AGENCY SPECIFIC RESPONSES

Michigan State Police Department

Prepared for the

MICHIGAN COMMISSION ON LAW ENFORCEMENT STANDARDS

By

PSI Services LLC (PSI)
Westlake, Ohio

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Michigan Commission on Law Enforcement Standards
927 Centennial Way
Lansing, MI 48917

Ph: (517) 636 7864

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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.

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 summarized in this report.

The job task analysis is the tool used by the MCOLES to support the job-relatedness of the law enforcement standards for the position of patrol officer. It should be pointed out that other state standard-setting organizations across the nation use a very similar methodology. What the MCOLES has learned about the job tasks, through the job task analyses, is important to agencies statewide, and each and every officer across the state. Participating in the JTA was a unique opportunity for line officers to let the MCOLES know what type of person should be entering the law enforcement profession in Michigan.

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

The survey was administered online, and officers were able to record their responses by "pointing and clicking." Since the JTA was web-based, officers and supervisors could access the survey at any time from any computer, phone, or tablet during the data collection or survey phase. The ability to work on the survey and then return to it at a later time contributed to the "user-friendly" nature of the process.

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

This agency report is intended to complement the statewide report, Statewide Job Analysis of the Patrol Officer Position (PSI Services LLC and MCOLES, 2018) which describes in detail the job task analysis including scope, methodology, analyses, and findings for the routine patrol officer position in Michigan. For additional, specific, and/or detailed information, please refer to the cited report.

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

CHAPTER 2: Job Analysis Inventory Design and Administration

One goal of the current project was to reduce the number of ratings to be made. Prior surveys had taken several hours to complete; an impractical amount of time given the nature of the job, and the fact that respondents were volunteering their time.

To help to achieve this goal, the number of task statements to be rated was reduced. Specifically, task statements that had a strong history of being considered core were identified and reviewed with the intention that these tasks would not be rated as part of the current job task analysis. Because data were 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). 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.

Identification of Historically Core Tasks

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 (e.g., "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 patrol officers and supervisor SMEs from the state of Michigan, during two separate meetings. This process resulted in a list of 192 task statements that were considered historically core; these tasks were, therefore, not rated in the 2018 JTA survey. A list of these 192 historically core tasks is contained in Appendix A.

JTA Survey

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

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

The tasks performed are the foundation and focus of the JTA. A total of 244 job tasks that were believed to be performed by law enforcement officers in the State of Michigan were included. For each task, two rating scales were used – **frequency** and **criticality** (or consequences of inadequate performance). Each rating was made using a 5-point scale. The rating scales are given below.

Table 1
Rating Scales

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)

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

CHAPTER 3: Description of the Sample

All eight agency types were represented, with the final sample representative of Michigan's population of sworn officers. The number of patrol officers and supervisors sampled statewide by agency type is provided in Table 2, with the number of officers and supervisors for the Michigan State Police sample in bold and italics.

Table 2
Number of Officers and Supervisors Sampled

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

It was important that the overall sample included in the statewide analyses and subsequent report be representative of the population of licensed officers from the State of Michigan. Once the final dataset was received, analyses revealed that two stratifications were over-represented among the patrol officer respondents, and two stratifications were over-represented among supervisor respondents. **Both patrol officers and supervisors from the Michigan State Police Department were over-represented, therefore 163 patrol officers and 50 supervisor responses were randomly excluded from the statewide analyses. These Michigan State patrol officers and supervisors have been included in this agency report, bringing the total sample size for patrol officers to 358 and supervisors to 112. All analyses in this report include the full group of patrol officers and supervisors.**

Demographic characteristics of the respondents are summarized in terms of the data obtained in the background and training section of the JTA**.** Agency specific results are given here. Characteristics of the patrol officer sample are provided first (see Tables 3-11), the characteristics of the supervisor sample follow.

Michigan State Police Department – Patrol Officer Sample

Table 3
Patrol Officers' Primary Shift Worked

Primary Shift	N	% of Total Responses
Day	183	51
Afternoon	72	20
Evening/Night	79	22
Variety/Rotating	21	6
Not reported/unclear	3	1
Total Number of Responses	**358**	**100**

Table 4
Patrol Officers' Employment Status

Employment Status	N	% of Total Responses
Full-time	352	98
Part-time	0	0
Not reported	6	2
Total Number of Responses	**358**	**100**

Table 5
Patrol Officers' Primary Responsibility in the Last 12 Months

Primary Responsibility(ies)	N	% of Total Responses
Patrol	202	56
Criminal Investigation	81	23
Traffic Enforcement	8	2
Community Relations	9	3
Vice Investigation	0	0
Narcotics Investigation	5	1
Other	53	15
Total Number of Responses	**358**	**100**

Table 6
Length of Time Working as a Licensed Patrol Officer in the State of Michigan

Time	N	% of Total Responses
0-6 months	0	0
More than 6 months to less than 1 year	36	10
More than 1 year to less than 2 years	27	8
More than 2 years to less than 3 years	34	10
More than 3 years to less than 5 years	54	15
More than 5 years to less than 10 years	80	22
More than 10 years	127	35
Total Number of Responses	**358**	**100**

Table 7
Age of Officers in Patrol Sample (Optional Question)

Age	N	% of Total Responses
18-24	27	8
25-34	181	51
35-44	68	19
45-54	64	18
55 and older	12	3
Not reported	6	2
Total Number of Responses	**358**	**101**

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

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

Gender	N	% of Total Responses
Male	318	89
Female	27	8
Not reported	13	4
Total Number of Responses	**358**	**101**

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

Table 9
Equal Employment Opportunity Commission Category of Officers in Patrol Sample
(Optional Question)

