

Public Safety Dispatcher Job Analysis

Component 3:

KSAT Linkage Analysis



**THE COMMISSION
ON PEACE OFFICER STANDARDS AND TRAINING
STATE OF CALIFORNIA**

PUBLIC SAFETY DISPATCHER JOB ANALYSIS

COMPONENT 3:

KSAT LINKAGE ANALYSIS

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PREFACE

This report describes the third and final component of the Public Safety Dispatcher Job Analysis. The purpose of this component was to identify the extent to which various knowledges, skills, abilities and traits (KSATs) are necessary for successful performance of important dispatcher job duties that are performed by the majority of dispatchers in California. The results of the job analysis will serve as a basis for the further development of standard statewide training curricula and entry-level selection procedures for public safety dispatchers.



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TABLE OF CONTENTS

POST COMMISSIONERS iii

PREFACE v

TABLE OF CONTENTS vii

LIST OF TABLES ix

LIST OF FIGURES xi

INTRODUCTION 1

 Background 1

 Job Task Analysis 1

 Analysis of Job Requirements 1

 KSAT Linkage Analysis 5

 Statement of the Problem 5

METHOD 6

 Rating Instrument and Protocol Development 6

 Task Clusters and Complaint/Incident Clusters 6

 Rating Forms, Scales and Instructions 9

 Preliminary Linkage Rating Workshop 12

 Linkage Rating Sessions 12

 Participants 12

 Rating Sessions 12

ANALYSIS AND RESULTS 15

 Data Analysis 15

TABLE OF CONTENTS (Continued)

Results	15
Summary of Linkage Ratings	15
Knowledge Linkages	16
Skill Linkages	18
Ability Linkages	23
Trait Linkages	23
Knowledge/Skill Level	26
SUMMARY AND CONCLUSIONS	27
REFERENCES	28
APPENDICES	29
1 "Core" Work Elements	
A Tasks	
B Complaints/Incidents	
C Equipment & Systems	
D Resource Materials	
E Referral & Mutual Aid Agencies	
F Field Personnel	
2 "Core" Knowledges, Skills, Abilities and Traits	
A Core Knowledges and Skills Appropriate for Entry-Level Training	
B Core Abilities and Traits Necessary Before Hire	
3 "Core" Task Clusters and Complaint/Incident Clusters	
4 KSAT Linkage Rating Instructions	
5 KSAT Linkage Rating Session Participants	
6 Knowledge Linkage Results	
7 Skill Linkage Results	
8 Ability Linkage Results	
9 Trait Linkage Results	

LIST OF TABLES

<u>Table</u>	<u>Title</u>	<u>Page</u>
1.1	Public Safety Dispatcher "Core" Knowledge and Skill Areas	2
1.2	Public Safety Dispatcher "Core" Entry-Level Abilities	3
1.3	Public Safety Dispatcher "Core" Entry-Level Traits	4
2.1	"Core" Task Clusters	7
2.2	"Core" Incident Clusters	8
2.3	Linkage Rating Session Participants Breakdown by Agency Size and Type, Demographic Characteristics, and Work Experience	13
3.1	Summary of KSAT Linkage Ratings	17

LIST OF FIGURES

<u>Figure</u>	<u>Title</u>	<u>Page</u>
2.1	Example of Knowledge Linkage Rating Form	10
2.2	Example of Skill Linkage Rating Form	11
3.1	Summary of Linkages between Knowledges and Tasks	19
3.2	Summary of Linkages between Knowledges and Complaints/Incidents	20
3.3	Summary of Linkages between Skills and Tasks	21
3.4	Summary of Linkages between Skills and Complaints/Incidents	22
3.5	Summary of Linkages between Abilities and Tasks	24
3.6	Summary of Linkages between Traits and Tasks	25

INTRODUCTION

Background

In 1989, the Commission on Peace Officer Standards and Training (POST) established standards for the selection and training of entry-level public safety dispatchers in accordance with a legal mandate [PC 13510(c)]. The standards were established with the assistance of an ad hoc advisory committee with the proviso that a research program be instituted to further develop the standards. The first phase of the research was devoted to conducting a job analysis of the dispatcher occupation.

The ultimate aim of the job analysis was to identify the knowledges and skills that should be addressed in dispatcher training, as well as the abilities and traits that are most important for job success and which are potentially important for entry-level dispatcher selection. To this end, the job analysis was conducted in three major components which are briefly described below.

Job Task Analysis

The first component, Job Task Analysis, entailed identifying the important job duties performed by a majority of dispatchers statewide. These are referred to as "core" work elements and include tasks performed, complaints and incidents handled, equipment and systems and written resource materials used, and referral agencies and field personnel contacted while performing job duties. A total of 472 "core" elements of dispatcher work were identified. Appendix 1 lists the various work elements (this appendix is used as a reference for later reported results of the Linkage Analysis).

Analysis of Job Requirements

The second component, Analysis of Job Requirements, entailed identifying the KSATs important for overall job success, and further identifying those knowledges and skills appropriate to be addressed in training, and those abilities and traits that are appropriate to assess for purposes of entry-level selection. A total of 231 "core" KSATs suitable for training or selection were identified, including 132 knowledges, 63 skills, 22 abilities and 14 traits.

Table 1.1 lists the major knowledge and skill areas identified in Component 2. Tables 1.2 and 1.3 list the identified abilities and traits, respectively. A summary listing of the KSATs is given in Appendix 2.

Table 1.1
Public Safety Dispatcher
"Core" Knowledge and Skill Areas

KNOWLEDGE AREAS:

Work Environment and Conduct
Communication Center Operations
Legal Principles and Codes
Complaint-Taking
Dissemination of Information
Radio Dispatching
Law Enforcement Information Systems
Public Safety-Related Agencies
Communication Equipment and Resources
Training Methods and Issues

SKILL AREAS:

Vocal Skills
Listening Skills
Recordkeeping
Reading Skills
Complaint-Taking Skills
Dispatching Skills
Telecommunication Skills
Interpersonal Skills
Administrative Skills

Table 1.2

Public Safety Dispatcher
"Core" Entry-Level Abilities¹

VERBAL

Oral comprehension
Written comprehension
Oral expression
Written expression
Fluency of ideas

REASONING

Deductive reasoning
Inductive reasoning
Information ordering

MEMORY

Memorization

PERCEPTUAL

Speed of closure
Perceptual speed
Selective attention
Time sharing

MANUAL DEXTERITY & SPEED

Multilimb coordination
Finger dexterity
Response orientation
Reaction time

VISION

Near vision

HEARING

General hearing
Auditory attention
Speech hearing

SPEECH

Speech clarity

¹From Fleishman and Quaintance (1984), Taxonomies of human performance: The description of human tasks, Orlando, FL: Academic Press.

Table 1.3

Public Safety Dispatcher
"Core" Entry-Level Traits

TOLERANCE OF STRESS

INTEGRITY

DEPENDABILITY

EMOTIONAL CONTROL

TOLERANCE OF UNPLEASANT WORK ENVIRONMENT

ADAPTABILITY

TEAMWORK

MATURITY

PRODUCTIVITY

POSITIVE ATTITUDE

ASSERTIVENESS

SOCIAL CONCERN

MOTIVATION

INTERPERSONAL SENSITIVITY

KSAT Linkage Analysis

The third component, KSAT Linkage Analysis, entailed subject matter experts (SMEs) reviewing each KSAT in conjunction with each task and other selected work elements and identifying those instances where the KSAT is important for successful performance. In addition, the appropriate levels of development in basic training were identified for each knowledge and skill.

Statement of the Problem

The purpose of the Linkage Analysis was twofold. One objective was to identify where each KSAT "comes into play" (is important for success) in performing various dispatcher duties and, in doing so, identify the context in which each KSAT is applied. The intent of this information was to further define the nature of the requisite KSATs to facilitate the development of training curricula and entry-level selection procedures (e.g., to identify specific applications of knowledge or skill that may be addressed in training or scenarios in which an ability or trait test item may be couched).

A second objective was to further document the "job relatedness" and the importance of the KSATs. To the extent that a KSAT is pervasive in its importance for successful performance of various work elements, the overall importance of the KSAT is further evidenced. The implications of a KSAT's importance bear upon such issues as training emphasis, training success criteria, and the weighting of assessment dimensions in a selection procedure.

This report describes the procedures and results obtained for the KSAT Linkage Analysis. Technical reports are also available from POST for Components 1 and 2 of the job analysis (Weiner, 1990; 1991).

METHOD

The KSAT Linkage Analysis was completed in three major steps, including: (1) Rating Instrument and Protocol Development, (2) Linkage Rating Sessions, and (3) Data Analysis.

Rating Instrument and Protocol Development

POST staff developed prototype Linkage Rating Forms, scales and instructions following the procedures described below.

Task Clusters and Complaint/Incident Clusters

For purposes of summarizing the Job Task Analysis results and to facilitate the Linkage Analysis, the "core" tasks and complaints/incidents identified in Component 1 were clustered into small, relatively homogeneous categories. Originally, the tasks were grouped into eight broad functional categories, while the complaints/incidents were not categorized at all.

A total of 19 task clusters¹ and 19 complaint/incident clusters were formed. The clusters were established on a rational (as opposed to statistical) basis. The task clusters were designed to represent groups of similar activities, functions, processes, responsibilities, etc. The complaint/incident clusters were established by expanding categories originally derived in the POST Entry-Level Peace Officer Job Analysis (Kohls, Berner & Luke, 1979) and were designed to represent categories of incidents similar in subject and severity. The task and complaint/incident clusters were reviewed and approved by SMEs in a preliminary workshop (described below). They are listed in Tables 2.1 and 2.2, respectively. The "core" items contained within each cluster are listed in Appendix 3.

¹One cluster, "Attending training or briefings," was not relevant to entry-level dispatcher training and was excluded from the analysis.

Table 2.1

"Core" Task Clusters

Receiving complaints and requests for service
Communicating with difficult callers
Obtaining complaint-dispatching information
Evaluating and summarizing complaint-dispatching information
Processing complaint-dispatching information
Advising the public
Providing information to the public and other agencies
Monitoring radio and emergency systems
Keeping track of field units and complaints/incidents
Dispatching field units
Contacting other agencies
Providing information to field units
Querying data bases
Recordkeeping
Maintaining resource materials
Testifying in court
Performing office duties
Providing training
Attending training or briefings**

**Not applicable to entry-level training; excluded from linkage analysis.

Table 2.2

"Core" Incident Clusters

Theft/Burglary
Fraud
Property Damage/Tampering
Assault/Robbery/Homicide
Missing Person/Kidnapping/Hostage
Alarm
Nuisance/Obscene Conduct
Disturbance of the Peace
Medical Emergency
Vehicle/Traffic Incident
Liquor/Drug Violation
Suspicious Circumstances
Wanted Person/Escaped Prisoner
Hazard Requiring Emergency Action
Weapons/Explosives
Public Assistance
Licensing/Ordinance Violation
Court Order/Administrative Support
Officer/Agency Assistance

Rating Forms, Scales and Instructions

A Linkage Rating Form was constructed for SMEs to record their judgments regarding the importance of each KSAT for every "core" job task identified in Component 1. Additional rating forms were developed for SMEs to identify linkages between the knowledges/skills and various other selected work elements (complaints/incidents, equipment and systems, resource materials, referral and mutual aid agencies, and field personnel). These additional work elements were selected by POST staff on the basis of expected relationships with the knowledges and skills to obtain additional information for training development. SMEs were given the opportunity to identify additional linkages during the rating sessions.

In determining whether or not a KSAT is important for a work element, SMEs were instructed to apply the following criterion:

"The KSAT plays a significant role in the performance of the task (complaint/incident, etc.) and is essential for successful performance. Without the KSAT, successful performance of the task (complaint/incident, etc.) would be impossible, resulting in unsatisfactory job performance."

An example of a Linkage Rating Form is shown in Figure 2.1. As seen in the example, each rating form was dedicated to a single knowledge which was to be reviewed in conjunction with each task within a cluster. Similar rating forms were used to obtain task linkages for the skills, abilities and traits. The same rating format was used to obtain knowledge and skill linkages with the additional work elements. Appendix 4 contains the instructions given to participants in the rating sessions.

In addition to the Linkage Ratings, SMEs rated the level of each knowledge and skill that is most appropriate for entry-level dispatchers to develop in basic training, prior to receiving any on-the-job training. To this end, a "Knowledge Level" scale was developed based on Bloom's Taxonomy of Educational Objectives (Bloom, 1956). The scale ranged from basic recognition of terms and facts, to the application of appropriate principles, procedures, techniques, etc., in new situations. Essentially, the "Knowledge Level" scale contained the first three levels of Bloom's Taxonomy. A similar "Skill Level" scale was developed which ranged from proficiency in the most routine and simple situations, to proficiency in new, complex and difficult situations.

The "Knowledge Level" scale is shown in the lower portion of Figure 2.1. The "Skill Level" scale is shown at the bottom of Figure 2.2.

Figure 2.1

Example of Knowledge Linkage Rating Form

LINKAGE RATING FORM: Knowledges == > Tasks

23 Knowledge of the various parties involved in a crime (principle, accessory, victim, witness, reporting party).

Circle the ID number of each task below for which the above knowledge is important for successful performance. Refer to the TASK BOOKLET for definitions of the tasks. Check (✓) the column marked "N/A" if the knowledge is not important for any tasks within a cluster.

<u>Task Cluster</u>	<u>N/A</u>	<u>Tasks</u>
A. Receiving complaints and requests for service	___	2 3 4 5 11
B. Communicating with difficult callers	___	7 8 9 10 12 13 15 16 17 18 19
C. Obtaining complaint-dispatching information	___	6 21 22 23 24 26 33 34
D. Evaluating/summarizing complaint information	___	14 20 27 28 29 30
E. Processing complaint-dispatching information	___	31 32 35 143
F. Advising the public	___	40 41 42 43 44 45 46 47 48 49 50 51 56
G. Providing information to the public & agencies	___	38 39 52 53 54
H. Monitoring radio and emergency systems	___	58 60 62 65 67
I. Keeping track of field units and incidents	___	68 69 71 72
J. Dispatching field units	___	75 76 78 79 80 81 82 85
K. Contacting other agencies	___	36 37 55 83 84 90
L. Providing information to field units	___	86 87 91 92 93 94 95 96
M. Querying data bases	___	97 98 99 100 101 102 103
N. Recordkeeping	___	108 114 115 116 138 139 144
O. Maintaining resource materials	___	125 127 128 132
P. Testifying in court	___	57 137
Q. Performing office duties	___	145 148 149 150 154 155 156 157 159 160 161 162 164
R. Providing training	___	166 167 170

___ ⇐ LEVEL of knowledge appropriate for development in basic training (see scale below).

"Knowledge-Level" Scale

What level of knowledge is most appropriate for development in basic (classroom) training for entry-level dispatchers prior to any job assignment or on-the-job training?

- 1 - **Recognition:** knowledge sufficient to identify or define terminology, specific facts, methods, procedures, and principles.
- 2 - **Comprehension:** knowledge sufficient to explain, summarize, translate, or interpret information when presented.
- 3 - **Application:** knowledge sufficient to correctly apply appropriate principles, procedures, techniques, etc., to new situations.

Figure 2.2

Example of Skill Linkage Rating Form

LINKAGE RATING FORM: Skills == > Tasks

29 Skill in using radio codes.

Circle the ID number of each task below for which the above skill is important for successful performance. Refer to the TASK BOOKLET for definitions of the tasks. Check (✓) the column marked "N/A" if the skill is not important for any tasks within a cluster.

<u>Task Cluster</u>	<u>N/A</u>	<u>Tasks</u>
A. Receiving complaints and requests for service	___	2 3 4 5 11
B. Communicating with difficult callers	___	7 8 9 10 12 13 15 16 17 18 19
C. Obtaining complaint-dispatching information	___	6 21 22 23 24 26 33 34
D. Evaluating/summarizing complaint information	___	14 20 27 28 29 30
E. Processing complaint-dispatching information	___	31 32 35 143
F. Advising the public	___	40 41 42 43 44 45 46 47 48 49 50 51 56
G. Providing information to the public & agencies	___	38 39 52 53 54
H. Monitoring radio and emergency systems	___	58 60 62 65 67
I. Keeping track of field units and incidents	___	68 69 71 72
J. Dispatching field units	___	75 76 78 79 80 81 82 85
K. Contacting other agencies	___	36 37 55 83 84 90
L. Providing information to field units	___	86 87 91 92 93 94 95 96
M. Querying data bases	___	97 98 99 100 101 102 103
N. Recordkeeping	___	108 114 115 116 138 139 144
O. Maintaining resource materials	___	125 127 128 132
P. Testifying in court	___	57 137
Q. Performing office duties	___	145 148 149 150 154 155 156 157 159 160 161 162 164
R. Providing training	___	166 167 170

___ ⇐ LEVEL of skill appropriate for development in basic training (see scale below).

"Skill-Level" Scale

What level of skill is most appropriate for development in basic (classroom) training for entry-level dispatchers prior to any job assignment or on-the-job training?

- 1 - **LOW LEVEL** -- a fundamental proficiency enabling performance in the most routine and simple situations.
- 2 - **MODERATE LEVEL** -- a proficiency sufficient for competent performance in a fairly wide range of situations.
- 3 - **HIGH LEVEL** -- an advanced level of proficiency sufficient to perform in new, complex and difficult situations.

Preliminary Linkage Rating Workshop

As a final step in the developmental process, a preliminary workshop was conducted in which dispatch supervisors completed linkage ratings and knowledge/skill level ratings for a large portion of the KSATs. On the basis of this review, a number of minor revisions were made to the procedure. (Participants in the preliminary session are listed in Appendix 5.)

Linkage Rating Sessions

Participants

A total of 54 dispatchers, supervisors and managers participated in the rating sessions. Participants were selected to represent the general composition of the population of dispatchers in the state (i.e., proportionately with respect to agency type, size and use/non-use of a computer-assisted dispatching system). Table 2.3 presents a breakdown of the participants by type and size of agency, demographic characteristics and experience. As seen in the table, approximately two-thirds of the participants were employed by police departments, while departments of each size category were represented fairly equally. Most of the participants reported having experience in dispatching (85%), as well as in supervising (78%) and training dispatchers (87%). Appendix 5 lists the participants in the rating sessions.

Rating Sessions

Two, 2-day workshops were conducted. Each session was attended by approximately half of the participants. The sessions were conducted as follows:

Project Orientation. Participants were initially briefed regarding the POST Dispatcher Program and the ongoing standards research, including specific highlights of the job analysis and the importance of the Linkage Rating procedure to the success of the project. The implications of the results for future dispatcher training and selection standards were also discussed.

Table 2.3

Linkage Rating Session Participants
 Breakdown by Agency Size and Type, Demographic Characteristics,
 and Work Experience

Agency Type	Freq	Percent	
Police Dept	36	66.7	
Sheriff's Dept	13	24.1	
<u>Ind. Comm. Center</u>	<u>5</u>	<u>9.3</u>	
Total	54		
Agency Size	Freq	Percent	
less than 10 dispatchers	15	27.8	
10 to 29 dispatchers	19	35.2	
<u>30 + dispatchers</u>	<u>20</u>	<u>37.0</u>	
Total	54		
Gender	Freq	Percent	
Male	16	29.6	
<u>Female</u>	<u>38</u>	<u>70.4</u>	
Total	54		
Race/Ethnicity	Freq	Percent	
Asian	1	1.9	
Black	2	3.7	
Hispanic	1	1.9	
White	47	87.0	
<u>Other</u>	<u>3</u>	<u>5.6</u>	
Total	54		
Experience*	Freq	Percent	Mean Years
Dispatching	46	85.2	11.4
Supervising Dispatchers	42	77.8	5.1
Training Dispatchers	47	87.0	8.7
Managing a comm center	16	29.6	3.1
<u>Other relevant exp</u>	<u>12</u>	<u>22.2</u>	<u>7.3</u>

*Note: multiple responses to categories were reported. Mean years of experience was based on those reporting some experience.

Group Assignment. Participants were divided into two groups, making sure that assignments were evenly distributed with respect to agency type (police department, sheriff's department, regional communication center) and agency size (less than 10 dispatchers, 10 to 29 dispatchers, and 30 or more dispatchers). Each group was given a booklet containing Linkage Rating Forms for approximately half of the KSATs. All participants were given materials to rate all of the knowledges and skills with respect to the level appropriate for development in basic training. The two groups were each divided into two subgroups (A-1, A-2, B-1, and B-2). Each subgroup was instructed to begin the Linkage Rating procedure either on page 1 or mid-way in the booklet to ensure that all of the materials would be reviewed by at least one quarter of the SMEs (n=13).

Rater Training. Instructions for completing the Linkage Ratings were presented by POST staff and reviewed step by step. Several example Linkage Ratings were completed as a group and discussed. Examples were discussed illustrating various KSATs that are important and others that are unimportant for successful performance of various tasks. The training emphasized the definition of what constitutes an "important" KSAT, as well as the goal of the Linkage Rating process; i.e., to identify those instances where the KSAT plays a primary and central role in job performance. Example knowledge and skill level ratings were also completed and discussed with the group.

Group Discussion. While all ratings were to be recorded independently on individual rating forms, SMEs were allowed to discuss their ratings with group members as needed for clarification. In addition, POST staff led periodic discussions with the entire group to review and discuss any questions or problems. Overall, participants reported little trouble in completing the ratings.

Additional Linkages: As participants completed the linkage ratings, they were assigned to identify additional potential KSAT linkages to be considered for group discussion. Near the end of the rating session, subgroups of SMEs reviewed and discussed the additional potential linkages and by consensus identified those work elements for which each KSAT is important for successful performance. A designated recorder in each group noted the linkages made by the group using a single Linkage Rating Form.

ANALYSIS AND RESULTS

Data Analysis

The ratings were key-entered into a computer data file and subjected to various edit checks (e.g., valid scale values, missing data, etc.). Aggregate descriptive statistics (percentages, means and standard deviations) were computed and reviewed for reasonableness for each KSAT linkage and knowledge/skill level rating.

With regard to the Linkage Ratings, the following decision rule was applied to identify the work elements for which each KSAT is important for successful performance:

"At least 50% of SMEs rated the KSAT as important for successful performance of the work element."

In identifying the level of knowledge/skill appropriate for development in basic training, the modal response on the knowledge/skill level rating scale was adopted (i.e., the scale value receiving the largest percentage of responses).

Results

Summary of Linkage Ratings

Overall, the KSATs were identified as important for successful performance of a wide range of dispatcher duties. The average number of linkages per KSAT was over 30 and all KSATs were linked to at least one work element. On average, 76% of the SMEs linked each KSAT to the work elements (of those KSAT linkages that met the 50% criterion). An average of 17 SMEs reviewed and rated each KSAT/work element combination. In total, over 8,800 KSAT linkages were identified.

