

# **AGENCY SPECIFIC RESPONSES**

**Small Sheriff Department**

**Prepared for the**

**MICHIGAN COMMISSION ON LAW ENFORCEMENT STANDARDS**



**By**

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## **CHAPTER 1: Introduction**

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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 21<sup>st</sup> 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**

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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**

<b>Frequency of Performance</b>				
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
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

  

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

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

## CHAPTER 3: Description of the Sample

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 Small Sheriff department 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
<b><i>Small Sheriff Department</i></b>	<b><i>8</i></b>	<b><i>78</i></b>	<b><i>5</i></b>	<b><i>12</i></b>	<b><i>3</i></b>
Specialty Police Agencies	6	89	6	21	5
<b>Total</b>	<b>100</b>	<b>1,540</b>	<b>101</b>	<b>409</b>	<b>100</b>

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

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.

**Small Sheriff Departments – Patrol Officer Sample**

**Table 3  
Patrol Officers' Primary Shift Worked**

<b>Primary Shift</b>	<b>N</b>	<b>% of Total Responses</b>
Day	43	55
Afternoon	6	8
Evening/Night	19	24
Variety/Rotating	10	13
Not reported/unclear	0	0
<b>Total Number of Responses</b>	<b>78</b>	<b>100</b>

**Table 4  
Patrol Officers' Employment Status**

<b>Employment Status</b>	<b>N</b>	<b>% of Total Responses</b>
Full-time	76	97
Part-time	2	3
Not reported	0	0
<b>Total Number of Responses</b>	<b>78</b>	<b>100</b>

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

<b>Primary Responsibility(ies)</b>	<b>N</b>	<b>% of Total Responses</b>
Patrol	70	90
Criminal Investigation	2	3
Traffic Enforcement	4	5
Community Relations	0	0
Vice Investigation	0	0
Narcotics Investigation	1	1
Other	1	1
<b>Total Number of Responses</b>	<b>78</b>	<b>100</b>

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

<b>Time</b>	<b>N</b>	<b>% of Total Responses</b>
0-6 months	0	0
More than 6 months to less than 1 year	2	3
More than 1 year to less than 2 years	9	12
More than 2 years to less than 3 years	7	9
More than 3 years to less than 5 years	7	9
More than 5 years to less than 10 years	8	10
More than 10 years	45	58
<b>Total Number of Responses</b>	<b>78</b>	<b>101</b>

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

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

<b>Age</b>	<b>N</b>	<b>% of Total Responses</b>
18-24	6	8
25-34	27	35
35-44	22	28
45-54	19	24
55 and older	4	5
Not reported	0	0
<b>Total Number of Responses</b>	<b>78</b>	<b>100</b>

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

<b>Gender</b>	<b>N</b>	<b>% of Total Responses</b>
Male	76	97
Female	2	3
Not reported	0	0
<b>Total Number of Responses</b>	<b>78</b>	<b>100</b>

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

<b>EEOC Category</b>	<b>N</b>	<b>% of Total Responses</b>
American Indian or Alaskan Native	0	0
Asian/Pacific Islander	1	1
Black of African American	0	0
Hispanic/Latino	1	1
Multiple Ethnicities	1	1
White/Caucasian	74	95
Not reported	1	1
<b>Total Number of Responses</b>	<b>78</b>	<b>99</b>

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

**Table 10**  
**Rank/Job Title of Officers in Patrol Sample**

<b>Rank</b>	<b>N</b>	<b>% of Total Responses</b>
Patrol Officer	13	17
Trooper	0	0
Deputy	63	81
Public Safety Officer	0	0
Corporal	0	0
Sergeant	2	3
Other	0	0
<b>Total Number of Responses</b>	<b>78</b>	<b>101</b>

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

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

<b>Highest Grade Completed Before Employed as a Police Officer</b>	<b>N</b>	<b>% of Total Responses</b>
GED	1	1
High School degree	0	0
Some Undergraduate	4	5
Associate degree	43	55
Undergraduate degree	29	37
Master's degree	0	0
Ph.D., J.D., or equivalent	0	0
Not reported	1	1
<b>Total Number of Responses</b>	<b>78</b>	<b>99</b>

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

**Small Sheriff Departments – 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**

<b>Primary Responsibility(ies)</b>	<b>N</b>	<b>% of Total Responses</b>
Patrol	7	58
Criminal Investigation	2	17
Traffic Enforcement	0	0
Community Relations	0	0
Vice Investigation	0	0
Narcotics Investigation	0	0
Other	3	25
<b>Total Number of Responses</b>	<b>12</b>	<b>100</b>

**Table 13**  
**Supervisors' Primary Shift Worked**

<b>Primary Shift</b>	<b>N</b>	<b>% of Total Responses</b>
Day	7	58
Afternoon	1	8
Evening/Night	3	25
Variety/Rotating	1	8
<b>Total Number of Responses</b>	<b>12</b>	<b>99</b>

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

**Table 14**  
**Supervisors' Employment Status**

<b>Employment Status</b>	<b>N</b>	<b>% of Total Responses</b>
Full-time	12	100
Part-time	0	0
Not reported	0	0
<b>Total Number of Responses</b>	<b>12</b>	<b>100</b>

**Table 15**  
**Current Rank of Officers in Supervisor Sample**

<b>Rank</b>	<b>N</b>	<b>% of Total Responses</b>
Chief	0	0
Corporal	0	0
Lieutenant	2	17
Patrol Officer	0	0
Sergeant	8	67
Other	2	17
<b>Total Number of Responses</b>	<b>12</b>	<b>101</b>

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

**Table 16**  
**Supervisor Length of Time as a Licensed Law Enforcement Officer in the State of Michigan**

<b>Type of Agency</b>	<b>N</b>	<b>% of Total Responses</b>
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	0	0
More than 10 years	12	100
<b>Total Number of Responses</b>	<b>12</b>	<b>100</b>