EEOC Category	N	% of Total Responses
American Indian or Alaskan Native	8	2
Asian/Pacific Islander	0	0
Black of African American	20	6
Hispanic/Latino	9	3
Multiple Ethnicities	10	3
White/Caucasian	282	79
Not reported	29	8
Total Number of Responses	**358**	**101**

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

Table 10
Rank/Job Title of Officers in Patrol Sample

Rank	N	% of Total Responses
Patrol Officer	0	0
Trooper	351	98
Deputy	0	0
Public Safety Officer	0	0
Corporal	0	0
Sergeant	2	1
Other	5	1
Total Number of Responses	**358**	**100**

Table 10b
Rank/Job Title of Officers in Patrol Sample Who Replied "Other"

Rank	N	% of Total Responses
Detective/Sergeant	2	40
Detective/Trooper	2	40
Not reported	1	20
Total Number of Responses	**5**	**100**

Table 11
Current Education Level of Officers in Patrol Sample (Optional Question)

Highest Grade Completed Before Employed as a Police Officer	N	% of Total Responses
GED	2	1
High School degree	15	4
Some Undergraduate	78	22
Associate degree	79	22
Undergraduate degree	169	47
Master's degree	6	2
Ph.D., J.D., or equivalent	2	1
Not reported	7	2
Total Number of Responses	**358**	**101**

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

Michigan State Police Department – Supervisor Sample

Tables 12–21 describe the sample of supervisors who responded to the JTA.

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

Primary Responsibility(ies)	N	% of Total Responses
Patrol	38	34
Criminal Investigation	12	11
Traffic Enforcement	1	1
Community Relations	1	1
Vice Investigation	0	0
Narcotics Investigation	0	0
Other	60	54
Total Number of Responses	**112**	**101**

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

Table 13
Supervisors' Primary Shift Worked

Primary Shift	N	% of Total Responses
Day	67	60
Afternoon	15	13
Evening/Night	26	23
Variety/Rotating	4	4
Total Number of Responses	**112**	**100**

Table 14
Supervisors' Employment Status

Employment Status	N	% of Total Responses
Full-time	111	99
Part-time	0	0
Not reported	1	1
Total Number of Responses	**112**	**100**

Table 15
Current Rank of Officers in Supervisor Sample

Rank	N	% of Total Responses
Chief	0	0
Corporal	0	0
Lieutenant	0	0
Patrol Officer	1	1
Sergeant	111	99
Other	0	0
Total Number of Responses	**112**	**100**

Table 16
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	0	0
More than 1 year to less than 2 years	0	0
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	4	4
More than 10 years	108	96
Total Number of Responses	**112**	**100**

Table 17
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
0-6 months	7	6
More than 6 months to less than 1 year	8	7
More than 1 year to less than 2 years	25	22
More than 2 years to less than 3 years	8	7
More than 3 years to less than 10 years	45	40
More than 10 years	19	17
Total Number of Responses	**112**	**99**

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

Table 18
Current Age of Officers in Supervisor Sample (Optional Question)

Age	N	% of Total Responses
18-24	0	0
25-34	3	3
35-44	42	38
45-54	62	55
55 and older	5	4
Not reported	0	0
Total Number of Responses	**112**	**100**

Table 19
Gender of Officers in Supervisor Sample (Optional Question)

Gender	N	% of Total Responses
Male	103	92
Female	7	6
Not reported	2	2
Total Number of Responses	**112**	**100**

Table 20
Equal Employment Opportunity Commission Category for Officers in Supervisor Sample (Optional Question)

EEOC Category	N	% of Total Responses
American Indian or Alaskan Native	3	3
Asian/Pacific Islander	0	0
Black or African American	6	5
Hispanic/Latino	1	1
White Caucasian	90	80
Multiple Ethnicities	5	4
Not reported	7	6
Total Number of Responses	**112**	**99**

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

Table 21
Current Education Level of Officers in Supervisor Sample (Optional Question)

Highest Grade Completed Before Employed as a Police Officer	N	% of Total Responses
GED	3	3
High School degree	11	10
Some Undergraduate	17	15
Associate degree	28	25
Undergraduate degree	42	38
Master's degree	6	5
Ph.D., J.D., or equivalent	2	2
Not reported	3	3
Total Number of Responses	**112**	**101**

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

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. Results for those from a Michigan State Police Department with less than 3 years of experience are given in Table 22.

Table 22
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	0	0
Very little	0	0
Fairly well	23	24
Quite well	46	47
Very well	28	29
Total	**97**	**100**

Additional Information

Patrol officers from Michigan State Police Department indicated that they spent an average of 70% of their time working alone. Approximately 11% of the officers indicated that they work alone less than 10% of the time, while approximately 51% indicated that they work alone at least 90% of the time.

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:

- core tasks
- core sources of information, and
- core equipment used.

Details of each analysis and findings follow.

Core Tasks

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).

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

1. <u>Composite Score</u> – 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. <u>The mean frequency rating for each task across all agency types</u> – 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.

3. <u>The mean CIP (criticality) rating for each task across all agency types</u> – The average CIP rating for tasks across all respondents was also

4. considered when selecting core tasks. Regardless of a task's frequency rating, if the task is considered extremely serious, it should be considered significant.

Any task with a CIP rating of at least 4.0 is considered core, regardless of its frequency or criticality rating. In addition, a task is considered core if:

- the average frequency rating is at least 1.25; and
- the average composite score is at least 2.50

As a result of these selection criteria, 116 out of 244 tasks or 47.54 percent, were identified as core tasks. A list of the core tasks for Michigan State Police Department is provided in Appendix C, while non-core tasks are listed in Appendix D.

