee County Sheriff's Office	Small County Sheriffs	19	8	2
Monroe County Sheriff's Office	Large Sheriffs Departments	97	79	12
Mount Pleasant Police Department	Medium Cities/Villages/ Townships	32	17	4
Michigan State Police	State Police	1,840	271	53
Michigan State University Police Department	College/Universities	62	30	6
Muskegon Police Department	Medium Cities/Villages/ Townships	76	37	10
New Baltimore Police Department	Small Cities/Villages/ Townships	17	10	3
Northern Michigan University Department of Public Safety	College/Universities	-	7	1
North Muskegon Police Department	Small Cities/Villages/ Townships	11	9	1
Northville Township Police Department	Medium Cities/Villages/ Townships	31	16	4
Norton Shores Police Department	Small Cities/Villages/ Townships	28	17	5
Oak Park Department of Public Safety	Medium Cities/Villages/ Townships	67	40	4
Oakland Community College Department of Public Safety	College/Universities	22	18	4
Oakland County Sheriff's Office	Large Sheriffs Departments	602	208	16
Oceana County Sheriff's Office	Small County Sheriffs	22	9	2
Oscoda County Sheriff's Office	Small County Sheriffs	13	8	4
Ottawa County Sheriff's Office	Large Sheriffs Departments	134	67	10
Peck Police Department	Small Cities/Villages/ Townships	7	5	1

<b>DEPARTMENT NAME</b>	<b>DEPARTMENT TYPE</b>	<b>NUMBER OF LICENSED OFFICERS</b>	<b>NUMBER OF PATROL OFFICERS</b>	<b>NUMBER OF SUPERVISORS</b>
Petoskey Department of Public Safety	Small Cities/Villages/Townships	19	14	5
Port Austin Police Department	Small Cities/Villages/Townships	10	9	1
Port Huron Police Department	Medium Cities/Villages/Townships	54	26	8
Portland Police Department	Small Cities/Villages/Townships	10	7	2
Redford Township Department of Public Safety	Medium Cities/Villages/Townships	65	33	8
Richfield Township Police Department	Small Cities/Villages/Townships	10	4	3
Riverview Police Department	Small Cities/Villages/Townships	27	13	8
Rockwood Police Department	Small Cities/Villages/Townships	8	6	1
Rogers City Police Department	Small Cities/Villages/Townships	8	5	1
Romulus Police Department	Medium Cities/Villages/Townships	61	33	6
Roscommon County Sheriff's Office	Large Sheriffs Departments	34	12	5
Roseville Police Department	Medium Cities/Villages/Townships	88	50	7
Saginaw Township Police Department	Medium Cities/Villages/Townships	46	25	4
Sault Ste Marie Police Department	Small Cities/Villages/Townships	25	15	6
Schoolcraft Police Department	Small Cities/Villages/Townships	5	3	2
Shelby Township Police Department	Medium Cities/Villages/Townships	70	38	8
South Haven Police Department	Small Cities/Villages/Townships	25	9	3
Southfield Police Department	Large Cities/Villages/Townships	149	62	12
St. Johns Police Department	Small Cities/Villages/Townships	8	6	4
St. Joseph County Sheriff's Office	Small County Sheriffs	27	13	5
Sturgis Police Department	Small Cities/Villages/Townships	20	11	5
Swartz Creek Police Department	Small Cities/Villages/Townships	16	12	1
Three Oaks Police Department	Small Cities/Villages/Townships	8	7	1
Tittabawassee Township Police Department	Small Cities/Villages/Townships	13	11	1

<b>DEPARTMENT NAME</b>	<b>DEPARTMENT TYPE</b>	<b>NUMBER OF LICENSED OFFICERS</b>	<b>NUMBER OF PATROL OFFICERS</b>	<b>NUMBER OF SUPERVISORS</b>
Traverse City Police Department	Medium Cities/Villages/ Townships	33	18	5
Trenton Police Department	Medium Cities/Villages/ Townships	42	21	13
Tuscarora Township Police Department	Small Cities/Villages/ Townships	11	7	2
Ubyly Police Department	Small Cities/Villages/ Townships	5	7	1
Walker Police Department	Medium Cities/Villages/ Townships	38	22	6
Waterford Township Police Department	Medium Cities/Villages/ Townships	79	47	12
Waterloo Township Police Department	Small Cities/Villages/ Townships	5	4	2
Wayne County Sheriff's Office	Large Sheriff's Department	981	-	-
Wayne State University Department Of Public Safety	College/Universities	37	21	3
West Branch Police Department	Small Cities/Villages/ Townships	7	5	2
White Lake Township Police Department	Small Cities/Villages/ Townships	27	13	3
White Pigeon Police Department	Small Cities/Villages/ Townships	8	5	2

Note: For several departments, no information was available for the number of licensed officers, patrol officers, or supervisors. These instances were represented with a dash (-).

## **APPENDIX C**

### **Average Frequency and Criticality Ratings for Task Statements**

## Average Frequency and Criticality Ratings for Task Statements

Task	Average Frequency	Average Criticality
1. Answer inquiries regarding the progress of a case	2.73	2.67
2. Determine whether incidents are criminal or civil matters	4.00	3.13
3. Establish modus operandi (M.O.) of a suspect	2.99	3.21
4. Examine dead bodies for wounds and injuries	2.04	3.75
5. Inform victims of their rights	3.26	3.28
6. Inspect for damage and theft of railroad cargo	1.15	2.34
7. Interview complainants, witnesses, etc.	4.25	3.66
8. Investigate crimes against persons (assault, robbery, CSC, etc.)	3.73	4.05
9. Investigate crimes against property (MDOP, burglary, fraud, etc.)	3.84	3.45
10. Investigate public order crimes (littering, disorderly, riots, etc.)	3.47	3.05
11. Investigate regulatory crimes (weapons, controlled substances, etc.)	3.28	3.68
12. Investigate crimes where the suspect has a family relationship or dating relationship with the victim	3.48	3.58
13. Locate witnesses to crimes	3.47	3.52
14. Participate in investigations with other law enforcement agencies	2.76	3.25
15. Conduct a photographic line-up	1.62	2.90
16. Conduct a corporeal line-up	1.28	2.80
17. Conduct a show-up (on-scene identification)	1.88	3.13
18. Review crime lab reports to guide investigation	1.72	2.88
19. Review records and pictures to identify suspects	2.23	3.05
20. Review cause of death with medical examiner	1.46	3.26
21. Search dead bodies for personal property	1.74	2.98
22. Search fire debris for evidence relating to the cause of the fire	1.37	3.15
23. Obtain statements from witnesses	3.73	3.47
24. Track persons from scene (e.g., footprints in snow or mud)	2.70	3.54
25. Verify reliability and credibility of witnesses	2.73	3.28
26. Verify the identity of deceased persons	1.92	3.64
27. Attend autopsies for evidentiary purposes	1.38	2.97
28. Advise persons of constitutional rights	2.71	3.62

Task	Average Frequency	Average Criticality
29. Arrest persons with a warrant	3.38	3.47
30. Arrest persons without a warrant	3.43	3.60
31. Serve personal protection orders (PPO)	2.05	2.90
32. Serve foreign protection orders (FPO)	1.12	2.50
33. Arrest or cite persons for violations of environmental laws or regulations	1.54	2.42
34. Collect interim bond	1.97	2.38
35. Complete the return of search warrants following service	1.80	3.19
36. Conduct on-the-scene suspect identifications (e.g., show-ups)	2.59	3.34
37. Explain nature of complaints to offenders	3.26	2.69
38. Instruct suspect on process for obtaining an attorney	2.17	2.31
39. Interrogate suspect or witness with use of polygraph results	1.35	2.70
40. Interrogate suspects	2.44	3.48
41. Interview suspects	3.10	3.51
42. Obtain search warrants	1.94	3.51
43. Plan strategy for conducting searches	2.06	3.49
44. Plan strategy for making arrests	2.65	3.71
45. Document confessions using audio and/or video	1.86	3.22
46. Request bystanders to assist in an apprehension	1.31	2.58
47. Verify arrest warrants before service	2.90	3.58
48. Search automobile based on probable cause	3.16	3.34
49. Search premises or property without a warrant	2.52	3.47
50. Search persons without a warrant	3.16	3.42
51. Search premises or property with warrant	2.26	3.39
52. Take into custody person detained by citizen	1.86	3.13
53. Detain a person based on reasonable suspicion	2.70	3.19
54. Stop a moving vehicle based on reasonable suspicion	3.12	3.15
55. Transport prisoners	3.24	3.46
56. Cast impressions at crime scene (e.g., plaster cast, silicone, etc.)	1.37	2.91
57. Collect evidence and personal property from crime scenes	2.61	3.45
58. Conduct inventory of seized property (e.g., vehicles)	2.76	3.22
59. Determine need for specialized assistance at a crime scene	2.47	3.41

Task	Average Frequency	Average Criticality
60. Protect crime scene (limit access)	2.57	3.80
61. Maintain crime scene log	1.62	3.23
62. Determine whether recovered property is linked with a previous crime	1.96	3.11
63. Diagram crime scenes	1.62	3.06
64. Document chain of custody for evidence	2.35	3.59
65. Dust and lift latent fingerprints	1.80	3.32
66. Estimate property values of stolen or recovered goods	2.68	2.28
67. Examine evidence and personal property from crime scenes	2.51	3.10
68. Impound property	2.89	2.76
69. Package evidence or personal property	2.87	3.20
70. Document crime scenes (photograph, videotape, sketch, etc.)	2.25	3.44
71. Photograph latent fingerprints	1.53	3.00
72. Document location of physical evidence at a crime scene	2.35	3.44
73. Recover and inventory stolen property	2.43	3.12
74. Release confiscated property	1.77	2.39
75. Search crime scenes for physical evidence	2.72	3.67
76. Tag evidence and confiscated property	2.94	3.23
77. Take custody of lost and found property	2.76	2.38
78. Trace stolen goods	1.87	2.82
79. Transport property or evidence	2.74	2.78
80. Assist elderly or disabled individuals with personal mobility problems	2.17	2.36
81. Attend community meetings	1.78	2.21
82. Comfort emotionally upset persons	2.73	2.66
83. Deliver emergency messages (e.g., injuries, death)	2.11	2.89
84. Design programs for the community to reduce the fear of crime	1.31	2.38
85. Distribute community questionnaires to citizens to identify local problems	1.26	2.13
86. Establish field contacts (e.g., bar owners, taxi drivers, etc.)	2.44	2.74
87. Exchange information and ideas with citizens to prevent crime	2.30	2.50
88. Give a talk in front of a group of citizens regarding crime prevention	1.72	2.39
89. Give directions to citizens (e.g., street locations)	3.31	2.16
90. Communicate with a subject who does not speak English	2.51	2.39

Task	Average Frequency	Average Criticality
91. Interact with a person who is autistic	1.71	2.48
92. Interact with a subject who has a communication impairment because of a physical handicap (e.g., is deaf, has a speech impediment)	2.12	2.55
93. Interact with a subject who has a mobility impairment(e.g., is blind, is wheelchair bound)	2.17	2.49
94. Interact with a subject who speaks English, but with whom it is difficult to communicate (e.g., has a dialect or an accent)	2.51	2.46
95. Investigate civil disputes (e.g. landlord-tenant, repossession dispute)	2.81	2.25
96. Listen to citizen complaints regarding tickets or other minor offenses	2.97	2.31
97. Organize Neighborhood Watch programs	1.24	2.22
98. Provide recommendations to business owners regarding security	2.07	2.42
99. Develop confidential informants	1.95	2.89
100. Refer persons to agencies that provide social services	2.42	2.48
101. Answer general information questions from the public	3.75	2.40
102. Solicit citizen participation in crime prevention programs	1.56	2.29
103. Talk with people while on patrol to establish rapport	3.86	2.86
104. Use crime frequencies, or crime statistics, to determine patrol patterns	2.52	2.68
105. Apprehend juvenile offenders	2.79	3.08
106. Conduct follow-up procedures with juvenile offenders (release to parents, petition court, etc.)	2.40	2.74
107. Conduct parent-juvenile conferences	1.69	2.33
108. Counsel juveniles	2.28	2.42
109. Pick up children as directed by court order (e.g., divorce proceedings)	1.62	2.56
110. Place children in protective custody (e.g., child abuse)	1.85	3.54
111. Talk with families of juvenile suspects or defendants (advise, inform, notify, counsel)	2.36	2.76
112. Check condition and status of assigned patrol equipment and vehicle	4.46	3.32
113. Check persons for wants/warrants using LEIN	4.42	3.49
114. Check stolen status on property through LEIN	3.32	3.08
115. Check vehicles for proper registration (e.g., snowmobiles, ORVs, etc.)	4.11	2.82
116. Conduct preventative and minor maintenance of an emergency vehicle	3.31	3.07
117. Describe persons to other officers (e.g. suspects, missing persons)	3.84	3.34
118. Inform dispatcher by radio as to your status	4.73	3.57
119. Inspect patrol vehicle for weapons and contraband	4.57	3.89

Task	Average Frequency	Average Criticality
120. Make entries in individual patrol log or daily	4.67	2.92
121. Operate LEIN terminal to check persons, property, court orders, and to confirm warrants	4.02	3.06
122. Operate telephone console or dispatch	2.55	2.61
123. Participate in meetings with other officers (e.g., briefings, departmental staff meetings)	3.79	2.85
124. Perform first line maintenance on fire truck (e.g., wash, check gauges)	1.38	2.00
125. Perform first line maintenance on patrol vehicle	3.09	2.76
126. Prepare clothing and personal equipment to satisfy inspection requirements	4.14	2.63
127. Prepare list of wanted persons or stolen vehicles for own use	2.63	2.61
128. Receive and evaluate telephone requests for police service	2.57	2.74
129. Request back-up assistance	3.23	4.04
130. Provide back-up assistance	3.92	4.20
131. Receive patrol assignments	4.15	2.95
132. Assist canine (K-9) units	2.55	3.13
133. Review information on criminal activity in area	3.57	3.04
134. Transmit messages on LEIN	2.99	2.66
135. Advise vehicle owners to remove abandoned vehicles	2.61	2.01
136. Assist stranded motorists	3.34	2.60
137. Check homes of persons on vacation	2.77	2.17
138. Check individuals/businesses for compliance with licensing requirements (e.g., hunting, liquor, dance permit, vendors, etc.)	2.11	2.20
139. Check parking lots	4.13	2.28
140. Check parks and school grounds	4.11	2.63
141. Direct actions of officer(s) arriving to assist	3.31	3.36
142. Escort money, valuables or people to provide security	1.93	2.52
143. Escort processions (e.g., parades, oversized trucks, funerals)	1.95	2.13
144. Fight vehicle fires	1.55	2.49
145. Fill out field interrogation card	1.69	2.36
146. Follow suspicious vehicles or persons	3.74	3.10
147. Follow suspicious vehicles to observe for traffic violations	3.95	2.87
148. Observe and identify colors of automobiles, suspects' clothing, paint chips, etc.	3.69	3.17
149. Identify wanted vehicles or persons	3.45	3.44

Task	Average Frequency	Average Criticality
150. Impound vehicles	3.19	2.45
151. Investigate "deer shinning" incidents	1.63	2.02
152. Inspect for and remove obstructions on railroad right-of-way	1.48	2.74
153. Interview suspicious persons	3.41	3.16
154. Investigate complaints of illegal aliens	1.65	2.53
155. Investigate suspicious persons or vehicles	3.82	3.21
156. Investigate unusual odors	2.31	3.10
157. Investigate unusual sounds	2.76	2.89
158. Monitor traffic for violations	4.33	2.69
159. Move disabled vehicles with patrol car	2.16	2.26
160. Observe persons for hunting violations	1.68	2.13
161. Operate fire extinguisher	1.84	2.87
162. Participate in large scale area search parties	1.80	2.93
163. Patrol freeways	2.69	2.42
164. Patrol on bicycle	1.45	2.15
165. Patrol on foot	2.50	2.36
166. Patrol on motorcycle	1.25	2.16
167. Patrol on horse	1.08	1.82
168. Patrol on watercraft	1.29	2.04
169. Physically examine and test doors and windows of dwellings and businesses	3.11	2.50
170. Search unlocked businesses and dwellings for signs of illegal entry	3.04	3.16
171. Secure house or property (e.g., lock, close doors and windows, etc.)	2.88	2.89
172. Secure vehicles (e.g., driver arrested or injured)	3.18	2.94
173. Subdue persons physically in a non-arrest situation, (e.g., emotionally disturbed)	2.38	3.62
174. Transport emotionally agitated persons	2.41	3.50
175. Transport persons needing assistance	2.65	2.80
176. Dictate reports into recording devices	1.83	2.10
177. Issue pick-up and wanted notices (e.g., hot sheet)	1.72	2.53
178. Prepare final incident reports	3.74	3.26
179. Attach witness statements to reports	3.41	3.19
180. Prepare list (hot sheet) of wanted persons for department use	1.57	2.72

Task	Average Frequency	Average Criticality
181. Summarize in writing the statements of witnesses and complainants	3.73	3.21
182. Transcribe field notes for reports	3.57	3.12
183. Write narrative reports	4.22	3.39
184. Use computer to prepare reports	4.14	3.06
185. Take detailed field notes so reports can be completed	4.27	3.36
186. Write detailed incident reports	4.33	3.52
187. Spell words correctly in written communication	4.53	3.16
188. Write reports clearly and concisely to convey intended ideas in brief fashion	4.51	3.39
189. Write reports using correct grammar so documents are understandable and professional	4.50	3.24
190. Testify in criminal court	2.72	3.67
191. Advise victims of the procedures to prosecute	3.25	2.99
192. Arraign defendant in court	1.84	2.78
193. Confer with prosecutor or city attorney prior to testimony regarding case	2.58	3.15
194. Confer with prosecutor or city attorney regarding warrant authorization	2.24	3.07
195. Discuss cases with prosecutor or city attorney following legal proceedings	2.43	2.90
196. Prepare complaint forms for warrant authorization	2.62	3.14
197. Prepare criminal case summary sheet for prosecutor (e.g., witness list, warrant request form)	2.47	3.02
198. Prepare witnesses for court testimony (e.g., explain court procedures, etc.)	1.86	2.84
199. Present evidence in legal proceedings	2.02	3.30
200. Recommend the issuance of an arrest warrant	2.30	3.06
201. Review reports and notes for court testimony	2.65	3.34
202. Bring evidence into court	2.05	3.37
203. Review warrants for completeness and accuracy	2.31	3.31
204. Swear out complaints or warrants	2.10	3.14
205. Testify in civil cases	1.76	2.49
206. Testify in criminal cases	2.54	3.53
207. Testify in liquor board hearings	1.41	2.59
208. Testify in parole or probation hearings	1.50	2.98
209. Enforce court issued order (e.g., writs, injunctions, PPOs)	2.40	3.29
210. Serve civil process papers	1.63	2.10
211. Serve probate orders (e.g., mental health, juvenile, adult offender)	1.75	2.77

Task	Average Frequency	Average Criticality
212. Serve subpoenas	2.33	2.61
213. Assist prisoner with bondsman contact	1.30	1.63
214. Assist prisoner in contacting an attorney	1.42	1.67
215. Answer inquiries concerning prisoners	2.15	2.01
216. Assess medical condition of prisoners	2.21	3.17
217. Book prisoners by completing arrest forms	2.89	2.79
218. Check identity of prisoners leaving facility	1.80	3.20
219. Check individual making bond for wants or warrants	1.85	2.79
220. Check legal status of a prisoner's case (e.g., check with court or prosecutor's office)	1.83	2.55
221. Check weapons in and out of detention facility	2.59	4.04
222. Compare photographs or fingerprints to verify identity of prisoners	1.79	3.18
223. Complete documents for transfer of prisoner to county jail	2.00	2.82
224. Confer with physicians regarding prisoner's medical condition	1.78	2.80
225. Escort prisoners to medical appointments	1.57	2.73
226. Fingerprint prisoners	2.27	3.04
227. Guard prisoners detained outside jail	2.02	3.46
228. Inspect identification of visitors	1.54	2.85
229. Inventory prisoners' personal property	2.53	2.90
230. Investigate injuries to prisoners	1.80	3.21
231. Photograph prisoners	2.12	2.88
232. Place holds on prisoners and notify department holding warrant	2.08	3.01
233. Process evidence seized during a custodial search	2.37	3.22
234. Process prisoners for release	1.75	2.58
235. Document injuries to prisoners	2.05	3.28
236. Return prisoner's property	1.91	2.78
237. Review arrest documents before accepting prisoner	1.71	2.85
238. Talk with families of adult suspects or defendants (advise, inform, notify, counsel)	2.20	2.13
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)	4.00	4.37
240. Operate a patrol vehicle to apprehend a person in a motor vehicle who is attempting to flee and elude	2.39	4.45
241. Operate a patrol vehicle in an assigned area (non-emergency)	4.66	3.19

Task	Average Frequency	Average Criticality
242. Administer cardio-pulmonary resuscitation (CPR)	1.65	4.24
243. Conduct an initial patient survey (check for ABCs)	1.99	4.00
244. Administer oxygen using resuscitator	1.36	3.54
245. Administer/deploy Automatic External Defibrillator (AED)	1.33	4.13
246. Apply first aid to control bleeding	1.83	4.04
247. Apply first aid to treat for abrasions	1.80	2.61
248. Apply first aid to treat for amputations	1.20	4.17
249. Apply first aid to treat for animal bites	1.44	3.02
250. Apply first aid to treat for broken bones	1.54	3.32
251. Apply first aid to treat for burns	1.43	3.47
252. Apply first aid to treat for chemical burns	1.23	3.62
253. Apply first aid to treat for convulsions	1.48	3.53
254. Apply first aid to treat for diabetic reaction	1.65	3.76
255. Apply first aid to treat for electric shock	1.21	3.85
256. Apply first aid to treat for eye injuries	1.35	3.33
257. Apply first aid to treat for frostbite	1.23	3.25
258. Apply first aid to treat for gunshot wounds	1.39	4.32
259. Apply first aid to treat for heart attack	1.63	4.34
260. Apply first aid to treat for heat prostration	1.29	3.76
261. Apply first aid to treat for heat stroke	1.33	3.90
262. Apply first aid to treat for lacerations	1.76	3.28
263. Apply first aid to treat for overdose	1.60	3.82
264. Apply first aid to treat for poisoning	1.30	3.91
265. Apply first aid to treat for puncture wound	1.56	3.64
266. Apply first aid to treat for seizure	1.62	3.53
267. Apply first aid to treat for shock	1.51	3.77
268. Apply first aid to treat for sprains and strains	1.60	2.55
269. Apply first aid to treat for stab wounds	1.47	4.14
270. Apply first aid to treat for stroke	1.41	3.89
271. Assist with child birth	1.19	3.69
272. Extricate trapped persons	1.59	3.82

Task	Average Frequency	Average Criticality
273. Transport injured persons	1.74	3.29
274. Clean and inspect firearms	2.90	3.77
275. Destroy animals	1.93	2.65
276. Discharge firearm at person	1.15	4.78
277. Discharge firearm in reduced light levels	1.59	4.59
278. Draw firearm while on patrol	2.47	4.30
279. Participate in firearms training	2.33	4.16
280. React appropriately to threat to life or great bodily harm	2.48	4.70
281. Reload firearm under combat conditions	1.42	4.65
282. Clear firearm malfunctions	1.84	4.56
283. Secure weapon other than own	2.10	4.37
284. Participate in debriefing after discharging firearm at person	1.21	3.75
285. Arrest using lethal force other than the discharge of a firearm (i.e., using other means if separated from your weapon)	1.24	4.57
286. Break through doors using force	1.93	3.56
287. Conduct field search of arrested person	2.97	3.88
288. Conduct frisk or pat down	3.45	3.94
289. Handcuff suspects or prisoners	3.51	3.98
290. Run after fleeing suspects	2.39	3.73
291. Seize contraband	2.79	3.28
292. Subdue persons resisting arrest using less than lethal devices (e.g., baton, PR-24, Asp, Taser, bean-bag round, etc.)	1.86	4.08
293. Subdue persons resisting arrest without the use of weapons/devices (e.g., physical force, control techniques, etc.)	2.35	3.97
294. Defend self from an attack	1.93	4.51
295. Retain firearm from suspect attempting to disarm officer	1.28	4.72
296. Collect physical evidence at traffic crash scenes	2.13	3.18
297. Complete incident reports by checking boxes or filling in blanks	3.53	2.89
298. Complete the standard traffic crash report form (UD-10)	3.53	2.77
299. Determine authenticity of auto insurance certificate	3.00	2.25
300. Determine contributing factors to a traffic crash	3.30	2.99

Task	Average Frequency	Average Criticality
301. Determine fault in a traffic crash	3.42	3.00
302. Diagram traffic crash scenes	3.30	2.82
303. Direct actions of public service personnel arriving to assist	2.82	2.95
304. Direct activities at scene of traffic crash investigation	2.85	3.04
305. Determine the extent of personal injuries resulting from traffic crash	3.02	3.51
306. Identify owner of a vehicle involved in a traffic crash	3.29	2.77
307. Identify persons involved in traffic crash	3.36	3.08
308. Inform driver of towed vehicle's location	3.26	2.26
309. Inspect vehicle for fresh damage	3.22	2.77
310. Instruct persons involved in a traffic crash to exchange necessary information	2.64	2.28
311. Interview mechanic for relevant traffic crash information (e.g., condition of vehicle parts)	1.56	2.31
312. Interview medical personnel to obtain specific information	2.26	2.73
313. Interview persons involved in traffic crash	3.36	3.01
314. Investigate damage to roadway	2.62	2.72
315. Investigate off-road vehicle crash	2.15	2.75
316. Investigate traffic crash scene to identify point(s) of impact	2.98	2.99
317. Issue citation(s) based on traffic crash investigation	3.05	2.69
318. Locate witnesses to traffic crash	3.04	2.94
319. Match color of known origin to suspect sample (e.g., paint chip found at scene of accident matched to suspect vehicle)	2.08	2.88
320. Measure skid marks for calculation of approximate vehicle speed	1.61	2.89
321. Notify citizens of damage to their property	2.34	2.49
322. Photograph traffic crash scenes	1.94	2.87
323. Protect traffic crash physical evidence for collection	2.11	3.08
324. Remove debris from traffic crash scene	2.34	2.64
325. Request citizens to assist with traffic control in an emergency	1.52	2.60
326. Request emergency assistance for traffic crash (e.g., low truck, ambulance, salt truck)	2.96	3.13
327. Review crashes with traffic crash investigators	1.89	2.63
328. Search a traffic crash scene for physical evidence	2.39	3.02
329. Set priorities for action at a traffic crash scene	2.54	3.10
330. Take coordinate measures of traffic crash scenes (e.g., triangulation)	1.59	2.85

Task	Average Frequency	Average Criticality
331. Take precautions to prevent additional crashes at traffic crash scene	2.92	3.65
332. Test operating condition of crash vehicle equipment (e.g. brake light, tread wear)	1.84	2.71
333. Administer standardized field sobriety tests	2.60	3.25
334. Administer preliminary breath test (PBT)	2.61	3.13
335. Arrange for obtaining blood or urine samples for sobriety tests	2.15	3.24
336. Arrest OWI/OUID suspects	2.52	3.58
337. Complete OWI/OUID arrest reports	2.51	3.32
338. Evaluate driver's capability to operate vehicle	2.83	3.48
339. Operate evidentiary breath test instrument to test blood alcohol content at station house	2.28	3.22
340. Testify in Secretary of State implied consent hearings	1.70	2.98
341. Advise appropriate agency of traffic engineering needs	1.71	2.81
342. Arrest or cite persons for unlawful use of recreational vehicles or watercraft	1.55	2.57
343. Check railroad crossing for signal violations (e.g., going around gates, train blocking crossing)	1.69	2.85
344. Determine speed of vehicles using speedometer	3.16	2.61
345. Determine speed of vehicles using speed measurement devices (e.g., Laser, Lidar, Radar, etc.)	3.56	2.79
346. Complete operators license re-examination form	1.77	2.57
347. Direct pedestrian traffic	2.20	2.69
348. Direct traffic using flare pattern or traffic cone patterns	2.18	2.93
349. Direct traffic using hand signals, flashlight or illuminated baton	2.54	3.02
350. Explain legal procedures to traffic violators	3.34	2.42
351. Explain state vehicle laws and procedures to citizens	3.19	2.41
352. Inspect commercial vehicles for code compliance	1.62	2.32
353. Inspect driver license	3.95	2.66
354. Inspect off road vehicles	1.66	2.09
355. Inspect private vehicle for conformance with vehicle code	2.26	2.27
356. Inspect watercraft for conformance with marine safety requirements	1.34	2.16
357. Issue citations for non-traffic offenses (e.g., appearance tickets, ordinance violations)	3.00	2.56
358. Issue moving traffic citations to bicycle riders	1.42	1.89
359. Issue parking citations	2.75	1.84
360. Issue traffic citations	3.89	2.72
361. Issue traffic citations to pedestrians	1.61	1.87