The number of linkages per KSAT was found to be significantly correlated with the mean importance ratings obtained in Component 2 of the job analysis ($r = .38$, $p < .01$). Thus, the number of linkages may be viewed as an index of importance which is related to the global importance ratings, although both indices should be considered in assessing the overall importance of a KSAT.¹

¹For example, in setting training priorities one approach might be to rank the knowledges and skills in descending order of mean importance rating, using the number of linkages to further rank knowledges and skills falling within the same range of importance (e.g., within one-half scale point).

The KSAT Linkage ratings are summarized in Table 3.1. The table contains the following information for each KSAT category, as well as for all KSATs combined: Number of KSAT items; mean, maximum, minimum and total numbers of linkages; mean percentage of raters linking each KSAT to each work element (of those linkages that met the 50% criterion); mean, maximum and minimum number of SMEs reviewing each KSAT linkage; and the correlation between the number of linkages and the mean importance rating per KSAT.

Knowledge Linkages

The knowledge linkage results are contained in Appendix 6. The appendix lists each knowledge statement and the identification number of each task, complaint/incident (Inc), equipment/system (E/S), resource material (Res), agency (Agncy) and field personnel (Field) to which the knowledge was linked. The corresponding text of the tasks, complaints/incidents, etc., is given in Appendix 1 (A-F). The modal knowledge level rating and mean importance rating (obtained in Component 2) are also listed for each knowledge.

The knowledges were linked extensively with the various dispatcher work elements, as indicated in the first column of Table 3.1. On average, each knowledge was linked to 32 work elements, ranging from 1 to 249 linkages. The average percentage of SMEs linking each knowledge was 75% and an average of 15 SMEs reviewed each knowledge-work element combination.

The following knowledges were the most extensive in their relationships with dispatcher job duties (they represent the top 5% in terms of numbers of linkages).

Knowledge of: Appropriate types and numbers of personnel to send to various complaints and requests for service; appropriate information to obtain when taking complaints and requests for service; important considerations for taking complaints and requests (e.g., in-progress v. cold call); appropriate types and order of information to provide when dispatching field units; important considerations for prioritizing and providing information to field units; what constitutes a crime; and responsibilities and functions of the communication center.

Table 3.1
Summary of KSAT Linkage Ratings

	Knowledges	Skills	Abilities	Traits	Total
No. Items	132	63	22	14	231
No. Linkages					
Mean	32	39	43	86	38
Max	249	99	80	119	249
Min	1	3	15	44	1
Total	4223	2425	947	1209	8804
Mean % Raters per linkage ¹	75%	79%	74%	75%	76%
No. Raters per linkage					
Mean	15	16	26	28	17
Max	28	28	26	28	28
Min ²	3	3	24	27	3
Correlation (no. linkages & mean importance)	.32*	.39*	.55*	.14 (NS)	.35*

*p < .01.

¹In all instances, the percentage of rater agreement per linkage ranged from 50% to 100%.

²The minimum number of raters per linkage was less than 10 in the relatively few instances where additional linkages were made by group consensus.

The relationships between the "core" knowledges and the job tasks performed by public safety dispatchers are summarized in Figure 3.1. The knowledges are represented by 10 subject areas and the tasks by the aforementioned task clusters. Each instance in which a knowledge within a major subject area was linked to at least one task within a cluster is designated by an "X." Figure 3.2 summarizes the relationships between the "core" knowledge areas and the complaint/incident clusters. Overall, the figures demonstrate the extensive relationships between the knowledges and the work performed by public safety dispatchers.

Skill Linkages

The individual skill linkages are listed in Appendix 7. The rating information is presented in the same format as in the previous appendix (refer to Appendix 1 for the text corresponding to the work element ID's).

The skills were also linked extensively with various elements of dispatcher work. As seen in Table 3.1, each skill was linked to an average of 39 work elements, ranging from 3 to 99 linkages. On average, 79% of the SMEs linked each skill and 16 SMEs reviewed each skill-work element combination.

The most pervasive skills in terms of numbers of linkages include the following.

Skill in: Maintaining vocal composure under adverse or stressful conditions; reading and understanding policy and procedure manuals and memoranda; listening while at the same time performing various tasks; talking while at the same time operating dispatching equipment; and projecting one's voice clearly and audibly, with appropriate tone, phrasing, diction and rate of speed.

Figures 3.3 and 3.4 illustrate the extensive relationships between the "core" skills and the "core" tasks and complaint/incidents, respectively.

Figure 3.1

Summary of Linkages Between Knowledges and Tasks

Knowledge Area	TASK CLUSTER:																	
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
Work Environment & Conduct	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Communications Center Operations	X	X	X	X	X	X	X	X	X	X	X	X	X	X	•	X	X	X
Law	X	X	X	X	X	X	X	•	X	X	X	X	X	•	•	X	•	X
Complaint-Taking	X	X	X	X	•	X	X	X	X	X	X	X	•	X	•	•	X	X
Disseminating Information	•	•	•	•	•	X	X	•	•	•	X	X	X	X	•	•	•	•
Radio Dispatching	X	•	X	X	•	•	X	X	X	X	X	X	X	•	•	•	•	•
Law Enforcement Information Systems	•	•	•	•	•	•	X	X	•	•	•	•	X	X	X	•	•	•
Public Safety Related Agencies	•	•	•	X	•	•	X	•	•	•	X	X	•	•	•	•	•	•
Communication Equipment & Resources	X	•	•	•	X	•	•	X	X	X	•	X	•	X	X	•	X	•
Training	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	X

Key:

- A -- Receiving Complaints & Requests for Service
- B -- Communicating with Difficult Callers
- C -- Obtaining Complaint-Dispatching Information
- D -- Evaluating & Summarizing Complaint-Dispatching Information
- E -- Processing Complaint-Dispatching Information
- F -- Advising the Public
- G -- Providing Information to the Public & Other Agencies
- H -- Monitoring Radio & Emergency Systems
- I -- Keeping Track of Field Units & Complaints/Incidents
- J -- Dispatching Field Units
- K -- Contacting Other Agencies
- L -- Providing Information to Field Units
- M -- Querying Data Bases
- N -- Recordkeeping
- O -- Maintaining Resource Materials
- P -- Testifying in Court
- Q -- Performing Office Duties
- R -- Providing Training

Figure 3.2

Summary of Linkages Between Knowledges and Complaints/Incidents

Knowledge Area	INCIDENT CLUSTER:																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	
Work Environment & Conduct	•	•	•	•	•	•	•	•	•	X	•	•	•	•	X	•	X	•	X	X
Communications Center Operations	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Law	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	•
Complaint-Taking	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Disseminating Information	X	X	X	X	X	X	X	X	X	X	X	X	•	X	X	X	X	X	•	•
Radio Dispatching	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Law Enforcement Information Systems	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Public Safety Related Agencies	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Communication Equipment & Resources	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Training	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•

Key:

- A -- Theft/Burglary
- B -- Fraud
- C -- Property Damage/Tampering
- D -- Assault/Robbery/Homicide
- E -- Missing Person/Kidnapping/Hostage
- F -- Alarm
- G -- Nuisance/Obscene Conduct
- H -- Disturbance of the Peace
- I -- Medical Emergency
- J -- Vehicle Traffic Incident
- K -- Liquor/Drug Violation
- L -- Suspicious Circumstances
- M -- Wanted Person/Escaped Prisoner
- N -- Hazard Requiring Emergency Action
- O -- Weapons/Explosives
- P -- Public Assistance
- Q -- Licensing/Ordinance Violation
- R -- Court Order/Administrative Support
- S -- Officer/Agency Assistance

Figure 3.3

Summary of Linkages Between Skills and Tasks

Skill Area	TASK CLUSTER:																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	
Vocal Skills	X	X	X	X	X	X	X	X	X	X	X	X	X	•	•	•	X	X	X
Listening Skills	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	•	X	X	X
Recordkeeping	X	•	X	X	X	•	•	X	X	•	•	X	•	X	X	•	X	X	
Reading Skills	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Complaint-Taking Skills	X	X	X	X	X	X	X	X	X	X	X	•	•	•	•	•	X	X	
Dispatching Skills	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	•	X	
Telecommunication Skills	•	•	•	•	•	•	X	X	•	•	•	X	X	X	•	•	•	X	
Interpersonal Skills	X	X	X	X	X	X	X	X	X	X	X	X	•	X	•	X	X	X	
Administrative Skills	X	X	X	X	X	•	X	X	X	•	•	X	X	X	X	X	X	X	

Key:

- A -- Receiving Complaints & Requests for Service
- B -- Communicating with Difficult Callers
- C -- Obtaining Complaint-Dispatching Information
- D -- Evaluating & Summarizing Complaint-Dispatching Information
- E -- Processing Complaint-Dispatching Information
- F -- Advising the Public
- G -- Providing Information to the Public & Other Agencies
- H -- Monitoring Radio & Emergency Systems
- I -- Keeping Track of Field Units & Complaints/Incidents
- J -- Dispatching Field Units
- K -- Contacting Other Agencies
- L -- Providing Information to Field Units
- M -- Querying Data Bases
- N -- Recordkeeping
- O -- Maintaining Resource Materials
- P -- Testifying in Court
- Q -- Performing Office Duties
- R -- Providing Training

Figure 3.4

Summary of Linkages Between Skills and Complaints/Incidents

INCIDENT CLUSTER:

<u>Skill Area</u>	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	<u>G</u>	<u>H</u>	<u>I</u>	<u>J</u>	<u>K</u>	<u>L</u>	<u>M</u>	<u>N</u>	<u>O</u>	<u>P</u>	<u>Q</u>	<u>R</u>	<u>S</u>
Vocal Skills	X	•	•	X	X	X	X	X	X	X	•	•	X	X	X	X	•	•	X
Listening Skills	•	•	•	X	X	•	•	X	X	X	•	X	X	X	X	•	•	•	X
Recordkeeping	•	•	•	•	X	•	•	X	X	X	•	•	•	•	X	•	•	•	X
Reading Skills	•	•	X	X	•	•	•	•	•	•	•	•	X	X	•	X	•	X	X
Complaint-Taking Skills	•	X	•	X	X	•	•	X	X	•	•	X	•	X	X	X	•	•	•
Dispatching Skills	•	•	•	X	X	•	•	X	•	X	•	•	X	X	X	•	•	X	X
Telecommunication Skills	•	•	•	•	•	•	•	•	•	•	•	•	X	•	•	X	•	X	X
Interpersonal Skills	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Administrative Skills	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	X	•	X	X

Key:

- A -- Theft/Burglary
- B -- Fraud
- C -- Property Damage/Tampering
- D -- Assault/Robbery/Homicide
- E -- Missing Person/Kidnapping/Hostage
- F -- Alarm
- G -- Nuisance/Obscene Conduct
- H -- Disturbance of the Peace
- I -- Medical Emergency
- J -- Vehicle Traffic Incident
- K -- Liquor/Drug Violation
- L -- Suspicious Circumstances
- M -- Wanted Person/Escaped Prisoner
- N -- Hazard Requiring Emergency Action
- O -- Weapons/Explosives
- P -- Public Assistance
- Q -- Licensing/Ordinance Violation
- R -- Court Order/Administrative Support
- S -- Officer/Agency Assistance

Ability Linkages

Appendix 8 lists the task linkages for each ability, along with the mean importance ratings obtained in Component 2. As would be expected given their general nature, the abilities were linked to a wide range of dispatcher job tasks. Each ability was linked to 43 tasks, on average and ranged from 15 to 80 task linkages. On average, 74% of the SMEs linked each ability and 26 SMEs reviewed each ability-task combination (see Table 3.1).

Oral Comprehension, Oral Expression and Speech Clarity abilities were linked to the largest numbers of job tasks. These results are consistent with the overall importance ratings obtained in Component 2, where these same abilities were rated by supervisors as most critical for overall success as a dispatcher.

Figure 3.5 summarizes the relationships between the "core" abilities and tasks.

Trait Linkages

The traits and their respective task linkages are listed in Appendix 9, along with the mean importance ratings obtained in Component 2. The "core" traits, even more so than the abilities, were linked to a wide range of dispatcher job tasks. On average, each trait was linked to 86 tasks, ranging from 44 to 119. The traits were linked by an average of 75% of SMEs, with an average of 28 SMEs reviewing each trait-task combination.

The extensive trait linkages demonstrate the belief of SMEs that the traits are essential for successful performance of a wide range of dispatcher work. The relationships between the "core" traits and tasks are summarized in Figure 3.6.

Figure 3.5

Summary of Linkages Between Abilities and Tasks

TASK CLUSTER:

Ability	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
Verbal:																		
Oral Comprehension	X	X	X	X	X	X	X	X	X	X	X	X	•	X	X	X	X	X
Written Comprehension	•	X	•	X	X	•	•	X	X	•	•	X	X	X	X	X	X	X
Oral Expression	X	X	X	X	X	X	X	X	X	X	X	X	•	•	•	X	X	X
Written Expression	X	•	•	X	X	•	•	•	X	•	•	•	•	X	X	•	•	X
Fluency of Ideas	X	X	X	X	•	X	X	•	•	X	X	X	•	•	•	•	•	X
Reasoning:																		
Deductive Reasoning	X	X	X	X	•	X	X	•	•	X	•	•	•	•	•	•	•	•
Inductive Reasoning	X	X	X	X	•	X	•	•	•	X	•	•	•	•	•	•	•	•
Information Ordering	X	X	X	X	X	•	•	•	X	X	•	X	•	X	•	•	•	X
Memory:																		
Memorization	X	X	X	X	X	X	X	X	X	X	X	X	X	X	•	X	X	X
Perceptual:																		
Speed of Closure	X	X	X	X	•	•	•	X	X	X	X	X	•	•	•	•	•	•
Perceptual Speed	X	•	X	X	•	•	•	•	X	X	•	X	X	•	•	•	•	•
Selective Attention	X	X	X	X	X	•	•	X	X	X	X	X	•	•	•	•	•	•
Time Sharing	X	•	•	X	•	•	•	X	X	X	X	X	•	•	•	•	•	•
Manual Speed/Dexterity:																		
Multilimb Coordination	X	X	X	X	X	•	•	X	X	X	X	•	X	X	•	•	X	•
Response Orientation	X	•	•	X	•	•	•	X	X	X	•	X	•	•	•	•	•	•
Reaction Time	X	•	•	X	•	•	•	X	X	X	•	X	•	•	•	•	•	•
Finger Dexterity	X	•	•	X	X	•	•	X	X	X	X	X	X	•	•	X	•	•
Vision:																		
Near Vision	X	•	•	•	X	•	•	X	X	•	•	X	X	X	X	X	X	•
Hearing:																		
General Hearing	X	X	X	X	•	X	X	X	X	X	X	X	•	X	•	X	X	X
Auditory Attention	X	X	X	X	•	•	•	X	X	X	X	X	•	•	•	•	X	•
Speech Hearing	X	X	X	X	•	X	X	X	X	X	X	X	•	X	•	X	X	X
Speech:																		
Speech Clarity	X	X	X	X	X	X	X	X	X	X	X	X	•	•	•	X	X	X

Key:

- | | |
|---|---|
| A -- Receiving Complaints & Requests for Service | J -- Dispatching Field Units |
| B -- Communicating with Difficult Callers | K -- Contacting Other Agencies |
| C -- Obtaining Complaint-Dispatching Information | L -- Providing Information to Field Units |
| D -- Evaluating & Summarizing Complaint-Dispatching Information | M -- Querying Data Bases |
| E -- Processing Complaint-Dispatching Information | N -- Recordkeeping |
| F -- Advising the Public | O -- Maintaining Resource Materials |
| G -- Providing Information to the Public & Other Agencies | P -- Testifying in Court |
| H -- Monitoring Radio & Emergency Systems | Q -- Performing Office Duties |
| I -- Keeping Track of Field Units & Complaints/Incidents | R -- Providing Training |

Figure 3.6

Summary of Linkages Between Traits and Tasks

Trait	TASK CLUSTER:																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	
Adaptability	X	X	X	X	X	X	X	X	X	X	X	X	X	•	X	•	•	X	X
Tolerance of Stress	X	X	X	X	X	X	X	X	X	X	X	X	X	•	•	•	X	X	X
Tolerance of Unpleasant Work Environment	X	X	X	X	X	X	X	X	X	X	X	X	X	X	•	•	X	X	
Social Concern	X	X	X	X	•	X	X	X	X	X	X	X	X	•	•	•	•	X	X
Positive Attitude	X	X	X	X	•	X	X	X	X	X	X	X	X	•	•	•	•	X	X
Assertiveness	X	X	X	X	•	X	X	X	X	X	X	X	X	•	•	•	X	X	X
Teamwork	X	•	•	X	X	•	X	X	X	X	X	X	X	•	•	•	•	X	X
Interpersonal Sensitivity	X	X	X	X	•	X	X	X	•	•	X	X	•	•	•	X	X	X	
Emotional Control	X	X	X	X	X	X	X	X	X	X	X	X	X	•	•	•	X	X	X
Maturity	X	X	X	X	X	X	X	X	X	X	X	X	X	•	•	•	X	X	X
Integrity	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	•	X	X	X
Dependability	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Motivation	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	•	X	X
Productivity	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

Key:

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- Q -- Performing Office Duties
- R -- Providing Training

Knowledge/Skill Level

Knowledges. The majority of knowledges (61%) were identified as best suited for the most fundamental level of development in basic training; that is, knowledge sufficient to identify or define terminology, facts, methods, etc. Approximately one-third of the knowledges were identified as suitable for a moderate level of development in basic training; that is, knowledge sufficient to explain, summarize, translate or interpret information when presented.

Only five knowledges were identified as appropriate for a high level of development; i.e., sufficient to correctly apply appropriate principles, procedures, techniques, etc., to new and difficult situations. The following knowledges were rated as such.

Knowledge of: Acceptable ethical job behavior (e.g, impartial assignment of work, use of privileged information, conflict of interest); appropriate information to obtain when taking complaints and requests for service; legal requirements for handling certain complaints (e.g., missing persons); laws and restrictions for accessing and dispensing criminal history and other information; and the phonetic alphabet.

Skills. For more than half of the skills (57%), the most fundamental level of development was identified as appropriate for basic training; that is, a fundamental proficiency enabling performance in the most routine and simple situations. The remaining skills were identified as best suited for a moderate level of development in basic training, sufficient for competent performance in a fairly wide range of situations (none were rated as suitable for a high level of development, sufficient to perform in complex, difficult and new situations).

SUMMARY AND CONCLUSIONS

The KSATs were found to be important for the successful performance of a wide range of dispatcher duties. These results are important from several standpoints. First, the job-relatedness of the KSATs is further demonstrated, in that each KSAT has been identified by job experts as essential for the successful performance of at least one, and typically many "core" elements of dispatcher work. Thus, training curricula addressing the knowledges and skills identified in the job analysis may be developed with confidence that the subject matter is relevant to important aspects of dispatcher work. Similarly, a foundation is provided for the development and empirical validation of entry-level selection procedures which assess job content-related abilities and traits.

Second, the nature of the KSATs has been defined with respect to the context in which each is applied in performing dispatcher work. Thus, in developing training curricula, the various knowledges and skills may be reviewed in conjunction with their associated tasks, complaints/incidents, etc., to identify specific applications of the knowledge/skill to be taught. Likewise, in developing selection procedures, the abilities and traits may be viewed along with their associated tasks in order to ensure that test items are couched in job-related language and situations.

Third, the relative importance of the KSATs is evidenced by the number of linkages with various dispatcher duties. The number of linkages, taken into consideration with the importance ratings obtained in Component 2, provide a reasonable index of the overall importance of each KSAT. Such information is useful for the development of both training curricula and selection procedures (e.g., setting priorities and the scope of information to be covered). The "level" ratings provide a basis for determining the extent to which each knowledge and skill should be developed in basic training.

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APPENDICES

APPENDIX 1

"CORE" WORK ELEMENTS:

- A. TASKS
- B. COMPLAINTS/INCIDENTS
- C. EQUIPMENT & SYSTEMS
- D. RESOURCE MATERIALS
- E. REFERRAL/MUTUAL AID AGENCIES
- F. FIELD PERSONNEL

APPENDIX 1-A
PUBLIC SAFETY DISPATCHER
"CORE" TASKS



APPENDIX 1-A

Public Safety Dispatcher
"Core" Tasks

Task
No.

- 2 Receive telephone complaints and requests from the public.
- 3 Receive complaints and requests from other agencies.
- 4 Receive officer-initiated complaints (e.g., citizen flag-down, on view).
- 5 Receive requests from law enforcement field units.
- 6 Obtain initial complaint-screening information from victims, witnesses, or personnel from other agencies.
- 7 Calm emotionally upset citizen.
- 8 Handle abusive citizen (e.g., irate, rude, obscene).
- 9 Receive and handle "crank" calls.
- 10 Receive and handle nuisance calls.
- 11 Receive and handle 911 calls.
- 12 Receive and handle TDD calls (e.g., deaf caller).
- 13 Receive and handle request for assistance from non-English speaking citizen.
- 14 Receive, prioritize, and handle multiple phone calls for assistance.
- 15 Communicate with intoxicated citizen.
- 16 Communicate with mentally unstable or suicidal citizen.
- 17 Communicate with speech-impaired citizen.
- 18 Communicate with very young (juvenile) citizen.
- 19 Communicate with elderly citizen.
- 20 Evaluate initial complaint information to determine what action is necessary.
- 21 Obtain full complaint-dispatching information for crimes, traffic incidents, and other requests for law enforcement service.
- 22 Obtain full complaint-dispatching information for medical emergencies.
- 23 Obtain full complaint-dispatching information for fire emergencies.
- 24 Obtain full complaint-dispatching information for safety hazards (e.g., chemical spill, power line down, flooded street).
- 26 Obtain full complaint-dispatching information from anonymous caller.

APPENDIX 1-A

Task
No.

- 27 Determine appropriate agency for complaints and requests.
- 28 Classify complaint/incident by type and code (e.g., civil, criminal, etc.).
- 29 Determine dispatching priority.
- 30 Summarize incident for dispatching purposes.
- 31 Record initial complaint information (e.g., complete incident card or make log entry).
- 32 Enter complaint information into computer system.
- 33 Obtain additional information from complainants, witnesses, etc. (e.g., location, clarification, etc.).
- 34 Call to check on welfare of citizen (e.g., 911 hang up).
- 35 Transmit complaint information to radio dispatcher (e.g., by computer or telephone).
- 36 Initiate telephone number trace.
- 37 Call other agencies to obtain information.
- 38 Provide general information to the public (e.g., phone numbers, agency services).
- 39 Refer or transfer caller to appropriate department or agency.
- 40 Explain departmental procedures and policies to the public.
- 41 Explain legal processes and procedures to the public.
- 42 Explain civil processes to the public.
- 43 Advise citizens of the status of their complaint/incident.
- 44 Advise citizens of actions to take during emergency crime situations.
- 45 Advise citizens of actions to take during non-emergency crime situations.
- 46 Advise citizens of actions to take in traffic accident.
- 47 Advise citizens of actions to take during medical emergency (e.g., pre-arrival instructions).
- 48 Advise citizens of actions to take in routine (non-emergency, miscellaneous) situations.
- 49 Advise citizens of actions to take during fire emergency.
- 50 Advise citizens of actions to take in hazardous situations (e.g., chemical spill, severe weather).
- 51 Advise citizens of crime prevention techniques.
- 52 Determine what information, if any, should be provided to requester (verify "right to know").