Sources of Information

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

Table 23
Sources of Information – Frequency Scale

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

Table 24
Sources of Information – Importance Scale

Rating	Anchor
1	Minimally Important
2	Not Very Important
3	Important
4	Very Important
5	Extremely Important

A composite score was created in much the same manner used for task statements (i.e., giving Criticality or Importance twice the weight of Frequency). A cut off of a composite score of 2.50 or higher for Michigan State Police Department was used to identify core sources of information. Twenty-nine of 38 sources of information (or 76.32 percent) were rated core. All 38 sources of information along with the composite scores for Michigan State Police Department are given in Appendix E.

Equipment

When rating the 99 different kinds of equipment and vehicles, respondents simply indicated if they used the equipment or not. If 50% or more of the respondents for the Michigan State Police Department indicated that they used the equipment, it was considered core. A total of 25 pieces of core equipment (or 25.25 percent) were identified. A list of the equipment along with the percentage of respondents using the equipment in Michigan State Police Department is given in Appendix F.

CHAPTER 5: Summary and Conclusions

The data from the 2018 statewide job task analysis was used to create specific job descriptions for each of the eight different agency types. As a result, the job of patrol officer in Michigan State Police Department has been defined in terms of activities and context. The description includes core job tasks, sources of information, and equipment. The methods, analyses and criteria used to create this detailed and focused job description are described in this report, with finding and results given in Appendices.

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

References

PSI Services LLC (2018). <u>Statewide Job Task Analysis of the Entry-Level Law Enforcement Officers</u>.

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

Stanard and Associates and Michigan Law Enforcement Officers Training Council (1996). <u>Statewide Job Analysis of the Patrol Officer Position</u>.

APPENDIX A

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 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 ener 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	O	O
2. Animal control equipment (e.g., noose, gloves, net)	O	O
3. Anti-bacterial wash	O	O
4. Armored vehicle (e.g., BearCat, MRAP)	O	O
5. Audio recording device	O	O
6. Automatic External Defibrillator (AED)	O	O
7. Automobile	O	O
8. Axe	O	O
9. Ballistic helmet	O	O
10. Ballistic shield	O	O
11. Baton (e.g., night stick, PR-24, Kubotan)	O	O
12. Battering Ram	O	O
13. Battery jumper cables	O	O
14. Battery jumper device (self-contained power source)	O	O
15. Bicycle/bicycle helmet	O	O
16. Binoculars	O	O
17. Biohazard suit	O	O
18. Blanket	O	O
19. Bloodborne pathogen kit	O	O
20. Body armor (e.g., hidden vest, exterior vest)	O	O
21. Business directory	O	O
22. Canine	O	O
23. Car door lock opening device	O	O
24. Cellular phone	O	O
25. Chemical agent spray (e.g., pepper, mace, tear gas)	O	O
26. Chemical agent grenade (e.g., tear gas)	O	O
27. Chemical agent gas gun	O	O
28. Computer—desktop	O	O
29. Computer—laptop	O	O
30. Computer—personal tablet	O	O
31. Computerized crash investigation equipment (e.g., FARO, total station)	O	O
32. Crisscross directory (e.g., Bressers, Lexis-Nexis)	O	O
33. Decibel reader	O	O
34. Dictating machine	O	O
35. Digital body camera	O	O
36. Drones	O	O
37. Drug and narcotic identification field kit	O	O
38. Equipment bag (gear bag)	O	O
39. Equipment for water rescue (e.g., rope, rescue disc, throw bag)	O	O
40. Evidence Processing kit (fingerprinting, casting, CSI kit)	O	O

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

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

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)	O	O	O	O	O
2. Agency directives (e.g., policies, procedures, rules, regulations)	O	O	O	O	O
3. ATF eTrace	O	O	O	O	O
4. Attorney General Opinions	O	O	O	O	O
5. Briefing sheets	O	O	O	O	O
6. Cell phone apps	O	O	O	O	O
7. Computer bulletin boards	O	O	O	O	O
8. Court decisions	O	O	O	O	O
9. Criminal Law and Procedure Texts	O	O	O	O	O

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

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

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

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

	1	2	3	4	5
30. Stop a moving vehicle based on reasonable suspicion	O	O	O	O	O
CRIME SCENE PROCESSING	**1**	**2**	**3**	**4**	**5**
31. Cast impressions at crime scene (e.g., plaster cast, silicone, etc.)	O	O	O	O	O
32. Collect evidence and personal property from crime scenes	O	O	O	O	O
33. Conduct inventory of seized property (e.g., vehicles)	O	O	O	O	O
34. Protect crime scene (limit access)	O	O	O	O	O
35. Maintain crime scene log	O	O	O	O	O
36. Dust, photograph, and lift latent fingerprints	O	O	O	O	O
37. Estimate property values of stolen or recovered goods	O	O	O	O	O
38. Impound vehicles	O	O	O	O	O
39. Release confiscated property	O	O	O	O	O
40. Protect digital or electronic evidence at crime scene	O	O	O	O	O
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)	O	O	O	O	O
42. Participate in crime prevention programs (e.g., Neighborhood Watch, community meetings, etc.)	O	O	O	O	O
43. Give a talk in front of a group of citizens regarding crime prevention	O	O	O	O	O
44. Give directions to citizens (e.g., street locations)	O	O	O	O	O
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	O	O	O	O	O
46. Interact with a subject who has a communication impairment because of a physical handicap (e.g., is deaf, has a speech impediment)	O	O	O	O	O
47. Mediate civil disputes (e.g. landlord-tenant, repossession dispute)	O	O	O	O	O
48. Listen to citizen complaints regarding tickets or other minor offenses	O	O	O	O	O
49. Provide recommendations to business owners regarding security	O	O	O	O	O
50. Refer persons to agencies that provide social services	O	O	O	O	O
51. Refer citizen encounters to Community Mental Health (CMH)	O	O	O	O	O

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

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

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

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

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

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

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

243. Wade through marshes, swamp land or waterways	O	O	O	O	O
244. Walk continuously for more than one-half of the work shift (e.g., foot patrol)	O	O	O	O	O