Task	Average Frequency	Average Criticality
362. Issue verbal warnings to traffic violators	4.00	2.19
363. Make custodial traffic arrest	2.98	3.05
364. Observe traffic control device to determine if it is functioning properly	3.10	2.85
365. Plan traffic detours	1.80	2.48
366. Document circumstances regarding traffic citation	3.47	2.71
367. Remove hazards from roadway (e.g., dead animals, debris, etc.)	2.80	2.78
368. Remove vehicles obstructing traffic (e.g., notify wrecker)	2.88	3.01
369. Verify compliance on withdrawal citations (e.g., no proof of registration, no proof of insurance, no operators license)	2.87	2.30
370. Verify possession of auto insurance certificate	3.74	2.37
371. Warn offenders in lieu of arrest or citation	3.62	2.37
372. Identify or document train identification number (lead engine number)	1.36	2.06
373. Inspect for vehicle identification number (VIN)	3.20	2.57
374. Stop off road vehicles	1.86	2.15
375. Stop vehicles to investigate, cite or arrest occupants	3.71	3.19
376. Verify vehicle title information	3.10	2.54
377. Visually estimate speed of vehicles	3.96	2.57
378. Determine the best location for a traffic stop	4.23	3.39
379. Conduct felony vehicle stop	2.31	4.21
380. Communicate with management and labor over strike disturbances	1.40	2.75
381. Confront groups of agitated people in a riot formation	1.44	3.62
382. Control hostile groups (e.g., demonstrators, rioters, or bar patrons)	1.80	3.77
383. Control non-violent crowds	2.02	2.96
384. Escort vehicles or persons through picket lines	1.32	2.99
385. Explain demonstration permit to demonstrators	1.27	2.65
386. Guard strategic locations during civil disorders and strikes	1.40	3.17
387. Locate and observe crowd agitators	1.56	3.29
388. Patrol area containing labor pickets, marchers or demonstrators	1.52	2.97
389. Patrol riot stricken or civil disturbance areas	1.40	3.33
390. Watch for illegal activity at labor disputes	1.36	2.96
391. Engage in mobile field force	1.37	3.15

Task	Average Frequency	Average Criticality
392. Engage in small squad tactics at riot or crowd disturbance	1.42	3.33
393. Advise property owners or agents of potentially hazardous conditions	1.71	3.11
394. Evacuate persons from a dangerous area	1.80	3.76
395. Fight structural fires	1.26	3.01
396. Identify contents of railroad car or semi-truck for hazardous cargo	1.31	3.43
397. Operate fire truck pump controls	1.20	2.40
398. Patrol locations that appear physically hazardous to citizens (e.g., construction site, public nuisance)	2.10	2.88
399. Perform weather watch service	1.48	2.28
400. Investigate hazardous materials incidents	1.44	3.53
401. Investigate weapons of mass destruction incidents (WMD)	1.13	4.07
402. Implement incident command system	1.29	3.54
403. Investigate environmental crimes	1.46	2.83
404. Secure accident and disaster scenes	1.95	3.61
405. Secure scene of a bomb threat	1.64	4.08
406. Conduct intelligence activities on known or suspected offenders	2.07	3.08
407. Conduct surveillance of individuals or locations	2.36	3.05
408. Organize surveillance of individuals or locations	1.89	3.00
409. Participate in the execution of a search warrant	2.12	3.61
410. Search the perimeter of an emergency incident or tactical operation	2.07	3.75
411. Check security access points (airport gates, VIP locations, buildings)	1.57	2.27
412. Act as department court officer	1.99	2.78
413. Analyze and compare incidents for similarity of modus operandi (M.O.)	2.11	2.85
414. Attend formal in-service training (e.g., at an off-site class)	2.99	2.78
415. Attend informal in-service training (e.g., roll call, called in from patrol)	2.06	2.46
416. Confer with parole/probation officer	1.72	2.16
417. Enter data on cards for filing	1.90	2.81
418. Escort emergency vehicles	1.61	3.37
419. Evaluate officers in on-the-job training (FTO)	2.80	3.14
420. Exchange necessary information with other law enforcement officials	1.73	2.20
421. Explain department's recruiting policies	1.74	1.88
422. Fingerprint persons for non-criminal reasons (e.g. professional licensing)	1.76	2.86

Task	Average Frequency	Average Criticality
423. Instruct on-the-job training	1.28	3.16
424. Investigate and report on police applicant's background	1.25	1.51
425. Issue bicycle licenses/registrations	1.83	1.58
426. Issue road-kill possession permits	2.40	2.27
427. Locate documents and information in records system	1.54	1.93
428. Mark valuables for persons	2.05	2.62
429. Notify public agencies or utilities of damage to their equipment	1.55	2.75
430. Participate in required physical exercise program	1.91	2.44
431. Provide information to persons participating in ride-along program	2.52	2.97
432. Request equipment repair	2.26	3.04
433. Review other officers' incident reports for completeness and accuracy (e.g., partner, junior officer)	2.30	2.53
434. Summarize total shift activities in departmental logbook	2.67	2.95
435. Test and evaluate police equipment	1.35	2.23
436. Update spot/pin maps	2.69	2.88
437. Utilize department records to assist in an investigation	2.12	2.31
438. Write interoffice memos	1.46	2.41
439. Write letters on behalf of the department	1.55	3.04
440. Write performance evaluation reports on other officers (e.g. FTO ratings)	1.23	2.91
441. Write policy material for department manuals	2.23	2.94
442. Climb through openings (e.g., windows)	2.47	2.92
443. Climb up or over obstacles	2.14	2.93
444. Crawl in confined areas (e.g., attics)	2.20	2.98
445. Drag or pull heavy objects or persons	2.29	2.88
446. Jump across obstacles (e.g., stream)	2.34	2.91
447. Jump down from elevated surfaces	2.39	2.90
448. Jump over obstacles	2.29	3.01
449. Lift and carry heavy objects or persons	2.01	2.92
450. Perform duties while wearing heavy equipment (other than gun belt)	1.30	3.24
451. Perform water rescue	2.38	2.80
452. Physically push movable objects	1.75	3.35
453. Physically restrain crowds	2.13	2.97

Task	Average Frequency	Average Criticality
454. Pull self through openings	2.20	2.94
455. Push self up over obstacles	2.56	2.94
456. Run up stairs	2.25	2.72
457. Stand continuously for more than one-half of the work shift (e.g., guard duty or point control)	1.67	2.69
458. Wade through marshes, swamp land or waterways	1.96	2.65
459. Walk continuously for more than one-half of the work shift (e.g., foot beat)	1.85	2.91

# **APPENDIX D**

## **List of Core Tasks**

## Core Tasks

Task Statements	Agency											Total Sample
	State Police	Detroit Police	Large C/V/T	Medium C/V/T	Small C/V/T	Large Sheriff	Small Sheriff	College/University	Other State Agency	Specialty Police Agency	Tribal Police Agency	
Answer inquiries regarding the progress of a case	2.95	2.80	2.50	2.65	2.77	2.69	2.71	2.73	2.72	2.49	2.62	2.69
Determine whether incidents are criminal or civil matters	3.27	3.40	3.62	3.49	3.36	3.43	3.41	3.28	3.32	3.00	3.17	3.42
Establish modus operandi (M.O.) of a suspect	3.31	3.21	3.19	3.15	3.08	3.17	2.96	2.99	3.07	2.66	3.21	3.14
Examine dead bodies for wounds and injuries	3.23	3.12	3.16	3.19	3.18	3.30	3.33	2.84	3.10	2.68	2.96	3.19
Inform victims of their rights	3.43	3.42	3.26	3.36	3.26	3.21	3.27	3.13	2.73	3.10	2.87	3.27
Interview complainants, witnesses, etc.	4.05	3.59	4.07	3.92	3.81	3.80	3.97	3.77	3.87	3.13	3.92	3.85
Investigate crimes against persons (assault, robbery, CSC, etc.)	4.09	3.76	4.21	4.02	3.91	3.92	3.96	3.89	3.19	3.28	3.83	3.94
Investigate crimes against property (MDOP, burglary, fraud, etc.)	3.75	3.44	3.82	3.71	3.54	3.49	3.56	3.62	2.73	2.97	3.48	3.58
Investigate public order crimes (littering, disorderly, riots, etc.)	3.09	3.26	3.46	3.26	3.16	3.06	2.88	3.15	2.82	2.93	3.00	3.19
Investigate regulatory crimes (weapons, controlled substances, etc.)	3.71	3.66	3.75	3.56	3.46	3.38	3.45	3.53	3.41	3.04	3.29	3.55
Investigate crimes where the suspect has a family relationship or dating relationship with the victim	3.51	3.53	3.80	3.68	3.51	3.44	3.50	3.40	2.85	2.88	3.75	3.55
Locate witnesses to crimes	3.59	3.36	3.72	3.58	3.48	3.43	3.53	3.32	3.40	2.84	3.34	3.50
Participate in investigations with other law enforcement agencies	3.37	2.94	3.04	3.04	3.16	3.08	3.23	2.95	3.18	2.83	3.32	3.09
Conduct a photographic line-up	2.62	2.57	2.31	2.54	2.48	2.55	2.37	2.61	2.23	2.37	2.13	2.48
Conduct a show-up (on-scene identification)	2.65	2.35	2.97	2.83	2.64	2.73	2.74	2.70	2.44	2.53	2.29	2.72

Task Statements	Agency											Total Sample
	State Police	Detroit Police	Large C/V/T	Medium C/V/T	Small C/V/T	Large Sheriff	Small Sheriff	College/ University	Other State Agency	Specialty Police Agency	Tribal Police Agency	
Review crime lab reports to guide investigation	2.83	2.27	2.25	2.42	2.57	2.64	2.77	2.41	2.72	2.40	2.59	2.50
Review records and pictures to identify suspects	2.86	2.75	2.84	2.79	2.77	2.76	2.84	2.60	2.70	2.63	2.67	2.78
Review cause of death with medical examiner	2.91	2.33	2.44	2.67	2.79	2.76	2.94	2.56	2.61	2.48	2.77	2.67
Search dead bodies for personal property	2.64	2.45	2.50	2.56	2.55	2.75	2.74	2.32	2.50	2.41	2.26	2.57
Search fire debris for evidence relating to the cause of the fire	2.78	2.32	2.37	2.57	2.59	2.67	2.44	2.46	2.94	2.58	2.66	2.56
Obtain statements from witnesses	3.65	3.09	3.78	3.68	3.51	3.57	3.60	3.41	3.59	3.08	3.51	3.56
Track persons from scene (e.g., footprints in snow or mud)	3.24	3.24	3.51	3.24	3.14	3.26	3.22	2.92	3.59	2.92	3.07	3.26
Verify reliability and credibility of witnesses	3.27	2.89	3.21	3.15	3.07	3.09	3.02	2.94	3.26	2.82	3.05	3.10
Verify the identity of deceased persons	3.25	2.85	3.04	3.11	3.03	3.21	3.38	2.63	2.80	2.87	2.96	3.07
Attend autopsies for evidentiary purposes	2.93	2.08	2.19	2.50	2.53	2.53	2.84	2.29	2.13	2.03	2.21	2.45
Advise persons of constitutional rights	3.52	3.22	3.24	3.34	3.38	3.31	3.20	3.19	3.29	3.15	3.05	3.32
Arrest persons with a warrant	3.63	3.42	3.64	3.47	3.39	3.32	3.27	3.27	3.34	2.95	3.56	3.44
Arrest persons without a warrant	3.65	3.48	3.70	3.61	3.51	3.40	3.33	3.47	3.54	3.02	3.56	3.54
Serve personal protection orders (PPO)	2.21	2.59	2.82	2.60	2.55	2.71	3.08	2.55	2.25	2.52	3.31	2.62
Complete the return of search warrants following service	2.81	2.42	2.63	2.76	2.82	2.80	2.81	2.61	3.04	2.46	2.40	2.73
Conduct on-the-scene suspect identifications (e.g., show-ups)	3.37	2.77	3.04	3.07	3.25	3.08	3.31	2.94	3.15	2.98	3.32	3.09
Explain nature of complaints to offenders	2.99	2.95	2.94	2.91	2.88	2.78	2.77	2.73	2.77	2.54	3.13	2.88
Interrogate suspects	3.45	2.89	3.01	3.19	3.24	3.15	3.10	2.95	3.27	2.87	2.99	3.14
Interview suspects	3.60	2.97	3.41	3.47	3.41	3.36	3.48	3.17	3.57	2.91	3.27	3.37
Obtain search warrants	3.13	2.75	2.87	3.00	3.06	3.12	3.14	2.73	3.15	2.76	2.96	2.99
Plan strategy for conducting searches	3.12	2.92	3.00	3.00	3.04	3.04	2.98	2.75	3.38	2.82	3.18	3.02
Plan strategy for making arrests	3.47	3.21	3.52	3.39	3.31	3.31	3.13	3.17	3.53	3.05	3.70	3.36

Task Statements	Agency											Total Sample
	State Police	Detroit Police	Large C/V/T	Medium C/V/T	Small C/V/T	Large Sheriff	Small Sheriff	College/ University	Other State Agency	Specialty Police Agency	Tribal Police Agency	
Document confessions using audio and/or video	3.03	2.55	2.61	2.81	2.79	2.89	2.99	2.64	2.55	2.60	2.86	2.77
Verify arrest warrants before service	3.37	3.01	3.34	3.41	3.48	3.38	3.58	3.28	3.24	2.97	3.27	3.36
Search automobile based on probable cause	3.34	3.31	3.51	3.29	3.21	3.21	3.12	3.14	3.18	2.82	3.21	3.28
Search premises or property without a warrant	3.01	3.07	3.37	3.16	3.14	3.09	2.97	3.04	3.29	2.79	3.26	3.16
Search persons without a warrant	3.31	3.19	3.57	3.36	3.32	3.24	3.13	3.29	3.23	2.81	3.43	3.33
Search premises or property with warrant	3.02	2.89	3.18	3.01	3.02	3.00	2.89	2.80	3.02	2.69	2.99	3.02
Take into custody person detained by citizen	2.51	2.74	2.94	2.72	2.65	2.70	2.52	2.67	2.65	2.51	2.80	2.71
Detain a person based on reasonable suspicion	2.86	2.96	3.34	3.07	2.95	2.99	2.65	3.00	2.94	2.66	3.02	3.03
Stop a moving vehicle based on reasonable suspicion	3.13	3.01	3.43	3.24	3.11	3.06	2.76	3.06	2.91	2.60	3.13	3.14
Transport prisoners	3.53	3.20	3.64	3.50	3.31	3.24	3.06	3.36	3.25	2.93	3.11	3.39
Collect evidence and personal property from crime scenes	3.19	3.07	3.30	3.18	3.13	3.17	3.30	2.99	3.26	2.77	2.96	3.17
Conduct inventory of seized property (e.g., vehicles)	2.98	3.16	3.25	3.08	2.99	3.04	3.01	3.05	3.00	2.74	2.80	3.07
Determine need for specialized assistance at a crime scene	3.10	3.10	3.34	3.13	2.96	3.10	3.05	2.95	2.94	2.72	2.77	3.10
Protect crime scene (limit access)	3.35	3.55	3.59	3.35	3.30	3.36	3.30	3.29	3.27	3.03	2.86	3.39
Maintain crime scene log	2.68	2.64	2.57	2.70	2.75	2.78	2.79	2.51	2.76	2.54	2.56	2.70
Determine whether recovered property is linked with a previous crime	2.85	2.73	2.70	2.74	2.71	2.72	2.65	2.62	2.81	2.55	2.96	2.73
Diagram crime scenes	2.76	2.59	2.47	2.51	2.62	2.67	2.67	2.42	2.62	2.60	2.61	2.58
Document chain of custody for evidence	3.31	2.98	3.18	3.13	3.20	3.19	3.34	3.26	3.38	2.98	3.40	3.18
Dust and lift latent fingerprints	3.10	2.57	2.75	2.77	2.92	2.94	3.09	2.79	2.47	2.42	2.83	2.82

Task Statements	Agency											Total Sample
	State Police	Detroit Police	Large C/V/T	Medium C/V/T	Small C/V/T	Large Sheriff	Small Sheriff	College/ University	Other State Agency	Specialty Police Agency	Tribal Police Agency	
Examine evidence and personal property from crime scenes	2.94	2.80	2.97	2.96	2.83	2.97	2.93	2.80	2.84	2.58	2.96	2.91
Impound property	2.54	3.03	2.96	2.90	2.72	2.74	2.65	2.69	2.79	2.51	2.67	2.80
Package evidence or personal property	3.12	2.98	3.20	3.17	3.03	3.06	3.04	3.06	2.95	2.85	3.18	3.09
Document crime scenes (photograph, videotape, sketch, etc.)	3.16	2.69	2.88	3.06	3.17	3.13	3.35	2.93	3.23	2.83	3.07	3.05
Photograph latent fingerprints	2.64	2.37	2.47	2.56	2.56	2.55	2.69	2.45	2.33	2.29	2.58	2.51
Document location of physical evidence at a crime scene	3.03	3.01	3.26	3.11	3.05	3.02	3.11	3.05	3.05	2.68	3.18	3.08
Recover and inventory stolen property	2.78	3.05	3.02	2.87	2.84	2.90	2.95	2.81	2.58	2.61	3.21	2.89
Search crime scenes for physical evidence	3.37	3.27	3.51	3.34	3.33	3.36	3.30	3.32	3.37	2.79	3.10	3.36
Tag evidence and confiscated property	3.09	3.12	3.28	3.14	3.13	3.09	3.13	3.04	3.13	2.72	3.18	3.13
Take custody of lost and found property	2.27	2.61	2.62	2.58	2.46	2.51	2.38	2.62	2.17	2.53	2.43	2.51
Trace stolen goods	2.65	2.45	2.40	2.50	2.56	2.53	2.65	2.41	2.38	2.32	2.72	2.51
Transport property or evidence	2.75	2.78	2.95	2.81	2.66	2.70	2.72	2.69	2.79	2.49	2.56	2.77
Comfort emotionally upset persons	2.61	2.73	2.87	2.67	2.65	2.70	2.54	2.62	2.39	2.50	2.48	2.68
Deliver emergency messages (e.g., injuries, death)	2.65	2.53	2.75	2.60	2.63	2.75	2.61	2.67	2.38	2.36	2.24	2.63
Establish field contacts (e.g., bar owners, taxi drivers, etc.)	2.60	2.55	2.75	2.64	2.65	2.70	2.56	2.44	2.87	2.13	2.43	2.64
Exchange information and ideas with citizens to prevent crime	2.35	2.62	2.48	2.40	2.41	2.47	2.34	2.46	2.44	1.97	2.24	2.43
Give directions to citizens (e.g., street locations)	2.55	2.69	2.69	2.53	2.45	2.57	2.28	2.64	2.34	2.46	2.08	2.54
Communicate with a subject who does not speak English	2.35	2.66	2.69	2.40	2.28	2.40	2.37	2.46	2.16	2.27	2.38	2.43

Task Statements	Agency											Total Sample
	State Police	Detroit Police	Large C/V/T	Medium C/V/T	Small C/V/T	Large Sheriff	Small Sheriff	College/ University	Other State Agency	Specialty Police Agency	Tribal Police Agency	
Interact with a subject who has a communication impairment because of a physical handicap (e.g., is deaf, has a speech impediment)	2.33	2.56	2.39	2.37	2.38	2.48	2.27	2.47	2.39	2.35	2.24	2.41
Interact with a subject who has a mobility impairment(e.g., is blind, is wheelchair bound)	2.28	2.54	2.40	2.36	2.33	2.45	2.24	2.51	2.37	2.36	2.40	2.38
Interact with a subject who speaks English, but with whom it is difficult to communicate (e.g., has a dialect or an accent)	2.36	2.66	2.60	2.47	2.36	2.46	2.37	2.59	2.34	2.36	2.30	2.48
Listen to citizen complaints regarding tickets or other minor offenses	2.43	2.61	2.58	2.57	2.52	2.53	2.59	2.51	2.12	2.25	2.22	2.53
Develop confidential informants	2.59	2.60	2.56	2.45	2.59	2.67	2.63	2.13	3.17	2.48	2.61	2.58
Answer general information questions from the public	2.88	2.93	2.97	2.81	2.77	2.86	2.74	2.82	3.06	2.61	2.49	2.85
Talk with people while on patrol to establish rapport	3.18	3.01	3.22	3.13	3.21	3.22	3.20	3.33	3.61	2.95	3.24	3.19
Use crime frequencies, or crime statistics, to determine patrol patterns	2.53	2.97	2.91	2.54	2.37	2.64	2.40	2.70	2.97	2.37	2.61	2.63
Apprehend juvenile offenders	2.77	3.10	3.29	3.02	2.98	2.89	2.93	2.74	2.56	2.61	3.29	2.98
Conduct follow-up procedures with juvenile offenders (release to parents, petition court, etc.)	2.54	2.57	2.64	2.66	2.70	2.63	2.73	2.53	2.35	2.38	2.67	2.63
Place children in protective custody (e.g., child abuse)	2.89	2.79	3.22	3.06	2.95	3.05	2.98	2.76	2.49	2.65	3.12	2.98
Talk with families of juvenile suspects or defendants (advise, inform, notify, counsel)	2.59	2.68	2.71	2.63	2.61	2.71	2.54	2.41	2.38	2.45	2.43	2.63

Task Statements	Agency											Total Sample
	State Police	Detroit Police	Large C/V/T	Medium C/V/T	Small C/V/T	Large Sheriff	Small Sheriff	College/University	Other State Agency	Specialty Police Agency	Tribal Police Agency	
Check condition and status of assigned patrol equipment and vehicle	3.94	3.53	3.71	3.70	3.63	3.66	3.85	3.73	4.15	3.37	3.47	3.70
Check persons for wants/warrants using LEIN	3.89	3.56	3.93	3.84	3.73	3.79	3.79	3.91	4.06	3.27	3.36	3.80
Check stolen status on property through LEIN	3.18	3.21	3.23	3.20	3.04	3.09	3.14	3.26	3.33	2.80	2.59	3.16
Check vehicles for proper registration (e.g., snowmobiles, ORVs, etc.)	3.33	3.10	3.33	3.33	3.19	3.25	3.33	3.15	3.47	2.85	3.14	3.25
Conduct preventative and minor maintenance of an emergency vehicle	3.55	3.12	2.96	3.03	3.13	3.28	3.42	3.05	3.47	3.04	3.03	3.15
Describe persons to other officers (e.g. suspects, missing persons)	3.41	3.44	3.70	3.57	3.42	3.48	3.50	3.53	3.40	3.18	3.37	3.51
Inform dispatcher by radio as to your status	3.93	3.65	4.10	3.96	3.93	4.03	4.16	4.05	3.98	3.58	3.85	3.95
Inspect patrol vehicle for weapons and contraband	4.18	3.97	4.26	4.21	4.09	4.14	4.21	4.04	3.68	3.68	4.36	4.11
Make entries in individual patrol log or daily	3.63	3.61	3.35	3.34	3.51	3.62	3.72	3.59	3.68	3.57	3.39	3.50
Operate LEIN terminal to check persons, property, court orders, and to confirm warrants	3.69	3.22	3.51	3.48	3.27	3.54	2.86	3.14	3.11	2.63	3.38	3.38
Operate telephone console or dispatch	3.22	2.70	2.43	2.65	2.73	2.36	2.45	2.83	2.09	2.45	2.98	2.59
Participate in meetings with other officers (e.g., briefings, departmental staff meetings)	3.00	2.88	3.24	3.27	3.23	3.27	3.20	3.24	2.77	3.05	3.22	3.16
Perform first line maintenance on patrol vehicle	3.32	2.82	2.62	2.85	2.88	2.89	3.04	2.76	3.15	2.70	3.13	2.87
Prepare clothing and personal equipment to satisfy inspection requirements	3.26	3.06	3.17	3.12	3.05	3.18	3.16	3.09	3.10	3.03	3.33	3.13

Task Statements	Agency											Total Sample
	State Police	Detroit Police	Large C/V/T	Medium C/V/T	Small C/V/T	Large Sheriff	Small Sheriff	College/ University	Other State Agency	Specialty Police Agency	Tribal Police Agency	
Prepare list of wanted persons or stolen vehicles for own use	2.45	2.76	2.93	2.58	2.55	2.60	2.53	2.36	2.32	2.43	2.76	2.62
Receive and evaluate telephone requests for police service	2.92	2.81	2.51	2.62	2.80	2.63	2.69	2.69	2.91	2.54	2.92	2.68
Request back-up assistance	3.77	3.57	4.04	3.87	3.68	3.70	3.91	3.74	3.58	3.40	3.80	3.77
Provide back-up assistance	4.03	3.89	4.45	4.25	3.97	4.04	4.16	4.05	3.92	3.57	3.89	4.11
Receive patrol assignments	3.17	3.41	3.63	3.51	3.19	3.33	3.09	3.41	2.86	3.06	3.29	3.35
Assist canine (K-9) units	2.99	2.77	3.41	2.90	2.77	2.99	2.77	2.63	2.89	2.50	2.96	2.94
Review information on criminal activity in area	3.07	3.31	3.40	3.26	3.18	3.22	2.98	3.18	2.98	2.96	3.08	3.21
Transmit messages on LEIN	2.95	2.79	2.86	2.90	2.69	2.86	2.36	2.51	2.34	2.57	2.19	2.77
Assist stranded motorists	3.05	2.70	2.97	2.89	2.73	2.94	2.78	2.75	2.64	2.65	2.27	2.84
Check parking lots	2.68	2.88	3.08	3.05	2.90	2.86	2.63	3.35	1.98	3.04	2.74	2.89
Check parks and school grounds	2.88	3.20	3.23	3.24	3.30	3.07	2.88	3.28	2.38	2.78	2.95	3.12
Direct actions of officer(s) arriving to assist	3.16	3.27	3.65	3.45	3.30	3.29	3.28	3.44	2.96	2.92	2.94	3.34
Follow suspicious vehicles or persons	3.23	3.12	3.64	3.45	3.27	3.21	3.23	3.24	3.11	2.81	3.33	3.31
Follow suspicious vehicles to observe for traffic violations	3.25	3.00	3.48	3.39	3.24	3.20	3.29	3.00	2.74	2.65	3.20	3.23
Observe and identify colors of automobiles, suspects' clothing, paint chips, etc.	3.33	3.18	3.53	3.45	3.26	3.29	3.34	3.10	3.44	2.89	3.60	3.34
Identify wanted vehicles or persons	3.41	3.38	3.72	3.51	3.37	3.38	3.36	3.27	3.33	2.91	3.91	3.44
Impound vehicles	2.48	2.92	2.85	2.76	2.62	2.59	2.58	2.59	2.61	2.45	2.51	2.69
Interview suspicious persons	3.11	3.13	3.48	3.38	3.21	3.12	3.08	3.20	3.22	2.93	2.97	3.24
Investigate suspicious persons or vehicles	3.28	3.30	3.72	3.55	3.38	3.25	3.25	3.38	3.21	3.01	3.46	3.41
Investigate unusual odors	2.85	2.83	2.90	2.80	2.84	2.80	2.91	3.10	2.80	2.71	2.96	2.84
Investigate unusual sounds	2.68	2.89	3.07	2.88	2.83	2.79	2.73	2.82	2.87	2.59	2.40	2.85
Monitor traffic for violations	3.44	2.93	3.43	3.40	3.30	3.22	3.39	3.25	2.12	2.63	3.33	3.23
Operate fire extinguisher	2.52	2.40	2.54	2.43	2.50	2.60	2.68	2.74	2.94	2.69	2.08	2.53

Task Statements	Agency											Total Sample
	State Police	Detroit Police	Large C/V/T	Medium C/V/T	Small C/V/T	Large Sheriff	Small Sheriff	College/ University	Other State Agency	Specialty Police Agency	Tribal Police Agency	
Participate in large scale area search parties	2.55	2.53	2.67	2.47	2.46	2.62	2.84	2.26	2.93	2.38	2.34	2.56
Physically examine and test doors and windows of dwellings and businesses	2.54	2.86	2.73	2.75	2.72	2.75	2.50	2.95	1.93	2.73	2.82	2.70
Search unlocked businesses and dwellings for signs of illegal entry	2.97	3.12	3.35	3.21	3.11	3.11	2.90	3.03	2.39	2.94	2.92	3.12
Secure house or property (e.g., lock, close doors and windows, etc.)	2.76	3.01	3.04	2.95	2.83	2.89	2.76	2.96	2.17	2.71	2.94	2.89
Secure vehicles (e.g., driver arrested or injured)	2.99	3.00	3.18	3.06	2.92	3.05	2.89	3.01	2.94	2.56	2.76	3.02
Subdue persons physically in a non-arrest situation, (e.g., emotionally disturbed)	3.19	2.99	3.48	3.25	3.14	3.15	3.31	3.21	2.96	2.83	3.34	3.21
Transport emotionally agitated persons	3.06	3.03	3.37	3.19	3.08	3.06	3.19	3.16	2.91	2.70	3.40	3.14
Transport persons needing assistance	2.67	2.85	2.90	2.81	2.65	2.71	2.55	2.82	2.69	2.54	2.46	2.75
Prepare final incident reports	3.49	2.68	3.56	3.55	3.49	3.49	3.58	3.44	3.40	3.00	3.79	3.42
Attach witness statements to reports	3.22	2.60	3.32	3.41	3.40	3.37	3.52	3.24	3.14	2.86	3.41	3.26
Summarize in writing the statements of witnesses and complainants	3.46	2.91	3.63	3.52	3.36	3.35	3.50	3.34	3.24	2.91	3.52	3.38
Transcribe field notes for reports	3.49	3.00	3.32	3.35	3.25	3.23	3.34	3.30	3.32	2.90	3.41	3.27
Write narrative reports	3.82	3.32	3.90	3.70	3.66	3.63	3.67	3.73	3.42	3.10	3.79	3.66
Use computer to prepare reports	3.62	3.43	3.56	3.29	3.58	3.29	3.38	3.57	3.21	2.79	3.92	3.42
Take detailed field notes so reports can be completed	3.73	3.41	3.87	3.70	3.68	3.60	3.78	3.72	3.55	3.07	3.49	3.66
Write detailed incident reports	3.87	3.47	3.98	3.89	3.79	3.79	3.81	3.81	3.51	3.24	3.57	3.79
Spell words correctly in written communication	3.70	3.45	3.69	3.60	3.60	3.61	3.60	3.63	3.69	3.45	3.50	3.61
Write reports clearly and concisely to convey intended ideas in brief fashion	3.83	3.55	3.87	3.83	3.76	3.72	3.80	3.82	3.67	3.41	3.85	3.76
Write reports using correct grammar so documents are understandable and professional	3.74	3.45	3.76	3.71	3.62	3.63	3.69	3.72	3.58	3.39	3.69	3.66

