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EVALUATION FACTORS FOR PERFORMANCE OF POLICE
TRAFFIC SERVICES TECHNICAL REPORT

DUNLAP AND ASSOCIATES, INCORPORATED

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**EVALUATION FACTORS FOR PERFORMANCE OF
POLICE TRAFFIC SERVICES**
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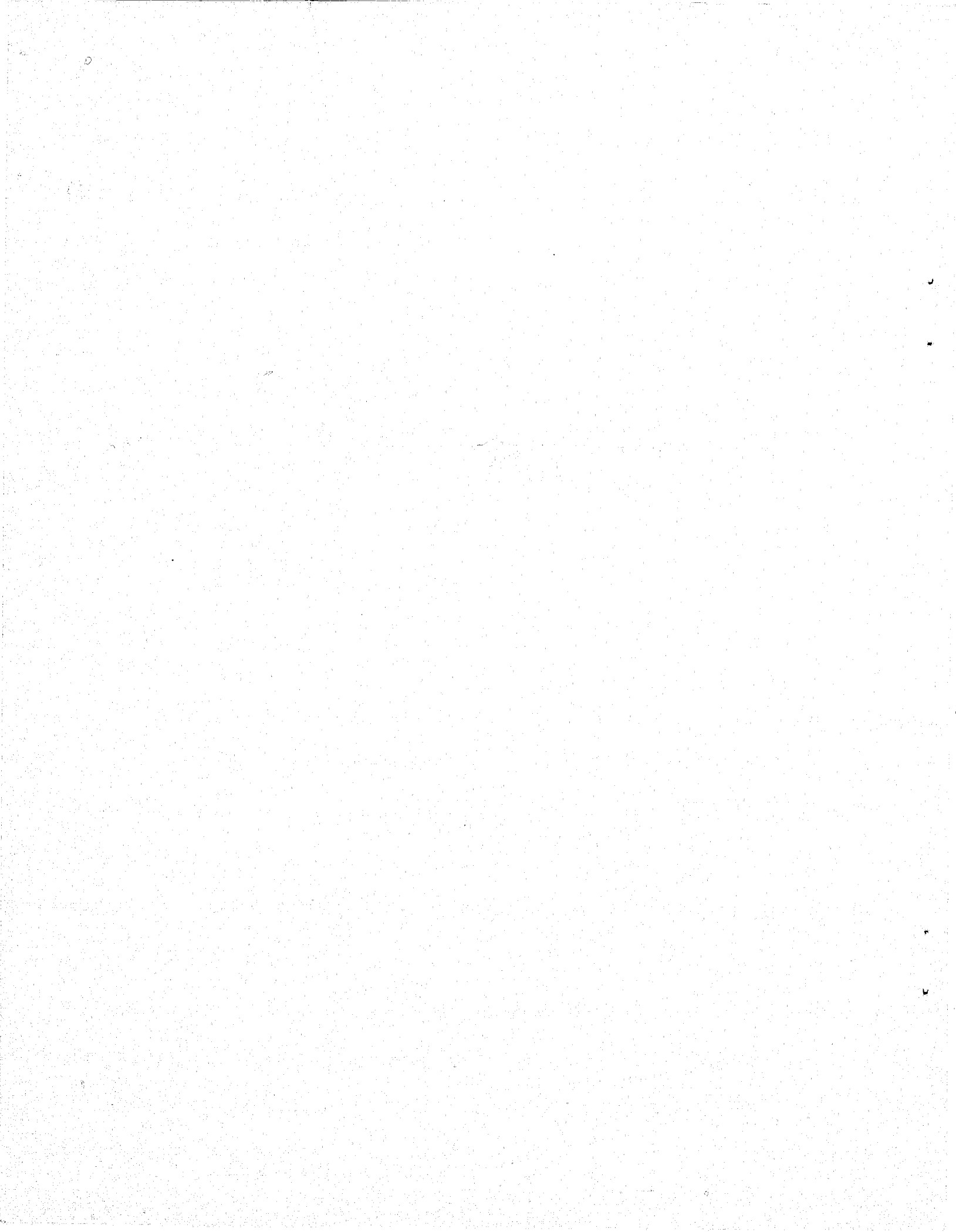
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16. Abstract The objective of this study was to identify and define police traffic services tasks (or subtasks) performed by patrolmen, which could be used as factors in a personnel evaluation system. This document consists of the approach, literature review, data collection, job description, validity of results, feasibility of developing an evaluation system, utility of performance evaluation and recommendations.		13. Type of Report and Period Covered Final Report June 30, 1975 - Mar. 31, 1976
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FOREWORD

The product of Tasks 3 and 4 of this study was a description of police traffic services activities performed by patrolmen. This so-called Model Job Description, or MJD, has been prepared and submitted as a separate document. In this report the process of developing the MJD is described. The general nature of the MJD, as well as sample segments, are also presented here.



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This study was conducted by Edward W. Bishop, John F. Oates, Jr., and John W. Hamilton; Mr. Bishop was the principal investigator. Several other Dunlap and Associates, Inc., staff members provided valuable assistance in the form of critical reviews and technical guidance throughout the study.

Mr. Richard R. Frederick was the Contract Technical Manager for the National Highway Safety Administration. He was instrumental in defining the research program in traffic services evaluation of which this study is the first step. His broad and objective perspective was especially valuable in helping to shape the approach to this study. Also, his practical knowledge of police operations was a useful resource in each step of this study.

Mr. James Latchaw of NHTSA provided a very useful review of the job description developed in this study. His practical experience and knowledge of highway patrol operations helped the study team produce a realistic description of traffic services.

Information about traffic services and police personnel evaluation came to this study from many sources. The most productive sources were the several police officers--at all levels--in the agencies that cooperated in the survey either by mail or directly or otherwise shared their knowledge with the study team. We have promised and will maintain confidentiality for all of the information obtained in this study. However, we feel obliged to acknowledge here that the following agencies, each in some degree, provided input to this study. We are grateful for their generous and gracious assistance.

Ardmore, Pennsylvania, P.D.
Arizona State Highway Patrol
California Highway Patrol
Colorado State Patrol
Connecticut State Police
Fort Lauderdale, Florida, P.D.
Henrico County, Virginia, P.D.
Kansas City, Missouri, P.D.
Kentucky State Police
New Mexico State Police
Nassau County, New York, P.D.
Ohio Highway Patrol
Peoria, Illinois, P.D.
Pennsylvania State Police

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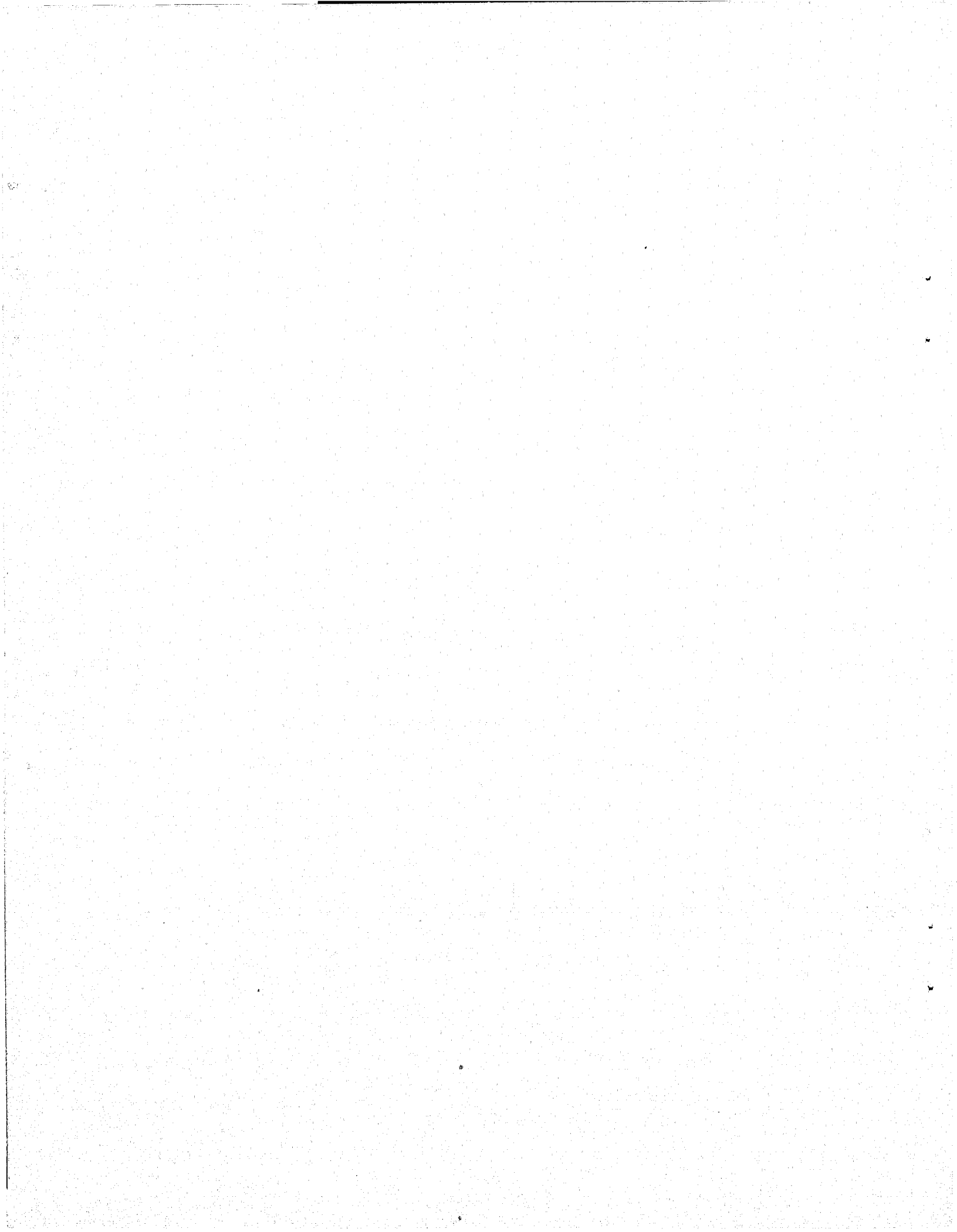
Phoenix, Arizona, P.D.
St. Louis, Missouri, P.D.
San Jose, California, P.D.
Washington, D. C., P.D.

The Traffic Institute of Northwestern University served as consultant to this study and provided the services of Mr. Richard E. Stephens to review and comment on the job description. His police operational and training experience were valuable to this study.

While we gratefully acknowledge the help and support of the several people noted above, the Dunlap and Associates, Inc., staff is solely responsible for the use that was made of the data and especially for the conclusions that were reached.

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I. INTRODUCTION

This study is one step in the development of a system for performance evaluation to be used by police agencies in assessing the quality and quantity of police traffic services. To place this study in proper perspective, the following introductory comments about performance evaluation in general and relative to police activities and highway safety are offered. In subsequent sections, the specific details of how this study was performed and the results are presented.

Personnel evaluation is a process of extreme importance to any business or profession because successful operations begin with good individual job performance. Because of its importance, personnel evaluation has occupied a large share of the time and the attention of research personnel as well as of operational administrators and supervisors. Needless to say, the topic of performance evaluation is also of great interest to the individual being evaluated. However, in spite of the criticality of and interest in the process, personnel evaluation has not developed one (or even a few) fully accepted techniques. Evaluation is made difficult because performance standards are not easily established for most jobs and because there are a number of evaluation methods, each of which has some special advantages and disadvantages. As a consequence, there is a substantial body of literature about the means as well as the uses of performance evaluation. Perhaps the most prominent point of agreement in this literature is that evaluation is a difficult, imprecisely defined process.

