

STATEWIDE JOB TASK ANALYSIS OF ENTRY-LEVEL LAW ENFORCEMENT OFFICERS

Final Report



MICHIGAN COMMISSION ON LAW ENFORCEMENT STANDARDS

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Executive Summary

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 entry-level patrol officers. The JTA was originally completed in 1979 and was updated in both 1996 and 2006. 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 2018 the job task analysis was updated once again. The results of that project are detailed in this report. A list of core tasks of the patrol officer position for 2018 is presented in Appendix A.

Background

- The JTA is intended to capture the roles, responsibilities, and duties specifically of entry-level 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 2006 task inventory for use in 2018;
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; both overall and for each of the eight agency types included in the project;
2. identifying the core and non-core equipment and sources of information, both overall and for the eight agency types; and
3. writing the final project reports.

The Job Analysis Inventory

- While the majority of the tasks in the 2018 survey remained the same as in 2006, some editing was done to incorporate current terminology/methods, and several additions and deletions were made to reflect current job requirements. The deletions, amendments, and other edits to the job task list resulted in a final list of 436 job tasks, 244 of which were rated during this project.
- 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/criticality of each patrol officer task. In addition, officers were asked about the types of equipment and sources of information that they use.

Survey Administration

- As it was in 2006, the survey was again administered online, and officers indicated their responses by clicking on their selections. In addition, for this administration officers could respond via smartphone or tablet, if they preferred. Once again, they were able to stop and start the survey at their convenience.
- 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, using 8 of the 11 categories identified and used in 1996 and 2006 (the 3 other categories used in previous administrations were collapsed into existing categories). All eight agency stratifications (or 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 75% (2,196 out of 2,940), and for patrol supervisors was 77% (507 out of 657).
- 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 and criminal investigation.
- 85% of the officers are male and 80% are white. The most frequently endorsed age group was 25-34 years old, with 40% of the sample falling within this range.

- Over 90% have completed at least some college, with 81% having a post high school degree.
- Nearly half of the patrol sample (48%) have more than 10 years of experience as a licensed law enforcement officer in the State of Michigan – 77% have at least 3 years of experience.

Demographic characteristics of the supervisor sample are listed below.

- Most of the supervisors are sergeants (80%), and nearly all (97%) have more than 10 years of experience in law enforcement.
- 90% of the supervisors are male and 79% are white. More than half (55%) reported that they are at least 45 years old.
- 97% of the supervisors completed at least some undergraduate coursework, with more than half (54%) obtaining an undergraduate or post-undergraduate degree.

Ratings of Training Effectiveness

- As part of the background information, patrol officers who had been licensed within the past 3 years 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 91%) indicating that they were “fairly well” prepared or better (“quite well” or “very well” prepared).
- Officers were also asked to indicate (in open-answer form) what changes they would like to see to the licensing training program. The most common request was to increase the number or types of scenario-based training.

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/criticality rating for each task across all agency types (with critical tasks identified as core regardless of frequency)
- Using these criteria, 113 of 244 tasks (or 46.31%) were identified as core tasks in the 2018 survey.

2006–2018 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 2006 to now.
- The tenure analysis revealed a change in the job of “experienced” officers from 2006 to 2018. Specifically, in 2006, a higher percentage of high tenured officers performed Special Operations tasks associated with civil disorders than they did in 2018.

Sources of Information, and Equipment

- Data were gathered on both the importance of each source of information, and the frequency with which it is used, and a composite score was created. Considering both importance and frequency, 25 out of 38 sources of information (or 65.79%) were rated as core.
- 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 36 pieces of equipment (or 36.36%) were identified as core.

2006–2018 Comparison of Non-Task Data

- In comparing 2006 to 2018, the common core sources of information and core equipment were similar in terms of their relevance to the job. The 2018 findings suggest, however, an increase in breadth and scope in that there were significantly more sources of information and equipment now than 12 years ago.

CHAPTER 1: Introduction

The Michigan Commission on Law Enforcement Standards (MCOLES) is mandated by statute to prepare and publish medical and non-medical standards for the selection, employment, training, licensing, and revocation of law enforcement officers in Michigan. The legislation that created MCOLES can be found in Public Act 203 of 1965, as amended, sections MCL 28.601-615 of the Michigan Compiled Laws (MCL). The statute also authorizes MCOLES to promulgate administrative rules that establish the criteria and processes for the enforcement of the standards, including rules governing in-service training.

Nineteen commissioners all serve either by virtue of their position or by an appointment to a term of office by the Governor. The Commission membership is diverse. It consists of representatives from the Michigan Association of Chiefs of Police, the Michigan Sheriff's Association, six police labor organizations, prosecution, defense, the Michigan State Police, the Detroit Police Department, the Deputy Sheriff's Association of Michigan, the Michigan Office of Attorney General, and a public representative. MCOLES is an autonomous agency whose responsibilities come directly from the Michigan Legislature.

The original eleven-member Commission, as created by statute in 1965, was called the Michigan Law Enforcement Officers Training Council (MLEOTC). In 2001, MLEOTC merged with the former Michigan Justice Training Commission, a funding body for law enforcement training, and became the Michigan Commission on Law Enforcement Standards (MCL 28.621). This reorganization also expanded the Commission's responsibilities in the areas of in-service training and continuing education.

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.

In 2006, MCOLES again partnered with Stanard & Associates, Inc. to develop the job analysis survey and collect the survey data. The process, approach, and survey content largely mirrored those used in the 1996 study, with content updated to reflect the job as it existed in 2006, with a focus on changes in the job in the 21st century. They then contracted with Performance-Based Selection (PBS) to analyze the data and produce an overall report, as well as individual reports for each stratification represented in the database. Detailed information regarding the design and development of the 1979, 1996, and 2006 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; Performance-Based Selection, 2007).

Although the MCOLES routinely examines and evaluates its entry-level standards, training curriculum, and the 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 2017 - 2018, the job task analysis was updated once again. The results of that project are contained in this report. The goal is to identify any significant changes in law enforcement practices and procedures over the past 12 years and to ensure that standards remain valid.

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

An individual wishing to become a licensed law enforcement officer in Michigan must meet the MCOLES' minimum selection standards, satisfactorily complete the mandatory 594-hour basic curriculum at an MCOLES-approved basic training academy, pass the state licensing examination, and be employed by a law enforcement agency as a fully empowered law enforcement officer.

"Law enforcement officer" is defined as "an individual authorized by law, including common law, to prevent and detect crime and enforce the general criminal laws of the state" (MCL 28.602). "Law enforcement agency" means "an entity that is established and maintained in accordance with the laws of this state and is authorized by the laws of this state to appoint or employ law enforcement officers" (MCL 28.602).

Traditional law enforcement agencies (e.g., municipal, county, and state police) clearly meet the statutory definition of a "law enforcement agency," but the legislative language also includes specialized organizations such as park, tribal, conservation, airport, and other public 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 580 traditional and specialized agencies and licenses approximately 18,916 officers.

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 every officer across the state. Participating in the JTA was a unique opportunity for line officers to let the

MCOLES know what knowledge, skills, and abilities they believe were important to the job.

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 the consequences of inadequate performance of each patrol officer task. In addition, officers were asked about 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 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 any time from a computer, tablet, or phone during the data collection or survey phase. The ability to work on the survey and then easily return to it at a later time contributed to the “user-friendly” nature of the process.

Project Description and Strategy

The 2018 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 3-4 steps (although not necessarily in sequential order, as work was proceeding on multiple phases simultaneously). Specifically:

Phase one included:

1. reviewing, revising, and updating the 2006 task inventory for use in 2018;
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. collecting data through online survey administration.

Phase three included:

1. analyzing the data to determine the core and non-core tasks, both overall and for each of the eight agency types;
2. identifying core and non-core equipment and sources of information
3. writing the final project reports.

Project Kickoff

In December 2017, the MCOLES and PSI began the project with an initial planning meeting held in Lansing, Michigan. This meeting was attended by two key project members from PSI and 3 key project members from MCOLES. 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 addition, it was decided that the format and structure of the 2018 job analysis would closely resemble the 2006 JTA, as many tasks inventoried in 2006 were believed by the MCOLES project team to still be relevant today.

During this initial meeting MCOLES also discussed an important goal that they had for the 2018 survey; reducing the survey length, if possible. Respondents and administrators/agency coordinators from the 2006 administration had expressed dissatisfaction with the amount of time it took to complete the survey, a particular concern for MCOLES given that the survey was completed on work time. Because participation in the project is voluntary, and based on feedback received in 2006, MCOLES project members believed that an insufficient number of responses would be received if the survey length was not reduced.

The project team discussed various options for reducing the survey length and decided to make three changes to the survey structure for the 2018 administration. Specifically:

- The number of background questions related to perception of the current training program would be reduced. In the twelve years since the previous survey the MCOLES has increased the frequency with which they send out focused surveys to the patrol officer population to assess officers' perceptions of the current training.
- No ratings of the frequency of response to complaints would be collected, because a review of the previous JTAs indicated redundancy with the task statements in this area.
- The number of task statements to be rated would be reduced. The team determined that task statements that had a strong history of being considered core need not be rated as part of the current job task analysis. Specifically, because data was available from nearly three decades of job task analysis ratings, the project team chose to use these results to identify tasks that had been included on, and rated as core, across all three of the previous job task analyses (in 1979, 1996, and 2006). The team determined that these statements would be identified and then reviewed by a group of incumbent MCOLES licensed patrol officers and patrol supervisors (that is, subject matter experts, or SMEs) from across the state. The group would be tasked with determining whether the identified tasks could still be considered core for a variety of agencies across the state.

Development of JTA Content

As a first step in identifying the task statements to be included on the JTA survey, members of the PSI project team reviewed the results of the 1979, 1996, and 2006 JTA projects, and identified task statements which could be considered core across the 27-year span covered by these JTAs (i.e., “historically core”). To be considered historically core a task:

- had to have been included on, and rated as core, on all 3 of the previous JTAs, and;
- had to be substantially the same across all three previous surveys, with no, or only very minor, wording changes across time. An example of an acceptable minor wording statement is changing “traffic accident” to “traffic crash” to reflect more current verbiage.

The list of historically core tasks were then compiled into a separate document and reviewed by Subject Matter Experts (SMEs) from the state of Michigan, during two separate meetings, as described below.

To review and identify the task statements to be included on the current job analysis survey, incumbent MCOLES licensed patrol officers and patrol supervisors who had been identified as Subject Matter Experts (SMEs) from across the state participated in two facilitated meetings. At these meetings, their collective professional judgments were recorded. The PSI Project Manager and the MCOLES Project Manager led the meeting, in which participants were asked to examine the 2006 lists of tasks, equipment, and resources to determine their suitability for the 2018 questionnaire and to suggest modifications (e.g., updated wording, additions, and deletions).

The first meeting, held on March 6, 2018 in Lansing, Michigan was comprised of incumbent police officers, representing a variety of agency types and geographic areas across the state of Michigan, the PSI Project Manager, the MCOLES Project Manager, and a key MCOLES project team member. All task statements included on the 2006 survey were presented to the group (both in a handout, and projected on a screen), and the group was asked to review the list and suggest modifications. Working together, the group identified:

- statements to be added to the survey (to reflect differences in the role since 2006);
- statements to be deleted from the survey (as they were no longer performed and/or relevant in 2018);
- changes in wording (to reflect current terminology), and
- tasks that should be combined together into one task.

Group consensus was required to accept any changes, and all changes were recorded by PSI.

The group was then asked to review the list of historically core tasks that had been identified prior to the meeting (this list was a subset of the longer list already reviewed). PSI and MCOLES made it clear that any historically core task that had been modified during the meeting would be deleted from the list of historically core tasks and would be included as a task to be rated on the 2018 JTA. The group was asked to review the list of historically core tasks and identify any that they felt should not be included on the list (e.g., they were not currently performed by all of the different types of agency, or were not currently performed frequently enough, or considered important enough, to still be considered as core). All tasks identified as historically core were considered to still be core by this incumbent group.

The incumbent SMEs also reviewed the list of equipment and sources of information included on the 2006 survey. The same process used to review the task list was followed for this review, with SMEs identifying additions, deletions, wording changes, and instances where separate items could be combined together.

On March 7, 2108, a second group of SMEs comprised of supervisors of patrol officers (either directly, such as Sergeants, or more indirectly, such as Lieutenants or Captains) were asked to review the changes in the list of tasks, equipment, and information sources suggested by the incumbent SME group. They were to serve as an additional layer of experts in the review process. The group noted only a small number of changes, including the removal of two tasks from the list of historically core tasks. Changes noted in the meeting were made by PSI and sent to the MCOLES Project Manager; the MCOLES project team reviewed the final documents, suggested some minor modifications (primarily to the list of equipment) and approved the lists for inclusion on the 2018 JTA.

Following the meeting on March 7th, two MCOLES team members and the PSI Project Manager met to discuss the demographic questions to be included on each JTA survey. The final list of demographic questions was finalized through discussions between PSI and MCOLES following this meeting.

In addition to background questions, the final Patrol Officer JTA contained:

- 244 tasks
- 192 historically core tasks, which were included on the JTA but were not to be rated. The JTA instructions included an explanation of the how the historically core tasks had been identified and what they represented (e.g., tasks which had been common and core for almost 3 decades). These tasks were included so that respondents could see the full spectrum of tasks performed by patrol officers, to help them to more clearly realize that they would only be rating a subset of the list of tasks.
- 38 sources of information
- 99 pieces of equipment

The Supervisor JTA contained demographic questions, the 244 tasks, and the 192 historically core tasks (for review and informational purposes).

CHAPTER 2: Job Analysis Inventory Design and Administration

As described in Chapter 1 of this report, to develop the JTA survey, the 2006 job task list was examined closely to ensure its relevancy and utility for 2018. While the majority of the tasks in the 2006 survey remained the same, 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 244 tasks to be rated, and 192 historically core task job tasks (which were not to be rated but were to be listed in the JTA for information purposes).

Modeling the approach used in 2006, the 2018 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, or accessed/used a resource, as well as the importance of the resource material used. 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 four (4) 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 four 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, and asked those officers with less than 3 years of experience to identify any changes they would recommend to the training.
2. types of equipment used – which contained a list of equipment traditionally associated with law enforcement, where officers were asked to indicate which items they had used in the course of their duties in the past 12 months. The list included items such as revolver, handcuffs, cellular phone, digital body camera, and stop sticks.
3. sources of information – which contained questions regarding the written materials used by officers in the performance of their job, including court decisions, Prosecutor bulletins, Attorney General Opinions, interoffice memos, and training bulletins.
4. tasks performed – which is the foundation of the job task analysis. This section contained a list of 244 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 (assault, robbery, physical abuse, CSC, etc.), interview suspects, maintain crime scene log, investigate cyberbullying, patrol on foot, and operate patrol vehicle in an emergency response manner.

The patrol officer survey was available for completion from June 21, 2018 through August 13, 2018. A copy of the patrol officer survey is provided in Appendix B 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 of Patrol Survey**

Section	Number of Items	Type of Data
Background & training information	16	Nominal
Equipment list	99	Nominal
Resources used/sources of information – frequency	38	Ordinal
Resources/Sources – Importance	38	Ordinal
Task list inventory	244	Ordinal
Total	435	-

The Patrol Supervisor Survey

The supervisor survey included two (2) main sections: (1) background 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 supervisor survey was available for completion from July 9, 2018 through August 13, 2018. 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**

Section	Number of Items	Type of Data
Background information	11	Nominal
Task list inventory	244	Ordinal
Total	255	-

The frequency and criticality (or consequences of inadequate performance) rating scales used in 2006 were again used in 2018. Each rating was made using a 5-point scale. The rating scales are given below.

Frequency of Performance				
1	2	3	4	5
Have not done this in the past 12 months	A few times per year (or less)	A few times per month	A few times per week	Daily

Criticality (Consequences of Inadequate Performance)				
1	2	3	4	5
Minimal	Not very serious	Serious	Extremely Serious	Disastrous (e.g. loss of life)

In addition, the rating scales used for equipment and sources of information were the same as those used in 2006.

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/village/township 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.

All law enforcement agencies in the state were categorized into stratifications by type and size, beginning with the categories originally identified in previous job task analyses. For the 2018 administration, 3 of the previously used stratifications (tribal, colleges/universities, and other state agencies) were combined into other stratifications.

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 six stratifications were defined as follows:

- large city/village/township police departments (60+ officers)
- medium city/village/township police departments (20-59 officers)
- small city/village/township police departments (1-19 officers)

- large county sheriff departments (60+ officers)
- small county sheriff departments (1-59 officers)
- specialty police agencies

When determining agency sizes for each patrol stratification, the goal was to split the population (not the number of agencies) so that approximately 1/3rd of the officers were in the small, medium, and large strata. This approach resulted in the sizes used for agency classifications differing from those used in the 2006 JTA, where small agencies had fewer than 30 officers, medium agencies had 30-99 officers, and large agencies had more than 100 officers. The average agency size has decreased since 2006; if the same “cuts” were used to divide the 2018 sample a disproportionately large percentage of the sample would be classified in the small agency strata, while an insufficient number of agencies would be considered to be medium and/or large. The same approach was used to divide the Sheriff agencies into small and large strata, with the goal of having 1/3rd of the agencies classified as small (to correspond to the population distribution), and the rest classified as large.

In addition to City, Village, and Township police officers, the City/Village/Township strata included tribal agencies. The Specialty Agency stratification included agencies from Airports, College/Universities, Parks, the Department of Natural Resources, and the Michigan Attorney General Office.

Once all law enforcement agencies in the state were placed in stratifications, the next step in the sampling process was to randomly select 15% of the population in each stratification for participation in the job task analysis project. Because agencies varied by size, more agencies were selected from the small stratifications, to ensure that an adequate sample was obtained per strata. Several agencies had volunteered to participate in the project early on, after an email describing the project had been sent to each agency by the MCOLES Project Manager. These agencies were all included in the sampling plan, and subsequent agencies were then chosen (considering geographic location and agency size within strata) until the required number of potential participants were chosen.

For the two stratifications which were comprised of one agency (DPD and MSP), the agency representative was asked to send the survey invitation to a representative sample of the agency incumbents, so that the final sample would represent a range of demographic characteristics (e.g., age, gender, race, years of experience), geographic regions, and types of assignments. A listing of the agencies sampled in each of the eight stratifications is presented in Appendix C.

The selected agencies were contacted by the MCOLES Project Manager, first by email and then by a follow-up telephone call (if needed) 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 15% representation per stratification. A total of 100 agencies agreed to participate in the survey.

Once the final list of agencies was identified for participation, the MCOLES Project Manager sent an email to the “agency coordinator” (the main point of contact for each agency), which provided more information about the project, the specific link to be used for that agency to access the JTA survey (a custom link was developed for each version

of the survey, for each agency), and the deadline date for survey completion. For the patrol administration, the agency coordinator was asked to send the link to all incumbent patrol officers in his/her agency, with a request to complete the survey by the deadline date. So as not to place too high of an administrative burden on each agency coordinator, or the officers in the agency, the supervisor survey was sent out two weeks after the patrol officer survey.

Statewide Return Rates

Once the online survey was closed to participation in early August 2018, the statewide return rates were analyzed by the MCOLES and PSI. Some of those invited to participate never responded at all, and some accessed the survey but never completed it. A total of 2,196 patrol officer, and 507 supervisor surveys were received.

To identify the final incumbent group to be used for most analyses contained in this report, several criteria were used to identify respondents to be eliminated from the analyses either because they did not appear to have put sufficient effort into the survey, they did not have sufficient experience in the role, or they did not appear to actually perform patrol officer duties.

Specifically, patrol respondents were eliminated if they completed less than 50% of the items on the survey (considering only the task, complaint, and source of information sections).

In addition, patrol officers were eliminated from the final survey sample if there was reason to believe that they were actually supervisors, and not patrol officers. Two questions were included on the patrol survey to determine if a respondent appeared to be a supervisor. These two questions were:

- Do you officially supervise patrol officers as part of your typical job duties?
- (If yes to the above question) What percent of your time do you spend officially supervising patrol officers?

Respondents were considered to be supervisors, rather than patrol officers, if they responded yes to the first question, and indicated they spent more than 50% of their time supervising patrol officers, in response to the second question.

In addition, it was determined that officers with less than 6 months of experience would have insufficient knowledge of the job to provide accurate responses, and so should be excluded from certain analyses. They were, therefore, not included in the overall sample when determining composite scores, frequency of equipment usage, and frequency and importance of sources of information. They were included in the responses to the questions which focused on training (since they had, by definition, gone through training relatively recently, and could therefore offer a valuable perspective on the current training program). They were also included in the tenure analysis, which was intended to identify tasks that were performed more frequently by veteran officers, as opposed to less experienced officers.

A total of 303 respondents were eliminated from the patrol officer database; 110 because they had incomplete surveys, 133 because they had less than 6 months of experience as a patrol officer, and 60 because their responses indicated that they appeared to be a supervisor rather than a patrol officer.

The remaining sample was reviewed to determine the similarity of the survey sample to the population of patrol officers and supervisors. Both MSP and DPD recruited more patrol respondents than were needed and so both had been ultimately oversampled in the final survey group. Because all responses are averaged together for many of the analyses (e.g., to identify core equipment, for the overall frequency score used as one criteria to determine a core task, and for the frequency results that make up part of the composite score for the sources of information) selected records were removed from the database so that their representation in the survey sample would more closely match their representation in the patrol officer population.

Those respondents who had not completed the entire survey were removed first. Then the remaining responses were analyzed to identify the percentage of high- and low-tenure respondents from each agency (or, in both cases, strata). Because one of the criteria used to identify core responses is a tenure analysis, it was important to maintain the initial ratios obtained from the total group of respondents. Responses were then randomly removed from both the high- and low-tenure groups, so that ultimately the proportion of high- and low-tenure respondents remained the same as they were in the initial database. The final patrol officer sample consisted of 1,540 respondents.

The supervisor sample was also examined to identify anybody who should be removed from the database. Nobody was eliminated due to lack of experience (as all had sufficient law enforcement experience prior to becoming a supervisor), while 10 were eliminated due to incomplete responses. Two questions were used to identify individuals from the supervisor sample who were unlikely to be supervisors:

- Do you officially supervise patrol officers as part of your job duties?
- How long have you served as a supervisor of officers assigned to patrol duties?

If respondents answered “no” to the first question, and “I do not supervise patrol officers” in response to the second question, they were eliminated from the supervisor database. A total of 21 respondents were deleted from the database because they appeared to be patrol officers and not supervisors.

Two stratifications were also over-represented in the supervisor sample; MSP was largely oversampled (comprising 22% of the initial sample but only 10% of the population) and medium C/V/T supervisors were slightly oversampled. Supervisor records were then randomly removed from these two stratifications, so that ultimately each strata’s representation in the survey was within 5% of its representation in the overall supervisor population.

The following summary provides an overview of the participant activity:

Participant Activity	Number of Patrol Officers	Number of Supervisors
Contacted	2,940	657
Responding	2,196	507
Complete (Useable Surveys)	1,540	409

The statewide response rate for patrol officers was 75%, and for patrol supervisors was 77%. Because three agency types (DPD, MSP, and Medium C/V/T) were over-represented in the responses, their number of surveys was reduced to ensure a valid statistical representation across all agency types. The full number of responses from these agencies, however, were used in their individual stratification reports.

CHAPTER 3: Description of the Sample

This chapter summarizes the characteristics of the sample based on the background and training section of the survey. As shown in Table 3, the final survey sample for patrol officers and supervisors was representative of Michigan's population of licensed officers.

Table 3
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
Detroit Police	12	231	15	70	17
Large City/Village/Township	17	271	18	75	18
Large Sheriff Department	16	213	14	48	12
Medium City/Village/Township	15	305	20	78	19
Michigan State Police	10	195	13	62	15
Small City/Village/Township	16	158	10	43	11
Small Sheriff Department	8	78	5	12	3
Specialty Police Agencies	6	89	6	21	5
Total	100	1,540	101*	409	100

Note: *The total % of responses is greater than 100 due to rounding

A brief overview of each sample is given below.

Patrol Officer Sample

- The most common primary job responsibilities were patrol and criminal investigation, with 79% of the patrol sample indicating that their primary responsibility in the past 12 months was patrol.
- 85% of the officers are male and 80% are white. The most frequently endorsed age group was 25-34 years old, with 40% of the sample falling within this range.
- Over 90% have completed at least some college, with 81% having a post high school degree.
- Nearly half of the patrol sample (48%) have more than 10 years of experience as a licensed law enforcement officer in the State of Michigan – 77% have at least 3 years of experience.
- The patrol sample indicated that, on average, they spent 70% of the time working alone; approximately 35% reported working alone 100% of the time.

Supervisor Sample

- Most of the supervisors are sergeants (80%), and nearly all (97%) have more than 10 years of experience in law enforcement.
- 90% of the supervisors are male and 79% are white. More than half (55%) reported that they are at least 45 years old.
- 97% of the supervisors completed at least some undergraduate coursework, with more than half (55%) obtaining an undergraduate or post-undergraduate degree.

Details of the patrol officer sample are provided in Tables 4 through 12 with the characteristics of the supervisor sample provided in Tables 13 through 22. 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 4
Patrol Officers' Primary Shift Worked**

Primary Shift	N	% of Total Responses
Day	671	44
Afternoon	190	12
Evening/Night	465	30
Variety/Rotating	209	14
Not reported/unclear	5	< 1
Total Number of Responses	1,540	100

**Table 5
Patrol Officers' Employment Status**

Employment Status	N	% of Total Responses
Full-time	1,468	95
Part-time	56	4
Not reported	16	1
Total Number of Responses	1,540	100

Table 6
Patrol Officers' Primary Responsibility in the Last 12 Months

Primary Responsibility(ies)	N	% of Total Responses
Patrol	1,216	79
Criminal Investigation	110	7
Traffic Enforcement	44	3
Community Relations	34	2
Vice Investigation	1	< 1
Narcotics Investigation	22	1
Other	113	7
Total Number of Responses	1,540	100

Table 7
Length of Time Working as a Licensed Patrol Officer in the State of Michigan

Time	N	% of Total Responses
0-6 months	NA	---
More than 6 months to less than 1 year	72	5
More than 1 year to less than 2 years	142	9
More than 2 years to less than 3 years	152	10
More than 3 years to less than 5 years	208	14
More than 5 years to less than 10 years	231	15
More than 10 years	735	48
Total Number of Responses	1,540	101

Note: The total % of responses is greater than 100 due to rounding

Table 8
Age of Officers in Patrol Sample (Optional Question)

Age	N	% of Total Responses
18-24	106	7
25-34	612	40
35-44	408	26
45-54	322	21
55 and older	80	5
Not reported	12	< 1
Total	1,540	100

Table 9
Gender of Officers in Patrol Sample (Optional Question)

Gender	N	% of Total Responses
Male	1315	85
Female	199	13
Not reported	26	2
Total	1,540	100

Table 10
Equal Employment Opportunity Commission Category of Officers in Patrol Sample (Optional Question)

EEOC Category	N	% of Total Responses
American Indian or Alaskan Native	23	1
Asian/Pacific Islander	7	< 1
Black of African American	146	9
Hispanic/Latino	36	2
Multiple Ethnicities	42	3
White/Caucasian	1,236	80
Not reported	50	3
Total	1,540	99

Note: The total % of responses is less than 100 due to rounding

Table 11
Rank/Job Title of Officers in Patrol Sample

Rank	N	% of Total Responses
Patrol Officer	856	56
Trooper	192	12
Deputy	245	16
Public Safety Officer	102	7
Corporal	52	3
Sergeant	17	1
Other	76	5
Total	1,540	100

Table 12
Current Education Level of Officers in Patrol Sample (Optional Question)

Highest Grade Completed Before Employed as a Police Officer	N	% of Total Responses
GED	3	< 1
High School degree	83	5
Some Undergraduate	197	13
Associate degree	547	36
Undergraduate degree	645	42
Master's degree	46	3
Ph.D., J.D., or equivalent	6	< 1
Not reported	13	< 1
Total	1,540	100

Tables 13 – 22 detail the characteristics of the supervisors who responded to the task inventory.