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

Core Tasks

CORE TASKS	Frequency	Criticality	Composite
CRIMINAL INVESTIGATION			
1. Answer inquiries regarding the progress of a case	3.43	2.63	2.89
2. Inform victims of their rights, verbally or in writing	3.56	2.96	3.16
3. Investigate crimes against persons (assault, robbery, physical abuse, CSC, etc.)	3.41	3.87	3.71
4. Investigate crimes against property (MDOP, burglary, damage/theft of railroad car, fraud, etc.)	3.29	3.35	3.33
5. Investigate public order crimes (littering, disorderly, riots, etc.)	2.80	2.98	2.92
6. Investigate regulatory crimes (weapons, controlled substances, etc.)	3.37	3.56	3.50
7. Conduct a photographic line-up	1.66	3.00	2.56
9. Review crime lab reports to guide investigation	2.79	2.92	2.88
10. Search dead bodies for personal property	1.75	3.05	2.62
11. Search fire debris for evidence relating to the cause of the fire	1.31	3.21	2.59
12. Attend autopsies for evidentiary purposes	1.56	3.17	2.64
13. Interact with a person with a mental disorder or developmental disability	2.95	3.31	3.19
14. Investigate cyberbullying	1.63	2.93	2.50
15. Investigate human trafficking	1.39	3.66	2.91
16. Investigate identity theft	2.20	3.01	2.74
CRIMINAL PROCEDURE			
20. Collect interim bond	2.37	2.76	2.63
21. Interrogate suspect or witness in conjunction with polygraph results	1.61	3.14	2.64
22. Interview suspects	3.72	3.63	3.66
23. Complete the return and tabulation of search warrants following service	2.15	3.26	2.89
24. Document confessions using audio and/or video	2.83	3.52	3.29
25. Verify arrest warrants before service	3.37	3.79	3.65
26. Search automobile based on probable cause	3.40	3.34	3.36
27. Search premises or property without a warrant	2.22	3.69	3.21
28. Search persons without a warrant	3.14	3.58	3.44
29. Detain a person based on reasonable suspicion	3.03	3.24	3.17
30. Stop a moving vehicle based on reasonable suspicion	3.21	3.10	3.13
CRIME SCENE PROCESSING			
32. Collect evidence and personal property from crime scenes	2.42	3.25	2.98
33. Conduct inventory of seized property (e.g., vehicles)	2.73	3.14	3.01
34. Protect crime scene (limit access)	2.30	3.55	3.14
35. Maintain crime scene log	1.52	3.25	2.68
36. Dust, photograph, and lift latent fingerprints	1.90	3.10	2.70
38. Impound vehicles	2.73	2.61	2.65
39. Release confiscated property	1.96	2.93	2.61
40. Protect digital or electronic evidence at crime scene	2.00	3.37	2.91

CORE TASKS	Frequency	Criticality	Composite
PATROL PROCEDURES – JUVENILES			
52. Conduct follow-up procedures with juvenile offenders (release to parents, petition court, etc.)	2.00	2.80	2.54
56. Provide information to Child Protective Services (CPS)	2.21	2.94	2.70
57. Determine if an offense is a criminal or a status offense	2.83	3.00	2.94
58. Interview juveniles to obtain statements (initial basic reporting)	2.17	3.03	2.74
PATROL PROCEDURES – PATROL OPERATIONS			
59. Check persons for wants/warrants using LEIN through dispatch	4.07	3.42	3.63
60. Check stolen status on property through LEIN through dispatch	2.74	3.17	3.03
61. Conduct preventative and minor maintenance of an emergency vehicle (e.g., headlight, tire pressure)	3.27	3.31	3.30
62. Operate LEIN terminal to check persons, property, court orders, and to confirm warrants	4.20	3.23	3.55
63. Participate in meetings with other officers (e.g., briefings, departmental staff meetings)	3.40	2.82	3.01
64. Prepare clothing and personal equipment to satisfy inspection requirements	3.65	2.69	3.01
65. Provide back-up assistance	4.10	3.93	3.99
66. Receive patrol assignments	3.52	2.84	3.06
67. Assist canine (K-9) units	2.51	3.19	2.96
68. Use crime frequencies, or crime statistics, to determine patrol patterns	2.15	2.71	2.53
PATROL PROCEDURES – PATROL TECHNIQUES			
74. Obtain field contact information	2.63	2.56	2.58
75. Observe and identify colors of automobiles, suspects' clothing, paint chips, etc.	2.93	3.05	3.01
76. Inspect for and remove obstructions on roadway or railroad	2.89	2.82	2.84
81. Patrol freeways	3.41	3.09	3.20
PATROL PROCEDURES – REPORT WRITING			
88. Attach witness statements to reports	2.82	3.03	2.96
89. Attach photos and videos to reports	3.20	3.10	3.13
91. Prepare search warrants (e.g., blood, mobile devices)	2.33	3.37	3.03
92. Prepare prosecution forms	3.11	3.12	3.12
93. Use computer to prepare reports	4.41	3.05	3.50
94. Take detailed field notes so reports can be completed	4.13	3.36	3.62
95. Write detailed incident reports	4.34	3.56	3.82
96. Spell words correctly in written communication	4.55	3.22	3.66
97. Write reports clearly and concisely to convey intended ideas in brief fashion	4.51	3.53	3.85
98. Write reports using correct grammar so documents are understandable and professional	4.51	3.42	3.78