**Table 17**  
**Length of Time Serving as a Supervisor of Officers Assigned to Patrol Duties in the State of Michigan**

<b>Type of Agency</b>	<b>N</b>	<b>% of Total Responses</b>
I do not supervise patrol officers	0	0
0-6 months	0	0
More than 6 months to less than 1 year	1	8
More than 1 year to less than 2 years	1	8
More than 2 years to less than 3 years	2	17
More than 3 years to less than 10 years	3	25
More than 10 years	5	42
<b>Total Number of Responses</b>	<b>12</b>	<b>100</b>

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

<b>Age</b>	<b>N</b>	<b>% of Total Responses</b>
18-24	0	0
25-34	0	0
35-44	5	42
45-54	6	50
55 and older	1	8
Not reported	0	0
<b>Total Number of Responses</b>	<b>12</b>	<b>100</b>

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

<b>Gender</b>	<b>N</b>	<b>% of Total Responses</b>
Male	12	100
Female	0	0
Not reported	0	0
<b>Total Number of Responses</b>	<b>12</b>	<b>100</b>

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

<b>EEOC Category</b>	<b>N</b>	<b>% of Total Responses</b>
American Indian or Alaskan Native	0	0
Asian/Pacific Islander	0	0
Black or African American	0	0
Hispanic/Latino	0	0
White Caucasian	12	100
Multiple Ethnicities	0	0
Not reported	0	0
<b>Total Number of Responses</b>	<b>12</b>	<b>100</b>

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

<b>Highest Grade Completed Before Employed as a Police Officer</b>	<b>N</b>	<b>% of Total Responses</b>
GED	0	0
High School degree	1	8
Some Undergraduate	1	8
Associate degree	4	33
Undergraduate degree	6	50
Master's degree	0	0
Ph.D., J.D., or equivalent	0	0
Not reported	0	0
<b>Total Number of Responses</b>	<b>12</b>	<b>99</b>

Note: The total % of responses is less 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 Small Sheriff 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 21<sup>st</sup> Century**

<b>How Well Prepared?</b>	<b>N</b>	<b>% of Total Responses</b>
Not applicable	0	0
Very little	2	11
Fairly well	4	22
Quite well	8	44
Very well	4	22
<b>Total</b>	<b>18</b>	<b>99</b>

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

### **Additional Information**

Patrol officers from Small Sheriff departments indicated that they spent an average of 87% of their time working alone. Approximately 1% of the officers indicated that they work alone less than 10% of the time, while approximately 74% indicated that they work alone at least 90% of the time.

## CHAPTER 4: Data Analysis

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The data were analyzed to describe the job of Patrol Officer in the State of Michigan as it exists in 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. Composite Score – Data from the two rating scales (criticality and frequency) were combined to create a composite score for each agency type. The composite was created using the same methodology implemented in 1979 and used in both 1996 and 2006, with criticality receiving the majority weight (67%). The range for the composite was 1 to 5, and it was calculated by summing each agency type’s weighted mean Criticality response (.67 x mean criticality) and weighted mean Frequency response (.33 x mean frequency).
2. The mean frequency rating for each task across all agency types – Mean frequency plays a role in that regardless of a task’s criticality rating, if a task is virtually never performed, it should not be a significant part of the job. Therefore, in identifying core tasks, a minimum average frequency rating was implemented.
3. The mean CIP (criticality) rating for each task across all agency types – 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, 87 out of 244 tasks or 35.66 percent, were identified as core tasks. A list of the core tasks for Small Sheriff departments 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 Small Sheriff departments was used to identify core sources of information. Thirty of 38 sources of information (or 78.95 percent) were rated core. All 38 sources of information along with the composite scores for Small Sheriff departments 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 Small Sheriff departments indicated that they used the equipment, it was considered core. A total of 42 pieces of core equipment (or 42.42 percent) were identified. A list of the equipment along with the percentage of respondents using the equipment in Small Sheriff departments is given in Appendix F.

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

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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 Small Sheriff departments 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

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

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

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

## **APPENDIX A**

### **List of Core Tasks Identified from Previous JTAs**

## PATROL OFFICER CORE TASKS IDENTIFIED FROM PREVIOUS JTAs

Task
<b>CRIMINAL INVESTIGATION</b>
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
<b>CRIMINAL PROCEDURE</b>
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
<b>CRIME SCENE PROCESSING</b>
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

<b>Task</b>
<b>PATROL PROCEDURES – INTERPERSONAL RELATIONS</b>
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
<b>PATROL PROCEDURES – JUVENILES</b>
44. Apprehend juvenile offenders
45. Place children in protective custody (e.g., child abuse)
<b>PATROL PROCEDURES – PATROL OPERATIONS</b>
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
<b>PATROL PROCEDURES – PATROL TECHNIQUES</b>
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

<b>Task</b>
<b>PATROL PROCEDURES – REPORT WRITING</b>
74. Summarize in writing the statements of witnesses and complainants
75. Transcribe field notes for reports
76. Write narrative reports
<b>DETENTION AND PROSECUTION – CASE PROSECUTION</b>
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
<b>DETENTION AND PROSECUTION – CIVIL PROCESS</b>
88. Enforce court issued order (e.g., writs, injunctions, PPOs)
89. Serve subpoenas
<b>DETENTION AND PROSECUTION – RECEIVING AND BOOKING PROCESS</b>
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
<b>POLICE SKILLS – FIRST AID</b>
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
<b>POLICE SKILLS – FIREARMS</b>
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
<b>POLICE SKILLS – POLICE PHYSICAL SKILLS</b>
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
<b>TRAFFIC – MOTOR VEHICLE TRAFFIC CRASH INVESTIGATION</b>
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
<b>TRAFFIC – OWI/OUID</b>
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