Table 13
Supervisors' Primary Responsibility(ies) in the Last 12 Months

Primary Responsibility(ies)	N	% of Total Responses
Patrol	295	72
Criminal Investigation	29	7
Traffic Enforcement	2	< 1
Community Relations	11	3
Vice Investigation	0	0
Narcotics Investigation	2	< 1
Other	70	17
Total Number of Responses	409	100

Table 14
Supervisors' Primary Shift Worked

Primary Shift	N	% of Total Responses
Day	205	50
Afternoon	45	11
Evening/Night	123	30
Variety/Rotating	36	9
Total Number of Responses	409	100

**Table 15
Supervisors' Employment Status**

Employment Status	N	% of Total Responses
Full-time	401	98
Part-time	4	1
Not reported	4	1
Total Number of Responses	409	100

**Table 16
Current Rank of Officers in Supervisor Sample**

Rank	N	% of Total Responses
Chief	9	2
Corporal	2	< 1
Lieutenant	58	14
Patrol Officer	1	< 1
Sergeant	327	80
Other	12	3
Total	409	100

**Table 17
Supervisor Length of Time as a Licensed Law Enforcement Officer in the State of Michigan**

Type of Agency	N	% of Total Responses
0-6 months	0	0
More than 6 months to less than 1 year	1	< 1
More than 1 year to less than 2 years	1	< 1
More than 2 years to less than 3 years	0	0
More than 3 years to less than 5 years	0	0
More than 5 years to less than 10 years	10	2
More than 10 years	397	97
Total	409	100

Table 18
Length of Time Serving as a Supervisor of Officers Assigned to Patrol Duties
in the State of Michigan

Type of Agency	N	% of Total Responses
I do not supervise patrol officers	0	-
0-6 months	18	4
More than 6 months to less than 1 year	38	9
More than 1 year to less than 2 years	53	13
More than 2 years to less than 3 years	36	9
More than 3 years to less than 10 years	157	38
More than 10 years	107	26
Total	409	99

Note: The total % of responses is less than 100 due to rounding

Table 19
Current Age of Officers in Supervisor Sample (Optional Question)

Age	N	% of Total Responses
18-24	0	-
25-34	22	5
35-44	160	39
45-54	190	46
55 and older	33	8
Not reported	4	1
Total	409	99

Note: The total % of responses is less than 100 due to rounding

Table 20
Gender of Officers in Supervisor Sample (Optional Question)

Gender	N	% of Total Responses
Male	368	90
Female	36	9
Not reported	5	1
Total	409	100

Table 21
Equal Employment Opportunity Commission Category for Officers in Supervisor Sample
(Optional Question)

EEOC Category	N	% of Total Responses
American Indian or Alaskan Native	5	1
Asian/Pacific Islander	4	1
Black or African American	30	7
Hispanic/Latino	11	3
White Caucasian	323	79
Multiple Ethnicities	14	3
Not reported	22	5
Total	409	99

Note: The total % of responses is less than 100 due to rounding

Table 22
Current Education Level of Officers in Supervisor Sample (Optional Question)

Highest Grade Completed Before Employed as a Police Officer	N	% of Total Responses
GED	1	< 1
High School degree	9	2
Some Undergraduate	42	10
Associate degree	129	32
Undergraduate degree	184	45
Master's degree	35	9
Ph.D., J.D., or equivalent	5	1
Not reported	4	1
Total	409	100

Patrol Officers' Ratings of Basic Training Curriculum and Training Priority

Patrol officers who had been licensed in the State of Michigan for less than 3 years (and so who had completed Basic Training relatively recently) were asked to indicate how well prepared they were to perform the important tasks associated with their job following Basic Training. For this summary, respondents who had been on the job for less than 6 months (who had been taken out of the overall sample) were included, as their perceptions and input are current and important. The majority (approximately 91%) indicated that they were "fairly well" or better ("quite well" or "very well") prepared. Detailed results are given in Table 23.

Table 23
Perceptions Regarding How Well Basic Training Prepared Patrol Officers to perform tasks in the 21st Century

How Well Prepared?	N	% of Total Responses
Not applicable	7	1
Very little	50	8
Fairly well	246	39
Quite well	230	36
Very well	98	16
Total	631	100

This same group of patrol officers were asked to respond to the open-ended question “What improvements would you suggest to the training program?”. Answers received were content-analyzed and then summarized. Specifically, general themes were identified, and then each response was assigned to one of the themes. Because more than one response could be given by any patrol officer, there are more responses than respondents. The themes, and number/percent of comments associated with each theme, are summarized in Table 24.

Table 24
Suggested Improvements to Training Program

Topic	N	% of Total Responses
More or different scenario-based training (more practical, more hands-on, spend more time on these, increase topics); these include comments where specific topics were suggested for the additional scenarios.	229	46
More practice in writing reports and tickets; completing paperwork.	32	6
Increased time spent practicing patrol-related tasks done in cars (patrol, computer use, radio use)	25	5
More instruction on legal procedures; more legal updates	25	5
Using computer programs and technology (e.g., CAD, TALON, Lexis-Nexis)	14	3
More information about handling mental health encounters and issues.	13	3
Increased training related to active shooters, defense tactics, and firearms	18	4
Communication tactics/skills	10	2
More realistic information about investigation tactics and techniques	9	2
LEIN training	9	2
Health topics (e.g., physical fitness, nutrition, PT)	8	2
Diversity training	7	1
Interview tactics	4	1

Community/neighborhood policing	3	1
Handcuffing	3	1
Felony stops training	3	1
Arrest and post-arrest procedures	3	1
FTOs (more staff for this, more consistent training, more feedback)	16	3
More observations in beginning of training	16	3
Ride-alongs during recruit school	13	3
Better equipment	2	< 1
Radar/Lidar	2	< 1
Other (34 different topics)	34	7

CHAPTER 4: Data Analysis

The data were analyzed to describe the job of patrol officer in the State of Michigan as it exists in 2018. 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 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 244 tasks, and are presented in Appendix D. Summary findings are as follows:

- 16% of the tasks had an average frequency rating of 3.0 or higher; that is, 16% of the tasks (or 38 of 244) are performed at least “a few times per month”.
- The task with the highest average frequency rating was #96 – “Spell words correctly in written communication”, with an average of 4.59, or almost “Daily”.
- Two tasks had the lowest average frequency rating- #85 – “Patrol on horse”, and #125, “Facilitate cavity search of prisoner”, both with an average frequency of 1.06, which indicates that the vast majority of respondents have never done this task.
- 39% of the tasks had an average criticality rating of 3.0 or higher; that is, 39% of the tasks (or 95 of 244) have, at a minimum, “serious” consequences associated with inadequate performance.
- The single most critical task (in terms of average criticality rating) is #165 – “Retain firearm from suspect attempting to disarm officer,” with a criticality rating of 4.72.
- The task with the lowest average criticality rating, and only minimal consequences associated with inadequate performance, is #227 – “Issue bicycle licenses/registration.”

Core Tasks

Information on the criticality and frequency of performance of tasks were used to identify core tasks for the patrol officer job. 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 used in both 1996 and 2006, 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 in-service 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 (criticality) rating for each task across all agency types – The average CIP rating for tasks across all respondents was also considered when selecting core tasks. 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 2006, as did the process of review.

First, the mean criticality (CIP) across all agency types was evaluated. Those tasks with a mean CIP rating of 4.0 or higher were considered core, regardless of the task's average frequency rating, composite rating, or the results of the tenure analysis (described below). 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. Using this criterion, a total of 16 of the 244 tasks were identified as core. The remaining 228 tasks were then examined further, to identify additional core tasks.

The mean composite scores were considered next. Using these criteria, tasks were identified as potential core tasks if the:

- Task had a mean composite rating of 2.25 for all 8 agency types.
- Task had a mean composite rating of 2.50 for at least half (4) of the 8 agency types.
- Task had a mean composite rating of 3.00 for at least 2 of the 8 agency types.

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. A total of 114 additional tasks were identified as core based on the average composite rating.

Then, each of the 114 potential core tasks identified in the second step (e.g., analysis of composite scores) was reviewed for tenure differences and critical levels of frequency. Tasks which showed high tenure differences (based on frequency ratings) were eliminated from core consideration. (See the next section, [Tenure Analysis](#), for details.) No additional tasks were eliminated from core consideration based on tenure differences. Only two tasks showed tenure differences, and both had been categorized as non-core based on steps 1 and 2 described above.

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 not done this task in the past 12 months", tasks with an average frequency rating of 1.25 are tasks which are performed extremely infrequently, and were therefore eliminated from core consideration, regardless of the task's composite score. A total of 17 additional tasks were eliminated based on the average frequency rating.

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

- Any task with an average CIP rating of 4.0 or greater across all agency types is considered core.
- Core tasks must have a composite score of 3.0 for at least 2 agency types, a composite score of 2.5 for at least 4 agency types, or a composite score of 2.25 for all 8 agency types.

- Core tasks must have an average frequency rating greater than 1.25 across all 8 agency types.
- Core tasks must not have significant tenure differences.

As a result of these selection criteria, 113 out of 244 tasks, or 46.31 percent were deemed core. Table 25 summarizes the number of tasks identified as core and non-core based on each of the four evaluations criteria. A list of the historically core tasks is provided in Appendix E. A list of the additional core tasks identified through the 2018 JTA is provided in Appendix F, while the two lists are combined together into a list of all tasks identified as core from the 2018 JTA process; this list is presented in Appendix A. A list of non-core tasks is provided in Appendix G, and, finally, the reason for eliminating a task from core consideration is summarized in Appendix H.

Table 25
Tasks Identified as Core or Non-Core at Each Evaluation Step

Step	Number of Tasks Evaluated in Step	Number of Tasks Identified as Core	Number of Tasks Identified as Non-Core
Step 1: CIP \geq 4.0	244	16	0
Step 2: Composite Score Analysis	228	0	114
Step 3: Tenure Analysis	114	0	0
Step 4: Average Task Frequency	114	97	17
		113 Core Tasks	131 Non-Core Tasks

Tenure Analysis

It is impossible to address all potential training needs in an entry-level patrol 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 high tenure officers. 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 26
Description of Tenure Samples

Tenure Group	Months of Experience	Sample Size
Low Tenure	36 months or less	499
High Tenure	More than 36 months	1,174

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 not done this in the past 12 months) 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, 2 (or 1%) of the 244 tasks would be excluded (both had been targeted for elimination through an earlier analysis, so no tasks were eliminated as core solely based on the tenure analysis). The results of the tenure analysis are given in Appendix I.

In 2006, 14 (of 459, or 3%) of the tasks were eliminated from core consideration based on the tenure analysis. In 2018, only two tasks (or 1%) were flagged for elimination because of tenure differences. Four of the 14 statements that had tenure differences in 2006 were either not on the current JTA or had been combined with other tasks, and so ratings could not be compared. Two of the remaining 10 statements with tenure differences in 2006 also had tenure differences in 2018. Most of the remaining 8 statements which had tenure differences in 2006, but not in 2018, fall under the heading of "Special Operations – Civil Disorders". A comparison of the results across years show that in general the more tenured officers perform this task less frequently overall in 2018 as compared to 2006, with their frequency ratings from 2018 similar to the

frequency ratings from the low-tenure group in both 2006 and 2018. Overall, it appears that these tasks are now performed less frequently, and when they are performed both less tenured and more tenured officers are likely to be asked to respond. This could be due to the fact that there are more smaller agencies in 2018 as compared to 2006, meaning that all officers within an agency may be asked to respond to Civil Disorder incidents when they do occur. It could also be due to the fact that in the 2006 sample, approximately 12% of the respondents were in the low-tenure group, compared to the 2018 sample, where nearly 30% of the sample is low-tenure.

2006 – 2018 Comparison of Job Tasks

One of the goals for completing the 2018 JTA was to identify changes in the job of patrol officer that have occurred since the prior JTA and over the last twelve years.

To identify significant changes, the average 2018 composite scores for each task that was rated on both surveys were correlated with the composite scores from 2006. The correlation was very high, .86, indicating that the relative criticality and frequency of common tasks stayed much the same from 2006 to 2018.

The percent performing each task in 2018 versus 2006 was also examined. The correlation was also very high, .84, indicating that the same relative percent of respondents performed each task in 2006 and 2018.

The high correlations do not mean, however, that the job or tasks have stayed the same across the twelve-year period. The correlations are based on and consider only those tasks that are common to both surveys. A total of 200 tasks were common across the two surveys (a lower number than previous JTAs since 192 tasks from the 2006 survey were considered to be “historically core” and were not rated in this survey). In total, considering the historically core tasks, and the tasks common to the two surveys, a total of 392 tasks can be common across the two administrations. This leaves 44 tasks in the 2018 survey unaccounted for in the above analysis.

Average criticality and frequency ratings were determined for the 44 “new” tasks. The average frequency was 2.11 which on the frequency response scale falls between “a few times per year” and “a few times per month” (although is notably closer to “a few times per year”). The average criticality of these statements was 3.07, where a 3 is associated with “serious”. This analysis suggests that the 44 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 twelve years since the prior JTA was completed. The change is, however, in the addition of new tasks and responsibilities, which, although performed, on average, more than once per year but less than once per month, are nonetheless important, as the consequence of inadequate performance is considered to be more than “serious”

Analysis of Non-Task Data

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

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 27 and 28.

Table 27
Sources of Information Frequency Scale

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

Table 28
Sources of Information Importance Scale

Rating	Anchor
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 respondents, 25 out of 38 sources of information (or 66%) were rated significant. Core sources of information along with the composite scores for all eight agency types are provided in Appendix J. The non-core sources of information are given in Appendix K.

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 indicated that they used the equipment, it was considered core equipment. A total of 36 pieces of core equipment (or 36.36%) were identified. A list of core equipment is provided in Appendix L. Non-core equipment are listed in Appendix M.

2006-2018 Comparison of Non-Task Data

2006 and 2018 results may be compared in terms of sources of information, and equipment as well.

For sources of information, 32 sources were listed in common in the 2006 and 2018 surveys. Of the 32, 27 (or 84%) were classified the same way both times – core versus non-core. One, telephone books, was core in 2006 and is now non-core. The other four were non-core in 2006 and are now core, including federal statutes, a first aid manual, internet sites, and prosecutor bulletins. Three new pieces of core equipment were identified, all of which relate to technology – amber alerts, cell phone apps, and social media. Three new non-core pieces of equipment were also identified and are also technological in nature – ATF eTrace, Michigan Automated Prescription System, and pawn shop property tracking software.

For equipment, 65 pieces of equipment were included on both the 2006 and 2018 surveys, while 30 pieces of equipment were new, and 4 contained a combination of equipment (from the 2006 survey) or were included on the 2006 survey but reworded or broadened enough that a direct comparison could not be made. Of those in common, 54 (or 83%) were classified the same way both times – core versus non-core. Only one piece of equipment (four-wheel drive vehicle) moved from non-core to core.

Ten pieces of equipment moved from core to non-core, although there is no obvious theme among these 10 pieces of equipment. These 10 pieces of equipment are:

- Baton (e.g., night stick, PR-24, Kubotan)
- Battery jumper cables
- Binoculars
- Blanket
- Business directory
- Chemical agent spray (e.g., pepper mace, tear gas)
- Evidence processing kit (e.g., fingerprinting, casting, CSI kit)
- Fire extinguisher
- Flex-cuffs (zip cuffs)
- Gas mask
- Shotgun

Once again, the similarity between 2006 and 2018 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 2018 survey included over 8 new sources of information and 30 new pieces of equipment. In addition, 4 information sources from 2006 were not included in the 2018 JTA, while 35 pieces of equipment were removed for the 2018 administration. All of this suggest that the breadth and scope of the job have significantly increased since 2006.

CHAPTER 5: Summary and Conclusions

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 84 agencies 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 two focus group meetings 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 8 different agency types were invited to participate. Seventy-five percent of those invited to complete a survey did so, and the final sample of both officers and supervisors was highly representative of the overall population.

Individual ratings of frequency and/or importance were used to identify core tasks, 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

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

Performance-Based Selection, Ltd. (2006). Statewide Job Task Analysis of the Patrol Officer Position.

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APPENDIX A

Final List of All Core Tasks

FINAL LIST OF ALL CORE TASKS

Task	
CRIMINAL INVESTIGATION	
1.	Determine whether incidents are criminal or civil matters
2.	Establish modus operandi (M.O.) of a suspect
3.	Examine dead bodies for wounds and injuries
4.	Interview complainants and/or witnesses, and obtain oral and/or written statements
5.	Locate witnesses to crimes
6.	Participate in investigations with other law enforcement agencies
7.	Conduct a show-up (on-scene identification)
8.	Review records and pictures, store videos, and online social media to identify suspects
9.	Review cause of death with medical examiner
10.	Track persons from scene (e.g., footprints in snow or mud)
11.	Verify reliability and credibility of witnesses
12.	Verify the identity of deceased persons
13.	Answer inquiries regarding the progress of a case
14.	Inform victims of their rights, verbally or in writing
15.	Investigate crimes against persons (assault, robbery, physical abuse, CSC, etc.)
16.	Investigate crimes against property (MDOP, burglary, damage/theft of railroad car, fraud, etc.)
17.	Investigate public order crimes (littering, disorderly, riots, etc.)
18.	Investigate regulatory crimes (weapons, controlled substances, etc.)
19.	Review crime lab reports to guide investigation
20.	Search dead bodies for personal property
21.	Search fire debris for evidence relating to the cause of the fire
22.	Interact with a person with a mental disorder or developmental disability
23.	Investigate human trafficking
24.	Investigate identity theft
CRIMINAL PROCEDURE	
25.	Advise persons of constitutional rights
26.	Arrest persons with a warrant
27.	Arrest persons without a warrant
28.	Explain nature of complaints to offenders
29.	Interrogate suspects who have been detained/arrested (e.g., post-custody)
30.	Obtain search warrants
31.	Plan strategy for conducting searches with a warrant
32.	Plan strategy for making arrests
33.	Search premises or property with warrant
34.	Take into custody person lawfully detained by citizen
35.	Transport prisoners
36.	Serve personal protection orders (PPO)
37.	Interview suspects
38.	Complete the return and tabulation of search warrants following service
39.	Document confessions using audio and/or video
40.	Verify arrest warrants before service

41.	Search automobile based on probable cause
42.	Search premises or property without a warrant
43.	Search persons without a warrant
44.	Detain a person based on reasonable suspicion
45.	Stop a moving vehicle based on reasonable suspicion
CRIME SCENE PROCESSING	
46.	Cast impressions at crime scene (e.g., plaster cast, silicone, etc.)
47.	Determine need for specialized assistance at a crime scene
48.	Determine whether recovered property is linked with a previous crime
49.	Document chain of custody for evidence
50.	Examine evidence and personal property from crime scenes
51.	Package evidence or personal property
52.	Document crime scenes (photograph, videotape, sketch, etc.)
53.	Document location of physical evidence at a crime scene
54.	Recover and inventory stolen property
55.	Search crime scenes for physical evidence
56.	Confiscate property and tag evidence
57.	Take custody of lost and found property
58.	Trace stolen goods
59.	Transport property or evidence
60.	Collect evidence and personal property from crime scenes
61.	Conduct inventory of seized property (e.g., vehicles)
62.	Protect crime scene (limit access)
63.	Maintain crime scene log
64.	Dust, photograph, and lift latent fingerprints
65.	Impound vehicles
66.	Protect digital or electronic evidence at crime scene
PATROL PROCEDURES – INTERPERSONAL RELATIONS	
67.	Give directions to citizens (e.g., street locations)
68.	Comfort emotionally upset persons
69.	Deliver emergency messages (e.g., injuries, death)
70.	Establish field contacts (e.g., bar owners, taxi drivers, etc.)
71.	Develop confidential informants
72.	Answer general information questions from the public
73.	Talk with people while on patrol to establish rapport
74.	Mediate civil disputes (e.g. landlord-tenant, repossession dispute)
75.	Listen to citizen complaints regarding tickets or other minor offenses
76.	Refer citizen encounters to Community Mental Health (CMH)
PATROL PROCEDURES – JUVENILES	
77.	Apprehend juvenile offenders
78.	Place children in protective custody (e.g., child abuse)
79.	Conduct follow-up procedures with juvenile offenders (release to parents, petition court, etc.)
80.	Provide information to Child Protective Services (CPS)
81.	Determine if an offense is a criminal or a status offense
82.	Interview juveniles to obtain statements (initial basic reporting)
PATROL PROCEDURES – PATROL OPERATIONS	
83.	Check condition and status of assigned patrol equipment and vehicle

84.	Check vehicles for proper registration (e.g., snowmobiles, ORVs, etc.)
85.	Broadcast certain descriptions (e.g., suspects, missing persons)
86.	Inform dispatcher by radio as to your status
87.	Inspect patrol vehicle for weapons and contraband
88.	Make entries in individual patrol log or daily
89.	Operate telephone console or dispatch
90.	Prepare list of wanted persons or stolen vehicles for own use
91.	Receive and evaluate telephone requests for police service
92.	Request back-up assistance
93.	Review information on criminal activity in area
94.	Check persons for wants/warrants using LEIN through dispatch
95.	Check stolen status on property through LEIN through dispatch
96.	Conduct preventative and minor maintenance of an emergency vehicle (e.g., headlight, tire pressure)
97.	Operate LEIN terminal to check persons, property, court orders, and to confirm warrants
98.	Participate in meetings with other officers (e.g., briefings, departmental staff meetings)
99.	Prepare clothing and personal equipment to satisfy inspection requirements
100.	Provide back-up assistance
101.	Receive patrol assignments
102.	Assist canine (K-9) units
PATROL PROCEDURES – PATROL TECHNIQUES	
103.	Assist stranded motorists
104.	Check parking lots, parks and school grounds
105.	Direct actions of officer(s) arriving to assist
106.	Follow and investigate suspicious vehicles or persons
107.	Identify wanted vehicles or persons
108.	Interview suspicious persons
109.	Investigate unusual odors
110.	Investigate unusual sounds
111.	Monitor traffic for violations
112.	Participate in large scale area search parties
113.	Physically examine and test doors and windows of dwellings and businesses
114.	Search unlocked businesses and dwellings for signs of illegal entry
115.	Secure house or property (e.g., lock, close doors and windows, etc.)
116.	Secure vehicles (e.g., driver arrested or injured)
117.	Subdue persons physically in a non-arrest situation, (e.g., emotionally disturbed)
118.	Transport emotionally agitated persons
119.	Transport persons needing assistance
120.	Obtain field contact information
121.	Observe and identify colors of automobiles, suspects' clothing, paint chips, etc.
122.	Inspect for and remove obstructions on roadway or railroad
PATROL PROCEDURES – REPORT WRITING	
123.	Summarize in writing the statements of witnesses and complainants
124.	Transcribe field notes for reports
125.	Write narrative reports
126.	Attach witness statements to reports
127.	Attach photos and videos to reports

128.	Prepare search warrants (e.g., blood, mobile devices)
129.	Prepare prosecution forms
130.	Use computer to prepare reports
131.	Take detailed field notes so reports can be completed
132.	Write detailed incident reports
133.	Spell words correctly in written communication
134.	Write reports clearly and concisely to convey intended ideas in brief fashion
135.	Write reports using correct grammar so documents are understandable and professional
DETENTION AND PROSECUTION – CASE PROSECUTION	
136.	Advise victims of the procedures to prosecute
137.	Arraign defendant in court (in person or through video)
138.	Confer with prosecutor or city attorney prior to testimony regarding case
139.	Discuss cases with prosecutor or city attorney following legal proceedings
140.	Prepare complaint forms for warrant authorization
141.	Prepare witnesses for court testimony (e.g., explain court procedures, etc.)
142.	Present evidence in legal proceedings
143.	Review reports and notes for court testimony
144.	Review warrants for completeness and accuracy
145.	Swear out complaints or warrants
146.	Testify in criminal cases
147.	Bring evidence to court
DETENTION AND PROSECUTION – CIVIL PROCESS	
148.	Enforce court issued order (e.g., writs, injunctions, PPOs)
149.	Serve subpoenas
150.	Prepare mental health orders/petitions (e.g., persons requiring treatment (PRT) committal papers)
DETENTION AND PROSECUTION – RECEIVING AND BOOKING PROCESS	
151.	Book prisoners by completing arrest forms
152.	Check weapons in and out of detention facility
153.	Fingerprint prisoners
154.	Guard prisoners detained outside jail
155.	Inventory prisoners' personal property
156.	Investigate injuries to prisoners
157.	Place holds on prisoners and notify department holding warrant
158.	Return prisoner's property
159.	Assess medical condition of prisoners
160.	Check identity of prisoners leaving facility
161.	Check individual making bond for wants or warrants
162.	Verify identity of prisoners
163.	Complete documents for transfer of prisoner to county jail
164.	Confer with physicians regarding prisoner's medical condition
165.	Document injuries to prisoners
POLICE SKILLS – EMERGENCY VEHICLE OPERATION	
166.	Operate a patrol vehicle in an emergency response manner
167.	Operate a patrol vehicle in a motor vehicle pursuit
168.	Operate a patrol vehicle in a non-emergency (routine patrol) manner

POLICE SKILLS – FIRST AID	
169.	Administer cardio-pulmonary resuscitation (CPR)
170.	Administer oxygen using resuscitator
171.	Apply first aid to control bleeding
172.	Apply first aid to treat for amputations
173.	Apply first aid to treat for gunshot wounds
174.	Apply first aid to treat for heart attack
175.	Apply first aid to treat for lacerations
176.	Apply first aid to treat for overdose
177.	Apply first aid to treat for poisoning
178.	Transport injured persons
179.	Conduct an initial patient survey (check for ABCs)
180.	Administer/deploy Automatic External Defibrillator (AED)
181.	Apply first aid to treat for convulsions
182.	Apply first aid to treat for diabetic reaction
183.	Apply first aid to treat for puncture wound
184.	Apply first aid to treat for seizure
185.	Apply first aid to treat for stab wounds
186.	Apply first aid to treat for stroke
187.	Extricate trapped persons
POLICE SKILLS – FIREARMS	
188.	Clean and inspect firearms and ammunition
189.	Discharge firearm at person
190.	Draw firearm in patrol situations while on duty
191.	Participate in firearms training
192.	Discharge firearms to euthanize animals
193.	Discharge firearm in reduced light levels
194.	React appropriately to threat to life or great bodily harm
195.	Reload firearm under combat conditions
196.	Clear firearm malfunctions
197.	Secure weapon other than own
198.	Respond to an ongoing act of violence (e.g., school shooting)
POLICE SKILLS – POLICE PHYSICAL SKILLS	
199.	Break through doors using force
200.	Conduct field search of arrested person
201.	Conduct frisk or pat down
202.	Handcuff suspects or prisoners
203.	Run after fleeing suspects
204.	Seize contraband
205.	Arrest using lethal force other than the discharge of a firearm (i.e., using other means if separated from your weapon)
206.	Subdue persons resisting arrest using less than lethal devices (e.g., baton, PR-24, Asp, Taser, bean-bag round, etc.)
207.	Subdue persons resisting arrest without the use of weapons/devices (e.g., physical force, control techniques, etc.)
208.	Defend self from an attack
209.	Retain firearm from suspect attempting to disarm officer