CORE TASKS	Frequency	Criticality	Composite
DETENTION AND PROSECUTION – CASE PROSECUTION			
99. Bring evidence into court	1.83	3.39	2.88
DETENTION AND PROSECUTION – RECEIVING AND BOOKING PROCESS			
115. Collect arrestees' DNA (e.g., swabs)	1.84	3.08	2.67
116. Verify identity of prisoners	2.17	3.44	3.02
123. Document injuries to prisoners	1.47	3.04	2.52
POLICE SKILLS – EMERGENCY VEHICLE OPERATION			
128. Operate a patrol vehicle in an emergency response manner	3.65	4.36	4.13
129. Operate a patrol vehicle in a motor vehicle pursuit	1.54	4.38	3.44
130. Operate a patrol vehicle in a non-emergency (routine patrol) manner	4.37	3.81	3.99
POLICE SKILLS – FIRST AID			
131. Conduct an initial patient survey (check for ABCs)	2.03	3.90	3.28
132.Administer/deploy Automatic External Defibrillator (AED)	1.26	3.99	3.09
135. Apply first aid to treat for broken bones	1.31	3.19	2.57
139. Apply first aid to treat for diabetic reaction	1.33	3.58	2.83
145. Apply first aid to treat for puncture wound	1.27	3.44	2.72
146. Apply first aid to treat for seizure	1.29	3.33	2.66
152. Extricate trapped persons	1.47	3.87	3.08
POLICE SKILLS – FIREARMS			
153. Discharge firearms to euthanize animals	2.01	3.40	2.94
154. Discharge firearm in reduced light levels	1.58	4.05	3.23
155. React appropriately to threat to life or great bodily harm	1.75	4.46	3.56
156. Reload firearm under combat conditions	1.23	4.45	3.39
157. Clear firearm malfunctions	1.45	4.34	3.39
158. Secure weapon other than own	2.03	4.25	3.52
159. Participate in debriefing after duty-related firearm discharge	1.25	3.53	2.78
160. Respond to an ongoing act of violence (e.g., school shooting)	1.42	4.48	3.47
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)	1.11	4.48	3.37
162. Subdue persons resisting arrest using less than lethal devices (e.g., baton, PR-24, Asp, Taser, bean-bag round, etc.)	1.40	4.06	3.19
163. Subdue persons resisting arrest without the use of weapons/devices (e.g., physical force, control techniques, etc.)	1.83	4.00	3.28
164. Defend self from an attack	1.39	4.47	3.46
165. Retain firearm from suspect attempting to disarm officer	1.12	4.58	3.44
TRAFFIC – MOTOR VEHICLE TRAFFIC CRASH INVESTIGATION			
170. Locate and interview witnesses to traffic crash	2.54	2.66	2.62

CORE TASKS	Frequency	Criticality	Composite
TRAFFIC – TRAFFIC CONTROL AND ENFORCEMENT			
181. Determine speed of vehicles using speed measurement devices (e.g., Laser, Lidar, Radar, etc.)	3.38	2.79	2.98
187. Issue citations (e.g., parking, traffic, to pedestrians, to bicycle riders)	2.95	2.45	2.62
190. Verify possession of an authentic auto insurance certificate	3.19	2.42	2.68
TRAFFIC – VEHICLE STOPS			
193. Stop vehicles to conduct routine (unknown risk) vehicle stop	3.39	3.14	3.22
194. Conduct high risk vehicle stop	2.30	4.16	3.55
195. Verify vehicle information	3.97	2.75	3.15
196. Determine the best location for a traffic stop	4.05	3.48	3.67
SPECIAL OPERATIONS – CIVIL DISORDERS			
198. Confront groups of agitated people in a riot formation	1.25	3.57	2.81
204. Engage in small squad tactics at riot or crowd disturbance	1.33	3.70	2.92
SPECIAL OPERATIONS – EMERGENCY PREPAREDNESS/DISASTER CONTROL			
209. Investigate weapons of mass destruction (WMD) threats or incidents	1.08	4.03	3.06
212. Secure scene of a bomb threat	1.16	4.07	3.11
SPECIAL OPERATIONS – TACTICAL OPERATIONS			
213. Participate in the execution of a search warrant	2.44	3.77	3.33
214. Perform special/undercover assignment (e.g., vice, prostitution, narcotics)	1.43	3.54	2.84
215. Search the perimeter of an emergency incident or tactical operation	1.73	3.75	3.08
216. Check security access points (airport gates, VIP locations, buildings)	1.37	3.29	2.66
GENERAL ADMINISTRATION			
221. Evaluate officers in on-the-job training (FTO)	1.96	3.30	2.86
222. Exchange necessary information with other law enforcement officials	2.93	2.94	2.93
225. Instruct on-the-job training	1.97	2.92	2.61
226. Investigate and report on police applicant's background	1.44	3.02	2.50
233. Summarize total shift activities in department system (e.g., logbook, online automated system)	3.09	2.39	2.62
234. Test and evaluate police equipment	2.11	2.70	2.50
236. Utilize department records to assist in an investigation	2.75	2.75	2.75
239. Write performance evaluation reports on other officers (e.g. FTO ratings)	1.86	3.01	2.63
PHYSICAL ABILITY			
242. Stand continuously for more than one-half of the work shift (e.g., guard duty or point control)	2.15	2.90	2.65
244. Walk continuously for more than one-half of the work shift (e.g., foot patrol)	1.90	2.80	2.50