APPENDIX 1-A

Task
No.

- 53 Provide requested information to other departments and agencies.
- 54 Provide information to the news media.
- 55 Notify other departments or agencies of an emergency or need for service.
- 56 Notify parents, relatives, etc., of those involved in incidents.
- 57 Testify in court.
- 58 Monitor and respond to radio transmissions from law enforcement field units.
- 60 Monitor and respond to fire department radio transmissions.
- 62 Monitor and respond to other public service radio transmissions.
- 65 Monitor and respond to alarm systems.
- 67 Monitor and respond to teletype messages (e.g., NCIC, CLETS).
- 68 Monitor pending complaints and incidents.
- 69 Record and update status of field units and incidents (e.g., on status sheet or incident card).
- 71 Monitor, coordinate, and update status information for multiple field units and incidents.
- 72 Contact law enforcement field units by radio to check on status.
- 75 Determine appropriate personnel and resources to dispatch to incidents.
- 76 Dispatch by radio transmission.
- 78 Dispatch patrol officer(s) to calls for service.
- 79 Dispatch specialized law enforcement unit(s) to calls for service (e.g., SWAT, canine, investigators).
- 80 Dispatch fire fighter(s) to calls for service.
- 81 Dispatch emergency medical unit(s) or ambulance to calls for service.
- 82 Dispatch other public service unit(s) to calls for service (e.g., utilities, traffic signals, trees).
- 83 Contact other agencies to request assistance.
- 84 Coordinate mutual aid agency response.
- 85 Direct and coordinate response of multiple field units.
- 86 Broadcast all points bulletins.

APPENDIX 1-A

Task
No.

- 87 Transmit emergency bulletins by teletype or computer.
- 90 Call towing service.
- 91 Give street directions.
- 92 Use resource materials to obtain specific requested information for field units (e.g., codes, criss-cross directory, telephone numbers).
- 93 Provide requested information to law enforcement field units.
- 94 Broadcast officer safety and/or mutual aid information (e.g., incidents in adjoining jurisdictions).
- 95 Coordinate communications between field units.
- 96 Advise field units of updated information regarding an incident.
- 97 Query data base for vehicle license, registration, and stolen vehicle information.
- 98 Query data base for criminal history information (e.g., state, local).
- 99 Query data base for driver's license information.
- 100 Query data base for information regarding wants and warrants.
- 101 Query data base for stolen property information.
- 102 Query data base for gun information.
- 103 Query specialized data bases (e.g., information regarding locations, suspects, court orders, hazards, etc.).
- 108 Complete ALI routing sheet (911 distribution correction form).
- 114 Document equipment malfunctions.
- 115 Enter or update information in computer data base (e.g., stolen vehicle, property, etc.).
- 116 Issue case and/or traffic accident numbers.
- 125 Maintain maps and cross-street directories.
- 127 Maintain resource materials in the communications center.
- 128 Maintain towing agency rotation log.
- 132 Prepare or update procedure manuals.
- 137 Review documents and materials to prepare to testify in court.
- 138 Take notes on information received by computer or teletype.

APPENDIX 1-A

Task No.

- 139 Take notes on information received verbally (e.g., by radio or telephone).
- 143 Type information received verbally.
- 144 Write intra-department memos.
- 145 Answer and route routine business calls.
- 146 Attend in-service training sessions.
- 147 Attend squad meetings/communications briefings.
- 148 Brief oncoming dispatcher of previous shift activities.
- 149 Change audio tapes.
- 150 Conduct tours of the facility.
- 154 Maintain status board showing the location of personnel and officers.
- 155 Maintain the cleanliness and order of the communications center.
- 156 Monitor building security on closed circuit TV.
- 157 Monitor station/facility security system (e.g., alarms).
- 159 Page employees.
- 160 Perform general office assistance assignments.
- 161 Replace paper, ribbons, etc., in office equipment.
- 162 Restart computer system(s).
- 164 Route messages to department units.
- 166 Provide on-the-job training to new dispatchers.
- 167 Provide classroom training to dispatchers and other personnel.
- 170 Explain and demonstrate complaint/dispatching procedures to public safety personnel.



APPENDIX 1-B
PUBLIC SAFETY DISPATCHER
"CORE" COMPLAINTS/INCIDENTS



APPENDIX 1-B

Public Safety Dispatcher
"Core" Complaints/Incidents

Incident
No.

- 1 Abandoned vehicle
- 2 Abuse to animals
- 3 Accident involving hazardous material (e.g., chemicals)
- 4 Activated alarm
- 5 Administrative detail (e.g, court, vehicle service, transport)
- 6 Air and water pollution
- 7 Aircraft in distress
- 8 Aircraft accident
- 12 Alarm - burglary
- 13 Alarm - fire
- 14 Alarm - medical
- 15 Alarm - panic
- 16 Alarm - robbery
- 17 Alarm - vehicle
- 18 Alcohol violation - consumption, sales, possession
- 19 Ambulance needed
- 20 Animal bite
- 21 Animal control violation
- 22 Arson
- 23 Assault
- 24 Assault with a deadly weapon
- 25 Attempt to locate (e.g., persons or property)
- 26 Attempted murder
- 27 Auto-train accident
- 28 Bad check (e.g., insufficient funds)
- 29 Barricaded suspect
- 30 Battery
- 31 Bicycle theft
- 32 Boat accident/distress
- 34 Bomb threat
- 35 Bombing
- 37 Brandishing weapon
- 38 Bribery
- 40 Burglary - commercial
- 41 Burglary - residential
- 42 Burglary - vehicle
- 43 Burning violation
- 44 Bus hijacking
- 45 Business dispute (e.g., unsatisfactory service, billing dispute)
- 46 Business or peddler license violation
- 47 Child abuse

APPENDIX 1-B

Incident

No.

- 48 Child custody - civil or criminal
- 49 Child molesting
- 50 Child neglect
- 51 Citizen flag-down (e.g., on-site)
- 52 Citizen holding suspect(s)
- 53 Citizen locked out of building or vehicle
- 54 Civil demonstration
- 55 Civil dispute
- 56 Civil rights violation
- 57 Complaint against public safety personnel
- 58 Complaint regarding public safety service
- 59 Concealed weapon
- 60 Concerned party request for check on
- 61 Confidence games (e.g., bunko, pigeon drop, etc.)
- 62 Conspiracy to commit a crime
- 63 Contributing to the delinquency of a minor
- 64 Counterfeit money
- 65 Court orders (e.g., violations, service, enforcement)
- 66 Credit card theft or misuse
- 68 Crowd or mob
- 69 Curfew violation
- 70 Dangerous animal
- 72 Dead body (excluding homicide)
- 73 Death notification
- 74 Deceptive business practice
- 75 Defrauding an innkeeper
- 76 Desertion or AWOL from military
- 77 Disturbance - fight (verbal or physical)
- 78 Disturbance - juveniles
- 79 Disturbance - neighbor
- 80 Disturbance - noise (e.g., music, barking dog)
- 81 Disturbance - party
- 82 Domestic violence
- 83 Downed wires
- 84 Drowning
- 85 Drug overdose
- 86 Drunk driver
- 87 Drunk in public area
- 88 Dumping violation
- 89 Earthquake
- 90 Elderly abuse or neglect
- 91 Embezzlement
- 92 Escaped prisoner - in the field
- 93 Escaped prisoner - jail, prison, or holding facility
- 94 Explosion
- 95 Explosives - found or suspected

APPENDIX 1-B

Incident

No.

- 96 Explosives - unlawful possession or use.
- 97 Extortion
- 98 False reporting of an emergency (misuse of 911)
- 100 Fire - brush, misc. outdoor
- 101 Fire - structure
- 102 Fire - vehicle
- 103 Fireworks violation
- 104 Fish and game violation
- 106 Follow-up investigation
- 107 Forgery
- 108 Found child/adult
- 109 Found property
- 110 Fraud
- 111 Fugitive/wanted person reported to be at a location
- 112 Gambling
- 113 Gang activity
- 114 Harassment
- 115 Hazard to public
- 116 Hearing-impaired caller
- 117 Hit and run (e.g., property, persons)
- 118 Homeless person(s)
- 119 Homicide
- 120 Hostage situation
- 121 Illegal alien
- 122 Illegal firearm
- 123 Illegal weapon other than firearm
- 124 Impersonating an officer or other official
- 125 Incomplete telephone call for help
- 126 Incurable juvenile
- 127 Indecent exposure
- 128 Industrial accident
- 129 Injured animal
- 130 Invalid or elderly person needing
- 131 Jail incident
- 132 Keep the peace
- 133 Kidnapping
- 134 Labor-management dispute
- 135 Landlord-tenant dispute
- 136 Lewd and lascivious conduct
- 137 Liquor law violations
- 138 Littering
- 139 Livestock - rustling
- 140 Livestock - stray
- 141 Loitering
- 142 Lost child
- 143 Lost property

APPENDIX 1-B

Incident

No.

- 144 Low flying aircraft
- 145 Medical emergency - law enforcement
- 146 Medical emergency - no law enforcement assistance needed
- 147 Mentally ill person
- 148 Misconduct of a public official
- 149 Missing elderly
- 150 Missing officer
- 151 Missing person
- 152 Missing/runaway juvenile
- 153 Narcotics violation - use, sales, or possession
- 154 Non-English speaking caller
- 155 Obscene, harassing, or threatening phone calls to the public
- 156 Obstructing highway or passageway
- 157 Officer needs help - emergency
- 158 Officer request for assistance - routine
- 159 Other public agencies needing assistance (e.g., allied agencies, Health Department, Probation)
- 160 Other public safety personnel needing assistance
- 161 Panhandling
- 162 Parking violation
- 163 Parole or probation violation
- 164 Patrol or vacation check (e.g., extra patrol request)
- 165 Person with gun
- 166 Pornographic material
- 167 Possession of stolen property
- 168 Postal law violation
- 169 Prostitution
- 170 Prowler
- 171 Public nuisance
- 172 Purse snatch
- 173 Pursuit - foot
- 174 Pursuit - vehicle
- 175 Racing/speeding motor vehicle
- 176 Rape
- 177 Receiving stolen property
- 178 Reckless driving
- 179 Recovered aircraft
- 180 Recovered boat
- 181 Recovered vehicle
- 182 Recovered stolen property
- 183 Repossession dispute
- 184 Request for copy of crime or traffic report
- 185 Resisting arrest
- 186 Riot
- 187 Robbery (excluding bank)
- 188 Robbery - bank

APPENDIX 1-B

Incident

No.

189 Ruptured water line
190 Ruptured gas line
191 Safety hazard
192 Sexual assault
193 Shooting into dwelling, vehicle, or aircraft
194 Shoplifting
195 Shots heard
196 Smoke report
198 Sniper
199 Stolen aircraft or aircraft parts
200 Stranded motorist
201 Suicide or attempted suicide
202 Surveillance
205 Suspicious circumstances or object
206 Suspicious person
207 Suspicious vehicle
208 Tampering - auto
209 Tampering - equipment
210 Tampering - food or drugs
211 Terrorist threat
212 Theft - felony
213 Theft - misdemeanor
214 Threats against person
215 Throwing or launching objects at moving vehicles
216 Traffic accident - fatality
217 Traffic accident - injury
218 Traffic accident - non-injury
219 Traffic accident - unknown injury
220 Traffic congestion or control
221 Traffic hazard
222 Traffic signal malfunction
223 Train derailment
224 Train or crossing arm blocking traffic
225 Transient person
226 Trespassing
227 Truancy violation
228 Unknown trouble
231 Vandalism
232 Vehicle blocking driveway
234 Vehicle license tag stolen/lost
235 Vehicle registration/title violation
236 Vehicle stop - felony (high risk)
237 Vehicle stop - routine
238 Vehicle theft
240 Warrant service

APPENDIX 1-C

PUBLIC SAFETY DISPATCHER

"CORE" EQUIPMENT & RADIO/TELECOMMUNICATION SYSTEMS



APPENDIX 1-C

Public Safety Dispatcher
"Core" Equipment & Radio/Telecommunication Systems

Item

No. Equipment

- 1 24-hour tape recorder
- 2 911 telephone equipment (ANI, ALI, printers)
- 3 Alarm monitor
- 5 Cassette tape recorder
- 7 Centrex telephone
- 9 Computer printer
- 10 Computer terminal and keyboard
- 11 Emergency power supply (generator, uninterruptable power)
- 12 Facility security system
- 16 Handset
- 17 Headset
- 18 Intercom
- 23 Microphone
- 27 Pager system
- 28 Photocopier
- 32 Radio console and controls
- 33 Radio frequency scanner
- 36 Security systems (e.g., video camera/monitor, key card system)
- 38 Tape playback machine
- 40 TDD (Deaf phone equipment)
- 41 Telephone
- 44 Telephone transfer system
- 45 Teletype
- 46 Time stamp machine
- 48 Typewriter

Radio/Telecommunication Systems

- 51 CLEMARS (California Law Enforcement Mutual Aid Radio System)
- 55 City radio system(s)
- 58 CII (Criminal Identification & Investigation) system
- 59 CJIS (Criminal Justice Information System)
- 60 CLETS (California Law Enforcement Telecommunication System)
- 61 DMV (Department of Motor Vehicles) system
- 62 LEDS (Law Enforcement Data System)
- 63 NCIC (National Crime Information Center) system
- 64 NLETS (National Law Enforcement Telecommunication System)
- 65 Local computer information systems

APPENDIX 1-D

PUBLIC SAFETY DISPATCH
"CORE" RESOURCE MATERIALS

APPENDIX 1-D

Public Safety Dispatcher
"Core" Resource Materials

Item

No. Resources

- 1 After hours "call out" directory (e.g., detective, city crew, etc.)
- 7 Department bulletins
- 8 Department or division policy and procedure manuals
- 9 Department or division rules, regulations, and general orders
- 10 Directories (e.g., names, addresses, phone numbers, criss-cross)
- 12 Emergency notification cards
- 13 Extensive lists (e.g., serial numbers, codes, descriptions)
- 14 Equipment operator's manuals
- 17 Hazardous materials manuals (e.g., DOT, Material Safety Data Sheet)
- 18 Incoming correspondence
- 19 Interoffice memos
- 20 Mutual aid resource guide
- 21 Radio codes (incident type codes)
- 22 Shift activity reports
- 23 Street lists (e.g., cross-streets, map coordinates, master street address guide)
- 24 Street maps
- 25 Telecommunication system manuals (e.g., CJIS, NCIC, etc.)
- 26 Teletype messages
- 28 Training bulletins
- 30 Wanted bulletins (e.g., AB's, IB's)
- 31 Weather forecasts and bulletins

Codes

- 35 Business and Profession Code
- 37 City Ordinances
- 44 Health and Safety Code
- 46 Municipal Code
- 47 Penal Code
- 50 Vehicle Code
- 51 Welfare and Institutions Code

APPENDIX 1-E

PUBLIC SAFETY DISPATCHER

"CORE" REFERRAL & MUTUAL AID AGENCIES

APPENDIX 1-E

Public Safety Dispatcher
"Core" Referral & Mutual Aid Agencies

Item

No. Agencies

- 3 Alarm company
- 4 Alcohol and drug abuse center
- 5 Animal Control
- 6 Battered women's shelter
- 9 Campus police/security
- 11 Child Protective Services
- 12 City personnel offices
- 16 County Coroner
- 17 County Jail
- 20 County Probation Department
- 22 County Social Services/Welfare Department
- 23 District Attorney
- 24 Electric utility company
- 25 Emergency housing
- 26 Emergency medical service
- 28 Fire Department
- 31 Gas company
- 33 Hospital
- 34 Hospital police/security
- 36 Humane Society
- 38 Language Translation Service
- 39 Maintenance department (county, city)
- 40 Mental health treatment facility
- 42 Parking enforcement
- 43 Poison control
- 44 Police department
- 47 Public works department (e.g., water, sewer, traffic signals)
- 50 Sheriff's department
- 51 Street maintenance
- 52 TDD Translation Service (California Relay Service)
- 53 Telephone company
- 54 Towing service
- 56 Victim's assistance agencies (e.g., Red Cross, crime victim's assistance)
- 57 Water company
- 59 CALTRANS
- 65 Department of Motor Vehicles (DMV)
- 68 Highway Patrol
- 70 Parks and Recreation Department
- 88 Federal Bureau of Investigation (FBI)

APPENDIX 1-F

PUBLIC SAFETY DISPATCHER

"CORE" FIELD PERSONNEL

APPENDIX 1-F

Public Safety Dispatcher
"Core" Field Personnel

Item

No. Field Personnel/Units

- 1 Ambulance/emergency medical unit
- 2 Animal control
- 3 Bomb disposal
- 4 Canine unit
- 6 Community service officer/Police service technician (report taker)
- 7 Coroner
- 8 Crime scene investigator (e.g, ID tech, lab tech, blood tech)
- 9 Detectives
- 10 District Attorney
- 12 FBI agents
- 13 Fire department personnel
- 14 Fish and Game officers
- 17 Hazardous materials disposal
- 18 Helicopter - emergency medical
- 22 Medical personnel
- 23 Narcotics/vice
- 24 Park rangers (state and county)
- 25 Parking control
- 26 Parole officers
- 27 Patrol officers
- 28 Probation officers
- 29 Public works personnel (e.g., utilities, sewer, traffic signals, trees, etc.)
- 30 Reserve officers
- 33 Specialized law enforcement units (multi-jurisdictional)
- 34 SWAT
- 35 Traffic enforcement officers

APPENDIX 2

- A. "CORE" KNOWLEDGES AND SKILLS APPROPRIATE FOR ENTRY-LEVEL TRAINING
- B. "CORE" ABILITIES AND TRAITS NECESSARY BEFORE HIRE

APPENDIX 2-A

**"Core" Knowledges and Skills
Appropriate for Entry-Level Training**

APPENDIX 2-A

"Core" Knowledges Appropriate for Entry-Level Training

WORK ENVIRONMENT & CONDUCT: Knowledge of basic law enforcement terminology, jargon and codes; basic medical (EMS) and fire complaint/dispatching terminology, as applicable in a law enforcement environment; the functions of the dispatcher within the law enforcement system (e.g., first point of public safety contact, assigning work, and serving as a liaison); basic medical (EMS) and fire complaint/dispatching functions in the law enforcement system; the responsibilities and the functions of the communication center; the general role of police/sheriffs' departments, prosecutors, courts, corrections (e.g., probation, parole), and dispatchers within the Criminal Justice System; acceptable professional behavior (e.g., conduct, self-discipline, sexual harassment issues); acceptable ethical job behavior (e.g., impartial assignment of work, use of privileged information, conflict of interest); techniques and considerations for interacting with the public, co-workers, field personnel and supervisors; the types and sources of stress associated with the public safety dispatcher occupation; alternative strategies for coping with stress; and basic principles and procedures for courtroom testimony, including demeanor.

COMMUNICATION CENTER OPERATIONS: Knowledge of the flow of work in the communication center, including various sources of complaints and requests, and how they are processed; the chains of command and organizational structures; agency policies and procedures as they apply to communication center operations and personnel; records, reporting systems and forms commonly used in the communication center; and the potential for any record generated by the communication center to be used in court.

LEGAL CODES & PRINCIPLES: Knowledge of what constitutes a crime; the distinction between criminal and civil offenses; the definitions of felony and misdemeanor crimes; the various parties involved in a crime (principal, accessory, victim, witness, reporting party); agency restrictions on the reporting party (e.g., who can make a report); the various types of court orders, their jurisdictional limitations and enforcement procedures (e.g., warrants and temporary restraining orders); the basics of evidence preservation; types of liability (e.g., "vicarious liability"); the theory, types and consequences of negligence (e.g., punitive damages, agency disciplinary actions); the general use of the following codes: Administrative Code, Children and Family Services Statutes, and U.S. Constitution; the basic use and applications of the following codes: Alcoholic

APPENDIX 2-A

"Core" Knowledges Appropriate for Entry-Level Training

Beverage Control Act, Business and Profession Code, Civil Code, Fish and Game Code, Health and Safety Code, Penal Code, Vehicle Code, and Welfare and Institutions Code; and the elements of specific crimes within the following codes: Penal Code, Vehicle Code, Business and Profession Code, Welfare and Institutions Code, Health and Safety Code, and City and County Ordinances.

COMPLAINT-TAKING: Knowledge of basic techniques for listening, questioning and conversation control, including telephone etiquette; procedures for determining whether to respond or refer complaints and requests for service; the criteria used to prioritize complaints and requests for service (e.g., life-threatening, in-progress, property crimes, "cold" response); the types and functions of 9-1-1 systems (e.g., basic, enhanced); techniques for call-handling (e.g., direct dispatching, referral, call transfer, relay); the legal requirements for responding to 9-1-1 calls; the role of the telephone company in maintaining and updating the 9-1-1 system; 9-1-1 reporting forms and procedures (e.g., updates to information); procedures for recognizing and communicating with various callers including: deaf (TDD), non-English speaking or limited English speaking, speech impaired, very young, hysterical or emotionally unstable, abusive, irate, profane, intoxicated, suicidal or mentally unstable, elderly, and callers using street language (slang); procedures and considerations for communicating with other agencies (e.g., use of clear text); the appropriate information to obtain when taking complaints and requests for service (e.g., who, what, where, when, why, how); additional important considerations for taking complaints and requests (e.g., in-progress vs. cold call, possibility of quick apprehension); and legal requirements for handling certain complaints (e.g., missing persons).

DISSEMINATION OF INFORMATION: Knowledge of laws and restrictions for accessing and dispensing criminal history and other information obtained via telecommunication systems and other sources; laws and other restrictions pertaining to the release of information regarding juveniles, sex crime victims, names of deceased, and sensitive locations and incidents; the potential consequences of releasing unauthorized information to the public, media, and other agencies (e.g., field personnel safety, citizen safety issues); agency policies and procedures for the release of information to the media (e.g., types of information to be given, personnel authority); the potential consequences of giving advice to citizens (e.g., liability issues); procedures and guidelines

APPENDIX 2-A

"Core" Knowledges Appropriate for Entry-Level Training

for advising citizens of actions to take in various emergency and non-emergency situations including: crimes, traffic incidents, medical incidents, fires, hazards, civil issues, crime prevention, and other miscellaneous incidents; procedures and considerations for notifying family members and other parties (e.g., administrative, injury, death, arrest notifications); the types of information that various agencies are entitled to obtain from the communication center; the potential consequences of giving inaccurate or unauthorized information to other agencies; procedures and requirements for notifying California agencies of an emergency or need for service; and procedures, requirements and appropriate language for relaying information to out-of-state agencies.