TRAFFIC – MOTOR VEHICLE TRAFFIC CRASH INVESTIGATION	
210.	Search for and collect physical evidence at traffic crash scenes
211.	Complete the standard traffic crash report form (UD-10)
212.	Determine contributing factors to a traffic crash
213.	Determine fault in a traffic crash
214.	Diagram traffic crash scenes
215.	Direct actions of public service personnel arriving to assist
216.	Direct activities at scene of traffic crash investigation
217.	Determine the extent of personal injuries resulting from traffic crash
218.	Identify owner of a vehicle involved in a traffic crash
219.	Identify persons involved in traffic crash
220.	Inspect vehicle for fresh damage
221.	Interview medical personnel to obtain specific information
222.	Interview persons involved in traffic crash
223.	Investigate off-road vehicle crash (e.g., snowmobile, ATV/UTV)
224.	Investigate traffic crash scene to identify point(s) of impact
225.	Issue citation(s) based on traffic crash investigation
226.	Photograph traffic crash scenes
227.	Protect traffic crash physical evidence for collection
228.	Remove debris from traffic crash scene
229.	Request emergency assistance for traffic crash (e.g., tow truck, ambulance, salt truck)
230.	Set priorities for action at a traffic crash scene
231.	Take precautions to prevent additional crashes at traffic crash scene
232.	Locate and interview witnesses to traffic crash
TRAFFIC – OWI/OUID	
233.	Administer standardized field sobriety tests
234.	Administer preliminary breath test (PBT)
235.	Arrange for obtaining blood or urine samples for sobriety tests
236.	Arrest OWI/OUID suspects
237.	Complete OWI/OUID arrest reports
238.	Evaluate driver's capability to operate vehicle
239.	Operate evidentiary breath test instrument (e.g. Datamaster) to test blood alcohol content
TRAFFIC – TRAFFIC CONTROL AND ENFORCEMENT	
240.	Check railroad crossing for signal violations (e.g., going around gates)
241.	Determine speed of vehicles using speedometer
242.	Direct pedestrian traffic
243.	Direct traffic using flare pattern or traffic cone patterns
244.	Direct traffic using hand signals, flashlight or illuminated baton
245.	Explain legal procedures to traffic violators
246.	Explain state vehicle laws and procedures to citizens
247.	Inspect driver license (e.g., current, valid)
248.	Issue citations for non-traffic offenses (e.g., appearance tickets, ordinance violations)
249.	Issue verbal warnings to traffic violators in lieu of arrest or citation
250.	Make custodial traffic arrest
251.	Observe traffic control device to determine if it is functioning properly

252.	Document circumstances regarding traffic citation
253.	Remove hazards from roadway (e.g., dead animals, debris, etc.)
254.	Remove vehicles obstructing traffic (e.g., notify tow truck)
255.	Visually estimate speed of vehicles
256.	Determine speed of vehicles using speed measurement devices (e.g., Laser, Lidar, Radar, etc.)
257.	Issue citations (e.g., parking, traffic, to pedestrians, to bicycle riders)
258.	Verify possession of an authentic auto insurance certificate
TRAFFIC – VEHICLE STOPS	
259.	Inspect for vehicle identification number (VIN)
260.	Stop vehicles to conduct routine (unknown risk) vehicle stop
261.	Conduct high risk vehicle stop
262.	Verify vehicle information
263.	Determine the best location for a traffic stop
SPECIAL OPERATIONS – CIVIL DISORDERS	
264.	Control hostile groups (e.g., demonstrators, rioters, or bar disturbance)
265.	Control non-violent crowds
266.	Locate and observe crowd agitators
267.	Patrol area containing labor pickets, marchers or demonstrators
SPECIAL OPERATIONS – EMERGENCY PREPAREDNESS/DISASTER CONTROL	
268.	Advise property owners or agents of potentially hazardous conditions
269.	Evacuate persons from a dangerous area
270.	Patrol locations that appear physically hazardous to citizens (e.g., construction site, public nuisance)
271.	Secure accident and disaster scenes
272.	Investigate weapons of mass destruction (WMD) threats or incidents
273.	Secure scene of a bomb threat
SPECIAL OPERATIONS – TACTICAL OPERATIONS	
274.	Conduct intelligence activities on known or suspected offenders
275.	Conduct surveillance of individuals or locations
276.	Organize surveillance of individuals or locations
277.	Participate in the execution of a search warrant
278.	Perform special/undercover assignment (e.g., vice, prostitution, narcotics)
279.	Search the perimeter of an emergency incident or tactical operation
280.	Check security access points (airport gates, VIP locations, buildings)
GENERAL ADMINISTRATION	
281.	Analyze and compare incidents for similarity of modus operandi (M.O.)
282.	Attend formal in-service training (e.g., at an off-site class)
283.	Escort emergency vehicles
284.	Request equipment repair
285.	Review other officers' incident reports for completeness and accuracy (e.g., partner, junior officer)
286.	Attend informal in-service training (e.g., roll call, called in from patrol)
287.	Evaluate officers in on-the-job training (FTO)
288.	Exchange necessary information with other law enforcement officials
289.	Instruct on-the-job training
290.	Summarize total shift activities in department system (e.g., logbook, online automated system)

291.	Test and evaluate police equipment
292.	Utilize department records to assist in an investigation
PHYSICAL ABILITY	
293.	Climb through openings (e.g., windows)
294.	Climb up or over obstacles
295.	Crawl in confined areas (e.g., attics)
296.	Drag or pull heavy objects or persons
297.	Jump over/across obstacles (e.g., stream, fence)
298.	Jump down from elevated surfaces
299.	Lift and carry heavy objects or persons
300.	Perform duties while wearing heavy equipment (other than gun belt)
301.	Physically push movable objects
302.	Physically restrain crowds
303.	Pull self through openings
304.	Push self up over obstacles
305.	Run up/down stairs

APPENDIX B

Job Analysis Patrol Officer Survey

PATROL OFFICER JOB TASK ANALYSIS SURVEY

Background Information

You have been selected to complete this Job Task Analysis (JTA) survey. The JTA survey is used by MCOLES to identify the core job tasks, equipment, and sources of information used by patrol officers from across the state of Michigan. Over 3,000 officers will be taking this survey. Your responses will help ensure that MCOLES entry standards remain fair and valid.

We greatly appreciate you taking the time to complete the survey.

Please note that you do NOT have to complete the survey in one session. As soon as you enter your email address, a registration email will be sent from the survey company (PAN). You can enter and return to the survey, where you left off, by clicking the “start survey” link in the registration email. If you complete the survey in one session, it will take approximately one hour.

The survey contains the following 5 sections:

1. Background Information
2. Equipment Ratings
3. Sources of Information – Frequency Ratings
4. Sources of Information – Importance Ratings
5. Task Ratings

Be sure to complete all sections, reading the instructions for each before beginning. Base all your responses on experience from your current job at your agency.

Your responses will remain confidential and private. We ask background questions so we can obtain an accurate profile of policing across Michigan.

Thank you very much for the valuable contribution of your time and effort to this project.

Important Note: Please use the “Previous Page” and “Next Page” buttons to move backward and forward within the survey. Do NOT use the arrows at the top of the webpage.

Background Information

1. Please indicate which **type** of agency you work for.
 - Police Department or DPS (City, Village, Township, Tribal)
 - Sheriff’s Office
 - Specialized Agency (College, University, Airport, Parks)
 - State (Dept. of Natural Resources, Attorney General, State Police)

2. Please select your agency from the dropdown list.
3. What has been your **primary** responsibility for the past 12 months (or, since you started as a patrol officer, if less than 12 months)?
- Patrol
 - Criminal Investigation
 - Traffic Enforcement
 - Community Relations
 - Vice Investigation
 - Narcotics Investigation
 - Other (specify on the next page)
4. How long have you worked as a **licensed** patrol officer in the STATE OF MICHIGAN?
- 0 – 6 months
 - More than 6 months to less than 1 year
 - More than 1 year to less than 2 years
 - More than 2 years to less than 3 years
 - More than 3 years to less than 5 years
 - More than 5 years to less than 10 years
 - More than 10 years
5. How many months have you worked as a **licensed** patrol officer in your CURRENT AGENCY?
- 0 – 6 months
 - More than 6 months to less than 1 year
 - More than 1 year to less than 2 years
 - More than 2 years to less than 3 years
 - More than 3 years to less than 5 years
 - More than 5 years to less than 10 years
 - More than 10 years
5. What percent of the time do you spend working by yourself on patrol?
6. What is your current age? (optional)
- 18—24
 - 25—34
 - 35—44
 - 45—54
 - 55 and older
7. What is your gender? (optional)
- Male
 - Female

8. Which race/ethnicity best describes you? (optional)
- American Indian or Alaskan Native
 - Asian / Pacific Islander
 - Black or African American
 - Hispanic / Latino
 - White / Caucasian
 - Multiple Ethnicities
9. What is your current rank?
- Patrol Officer
 - Trooper
 - Deputy
 - Public Safety Officer
 - Corporal
 - Sergeant
 - Other (Please specify your rank.)
10. What is the highest level of education you have completed at the present time? (optional)
- GED
 - High School degree
 - Some undergraduate
 - Associate degree
 - Undergraduate degree
 - Master's degree
 - Ph.D., J.D., or equivalent
11. How well did your basic training prepare you to perform tasks in the 21st century?
- Not applicable
 - Very little
 - Fairly well
 - Quite well
 - Very well
12. What improvements would you suggest to the training program?
13. Do you formally supervise patrol officers as part of your typical job duties?
- Yes
 - No
14. What percent of your time do you spend formally supervising patrol officers?

Equipment Rating

The following is a list of equipment used by patrol officers. Please indicate whether you have used each type of equipment in the past 12 months (or since you started as a patrol officer if employed less than 12 months), by answering YES or NO to the following questions:

Equipment	Yes	No
1. All-terrain vehicle	○	○
2. Animal control equipment (e.g., noose, gloves, net)	○	○
3. Anti-bacterial wash	○	○
4. Armored vehicle (e.g., BearCat, MRAP)	○	○
5. Audio recording device	○	○
6. Automatic External Defibrillator (AED)	○	○
7. Automobile	○	○
8. Axe	○	○
9. Ballistic helmet	○	○
10. Ballistic shield	○	○
11. Baton (e.g., night stick, PR-24, Kubotan)	○	○
12. Battering Ram	○	○
13. Battery jumper cables	○	○
14. Battery jumper device (self-contained power source)	○	○
15. Bicycle/bicycle helmet	○	○
16. Binoculars	○	○
17. Biohazard suit	○	○
18. Blanket	○	○
19. Bloodborne pathogen kit	○	○
20. Body armor (e.g., hidden vest, exterior vest)	○	○
21. Business directory	○	○
22. Canine	○	○
23. Car door lock opening device	○	○
24. Cellular phone	○	○
25. Chemical agent spray (e.g., pepper, mace, tear gas)	○	○
26. Chemical agent grenade (e.g., tear gas)	○	○
27. Chemical agent gas gun	○	○
28. Computer—desktop	○	○
29. Computer—laptop	○	○
30. Computer—personal tablet	○	○
31. Computerized crash investigation equipment (e.g., FARO, total station)	○	○
32. Crisscross directory (e.g., Bressers, Lexis-Nexis)	○	○
33. Decibel reader	○	○
34. Dictating machine	○	○
35. Digital body camera	○	○
36. Drones	○	○
37. Drug and narcotic identification field kit	○	○
38. Equipment bag (gear bag)	○	○
39. Equipment for water rescue (e.g., rope, rescue disc, throw bag)	○	○
40. Evidence Processing kit (fingerprinting, casting, CSI kit)	○	○

41. Evidential breath alcohol test instrument (e.g., DataMaster)	0	0
42. Fingerprint Live-Scan machine	0	0
43. Fire extinguisher	0	0
44. First aid kit	0	0
45. Flares	0	0
46. Flashlight	0	0
47. Flex-cuffs (zip cuffs)	0	0
48. Four wheel drive vehicle	0	0
49. Gas mask	0	0
50. Gloves (e.g., latex, rubber, leather)	0	0
51. GPS	0	0
52. Handcuffs	0	0
53. Hand-held police radio	0	0
54. Illuminated traffic baton	0	0
55. In-car camera/video/Dash Cam	0	0
56. Leg restraints	0	0
57. Less lethal weapon (e.g., Taser, bean bag, flashbang, stingball, pepper ball, etc.)	0	0
58. Manual control for traffic signal	0	0
59. Metal detector	0	0
60. Mobile command post vehicle	0	0
61. Mobile fingerprint machine	0	0
62. Multi-gas meter	0	0
63. Naloxone (Narcan)	0	0
64. Officer tracking GPS	0	0
65. Overhead lights/siren	0	0
66. Oxygen tanks	0	0
67. Patrol Rifle	0	0
68. Photographic equipment	0	0
69. Pneumatic tool for extracting trapped person (e.g., Jaws of Life, Porta Power)	0	0
70. Pocket knife	0	0
71. Police barrier tape	0	0
72. Police car radio	0	0
73. Police microphone on officer	0	0
74. Portable printer (e.g., ticket, LEIN)	0	0
75. Preliminary breath test instrument (PBT)	0	0
76. Pry bar	0	0
77. Public address system	0	0
78. Pylons/cones/traffic barricades	0	0
79. Revolver	0	0
80. Rope/cord	0	0
81. Self-contained air pack (SCBA)	0	0
82. Semi-automatic magazines (extra)	0	0
83. Semi-automatic pistol	0	0
84. Sharps container	0	0
85. Shotgun	0	0
86. Smartphone	0	0
87. Speed detection device (RADAR, LIDAR, Laser)	0	0

88. Spot light	<input type="radio"/>	<input type="radio"/>
89. Stop sticks	<input type="radio"/>	<input type="radio"/>
90. Surgical mask (pocket mask)	<input type="radio"/>	<input type="radio"/>
91. Tactical ballistic vest/AVI/heavy vest (e.g., load-bearing equipment)	<input type="radio"/>	<input type="radio"/>
92. Tape ruler	<input type="radio"/>	<input type="radio"/>
93. Tool kit	<input type="radio"/>	<input type="radio"/>
94. Tourniquet	<input type="radio"/>	<input type="radio"/>
95. Traffic vest (illuminated/reflective)	<input type="radio"/>	<input type="radio"/>
96. Vehicle locating/tracking technology	<input type="radio"/>	<input type="radio"/>
97. Vision-enhancing technology (e.g., night-vision goggles, hand-held FLIR)	<input type="radio"/>	<input type="radio"/>
98. Weapon mounted lights	<input type="radio"/>	<input type="radio"/>
99. Window punch	<input type="radio"/>	<input type="radio"/>

Sources of Information – General Overview

You will be rating sources of information that assist patrol officers in performing their job. You will be providing two separate ratings for each information source. First, you will be asked to rate how FREQUENTLY you use each source of information, using a rating scale provided in that section. Then, in the next section, you will be asked to rate how IMPORTANT the source of information is in helping you perform your job. Note that the rating scale for importance is different than the one used to rate frequency – the specific scales, along with directions for use, are provided in each section.

Sources of Information – Frequency Ratings

Frequency Scale

How Frequently do you use this source of information?

- 1 = I do not refer to this source of information
- 2 = I refer to this source a few times per year (or less)
- 3 = I refer to this source a few times per month
- 4 = I refer to this source a few times per week
- 5 = I refer to this source daily

Source of Information	1	2	3	4	5
1. Alerts (e.g., Amber alerts)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Agency directives (e.g., policies, procedures, rules, regulations)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. ATF eTrace	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Attorney General Opinions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Briefing sheets	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Cell phone apps	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Computer bulletin boards	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. Court decisions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. Criminal Law and Procedure Texts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. Distance learning webinars (e-learning)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. Federal statutes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. Field guides (e.g., NATB book, Physicians Desk Reference, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13. First aid manual	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14. Fish and game statutes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15. Hazardous Materials Manual	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16. Homeland Security resources	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
17. Interoffice memos	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
18. Jury instructions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
19. Legal transcripts (written record of legal proceedings)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
20. Legislative updates	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
21. LEIN/NCIC printouts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
22. Local ordinances	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
23. Maps (State, County, City)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
24. Michigan Automated Prescription System	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
25. Michigan Compiled Laws/Michigan Statutes Annotated	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
26. Michigan Liquor Control Act	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
27. Michigan Vehicle Code	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
28. Pawn shop property tracking software (e.g., LEADS, BWI)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
29. Police incident reports/databases	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
30. Professional law enforcement publications (e.g., FBI Bulletin, Law and Order, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
31. Prosecutor bulletins	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
32. Social Media	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
33. State police intelligence reports	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
34. Telephone book	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
35. Training bulletins	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
36. UD-10 Manual	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
37. Wanted bulletins	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
38. Web-based databases (e.g., Lexis/Nexis, Westlaw, TLO, judiciary homepages, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Sources of Information – Importance Ratings

Importance Scale

- 1 = Minimally important
- 2 = Not very important
- 3 = Important
- 4 = Very Important
- 5 = Extremely important

Source of Information	1	2	3	4	5
1. Alerts (e.g., Amber alerts)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Agency directives (e.g., policies, procedures, rules, regulations)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. ATF eTrace	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Attorney General Opinions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Briefing sheets	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Cell phone apps	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Computer bulletin boards	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. Court decisions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. Criminal Law and Procedure Texts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. Distance learning webinars (e-learning)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. Federal statutes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. Field guides (e.g., NATB book, Physicians Desk Reference, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13. First aid manual	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14. Fish and game statutes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15. Hazardous Materials Manual	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16. Homeland Security resources	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
17. Interoffice memos	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
18. Jury instructions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
19. Legal transcripts (written record of legal proceedings)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
20. Legislative updates	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
21. LEIN/NCIC printouts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
22. Local ordinances	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
23. Maps (State, County, City)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
24. Michigan Automated Prescription System	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
25. Michigan Compiled Laws/Michigan Statutes Annotated	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
26. Michigan Liquor Control Act	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
27. Michigan Vehicle Code	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
28. Pawn shop property tracking software (e.g., LEADS, BWI)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
29. Police incident reports/databases	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
30. Professional law enforcement publications (e.g., FBI Bulletin, Law and Order, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
31. Prosecutor bulletins	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

32. Social Media	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
33. State police intelligence reports	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
34. Telephone book	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
35. Training bulletins	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
36. UD-10 Manual	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
37. Wanted bulletins	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
38. Web-based databases (e.g., Lexis/Nexis, Westlaw, TLO, judiciary homepages, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Tasks

Task Rating Information

This section focuses on tasks that are performed by patrol officers. We know that patrol officers perform a wide range of tasks, and you are being asked to rate how frequently you perform the listed tasks using a scale of 1-5. The tasks have been organized into major categories to help you along.

It may seem as if certain tasks are missing from the list, and that is true. As part of this JTA project, we identified certain Core Tasks that have been part of a patrol officer's job since our first JTA in 1979 (e.g., arrests, constitutional rights, etc.). A group of experts reviewed the list and confirmed the tasks remain common to policing over the years. We are NOT asking you to rate the common Core Tasks once again in 2018.

We have provided a list of these Core Tasks for your review. You are not required to look at this list of Core Tasks before making your ratings, the list is simply there if you would like to take a look at them.

If you wish, you can review the Core Tasksw now by clicking *here*. To return to this survey, x-out of the list and then click CLOSE upon returning. The Core Task list will also be available for review after you have completed your ratings.

Task Rating Instructions

The following sections contain tasks that are performed by patrol officers. The tasks are organized according to major job duties. (Criminal Investigation, Traffic – Vehicle Stops). The major job duty is listed in red, at the top, left-hand side of each page, under the survey heading. Please rate how FREQUENTLY you have performed each of the tasks in the past 12 months, or since your employment as a patrol officer, if less than 12 months. Use the 5-point scale below to rate the frequency of task performance.

How often have you performed this task during the past 12 months (or less, if not employed for 12 months as a patrol officers)?

- 1 = Have not done this in the past 12 months
- 2 = A few times per year (or less)
- 3 = A few times per month
- 4 = A few times per week
- 5 = Daily

CRIMINAL INVESTIGATION	1	2	3	4	5
1. Answer inquiries regarding the progress of a case	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Inform victims of their rights, verbally or in writing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Investigate crimes against persons (assault, robbery, physical abuse, CSC, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Investigate crimes against property (MDOP, burglary, damage/theft of railroad car, fraud, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Investigate public order crimes (littering, disorderly, riots, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Investigate regulatory crimes (weapons, controlled substances, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Conduct a photographic line-up	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. Conduct a corporeal line-up	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. Review crime lab reports to guide investigation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. Search dead bodies for personal property	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. Search fire debris for evidence relating to the cause of the fire	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. Attend autopsies for evidentiary purposes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13. Interact with a person with a mental disorder or developmental disability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14. Investigate cyberbullying	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15. Investigate human trafficking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16. Investigate identity theft	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
CRIMINAL PROCEDURE	1	2	3	4	5
17. Serve personal protection orders (PPO)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
18. Serve foreign protection orders (FPO)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
19. Arrest or cite persons for violations of environmental laws or regulations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
20. Collect interim bond	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
21. Interrogate suspect or witness in conjunction with polygraph results	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
22. Interview suspects	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
23. Complete the return and tabulation of search warrants following service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
24. Document confessions using audio and/or video	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
25. Verify arrest warrants before service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
26. Search automobile based on probable cause	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
27. Search premises or property without a warrant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
28. Search persons without a warrant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
29. Detain a person based on reasonable suspicion	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

30. Stop a moving vehicle based on reasonable suspicion	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
CRIME SCENE PROCESSING	1	2	3	4	5
31. Cast impressions at crime scene (e.g., plaster cast, silicone, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
32. Collect evidence and personal property from crime scenes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
33. Conduct inventory of seized property (e.g., vehicles)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
34. Protect crime scene (limit access)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
35. Maintain crime scene log	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
36. Dust, photograph, and lift latent fingerprints	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
37. Estimate property values of stolen or recovered goods	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
38. Impound vehicles	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
39. Release confiscated property	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
40. Protect digital or electronic evidence at crime scene	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
PATROL PROCEDURES – INTERPERSONAL RELATIONS	1	2	3	4	5
41. Assist elderly or disabled individuals with personal mobility problems or mobility impairment (e.g., blind, wheelchair bound)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
42. Participate in crime prevention programs (e.g., Neighborhood Watch, community meetings, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
43. Give a talk in front of a group of citizens regarding crime prevention	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
44. Give directions to citizens (e.g., street locations)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
45. Communicate with a subject who does not speak English, is difficult to communicate with (e.g., has a dialect or an accent), or is autistic	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
46. Interact with a subject who has a communication impairment because of a physical handicap (e.g., is deaf, has a speech impediment)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
47. Mediate civil disputes (e.g. landlord-tenant, repossession dispute)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
48. Listen to citizen complaints regarding tickets or other minor offenses	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
49. Provide recommendations to business owners regarding security	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
50. Refer persons to agencies that provide social services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
51. Refer citizen encounters to Community Mental Health (CMH)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

PATROL PROCEDURES – JUVENILES	1	2	3	4	5
52. Conduct follow-up procedures with juvenile offenders (release to parents, petition court, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
53. Conduct parent-juvenile conferences (to advise, notify, inform, counsel)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
54. Counsel juveniles (on issues other than criminal matters)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
55. Pick up children as directed by court order (e.g., divorce proceedings)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
56. Provide information to Child Protective Services (CPS)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
57. Determine if an offense is a criminal or a status offense	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
58. Interview juveniles to obtain statements (initial basic reporting)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
PATROL PROCEDURES – PATROL OPERATIONS	1	2	3	4	5
59. Check persons for wants/warrants using LEIN through dispatch	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
60. Check stolen status on property through LEIN through dispatch	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
61. Conduct preventative and minor maintenance of an emergency vehicle (e.g., headlight, tire pressure)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
62. Operate LEIN terminal to check persons, property, court orders, and to confirm warrants	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
63. Participate in meetings with other officers (e.g., briefings, departmental staff meetings)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
64. Prepare clothing and personal equipment to satisfy inspection requirements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
65. Provide back-up assistance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
66. Receive patrol assignments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
67. Assist canine (K-9) units	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
68. Use crime frequencies, or crime statistics, to determine patrol patterns	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
PATROL PROCEDURES – PATROL TECHNIQUES	1	2	3	4	5
69. Advise vehicle owners to remove abandoned vehicles	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
70. Check homes of persons on vacation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
71. Check individuals/businesses for compliance with licensing requirements (e.g., hunting, liquor, dance permit, vendors, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
72. Escort money, valuables or people to provide security	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

73. Escort processions (e.g., parades, oversized trucks, funerals)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
74. Obtain field contact information	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
75. Observe and identify colors of automobiles, suspects' clothing, paint chips, etc.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
76. Inspect for and remove obstructions on roadway or railroad	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
77. Investigate complaints of illegal aliens	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
78. Move disabled vehicles with patrol car	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
79. Observe persons for hunting violations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
80. Operate fire extinguisher (e.g., to fight vehicle fires)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
81. Patrol freeways	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
82. Patrol on bicycle	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
83. Patrol on foot	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
84. Patrol on motorcycle	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
85. Patrol on horse	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
86. Patrol on watercraft	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
PATROL PROCEDURES – REPORT WRITING	1	2	3	4	5
87. Dictate reports into recording devices	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
88. Attach witness statements to reports	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
89. Attach photos and videos to reports	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
90. Prepare list (hot sheet) of wanted persons for department use	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
91. Prepare search warrants (e.g., blood, mobile devices)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
92. Prepare prosecution forms	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
93. Use computer to prepare reports	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
94. Take detailed field notes so reports can be completed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
95. Write detailed incident reports	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
96. Spell words correctly in written communication	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
97. Write reports clearly and concisely to convey intended ideas in brief fashion	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
98. Write reports using correct grammar so documents are understandable and professional	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
DETENTION AND PROSECUTION – CASE PROSECUTION	1	2	3	4	5
99. Bring evidence into court	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
100. Testify in civil cases	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
101. Testify in Driver's License Appeals Division (DLAD) hearing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
102. Testify in Secretary of State implied consent hearings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
103. Testify in liquor board hearings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
104. Testify in parole or probation hearings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

DETENTION AND PROSECUTION – CIVIL PROCESS	1	2	3	4	5
105. Prepare mental health orders/petitions (e.g., persons requiring treatment (PRT) committal papers)	○	○	○	○	○
106. Serve and prepare civil process papers	○	○	○	○	○
107. Serve probate orders (e.g., mental health, juvenile, adult offender)	○	○	○	○	○
DETENTION AND PROSECUTION – RECEIVING AND BOOKING PROCESS	1	2	3	4	5
108. Provide prisoner with information about contacting a bondsman	○	○	○	○	○
109. Assist prisoner in contacting an attorney	○	○	○	○	○
110. Answer inquiries concerning prisoners	○	○	○	○	○
111. Assess medical condition of prisoners	○	○	○	○	○
112. Check identity of prisoners leaving facility	○	○	○	○	○
113. Check individual making bond for wants or warrants	○	○	○	○	○
114. Check legal status of a prisoner's case (e.g., check with court or prosecutor's office)	○	○	○	○	○
115. Collect arrestees' DNA (e.g., swabs)	○	○	○	○	○
116. Verify identity of prisoners	○	○	○	○	○
117. Complete documents for transfer of prisoner to county jail	○	○	○	○	○
118. Confer with physicians regarding prisoner's medical condition	○	○	○	○	○
119. Escort prisoners to medical appointments and/or for medical clearance	○	○	○	○	○
120. Inspect identification of visitors	○	○	○	○	○
121. Photograph prisoners	○	○	○	○	○
122. Process prisoners for release	○	○	○	○	○
123. Document injuries to prisoners	○	○	○	○	○
124. Strip search prisoner	○	○	○	○	○
125. Facilitate cavity search of prisoner	○	○	○	○	○
126. Review arrest documents before accepting prisoner	○	○	○	○	○
127. Talk with families of adult suspects or defendants (advise, inform, notify, counsel)	○	○	○	○	○
POLICE SKILLS – EMERGENCY VEHICLE OPERATION	1	2	3	4	5
128. Operate a patrol vehicle in an emergency response manner	○	○	○	○	○
129. Operate a patrol vehicle in a motor vehicle pursuit	○	○	○	○	○
130. Operate a patrol vehicle in a non-emergency (routine patrol) manner	○	○	○	○	○