Task Statements	Agency											Total Sample
	State Police	Detroit Police	Large C/V/T	Medium C/V/T	Small C/V/T	Large Sheriff	Small Sheriff	College/ University	Other State Agency	Specialty Police Agency	Tribal Police Agency	
Testify in criminal court	3.39	3.33	3.42	3.33	3.32	3.40	3.30	3.18	3.43	2.98	3.53	3.36
Advise victims of the procedures to prosecute	3.13	3.19	3.26	3.06	3.02	3.06	3.06	2.91	2.78	2.71	2.92	3.08
Arraign defendant in court	2.67	2.39	2.25	2.43	2.42	2.63	2.44	2.53	2.94	2.56	2.64	2.47
Confer with prosecutor or city attorney prior to testimony regarding case	3.03	2.98	3.02	2.89	2.96	2.99	3.05	2.69	3.19	2.62	3.23	2.96
Confer with prosecutor or city attorney regarding warrant authorization	3.04	2.72	2.56	2.71	2.87	2.87	2.90	2.75	3.25	2.68	3.00	2.80
Discuss cases with prosecutor or city attorney following legal proceedings	2.88	2.79	2.68	2.68	2.77	2.82	2.88	2.47	2.95	2.38	2.78	2.74
Prepare complaint forms for warrant authorization	3.34	2.56	2.59	3.01	3.17	3.12	3.24	2.84	3.19	2.76	2.97	2.97
Prepare criminal case summary sheet for prosecutor (e.g., witness list, warrant request form)	3.13	2.56	2.53	2.80	3.01	3.04	3.01	2.68	3.06	2.73	2.89	2.84
Prepare witnesses for court testimony (e.g., explain court procedures, etc.)	2.77	2.56	2.32	2.47	2.58	2.65	2.41	2.40	2.52	2.48	2.18	2.52
Present evidence in legal proceedings	3.06	2.75	2.71	2.83	2.96	2.90	2.96	2.83	3.19	2.69	3.12	2.88
Recommend the issuance of an arrest warrant	3.09	2.62	2.57	2.80	2.93	2.95	2.87	2.67	2.92	2.64	2.78	2.81
Review reports and notes for court testimony	3.15	2.92	3.13	3.12	3.14	3.20	3.21	2.97	2.99	2.70	2.91	3.11
Bring evidence into court	2.97	2.80	2.70	2.95	3.04	3.01	3.09	2.89	3.06	2.63	3.15	2.93
Review warrants for completeness and accuracy	3.28	2.70	2.75	2.95	3.11	3.06	3.19	2.92	3.18	2.70	3.08	2.98
Swear out complaints or warrants	2.94	2.56	2.57	2.82	2.92	2.81	3.11	2.71	3.18	2.49	2.97	2.80
Testify in criminal cases	3.28	3.23	3.27	3.21	3.17	3.18	3.11	2.91	3.33	2.77	3.42	3.20
Enforce court issued order (e.g., writs, injunctions, PPOs)	2.62	2.88	3.15	3.05	3.09	3.02	3.26	2.75	2.53	2.56	3.67	3.00
Serve subpoenas	2.51	2.37	2.28	2.56	2.66	2.70	2.89	2.31	2.59	2.10	2.87	2.52

Task Statements	Agency											Total Sample
	State Police	Detroit Police	Large C/V/T	Medium C/V/T	Small C/V/T	Large Sheriff	Small Sheriff	College/ University	Other State Agency	Specialty Police Agency	Tribal Police Agency	
Assess medical condition of prisoners	2.47	2.93	3.07	3.02	2.79	2.84	2.50	2.72	2.67	2.62	2.91	2.85
Book prisoners by completing arrest forms	2.60	2.98	3.15	2.99	2.70	2.68	2.48	2.69	2.61	2.48	2.51	2.82
Check identity of prisoners leaving facility	2.46	3.15	2.77	2.92	2.53	2.87	2.55	2.37	2.34	2.65	2.77	2.74
Check weapons in and out of detention facility	3.43	3.25	3.74	3.77	3.48	3.58	3.62	3.45	3.18	3.22	3.83	3.56
Compare photographs or fingerprints to verify identity of prisoners	2.78	2.85	2.81	2.77	2.63	2.76	2.55	2.39	2.52	2.63	2.72	2.72
Complete documents for transfer of prisoner to county jail	2.43	2.73	2.60	2.61	2.47	2.65	2.31	2.34	2.33	2.49	2.59	2.55
Fingerprint prisoners	2.98	3.03	2.60	3.03	2.72	2.75	2.45	2.82	2.61	2.47	2.05	2.79
Guard prisoners detained outside jail	2.93	3.05	3.09	3.06	2.78	3.13	2.90	2.80	2.59	2.82	3.58	2.98
Inventory prisoners' personal property	2.66	3.07	3.13	2.93	2.59	2.62	2.52	2.70	2.30	2.33	2.72	2.78
Investigate injuries to prisoners	2.46	2.94	2.83	2.92	2.62	2.81	2.69	2.49	2.52	2.31	2.61	2.74
Photograph prisoners	2.62	2.82	2.62	2.86	2.53	2.57	2.32	2.85	2.25	2.38	2.97	2.63
Place holds on prisoners and notify department holding warrant	2.73	2.92	2.74	2.81	2.63	2.69	2.53	2.60	2.28	2.51	3.05	2.70
Process evidence seized during a custodial search	2.92	3.00	2.97	2.95	2.95	2.89	2.96	3.01	2.83	2.61	2.94	2.94
Document injuries to prisoners	2.67	2.99	2.98	3.04	2.75	2.87	2.80	2.85	2.66	2.55	2.70	2.87
Return prisoner's property	2.36	2.86	2.47	2.66	2.36	2.46	2.47	2.39	2.39	2.25	2.24	2.49
Review arrest documents before accepting prisoner	2.29	2.87	2.52	2.57	2.27	2.56	2.42	2.25	2.27	2.37	2.21	2.47
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)	4.39	3.86	4.42	4.28	4.27	4.29	4.41	4.09	4.06	3.59	4.56	4.25
Operate a patrol vehicle to apprehend a person in a motor vehicle who is attempting to flee and elude	3.85	3.54	3.95	3.73	3.73	3.74	3.81	3.64	3.87	3.34	3.93	3.77

Task Statements	Agency											Total Sample
	State Police	Detroit Police	Large C/V/T	Medium C/V/T	Small C/V/T	Large Sheriff	Small Sheriff	College/ University	Other State Agency	Specialty Police Agency	Tribal Police Agency	
Operate a patrol vehicle in an assigned area (non-emergency)	3.93	3.43	3.84	3.74	3.59	3.70	3.52	3.62	3.75	3.25	3.53	3.68
Administer cardio-pulmonary resuscitation (CPR)	3.54	3.00	3.39	3.37	3.43	3.45	3.55	3.29	3.39	3.45	3.87	3.39
Conduct an initial patient survey (check for ABCs)	3.64	2.72	3.34	3.27	3.37	3.46	3.42	3.49	3.56	3.31	3.42	3.34
Administer oxygen using resuscitator	3.06	2.67	2.77	2.75	2.87	3.00	2.79	2.85	2.47	2.73	2.61	2.82
Administer/deploy Automatic External Defibrillator (AED)	3.47	2.83	3.13	3.12	3.31	3.35	3.45	3.28	2.77	3.35	3.63	3.21
Apply first aid to control bleeding	3.55	2.96	3.35	3.24	3.31	3.31	3.37	3.46	3.59	3.40	3.47	3.31
Apply first aid to treat for abrasions	2.48	2.32	2.37	2.25	2.36	2.35	2.36	2.54	2.32	2.42	2.29	2.34
Apply first aid to treat for amputations	3.34	2.84	3.25	3.12	3.17	3.26	3.33	3.25	3.32	3.36	3.28	3.19
Apply first aid to treat for animal bites	2.57	2.53	2.55	2.42	2.40	2.59	2.56	2.57	2.58	2.64	2.80	2.50
Apply first aid to treat for broken bones	2.96	2.52	2.75	2.66	2.70	2.77	2.78	2.81	2.89	2.84	2.98	2.73
Apply first aid to treat for burns	2.89	2.61	2.77	2.71	2.77	2.87	2.75	3.01	2.97	3.05	2.77	2.80
Apply first aid to treat for convulsions	3.09	2.73	2.94	2.73	2.81	2.85	2.87	3.11	2.83	3.23	3.01	2.85
Apply first aid to treat for diabetic reaction	3.31	2.81	3.12	2.99	3.00	3.09	3.15	3.23	3.21	3.36	3.18	3.06
Apply first aid to treat for eye injuries	2.87	2.62	2.70	2.54	2.68	2.72	2.50	2.86	2.83	2.83	2.63	2.68
Apply first aid to treat for gunshot wounds	3.49	3.03	3.48	3.27	3.30	3.38	3.35	3.32	3.48	3.44	3.41	3.35
Apply first aid to treat for heart attack	3.59	3.00	3.44	3.38	3.50	3.57	3.48	3.54	3.52	3.64	3.77	3.45
Apply first aid to treat for heat prostration	3.20	2.69	2.98	2.85	2.90	3.02	2.87	2.96	3.15	3.12	2.96	2.94
Apply first aid to treat for heat stroke	3.30	2.78	3.08	2.93	3.00	3.13	3.00	3.16	3.24	3.43	3.28	3.05
Apply first aid to treat for lacerations	2.92	2.48	2.81	2.68	2.85	2.86	2.85	2.91	2.74	2.69	2.88	2.78
Apply first aid to treat for overdose	3.23	2.79	3.10	2.98	3.10	3.20	3.20	3.18	3.10	3.28	3.44	3.09
Apply first aid to treat for poisoning	3.24	2.82	3.10	2.93	3.07	3.05	3.18	3.17	3.01	3.15	3.57	3.05
Apply first aid to treat for puncture wound	3.20	2.69	2.97	2.83	3.00	2.94	3.10	3.04	2.94	3.01	3.23	2.95
Apply first aid to treat for seizure	3.19	2.78	2.93	2.79	2.91	2.88	2.84	3.14	2.85	3.18	3.20	2.90
Apply first aid to treat for shock	3.31	2.79	3.07	2.92	2.99	3.06	3.14	2.99	3.14	3.24	3.23	3.02
Apply first aid to treat for stab wounds	3.36	2.91	3.38	3.19	3.23	3.32	3.33	3.17	3.29	3.35	3.47	3.26

Task Statements	Agency											Total Sample
	State Police	Detroit Police	Large C/V/T	Medium C/V/T	Small C/V/T	Large Sheriff	Small Sheriff	College/ University	Other State Agency	Specialty Police Agency	Tribal Police Agency	
Apply first aid to treat for stroke	3.24	2.91	3.07	2.96	3.05	3.15	3.12	3.16	3.13	3.36	3.42	3.07
Extricate trapped persons	3.35	3.06	3.13	3.01	3.06	3.22	3.18	2.71	2.95	2.91	3.23	3.08
Transport injured persons	2.88	3.08	2.93	2.66	2.63	2.86	2.57	2.52	2.83	2.71	2.64	2.78
Clean and inspect firearms	3.58	3.29	3.57	3.51	3.43	3.46	3.58	3.34	3.73	3.35	3.29	3.48
Destroy animals	2.62	2.35	2.53	2.33	2.32	2.54	2.55	2.09	2.69	2.34	2.43	2.41
Discharge firearm at person	3.55	3.34	3.65	3.62	3.60	3.55	3.64	3.44	3.66	3.49	3.71	3.58
Discharge firearm in reduced light levels	3.63	3.31	3.68	3.65	3.60	3.53	3.59	3.51	3.76	3.45	3.95	3.60
Draw firearm while on patrol	3.81	3.38	3.93	3.73	3.64	3.61	3.69	3.45	3.74	3.34	3.40	3.70
Participate in firearms training	3.67	3.30	3.67	3.54	3.54	3.54	3.53	3.52	3.69	3.37	3.21	3.56
React appropriately to threat to life or great bodily harm	3.99	3.84	4.19	3.93	3.89	3.93	3.89	3.76	3.97	3.81	3.93	3.97
Reload firearm under combat conditions	3.61	3.36	3.69	3.60	3.57	3.54	3.58	3.43	3.64	3.58	3.79	3.58
Clear firearm malfunctions	3.71	3.42	3.77	3.67	3.63	3.66	3.69	3.52	3.76	3.45	3.71	3.66
Secure weapon other than own	3.76	3.59	3.71	3.58	3.57	3.54	3.64	3.37	3.99	3.19	3.68	3.62
Arrest using lethal force other than the discharge of a firearm (i.e., using other means if separated from your weapon)	3.47	3.25	3.60	3.45	3.48	3.45	3.52	3.36	3.60	3.36	3.30	3.47
Break through doors using force	3.10	3.01	3.19	3.02	3.08	2.95	3.19	2.73	2.62	2.49	2.83	3.02
Conduct field search of arrested person	3.69	3.39	3.82	3.61	3.51	3.47	3.62	3.47	3.62	3.12	3.61	3.58
Conduct frisk or pat down	3.95	3.68	4.11	3.82	3.64	3.68	3.74	3.63	3.63	3.14	3.78	3.78
Handcuff suspects or prisoners	4.01	3.60	4.12	3.87	3.75	3.74	3.87	3.67	3.56	3.17	3.67	3.82
Run after fleeing suspects	3.30	3.37	3.49	3.27	3.20	3.16	3.44	3.13	3.24	2.99	3.26	3.29
Seize contraband	3.30	3.21	3.30	3.07	3.03	3.05	3.08	3.03	3.12	2.69	3.21	3.12
Subdue persons resisting arrest using less than lethal devices (e.g., baton, PR-24, Asp, Taser, bean-bag round, etc.)	3.44	3.12	3.53	3.36	3.34	3.30	3.24	3.20	3.33	3.01	3.44	3.35
Subdue persons resisting arrest without the use of weapons/devices (e.g., physical force, control techniques, etc.)	3.50	3.27	3.68	3.46	3.40	3.34	3.43	3.27	3.46	2.89	3.53	3.44
Defend self from an attack	3.67	3.44	3.84	3.71	3.61	3.63	3.71	3.43	3.67	3.33	3.60	3.66

Task Statements	Agency											Total Sample
	State Police	Detroit Police	Large C/V/T	Medium C/V/T	Small C/V/T	Large Sheriff	Small Sheriff	College/ University	Other State Agency	Specialty Police Agency	Tribal Police Agency	
Retain firearm from suspect attempting to disarm officer	3.55	3.30	3.72	3.61	3.60	3.56	3.67	3.47	3.62	3.41	3.57	3.58
Collect physical evidence at traffic crash scenes	3.09	2.72	2.82	2.79	2.89	2.90	3.07	2.57	2.61	2.57	2.83	2.83
Complete incident reports by checking boxes or filling in blanks	3.24	2.97	3.32	3.23	2.96	3.20	2.99	2.94	2.65	2.55	2.86	3.10
Complete the standard traffic crash report form (UD-10)	3.15	3.01	3.16	3.11	2.95	3.20	3.10	2.65	2.23	2.53	2.41	3.02
Determine authenticity of auto insurance certificate	2.62	2.71	2.56	2.55	2.50	2.49	2.47	2.26	1.86	2.10	2.33	2.50
Determine contributing factors to a traffic crash	3.30	2.91	3.17	3.16	3.03	3.28	3.30	2.83	2.42	2.60	2.91	3.09
Determine fault in a traffic crash	3.34	2.91	3.27	3.21	3.10	3.29	3.35	2.81	2.35	2.68	2.99	3.14
Diagram traffic crash scenes	3.20	2.92	3.14	2.97	2.91	3.12	3.15	2.75	2.25	2.64	2.56	2.98
Direct actions of public service personnel arriving to assist	3.05	2.86	3.10	2.94	2.83	2.96	2.91	2.56	2.58	2.62	2.70	2.91
Direct activities at scene of traffic crash investigation	3.15	2.86	3.11	3.03	2.92	3.07	2.98	2.68	2.49	2.55	2.86	2.98
Determine the extent of personal injuries resulting from traffic crash	3.47	2.90	3.49	3.44	3.33	3.43	3.36	3.06	3.21	2.87	3.05	3.35
Identify owner of a vehicle involved in a traffic crash	3.13	2.85	3.01	2.99	2.89	3.03	3.15	2.69	2.48	2.56	2.67	2.94
Identify persons involved in traffic crash	3.32	2.96	3.27	3.23	3.09	3.32	3.47	2.87	2.75	2.71	2.80	3.17
Inform driver of towed vehicle's location	2.76	2.78	2.65	2.65	2.45	2.65	2.60	2.37	2.13	2.28	2.22	2.59
Inspect vehicle for fresh damage	3.17	2.85	2.99	2.96	2.84	2.99	3.04	2.82	2.31	2.57	2.48	2.92
Interview medical personnel to obtain specific information	2.61	2.60	2.65	2.53	2.48	2.72	2.79	2.50	2.26	2.30	2.10	2.57
Interview persons involved in traffic crash	3.27	2.87	3.26	3.18	3.06	3.35	3.34	2.88	2.53	2.57	2.73	3.13
Investigate damage to roadway	2.84	2.65	2.77	2.71	2.62	2.85	2.71	2.51	2.08	2.42	1.92	2.69
Investigate off-road vehicle crash	2.72	2.47	2.44	2.51	2.46	2.71	2.71	2.35	2.74	2.58	2.61	2.55

Task Statements	Agency											Total Sample
	State Police	Detroit Police	Large C/V/T	Medium C/V/T	Small C/V/T	Large Sheriff	Small Sheriff	College/ University	Other State Agency	Specialty Police Agency	Tribal Police Agency	
Investigate traffic crash scene to identify point(s) of impact	3.14	2.82	3.13	3.03	2.93	3.14	3.02	2.65	2.34	2.67	2.67	2.99
Issue citation(s) based on traffic crash investigation	2.90	2.42	3.03	2.95	2.76	2.97	2.81	2.39	2.19	2.38	2.80	2.81
Locate witnesses to traffic crash	3.12	2.77	3.08	3.07	2.93	3.11	3.01	2.61	2.39	2.59	2.64	2.97
Match color of known origin to suspect sample (e.g., paint chip found at scene of accident matched to suspect vehicle)	2.84	2.48	2.59	2.64	2.63	2.71	2.68	2.39	2.23	2.47	2.70	2.62
Photograph traffic crash scenes	2.94	2.29	2.33	2.52	2.64	2.71	2.97	2.44	2.39	2.52	2.80	2.56
Protect traffic crash physical evidence for collection	2.96	2.61	2.74	2.75	2.73	2.88	2.95	2.52	2.53	2.70	2.86	2.76
Remove debris from traffic crash scene	2.74	2.54	2.55	2.56	2.55	2.66	2.67	2.31	2.03	2.28	2.48	2.54
Request emergency assistance for traffic crash (e.g., low truck, ambulance, salt truck)	3.20	2.85	3.20	3.12	2.97	3.18	3.22	2.91	2.90	2.60	3.10	3.07
Search a traffic crash scene for physical evidence	2.98	2.65	2.81	2.83	2.82	2.96	3.01	2.52	2.42	2.57	2.56	2.81
Set priorities for action at a traffic crash scene	3.07	2.67	3.02	2.97	2.85	3.01	3.10	2.69	2.51	2.66	2.99	2.92
Take precautions to prevent additional crashes at traffic crash scene	3.52	2.97	3.52	3.47	3.42	3.50	3.55	3.17	3.19	2.93	3.18	3.41
Administer standardized field sobriety tests	3.21	2.75	3.06	3.08	3.08	3.04	3.20	2.78	3.12	2.68	3.21	3.04
Administer preliminary breath test (PBT)	3.09	2.62	2.90	3.04	3.08	2.99	3.05	2.84	3.03	2.67	3.22	2.96
Arrange for obtaining blood or urine samples for sobriety tests	3.03	2.64	2.86	2.91	2.97	2.92	2.92	2.57	2.92	2.66	2.88	2.88
Arrest OWI/OUID suspects	3.49	2.97	3.25	3.22	3.28	3.23	3.47	2.95	3.27	2.80	3.31	3.23
Complete OWI/OUID arrest reports	3.16	2.95	3.03	3.06	3.09	3.13	3.18	2.79	3.11	2.72	2.91	3.05
Evaluate driver's capability to operate vehicle	3.54	3.02	3.33	3.30	3.22	3.31	3.34	3.15	3.40	2.82	3.31	3.27

Task Statements	Agency											Total Sample
	State Police	Detroit Police	Large C/V/T	Medium C/V/T	Small C/V/T	Large Sheriff	Small Sheriff	College/ University	Other State Agency	Specialty Police Agency	Tribal Police Agency	
Operate evidentiary breath test instrument to test blood alcohol content at station house	3.11	2.71	2.85	2.94	2.99	2.95	3.21	2.55	3.08	2.38	2.73	2.91
Testify in Secretary of State implied consent hearings	2.62	2.55	2.59	2.57	2.59	2.60	2.50	2.32	2.54	2.40	2.02	2.56
Check railroad crossing for signal violations (e.g., going around gates, train blocking crossing)	2.54	2.62	2.43	2.51	2.40	2.50	2.40	2.40	2.25	2.46	1.94	2.47
Determine speed of vehicles using speedometer	3.04	2.71	2.80	2.86	2.80	2.86	2.55	2.82	2.61	2.46	2.73	2.79
Determine speed of vehicles using speed measurement devices (e.g., Laser, Lidar, Radar, etc.)	3.39	2.35	2.98	3.21	3.32	3.26	3.37	2.68	2.21	2.56	3.14	3.04
Direct pedestrian traffic	2.35	2.69	2.72	2.59	2.53	2.44	2.49	2.68	1.86	2.52	2.19	2.53
Direct traffic using flare pattern or traffic cone patterns	2.97	2.47	2.88	2.71	2.60	2.70	2.69	2.60	2.20	2.61	2.24	2.68
Direct traffic using hand signals, flashlight or illuminated baton	3.05	2.71	2.98	2.84	2.84	2.87	2.90	2.85	2.55	2.73	2.56	2.86
Explain legal procedures to traffic violators	2.95	2.62	2.78	2.84	2.68	2.78	2.77	2.76	2.13	2.27	2.46	2.72
Explain state vehicle laws and procedures to citizens	2.92	2.57	2.69	2.74	2.61	2.77	2.74	2.56	2.37	2.27	2.41	2.67
Inspect driver license	3.29	2.92	3.13	3.10	3.16	3.10	3.24	2.99	2.93	2.69	2.92	3.09
Issue citations for non-traffic offenses (e.g., appearance tickets, ordinance violations)	2.35	2.53	3.00	2.71	2.71	2.57	2.58	2.74	3.48	2.41	2.84	2.71
Issue traffic citations	3.34	2.93	3.26	3.24	3.12	3.09	3.15	3.15	2.20	2.46	2.79	3.11
Issue verbal warnings to traffic violators	3.05	2.73	2.87	2.83	2.85	2.79	2.91	2.78	2.10	2.38	2.85	2.79
Make custodial traffic arrest	3.27	2.82	3.18	3.11	3.06	2.94	3.12	2.92	2.58	2.49	2.97	3.03

Task Statements	Agency											Total Sample
	State Police	Detroit Police	Large C/V/T	Medium C/V/T	Small C/V/T	Large Sheriff	Small Sheriff	College/ University	Other State Agency	Specialty Police Agency	Tribal Police Agency	
Observe traffic control device to determine if it is functioning properly	2.94	2.78	3.00	3.04	3.05	2.96	3.09	2.92	2.19	2.43	2.18	2.93
Document circumstances regarding traffic citation	3.12	2.72	3.09	3.05	3.03	3.03	2.88	2.86	2.22	2.45	2.75	2.96
Remove hazards from roadway (e.g., dead animals, debris, etc.)	2.94	2.59	2.72	2.85	2.80	2.93	2.98	2.51	2.48	2.60	2.78	2.79
Remove vehicles obstructing traffic (e.g., notify wrecker)	3.04	2.86	3.07	3.03	2.93	3.00	3.06	2.64	2.64	2.68	2.70	2.97
Verify compliance on withdrawal citations (e.g., no proof of registration, no proof of insurance, no operators license)	2.49	2.70	2.57	2.56	2.44	2.50	2.45	2.36	1.84	2.29	2.54	2.49
Verify possession of auto insurance certificate	2.91	2.91	2.88	2.91	2.83	2.81	3.00	2.72	2.06	2.52	3.03	2.82
Warn offenders in lieu of arrest or citation	2.91	2.82	2.88	2.79	2.82	2.70	2.77	2.55	2.67	2.48	3.03	2.78
Inspect for vehicle identification number (VIN)	3.04	2.98	2.92	2.73	2.66	2.75	2.67	2.60	2.62	2.57	2.41	2.78
Stop vehicles to investigate, cite or arrest occupants	3.51	3.06	3.62	3.42	3.39	3.29	3.18	3.19	3.25	2.84	3.32	3.36
Verify vehicle title information	2.80	2.93	2.77	2.77	2.66	2.73	2.67	2.58	2.39	2.51	2.57	2.72
Visually estimate speed of vehicles	3.28	2.82	3.03	3.09	3.17	3.12	3.10	2.83	2.52	2.65	2.79	3.03
Determine the best location for a traffic stop	3.88	3.23	3.77	3.76	3.71	3.70	3.86	3.51	3.44	3.05	3.73	3.67
Conduct felony vehicle stop	3.65	3.44	3.81	3.56	3.51	3.57	3.58	3.26	3.50	3.24	3.44	3.58
Control hostile groups (e.g., demonstrators, rioters, or bar patrons)	3.19	2.96	3.31	3.22	3.05	3.06	3.02	2.86	2.82	2.88	3.60	3.12
Control non-violent crowds	2.61	2.74	2.76	2.71	2.64	2.58	2.25	2.51	2.41	2.68	2.67	2.65
Locate and observe crowd agitators	2.70	2.74	2.91	2.75	2.67	2.70	2.49	2.61	2.39	2.62	2.75	2.72
Patrol area containing labor pickets, marchers or demonstrators	2.40	2.64	2.65	2.56	2.43	2.42	2.25	2.51	2.02	2.37	2.37	2.49

Task Statements	Agency											Total Sample
	State Police	Detroit Police	Large C/V/T	Medium C/V/T	Small C/V/T	Large Sheriff	Small Sheriff	College/ University	Other State Agency	Specialty Police Agency	Tribal Police Agency	
Advise property owners or agents of potentially hazardous conditions	2.62	2.74	2.75	2.62	2.65	2.62	2.66	2.37	2.73	2.32	2.66	2.65
Evacuate persons from a dangerous area	3.00	2.98	3.20	3.13	3.11	3.10	3.21	3.03	3.20	2.89	3.47	3.11
Fight structural fires	2.26	2.52	2.33	2.49	2.56	2.38	2.47	1.96	2.41	2.66	3.17	2.43
Patrol locations that appear physically hazardous to citizens (e.g., construction site, public nuisance)	2.56	2.74	2.72	2.67	2.71	2.50	2.54	2.62	2.31	2.43	2.38	2.62
Investigate weapons of mass destruction incidents (WMD)	3.17	2.94	3.23	3.08	3.17	3.10	3.16	2.66	2.72	3.05	3.55	3.10
Implement incident command system	2.76	2.74	2.85	2.80	2.94	2.71	2.73	2.75	2.63	2.76	2.37	2.80
Investigate environmental crimes	2.40	2.58	2.41	2.25	2.38	2.30	2.35	2.10	3.06	2.42	2.15	2.38
Secure accident and disaster scenes	3.03	2.95	3.23	3.10	3.06	3.05	3.04	2.81	3.01	2.75	2.58	3.06
Secure scene of a bomb threat	3.26	3.08	3.39	3.28	3.28	3.22	3.29	3.12	3.20	3.28	3.39	3.27
Conduct intelligence activities on known or suspected offenders	2.84	2.71	2.87	2.73	2.73	2.71	2.74	2.42	2.98	2.36	3.05	2.75
Conduct surveillance of individuals or locations	2.79	2.79	3.12	2.78	2.77	2.72	2.74	2.68	3.21	2.47	3.18	2.82
Organize surveillance of individuals or locations	2.68	2.73	2.87	2.57	2.55	2.51	2.60	2.48	2.98	2.37	3.02	2.63
Participate in the execution of a search warrant	3.17	2.99	3.21	3.15	3.16	3.09	3.27	2.65	3.22	2.58	3.12	3.12
Search the perimeter of an emergency incident or tactical operation	3.23	3.05	3.39	3.22	3.17	3.14	3.22	2.79	3.37	2.71	3.44	3.20
Act as department court officer	2.70	2.67	2.51	2.44	2.47	2.58	2.52	2.36	2.57	2.41	2.59	2.52
Analyze and compare incidents for similarity of modus operandi (M.O.)	2.55	2.72	2.56	2.50	2.69	2.60	2.78	2.52	2.70	2.71	2.54	2.61
Attend formal in-service training (e.g., at an off-site class)	2.50	3.11	3.14	2.98	2.74	2.73	2.76	2.61	2.53	2.68	2.94	2.85
Enter data on cards for filing	2.36	2.83	2.66	2.47	2.42	2.52	2.38	2.43	2.35	2.74	2.02	2.51
Escort emergency vehicles	2.86	2.59	3.01	2.73	2.71	2.77	2.76	2.77	3.26	2.74	2.59	2.79