RADIO DISPATCHING: Knowledge of professional radio broadcasting language, rules and regulations (e.g., FCC); basic radio voice techniques, including voice control and diction; techniques for managing and prioritizing radio traffic; procedures for making lengthy broadcasts and conserving air time; local agency codes used to classify incidents and field unit status; the phonetic alphabet; the variety of coding systems used by different agencies; the functions and operations of commonly used radio systems (e.g., CLEMARS, CLERS); basic radio technology (e.g., frequencies, repeaters); field resources, including the different types, their functions, and the types of incidents for which they are appropriate; the appropriate types and numbers of personnel to send to various complaints and requests for service; dispatching decision strategies (e.g., considering geographic area, response time, available backup, and agency policies); the appropriate types and order of information to provide when dispatching field units (e.g., type of call, location, description of suspect, vehicle); additional important considerations for prioritizing and providing information to field units (e.g., in-progress, possibility of quick apprehension, injury, weapons); procedures for advising field units of additional status information; the types of calls that require more than one field unit to be dispatched; procedures for tracking field unit status; available backup resources outside the agency; the types of situations that are potentially dangerous (e.g., weapons, premise history); procedures for broadcasting potentially dangerous information (e.g., felony warrants, stolen vehicle); procedures for coordinating the response of multiple field units; and circumstances that require notification of the field supervisor.

APPENDIX 2-A

"Core" Knowledges Appropriate for Entry-Level Training

LAW ENFORCEMENT INFORMATION SYSTEMS: Knowledge of the functions and operations (e.g., access, input) of various telecommunication systems, including: CJIS, CLETS, DMV (AMIS, ANI), DOJ (CII), LEDS, NCIC, NLETS, and local area networks; laws, rules and restrictions for accessing, disseminating and updating information in telecommunication systems, including consequences of misuse; and the use of manuals for telecommunication systems.

PUBLIC SAFETY-RELATED AGENCIES: Knowledge of the purpose and principles of mutual aid; procedures for requesting mutual aid and responding to mutual aid requests; the various types and functions of referral agencies and the various situations for which referral agency involvement is appropriate; and the procedures for working with referral agencies (e.g., making notifications; referring citizens, officers, and other agencies; requesting assistance; obtaining information).

COMMUNICATION EQUIPMENT AND RESOURCES: Knowledge of the functions and operations of complaint-taking equipment (e.g., telephone console, 9-1-1 equipment, alarm panels); the functions and operations of dispatching equipment (e.g., radio console and controls); the functions and operations of miscellaneous communications center/office equipment (e.g., security system, intercom, photocopier); office maintenance procedures; and available resource materials and their use in performing public safety dispatcher job duties (e.g., manuals, directories, code books).

TRAINING METHODS: Knowledge of the role of the trainer in the communications environment; agency policies and procedures regarding training; resources and methods for the planning and preparation of training; instructional techniques, including documentation methods; special considerations for training in the communications environment (e.g., adult learning styles, cultural differences); and legal liabilities and issues pertaining to training (e.g., discrimination, sexual harassment, documentation, confidentiality, negligence, and vicarious liability).

APPENDIX 2-A

"Core" Skills Appropriate for Entry-Level Training

VOCAL SKILLS: Skill in projecting one's voice clearly and audibly with appropriate tone, phrasing, diction and rate of speed; and maintaining vocal composure in a variety of adverse or stressful situations.

LISTENING SKILLS: Skill in distinguishing between significant and insignificant information given orally (e.g., significant details of complaints or incidents); identifying various speech patterns, accents and languages; detecting and interpreting background sounds heard over the telephone or radio (e.g., shots fired, fighting); listening while at the same time performing various tasks (e.g., while operating communications equipment); and following oral directions.

RECORDKEEPING SKILLS: Skill in completing forms and reports; note taking; summarizing incidents in writing; and writing legibly.

READING SKILLS: Skill in reading and understanding policy and procedure manuals and memoranda; operating manuals for law enforcement information systems and equipment; laws, codes, ordinances; warrants and court orders; computer teletype messages; complaint/dispatch cards or video screens; and various public safety-related reports.

COMPLAINT-TAKING SKILLS: Skill in applying telephone etiquette (e.g., courtesy, professionalism); operating telephone equipment (including 9-1-1 equipment); applying questioning techniques, including control of conversation and obtaining essential information from the public and other agencies; communicating via telephone with diverse types of people who pose special problems (e.g., hysterical, drunk, abusive, irate, suicidal, elderly, child, non-English speaking and deaf); screening telephone calls (e.g., determining whether to refer or respond); recognizing suspicious circumstances; evaluating and "prioritizing" complaints, incidents and requests; receiving and processing multiple simultaneous complaints; providing appropriate information to the public, media and other agencies (e.g., explaining, advising, referring); and complaint-taking using CAD system equipment.

APPENDIX 2-A

"Core" Skills Appropriate for Entry-Level Training

DISPATCHING SKILLS: Skill in using radio codes, radio language, phonetic alphabet, and common legal terms; operating radio dispatching equipment; broadcasting information over the radio; using radio systems (e.g., CLEMARS); assigning field resources; talking while at the same time operating dispatching equipment; maintaining several conversations at one time; coordinating activities of multiple field units; keeping track of multiple events occurring at the same time; monitoring, prioritizing, responding to, and controlling radio traffic; using maps; giving directions (e.g., travel directions); giving instructions (e.g., citizens and sworn personnel); dispatching using CAD system equipment; monitoring and responding to alarm systems; and monitoring and responding to civil defense/warning systems.

TELECOMMUNICATION SKILLS: Skill in using various telecommunication systems, including: DOJ, CJIS, CLETS, DMV (AMIS, ANI), LEDS, NCIC, NLETS, and local information systems.

INTERPERSONAL SKILLS: Skill in communicating in person with diverse types of people who pose special problems (e.g., hysterical, drunk, abusive, irate, suicidal, elderly, child, non-English speaking, deaf); communicating with co-workers, supervisors, and associates; and "active listening" (e.g., giving feedback, paraphrasing).

ADMINISTRATIVE SKILLS: Skill in typing information received both orally and in written form, with speed and accuracy; operating miscellaneous communication center equipment; handling records (receiving, processing, accessing, retrieving, and releasing); records management using CAD system equipment; and performing facility maintenance duties.

APPENDIX 2-B

"Core" Abilities and Traits Necessary Before Hire

APPENDIX 2-B

"Core" Abilities Necessary Before Hire

VERBAL

ORAL COMPREHENSION is the ability to understand spoken English words and sentences.

Examples of this ability include: Understanding complaints, requests, and other information received orally from citizens, field personnel and other agencies; and understanding briefings, instructions and directions received orally from field personnel, supervisors and co-workers.

WRITTEN COMPREHENSION is the ability to understand written sentences and paragraphs.

Examples of this ability include: Reading and understanding written incident information (e.g., summaries), various reference materials, (e.g., manuals, codes, policies and procedures), and teletype information (e.g., CLETS, NCIC).

ORAL EXPRESSION is the ability to use English words or sentences in speaking so others will understand.

Examples of this ability include: Providing information and directions orally to the public, co-workers and field personnel; questioning callers; dispatching field personnel; and explaining policies and advising citizens of actions to take in various emergency and non-emergency situations.

WRITTEN EXPRESSION is the ability to use English words or sentences in writing so others will understand.

Examples of this ability include: Recording and summarizing complaint information in writing (e.g., completing incident cards and reports); maintaining various logs; preparing information to broadcast (e.g., teletype messages, APB's); writing office communications and bulletins; and dispatching field personnel via CAD system.

FLUENCY OF IDEAS is the ability to produce a number of ideas about a given topic.

Examples of this ability include: Providing alternatives to the public and field personnel (e.g., identifying alternative resources, routes of travel, etc.); coming up with alternative approaches to obtain information from a difficult caller or to keep a caller on the phone (e.g., suicide, suspect); and identifying a variety of data bases and other resources as needed to obtain requested information.

APPENDIX 2-B

"Core" Abilities Necessary Before Hire

REASONING

DEDUCTIVE REASONING is the ability to apply general rules to specific problems to come up with logical answers. It involves deciding if an answer makes sense.

Examples of this ability include: Resolving complaints and requests for service; determining how many units to dispatch to a call (e.g., appropriate level of response); and recognizing that information given by a caller is not consistent.

INDUCTIVE REASONING is the ability to combine separate pieces of information, or specific answers to problems, to form general rules or conclusions. This involves the ability to think of possible reasons why things go together.

Examples of this ability include: Judging whether a complaint or request is legitimate; determining whether a complaint is a criminal or civil matter; evaluating complaint information and determining the type of crime (e.g., robbery vs. burglary); and recognizing duplicate or related calls (e.g., comparing suspect information given in separate calls).

INFORMATION ORDERING is the ability to correctly follow a given rule or set of rules to arrange things or actions in a certain order. The things or actions to be put in order can include numbers, letters, words, pictures, procedures, sentences, and mathematical or logical operations.

Examples of this ability include: Classifying and prioritizing complaints and requests; recording complaint/request information in the appropriate format; arranging information in the appropriate order for broadcasting to field personnel; and reading back a teletype message in logical order.

MEMORY

MEMORIZATION is the ability to remember information, such as words, numbers, pictures, and procedures. Pieces of information can be remembered by themselves or with other pieces of information.

Examples of this ability include: Remembering the details of a recent incident or related incidents; remembering procedures for handling various types of complaints and incidents, as well as for operating communications equipment and systems; remembering various codes and abbreviations (e.g., radio, legal); and remembering geographical boundaries and significant common locations.

APPENDIX 2-B

"Core" Abilities Necessary Before Hire

PERCEPTUAL

SPEED OF CLOSURE ability involves the degree to which different pieces of information can be combined and organized into one meaningful pattern quickly. It is not known beforehand what the pattern will be. The material may be visual or auditory.

Examples of this ability include: Evaluating initial information and quickly determining whether an incident is an emergency; receiving multiple radio transmissions in rapid succession and determining that they pertain to the same incident; and taking several calls reporting different parts of the same incident and quickly combining the information to gain an overall picture of what happened.

PERCEPTUAL SPEED ability involves the degree to which one can compare letters, numbers, objects, pictures, or patterns, both quickly and accurately. The things to be compared may be presented at the same time or one after the other. This ability also includes comparing a presented object with a remembered object.

Examples of this ability include: Quickly comparing and verifying names, locations and descriptions received by radio, telephone, or in written form (e.g., checking a detainee's description against a wanted list or data base inquiry); and quickly comparing incident information to determine if different calls are related.

SELECTIVE ATTENTION is the ability to concentrate on a task and not be distracted. When distraction is present, it is not part of the task being done. This ability also involves concentrating while performing a boring task.

Examples of this ability include: Taking calls and dispatching field personnel from within a noisy, distracting work environment (e.g., taking a complaint from a citizen while other phone lines are ringing, other dispatchers are receiving emergency calls, teletype messages are printing, and alarm panels are sounding; or dispatching field personnel to an incident while other unrelated personnel are transmitting on the same frequency).

TIME SHARING is the ability to shift back and forth between two or more sources of information.

Examples of this ability include: Handling multiple calls for assistance at the same time; taking a complaint while monitoring radio traffic, teletypes and alarm panels; coordinating the response of multiple field units to an incident or several ongoing incidents; monitoring multiple radio channels at the same time; and tracking the status of field personnel while performing other duties (e.g., taking complaints or dispatching).

APPENDIX 2-B

"Core" Abilities Necessary Before Hire

MANUAL SPEED & DEXTERITY

RESPONSE ORIENTATION is the ability to choose between two or more movements quickly and accurately when two or more different signals (lights, sounds, pictures, etc.) are given. The ability is concerned with the speed with which the correct response can be started with the hand, foot, etc.

Examples of this ability include: Receiving several telephone and/or radio calls at once and quickly selecting and responding to the call with the highest priority; and quickly switching radio channels to communicate with several different field personnel on different frequencies.

REACTION TIME is the ability to give one fast response to one signal (sound, light, picture, etc.) when it appears. This ability is concerned with the speed with which the movement can be started with the hand, foot, etc.

Examples of this ability include: Immediately responding to a radio transmission or telephone call; and detecting and reacting to an activated alarm panel.

MULTILIMB COORDINATION is the ability to coordinate movements of two or more limbs together (e.g., two arms, two legs, or one leg and one arm). Two or more limbs are in motion, while the individual is sitting, standing, or lying down.

Examples of this ability include: Typing with two hands; operating telephone and radio equipment simultaneously; and operating a radio transmitter foot pedal control while typing or operating radio console controls.

FINGER DEXTERITY is the ability to make skillful, coordinated, rapid movements of the fingers of one or both hands and to grasp, place, or move small objects.

Examples of this ability include: Performing keyboard operations; operating radio console equipment; and operating PBX equipment.

VISION

NEAR VISION is the capacity to see close environmental surroundings.

Examples of this ability include: Reading various written materials (e.g., incident summaries, logs, directories, equipment and system manuals, policies and procedures, legal codes); reading equipment displays (e.g., telephone panel, radio control panel, teletypes, CAD screen); and viewing building security video monitors.

APPENDIX 2-B

"Core" Abilities Necessary Before Hire

HEARING

GENERAL HEARING is the ability to detect and to discriminate among sounds that vary over broad ranges of pitch and/or loudness.

Examples of this ability include: Hearing and distinguishing between different types of telephone tones, alarms, warning bells, and alert tones; and hearing people talking on the telephone, radio or in person.

AUDITORY ATTENTION is the ability to focus on a single source of auditory information in the presence of other distracting and irrelevant auditory stimuli.

Examples of this ability include: Distinguishing between different conversations on the same radio channel; and hearing a caller on a telephone line or radio channel with heavy static or background noise.

SPEECH HEARING is the ability to hear and understand the speech of another person.

Examples of this ability include: Hearing and understanding people talking in person and on the radio or telephone.

SPEECH

SPEECH CLARITY is the ability to communicate orally in a clear fashion understandable to a listener.

Examples of this ability include: Speaking with sufficient clarity to be understood by others on the telephone or radio, or in person.

APPENDIX 2-B

"Core" Traits Necessary Before Hire

TOLERANCE OF STRESS: Performs job duties effectively under adverse conditions (e.g., working under time pressure with high visibility and serious consequence of error, in crisis situations, tragedies, and emergencies, handling simultaneous incidents, and working with frequent interruption); "bounces back" from negative situations; performs duties under extreme pressure without delay.

INTEGRITY: Honest and impartial; maintains confidentiality of information; refrains from using position for personal gain.

DEPENDABILITY: Acts responsibly and reliably in all situations; willing to accept the consequences of one's decisions and behavior; is disciplined, thorough, accurate and punctual.

EMOTIONAL CONTROL: Acts calm and collected and does not allow emotions to affect performance or disrupt the work environment; does not overreact to situations; accepts delays without getting upset (is slow to anger); performs effectively in crises or overwhelming situations; does not become personally involved.

TOLERANCE OF UNPLEASANT WORK ENVIRONMENT: Accepts and is able to function effectively in a restrictive, demanding, and highly structured work environment (e.g., working in isolation, late or early shifts, long hours, sitting for prolonged periods, confined work space, rigid chain of command).

ADAPTABILITY: Changes behavior to meet the shifting demands of the job; adapts to substantial increases or decreases in work load and to changes in assignments; remains alert during periods of slow or repetitive work activity.

TEAMWORK: Assists and cooperates willingly and effectively with co-workers, supervisors, field personnel and personnel at other agencies in performing job duties; a "team player".

MATURITY: Draws upon life experiences to deal with situations; thinks before acting (e.g., not impulsive); is not easily fooled (e.g., not naive); sees value in and takes work seriously; sensible; recognizes and is not bothered by trivial negative events and circumstances.

APPENDIX 2-B

"Core" Traits Necessary Before Hire

PRODUCTIVITY: Performs work in an efficient, organized and timely manner; performs effectively without constant supervision.

POSITIVE ATTITUDE: Reacts in a positive and constructive manner when confronted with negative work situations; is optimistic; sees the good side in situations; displays cheerfulness; acts inspired about work; sees value in the organization and its members; is able to joke with co-workers (e.g., use humor to relieve tense or stressful situations).

ASSERTIVENESS: Takes command of a situation; acts confidently, without hesitation; willing to voice personal views; not easily intimidated.

SOCIAL CONCERN: Concerned with the safety and welfare of others; demonstrates an interest in people and serving the public.

MOTIVATION: Displays hustle and drive in reaching work goals; self-motivated; makes use of "down time"; recognizes that the job may require additional time and energy; seeks answers to issues and questions; keeps trying, even in difficult situations; proceeds in the face of adversity.

INTERPERSONAL SENSITIVITY: Addresses situations in a sensitive, straightforward manner, showing consideration for others; resolves disputes in the least offensive manner; acts in an unbiased fashion towards others, keeping personal prejudices out of the work place; attempts to understand and respects the attitudes and beliefs of others.

APPENDIX 3

A. "CORE" TASK CLUSTERS

B. "CORE" COMPLAINT/INCIDENT CLUSTERS



APPENDIX 3-A
"Core" Task Clusters



APPENDIX 3-A

"Core" Task Clusters

Task

No. A. Receiving complaints and requests for service

2. Receive telephone complaints and requests from the public.
3. Receive complaints and requests from other agencies.
4. Receive officer-initiated complaints (e.g., citizen flag-down, on view).
5. Receive requests from law enforcement field units.
11. Receive and handle 911 calls.

B. Communicating with difficult callers

7. Calm emotionally upset citizen.
8. Handle abusive citizen (e.g., irate, rude, obscene).
9. Receive and handle "crank" calls.
10. Receive and handle nuisance calls.
12. Receive and handle TDD calls (e.g., deaf caller).
13. Receive and handle request for assistance from non-English speaking citizen.
15. Communicate with intoxicated citizen.
16. Communicate with mentally unstable or suicidal citizen.
17. Communicate with speech-impaired citizen.
18. Communicate with very young (juvenile) citizen.
19. Communicate with elderly citizen.

C. Obtaining complaint-dispatching information

6. Obtain initial complaint-screening information from victims, witnesses, or personnel from other agencies.
21. Obtain full complaint-dispatching information for crimes, traffic incidents, and other requests for law enforcement service.
22. Obtain full complaint-dispatching information for medical emergencies.
23. Obtain full complaint-dispatching information for fire emergencies.
24. Obtain full complaint-dispatching information for safety hazards (e.g., chemical spill, power line down, flooded street).
26. Obtain full complaint-dispatching information from anonymous caller.
33. Obtain additional information from complainants, witnesses, etc. (e.g., location, clarification, etc.).
34. Call to check on welfare of citizen (e.g., 911 hang up).

APPENDIX 3-A

Task

No. D. Evaluating and summarizing complaint-dispatching information

14. Receive, prioritize, and handle multiple phone calls for assistance.
20. Evaluate initial complaint information to determine what action is necessary.
27. Determine appropriate agency for complaints and requests.
28. Classify complaint/incident by type and code (e.g., civil, criminal, etc.).
29. Determine dispatching priority.
30. Summarize incident for dispatching purposes.

E. Processing complaint-dispatching information

31. Record initial complaint information (e.g., complete incident card or make log entry).
32. Enter complaint information into computer system.
35. Transmit complaint information to radio dispatcher (e.g., by computer or telephone).
143. Type information received verbally.

F. Advising the public

40. Explain departmental procedures and policies to the public.
41. Explain legal processes and procedures to the public.
42. Explain civil processes to the public.
43. Advise citizens of the status of their complaint/incident.
44. Advise citizens of actions to take during emergency crime situations.
45. Advise citizens of actions to take during non-emergency crime situations.
46. Advise citizens of actions to take in traffic accident.
47. Advise citizens of actions to take during medical emergency (e.g., pre-arrival instructions).
48. Advise citizens of actions to take in routine (non-emergency, miscellaneous) situations.
49. Advise citizens of actions to take during fire emergency.
50. Advise citizens of actions to take in hazardous situations (e.g., chemical spill, severe weather).
51. Advise citizens of crime prevention techniques.
56. Notify parents, relatives, etc., of those involved in incidents.

APPENDIX 3-A

Task

No. G. Providing information to the public and other agencies

38. Provide general information to the public (e.g., phone numbers, agency services).
39. Refer or transfer caller to appropriate department or agency.
52. Determine what information, if any, should be provided to requester (verify "right to know").
53. Provide requested information to other departments and agencies.
54. Provide information to the news media.

H. Monitoring radio and emergency systems

58. Monitor and respond to radio transmissions from law enforcement field units.
60. Monitor and respond to fire department radio transmissions.
62. Monitor and respond to other public service radio transmissions.
65. Monitor and respond to alarm systems.
67. Monitor and respond to teletype messages (e.g., NCIC, CLETS).

I. Keeping track of field units and complaints/incidents

68. Monitor pending complaints and incidents.
69. Record and update status of field units and incidents (e.g., on status sheet or incident card).
71. Monitor, coordinate, and update status information for multiple field units and incidents.
72. Contact law enforcement field units by radio to check on status.

J. Dispatching field units

75. Determine appropriate personnel and resources to dispatch to incidents.
76. Dispatch by radio transmission.
78. Dispatch patrol officer(s) to calls for service.
79. Dispatch specialized law enforcement unit(s) to calls for service (e.g., SWAT, canine, investigators).
80. Dispatch fire fighter(s) to calls for service.
81. Dispatch emergency medical unit(s) or ambulance to calls for service.
82. Dispatch other public service unit(s) to calls for service (e.g., utilities, traffic signals, trees).
85. Direct and coordinate response of multiple field units.

APPENDIX 3-A

Task

No. K. Contacting other agencies

- 36. Initiate telephone number trace.
- 37. Call other agencies to obtain information.
- 55. Notify other departments or agencies of an emergency or need for service.
- 83. Contact other agencies to request assistance.
- 84. Coordinate mutual aid agency response.
- 90. Call towing service.

L. Providing information to field units

- 86. Broadcast all-points bulletins.
- 87. Transmit emergency bulletins by teletype or computer.
- 91. Give street directions.
- 92. Use resource materials to obtain specific requested information for field units (e.g., codes, criss-cross directory, telephone numbers).
- 93. Provide requested information to law enforcement field units.
- 94. Broadcast officer safety and/or mutual aid information (e.g., incidents in adjoining jurisdictions).
- 95. Coordinate communications between field units.
- 96. Advise field units of updated information regarding an incident.

M. Querying data bases

- 97. Query data base for vehicle license, registration, and stolen vehicle information.
- 98. Query data base for criminal history information (e.g., state, local).
- 99. Query data base for driver's license information.
- 100. Query data base for information regarding wants and warrants.
- 101. Query data base for stolen property information.
- 102. Query data base for gun information.
- 103. Query specialized data bases (e.g., information regarding locations, suspects, court orders, hazards, etc.).

APPENDIX 3-A

Task

No. N. Recordkeeping

- 108. Complete ALI routing sheet (911 distribution correction form).
- 114. Document equipment malfunctions.
- 115. Enter or update information in computer data base (e.g., stolen vehicle, property, etc.).
- 116. Issue case and/or traffic accident numbers.
- 138. Take notes on information received by computer or teletype.
- 139. Take notes on information received verbally (e.g., by radio or telephone).
- 144. Write intra-department memos.