POLICE SKILLS – FIRST AID	1	2	3	4	5
131. Conduct an initial patient survey (check for ABCs)	○	○	○	○	○
132. Administer/deploy Automatic External Defibrillator (AED)	○	○	○	○	○
133. Apply first aid to treat for abrasions	○	○	○	○	○
134. Apply first aid to treat for animal bites	○	○	○	○	○
135. Apply first aid to treat for broken bones	○	○	○	○	○
136. Apply first aid to treat for burns	○	○	○	○	○
137. Apply first aid to treat for chemical burns	○	○	○	○	○
138. Apply first aid to treat for convulsions	○	○	○	○	○
139. Apply first aid to treat for diabetic reaction	○	○	○	○	○
140. Apply first aid to treat for electric shock	○	○	○	○	○
141. Apply first aid to treat for eye injuries	○	○	○	○	○
142. Apply first aid to treat for frostbite	○	○	○	○	○
143. Apply first aid to treat for heat exhaustion	○	○	○	○	○
144. Apply first aid to treat for heat stroke	○	○	○	○	○
145. Apply first aid to treat for puncture wound	○	○	○	○	○
146. Apply first aid to treat for seizure	○	○	○	○	○
147. Apply first aid to treat for shock	○	○	○	○	○
148. Apply first aid to treat for sprains and strains	○	○	○	○	○
149. Apply first aid to treat for stab wounds	○	○	○	○	○
150. Apply first aid to treat for stroke	○	○	○	○	○
151. Assist with child birth	○	○	○	○	○
152. Extricate trapped persons	○	○	○	○	○
POLICE SKILLS – FIREARMS	1	2	3	4	5
153. Discharge firearms to euthanize animals	○	○	○	○	○
154. Discharge firearm in reduced light levels	○	○	○	○	○
155. React appropriately to threat to life or great bodily harm	○	○	○	○	○
156. Reload firearm under combat conditions	○	○	○	○	○
157. Clear firearm malfunctions	○	○	○	○	○
158. Secure weapon other than own	○	○	○	○	○
159. Participate in debriefing after duty-related firearm discharge	○	○	○	○	○
160. Respond to an ongoing act of violence (e.g., school shooting)	○	○	○	○	○
POLICE SKILLS – POLICE PHYSICAL SKILLS	1	2	3	4	5
161. Arrest using lethal force other than the discharge of a firearm (i.e., using other means if separated from your weapon)	○	○	○	○	○
162. Subdue persons resisting arrest using less than lethal devices (e.g., baton, PR-24, Asp, Taser, bean-bag round, etc.)	○	○	○	○	○
163. Subdue persons resisting arrest without the use of weapons/devices (e.g., physical force, control techniques, etc.)	○	○	○	○	○
164. Defend self from an attack	○	○	○	○	○

165. Retain firearm from suspect attempting to disarm officer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
TRAFFIC – MOTOR VEHICLE TRAFFIC CRASH INVESTIGATION	1	2	3	4	5
166. Inform driver of towed vehicle's location	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
167. Facilitate the exchange of information between persons involved in a traffic crash	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
168. Interview mechanic for relevant traffic crash information (e.g., condition of vehicle parts)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
169. Investigate damage to roadway	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
170. Locate and interview witnesses to traffic crash	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
171. Match color of known origin to suspect sample (e.g., paint chip found at scene of accident matched to suspect vehicle)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
172. Measure skid marks for calculation of approximate vehicle speed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
173. Notify citizens of damage to their property	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
174. Request citizens to assist with traffic control in an emergency	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
175. Review crashes with traffic crash investigators	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
176. Take coordinate measures of traffic crash scenes (e.g., triangulation)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
177. Test operating condition of crash vehicle equipment (e.g. brake light, tread wear)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
TRAFFIC – TRAFFIC CONTROL AND ENFORCEMENT	1	2	3	4	5
178. Calibrate preliminary breath test (PBT)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
179. Advise appropriate agency of traffic engineering needs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
180. Arrest or cite persons for unlawful use of recreational vehicles or watercraft	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
181. Determine speed of vehicles using speed measurement devices (e.g., Laser, Lidar, Radar, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
182. Complete operators license re-examination form	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
183. Inspect commercial vehicles for code compliance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
184. Inspect off road vehicles	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
185. Inspect private vehicle for conformance with vehicle code	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
186. Inspect watercraft for conformance with marine safety requirements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
187. Issue citations (e.g., parking, traffic, to pedestrians, to bicycle riders)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
188. Plan traffic detours	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

189. Verify compliance on withdrawal citations (e.g., no proof of registration, no proof of insurance, no operators license)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
190. Verify possession of an authentic auto insurance certificate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
TRAFFIC – VEHICLE STOPS	1	2	3	4	5
191. Identify or document train identification number (lead engine number)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
192. Stop off road vehicles (e.g., snowmobiles, ATV/UTV)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
193. Stop vehicles to conduct routine (unknown risk) vehicle stop	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
194. Conduct high risk vehicle stop	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
195. Verify vehicle information	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
196. Determine the best location for a traffic stop	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
SPECIAL OPERATIONS – CIVIL DISORDERS	1	2	3	4	5
197. Communicate with management and labor over strike disturbances	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
198. Confront groups of agitated people in a riot formation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
199. Escort vehicles or persons through picket lines or demonstrations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
200. Explain demonstration permit to demonstrators	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
201. Guard strategic locations during civil disorders and strikes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
202. Patrol riot stricken or civil disturbance areas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
203. Watch for illegal activity at labor disputes, demonstrations, etc.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
204. Engage in small squad tactics at riot or crowd disturbance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
SPECIAL OPERATIONS – EMERGENCY PREPAREDNESS/DISASTER CONTROL	1	2	3	4	5
205. Fight structural fires	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
206. Identify contents of railroad car or semi-truck for hazardous cargo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
207. Perform weather watch service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
208. Investigate hazardous materials incidents	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
209. Investigate weapons of mass destruction (WMD) threats or incidents	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
210. Implement incident command system	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
211. Investigate environmental crimes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
212. Secure scene of a bomb threat	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
SPECIAL OPERATIONS – TACTICAL OPERATIONS	1	2	3	4	5
213. Participate in the execution of a search warrant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
214. Perform special/undercover assignment (e.g., vice, prostitution, narcotics)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

215. Search the perimeter of an emergency incident or tactical operation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
216. Check security access points (airport gates, VIP locations, buildings)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
GENERAL ADMINISTRATION	1	2	3	4	5
217. Act as department court officer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
218. Attend informal in-service training (e.g., roll call, called in from patrol)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
219. Confer with parole/probation officer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
220. Enter data on cards for filing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
221. Evaluate officers in on-the-job training (FTO)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
222. Exchange necessary information with other law enforcement officials	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
223. Explain department's recruiting policies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
224. Fingerprint persons for non-criminal reasons (e.g. professional licensing)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
225. Instruct on-the-job training	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
226. Investigate and report on police applicant's background	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
227. Issue bicycle licenses/registrations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
228. Issue road-kill possession permits	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
229. Locate documents and information in records system	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
230. Notify public agencies or utilities of damage to their equipment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
231. Participate in required physical exercise program	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
232. Provide information to persons participating in ride-along program	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
233. Summarize total shift activities in department system (e.g., logbook, online automated system)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
234. Test and evaluate police equipment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
235. Update spot/pin maps	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
236. Utilize department records to assist in an investigation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
237. Write interoffice memos	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
238. Write letters on behalf of the department	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
239. Write performance evaluation reports on other officers (e.g. FTO ratings)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
240. Write policy material for department manuals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
PHYSICAL ABILITY	1	2	3	4	5
241. Perform water rescue	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
242. Stand continuously for more than one-half of the work shift (e.g., guard duty or point control)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

243. Wade through marshes, swamp land or waterways	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
244. Walk continuously for more than one-half of the work shift (e.g., foot patrol)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Core Tasks

As mentioned earlier, Core Tasks were identified by experts within MCOLES, and were not included in the tasks to be rated. If you have not already done so, and would like to review this list of Core Tasks before finalizing your survey, please click *here*.

If you wish to finalize this survey without reviewing the Core Tasks, click on the 'Next Page' Button.

Thank you for your participation. Please click "Finish" to complete the survey.

APPENDIX C

List of Participating Agencies

List of Participating Agencies by Strata

DEPARTMENT NAME	STRATA
Detroit Police Department	DPD
Dearborn Police Department	Large C/V/T
Farmington Hills Police Department	Large C/V/T
Kalamazoo DPS	Large C/V/T
Lansing Police Department	Large C/V/T
Muskegon Police Department	Large C/V/T
Novi Police Department	Large C/V/T
Roseville Police Department	Large C/V/T
Ingham County Sheriff's Office	Large Sheriff
Kent County Sheriff's Office	Large Sheriff
Ottawa County Sheriff's Office	Large Sheriff
St. Clair County Sheriff's Office	Large Sheriff
Wayne County Sheriff's Office	Large Sheriff
Adrian Police Department	Medium C/V/T
Auburn Hills Police Department	Medium C/V/T
Benton Harbor Police Department	Medium C/V/T
Beverly Hills Police Department	Medium C/V/T
Blackman-Leoni Township DPS	Medium C/V/T
Farmington DPS	Medium C/V/T
Genesee Township Police Department	Medium C/V/T
Grand Blanc Township Police Department	Medium C/V/T
Jackson Police Department	Medium C/V/T
Kalamazoo Township Police Department	Medium C/V/T
Lincoln Park Police Department	Medium C/V/T
Marquette Police Department	Medium C/V/T
Monroe Police Department	Medium C/V/T
Owosso Police Department	Medium C/V/T
Portage Police Department	Medium C/V/T
Saginaw Chippewa Tribal Police Department	Medium C/V/T
Sault Sainte Marie Police Department	Medium C/V/T
Walker Police Department	Medium C/V/T
Waterford Township Police Department	Medium C/V/T
Michigan State Police	MSP
Adrian Township Police Department	Small C/V/T
Albion DPS	Small C/V/T
Armada Police Department	Small C/V/T
Berrien Springs-Oronoko Township Police Department	Small C/V/T
Big Rapids DPS	Small C/V/T
Brighton Police Department	Small C/V/T
Cassopolis Police Department	Small C/V/T
Chocolay Township Police Department	Small C/V/T
Clay Township Police Department	Small C/V/T
Davison Township Police Department	Small C/V/T
Fowlerville Police Department	Small C/V/T
Franklin Police Department	Small C/V/T
Gerrish Township Police Department	Small C/V/T
Grand Ledge Police Department	Small C/V/T

Green Oak Charter Township Police Department	Small C/V/T
Grosse Pointe Shores DPS	Small C/V/T
Harbor Beach Police Department	Small C/V/T
Holly Police Department	Small C/V/T
Houghton Police Department	Small C/V/T
Huron Potawatomi Police Department	Small C/V/T
Kingsford DPS	Small C/V/T
Lake Orion Police Department	Small C/V/T
Little River Band of Ottawa Indians DPS	Small C/V/T
Marysville Police Department	Small C/V/T
Metamora Township Police Department	Small C/V/T
Milan Police Department	Small C/V/T
Napoleon Township Police Department	Small C/V/T
Northville Police Department	Small C/V/T
Pentwater Police Department	Small C/V/T
Rothbury Police Department	Small C/V/T
Schoolcraft Police Department	Small C/V/T
Sparta Police Department	Small C/V/T
Sturgis Police Department	Small C/V/T
Three Rivers Police Department	Small C/V/T
Zeeland Police Department	Small C/V/T
Delta County Sheriff's Office	Small Sheriff
Emmet County Sheriff's Office	Small Sheriff
Gratiot County Sheriff's Office	Small Sheriff
Iosco County Sheriff's Office	Small Sheriff
Lake County Sheriff's Office	Small Sheriff
Lapeer County Sheriff's Office	Small Sheriff
Newaygo County Sheriff's Office	Small Sheriff
Tuscola County Sheriff's Office	Small Sheriff
Genesee County Parks and Recreation	Specialty
Gerald Ford International Airport Police Department	Specialty
Kirtland Community College DPS	Specialty
Michigan Department of Attorney General	Specialty
Michigan Department of Natural Resources	Specialty
Mott Community College DPS	Specialty
Oakland University Police Department	Specialty

APPENDIX D

Average Frequency and Criticality Ratings for Task Statements

Average Frequency and Criticality Ratings for Task Statements

Task	Average Frequency	Average Criticality
CRIMINAL INVESTIGATION		
1. Answer inquiries regarding the progress of a case	3.01	2.47
2. Inform victims of their rights, verbally or in writing	3.45	3.01
3. Investigate crimes against persons (assault, robbery, physical abuse, CSC, etc.)	3.64	3.89
4. Investigate crimes against property (MDOP, burglary, damage/theft of railroad car, fraud, etc.)	3.71	3.16
5. Investigate public order crimes (littering, disorderly, riots, etc.)	3.34	2.80
6. Investigate regulatory crimes (weapons, controlled substances, etc.)	3.45	3.53
7. Conduct a photographic line-up	1.59	2.94
8. Conduct a corporeal line-up	1.30	2.98
9. Review crime lab reports to guide investigation	2.04	2.79
10. Search dead bodies for personal property	1.76	2.87
11. Search fire debris for evidence relating to the cause of the fire	1.27	3.01
12. Attend autopsies for evidentiary purposes	1.20	2.80
13. Interact with a person with a mental disorder or developmental disability	3.52	3.41
14. Investigate cyberbullying	1.73	2.72
15. Investigate human trafficking	1.35	3.47
16. Investigate identity theft	2.37	2.63
CRIMINAL PROCEDURE		
17. Serve personal protection orders (PPO)	1.79	2.95
18. Serve foreign protection orders (FPO)	1.12	2.64
19. Arrest or cite persons for violations of environmental laws or regulations	1.55	2.35
20. Collect interim bond	1.72	2.46
21. Interrogate suspect or witness in conjunction with polygraph results	1.23	2.80
22. Interview suspects	3.48	3.39
23. Complete the return and tabulation of search warrants following service	1.88	3.24
24. Document confessions using audio and/or video	2.35	3.38
25. Verify arrest warrants before service	2.96	3.68
26. Search automobile based on probable cause	3.25	3.26
27. Search premises or property without a warrant	2.29	3.61

Task	Average Frequency	Average Criticality
28. Search persons without a warrant	2.98	3.53
29. Detain a person based on reasonable suspicion	3.05	3.21
30. Stop a moving vehicle based on reasonable suspicion	3.21	3.06
CRIME SCENE PROCESSING		
31. Cast impressions at crime scene (e.g., plaster cast, silicone, etc.)	1.15	2.51
32. Collect evidence and personal property from crime scenes	2.56	3.19
33. Conduct inventory of seized property (e.g., vehicles)	2.71	3.07
34. Protect crime scene (limit access)	2.43	3.49
35. Maintain crime scene log	1.48	3.11
36. Dust, photograph, and lift latent fingerprints	1.65	2.94
37. Estimate property values of stolen or recovered goods	2.49	2.14
38. Impound vehicles	3.03	2.52
39. Release confiscated property	1.49	2.55
40. Protect digital or electronic evidence at crime scene	1.84	3.18
PATROL PROCEDURES – INTERPERSONAL RELATIONS		
41. Assist elderly or disabled individuals with personal mobility problems or mobility impairment (e.g., blind, wheelchair bound)	2.23	2.47
42. Participate in crime prevention programs (e.g., Neighborhood Watch, community meetings, etc.)	1.67	2.28
43. Give a talk in front of a group of citizens regarding crime prevention	1.51	2.20
44. Give directions to citizens (e.g., street locations)	3.18	2.04
45. Communicate with a subject who does not speak English, is difficult to communicate with (e.g., has a dialect or an accent), or is autistic	2.38	2.46
46. Interact with a subject who has a communication impairment because of a physical handicap (e.g., is deaf, has a speech impediment)	2.09	2.53
47. Mediate civil disputes (e.g. landlord-tenant, repossession dispute)	3.14	2.33
48. Listen to citizen complaints regarding tickets or other minor offenses	2.89	2.33
49. Provide recommendations to business owners regarding security	2.30	2.27
50. Refer persons to agencies that provide social services	2.55	2.32
51. Refer citizen encounters to Community Mental Health (CMH)	2.41	2.58
PATROL PROCEDURES – JUVENILES		
52. Conduct follow-up procedures with juvenile offenders (release to parents, petition court, etc.)	2.03	2.73
53. Conduct parent-juvenile conferences (to advise, notify, inform, counsel)	1.68	2.48

Task	Average Frequency	Average Criticality
54. Counsel juveniles (on issues other than criminal matters)	2.08	2.36
55. Pick up children as directed by court order (e.g., divorce proceedings)	1.33	2.62
56. Provide information to Child Protective Services (CPS)	2.37	3.10
57. Determine if an offense is a criminal or a status offense	2.93	3.03
58. Interview juveniles to obtain statements (initial basic reporting)	2.29	2.85
PATROL PROCEDURES – PATROL OPERATIONS		
59. Check persons for wants/warrants using LEIN through dispatch	4.01	3.28
60. Check stolen status on property through LEIN through dispatch	2.85	2.97
61. Conduct preventative and minor maintenance of an emergency vehicle (e.g., headlight, tire pressure)	3.07	2.90
62. Operate LEIN terminal to check persons, property, court orders, and to confirm warrants	4.13	3.16
63. Participate in meetings with other officers (e.g., briefings, departmental staff meetings)	3.80	2.67
64. Prepare clothing and personal equipment to satisfy inspection requirements	3.90	2.51
65. Provide back-up assistance	4.37	3.84
66. Receive patrol assignments	4.01	2.75
67. Assist canine (K-9) units	2.44	3.03
68. Use crime frequencies, or crime statistics, to determine patrol patterns	2.44	2.54
PATROL PROCEDURES – PATROL TECHNIQUES		
69. Advise vehicle owners to remove abandoned vehicles	2.21	1.94
70. Check homes of persons on vacation	2.38	2.05
71. Check individuals/businesses for compliance with licensing requirements (e.g., hunting, liquor, dance permit, vendors, etc.)	1.73	2.09
72. Escort money, valuables or people to provide security	1.50	2.36
73. Escort processions (e.g., parades, oversized trucks, funerals)	1.61	2.11
74. Obtain field contact information	3.26	2.56
75. Observe and identify colors of automobiles, suspects' clothing, paint chips, etc.	3.32	2.95
76. Inspect for and remove obstructions on roadway or railroad	2.78	2.74
77. Investigate complaints of illegal aliens	1.29	2.40
78. Move disabled vehicles with patrol car	1.67	2.25
79. Observe persons for hunting violations	1.32	2.00
80. Operate fire extinguisher (e.g., to fight vehicle fires)	1.44	2.70
81. Patrol freeways	2.53	2.61
82. Patrol on bicycle	1.18	2.10

Task	Average Frequency	Average Criticality
83. Patrol on foot	2.31	2.33
84. Patrol on motorcycle	1.10	2.35
85. Patrol on horse	1.06	1.90
86. Patrol on watercraft	1.15	2.24
PATROL PROCEDURES – REPORT WRITING		
87. Dictate reports into recording devices	1.74	2.09
88. Attach witness statements to reports	2.93	2.87
89. Attach photos and videos to reports	3.05	2.87
90. Prepare list (hot sheet) of wanted persons for department use	1.52	2.50
91. Prepare search warrants (e.g., blood, mobile devices)	1.93	3.19
92. Prepare prosecution forms	2.19	2.93
93. Use computer to prepare reports	4.42	2.95
94. Take detailed field notes so reports can be completed	4.24	3.14
95. Write detailed incident reports	4.43	3.37
96. Spell words correctly in written communication	4.59	2.97
97. Write reports clearly and concisely to convey intended ideas in brief fashion	4.55	3.27
98. Write reports using correct grammar so documents are understandable and professional	4.58	3.19
DETENTION AND PROSECUTION – CASE PROSECUTION		
99. Bring evidence into court	1.61	3.19
100. Testify in civil cases	1.58	2.49
101. Testify in Driver's License Appeals Division (DLAD) hearing	1.39	2.69
102. Testify in Secretary of State implied consent hearings	1.27	2.69
103. Testify in liquor board hearings	1.12	2.57
104. Testify in parole or probation hearings	1.27	2.96
DETENTION AND PROSECUTION – CIVIL PROCESS		
105. Prepare mental health orders/petitions (e.g., persons requiring treatment (PRT) committal papers)	1.91	3.00
106. Serve and prepare civil process papers	1.35	2.09
107. Serve probate orders (e.g., mental health, juvenile, adult offender)	1.45	2.58

Task	Average Frequency	Average Criticality
DETENTION AND PROSECUTION – RECEIVING AND BOOKING PROCESS		
108. Provide prisoner with information about contacting a bondsman	1.49	1.72
109. Assist prisoner in contacting an attorney	1.26	1.79
110. Answer inquiries concerning prisoners	1.80	2.03
111. Assess medical condition of prisoners	1.93	3.24
112. Check identity of prisoners leaving facility	1.37	3.27
113. Check individual making bond for wants or warrants	1.50	2.93
114. Check legal status of a prisoner's case (e.g., check with court or prosecutor's office)	1.56	2.52
115. Collect arrestees' DNA (e.g., swabs)	1.52	2.95
116. Verify identity of prisoners	2.08	3.54
117. Complete documents for transfer of prisoner to county jail	1.82	2.99
118. Confer with physicians regarding prisoner's medical condition	1.58	3.02
119. Escort prisoners to medical appointments and/or for medical clearance	1.50	2.95
120. Inspect identification of visitors	1.21	2.66
121. Photograph prisoners	1.62	2.72
122. Process prisoners for release	1.37	2.69
123. Document injuries to prisoners	1.64	3.28
124. Strip search prisoner	1.13	3.10
125. Facilitate cavity search of prisoner	1.06	3.14
126. Review arrest documents before accepting prisoner	1.32	3.00
127. Talk with families of adult suspects or defendants (advise, inform, notify, counsel)	1.74	2.28
POLICE SKILLS – EMERGENCY VEHICLE OPERATION		
128. Operate a patrol vehicle in an emergency response manner	3.75	4.39
129. Operate a patrol vehicle in a motor vehicle pursuit	1.77	4.45
130. Operate a patrol vehicle in a non-emergency (routine patrol) manner	4.53	3.70
POLICE SKILLS – FIRST AID		
131. Conduct an initial patient survey (check for ABCs)	2.02	3.69
132. Administer/deploy Automatic External Defibrillator (AED)	1.43	3.93
133. Apply first aid to treat for abrasions	1.63	2.37
134. Apply first aid to treat for animal bites	1.24	2.52
135. Apply first aid to treat for broken bones	1.29	2.95
136. Apply first aid to treat for burns	1.21	2.95
137. Apply first aid to treat for chemical burns	1.13	3.05

Task	Average Frequency	Average Criticality
138. Apply first aid to treat for convulsions	1.26	3.13
139. Apply first aid to treat for diabetic reaction	1.39	3.40
140. Apply first aid to treat for electric shock	1.12	3.41
141. Apply first aid to treat for eye injuries	1.15	3.04
142. Apply first aid to treat for frostbite	1.12	3.02
143. Apply first aid to treat for heat exhaustion	1.23	3.28
144. Apply first aid to treat for heat stroke	1.18	3.49
145. Apply first aid to treat for puncture wound	1.31	3.29
146. Apply first aid to treat for seizure	1.40	3.15
147. Apply first aid to treat for shock	1.24	3.37
148. Apply first aid to treat for sprains and strains	1.31	2.53
149. Apply first aid to treat for stab wounds	1.26	3.81
150. Apply first aid to treat for stroke	1.26	3.56
151. Assist with child birth	1.08	3.63
152. Extricate trapped persons	1.37	3.83
POLICE SKILLS – FIREARMS		
153. Discharge firearms to euthanize animals	1.77	3.59
154. Discharge firearm in reduced light levels	1.45	4.22
155. React appropriately to threat to life or great bodily harm	1.92	4.65
156. Reload firearm under combat conditions	1.25	4.60
157. Clear firearm malfunctions	1.47	4.50
158. Secure weapon other than own	1.98	4.31
159. Participate in debriefing after duty-related firearm discharge	1.18	3.56
160. Respond to an ongoing act of violence (e.g., school shooting)	1.34	4.68
POLICE SKILLS – POLICE PHYSICAL SKILLS		
161. Arrest using lethal force other than the discharge of a firearm (i.e., using other means if separated from your weapon)	1.13	4.63
162. Subdue persons resisting arrest using less than lethal devices (e.g., baton, PR-24, Asp, Taser, bean-bag round, etc.)	1.44	4.18
163. Subdue persons resisting arrest without the use of weapons/devices (e.g., physical force, control techniques, etc.)	2.04	4.10
164. Defend self from an attack	1.49	4.55
165. Retain firearm from suspect attempting to disarm officer	1.09	4.72

Task	Average Frequency	Average Criticality
TRAFFIC – MOTOR VEHICLE TRAFFIC CRASH INVESTIGATION		
166. Inform driver of towed vehicle's location	2.94	2.13
167. Facilitate the exchange of information between persons involved in a traffic crash	2.82	2.12
168. Interview mechanic for relevant traffic crash information (e.g., condition of vehicle parts)	1.30	2.11
169. Investigate damage to roadway	2.02	2.36
170. Locate and interview witnesses to traffic crash	2.64	2.48
171. Match color of known origin to suspect sample (e.g., paint chip found at scene of accident matched to suspect vehicle)	1.69	2.47
172. Measure skid marks for calculation of approximate vehicle speed	1.25	2.60
173. Notify citizens of damage to their property	2.14	2.32
174. Request citizens to assist with traffic control in an emergency	1.25	2.65
175. Review crashes with traffic crash investigators	1.45	2.38
176. Take coordinate measures of traffic crash scenes (e.g., triangulation)	1.23	2.60
177. Test operating condition of crash vehicle equipment (e.g. brake light, tread wear)	1.24	2.46
TRAFFIC – TRAFFIC CONTROL AND ENFORCEMENT		
178. Calibrate preliminary breath test (PBT)	1.31	2.72
179. Advise appropriate agency of traffic engineering needs	1.38	2.44
180. Arrest or cite persons for unlawful use of recreational vehicles or watercraft	1.26	2.40
181. Determine speed of vehicles using speed measurement devices (e.g., Laser, Lidar, Radar, etc.)	3.12	2.60
182. Complete operators license re-examination form	1.50	2.48
183. Inspect commercial vehicles for code compliance	1.18	2.28
184. Inspect off road vehicles	1.21	2.02
185. Inspect private vehicle for conformance with vehicle code	1.60	2.19
186. Inspect watercraft for conformance with marine safety requirements	1.12	2.13
187. Issue citations (e.g., parking, traffic, to pedestrians, to bicycle riders)	3.21	2.37
188. Plan traffic detours	1.29	2.30
189. Verify compliance on withdrawal citations (e.g., no proof of registration, no proof of insurance, no operators license)	2.42	2.20
190. Verify possession of an authentic auto insurance certificate	3.02	2.29