Task Statements	Agency											Total Sample
	State Police	Detroit Police	Large C/V/T	Medium C/V/T	Small C/V/T	Large Sheriff	Small Sheriff	College/ University	Other State Agency	Specialty Police Agency	Tribal Police Agency	
Evaluate officers in on-the-job training (FTO)	3.09	2.92	3.00	2.95	3.12	3.05	3.29	2.91	3.31	2.88	3.24	3.03
Fingerprint persons for non-criminal reasons (e.g. professional licensing)	2.49	2.46	2.52	2.44	2.52	2.48	2.46	2.42	2.62	2.64	2.70	2.50
Mark valuables for persons	2.48	2.46	2.46	2.44	2.42	2.43	2.61	2.22	2.45	2.25	2.59	2.43
Provide information to persons participating in ride-along program	2.92	2.84	2.84	2.70	2.88	2.84	3.00	2.68	2.95	2.73	2.91	2.82
Request equipment repair	2.88	2.84	2.78	2.64	2.81	2.81	2.83	3.03	2.77	2.65	2.89	2.78
Review other officers' incident reports for completeness and accuracy (e.g., partner, junior officer)	2.40	2.77	2.47	2.24	2.54	2.53	2.52	2.24	2.40	2.57	2.82	2.45
Summarize total shift activities in departmental logbook	2.92	2.98	2.83	2.78	2.85	2.95	2.93	2.79	2.85	2.52	3.08	2.86
Update spot/pin maps	2.95	2.78	2.78	2.79	2.90	2.80	2.98	2.63	3.01	2.45	3.13	2.82
Write policy material for department manuals	2.66	2.97	2.89	2.73	2.62	2.59	2.72	2.36	2.88	2.23	2.61	2.71
Climb through openings (e.g., windows)	2.71	2.91	2.97	2.78	2.64	2.64	2.77	2.44	3.33	2.33	2.67	2.77
Climb up or over obstacles	2.63	2.90	2.89	2.69	2.56	2.55	2.69	2.37	2.90	2.05	2.43	2.67
Crawl in confined areas (e.g., attics)	2.73	2.87	2.85	2.70	2.64	2.62	2.65	2.45	3.28	2.37	2.59	2.72
Drag or pull heavy objects or persons	2.72	2.77	2.81	2.70	2.56	2.56	2.66	2.40	3.38	2.40	2.51	2.69
Jump across obstacles (e.g., stream)	2.71	2.84	2.89	2.76	2.57	2.59	2.70	2.44	3.33	2.38	2.45	2.72
Jump down from elevated surfaces	2.73	2.87	2.94	2.75	2.58	2.58	2.69	2.42	3.37	2.33	2.51	2.73
Jump over obstacles	2.82	2.88	2.91	2.76	2.67	2.71	2.66	2.56	3.30	2.40	2.78	2.77
Lift and carry heavy objects or persons	2.67	2.76	2.75	2.60	2.51	2.56	2.60	2.30	3.12	2.19	2.51	2.62
Perform duties while wearing heavy equipment (other than gun belt)	2.82	2.56	2.70	2.54	2.46	2.63	2.64	2.04	3.33	2.53	2.61	2.60
Perform water rescue	2.67	2.78	2.79	2.66	2.56	2.60	2.63	2.42	3.06	2.31	2.51	2.66
Physically push movable objects	2.83	2.91	3.06	2.87	2.74	2.72	2.73	2.49	2.62	2.61	2.96	2.82
Physically restrain crowds	2.66	2.92	2.93	2.67	2.61	2.61	2.64	2.37	2.91	2.24	2.51	2.69
Pull self through openings	2.65	2.85	2.92	2.68	2.61	2.60	2.60	2.40	3.08	2.31	2.56	2.70

Task Statements	Agency											Total Sample
	State Police	Detroit Police	Large C/V/T	Medium C/V/T	Small C/V/T	Large Sheriff	Small Sheriff	College/ University	Other State Agency	Specialty Police Agency	Tribal Police Agency	
Push self up over obstacles	2.79	3.08	3.02	2.81	2.69	2.72	2.75	2.81	2.85	2.47	2.67	2.81
Run up stairs	2.69	2.80	2.64	2.51	2.44	2.45	2.44	2.61	2.81	2.57	2.67	2.56
Wade through marshes, swamp land or waterways	2.59	2.62	2.36	2.29	2.27	2.35	2.33	2.64	3.35	2.53	2.51	2.42
Walk continuously for more than one-half of the work shift (e.g., foot beat)	2.59	2.70	2.64	2.46	2.52	2.50	2.55	2.98	2.22	3.02	2.64	2.56

# **APPENDIX E**

## **List of Non-Core Tasks**

### Non-Core Tasks

Task Statements	Agency											Total Sample
	State Police	Detroit Police	Large C/V/T	Medium C/V/T	Small C/V/T	Large Sheriff	Small Sheriff	College/ University	Other State Agency	Specialty Police Agency	Tribal Police Agency	
Inspect for damage and theft of railroad cargo	2.16	2.11	1.85	1.92	1.92	2.03	1.74	1.68	1.67	2.25	1.94	1.95
Conduct a corporeal line-up	2.41	2.31	2.27	2.34	2.24	2.40	2.14	2.38	2.06	2.30	1.94	2.30
Serve foreign protection orders (FPO)	1.72	2.07	1.99	2.04	2.01	2.17	2.36	2.24	1.97	2.00	2.88	2.04
Arrest or cite persons for violations of environmental laws or regulations	2.05	2.34	2.06	2.00	2.10	2.07	2.10	1.86	3.21	2.38	1.99	2.13
Collect interim bond	2.71	2.26	2.02	2.25	2.28	2.18	2.11	2.28	2.70	2.02	2.05	2.24
Instruct suspect on process for obtaining an attorney	2.36	2.53	2.16	2.23	2.22	2.35	2.40	2.28	1.93	2.35	2.06	2.26
Interrogate suspect or witness with use of polygraph results	2.63	2.13	2.05	2.23	2.33	2.36	2.25	2.09	2.12	1.98	2.37	2.25
Request bystanders to assist in an apprehension	2.12	2.12	2.20	2.16	2.21	2.08	1.81	2.28	2.23	2.25	2.23	2.16
Cast impressions at crime scene (e.g., plaster cast, silicone, etc.)	2.69	2.35	2.18	2.39	2.47	2.45	2.65	2.22	2.34	2.16	2.50	2.40
Estimate property values of stolen or recovered goods	2.35	2.59	2.54	2.51	2.31	2.36	2.29	2.45	2.12	2.02	2.62	2.41
Release confiscated property	2.40	2.36	1.98	2.14	2.15	2.21	2.16	2.28	2.46	2.25	2.37	2.19
Assist elderly or disabled individuals with personal mobility problems	2.24	2.56	2.30	2.24	2.37	2.38	2.19	2.08	1.91	2.22	2.05	2.30
Attend community meetings	2.14	2.27	2.04	1.95	2.09	2.09	1.91	2.11	2.33	1.76	2.16	2.07
Design programs for the community to reduce the fear of crime	2.01	2.38	1.99	1.93	2.05	2.11	1.97	2.02	1.81	1.85	1.86	2.03
Distribute community questionnaires to citizens to identify local problems	1.79	2.27	1.80	1.80	1.83	1.91	1.69	1.78	1.67	1.63	1.75	1.84
Give a talk in front of a group of citizens regarding crime prevention	2.19	2.40	2.11	2.08	2.15	2.22	2.10	2.27	2.31	1.86	2.10	2.17
Interact with a person who is autistic	2.13	2.36	2.25	2.26	2.19	2.29	2.02	2.22	2.04	2.19	2.37	2.23
Investigate civil disputes (e.g. landlord-tenant, repossession dispute)	2.13	2.57	2.65	2.57	2.46	2.46	2.37	2.03	1.65	1.99	2.29	2.43
Organize Neighborhood Watch programs	1.90	2.28	1.83	1.80	1.91	1.96	1.97	1.73	1.81	1.73	1.54	1.90

Task Statements	Agency											Total Sample
	State Police	Detroit Police	Large C/V/T	Medium C/V/T	Small C/V/T	Large Sheriff	Small Sheriff	College/ University	Other State Agency	Specialty Police Agency	Tribal Police Agency	
Provide recommendations to business owners regarding security	2.27	2.64	2.33	2.29	2.34	2.35	2.34	2.04	1.83	1.86	1.94	2.30
Refer persons to agencies that provide social services	2.38	2.57	2.62	2.41	2.44	2.51	2.55	2.33	2.19	2.21	2.40	2.46
Solicit citizen participation in crime prevention programs	2.04	2.32	2.03	1.98	1.99	2.14	1.91	2.10	2.11	1.88	1.86	2.05
Conduct parent-juvenile conferences	2.03	2.17	2.03	2.14	2.21	2.18	2.07	2.05	1.96	2.06	1.67	2.12
Counsel juveniles	2.35	2.46	2.48	2.37	2.33	2.45	2.31	2.12	2.20	2.25	2.03	2.37
Pick up children as directed by court order (e.g., divorce proceedings)	2.02	2.31	2.26	2.25	2.29	2.39	2.41	2.12	1.89	2.08	2.32	2.25
Perform first line maintenance on fire truck (e.g., wash, check gauges)	1.96	2.14	1.65	1.81	1.82	1.69	1.48	1.81	2.02	2.04	1.40	1.80
Advise vehicle owners to remove abandoned vehicles	2.24	2.50	2.20	2.23	2.14	2.23	2.14	1.98	1.94	2.12	1.81	2.21
Check homes of persons on vacation	2.28	2.58	2.22	2.46	2.54	2.50	2.41	1.92	1.81	1.77	2.27	2.37
Check individuals/businesses for compliance with licensing requirements (e.g., hunting, liquor, dance permit, vendors, etc.)	2.13	2.35	2.07	2.10	2.20	2.18	2.13	1.70	3.09	2.06	1.59	2.17
Escort money, valuables or people to provide security	2.10	2.30	2.26	2.44	2.37	2.22	2.19	3.01	2.05	2.81	2.32	2.33
Escort processions (e.g., parades, oversized trucks, funerals)	2.05	2.24	2.08	2.11	2.10	2.06	2.07	1.99	1.73	2.04	2.03	2.07
Fight vehicle fires	2.33	2.29	2.07	2.11	2.25	2.14	2.23	2.18	2.18	2.45	2.13	2.18
Fill out field interrogation card	2.10	2.24	2.42	2.14	1.99	2.09	1.80	2.22	2.02	2.17	2.02	2.14
Investigate "deer shinning" incidents	2.02	1.76	1.55	1.73	1.84	2.01	2.28	1.57	3.52	2.24	2.21	1.89
Inspect for and remove obstructions on railroad right-of-way	2.37	2.21	2.29	2.32	2.29	2.49	2.19	2.27	2.49	2.30	2.24	2.32
Investigate complaints of illegal aliens	2.37	2.37	2.24	2.19	2.25	2.25	2.16	1.99	2.10	2.26	2.64	2.24
Move disabled vehicles with patrol car	2.48	2.07	2.51	2.43	1.99	2.20	1.80	1.99	1.88	1.96	2.18	2.23

Task Statements	Agency											Total Sample
	State Police	Detroit Police	Large C/V/T	Medium C/V/T	Small C/V/T	Large Sheriff	Small Sheriff	College/ University	Other State Agency	Specialty Police Agency	Tribal Police Agency	
Observe persons for hunting violations	2.19	1.77	1.69	1.84	1.82	2.15	1.98	1.77	3.85	2.42	1.81	1.98
Patrol freeways	3.21	2.44	2.79	2.53	2.13	2.78	2.33	1.86	1.99	1.75	2.18	2.51
Patrol on bicycle	1.84	2.08	1.95	2.10	1.84	1.74	1.40	2.41	1.78	1.98	2.02	1.92
Patrol on foot	2.14	2.47	2.33	2.43	2.34	2.23	2.03	3.28	3.65	2.63	2.13	2.41
Patrol on motorcycle	2.05	2.11	1.97	1.81	1.62	1.92	1.33	1.81	2.45	1.85	1.80	1.86
Patrol on horse	1.72	2.03	1.62	1.51	1.39	1.65	1.25	1.42	1.70	1.82	1.80	1.58
Patrol on watercraft	1.82	2.10	1.67	1.56	1.51	1.96	2.04	1.46	3.61	2.11	1.97	1.79
Dictate reports into recording devices	2.45	1.99	1.69	2.13	2.02	2.13	2.32	1.71	1.74	1.79	1.80	2.01
Issue pick-up and wanted notices (e.g., hot sheet)	2.34	2.39	2.40	2.30	2.17	2.30	2.30	2.17	1.88	2.13	2.13	2.26
Prepare list (hot sheet) of wanted persons for department use	2.42	2.42	2.28	2.35	2.42	2.38	2.28	2.17	2.00	2.32	2.26	2.34
Testify in civil cases	2.05	2.38	2.41	2.24	2.20	2.36	2.03	1.97	2.21	2.09	1.97	2.25
Testify in liquor board hearings	2.18	2.41	2.31	2.27	2.21	2.21	2.06	1.77	1.76	1.94	1.83	2.20
Testify in parole or probation hearings	2.38	2.71	2.58	2.55	2.48	2.44	2.44	2.15	2.34	2.21	2.26	2.49
Serve civil process papers	1.50	2.18	1.94	1.98	1.88	2.16	2.58	1.77	1.55	1.61	2.41	1.94
Serve probate orders (e.g., mental health, juvenile, adult offender)	2.00	2.31	2.66	2.49	2.50	2.55	2.90	2.10	1.75	1.92	2.70	2.43
Assist prisoner with bondsman contact	1.31	1.89	1.53	1.55	1.47	1.49	1.47	1.45	1.44	1.38	1.56	1.52
Assist prisoner in contacting an attorney	1.55	1.92	1.47	1.60	1.57	1.62	1.43	1.73	1.38	1.46	1.92	1.59
Answer inquiries concerning prisoners	1.91	2.50	2.04	2.18	1.97	2.02	1.84	2.02	1.68	1.75	2.29	2.06
Check individual making bond for wants or warrants	2.58	2.76	2.42	2.55	2.47	2.50	2.30	2.05	2.19	2.42	2.64	2.48
Check legal status of a prisoner's case (e.g., check with court or prosecutor's office)	2.57	2.65	2.15	2.29	2.31	2.31	2.31	2.06	2.38	2.24	2.10	2.31
Confer with physicians regarding prisoner's medical condition	2.26	2.71	2.68	2.55	2.28	2.48	2.50	2.23	2.16	2.11	2.08	2.46
Escort prisoners to medical appointments	1.97	2.82	2.44	2.34	2.05	2.60	2.63	2.15	2.07	2.32	2.35	2.35
Inspect identification of visitors	2.42	2.80	2.44	2.43	2.25	2.50	2.31	2.22	2.16	2.51	2.34	2.42
Process prisoners for release	2.06	2.80	2.38	2.48	2.14	2.38	1.99	2.14	1.90	2.12	1.75	2.31

Task Statements	Agency											Total Sample
	State Police	Detroit Police	Large C/V/T	Medium C/V/T	Small C/V/T	Large Sheriff	Small Sheriff	College/ University	Other State Agency	Specialty Police Agency	Tribal Police Agency	
Talk with families of adult suspects or defendants (advise, inform, notify, counsel)	2.10	2.53	2.15	2.13	2.09	2.20	2.12	1.98	1.96	1.96	2.19	2.15
Apply first aid to treat for chemical burns	2.94	2.65	2.86	2.73	2.79	2.87	2.88	3.04	2.96	2.97	3.01	2.83
Apply first aid to treat for electric shock	3.20	2.78	3.06	2.87	2.92	2.97	2.97	3.11	3.31	3.17	3.14	2.98
Apply first aid to treat for frostbite	2.72	2.59	2.61	2.45	2.54	2.65	2.48	2.60	2.73	2.82	2.77	2.24
Apply first aid to treat for sprains and strains	2.41	2.36	2.19	2.13	2.21	2.20	2.27	2.48	2.20	2.52	2.24	3.56
Assist with child birth	3.05	2.61	2.89	2.87	2.85	2.93	2.99	2.71	2.79	2.64	2.93	2.87
Participate in debriefing after discharging firearm at person	2.83	2.85	3.06	2.84	2.97	2.90	2.95	2.72	3.11	2.72	2.53	2.91
Instruct persons involved in a traffic crash to exchange necessary information	2.54	2.69	2.61	2.39	2.25	2.41	2.18	2.25	1.93	2.14	2.24	2.40
Interview mechanic for relevant traffic crash information (e.g., condition of vehicle parts)	2.33	2.17	1.90	2.00	2.02	2.21	2.32	1.89	1.91	1.95	1.86	2.06
Measure skid marks for calculation of approximate vehicle speed	2.78	2.43	2.34	2.40	2.44	2.62	2.62	2.20	2.21	2.62	2.47	2.47
Notify citizens of damage to their property	2.52	2.55	2.43	2.44	2.42	2.55	2.54	2.29	2.02	2.05	2.38	2.44
Request citizens to assist with traffic control in an emergency	2.34	2.26	2.29	2.21	2.23	2.22	2.24	2.23	2.28	1.87	2.69	2.24
Review crashes with traffic crash investigators	2.55	2.36	2.31	2.35	2.40	2.45	2.54	2.22	2.13	2.30	2.18	2.39
Take coordinate measures of traffic crash scenes (e.g., triangulation)	2.74	2.38	2.15	2.44	2.40	2.60	2.66	2.15	2.28	2.50	2.37	2.43
Test operating condition of crash vehicle equipment (e.g. brake light, tread wear)	2.67	2.34	2.35	2.36	2.44	2.59	2.58	2.27	2.06	2.17	2.43	2.42
Advise appropriate agency of traffic engineering needs	2.60	2.53	2.47	2.39	2.50	2.47	2.48	2.18	2.21	2.25	1.86	2.45
Arrest or cite persons for unlawful use of recreational vehicles or watercraft	2.41	2.30	2.00	2.13	2.14	2.32	2.15	1.88	3.52	2.47	1.96	2.23

Task Statements	Agency											Total Sample
	State Police	Detroit Police	Large C/V/T	Medium C/V/T	Small C/V/T	Large Sheriff	Small Sheriff	College/ University	Other State Agency	Specialty Police Agency	Tribal Police Agency	
Complete operators license re-examination form	2.34	2.20	2.38	2.33	2.37	2.38	2.52	2.02	1.74	2.11	1.99	2.31
Inspect commercial vehicles for code compliance	2.17	2.27	2.00	2.04	2.09	2.21	2.17	1.76	1.94	1.97	1.91	2.09
Inspect off road vehicles	2.11	2.01	1.80	1.81	1.86	2.04	1.99	1.57	3.10	2.11	2.00	1.95
Inspect private vehicle for conformance with vehicle code	2.55	2.24	2.20	2.25	2.29	2.34	2.55	1.98	1.98	2.10	2.16	2.27
Inspect watercraft for conformance with marine safety requirements	1.83	2.02	1.76	1.75	1.69	2.01	1.95	1.62	3.50	2.13	1.80	1.89
Issue moving traffic citations to bicycle riders	1.69	2.03	1.89	1.72	1.71	1.65	1.44	1.68	1.45	1.87	1.80	1.73
Issue parking citations	1.60	2.47	2.51	2.31	2.14	1.91	1.66	2.50	1.45	2.02	2.02	2.14
Issue traffic citations to pedestrians	1.77	2.43	1.98	1.76	1.64	1.58	1.51	1.80	1.33	1.79	1.86	1.78
Plan traffic detours	2.42	2.28	2.26	2.18	2.27	2.34	2.38	2.11	1.85	2.15	2.21	2.26
Identify or document train identification number (lead engine number)	1.84	2.16	1.83	1.81	1.71	1.88	1.65	1.70	1.71	2.04	1.67	1.83
Stop off road vehicles	2.18	2.05	1.91	1.92	1.99	2.12	2.05	1.70	3.40	2.28	2.13	2.05
Communicate with management and labor over strike disturbances	2.23	2.55	2.48	2.34	2.23	2.31	2.13	1.97	1.78	2.27	1.94	2.30
Confront groups of agitated people in a riot formation	3.00	2.82	3.08	2.93	2.81	2.86	2.77	2.75	2.53	2.76	3.33	2.90
Escort vehicles or persons through picket lines	2.25	2.57	2.56	2.50	2.40	2.41	2.43	2.27	2.01	2.28	2.34	2.44
Explain demonstration permit to demonstrators	1.96	2.42	2.34	2.24	2.16	2.18	1.97	1.98	1.82	2.13	2.21	2.19
Guard strategic locations during civil disorders and strikes	2.56	2.67	2.75	2.63	2.49	2.60	2.42	2.54	2.21	2.40	2.77	2.59
Patrol riot stricken or civil disturbance areas	2.80	2.72	2.96	2.73	2.57	2.65	2.55	2.56	2.28	2.45	2.61	2.69
Watch for illegal activity at labor disputes	2.41	2.63	2.62	2.47	2.38	2.38	2.18	2.29	2.06	2.26	2.34	2.43
Engage in mobile field force	2.70	2.65	2.78	2.61	2.42	2.53	2.25	2.38	2.28	2.34	2.74	2.56

Task Statements	Agency											Total Sample
	State Police	Detroit Police	Large C/V/T	Medium C/V/T	Small C/V/T	Large Sheriff	Small Sheriff	College/ University	Other State Agency	Specialty Police Agency	Tribal Police Agency	
Engage in small squad tactics at riot or crowd disturbance	2.88	2.64	2.99	2.72	2.57	2.66	2.47	2.55	2.29	2.50	2.88	2.70
Identify contents of railroad car or semi-truck for hazardous cargo	2.89	2.71	2.70	2.75	2.82	2.69	2.79	2.22	2.78	2.53	2.21	2.73
Operate fire truck pump controls	1.83	2.26	1.83	2.03	2.21	1.90	1.88	1.67	1.90	2.23	1.94	2.00
Perform weather watch service	1.97	2.14	1.82	1.95	2.21	2.00	1.91	1.95	2.07	2.18	2.02	2.02
Investigate hazardous materials incidents	2.84	2.76	2.91	2.82	2.89	2.83	2.85	2.53	2.76	2.64	3.44	2.84
Check security access points (airport gates, VIP locations, buildings)	2.29	2.07	1.99	2.02	1.96	2.09	2.24	1.90	2.09	2.14	2.08	2.04
Attend informal in-service training (e.g., roll call, called in from patrol)	2.34	2.53	2.33	2.23	2.37	2.36	2.62	2.02	2.24	2.23	2.89	2.33
Confer with parole/probation officer	1.99	2.48	2.06	1.98	1.93	1.93	1.99	2.04	1.89	2.04	2.16	2.01
Exchange necessary information with other law enforcement officials	2.25	2.37	2.12	1.92	1.91	2.08	1.79	1.91	2.49	1.93	1.97	2.04
Explain department's recruiting policies	1.89	2.05	1.71	1.87	1.97	1.83	1.62	1.93	1.49	1.61	1.64	1.83
Instruct on-the-job training	2.63	2.55	2.60	2.49	2.48	2.61	2.53	2.27	2.94	2.38	2.50	2.54
Investigate and report on police applicant's background	1.33	1.75	1.42	1.47	1.44	1.40	1.27	1.34	1.23	1.32	1.73	1.42
Issue bicycle licenses/registrations	1.80	1.68	1.49	1.54	1.64	1.85	1.92	1.38	2.16	1.79	1.67	1.66
Issue road-kill possession permits	2.50	2.25	2.24	2.34	2.45	2.17	2.36	2.20	2.56	2.14	2.52	2.31
Locate documents and information in records system	1.78	2.10	1.79	1.82	1.75	1.73	1.95	1.73	1.70	1.86	1.97	1.80
Notify public agencies or utilities of damage to their equipment	2.58	2.39	2.40	2.36	2.31	2.29	2.36	1.93	2.67	2.06	2.31	2.35
Participate in required physical exercise program	2.36	2.45	2.37	2.19	2.24	2.25	2.24	2.00	2.33	1.90	2.59	2.27
Test and evaluate police equipment	2.00	2.38	1.93	1.84	1.83	2.08	1.66	1.71	1.86	2.08	2.03	1.94
Utilize department records to assist in an investigation	2.16	2.49	2.17	2.21	2.32	2.17	2.28	2.38	2.35	2.21	2.32	2.25
Write interoffice memos	2.02	2.24	2.04	2.00	2.17	2.13	2.05	2.05	2.37	2.07	2.02	2.10
Write letters on behalf of the department	2.63	2.53	2.67	2.50	2.48	2.50	2.59	2.57	2.83	2.45	2.59	2.55

Task Statements	Agency											Total Sample
	State Police	Detroit Police	Large C/V/T	Medium C/V/T	Small C/V/T	Large Sheriff	Small Sheriff	College/ University	Other State Agency	Specialty Police Agency	Tribal Police Agency	
Write performance evaluation reports on other officers (e.g. FTO ratings)	2.27	2.44	2.34	2.32	2.41	2.33	2.23	2.54	2.33	2.37	2.53	2.36
Stand continuously for more than one-half of the work shift (e.g., guard duty or point control)	2.57	2.26	2.30	2.28	2.23	2.35	2.44	1.99	3.55	2.20	2.53	2.35

## **APPENDIX F**

### **Reason for Exclusion of Non-Core Tasks**

### Reason for Exclusion of Non-Core Tasks

Task	Composite Scores Lower than Thresholds (See F-5)	Tenure Analysis Identified Differences (See F-5)	Frequency Rating Lower than Threshold (See F-5)
6. Inspect for damage and theft of railroad cargo	X		X
16. Conduct a corporeal line-up	X		
32. Serve foreign protection orders (FPO)	X		X
33. Arrest or cite persons for violations of environmental laws or regulations	X		
34. Collect interim bond	X		
38. Instruct suspect on process for obtaining an attorney	X		
39. Interrogate suspect or witness with use of polygraph results	X		
46. Request bystanders to assist in an apprehension	X		
56. Cast impressions at crime scene (e.g., plaster cast, silicone, etc.)	X		
66. Estimate property values of stolen or recovered goods	X		
74. Release confiscated property	X		
80. Assist elderly or disabled individuals with personal mobility problems	X		
81. Attend community meetings	X		
84. Design programs for the community to reduce the fear of crime	X		
85. Distribute community questionnaires to citizens to identify local problems	X		
88. Give a talk in front of a group of citizens regarding crime prevention	X		
91. Interact with a person who is autistic	X		
95. Investigate civil disputes (e.g. landlord-tenant, repossession dispute)	X		
97. Organize Neighborhood Watch programs	X	X	X
98. Provide recommendations to business owners regarding security	X		
100. Refer persons to agencies that provide social services	X		
102. Solicit citizen participation in crime prevention programs	X		
107. Conduct parent-juvenile conferences	X		
108. Counsel juveniles	X		
109. Pick up children as directed by court order (e.g., divorce proceedings)	X		
124. Perform first line maintenance on fire truck (e.g., wash, check gauges)	X		
135. Advise vehicle owners to remove abandoned vehicles	X		
137. Check homes of persons on vacation	X		

Task	Composite Scores Lower than Thresholds (See F-5)	Tenure Analysis Identified Differences (See F-5)	Frequency Rating Lower than Threshold (See F-5)
138. Check individuals/businesses for compliance with licensing requirements (e.g., hunting, liquor, dance permit, vendors, etc.)	X		
142. Escort money, valuables or people to provide security	X		
143. Escort processions (e.g., parades, oversized trucks, funerals)	X		
144. Fight vehicle fires	X		
145. Fill out field interrogation card	X		
151. Investigate "deer shinning" incidents	X		
152. Inspect for and remove obstructions on railroad right-of-way	X		
154. Investigate complaints of illegal aliens	X		
159. Move disabled vehicles with patrol car	X		
160. Observe persons for hunting violations	X		
163. Patrol freeways	X		
164. Patrol on bicycle	X		
165. Patrol on foot	X		
166. Patrol on motorcycle	X	X	X
167. Patrol on horse	X		X
168. Patrol on watercraft	X		
176. Dictate reports into recording devices	X		
177. Issue pick-up and wanted notices (e.g., hot sheet)	X	X	
180. Prepare list (hot sheet) of wanted persons for department use	X		
205. Testify in civil cases	X		
207. Testify in liquor board hearings	X	X	
208. Testify in parole or probation hearings	X		
210. Serve civil process papers	X		
211. Serve probate orders (e.g., mental health, juvenile, adult offender)	X		
213. Assist prisoner with bondsman contact	X		
214. Assist prisoner in contacting an attorney	X		
215. Answer inquiries concerning prisoners	X		
219. Check individual making bond for wants or warrants	X		

Task	Composite Scores Lower than Thresholds (See F-5)	Tenure Analysis Identified Differences (See F-5)	Frequency Rating Lower than Threshold (See F-5)
220. Check legal status of a prisoner's case (e.g., check with court or prosecutor's office)	X		
224. Confer with physicians regarding prisoner's medical condition	X		
225. Escort prisoners to medical appointments	X		
228. Inspect identification of visitors	X		
234. Process prisoners for release	X		
238. Talk with families of adult suspects or defendants (advise, inform, notify, counsel)	X		
252. Apply first aid to treat for chemical burns			X
255. Apply first aid to treat for electric shock			X
257. Apply first aid to treat for frostbite			X
268. Apply first aid to treat for sprains and strains	X		
271. Assist with child birth			X
284. Participate in debriefing after discharging firearm at person		X	X
310. Instruct persons involved in a traffic crash to exchange necessary information	X		
311. Interview mechanic for relevant traffic crash information (e.g., condition of vehicle parts)	X		
320. Measure skid marks for calculation of approximate vehicle speed	X		
321. Notify citizens of damage to their property	X		
325. Request citizens to assist with traffic control in an emergency	X		
327. Review crashes with traffic crash investigators	X		
330. Take coordinate measures of traffic crash scenes (e.g., triangulation)	X		
332. Test operating condition of crash vehicle equipment (e.g. brake light, tread wear)	X		
341. Advise appropriate agency of traffic engineering needs	X		
342. Arrest or cite persons for unlawful use of recreational vehicles or watercraft	X		
346. Complete operators license re-examination form	X		
352. Inspect commercial vehicles for code compliance	X		
354. Inspect off road vehicles	X		
355. Inspect private vehicle for conformance with vehicle code	X		
356. Inspect watercraft for conformance with marine safety requirements	X		
358. Issue moving traffic citations to bicycle riders	X	X	
359. Issue parking citations	X		

Task	Composite Scores Lower than Thresholds (See F-5)	Tenure Analysis Identified Differences (See F-5)	Frequency Rating Lower than Threshold (See F-5)
361. Issue traffic citations to pedestrians	X		
365. Plan traffic detours	X		
372. Identify or document train identification number (lead engine number)	X		
374. Stop off road vehicles	X		
380. Communicate with management and labor over strike disturbances	X		
381. Confront groups of agitated people in a riot formation		X	
384. Escort vehicles or persons through picket lines		X	
385. Explain demonstration permit to demonstrators	X	X	
386. Guard strategic locations during civil disorders and strikes		X	
389. Patrol riot stricken or civil disturbance areas		X	
390. Watch for illegal activity at labor disputes	X	X	
391. Engage in mobile field force		X	
392. Engage in small squad tactics at riot or crowd disturbance		X	
396. Identify contents of railroad car or semi-truck for hazardous cargo		X	
397. Operate fire truck pump controls	X		X
399. Perform weather watch service	X		
400. Investigate hazardous materials incidents		X	
411. Check security access points (airport gates, VIP locations, buildings)	X		
415. Attend informal in-service training (e.g., roll call, called in from patrol)	X		
416. Confer with parole/probation officer	X		
420. Exchange necessary information with other law enforcement officials	X		
421. Explain department's recruiting policies	X		
423. Instruct on-the-job training		X	
424. Investigate and report on police applicant's background	X		X
425. Issue bicycle licenses/registrations	X		
426. Issue road-kill possession permits	X		
427. Locate documents and information in records system	X		
429. Notify public agencies or utilities of damage to their equipment	X		
430. Participate in required physical exercise program	X		
435. Test and evaluate police equipment	X		

Task	Composite Scores Lower than Thresholds (See F-5)	Tenure Analysis Identified Differences (See F-5)	Frequency Rating Lower than Threshold (See F-5)
437. Utilize department records to assist in an investigation	X		
438. Write interoffice memos	X		
439. Write letters on behalf of the department		X	
440. Write performance evaluation reports on other officers (e.g. FTO ratings)		X	X
457. Stand continuously for more than one-half of the work shift (e.g., guard duty or point control)	X		

### Composite Scores Lower than Thresholds

- Composite score = (.67 x mean criticality rating) + (.33 x mean frequency).
- See text on page 37 for a description of specific thresholds.