APPENDIX D

Non-Core Tasks

NON-CORE TASKS	Frequency	Criticality	Composite
CRIMINAL INVESTIGATION			
8. Conduct a corporeal line-up	1.38	3.03	2.48
CRIMINAL PROCEDURE			
17. Serve personal protection orders (PPO)	1.47	2.61	2.23
18. Serve foreign protection orders (FPO)	1.14	2.26	1.89
19. Arrest or cite persons for violations of environmental laws or regulations	1.45	2.41	2.10
CRIME SCENE PROCESSING			
31. Cast impressions at crime scene (e.g., plaster cast, silicone, etc.)	1.29	2.78	2.29
37. Estimate property values of stolen or recovered goods	2.30	2.33	2.32
PATROL PROCEDURES – INTERPERSONAL RELATIONS			
41. Assist elderly or disabled individuals with personal mobility problems or mobility impairment (e.g., blind, wheelchair bound)	1.92	2.52	2.32
42. Participate in crime prevention programs (e.g., Neighborhood Watch, community meetings, etc.)	1.65	2.39	2.14
43. Give a talk in front of a group of citizens regarding crime prevention	1.65	2.35	2.12
44. Give directions to citizens (e.g., street locations)	3.00	2.24	2.49
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	2.13	2.43	2.33
46. Interact with a subject who has a communication impairment because of a physical handicap (e.g., is deaf, has a speech impediment)	1.98	2.55	2.36
47. Mediate civil disputes (e.g. landlord-tenant, repossession dispute)	2.65	2.24	2.38
48. Listen to citizen complaints regarding tickets or other minor offenses	2.68	2.33	2.44
49. Provide recommendations to business owners regarding security	2.14	2.27	2.23
50. Refer persons to agencies that provide social services	2.28	2.32	2.30
51. Refer citizen encounters to Community Mental Health (CMH)	2.13	2.47	2.36
PATROL PROCEDURES – JUVENILES			
53. Conduct parent-juvenile conferences (to advise, notify, inform, counsel)	1.66	2.51	2.23
54. Counsel juveniles (on issues other than criminal matters)	1.91	2.44	2.27
55. Pick up children as directed by court order (e.g., divorce proceedings)	1.28	2.53	2.11
PATROL PROCEDURES – PATROL TECHNIQUES			
69. Advise vehicle owners to remove abandoned vehicles	1.99	1.96	1.97
70. Check homes of persons on vacation	1.99	1.94	1.96
71. Check individuals/businesses for compliance with licensing requirements (e.g., hunting, liquor, dance permit, vendors, etc.)	1.53	2.01	1.85
72. Escort money, valuables or people to provide security	1.29	2.42	2.05
73. Escort processions (e.g., parades, oversized trucks, funerals)	1.59	2.18	1.98

NON-CORE TASKS	Frequency	Criticality	Composite
77. Investigate complaints of illegal aliens	1.39	2.54	2.16
78. Move disabled vehicles with patrol car	1.90	2.42	2.25
79. Observe persons for hunting violations	1.35	2.17	1.90
80. Operate fire extinguisher (e.g., to fight vehicle fires)	1.48	2.71	2.31
82. Patrol on bicycle	1.16	1.99	1.71
83. Patrol on foot	1.79	2.35	2.16
84. Patrol on motorcycle	1.10	2.39	1.96
85. Patrol on horse	1.07	1.73	1.51
86. Patrol on watercraft	1.09	2.00	1.70
PATROL PROCEDURES – REPORT WRITING			
87. Dictate reports into recording devices	1.86	2.26	2.13
90. Prepare list (hot sheet) of wanted persons for department use	1.48	2.53	2.18
DETENTION AND PROSECUTION – CASE PROSECUTION			
100. Testify in civil cases	1.56	2.47	2.17
101. Testify in Driver's License Appeals Division (DLAD) hearing	1.39	2.83	2.35
102. Testify in Secretary of State implied consent hearings	1.29	2.83	2.32
103. Testify in liquor board hearings	1.12	2.62	2.12
104. Testify in parole or probation hearings	1.23	2.90	2.35
DETENTION AND PROSECUTION – CIVIL PROCESS			
105. Prepare mental health orders/petitions (e.g., persons requiring treatment (PRT) committal papers)	1.50	2.74	2.34
106. Serve and prepare civil process papers	1.17	1.98	1.71
107. Serve probate orders (e.g., mental health, juvenile, adult offender)	1.15	2.19	1.85
DETENTION AND PROSECUTION – RECEIVING AND BOOKING PROCESS			
108. Provide prisoner with information about contacting a bondsman	1.41	1.64	1.56
109. Assist prisoner in contacting an attorney	1.26	1.74	1.58
110. Answer inquiries concerning prisoners	1.62	1.88	1.79
111. Assess medical condition of prisoners	1.71	2.84	2.47
112. Check identity of prisoners leaving facility	1.29	2.86	2.35
113. Check individual making bond for wants or warrants	1.69	2.85	2.47
114. Check legal status of a prisoner's case (e.g., check with court or prosecutor's office)	2.01	2.57	2.39
117. Complete documents for transfer of prisoner to county jail	1.79	2.68	2.39
118. Confer with physicians regarding prisoner's medical condition	1.47	2.59	2.22
119. Escort prisoners to medical appointments and/or for medical clearance	1.24	2.34	1.98
120. Inspect identification of visitors	1.19	2.33	1.95