Task	Average Frequency	Average Criticality
TRAFFIC – VEHICLE STOPS		
191. Identify or document train identification number (lead engine number)	1.14	2.03
192. Stop off road vehicles (e.g., snowmobiles, ATV/UTV)	1.43	2.13
193. Stop vehicles to conduct routine (unknown risk) vehicle stop	3.54	3.19
194. Conduct high risk vehicle stop	2.15	4.22
195. Verify vehicle information	3.93	2.71
196. Determine the best location for a traffic stop	4.10	3.40
SPECIAL OPERATIONS – CIVIL DISORDERS		
197. Communicate with management and labor over strike disturbances	1.11	2.54
198. Confront groups of agitated people in a riot formation	1.19	3.52
199. Escort vehicles or persons through picket lines or demonstrations	1.11	3.13
200. Explain demonstration permit to demonstrators	1.09	2.78
201. Guard strategic locations during civil disorders and strikes	1.13	3.22
202. Patrol riot stricken or civil disturbance areas	1.14	3.37
203. Watch for illegal activity at labor disputes, demonstrations, etc.	1.16	2.94
204. Engage in small squad tactics at riot or crowd disturbance	1.18	3.53
SPECIAL OPERATIONS – EMERGENCY PREPAREDNESS/DISASTER CONTROL		
205. Fight structural fires	1.22	3.36
206. Identify contents of railroad car or semi-truck for hazardous cargo	1.09	3.45
207. Perform weather watch service	1.12	2.42
208. Investigate hazardous materials incidents	1.14	3.56
209. Investigate weapons of mass destruction (WMD) threats or incidents	1.07	4.03
210. Implement incident command system	1.19	3.36
211. Investigate environmental crimes	1.20	2.78
212. Secure scene of a bomb threat	1.22	4.11
SPECIAL OPERATIONS – TACTICAL OPERATIONS		
213. Participate in the execution of a search warrant	2.18	3.87
214. Perform special/undercover assignment (e.g., vice, prostitution, narcotics)	1.39	3.55
215. Search the perimeter of an emergency incident or tactical operation	1.72	3.78
216. Check security access points (airport gates, VIP locations, buildings)	1.35	3.30

Task	Average Frequency	Average Criticality
GENERAL ADMINISTRATION		
217. Act as department court officer	1.37	2.40
218. Attend informal in-service training (e.g., roll call, called in from patrol)	2.83	2.34
219. Confer with parole/probation officer	1.96	2.28
220. Enter data on cards for filing	1.32	2.08
221. Evaluate officers in on-the-job training (FTO)	1.62	3.22
222. Exchange necessary information with other law enforcement officials	2.86	2.90
223. Explain department's recruiting policies	1.59	2.15
224. Fingerprint persons for non-criminal reasons (e.g. professional licensing)	1.31	1.88
225. Instruct on-the-job training	1.71	2.85
226. Investigate and report on police applicant's background	1.20	2.93
227. Issue bicycle licenses/registrations	1.07	1.44
228. Issue road-kill possession permits	1.52	1.48
229. Locate documents and information in records system	2.38	2.18
230. Notify public agencies or utilities of damage to their equipment	1.78	2.40
231. Participate in required physical exercise program	1.44	2.48
232. Provide information to persons participating in ride-along program	1.74	2.32
233. Summarize total shift activities in department system (e.g., logbook, online automated system)	2.93	2.36
234. Test and evaluate police equipment	2.55	2.85
235. Update spot/pin maps	1.23	2.09
236. Utilize department records to assist in an investigation	2.88	2.65
237. Write interoffice memos	1.81	2.12
238. Write letters on behalf of the department	1.24	2.36
239. Write performance evaluation reports on other officers (e.g. FTO ratings)	1.53	2.84
240. Write policy material for department manuals	1.13	2.88
PHYSICAL ABILITY		
241. Perform water rescue	1.12	3.79
242. Stand continuously for more than one-half of the work shift (e.g., guard duty or point control)	2.01	2.65
243. Wade through marshes, swamp land or waterways	1.35	2.70
244. Walk continuously for more than one-half of the work shift (e.g., foot patrol)	1.77	2.57

APPENDIX E

List of Core Tasks Identified from Previous JTAs

PATROL OFFICER CORE TASKS IDENTIFIED FROM PREVIOUS JTAs

Task
CRIMINAL INVESTIGATION
1. Determine whether incidents are criminal or civil matters
2. Establish modus operandi (M.O.) of a suspect
3. Examine dead bodies for wounds and injuries
4. Interview complainants and/or witnesses, and obtain oral and/or written statements
5. Locate witnesses to crimes
6. Participate in investigations with other law enforcement agencies
7. Conduct a show-up (on-scene identification)
8. Review records and pictures, store videos, and online social media to identify suspects
9. Review cause of death with medical examiner
10. Track persons from scene (e.g., footprints in snow or mud)
11. Verify reliability and credibility of witnesses
12. Verify the identity of deceased persons
CRIMINAL PROCEDURE
13. Advise persons of constitutional rights
14. Arrest persons with a warrant
15. Arrest persons without a warrant
16. Explain nature of complaints to offenders
17. Interrogate suspects who have been detained/arrested (e.g., post-custody)
18. Obtain search warrants
19. Plan strategy for conducting searches with a warrant
20. Plan strategy for making arrests
21. Search premises or property with warrant
22. Take into custody person lawfully detained by citizen
23. Transport prisoners
CRIME SCENE PROCESSING
24. Cast impressions at crime scene (e.g., plaster cast, silicone, etc.)
25. Determine need for specialized assistance at a crime scene
26. Determine whether recovered property is linked with a previous crime
27. Document chain of custody for evidence
28. Examine evidence and personal property from crime scenes
29. Package evidence or personal property
30. Document crime scenes (photograph, videotape, sketch, etc.)
31. Document location of physical evidence at a crime scene
32. Recover and inventory stolen property
33. Search crime scenes for physical evidence
34. Confiscate property and tag evidence
35. Take custody of lost and found property
36. Trace stolen goods
37. Transport property or evidence

Task
PATROL PROCEDURES – INTERPERSONAL RELATIONS
38. Comfort emotionally upset persons
39. Deliver emergency messages (e.g., injuries, death)
40. Establish field contacts (e.g., bar owners, taxi drivers, etc.)
41. Develop confidential informants
42. Answer general information questions from the public
43. Talk with people while on patrol to establish rapport
PATROL PROCEDURES – JUVENILES
44. Apprehend juvenile offenders
45. Place children in protective custody (e.g., child abuse)
PATROL PROCEDURES – PATROL OPERATIONS
46. Check condition and status of assigned patrol equipment and vehicle
47. Check vehicles for proper registration (e.g., snowmobiles, ORVs, etc.)
48. Broadcast certain descriptions (e.g., suspects, missing persons)
49. Inform dispatcher by radio as to your status
50. Inspect patrol vehicle for weapons and contraband
51. Make entries in individual patrol log or daily
52. Operate telephone console or dispatch
53. Prepare list of wanted persons or stolen vehicles for own use
54. Receive and evaluate telephone requests for police service
55. Request back-up assistance
56. Review information on criminal activity in area
PATROL PROCEDURES – PATROL TECHNIQUES
57. Assist stranded motorists
58. Check parking lots, parks and school grounds
59. Direct actions of officer(s) arriving to assist
60. Follow and investigate suspicious vehicles or persons
61. Identify wanted vehicles or persons
62. Interview suspicious persons
63. Investigate unusual odors
64. Investigate unusual sounds
65. Monitor traffic for violations
66. Participate in large scale area search parties
67. Physically examine and test doors and windows of dwellings and businesses
68. Search unlocked businesses and dwellings for signs of illegal entry
69. Secure house or property (e.g., lock, close doors and windows, etc.)
70. Secure vehicles (e.g., driver arrested or injured)
71. Subdue persons physically in a non-arrest situation, (e.g., emotionally disturbed)
72. Transport emotionally agitated persons
73. Transport persons needing assistance

Task
PATROL PROCEDURES – REPORT WRITING
74. Summarize in writing the statements of witnesses and complainants
75. Transcribe field notes for reports
76. Write narrative reports
DETENTION AND PROSECUTION – CASE PROSECUTION
77. Advise victims of the procedures to prosecute
78. Arraign defendant in court (in person or through video)
79. Confer with prosecutor or city attorney prior to testimony regarding case
80. Discuss cases with prosecutor or city attorney following legal proceedings
81. Prepare complaint forms for warrant authorization
82. Prepare witnesses for court testimony (e.g., explain court procedures, etc.)
83. Present evidence in legal proceedings
84. Review reports and notes for court testimony
85. Review warrants for completeness and accuracy
86. Swear out complaints or warrants
87. Testify in criminal cases
DETENTION AND PROSECUTION – CIVIL PROCESS
88. Enforce court issued order (e.g., writs, injunctions, PPOs)
89. Serve subpoenas
DETENTION AND PROSECUTION – RECEIVING AND BOOKING PROCESS
90. Book prisoners by completing arrest forms
91. Check weapons in and out of detention facility
92. Fingerprint prisoners
93. Guard prisoners detained outside jail
94. Inventory prisoners' personal property
95. Investigate injuries to prisoners
96. Place holds on prisoners and notify department holding warrant
97. Return prisoner's property
POLICE SKILLS – FIRST AID
98. Administer cardio-pulmonary resuscitation (CPR)
99. Administer oxygen using resuscitator
100. Apply first aid to control bleeding
101. Apply first aid to treat for amputations
102. Apply first aid to treat for gunshot wounds
103. Apply first aid to treat for heart attack
104. Apply first aid to treat for lacerations
105. Apply first aid to treat for overdose
106. Apply first aid to treat for poisoning
107. Transport injured persons
POLICE SKILLS – FIREARMS
108. Clean and inspect firearms and ammunition
109. Discharge firearm at person
110. Draw firearm in patrol situations while on duty
111. Participate in firearms training

Task
POLICE SKILLS – POLICE PHYSICAL SKILLS
112. Break through doors using force
113. Conduct field search of arrested person
114. Conduct frisk or pat down
115. Handcuff suspects or prisoners
116. Run after fleeing suspects
117. Seize contraband
TRAFFIC – MOTOR VEHICLE TRAFFIC CRASH INVESTIGATION
118. Search for and collect physical evidence at traffic crash scenes
119. Complete the standard traffic crash report form (UD-10)
120. Determine contributing factors to a traffic crash
121. Determine fault in a traffic crash
122. Diagram traffic crash scenes
123. Direct actions of public service personnel arriving to assist
124. Direct activities at scene of traffic crash investigation
125. Determine the extent of personal injuries resulting from traffic crash
126. Identify owner of a vehicle involved in a traffic crash
127. Identify persons involved in traffic crash
128. Inspect vehicle for fresh damage
129. Interview medical personnel to obtain specific information
130. Interview persons involved in traffic crash
131. Investigate off-road vehicle crash (e.g., snowmobile, ATV/UTV)
132. Investigate traffic crash scene to identify point(s) of impact
133. Issue citation(s) based on traffic crash investigation
134. Photograph traffic crash scenes
135. Protect traffic crash physical evidence for collection
136. Remove debris from traffic crash scene
137. Request emergency assistance for traffic crash (e.g., tow truck, ambulance, salt truck)
138. Set priorities for action at a traffic crash scene
139. Take precautions to prevent additional crashes at traffic crash scene
TRAFFIC – OWI/OUID
140. Administer standardized field sobriety tests
141. Administer preliminary breath test (PBT)
142. Arrange for obtaining blood or urine samples for sobriety tests
143. Arrest OWI/OUID suspects
144. Complete OWI/OUID arrest reports
145. Evaluate driver's capability to operate vehicle
146. Operate evidentiary breath test instrument (e.g. Datamaster) to test blood alcohol content

Task
TRAFFIC – TRAFFIC CONTROL AND ENFORCEMENT
147. Check railroad crossing for signal violations (e.g., going around gates)
148. Determine speed of vehicles using speedometer
149. Direct pedestrian traffic
150. Direct traffic using flare pattern or traffic cone patterns
151. Direct traffic using hand signals, flashlight or illuminated baton
152. Explain legal procedures to traffic violators
153. Explain state vehicle laws and procedures to citizens
154. Inspect driver license (e.g., current, valid)
155. Issue citations for non-traffic offenses (e.g., appearance tickets, ordinance violations)
156. Issue verbal warnings to traffic violators in lieu of arrest or citation
157. Make custodial traffic arrest
158. Observe traffic control device to determine if it is functioning properly
159. Document circumstances regarding traffic citation
160. Remove hazards from roadway (e.g., dead animals, debris, etc.)
161. Remove vehicles obstructing traffic (e.g., notify tow truck)
162. Visually estimate speed of vehicles
TRAFFIC – VEHICLE STOPS
163. Inspect for vehicle identification number (VIN)
SPECIAL OPERATIONS – CIVIL DISORDERS
164. Control hostile groups (e.g., demonstrators, rioters, or bar disturbance)
165. Control non-violent crowds
166. Locate and observe crowd agitators
167. Patrol area containing labor pickets, marchers or demonstrators
SPECIAL OPERATIONS – EMERGENCY PREPAREDNESS/DISASTER CONTROL
168. Advise property owners or agents of potentially hazardous conditions
169. Evacuate persons from a dangerous area
170. Patrol locations that appear physically hazardous to citizens (e.g., construction site, public nuisance)
171. Secure accident and disaster scenes
SPECIAL OPERATIONS – TACTICAL OPERATIONS
172. Conduct intelligence activities on known or suspected offenders
173. Conduct surveillance of individuals or locations
174. Organize surveillance of individuals or locations
GENERAL ADMINISTRATION
175. Analyze and compare incidents for similarity of modus operandi (M.O.)
176. Attend formal in-service training (e.g., at an off-site class)
177. Escort emergency vehicles
178. Request equipment repair
179. Review other officers' incident reports for completeness and accuracy (e.g., partner, junior officer)

Task	
PHYSICAL ABILITY	
180.	Climb through openings (e.g., windows)
181.	Climb up or over obstacles
182.	Crawl in confined areas (e.g., attics)
183.	Drag or pull heavy objects or persons
184.	Jump over/across obstacles (e.g., stream, fence)
185.	Jump down from elevated surfaces
186.	Lift and carry heavy objects or persons
187.	Perform duties while wearing heavy equipment (other than gun belt)
188.	Physically push movable objects
189.	Physically restrain crowds
190.	Pull self through openings
191.	Push self up over obstacles
192.	Run up/down stairs

APPENDIX F

List of Core Tasks Identified in 2018 JTA

Core Tasks Identified Through 2018 JTA

Task Statements	Composite Score by Strata								Total Sample
	MSP	DPD	Large C/V/T	Medium C/V/T	Small C/V/T	Large Sheriff	Small Sheriff	Specialty	
CRIMINAL INVESTIGATION									
1. Answer inquiries regarding the progress of a case	2.91	2.53	2.44	2.62	2.69	2.72	2.80	2.72	2.65
2. Inform victims of their rights, verbally or in writing	3.14	3.01	3.21	3.18	3.19	3.32	3.20	2.92	3.15
3. Investigate crimes against persons (assault, robbery, physical abuse, CSC, etc.)	3.72	3.78	3.89	3.92	3.76	3.92	3.80	3.27	3.81
4. Investigate crimes against property (MDOP, burglary, damage/theft of railroad car, fraud, etc.)	3.33	3.34	3.42	3.37	3.26	3.37	3.57	2.99	3.34
5. Investigate public order crimes (littering, disorderly, riots, etc.)	2.86	3.04	3.00	3.11	2.84	3.03	2.86	2.71	2.98
6. Investigate regulatory crimes (weapons, controlled substances, etc.)	3.54	3.64	3.57	3.56	3.46	3.41	3.48	2.93	3.51
9. Review crime lab reports to guide investigation	2.92	2.43	2.34	2.49	2.59	2.66	2.65	2.34	2.54
10. Search dead bodies for personal property	2.63	2.48	2.43	2.42	2.37	2.80	2.68	2.26	2.50
11. Search fire debris for evidence relating to the cause of the fire	2.60	2.34	2.34	2.48	2.52	2.41	2.43	2.28	2.44
13. Interact with a person with a mental disorder or developmental disability	3.15	3.53	3.59	3.53	3.49	3.55	3.12	3.03	3.45
15. Investigate human trafficking	2.87	2.79	2.76	2.69	2.78	2.87	2.60	2.59	2.77
16. Investigate identity theft	2.67	2.28	2.50	2.61	2.57	2.63	2.72	2.36	2.54
CRIMINAL PROCEDURE									
17. Serve personal protection orders (PPO)	2.16	2.56	2.71	2.62	2.60	2.75	2.74	2.46	2.57
22. Interview suspects	3.68	2.91	3.49	3.47	3.30	3.63	3.66	3.24	3.42
23. Complete the return and tabulation of search warrants following service	2.95	2.55	2.76	2.79	2.95	2.72	3.02	2.77	2.79
24. Document confessions using audio and/or video	3.31	2.70	2.95	3.08	3.23	3.06	3.18	2.86	3.04
25. Verify arrest warrants before service	3.69	3.10	3.43	3.48	3.48	3.62	3.58	3.03	3.44
26. Search automobile based on probable cause	3.41	3.33	3.32	3.20	3.17	3.30	3.10	2.78	3.26
27. Search premises or property without a warrant	3.23	3.05	3.17	3.28	3.13	3.33	3.08	2.83	3.17
28. Search persons without a warrant	3.48	3.22	3.39	3.45	3.21	3.47	3.22	3.01	3.35

Task Statements	Composite Score by Strata								Total Sample
	MSP	DPD	Large CN/T	Medium CN/T	Small CN/T	Large Sheriff	Small Sheriff	Specialty	
29. Detain a person based on reasonable suspicion	3.20	3.09	3.21	3.30	2.89	3.35	3.09	2.68	3.16
30. Stop a moving vehicle based on reasonable suspicion	3.19	2.98	3.09	3.22	2.95	3.30	3.08	2.88	3.11
CRIME SCENE PROCESSING									
32. Collect evidence and personal property from crime scenes	2.98	2.90	2.96	3.04	3.07	2.99	2.86	2.87	2.98
33. Conduct inventory of seized property (e.g., vehicles)	3.04	2.94	2.86	2.95	2.97	2.94	3.03	2.99	2.95
34. Protect crime scene (limit access)	3.14	3.39	3.17	3.14	3.09	3.04	2.90	2.90	3.14
35. Maintain crime scene log	2.64	2.61	2.47	2.57	2.61	2.59	2.28	2.57	2.57
36. Dust, photograph, and lift latent fingerprints	2.68	2.44	2.51	2.53	2.57	2.46	2.56	2.29	2.52
38. Impound vehicles	2.70	2.99	2.63	2.66	2.65	2.59	2.49	2.47	2.69
40. Protect digital or electronic evidence at crime scene	2.88	2.65	2.60	2.75	2.85	2.77	2.62	2.79	2.74
PATROL PROCEDURES – INTERPERSONAL RELATIONS									
44. Give directions to citizens (e.g., street locations)	2.50	2.62	2.33	2.30	2.36	2.43	2.40	2.43	2.42
47. Mediate civil disputes (e.g. landlord-tenant, repossession dispute)	2.42	2.69	2.59	2.61	2.61	2.82	2.64	2.11	2.60
48. Listen to citizen complaints regarding tickets or other minor offenses	2.43	2.56	2.53	2.50	2.54	2.64	2.37	2.40	2.51
51. Refer citizen encounters to Community Mental Health (CMH)	2.32	2.48	2.46	2.62	2.54	2.79	2.35	2.49	2.52
PATROL PROCEDURES – JUVENILES									
52. Conduct follow-up procedures with juvenile offenders (release to parents, petition court, etc.)	2.57	2.32	2.58	2.47	2.55	2.60	2.30	2.47	2.50
56. Provide information to Child Protective Services (CPS)	2.73	2.84	2.79	2.90	3.05	2.96	2.92	2.69	2.86
57. Determine if an offense is a criminal or a status offense	2.98	2.95	3.10	2.99	2.95	3.06	2.98	2.85	3.00
58. Interview juveniles to obtain statements (initial basic reporting)	2.74	2.41	2.73	2.68	2.70	2.78	2.70	2.49	2.66
PATROL PROCEDURES – PATROL OPERATIONS									
59. Check persons for wants/warrants using LEIN through dispatch	3.67	3.25	3.48	3.57	3.62	3.59	3.70	3.42	3.52
60. Check stolen status on property through LEIN through dispatch	3.10	2.87	3.00	2.91	2.88	2.86	2.73	2.88	2.93
61. Conduct preventative and minor maintenance of an emergency vehicle (e.g., headlight, tire pressure)	3.34	3.06	2.68	2.75	3.03	2.89	3.16	3.03	2.95

Task Statements	Composite Score by Strata								Total Sample
	MSP	DPD	Large CN/T	Medium CN/T	Small CN/T	Large Sheriff	Small Sheriff	Specialty	
62. Operate LEIN terminal to check persons, property, court orders, and to confirm warrants	3.71	3.42	3.42	3.41	3.49	3.57	3.59	3.12	3.48
63. Participate in meetings with other officers (e.g., briefings, departmental staff meetings)	3.03	2.81	3.04	3.22	3.02	3.10	3.02	2.95	3.04
64. Prepare clothing and personal equipment to satisfy inspection requirements	3.10	2.95	2.92	3.02	2.88	3.06	2.87	2.58	2.97
65. Provide back-up assistance	4.02	4.02	4.11	3.96	3.98	4.11	3.89	3.75	4.02
66. Receive patrol assignments	3.17	3.21	3.25	3.16	3.15	3.18	3.09	2.78	3.17
67. Assist canine (K-9) units	3.04	2.70	2.97	2.71	2.67	3.03	2.72	2.52	2.83
PATROL PROCEDURES – PATROL TECHNIQUES									
74. Obtain field contact information	2.59	2.94	2.83	2.85	2.82	2.76	2.78	2.42	2.79
75. Observe and identify colors of automobiles, suspects' clothing, paint chips, etc.	3.04	3.11	3.10	3.13	3.02	3.06	2.95	2.76	3.07
76. Inspect for and remove obstructions on roadway or railroad	2.79	2.60	2.80	2.78	2.67	2.86	2.97	2.63	2.76
PATROL PROCEDURES – REPORT WRITING									
88. Attach witness statements to reports	3.06	2.24	3.02	3.02	3.11	2.98	2.83	2.66	2.89
89. Attach photos and videos to reports	3.19	2.16	2.93	3.18	3.19	2.98	2.93	2.84	2.93
91. Prepare search warrants (e.g., blood, mobile devices)	3.07	2.52	2.73	2.80	2.80	2.76	2.83	2.72	2.78
92. Prepare prosecution forms	3.22	2.29	2.55	2.70	2.84	2.49	2.80	2.73	2.68
93. Use computer to prepare reports	3.57	3.18	3.45	3.46	3.48	3.53	3.42	3.28	3.43
94. Take detailed field notes so reports can be completed	3.70	3.28	3.51	3.54	3.46	3.57	3.51	3.38	3.51
95. Write detailed incident reports	3.86	3.48	3.81	3.72	3.80	3.80	3.72	3.38	3.72
96. Spell words correctly in written communication	3.72	3.40	3.41	3.48	2.58	3.46	3.48	3.49	3.50
97. Write reports clearly and concisely to convey intended ideas in brief fashion	3.89	3.67	3.62	3.65	3.70	3.68	3.76	3.50	3.69
98. Write reports using correct grammar so documents are understandable and professional	3.83	3.65	3.59	3.62	3.55	3.69	3.76	3.41	3.65

Task Statements	Composite Score by Strata								Total Sample
	MSP	DPD	Large C/N/T	Medium C/N/T	Small C/N/T	Large Sheriff	Small Sheriff	Specialty	
DETENTION AND PROSECUTION – CASE PROSECUTION									
99. Bring evidence into court	2.92	2.62	2.52	2.59	2.72	2.73	2.63	2.66	2.67
DETENTION AND PROSECUTION – CIVIL PROCESS									
105. Prepare mental health orders/petitions (e.g., persons requiring treatment (PRT) committal papers)	2.32	2.65	2.76	2.78	2.75	2.73	2.28	2.56	2.64
DETENTION AND PROSECUTION – RECEIVING AND BOOKING PROCESS									
111. Assess medical condition of prisoners	2.49	2.74	3.20	2.96	2.75	2.79	2.23	2.50	2.80
112. Check identity of prisoners leaving facility	2.38	2.78	2.79	2.72	2.65	2.80	2.13	2.30	2.64
113. Check individual making bond for wants or warrants	2.50	2.35	2.56	2.47	2.67	2.50	1.85	2.26	2.46
116. Verify identity of prisoners	3.10	3.07	3.27	3.14	2.97	2.92	2.69	2.76	3.06
117. Complete documents for transfer of prisoner to county jail	2.46	2.68	2.71	2.73	2.63	2.51	2.03	2.61	2.60
118. Confer with physicians regarding prisoner's medical condition	2.28	2.46	2.83	2.68	2.53	2.57	2.09	2.18	2.54
123. Document injuries to prisoners	2.57	2.71	2.94	2.89	2.64	2.72	2.31	2.61	2.74
POLICE SKILLS – EMERGENCY VEHICLE OPERATION									
128. Operate a patrol vehicle in an emergency response manner	4.22	4.25	4.12	4.28	4.20	4.17	4.04	3.74	4.17
129. Operate a patrol vehicle in a motor vehicle pursuit	3.54	3.57	3.50	3.62	3.60	3.68	3.49	3.43	3.57
130. Operate a patrol vehicle in a non-emergency (routine patrol) manner	4.05	3.81	3.94	4.09	4.02	3.95	3.91	3.91	3.98
POLICE SKILLS – FIRST AID									
131. Conduct an initial patient survey (check for ABCs)	3.24	2.83	3.03	3.14	3.31	3.42	2.91	3.25	3.14
132. Administer/deploy Automatic External Defibrillator (AED)	3.12	2.92	3.01	3.15	3.15	3.38	2.99	3.09	3.11
138. Apply first aid to treat for convulsions	2.59	2.56	2.32	2.50	2.59	2.58	2.35	2.68	2.51
139. Apply first aid to treat for diabetic reaction	2.85	2.67	2.52	2.77	2.82	2.84	2.61	2.87	2.74
145. Apply first aid to treat for puncture wound	2.67	2.79	2.44	2.75	2.59	2.63	2.36	2.57	2.63
146. Apply first aid to treat for seizure	2.61	2.64	2.44	2.59	2.65	2.57	2.41	2.59	2.57
149. Apply first aid to treat for stab wounds	3.03	3.03	2.83	3.03	2.93	3.10	2.51	2.94	2.97