### Tenure Analysis Identified Differences

- Low Tenure = 36 months or less.
- Tenure Differences = Percent Performing ratio of 2:1 (High Tenure:Low Tenure) or higher and tasks with mean frequency rating of equal to or less than 1.25 for Low Tenure Group.

### Frequency Rating Lower than Threshold for Core

- Average frequency rating equal to or less than 1.25.

# **APPENDIX G**

## **Results of Tenure Analysis**

## Results of Tenure Analysis

Task Statements	Average Frequency Ratings			Percent Performing Ratings		
	3-36 Months	Greater than 36 Months	Difference between Groups	3-36 Months	Greater than 36 Months	Difference between Groups
1. Answer inquiries regarding the progress of a case	2.61	2.75	0.13	88.78	93.40	4.62
2. Determine whether incidents are criminal or civil matters	3.87	4.02	0.15	97.70	98.59	0.89
3. Establish modus operandi (M.O.) of a suspect	2.82	3.01	0.20	84.14	90.94	6.80
4. Examine dead bodies for wounds and injuries	1.79	2.08	0.28	65.56	83.77	18.21
5. Inform victims of their rights	3.15	3.28	0.13	92.58	95.51	2.93
6. Inspect for damage and theft of railroad cargo	1.08	1.15	0.07	6.14	10.12	3.98
7. Interview complainants, witnesses, etc.	4.20	4.26	0.06	98.72	98.27	0.45
8. Investigate crimes against persons (assault, robbery, CSC, etc.)	3.54	3.75	0.21	95.41	96.11	0.70
9. Investigate crimes against property (MDOP, burglary, fraud, etc.)	3.66	3.86	0.20	96.66	96.96	0.30
10. Investigate public order crimes (littering, disorderly, riots, etc.)	3.16	3.51	0.35	94.34	97.38	3.04
11. Investigate regulatory crimes (weapons, controlled substances, etc.)	3.01	3.31	0.30	94.60	96.88	2.28
12. Investigate crimes where the suspect has a family relationship or dating relationship with the victim	3.25	3.51	0.26	92.07	94.55	2.48
13. Locate witnesses to crimes	3.20	3.50	0.30	94.62	96.81	2.19
14. Participate in investigations with other law enforcement agencies	2.51	2.79	0.28	87.50	94.19	6.69
15. Conduct a photographic line-up	1.41	1.65	0.24	35.81	54.28	18.47
16. Conduct a corporeal line-up	1.15	1.30	0.15	13.52	26.68	13.16
17. Conduct a show-up (on-scene identification)	1.72	1.90	0.19	60.97	75.42	14.45
18. Review crime lab reports to guide investigation	1.54	1.75	0.21	42.20	57.21	15.01
19. Review records and pictures to identify suspects	1.98	2.26	0.28	65.98	81.33	15.35
20. Review cause of death with medical examiner	1.35	1.48	0.13	31.89	42.09	10.20
21. Search dead bodies for personal property	1.49	1.77	0.28	44.50	67.25	22.75
22. Search fire debris for evidence relating to the cause of the fire	1.25	1.39	0.14	23.21	34.11	10.90
23. Obtain statements from witnesses	3.72	3.73	0.02	97.96	97.17	0.79
24. Track persons from scene (e.g., footprints in snow or mud)	2.54	2.73	0.18	88.75	96.26	7.51
25. Verify reliability and credibility of witnesses	2.60	2.75	0.15	80.56	86.67	6.11
26. Verify the identity of deceased persons	1.72	1.94	0.23	60.20	75.67	15.47

Task Statements	Average Frequency Ratings			Percent Performing Ratings		
	3-36 Months	Greater than 36 Months	Difference between Groups	3-36 Months	Greater than 36 Months	Difference between Groups
27. Attend autopsies for evidentiary purposes	1.23	1.40	0.17	21.28	35.54	14.26
28. Advise persons of constitutional rights	2.53	2.74	0.20	82.05	89.97	7.92
29. Arrest persons with a warrant	3.30	3.39	0.09	98.21	98.20	0.01
30. Arrest persons without a warrant	3.38	3.44	0.05	98.21	98.26	0.05
31. Serve personal protection orders (PPO)	1.83	2.08	0.25	68.70	82.32	13.62
32. Serve foreign protection orders (FPO)	1.10	1.13	0.02	8.42	8.90	0.48
33. Arrest or cite persons for violations of environmental laws or regulations	1.44	1.55	0.12	31.04	40.80	9.76
34. Collect interim bond	1.86	1.98	0.12	56.38	65.11	8.73
35. Complete the return of search warrants following service	1.60	1.82	0.22	49.36	67.78	18.42
36. Conduct on-the-scene suspect identifications (e.g., show-ups)	2.42	2.62	0.20	84.44	91.49	7.05
37. Explain nature of complaints to offenders	3.18	3.27	0.09	96.66	96.64	0.02
38. Instruct suspect on process for obtaining an attorney	1.90	2.20	0.30	60.71	74.50	13.79
39. Interrogate suspect or witness with use of polygraph results	1.21	1.37	0.16	17.05	30.83	13.78
40. Interrogate suspects	2.11	2.48	0.37	66.84	79.40	12.56
41. Interview suspects	2.95	3.12	0.17	90.82	93.25	2.43
42. Obtain search warrants	1.83	1.96	0.12	66.50	77.67	11.17
43. Plan strategy for conducting searches	1.95	2.08	0.13	63.52	75.74	12.22
44. Plan strategy for making arrests	2.50	2.67	0.17	82.95	90.98	8.03
45. Document confessions using audio and/or video	1.65	1.89	0.24	46.67	60.80	14.13
46. Request bystanders to assist in an apprehension	1.17	1.32	0.15	13.78	27.44	13.66
47. Verify arrest warrants before service	2.93	2.90	0.03	90.56	90.88	0.32
48. Search automobile based on probable cause	3.11	3.17	0.06	96.14	98.09	1.95
49. Search premises or property without a warrant	2.37	2.54	0.16	81.03	90.06	9.03
50. Search persons without a warrant	3.14	3.16	0.02	95.89	96.96	1.07
51. Search premises or property with warrant	2.04	2.29	0.25	72.09	89.51	17.42
52. Take into custody person detained by citizen	1.55	1.91	0.35	42.31	69.69	27.38
53. Detain a person based on reasonable suspicion	2.55	2.72	0.16	88.82	95.68	6.86

Task Statements	Average Frequency Ratings			Percent Performing Ratings		
	3-36 Months	Greater than 36 Months	Difference between Groups	3-36 Months	Greater than 36 Months	Difference between Groups
54. Stop a moving vehicle based on reasonable suspicion	3.02	3.14	0.12	91.52	96.50	4.98
55. Transport prisoners	3.09	3.26	0.16	92.35	97.73	5.38
56. Cast impressions at crime scene (e.g., plaster cast, silicone, etc.)	1.23	1.39	0.16	17.90	30.51	12.61
57. Collect evidence and personal property from crime scenes	2.44	2.63	0.19	84.91	93.62	8.71
58. Conduct inventory of seized property (e.g., vehicles)	2.70	2.77	0.07	87.44	93.26	5.82
59. Determine need for specialized assistance at a crime scene	2.12	2.52	0.39	70.84	86.66	15.82
60. Protect crime scene (limit access)	2.22	2.61	0.40	80.51	95.64	15.13
61. Maintain crime scene log	1.42	1.64	0.22	33.42	52.28	18.86
62. Determine whether recovered property is linked with a previous crime	1.72	1.99	0.26	59.08	78.02	18.94
63. Diagram crime scenes	1.35	1.65	0.30	29.92	53.69	23.77
64. Document chain of custody for evidence	2.25	2.37	0.12	74.68	84.83	10.15
65. Dust and lift latent fingerprints	1.66	1.82	0.16	45.41	53.34	7.93
66. Estimate property values of stolen or recovered goods	2.53	2.70	0.17	85.20	90.42	5.22
67. Examine evidence and personal property from crime scenes	2.25	2.55	0.30	76.21	87.45	11.24
68. Impound property	2.82	2.90	0.08	94.90	97.63	2.73
69. Package evidence or personal property	2.80	2.88	0.09	91.82	95.30	3.48
70. Document crime scenes (photograph, videotape, sketch, etc.)	2.08	2.27	0.19	66.07	73.97	7.90
71. Photograph latent fingerprints	1.38	1.55	0.17	27.11	38.12	11.01
72. Document location of physical evidence at a crime scene	2.04	2.39	0.35	69.67	86.73	17.06
73. Recover and inventory stolen property	2.21	2.46	0.26	81.38	93.21	11.83
74. Release confiscated property	1.60	1.80	0.20	47.83	62.21	14.38
75. Search crime scenes for physical evidence	2.44	2.75	0.31	84.65	94.62	9.97
76. Tag evidence and confiscated property	2.78	2.96	0.18	93.61	97.39	3.78
77. Take custody of lost and found property	2.61	2.78	0.17	91.56	97.64	6.08
78. Trace stolen goods	1.63	1.90	0.28	51.03	69.34	18.31
79. Transport property or evidence	2.54	2.76	0.22	87.44	95.43	7.99
80. Assist elderly or disabled individuals with personal mobility problems	2.02	2.19	0.17	72.96	85.47	12.51

Task Statements	Average Frequency Ratings			Percent Performing Ratings		
	3-36 Months	Greater than 36 Months	Difference between Groups	3-36 Months	Greater than 36 Months	Difference between Groups
81. Attend community meetings	1.59	1.80	0.21	48.72	64.99	16.27
82. Comfort emotionally upset persons	2.67	2.74	0.06	93.11	96.40	3.29
83. Deliver emergency messages (e.g., injuries, death)	1.79	2.15	0.36	67.52	89.71	22.19
84. Design programs for the community to reduce the fear of crime	1.20	1.33	0.12	15.60	23.80	8.20
85. Distribute community questionnaires to citizens to identify local problems	1.19	1.27	0.09	13.04	19.65	6.61
86. Establish field contacts (e.g., bar owners, taxi drivers, etc.)	2.27	2.46	0.19	72.56	81.67	9.11
87. Exchange information and ideas with citizens to prevent crime	2.16	2.32	0.16	73.15	81.55	8.40
88. Give a talk in front of a group of citizens regarding crime prevention	1.50	1.75	0.25	36.15	55.15	19.00
89. Give directions to citizens (e.g., street locations)	3.14	3.34	0.19	97.18	98.48	1.30
90. Communicate with a subject who does not speak English	2.33	2.54	0.20	83.93	91.58	7.65
91. Interact with a person who is autistic	1.55	1.74	0.19	47.57	64.58	17.01
92. Interact with a subject who has a communication impairment because of a physical handicap (e.g., is deaf, has a speech impediment)	2.04	2.13	0.09	84.10	94.70	10.60
93. Interact with a subject who has a mobility impairment(e.g., is blind, is wheelchair bound)	2.09	2.18	0.09	88.24	96.00	7.76
94. Interact with a subject who speaks English, but with whom it is difficult to communicate (e.g., has a dialect or an accent)	2.44	2.52	0.08	93.83	96.21	2.38
95. Investigate civil disputes (e.g. landlord-tenant, repossession dispute)	2.61	2.84	0.22	84.91	89.96	5.05
96. Listen to citizen complaints regarding tickets or other minor offenses	2.83	2.99	0.16	93.37	94.91	1.54
97. Organize Neighborhood Watch programs	1.13	1.26	0.13	8.97	19.01	10.04
98. Provide recommendations to business owners regarding security	1.85	2.10	0.25	61.13	76.82	15.69
99. Develop confidential informants	1.68	1.99	0.31	49.62	70.55	20.93
100. Refer persons to agencies that provide social services	2.24	2.44	0.20	81.33	90.86	9.53
101. Answer general information questions from the public	3.53	3.78	0.25	94.90	97.88	2.98
102. Solicit citizen participation in crime prevention programs	1.36	1.59	0.23	26.02	41.72	15.70
103. Talk with people while on patrol to establish rapport	3.84	3.86	0.02	97.19	97.60	0.41
104. Use crime frequencies, or crime statistics, to determine patrol patterns	2.33	2.55	0.21	66.32	77.58	11.26
105. Apprehend juvenile offenders	2.61	2.82	0.21	94.13	97.59	3.46

Task Statements	Average Frequency Ratings			Percent Performing Ratings		
	3-36 Months	Greater than 36 Months	Difference between Groups	3-36 Months	Greater than 36 Months	Difference between Groups
106. Conduct follow-up procedures with juvenile offenders (release to parents, petition court, etc.)	2.31	2.41	0.10	82.14	87.88	5.74
107. Conduct parent-juvenile conferences	1.57	1.71	0.14	42.46	51.77	9.31
108. Counsel juveniles	1.97	2.32	0.35	59.74	79.26	19.52
109. Pick up children as directed by court order (e.g., divorce proceedings)	1.42	1.65	0.23	33.67	53.00	19.33
110. Place children in protective custody (e.g., child abuse)	1.57	1.89	0.33	50.38	78.00	27.62
111. Talk with families of juvenile suspects or defendants (advise, inform, notify, counsel)	2.21	2.39	0.17	77.84	90.93	13.09
112. Check condition and status of assigned patrol equipment and vehicle	4.53	4.45	0.08	98.21	97.60	0.61
113. Check persons for wants/warrants using LEIN	4.51	4.41	0.10	98.21	98.80	0.59
114. Check stolen status on property through LEIN	3.23	3.33	0.10	90.54	95.39	4.85
115. Check vehicles for proper registration (e.g., snowmobiles, ORVs, etc.)	4.20	4.10	0.10	93.62	96.43	2.81
116. Conduct preventative and minor maintenance of an emergency vehicle	3.11	3.33	0.23	80.72	88.70	7.98
117. Describe persons to other officers (e.g. suspects, missing persons)	3.79	3.84	0.06	97.70	98.48	0.78
118. Inform dispatcher by radio as to your status	4.79	4.73	0.06	99.49	99.08	0.41
119. Inspect patrol vehicle for weapons and contraband	4.63	4.57	0.06	98.98	98.48	0.50
120. Make entries in individual patrol log or daily	4.69	4.67	0.02	96.68	96.96	0.28
121. Operate LEIN terminal to check persons, property, court orders, and to confirm warrants	4.03	4.02	0.01	86.96	88.04	1.08
122. Operate telephone console or dispatch	2.52	2.56	0.04	54.59	62.90	8.31
123. Participate in meetings with other officers (e.g., briefings, departmental staff meetings)	3.90	3.78	0.12	95.40	95.12	0.28
124. Perform first line maintenance on fire truck (e.g., wash, check gauges)	1.44	1.37	0.07	17.69	14.82	2.87
125. Perform first line maintenance on patrol vehicle	3.11	3.08	0.03	69.05	73.44	4.39
126. Prepare clothing and personal equipment to satisfy inspection requirements	4.28	4.12	0.16	93.59	93.14	0.45
127. Prepare list of wanted persons or stolen vehicles for own use	2.40	2.66	0.25	65.73	79.14	13.41
128. Receive and evaluate telephone requests for police service	2.31	2.61	0.29	53.85	69.21	15.36
129. Request back-up assistance	3.28	3.22	0.06	97.44	98.62	1.18

Task Statements	Average Frequency Ratings			Percent Performing Ratings		
	3-36 Months	Greater than 36 Months	Difference between Groups	3-36 Months	Greater than 36 Months	Difference between Groups
130. Provide back-up assistance	3.89	3.92	0.03	99.23	99.29	0.06
131. Receive patrol assignments	3.90	4.19	0.28	94.81	97.48	2.67
132. Assist canine (K-9) units	2.28	2.59	0.31	76.55	92.10	15.55
133. Review information on criminal activity in area	3.38	3.59	0.22	90.26	96.27	6.01
134. Transmit messages on LEIN	2.68	3.04	0.35	66.16	79.27	13.11
135. Advise vehicle owners to remove abandoned vehicles	2.45	2.63	0.17	85.01	91.90	6.89
136. Assist stranded motorists	3.22	3.36	0.14	98.72	98.87	0.15
137. Check homes of persons on vacation	2.74	2.77	0.04	83.08	90.23	7.15
138. Check individuals/businesses for compliance with licensing requirements(e.g., hunting, liquor, dance permit, vendors, etc.)	1.84	2.15	0.31	53.73	72.71	18.98
139. Check parking lots	4.21	4.12	0.09	96.93	97.53	0.60
140. Check parks and school grounds	4.18	4.10	0.09	96.68	96.71	0.03
141. Direct actions of officer(s) arriving to assist	3.04	3.35	0.32	90.31	97.31	7.00
142. Escort money, valuables or people to provide security	1.75	1.96	0.21	47.83	65.60	17.77
143. Escort processions (e.g., parades, oversized trucks, funerals)	1.74	1.98	0.24	61.28	79.67	18.39
144. Fight vehicle fires	1.35	1.58	0.24	28.35	49.24	20.89
145. Fill out field interrogation card	1.52	1.71	0.20	30.33	43.35	13.02
146. Follow suspicious vehicles or persons	3.79	3.73	0.06	98.21	98.26	0.05
147. Follow suspicious vehicles to observe for traffic violations	4.05	3.94	0.11	97.70	97.55	0.15
148. Observe and identify colors of automobiles, suspects' clothing, paint chips, etc.	3.77	3.68	0.09	94.87	96.77	1.90
149. Identify wanted vehicles or persons	3.35	3.47	0.12	94.13	97.63	3.50
150. Impound vehicles	3.05	3.21	0.15	94.62	98.01	3.39
151. Investigate "deer shinning" incidents	1.49	1.65	0.17	35.55	49.01	13.46
152. Inspect for and remove obstructions on railroad right-of-way	1.35	1.50	0.15	24.36	36.10	11.74
153. Interview suspicious persons	3.28	3.43	0.15	96.41	97.49	1.08
154. Investigate complaints of illegal aliens	1.36	1.69	0.33	27.51	53.91	26.40
155. Investigate suspicious persons or vehicles	3.72	3.83	0.12	98.21	98.76	0.55

Task Statements	Average Frequency Ratings			Percent Performing Ratings		
	3-36 Months	Greater than 36 Months	Difference between Groups	3-36 Months	Greater than 36 Months	Difference between Groups
156. Investigate unusual odors	2.06	2.34	0.28	72.24	90.50	18.26
157. Investigate unusual sounds	2.65	2.77	0.12	89.77	95.19	5.42
158. Monitor traffic for violations	4.48	4.31	0.17	97.19	97.03	0.16
159. Move disabled vehicles with patrol car	1.83	2.21	0.37	45.50	64.40	18.90
160. Observe persons for hunting violations	1.49	1.70	0.21	30.00	47.77	17.77
161. Operate fire extinguisher	1.63	1.87	0.25	54.76	77.21	22.45
162. Participate in large scale area search parties	1.61	1.82	0.22	51.41	69.26	17.85
163. Patrol freeways	2.48	2.72	0.24	60.51	70.19	9.68
164. Patrol on bicycle	1.30	1.48	0.18	20.05	31.29	11.24
165. Patrol on foot	2.48	2.51	0.03	80.26	86.71	6.45
166. Patrol on motorcycle	1.08	1.28	0.20	4.59	14.57	9.98
167. Patrol on horse	1.06	1.09	0.03	3.07	4.61	1.54
168. Patrol on watercraft	1.21	1.30	0.09	12.05	17.47	5.42
169. Physically examine and test doors and windows of dwellings and businesses	3.18	3.10	0.08	82.86	87.02	4.16
170. Search unlocked businesses and dwellings for signs of illegal entry	2.99	3.05	0.06	92.33	95.48	3.15
171. Secure house or property (e.g., lock, close doors and windows, etc.)	2.82	2.89	0.08	90.31	94.73	4.42
172. Secure vehicles (e.g., driver arrested or injured)	3.15	3.18	0.04	95.40	97.49	2.09
173. Subdue persons physically in a non-arrest situation, (e.g., emotionally disturbed)	2.23	2.40	0.17	82.65	92.30	9.65
174. Transport emotionally agitated persons	2.32	2.43	0.11	84.18	91.98	7.80
175. Transport persons needing assistance	2.55	2.66	0.11	91.05	96.89	5.84
176. Dictate reports into recording devices	1.77	1.84	0.07	28.79	34.96	6.17
177. Issue pick-up and wanted notices (e.g., hot sheet)	1.52	1.75	0.23	28.57	44.22	15.65
178. Prepare final incident reports	3.72	3.74	0.03	87.44	87.91	0.47
179. Attach witness statements to reports	3.45	3.41	0.04	93.61	91.22	2.39
180. Prepare list (hot sheet) of wanted persons for department use	1.41	1.59	0.18	24.42	37.01	12.59
181. Summarize in writing the statements of witnesses and complainants	3.71	3.74	0.02	92.31	93.66	1.35

Task Statements	Average Frequency Ratings			Percent Performing Ratings		
	3-36 Months	Greater than 36 Months	Difference between Groups	3-36 Months	Greater than 36 Months	Difference between Groups
182. Transcribe field notes for reports	3.57	3.57	0.00	84.36	85.60	1.24
183. Write narrative reports	4.19	4.22	0.03	95.90	97.45	1.55
184. Use computer to prepare reports	4.05	4.15	0.10	91.77	94.30	2.53
185. Take detailed field notes so reports can be completed	4.31	4.27	0.04	98.72	98.16	0.56
186. Write detailed incident reports	4.34	4.33	0.00	98.97	98.37	0.60
187. Spell words correctly in written communication	4.51	4.53	0.03	98.72	99.08	0.36
188. Write reports clearly and concisely to convey intended ideas in brief fashion	4.50	4.51	0.01	99.23	99.15	0.08
189. Write reports using correct grammar so documents are understandable and professional	4.50	4.50	0.00	99.22	99.04	0.18
190. Testify in criminal court	2.41	2.76	0.35	85.82	97.88	12.06
191. Advise victims of the procedures to prosecute	2.97	3.29	0.33	89.72	95.96	6.24
192. Arraign defendant in court	1.59	1.88	0.29	42.75	60.16	17.41
193. Confer with prosecutor or city attorney prior to testimony regarding case	2.34	2.62	0.28	87.18	96.17	8.99
194. Confer with prosecutor or city attorney regarding warrant authorization	1.99	2.27	0.28	67.95	80.76	12.81
195. Discuss cases with prosecutor or city attorney following legal proceedings	2.22	2.46	0.24	82.17	91.44	9.27
196. Prepare complaint forms for warrant authorization	2.52	2.64	0.12	74.62	78.02	3.40
197. Prepare criminal case summary sheet for prosecutor (e.g., witness list, warrant request form)	2.42	2.48	0.06	67.01	70.86	3.85
198. Prepare witnesses for court testimony (e.g., explain court procedures, etc.)	1.66	1.89	0.22	39.64	56.14	16.50
199. Present evidence in legal proceedings	1.65	2.07	0.42	48.59	74.26	25.67
200. Recommend the issuance of an arrest warrant	2.09	2.33	0.24	63.33	74.88	11.55
201. Review reports and notes for court testimony	2.52	2.67	0.15	87.95	94.41	6.46
202. Bring evidence into court	1.67	2.10	0.44	49.87	78.92	29.05
203. Review warrants for completeness and accuracy	2.13	2.34	0.21	63.17	72.01	8.84
204. Swear out complaints or warrants	1.90	2.13	0.23	63.68	75.37	11.69
205. Testify in civil cases	1.48	1.80	0.32	34.10	62.98	28.88
206. Testify in criminal cases	2.22	2.58	0.36	80.72	96.95	16.23
207. Testify in liquor board hearings	1.20	1.43	0.23	15.21	35.53	20.32

Task Statements	Average Frequency Ratings			Percent Performing Ratings		
	3-36 Months	Greater than 36 Months	Difference between Groups	3-36 Months	Greater than 36 Months	Difference between Groups
208. Testify in parole or probation hearings	1.27	1.54	0.27	20.77	44.38	23.61
209. Enforce court issued order (e.g., writs, injunctions, PPOs)	2.20	2.43	0.23	77.95	88.97	11.02
210. Serve civil process papers	1.58	1.63	0.06	37.79	44.60	6.81
211. Serve probate orders (e.g., mental health, juvenile, adult offender)	1.52	1.78	0.26	39.49	61.64	22.15
212. Serve subpoenas	2.24	2.34	0.10	77.44	81.96	4.52
213. Assist prisoner with bondsman contact	1.23	1.31	0.08	17.69	23.02	5.33
214. Assist prisoner in contacting an attorney	1.28	1.44	0.15	23.85	35.53	11.68
215. Answer inquiries concerning prisoners	2.03	2.17	0.14	65.22	73.98	8.76
216. Assess medical condition of prisoners	2.13	2.23	0.10	63.08	70.42	7.34
217. Book prisoners by completing arrest forms	2.85	2.89	0.04	78.77	83.24	4.47
218. Check identity of prisoners leaving facility	1.81	1.80	0.01	39.39	42.74	3.35
219. Check individual making bond for wants or warrants	1.75	1.86	0.11	44.10	52.04	7.94
220. Check legal status of a prisoner's case (e.g., check with court or prosecutor's office)	1.70	1.85	0.15	47.69	58.49	10.80
221. Check weapons in and out of detention facility	2.59	2.59	0.01	64.45	70.10	5.65
222. Compare photographs or fingerprints to verify identity of prisoners	1.71	1.80	0.10	44.62	51.67	7.05
223. Complete documents for transfer of prisoner to county jail	1.94	2.00	0.07	51.66	56.31	4.65
224. Confer with physicians regarding prisoner's medical condition	1.67	1.79	0.12	48.46	59.62	11.16
225. Escort prisoners to medical appointments	1.50	1.58	0.08	34.70	41.43	6.73
226. Fingerprint prisoners	2.20	2.28	0.07	60.61	75.01	14.40
227. Guard prisoners detained outside jail	1.91	2.03	0.12	60.61	72.22	11.61
228. Inspect identification of visitors	1.41	1.56	0.15	26.92	38.09	11.17
229. Inventory prisoners' personal property	2.48	2.53	0.05	67.01	74.88	7.87
230. Investigate injuries to prisoners	1.78	1.80	0.02	48.33	53.29	4.96
231. Photograph prisoners	2.07	2.12	0.05	53.59	63.69	10.10
232. Place holds on prisoners and notify department holding warrant	1.93	2.10	0.17	51.41	65.05	13.64
233. Process evidence seized during a custodial search	2.27	2.38	0.11	72.31	83.40	11.09
234. Process prisoners for release	1.76	1.75	0.00	36.25	41.31	5.06