<b>Task</b>
<b>TRAFFIC – TRAFFIC CONTROL AND ENFORCEMENT</b>
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
<b>TRAFFIC – VEHICLE STOPS</b>
163. Inspect for vehicle identification number (VIN)
<b>SPECIAL OPERATIONS – CIVIL DISORDERS</b>
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
<b>SPECIAL OPERATIONS – EMERGENCY PREPAREDNESS/DISASTER CONTROL</b>
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
<b>SPECIAL OPERATIONS – TACTICAL OPERATIONS</b>
172. Conduct intelligence activities on known or suspected offenders
173. Conduct surveillance of individuals or locations
174. Organize surveillance of individuals or locations
<b>GENERAL ADMINISTRATION</b>
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)

<b>Task</b>
<b>PHYSICAL ABILITY</b>
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 enter and return to the survey, where you left off, by clicking the “start survey” link in the registration email. If you complete the survey in one session, it will take approximately one hour.

The survey contains the following 5 sections:

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

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

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

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

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

## Background Information

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

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

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

## Equipment Rating

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

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

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

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

## Sources of Information – General Overview

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

### Sources of Information – Frequency Ratings

#### Frequency Scale

**How Frequently do you use this source of information?**

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

Source of Information	1	2	3	4	5
1. Alerts (e.g., Amber alerts)	<input type="radio"/>				
2. Agency directives (e.g., policies, procedures, rules, regulations)	<input type="radio"/>				
3. ATF eTrace	<input type="radio"/>				
4. Attorney General Opinions	<input type="radio"/>				
5. Briefing sheets	<input type="radio"/>				
6. Cell phone apps	<input type="radio"/>				

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

## Sources of Information – Importance Ratings

### Importance Scale

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

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

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

## Tasks

### Task Rating Information

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

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

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

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

### Task Rating Instructions

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

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

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

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

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

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

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

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

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

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

pedestrians, to bicycle riders)					
188. Plan traffic detours	0	0	0	0	0
189. Verify compliance on withdrawal citations (e.g., no proof of registration, no proof of insurance, no operators license)	0	0	0	0	0
190. Verify possession of an authentic auto insurance certificate	0	0	0	0	0
<b>TRAFFIC – VEHICLE STOPS</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
191. Identify or document train identification number (lead engine number)	0	0	0	0	0
192. Stop off road vehicles (e.g., snowmobiles, ATV/UTV)	0	0	0	0	0
193. Stop vehicles to conduct routine (unknown risk) vehicle stop	0	0	0	0	0
194. Conduct high risk vehicle stop	0	0	0	0	0
195. Verify vehicle information	0	0	0	0	0
196. Determine the best location for a traffic stop	0	0	0	0	0
<b>SPECIAL OPERATIONS – CIVIL DISORDERS</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
197. Communicate with management and labor over strike disturbances	0	0	0	0	0
198. Confront groups of agitated people in a riot formation	0	0	0	0	0
199. Escort vehicles or persons through picket lines or demonstrations	0	0	0	0	0
200. Explain demonstration permit to demonstrators	0	0	0	0	0
201. Guard strategic locations during civil disorders and strikes	0	0	0	0	0
202. Patrol riot stricken or civil disturbance areas	0	0	0	0	0
203. Watch for illegal activity at labor disputes, demonstrations, etc.	0	0	0	0	0
204. Engage in small squad tactics at riot or crowd disturbance	0	0	0	0	0
<b>SPECIAL OPERATIONS – EMERGENCY PREPAREDNESS/DISASTER CONTROL</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
205. Fight structural fires	0	0	0	0	0
206. Identify contents of railroad car or semi-truck for hazardous cargo	0	0	0	0	0
207. Perform weather watch service	0	0	0	0	0
208. Investigate hazardous materials incidents	0	0	0	0	0
209. Investigate weapons of mass destruction (WMD) threats or incidents	0	0	0	0	0
210. Implement incident command system	0	0	0	0	0
211. Investigate environmental crimes	0	0	0	0	0
212. Secure scene of a bomb threat	0	0	0	0	0
<b>SPECIAL OPERATIONS – TACTICAL OPERATIONS</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
213. Participate in the execution of a search	0	0	0	0	0

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

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

## Core Tasks

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

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

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

# **APPENDIX C**

## **Core Tasks**

<b>CORE TASKS</b>	<b>Frequency</b>	<b>Criticality</b>	<b>Composite</b>
<b>CRIMINAL INVESTIGATION</b>			
1. Answer inquiries regarding the progress of a case	3.23	2.58	2.80
2. Inform victims of their rights, verbally or in writing	3.42	3.08	3.20
3. Investigate crimes against persons (assault, robbery, physical abuse, CSC, etc.)	3.72	3.83	3.80
4. Investigate crimes against property (MDOP, burglary, damage/theft of railroad car, fraud, etc.)	3.87	3.42	3.57
5. Investigate public order crimes (littering, disorderly, riots, etc.)	3.24	2.67	2.86
6. Investigate regulatory crimes (weapons, controlled substances, etc.)	3.44	3.50	3.48
9. Review crime lab reports to guide investigation	2.28	2.83	2.65
10. Search dead bodies for personal property	1.87	3.08	2.68
13. Interact with a person with a mental disorder or developmental disability	3.37	3.00	3.12
16. Investigate identity theft	2.67	2.75	2.72
<b>CRIMINAL PROCEDURE</b>			
17. Serve personal protection orders (PPO)	2.54	2.83	2.74
22. Interview suspects	3.97	3.50	3.66
23. Complete the return and tabulation of search warrants following service	2.21	3.42	3.02
24. Document confessions using audio and/or video	2.86	3.33	3.18
25. Verify arrest warrants before service	3.24	3.75	3.58
26. Search automobile based on probable cause	3.14	3.08	3.10
27. Search premises or property without a warrant	2.22	3.50	3.08
28. Search persons without a warrant	2.99	3.33	3.22
29. Detain a person based on reasonable suspicion	2.95	3.17	3.09
30. Stop a moving vehicle based on reasonable suspicion	3.58	2.83	3.08
<b>CRIME SCENE PROCESSING</b>			
32. Collect evidence and personal property from crime scenes	2.74	2.92	2.86
33. Conduct inventory of seized property (e.g., vehicles)	2.94	3.08	3.03
34. Protect crime scene (limit access)	2.19	3.25	2.90
36. Dust, photograph, and lift latent fingerprints	2.01	2.83	2.56
40. Protect digital or electronic evidence at crime scene	1.85	3.00	2.62
<b>PATROL PROCEDURES – INTERPERSONAL RELATIONS</b>			
47. Mediate civil disputes (e.g. landlord-tenant, repossession dispute)	3.44	2.25	2.64