Task Statements	Composite Score by Strata								Total Sample
	MSP	DPD	Large C/N/T	Medium C/N/T	Small C/N/T	Large Sheriff	Small Sheriff	Specialty	
150. Apply first aid to treat for stroke	2.94	2.86	2.56	2.81	2.86	2.88	2.48	2.81	2.80
152. Extricate trapped persons	3.05	3.10	2.83	3.13	2.96	3.12	2.90	2.77	3.02
POLICE SKILLS – FIREARMS									
153. Discharge firearms to euthanize animals	2.98	3.00	2.77	3.03	3.10	3.23	2.86	2.71	2.99
154. Discharge firearm in reduced light levels	3.29	3.32	3.25	3.31	3.43	3.41	2.94	3.14	3.31
155. React appropriately to threat to life or great bodily harm	3.63	3.85	3.68	3.76	3.72	3.91	3.68	3.73	3.75
156. Reload firearm under combat conditions	3.46	3.49	3.46	3.50	3.55	3.59	3.30	3.56	3.50
157. Clear firearm malfunctions	3.48	3.58	3.45	3.48	3.54	3.58	3.17	3.57	3.50
158. Secure weapon other than own	3.52	3.75	3.52	3.49	3.55	3.57	3.09	3.52	3.54
160. Respond to an ongoing act of violence (e.g., school shooting)	3.56	3.63	3.53	3.60	3.57	3.62	3.50	3.66	3.58
POLICE SKILLS – POLICE PHYSICAL SKILLS									
161. Arrest using lethal force other than the discharge of a firearm (i.e., using other means if separated from your weapon)	3.37	3.45	3.44	3.53	3.54	3.58	3.32	3.53	3.47
162. Subdue persons resisting arrest using less than lethal devices (e.g., baton, PR-24, Asp, Taser, bean-bag round, etc.)	3.23	3.23	3.32	3.36	3.20	3.38	2.99	3.31	3.28
163. Subdue persons resisting arrest without the use of weapons/devices (e.g., physical force, control techniques, etc.)	3.31	3.36	3.50	3.52	3.38	3.54	3.07	3.35	3.42
164. Defend self from an attack	3.47	3.50	3.58	3.52	3.60	3.69	3.48	3.47	3.54
165. Retain firearm from suspect attempting to disarm officer	3.45	3.47	3.52	3.56	3.59	3.57	3.41	3.62	3.52
TRAFFIC – MOTOR VEHICLE TRAFFIC CRASH INVESTIGATION									
170. Locate and interview witnesses to traffic crash	2.69	2.38	2.51	2.54	2.50	2.74	2.51	2.22	2.54
TRAFFIC – TRAFFIC CONTROL AND ENFORCEMENT									
181. Determine speed of vehicles using speed measurement devices (e.g., Laser, Lidar, Radar, etc.)	3.04	2.18	2.51	3.02	3.11	2.91	3.11	2.30	2.77
187. Issue citations (e.g., parking, traffic, to pedestrians, to bicycle riders)	2.63	2.52	2.67	2.72	2.79	2.76	2.27	2.39	2.65
190. Verify possession of an authentic auto insurance certificate	2.78	2.52	2.41	2.50	2.61	2.55	2.42	2.29	2.53

Task Statements	Composite Score by Strata								Total Sample
	MSP	DPD	Large C/N/T	Medium C/N/T	Small C/N/T	Large Sheriff	Small Sheriff	Specialty	
TRAFFIC – VEHICLE STOPS									
193. Stop vehicles to conduct routine (unknown risk) vehicle stop	3.32	3.14	3.40	3.28	3.29	3.56	3.09	2.92	3.31
194. Conduct high risk vehicle stop	3.59	3.66	3.50	3.58	3.40	3.61	3.21	3.45	3.54
195. Verify vehicle information	3.23	3.13	2.99	3.20	3.26	3.08	2.96	2.75	3.12
196. Determine the best location for a traffic stop	3.70	3.62	3.48	3.65	3.66	3.84	3.48	3.36	3.63
SPECIAL OPERATIONS – EMERGENCY PREPAREDNESS/DISASTER CONTROL									
209. Investigate weapons of mass destruction (WMD) threats or incidents	3.05	3.11	2.92	3.05	3.17	3.08	3.01	3.14	3.05
212. Secure scene of a bomb threat	3.10	3.35	3.11	3.11	3.14	3.06	3.23	3.31	3.16
SPECIAL OPERATIONS – TACTICAL OPERATIONS									
213. Participate in the execution of a search warrant	3.39	3.34	3.28	3.33	3.28	3.40	3.22	3.02	3.31
214. Perform special/undercover assignment (e.g., vice, prostitution, narcotics)	2.78	3.03	2.78	2.85	2.76	2.95	2.58	2.71	2.84
215. Search the perimeter of an emergency incident or tactical operation	3.09	3.29	3.04	3.05	3.02	3.15	3.09	3.07	3.10
216. Check security access points (airport gates, VIP locations, buildings)	2.61	2.79	2.60	2.58	2.75	2.68	2.53	2.73	2.66
GENERAL ADMINISTRATION									
218. Attend informal in-service training (e.g., roll call, called in from patrol)	2.21	2.62	2.65	2.61	2.41	2.53	2.03	2.47	2.50
221. Evaluate officers in on-the-job training (FTO)	2.94	2.47	2.65	2.78	2.79	2.64	2.28	2.72	2.69
222. Exchange necessary information with other law enforcement officials	2.97	2.90	2.75	2.88	3.04	2.86	2.87	2.83	2.89
225. Instruct on-the-job training	2.67	2.43	2.33	2.47	2.63	2.52	1.98	2.56	2.48
233. Summarize total shift activities in department system (e.g., logbook, online automated system)	2.70	2.33	2.36	2.49	2.80	2.58	2.55	2.92	2.55
234. Test and evaluate police equipment	2.49	2.88	2.66	2.74	2.99	2.87	2.64	2.69	2.75
236. Utilize department records to assist in an investigation	2.75	2.52	2.64	2.80	2.88	2.89	2.72	2.42	2.73

APPENDIX G

List of Non-Core Tasks Identified in 2018 JTA

Non-Core Tasks Identified Through 2018 JTA

Task Statements	Composite Score by Strata								Total Sample
	MSP	DPD	Large C/N/T	Medium C/N/T	Small C/N/T	Large Sheriff	Small Sheriff	Specialty	
CRIMINAL INVESTIGATION									
7. Conduct a photographic line-up	2.57	2.49	2.55	2.45	2.43	2.65	2.24	2.13	2.49
8. Conduct a corporeal line-up	2.49	2.49	2.48	2.35	2.26	2.57	2.25	2.20	2.43
12. Attend autopsies for evidentiary purposes	2.64	1.96	2.14	2.20	2.35	2.39	2.59	1.98	2.28
14. Investigate cyberbullying	2.42	2.21	2.39	2.34	2.53	2.63	2.36	2.07	2.39
CRIMINAL PROCEDURE									
18. Serve foreign protection orders (FPO)	1.88	2.01	2.22	2.20	2.28	2.27	2.16	1.98	2.14
19. Arrest or cite persons for violations of environmental laws or regulations	2.10	2.31	1.94	2.00	2.03	2.07	2.09	2.37	2.09
20. Collect interim bond	2.64	1.71	2.31	2.20	2.30	2.18	1.94	2.21	2.22
21. Interrogate suspect or witness in conjunction with polygraph results	2.66	2.10	2.17	2.14	2.41	2.26	2.48	2.17	2.28
CRIME SCENE PROCESSING									
31. Cast impressions at crime scene (e.g., plaster cast, silicone, etc.)	2.25	1.95	1.93	1.99	2.22	2.08	2.21	1.96	2.06
37. Estimate property values of stolen or recovered goods	2.34	2.14	2.33	2.26	2.16	2.39	2.28	1.99	2.26
39. Release confiscated property	2.64	2.16	2.01	2.04	2.25	2.15	2.24	2.18	2.20
PATROL PROCEDURES – INTERPERSONAL RELATIONS									
41. Assist elderly or disabled individuals with personal mobility problems or mobility impairment (e.g., blind, wheelchair bound)	2.35	2.56	2.30	2.35	2.42	2.38	2.20	2.44	2.39
42. Participate in crime prevention programs (e.g., Neighborhood Watch, community meetings, etc.)	2.12	2.26	2.00	2.04	2.05	2.13	1.83	2.10	2.08
43. Give a talk in front of a group of citizens regarding crime prevention	2.07	2.21	1.77	1.87	1.97	2.02	1.71	2.22	1.97
45. Communicate with a subject who does not speak English, is difficult to communicate with (e.g., has a dialect or an accent), or is autistic	2.33	2.49	2.54	2.34	2.41	2.57	2.08	2.47	2.43
46. Interact with a subject who has a communication impairment because of a physical handicap (e.g., is deaf, has a speech impediment)	2.35	2.49	2.41	2.32	2.36	2.43	2.20	2.36	2.38

Task Statements	Composite Score by Strata								Total Sample
	MSP	DPD	Large C/N/T	Medium C/N/T	Small C/N/T	Large Sheriff	Small Sheriff	Specialty	
49. Provide recommendations to business owners regarding security.	2.19	2.51	2.26	2.26	2.16	2.35	2.18	2.09	2.28
50. Refer persons to agencies that provide social services	2.26	2.38	2.37	2.45	2.40	2.59	2.23	2.48	2.40
PATROL PROCEDURES – JUVENILES									
53. Conduct parent-juvenile conferences (to advise, notify, inform, counsel)	2.24	2.17	2.17	2.28	2.27	2.23	1.98	2.17	2.22
54. Counsel juveniles (on issues other than criminal matters)	2.26	2.36	2.28	2.31	2.16	2.20	2.07	2.38	2.27
55. Pick up children as directed by court order (e.g., divorce proceedings)	2.10	2.26	2.15	2.19	2.22	2.23	2.14	2.29	2.19
PATROL PROCEDURES – PATROL OPERATIONS									
68. Use crime frequencies, or crime statistics, to determine patrol patterns	2.57	2.76	2.56	2.42	2.39	2.40	2.19	2.33	2.51
PATROL PROCEDURES – PATROL TECHNIQUES									
69. Advise vehicle owners to remove abandoned vehicles	2.00	2.18	1.89	2.04	2.05	2.11	2.00	1.90	2.03
70. Check homes of persons on vacation	1.95	2.22	2.09	2.23	2.53	1.96	2.36	2.19	2.16
71. Check individuals/businesses for compliance with licensing requirements (e.g., hunting, liquor, dance permit, vendors, etc.)	1.91	2.12	1.91	2.03	1.97	1.75	1.95	2.08	1.97
72. Escort money, valuables or people to provide security	2.07	2.08	2.13	2.06	2.06	2.03	1.57	2.46	2.07
73. Escort processions (e.g., parades, oversized trucks, funerals)	1.95	2.15	1.94	1.96	1.89	1.82	1.70	1.79	1.94
77. Investigate complaints of illegal aliens	2.16	1.99	1.96	2.07	2.03	2.04	1.93	1.95	2.03
78. Move disabled vehicles with patrol car	2.29	1.79	2.16	2.24	1.86	2.05	1.63	1.83	2.06
79. Observe persons for hunting violations	1.99	1.62	1.54	1.73	1.57	1.87	1.91	2.49	1.77
80. Operate fire extinguisher (e.g., to fight vehicle fires)	2.26	2.24	2.30	2.21	2.36	2.39	2.17	2.59	2.28
81. Patrol freeways	3.29	2.32	2.47	2.69	2.07	2.77	2.25	1.82	2.58
82. Patrol on bicycle	1.75	2.05	1.79	1.75	1.63	1.84	1.48	1.69	1.80
83. Patrol on foot	2.11	2.34	2.36	2.29	2.26	2.41	2.11	2.72	2.33
84. Patrol on motorcycle	2.10	2.27	1.86	1.82	1.61	1.86	1.34	1.88	1.94
85. Patrol on horse	1.48	1.95	1.52	1.66	1.34	1.76	1.22	1.30	1.62
86. Patrol on watercraft	1.79	2.06	1.62	1.71	1.66	2.07	1.78	2.43	1.88

Task Statements	Composite Score by Strata								Total Sample
	MSP	DPD	Large CN/T	Medium CN/T	Small CN/T	Large Sheriff	Small Sheriff	Specialty	
PATROL PROCEDURES – REPORT WRITING									
87. Dictate reports into recording devices	2.08	1.56	1.82	2.06	1.90	2.54	2.10	1.70	1.98
90. Prepare list (hot sheet) of wanted persons for department use	2.23	2.18	2.01	2.21	2.29	2.36	2.08	1.84	2.18
DETENTION AND PROSECUTION – CASE PROSECUTION									
100. Testify in civil cases	2.10	2.42	2.11	2.24	1.93	2.26	2.29	2.33	2.19
101. Testify in Driver's License Appeals Division (DLAD) hearing	2.36	2.12	2.15	2.28	2.31	2.45	2.37	2.06	2.26
102. Testify in Secretary of State implied consent hearings	2.34	2.11	2.10	2.22	2.28	2.40	2.34	2.05	2.23
103. Testify in liquor board hearings	2.09	2.16	1.99	2.11	2.04	2.24	2.03	2.01	2.09
104. Testify in parole or probation hearings	2.37	2.63	2.31	2.35	2.35	2.50	2.34	2.21	2.40
DETENTION AND PROSECUTION – CIVIL PROCESS									
106. Serve and prepare civil process papers	1.70	1.76	1.83	1.90	1.72	1.99	2.38	1.77	1.84
107. Serve probate orders (e.g., mental health, juvenile, adult offender)	1.87	2.06	2.26	2.25	2.22	2.58	2.36	2.02	2.21
DETENTION AND PROSECUTION – RECEIVING AND BOOKING PROCESS									
108. Provide prisoner with information about contacting a bondsman	1.59	1.69	1.75	1.64	1.43	1.63	1.59	1.78	1.64
109. Assist prisoner in contacting an attorney	1.52	1.66	1.67	1.68	1.57	1.63	1.49	1.50	1.61
110. Answer inquiries concerning prisoners	1.82	1.94	2.18	2.09	1.87	1.85	1.45	1.89	1.95
114. Check legal status of a prisoner's case (e.g., check with court or prosecutor's office)	2.40	2.27	2.13	2.15	2.38	2.10	1.89	1.94	2.20
115. Collect arrestees' DNA (e.g., swabs)	2.70	2.50	2.41	2.43	2.44	2.44	2.18	2.56	2.48
119. Escort prisoners to medical appointments and/or for medical clearance	2.04	2.57	2.79	2.47	2.39	2.59	2.28	1.98	2.47
120. Inspect identification of visitors	1.94	2.43	2.21	2.17	2.17	2.21	1.78	2.04	2.18
121. Photograph prisoners	2.28	2.38	2.56	2.43	2.40	2.13	1.89	2.21	2.35
122. Process prisoners for release	1.89	2.34	2.50	2.35	2.36	2.19	1.77	2.06	2.26

Task Statements	Composite Score by Strata								Total Sample
	MSP	DPD	Large C/N/T	Medium C/N/T	Small C/N/T	Large Sheriff	Small Sheriff	Specialty	
124. Strip search prisoner	2.27	2.30	2.53	2.72	2.21	2.62	2.34	2.34	2.45
125. Facilitate cavity search of prisoner	2.33	2.38	2.47	2.74	2.20	2.57	2.34	2.34	2.45
126. Review arrest documents before accepting prisoner	2.20	2.59	2.66	2.48	2.33	2.47	1.83	2.27	2.45
127. Talk with families of adult suspects or defendants (advise, inform, notify, counsel)	2.01	2.08	2.25	2.23	2.08	2.02	1.77	1.78	2.10
POLICE SKILLS – FIRST AID									
133. Apply first aid to treat for abrasions	2.27	1.99	1.96	2.15	2.22	2.18	2.04	2.34	2.13
134. Apply first aid to treat for animal bites	2.16	2.10	1.98	2.11	2.13	2.15	1.84	2.30	2.10
135. Apply first aid to treat for broken bones	2.52	2.42	2.20	2.42	2.43	2.49	2.22	2.46	2.40
136. Apply first aid to treat for burns	2.49	2.37	2.18	2.39	2.42	2.45	2.24	2.49	2.37
137. Apply first aid to treat for chemical burns	2.54	2.49	2.20	2.44	2.55	2.40	2.21	2.52	2.42
140. Apply first aid to treat for electric shock	2.76	2.64	2.45	2.68	2.70	2.76	2.50	2.75	2.65
141. Apply first aid to treat for eye injuries	2.54	2.50	2.23	2.44	2.38	2.39	2.25	2.50	2.42
142. Apply first aid to treat for frostbite	2.46	2.48	2.25	2.42	2.45	2.39	2.16	2.33	2.39
143. Apply first aid to treat for heat exhaustion	2.72	2.67	2.47	2.64	2.66	2.48	2.46	2.62	2.60
144. Apply first aid to treat for heat stroke	2.81	2.78	2.59	2.73	2.73	2.70	2.52	2.88	2.72
147. Apply first aid to treat for shock	2.94	2.68	2.45	2.62	2.61	2.70	2.47	2.66	2.66
148. Apply first aid to treat for sprains and strains	2.17	2.17	2.00	2.16	2.25	2.03	2.01	2.19	2.13
151. Assist with child birth	2.83	2.88	2.64	2.89	2.75	2.84	2.52	2.56	2.79
POLICE SKILLS – FIREARMS									
159. Participate in debriefing after duty-related firearm discharge	2.80	2.91	2.62	2.76	2.76	2.84	2.54	2.89	2.77

Task Statements	Composite Score by Strata								Total Sample
	MSP	DPD	Large C/N/T	Medium C/N/T	Small C/N/T	Large Sheriff	Small Sheriff	Specialty	
TRAFFIC – MOTOR VEHICLE TRAFFIC CRASH INVESTIGATION									
166. Inform driver of towed vehicle's location	2.43	2.53	2.37	2.45	2.31	2.40	2.08	2.23	2.40
167. Facilitate the exchange of information between persons involved in a traffic crash	2.44	2.37	2.29	2.37	2.39	2.42	2.15	2.05	2.35
168. Interview mechanic for relevant traffic crash information (e.g., condition of vehicle parts)	2.07	1.78	1.71	1.80	1.94	1.84	1.74	1.82	1.85
169. Investigate damage to roadway	2.38	2.28	2.17	2.24	2.14	2.40	2.07	2.11	2.25
171. Match color of known origin to suspect sample (e.g., paint chip found at scene of accident matched to suspect vehicle)	2.49	2.13	2.09	2.15	2.27	2.29	2.17	2.00	2.21
172. Measure skid marks for calculation of approximate vehicle speed	2.32	2.16	2.04	2.06	2.15	2.30	2.22	1.97	2.16
173. Notify citizens of damage to their property	2.36	2.14	2.22	2.26	2.25	2.41	2.38	2.11	2.26
174. Request citizens to assist with traffic control in an emergency	2.25	2.02	2.05	2.32	2.23	2.37	2.07	2.17	2.19
175. Review crashes with traffic crash investigators	2.30	2.01	1.91	2.05	2.13	2.13	2.16	1.97	2.07
176. Take coordinate measures of traffic crash scenes (e.g., triangulation)	2.33	2.19	1.93	2.07	2.21	2.31	1.95	2.06	2.15
177. Test operating condition of crash vehicle equipment (e.g. brake light, tread wear)	2.29	2.08	1.83	1.99	2.17	2.07	1.94	2.17	2.06
TRAFFIC – TRAFFIC CONTROL AND ENFORCEMENT									
178. Calibrate preliminary breath test (PBT)	2.41	2.24	2.08	2.20	2.33	2.24	2.31	2.49	2.25
179. Advise appropriate agency of traffic engineering needs	2.11	1.96	2.08	2.07	2.21	2.03	2.05	2.56	2.09
180. Arrest or cite persons for unlawful use of recreational vehicles or watercraft	2.02	2.12	1.91	1.92	1.91	2.08	2.13	2.48	2.02
182. Complete operators license re-examination form	2.27	1.91	2.06	2.15	2.26	2.33	2.15	2.31	2.16
183. Inspect commercial vehicles for code compliance	2.11	1.91	1.73	1.96	2.01	1.81	1.93	2.17	1.92
184. Inspect off road vehicles	1.92	1.75	1.65	1.64	1.68	1.67	1.72	2.36	1.75

Task Statements	Composite Score by Strata								Total Sample
	MSP	DPD	Large CN/T	Medium CN/T	Small CN/T	Large Sheriff	Small Sheriff	Specialty	
185. Inspect private vehicle for conformance with vehicle code	2.33	1.87	1.83	2.05	2.01	1.94	1.84	2.06	2.00
186. Inspect watercraft for conformance with marine safety requirements	1.79	1.77	1.71	1.75	1.78	1.82	1.70	2.43	1.80
188. Plan traffic detours	2.03	1.95	1.96	1.91	2.08	1.87	1.71	2.33	1.97
189. Verify compliance on withdrawal citations (e.g., no proof of registration, no proof of insurance, no operators license)	2.39	2.31	2.23	2.24	2.31	2.29	2.22	2.06	2.27
TRAFFIC – VEHICLE STOPS									
191. Identify or document train identification number (lead engine number)	1.90	1.66	1.64	1.66	2.17	1.58	1.56	2.02	1.73
192. Stop off road vehicles (e.g., snowmobiles, ATV/UTV)	1.95	1.96	1.74	1.75	1.96	1.85	2.03	2.50	1.90
SPECIAL OPERATIONS – CIVIL DISORDERS									
197. Communicate with management and labor over strike disturbances	2.02	2.03	2.11	2.05	2.28	2.04	1.62	2.36	2.07
198. Confront groups of agitated people in a riot formation	2.77	2.80	2.77	2.75	2.70	2.89	2.35	2.52	2.75
199. Escort vehicles or persons through picket lines or demonstrations	2.49	2.50	2.32	2.54	2.55	2.59	1.88	2.58	2.47
200. Explain demonstration permit to demonstrators	2.24	2.26	2.14	2.24	2.32	2.28	1.59	2.43	2.22
201. Guard strategic locations during civil disorders and strikes.	2.58	2.69	2.45	2.51	2.48	2.58	1.90	2.71	2.53
202. Patrol riot stricken or civil disturbance areas	2.70	2.77	2.49	2.64	2.57	2.70	2.25	2.73	2.64
203. Watch for illegal activity at labor disputes, demonstrations, etc.	2.43	2.49	2.25	2.35	2.49	2.29	1.68	2.45	2.35
204. Engage in small squad tactics at riot or crowd disturbance	2.95	2.88	2.70	2.64	2.66	2.76	2.26	2.63	2.75
SPECIAL OPERATIONS – EMERGENCY PREPAREDNESS/DISASTER CONTROL									
205. Fight structural fires	2.30	2.48	2.85	2.87	2.86	2.63	2.16	2.35	2.66
206. Identify contents of railroad car or semi-truck for hazardous cargo	2.73	2.61	2.60	2.60	2.88	2.79	2.50	2.65	2.67
207. Perform weather watch service	1.85	1.89	2.00	1.90	2.14	2.08	2.19	2.38	1.99
208. Investigate hazardous materials incidents	2.79	2.81	2.67	2.72	2.92	2.81	2.60	2.57	2.76
210. Implement incident command system	2.68	2.81	2.63	2.61	2.66	2.41	2.49	2.84	2.65
211. Investigate environmental crimes	2.32	2.30	2.19	2.22	2.27	2.26	2.09	2.58	2.26

Task Statements	Composite Score by Strata								Total Sample
	MSP	DPD	Large C/V/T	Medium C/V/T	Small C/V/T	Large Sheriff	Small Sheriff	Specialty	
GENERAL ADMINISTRATION									
217. Act as department court officer	2.31	1.80	1.94	2.04	2.21	2.16	2.04	2.17	2.06
219. Confer with parole/probation officer	2.20	2.15	2.12	2.21	2.22	2.21	2.22	1.95	2.17
220. Enter data on cards for filing	1.76	1.89	1.74	1.99	2.05	1.68	1.63	1.71	1.83
223. Explain department's recruiting policies	2.26	1.92	1.88	1.90	2.11	1.87	1.58	2.14	1.97
224. Fingerprint persons for non-criminal reasons (e.g. professional licensing)	1.76	1.75	1.61	1.67	1.93	1.59	1.23	1.85	1.69
226. Investigate and report on police applicant's background	2.55	2.29	2.22	2.31	2.57	2.31	1.95	2.59	2.36
227. Issue bicycle licenses/registrations	1.31	1.29	1.28	1.42	1.40	1.27	1.08	1.39	1.32
228. Issue road-kill possession permits	1.58	1.27	1.36	1.55	1.48	1.65	1.55	1.57	1.49
229. Locate documents and information in records system	2.10	1.92	2.24	2.43	2.50	2.35	2.14	2.21	2.25
230. Notify public agencies or utilities of damage to their equipment	2.05	2.15	2.13	2.28	2.34	2.21	2.13	2.27	2.19
231. Participate in required physical exercise program	2.31	1.94	2.17	2.14	2.21	2.07	2.16	2.11	2.14
232. Provide information to persons participating in ride-along program	2.28	2.14	2.01	2.13	2.17	2.10	1.81	2.26	2.13
235. Update spot/pin maps	1.85	1.94	1.72	1.79	1.95	1.71	1.38	1.96	1.81
237. Write interoffice memos	1.97	2.00	1.94	2.02	2.29	1.94	1.79	2.28	2.02
238. Write letters on behalf of the department	2.05	2.06	1.78	2.06	2.10	1.87	1.91	2.22	1.99
239. Write performance evaluation reports on other officers (e.g. FTO ratings)	2.74	2.23	2.32	2.44	2.51	2.34	2.05	2.53	2.41
240. Write policy material for department manuals	2.23	2.30	2.17	2.40	2.52	2.29	2.00	2.53	2.31
PHYSICAL ABILITY									
241. Perform water rescue	2.92	2.86	2.75	2.79	3.02	3.21	2.74	3.01	2.91
242. Stand continuously for more than one-half of the work shift (e.g., guard duty or point control)	2.64	2.57	2.36	2.28	2.43	2.48	2.09	2.45	2.44
243. Wade through marshes, swamp land or waterways	2.49	2.08	2.15	2.08	2.11	2.58	2.05	2.38	2.25
244. Walk continuously for more than one-half of the work shift (e.g., foot patrol)	2.49	2.35	2.16	2.16	2.28	2.39	2.03	2.72	2.31

APPENDIX H

Reason for Exclusion of Non-Core Tasks

Reason for Exclusion of Non-Core Tasks

Task	Composite Scores Lower than Thresholds (See H-6)	Tenure Analysis Identified Differences (See H-6)	Frequency Rating Lower than Threshold (See H-6)
CRIMINAL INVESTIGATION			
7. Conduct a photographic line-up	X		
8. Conduct a corporeal line-up	X		
12. Attend autopsies for evidentiary purposes	X		X
14. Investigate cyberbullying	X		
CRIMINAL PROCEDURE			
18. Serve foreign protection orders (FPO)	X		X
19. Arrest or cite persons for violations of environmental laws or regulations	X		
20. Collect interim bond	X		
21. Interrogate suspect or witness in conjunction with polygraph results	X		X
CRIME SCENE PROCESSING			
31. Cast impressions at crime scene (e.g., plaster cast, silicone, etc.)	X		X
37. Estimate property values of stolen or recovered goods	X		
39. Release confiscated property	X		
PATROL PROCEDURES – INTERPERSONAL RELATIONS			
41. Assist elderly or disabled individuals with personal mobility problems or mobility impairment (e.g., blind, wheelchair bound)	X		
42. Participate in crime prevention programs (e.g., Neighborhood Watch, community meetings, etc.)	X		
43. Give a talk in front of a group of citizens regarding crime prevention	X		
45. Communicate with a subject who does not speak English, is difficult to communicate with (e.g., has a dialect or an accent), or is autistic	X		
46. Interact with a subject who has a communication impairment because of a physical handicap (e.g., is deaf, has a speech impediment)	X		
49. Provide recommendations to business owners regarding security	X		
50. Refer persons to agencies that provide social services	X		