O. Maintaining resource materials

- 125. Maintain maps and cross-street directories.
- 127. Maintain resource materials in the communications center.
- 128. Maintain towing agency rotation log.
- 132. Prepare or update procedure manuals.

P. Testifying in court

- 57. Testify in court.
- 137. Review documents and materials to prepare to testify in court.

Q. Performing office duties

- 145. Answer and route routine business calls.
- 148. Brief oncoming dispatcher of previous shift activities.
- 149. Change audio tapes.
- 150. Conduct tours of the facility.
- 154. Maintain status board showing the location of personnel and officers.
- 155. Maintain the cleanliness and order of the communications center.
- 156. Monitor building security on closed circuit TV.
- 157. Monitor station/facility security system (e.g., alarms).
- 159. Page employees.
- 160. Perform general office assistance assignments.
- 161. Replace paper, ribbons, etc., in office equipment.
- 162. Restart computer system(s).
- 164. Route messages to department units.

APPENDIX 3-A

Task

No. R. Providing training

- 166. Provide on-the-job training to new dispatchers.
- 167. Provide classroom training to dispatchers and other personnel.
- 170. Explain and demonstrate complaint/dispatching procedures to public safety personnel.

S. Attending training or briefings **(Not applicable to entry-level training)

- 146. Attend in-service training sessions.
- 147. Attend squad meetings/communications briefings.

APPENDIX 3-B

"CORE" INCIDENT CLUSTERS

APPENDIX 3-B

"Core" Complaints/Incident Clusters

Incident

No.	A. Theft/Burglary
31	Bicycle theft
40	Burglary - commercial
41	Burglary - residential
42	Burglary - vehicle
139	Livestock - rustling
167	Possession of stolen property
172	Purse snatch
177	Receiving stolen property
194	Shoplifting
199	Stolen aircraft or aircraft parts
212	Theft - felony
213	Theft - misdemeanor
238	Vehicle theft
	B. Fraud
28	Bad check
38	Bribery
61	Confidence games (e.g., bunko, pigeon drop, etc.)
64	Counterfeit money
66	Credit card theft or misuse
74	Deceptive business practice
75	Defrauding an innkeeper
91	Embezzlement
97	Extortion
107	Forgery
110	Fraud
124	Impersonating an officer or other official
	C. Property Damage/Tampering
22	Arson
208	Tampering - auto
209	Tampering - equipment
210	Tampering - food or drugs
231	Vandalism

APPENDIX 3-B

Incident

No. D. Assault/Robbery/Homicide

23 Assault
24 Assault with a deadly weapon
26 Attempted murder
30 Battery
47 Child abuse
49 Child molesting
50 Child neglect
82 Domestic violence
90 Elderly abuse or neglect
119 Homicide
176 Rape
185 Resisting arrest
187 Robbery (excluding bank)
188 Robbery - bank
192 Sexual assault

E. Missing Person/Kidnapping/Hostage

44 Bus hijacking
108 Found child/adult
120 Hostage situation
133 Kidnapping
142 Lost child
143 Lost property
149 Missing elderly
150 Missing officer
151 Missing person
152 Missing/runaway juvenile

F. Alarm

4 Activated alarm
12 Alarm - burglary
13 Alarm - fire
14 Alarm - medical
15 Alarm - panic
16 Alarm - robbery
17 Alarm - vehicle

APPENDIX 3-B

Incident

No. G. Nuisance/Obscene Conduct

2 Abuse to animals
63 Contributing to the delinquency of a minor
69 Curfew violation
98 False reporting of an emergency (misuse of 9-1-1)
114 Harassment
126 Incurable juvenile
127 Indecent exposure
136 Lewd and lascivious conduct
138 Littering
141 Loitering
155 Obscene, harassing, or threatening phone calls
161 Panhandling
166 Pornographic material
169 Prostitution
170 Prowler
171 Public nuisance
140 Livestock - stray
214 Threats against person
215 Throwing or launching objects at moving vehicles
225 Transient person
226 Trespassing
227 Truancy violation

H. Disturbance of the Peace

54 Civil demonstration
55 Civil dispute
68 Crowd or mob
77 Disturbance - fight (verbal or physical)
78 Disturbance - juveniles
79 Disturbance - neighbor
80 Disturbance - noise (e.g., music, barking dog)
81 Disturbance - party
87 Drunk in public area
132 Keep the peace
134 Labor-management dispute
135 Landlord-tenant dispute
144 Low flying aircraft
183 Repossession dispute
186 Riot

APPENDIX 3-B

Incident

No.

I. Medical Emergency

19 Ambulance needed
32 Boat accident/distress
84 Drowning
85 Drug overdose
145 Medical emergency - law enforcement assistance needed
146 Medical emergency - no law enforcement assistance
201 Suicide or attempted suicide
216 Traffic accident - fatality
217 Traffic accident - injury
219 Traffic accident - unknown injury

J. Vehicle/Traffic Incidents

27 Auto-train accident
86 Drunk driver
117 Hit and run (property or persons)
162 Parking violation
174 Pursuit - vehicle
175 Racing/speeding motor vehicle
178 Reckless driving
218 Traffic accident - non-injury
220 Traffic congestion or control
221 Traffic hazard
222 Traffic signal malfunction
232 Vehicle blocking driveway
234 Vehicle license tag stolen/lost
235 Vehicle registration/title violation
236 Vehicle stop - felony (high risk)
237 Vehicle stop - routine

K. Liquor/Drug Violations

18 Alcohol violation - consumption, sales, or possession
137 Liquor law violations
153 Narcotics violation - use, sales, or possession

APPENDIX 3-B

Incident

- | No. | L. Suspicious Circumstances |
|------------|------------------------------------|
| 1 | Abandoned vehicle |
| 62 | Conspiracy to commit a crime |
| 72 | Dead body (excluding homicide) |
| 113 | Gang activity |
| 125 | Incomplete telephone call for help |
| 205 | Suspicious circumstances or object |
| 206 | Suspicious person |
| 207 | Suspicious vehicle |
| 211 | Terrorist threat |
| 228 | Unknown trouble |
- M. Wanted Person/Escaped Prisoner**
- | | |
|-----|---|
| 76 | Desertion or AWOL from military |
| 92 | Escaped prisoner - in the field |
| 93 | Escaped prisoner - jail, prison, or holding |
| 111 | Fugitive/wanted person reported to be at a location |
| 121 | Illegal alien |
| 163 | Parole or probation violation |
- N. Hazard Requiring Emergency Action**
- | | |
|-----|--|
| 3 | Accidents involving hazardous material (e.g., chemicals) |
| 8 | Aircraft accident |
| 7 | Aircraft in distress |
| 70 | Dangerous animal |
| 83 | Downed wires |
| 89 | Earthquake |
| 94 | Explosion |
| 100 | Fire - brush, misc. outdoor |
| 101 | Fire - structure |
| 102 | Fire - vehicle |
| 115 | Hazard to public |
| 128 | Industrial accident |
| 156 | Obstructing highway or passageway |
| 189 | Ruptured water line |
| 190 | Ruptured gas line |
| 191 | Safety hazard |
| 196 | Smoke report |
| 223 | Train derailment |
| 224 | Train or crossing arm blocking traffic |

APPENDIX 3-B

Incident

- No. O. Weapons/Explosives**
- 29 Barricaded suspect
 - 34 Bomb threat
 - 35 Bombing
 - 37 Brandishing weapon
 - 59 Concealed weapon
 - 95 Explosives - found or suspected
 - 96 Explosives - unlawful possession or use
 - 122 Illegal firearm
 - 123 Illegal weapon other than firearm
 - 165 Person with gun
 - 193 Shooting into dwelling, vehicle, or aircraft
 - 195 Shots heard
 - 198 Sniper

P. Public Assistance

- 48 Child custody (civil or criminal)
- 51 Citizen flag-down (on-site)
- 53 Citizen locked out of building or vehicle
- 52 Citizen holding suspect(s)
- 56 Civil rights violation
- 57 Complaint against public safety personnel
- 58 Complaint regarding public safety service
- 60 Concerned party request for check on welfare of citizen
- 73 Death notification
- 109 Found property
- 116 Hearing-impaired caller
- 118 Homeless person(s)
- 129 Injured animal
- 130 Invalid or elderly person needing assistance
- 147 Mentally ill person
- 148 Misconduct of a public official
- 154 Non-English speaking caller
- 164 Patrol or vacation check (extra patrol request)
- 179 Recovered aircraft
- 180 Recovered boat
- 181 Recovered vehicle
- 182 Recovered stolen property
- 200 Stranded motorist

APPENDIX 3-B

Incident

No. Q. Licensing/Ordinance Violation

6 Air and water pollution
20 Animal bite
21 Animal control violation
43 Burning violation
45 Business dispute (e.g., unsatisfactory service, billing
dispute, etc.)
46 Business or peddler license violation
88 Dumping violation
103 Fireworks violation
104 Fish and game violation
112 Gambling
168 Postal law violation
239 Voting irregularities at polling place

R. Court Order/Administrative Support

5 Administrative detail (e.g., court, vehicle service,
transport)
65 Court orders - violations, service, enforcement
184 Request for copy of crime or traffic report
240 Warrant service

S. Officer/Agency Assistance

25 Attempt to locate (persons or property)
106 Follow-up investigation
131 Jail incident
157 Officer needs help (emergency)
158 Officer request for assistance (routine)
159 Other public agencies needing assistance (e.g., allied
agencies Health Department, Probation Department)
160 Other public safety personnel needing assistance
173 Pursuit - foot
202 Surveillance

APPENDIX 4

KSAT LINKAGE RATING INSTRUCTIONS

APPENDIX 4
INSTRUCTIONS

KSAT Linkage

The purpose of this procedure is to identify where various knowledges, skills, abilities and traits (KSAT's) come into play in performing dispatcher job duties. These KSAT's were previously identified by supervisors statewide as important for overall successful performance as a public safety dispatcher (you should work under the assumption that all listed job duties and KSAT's are relevant).

Follow the steps below to complete the procedure.

LINKAGE RATINGS:

1. Read the KSAT statement at the top of the first **Linkage Rating Form**.
2. Review the tasks within the first task cluster listed in the **Task Booklet**. As you review each task, determine whether the KSAT is important for successful performance. A KSAT is considered important if it meets the following criterion:

"The KSAT plays a significant role in the performance of the task and is essential for successful performance. Without the KSAT, successful performance of the task would be impossible, resulting in unsatisfactory job performance."

- Circle each task number on the **Linkage Rating Form** for which the KSAT is important for successful performance.
 - If the KSAT is not important for successful performance of any tasks in the cluster then make a check (✓) in the space next to the task cluster in the column marked "N/A".
3. Repeat the above procedure for all remaining task clusters listed on the **Linkage Rating Form**.

****Note:** If a KSAT is not found to be important for any tasks then record the KSAT number on the front page of your rating folder for later group discussion.

Please note that the goal here is not to link each KSAT with all tasks, but rather to identify only those instances where the KSAT plays a **primary** and **central** role in the performance of a task. As you complete the linkage ratings, you should assume normal and reasonable circumstances. Do not construct special or remotely unusual situations where a KSAT could possibly be important for a task. There are specific KSAT statements designed to cover every task, so there is no need to "stretch" the meaning of the KSAT's to cover the tasks.

(continued)

APPENDIX 4

KNOWLEDGE/SKILL LEVEL:

4. After completing the linkage procedure for each knowledge or skill, you are to identify the **Level of Knowledge or Skill** that you feel is most appropriate for entry-level dispatchers to develop in basic training, prior to receiving any on-the-job training.

Knowledge level may range from a basic recognition of terms and facts, to the application of appropriate principles, procedures, techniques, etc., in new situations. Similarly, skill level may range from proficiency in the most routine and simple situations, to proficiency in new, complex, and difficult situations.

Choose one of the three levels of Knowledge/Skill listed at the bottom of the **Linkage Rating Form**. Write the scale number that corresponds to your judgment in the space provided at the bottom of the Linkage Rating Form, marked "**LEVEL**."

In deciding what is "appropriate" you should consider the minimum depth of knowledge or skill that is **essential** for an entry-level dispatcher to develop prior to any job assignment, including on-the-job training. In doing so, you should base your decisions on your personal experience, not on requirements by your agency or any other organization. The goal here is to identify the **minimum** level that is **necessary** and **practical** to achieve -- not the "ideal."

The Knowledge Level and Skill Level rating scales are shown on the following pages. Some examples of each Knowledge Level are given in the form of test questions.

COMPLETE PROCEDURE:

5. Proceed to the next **Linkage Rating Form** and repeat the linkage procedure for the listed KSAT. Continue until all KSAT's have been reviewed and linked.
6. For selected knowledges and skills, you will be given additional Linkage Rating Forms to apply the linkage procedure to (a) complaints/incidents, (b) equipment and systems, (c) resource materials, (d) referral and mutual aid agencies, and/or (e) field personnel.

"Knowledge-Level" Scale

What level of knowledge is most appropriate for development in basic (classroom) training for entry-level dispatchers prior to any job assignment or on-the-job training?

- 1 - **Recognition**: knowledge sufficient to identify or define terminology, specific facts, methods, procedures and principles.
- 2 - **Comprehension**: knowledge sufficient to explain, summarize, translate or interpret information when presented.
- 3 - **Application**: knowledge sufficient to correctly apply appropriate principles, procedures, techniques, etc., to new situations.

Examples

LEVEL 1: Which of the following is an essential element of a robbery?

- A. Use of a weapon
- B. Loss of property
- C. Damage or injury

LEVEL 2: Which of the following is an example of a robbery?

- A. Breaking into an occupied house
- B. Taking money from a person by force
- C. Stealing supplies from one's employer

LEVEL 3: You receive a call from a very upset caller stating she was walking to her parked car at the mall when a large man wearing a trench coat came up to her and, pointing something in his pocket at her said, "Give me your purse or I'll blow your head off." The man then fled with her purse.

What is the most serious crime committed?

- A. Theft
- B. Burglary
- C. Robbery
- D. Assault with intent to kill
- E. No crime was committed

"Skill-Level" Scale

What level of skill is most appropriate for development in basic (classroom) training for entry-level dispatchers, prior to any job assignment or on-the-job training?

- 1 - **LOW LEVEL** -- a fundamental proficiency enabling performance in the most routine and simple situations.
- 2 - **MODERATE LEVEL** -- a proficiency sufficient for competent performance in a fairly wide range of situations.
- 3 - **HIGH LEVEL** -- an advanced level of proficiency sufficient to perform in new, complex and difficult situations.

APPENDIX 5

KSAT LINKAGE RATING SESSION PARTICIPANTS

APPENDIX 5

KSAT Linkage Rating Session Participants

Preliminary Rating Session

POST headquarters -- April 1991

Tricia A. Smith
Supervising Dispatcher
Sacramento Police Department

Nancy Towne
Supervising Dispatcher
Sacramento Police Department

Rating Session #1

Sacramento -- May 6-7, 1991

Karla Beddingfield
Dispatch Supervisor
YCCESA (Yolo Co. Comm.)

Karen L. Williams
Sheriff's Dispatcher
Sutter County

Matthew B. Diridoni
Services Supervisor
Rocklin PD

Laura M. Smith
Dispatcher
Oroville Police & Fire

Gregory A. Kast
Sergeant of Police
Oakland PD

Londa S. Andrews
Services Manager--Communications
Roseville PD

Esther C. Conway
Comm/Records Supervisor
Redding PD

Katherine O. Cronin
Communications Supervisor
San Rafael PD

APPENDIX 5

KSAT Linkage Rating Session Participants

RoxAnn Brown
Deputy Director
Stanislaus Co. Emergency Dispatch

George Anne Rhines
Senior Dispatcher
El Dorado County Communications

Gerald L. Verwolf
Opns. Mgr.
City of Costa Mesa

Janet Lacampagne
Police Officer
San Francisco PD

MaryAnn Merrill
Supervising Dispatcher
Nevada County Sheriff's Dept.

Danita Osborne
Communications Instructor
San Jose PD

Larry Crompton
Lieutenant
Contra Costa County SD

Ruth A. Teigen
Communications Supr.
Fresno PD

Dixie Gonzales
Senior Public Safety Dispatcher
San Jose PD

Alan D. Lauborough
Senior Dispatcher
Berkeley PD

Penelope R. Campbell
Dispatcher/Clerk
Calaveras Sheriff's Dept.

Harold Hill
Dispatch Sup./Reserve Police Officer
Calistoga PD

APPENDIX 5

KSAT Linkage Rating Session Participants

Riki Johnson
Public Safety Dispatcher
Butte Co. Sheriff

Linda A. Lewis
Communication Supervisor
Fresno PD

Pat Zavala
Comm. Supervisor
Carlsbad PD

Douglas M. Smith
Police Communications Supervisor
Concord PD

Don Shepherd
Lieutenant
Lindsay PD

George Anderson
Sergeant
Sacramento Sheriff

Gabby Talkington
Research
Oakland PD

Elaine Del Chiaro
Clerk/Dispatcher
Capitola PD

Tricia Smith
Supervising Dispatcher
Sacramento PD

Nancy T. Towne
Supervising Dispatcher
Sacramento PD

Lee Blevins
Lieutenant/Admin Service Commander
El Cerrito PD

APPENDIX 5

KSAT Linkage Rating Session Participants

Rating Session #2

Newport Beach -- May 9-10, 1991

Shelley Santy
Sr. Police Serv. Rep./Training Sup.
LAPD

Jay Trisler
Police officer/agent
Santa Monica PD

Starla Saiz
Communications Supervisor
Riverside Sheriff

Jeanne Dague
Senior Dispatcher
San Luis Obispo Sheriff

Norma Nash
Dispatch Supervisor
San Bernardino County Sheriff

Yvonne Coffey
Senior Communications Ofc.
Claremont PD

Vivian Kelly
Communications Supervisor
West Covina PD

Michael J. Mawn
Communications supervisor
Long Beach PD

Belinda Horton
Supervising PSD
Riverside PD

Judy A. Owens
Sr. Communications Technician
Beverly Hills PD

Edward A. Kerley
Senior Lead Dispatcher
U.C. Riverside Police

APPENDIX 5

KSAT Linkage Rating Session Participants

Teresa A. Mock
Communications Director
County of Imperial

Robin H. Estes
Communications Dispatcher IV
Ventura County Sheriff

Jeff Kirkpatrick
Detective Sgt/Communications Sup.
La Palma PD

Margie McInnis
Communications Supervisor
Newport Beach PD

Cherry Teter
Sr Police Serv Rep/OIC Training Unit
LAPD

Helen A. Nelson
Supervisor
Precom

Alice Turner
Automated System Technician
San Bernardino Co SD

Judy I. Quinton
Comm. Manager
Oceanside PD

Denise Garcia
Senior Dispatcher
San Clemente Police

Diane L. Maus
Comm. Coordinator
Long Beach PD

Roy W. Mumaw
Dispatcher
Arroyo Grande PD

Gary Gionet
Dispatch Supervisor
Garden Grove PD

APPENDIX 6

KNOWLEDGE LINKAGE RESULTS



APPENDIX 6

Knowledge Linkage Summary Report

Average Importance and Knowledge Level Ratings, and
Work Element Linkages (ID Numbers of Each Task, Incident, etc.)

Knowledge Area: 1. Work Environment & Conduct

1 Knowledge of basic law enforcement terminology, jargon and codes.

Importance: 4.4 Level: 1-Recall
Tasks: 3 4 5 6 11 21 28 29 30 31 32 35 37
53 55 58 65 67 68 69 71 72 76 78 79 81 83
84 85 86 87 93 94 95 96 97 98 99 100 101 102
103 115 143 148 166
E/S: 32 33 51 55 58 59 60 61 62 63 64 65
Agency: 6 9 11 16 17 20 22 23 24 28 34 40 42 44
50 52 54 65 68 70 88
Field: 3 4 6 7 8 9 12 23 24 25 26 27 28 30
33 34 35

2 Knowledge of basic medical (EMS) complaint/dispatching terminology, as applicable in a law enforcement environment.

Importance: 3.5 Level: 1-Recall
Tasks: 2 3 4 5 6 11 22 23 30 55 60 80 81 166
Inc: 19 32 84 85 145 146 201 216 217 219

3 Knowledge of basic fire complaint/dispatching terminology, as applicable in a law enforcement environment.

Importance: 3.6 Level: 1-Recall
Tasks: 3 4 5 23 24 30 31 32 55 60 68 75 76 80
83 84 96 166 167 170
Agency: 28 34 44 50
Field: 1 3 7 8 13 17 18 22

4 Knowledge of the functions of the dispatcher within the law enforcement system (e.g., first point of public safety contact, assigning work, and serving as a liaison).

Importance: 4.2 Level: 2-Comprehension
Tasks: 2 3 4 5 6 7 8 9 10 11 12 13 14 15
16 17 18 19 20 21 22 23 24 26 27 28 29 30
31 32 33 34 35 36 37 38 39 40 41 42 43 44
45 46 47 48 49 50 51 52 53 55 56 57 58 60
62 65 67 68 69 71 72 75 76 78 79 80 81 82
83 84 85 86 87 90 91 92 93 94 95 96 97 98
99 100 101 102 103 115 116 127 138 139 143 145 148 154
159 164 166

5 Knowledge of basic medical (EMS) complaint/ dispatching functions within the law enforcement system.

Importance: 3.6 Level: 1-Recall
Tasks: 2 3 4 5 6 11 14 20 22 23 24 27 29 30 31
35 47 49 50 55 60 75 76 80 81 84 166 170
Inc: 85 128 145 146 201
Agency: 26 28 34 50 68

APPENDIX 6

Knowledge Linkage Summary Report

Average Importance and Knowledge Level Ratings, and Work Element Linkages (ID Numbers of Each Task, Incident, etc.)

- 6 Knowledge of basic fire complaint/dispatching functions within the law enforcement system.

Importance: 3.6 Level: 1-Recall
Tasks: 2 3 4 5 6 11 20 22 23 24 27 29 30 31 32
35 49 50 55 60 69 75 76 80 81 83 84 85 166
Agency: 28 44 50 68

- 7 Knowledge of the responsibilities and the functions of the communication center.

Importance: 4.3 Level: 2-Comprehension
Tasks: 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16
17 18 19 20 21 22 23 24 26 27 28 29 30 31 32
33 34 35 36 37 38 39 40 41 42 43 44 45 46 47
48 49 50 51 52 53 54 55 56 57 58 60 62 65 67
68 69 71 72 75 76 78 79 80 81 82 83 84 85 86
87 90 91 92 93 94 95 96 97 98 99 100 101 102 103
108 114 115 116 125 127 128 132 138 139 143 144 145 148 149
150 154 155 156 157 159 160 161 162 164 166 167 170
Res: 8 9

- 8 Knowledge of the general role of police/sheriffs, prosecutors, courts, corrections (e.g., probation, parole), and dispatchers within the Criminal Justice System.