Since by definition this study was concerned with police personnel evaluation practices relative to traffic services, only a small part of this large body of literature was relevant. Therefore, in this study only police-related literature was used as direct inputs. Two sources were of special value to this study: The Traffic Institute of Northwestern University and the International Association of Chiefs of Police (IACP).

The IACP presents a succinct statement of the status of police personnel evaluation in its Police Reference Notebook (Section 11. Supervision):

"The service rating has been a hotly debated topic in personnel administration. Employees generally dislike being rated, many times justifiably, because of the methods used. Conversely, supervisors often resent the hard work and unpopularity which can accrue to them as a result. There are almost as many rating systems as there are agencies to use them. To add to the confusion, professional personnel officers disagree on methods and objectives."

Further on in this same publication the comment is made that "(there is) a shift away from rating subjective or personal traits and toward rating objective and more easily observable characteristics." We believe that these comments strongly suggest a need for objective, systematic means for evaluation. In fact, the IACP acting on such a need has developed an overall evaluation plan for police officers.¹ That plan embraces all aspects of police work and provides an analysis of performance of the total police job. It does not provide, necessarily, for evaluation against a job performance standard.

Thus, the need remains for an evaluation system that is objective, that is based on job performance and allows evaluation relative to a job standard. It is evidence of this need that in three annual meetings (1963, 1971 and 1974) the IACP adopted resolutions urging the development and use of a PTS performance evaluation system. Copies of these resolutions are attached to this report in Appendix A. These resolutions are concerned with individual as well as agency-wide PTS performance and they demonstrate a real concern over a lack of performance standards and of the means for performance evaluation.

It was partly in response to these resolutions that the National Highway Traffic Safety Administration initiated this study as a first step in the development of an evaluation system. NHTSA was also concerned about the overall size of the problem, recognizing that the approximately 15,000 police agencies employ about 900,000 persons (including sworn and civilian as well as full-time and part-time personnel). The number of police personnel involved in PTS out of that total is not known exactly but if a representative ratio between patrolmen and command and supervisory personnel is assumed, the number of patrolmen concerned with PTS might be as high as 600,000.

There is another dimension of this problem that helped lead NHTSA to formulate this study. The highways of this country were used in 1974 to the extent of 1,289,645 millions of vehicle-miles. This represents an annual per capita travel of 6,084 miles. Obviously, the management of this amount of traffic with its potential hazard to people and property is a critical activity in the maintenance and improvement of highway safety. Anything that improves the overall management of traffic--such as an effective means of evaluation--can be expected to contribute to greater highway safety.

Out of the background described just above, the present study was formulated by NHTSA. The following excerpt from the Statement of Work describes how NHTSA views the study.

¹See the IACP publication listed as Item 7 under Performance Evaluation in the Bibliography.

"... what does not exist in police protection agencies is an adequate evaluation system for the first line supervisor to evaluate those operational employees performing police traffic services tasks. Evaluation of the performance of the tasks can be done at the time of performance or after and should include the quantity and/or quality of work performed.

"The effort described herein addresses the first major step of identifying and defining those factors (tasks) that can be used to evaluate performance. NHTSA anticipates that the next major step (not included in this contractual effort) is to establish gradations of performance of the various tasks and identify what performance is acceptable, not acceptable or exceeds acceptability."

In the next section of this report the approach to the present study is described in terms of the Statement of Work issued by NHTSA and the specific tasks that were carried out in completing the study.

II. APPROACH

A. NHTSA Objectives

The NHTSA responded to the need for a PTS evaluation system by outlining a program of separate studies. The program would begin with the identification of evaluation factors (the present study) and then proceed in sequence through a determination of gradations (or measures) of performance, as well as levels of acceptable performance, and eventually address the development of an evaluation procedure that would be adaptable to any police agency's needs. The decision to perform a sequence of separate studies was based on a logical division and progression of the work needed to arrive at a complete system. Also, this modular approach allows for more effective management and quality control than a single integrated study.

In the Statement of Work developed by NHTSA for this study, the following objective was stated: "Determine what factors (tasks and subtasks related to police traffic services) can be used to evaluate the performance of police department personnel (sworn and non-sworn) who perform the tasks. Define those factors as determined above." The study was to include four tasks:

1. Review of literature (and planning)
2. Collection and analysis of PTS data from police agencies
3. Development of a Model Job Description of patrolman-level PTS
4. Identification of factors in the description suitable for evaluation

The implementation of the study followed this definition and is described below.

B. Implementation

1. Approach

In designing and carrying out this study a major concern was to utilize to the fullest all of the available research results and the information about traffic services and evaluation available in the police community. The special contributions of this study were to compile and analyze the information into a job description that would be useful in performance evaluation and to identify specific factors on the basis of evaluation expertise. Throughout the study, all of the information that was collected was assessed in terms of its possible relevance to the process of performance evaluation. Also, the job analysis process was similarly directed toward

the goal of effective evaluation. To summarize, the approach was carefully constrained to the needs of performance evaluation.

By way of making this commitment evident to all who participated in this study, we defined five essential requirements that a PTS evaluation system must meet. These requirements were derived early in the planning phase and were used throughout the study both to direct our own activities and to help us communicate with the police officers and officials who were surveyed. The five requirements are:

- . First, the system must be based on a clear definition of the tasks comprising PTS so that the first-line supervisor and the patrolmen have a common understanding of the duties to be performed.
- . Second, the system must incorporate all information appropriate to measure an individual's performance of these tasks, including information that can be obtained at the time that the task is performed, as well as information that is available subsequently.
- . Third, the system must establish clear levels of acceptable task performance, that address both the quantity and quality of performance.
- . Fourth, by establishing levels of acceptable performance, the system will allow identification of individuals whose performance significantly exceeds these acceptable levels, as well as those whose performance is markedly below.
- . Fifth, the system must be designed to help identify training program content that would permit remedial training of individuals whose performance is below standard. Also, it must help identify basic, long-range training requirements.

2. Specific Tasks

The four tasks defined by NHTSA were carried out essentially in the same sequence as presented in Section B, above. However, the need for Tasks 3 and 4 (Job Description and Factor Definition) to be done more nearly in parallel became evident early, and this was done.

a. Literature Review

The sources suggested by NHTSA were examined and literature from a variety of governmental agencies, as well as from separate police

agencies, was obtained for review. The fifty documents listed in the Bibliography to this report are judged to be completely representative of available research reports and documentation. Undoubtedly there are many other documents from studies made by or for individual police agencies, but many of these would be proprietary and, in view of our coverage, would likely not add any new information or insights. The literature was classified into four broad categories--traffic services, job description, personnel evaluation and training. The summary of the review (Section III. A, below) is divided in the same way. In addition, the summary includes a separate discussion of traffic services and of personnel evaluation because of the significance of these topics to the study.

b. Data Collection

The main source of data for this study was a representative sample of police agencies. Six agencies in different locations and having different missions made up the sample. In addition to this "official" sample, information was collected from a number of other agencies (see Acknowledgments) by mail or in connection with other research studies. Data collection was carried out primarily by means of structured interviews of police officers and command and supervisory personnel. In doing this, the objective was to determine what traffic services are provided, what form of evaluation is used and what emphasis is given to PTS. Emphasis was related to policy, manpower and training. The interviews were also directed toward the collection of the police officers' practical experience with traffic services and evaluation. The forms used in the interview are reproduced in Appendix B. This kind of interview was used because it is the best means of collecting both factual and attitudinal information. Wherever practical, documents relevant to any of the topics were obtained for review. To help insure cooperation and open discussion, the agencies as well as the individuals were assured of complete confidentiality.

c. Job Description

The information about the patrolman's job in PTS that came from the interviews and from the literature review was analyzed for inclusion in a job description. The objective of this task was to develop a Model Job Description that would have the following characteristics:

- . It would describe the PTS activities of a patrolman.
- . It would encompass all traffic services.
- . It would be adaptable to describe the PTS function in any agency.

It would be useful for evaluation.

In doing this analysis, the basic practices of job and task analysis were adapted to the ultimate objective of producing an evaluation system. As indicated earlier, the data on which this description was built came from present procedures and practices in PTS so that the description reflects PTS as it is now performed and taught. The form and content of the description were developed simultaneously with the definition of factors (Paragraph d, below) because the description of a task or subtask must coincide with its potential use as a factor in evaluation.¹

d. Factor Identification

This task was designed to accomplish two things: first, the refinement of the job description into the smallest elements of analysis, i. e., tasks and subtasks; and second, the analysis of the products (output), observability and the possible gradations of performance for each task and subtask that might be used as an evaluation factor. While this task follows the previous one in a logical sequence, both were more practically done virtually in parallel. As the job description was developing, the identification and further definition of factors emerged as a natural part of the same process. Therefore, the output of this task was merged into the job description.

¹The results of this task are summarized in Section III. C, below. The complete job description has been prepared as a separate document.

III. RESULTS

A. Literature Review

All of the documents listed in the Bibliography were reviewed for information specific to the needs of this study and for general background about traffic services and performance evaluation. The results of this review are contained in five summaries presented below. The first two contain background information about police traffic services in general and about personnel evaluation. The remaining three deal with the specific topics identified in the Approach to this study.

1. Police Traffic Services Overview

In the United States, police agencies exist and operate at state, county and local levels. Each agency has its unique responsibilities, procedures and traditions. By and large, the agencies are characterized more by diversity than similarity, but the basic common denominator of police agencies is a commitment to law enforcement. Every police agency is sworn to enforce the laws of the community it serves. In operational terms, this means that police serve a regulatory function attempting to control and limit certain kinds of behavior. With regard to criminal and extreme anti-social behavior, the police function has been clearly established by statute from the beginning and, thus, the policeman's role as a regulator of behavior is likewise well established.

In the early days of the automobile, traffic laws or regulations did not exist and there was, therefore, no police enforcement function. As the need for control or regulation of driving behavior became evident, with the increasing number of vehicles, it was natural for police to assume (or be assigned) a regulatory function over vehicular traffic. Some writers express this as the "social control" exerted by police being extended to the vehicular or traffic aspect of society. As traffic laws and regulations developed and proliferated, the traffic law enforcement function came into being and has become increasingly more formalized.

The police, then, have become part of the highway traffic "system" by virtue of an enforcement function. They are now typically charged with other traffic responsibilities in part, at least, simply because they are on the roads and highways to carry out this enforcement function. These other responsibilities include aid to motorists and accident investigation and can generally be described as highway safety functions. In state police departments and highway patrols, these "safety" functions are typically mandated but in other agencies they may be performed simply under administrative order.

It is directly stated in, or can be inferred from, much of the literature that of all PTS functions enforcement is viewed as most important and occupies most of the traffic manpower and resources. Even in state departments and highway patrols, enforcement is perceived as having very high priority even though other services account for much of the total patrol time. In other words, it appears that the role of "regulator" referred to earlier is a dominant one of the many that police officers must perform.

A basic characteristic of PTS that especially impacts performance evaluation is that practically all traffic services (like many other police functions) are performed by a patrolman on his own with no direct supervision. Thus, direct evaluation is difficult and attention must be given to evaluation using reports as a basis or using deliberate, controlled observation.

We have so far considered PTS in terms of the nature of the services, i. e., the priority given to them and how they are performed. It is obviously of considerable importance, in evaluation, to be concerned about the content of the services, i. e., what is to be performed. A comprehensive definition of PTS was developed in 1969 in a study performed by the IACP for the U. S. Department of Transportation.¹ This study is especially useful because it is comprehensive and it was developed by operational police personnel. (As will be described in subsequent sections of this report, the results of the Smith study were used as points for discussion in our Data Collection phase--see Section III. B, below.)