Task Statements	Average Frequency Ratings			Percent Performing Ratings		
	3-36 Months	Greater than 36 Months	Difference between Groups	3-36 Months	Greater than 36 Months	Difference between Groups
235. Document injuries to prisoners	1.96	2.07	0.11	58.91	72.00	13.09
236. Return prisoner's property	1.92	1.91	0.00	46.67	54.16	7.49
237. Review arrest documents before accepting prisoner	1.60	1.72	0.12	35.48	45.18	9.70
238. Talk with families of adult suspects or defendants (advise, inform, notify, counsel)	2.09	2.22	0.13	65.63	78.09	12.46
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)	3.95	4.00	0.05	98.21	98.29	0.08
240. Operate a patrol vehicle to apprehend a person in a motor vehicle who is attempting to flee and elude	2.15	2.42	0.27	81.28	95.20	13.92
241. Operate a patrol vehicle in an assigned area (non-emergency)	4.70	4.66	0.04	97.43	98.58	1.15
242. Administer cardio-pulmonary resuscitation (CPR)	1.46	1.67	0.21	39.02	59.30	20.28
243. Conduct an initial patient survey (check for ABCs)	1.88	2.01	0.13	63.14	78.27	15.13
244. Administer oxygen using resuscitator	1.36	1.36	0.00	19.90	23.98	4.08
245. Administer/deploy Automatic External Defibrillator (AED)	1.34	1.33	0.01	27.13	26.60	0.53
246. Apply first aid to control bleeding	1.70	1.85	0.15	55.67	71.97	16.30
247. Apply first aid to treat for abrasions	1.69	1.82	0.13	54.50	68.22	13.72
248. Apply first aid to treat for amputations	1.17	1.21	0.04	11.34	15.95	4.61
249. Apply first aid to treat for animal bites	1.28	1.46	0.19	21.59	40.47	18.88
250. Apply first aid to treat for broken bones	1.42	1.56	0.14	34.28	48.22	13.94
251. Apply first aid to treat for burns	1.31	1.45	0.14	24.42	38.29	13.87
252. Apply first aid to treat for chemical burns	1.16	1.24	0.07	10.57	18.88	8.31
253. Apply first aid to treat for convulsions	1.35	1.50	0.16	26.74	42.64	15.90
254. Apply first aid to treat for diabetic reaction	1.52	1.67	0.14	39.53	55.17	15.64
255. Apply first aid to treat for electric shock	1.16	1.22	0.06	10.80	16.74	5.94
256. Apply first aid to treat for eye injuries	1.25	1.36	0.11	19.33	31.77	12.44
257. Apply first aid to treat for frostbite	1.17	1.24	0.07	11.60	19.91	8.31
258. Apply first aid to treat for gunshot wounds	1.22	1.41	0.19	16.54	35.77	19.23

Task Statements	Average Frequency Ratings			Percent Performing Ratings		
	3-36 Months	Greater than 36 Months	Difference between Groups	3-36 Months	Greater than 36 Months	Difference between Groups
259. Apply first aid to treat for heart attack	1.45	1.65	0.20	33.85	53.92	20.07
260. Apply first aid to treat for heat prostration	1.20	1.30	0.10	14.91	25.38	10.47
261. Apply first aid to treat for heat stroke	1.25	1.35	0.10	19.59	29.98	10.39
262. Apply first aid to treat for lacerations	1.59	1.79	0.20	47.55	67.48	19.93
263. Apply first aid to treat for overdose	1.45	1.62	0.17	36.76	51.70	14.94
264. Apply first aid to treat for poisoning	1.21	1.31	0.10	15.17	25.37	10.20
265. Apply first aid to treat for puncture wound	1.35	1.59	0.24	28.09	51.80	23.71
266. Apply first aid to treat for seizure	1.47	1.64	0.17	37.05	54.32	17.27
267. Apply first aid to treat for shock	1.36	1.53	0.17	28.24	45.87	17.63
268. Apply first aid to treat for sprains and strains	1.47	1.62	0.15	36.79	52.10	15.31
269. Apply first aid to treat for stab wounds	1.27	1.50	0.23	21.13	43.24	22.11
270. Apply first aid to treat for stroke	1.30	1.42	0.12	22.11	33.94	11.83
271. Assist with child birth	1.11	1.20	0.09	8.48	16.91	8.43
272. Extricate trapped persons	1.40	1.62	0.22	35.05	54.96	19.91
273. Transport injured persons	1.55	1.76	0.22	38.66	60.91	22.25
274. Clean and inspect firearms	2.96	2.89	0.06	95.62	96.24	0.62
275. Destroy animals	1.80	1.95	0.15	58.51	71.71	13.20
276. Discharge firearm at person	1.07	1.16	0.08	5.14	11.68	6.54
277. Discharge firearm in reduced light levels	1.45	1.61	0.15	38.40	51.14	12.74
278. Draw firearm while on patrol	2.38	2.48	0.10	88.92	93.57	4.65
279. Participate in firearms training	2.26	2.34	0.08	97.42	98.90	1.48
280. React appropriately to threat to life or great bodily harm	2.29	2.51	0.22	78.61	91.34	12.73
281. Reload firearm under combat conditions	1.33	1.43	0.11	23.39	32.81	9.42
282. Clear firearm malfunctions	1.64	1.87	0.23	51.03	71.05	20.02
283. Secure weapon other than own	1.93	2.13	0.20	72.02	87.77	15.75
284. Participate in debriefing after discharging firearm at person	1.11	1.23	0.11	7.51	17.25	9.74
285. Arrest using lethal force other than the discharge of a firearm (i.e., using other means if separated from your weapon)	1.17	1.25	0.08	12.37	18.56	6.19

Task Statements	Average Frequency Ratings			Percent Performing Ratings		
	3-36 Months	Greater than 36 Months	Difference between Groups	3-36 Months	Greater than 36 Months	Difference between Groups
286. Break through doors using force	1.66	1.97	0.30	60.15	84.60	24.45
287. Conduct field search of arrested person	2.93	2.97	0.04	92.78	96.55	3.77
288. Conduct frisk or pat down	3.52	3.44	0.08	98.46	98.97	0.51
289. Handcuff suspects or prisoners	3.52	3.51	0.01	98.71	99.00	0.29
290. Run after fleeing suspects	2.17	2.42	0.25	84.58	96.06	11.48
291. Seize contraband	2.78	2.79	0.02	96.91	97.90	0.99
292. Subdue persons resisting arrest using less than lethal devices (e.g., baton, PR-24, Asp, Taser, bean-bag round, etc.)	1.63	1.89	0.27	47.16	68.32	21.16
293. Subdue persons resisting arrest without the use of weapons/devices (e.g., physical force, control techniques, etc.)	2.18	2.37	0.19	85.09	95.20	10.11
294. Defend self from an attack	1.65	1.97	0.31	54.12	80.85	26.73
295. Retain firearm from suspect attempting to disarm officer	1.15	1.30	0.15	10.31	23.04	12.73
296. Collect physical evidence at traffic crash scenes	1.82	2.18	0.35	63.92	81.99	18.07
297. Complete incident reports by checking boxes or filling in blanks	3.38	3.55	0.17	90.16	92.48	2.32
298. Complete the standard traffic crash report form (UD-10)	3.38	3.55	0.17	94.34	96.13	1.79
299. Determine authenticity of auto insurance certificate	3.05	3.00	0.05	78.61	82.19	3.58
300. Determine contributing factors to a traffic crash	3.14	3.33	0.19	94.06	94.40	0.34
301. Determine fault in a traffic crash	3.22	3.45	0.23	93.57	95.13	1.56
302. Diagram traffic crash scenes	3.03	3.33	0.31	88.66	93.89	5.23
303. Direct actions of public service personnel arriving to assist	2.45	2.87	0.42	83.29	92.96	9.67
304. Direct activities at scene of traffic crash investigation	2.37	2.92	0.55	74.48	91.51	17.03
305. Determine the extent of personal injuries resulting from traffic crash	2.71	3.06	0.35	89.41	94.06	4.65
306. Identify owner of a vehicle involved in a traffic crash	3.07	3.32	0.25	95.10	97.41	2.31
307. Identify persons involved in traffic crash	3.14	3.39	0.24	95.88	97.97	2.09
308. Inform driver of towed vehicle's location	3.11	3.28	0.17	95.12	97.44	2.32
309. Inspect vehicle for fresh damage	3.06	3.24	0.17	95.85	97.37	1.52
310. Instruct persons involved in a traffic crash to exchange necessary information	2.46	2.67	0.20	79.38	85.70	6.32

Task Statements	Average Frequency Ratings			Percent Performing Ratings		
	3-36 Months	Greater than 36 Months	Difference between Groups	3-36 Months	Greater than 36 Months	Difference between Groups
311. Interview mechanic for relevant traffic crash information (e.g., condition of vehicle parts)	1.41	1.58	0.17	24.29	39.29	15.00
312. Interview medical personnel to obtain specific information	2.07	2.29	0.22	71.69	84.42	12.73
313. Interview persons involved in traffic crash	3.18	3.39	0.21	95.88	97.01	1.13
314. Investigate damage to roadway	2.35	2.66	0.30	76.80	88.14	11.34
315. Investigate off-road vehicle crash	1.97	2.18	0.21	63.31	76.95	13.64
316. Investigate traffic crash scene to identify point(s) of impact	2.69	3.02	0.32	86.60	93.71	7.11
317. Issue citation(s) based on traffic crash investigation	2.86	3.07	0.22	88.14	89.07	0.93
318. Locate witnesses to traffic crash	2.70	3.08	0.38	90.93	95.08	4.15
319. Match color of known origin to suspect sample (e.g., paint chip found at scene of accident matched to suspect vehicle)	1.95	2.10	0.15	62.89	74.53	11.64
320. Measure skid marks for calculation of approximate vehicle speed	1.37	1.64	0.28	27.20	48.90	21.70
321. Notify citizens of damage to their property	2.14	2.36	0.23	82.64	91.98	9.34
322. Photograph traffic crash scenes	1.77	1.96	0.19	57.99	67.39	9.40
323. Protect traffic crash physical evidence for collection	1.81	2.15	0.34	62.89	84.74	21.85
324. Remove debris from traffic crash scene	2.03	2.38	0.35	71.91	84.21	12.30
325. Request citizens to assist with traffic control in an emergency	1.28	1.55	0.27	19.59	43.53	23.94
326. Request emergency assistance for traffic crash (e.g., low truck, ambulance, salt truck)	2.78	2.99	0.20	91.19	95.94	4.75
327. Review crashes with traffic crash investigators	1.60	1.93	0.33	45.10	71.08	25.98
328. Search a traffic crash scene for physical evidence	2.03	2.44	0.42	71.17	89.09	17.92
329. Set priorities for action at a traffic crash scene	2.17	2.60	0.43	67.18	84.12	16.94
330. Take coordinate measures of traffic crash scenes (e.g., triangulation)	1.38	1.62	0.24	28.50	46.82	18.32
331. Take precautions to prevent additional crashes at traffic crash scene	2.71	2.95	0.24	87.60	94.09	6.49
332. Test operating condition of crash vehicle equipment (e.g. brake light, tread wear)	1.63	1.87	0.23	41.67	59.78	18.11
333. Administer standardized field sobriety tests	2.76	2.57	0.19	93.54	93.98	0.44
334. Administer preliminary breath test (PBT)	2.83	2.58	0.25	95.09	89.44	5.65

Task Statements	Average Frequency Ratings			Percent Performing Ratings		
	3-36 Months	Greater than 36 Months	Difference between Groups	3-36 Months	Greater than 36 Months	Difference between Groups
335. Arrange for obtaining blood or urine samples for sobriety tests	2.08	2.16	0.08	77.58	85.59	8.01
336. Arrest OWI/OUID suspects	2.62	2.51	0.12	93.04	95.84	2.80
337. Complete OWI/OUID arrest reports	2.61	2.50	0.11	92.78	95.30	2.52
338. Evaluate driver's capability to operate vehicle	2.84	2.83	0.01	94.86	96.33	1.47
339. Operate evidentiary breath test instrument to test blood alcohol content at station house	2.24	2.28	0.04	67.18	79.31	12.13
340. Testify in Secretary of State implied consent hearings	1.39	1.74	0.35	31.27	64.17	32.90
341. Advise appropriate agency of traffic engineering needs	1.52	1.74	0.21	39.85	59.26	19.41
342. Arrest or cite persons for unlawful use of recreational vehicles or watercraft	1.39	1.57	0.18	26.80	42.21	15.41
343. Check railroad crossing for signal violations (e.g., going around gates, train blocking crossing)	1.51	1.71	0.20	37.02	52.39	15.37
344. Determine speed of vehicles using speedometer	3.30	3.14	0.16	88.40	88.31	0.09
345. Determine speed of vehicles using speed measurement devices (e.g., Laser, Lidar, Radar, etc.)	3.54	3.57	0.03	77.32	82.26	4.94
346. Complete operators license re-examination form	1.51	1.80	0.29	45.24	70.73	25.49
347. Direct pedestrian traffic	2.02	2.23	0.21	77.52	88.55	11.03
348. Direct traffic using flare pattern or traffic cone patterns	1.94	2.21	0.27	73.20	87.86	14.66
349. Direct traffic using hand signals, flashlight or illuminated baton	2.38	2.56	0.18	94.07	97.51	3.44
350. Explain legal procedures to traffic violators	3.42	3.33	0.09	93.04	95.06	2.02
351. Explain state vehicle laws and procedures to citizens	3.21	3.19	0.02	92.76	94.61	1.85
352. Inspect commercial vehicles for code compliance	1.41	1.64	0.23	28.53	45.78	17.25
353. Inspect driver license	4.04	3.94	0.10	97.94	98.00	0.06
354. Inspect off road vehicles	1.54	1.68	0.14	36.60	47.88	11.28
355. Inspect private vehicle for conformance with vehicle code	2.24	2.26	0.02	60.82	72.41	11.59
356. Inspect watercraft for conformance with marine safety requirements	1.26	1.35	0.09	15.21	20.24	5.03
357. Issue citations for non-traffic offenses (e.g., appearance tickets, ordinance violations)	2.95	3.01	0.06	87.60	93.71	6.11
358. Issue moving traffic citations to bicycle riders	1.25	1.45	0.20	16.58	33.76	17.18

Task Statements	Average Frequency Ratings			Percent Performing Ratings		
	3-36 Months	Greater than 36 Months	Difference between Groups	3-36 Months	Greater than 36 Months	Difference between Groups
359. Issue parking citations	2.61	2.77	0.16	78.87	90.15	11.28
360. Issue traffic citations	3.98	3.88	0.11	96.92	98.18	1.26
361. Issue traffic citations to pedestrians	1.38	1.65	0.26	23.51	48.06	24.55
362. Issue verbal warnings to traffic violators	4.21	3.98	0.23	98.71	98.29	0.42
363. Make custodial traffic arrest	2.96	2.99	0.03	88.14	93.40	5.26
364. Observe traffic control device to determine if it is functioning properly	3.08	3.10	0.02	87.60	91.91	4.31
365. Plan traffic detours	1.61	1.82	0.21	45.05	61.15	16.10
366. Document circumstances regarding traffic citation	3.50	3.47	0.03	91.73	93.66	1.93
367. Remove hazards from roadway (e.g., dead animals, debris, etc.)	2.71	2.81	0.11	95.35	95.51	0.16
368. Remove vehicles obstructing traffic (e.g., notify wrecker)	2.75	2.90	0.15	93.01	96.32	3.31
369. Verify compliance on withdrawal citations (e.g., no proof of registration, no proof of insurance, no operators license)	2.84	2.87	0.03	84.86	89.22	4.36
370. Verify possession of auto insurance certificate	3.90	3.72	0.18	96.10	96.33	0.23
371. Warn offenders in lieu of arrest or citation	3.69	3.61	0.08	96.10	96.61	0.51
372. Identify or document train identification number (lead engine number)	1.29	1.37	0.08	18.18	23.71	5.53
373. Inspect for vehicle identification number (VIN)	3.16	3.20	0.04	96.64	98.08	1.44
374. Stop off road vehicles	1.64	1.89	0.25	47.40	65.68	18.28
375. Stop vehicles to investigate, cite or arrest occupants	3.66	3.71	0.05	95.60	97.71	2.11
376. Verify vehicle title information	3.20	3.09	0.11	92.53	95.09	2.56
377. Visually estimate speed of vehicles	4.01	3.96	0.05	96.13	96.40	0.27
378. Determine the best location for a traffic stop	4.40	4.21	0.20	99.22	98.32	0.90
379. Conduct felony vehicle stop	1.99	2.35	0.36	74.09	93.56	19.47
380. Communicate with management and labor over strike disturbances	1.25	1.42	0.17	16.28	31.98	15.70
381. Confront groups of agitated people in a riot formation	1.24	1.46	0.22	17.01	37.82	20.81
382. Control hostile groups (e.g., demonstrators, rioters, or bar patrons)	1.55	1.83	0.28	41.90	68.01	26.11
383. Control non-violent crowds	1.83	2.05	0.22	64.52	83.12	18.60
384. Escort vehicles or persons through picket lines	1.15	1.34	0.19	10.31	26.57	16.26
385. Explain demonstration permit to demonstrators	1.15	1.29	0.14	9.25	21.76	12.51

Task Statements	Average Frequency Ratings			Percent Performing Ratings		
	3-36 Months	Greater than 36 Months	Difference between Groups	3-36 Months	Greater than 36 Months	Difference between Groups
386. Guard strategic locations during civil disorders and strikes	1.20	1.43	0.22	13.95	35.87	21.92
387. Locate and observe crowd agitators	1.33	1.60	0.27	26.29	49.70	23.41
388. Patrol area containing labor pickets, marchers or demonstrators	1.26	1.56	0.30	20.62	48.73	28.11
389. Patrol riot stricken or civil disturbance areas	1.23	1.42	0.19	16.75	34.67	17.92
390. Watch for illegal activity at labor disputes	1.18	1.39	0.21	13.44	31.77	18.33
391. Engage in mobile field force	1.19	1.40	0.21	14.40	33.84	19.44
392. Engage in small squad tactics at riot or crowd disturbance	1.20	1.44	0.24	16.54	38.89	22.35
393. Advise property owners or agents of potentially hazardous conditions	1.47	1.74	0.27	39.69	63.73	24.04
394. Evacuate persons from a dangerous area	1.61	1.82	0.21	54.64	73.18	18.54
395. Fight structural fires	1.23	1.26	0.04	17.31	19.34	2.03
396. Identify contents of railroad car or semi-truck for hazardous cargo	1.17	1.33	0.16	12.40	26.67	14.27
397. Operate fire truck pump controls	1.17	1.20	0.03	11.63	11.98	0.35
398. Patrol locations that appear physically hazardous to citizens (e.g., construction site, public nuisance)	2.01	2.11	0.10	64.25	74.82	10.57
399. Perform weather watch service	1.32	1.50	0.18	23.45	38.58	15.13
400. Investigate hazardous materials incidents	1.22	1.47	0.25	19.17	41.27	22.10
401. Investigate weapons of mass destruction incidents (WMD)	1.09	1.14	0.05	5.93	8.70	2.77
402. Implement incident command system	1.20	1.30	0.10	14.95	23.12	8.17
403. Investigate environmental crimes	1.30	1.48	0.19	25.91	39.14	13.23
404. Secure accident and disaster scenes	1.69	1.98	0.29	50.90	68.36	17.46
405. Secure scene of a bomb threat	1.29	1.69	0.39	25.00	60.52	35.52
406. Conduct intelligence activities on known or suspected offenders	1.84	2.10	0.26	59.79	73.88	14.09
407. Conduct surveillance of individuals or locations	2.14	2.40	0.25	79.64	88.27	8.63
408. Organize surveillance of individuals or locations	1.57	1.94	0.36	39.69	63.60	23.91
409. Participate in the execution of a search warrant	1.90	2.15	0.25	72.24	90.15	17.91
410. Search the perimeter of an emergency incident or tactical operation	1.86	2.10	0.24	68.81	86.74	17.93
411. Check security access points (airport gates, VIP locations, buildings)	1.35	1.60	0.25	27.39	42.77	15.38

Task Statements	Average Frequency Ratings			Percent Performing Ratings		
	3-36 Months	Greater than 36 Months	Difference between Groups	3-36 Months	Greater than 36 Months	Difference between Groups
412. Act as department court officer	1.79	2.02	0.23	56.04	70.61	14.57
413. Analyze and compare incidents for similarity of modus operandi (M.O.)	2.06	2.12	0.06	88.43	94.40	5.97
414. Attend formal in-service training (e.g., at an off-site class)	2.91	3.00	0.10	85.79	92.26	6.47
415. Attend informal in-service training (e.g., roll call, called in from patrol)	1.83	2.10	0.27	64.78	83.60	18.82
416. Confer with parole/probation officer	1.78	1.71	0.07	43.04	44.92	1.88
417. Enter data on cards for filing	1.71	1.93	0.22	53.55	73.24	19.69
418. Escort emergency vehicles	1.21	1.66	0.45	14.47	44.95	30.48
419. Evaluate officers in on-the-job training (FTO)	2.76	2.80	0.05	88.86	93.68	4.82
420. Exchange necessary information with other law enforcement officials	1.61	1.75	0.15	48.07	60.18	12.11
421. Explain department's recruiting policies	1.59	1.76	0.17	44.85	55.31	10.46
422. Fingerprint persons for non-criminal reasons (e.g. professional licensing)	1.37	1.81	0.44	26.80	58.39	31.59
423. Instruct on-the-job training	1.13	1.31	0.18	8.81	24.09	15.28
424. Investigate and report on police applicant's background	1.21	1.26	0.05	14.25	20.26	6.01
425. Issue bicycle licenses/registrations	1.70	1.85	0.14	50.78	62.14	11.36
426. Issue road-kill possession permits	2.33	2.41	0.08	61.92	71.74	9.82
427. Locate documents and information in records system	1.43	1.56	0.12	30.23	38.76	8.53
428. Mark valuables for persons	1.89	2.07	0.18	70.03	83.04	13.01
429. Notify public agencies or utilities of damage to their equipment	1.47	1.56	0.10	27.13	36.77	9.64
430. Participate in required physical exercise program	1.73	1.93	0.20	58.81	78.11	19.30
431. Provide information to persons participating in ride-along program	2.43	2.53	0.10	93.80	96.22	2.42
432. Request equipment repair	2.05	2.28	0.24	61.86	75.90	14.04
433. Review other officers' incident reports for completeness and accuracy (e.g., partner, junior officer)	2.42	2.29	0.13	47.79	50.11	2.32
434. Summarize total shift activities in departmental logbook	2.95	2.63	0.32	73.97	72.80	1.17
435. Test and evaluate police equipment	1.24	1.37	0.13	15.50	25.01	9.51
436. Update spot/pin maps	2.52	2.72	0.20	80.67	89.04	8.37
437. Utilize department records to assist in an investigation	1.96	2.15	0.19	63.92	77.07	13.15
438. Write interoffice memos	1.27	1.49	0.22	20.26	38.43	18.17

Task Statements	Average Frequency Ratings			Percent Performing Ratings		
	3-36 Months	Greater than 36 Months	Difference between Groups	3-36 Months	Greater than 36 Months	Difference between Groups
439. Write letters on behalf of the department	1.21	1.59	0.38	13.95	39.79	25.84
440. Write performance evaluation reports on other officers (e.g. FTO ratings)	1.15	1.24	0.10	8.76	18.00	9.24
441. Write policy material for department manuals	2.07	2.25	0.18	79.84	92.80	12.96
442. Climb through openings (e.g., windows)	2.40	2.48	0.08	91.49	95.29	3.80
443. Climb up or over obstacles	1.91	2.17	0.26	68.99	86.86	17.87
444. Crawl in confined areas (e.g., attics)	2.03	2.22	0.19	77.58	91.38	13.80
445. Drag or pull heavy objects or persons	2.15	2.31	0.16	82.90	91.44	8.54
446. Jump across obstacles (e.g., stream)	2.22	2.36	0.14	83.25	93.30	10.05
447. Jump down from elevated surfaces	2.28	2.41	0.13	87.37	94.96	7.59
448. Jump over obstacles	2.13	2.31	0.18	80.67	92.94	12.27
449. Lift and carry heavy objects or persons	1.86	2.04	0.18	48.45	64.04	15.59
450. Perform duties while wearing heavy equipment (other than gun belt)	1.18	1.31	0.13	13.18	25.05	11.87
451. Perform water rescue	2.30	2.39	0.09	89.66	95.65	5.99
452. Physically push movable objects	1.51	1.79	0.28	40.21	66.36	26.15
453. Physically restrain crowds	1.95	2.15	0.20	72.09	87.84	15.75
454. Pull self through openings	2.06	2.22	0.15	79.33	90.90	11.57
455. Push self up over obstacles	2.51	2.57	0.07	90.46	96.15	5.69
456. Run up stairs	2.16	2.26	0.10	78.04	87.89	9.85
457. Stand continuously for more than one-half of the work shift (e.g., guard duty or point control)	1.49	1.69	0.20	36.72	54.10	17.38
458. Wade through marshes, swamp land or waterways	1.80	1.98	0.17	55.30	71.40	16.10
459. Walk continuously for more than one-half of the work shift (e.g., foot beat)	1.71	1.87	0.15	42.89	59.02	16.13

## **APPENDIX H**

### **Core Complaints/Incidents**

### Percent Performing of Core Complaints/Incidents for Eleven Agency Types

Core Complaints/Incidents	State Police	Detroit Police	Large C/V/T	Medium C/V/T	Small C/V/T	Large Sheriff	Small Sheriff	College/ University	Other State Agencies	Specialty Police Agencies	Tribal Police Agencies	All Depts.
Abandoned vehicle	99.23	97.48	98.91	99.68	97.71	98.73	98.02	90.20	89.51	87.91	100.00	97.71
Activated alarm (e.g., burglary, panic, medical-alert, etc.)	97.31	98.87	99.64	99.68	99.31	98.72	100.00	100.00	79.72	96.67	91.67	98.20
Active shooter	51.92	91.57	75.05	45.19	28.74	50.37	38.61	34.31	65.03	41.76	0.00	54.68
Amber alert	64.86	54.62	71.04	70.67	56.65	69.16	67.33	47.06	39.86	29.55	41.67	62.88
Ambulance run	84.56	91.88	80.77	89.84	94.00	92.87	89.90	90.20	62.94	84.62	83.33	87.82
Animal control violation (loose animals, barking dogs)	90.35	96.60	99.09	99.36	99.31	97.09	96.00	86.27	79.72	89.01	100.00	96.21
Arson	83.08	93.79	93.62	82.02	73.10	84.49	74.00	69.61	47.55	38.46	33.33	81.01
Assault (felony)	98.08	99.16	99.64	98.40	95.87	98.35	94.00	91.09	78.87	74.73	83.33	96.36
Assault (misdemeanor)	98.84	98.87	99.64	99.36	99.77	99.45	100.00	100.00	88.03	83.52	100.00	98.48
Assist other agency	100.00	97.18	99.27	99.68	99.77	100.00	100.00	99.02	100.00	94.51	100.00	99.29
Auto theft (including OnStar and Lojak, assisted incidents)	94.21	97.46	99.09	97.41	89.86	93.60	90.91	83.33	46.85	60.00	83.33	91.77
Bad check	94.62	93.71	95.81	95.68	93.09	91.62	82.00	77.45	11.89	37.36	66.67	87.87
Barricaded gunman	79.15	91.88	93.45	72.12	57.57	77.64	75.25	29.41	60.84	25.27	50.00	74.33
Begging/pan handling	53.28	98.32	98.72	95.52	74.02	68.55	39.00	86.14	8.39	58.24	8.33	78.18
Bicycle theft	83.85	80.39	97.62	97.27	95.64	90.84	87.13	91.18	14.89	69.23	91.67	88.12
Bomb threat (including false reports/hoaxes)	75.38	89.86	92.90	81.25	70.80	76.73	60.40	81.37	25.17	32.97	41.67	76.88
Bond violations	87.21	59.38	81.93	84.08	86.67	84.52	97.03	68.32	39.86	37.26	100.00	78.36
Breaking and entering	96.14	98.88	99.64	99.20	97.93	98.91	100.00	96.08	68.53	76.92	91.67	96.68
Burning property	86.15	93.80	92.12	87.92	81.57	86.21	86.14	71.29	83.22	50.55	45.45	86.00
Business or peddler license violation	29.23	74.51	75.09	75.12	68.13	60.18	31.68	35.29	20.28	42.86	16.67	61.65