Importance: 3.3 Level: 1-Recall
Tasks: 2 27 38 39 40 41 42 57 166
Inc: 56 148 159 240
Agency: 5 6 9 11 16 17 20 22 23 44 50 65 68 88
Field: 3 4 6 7 8 9 10 12 23 24 25 26 27 28 30
33 34 35

- 9 Knowledge of acceptable professional behavior (e.g., conduct, self-discipline, sexual harassment issues).

Importance: 3.9 Level: 2-Comprehension
Tasks: 2 3 4 5 6 7 8 9 10 11 12 13 15 16 17
18 19 21 34 37 38 39 40 41 42 43 44 45 46 47
48 49 50 51 52 53 54 55 56 57 58 60 62 76 78
79 82 83 84 166 167 170
Res: 8 9

- 10 Knowledge of acceptable ethical job behavior (e.g, impartial assignment of work, use of privileged information, conflict of interest).

Importance: 4.1 Level: 3-Application
Tasks: 37 52 53 54 57 97 98 99 100 101 102 103 166
Res: 8 9

APPENDIX 6

Knowledge Linkage Summary Report

Average Importance and Knowledge Level Ratings, and
Work Element Linkages (ID Numbers of Each Task, Incident, etc.)

- 11 Knowledge of techniques and considerations for interacting with the public, co-workers, field personnel and supervisors.

Importance: 3.9 Level: 2-Comprehension
Tasks: 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16
17 18 19 21 22 23 24 26 33 34 37 38 39 40 41
42 43 44 45 46 47 48 49 50 51 52 53 54 55 56
58 60 62 72 76 78 79 80 81 82 83 84 85 93 95
96 145 148 166 167
Res: 7 8 9

- 12 Knowledge of the types and sources of stress associated with the public safety dispatcher occupation.

Importance: 3.7 Level: 1-Recall
Tasks: 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16
17 18 19 20 21 22 23 24 26 29 33 34 40 41 42
43 44 45 46 47 48 49 50 51 55 56 57 58 60 62
68 69 71 72 75 76 78 79 80 81 82 84 85 94 166

- 13 Knowledge of alternative strategies for coping with stress.

Importance: 3.7 Level: 1-Recall
Tasks: 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16
17 18 19 20 21 22 23 24 26 27 28 29 30 34 40
41 42 43 44 45 46 47 48 49 50 51 56 57 58 60
62 68 71 72 75 76 78 79 80 81 83 84 85 166 167
170

- 14 Knowledge of basic principles and procedures for courtroom testimony, including demeanor.

Importance: 2.7 Level: 1-Recall
Tasks: 57 137

Knowledge Area: 2. Communication Center Operations

- 15 Knowledge of the flow of work in the communication center, including various sources of complaints and requests, and how they are processed.

Importance: 3.9 Level: 1-Recall
Tasks: 2 3 4 5 6 11 14 20 21 24 27 28 29 30 31
32 35 36 37 39 40 55 58 60 62 65 67 68 69 71
83 84 96 115 116 145 148 164 166 167 170
Res: 8 9

- 16 Knowledge of the chains of command and organizational structures.

Importance: 3.5 Level: 1-Recall
Tasks: 3 40 144 166 167
Res: 8 9
Field: 3 9 10 23 33 34

APPENDIX 6

Knowledge Linkage Summary Report

Average Importance and Knowledge Level Ratings, and Work Element Linkages (ID Numbers of Each Task, Incident, etc.)

- 17 Knowledge of agency policies and procedures as they apply to communication center operations and personnel.

Importance: 4.1 Level: 1-Recall
Tasks: 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16
17 18 19 20 21 22 23 24 26 27 28 29 31 32 33
34 35 36 37 38 39 40 41 42 43 44 45 46 47 48
49 50 51 52 53 54 55 56 58 60 62 65 67 68 69
71 72 75 76 78 79 80 81 82 83 84 85 86 87 93
94 95 96 97 98 99 100 101 102 103 108 114 115 116 143
144 145 149 154 164 166 167
Res: 1 7 8 9 12 19 22 28

- 18 Knowledge of records, reporting systems and forms commonly used in the communication center.

Importance: 3.8 Level: 1-Recall
Tasks: 2 31 32 69 97 98 99 100 101 102 103 108 114 115 116
144
Res: 7 12 22

- 19 Knowledge of the potential for any record generated by the communication center to be used in court.

Importance: 3.7 Level: 1-Recall
Tasks: 2 3 5 6 11 14 21 26 31 32 33 34 57 69 76
79 86 97 98 99 100 101 102 103 137 143 167

Knowledge Area: 3. Law

- 20 Knowledge of what constitutes a crime.

Importance: 4.1 Level: 2-Comprehension
Tasks: 2 3 5 6 11 14 20 21 26 27 28 29 39 41 42
75 166 167
Inc: 2 3 4 12 14 15 16 17 18 22 23 24 26 28 29
30 31 34 35 37 38 40 41 42 43 44 46 47 48 49
50 52 54 55 59 61 62 64 65 66 68 69 74 75 77
78 79 80 81 82 85 86 87 88 90 91 92 93 95 96
97 98 103 104 107 108 110 111 114 117 119 120 122 123 124
126 127 133 135 136 137 138 139 141 145 149 151 152 153 155
161 162 163 165 166 167 169 170 171 172 174 175 176 177 178
181 183 186 187 188 192 193 194 195 198 199 201 205 206 207
208 209 210 212 213 214 215 216 217 219 226 228 231 232 236
237 238

- 21 Knowledge of the distinction between criminal and civil offenses.

Importance: 3.9 Level: 2-Comprehension
Tasks: 2 3 6 11 14 20 21 26 27 28 39 40 41 42 166
167
Inc: 45 48 54 55 56 134 135 183

APPENDIX 6

Knowledge Linkage Summary Report

Average Importance and Knowledge Level Ratings, and
Work Element Linkages (ID Numbers of Each Task, Incident, etc.)

- 22 Knowledge of the definitions of felony and misdemeanor crimes.
- Importance: 3.9 Level: 2-Comprehension
Tasks: 2 3 4 5 6 11 14 20 21 26 28 29 30 32 57
75 166 167
Inc: 22 23 24 26 28 30 31 38 40 41 42 47 49 50 61
66 75 82 90 91 92 93 98 107 110 111 117 119 124 133
136 139 153 163 167 170 172 174 176 177 185 187 188 192 194
208 212 213 231 238 240
- 23 Knowledge of the various parties involved in a crime
(principle, accessory, victim, witness, reporting party).
- Importance: 3.4 Level: 2-Comprehension
Tasks: 2 3 4 5 6 11 20 21 26 30 31 33 57 166
- 24 Knowledge of agency restrictions on the reporting party (e.g.,
who can make a report).
- Importance: 3.4 Level: 1-Recall
Tasks: 2 3 4 5 6 11 20 21 26 33 40
- 25 Knowledge of the various types of court orders, their
jurisdictional limitations and enforcement procedures (e.g.,
warrants and temporary restraining orders).
- Importance: 3.4 Level: 1-Recall
Tasks: 2 11 20 41 42 100 103 166
Inc: 48 65 240
- 26 Knowledge of the basics of evidence preservation.
- Importance: 2.5 Level: 1-Recall
Tasks: 11 167
Inc: 22 26 28 40 41 42 47 49 64 95 96 107 119 166 176
188 192 212 238
- 27 Knowledge of types of liability (e.g., "vicarious liability").
- Importance: 3.4 Level: 2-Comprehension
Tasks: 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16
17 18 19 20 21 22 23 24 26 27 29 33 34 40 41
42 44 45 46 47 48 49 50 51 52 55 57 68 72 75
86 94 97 98 99 100 101 102 103 166 167
- 28 Knowledge of the theory, types and consequences of negligence
(e.g., punitive damages, agency disciplinary actions).
- Importance: 3.4 Level: 1-Recall
Tasks: 2 3 4 5 6 8 11 12 13 14 16 18 20 21 26
27 29 33 34 39 41 42 43 44 45 46 47 48 49 50
52 69 72 75 79 94 97 98 99 100 101 102 103 166 167

APPENDIX 6

Knowledge Linkage Summary Report

Average Importance and Knowledge Level Ratings, and
Work Element Linkages (ID Numbers of Each Task, Incident, etc.)

29 Knowledge of the general use of the Administrative Code.

Importance: 2.1 Level: 1-Recall
Res: 25

31 Knowledge of the general use of Children and Family Services
Statutes.

Importance: 2.5 Level: 1-Recall
Tasks: 2 11 27 38 39 42
Inc: 47 48 49 50 65 82 90 126 130 152
Res: 51
Agency: 4 6 11 22 25 40 44 50 56 88

36 Knowledge of the general use of the U.S. Constitution.

Importance: 2.1 Level: 1-Recall
Tasks: 41 57
Inc: 54 56 211
Res: 28

37 Knowledge of the basic use and applications of the Alcoholic
Beverage Control Act.

Importance: 2.3 Level: 1-Recall
Tasks: 2 11 20 39
Inc: 18 137
Res: 35

38 Knowledge of the basic use and applications of the Business and
Profession Code.

Importance: 2.4 Level: 1-Recall
Tasks: 2 6 11 28
Inc: 45 46 153
Res: 35

39 Knowledge of the basic use and applications of the Civil Code.

Importance: 2.3 Level: 1-Recall
Tasks: 2 3 6 11 20 42
Inc: 48 55 56 134 135
Res: 8

40 Knowledge of the basic use and applications of the Fish and
Game Code.

Importance: 2.1 Level: 1-Recall
Tasks: 2 6 11 27
Inc: 104
Res: 8

APPENDIX 6

Knowledge Linkage Summary Report

Average Importance and Knowledge Level Ratings, and
Work Element Linkages (ID Numbers of Each Task, Incident, etc.)

42 Knowledge of the basic use and applications of the Health and Safety Code.

Importance: 2.8 Level: 1-Recall
Tasks: 2 3 6 11 20 21 27 41
Inc: 153
Res: 44

43 Knowledge of the basic use and applications of the Penal Code.

Importance: 3.7 Level: 2-Comprehension
Tasks: 2 3 4 5 6 11 14 20 21 26 28 29 30 31 32
33 41 57 166
Inc: 2 22 23 24 26 28 30 31 34 35 37 38 40 41 42
44 47 49 50 59 61 62 63 64 66 74 75 77 78 79
80 81 82 87 90 91 92 93 95 96 97 98 107 110 114
119 122 123 124 127 133 136 138 139 141 155 161 165 166 167
169 170 172 176 177 185 187 188 192 193 194 199 208 209 212
213 214 226 231 238
Res: 9 21 47
Agency: 9 44 50 68

44 Knowledge of the basic use and applications of the Vehicle Code.

Importance: 3.6 Level: 2-Comprehension
Tasks: 2 3 6 11 14 20 21 26 28 29 32 41 75 166
Inc: 1 27 86 117 162 174 175 178 181 208 216 217 218 219 220
221 222 232 234 235 238
Res: 21 50
Agency: 65 68

45 Knowledge of the basic use and applications of the Welfare and Institutions Code.

Importance: 3.0 Level: 1-Recall
Tasks: 2 6 11 14 20 21 166
Inc: 126 147 152 227
Res: 51
Agency: 11 22

46 Knowledge of the elements of specific crimes within the Penal Code.

Importance: 3.6 Level: 2-Comprehension
Tasks: 2 3 6 11 14 20 21 26 28 29 30 31 41 166
Inc: 22 23 24 26 28 30 31 37 38 40 41 42 47 49 50
59 61 62 64 66 75 77 78 79 80 81 82 87 90 91
96 97 98 107 110 119 122 123 124 127 133 136 141 155 165
166 167 169 172 176 177 185 187 188 192 193 194 199 208 209
210 212 213 214 226 231 238
Res: 21 47

APPENDIX 6

Knowledge Linkage Summary Report

Average Importance and Knowledge Level Ratings, and
Work Element Linkages (ID Numbers of Each Task, Incident, etc.)

47 Knowledge of the elements of specific crimes within the Vehicle Code.

Importance: 3.3 Level: 2-Comprehension
Tasks: 2 3 4 5 6 11 14 20 21 26 28 29 30 31 41
75 166
Inc: 1 27 86 117 162 174 175 178 181 208 215 216 217 218 220
221 222 232 234 235 236 238
Res: 21 50

48 Knowledge of the elements of specific crimes within the Business and Profession Code.

Importance: 2.7 Level: 1-Recall
Tasks: 2 6 11 14 20 21 28 29 41
Inc: 18 137
Res: 21 35

49 Knowledge of the elements of specific crimes within the Welfare and Institutions Code.

Importance: 2.8 Level: 1-Recall
Tasks: 2 6 20 21 26 28
Inc: 126 152
Res: 21 51

50 Knowledge of the elements of specific crimes within the Health and Safety Code.

Importance: 2.9 Level: 1-Recall
Tasks: 2 6 11 20 21 26 28 29
Inc: 153
Res: 21 44
Agency: 4 26 33 34 40 43 44 50 68 88

51 Knowledge of the elements of specific violations of City and County Ordinances.

Importance: 3.1 Level: 1-Recall
Tasks: 2 5 6 11 14 20 21 26 27 28 29 30 41
Inc: 1 4 21 43 46 69 103 162 171
Res: 8 37

Knowledge Area: 4. Complaint-Taking

52 Knowledge of basic techniques for listening, questioning and conversation control, including telephone etiquette.

Importance: 4.5 Level: 2-Comprehension
Tasks: 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16
17 18 19 20 21 22 23 24 26 33 34 38 40 41 42
43 44 45 46 47 48 49 50 51 54 56 145 166

APPENDIX 6

Knowledge Linkage Summary Report

Average Importance and Knowledge Level Ratings, and
Work Element Linkages (ID Numbers of Each Task, Incident, etc.)

- 53 Knowledge of procedures for determining whether to respond or refer complaints and requests for service.

Importance: 4.4 Level: 2-Comprehension
Tasks: 2 3 6 11 14 20 21 22 23 24 26 27 38 39 40
166
Res: 8 9

- 54 Knowledge of the criteria used to prioritize complaints and requests for service (e.g., life-threatening, in-progress, property crimes, "cold" response).

Importance: 4.7 Level: 2-Comprehension
Tasks: 2 3 4 5 6 11 14 20 21 22 23 24 26 27 28
29 30 33 68 75 166
Res: 8 9

- 55 Knowledge of the types and functions of 9-1-1 systems (e.g., basic, enhanced).

Importance: 4.0 Level: 2-Comprehension
Tasks: 11 108
E/S: 2 9 10 40 41 44

- 56 Knowledge of techniques for call-handling (e.g., direct dispatching, referral, call transfer, relay).

Importance: 4.3 Level: 2-Comprehension
Tasks: 2 3 4 5 6 11 12 13 14 20 21 22 23 24 26
27 39 145 166

- 57 Knowledge of the legal requirements for responding to 9-1-1 calls.

Importance: 4.2 Level: 2-Comprehension
Tasks: 11 34 108

- 58 Knowledge of the role of the telephone company in maintaining and updating the 9-1-1 system.

Importance: 2.9 Level: 1-Recall
Tasks: 108
E/S: 2 9 41 44
Agency: 38 52 53

- 59 Knowledge of 9-1-1 reporting forms and procedures (e.g., updates to information).

Importance: 3.1 Level: 1-Recall
Tasks: 11 108

- 60 Knowledge of procedures for recognizing and communicating with deaf (TDD) callers.

Importance: 4.4 Level: 2-Comprehension
Tasks: 11 12 166
E/S: 2 40 41 44
Agency: 52 53

APPENDIX 6

Knowledge Linkage Summary Report

Average Importance and Knowledge Level Ratings, and
Work Element Linkages (ID Numbers of Each Task, Incident, etc.)

- 61 Knowledge of procedures for recognizing and communicating with non-English speaking or limited English speaking callers.
- Importance: 4.1 Level: 1-Recall
Tasks: 2 11 13 166
Agency: 38
- 62 Knowledge of procedures for recognizing and communicating with speech impaired callers.
- Importance: 4.1 Level: 2-Comprehension
Tasks: 2 11 17 166
- 63 Knowledge of procedures for recognizing and communicating with very young callers.
- Importance: 4.2 Level: 2-Comprehension
Tasks: 2 11 18 166
- 64 Knowledge of procedures for recognizing and communicating with hysterical or emotionally unstable callers.
- Importance: 4.4 Level: 2-Comprehension
Tasks: 7 11 16 166 167
- 65 Knowledge of procedures for recognizing and communicating with abusive, irate, or profane callers.
- Importance: 4.1 Level: 2-Comprehension
Tasks: 2 7 8 11 166
- 66 Knowledge of procedures for recognizing and communicating with intoxicated callers.
- Importance: 3.8 Level: 1-Recall
Tasks: 2 11 15 166
- 67 Knowledge of procedures for recognizing and communicating with suicidal or mentally unstable callers.
- Importance: 4.5 Level: 2-Comprehension
Tasks: 2 16 166 167
- 68 Knowledge of procedures for recognizing and communicating with elderly callers.
- Importance: 4.0 Level: 1-Recall
Tasks: 2 11 19
- 69 Knowledge of procedures for recognizing and communicating with callers using street language (slang).
- Importance: 3.4 Level: 1-Recall
Tasks: 2 6 7 8 9 10 11 15 16 18 20 21 22 23 24
26 33

APPENDIX 6

Knowledge Linkage Summary Report

Average Importance and Knowledge Level Ratings, and Work Element Linkages (ID Numbers of Each Task, Incident, etc.)

70 Knowledge of procedures and considerations for communicating with other agencies (e.g., use of clear text).

Importance: 3.7 Level: 1-Recall
 Tasks: 3 6 37 39 53 55 62 83 84 87 94
 Agency: 3 4 5 6 9 11 12 16 17 20 22 23 24 25 26
 28 31 33 34 36 38 39 40 42 43 44 47 50 51 52
 53 54 56 57 59 65 68 70 88

71 Knowledge of the appropriate information to obtain when taking complaints and requests for service (e.g., who, what, where, when, why, how).

Importance: 4.6 Level: 3-Application
 Tasks: 2 3 4 5 6 7 8 9 11 12 13 14 15 16 17
 18 19 20 21 22 23 24 26 33 34 145
 Inc: 1 2 3 4 6 7 8 12 13 14 15 16 17 18 19
 20 21 22 23 24 25 26 27 28 29 30 31 32 34 35
 37 38 40 41 42 43 44 45 46 47 48 49 50 51 52
 53 54 55 56 57 58 59 60 61 62 63 64 66 68 69
 70 72 73 74 75 76 77 78 79 80 81 82 83 84 85
 86 87 88 89 90 91 92 93 94 95 96 97 98 100 101
 102 103 104 107 108 109 110 111 112 113 114 115 116 117 118
 119 120 121 122 123 124 125 126 127 128 129 130 131 132 133
 134 135 136 137 138 139 140 141 142 143 144 145 146 147 148
 149 150 151 152 153 154 155 156 157 158 159 160 161 162 163
 164 165 166 167 168 169 170 171 172 173 174 175 176 177 178
 179 180 181 182 183 185 186 187 188 189 190 191 192 193 194
 195 196 198 199 200 201 202 205 206 207 208 209 210 211 212
 213 214 215 216 217 218 219 220 221 222 223 224 225 226 227
 228 231 232 234 235 236 237 238 240

72 Knowledge of additional important considerations for taking complaints and requests (e.g., in-progress vs. cold call, possibility of quick apprehension).

Importance: 4.5 Level: 2-Comprehension
 Tasks: 2 3 4 5 6 11 12 13 14 20 21 22 23 24 26
 28 29 30 33
 Inc: 2 3 4 7 8 12 13 14 15 16 17 18 19 20 21
 22 23 24 25 26 27 28 29 30 31 32 34 35 37 38
 40 41 42 43 44 45 47 48 49 50 51 52 53 54 55
 56 57 58 59 60 61 62 63 64 65 66 68 69 70 72
 74 75 76 77 78 79 80 81 82 83 84 85 86 87 88
 89 90 91 92 93 94 95 96 97 98 100 101 102 103 107
 108 110 111 113 114 115 116 117 119 120 121 122 123 124 125
 126 127 128 130 131 132 133 134 135 136 137 138 139 140 141
 142 143 144 145 146 147 149 150 151 152 153 155 156 157 158
 159 160 161 162 163 164 165 166 167 169 170 171 172 173 174
 175 176 177 178 179 180 181 182 183 185 186 187 188 189 190
 191 192 193 194 195 196 198 199 201 202 205 206 207 208 209
 210 211 212 213 214 215 216 217 218 219 220 221 222 223 224
 225 226 227 228 231 232 234 235 236 237 238

APPENDIX 6

Knowledge Linkage Summary Report

Average Importance and Knowledge Level Ratings, and Work Element Linkages (ID Numbers of Each Task, Incident, etc.)

- 73 Knowledge of legal requirements for handling certain complaints
(e.g., missing persons).

Importance: 4.2 Level: 3-Application
Tasks: 2 3 6 11 20 21 28 29 33 41
Inc: 48 82 142 149 150 151 152

Knowledge Area: 5. Dissemination of Information

- 74 Knowledge of laws and restrictions for accessing and dispensing
criminal history and other information obtained via
telecommunication systems and other sources.

Importance: 4.2 Level: 3-Application
Tasks: 52 53 54 93 97 98 99 100 101 102 103 115
Res: 9 25

- 75 Knowledge of laws and other restrictions pertaining to the
release of information regarding juveniles, sex crime victims,
names of deceased, and sensitive locations and incidents.

Importance: 4.1 Level: 1-Recall
Tasks: 52 53 54 56 93
Inc: 47 49 50 72 73 82 108 119 120 126 136 152 176 192
Res: 9

- 76 Knowledge of the potential consequences of releasing
unauthorized information to the public, media, and other
agencies (e.g., field personnel safety, citizen safety issues).

Importance: 4.1 Level: 2-Comprehension
Tasks: 38 40 52 53 54

- 77 Knowledge of agency policies and procedures for the release of
information to the media (e.g., types of information to be
given, personnel authority).

Importance: 3.9 Level: 1-Recall
Tasks: 52 54
Res: 9

- 78 Knowledge of the potential consequences of giving advice to
citizens (e.g., liability issues).

Importance: 4.0 Level: 2-Comprehension
Tasks: 38 40 41 42 43 44 45 46 47 48 49 50 51

APPENDIX 6

Knowledge Linkage Summary Report

Average Importance and Knowledge Level Ratings, and
Work Element Linkages (ID Numbers of Each Task, Incident, etc.)

- 79 Knowledge of procedures and guidelines for advising citizens of actions to take in various emergency and non-emergency crime situations.

Importance: 4.1 Level: 1-Recall
Tasks: 38 40 41 44 45 48
Inc: 2 18 22 23 24 26 28 29 30 31 34 35 37 38 40
41 42 44 47 49 50 59 61 63 64 66 69 74 75 77
78 79 80 81 82 87 90 91 95 96 97 98 107 110 119
120 122 123 124 127 133 136 137 138 139 149 151 153 155 165
167 169 170 172 176 177 185 186 187 188 192 193 194 195 198
199 208 209 210 211 212 213 215 226 231 238

- 80 Knowledge of procedures and guidelines for advising citizens of actions to take in various emergency and non-emergency traffic incidents.