2. Personnel Performance Evaluation Overview

Personnel performance evaluation is the assessment of on-the-job performance against standards of desired or acceptable performance. This process is based on the description of job performance, the development of standards and the development of a method for evaluation. PTS performance evaluation has applications at at least two levels: the assessment of individual patrolmen and, by aggregating these individual assessments, the assessment of the total traffic operation. These assessments can be simply descriptive or they can be used as tools for merit reviews, salary considerations, effectiveness studies (individually or departmentally), etc. Just how performance evaluation can be used and its efficiency are determined to a degree by the characteristics of the evaluation system.

There are, in general, two kinds of performance evaluation: objective and subjective. Or perhaps it would be more accurate to say that

¹Smith, R. D., et al., Police Traffic Responsibilities (Manpower Requirements) prepared for USDOT contract FH-11-6934, July 1969.

some methods of evaluation tend to be objective while others tend to be subjective. Practically no evaluation system can be completely free from subjective interpretation and even the most nondirective, subjective system can be designed to include objective examples and well defined scales or other rating devices. We cannot say unequivocally that either approach is the better one. A subjective assessment made by a conscientious and experienced supervisor is a good basis for evaluating a patrolman's performance and for counselling him. The experience of the supervisor will provide insights into the patrolman's performance that are impossible to obtain in more structure, objective methods. On the other hand, it is practically impossible to achieve consistency among different supervisors or to be certain that a given supervisor is consistent in all of the evaluations he must make over a period of time.

The objective methods of evaluating job performance are somewhat limited in that they deal only with specified elements of job performance that are somehow observable. A subjective appraisal by a skilled supervisor can probe beyond overt behavior and attempt to establish the determinants (i. e., experience, motivation, etc.) of behavior.

What constitutes complete and valid performance evaluation is not easy to determine, especially for policemen who typically work without direct supervision (and, thus, without observation) and who do not make or process a "product." Further, many parts of the policeman's job--PTS as well as other areas--involve the exercise of judgment, or planning or problem evaluation, and these mental processes do not readily admit of observation and appraisal.

The typical performance evaluation procedure now in use attempts to encompass the many facets of a patrolman's job by assessing the traits needed to carry out the total job. This approach is workable and is widely used, but does not readily admit of quantitative expression and is subject to variation between raters, i. e., supervisors. Further comments on present practices are contained in the summary of evaluation (Paragraph 4, below).

3. PTS Job Descriptions

The literature in this area has two aspects that are of particular interest to this study. First, most of the references cited here include descriptions of police officers' jobs which encompass police traffic services. This material represents data for the development of the model job description. In addition, most of these sources include information about the exact nature, extent and importance of police traffic services in the several jurisdictions. All of this represents data for the development of the model job description, as well as the subsequent analysis of factors.

Second, to the extent that it is reported, the information about the method of job study and analysis in this specialized police area is of particular interest to this study. We believe that our study can be made most effective by capitalizing on the methods of analysis that have already been proven. Also, the examination of techniques used by others will help to avoid the wasteful expenditure of time and resources in the exploration of method.

4. Personnel Evaluation

The literature included here obviously represents only a sample of evaluation material that is in use nationwide. Every department must in some way evaluate the performance of its personnel, and almost all departments have documented this process to a greater or lesser degree of detail. However, we feel a sample such as that listed in the Bibliography is probably adequate, since our research indicates that at the present time personnel evaluation is carried out almost entirely on the basis of fairly global traits or characteristics, such as "resourcefulness," "leadership," and "bearing and behavior" (rather than more specific, definitive job performance elements). This should not by any means be taken as evidence that the door has been closed on further examination and study of personnel performance evaluation systems. It is, as described in the Statement of Work, an important part of this study to examine and evaluate personnel performance systems. We hope to identify any such system that makes use of job performance elements as a basis for evaluation, and at the same time we hope to benefit from the experience that has been gained in the operation of other systems for evaluation. There is much that is good in many of the police evaluation systems that we have come in contact with. The information about the special occupational and environmental problems for evaluating police officers, as well as the mechanics of observation and record-keeping, will be extremely useful. Also, as is always the case in research of this kind, the information about some of the less successful approaches tried by others helps to avoid wasteful errors or investigations of inappropriate techniques. The information contained in the IACP Supervisor's Notebook, as well as in the book by Iannone (Item 9), will be particularly helpful in developing guidance about the time and methods of observation.

5. Training

In this area too the listed references represent only a sample of a very large total population of training documents. The NHTSA training materials for basic as well as supervisory levels of police traffic services are the definitive documentation for PTS training. However, each jurisdiction--often through a state council--has its unique training program that reflects its own special needs. These needs are apparent in the content as well as the relative emphasis of the training devoted to traffic services. The content of these training programs has been considered in the development of the job description (see Section III. C, below).

B. Data Collection

The objective of Data Collection, which was Task 2 of this study, was to develop, analyze, and summarize a representative set of job descriptions, training programs, and personnel evaluation practices relating to police traffic services. Inputs to this task were to be acquired through a survey of at least six (6) law enforcement agencies that represented various governmental levels (state, county, and municipal) and geographic locations. In preparation for the survey, interview guides were developed for traffic commanders, training officers, personnel officers, first-line supervisors and patrolmen. Copies of these interview guides are appended to this report.

Upon commencement of Task 2, the project staff identified nineteen (19) law enforcement agencies as candidate survey sites. Upon receipt of approval from the CTM, contact was established with these agencies and six (6) ultimately were selected for visits. In order to develop the broadest possible data base, the remaining 13 departments were invited to submit job descriptions, training curricula, personnel evaluation forms, and other relevant information by mail. Four agencies complied with this request. The same invitation was extended to law enforcement agencies participating in the NHTSA-sponsored evaluation of screening breath testing devices being conducted by Dunlap and Associates, Inc., under contract No. DOT-HS-5-01267. Eight of those agencies supplied information of interest to this study. Thus, the Task 2 data base was compiled from a total of 18 departments.

Analyses of these data focused on five topical areas:

- . The mission of police traffic services, i. e., an assessment of the relative importance of PTS and a definition of the functions entailed.
- . The priorities of PTS functions.
- . Current PTS training programs and procedures, on both the basic and in-service levels.
- . PTS job descriptions.
- . PTS performance evaluation.

The goal of this effort was to distill the common elements, procedures, definitions, etc., from the information supplied by the agencies surveyed to provide the basis for a model job description from which factors relevant to PTS performance evaluation could be derived. The findings in each of the 5 topical areas are summarized below.

1. The PTS Mission

All agencies contributing to the Task 2 data base perceive PTS as but one element of their overall mission. The relative emphasis given to this element varies widely among these agencies, but in no case does PTS become the sole concern of any department. In this context, it is of particular interest to note that even the state police and highway patrols surveyed view themselves as law enforcement agencies in general, and not as traffic "specialists," despite the fact that the bulk of their resources are devoted to PTS. Not one respondent in the survey rated the importance of PTS as greater than that of other activities; even among highway patrolmen and municipal officers assigned to traffic divisions, the consensus was that, while specific traffic duties might be "equal" to other police activities, PTS in general is less important than other (e. g., criminal enforcement) responsibilities.

It should be emphasized that the survey disclosed little or no evidence that command/supervisory personnel are reluctant to allocate resources to PTS functions, or that patrolmen dislike assignment to such duties. Rather, it reflects the view that all officers, regardless of their specific duty assignments, generally are expected to be able to perform all police functions.

The implications of this assessment of PTS importance relative to the personnel evaluation procedures employed by most agencies appear to be two-fold:

- Since PTS is, at best, no more important than other areas of responsibility, the need for specific evaluation of those functions is not widely recognized;
- Since all patrolmen are viewed as sharing a common assignment ("police work" in general), their performance can adequately be evaluated on a global (non-function-specific) basis.

With respect to the contents (i. e., constituent functions) of PTS, there was reasonably good agreement among the departments surveyed. Command and supervisory personnel were asked to comment on the relevance and importance to their departments of the following set of PTS functions¹:

- Traffic Control and Direction
- Accident Management

¹This set of 7 functions and their definitions were derived from the IACP report, Police Traffic Responsibilities (July 1969), prepared for the Federal Highway Administration.

- . Traffic Law Enforcement
- . Ancillary Services
- . Support
- . Justice System Interaction
- . Regulatory Activities

All departments surveyed indicated that they perform the first 6 of these functions to some degree, although only one or two of the agencies reported even limited participation in Regulatory Activities. But, while there was basically good agreement among the departments concerning what functions constitute PTS, the specific definitions of these functions varied from department to department. An analysis of the interdepartmental differences was undertaken to develop a "universally acceptable" definition of PTS. Through this process, 5 common PTS functions and one group of related activities were defined. These are discussed below.

2. Universally Acceptable PTS Functions and Their Relative Priorities

The common (i. e., universally acceptable) definitions of PTS functions that emerged from the Task 2 survey represent a restructuring of the IACP functions listed above. The most important aspect of this restructuring is that the common functions are defined in terms of patrolman performance, i. e., in terms amenable to evaluation. Further, the restructured functions reflect the priority that the surveyed departments assign to PTS duties. Thus, to the extent that the surveyed departments accurately represent all law enforcement agencies charged with traffic responsibilities, these functions provide the ideal basis for development of a model job description and identification of performance evaluation factors.

The five functions are defined below in the order of decreasing priority.

a. Traffic Law Enforcement

This function entails the chain of activities that begins with surveillance of vehicular and pedestrian traffic and ends with an enforcement decision/action. The function includes both general and selective enforcement activities, and can be performed by patrolmen assigned to general patrol (traffic, criminal, etc.) as well as patrolmen assigned specifically to traffic patrol. Patrolman performance requirements incidental to this function include knowledge of traffic statutes, observation, detection of violations, evaluation of violations, formulation of enforcement decisions, and implementation of enforcement actions.

b. Court System Interaction

This function entails the total set of activities surrounding the provision of police input to the traffic violation adjudication process.

Patrolman performance requirements include recognition of evidentiary needs pertaining to adjudication of specific violations (elements of offense, admissibility, etc.), preparation of testimony and physical evidence, and presentation of testimony and evidence.

c. Accident Scene Management and Investigation

This function entails all activities undertaken to control and stabilize an accident scene, and to identify causative and contributing factors to the accident. The provision of emergency medical services often takes place concurrently with performance of this function. However, emergency medical service is considered a distinct police function which is not a constituent element of PTS. Similarly, a patrolman performing the accident scene management and investigation function might essentially simultaneously perform traffic direction and control and/or traffic law enforcement, but these, too, are distinct functions. Patrolman performance requirements incidental to the accident scene management and investigation function include knowledge of accident causes and investigation requirements, recognition of scene stabilization requirements, planning scene management and investigation procedures, and implementation of these procedures.

d. Motorist Assistance

This function entails activities incidental to aiding motorists in the event of illness, being lost, vehicle failure, etc. Again, in the performance of this function the patrolman may be called upon to conduct emergency medical services, traffic direction and control, or traffic law enforcement, but these remain distinct functions. Performance requirements incidental to the motorist assistance function include communications skills and knowledge of interpersonal/public relations requirements.

e. Traffic Direction and Control

This function entails activities undertaken to ensure the safe and orderly movement of vehicular and pedestrian traffic. The function may be performed as a regular duty assignment or, as mentioned above, in support of the motorist assistance or accident scene management and investigation functions. Patrolman performance requirements include knowledge of control/direction procedures, evaluation of traffic flow, and planning and implementation of manual control of traffic flow.

In addition to these 5 universally acceptable functions, the survey identified other activities that are related to, but not exclusively contained within, PTS. These were grouped under the label "Related Activities"; specific examples include inspection and servicing of equipment, preparation

of administrative reports, and examining applicants for driver's license. In no case was any such related activity considered of higher priority than any of the 5 functions.