Task	Composite Scores Lower than Thresholds (See H-6)	Tenure Analysis Identified Differences (See H-6)	Frequency Rating Lower than Threshold (See H-6)
PATROL PROCEDURES – JUVENILES			
53. Conduct parent-juvenile conferences (to advise, notify, inform, counsel)	X		
54. Counsel juveniles (on issues other than criminal matters)	X		
55. Pick up children as directed by court order (e.g., divorce proceedings)	X		
PATROL PROCEDURES – PATROL OPERATIONS			
68. Use crime frequencies, or crime statistics, to determine patrol patterns	X		
PATROL PROCEDURES – PATROL TECHNIQUES			
69. Advise vehicle owners to remove abandoned vehicles	X		
70. Check homes of persons on vacation	X		
71. Check individuals/businesses for compliance with licensing requirements (e.g., hunting, liquor, dance permit, vendors, etc.)	X		
72. Escort money, valuables or people to provide security	X		
73. Escort processions (e.g., parades, oversized trucks, funerals)	X		
77. Investigate complaints of illegal aliens	X		
78. Move disabled vehicles with patrol car	X		
79. Observe persons for hunting violations	X		
80. Operate fire extinguisher (e.g., to fight vehicle fires)	X		
81. Patrol freeways	X		
82. Patrol on bicycle	X		X
83. Patrol on foot	X		
84. Patrol on motorcycle	X		X
85. Patrol on horse	X		X
86. Patrol on watercraft	X		X
PATROL PROCEDURES – REPORT WRITING			
87. Dictate reports into recording devices	X		
90. Prepare list (hot sheet) of wanted persons for department use	X		

Task	Composite Scores Lower than Thresholds (See H-6)	Tenure Analysis Identified Differences (See H-6)	Frequency Rating Lower than Threshold (See H-6)
DETENTION AND PROSECUTION – CASE PROSECUTION			
100. Testify in civil cases	X		
101. Testify in Driver's License Appeals Division (DLAD) hearing	X		
102. Testify in Secretary of State implied consent hearings	X		
103. Testify in liquor board hearings	X		X
104. Testify in parole or probation hearings	X		
DETENTION AND PROSECUTION – CIVIL PROCESS			
106. Serve and prepare civil process papers	X		
107. Serve probate orders (e.g., mental health, juvenile, adult offender)	X		
DETENTION AND PROSECUTION – RECEIVING AND BOOKING PROCESS			
108. Provide prisoner with information about contacting a bondsman	X		
109. Assist prisoner in contacting an attorney	X		
110. Answer inquiries concerning prisoners	X		
114. Check legal status of a prisoner's case (e.g., check with court or prosecutor's office)	X		
115. Collect arrestees' DNA (e.g., swabs)	X		
119. Escort prisoners to medical appointments and/or for medical clearance	X		
120. Inspect identification of visitors	X		X
121. Photograph prisoners	X		
122. Process prisoners for release	X		
124. Strip search prisoner	X		X
125. Facilitate cavity search of prisoner			X
126. Review arrest documents before accepting prisoner	X		
127. Talk with families of adult suspects or defendants (advise, inform, notify, counsel)	X		

Task	Composite Scores Lower than Thresholds (See H-6)	Tenure Analysis Identified Differences (See H-6)	Frequency Rating Lower than Threshold (See H-6)
POLICE SKILLS – FIRST AID			
133. Apply first aid to treat for abrasions	X		
134. Apply first aid to treat for animal bites	X		X
135. Apply first aid to treat for broken bones	X		
136. Apply first aid to treat for burns	X		X
137. Apply first aid to treat for chemical burns	X		X
140. Apply first aid to treat for electric shock			X
141. Apply first aid to treat for eye injuries	X		X
142. Apply first aid to treat for frostbite	X		X
143. Apply first aid to treat for heat exhaustion			X
144. Apply first aid to treat for heat stroke			X
147. Apply first aid to treat for shock			X
148. Apply first aid to treat for sprains and strains	X		
151. Assist with child birth			X
POLICE SKILLS – FIREARMS			
159. Participate in debriefing after duty-related firearm discharge			X
TRAFFIC – MOTOR VEHICLE TRAFFIC CRASH INVESTIGATION			
166. Inform driver of towed vehicle's location	X		
167. Facilitate the exchange of information between persons involved in a traffic crash	X		
168. Interview mechanic for relevant traffic crash information (e.g., condition of vehicle parts)	X		
169. Investigate damage to roadway	X		
171. Match color of known origin to suspect sample (e.g., paint chip found at scene of accident matched to suspect vehicle)	X		
172. Measure skid marks for calculation of approximate vehicle speed	X		X

Task	Composite Scores Lower than Thresholds (See H-6)	Tenure Analysis Identified Differences (See H-6)	Frequency Rating Lower than Threshold (See H-6)
173. Notify citizens of damage to their property	X		
174. Request citizens to assist with traffic control in an emergency	X		X
175. Review crashes with traffic crash investigators	X		
176. Take coordinate measures of traffic crash scenes (e.g., triangulation)	X		X
177. Test operating condition of crash vehicle equipment (e.g. brake light, tread wear)	X		X
TRAFFIC – TRAFFIC CONTROL AND ENFORCEMENT			
178. Calibrate preliminary breath test (PBT)	X		
179. Advise appropriate agency of traffic engineering needs	X		
180. Arrest or cite persons for unlawful use of recreational vehicles or watercraft	X		
182. Complete operators license re-examination form	X		
183. Inspect commercial vehicles for code compliance	X		X
184. Inspect off road vehicles	X		X
185. Inspect private vehicle for conformance with vehicle code	X		
186. Inspect watercraft for conformance with marine safety requirements	X		X
188. Plan traffic detours	X		
189. Verify compliance on withdrawal citations (e.g., no proof of registration, no proof of insurance, no operators license)	X		
TRAFFIC – VEHICLE STOPS			
191. Identify or document train identification number (lead engine number)	X		X
192. Stop off road vehicles (e.g., snowmobiles, ATV/UTV)	X		
SPECIAL OPERATIONS – CIVIL DISORDERS			
197. Communicate with management and labor over strike disturbances	X		X
198. Confront groups of agitated people in a riot formation			X
199. Escort vehicles or persons through picket lines or demonstrations			X
200. Explain demonstration permit to demonstrators	X		X

Task	Composite Scores Lower than Thresholds (See H-6)	Tenure Analysis Identified Differences (See H-6)	Frequency Rating Lower than Threshold (See H-6)
201. Guard strategic locations during civil disorders and strikes			X
202. Patrol riot stricken or civil disturbance areas			X
203. Watch for illegal activity at labor disputes, demonstrations, etc.	X		X
204. Engage in small squad tactics at riot or crowd disturbance			X
SPECIAL OPERATIONS – EMERGENCY PREPAREDNESS/DISASTER CONTROL			
205. Fight structural fires			X
206. Identify contents of railroad car or semi-truck for hazardous cargo			X
207. Perform weather watch service	X		X
208. Investigate hazardous materials incidents			X
210. Implement incident command system			X
211. Investigate environmental crimes	X		X
GENERAL ADMINISTRATION			
217. Act as department court officer	X		
219. Confer with parole/probation officer	X		
220. Enter data on cards for filing	X		
223. Explain department's recruiting policies	X		
224. Fingerprint persons for non-criminal reasons (e.g. professional licensing)	X		
226. Investigate and report on police applicant's background	X		X
227. Issue bicycle licenses/registrations	X		X
228. Issue road-kill possession permits	X		
229. Locate documents and information in records system	X		
230. Notify public agencies or utilities of damage to their equipment	X		
231. Participate in required physical exercise program	X		
232. Provide information to persons participating in ride-along program	X		

Task	Composite Scores Lower than Thresholds (See H-6)	Tenure Analysis Identified Differences (See H-6)	Frequency Rating Lower than Threshold (See H-6)
235. Update spot/pin maps	X		X
237. Write interoffice memos	X		
238. Write letters on behalf of the department	X		X
239. Write performance evaluation reports on other officers (e.g. FTO ratings)	X	X	
240. Write policy material for department manuals	X	X	X
PHYSICAL ABILITY			
241. Perform water rescue			X
242. Stand continuously for more than one-half of the work shift (e.g., guard duty or point control)	X		
243. Wade through marshes, swamp land or waterways	X		
244. Walk continuously for more than one-half of the work shift (e.g., foot patrol)	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 I

Results of Tenure Analysis

Results of Tenure Analysis

Task Statements	Average Frequency Ratings			Percent Performing Ratings		
	1-36 Months	Greater than 36 Months	Difference between Groups	1-36 Months	Greater than 36 Months	Difference between Groups
CRIMINAL INVESTIGATION						
1. Answer inquiries regarding the progress of a case	2.89	2.98	.09	83.97	90.12	6.15
2. Inform victims of their rights, verbally or in writing	3.53	3.37	.16	89.98	90.37	.39
3. Investigate crimes against persons (assault, robbery, physical abuse, CSC, etc.)	3.84	3.54	.30	94.39	90.55	3.84
4. Investigate crimes against property (MDOP, burglary, damage/theft of railroad car, fraud, etc.)	3.86	3.62	.24	95.19	91.14	4.05
5. Investigate public order crimes (littering, disorderly, riots, etc.)	3.34	3.28	.06	90.78	88.76	2.02
6. Investigate regulatory crimes (weapons, controlled substances, etc.)	3.62	3.34	.28	93.39	90.63	2.76
7. Conduct a photographic line-up	1.46	1.60	.14	35.27	46.68	11.41
8. Conduct a corporeal line-up	1.31	1.28	.03	22.44	21.81	.63
9. Review crime lab reports to guide investigation	1.87	2.04	.17	45.69	60.31	14.62
10. Search dead bodies for personal property	1.81	1.72	.09	56.31	56.39	.08
11. Search fire debris for evidence relating to the cause of the fire	1.31	1.25	.06	21.24	20.02	1.22
12. Attend autopsies for evidentiary purposes	1.25	1.18	.07	18.44	14.99	3.45
13. Interact with a person with a mental disorder or developmental disability	3.61	3.43	.18	90.78	93.53	2.75
14. Investigate cyberbullying	1.60	1.73	.13	40.28	49.32	9.04
15. Investigate human trafficking	1.36	1.33	.03	25.85	24.70	1.15
16. Investigate identity theft	2.07	2.39	.32	63.73	72.23	8.50
CRIMINAL PROCEDURE						
17. Serve personal protection orders (PPO)	1.79	1.76	.03	54.31	56.05	1.74
18. Serve foreign protection orders (FPO)	1.19	1.10	.09	10.42	6.73	3.69
19. Arrest or cite persons for violations of environmental laws or regulations	1.75	1.48	.27	39.88	29.39	10.49
20. Collect interim bond	1.57	1.73	.16	33.67	45.83	12.16
21. Interrogate suspect or witness in conjunction with polygraph results	1.22	1.23	.01	13.03	15.42	2.39
22. Interview suspects	3.29	3.46	.17	79.76	87.99	8.23
23. Complete the return and tabulation of search warrants following service	1.74	1.88	.14	48.7	60.99	12.29

Task Statements	Average Frequency Ratings			Percent Performing Ratings		
	1-36 Months	Greater than 36 Months	Difference between Groups	1-36 Months	Greater than 36 Months	Difference between Groups
24. Document confessions using audio and/or video	2.12	2.36	.24	52.1	66.44	14.34
25. Verify arrest warrants before service	2.95	2.90	.05	76.55	79.47	2.92
26. Search automobile based on probable cause	3.54	3.09	.45	91.58	87.90	3.68
27. Search premises or property without a warrant	2.35	2.21	.14	68.14	70.95	2.81
28. Search persons without a warrant	3.15	2.86	.29	83.97	86.20	2.23
29. Detain a person based on reasonable suspicion	3.18	2.95	.23	86.37	89.01	2.64
30. Stop a moving vehicle based on reasonable suspicion	3.25	3.16	.09	83.37	85.78	2.41
CRIME SCENE PROCESSING						
31. Cast impressions at crime scene (e.g., plaster cast, silicone, etc.)	1.17	1.14	.03	9.82	11.33	1.51
32. Collect evidence and personal property from crime scenes	2.63	2.48	.15	78.56	79.47	.91
33. Conduct inventory of seized property (e.g., vehicles)	2.84	2.61	.23	80.16	79.22	.94
34. Protect crime scene (limit access)	2.59	2.33	.26	78.76	78.28	.48
35. Maintain crime scene log	1.50	1.45	.05	30.06	32.88	2.82
36. Dust, photograph, and lift latent fingerprints	1.51	1.68	.17	33.87	44.89	11.02
37. Estimate property values of stolen or recovered goods	2.56	2.42	.14	73.35	74.02	.67
38. Impound vehicles	3.20	2.93	.27	91.38	87.05	4.33
39. Release confiscated property	1.43	1.49	.06	28.86	34.50	5.64
40. Protect digital or electronic evidence at crime scene	1.77	1.81	.04	48.1	53.32	5.22
PATROL PROCEDURES – INTERPERSONAL RELATIONS						
41. Assist elderly or disabled individuals with personal mobility problems or mobility impairment (e.g., blind, wheelchair bound)	2.28	2.16	.12	74.9	73.63	1.27
42. Participate in crime prevention programs (e.g., Neighborhood Watch, community meetings, etc.)	1.60	1.67	.07	37.15	44.62	7.47
43. Give a talk in front of a group of citizens regarding crime prevention	1.41	1.52	.11	25.30	35.92	10.62
44. Give directions to citizens (e.g., street locations)	3.16	3.15	.01	91.97	94.62	2.65
45. Communicate with a subject who does not speak English, is difficult to communicate with (e.g., has a dialect or an accent), or is autistic	2.46	2.32	.14	80.72	81.48	.76

Task Statements	Average Frequency Ratings			Percent Performing Ratings		
	1-36 Months	Greater than 36 Months	Difference between Groups	1-36 Months	Greater than 36 Months	Difference between Groups
46. Interact with a subject who has a communication impairment because of a physical handicap (e.g., is deaf, has a speech impediment)	2.16	2.03	.13	74.10	75.68	1.58
47. Mediate civil disputes (e.g. landlord-tenant, repossession dispute)	3.19	3.06	.13	85.94	82.17	3.77
48. Listen to citizen complaints regarding tickets or other minor offenses	3.00	2.82	.18	84.94	83.53	1.41
49. Provide recommendations to business owners regarding security	2.30	2.26	.04	69.88	72.61	2.73
50. Refer persons to agencies that provide social services	2.56	2.49	.07	78.51	81.06	2.55
51. Refer citizen encounters to Community Mental Health (CMH)	2.32	2.37	.05	68.27	72.87	4.60
PATROL PROCEDURES – JUVENILES						
52. Conduct follow-up procedures with juvenile offenders (release to parents, petition court, etc.)	1.93	2.00	.07	58.43	64.56	6.13
53. Conduct parent-juvenile conferences (to advise, notify, inform, counsel)	1.65	1.66	.01	41.77	43.13	1.36
54. Counsel juveniles (on issues other than criminal matters)	2.01	2.06	.05	59.44	64.22	4.78
55. Pick up children as directed by court order (e.g., divorce proceedings)	1.32	1.31	.01	21.29	24.68	3.39
56. Provide information to Child Protective Services (CPS)	2.37	2.30	.07	78.51	78.91	.40
57. Determine if an offense is a criminal or a status offense	2.87	2.88	.01	82.53	83.77	1.24
58. Interview juveniles to obtain statements (initial basic reporting)	2.13	2.27	.14	65.46	73.53	8.07
PATROL PROCEDURES – PATROL OPERATIONS						
59. Check persons for wants/warrants using LEIN through dispatch	3.98	3.99	.01	90.36	93.17	2.81
60. Check stolen status on property through LEIN through dispatch	3.02	2.77	.25	81.93	83.01	1.08
61. Conduct preventative and minor maintenance of an emergency vehicle (e.g., headlight, tire pressure)	3.13	3.00	.13	83.73	83.60	.13
62. Operate LEIN terminal to check persons, property, court orders, and to confirm warrants	4.21	4.08	.13	91.77	90.95	.82
63. Participate in meetings with other officers (e.g., briefings, departmental staff meetings)	3.74	3.77	.03	88.55	91.63	3.08
64. Prepare clothing and personal equipment to satisfy inspection requirements	4.13	3.80	.33	91.16	87.79	3.37

Task Statements	Average Frequency Ratings			Percent Performing Ratings		
	1-36 Months	Greater than 36 Months	Difference between Groups	1-36 Months	Greater than 36 Months	Difference between Groups
65. Provide back-up assistance	4.47	4.30	.17	96.59	96.24	.35
66. Receive patrol assignments	4.15	3.95	.20	93.37	87.36	6.01
67. Assist canine (K-9) units	2.35	2.40	.05	73.09	76.86	3.77
68. Use crime frequencies, or crime statistics, to determine patrol patterns	2.70	2.32	.38	72.29	64.05	8.24
PATROL PROCEDURES – PATROL TECHNIQUES						
69. Advise vehicle owners to remove abandoned vehicles	2.34	2.15	.19	73.09	69.89	3.20
70. Check homes of persons on vacation	2.40	2.32	.08	75.50	71.09	4.41
71. Check individuals/businesses for compliance with licensing requirements (e.g., hunting, liquor, dance permit, vendors, etc.)	1.70	1.71	.01	43.37	44.40	1.03
72. Escort money, valuables or people to provide security	1.50	1.47	.03	31.73	30.54	1.19
73. Escort processions (e.g., parades, oversized trucks, funerals)	1.55	1.60	.05	40.96	49.53	8.57
74. Obtain field contact information	3.55	3.15	.40	84.31	81.18	3.13
75. Observe and identify colors of automobiles, suspects' clothing, paint chips, etc.	3.67	3.16	.51	87.73	80.24	7.49
76. Inspect for and remove obstructions on roadway or railroad	2.77	2.73	.04	77.46	77.76	.30
77. Investigate complaints of illegal aliens	1.28	1.28	0	20.12	21.56	1.44
78. Move disabled vehicles with patrol car	1.47	1.70	.23	27.97	44.31	16.34
79. Observe persons for hunting violations	1.18	1.35	.17	12.27	24.49	12.22
80. Operate fire extinguisher (e.g., to fight vehicle fires)	1.40	1.43	.03	30.38	36.04	5.66
81. Patrol freeways	2.51	2.50	.01	58.55	57.62	.93
82. Patrol on bicycle	1.14	1.18	.04	8.05	10.1	2.05
83. Patrol on foot	2.35	2.27	.08	67.20	65.41	1.79
84. Patrol on motorcycle	1.08	1.11	.03	3.82	5.74	1.92
85. Patrol on horse	1.08	1.06	.02	3.82	2.57	1.25
86. Patrol on watercraft	1.13	1.15	.02	6.64	7.79	1.15

Task Statements	Average Frequency Ratings			Percent Performing Ratings		
	1-36 Months	Greater than 36 Months	Difference between Groups	1-36 Months	Greater than 36 Months	Difference between Groups
PATROL PROCEDURES – REPORT WRITING						
87. Dictate reports into recording devices	1.69	1.73	.04	28.37	27.48	.89
88. Attach witness statements to reports	2.71	2.93	.22	70.82	81.59	10.77
89. Attach photos and videos to reports	2.78	3.07	.29	66.60	81.25	14.65
90. Prepare list (hot sheet) of wanted persons for department use	1.44	1.52	.08	24.35	31.85	7.50
91. Prepare search warrants (e.g., blood, mobile devices)	1.80	1.93	.13	52.72	62.93	10.21
92. Prepare prosecution forms	2.01	2.20	.19	43.86	53.85	9.99
93. Use computer to prepare reports	4.42	4.37	.05	93.96	95.12	1.16
94. Take detailed field notes so reports can be completed	4.34	4.19	.15	93.96	93.15	.81
95. Write detailed incident reports	4.52	4.36	.16	95.57	95.38	.19
96. Spell words correctly in written communication	4.56	4.58	.02	96.38	96.49	.11
97. Write reports clearly and concisely to convey intended ideas in brief fashion	4.59	4.51	.08	98.19	97.52	.67
98. Write reports using correct grammar so documents are understandable and professional	4.64	4.54	.10	98.39	97.77	.62
DETENTION AND PROSECUTION – CASE PROSECUTION						
99. Bring evidence into court	1.40	1.66	.26	26.96	49.57	22.61
100. Testify in civil cases	1.58	1.54	.04	36.22	40.99	4.77
101. Testify in Driver's License Appeals Division (DLAD) hearing	1.32	1.39	.07	23.14	33.79	10.65
102. Testify in Secretary of State implied consent hearings	1.21	1.28	.07	15.09	23.50	8.41
103. Testify in liquor board hearings	1.14	1.11	.03	9.05	8.06	.99
104. Testify in parole or probation hearings	1.24	1.27	.03	16.90	20.84	3.94
DETENTION AND PROSECUTION – CIVIL PROCESS						
105. Prepare mental health orders/petitions (e.g., persons requiring treatment (PRT) committal papers)	1.97	1.85	.12	52.52	50.17	2.35
106. Serve and prepare civil process papers	1.37	1.33	.04	22.13	21.01	1.12
107. Serve probate orders (e.g., mental health, juvenile, adult offender)	1.40	1.44	.04	27.36	32.33	4.97

Task Statements	Average Frequency Ratings			Percent Performing Ratings		
	1-36 Months	Greater than 36 Months	Difference between Groups	1-36 Months	Greater than 36 Months	Difference between Groups
DETENTION AND PROSECUTION – RECEIVING AND BOOKING PROCESS						
108. Provide prisoner with information about contacting a bondsman	1.43	1.49	.06	26.16	32.19	6.03
109. Assist prisoner in contacting an attorney	1.21	1.26	.05	13.48	20.52	7.04
110. Answer inquiries concerning prisoners	1.78	1.77	.01	41.25	47.30	6.05
111. Assess medical condition of prisoners	2.07	1.86	.21	47.89	45.75	2.14
112. Check identity of prisoners leaving facility	1.43	1.35	.08	20.72	17.85	2.87
113. Check individual making bond for wants or warrants	1.52	1.48	.04	24.55	26.87	2.32
114. Check legal status of a prisoner's case (e.g., check with court or prosecutor's office)	1.51	1.56	.05	27.97	33.30	5.33
115. Collect arrestees' DNA (e.g., swabs)	1.44	1.53	.09	29.18	39.31	10.13
116. Verify identity of prisoners	2.33	1.98	.35	50.91	46.18	4.73
117. Complete documents for transfer of prisoner to county jail	1.99	1.76	.23	40.64	36.57	4.07
118. Confer with physicians regarding prisoner's medical condition	1.67	1.53	.14	39.03	37.80	1.23
119. Escort prisoners to medical appointments and/or for medical clearance	1.60	1.45	.15	35.61	30.67	4.94
120. Inspect identification of visitors	1.29	1.17	.12	16.90	11.17	5.73
121. Photograph prisoners	1.58	1.59	.01	26.36	31.36	5.00
122. Process prisoners for release	1.40	1.35	.05	18.11	17.53	.58
123. Document injuries to prisoners	1.71	1.60	.11	37.83	37.80	.03
124. Strip search prisoner	1.18	1.11	.07	11.67	7.65	4.02
125. Facilitate cavity search of prisoner	1.10	1.05	.05	5.23	3.26	1.97
126. Review arrest documents before accepting prisoner	1.42	1.28	.14	21.33	15.98	5.35
127. Talk with families of adult suspects or defendants (advise, inform, notify, counsel)	1.75	1.71	.04	40.64	43.47	2.83
POLICE SKILLS – EMERGENCY VEHICLE OPERATION						
128. Operate a patrol vehicle in an emergency response manner	3.94	3.63	.31	92.56	91.41	1.15
129. Operate a patrol vehicle in a motor vehicle pursuit	1.68	1.77	.09	47.69	56.53	8.84
130. Operate a patrol vehicle in a non-emergency (routine patrol) manner	4.57	4.47	.10	94.97	92.10	2.87

Task Statements	Average Frequency Ratings			Percent Performing Ratings		
	1-36 Months	Greater than 36 Months	Difference between Groups	1-36 Months	Greater than 36 Months	Difference between Groups
POLICE SKILLS – FIRST AID						
131. Conduct an initial patient survey (check for ABCs)	2.02	1.98	.04	53.94	59.38	5.44
132. Administer/deploy Automatic External Defibrillator (AED)	1.40	1.42	.02	26.26	32.73	6.47
133. Apply first aid to treat for abrasions	1.63	1.60	.03	42.22	43.99	1.77
134. Apply first aid to treat for animal bites	1.27	1.22	.05	18.38	16.92	1.46
135. Apply first aid to treat for broken bones	1.30	1.28	.02	21.01	21.65	.64
136. Apply first aid to treat for burns	1.24	1.19	.05	15.56	15.29	.27
137. Apply first aid to treat for chemical burns	1.17	1.11	.06	10.10	8.16	1.94
138. Apply first aid to treat for convulsions	1.28	1.24	.04	18.38	17.53	.85
139. Apply first aid to treat for diabetic reaction	1.34	1.38	.04	22.02	27.92	5.90
140. Apply first aid to treat for electric shock	1.17	1.10	.07	9.09	6.79	2.30
141. Apply first aid to treat for eye injuries	1.20	1.13	.07	12.55	9.28	3.27
142. Apply first aid to treat for frostbite	1.15	1.10	.05	8.10	6.96	1.14
143. Apply first aid to treat for heat exhaustion	1.26	1.21	.05	17.81	16.84	.97
144. Apply first aid to treat for heat stroke	1.22	1.15	.07	13.65	11.77	1.79
145. Apply first aid to treat for puncture wound	1.36	1.27	.09	26.73	22.16	4.56
146. Apply first aid to treat for seizure	1.37	1.39	.02	25.51	30.33	4.82
147. Apply first aid to treat for shock	1.25	1.22	.03	15.79	16.58	.79
148. Apply first aid to treat for sprains and strains	1.31	1.30	.01	21.26	22.94	1.68
149. Apply first aid to treat for stab wounds	1.36	1.21	.15	26.11	16.32	9.79
150. Apply first aid to treat for stroke	1.37	1.25	.12	17.00	19.16	2.16
151. Assist with child birth	1.12	1.06	.06	7.09	4.64	2.45
152. Extricate trapped persons	1.34	1.35	.01	26.92	30.15	3.23

Task Statements	Average Frequency Ratings			Percent Performing Ratings		
	1-36 Months	Greater than 36 Months	Difference between Groups	1-36 Months	Greater than 36 Months	Difference between Groups
POLICE SKILLS – FIREARMS						
153. Discharge firearms to euthanize animals	1.54	1.81	.27	38.06	60.82	22.76
154. Discharge firearm in reduced light levels	1.36	1.46	.10	25.51	37.89	12.38
155. React appropriately to threat to life or great bodily harm	1.95	1.87	.08	51.82	55.50	3.68
156. Reload firearm under combat conditions	1.21	1.25	.04	13.56	19.67	6.11
157. Clear firearm malfunctions	1.40	1.47	.07	29.55	39.18	9.63
158. Secure weapon other than own	2.11	1.89	.22	67.41	67.27	.14
159. Participate in debriefing after duty-related firearm discharge	1.23	1.15	.08	14.17	10.82	3.35
160. Respond to an ongoing act of violence (e.g., school shooting)	1.39	1.31	.08	22.87	21.31	1.56
POLICE SKILLS – POLICE PHYSICAL SKILLS						
161. Arrest using lethal force other than the discharge of a firearm (i.e., using other means if separated from your weapon)	1.13	1.12	.01	8.30	9.36	1.06
162. Subdue persons resisting arrest using less than lethal devices (e.g., baton, PR-24, Asp, Taser, bean-bag round, etc.)	1.37	1.44	.07	25.71	36.43	10.72
163. Subdue persons resisting arrest without the use of weapons/devices (e.g., physical force, control techniques, etc.)	2.04	1.97	.07	67.21	71.39	4.18
164. Defend self from an attack	1.49	1.46	.03	36.64	37.97	1.33
165. Retain firearm from suspect attempting to disarm officer	1.12	1.08	.04	6.68	5.67	1.01
TRAFFIC – MOTOR VEHICLE TRAFFIC CRASH INVESTIGATION						
166. Inform driver of towed vehicle's location	3.13	2.84	.29	88.87	86.68	2.19
167. Facilitate the exchange of information between persons involved in a traffic crash	2.91	2.76	.15	82.79	80.15	2.64
168. Interview mechanic for relevant traffic crash information (e.g., condition of vehicle parts)	1.41	1.27	.14	21.05	16.84	4.21
169. Investigate damage to roadway	2.13	1.95	.18	63.77	62.37	1.40
170. Locate and interview witnesses to traffic crash	2.66	2.60	.06	82.19	81.36	.83
171. Match color of known origin to suspect sample (e.g., paint chip found at scene of accident matched to suspect vehicle)	1.82	1.62	.20	48.38	43.73	4.65