Importance: 3.9 Level: 1-Recall
Tasks: 46
Inc: 27 86 117 162 216 217 218 219

- 81 Knowledge of procedures and guidelines for advising citizens of actions to take in various emergency and non-emergency medical situations.

Importance: 4.1 Level: 1-Recall
Tasks: 39 47 48
Inc: 19 32 84 85 145 146 201 216 217 219

- 82 Knowledge of procedures and guidelines for advising citizens of actions to take in various emergency and non-emergency fire situations.

Importance: 4.0 Level: 1-Recall
Tasks: 48 49
Inc: 13 22 94 100 101 102 190 196

- 83 Knowledge of procedures and guidelines for advising citizens of actions to take in various emergency and non-emergency hazard situations.

Importance: 3.9 Level: 1-Recall
Tasks: 48 50
Inc: 3 8 34 70 83 89 94 95 100 101 102 115 156 189 190
191 221 223

- 84 Knowledge of procedures and guidelines for advising citizens of actions to take regarding various civil issues.

Importance: 3.3 Level: 1-Recall
Tasks: 38 39 42
Inc: 48 55 56 135 183

- 85 Knowledge of procedures and guidelines for advising citizens of actions to take regarding crime prevention.

Importance: 2.8 Level: 1-Recall
Tasks: 38 39 51
Inc: 31 41 42 61 66 74 172 213 231 238

APPENDIX 6

Knowledge Linkage Summary Report

Average Importance and Knowledge Level Ratings, and Work Element Linkages (ID Numbers of Each Task, Incident, etc.)

86 Knowledge of procedures and guidelines for advising citizens of actions to take in miscellaneous non-emergency situations.

Importance: 3.0 Level: 1-Recall
Tasks: 38 45 48
Inc: 1 21 40 41 42 53 57 58 60 64 66 69 129 130 138
164 184 200 227 234

87 Knowledge of procedures and considerations for notifying family members and other parties (e.g., administrative, injury, death, arrest notifications).

Importance: 3.2 Level: 1-Recall
Tasks: 56
Res: 9

88 Knowledge of the types of information that various agencies are entitled to obtain from the communication center.

Importance: 3.7 Level: 1-Recall
Tasks: 52 53
Res: 9 25
Agency: 3 5 6 9 11 16 17 20 22 23 26 28 36 44 50
56 68 88
Field: 1 2 3 4 6 7 8 9 10 12 13 14 17 18 22
23 24 25 26 27 28 29 30 33 34 35

89 Knowledge of the potential consequences of giving inaccurate or unauthorized information to other agencies.

Importance: 4.0 Level: 2-Comprehension
Tasks: 52 53

90 Knowledge of procedures and requirements for notifying California agencies of an emergency or need for service.

Importance: 3.8 Level: 1-Recall
Tasks: 53 55 83 84 94
Res: 20
Agency: 11 26 28 44 47 50 59 68 88
Field: 7 10 17 24 26 28

91 Knowledge of procedures, requirements and appropriate language for relaying information to out-of-state agencies.

Importance: 3.3 Level: 1-Recall
Tasks: 37 53 55 83 87

Knowledge Area: 6. Radio Dispatching

92 Knowledge of professional radio broadcasting language, rules and regulations (e.g., FCC).

Importance: 3.9 Level: 1-Recall
Tasks: 58 60 62 72 76 78 79 80 81 82 85 86 94 95 96
E/S: 51 55
Res: 8

APPENDIX 6

Knowledge Linkage Summary Report

Average Importance and Knowledge Level Ratings, and
Work Element Linkages (ID Numbers of Each Task, Incident, etc.)

- 93 Knowledge of basic radio voice techniques, including voice control and diction.
- Importance: 4.0 Level: 2-Comprehension
Tasks: 58 60 62 72 76 78 79 80 81 82 85 86 93 94 95
96
- 94 Knowledge of techniques for managing and prioritizing radio traffic.
- Importance: 4.4 Level: 2-Comprehension
Tasks: 58 60 62 68 69 71 72 75 76 78 79 82 85 86 93
94 95 96
- 95 Knowledge of procedures for making lengthy broadcasts and conserving air time.
- Importance: 4.0 Level: 2-Comprehension
Tasks: 76 78 86 93 94
- 96 Knowledge of local agency codes used to classify incidents and field unit status.
- Importance: 4.0 Level: 1-Recall
Tasks: 28 58 60 62 68 69 71 72
Res: 8 21
- 97 Knowledge of the phonetic alphabet.
- Importance: 3.9 Level: 3-Application
Tasks: 37 53 55 58 60 62 71 72 76 78 79 80 81 82 86
91 93 94 95 96
Res: 8 9 21
- 98 Knowledge of the variety of coding systems used by different agencies.
- Importance: 3.0 Level: 1-Recall
Tasks: 3 37 55 83 84 94
- 99 Knowledge of the functions and operations of commonly used radio systems (e.g., CLEMARS, CLERS).
- Importance: 3.5 Level: 1-Recall
Tasks: 55 58 62 83 84 94
E/S: 32 33 51 55
Res: 8 14
- 100 Knowledge of basic radio technology (e.g., frequencies, repeaters).
- Importance: 2.9 Level: 1-Recall
Tasks: 58 60 62 84 86 94
E/S: 23 32 33 51 55
Res: 14

APPENDIX 6

Knowledge Linkage Summary Report

Average Importance and Knowledge Level Ratings, and
Work Element Linkages (ID Numbers of Each Task, Incident, etc.)

- 101 Knowledge of field resources, including the different types, their functions, and the types of incidents for which they are appropriate.

Importance: 3.8 Level: 1-Recall
 Tasks: 71 75 79 80 81 82
 Agency: 3 5 9 11 16 22 23 24 26 28 31 34 36 38 39
 42 44 47 50 51 53 54 56 57 59 68 70 88
 Field: 1 2 3 4 6 7 8 9 12 13 14 17 18 22 23
 25 26 27 28 29 30 33 34 35

- 102 Knowledge of the appropriate types and numbers of personnel to send to various complaints and requests for service.

Importance: 4.2 Level: 1-Recall
 Tasks: 20 29 75 78 79 80 81 82 83 85
 Inc: 1 2 3 4 6 7 8 12 13 14 15 16 17 18 19
 20 21 22 23 24 25 26 27 28 29 30 31 32 34 35
 37 38 40 41 42 43 44 45 46 47 48 49 50 51 52
 53 54 55 56 57 58 59 60 61 62 63 64 65 66 68
 69 70 72 73 74 75 76 77 78 79 80 81 82 83 84
 85 86 87 88 89 90 91 92 93 94 95 96 97 98 100
 101 102 103 104 106 107 108 109 110 111 112 113 114 115 116
 117 118 119 120 121 122 123 124 125 126 127 128 129 130 131
 132 133 134 135 136 137 138 139 140 141 142 143 144 145 146
 147 148 149 150 151 152 153 154 155 156 157 158 159 160 161
 162 163 164 165 166 167 168 169 170 171 172 173 174 175 176
 177 178 179 180 181 182 183 185 186 187 188 189 190 191 192
 193 194 195 196 198 199 200 201 202 205 206 207 208 209 210
 211 212 213 214 215 216 217 218 219 220 221 222 223 224 225
 226 227 228 231 232 234 235 236 237 238 240
 Res: 8 9
 Field: 1 2 3 4 6 8 9 13 22 23 24 25 27 29 30
 35

- 103 Knowledge of dispatching decision strategies (e.g., considering geographic area, response time, available backup, and agency policies).

Importance: 4.3 Level: 1-Recall
 Tasks: 69 71 75 78 79 80 81 82 85

APPENDIX 6

Knowledge Linkage Summary Report

Average Importance and Knowledge Level Ratings, and
Work Element Linkages (ID Numbers of Each Task, Incident, etc.)

- 104 Knowledge of the appropriate types and order of information to provide when dispatching field units (e.g., type of call, location, description of suspect, vehicle).

Importance:	4.3				Level:	2-Comprehension																																																																																																																																																																																																											
Tasks:	20	21	30	75	76	78	79	80	81	82	94	96																																																																																																																																																																																																					
Inc:	1	2	3	4	6	7	8	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	34	35	37	38	40	41	42	43	44	45	46	47	48	49	50	51	52	54	55	56	59	60	61	62	63	64	66	68	69	70	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	100	101	102	103	104	107	108	109	110	111	112	113	114	115	116	117	119	120	121	122	123	124	125	126	127	128	129	130	131	132	133	134	135	136	137	138	139	140	141	142	143	144	145	147	148	149	150	151	152	153	155	156	157	158	159	160	161	162	163	164	165	166	167	168	169	170	171	172	173	174	175	176	177	178	179	180	181	182	183	185	186	187	188	189	190	191	192	193	194	195	196	198	199	200	201	202	205	206	207	208	209	210	211	212	213	214	215	216	217	219	221	222	223	224	225	226	227	228	231	232	236	237	238	240

- 105 Knowledge of additional important considerations for prioritizing and providing information to field units (e.g., in-progress, possibility of quick apprehension, injury, weapons).

Importance:	4.5				Level:	2-Comprehension																																																																																																																																																																									
Tasks:	20	29	75	94	96																																																																																																																																																																										
Inc:	2	3	4	7	8	12	13	14	15	16	17	18	22	23	24	25	26	27	28	29	30	31	34	35	37	38	40	41	42	44	47	48	49	50	51	52	54	55	59	60	61	62	63	64	66	68	69	70	72	74	75	76	77	78	79	80	81	82	83	85	86	87	88	89	90	91	92	93	94	95	96	97	100	101	102	103	107	108	110	111	113	114	115	117	119	120	121	122	123	124	125	127	131	132	133	134	135	136	137	139	141	142	145	147	149	150	151	152	153	155	156	157	158	159	160	161	163	165	167	169	170	172	173	174	175	176	177	178	179	180	181	182	183	185	186	187	188	189	190	191	192	193	194	195	196	198	199	200	201	202	205	206	207	208	209	210	211	212	213	214	215	216	217	219	221	223	224	225	226	228	231	236	237	238	240

- 106 Knowledge of procedures for advising field units of additional status information.

Importance:	4.1		Level:	1-Recall		
Tasks:	94	96				
Res:	8	9				

- 107 Knowledge of the types of calls that require more than one field unit to be dispatched.

Importance:	4.4		Level:	2-Comprehension																							
Tasks:	20	75																									
Inc:	4	12	13	14	15	16	24	26	29	40	41	42	68	119	133	142	147	157	170	172	173	174	176	186	188	226	236
Res:	8	9																									

APPENDIX 6

Knowledge Linkage Summary Report

Average Importance and Knowledge Level Ratings, and
Work Element Linkages (ID Numbers of Each Task, Incident, etc.)

108 Knowledge of procedures for tracking field unit status.

Importance: 4.3 Level: 1-Recall
Tasks: 58 69 71 72 85 95
E/S: 55
Res: 8 9

109 Knowledge of available backup resources outside the agency.

Importance: 3.9 Level: 1-Recall
Tasks: 55 83 84
Agency: 44 50 68 88
Field: 1 3 7 10 12 13 14 17 18 24 26 28 33

110 Knowledge of the types of situations that are potentially dangerous (e.g., weapons, premise history).

Importance: 4.7 Level: 2-Comprehension
Tasks: 4 6 11 21 24 29 75 79 94
Inc: 4 12 15 16 17 22 23 24 26 29 30 34 35 37 40
41 42 44 47 49 50 52 54 55 59 68 76 77 78 79
80 81 82 87 90 92 93 94 95 96 111 113 119 120 122
123 124 132 133 145 147 153 157 158 159 160 163 165 167 170
172 173 176 183 185 186 187 188 192 193 195 198 201 205 211
212 215 228 236 237 238 240
Res: 7 8 26 28 30

111 Knowledge of procedures for broadcasting potentially dangerous information (e.g., felony warrants, stolen vehicle).

Importance: 4.5 Level: 2-Comprehension
Tasks: 86 94 96 97
Res: 8 9

112 Knowledge of procedures for coordinating the response of multiple field units.

Importance: 4.3 Level: 1-Recall
Tasks: 71 75 84 85 94 95 96
E/S: 51 55
Res: 8 9
Field: 1 3 4 7 13 22 24 27 29 30 33 35

113 Knowledge of circumstances that require notification of the field supervisor.

Importance: 4.1 Level: 1-Recall
Tasks: 68 79 84 94
Res: 8 9

APPENDIX 6

Knowledge Linkage Summary Report

Average Importance and Knowledge Level Ratings, and
Work Element Linkages (ID Numbers of Each Task, Incident, etc.)

Knowledge Area: 7. Law Enforcement Information Systems

- 114 Knowledge of the functions and operations of CJIS (e.g., access, input).

Importance: 3.9 Level: 2-Comprehension
Tasks: 67 97 98 99 100 101 102 103 115 138
E/S: 9 10 45 59
Res: 8 9 25

- 115 Knowledge of the functions and operations of CLETS (e.g., access, input).

Importance: 3.9 Level: 2-Comprehension
Tasks: 67 97 98 99 100 101 102 103 115
E/S: 9 10 45 60
Res: 8 9 25

- 116 Knowledge of the functions and operations of the DMV (AMIS, ANI) system (e.g., access, input).

Importance: 4.0 Level: 2-Comprehension
Tasks: 97 99 115
E/S: 9 10 45 60 61
Res: 8 9 25

- 117 Knowledge of the functions and operations of the DOJ (CII) system (e.g., access, input).

Importance: 3.9 Level: 2-Comprehension
Tasks: 67 98 100 115
E/S: 9 10 45 58 60
Res: 8 9 25

- 118 Knowledge of the functions and operations of LEDS (e.g., access, input).

Importance: 3.6 Level: 1-Recall
Tasks: 52 67 97 98 99 100 101 102 103 115
E/S: 9 10 45 62
Res: 8 9 25

- 119 Knowledge of the functions and operations of the NCIC system (e.g., access, input).

Importance: 3.9 Level: 2-Comprehension
Tasks: 52 67 97 98 100 101 102 103 115
E/S: 9 10 45 60 63
Res: 8 9 25

- 120 Knowledge of the functions and operations of NLETS (e.g., access, input).

Importance: 3.7 Level: 2-Comprehension
Tasks: 52 67 97 98 100 102 103 115
E/S: 9 10 45 64

APPENDIX 6

Knowledge Linkage Summary Report

Average Importance and Knowledge Level Ratings, and
Work Element Linkages (ID Numbers of Each Task, Incident, etc.)

121 Knowledge of the functions and operations of local area networks (e.g., access, input).

Importance: 3.7 Level: 1-Recall
Tasks: 103
E/S: 9 10 65
Res: 8 9 25

122 Knowledge of laws, rules and restrictions for accessing, disseminating and updating information in telecommunication systems, including consequences of misuse.

Importance: 4.0 Level: 2-Comprehension
Tasks: 52 97 98 99 100 101 102 103 115
E/S: 10 45 58 59 60 61 62 63 64 65
Res: 8 25 47

123 Knowledge of the use of manuals for tele-communication systems.

Importance: 3.7 Level: 1-Recall
Tasks: 97 98 99 100 101 102 103 115 127
E/S: 45 58 59 60 61 62 63 64 65
Res: 8 25 26

Knowledge Area: 8. Public Safety-Related Agencies

124 Knowledge of the purpose and principles of mutual aid.

Importance: 3.6 Level: 1-Recall
Tasks: 55 83 84 94
Res: 20
Agency: 9 26 28 34 44 50 68

125 Knowledge of procedures for requesting mutual aid and responding to mutual aid requests.

Importance: 3.7 Level: 1-Recall
Tasks: 55 83 84 94
E/S: 51 55 60 65
Res: 20

126 Knowledge of the various types and functions of referral agencies and the various situations for which referral agency involvement is appropriate.

Importance: 3.4 Level: 1-Recall
Tasks: 37 38 39 90
Res: 8 9
Agency: 4 6 11 22 25 26 36 40 43 56
Field: 2 10 12 13 25 29

APPENDIX 6

Knowledge Linkage Summary Report

Average Importance and Knowledge Level Ratings, and Work Element Linkages (ID Numbers of Each Task, Incident, etc.)

- 127 Knowledge of the procedures for working with referral agencies (e.g., making notifications; referring citizens, officers, and other agencies; requesting assistance; obtaining information).

Importance: 3.4 Level: 1-Recall
Tasks: 20 27 37 38 39 53 55 83
Res: 1 8 14
Agency: 4 5 6 11 16 22 23 25 26 28 36 38 40 43 44
 47 50 56

Knowledge Area: 9. Communication Equipment & Resources

- 128 Knowledge of the functions and operations of complaint-taking equipment (e.g., telephone console, 9-1-1 equipment, alarm panels).

Importance: 4.3 Level: 2-Comprehension
Tasks: 11 32 35 65 108 114 143
E/S: 1 2 3 7 9 10 16 17 38 40 41 44

- 129 Knowledge of the functions and operations of dispatching equipment (e.g., radio console and controls).

Importance: 4.3 Level: 1-Recall
Tasks: 58 60 62 71 72 76 78 79 80 81 82 85 86 94 114
E/S: 1 10 17 23 27 32 33 38 55

- 130 Knowledge of the functions and operations of miscellaneous communications center/office equipment (e.g., security system, intercom, photocopier).

Importance: 3.4 Level: 1-Recall
Tasks: 149 156 157 159 161 162
E/S: 1 3 5 11 12 18 27 28 36 46 48
Res: 14

- 131 Knowledge of office maintenance procedures.

Importance: 2.6 Level: 1-Recall
Tasks: 149 154 155 160 161 162
E/S: 1 2 5 9 11 28 46
Res: 9 14

- 132 Knowledge of available resource materials and their use in performing public safety dispatcher job duties (e.g., manuals, directories, code books).

Importance: 3.5 Level: 1-Recall
Tasks: 92 125 127 128 132
E/S: 2 3 9 28 33 40 59 60 62
Res: 1 7 8 9 10 12 13 14 17 20 21 25 28 35 37
 44 46 47 50 51

APPENDIX 6

Knowledge Linkage Summary Report

Average Importance and Knowledge Level Ratings, and
Work Element Linkages (ID Numbers of Each Task, Incident, etc.)

Knowledge Area: 10. Training

- 133 Knowledge of the role of the trainer in the communications environment.
- Importance: 3.9 Level: 2-Comprehension
Tasks: 166 167 170
Res: 8 9 28
- 134 Knowledge of agency policies and procedures regarding training.
- Importance: 3.8 Level: 1-Recall
Tasks: 166 167 170
Res: 8 9 28
- 135 Knowledge of resources and methods for the planning and preparation of training.
- Importance: 3.6 Level: 1-Recall
Tasks: 166 167 170
- 136 Knowledge of instructional techniques, including documentation methods.
- Importance: 3.7 Level: 1-Recall
Tasks: 166 167 170
- 137 Knowledge of special considerations for training in the communications environment (e.g., adult learning styles, cultural differences).
- Importance: 3.4 Level: 1-Recall
Tasks: 166 167 170
- 138 Knowledge of legal liabilities and issues pertaining to training (e.g., discrimination, sexual harassment, documentation, confidentiality, negligence, and vicarious liability).
- Importance: 3.9 Level: 2-Comprehension
Tasks: 166 167 170

APPENDIX 7
SKILL LINKAGE RESULTS

APPENDIX 7

Skill Linkage Summary Report

Average Importance and Skill Level Ratings, and
Work Element Linkages (ID Number of Each Task, Incident, etc.)

Skill Area: 1. Vocal Skills

- 1 Skill in projecting one's voice clearly and audibly with appropriate tone, phrasing, diction and rate of speed.

Importance: 4.0 Level: 2-Moderate
Tasks: 2 3 4 5 6 7 8 9 10 11 13 15 16 17 18
19 21 22 23 24 26 33 34 35 36 37 38 39 40 41
42 43 44 45 46 47 48 49 50 51 53 54 55 56 57
58 60 62 72 76 78 79 80 81 82 83 84 85 86 90
91 93 94 95 96 145 148 150 159 166 167 170

- 2 Skill in maintaining vocal composure in a variety of adverse or stressful situations.

Importance: 4.2 Level: 2-Moderate
Tasks: 2 3 4 5 6 7 8 9 10 11 13 14 15 16 17
18 19 21 22 23 24 26 33 34 35 37 40 41 42 43
44 45 46 47 48 49 50 53 54 55 56 57 58 60 62
72 76 78 79 80 81 82 83 84 85 86 91 93 94 95
96 166
Inc: 8 15 16 19 24 26 29 30 35 52 68 77 82 89 92
93 117 119 120 133 142 145 157 165 170 172 173 176 181 185
186 188 198 216 217 226 236

Skill Area: 2. Listening Skills

- 3 Skill in distinguishing between significant and insignificant information given orally (e.g., significant details of complaints or incidents).

Importance: 4.2 Level: 2-Moderate
Tasks: 2 3 4 5 6 7 8 9 10 11 13 14 15 16 17
18 19 20 21 22 23 24 26 27 28 29 30 31 32 33
34 35 58 60 62 85 145

- 4 Skill in identifying various speech patterns, accents and languages.

Importance: 3.2 Level: 1-Low
Tasks: 2 4 5 6 7 8 9 10 11 13 15 16 17 18 19
21 22 23 24 26 33 34

- 5 Skill in detecting and interpreting background sounds heard over the telephone or radio (e.g., shots fired, fighting).

Importance: 3.9 Level: 2-Moderate
Tasks: 2 3 4 5 6 7 9 10 11 13 14 15 16 17 18
19 20 21 22 23 24 26 33 34 58 60 62 72
Inc: 77 78 79 80 81 82 120 125 133 157 193 195 201

APPENDIX 7

Skill Linkage Summary Report

Average Importance and Skill Level Ratings, and
Work Element Linkages (ID Number of Each Task, Incident, etc.)

6 Skill in listening while at the same time performing various tasks (e.g., while operating communications equipment).

Importance: 4.4 Level: 2-Moderate
Tasks: 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16
17 18 19 20 21 22 23 24 26 31 32 33 34 35 36
37 39 43 44 45 46 47 48 49 50 53 55 56 58 60
62 65 67 68 69 71 72 75 76 78 79 80 81 82 83
84 85 86 87 90 91 92 93 94 95 96 97 98 99 100
101 102 103 115 116 138 139 143 145 148 154 156 166 170

7 Skill in following oral directions.

Importance: 4.3 Level: 2-Moderate
Tasks: 2 3 4 5 11 57 58 60 62 65 71 95
Inc: 3 83 92 93 157 163 173 174 211 236

Skill Area: 3. Reporting & Recordkeeping

8 Skill in completing forms and reports.

Importance: 3.4 Level: 1-Low
Tasks: 2 3 4 5 6 11 21 22 23 24 26 31 32 33 69
108 114 115 116 128 132 138 139 143 144 160 166 167
Inc: 34 152 160
Res: 22 26

9 Skill in note taking.

Importance: 3.5 Level: 2-Moderate
Tasks: 2 3 4 5 6 11 14 21 22 23 24 26 30 31 33
34 58 60 62 69 71 138 139 166
Inc: 19 29 120 145 146 173 174 186

10 Skill in summarizing incidents in writing.

Importance: 3.5 Level: 2-Moderate
Tasks: 2 3 4 5 6 11 14 21 22 23 24 26 30 31 32
33 87 114 143 144 166 170
Inc: 34 152 158

11 Skill in writing legibly.

Importance: 3.4 Level: 2-Moderate
Tasks: 2 3 4 5 6 11 21 22 23 24 26 30 31 33 69
108 114 116 138 139 144 160 166 167

APPENDIX 7

Skill Linkage Summary Report

Average Importance and Skill Level Ratings, and Work Element Linkages (ID Number of Each Task, Incident, etc.)