It should be noted that the order of priority among the 5 functions reflects the general consensus--but certainly not the unanimous agreement--of the departments surveyed. The one point where unanimity was evidenced was the designation of traffic law enforcement as the top priority function. The rankings of the other functions are by no means absolute, but rather are situational. For example, traffic direction and control received the lowest ranking largely because this function is to a great degree exercised by electro-mechanical devices and signs, but the function may become crucially important when these devices fail, or when its performance is necessitated by an emergency condition (e. g., an accident). Likewise, the importance of the motorist assistance function depends upon the reason why assistance is required and the environmental characteristics of the situation. In short, the relative priorities indicated above are of less concern to this study than is the fact that all 5 functions universally are considered essential elements of PTS, and therefore must be reflected in the factors identified for performance evaluation.

3. PTS Training Programs

During Data Collection, an attempt was made to determine the amount and content of training in PTS provided to patrolmen on both the basic and in-service levels. An attempt also was made to determine the interplay between training and performance evaluation, i. e., the impact on a patrolman's rating and assignment of his course grades and the procedures through which training curricula are revised in accordance with performance evaluation results.

In all departments surveyed, the basic (recruit) training program was found to include course material directed to the 5 PTS functions defined above. The amount of basic-level PTS training varies widely among the departments, in terms of both the number of hours devoted to PTS and the percentage of total training which these hours constituted. Among the 6 departments visited, the average total recruit training hours are 607 (range: 480-776); of these, an average of 124 (20%) are devoted specifically to PTS. To a large extent, the PTS training content is locally developed, although most departments use a good deal of material produced by IACP and the Northwestern University Traffic Institute. None of these departments employs NHTSA's basic PTS training program.

With respect to in-service training, formal advanced, refresher, or remedial courses in PTS virtually are nonexistent among the surveyed departments. Informal counselling of individual officers to correct specific deficiencies is by far the most common form of in-service PTS training,

augmented by brief lectures, discussions at roll call briefings. It generally was implied that the need for individual counselling was identified in the course of a patrolman's performance evaluation, but the process through which this determination was made was never clearly articulated. Similarly, no formal procedures apparently exist whereby operational experience or performance evaluations lead to revisions in the training curricula.

In short, basic PTS training currently provided in the surveyed departments appears adequately to cover the constituent functions. However, it also appears that the interface between performance evaluation and training content could be improved, and that the implications of performance evaluation relative to in-service or remedial training may not be receiving the full attention warranted.

4. PTS Job Descriptions

Among the agencies surveyed, current job descriptions are not well suited to performance evaluation. In many cases, PTS job descriptions simply do not exist, or are far too generalized to be of practical value. Even when formal, written descriptions are available, they are not performance-oriented. The typical PTS job description is little more than a listing of the patrolman's duties and responsibilities. This type of job description may well be of considerable administrative value, since it establishes the limits of each individual's authority and defines the chain of command. But, it provides essentially no guidance concerning specific activities that must be undertaken to discharge an assigned duty, and it cannot help the patrolman or his supervisor to determine whether the duty is discharged in a satisfactory fashion.

From the viewpoint of this study, existing job descriptions were useful only as a means of verifying that the duties constituting a given PTS function were accounted for. In developing the model job description discussed in Section C, below, it was necessary to go considerably beyond the level of detail of the existing descriptions.

5. PTS Performance Evaluation

Performance evaluation, as it is practiced by the departments surveyed, is conducted on a global basis. That is, it does not address specific jobs, such as PTS, but rather the totality of "police work" expected of the patrolman. Moreover, these evaluations tend to focus on the individual's traits and characteristics (e. g., punctuality, initiative, appearance, etc.) rather than on the specific tasks he is called on to perform. Thus, it is often difficult to relate the evaluation results to specific job deficiencies. Partially offsetting this situation is the fact that most departments also assess a patrolman's activity reports as a kind of performance evaluation.

These reports provide certain quantitative measures of performance (e. g., total miles patrolled, citations issued, etc.). However, it does not appear that these measures have been validated as significant indicators of PTS performance, or as encompassing the full range of PTS functions.

C. Job Description

1. Introduction

In this task, the objective was to organize the data collected in Task 2 and in the literature review into a job description. The main source for the description was the survey of six agencies because study was intended to deal with traffic services as they are defined and practiced. We did not undertake to create a definition of PTS.

As indicated in the previous section, the survey revealed a remarkably good agreement among the six agencies about the definition of traffic services. However, the exact statement of each definition varied among agencies. Thus, a necessary preliminary step to the actual job analysis was to develop definitions and descriptions that reflected the content of the traffic activities in all of the agencies. This was accomplished largely by examining the survey data in comparison to such standards as the publications of the Traffic Institute of Northwestern University and the NHTSA Training Package for PTS. None of the agencies performed all of the traffic services exactly as described in either of these sources. However, there was a sufficient commonality that it was possible to create the Model Job Description (MJJD) in truly universal terms. The description, as it finally emerged from the processes of job analysis and factor definition, has the following essential characteristics:

- . The MJJD is descriptive--it defines the activities (tasks) that the patrolman must perform; it does not include standards of performance. Standards will be developed in later phases of this program.
- . The MJJD is complete--it encompasses all of the activities that are functionally part of police traffic services. Any police agency that provides traffic services can find its patrolman-level activities in the MJJD. However, not all agencies would provide all of the services described in the MJJD.
- . The MJJD is a "model"--it is intended to be a universally applicable description of patrolman activities. However, the way in which these activities are performed, the relative importance of the activities and the PTS mission (or objectives) must be uniquely

defined by each agency. The MJD is a base on which an agency can build its own specific job descriptions and operating procedures.

While the description, itself, is the main product of this task, another important outcome was the method of analysis. What was done was to adapt a general analytical technique to the specific needs of this study. The characteristics of the analysis and some discussion of its specific adaptation are presented below.

2. Method

Very simply, a job description is a written summary of all the activities that make up a job or an occupation. It describes what the job incumbent must be capable of doing to carry out the job successfully. Jobs are described to meet different objectives, including evaluation, and the effect of the application on the description will be noted below.

Most commonly, the "job" that is being described is the work regularly performed by an individual. That is to say, the word "job" means what it does in everyday conversation. However, some jobs, and a police officer's job is one of these, are made up of many parts that are not particularly related in a functional way but must be performed by one person. For example, a police officer can be called on to investigate crimes, apprehend criminals, provide traffic services, etc. Each such group of activities represents in effect a functionally separate job when the police officer is so assigned or committed. Usually, police officers will be responsible (by statute, department policy or other authority) for: 1) an overall law enforcement or criminal justice mission, 2) a traffic enforcement and control mission, and 3) a service mission. Thus, it can be said that a police officer's occupation is made up of at least three jobs. In this study we were concerned only with the work involved in police traffic services. When a police officer is assigned to traffic duties, these activities are his "job."

The concept of multiple jobs can also be extended within a given mission. The component parts of a mission might each be considered as the basis of a "job." For example, one mission of a police department could be "to provide for the safe and expeditious flow of vehicular and pedestrian traffic"; then it follows that there must be a "job" of providing traffic services. To the extent that the mission can be analyzed into more specific components--such as "to enforce traffic law"--it is possible to describe component jobs--such as "traffic law enforcement." In this description we consider police traffic services as the total job and the components are considered as more or less independent functions.

A job description is created by an iterative, analytical process. The process consists of a systematic examination of the objectives, the

activities, the environment, the tools and the personnel interactions that make up the job. The purpose of this analysis is to identify and describe smaller elements that make up the job. The process can be applied in successive steps (or iterations) so that a job can be analyzed into elements having almost any degree of detail. It is possible, for example, to describe a job in fairly global terms, such as "manually direct vehicular traffic" or in such detail as "raise hand and rotate palm toward oncoming vehicles."

The level at which the analysis is stopped is determined largely by the use to which the description is put. A job description is not often created simply to describe; it is used as a tool in another process. For example, job descriptions can be developed for:

- . Identification of training requirements.
- . Identification of personnel selection criteria.
- . Identification of performance evaluation factors.
- . Establishment of command levels.

It should be apparent that a description for the first two purposes must be quite detailed so that the skill and knowledge or the personal traits required to perform a job can be identified. For performance evaluation, the elements of a job description can be less detailed but must be related to behavior (performance) that is observable or results in observable products. For defining command levels, descriptions might be in very broad, general terms.

The elements that make up a job description are usually referred to by generic names, such as "task," "duty," etc. In the MJD the elements are function, duty, primary task, task and subtask, in order from largest to smallest.

The function is a major subdivision of the total job of Police Traffic Services (PTS). The function consists of a group of activities related to a single objective of PTS. Thus, "Accident Scene Management and Investigation" is a function that relates to a PTS objective that can be stated as: "to provide for the safety and convenience of the highway user." In operational terms, a function could be the basis for assignment either on a day-to-day basis or over a longer period.

The duty is a subset of activities within a function that relate to a single objective of a function. In operational terms, a duty is a clearly discernible set of activities but is not a basis for assignment. For example, "surveillance of traffic" is a duty which is part of the function of enforcement. The officer's surveillance activities are clearly definable and observable, but he would not be assigned to surveillance only. Assignment would be for the entire function of enforcement.

The primary task consists of related activities within a duty that together result in (or produce) an observable product. For example, "Photograph Accident Scene" is a primary task.

3. Content of the Description

The above method was applied and definitions of the PTS job and its functions were developed.

a. PTS Job Definition

The essential responsibility of all police agencies is to protect the life and property of the community they serve. This is reflected in a traffic responsibility which for most agencies can be summarized as "to provide for the safe and efficient movement of people and goods on the public highways." What this translates to in more operational terms is that police have both an enforcement responsibility and a safety responsibility relative to the highway system. All police activities performed under those dual responsibilities constitute Police Traffic Services.

All of the activities commonly included within PTS, at the patrolman level, can be classified into one of the following functions: Traffic Law Enforcement, Traffic Direction and Control, Accident Scene Management and Investigation, Motorist Assistance, and Court System Interaction.

b. PTS Function Definition

PTS functions were derived from the data collected in this study by applying the analytical method described earlier. In addition, as we defined the functions, we considered the compatibility between them and PTS functions that have been defined for other purposes. NHTSA has supported the development of model policy procedures and regulations for police traffic services, and these have a functional identification (see Bibliography, Items 1 and 2, under PTS). This description is not in major disagreement with the others. Four of the following functions are essentially identical to ones identified in the other studies. These are Traffic Law Enforcement, Accident Scene Management and Investigation, Traffic Direction and Control, and Motorist Assistance. We have identified "Court System Interaction" as a separate function because of the importance assigned to it by the departments involved in this study. In the other studies, court activities are subsumed under "Administrative Procedures."

(1) Traffic Law Enforcement. The objective of this function is to deter and detect traffic violations through law enforcement. It includes patrol activities as well as general and selective enforcement of all traffic laws. This function begins with the observation and detection of

a violation; it includes apprehension of and interaction with the violator, investigation of the violation, and the enforcement decision and actions. Ultimately, traffic law enforcement can lead to adjudication. In this description, police activities associated with adjudication are classified as a separate function.

(2) Traffic Direction and Control. The objective of this function is to insure the safe and orderly movement of vehicular and pedestrian traffic. The function includes regular duty assignments, such as at school crossings as well as traffic control related to emergencies. It encompasses whatever planning is performed by the patrolman as well as the actual manual control of vehicular and pedestrian traffic. Two important applications of this function are the control of traffic in an accident situation and the control of traffic for special events. Traffic direction and control can lead to an enforcement action.

(3) Accident Scene Management and Investigation. The objectives of this function are to provide for control and stabilization of an accident scene and to perform an investigation of the causative factors. The investigative part of this function is performed only in support of the police responsibilities for safety and enforcement. Therefore, the results of an investigation are used in determining enforcement action, evaluating countermeasure programs, detecting and apprehending violators, and identifying problem areas. This function includes planning for and use of emergency procedures and vehicles as well as emergency medical services. This function can lead to enforcement actions. Also, parts of this function are closely related to some aspects of the function of traffic direction and control.