<b>CORE TASKS</b>	<b>Frequency</b>	<b>Criticality</b>	<b>Composite</b>
<b>PATROL PROCEDURES – JUVENILES</b>			
56. Provide information to Child Protective Services (CPS)	2.60	3.08	2.92
57. Determine if an offense is a criminal or a status offense	3.10	2.92	2.98
58. Interview juveniles to obtain statements (initial basic reporting)	2.59	2.75	2.70
<b>PATROL PROCEDURES – PATROL OPERATIONS</b>			
59. Check persons for wants/warrants using LEIN through dispatch	4.45	3.33	3.70
60. Check stolen status on property through LEIN through dispatch	2.86	2.67	2.73
61. Conduct preventative and minor maintenance of an emergency vehicle (e.g., headlight, tire pressure)	3.32	3.08	3.16
62. Operate LEIN terminal to check persons, property, court orders, and to confirm warrants	4.63	3.08	3.59
63. Participate in meetings with other officers (e.g., briefings, departmental staff meetings)	3.73	2.67	3.02
64. Prepare clothing and personal equipment to satisfy inspection requirements	3.95	2.33	2.87
65. Provide back-up assistance	4.33	3.67	3.89
66. Receive patrol assignments	3.78	2.75	3.09
67. Assist canine (K-9) units	2.35	2.91	2.72
<b>PATROL PROCEDURES – PATROL TECHNIQUES</b>			
74. Obtain field contact information	3.68	2.33	2.78
75. Observe and identify colors of automobiles, suspects' clothing, paint chips, etc.	3.52	2.67	2.95
76. Inspect for and remove obstructions on roadway or railroad	3.42	2.75	2.97
<b>PATROL PROCEDURES – REPORT WRITING</b>			
88. Attach witness statements to reports	3.17	2.67	2.83
89. Attach photos and videos to reports	3.35	2.73	2.93
91. Prepare search warrants (e.g., blood, mobile devices)	2.14	3.17	2.83
92. Prepare prosecution forms	2.57	2.91	2.80
93. Use computer to prepare reports	4.77	2.75	3.42
94. Take detailed field notes so reports can be completed	4.53	3.00	3.51
95. Write detailed incident reports	4.69	3.25	3.72
96. Spell words correctly in written communication	4.79	2.83	3.48
97. Write reports clearly and concisely to convey intended ideas in brief fashion	4.79	3.25	3.76
98. Write reports using correct grammar so documents are understandable and professional	4.81	3.25	3.76

<b>CORE TASKS</b>	<b>Frequency</b>	<b>Criticality</b>	<b>Composite</b>
<b>DETENTION AND PROSECUTION – CASE PROSECUTION</b>			
99. Bring evidence into court	1.71	3.08	2.63
<b>DETENTION AND PROSECUTION – RECEIVING AND BOOKING PROCESS</b>			
116. Verify identity of prisoners	1.61	3.22	2.69
<b>POLICE SKILLS – EMERGENCY VEHICLE OPERATION</b>			
128. Operate a patrol vehicle in an emergency response manner	3.95	4.08	4.04
129. Operate a patrol vehicle in a motor vehicle pursuit	1.90	4.27	3.49
130. Operate a patrol vehicle in a non-emergency (routine patrol) manner	4.92	3.42	3.91
<b>POLICE SKILLS – FIRST AID</b>			
131. Conduct an initial patient survey (check for ABCs)	2.06	3.33	2.91
132. Administer/deploy Automatic External Defibrillator (AED)	1.62	3.67	2.99
139. Apply first aid to treat for diabetic reaction	1.44	3.18	2.61
152. Extricate trapped persons	1.60	3.55	2.90
<b>POLICE SKILLS – FIREARMS</b>			
153. Discharge firearms to euthanize animals	2.74	2.92	2.86
154. Discharge firearm in reduced light levels	1.97	3.42	2.94
155. React appropriately to threat to life or great bodily harm	2.01	4.50	3.68
156. Reload firearm under combat conditions	1.21	4.33	3.30
157. Clear firearm malfunctions	1.49	4.00	3.17
158. Secure weapon other than own	1.74	3.75	3.09
160. Respond to an ongoing act of violence (e.g., school shooting)	1.30	4.58	3.50
<b>POLICE SKILLS – POLICE PHYSICAL SKILLS</b>			
161. Arrest using lethal force other than the discharge of a firearm (i.e., using other means if separated from your weapon)	1.10	4.42	3.32
162. Subdue persons resisting arrest using less than lethal devices (e.g., baton, PR-24, Asp, Taser, bean-bag round, etc.)	1.44	3.75	2.99
163. Subdue persons resisting arrest without the use of weapons/devices (e.g., physical force, control techniques, etc.)	2.04	3.58	3.07
164. Defend self from an attack	1.40	4.50	3.48
165. Retain firearm from suspect attempting to disarm officer	1.04	4.58	3.41
<b>TRAFFIC – MOTOR VEHICLE TRAFFIC CRASH INVESTIGATION</b>			
170. Locate and interview witnesses to traffic crash	3.03	2.25	2.51
<b>TRAFFIC – TRAFFIC CONTROL AND ENFORCEMENT</b>			
181. Determine speed of vehicles using speed measurement devices (e.g., Laser, Lidar, Radar, etc.)	4.34	2.50	3.11
<b>TRAFFIC – VEHICLE STOPS</b>			
193. Stop vehicles to conduct routine (unknown risk) vehicle stop	4.13	2.58	3.09
194. Conduct high risk vehicle stop	1.95	3.83	3.21