NON-CORE TASKS	Frequency	Criticality	Composite
121. Photograph prisoners	1.58	2.63	2.28
122. Process prisoners for release	1.18	2.34	1.96
124. Strip search prisoner	1.09	2.84	2.26
125. Facilitate cavity search of prisoner	1.08	2.83	2.25
126. Review arrest documents before accepting prisoner	1.27	2.61	2.17
127. Talk with families of adult suspects or defendants (advise, inform, notify, counsel)	1.56	2.23	2.01
POLICE SKILLS – FIRST AID			
133. Apply first aid to treat for abrasions	1.69	2.54	2.26
134. Apply first aid to treat for animal bites	1.20	2.65	2.17
136. Apply first aid to treat for burns	1.22	3.21	2.56
137. Apply first aid to treat for chemical burns	1.16	3.31	2.60
138. Apply first aid to treat for convulsions	1.19	3.29	2.60
140. Apply first aid to treat for electric shock	1.14	3.55	2.75
141. Apply first aid to treat for eye injuries	1.17	3.24	2.56
142. Apply first aid to treat for frostbite	1.12	3.20	2.51
143. Apply first aid to treat for heat exhaustion	1.22	3.43	2.70
144. Apply first aid to treat for heat stroke	1.19	3.55	2.77
147. Apply first aid to treat for shock	1.24	3.75	2.92
148. Apply first aid to treat for sprains and strains	1.27	2.68	2.21
149. Apply first aid to treat for stab wounds	1.23	3.88	3.00
150. Apply first aid to treat for stroke	1.18	3.78	2.92
151. Assist with child birth	1.06	3.75	2.86
TRAFFIC – MOTOR VEHICLE TRAFFIC CRASH INVESTIGATION			
166. Inform driver of towed vehicle's location	2.82	2.24	2.43
167. Facilitate the exchange of information between persons involved in a traffic crash	2.66	2.28	2.40
168. Interview mechanic for relevant traffic crash information (e.g., condition of vehicle parts)	1.43	2.32	2.03
169. Investigate damage to roadway	2.08	2.51	2.37
171. Match color of known origin to suspect sample (e.g., paint chip found at scene of accident matched to suspect vehicle)	1.72	2.75	2.41
172. Measure skid marks for calculation of approximate vehicle speed	1.43	2.72	2.30
173. citizens of damage to their property	2.03	2.47	2.33
174. Request citizens to assist with traffic control in an emergency	1.29	2.66	2.21
175. Review crashes with traffic crash investigators	1.66	2.59	2.28
176. Take coordinate measures of traffic crash scenes (e.g., triangulation)	1.37	2.79	2.32
177. Test operating condition of crash vehicle equipment (e.g. brake light, tread wear)	1.37	2.71	2.27

NON-CORE TASKS	Frequency	Criticality	Composite
TRAFFIC – TRAFFIC CONTROL AND ENFORCEMENT			
178. Calibrate preliminary breath test (PBT)	1.65	2.70	2.35
179. Advise appropriate agency of traffic engineering needs	1.34	2.52	2.13
180. Arrest or cite persons for unlawful use of recreational vehicles or watercraft	1.31	2.39	2.03
182. Complete operators license re-examination form	1.50	2.63	2.25
183. Inspect commercial vehicles for code compliance	1.28	2.37	2.01
184. Inspect off road vehicles	1.29	2.18	1.89
185. Inspect private vehicle for conformance with vehicle code	2.18	2.32	2.27
186. Inspect watercraft for conformance with marine safety requirements	1.12	2.11	1.79
188 Plan traffic detours	1.33	2.45	2.08
189. Verify compliance on withdrawal citations (e.g., no proof of registration, no proof of insurance, no operators license)	2.39	2.34	2.35
TRAFFIC – VEHICLE STOPS			
191. Identify or document train identification number (lead engine number)	1.17	2.20	1.86
192. Stop off road vehicles (e.g., snowmobiles, ATV/UTV)	1.53	2.14	1.94
SPECIAL OPERATIONS – CIVIL DISORDERS			
197. Communicate with management and labor over strike disturbances	1.11	2.50	2.04
199. Escort vehicles or persons through picket lines or demonstrations	1.16	3.17	2.51
200. Explain demonstration permit to demonstrators	1.08	2.86	2.28
201. Guard strategic locations during civil disorders and strikes	1.21	3.31	2.62
202. Patrol riot stricken or civil disturbance areas	1.24	3.43	2.71
203. Watch for illegal activity at labor disputes, demonstrations, etc.	1.21	3.04	2.44
SPECIAL OPERATIONS – EMERGENCY PREPAREDNESS/DISASTER CONTROL			
205. Fight structural fires	1.14	3.02	2.40
206. Identify contents of railroad car or semi-truck for hazardous cargo	1.13	3.51	2.73
207. Perform weather watch service	1.15	2.21	1.86
208. Investigate hazardous materials incidents	1.16	3.52	2.74
210. Implement incident command system	1.16	3.42	2.67
211. Investigate environmental crimes	1.17	2.85	2.30
GENERAL ADMINISTRATION			
217. Act as department court officer	1.77	2.49	2.25
218. Attend informal in-service training (e.g., roll call, called in from patrol)	2.01	2.36	2.25
219. Confer with parole/probation officer	2.02	2.25	2.17
220. Enter data on cards for filing	1.26	1.98	1.74
223. Explain department's recruiting policies	2.13	2.28	2.23
224. Fingerprint persons for non-criminal reasons (e.g. professional licensing)	1.47	1.92	1.78

NON-CORE TASKS	Frequency	Criticality	Composite
227. Issue bicycle licenses/registrations	1.06	1.45	1.32
228. Issue road-kill possession permits	1.74	1.51	1.59
229. Locate documents and information in records system	2.15	2.11	2.12
230. Notify public agencies or utilities of damage to their equipment	1.68	2.32	2.11
231. Participate in required physical exercise program	1.83	2.56	2.32
232. Provide information to persons participating in ride-along program	1.75	2.39	2.18
235. Update spot/pin maps	1.37	2.10	1.86
237. Write interoffice memos	1.69	2.15	2.00
238. Write letters on behalf of the department	1.26	2.38	2.01
240. Write policy material for department manuals	1.11	2.78	2.23
PHYSICAL ABILITY			
241. Perform water rescue	1.12	3.92	3.00
243. Wade through marshes, swamp land or waterways	1.51	2.97	2.49