(4) Motorist Assistance. The objective of this function is to provide assistance to the motorist in the event of illness, being lost, vehicle failure, etc. The activities that make up this function are those of emergency medical service, emergency service for vehicles, and the delivery of information about traffic and road conditions and location.

(5) Court System Interaction. The objective of this function is to provide police input to the adjudication process. This function includes the preparation and presentation of testimony and physical evidence as well as other court-related activities. Only those court activities that arise out of traffic law enforcement are included.

c. PTS Duty and Task Definitions

The definition of duties, primary tasks and tasks was the final step in developing the job description. Because these parts of the job description are potential evaluation factors, this work was performed simultaneously with factor identification (see Section 4, below). Following the

definition of functions, an analysis of the activities to be included within each function was made so that the activities corresponding to duties, primary tasks, etc., could be identified and collated for inclusion in the final description document. An outline of the functions, duties and primary tasks is contained in Appendix C. This outline was the basis of organizing the final, complete description.

4. Factor Identification

The objective of this task was to define for every duty and lesser element in the description, the extent to which one had the attributes needed for personnel evaluation. All of the information and insights gained in the course of the study was applied here to make a valid and practical judgment about each potential factor. This process, however, emphasized the following points about evaluation.

a. Impact on Highway Safety

We have already noted that the basic concern of police in regard to traffic is traffic law enforcement. However, the concern for protection of life and property on the highway is of equal importance to practically all police agencies. Therefore, the evaluation factors must be examined in terms of potential impact on safety. Such an examination might, for example, result in assigning a higher priority to accident investigation than to parking control.

b. Operational Significance

Some of the tasks involved in PTS are inherently more important than others. For example, in accident investigation the task of collecting information could be assigned a higher priority than the task of writing the report. The writing task, if poorly performed, may only slow down the use of the report while the information collection task, if poorly performed, could lead to a wrong assessment of causal factors.

c. Application of Evaluation

How the results of performance evaluation are to be used determines to some extent the relative emphasis to be given to the various parts of the evaluation. To illustrate, one possible use of performance evaluation relates to training. Those factors that relate to performance that can be improved (if needed) in the field by a supervisor "counselling" a patrolman would probably be assigned a lesser importance than factors that might require more intensive, formal training.

d. Policy Considerations

While this aspect of importance is listed last here, it might well be considered first in the development of an evaluation system for a given agency. The traffic services that an agency provides, as well as the stated priority of the services, will determine what emphasis will be given to the evaluation system. In this program to develop a "universal" system, the effect of any given policy on evaluation cannot, of course, be incorporated into the system. What must be done in this program is to plan for a system that will allow the selective and differential use of its component functions, duties and tasks.

5. Completed MJD

Because of its size, the MJD is reproduced separately. However, in Appendix D there are 5 pages, one from each function, taken from the completed document. The tabular format used in that document includes a definition of each duty and primary task and task at the left, and in adjacent columns information about the products, the observability and the universality of each duty and task. The kind of information to be found in each column is described briefly in the following paragraphs.

- Products. In this column the output of the activity is described. This can be an action performed by the patrolman, a document, such as a report or a ticket, or an effect on someone or something else, such as a change in traffic flow.
- Observability. Here are recorded the facts about how and when the activity or its product can be observed.
- Universality. In general, the MJD includes only activities that are performed in any police agency that has responsibility for the stated duty or function. If there are any exceptions or special considerations, they are noted here. Also noted here are comments about the intrinsic importance of the activity to the PTS job.
- Training. One basis for including activities in this description and for assessing the importance of an activity to PTS was the training effort devoted to the activity. Comments on present training practices are included here. It should also be noted that an activity to which much training is devoted will also be one probably meriting careful evaluation.

- Gradations. For any evaluation system to be successful, the performance or trait being evaluated must have discernible levels of quality. That is, the performance must be measurable (e. g., rate of output) or it must permit descriptions of typically "good," "standard" and "poor" levels. In other words, the activity must have gradations of performance. In this study we have not attempted to describe these gradations, but simply to ascertain which functions admit of gradations. The related comments are presented in this column.

The suitability of any single factor for use in evaluation cannot be determined exactly within the scope of this study. Virtually every duty and lesser element in the description meets the contractual criteria for selecting factors. These criteria are:

- That they are performed universally, i. e., by all police agencies.
- That they can be observed directly or result in an observable product.
- That gradations of performance can be assigned.

The first criterion is met by the entire description--if an agency performs a given function, it performs all of the included activities. Most of the duties and primary tasks do have some product; also, each activity can be observed (except for planning or judgmental activities). How practical it would be to observe some of these products is questionable, and it is also debatable whether or not the products of every one of the tasks merit separate evaluation. Finally, each of the entries in the description has some information about gradations, but many suggest only subjective gradations (i. e., rankings or ratings). Some of the possible gradations that have been associated with the tasks, etc., can also be challenged as to practicality and utility.

Answers to the above questions must be obtained in future research that addresses the more precise definition of performance gradation and the actual process and application of evaluation.

IV. CONCLUSIONS AND RECOMMENDATIONS

A. Validity of Results

While it was not a stated objective of this study, a very important question to be answered was, "can police performance be studied and evaluated by applying job analysis and quantitative evaluation techniques?" The study was initiated on the assumption that the PTS job could be analyzed in a meaningful way for evaluation. Conceptually, this assumption is fully justified. The logic is that a job having specified responsibilities and procedures can be defined, and the terms of the definition can be suited to particular applications. That is to say that traffic-related tasks can be defined in ways that make them suitable for evaluation. We have demonstrated by the MJD that the job can be analyzed and, it appears, can be quantitatively evaluated. We must conclude, therefore, that the answer to the question posed above is "yes." The job can be so studied. There is, however, a qualification that must be raised, which is that even though such evaluation is possible, there are some indications that in the present police community it may not be fully acceptable. We will address this point more fully below (Paragraph C).

A second important conclusion is that the description is a valid one. It presents a complete picture of PTS activities; it is segmented to correspond to typical duty assignments and it is in substantial agreement with descriptions prepared by other police research or operational organizations. In a critical review of the description, the Traffic Institute acting as a consultant to the research team agreed to the completeness and the structure of the description. We wish to emphasize this conclusion about validity because, if the ultimate evaluation system is to be accepted and used, it must be based on a recognizably valid statement of the job. Second only to the research team's concern for the requirements of personnel evaluation was their commitment to produce a realistic description of PTS as it is actually performed. We believe that the MJD does this.

B. Feasibility of Developing an Evaluation System

Subject to the reservation stated earlier about the acceptability of performance-based evaluation, the conclusion must be reached that it is both possible and feasible to construct a PTS performance evaluation system that will meet the requirements that were laid down early in this study (Page 5). A complete system of procedures, forms and application can be conceptualized now, based on the content of the MJD.

C. Utility of Performance Evaluation

In the paragraphs just above, we present conclusions that are generally positive about the concept underlying this study and the extension of the study into a full system of evaluation. We will present here some comments that are intended not to dilute the positive conclusions, but are intended to provide a realistic perspective.

The statement was made in Paragraph A that the projected performance evaluation system may not be acceptable to operational police personnel. There are a number of reasons for this assertion. The survey results show that traffic does not generally enjoy the highest priority among all police duties or assignments. Therefore, a natural question is "why evaluate PTS so carefully or precisely?" Also, at the present time, most evaluation is based on the traits or skills needed by a policeman rather than on measures of job performance or output. It is usually not easy to conceive of doing evaluation (or anything else) in some way other than the way that one has always done it. Further, it is well recognized that a police officer's job has many facets and somehow quality of performance must be judged in terms of the complete job.

These comments should not suggest a negative attitude; they are rather the basis for some of the specific recommendations for further development.

Further, with regard to the utility of the projected evaluation system, the results of this study lead to the conclusion that it will be important to establish practical applications. The system of evaluation must be related realistically to the possible uses in personnel appraisal, training needs development, patrolman training (counselling), traffic program evaluation, etc. Evaluation of itself is a useless concept to command and supervisory personnel, but evaluation as a means of accomplishing management objectives can be an important and accepted process.

D. Recommendations

Based on the factual results of this study, as well as the conclusions that have been drawn, the following recommendations are made:

1. The program to develop a PTS performance evaluation system should be continued. The approach is technically feasible from an evaluation viewpoint and it appears to admit of integration into (and possible improvement of) current traffic operations and evaluation.
2. As to approach, the program should continue to develop the job performance measures--both qualitative and quantitative--that are envisaged in the approach to the present study.

3. The approach to job performance evaluation should include explicit means for both evaluative measures (e. g., acceptable/nonacceptable) as well as diagnostic measures or indicators.
4. The PTS system must be realistically related to all of the aspects of the police job. This must include other job performance measures as well as such important attributes as attitude, appearance, equipment maintenance and interpersonal relations.
5. It is recommended that NHTSA, in addition to supporting the continuation of this program, consider a more active role in communicating the potential value of this evaluation approach to the operational police agency. This study clearly indicated that NHTSA enjoys a good reputation among police personnel. We believe that this reputation should be enhanced and utilized in presenting the results of this study (and subsequent ones) and in developing a receptive attitude. This is not to say that NHTSA should attempt to mandate any system, but it should clearly put the strength of its image behind the development and use of an effective system.

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California (10 representative municipal departments)
Portland, Oregon
Washington (representative group of small and medium
agencies)
Wichita, Kansas
Seattle, Washington
Denver, Colorado
Georgia Highway Patrol
Savannah, Georgia
New York State Police
Phoenix, Arizona
Los Angeles County, California
Michigan State Police
Pennsylvania State Police
New Jersey (representative municipal departments)

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APPENDIX A.

Copies of three IACP Resolutions
concerning
PTS Performance Measurement
and Evaluation

RE-EVALUATION OF TRAFFIC STANDARDS AND RATES
1963

WHEREAS, At the present time there is misunderstanding and doubt in the minds of most of the membership regarding the current validity and application of the policies, procedures, standards and rates of the International Association of Chiefs of Police (IACP) as these relate to traffic responsibilities at all levels; and

WHEREAS, There has been a considerable body of knowledge and experience developed relating to these policies, procedures, standards and rates since they were originally constructed; and

WHEREAS, There is a need to develop methods and procedures to implement the policies, procedures, standards and rates for more effective action at all levels of government; and

WHEREAS, In the past thirty-five years there has been a tremendous growth and development in motor vehicle transportation and the problems related thereto and that all trends indicate a continued growth;

NOW, THEREFORE, BE IT RESOLVED, That the IACP go on record supporting a re-evaluation of all policies, procedures, standards and rates now in force relating to traffic responsibilities; and

BE IT FURTHER RESOLVED, That the necessary methods and procedures for implementation of the policies, procedures, standards and rates be developed; and

BE IT FURTHER RESOLVED, That the Executive Committee instruct the Executive Director to take notice of these resolves and to exercise his offices in the execution of their ends through the Field Service Division, IACP.

UPDATING AND EXPANDING TRAFFIC LAW
ENFORCEMENT MEASURES
1971

WHEREAS, The International Association of Chiefs of Police has throughout the years served as a major factor in promoting professionalization within the police service; and

WHEREAS, Uniformity of action among the practitioners is a measure of professionalization; and

WHEREAS, The International Association of Chiefs of Police has in past years through committee and corporate action helped to move toward professionalization by providing, in committee reports, certain standard definitions, classifications of offenses and measures of performance; and

WHEREAS, Certain material has been updated from time to time while other material including traffic law enforcement measures has been left practically unchanged for twenty years; now, therefore be it

RESOLVED, That the International Association of Chiefs of Police be requested to:

- (a) study the need for updating and expanding the said traffic law enforcement measures to the end that police agencies having traffic law enforcement responsibilities may be provided with a more useful tool by which they may measure performance and achievements in activities related to traffic law enforcement; and
- (b) advise the National Highway Traffic Safety Administration of the need for such updating and expansion and to request its assistance accordingly.