195. Verify vehicle information	4.42	2.25	2.96
196. Determine the best location for a traffic stop	4.62	2.92	3.48
<b>CORE TASKS</b>	<b>Frequency</b>	<b>Criticality</b>	<b>Composite</b>
<b>SPECIAL OPERATIONS – EMERGENCY PREPAREDNESS/DISASTER CONTROL</b>			
209. Investigate weapons of mass destruction (WMD) threats or incidents	1.00	4.00	3.01
212. Secure scene of a bomb threat	1.16	4.25	3.23
<b>SPECIAL OPERATIONS – TACTICAL OPERATIONS</b>			
213. Participate in the execution of a search warrant	2.30	3.67	3.22
215. Search the perimeter of an emergency incident or tactical operation	1.58	3.83	3.09
216. Check security access points (airport gates, VIP locations, buildings)	1.58	3.00	2.53
<b>GENERAL ADMINISTRATION</b>			
222. Exchange necessary information with other law enforcement officials	3.27	2.67	2.87
233. Summarize total shift activities in department system (e.g., logbook, online automated system)	3.66	2.00	2.55
234. Test and evaluate police equipment	3.03	2.45	2.64
236. Utilize department records to assist in an investigation	3.51	2.33	2.72

# **APPENDIX D**

## **Non-Core Tasks**

<b>NON-CORE TASKS</b>	<b>Frequency</b>	<b>Criticality</b>	<b>Composite</b>
<b>CRIMINAL INVESTIGATION</b>			
7. Conduct a photographic line-up	1.38	2.67	2.24
8. Conduct a corporeal line-up	1.14	2.80	2.25
11. Search fire debris for evidence relating to the cause of the fire	1.28	3.00	2.43
12. Attend autopsies for evidentiary purposes	1.24	3.25	2.59
14. Investigate cyberbullying	2.06	2.50	2.36
15. Investigate human trafficking	1.12	3.33	2.60
<b>CRIMINAL PROCEDURE</b>			
18. Serve foreign protection orders (FPO)	1.14	2.67	2.16
19. Arrest or cite persons for violations of environmental laws or regulations	1.59	2.33	2.09
20. Collect interim bond	1.60	2.10	1.94
21. Interrogate suspect or witness in conjunction with polygraph results	1.26	3.08	2.48
<b>CRIME SCENE PROCESSING</b>			
31. Cast impressions at crime scene (e.g., plaster cast, silicone, etc.)	1.27	2.67	2.21
35. Maintain crime scene log	1.37	2.73	2.28
37. Estimate property values of stolen or recovered goods	2.50	2.17	2.28
38. Impound vehicles	2.97	2.25	2.49
39. Release confiscated property	1.55	2.58	2.24
<b>PATROL PROCEDURES – INTERPERSONAL RELATIONS</b>			
41. Assist elderly or disabled individuals with personal mobility problems or mobility impairment (e.g., blind, wheelchair bound)	2.09	2.25	2.20
42. Participate in crime prevention programs (e.g., Neighborhood Watch, community meetings, etc.)	1.47	2.00	1.83
43. Give a talk in front of a group of citizens regarding crime prevention	1.29	1.92	1.71
44. Give directions to citizens (e.g., street locations)	3.04	2.08	2.40
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	2.06	2.09	2.08
46. Interact with a subject who has a communication impairment because of a physical handicap (e.g., is deaf, has a speech impediment)	1.94	2.33	2.20
48. Listen to citizen complaints regarding tickets or other minor offenses	2.76	2.18	2.37
49. Provide recommendations to business owners regarding security	2.19	2.17	2.18
50. Refer persons to agencies that provide social services	2.54	2.08	2.23
51. Refer citizen encounters to Community Mental Health (CMH)	2.54	2.25	2.35