APPENDIX E

Sources of Information

Composite Ratings of Core Sources of Information

Core Source of Information	Michigan State Police
Agency directives (e.g., policies, procedures, rules, regulations)	3.92
Alerts (e.g., Amber alerts)	3.07
Attorney General Opinions	2.53
Briefing sheets	2.75
Cell phone apps	3.32
Computer bulletin boards	2.68
Court decisions	3.34
Criminal Law and Procedure Texts	3.70
Federal statutes	2.69
Field guides (e.g., NATB book, Physicians Desk Reference, etc.)	2.56
First aid manual	2.84
Hazardous Materials Manual	2.71
Interoffice memos	3.00
Legislative updates	3.27
LEIN/NCIC printouts	3.89
Maps (State, County, City)	3.85
Michigan Automated Prescription System	2.68
Michigan Compiled Laws/Michigan Statutes Annotated	3.65
Michigan Vehicle Code	3.95
Pawn shop property tracking software (e.g., LEADS, BWI)	2.58
Police incident reports/databases	4.09
Professional law enforcement publications (e.g., FBI Bulletin, Law and Order, etc.)	2.81
Prosecutor bulletins	2.63
Social Media	3.15
State police intelligence reports	3.44
Training bulletins	2.84
UD-10 Manual	2.53
Wanted bulletins	3.00
Web-based databases (e.g., Lexis/Nexis, Westlaw, TLO, judiciary homepages, etc.)	3.70

Composite Ratings of Non-Core Sources of Information

Non-Core Source of Information	Michigan State Police
ATF eTrace	2.02
Distance learning webinars (e-learning)	2.31
Fish and game statutes	2.22
Homeland Security resources	2.42
Jury instructions	2.02
Legal transcripts (written record of legal proceedings)	2.40
Local ordinances	2.31
Michigan Liquor Control Act	2.32
Telephone book	2.09

APPENDIX F

Equipment

Percent of Respondents using Core Equipment

Core Equipment	Michigan State Police
Anti-bacterial wash	89.11
Audio recording device	87.43
Automobile	98.88
Battery jumper cables	78.21
Body armor (e.g., hidden vest, exterior vest)	97.21
Canine	56.15
Cellular phone	99.44
Computer—desktop	94.97
Computer—laptop	96.37
Crisscross directory (e.g., Bressers, Lexis-Nexis)	58.94
Drug and narcotic identification field kit	68.16
Equipment bag (gear bag)	92.46
Evidence Processing kit (fingerprinting, casting, CSI kit)	60.06
Evidential breath alcohol test instrument (e.g., DataMaster)	74.86
Fingerprint Live-Scan machine	58.94
First aid kit	70.95
Flares	73.46
Flashlight	97.49
Four wheel drive vehicle	55.87
Gloves (e.g., latex, rubber, leather)	97.77
GPS	91.34
Handcuffs	97.49
Hand-held police radio	98.88
In-car camera/video/Dash Cam	89.39
Overhead lights/siren	88.83
Patrol Rifle	65.64
Photographic equipment	80.73
Pocket knife	86.31
Police car radio	96.37
Police microphone on officer	71.79
Portable printer (e.g., ticket, LEIN)	88.27
Preliminary breath test instrument (PBT)	82.96
Semi-automatic magazines (extra)	63.13
Semi-automatic pistol	76.54
Shotgun	60.06
Smartphone	97.21
Speed detection device (RADAR, LIDAR, Laser)	79.89
Spot light	86.59
Tactical ballistic vest/AVI/heavy vest (e.g., load-bearing equipment)	71.79
Traffic vest (illuminated/reflective)	82.68
Weapon mounted lights	70.11

Percent of Respondents using Non-Core Equipment

Non-Core Equipment	Michigan State Police
All-terrain vehicle	19.27
Animal control equipment (e.g., noose, gloves, net)	7.26
Armored vehicle (e.g., BearCat, MRAP)	8.94
Automatic External Defibrillator (AED)	18.99
Axe	23.74
Ballistic helmet	20.11
Ballistic shield	11.17
Baton (e.g., night stick, PR-24, Kubotan)	21.79
Battering Ram	13.97
Battery jumper device (self-contained power source)	23.46
Bicycle/bicycle helmet	4.47
Binoculars	48.88
Biohazard suit	8.10
Blanket	43.30
Bloodborne pathogen kit	9.50
Business directory	49.16
Car door lock opening device	11.45
Chemical agent gas gun	4.47
Chemical agent grenade (e.g., tear gas)	4.19
Chemical agent spray (e.g., pepper, mace, tear gas)	11.17
Computerized crash investigation equipment (e.g., FARO, total station)	15.64
Computer—personal tablet	16.76
Decibel reader	1.40
Dictating machine	20.67
Digital body camera	2.23
Drones	8.10
Equipment for water rescue (e.g., rope, rescue disc, throw bag)	7.54
Fire extinguisher	29.89
Flex-cuffs (zip cuffs)	37.99
Gas mask	31.01
Illuminated traffic baton	8.10
Leg restraints	17.04
Less lethal weapon (e.g., Taser, bean bag, flashbang, stingball, pepper ball, etc.)	26.54
Manual control for traffic signal	21.79
Metal detector	7.54
Mobile command post vehicle	19.55
Mobile fingerprint machine	30.73
Multi-gas meter	1.68
Naloxone (Narcan)	19.27
Officer tracking GPS	33.52
Oxygen tanks	3.63

Non-Core Equipment	Michigan State Police
Pneumatic tool for extracting trapped person (e.g., Jaws of Life, Porta Power)	3.91
Police barrier tape	48.88
Pry bar	31.28
Public address system	44.41
Pylons/cones/traffic barricades	32.12
Revolver	5.03
Rope/cord	26.54
Self-contained air pack (SCBA)	6.70
Sharps container	33.80
Stop sticks	12.01
Surgical mask (pocket mask)	12.57
Tape ruler	43.30
Tool kit	48.04
Tourniquet	18.72
Vehicle locating/tracking technology	29.89
Vision-enhancing technology (e.g., night-vision goggles, hand-held FLIR)	20.95
Window punch	17.32