Task Statements	Average Frequency Ratings			Percent Performing Ratings		
	1-36 Months	Greater than 36 Months	Difference between Groups	1-36 Months	Greater than 36 Months	Difference between Groups
172. Measure skid marks for calculation of approximate vehicle speed	1.27	1.24	.03	15.79	18.21	2.42
173. Notify citizens of damage to their property	2.17	2.08	.09	71.05	74.05	3.00
174. Request citizens to assist with traffic control in an emergency	1.27	1.24	.03	13.16	17.53	4.37
175. Review crashes with traffic crash investigators	1.42	1.44	.02	27.94	33.25	5.31
176. Take coordinate measures of traffic crash scenes (e.g., triangulation)	1.26	1.20	.06	15.59	16.15	.56
177. Test operating condition of crash vehicle equipment (e.g. brake light, tread wear)	1.30	1.21	.09	16.80	16.32	.48
TRAFFIC – TRAFFIC CONTROL AND ENFORCEMENT						
178. Calibrate preliminary breath test (PBT)	1.35	1.27	.08	19.23	16.58	2.65
179. Advise appropriate agency of traffic engineering needs	1.37	1.35	.02	25.51	28.01	2.50
180. Arrest or cite persons for unlawful use of recreational vehicles or watercraft	1.27	1.25	.02	16.40	16.84	.44
181. Determine speed of vehicles using speed measurement devices (e.g., Laser, Lidar, Radar, etc.)	2.61	3.19	.58	52.02	67.53	15.51
182. Complete operators license re-examination form	1.37	1.52	.15	27.13	44.76	17.63
183. Inspect commercial vehicles for code compliance	1.20	1.17	.03	11.34	12.54	1.20
184. Inspect off road vehicles	1.23	1.19	.04	13.16	12.89	.27
185. Inspect private vehicle for conformance with vehicle code	1.75	1.54	.21	35.02	33.59	1.43
186. Inspect watercraft for conformance with marine safety requirements	1.11	1.12	.01	6.09	5.84	.25
187. Issue citations (e.g., parking, traffic, to pedestrians, to bicycle riders)	3.39	3.10	.29	78.50	75.34	3.16
188. Plan traffic detours	1.35	1.27	.08	23.12	20.27	2.85
189. Verify compliance on withdrawal citations (e.g., no proof of registration, no proof of insurance, no operators license)	2.71	2.32	.39	66.33	62.29	4.04
190. Verify possession of an authentic auto insurance certificate	3.23	2.92	.31	77.48	71.65	5.83

Task Statements	Average Frequency Ratings			Percent Performing Ratings		
	1-36 Months	Greater than 36 Months	Difference between Groups	1-36 Months	Greater than 36 Months	Difference between Groups
TRAFFIC – VEHICLE STOPS						
191. Identify or document train identification number (lead engine number)	1.23	1.11	.12	11.76	7.05	4.71
192. Stop off road vehicles (e.g., snowmobiles, ATV/UTV)	1.34	1.44	.10	23.73	30.95	7.22
193. Stop vehicles to conduct routine (unknown risk) vehicle stop	3.59	3.46	.13	80.53	77.04	3.49
194. Conduct high risk vehicle stop	2.21	2.09	.12	68.15	72.66	4.51
195. Verify vehicle information	4.16	3.83	.33	92.49	88.74	3.75
196. Determine the best location for a traffic stop	4.26	4.00	.26	92.90	88.39	4.51
SPECIAL OPERATIONS – CIVIL DISORDERS						
197. Communicate with management and labor over strike disturbances	1.14	1.09	.05	7.71	6.46	1.25
198. Confront groups of agitated people in a riot formation	1.23	1.18	.05	15.82	13.95	1.87
199. Escort vehicles or persons through picket lines or demonstrations	1.14	1.10	.04	8.13	7.15	.98
200. Explain demonstration permit to demonstrators	1.12	1.08	.04	6.50	5.68	.82
201. Guard strategic locations during civil disorders and strikes	1.15	1.13	.02	8.94	10.08	1.14
202. Patrol riot stricken or civil disturbance areas	1.15	1.13	.02	10.57	9.65	.92
203. Watch for illegal activity at labor disputes, demonstrations, etc.	1.20	1.14	.06	12.20	10.85	1.35
204. Engage in small squad tactics at riot or crowd disturbance	1.21	1.15	.06	14.43	12.06	2.37
SPECIAL OPERATIONS – EMERGENCY PREPAREDNESS/DISASTER CONTROL						
205. Fight structural fires	1.26	1.20	.06	17.07	14.5	2.57
206. Identify contents of railroad car or semi-truck for hazardous cargo	1.11	1.09	.02	7.11	6.38	.73
207. Perform weather watch service	1.13	1.11	.02	7.93	8.63	.70
208. Investigate hazardous materials incidents	1.16	1.13	.03	10.77	9.75	1.02
209. Investigate weapons of mass destruction (WMD) threats or incidents	1.10	1.06	.04	5.08	3.45	1.63
210. Implement incident command system	1.22	1.17	.05	13.82	12.17	1.65
211. Investigate environmental crimes	1.23	1.18	.05	16.26	13.89	2.37
212. Secure scene of a bomb threat	1.22	1.20	.02	16.26	17	.74

Task Statements	Average Frequency Ratings			Percent Performing Ratings		
	1-36 Months	Greater than 36 Months	Difference between Groups	1-36 Months	Greater than 36 Months	Difference between Groups
SPECIAL OPERATIONS – TACTICAL OPERATIONS						
213. Participate in the execution of a search warrant	2.07	2.16	.09	69.51	80.16	10.65
214. Perform special/undercover assignment (e.g., vice, prostitution, narcotics)	1.32	1.39	.07	21.14	23.47	2.33
215. Search the perimeter of an emergency incident or tactical operation	1.75	1.68	.07	48.98	48.84	.14
216. Check security access points (airport gates, VIP locations, buildings)	1.34	1.34	0	19.11	20.79	1.68
GENERAL ADMINISTRATION						
217. Act as department court officer	1.27	1.39	.12	17.07	23.73	6.66
218. Attend informal in-service training (e.g., roll call, called in from patrol)	2.84	2.78	.06	75.41	82.4	6.99
219. Confer with parole/probation officer	1.72	1.99	.27	49.39	67.82	18.43
220. Enter data on cards for filing	1.44	1.26	.18	21.54	13.63	7.91
221. Evaluate officers in on-the-job training (FTO)	1.22	1.74	.52	11.59	36.5	24.91
222. Exchange necessary information with other law enforcement officials	2.56	2.90	.34	70.93	83.78	12.85
223. Explain department's recruiting policies	1.56	1.58	.02	35.98	42.45	6.47
224. Fingerprint persons for non-criminal reasons (e.g. professional licensing)	1.28	1.33	.05	17.48	22.86	5.38
225. Instruct on-the-job training	1.33	1.81	.48	19.92	46.42	26.50
226. Investigate and report on police applicant's background	1.14	1.21	.07	8.33	14.84	6.51
227. Issue bicycle licenses/registrations	1.09	1.06	.03	4.88	4.23	.65
228. Issue road-kill possession permits	1.30	1.56	.26	22.76	44.09	21.33
229. Locate documents and information in records system	2.14	2.43	.29	45.12	56.60	11.48
230. Notify public agencies or utilities of damage to their equipment	1.66	1.77	.11	42.89	55.91	13.02
231. Participate in required physical exercise program	1.52	1.41	.11	29.27	24.42	4.85
232. Provide information to persons participating in ride-along program	1.68	1.71	.03	50.00	56.26	6.26
233. Summarize total shift activities in department system (e.g., logbook, online automated system)	2.79	2.91	.12	53.05	56.51	3.46
234. Test and evaluate police equipment	2.78	2.45	.33	60.16	57.89	2.27
235. Update spot/pin maps	1.38	1.18	.02	17.28	10.01	7.27

Task Statements	Average Frequency Ratings			Percent Performing Ratings		
	1-36 Months	Greater than 36 Months	Difference between Groups	1-36 Months	Greater than 36 Months	Difference between Groups
236. Utilize department records to assist in an investigation	2.61	2.89	.28	62.60	72.99	10.39
237. Write interoffice memos	1.54	1.86	.32	33.74	56.30	22.56
238. Write letters on behalf of the department	1.17	1.26	.09	10.37	19.69	9.32
239. Write performance evaluation reports on other officers (e.g. FTO ratings)	1.15	1.65	.50	8.33	32.04	23.71
240. Write policy material for department manuals	1.10	1.15	.05	4.67	11.57	6.9
PHYSICAL ABILITY						
241. Perform water rescue	1.11	1.11	0	7.32	9.33	2.01
242. Stand continuously for more than one-half of the work shift (e.g., guard duty or point control)	2.00	1.99	.01	56.10	61.14	5.04
243. Wade through marshes, swamp land or waterways	1.22	1.38	.16	16.87	30.4	13.53
244. Walk continuously for more than one-half of the work shift (e.g., foot patrol)	1.76	1.77	.01	47.97	50.35	2.38

APPENDIX J

Core Sources of Information

Composite Ratings of Core Sources of Information for Eight Agency Types and Overall

Sources of Information	MSP	Detroit Police	Large C/V/T	Medium C/V/T	Small C/V/T	Large Sheriff	Small Sheriff	Specialty Police Agency	All Respondents
Agency directives (e.g., policies, procedures, rules, regulations)	3.88	3.74	3.99	4.12	4.13	4.07	4.07	3.78	3.98
Alerts (e.g., Amber alerts)	3.05	3.07	2.95	3.13	3.30	2.97	3.31	2.97	3.07
Briefing sheets	2.67	3.02	3.64	3.93	3.33	4.11	2.96	2.83	3.43
Cell phone apps	3.28	3.13	3.15	3.27	2.95	3.42	3.02	3.16	3.20
Computer bulletin boards	2.56	2.79	2.85	2.72	2.65	2.91	2.53	2.47	2.73
Court decisions	3.26	2.96	3.44	3.41	3.50	3.44	3.53	3.22	3.34
Criminal Law and Procedure Texts	3.63	3.18	3.59	3.53	3.61	3.68	3.52	3.30	3.51
Federal statutes	2.55	2.90	2.92	2.87	2.88	2.84	2.76	2.63	2.82
First aid manual	2.74	2.79	2.42	2.48	2.69	2.47	2.58	2.54	2.58
Interoffice memos	2.91	3.19	3.34	3.39	3.69	3.44	3.36	2.36	3.32
Legislative updates	3.21	2.90	3.33	3.31	3.44	3.31	3.38	3.15	3.25
LEIN/NCIC printouts	3.81	3.96	4.02	4.07	4.05	3.55	3.95	3.69	3.88
Local ordinances	2.23	3.88	4.01	4.00	3.97	3.48	2.92	2.74	3.56
Maps (State, County, City)	3.70	3.48	3.81	3.85	3.57	4.01	3.89	3.55	3.75
Michigan Compiled Laws/Michigan Statutes Annotated	3.59	3.04	3.39	3.47	3.54	3.41	3.60	3.32	3.40
Michigan Vehicle Code	3.87	3.59	3.76	3.88	3.93	4.02	3.98	3.08	3.80
Police incident reports/databases	3.98	3.64	4.19	4.29	4.10	4.23	4.11	3.50	4.05
Professional law enforcement publications (e.g., FBI Bulletin, Law and Order, etc.)	2.75	2.91	2.70	2.66	2.88	2.70	2.65	2.84	2.75
Prosecutor bulletins	2.58	2.41	2.38	2.50	2.95	2.68	2.83	2.58	2.57
Social Media	3.09	3.23	3.08	3.20	3.06	3.26	3.07	3.25	3.16
State police intelligence reports	3.39	2.76	2.76	2.80	3.02	2.79	2.65	3.08	2.89
Training bulletins	2.77	3.11	2.96	2.88	3.01	2.73	2.86	2.78	2.90
UD-10 Manual	2.42	2.84	2.62	2.70	2.72	2.68	2.70	2.36	2.65
Wanted bulletins	2.93	3.30	3.21	3.24	3.19	3.09	2.89	2.83	3.14
Web-based databases (e.g., Lexis/Nexis, Westlaw, TLO, judiciary homepages, etc.)	3.59	3.10	2.84	2.96	3.05	3.41	3.04	3.09	3.12

APPENDIX K

Non-Core Sources of Information

Composite Ratings of Non-Core Sources of Information for Eight Agency Types and Overall

Source of Information	MSP	Detroit Police	Large C/N/T	Medium C/N/T	Small C/N/T	Large Sheriff	Small Sheriff	Specialty Police Agency	All Respondents.
ATF eTrace	1.98	2.09	1.75	1.86	1.96	1.80	2.04	1.79	1.90
Attorney General Opinions	2.50	2.16	2.19	2.32	2.65	2.36	2.61	2.70	2.37
Distance learning webinars (e-learning)	2.25	2.34	2.20	2.24	2.42	2.22	2.29	2.24	2.27
Field guides (e.g., NATB book, Physicians Desk Reference, etc.)	2.53	2.41	2.37	2.28	2.55	2.26	2.49	2.37	2.39
Fish and game statutes	2.18	1.81	1.61	1.84	2.10	2.04	2.52	2.72	1.98
Hazardous Materials Manual	2.63	2.53	2.20	2.29	2.52	2.20	2.47	2.25	2.37
Homeland Security resources	2.36	2.57	2.09	2.15	2.44	2.13	2.31	2.39	2.28
Jury instructions	1.98	2.12	1.88	1.96	2.07	1.98	2.22	1.92	2.00
Legal transcripts (written record of legal proceedings)	2.29	2.48	2.34	2.24	2.38	2.25	2.33	2.23	2.32
Michigan Automated Prescription System	2.66	2.16	2.01	2.24	2.46	2.10	2.61	1.94	2.24
Michigan Liquor Control Act	2.26	2.55	2.31	2.44	2.61	2.38	2.60	2.03	2.40
Pawn shop property tracking software (e.g., LEADS, BWI)	2.55	2.08	2.09	2.30	2.49	2.66	2.50	1.83	2.31
Telephone book	1.99	2.32	1.65	1.69	1.98	1.55	1.83	1.82	1.84

APPENDIX L

Core Equipment

Percent of Respondents using Core Equipment for Eight Agency Types and Overall

Equipment	MSP	Detroit Police	Large C/V/T	Medium C/V/T	Small C/V/T	Large Sheriff	Small Sheriff	Specialty Police Agency	All Respondents
Anti-bacterial wash	88.72	64.07	89.67	90.16	85.44	89.67	88.46	86.52	85.13
Audio recording device	88.72	80.09	92.25	93.44	89.24	75.12	89.74	53.93	85.19
Automobile	99.49	97.40	98.52	98.69	97.47	99.06	100	100.00	98.64
Body armor (e.g., hidden vest, exterior vest)	98.46	93.51	95.94	98.36	95.57	95.31	97.44	89.89	95.97
Cellular phone	98.97	95.24	98.52	97.05	98.73	98.59	94.87	98.88	97.66
Computer – desktop	96.41	97.40	98.52	99.67	99.37	97.18	98.72	74.16	96.82
Computer – laptop	95.90	67.10	87.45	90.82	81.01	93.43	93.59	77.53	86.04
Drug and narcotic identification field kit	65.64	2.16	74.54	68.20	77.22	62.91	92.31	38.20	58.77
Equipment bag (gear bag)	90.26	73.59	92.25	93.44	94.94	92.02	94.87	77.53	88.96
Evidential breath, alcohol test instrument (e.g., DataMaster)	76.41	19.91	69.00	80.00	77.85	82.63	87.18	37.08	66.62
First aid kit	69.74	35.50	48.71	55.41	59.49	44.60	51.28	67.42	52.47
Flares	73.85	28.57	72.32	62.95	40.51	51.64	47.44	19.20	53.64
Flashlight	97.95	93.94	98.52	98.69	99.37	95.77	100	96.63	97.47
Four wheel drive vehicle	58.46	29.87	58.67	59.67	59.49	65.73	78.21	64.04	56.88
Gloves (e.g., latex, rubber, leather)	98.46	91.34	99.63	99.02	99.37	100	100	95.51	97.92
GPS	90.77	73.16	74.54	75.41	73.42	90.14	75.64	69.66	78.38
Handcuffs	97.44	93.51	97.79	99.34	99.37	98.59	100	84.27	97.01
Hand-held police radio	98.46	96.97	99.63	99.34	100.00	99.53	100	93.26	98.70
In-car camera/video/Dash Cam	90.26	93.94	93.36	93.44	86.08	73.71	87.18	17.98	84.94
Overhead lights/siren	88.21	84.85	94.83	97.05	97.47	92.49	96.15	69.66	91.49
Patrol Rifle	66.15	27.27	64.21	68.52	57.59	58.22	78.21	44.94	57.86
Photographic equipment	81.03	9.96	71.59	84.92	91.14	89.67	93.59	66.29	71.49
Pocket knife	85.64	35.93	82.66	86.56	84.81	87.79	96.15	71.91	77.79
Police barrier tape	52.31	72.29	74.91	77.05	65.82	62.44	56.41	37.08	66.30
Police car radio	95.90	95.67	96.68	99.67	100.00	98.59	100	89.89	97.40
Police microphone on officer	72.82	64.07	78.60	72.79	69.62	59.62	62.82	29.21	67.34

Equipment	MSP	Detroit Police	Large C/V/T	Medium C/V/T	Small C/V/T	Large Sheriff	Small Sheriff	Specialty Police Agency	All Respondents
Portable printer (e.g., ticket, LEIN)	88.21	29.00	90.41	82.95	63.92	92.49	60.26	12.36	70.97
Preliminary breath test instrument (PBT)	83.08	16.02	83.39	95.74	94.30	88.26	98.72	49.44	76.30
Pylons/cones/traffic barricades	30.77	39.83	65.68	74.75	72.78	61.50	56.41	38.20	57.27
Semi-automatic magazines (extra)	63.59	48.05	64.21	62.62	61.39	61.50	71.79	60.67	60.91
Semi-automatic pistol	76.41	61.90	79.34	77.70	74.05	78.40	92.31	74.16	75.71
Smartphone	95.90	86.15	94.10	94.43	93.67	97.18	87.18	87.67	92.86
Speed detection device (RADAR, LIDAR, Laser)	81.03	13.42	69.74	89.51	93.67	89.67	96.15	26.97	70.71
Spot light	88.72	83.98	91.14	93.77	97.47	88.26	96.15	71.91	89.68
Traffic vest (illuminated/reflective)	83.08	10.82	87.82	83.61	90.51	90.61	91.03	65.17	74.35
Weapon mounted lights	67.18	16.02	57.56	56.07	46.84	70.42	70.51	34.83	52.27

APPENDIX M

Non-Core Equipment

Percent of Respondents using Non-Core Equipment for Eight Agency Types and Overall

Equipment	MSP	Detroit Police	Large C/V/T	Medium C/V/T	Small C/V/T	Large Sheriff	Small Sheriff	Specialty Police Agency	All Respondents
All-terrain vehicle	18.46	12.99	18.08	17.70	22.78	16.43	25.64	52.81	19.94
Animal control equipment (e.g., noose, gloves, net)	7.69	38.96	53.87	46.56	46.20	23.00	19.23	48.31	37.21
Armored vehicle (e.g., BearCat, MRAP)	10.77	6.49	11.44	5.57	6.33	9.86	16.67	0.00	8.31
Automatic External Defibrillator (AED)	19.49	1.73	39.48	38.36	44.30	42.25	53.85	17.98	31.43
Axe	23.59	1.73	17.71	13.77	10.76	2.35	5.13	24.72	12.21
Ballistic helmet	19.49	9.52	21.40	17.20	15.82	20.66	14.10	5.62	16.69
Ballistic shield	12.82	11.26	19.93	18.69	12.03	30.52	17.95	6.74	17.27
Baton (e.g., nigh stick, PR-24, Kubotan)	21.03	24.68	19.19	17.70	12.66	16.43	8.97	12.36	17.99
Battering Ram	14.87	18.61	19.93	15.41	10.76	10.33	12.82	8.99	14.94
Battery jumper cables	75.38	59.31	16.97	33.44	44.30	34.74	48.72	67.42	43.77
Battery jumper device (self-contained power source)	18.46	30.74	39.85	55.41	60.76	30.52	42.31	48.31	40.32
Bicycle/bicycle helmet	4.10	5.63	14.02	9.18	14.56	4.69	5.13	11.24	8.70
Binoculars	45.13	25.97	49.08	46.23	53.80	52.11	61.54	65.17	47.01
Biohazard suit	8.21	2.60	5.17	6.56	8.23	3.76	1.28	1.12	5.13
Blanket	41.54	4.76	8.12	20.98	23.42	19.72	28.21	22.47	19.42
Bloodborne pathogen kit	7.69	4.33	9.59	10.49	17.72	8.45	8.97	13.48	9.61
Business directory	46.67	31.60	44.28	50.82	64.56	44.60	64.10	66.29	48.38
Canine	56.92	16.02	42.44	40.00	28.48	54.46	38.46	13.48	38.18
Car door lock opening device	11.28	27.71	28.78	47.21	72.15	15.02	41.03	51.69	34.55
Chemical agent spray (e.g., pepper mace, tear gas)	12.31	21.21	20.30	19.02	13.29	13.62	17.95	14.61	17.08
Chemical agent grenade (e.g., tear gas)	5.13	3.90	1.48	1.31	2.53	2.35	6.41	0.00	2.66
Chemical agent gas gun	4.62	3.03	3.69	1.31	1.27	1.88	2.56	0.00	2.47
Computer – personal tablet	20.00	26.84	19.56	30.82	31.65	22.54	38.46	22.47	25.71
Computerized crash investigation equipment (e.g, FARO, total station)	16.41	22.51	18.45	23.93	21.52	20.66	29.49	5.62	20.32

Equipment	MSP	Detroit Police	Large C/V/T	Medium C/V/T	Small C/V/T	Large Sheriff	Small Sheriff	Specialty Police Agency	All Respondents
Crisscross directory (e.g., Bressers, Lexis-Nexis)	55.90	39.39	31.37	47.54	51.27	54.46	42.31	57.30	46.17
Decibel reader	1.03	.87	1.85	2.95	5.06	2.82	1.28	7.87	2.60
Dictating machine	20.51	.43	14.39	20.66	13.92	44.60	16.67	4.49	17.99
Digital body camera	2.56	90.91	55.72	45.57	42.41	32.35	65.38	5.62	41.10
Drones	8.72	3.03	2.21	1.97	3.80	4.69	11.54	1.12	4.03
Equipment for water rescue (e.g., rope, rescue disc, throw bag)	6.67	6.93	9.23	8.85	15.82	7.98	20.51	21.35	10.26
Evidence processing kit (fingerprinting, casting, CSI kit)	61.03	3.90	56.09	51.80	54.43	40.38	73.08	20.22	44.48
Fingerprint Live-Scan machine	58.46	6.06	64.21	66.23	47.47	21.60	19.23	31.46	43.38
Fire extinguisher	28.72	19.91	32.84	37.70	32.28	25.35	21.79	29.21	29.48
Flex-cuffs (zip cuffs)	37.44	11.69	12.55	14.10	16.46	15.96	12.82	19.10	17.14
Gas mask	30.77	18.18	19.93	11.80	13.92	14.55	11.54	4.49	16.75
Illuminated traffic baton	5.64	4.76	8.86	31.80	29.11	29.58	11.54	14.61	17.79
Leg restraints	17.44	5.63	23.25	22.62	16.46	40.85	41.03	8.99	21.56
Less lethal weapon (e.g., Taser, bean bag, flashbang, stingball, pepper ball, etc.)	29.23	22.94	35.79	40.00	26.58	34.74	32.05	17.98	31.56
Manual control for traffic signal	16.92	14.29	29.15	27.21	29.75	34.27	29.49	10.11	24.68
Metal detector	7.69	29.87	32.84	18.36	13.92	6.57	11.54	7.87	18.25
Mobile command post vehicle	22.56	14.29	20.66	5.90	6.96	16.43	7.69	10.11	13.77
Mobile fingerprint machine	33.33	.87	14.39	13.11	8.86	23.00	7.69	1.12	14.03
Multi-gas meter	2.05	1.30	12.18	9.51	8.23	1.41	0	0.00	5.52
Naloxone (Narcan)	18.46	12.55	47.97	50.16	27.22	47.42	29.49	0.00	33.44
Officer tracking GPS	31.28	20.35	46.49	45.25	41.14	51.64	42.31	16.85	38.64
Oxygen tanks	3.59	.43	18.82	20.00	13.29	14.55	3.85	2.25	11.49
Pneumatic tool for extracting trapped person (e.g., Jaws of Life, Porta Power)	4.10	2.16	14.02	10.49	8.23	3.76	3.85	0.00	6.95
Pry bar	31.79	21.21	24.35	22.62	25.95	17.37	20.51	12.36	22.79
Public address system	44.62	26.41	33.21	37.38	32.28	32.39	21.79	30.34	33.51

Equipment	MSP	Detroit Police	Large C/V/T	Medium C/V/T	Small C/V/T	Large Sheriff	Small Sheriff	Specialty Police Agency	All Respondents
Revolver	4.10	11.69	4.06	7.87	10.76	4.23	17.95	22.47	8.44
Rope/cord	24.62	11.26	17.34	25.57	27.22	19.25	24.36	37.08	21.75
Self-contained air pack (SCBA)	7.18	1.73	20.66	19.34	15.19	3.76	2.56	0.00	10.84
Sharps container	34.87	5.19	71.96	70.82	52.53	60.09	39.74	21.35	48.83
Shotgun	58.46	50.65	31.73	49.51	54.43	39.91	48.72	42.70	46.43
Stop sticks	12.31	0	7.01	8.85	11.39	15.49	23.08	1.12	9.09
Surgical mask (pocket mask)	12.31	8.66	12.92	13.11	17.09	10.33	11.54	5.62	11.82
Tactical ballistic vest/AVT/heavy vest (e.g., load-bearing equipment)	72.82	28.14	28.04	37.70	30.38	30.99	30.77	16.85	35.78
Tape ruler	42.56	12.55	26.94	25.57	37.97	36.62	61.54	42.70	31.62
Tool kit	45.64	19.91	37.27	41.97	56.96	42.72	64.10	56.18	41.88
Tourniquet	17.44	25.97	24.35	20.33	17.09	15.96	14.10	15.73	20.00
Vehicle locating/tracking technology	28.72	15.15	30.63	27.87	25.95	30.99	29.49	11.24	25.91
Vision-enhancing technology (e.g., night-vision goggles, hand-held FLIR)	25.64	6.06	16.61	22.62	33.54	14.55	32.05	41.57	21.04
Window punch	18.46	8.23	14.02	16.72	9.49	21.13	24.36	5.62	14.81