<b>NON-CORE TASKS</b>	<b>Frequency</b>	<b>Criticality</b>	<b>Composite</b>
<b>PATROL PROCEDURES – JUVENILES</b>			
52. Conduct follow-up procedures with juvenile offenders (release to parents, petition court, etc.)	2.23	2.33	2.30
53. Conduct parent-juvenile conferences (to advise, notify, inform, counsel)	1.76	2.09	1.98
54. Counsel juveniles (on issues other than criminal matters)	2.05	2.08	2.07
55. Pick up children as directed by court order (e.g., divorce proceedings)	1.50	2.45	2.14
<b>PATROL PROCEDURES – PATROL OPERATIONS</b>			
68. Use crime frequencies, or crime statistics, to determine patrol patterns	2.03	2.27	2.19
<b>PATROL PROCEDURES – PATROL TECHNIQUES</b>			
69. Advise vehicle owners to remove abandoned vehicles	2.32	1.83	2.00
70. Check homes of persons on vacation	2.91	2.08	2.36
71. Check individuals/businesses for compliance with licensing requirements (e.g., hunting, liquor, dance permit, vendors, etc.)	2.19	1.83	1.95
72. Escort money, valuables or people to provide security	1.26	1.73	1.57
73. Escort processions (e.g., parades, oversized trucks, funerals)	1.77	1.67	1.70
77. Investigate complaints of illegal aliens	1.25	2.27	1.93
78. Move disabled vehicles with patrol car	1.18	1.63	1.48
79. Observe persons for hunting violations	1.61	1.91	1.81
80. Operate fire extinguisher (e.g., to fight vehicle fires)	1.36	2.17	1.90
81. Patrol freeways	2.25	2.25	2.25
82. Patrol on bicycle	1.10	1.67	1.48
83. Patrol on foot	2.32	2.00	2.11
84. Patrol on motorcycle	1.01	1.50	1.34
85. Patrol on horse	1.00	1.33	1.22
86. Patrol on watercraft	1.14	2.10	1.78
<b>PATROL PROCEDURES – REPORT WRITING</b>			
87. Dictate reports into recording devices	1.71	2.29	2.10
90. Prepare list (hot sheet) of wanted persons for department use	1.47	2.38	2.08
<b>DETENTION AND PROSECUTION – CASE PROSECUTION</b>			
100. Testify in civil cases	1.53	2.67	2.29
101. Testify in Driver's License Appeals Division (DLAD) hearing	1.43	2.83	2.37
102. Testify in Secretary of State implied consent hearings	1.34	2.83	2.34
103. Testify in liquor board hearings	1.06	2.50	2.03
104. Testify in parole or probation hearings	1.16	2.92	2.34

<b>NON-CORE TASKS</b>	<b>Frequency</b>	<b>Criticality</b>	<b>Composite</b>
<b>DETENTION AND PROSECUTION – CIVIL PROCESS</b>			
105. Prepare mental health orders/petitions (e.g., persons requiring treatment (PRT) committal papers)	1.68	2.58	2.28
106. Serve and prepare civil process papers	2.61	2.27	2.38
107. Serve probate orders (e.g., mental health, juvenile, adult offender)	2.26	2.42	2.36
<b>DETENTION AND PROSECUTION – RECEIVING AND BOOKING PROCESS</b>			
108. Provide prisoner with information about contacting a bondsman	1.51	1.64	1.59
109. Assist prisoner in contacting an attorney	1.14	1.67	1.49
110. Answer inquiries concerning prisoners	1.62	1.36	1.45
111. Assess medical condition of prisoners	1.58	2.55	2.23
112. Check identity of prisoners leaving facility	1.09	2.64	2.13
113. Check individual making bond for wants or warrants	1.31	2.11	1.85
114. Check legal status of a prisoner's case (e.g., check with court or prosecutor's office)	1.66	2.00	1.89
115. Collect arrestees' DNA (e.g., swabs)	1.55	2.50	2.18
117. Complete documents for transfer of prisoner to county jail	1.43	2.33	2.03
118. Confer with physicians regarding prisoner's medical condition	1.40	2.43	2.09
119. Escort prisoners to medical appointments and/or for medical clearance	1.68	2.57	2.28
120. Inspect identification of visitors	1.04	2.14	1.78
121. Photograph prisoners	1.08	2.29	1.89
122. Process prisoners for release	1.03	2.14	1.77
123. Document injuries to prisoners	1.42	2.75	2.31
124. Strip search prisoner	1.01	3.00	2.34
125. Facilitate cavity search of prisoner	1.00	3.00	2.34
126. Review arrest documents before accepting prisoner	1.18	2.14	1.83
127. Talk with families of adult suspects or defendants (advise, inform, notify, counsel)	1.87	1.71	1.77
<b>POLICE SKILLS – FIRST AID</b>			
133. Apply first aid to treat for abrasions	1.62	2.25	2.04
134. Apply first aid to treat for animal bites	1.18	2.17	1.84
135. Apply first aid to treat for broken bones	1.32	2.67	2.22
136. Apply first aid to treat for burns	1.25	2.73	2.24
137. Apply first aid to treat for chemical burns	1.16	2.73	2.21
138. Apply first aid to treat for convulsions	1.22	2.91	2.35
140. Apply first aid to treat for electric shock	1.08	3.20	2.50
141. Apply first aid to treat for eye injuries	1.09	2.82	2.25
142. Apply first aid to treat for frostbite	1.08	2.70	2.16
143. Apply first aid to treat for heat exhaustion	1.16	3.10	2.46
144. Apply first aid to treat for heat stroke	1.14	3.20	2.52
145. Apply first aid to treat for puncture wound	1.26	2.90	2.36