POLICE TRAFFIC SERVICES PERFORMANCE MEASURES
1974

WHEREAS, The only commonly known and accepted measure of performance or rates for Police Traffic Services efforts were developed over 20 years ago and may not be valid today; and

WHEREAS, Each jurisdiction, and even each individual location within larger jurisdictions, has its own unique circumstances which make it impractical and inappropriate to apply measurement rates or scales developed on the basis of experience in other jurisdictions or locations; and

WHEREAS, Although factors for consideration in performance evaluation may be developed and recommended, the specific comparative measures should be locally developed for local administrative evaluation fitting the needs of the particular jurisdiction; therefore, be it

RESOLVED, That the International Association of Chiefs of Police recommends that use of arbitrary or outdated Police Services administrative rates or measures be discontinued; and be it

FURTHER RESOLVED, That the International Association of Chiefs of Police urge the National Highway Traffic Safety Administration to sponsor a project that will identify factors that are recommended for consideration when evaluating the Police Traffic performance of a jurisdiction or any component of a jurisdiction with specific measures to be developed by the individual jurisdictions.

APPENDIX B.

Data Collection Interview Forms

Data Collection Interview Forms

In the survey for this study, a form of structured interview was used. In each of the six selected agencies, personnel were interviewed who had responsibilities for command, training, personnel evaluation and supervision. In many cases, the same person had responsibility for two or more of these areas. In addition, a small number of patrolmen were interviewed in each agency. To insure that each interview covered all of the necessary topics, interview guides were prepared. These also served to achieve a degree of uniformity in how the interviews were conducted in different agencies and by different interviewers.

An important part of each interview was the use of functional definitions from an IACP research study as a basis. These definitions were in a booklet that had been extracted from the IACP report. As a convenient reference for the reader, these functions are very briefly defined below in essentially the same language as the original report. A set of interview guides is attached, immediately after the definitions.

a. Traffic Control and Direction

The function of controlling and directing vehicular and pedestrian traffic on the streets and highways is a traditional one for the police. Traffic control and direction is defined as all of those activities that are required of a policeman when he takes charge of street or highway traffic and in securing compliance of laws and regulations governing the movement of vehicles and pedestrians. The specific duties are: 1) Indicating to drivers and pedestrians what to do and what not to do in a traffic situation; 2) Providing information, answering inquiries and giving directions; 3) Within legal constraints, making and enforcing emergency rules and regulations to expedite the flow of traffic in unusual or unexpected traffic conditions.

b. Accident Management

This involves all police activity connected with traffic collisions (post collision only), including the presence of a police officer on the scene of a collision to assist the injured; to prevent further injury, damage or loss by providing necessary protection; to prepare accident reports as appropriate by security necessary data through approved investigative techniques and interviews; and to conduct necessary follow-up investigations. It also includes taking enforcement action relative to the incident.

c. Traffic Law Enforcement

This function is specifically directed toward controlling traffic violations through preventive patrol and active enforcement. It involves certain aspects of motor vehicle operation and pedestrian behavior relating to street and highway use as well as vehicle ownership, use and condition. It also relates to procedures involving courts and prosecutors. The basic role of the police in traffic law enforcement is to observe, detect and prevent violations of the traffic laws and to take appropriate action when violators are observed. More precisely, police traffic responsibilities include:

- 1) Surveillance of traffic flow and safety.
- 2) Detecting, in connection with highway use, pertinent defects in individual behavior, vehicle equipment and roadway condition.
- 3) Initiating appropriate action to prevent the defects from causing accidents (by enforcement action, warning, issuing a summons or making an arrest) and to minimize future behavior defects.
- 4) Reporting and/or recording all such activity.
- 5) Assisting in adjudication of violations by cooperating with prosecutors and courts.

d. Ancillary Services

Ancillary services are those activities that police perform on behalf of the motorist on the highway out of necessity or courtesy. These motorist services have taken on added importance with the development of high-speed controlled access highways. This function includes the many motorist services that police officers provide on a frequent basis as the need arises. These services have only an indirect effect on traffic flow. They include emergency services, checking abandoned vehicles, removing hazards from the roadway, inspecting the roadway and adjacent facilities and locating and recovering stolen vehicles.

e. Support

This function encompasses the activities identifiable with the administrative processes of a police agency. It includes all those activities that serve as support for the line or field functions, such as administrative

tasks, research and analysis, public relations and public information, training, equipment and facility maintenance, communication and other management functions having a bearing on police activity.

f. Justice System Interaction

This function includes those activities performed in other justice modes or police missions by the traffic police, such as court duties, serving warrants or subpoenas, transporting prisoners or dignitaries, assisting other units in criminal control and the various other activities that interface with traffic duties. The police officer assigned to traffic duties must interact with courts, prosecutors and other elements of his own agency, including those concerned with crime suppression.

g. Regulatory Activities

The police traffic activities falling within the scope of this function are most often directed toward vehicle inspection and control of size and weight of vehicles. Less frequently, police duties will include administrative tasks pertaining to driver testing and licensing and public carrier regulations applicable to local jurisdiction. Licensing and controlling taxicabs, school buses and inspection of vehicles for hire, are examples.

Data Collection Forms
PTS Evaluation Factors

The attached forms have been designed for use with a booklet that describes police traffic functions and sub-functions and with the results of a task analysis of police traffic services performed by Dunlap and Associates, Inc. That analysis was the basis for the Basic Police Traffic Services Training package. The booklet was assembled during that same study and was adapted by D&A from:

Smith, R. D. et al., Police Traffic Responsibilities, IACP,
July 1969.

The IACP document is a complete, authoritative definition of traffic functions. The essential purpose of using the booklet adapted from that document is to have a complete list of functions, with accurate definitions for use in all of the interviews. Our intent is to avoid confusion or misunderstanding of terms.

The task analysis results are a representation of the Functions, Tasks, Skills and Knowledges that must be performed in the delivery of traffic services. In this study we will be reviewing the validity and completeness of the results.

The attached forms are for guidance during interviews with the designated persons. They are not intended to collect specific data items. Each interview should cover the topics listed, but should not be limited to them. The interviewee should be encouraged to describe his activities in his own words. Each department will be different; so the responses will likewise be different. The objective is to learn all we can about PTS job performance, training and evaluation. The form of the information is not of any special consequence.

However, wherever possible we should collect documentation and we should keep complete notes of each interview. Cryptic notes have a way of losing meaning after a time.

Generally, the parenthetical notes on these forms are instructions to the interviewer. Again, these are for guidance. The interview must be conducted to suit the environment and the interviewee.

In many departments one person may respond to two or more of the forms. This is to be expected especially in the smaller departments, but we must remember to keep the interview directed toward the area of concern (e. g., training or personnel).

Except for the Patrolman/Supervisor form, probably only one interview per form will be required. We have no requirement for extensive sampling among patrolmen. We should talk to as many as is convenient for the department. Also, it would be quite appropriate to have a group interview with two or more patrolmen. (provided we find that we can record their responses--or ask them to jot down their responses).

Date _____

Code _____

Interviewer _____

Command Level Interview Guide

- 1. What traffic services are provided regularly by your department? (Refer to booklet.)

Which of these are required by statute?

" " " by administrative order?

" " " by tradition?

- 2. Are any of these (from booklet) specifically not your responsibility? (Record why and who does have responsibility.)

- 3. Do you have a dedicated traffic unit? Yes _____ No _____

If "no," who is responsible for traffic services?

- 4. How many officers are regularly concerned with traffic?* _____

How many non-sworn personnel regularly perform some traffic services?* _____

How large is your department? Sworn _____ Non-sworn _____

- 5. Of the sworn personnel involved with traffic, what percent of their regular duty time is devoted to traffic? _____

*(Refers to personnel actually performing services, not planning, etc.)

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6. How would you rank the relative importance of the major functions of traffic services (booklet)? Rank the most important as "1". (Try to obtain rationale.)

	<u>Rank</u>	<u>Time %</u>
Traffic Control and Direction	_____	_____
Accident Management	_____	_____
Traffic Law Enforcement (including Patrol devoted to Traffic)	_____	_____
Ancillary Services	_____	_____
Support	_____	_____
Justice System Interaction	_____	_____
Regulatory Activities	_____	_____

Could you estimate the percent of time your patrolmen devote to each function (out of total duty hours)?

7. How would you rate traffic services relative to all other functions performed by your department?

Equally important Less More (how much)

(Try to get rationale.)

8. How do you as a manager judge the quality (effectiveness) of your traffic operation?

(Number of contacts or citations, accident rates, complaints, etc.)

If this is formalized, could we see reports? Yes _____ No _____

(Probe into process of evaluation.)

9. May we borrow (read) any of the policy statements, orders, reports, etc., that document the topics we have discussed?

45 Yes _____ No _____

Date _____

Code _____

Interviewer _____

Personnel Officer Interview Guide

1. Does your personnel evaluation system use job performance standards, ability standards or both? (Try to obtain a written description of the system.)

How and by whom are they established?

2. Especially with regard to traffic--whether it's a full assignment or part of other duties--do you attempt to evaluate an officer with regard to discrete aspects of his job or do you make a "global" evaluation? (Or both?)

3. Do you make use of a formal job or duty description as a basis for evaluation? (Is it documented?)

4. What uses are made of the individual's evaluation?

- Promotion
- Salary
- Counselling
- Training
- Other

Who does these things?

(Try to get a full description--written if possible--of the evaluation process and the applications.)

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Date _____

Code _____

Interviewer _____

Training Officer Interview Guide

1. How do you accomplish training in traffic at the entry (recruit) level? (OJT, own facility, state academy, etc.)

2. If formal training, what curriculum is used? (DOT, own, Traffic Institute, etc.)

May we borrow (read) a copy?

3. How much time is devoted to each of the functions (approximate, using list below, if not specified in curriculum)?

Traffic Control and Direction

Accident Management

Traffic Law Enforcement

Auxillary Services

Support

Justice System Interaction

Regulatory Activities

4. If OJT, about how long before a recruit is prepared to function on his own?

About how long after formal training before a recruit is prepared to function on his own?

5. Describe your in-service traffic training. How do you identify a need for in-service training?

5. Do you make use of Job Descriptions, Task Analyses, or similar documents in your training program? (In other words, what are your training goals?)

May we borrow (read) these?

6. With regard to criteria (or training standards) what standards do you use; what do you consider satisfactory performance?

May we borrow (read) the tests that you use?

7. How do you evaluate your training program (with regard to traffic) for your own management and development?

- goals

- criteria

If this process is formalized, may we borrow (read) the documents, reports, etc.?

8. Is the patrolman's immediate supervisor apprised of the degree to which the patrolman satisfied the training standard (marks)?
9. (Review the Basic PTS analysis to "validate" the Functions, Sub-Functions, Skills and Knowledge. Do this only to extent it seems suitable to the specific situation and time available.)

Date _____

Code _____

Interviewer _____

Supervisor/Patrolman Interview Guide
(also use for non-sworn)

1. Please describe briefly the traffic services you (your patrolmen) regularly perform.

(Use booklet as checklist and lead interviewee into areas not mentioned. Attempt also to relate to "command" interview results. This should allow us to compare what is actually done to what is intended in policy statements, etc.)

2. Please estimate the amount (percent) of time you (or the patrolmen under you) devote to each of these functions in a period of about a month. As a supervisor, how much time do you devote to each?