**Percent Performing of Core Complaints/Incidents for Eleven Agency Types Contd.**

<b>Core Complaints/Incidents</b>	<b>State Police</b>	<b>Detroit Police</b>	<b>Large C/V/T</b>	<b>Medium C/V/T</b>	<b>Small C/V/T</b>	<b>Large Sheriff</b>	<b>Small Sheriff</b>	<b>College/ University</b>	<b>Other State Agencies</b>	<b>Specialty Police Agencies</b>	<b>Tribal Police Agencies</b>	<b>All Depts</b>
Canine (K-9) assist (search, perimeter)	91.92	85.35	97.61	90.35	80.14	90.69	77.23	69.31	76.76	50.56	91.67	87.06
Check law violation (e.g., forgery, counterfeit, NSF, etc.)	95.38	90.65	96.90	96.79	93.06	91.97	89.11	82.35	14.69	39.56	83.33	88.67
Check on welfare of a citizen	96.53	95.51	99.45	99.84	99.54	98.36	98.00	96.08	76.06	79.12	100.00	96.92
Chemical spills	52.31	48.45	48.27	50.72	46.90	53.45	37.62	71.57	56.64	41.76	8.33	50.23
Child abuse/neglect	95.77	97.75	99.27	96.95	94.44	95.99	93.94	75.49	32.87	61.54	100.00	92.22
Child custody	94.23	96.08	99.27	97.92	97.02	96.18	94.06	52.94	16.78	48.89	100.00	90.73
Child locked in vehicle	64.62	84.23	80.66	92.31	85.52	84.88	68.00	70.59	22.38	63.74	8.33	79.34
Citizen locked out	67.57	94.10	86.26	94.07	93.09	86.65	72.28	98.02	30.77	86.81	50.00	85.47
Citizen assist	98.08	96.63	99.27	99.52	99.54	99.45	99.01	98.00	88.73	98.90	100.00	98.48
Civil rights	54.69	65.63	70.33	67.90	65.29	61.61	45.45	61.76	10.49	34.07	50.00	61.10
Complaints about non-police government service (e.g., trash collection, road, civil)	64.86	77.53	87.93	91.04	90.78	84.91	87.13	65.69	48.95	47.25	66.67	81.71
Complaints against officer	65.00	73.45	65.57	57.23	64.37	54.83	42.57	67.65	35.66	45.05	66.67	60.22
Computer crime	85.77	42.54	65.39	81.28	74.02	76.68	70.30	85.29	4.20	9.89	33.33	67.07
Concealing stolen property	96.15	96.92	98.91	97.12	93.56	94.00	87.00	87.25	50.35	51.65	50.00	92.15
Concealed weapon	98.84	98.31	99.27	95.03	90.37	95.07	94.06	83.33	92.31	69.23	41.67	94.35
Contributing to the delinquency of a minor	96.12	88.67	94.72	94.22	93.79	92.34	90.10	64.00	67.83	61.11	100.00	90.32
Controlled substance violation (meth labs, drug diversion, prescription, precursor)	99.62	91.04	97.81	96.32	96.33	94.55	96.04	87.25	86.71	68.13	100.00	94.45
Counterfeit money	66.92	92.92	96.72	88.00	77.42	72.26	68.00	52.94	9.93	34.07	100.00	77.57
Credit card theft or misuse	96.15	92.13	95.45	97.12	89.63	91.61	81.00	89.22	9.09	38.46	33.33	87.70
Criminal sexual conduct	97.29	98.01	99.45	95.83	92.89	95.99	92.08	92.16	32.87	67.03	83.33	92.54
Cruelty to animals (abuse/neglect)	80.38	82.96	90.91	88.46	85.09	81.79	79.21	41.18	74.13	56.04	83.33	82.67
Curfew	65.25	96.36	96.16	91.35	94.24	82.15	74.26	49.02	12.59	41.76	100.00	82.70
Dead body	94.23	98.88	98.91	96.96	93.79	96.52	94.06	57.84	73.43	48.35	66.67	92.92

**Percent Performing of Core Complaints/Incidents for Eleven Agency Types Contd.**

<b>Core Complaints/Incidents</b>	<b>State Police</b>	<b>Detroit Police</b>	<b>Large C/V/T</b>	<b>Medium C/V/T</b>	<b>Small C/V/T</b>	<b>Large Sheriff</b>	<b>Small Sheriff</b>	<b>College/ University</b>	<b>Other State Agencies</b>	<b>Specialty Police Agencies</b>	<b>Tribal Police Agencies</b>	<b>All Depts.</b>
Defrauding an innkeeper	61.54	75.70	83.97	77.69	62.90	60.84	63.37	36.27	9.15	28.57	16.67	65.97
Disorderly conduct	97.30	99.16	99.27	98.40	98.39	99.09	98.02	100.00	82.52	91.21	100.00	97.80
Disorderly juveniles	95.77	98.60	99.27	98.88	97.94	97.26	97.03	89.22	69.72	82.42	91.67	96.12
Domestic violence complaint	97.69	99.16	99.64	99.84	99.54	98.91	100.00	97.03	82.52	76.92	100.00	97.86
Downed wires	91.89	94.10	97.63	97.92	95.86	95.99	96.00	57.84	55.94	58.89	75.00	91.98
Drive-by shooting	46.92	96.35	90.00	56.25	23.39	41.53	21.78	23.53	20.98	17.58	0.00	53.75
Drug overdose	91.54	97.75	98.54	96.46	91.92	95.26	90.10	65.69	33.57	46.15	91.67	90.33
Drunk driver (including OUID)	99.62	94.37	99.64	99.52	99.08	99.09	100.00	94.12	93.71	83.52	100.00	97.98
Elder abuse (vulnerable adult abuse)	57.36	71.95	65.88	59.49	50.80	59.05	50.00	12.87	5.59	15.56	16.67	54.97
Embezzlement	88.85	74.58	94.72	92.78	85.75	86.11	75.25	73.53	16.78	34.07	41.67	82.30
Entering without permission	94.62	98.04	99.27	98.24	96.78	96.34	97.03	90.20	66.43	58.24	100.00	94.75
Ethnic intimidation	50.19	65.27	76.18	71.15	53.79	52.46	49.50	68.63	9.79	39.56	25.00	59.60
Eviction	51.15	90.76	89.60	84.48	71.82	75.77	83.17	43.14	16.78	30.77	50.00	74.17
Failure to pay (e.g., gas, meals, taxi, etc.)	94.62	84.59	97.63	98.24	94.92	96.16	97.03	58.82	40.56	58.24	100.00	90.56
False fire alarm	79.23	79.44	80.69	87.00	91.72	92.17	78.22	98.04	23.78	56.67	75.00	82.35
False police report	93.85	91.90	94.34	90.71	88.51	86.91	87.13	80.20	34.27	54.95	83.33	86.78
Fire alarm	77.69	75.56	79.56	86.06	90.32	91.07	79.21	97.06	32.17	64.84	91.67	81.71
Fireworks violation	90.73	63.03	97.62	97.27	96.09	91.22	94.00	64.36	78.72	71.11	83.33	89.07
Fishing and hunting (e.g., gaming law, conservation violations)	87.26	17.09	33.64	52.24	63.45	82.12	86.14	25.74	98.60	80.22	33.33	57.61
Forgery	91.92	73.88	90.35	89.71	82.80	81.24	77.23	57.84	15.38	28.89	50.00	79.32
Found property	96.54	96.07	99.64	99.52	98.85	97.63	98.02	100.00	81.69	95.60	100.00	97.58

**Percent Performing of Core Complaints/Incidents for Eleven Agency Types Contd.**

<b>Core Complaints/Incidents</b>	<b>State Police</b>	<b>Detroit Police</b>	<b>Large C/V/T</b>	<b>Medium C/V/T</b>	<b>Small C/V/T</b>	<b>Large Sheriff</b>	<b>Small Sheriff</b>	<b>College/ University</b>	<b>Other State Agencies</b>	<b>Specialty Police Agencies</b>	<b>Tribal Police Agencies</b>	<b>All Depts.</b>
Harassing telephone calls	96.54	95.24	97.81	99.36	98.39	95.81	97.03	98.02	17.48	39.56	100.00	92.24
Hazardous materials	64.23	59.22	57.40	57.72	53.44	56.49	52.48	78.22	64.34	52.75	0.00	57.99
Hit and run traffic crash (including PD, PI, fatalities)	97.69	96.35	99.45	99.36	98.39	99.45	98.00	99.01	61.54	74.73	83.33	96.30
Home invasion	93.85	98.60	99.82	99.04	95.62	96.90	90.10	68.63	41.26	24.18	75.00	91.86
Identity theft	91.15	87.39	77.19	92.96	80.96	85.06	67.33	72.55	9.79	13.19	41.67	78.97
Illegal alien	74.52	48.74	55.21	57.12	57.93	62.91	64.36	28.43	32.87	38.46	66.67	56.11
Illegal burning	79.07	69.49	76.60	84.43	86.47	85.58	80.20	34.31	92.96	61.54	58.33	79.40
Illegal weapon (firearm)	93.85	97.48	97.45	89.92	82.07	88.36	85.15	63.72	94.41	64.84	25.00	89.30
Illegal weapon (other than firearm)	89.15	92.39	93.42	88.94	83.14	84.55	79.00	78.43	79.02	65.93	25.00	86.59
Indecent exposure	89.96	87.39	95.62	91.68	82.34	85.64	78.22	89.22	56.64	71.43	16.67	86.54
Injured animal	96.51	77.53	94.71	96.15	93.58	97.45	98.00	64.71	97.16	78.02	91.67	92.32
Insurance fraud	63.85	68.44	53.73	54.24	50.35	59.20	50.50	23.53	6.99	23.08	0.00	52.56
Invalid or elderly person needing assistance	87.69	91.81	89.05	90.38	90.14	88.18	86.14	56.86	43.36	73.63	58.33	85.81
Joy ride (including failure to return)	93.85	96.36	95.99	91.65	86.47	91.27	86.14	59.80	30.07	42.86	50.00	86.88
Kidnapping	61.92	89.89	79.38	53.53	35.94	51.64	35.64	22.55	11.97	20.00	8.33	55.46
Landlord/tenant dispute	83.33	96.63	97.45	96.63	93.53	92.91	95.05	44.55	17.48	21.98	54.55	87.19
Larceny/felony	96.92	97.76	99.27	98.08	94.25	97.09	94.06	97.06	42.96	72.53	91.67	94.14
Larceny/misdemeanor	97.68	97.75	99.82	99.52	99.08	97.99	99.00	100.00	66.43	87.78	100.00	97.11
Liquor law (e.g., MIP, private parties, LCC inspections)	95.77	69.27	91.03	95.36	96.56	92.52	99.01	71.57	82.52	65.56	91.67	89.38
Littering	93.44	84.83	92.53	88.62	87.82	88.83	84.16	73.53	97.90	75.82	50.00	88.47
Loitering	76.15	97.19	96.17	92.48	86.67	85.77	69.31	80.39	27.97	69.23	16.67	85.47
Lost child	90.77	95.24	98.18	96.94	94.27	94.71	91.00	72.55	76.92	81.32	91.67	93.41
Loud party	92.69	96.06	99.45	99.36	98.17	95.81	96.04	73.27	64.34	73.63	100.00	94.50
Mail theft	70.00	72.83	61.86	78.81	64.98	74.27	61.39	34.31	6.99	16.48	33.33	64.83
Malicious destruction of property (MDOP)	98.85	99.16	99.82	99.52	98.85	98.72	100.00	100.00	84.62	85.71	100.00	98.23

**Percent Performing of Core Complaints/Incidents for Eleven Agency Types Contd.**

<b>Core Complaints/Incidents</b>	<b>State Police</b>	<b>Detroit Police</b>	<b>Large C/V/T</b>	<b>Medium C/V/T</b>	<b>Small C/V/T</b>	<b>Large Sheriff</b>	<b>Small Sheriff</b>	<b>College/ University</b>	<b>Other State Agencies</b>	<b>Specialty Police Agencies</b>	<b>Tribal Police Agencies</b>	<b>All Depts.</b>
Mentally ill person (including persons requiring treatment-PRT)	94.21	98.32	99.45	99.20	93.81	97.64	96.00	92.08	42.96	71.11	75.00	94.07
Minors in possession of alcohol (MIP)	98.84	92.39	99.27	99.36	98.17	97.82	99.01	87.25	93.71	78.02	100.00	96.87
Missing person	95.38	97.48	99.45	98.56	95.41	97.45	97.03	76.47	81.12	73.63	91.67	95.47
Money escorts	29.62	35.75	49.09	65.92	60.23	52.19	47.47	89.22	20.28	69.23	50.00	51.83
Motor vehicle theft	98.06	99.15	99.82	98.88	88.51	97.09	92.08	83.33	48.25	62.64	58.33	93.17
911 hang-ups	94.62	69.58	99.09	99.68	97.70	95.99	98.02	85.29	44.06	78.89	100.00	91.39
Non-traffic injury (e.g., skateboarding, bicycle accidents)	83.72	76.97	91.06	91.67	93.55	91.61	88.00	96.08	62.24	84.44	91.67	88.06
Obscene, harassing, or threatening phone call	94.21	92.44	97.45	99.04	97.25	95.43	97.03	97.06	16.08	42.86	91.67	91.37
Odor investigation (e.g., gas leak)	71.15	82.30	81.75	87.94	88.74	84.12	73.27	97.03	38.46	63.74	75.00	81.26
Parking (including handicap parking)	78.38	95.49	98.90	99.68	97.24	92.86	87.13	99.02	42.66	89.01	66.67	92.50
Parental kidnap	81.54	96.08	90.68	79.01	65.14	77.27	71.29	27.45	13.38	30.77	66.67	74.74
Parole or probation	95.35	95.80	96.00	93.26	93.53	93.24	96.00	71.29	60.84	52.75	100.00	91.04
Peddling	31.92	89.11	86.26	85.12	70.11	59.67	30.30	45.10	11.19	57.14	0.00	67.75
Personal Protection Orders (PPO)	96.92	98.60	99.63	98.23	97.00	97.64	100.00	94.12	65.73	65.56	100.00	95.71
Peeping Tom	88.46	80.17	95.80	92.94	88.68	86.18	76.77	79.41	21.83	38.64	16.67	84.08
Perimeter control at fire	90.00	82.87	91.94	89.90	83.91	87.41	82.00	58.82	82.52	43.96	50.00	85.23
Pornographic material (including child pornography)	74.23	39.72	62.71	64.48	58.06	63.82	51.00	62.75	9.79	28.57	16.67	57.16
Prostitution	41.31	98.02	95.07	59.36	28.11	44.89	11.00	31.37	9.09	34.07	0.00	56.00
Prowling	81.92	94.10	97.62	88.14	86.90	87.07	81.00	65.69	30.77	40.66	33.33	84.53
Public nuisance (e.g., abandoned refrigerator, junk, code violation)	62.31	88.10	92.35	86.72	87.82	81.57	85.00	52.94	72.03	56.67	50.00	82.37
Reckless driving	99.62	98.04	99.27	98.39	95.85	98.18	97.00	93.07	85.21	74.73	91.67	96.74
Receiving stolen property	93.08	97.47	98.53	94.20	90.78	94.15	88.00	81.37	40.56	43.96	83.33	90.29

**Percent Performing of Core Complaints/Incidents for Eleven Agency Types Contd.**

<b>Core Complaints/Incidents</b>	<b>State Police</b>	<b>Detroit Police</b>	<b>Large C/V/T</b>	<b>Medium C/V/T</b>	<b>Small C/V/T</b>	<b>Large Sheriff</b>	<b>Small Sheriff</b>	<b>College/ University</b>	<b>Other State Agencies</b>	<b>Specialty Police Agencies</b>	<b>Tribal Police Agencies</b>	<b>All Depts.</b>
Recovering stolen property	94.96	98.60	98.90	96.78	94.24	97.09	93.00	94.12	67.83	68.13	91.67	94.59
Repossession dispute	70.27	86.48	86.63	82.83	78.11	79.74	77.23	32.67	10.49	26.37	75.00	75.09
Retail fraud (e.g., security avoidance, changing price tags, possessing a removal device)	86.05	94.33	98.36	98.88	90.55	93.62	84.16	81.19	18.18	29.67	66.67	88.55
Robbery (not including unarmed robbery)	86.92	99.44	99.45	96.64	79.13	89.96	75.00	78.43	44.06	39.56	33.33	87.71
Ruptured water or gas line	54.23	72.75	85.37	86.40	85.32	77.82	64.00	70.59	22.38	45.05	50.00	75.17
Runaway juveniles	96.15	95.21	99.45	98.88	94.50	95.99	94.95	54.90	35.92	60.00	100.00	91.88
Shots fired (including active shooter)	91.15	97.48	98.72	84.62	68.66	85.95	80.00	55.88	91.61	57.14	66.67	85.46
Stalking (including internet stalking)	89.19	89.39	93.25	94.72	90.14	90.16	83.00	90.20	14.08	34.07	75.00	86.19
Status offenders (juveniles)	94.62	89.55	96.15	97.28	92.20	88.69	93.00	64.71	34.27	48.35	83.33	88.46
Suicide (including assisted suicide)	92.69	90.40	97.45	93.60	84.53	94.35	91.00	49.02	58.04	52.22	75.00	88.43
Suicide attempt	94.62	95.79	99.09	97.59	94.04	98.36	96.00	76.24	62.24	57.78	100.00	93.66
Suspicious object (bomb, package)	80.31	87.64	92.28	87.34	78.44	82.36	63.00	92.16	30.77	57.14	41.67	81.44
Suspicious person or vehicle	98.07	98.60	99.45	99.52	98.85	99.09	99.00	99.02	86.01	90.00	100.00	98.23
Tampering with an auto (including VIN removal)	76.54	96.07	83.09	74.19	56.19	67.27	53.00	50.00	46.85	31.11	16.67	70.62
Tampering with equipment (e.g., construction vehicles)	69.23	82.63	79.82	71.84	56.88	67.88	57.00	47.52	29.37	41.76	25.00	67.33
Truancy	66.67	84.03	83.97	80.58	78.67	77.05	75.76	36.27	13.99	31.87	75.00	73.66
Thrown object at moving vehicle	94.21	87.15	94.70	93.58	89.43	90.91	83.84	66.67	43.36	53.33	50.00	87.41
Traffic control	99.62	96.92	99.64	99.36	99.77	99.27	100.00	99.02	90.21	86.81	100.00	98.45
Traffic crash (including off-road)	98.85	94.65	98.72	99.20	97.47	98.72	100.00	97.06	92.25	84.44	100.00	97.51
Trespassing (including DNR, unwanted person)	93.46	80.51	96.52	95.02	94.00	95.62	96.00	92.16	97.89	86.67	91.67	93.33
Unarmed robbery	87.98	98.31	99.09	97.11	80.50	90.91	79.00	80.39	35.92	43.33	58.33	88.09
Unlawful use of firearm	90.38	96.64	93.61	77.76	68.58	83.24	81.00	47.06	95.07	47.78	16.67	82.09
Wanted person	97.69	99.16	98.72	97.59	94.72	96.72	95.00	89.22	78.32	72.53	100.00	95.53

# **APPENDIX I**

## **Non-Core Complaints/Incidents**

### Percent Performing of Non-Core Complaints/Incidents for Eleven Agency Types

Non-Core Complaints/Incidents	State Police	Detroit Police	Large C/V/T	Medium C/V/T	Small C/V/T	Large Sheriff	Small Sheriff	College/ University	Other State Agencies	Specialty Police Agencies	Tribal Police Agencies	All Depts.
Aircraft accident	44.23	8.43	6.02	13.80	24.54	35.65	35.64	3.96	23.78	31.11	0.00	20.76
Anthrax (including false reports)	27.03	36.13	42.62	45.12	30.34	38.62	17.00	42.16	2.82	10.99	8.33	35.21
Auto train accident	51.15	31.18	34.43	32.16	25.58	42.44	28.00	23.53	11.89	18.68	8.33	33.06
Boat accident	45.00	8.15	6.38	15.59	26.83	50.27	65.66	3.92	91.61	47.25	0.00	28.39
Bombing	16.22	30.81	10.02	7.37	6.93	10.07	4.95	7.84	5.59	10.99	0.00	11.47
Desertion or AWOL	41.70	36.80	28.83	27.65	30.50	33.27	29.70	12.75	8.39	21.11	0.00	29.79
Drive ambulance	27.69	21.01	7.12	20.39	35.78	18.76	27.00	6.93	6.29	9.89	33.33	19.50
Drowning	57.69	32.49	38.14	37.10	36.32	66.67	66.34	13.73	79.72	45.05	8.33	45.56
Explosion	38.85	41.74	36.55	29.92	28.97	40.80	32.67	14.71	21.68	16.67	0.00	33.56
Extortion	41.31	59.72	49.17	42.03	30.95	40.11	30.30	20.59	6.34	17.58	0.00	39.84
Foreign Protection Orders (FPO)	20.00	12.61	10.22	15.05	22.53	17.12	27.00	10.89	3.52	11.11	33.33	15.41
Gambling (e.g., dice games, animal fights, city ordinance violations)	35.38	91.90	81.24	48.56	33.72	32.42	15.84	33.66	11.19	23.08	8.33	49.10
Hostage	33.08	58.66	55.84	26.56	16.97	27.32	20.79	9.80	9.79	10.99	8.33	32.50
Impersonating an officer or other official	58.46	75.07	65.69	47.83	39.54	43.53	35.64	30.39	21.68	21.98	8.33	49.92
Industrial accident	41.54	39.66	44.06	50.08	41.15	56.83	41.00	38.61	11.27	20.88	0.00	43.79
Jail break (including walk-away, work release, juvenile escape)	66.41	46.35	50.18	49.60	34.68	64.60	48.51	21.78	34.27	15.38	16.67	48.57
Labor/management dispute	31.54	54.06	58.39	63.20	47.71	52.36	27.72	38.24	10.56	29.67	0.00	49.47
Motor vehicle hijacking	35.00	90.17	84.49	50.96	19.50	38.62	13.86	38.24	6.34	17.58	0.00	48.68
Nursing home patient abuse	38.22	41.29	42.78	40.93	28.11	38.43	22.77	4.90	3.50	6.67	8.33	34.45
Postal law violations	31.54	46.07	35.22	36.80	31.49	39.27	30.00	23.53	2.80	9.89	8.33	33.83
Riot	51.35	46.48	51.01	35.00	14.35	28.44	8.91	45.10	13.38	24.18	8.33	34.56
Sniper	9.23	31.18	14.63	8.96	2.99	9.65	3.00	4.90	3.50	12.22	0.00	11.21
Terrorism (domestic or foreign)	20.77	34.83	17.18	12.84	7.57	11.31	6.00	14.71	7.69	12.22	0.00	15.23
Terrorist threat	25.38	39.09	28.07	18.43	12.41	16.39	11.00	19.00	13.99	18.89	0.00	21.27
Train derailment	30.89	25.07	19.05	17.28	17.70	24.95	22.00	9.80	9.86	18.68	0.00	20.46

**Percent Performing of Non-Core Complaints/Incidents for Eleven Agency Types**

<b>Non-Core Complaints/Incidents</b>	<b>State Police</b>	<b>Detroit Police</b>	<b>Large C/V/T</b>	<b>Medium C/V/T</b>	<b>Small C/V/T</b>	<b>Large Sheriff</b>	<b>Small Sheriff</b>	<b>College/ University</b>	<b>Other State Agencies</b>	<b>Specialty Police Agencies</b>	<b>Tribal Police Agencies</b>	<b>All Depts.</b>
Unlawful possession or use of explosive	52.51	42.09	41.76	29.42	27.75	37.89	29.29	24.51	22.38	23.33	8.33	35.27
Weapon of Mass Destruction (radiological, biological, chemical, nuclear)	9.62	14.80	5.67	3.53	1.83	5.64	1.01	3.96	2.10	8.79	0.00	5.78
Environmental violations	55.60	72.47	31.49	42.47	40.42	46.70	45.00	24.51	96.50	46.67	16.67	47.38

## **APPENDIX J**

### **Detailed Frequency of Response to Complaints**

### Detailed Frequency of Response to Complaints

Complaint/Incident	Number Indicating they Have Responded to Complaint	Percent of Responses			
		A Few Times per Year (or less frequent)	A Few Times per Month	A Few Times per Week	Daily
Abandoned vehicle	3,153	35.24	38.76	18.62	7.39
Activated alarm (e.g., burglary, panic, medical-alert, etc.)	3,158	10.54	15.80	29.77	43.89
Active shooter	1,759	77.54	10.86	7.05	4.55
Aircraft accident	2,563	96.56	2.10	< 1	1.05
Amber alert	2,024	90.22	8.30	< 1	< 1
Ambulance run	2,818	23.85	28.78	27.25	20.12
Animal control violation (loose animals, barking dogs)	3,097	30.29	38.94	21.15	9.62
Anthrax (including false reports)	1,134	95.94	2.73	< 1	< 1
Arson	2,606	87.22	9.71	2.15	< 1
Assault (felony)	3,101	42.21	32.25	14.96	10.58
Assault (misdemeanor)	3,165	16.27	35.83	27.74	20.16
Assist other agency	3,194	15.47	39.73	31.40	13.40
Auto theft (including OnStar and Lojak, assisted incidents)	2,944	46.91	27.34	15.79	9.95
Auto train accident	1,065	93.05	5.07	< 1	< 1
Bad check	2,825	46.12	36.14	13.98	3.75
Barricaded gunman	2,397	95.58	3.84	< 1	< 1
Begging/pan handling	2,519	50.97	27.67	10.84	10.52
Bicycle theft	2,833	52.59	33.71	10.45	3.25
Boat accident	914	95.19	3.28	< 1	< 1
Bombing	369	91.87	5.42	< 1	1.90
Bomb threat (including false reports/hoaxes)	2,477	91.12	6.70	1.41	< 1
Bond violations	2,517	50.10	37.39	8.66	3.85
Breaking and entering	3,112	21.56	41.90	23.91	12.63
Burning property	2,758	76.40	17.40	4.31	1.89
Business or peddler license violation	1,984	76.01	17.79	3.93	2.27
Canine (K-9) assist (search, perimeter)	2,792	56.98	29.76	9.78	3.47
Check law violation (e.g., forgery, counterfeit, NSF, etc.)	2,849	47.81	36.75	11.44	4.00
Check on welfare of a citizen	3,119	19.97	39.82	28.47	11.73

**Detailed Frequency of Response to Complaints Contd.**

Complaint/Incident	Number Indicating they Have Responded to Complaint	Percent of Responses			
		A Few Times per Year (or less frequent)	A Few Times per Month	A Few Times per Week	Daily
Chemical spills	1,618	94.68	3.96	< 1	< 1
Child abuse/neglect	2,962	55.54	34.13	7.97	2.36
Child custody	2,925	39.42	43.90	12.96	3.73
Child locked in vehicle	2,554	78.11	17.50	3.29	1.10
Citizen locked out	2,747	59.01	23.33	11.36	6.30
Citizen assist	3,169	14.70	32.94	28.59	23.76
Civil rights	1,957	78.08	13.39	4.65	3.88
Complaints about non-police government service (e.g., trash collection, road, civil)	2,631	50.74	25.88	11.78	11.59
Complaints against officer	1,938	82.40	11.51	3.56	2.53
Computer crime	2,161	77.70	18.42	2.78	1.11
Concealing stolen property	2,970	56.23	32.05	7.98	3.74
Concealed weapon	3,039	63.44	25.57	6.81	4.18
Contributing to the delinquency of a minor	2,901	62.94	30.37	5.10	1.59
Controlled substance violation (meth labs, drug diversion, prescription, precursor)	3,047	39.02	38.56	15.36	7.06
Counterfeit money	2,494	80.79	15.44	2.69	1.08
Credit card theft or misuse	2,823	56.18	33.62	8.11	2.09
Criminal sexual conduct	2,976	64.18	29.30	5.04	1.48
Cruelty to animals (abuse/neglect)	2,667	84.78	11.74	2.44	1.05
Curfew	2,662	60.63	28.25	6.91	4.21
Dead body	2,993	72.80	22.59	3.44	1.17
Defrauding an innkeeper	2,125	79.11	17.79	2.26	< 1
Desertion or AWOL	959	90.51	5.94	1.67	1.88
Disorderly conduct	3,153	26.67	38.98	21.15	13.19
Disorderly juveniles	3,097	28.48	39.23	20.12	12.17
Domestic violence complaint	3,154	16.80	31.04	28.66	23.49
Downed wires	2,960	71.62	25.00	2.74	< 1

**Detailed Frequency of Response to Complaints Contd.**

Complaint/Incident	Number Indicating they Have Responded to Complaint	Percent of Responses			
		A Few Times per Year (or less frequent)	A Few Times per Month	A Few Times per Week	Daily
Drive ambulance	628	79.46	10.51	5.41	4.62
Drive-by shooting	1,733	75.19	15.35	6.17	3.29
Drowning	1,466	95.36	3.21	< 1	< 1
Drug overdose	2,906	64.80	28.25	5.61	1.34
Drunk driver (including OUID)	3,156	32.79	39.51	21.36	6.34
Elder abuse (vulnerable adult abuse)	1,764	89.57	8.16	1.47	< 1
Embezzlement	2,651	73.22	21.77	3.62	1.40
Entering without permission	3,051	47.56	38.48	9.31	4.65
Environmental violations	1,520	82.24	10.66	2.70	4.41
Ethnic intimidation	1,921	90.63	7.44	< 1	< 1
Eviction	2,389	66.60	24.32	6.20	2.89
Explosion	1,082	94.27	3.97	< 1	1.11
Extortion	1,277	90.37	7.44	< 1	1.25
Failure to pay (e.g., gas, meals, taxi, etc.)	2,915	39.86	40.41	15.06	4.67
False fire alarm	2,651	45.94	28.74	15.65	9.66
False police report	2,797	71.33	18.63	5.58	4.47
Fire alarm	2,631	55.53	27.37	11.59	5.51
Fireworks violation	2,860	83.15	14.16	2.17	< 1
Fishing and hunting (e.g., gaming law, conservation violations)	1,854	79.56	11.00	2.32	7.12
Foreign Protection Orders (FPO)	495	80.00	13.54	4.04	2.42
Forgery	2,554	71.61	23.02	4.03	1.33
Found property	3,139	36.35	42.40	15.93	5.32
Gambling (e.g., dice games, animal fights, city ordinance violations)	1,583	70.31	17.44	7.39	4.86
Harassing telephone calls	2,972	36.78	45.02	13.29	4.91
Hazardous materials	1,866	93.25	5.25	< 1	< 1
Hit and run traffic crash (including PD, PI, fatalities)	3,100	31.19	40.16	20.39	8.26
Home invasion	2,958	40.50	36.48	14.77	8.25
Hostage	1,048	94.37	4.10	< 1	< 1
Identity theft	2,546	61.00	28.75	6.83	3.42