<b>NON-CORE TASKS</b>	<b>Frequency</b>	<b>Criticality</b>	<b>Composite</b>
146. Apply first aid to treat for seizure	1.40	2.90	2.41
147. Apply first aid to treat for shock	1.19	3.10	2.47
148. Apply first aid to treat for sprains and strains	1.21	2.40	2.01
149. Apply first aid to treat for stab wounds	1.10	3.20	2.51
150. Apply first aid to treat for stroke	1.23	3.10	2.48
151. Assist with child birth	1.05	3.25	2.52
<b>POLICE SKILLS – FIREARMS</b>			
159. Participate in debriefing after duty-related firearm discharge	1.09	3.25	2.54
<b>TRAFFIC – MOTOR VEHICLE TRAFFIC CRASH INVESTIGATION</b>			
166. Inform driver of towed vehicle's location	2.91	1.67	2.08
167. Facilitate the exchange of information between persons involved in a traffic crash	2.96	1.75	2.15
168. Interview mechanic for relevant traffic crash information (e.g., condition of vehicle parts)	1.39	1.92	1.74
169. Investigate damage to roadway	2.22	2.00	2.07
171. Match color of known origin to suspect sample (e.g., paint chip found at scene of accident matched to suspect vehicle)	1.83	2.33	2.17
172. Measure skid marks for calculation of approximate vehicle speed	1.48	2.58	2.22
173. citizens of damage to their property	2.47	2.33	2.38
174. Request citizens to assist with traffic control in an emergency	1.36	2.42	2.07
175. Review crashes with traffic crash investigators	1.57	2.45	2.16
176. Take coordinate measures of traffic crash scenes (e.g., triangulation)	1.35	2.25	1.95
177. Test operating condition of crash vehicle equipment (e.g. brake light, tread wear)	1.32	2.25	1.94
<b>TRAFFIC – TRAFFIC CONTROL AND ENFORCEMENT</b>			
178. Calibrate preliminary breath test (PBT)	1.32	2.80	2.31
179. Advise appropriate agency of traffic engineering needs	1.42	2.36	2.05
180. Arrest or cite persons for unlawful use of recreational vehicles or watercraft	1.47	2.45	2.13
182. Complete operators license re-examination form	1.79	2.33	2.15
183. Inspect commercial vehicles for code compliance	1.25	2.27	1.93
184. Inspect off road vehicles	1.36	1.89	1.72
185. Inspect private vehicle for conformance with vehicle code	1.86	1.83	1.84
186. Inspect watercraft for conformance with marine safety requirements	1.08	2.00	1.70
187. Issue citations (e.g., parking, traffic, to pedestrians, to bicycle riders)	3.56	1.64	2.27
188. Plan traffic detours	1.34	1.89	1.71
189. Verify compliance on withdrawal citations (e.g., no proof of registration, no proof of insurance, no operators license)	2.84	1.92	2.22
190. Verify possession of an authentic auto insurance certificate	3.47	1.91	2.42

<b>NON-CORE TASKS</b>	<b>Frequency</b>	<b>Criticality</b>	<b>Composite</b>
<b>TRAFFIC – VEHICLE STOPS</b>			
191. Identify or document train identification number (lead engine number)	1.06	1.80	1.56
192. Stop off road vehicles (e.g., snowmobiles, ATV/UTV)	2.10	2.00	2.03
<b>SPECIAL OPERATIONS – CIVIL DISORDERS</b>			
197. Communicate with management and labor over strike disturbances	1.06	1.90	1.62
198. Confront groups of agitated people in a riot formation	1.04	3.00	2.35
199. Escort vehicles or persons through picket lines or demonstrations	1.01	2.30	1.88
200. Explain demonstration permit to demonstrators	1.00	1.88	1.59
201. Guard strategic locations during civil disorders and strikes	1.01	2.33	1.90
202. Patrol riot stricken or civil disturbance areas	1.03	2.86	2.25
203. Watch for illegal activity at labor disputes, demonstrations, etc.	1.04	2.00	1.68
204. Engage in small squad tactics at riot or crowd disturbance	1.01	2.88	2.26
<b>SPECIAL OPERATIONS – EMERGENCY PREPAREDNESS/ DISASTER CONTROL</b>			
205. Fight structural fires	1.12	2.67	2.16
206. Identify contents of railroad car or semi-truck for hazardous cargo	1.06	3.20	2.50
207. Perform weather watch service	1.17	2.70	2.19
208. Investigate hazardous materials incidents	1.12	3.33	2.60
210. Implement incident command system	1.23	3.11	2.49
211. Investigate environmental crimes	1.26	2.50	2.09
<b>SPECIAL OPERATIONS – TACTICAL OPERATIONS</b>			
214. Perform special/undercover assignment (e.g., vice, prostitution, narcotics)	1.17	3.27	2.58
<b>GENERAL ADMINISTRATION</b>			
217. Act as department court officer	1.52	2.30	2.04
218. Attend informal in-service training (e.g., roll call, called in from patrol)	2.45	1.82	2.03
219. Confer with parole/probation officer	2.49	2.08	2.22
220. Enter data on cards for filing	1.06	1.91	1.63
221. Evaluate officers in on-the-job training (FTO)	1.51	2.67	2.28
223. Explain department's recruiting policies	1.35	1.70	1.58
224. Fingerprint persons for non-criminal reasons (e.g. professional licensing)	1.01	1.33	1.23
225. Instruct on-the-job training	1.61	2.17	1.98
226. Investigate and report on police applicant's background	1.04	2.40	1.95
227. Issue bicycle licenses/registrations	1.00	1.13	1.08
228. Issue road-kill possession permits	2.30	1.18	1.55
229. Locate documents and information in records system	2.79	1.82	2.14
230. Notify public agencies or utilities of damage to their equipment	2.19	2.09	2.13
231. Participate in required physical exercise program	1.31	2.57	2.16
232. Provide information to persons participating in ride-along program	1.79	1.82	1.81

NON-CORE TASKS	Frequency	Criticality	Composite
235. Update spot/pin maps	1.14	1.50	1.38
237. Write interoffice memos	1.70	1.83	1.79
238. Write letters on behalf of the department	1.22	2.25	1.91
239. Write performance evaluation reports on other officers (e.g. FTO ratings)	1.48	2.33	2.05
240. Write policy material for department manuals	1.06	2.45	2.00
<b>PHYSICAL ABILITY</b>			
241. Perform water rescue	1.21	3.50	2.74
242. Stand continuously for more than one-half of the work shift (e.g., guard duty or point control)	1.94	2.17	2.09
243. Wade through marshes, swamp land or waterways	1.55	2.30	2.05
244. Walk continuously for more than one-half of the work shift (e.g., foot patrol)	1.58	2.25	2.03