	<u>Time</u> <u>Patrolmen</u>	<u>Time</u> <u>Supervisor</u>	<u>Rank</u>
Traffic Control and Direction	_____	_____	_____
Accident Management	_____	_____	_____
Traffic Law Enforcement (including Patrol devoted to Traffic)	_____	_____	_____
Ancillary Services	_____	_____	_____
Support	_____	_____	_____
Justice System Interaction	_____	_____	_____
Regulatory Activities	_____	_____	_____

(Use the booklet to help define each function and help the interviewee make his estimate. Attempt to make this a valid estimate.)

Please rank each function for importance relative to other traffic functions (1 = most important).

4. How would you rate traffic services relative to all other police functions?

Equally important

Less

More

(how much)

(Try to get rationale.)

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5. (Supervisors only)

How do you judge the quality of performance of the men under you?

- Standards
- Performance criteria

How are these established and by whom?

Is the process formal or informal? Describe how it works.

How do you judge the quantity of performance?

Does training program identify adequate quantitative standards?

6. (Patrolmen only)

Which function of traffic service do you like best and which least?

(Try to get rationale.)

How would you describe your own capability in traffic services?

(Try to get this rated by function.)

What are your criteria?

7. What training (kind and amount) did you have in traffic services?

Was the training good? Why?

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8. Did it identify what you feel are adequate standards for you to judge your own performance?

What are they?

9. What do you think are the most important criteria for evaluating a patrolman performing traffic services?

(Try to get this in terms of job performance or abilities, and also try to determine how it might be done.)

(Sergeant)

How do you use performance evaluation?

Counselling

Training needs

Promotion

Other

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DUNLAP and ASSOCIATES, INC.

EASTERN DIVISION

ONE PARKLAND DRIVE, DARIEN, CONN. 06820 • 203-655-3971

Memorandum Sent to Agencies in the Mail Survey

Information Needs for Study of Evaluation Factors
for Performance of Police Traffic Services

NHTSA Contract DOT-HS-5-01272

To carry out this study effectively, we need to know the following:

1. What is the traffic mission or responsibility of your department?
2. What traffic or traffic related training do you provide at the recruit level and in-service?
3. How do you evaluate patrolman performance, especially of traffic duties and in connection with the determination of training needs?
 - a. What are your criteria for performance?
 - b. What measures (scores) do you use?

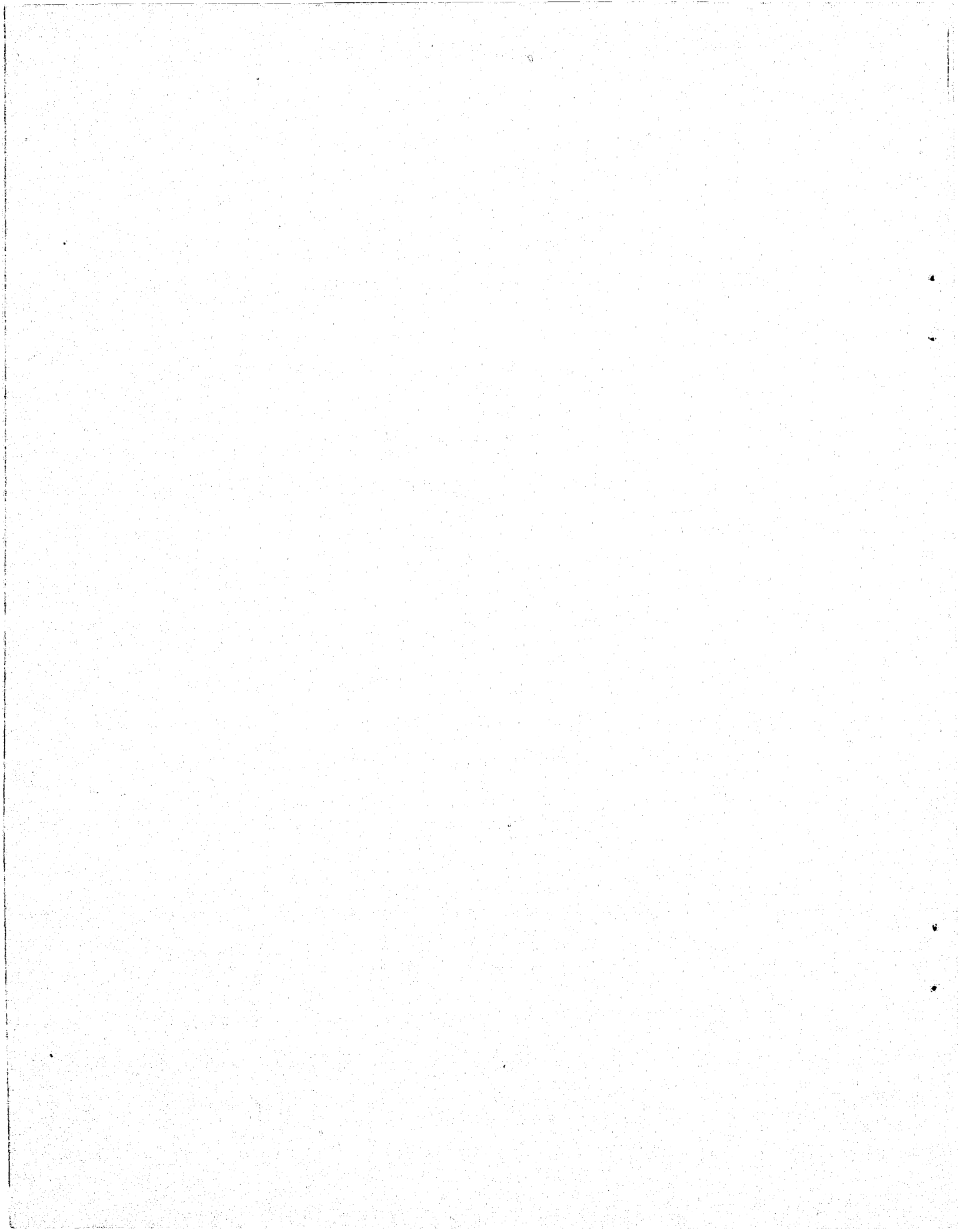
For number one, above, a statement of policy or general orders (preferably with some indication of the relative priority or emphasis given to each of the several traffic functions) would provide the basic information. If you have a job or task description of the patrolman's traffic duties, this would help our study greatly. Any additional information about your traffic responsibility will be helpful. For example, it would be of interest to know the basis for your traffic responsibility: is it statutory; is it by administrative order; or has it simply been assumed?

With regard to training (Item 2, above) we would like to have an outline of your recruit training curriculum that would enable us to determine (at least approximately) the amount of time devoted to traffic and traffic-related subjects. We would also like to know the amount of time devoted to practical exercises, such as: patrol driving, traffic control, and accident investigation. In addition, we would like to know your department's policy concerning in-service training, especially with regard to traffic services. In this study we are particularly interested in knowing to what extent your in-service training might be considered remedial and how the need for it is determined.

As to evaluation, we need to know what procedures you now use for assessing patrolman performance and to what extent traffic services performance is included in the assessment. We would like to know what criteria you use to judge the quality of traffic services (e.g., contacts, citations, miles of patrol, etc.) and what, if any, measures or quantities you use as a standard (e.g., number of arrests per patrol hour or number of contacts per hour).

Any related information and any comment or critique you may wish to make about this study or about performance evaluation generally will be useful to us. We will, of course, treat all your inputs as privileged information and in our reports no individuals or departments will be named.

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APPENDIX C.

**Outline of PTS Functions, Duties
and Primary Tasks**

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PTS Job Description Outline

I. Traffic Law Enforcement

A. Conduct surveillance of traffic

1. Conduct moving patrol
2. Perform stationary surveillance
3. Conduct road block
4. Conduct surveillance while performing direction and control
5. Conduct planned selective surveillance

B. Observe (detect) traffic law violation

1. Detect moving violation
2. Detect pedestrian violation
3. Detect vehicle equipment defect (violation)
4. Detect parking violation

C. Apprehend violator

1. Decide to apprehend violator
2. Plan pursuit (apprehension)
3. Plan enforcement action
4. Conduct pursuit
5. Make stop
6. Approach vehicle and violator
7. Interview (interact with) violator
8. Observe and evaluate violator during interview
9. Observe and evaluate vehicle interior
10. Decide upon enforcement action
11. Take enforcement action

II. Accident Scene Management and Investigation

A. Obtain accident location and information

B. Plan route to accident scene

1. Relative to location
2. Relative to traffic environment
3. Relative to apparent urgency of accident (injuries and hazardous substances)

C. Evaluate need for equipment and special personnel

1. Anticipate needs and request help en route to accident scene
2. Evaluate own resources

D. Proceed to accident scene

E. Manage accident scene

1. Evaluate scene and plan management strategy
2. Stabilize and control accident scene

F. Conduct investigation

1. Insure the security and preservation of physical evidence (until collected)
2. Summon and cooperate with specialized AI officers if available and needed or if mandated
3. Observe scene and reconstruct accident by diagramming
4. Interview and record accident descriptions
5. Collect and preserve physical evidence
6. Record observations
7. Photograph scene, vehicles and victims, as required

G. Take enforcement action

H. Return accident scene to normal

1. Arrange for removal of vehicles and debris
2. Assist in above as needed
3. Provide for security of vehicles and of victims' personal property
4. Operate emergency traffic direction control and procedures as long as required

I. Carry out follow-up investigations and procedures (such as obtaining chemical test results)

J. Prepare required reports and testimony statements

III. Traffic Direction and Control

A. Manually direct and control vehicular traffic

1. Carry out assigned traffic duties (normal duty or special events)
2. Respond to unusual traffic flow or failure of automatic control equipment
3. Control traffic at accident scene

- B. Manually direct and control pedestrian traffic
 - 1. Carry out assigned duties
 - 2. Respond to unusual traffic flow or failure of automatic controls
- C. Provide special escort as for parades, funerals and hazardous materials
 - 1. Plan control of traffic
 - 2. Manually control and direct traffic during escort
- D. Observe violations while conducting any of above direction and control modes
- E. Take enforcement action as appropriate
- F. Conduct routine parking inspection and enforcement as assigned

IV. Court System Interaction

- A. Collect and prepare testimony
- B. Collect and prepare physical evidence
- C. Testify and present evidence in court hearing or trial
 - 1. Maintain appropriate demeanor and appearance
 - 2. Follow correct procedures of testimony and evidence

V. Motorist Assistance

- A. Provide emergency medical service to ill or injured motorists and passengers
 - 1. At accident scene
 - 2. At roadside when need is observed on patrol (or when dispatched)
- B. Provide assistance to motorists experiencing vehicle failures
 - 1. Assist in returning vehicle to normal
 - 2. Summon assistance and/or emergency vehicles
 - 3. Provide (or arrange) for motorist transportation

- C. Provide directional and highway and traffic status information to motorists on request or as needed (to individual motorists or to all traffic at a traffic stop)
- D. Maintain appropriate demeanor and appearance

APPENDIX D.

Sample Pages of Model Job Description

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POLICE TRAFFIC SERVICES MODEL JOB DESCRIPTION

Function: 1.0 Traffic Law Enforcement

	Duty/Task Description	Products	Observability	Universality	Training	Gradations
1.1 D	Conducts surveillance of traffic--observation of vehicular and pedestrian traffic within the patrol environment by the use of moving patrol, stationary patrol or selective enforcement for the purposes of obtaining compliance with vehicular traffic laws.					
1.1.1 PT	<p>Conducts moving patrol:</p> <p><u>Area patrol</u>--patrol in an area or beat which may include several streets, roads or sections of a highway.</p> <p><u>Line patrol</u>--patrol on a designated route between two points, usually on a city street or highway.</p>	Patrol miles and hours logged.	Activity reports, dispatch records, vehicle logs.	This task is common to all agencies, but may not be performed exclusively for PTS.	Training in moving patrol strategy and conduct is common to all agencies. Driver training (basic and specialized) is required.	<p>Products relative to:</p> <ul style="list-style-type: none"> • assigned time and area • traffic volume • diversion to other duties
1.1.1.1 T	Plans patrol--initiates planning of his patrol in terms of geographical area to be covered, likely accident/violation locations, time of day traffic flow, performance of non-traffic-patrol related activities. Modifies planning to changing traffic flow, environment and events.	Patrol plan: usually a "mental picture" of schedule, route, speed, etc. Patrolman establishes own "rules" for planning based on knowledge, experience and agency directive.	Can be described by the patrolman. may be inferred from activity logs, etc. Can be observed by supervisor.	Performed universally, particularly for area patrol; rules and directives vary widely.	Basic training in patrol planning common to all agencies. Intelligence specific to a patrol area provided as required.	Degree to which plan provides patrol coverage relative to accident/violation incidence and relative to total patrol area.