**Detailed Frequency of Response to Complaints Contd.**

Complaint/Incident	Number Indicating they Have Responded to Complaint	Percent of Responses			
		A Few Times per Year (or less frequent)	A Few Times per Month	A Few Times per Week	Daily
Illegal alien	1,808	80.59	12.50	3.93	2.99
Illegal burning	2,552	82.25	15.05	1.92	<1
Illegal weapon (firearm)	2,879	70.58	19.90	5.59	3.92
Illegal weapon (other than firearm)	2,784	72.09	19.54	5.32	3.05
Impersonating an officer or other official	1,608	91.60	6.84	< 1	< 1
Indecent exposure	2,790	81.25	15.41	2.29	1.04
Industrial accident	1,410	93.40	5.46	< 1	< 1
Injured animal	2,969	61.87	30.92	6.00	1.21
Insurance fraud	1,694	86.13	9.62	2.30	1.95
Invalid or elderly person needing assistance	2,764	61.47	29.78	6.30	2.46
Jail break (including walk-away, work release, juvenile escape)	1,564	93.48	5.12	< 1	< 1
Joy ride (including failure to return)	2,801	68.55	22.06	5.89	3.50
Kidnapping	1,784	90.30	7.57	1.23	< 1
Labor/management dispute	1,595	83.45	11.41	2.88	2.26
Landlord/tenant dispute	2,805	48.63	36.19	10.30	4.88
Larceny/felony	3,034	36.75	36.55	17.44	9.26
Larceny/misdemeanor	3,127	20.85	37.77	28.21	13.18
Liquor law (e.g., MIP, private parties, LCC inspections)	2,879	44.32	36.92	14.59	4.17
Littering	2,847	67.65	23.29	5.16	3.90
Loitering	2,753	50.89	27.97	11.26	9.88
Lost child	3,006	70.59	23.92	4.06	1.43
Loud party	3,041	32.23	39.39	20.88	7.50
Mail theft	2,087	84.62	12.65	1.77	< 1
Malicious destruction of property (MDOP)	3,168	18.15	38.51	28.31	15.03
Mentally ill person (including persons requiring treatment-PRT)	3,028	41.28	36.43	15.42	6.87
Minors in possession of alcohol (MIP)	3,121	41.04	42.68	12.18	4.10
Missing person	3,078	55.82	33.27	7.54	3.38
Money escorts	1,669	77.47	11.02	5.57	5.93
Motor vehicle hijacking	1,568	71.05	16.20	7.14	5.61

**Detailed Frequency of Response to Complaints Contd.**

Complaint/Incident	Number Indicating they Have Responded to Complaint	Percent of Responses			
		A Few Times per Year (or less frequent)	A Few Times per Month	A Few Times per Week	Daily
Motor vehicle theft	2,999	53.08	25.41	10.94	10.57
911 hang-ups	2,942	14.89	30.56	29.16	25.39
Non-traffic injury (e.g., skateboarding, bicycle accidents)	2,831	61.36	24.55	8.69	5.40
Nursing home patient abuse	1,108	90.88	5.87	1.71	1.53
Obscene, harassing, or threatening phone call	2,943	33.06	39.72	19.03	8.19
Odor investigation (e.g., gas leak)	2,614	73.45	20.70	4.44	1.42
Parking (including handicap parking)	2,974	35.24	30.80	18.09	15.87
Parental kidnap	2,408	80.15	15.53	2.66	1.66
Parole or probation	2,927	47.32	36.01	11.65	5.02
Peddling	2,181	68.68	19.85	6.69	4.77
Personal Protection Orders (PPO)	3,080	40.39	40.81	13.31	5.49
Peeping Tom	2,698	78.80	17.94	2.26	1.00
Perimeter control at fire	2,742	82.42	14.88	1.93	< 1
Pornographic material (including child pornography)	1,840	93.37	4.73	1.41	< 1
Postal law violations	1,090	92.11	5.50	1.47	< 1
Prostitution	1,801	61.58	18.77	10.55	9.11
Prowling	2,721	59.43	27.71	8.82	4.04
Public nuisance (e.g., abandoned refrigerator, junk, code violation)	2,650	60.79	25.17	8.11	5.92
Reckless driving	3,111	38.70	38.51	15.43	7.36
Receiving stolen property	2,900	55.83	31.24	8.93	4.00
Recovering stolen property	3,040	56.81	30.59	8.68	3.91
Repossession dispute	2,409	77.54	17.06	3.28	2.12
Retail fraud (e.g., security avoidance, changing price tags, possessing a removal device)	2,846	35.14	36.33	20.17	8.36
Riot	1,108	92.24	4.69	1.71	1.35
Robbery (not including unarmed robbery)	2,826	60.12	23.64	10.12	6.12
Ruptured water or gas line	2,422	87.61	10.24	< 1	1.16
Runaway juveniles	2,954	45.40	40.86	9.72	4.03

### Detailed Frequency of Response to Complaints Contd.

Complaint/Incident	Number Indicating they Have Responded to Complaint	Percent of Responses			
		A Few Times per Year (or less frequent)	A Few Times per Month	A Few Times per Week	Daily
Shots fired (including active shooter)	2,751	59.87	21.88	10.00	8.25
Sniper	361	85.04	9.42	2.22	3.32
Stalking (including internet stalking)	2,777	69.64	23.51	4.75	2.09
Status offenders (juveniles)	2,845	51.04	34.48	10.09	4.39
Suicide (including assisted suicide)	2,844	76.76	19.16	2.92	1.16
Suicide attempt	3,016	59.88	33.36	5.40	1.36
Suspicious object (bomb, package)	2,620	85.50	11.18	2.18	1.15
Suspicious person or vehicle	3,161	18.95	33.28	26.54	21.23
Tampering with an auto (including VIN removal)	2,269	73.07	16.70	6.17	4.05
Tampering with equipment (e.g., construction vehicles)	2,162	80.57	13.74	3.42	2.27
Terrorism (domestic or foreign)	490	87.14	8.78	1.63	2.45
Terrorist threat	683	90.48	6.88	1.02	1.61
Truancy	2,371	68.45	18.94	7.21	5.40
Thrown object at moving vehicle	2,813	76.43	17.85	3.66	2.06
Traffic control	3,168	22.54	37.56	22.03	17.87
Traffic crash (including off-road)	3,134	14.42	25.14	33.85	26.58
Train derailment	658	88.91	6.23	2.13	2.74
Trespassing (including DNR, unwanted person)	2,996	40.99	35.78	14.49	8.74
Unarmed robbery	2,832	57.59	26.31	10.35	5.76
Unlawful possession or use of explosive	1,133	90.82	6.35	1.32	1.50
Unlawful use of firearm	2,644	77.16	13.92	4.58	4.35
Wanted person	3,074	27.03	37.22	22.38	13.37
Weapon of Mass Destruction (radiological, biological, chemical, nuclear)	186	67.74	16.67	8.06	7.53

# **APPENDIX K**

## **Core Sources of Information**

### Composite Ratings of Core Sources of Information for Eleven Agency Types

Core Sources of Information	State Police	Detroit Police	Large C/V/T	Medium C/V/T	Small C/V/T	Large Sheriff	Small Sheriff	College/ University	Other State Agency	Specialty Police Agency	Tribal Police Agency	All Depts.
Briefing sheets	2.70	2.63	3.93	3.96	3.49	3.19	2.81	3.54	2.44	2.51	2.33	3.35
Computer bulletin boards (e.g., Internet, Prodigy, etc.)	3.20	2.69	2.43	2.48	2.52	2.67	2.82	2.98	2.21	1.88	2.55	2.59
Court decisions	3.34	2.52	3.09	3.34	3.35	3.11	3.30	3.29	3.19	2.45	3.17	3.14
Criminal Law and Procedure Texts	3.74	2.86	3.49	3.54	3.60	3.49	3.67	3.74	3.55	2.96	4.00	3.47
Department Manuals (e.g., policies, procedures, rules and regulations)	3.54	3.52	3.74	3.62	3.66	3.56	3.46	3.81	3.74	3.49	4.09	3.62
Interoffice memos	3.17	3.18	3.25	3.38	3.61	3.33	3.58	3.46	2.84	3.20	3.56	3.32
Legislative updates	2.89	2.14	2.58	2.88	2.94	2.67	2.83	2.88	2.90	2.42	2.75	2.71
LEIN/NCIC printouts	4.09	3.85	3.90	4.24	4.08	3.85	4.08	4.05	3.52	3.08	4.19	3.96
Local ordinances	2.05	3.70	3.97	3.91	3.82	3.35	2.58	3.61	2.16	3.00	3.06	3.48
Maps (State, County, City)	4.18	3.08	3.88	3.66	3.50	4.15	3.92	3.38	4.36	3.15	3.84	3.76
Michigan Compiled Laws/Michigan Statutes Annotated	3.82	3.00	3.39	3.47	3.57	3.57	3.65	3.55	3.95	2.95	3.34	3.48
Michigan Vehicle Code	4.07	3.06	3.56	3.83	3.92	3.92	3.99	4.03	3.22	3.07	4.06	3.71
Police incident reports	4.23	3.63	4.05	4.15	4.26	4.16	4.08	4.25	3.37	3.25	4.42	4.05
Professional law enforcement publications (e.g., FBI bulletin, Law and Order, etc.)	3.00	2.66	2.62	2.80	3.02	2.75	3.07	3.00	2.67	2.31	2.72	2.79
State police intelligence reports	3.34	2.03	2.51	2.59	2.78	2.66	2.79	2.58	3.09	2.03	2.47	2.63
Telephone book	3.77	3.02	2.73	3.17	3.61	3.38	3.73	3.21	3.56	3.06	3.28	3.26
Training bulletins	3.24	3.26	3.18	3.14	3.21	3.14	3.15	3.43	2.69	2.95	2.70	3.16
UD-10 manual	3.46	3.14	3.37	3.56	3.49	3.64	3.63	3.29	1.47	2.82	3.23	3.36
Wanted bulletins	3.38	3.58	3.82	3.48	3.35	3.35	3.26	3.45	2.50	2.75	3.08	3.43

# **APPENDIX L**

## **Non-Core Sources of Information**

### Composite Ratings of Non-Core Sources of Information for Eleven Agency Types

Non-Core Sources of Information	State Police	Detroit Police	Large C/V/T	Medium C/V/T	Small C/V/T	Large Sheriff	Small Sheriff	College/ University	Other State Agency	Specialty Police Agency	Tribal Police Agency	All Depts.
Attorney General opinions	2.02	.98	1.25	1.41	1.72	1.55	1.71	1.77	2.88	1.53	.72	1.54
Distance learning (e-learning)	1.32	1.37	1.02	1.09	1.24	1.13	1.11	1.14	1.06	1.32	.89	1.16
800-number directory	1.63	1.42	1.03	1.32	1.32	1.28	1.32	1.35	1.39	1.11	.69	1.30
Federal statutes	2.08	2.08	2.18	2.21	2.01	1.98	1.75	2.26	2.38	1.88	2.81	2.10
Field guides (e.g., NATB book, Physicians Desk Reference, etc.)	2.58	1.49	1.93	2.21	2.41	2.35	2.13	2.34	2.49	1.78	1.42	2.16
First aid manual	2.58	2.05	1.85	2.00	2.11	2.17	2.24	2.74	2.92	2.57	1.39	2.16
Fish and game laws	2.36	.80	.82	.99	1.54	1.95	2.14	.80	4.57	2.28	.83	1.52
Harbor and navigation statutes	.90	.82	.54	.58	.61	.78	.75	.47	3.05	1.10	.33	.79
Hazardous Materials Manual	2.74	2.02	1.93	2.12	2.29	2.27	2.24	2.40	2.33	2.13	1.56	2.20
Homeland Security resources	2.15	2.09	1.77	1.75	1.85	1.86	1.80	2.15	1.82	2.01	1.31	1.88
Internet sites (e.g., Lexis/Nexis, Westlaw, judiciary homepages, etc.)	2.50	1.79	1.43	1.73	2.12	1.84	1.93	2.42	1.85	1.29	2.00	1.84
Jury instructions	1.66	1.17	1.07	1.37	1.49	1.44	1.67	1.23	1.29	1.04	1.05	1.34
Legal transcripts	1.53	1.47	1.30	1.56	1.63	1.48	1.53	1.45	1.56	1.11	1.21	1.48
Michigan Liquor Control act	2.59	1.90	2.07	2.41	2.57	2.40	2.49	1.88	1.53	1.53	1.44	2.25
Prosecutor bulletins	2.82	1.70	1.92	2.35	2.85	2.48	2.83	2.39	2.66	2.10	2.31	2.36

# **APPENDIX M**

## **Core Equipment**

**Percent of Respondents using Core Equipment/Transportation for Eleven Agency Types**

<b>Core Equipment/Transportation</b>	<b>State Police</b>	<b>Detroit Police</b>	<b>Large C/V/T</b>	<b>Medium C/V/T</b>	<b>Small C/V/T</b>	<b>Large Sheriff</b>	<b>Small Sheriff</b>	<b>College/ University</b>	<b>Tribal Police Agency</b>	<b>Other State Agency</b>	<b>Specialty Police Agency</b>	<b>All Depts.</b>
Anti-bacterial wash	86.15	40.56	79.64	82.11	82.11	73.64	73.27	83.33	100.00	93.01	75.82	76.08
Automobile	98.46	92.50	97.64	97.92	98.39	97.09	99.01	100.00	100.00	95.10	92.31	97.06
Base station police radio	94.23	62.50	47.45	72.36	77.29	59.09	61.39	68.63	100.00	62.24	80.22	66.60
Baton (night stick, PR-24, Kubotan)	92.31	30.83	63.45	75.08	52.98	48.18	17.82	42.16	91.67	90.21	50.55	59.21
Battery jumper cables	97.31	46.67	20.36	39.14	58.03	54.73	52.48	47.06	66.67	97.20	73.63	50.97
Binoculars	86.15	32.78	60.18	67.09	82.11	72.73	88.12	75.49	75.00	97.90	74.73	69.14
Blanket	91.92	7.78	56.00	60.86	65.14	78.00	65.35	65.69	66.67	78.32	69.23	61.44
Body armor (hidden vest, exterior vest)	98.08	86.94	94.36	97.28	98.39	96.73	97.03	98.04	100.00	99.30	65.93	94.99
Business directory	63.08	26.67	29.09	59.90	67.89	52.00	53.47	47.06	33.33	66.43	52.75	50.32
Cellular phone	75.00	81.11	80.55	79.23	89.68	90.91	85.15	84.31	100.00	100.00	84.62	84.22
Chemical agents (e.g., pepper, mace, tear gas)	93.46	52.22	79.82	86.58	86.01	82.73	86.14	91.18	83.33	94.41	75.82	81.58
Drug and narcotic identification field kit	94.23	3.89	58.36	79.07	88.53	72.73	81.19	65.69	100.00	62.94	42.86	66.57
Evidence Processing kit (fingerprinting, casting, CSI kit)	89.23	5.56	32.18	47.60	72.25	67.82	78.22	67.65	83.33	41.26	40.66	51.66
Evidentiary breath test instrument	95.00	29.17	64.91	90.73	91.51	89.09	92.08	82.35	91.67	89.51	67.03	78.71
Fire extinguisher	96.15	74.17	76.73	86.10	89.45	94.00	89.11	96.08	83.33	97.20	94.51	86.91
First aid kit	94.23	46.39	77.09	81.79	87.39	90.18	84.16	90.20	100.00	97.20	94.51	81.68
Flares	86.15	31.39	82.36	83.39	73.62	85.82	68.32	79.41	33.33	83.22	67.03	75.49
Flashlight	95.77	86.11	96.91	96.81	96.79	98.36	96.04	96.08	100.00	99.30	93.41	95.79
Flex-cuffs (zip cuffs)	91.15	13.33	46.91	58.63	69.72	69.09	77.23	76.47	91.67	86.01	50.55	59.73
Gas mask	86.54	58.33	72.18	62.78	39.45	69.45	55.45	53.92	91.67	5.59	26.37	59.83
Gear bag/throw bag	84.23	28.61	65.82	69.97	61.70	68.00	66.34	66.67	58.33	90.91	52.75	64.53
Gloves (latex, rubber, leather)	98.85	86.94	97.82	98.08	99.08	98.91	97.03	98.04	100.00	98.60	93.41	97.00
Handcuffs	99.23	92.50	99.09	98.72	99.54	99.27	99.01	99.02	100.00	100.00	96.70	98.36
Hand-held police radio	97.69	86.94	96.91	98.08	98.39	98.18	97.03	99.02	100.00	99.30	97.80	96.72

**Percent of Respondents using Core Equipment/Transportation for Eleven Agency Types Contd.**

<b>Core Equipment/Transportation</b>	<b>State Police</b>	<b>Detroit Police</b>	<b>Large C/V/T</b>	<b>Medium C/V/T</b>	<b>Small C/V/T</b>	<b>Large Sheriff</b>	<b>Small Sheriff</b>	<b>College/ University</b>	<b>Tribal Police Agency</b>	<b>Other State Agency</b>	<b>Specialty Police Agency</b>	<b>All Depts</b>
LEIN terminal	96.54	63.33	80.55	91.37	77.06	89.27	59.41	79.41	83.33	85.31	47.25	81.62
Overhead emergency lights (patrol vehicle)	95.38	68.33	88.18	94.57	95.87	93.27	92.08	90.20	100.00	83.92	89.01	89.76
Personal computer	59.62	31.94	61.27	57.19	62.16	55.82	50.50	68.63	91.67	94.41	56.04	57.60
Photographic equipment	86.54	20.56	37.64	63.90	81.88	75.09	81.19	70.59	100.00	96.50	68.13	63.20
Pistol	92.69	83.61	85.64	91.21	90.83	89.45	85.15	83.33	100.00	99.30	89.01	89.07
Pistol magazines (extra)	96.54	79.44	87.09	94.57	92.66	95.27	89.11	89.22	91.67	98.60	86.81	91.24
Police barrier tape	83.08	60.28	83.09	88.18	87.84	88.36	83.17	86.27	91.67	55.94	83.52	82.02
Police car radio	98.46	90.83	97.64	99.20	99.31	98.36	96.04	97.06	100.00	97.90	90.11	97.34
Police microphone on officer	70.00	66.67	68.00	78.75	74.08	66.55	54.46	72.55	75.00	44.06	56.04	69.02
Preliminary breath test instrument (PBT)	95.00	34.17	69.45	95.69	98.62	93.09	98.02	91.18	100.00	93.01	78.02	83.60
Radio car computer terminal	57.69	58.06	82.36	84.35	69.27	81.09	34.65	60.78	33.33	79.72	43.96	72.52
Rifle	90.77	33.89	44.36	57.03	61.93	41.82	62.38	24.51	66.67	93.01	20.88	52.83
Semi-automatic pistol	94.62	75.56	90.55	93.93	94.27	92.00	91.09	87.25	91.67	97.20	89.01	90.78
Shotgun	95.38	66.67	81.45	93.77	93.12	82.18	85.15	55.88	75.00	93.71	63.74	84.34
Siren	97.69	81.39	95.45	96.17	97.94	95.82	98.02	94.12	100.00	93.71	89.01	94.40
Speed detection device (radar, lidar, laser)	94.62	13.06	75.09	93.29	96.10	92.91	95.05	49.02	100.00	12.59	50.55	75.58
Spot light	95.38	64.17	91.64	95.37	95.18	96.00	95.05	93.14	100.00	90.91	83.52	90.75
Traffic vest (illuminated/reflective)	36.54	20.28	73.09	72.36	68.58	68.18	70.30	74.51	91.67	82.52	51.65	62.52
Video camera (stationary in-car)	81.92	74.17	74.91	80.35	74.54	62.91	56.44	52.94	100.00	5.59	6.59	68.18

# **APPENDIX N**

## **Non-Core Equipment**

**Percent of Respondents using Non-Core Equipment/Transportation for Eleven Agency Types**

<b>Non-Core Equipment /Transportation</b>	<b>State Police</b>	<b>Detroit Police</b>	<b>Large C/V/T</b>	<b>Medium C/V/T</b>	<b>Small C/V/T</b>	<b>Large Sheriff</b>	<b>Small Sheriff</b>	<b>College/ University</b>	<b>Tribal Police Agency</b>	<b>Other State Agency</b>	<b>Specialty Police Agency</b>	<b>All Depts.</b>
All terrain vehicle	8.08	5.83	2.55	4.95	11.47	9.64	23.76	7.84	50.00	93.71	54.95	12.75
Ambulance	8.08	5.83	1.64	11.98	19.95	12.36	10.89	1.96	8.33	3.50	12.09	9.63
Animal control equipment (noose, gloves, net)	11.92	38.89	25.09	50.16	34.63	12.55	13.86	13.73	58.33	79.72	47.25	32.03
Automatic External Defibrillator (AED)	71.54	3.06	23.27	50.96	61.01	76.18	85.15	71.57	100.00	11.19	73.63	48.99
Axe	87.31	2.50	2.18	18.85	21.56	12.55	8.91	0	41.67	82.52	30.77	21.32
Battering Ram	21.54	16.94	13.82	27.64	18.12	14.00	18.81	3.92	16.67	1.40	3.30	17.08
Battery jumper device (self contained power source)	27.31	35.28	18.73	36.58	37.61	35.27	25.74	73.53	75.00	56.64	71.43	35.41
Bicycle	5.00	10.28	25.45	37.54	37.39	10.18	< 1	49.02	33.33	30.77	41.76	24.17
Biohazard suit	67.31	11.11	41.27	32.43	25.23	32.00	31.68	22.55	33.33	20.28	15.38	31.97
Bloodborne pathogen kit	48.85	13.33	40.73	50.16	50.00	50.18	38.61	71.57	16.67	76.22	59.34	45.93
Boat	8.46	2.50	1.82	2.24	5.50	16.73	23.76	0	0	92.31	40.66	11.27
Canine	29.23	5.56	18.00	18.37	14.91	17.27	11.88	14.71	33.33	3.50	9.89	15.94
Car door lock opening device	12.69	19.72	16.18	49.20	65.60	50.00	34.65	74.51	0	14.69	74.73	39.06
Crisscross directory (e.g., Bressiers)	51.92	10.00	37.09	60.06	47.71	55.45	13.86	33.33	41.67	25.17	58.24	43.52
Dictating machine	38.85	1.67	< 1	21.73	20.41	24.00	27.72	15.69	0	19.58	9.89	17.02
Fingerprint Live-Scan machine	25.38	34.44	20.91	63.58	25.23	23.27	23.76	42.16	0	10.49	16.48	32.13
Fire hose	5.00	4.44	1.64	15.81	23.17	5.45	1.98	4.90	8.33	9.09	21.98	9.56
Fire hydrant cut-off wrench	1.15	6.67	1.45	14.38	21.56	2.73	1.98	2.94	0	2.80	14.29	7.92
Fire nozzles	1.54	1.11	< 1	13.58	19.95	1.82	1.98	2.94	8.33	2.80	15.38	6.69
Fire protective clothing	2.69	1.11	2.36	14.38	19.72	1.27	2.97	< 1	0	12.59	12.09	7.43
Fire truck	1.92	1.94	< 1	14.22	19.50	1.64	1.98	0	0	2.80	13.19	6.69
Firearm range equipment	45.38	16.94	30.55	50.00	52.52	37.82	46.53	51.96	33.33	69.93	51.65	41.72
Flare gun	4.62	3.06	1.64	1.60	2.29	2.91	2.97	2.94	0	41.26	12.09	4.46
Four wheel drive vehicle	21.15	19.72	6.36	16.77	33.49	24.91	54.46	34.31	100.00	93.71	84.62	26.68

**Percent of Respondents using Non-Core Equipment/Transportation for Eleven Agency Types Contd.**

<b>Non-Core Equipment /Transportation</b>	<b>State Police</b>	<b>Detroit Police</b>	<b>Large C/V/T</b>	<b>Medium C/V/T</b>	<b>Small C/V/T</b>	<b>Large Sheriff</b>	<b>Small Sheriff</b>	<b>College/ University</b>	<b>Tribal Police Agency</b>	<b>Other State Agency</b>	<b>Specialty Police Agency</b>	<b>All Depts.</b>
Illuminated traffic baton	22.31	5.56	24.18	28.12	33.72	33.82	27.72	28.43	58.33	11.89	31.87	25.69
Ladder	8.08	8.61	7.45	21.41	21.56	6.73	1.98	5.88	8.33	14.69	21.98	12.63
Lo-jack	23.46	27.78	7.64	10.22	1.83	16.73	< 1	2.94	0	2.80	2.20	11.67
Leg restraints	47.69	11.67	24.18	36.74	40.83	48.18	60.40	12.75	100.00	10.49	21.98	33.83
Less lethal weapon (e.g., Taser, bean bag, flashbang, stingball, pepper ball, etc.)	44.62	11.39	35.64	76.68	56.19	69.09	61.39	47.06	75.00	9.09	16.48	49.68
Manual control for traffic signal	18.85	10.83	22.18	23.96	24.54	20.18	13.86	29.41	16.67	6.29	15.38	20.02
Metal detector	10.38	10.28	22.18	32.11	19.04	10.36	12.87	33.33	16.67	34.97	10.99	19.68
Motorcycle	3.46	19.44	7.09	8.63	4.82	10.55	< 1	12.75	0	34.97	15.38	10.18
Night vision goggles	22.69	4.44	11.45	26.36	28.44	16.55	31.68	20.59	83.33	66.43	16.48	21.39
Oxygen tanks	5.77	1.67	6.55	19.01	20.87	23.64	10.89	21.57	0	2.80	24.18	14.11
Palm pilot	4.62	5.00	4.00	6.07	7.11	7.82	2.97	9.80	8.33	6.99	8.79	6.07
Pneumatic tool for extracting trapped person (e.g., jaws of life, portapower)	2.69	< 1	< 1	14.22	16.74	1.82	5.94	< 1	0	2.80	12.09	6.34
Pry bar	75.77	14.72	16.00	32.11	32.57	29.64	18.81	9.80	41.67	24.48	26.37	29.00
Public address system	67.31	20.28	34.91	54.63	48.62	52.18	39.60	64.71	33.33	70.63	71.43	48.19
Pylons	21.92	11.67	29.09	42.49	44.04	32.91	22.77	38.24	33.33	5.59	52.75	31.57
Revolver	80.00	19.72	14.91	13.58	14.91	16.00	18.81	9.80	16.67	81.12	24.18	23.77
Revolver speed loader	9.23	6.39	5.45	5.11	5.50	7.64	5.94	4.90	0	63.64	16.48	9.04
Riot shield	33.85	28.33	42.55	38.34	12.61	16.91	8.91	21.57	33.33	2.10	6.59	26.49
Riot baton	83.85	39.72	40.36	41.21	14.45	24.18	6.93	16.67	33.33	4.20	17.58	33.64
Riot helmet	87.31	46.11	58.55	55.59	25.69	52.73	16.83	41.18	41.67	3.50	24.18	48.16
Rope/cord	44.23	5.28	14.00	27.96	33.26	37.09	24.75	22.55	8.33	76.22	37.36	28.69
Self-contained air pack (Scott air pack)	5.38	1.11	8.55	17.57	20.41	9.27	6.93	< 1	0	1.40	12.09	10.40

**Percent of Respondents using Non-Core Equipment/Transportation for Eleven Agency Types Contd.**

<b>Non-Core Equipment /Transportation</b>	<b>State Police</b>	<b>Detroit Police</b>	<b>Large C/V/T</b>	<b>Medium C/V/T</b>	<b>Small C/V/T</b>	<b>Large Sheriff</b>	<b>Small Sheriff</b>	<b>College/ University</b>	<b>Tribal Police Agency</b>	<b>Other State Agency</b>	<b>Specialty Police Agency</b>	<b>All Depts.</b>
Snowmobile	6.54	1.67	< 1	1.76	10.09	4.55	10.89	0	41.67	86.01	10.99	7.92
Stop sticks	89.23	< 1	57.09	50.80	40.83	63.64	66.34	13.73	0	1.40	7.69	45.96
Surgical mask (pocket mask)	60.38	16.67	43.64	47.60	44.27	49.27	42.57	46.08	41.67	41.96	45.05	43.79
Tape recorder	79.62	10.56	24.18	44.25	52.98	54.18	62.38	47.06	75.00	79.02	27.47	44.63
Tape ruler	75.38	12.22	17.09	35.62	53.21	52.18	65.35	37.25	75.00	74.13	31.87	40.98
Tear gas grenade	4.23	1.67	7.09	5.75	3.21	6.55	4.95	11.76	0	< 1	7.69	5.17
Tear gas gun	4.62	1.94	7.09	6.39	1.61	5.64	4.95	10.78	0	< 1	6.59	4.92
Tool kit	51.54	11.39	20.00	30.83	40.60	50.18	38.61	46.08	16.67	86.71	37.36	36.43
Video camera (portable)	22.31	8.61	8.36	19.49	26.83	11.45	21.78	23.53	25.00	42.66	16.48	17.39
Vehicle immobilizer ("Boot')	2.31	< 1	0	3.04	< 1	1.09	3.96	4.90	8.33	0	4.40	1.55