# **APPENDIX E**

## **Sources of Information**

## Composite Ratings of Core Sources of Information

Core Sources of Information	Small Sheriff
Agency directives (e.g., policies, procedures, rules, regulations)	4.07
Alerts (e.g., Amber alerts)	3.31
Attorney General Opinions	2.61
Briefing sheets	2.96
Cell phone apps	3.02
Computer bulletin boards	2.53
Court decisions	3.53
Criminal Law and Procedure Texts	3.52
Federal statutes	2.76
First aid manual	2.58
Fish and game statutes	2.52
Interoffice memos	3.36
Legislative updates	3.38
LEIN/NCIC printouts	3.95
Local ordinances	2.92
Maps (State, County, City)	3.89
Michigan Automated Prescription System	2.61
Michigan Compiled Laws/Michigan Statutes Annotated	3.60
Michigan Liquor Control Act	2.60
Michigan Vehicle Code	3.98
Pawn shop property tracking software (e.g., LEADS, BWI)	2.50
Police incident reports/databases	4.11
Professional law enforcement publications (e.g., FBI Bulletin, Law and Order, etc.)	2.65
Prosecutor bulletins	2.83
Social Media	3.07
State police intelligence reports	2.65
Training bulletins	2.86
UD-10 Manual	2.70
Wanted bulletins	2.89
Web-based databases (e.g., Lexis/Nexis, Westlaw, TLO, judiciary homepages, etc.)	3.04

## Composite Ratings of Non-Core Sources of Information

<b>Non-Core Sources of Information</b>	<b>Small Sheriff</b>
ATF eTrace	2.04
Distance learning webinars (e-learning)	2.29
Field guides (e.g., NATB book, Physicians Desk Reference, etc.)	2.49
Hazardous Materials Manual	2.47
Homeland Security resources	2.31
Jury instructions	2.22
Legal transcripts (written record of legal proceedings)	2.33
Telephone book	1.83

# **APPENDIX F**

## **Equipment**

## Percent of Respondents using Core Equipment

Core Equipment	Small Sheriff
Anti-bacterial wash	88.46
Audio recording device	89.74
Automatic External Defibrillator (AED)	53.85
Automobile	100.00
Binoculars	61.54
Body armor (e.g., hidden vest, exterior vest)	97.44
Business directory	64.10
Cellular phone	94.87
Computer – desktop	98.72
Computer – laptop	93.59
Digital body camera	65.38
Drug and narcotic identification field kit	92.31
Equipment bag (gear bag)	94.87
Evidence processing kit (fingerprinting, casting, CSI kit)	73.08
Evidential breath, alcohol test instrument (e.g., DataMaster)	87.18
First aid kit	51.28
Flashlight	100.00
Four wheel drive vehicle	78.21
Gloves (e.g., latex, rubber, leather)	100.00
GPS	75.64
Handcuffs	100.00
Hand-held police radio	100.00
In-car camera/video/Dash Cam	87.18
Overhead lights/siren	96.15
Patrol Rifle	78.21
Photographic equipment	93.59
Pocket knife	96.15
Police barrier tape	56.41
Police car radio	100.00
Police microphone on officer	62.82
Portable printer (e.g., ticket, LEIN)	60.26
Preliminary breath test instrument (PBT)	98.72
Pylons/cones/traffic barricades	56.41
Semi-automatic magazines (extra)	71.79
Semi-automatic pistol	92.31
Smartphone	87.18
Speed detection device (RADAR, LIDAR, Laser)	96.15
Spot light	96.15
Tape ruler	61.54
Tool kit	64.10
Traffic vest (illuminated/reflective)	91.03
Weapon mounted lights	70.51

## Percent of Respondents using Non-Core Equipment

Non-Core Equipment	Small Sheriff
All-terrain vehicle	25.64
Animal control equipment (e.g., noose, gloves, net)	19.23
Armored vehicle (e.g., BearCat, MRAP)	16.67
Axe	5.13
Ballistic helmet	14.10
Ballistic shield	17.95
Baton (e.g., nigh stick, PR-24, Kubotan)	8.97
Battering Ram	12.82
Battery jumper cables	48.72
Battery jumper device (self-contained power source)	42.31
Bicycle/bicycle helmet	5.13
Biohazard suit	1.28
Blanket	28.21
Bloodborne pathogen kit	8.97
Canine	38.46
Car door lock opening device	41.03
Chemical agent gas gun	2.56
Chemical agent grenade (e.g., tear gas)	6.41
Chemical agent spray (e.g., pepper mace, tear gas)	17.95
Computer – personal tablet	38.46
Computerized crash investigation equipment (e.g, FARO, total station)	29.49
Crisscross directory (e.g., Bressers, Lexis-Nexis)	42.31
Decibel reader	1.28
Dictating machine	16.67
Drones	11.54
Equipment for water rescue (e.g., rope, rescue disc, throw bag)	20.51
Fingerprint Live-Scan machine	19.23
Fire extinguisher	21.79
Flares	47.44
Flex-cuffs (zip cuffs)	12.82
Gas mask	11.54
Illuminated traffic baton	11.54
Leg restraints	41.03
Less lethal weapon (e.g., Taser, bean bag, flashbang, stingball, pepper ball, etc.)	32.05
Manual control for traffic signal	29.49
Metal detector	11.54
Mobile command post vehicle	7.69
Mobile fingerprint machine	7.69
Multi-gas meter	0.00

Non-Core Equipment	Small Sheriff
Naloxone (Narcan)	29.49
Officer tracking GPS	42.31
Oxygen tanks	3.85
Pneumatic tool for extracting trapped person (e.g., Jaws of Life, Porta Power)	3.85
Pry bar	20.51
Public address system	21.79
Revolver	17.95
Rope/cord	24.36
Self-contained air pack (SCBA)	2.56
Sharps container	39.74
Shotgun	48.72
Stop sticks	23.08
Surgical mask (pocket mask)	11.54
Tactical ballistic vest/AVT/heavy vest (e.g., load-bearing equipment)	30.77
Tourniquet	14.10
Vehicle locating/tracking technology	29.49
Vision-enhancing technology (e.g., night-vision goggles, hand-held FLIR)	32.05
Window punch	24.36