POLICE TRAFFIC SERVICES MODEL JOB DESCRIPTION

Function: 2.0 Accident Scene Management and Investigation - continued

Duty/Task Description	Products	Observability	Universality	Training	Gradations
2.1.1.1 T Obtains information about accident location and severity. Uses appropriate communication procedures to insure having complete and accurate information.	Record of accident information. Communication procedures.	Can be inferred from subsequent tasks. Communication records.	Must be performed.	Communication procedures are trained.	Recorded information compared to actual. Procedures compared to departmental or other standard.
2.1.1.2 T Plans route to scene. Uses geography of area and knowledge of traffic and of accident to select the most expeditious route.	Mental plan or route.	Same as 2.1.1.	Same as 2.1.1.	Same as 2.1.1.	Same as 2.1.1
2.1.1.3 T Drives patrol vehicle. Uses knowledge of laws and accident severity to guide driving performance.	See Task 1.1.1.2 -- products, gradations and comments apply here.				
2.1.1.4 T Parks patrol vehicle. Locates vehicle safely and with regard for protection of the accident scene and to facilitate subsequent activities.	Position of vehicle.	Can be reported by patrolman, or observed.		Included in accident training (maybe part of driver training).	Position can be evaluated against departmental or other standards.
2.1.2 PT Plans emergency procedures and strategy for control and stabilization of scene.	Mental plan.	Inferred from subsequent tasks or reported by patrolman.	A logically necessary step, but may not be separately identified.	Is identified for training in some programs.	Plan compared to departmental or other criteria.
2.1.2.1 T Plans while enroute, based on accident severity and location, potentially hazardous substances or conditions, and knowledge of own and available resources.	Same as 2.1.2.				
2.1.2.2 T Obtains more detailed information about accident and environment, using appropriate communication and recording procedures.	Same as 2.1.1.1.				

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POLICE TRAFFIC SERVICES MODEL JOB DESCRIPTION

Function: 3.0 Traffic Direction and Control (TDC)

Duty/Task Description	Products	Observability	Universality	Training	Gradations
<p>3.1 D Manually directs and controls vehicular and pedestrian traffic--conducts TDC as part of a regular assignment or because of, unusually heavy traffic flow or congestion, inoperative traffic control device, accident, or any situation that requires TDC to restore and/or maintain a safe and smooth flow of vehicular and pedestrian traffic. Manual TDC makes use of hand/arm signals and gestures or manual control of traffic control device.</p>	<p>Traffic flow at point of control</p>	<p>Note: See task descriptions below.</p>		<p>below.</p>	
<p>3.1.1 PT Conducts point traffic control as part of a regular assignment or unusually heavy traffic flow.</p>	<p>Traffic flow through point of control.</p>	<p>Can be observed by supervisor or recorded mechanically. Can be reported by patrolman or by citizens' comment.</p>	<p>Performed in all agencies, when required. Basic task in manual TDC.</p>	<p>Usually subject of special training in basic ("academy") level training.</p>	<p>Rate of flow. Delay time at point.</p>
<p>3.1.1.1 T Observes vehicular and/or pedestrian traffic that requires direction and control to expedite movement.</p>	<p>Mental image of traffic to be controlled.</p>	<p>Not observable, but can be inferred from 3.1.1.3, below.</p>			
<p>3.1.1.2 T Selects a conspicuous and safe position that can be clearly seen by all lines of vehicular and pedestrian traffic.</p>	<p>Selected location in street from which to perform TDC.</p>	<p>Observed directly. Reported by patrolman. Can be simulated.</p>	<p>See 3.1.1.</p>	<p>See 3.1.1.</p>	<p>Can be same as 3.1.1 for indirect evaluation. Also evaluation of locations selected when observed.</p>

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POLICE TRAFFIC SERVICES MODEL JOB DESCRIPTION

Function: 4.0 Court System Interaction - continued

Duty/Task Description	Products	Observability	Universality	Training	Gradations
<p>4.2.1.4 T Transfers physical evidence to appropriate personnel for testing and safe keeping - acts swiftly in accordance with the likelihood that the evidence may be destroyed with the passage of time. Ensures preservation of the chain of possession during the transfer process.</p>	<p>Duties 4.1 and 4.2 describe the collection and preservation of testimony and evidence. These duties as performed in Accident Investigation are described under Function 2. The traffic patrolman may perform these duties relative to criminal matters that arise as a consequence of a traffic stop. For example, illegal drugs or other material may be observed in a vehicle stopped for a moving violation and these duties of collecting and preserving evidence would then be carried out. Therefore, these duties are included here only as a part of the total job of the patrolman and not a part of the evaluation of Police Traffic Services.</p>				
<p>4.2.2 PT Reviews evidence and relates to testimony</p>					
<p>4.2.2.1 T Retrieves physical evidence and related materials for case preparation - ensures that chain of possession has been maintained (transfer forms, etc.); verifies ability to identify materials.</p>					
<p>4.2.2.2 T Discusses relevance and admissibility of physical evidence with prosecutor - determines points to be established through testimony to support the physical evidence.</p>					
<p>4.3 D Testify and present evidence in court The officer's role as a witness, providing evidence under direct and cross-examination, including his bearing, attitude, appearance, and general behavior incidental to the adjudication process.</p>	<p>The product of this duty and its tasks consists of the attitude of the patrolman and his appearance. The output is not tangible and is not easily quantified.</p>	<p>Can only be observed in court while the patrolman is testifying or presenting evidence.</p>	<p>Performed and required in all agencies.</p>	<p>Included as part of basic training in all agencies - at least as a lecture (classroom) subject. Some agencies provide mock practice and observation in court.</p>	<p>No precise quantitative gradations. Performance can be judged (ranked) against a standard or norm that can be in a narrative form.</p>

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POLICE TRAFFIC SERVICES MODEL JOB DESCRIPTION

Function: 5.0 Motorist Assistance

Duty/Task Description	Products	Observability	Universality	Training	Gradations
5.1 D Provide emergency medical service to ill or injured motorists and passengers at roadside when need is observed on patrol or when so dispatched.	<p>Note: The products for all of the tasks and sub-tasks is the response time as well as the amount of time devoted to any motorist assistance provided. The gradation is the degree to which the patrolman adheres to the departmental standards with regard to any type of motorist assistance and the number of motorist assistance stops, time spent per patrol miles/hours logged.</p> <p>The function can be observed indirectly from the patrolman's activity log, dispatcher's record and can be described by the patrolman.</p> <p>The amount and type of motorist assistance performed varies widely among agencies.</p> <p>Training for this function is normally in accordance with departmental policies/standards.</p>				
5.1.1 PT Observes motorist distress signal and selects an appropriate stopping site minimizing traffic hazard/congestion. Informs dispatcher of stop.					
5.1.2 PT Evaluates type of emergency service required. Evaluates own resources and determines type of assistance. See 2.1.3					
5.1.2.1 T Administers first aid. See 2.1.3.1					
5.1.3 PT Re-evaluates need to transport sick/injured person for further medical treatment.					
5.1.3.1 T Communicates need for additional assistance to dispatcher.					
5.1.3.2 T Continues to administer first aid until assistance arrives.					
5.1.3.3 T Directs and controls traffic manually as required to maintain traffic flow and assist emergency vehicle arrival/ departure. See function 3.0					

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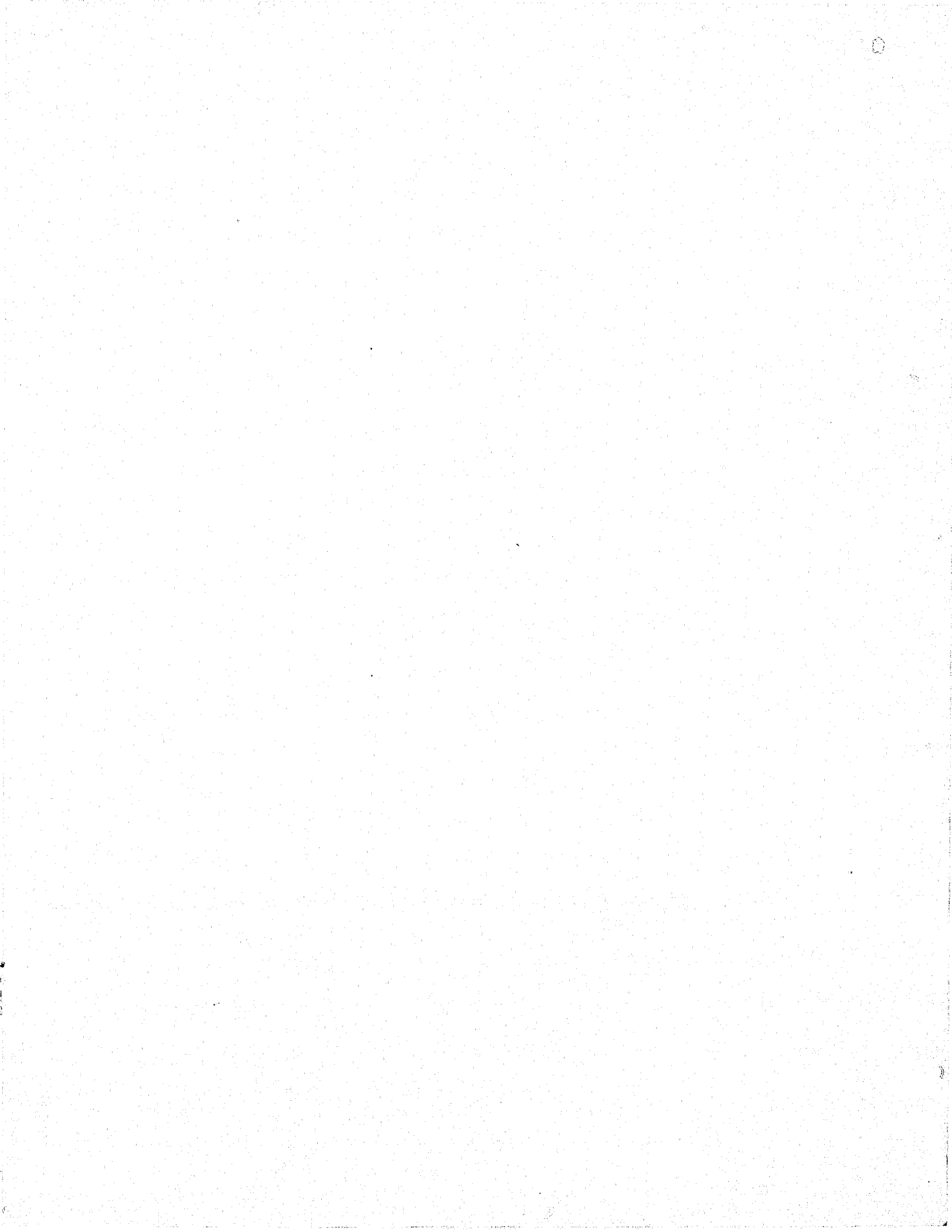
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