Skill Area: 4. Reading Skills

- 12 Skill in reading and understanding policy and procedure manuals and memoranda.

Importance: 3.7 Level: 2-Moderate
 Tasks: 2 3 4 5 6 10 11 12 13 14 20 21 22 23 24
 26 27 28 29 32 33 34 36 37 38 39 40 41 42 43
 44 45 46 47 48 49 50 51 52 53 54 55 56 58 60
 65 67 68 71 75 79 80 81 82 83 84 85 90 94 97
 98 99 100 101 102 103 108 114 115 116 127 128 132 144 145
 148 149 160 162 166 167 170
 Res: 1 7 8 9 14 17 18 19 20 25 28

- 13 Skill in reading and understanding operating manuals for law enforcement information systems and equipment.

Importance: 3.6 Level: 1-Low
 Tasks: 67 87 97 98 99 100 101 102 103 115 132 162 166 167 170
 Inc: 5 65 179 180 181 182
 E/S: 1 2 3 5 7 9 10 11 12 16 17 18 23 27 28
 32 33 36 38 40 41 44 45 46 48 51 55 58 59 60
 61 62 63 64 65
 Res: 14 25

- 14 Skill in reading and understanding laws, codes and ordinances.

Importance: 3.6 Level: 2-Moderate
 Tasks: 2 3 4 5 6 11 14 20 21 22 23 24 26 27 28
 29 30 31 33 40 41 42 46 52 53 54 57 75 79 92
 93 97 98 99 100 101 102 103 115 137 166 167 170
 Res: 21 35 37 44 46 47 50 51
 Field: 2 13 14 17 24 27 29 35

- 15 Skill in reading and understanding warrants and court orders.

Importance: 3.7 Level: 1-Low
 Tasks: 67 93 100 103 166 167 170
 Inc: 48 65 111 147 163 240
 Res: 26 30
 Field: 2 30 35

- 16 Skill in reading and understanding computer teletype messages.

Importance: 3.9 Level: 1-Low
 Tasks: 67 87 97 98 99 100 101 102 103 115 138 166 167 170
 Inc: 25 159 160 179 180 181 182 240
 E/S: 2 9 10 32 45 58 59 60 61 62 63 64
 Res: 25 26

APPENDIX 7

Skill Linkage Summary Report

Average Importance and Skill Level Ratings, and
Work Element Linkages (ID Number of Each Task, Incident, etc.)

- 17 Skill in reading and understanding complaint/ dispatch cards or video screens.

Importance: 4.2 Level: 1-Low
Tasks: 2 3 4 5 6 11 20 21 22 23 24 26 28 29 30
31 32 33 35 67 68 69 71 75 78 79 80 81 82 85
86 93 96 97 98 99 100 101 102 103 143 166 167 170
E/S: 2 10 41 45 48 58 59 60 61 62 63 64
Res: 21

- 18 Skill in reading and understanding various public safety-related reports.

Importance: 3.3 Level: 1-Low
Tasks: 166 167
Inc: 47 50 65 89 90 115 210
Res: 7 18

Skill Area: 5. Complaint-Taking Skills

- 19 Skill in applying telephone etiquette (e.g., courtesy, professionalism).

Importance: 4.0 Level: 2-Moderate
Tasks: 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16
17 18 19 21 22 23 24 26 33 34 36 37 38 39 40
41 42 43 44 45 46 47 48 49 50 51 52 53 54 55
56 83 84 90 145 166 167 170

- 20 Skill in operating telephone equipment (including 9-1-1 equipment).

Importance: 4.3 Level: 2-Moderate
Tasks: 2 3 6 8 9 10 11 12 13 14 15 16 17 18 19
21 22 23 24 26 33 34 36 37 39 55 83 90 145 166
167 170
E/S: 2 7 16 17 40 41 44

- 21 Skill in applying questioning techniques, including control of conversation and obtaining essential information from the public and other agencies.

Importance: 4.3 Level: 2-Moderate
Tasks: 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16
17 18 19 20 21 22 23 24 26 33 34 37 39 52 83
84 145 166 167 170

- 22 Skill in communicating via telephone with diverse types of people who pose special problems (e.g., hysterical, drunk, abusive, irate, suicidal, elderly, child, non-English speaking an

Importance: 4.3 Level: 2-Moderate
Tasks: 2 3 6 7 8 9 10 11 12 13 14 15 16 17 18
19 21 22 23 24 26 33 34 38 39 40 41 42 43 44
45 46 47 48 49 50 51 52 56 145 166 167 170
Inc: 19 32 84 85 116 120 130 142 145 146 147 154 201 216 217

APPENDIX 7

Skill Linkage Summary Report

Average Importance and Skill Level Ratings, and
Work Element Linkages (ID Number of Each Task, Incident, etc.)

- 23 Skill in screening telephone calls (e.g., determining whether to refer or respond).

Importance: 4.1 Level: 2-Moderate
Tasks: 2 3 6 7 8 9 10 11 12 13 14 15 16 17 18
19 20 21 22 23 24 26 27 29 33 34 39 145 166 167

- 24 Skill in recognizing suspicious circumstances.

Importance: 4.2 Level: 2-Moderate
Tasks: 2 6 7 8 9 10 11 12 13 14 15 16 17 18 19
20 21 22 23 24 26 29 33 34 166 170
Inc: 125 196 205 206 207 228

- 25 Skill in evaluating and "prioritizing" complaints, incidents and requests.

Importance: 4.3 Level: 2-Moderate
Tasks: 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16
17 18 19 20 21 22 23 24 26 27 28 29 30 33 34
58 68 75 78 79 80 81 82 85 166 167

- 26 Skill in receiving and processing multiple simultaneous complaints.

Importance: 4.3 Level: 2-Moderate
Tasks: 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16
17 18 19 20 21 22 23 24 26 27 28 29 30 31 32
33 34 35 75 76 78 79 80 81 82 85 166
Inc: 3 8 35 68 89 94 128 186 195 223

- 27 Skill in providing appropriate information to the public, media and other agencies (e.g., explaining, advising, referring).

Importance: 3.6 Level: 1-Low
Tasks: 7 8 9 10 13 15 16 37 38 39 40 41 42 43 44
45 46 47 48 49 50 51 52 53 54 55 56 83 84 145
166 167
Inc: 3 7 8 35 54 84 89 94 101 119 120 124 133 142 148
176 186 188 198 216 223
Field: 7 10 12 14 17 26 28 29

- 28 Skill in complaint-taking using CAD system equipment.

Importance: 4.2 Level: 1-Low
Tasks: 2 3 4 5 6 11 14 20 21 22 23 24 26 27 28
29 30 31 32 33 34 35 143 166 167
E/S: 2 9 10 17 41

Skill Area: 6. Dispatching Skills

- 29 Skill in using radio codes.

Importance: 4.2 Level: 1-Low
Tasks: 4 5 58 60 62 69 71 72 76 78 79 80 81 82 85
86 87 93 94 95 96 166 167 170

APPENDIX 7

Skill Linkage Summary Report

Average Importance and Skill Level Ratings, and
Work Element Linkages (ID Number of Each Task, Incident, etc.)

30 Skill in using radio language.

Importance: 4.2 Level: 1-Low
Tasks: 4 5 55 58 60 62 69 71 72 76 78 79 80 81 82
83 84 85 86 87 91 92 93 94 95 96 166 167 170

31 Skill in using phonetic alphabet.

Importance: 4.0 Level: 1-Low
Tasks: 3 4 5 37 55 58 60 62 71 72 76 78 79 80 81
82 83 85 86 91 93 94 95 96 97 166 167 170
Inc: 86 117 175 178 234 235 237

32 Skill in using common legal terms.

Importance: 3.6 Level: 1-Low
Tasks: 2 3 4 5 6 11 14 20 21 28 30 31 35 37 41
42 53 55 57 76 83 84 86 87 93 94 96 166 167
Inc: 65 82 163 184

33 Skill in operating radio dispatching equipment.

Importance: 4.4 Level: 1-Low
Tasks: 5 58 60 62 65 67 68 69 71 72 76 78 79 80 81
82 84 85 86 87 93 94 95 96 166 167 170
E/S: 17 23 32 33 51 55

34 Skill in broadcasting information over the radio.

Importance: 4.3 Level: 1-Low
Tasks: 58 60 62 71 72 75 76 78 79 80 81 82 85 86 87
91 93 94 95 96 166 167 170
E/S: 17 23 32 51 55

35 Skill in using radio systems (e.g., CLEMARS).

Importance: 3.9 Level: 1-Low
Tasks: 55 58 60 62 71 72 76 78 79 80 81 82 83 84 85
86 93 94 95 96 166
E/S: 17 23 32 33 51 55

36 Skill in assigning field resources.

Importance: 4.1 Level: 1-Low
Tasks: 20 29 58 60 62 68 69 71 72 75 76 78 79 80 81
82 83 84 85 166
Field: 1 2 3 4 6 7 8 9 13 14 17 18 22 23 24
25 27 29 30 33 34 35

APPENDIX 7

Skill Linkage Summary Report

Average Importance and Skill Level Ratings, and
Work Element Linkages (ID Number of Each Task, Incident, etc.)

37 Skill in talking while at the same time operating dispatching equipment.

Importance: 4.3 Level: 2-Moderate
 Tasks: 2 3 4 5 6 7 8 9 10 11 13 14 15 16 17
 18 19 21 22 23 24 26 28 29 30 31 32 33 34 35
 37 39 43 44 47 49 55 56 58 60 62 68 69 71 72
 75 76 78 79 80 81 82 83 84 85 86 87 91 92 93
 94 95 96 139 143 166
 E/S: 10 16 17 23 32 41 55 65

38 Skill in maintaining several conversations at one time.

Importance: 4.1 Level: 2-Moderate
 Tasks: 2 3 4 5 6 7 8 9 10 11 13 14 15 16 17
 18 19 21 22 23 24 26 33 34 37 44 45 46 47 49
 50 55 56 58 60 62 68 69 71 72 76 78 79 80 81
 82 83 84 85 86 87 90 93 94 95 96 166

39 Skill in coordinating activities of multiple field units.

Importance: 4.4 Level: 1-Low
 Tasks: 58 60 62 68 69 71 72 75 76 78 79 80 81 82 83
 84 85 91 92 93 94 95 96 166
 Inc: 3 7 8 29 35 44 89 94 100 101 157 173 190 198 223
 236
 Field: 1 3 4 7 8 9 10 12 13 17 18 22 23 25 27
 29 30 33 34 35

40 Skill in keeping track of multiple events occurring at the same time.

Importance: 4.6 Level: 1-Low
 Tasks: 2 4 5 11 14 29 58 60 62 68 69 71 72 75 76
 78 79 80 81 82 84 85 93 94 95 96 139 166
 Inc: 3 7 8 29 35 44 89 94 100 101 157 173 186 190 198
 223 236

41 Skill in monitoring, prioritizing, responding to, and controlling radio traffic.

Importance: 4.5 Level: 1-Low
 Tasks: 4 5 58 60 62 68 69 71 72 75 76 78 79 80 81
 82 85 86 91 93 94 95 96 166 167 170
 E/S: 10 16 17 23 32 33 55

42 Skill in using maps.

Importance: 3.8 Level: 2-Moderate
 Tasks: 27 38 75 85 91 92 125 166 167 170
 Inc: 29 120 159 173 174 198 202
 Res: 23 24

APPENDIX 7

Skill Linkage Summary Report

Average Importance and Skill Level Ratings, and
Work Element Linkages (ID Number of Each Task, Incident, etc.)

43 Skill in giving directions (e.g., travel directions).

Importance: 3.6 Level: 1-Low
Tasks: 2 38 78 84 85 91 93 166
Inc: 29 120 159 173 174 198 202
Res: 24

44 Skill in giving instructions (e.g., citizens and sworn personnel.

Importance: 3.7 Level: 2-Moderate
Tasks: 2 7 8 9 10 11 12 13 15 16 17 18 19 38 40
41 42 43 44 45 46 47 48 49 50 51 55 56 76 78
79 80 81 82 85 90 91 95 166 167 170

45 Skill in dispatching using CAD system equipment.

Importance: 4.2 Level: 1-Low
Tasks: 2 3 4 5 11 30 31 32 35 58 60 62 65 68 69
71 72 75 78 79 80 81 82 85 96 97 98 99 100 101
102 103 115 143 166 167 170
E/S: 9 10 17 23 32 55

46 Skill in monitoring and responding to alarm systems.

Importance: 3.8 Level: 1-Low
Tasks: 29 31 32 35 65 75 76 78 96 166 167 170
E/S: 3 32
Agency: 3 26 28 44 50
Field: 1 13 27 29 30

47 Skill in monitoring and responding to civil defense/warning systems.

Importance: 3.4 Level: 1-Low
Tasks: 50 54 55 62 75 83 84 87 94 96 166 167
E/S: 10 23 32 41 51 55
Field: 17 27 29

Skill Area: 7. Telecommunications

48 Skill in using the DOJ system.

Importance: 4.0 Level: 1-Low
Tasks: 67 87 97 98 99 100 101 102 103 115 166 167 170
Inc: 76 106 159 163 179 180 181 182 202 240
E/S: 9 10 45 58 59 60
Res: 25

49 Skill in using the CJIS system.

Importance: 3.9 Level: 1-Low
Tasks: 67 87 93 97 98 99 100 101 102 103 115 166 167 170
Inc: 76 106 159 163 179 180 181 182 202 240
E/S: 9 10 45 59 60
Res: 25

APPENDIX 7

Skill Linkage Summary Report

Average Importance and Skill Level Ratings, and
Work Element Linkages (ID Number of Each Task, Incident, etc.)

50 Skill in using the CLETS system.

Importance: 4.0 Level: 1-Low
Tasks: 67 93 97 98 99 100 101 102 103 115 166 167 170
Inc: 76 106 159 163 179 180 181 182 202 240
E/S: 9 10 45 60
Res: 25

51 Skill in using the DMV (AMIS, ANI) system.

Importance: 4.0 Level: 1-Low
Tasks: 52 67 93 97 99 100 166 167 170
Inc: 76 106 159 163 179 180 181 182 202 240
E/S: 9 10 45 61
Res: 25

52 Skill in using the LEDS system.

Importance: 3.7 Level: 1-Low
Tasks: 93 97 98 99 100 115 166 167 170
Inc: 76 106 159 163 179 180 181 182 202 240
E/S: 9 10 45 62
Res: 25

53 Skill in using the NCIC system.

Importance: 3.9 Level: 1-Low
Tasks: 67 93 97 98 99 100 101 102 103 115 166 167 170
Inc: 76 106 159 163 179 180 181 182 202 240
E/S: 9 10 45 63
Res: 25

54 Skill in using the NLETS system.

Importance: 3.8 Level: 1-Low
Tasks: 67 87 93 97 98 99 100 101 102 103 115 166 167 170
Inc: 76 106 159 163 179 180 181 182 202 240
E/S: 9 10 45 64
Res: 25

55 Skill in using local information systems.

Importance: 3.9 Level: 1-Low
Tasks: 38 53 92 93 97 98 99 100 101 102 103 115 166 167 170
Inc: 76 106 159 163 179 180 181 182 202 240
E/S: 9 10 65
Res: 25

APPENDIX 7

Skill Linkage Summary Report

Average Importance and Skill Level Ratings, and
Work Element Linkages (ID Number of Each Task, Incident, etc.)

Skill Area: 8. Interpersonal Skills

- 57 Skill in communicating in person with diverse types of people who pose special problems (e.g., hysterical, drunk, abusive, irate, suicidal, elderly, child, non-English speaking, deaf).

Importance: 3.8 Level: 2-Moderate
Tasks: 2 6 7 8 9 10 12 13 15 16 17 18 19 21 22
23 24 26 33 34 38 40 41 42 43 44 45 46 50 51
52 56 166

- 58 Skill in communicating with coworkers, supervisors, and associates.

Importance: 3.9 Level: 2-Moderate
Tasks: 4 5 35 37 53 55 57 58 60 62 72 76 78 79 80
81 82 83 84 85 86 91 93 94 95 96 144 148 150 159
166 167 170
E/S: 17 18 27 32 33 34 41 51 55 65

- 59 Skill in "active listening" (e.g. giving feedback, paraphrasing).

Importance: 3.8 Level: 2-Moderate
Tasks: 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16
17 18 19 20 21 22 23 24 26 30 33 34 37 38 40
41 42 43 44 45 46 47 48 49 50 51 52 53 54 56
57 58 60 62 93 96 145 166 167 170

Skill Area: 9. Administrative Skills

- 60 Skill in typing information received both orally and in written form, with speed and accuracy.

Importance: 3.7 Level: 2-Moderate
Tasks: 2 3 4 5 6 11 14 21 22 23 24 26 31 32 33
35 65 67 69 71 87 97 98 99 100 101 102 103 115 132
139 143 144 166
E/S: 10 45 48

- 61 Skill in operating miscellaneous communication center equipment.

Importance: 3.7 Level: 1-Low
Tasks: 12 58 60 62 65 67 87 97 98 99 100 101 102 103 115
149 156 157 159 161 162 166
E/S: 1 2 3 5 9 10 11 12 18 27 28 36 38 41 46
48
Res: 26 31

APPENDIX 7

Skill Linkage Summary Report

Average Importance and Skill Level Ratings, and
Work Element Linkages (ID Number of Each Task, Incident, etc.)

62 Skill in handling records (receiving, processing, accessing,
retrieving, and releasing).

Importance: 3.5 Level: 1-Low
Tasks: 52 53 54 93 97 98 99 100 101 102 103 108 115 116 137
138 166 167
Inc: 5 65 106 182 184 240
E/S: 2 9 10 28 40 45 46 48 58 59 60 61 62 63 64
65
Res: 22 26

63 Skill in records management using CAD system equipment.

Importance: 3.2 Level: 1-Low
Tasks: 115
E/S: 9 10

64 Skill in performing facility maintenance duties.

Importance: 2.7 Level: 1-Low
Tasks: 114 125 127 149 155 161 162

APPENDIX 8

ABILITY LINKAGE RESULTS

APPENDIX 8

Ability Linkage Summary Report

Average Importance Rating and Task Linkages
(ID Number of Each Task)

- 1 ORAL COMPREHENSION is the ability to understand spoken English words and sentences.

Importance: 4.6

Tasks:

2 3 4 5 6 7 8 9 10 11 13 14 15 16 17
18 19 20 21 22 23 24 26 33 34 35 37 38 39 40
41 42 43 44 45 46 47 48 49 50 51 52 53 54 55
56 57 58 60 62 65 67 69 71 72 76 78 79 80 81
82 83 84 85 86 87 90 91 93 94 95 96 139 143 145
148 150 166 167 170

- 2 WRITTEN COMPREHENSION is the ability to understand written sentences and paragraphs.

Importance: 4.4

Tasks:

12 30 31 67 68 69 71 92 97 98 99 100 101 102 103
108 115 127 132 137 164 166 167

- 3 ORAL EXPRESSION is the ability to use English words or sentences in speaking so others will understand.

Importance: 4.5

Tasks:

2 3 4 5 6 7 8 9 10 11 12 13 14 15 16
17 18 19 21 22 23 24 26 33 34 35 36 37 38 39
40 41 42 43 44 45 46 47 48 49 50 51 52 53 54
55 56 57 58 60 62 65 72 76 78 79 80 81 82 83
84 85 86 87 90 91 93 94 95 96 145 148 150 159 166
167 170

- 4 WRITTEN EXPRESSION is the ability to use English words or sentences in writing so others will understand.

Importance: 4.2

Tasks:

11 30 31 32 35 69 108 114 115 132 138 139 143 144 167

- 5 FLUENCY OF IDEAS is the ability to produce a number of ideas about a given topic.

Importance: 3.9

Tasks:

2 6 7 8 9 10 11 12 13 14 15 16 17 18 19
20 21 22 23 24 26 33 38 39 40 41 42 43 44 45
46 47 48 49 50 51 56 75 84 85 91 92 166 167 170

APPENDIX 8

Ability Linkage Summary Report

Average Importance Rating and Task Linkages (ID Number of Each Task)

6 DEDUCTIVE REASONING is the ability to apply general rules to specific problems to come up with logical answers. It involves deciding if an answer makes sense.

Importance: 4.2

Tasks:

2 3 4 5 6 7 8 9 10 11 12 13 14 15 16
17 18 19 20 21 22 23 24 26 27 28 29 30 33 34
40 41 42 43 44 45 46 47 48 49 50 51 52 75 85

7 INDUCTIVE REASONING is the ability to combine separate pieces of information, or specific answers to problems, to form general rules or conclusions. This involves the ability to think of possible reasons why things go together.

Importance: 4.1

Tasks:

2 3 4 5 6 7 8 9 10 11 12 13 14 15 16
17 18 19 20 21 22 23 24 26 27 28 29 33 34 42
75 85

8 INFORMATION ORDERING is the ability to correctly follow a given rule or set of rules to arrange things or actions in a certain order. The things or actions to be put in order can include numbers, letters, words, pictures, procedures, sentences, and mathematical or logical operations.

Importance: 4.1

Tasks:

2 3 4 5 6 11 12 14 20 21 22 23 24 26 27
28 29 30 31 32 33 35 69 71 75 76 78 79 85 86
87 91 93 94 95 96 115 143 166

9 MEMORIZATION is the ability to remember information, such as words, numbers, pictures, and procedures. Pieces of information can be remembered by themselves or with other pieces of information.

Importance: 4.2

Tasks:

2 3 4 5 6 11 12 14 20 21 26 27 28 29 32
33 34 38 39 40 41 42 43 44 45 46 47 48 49 50
51 52 57 58 60 62 65 67 68 69 71 72 75 76 79
84 85 94 95 96 97 98 99 100 101 102 103 115 148 166
167

10 SPEED OF CLOSURE ability involves the degree to which different pieces of information can be combined and organized into one meaningful pattern quickly. It is not known beforehand what the pattern will be. The material may be visual or auditory.

Importance: 4.1

Tasks:

2 3 4 5 6 9 10 11 12 13 14 16 20 21 22
23 24 26 27 28 29 30 33 34 58 60 62 65 67 68
69 71 75 84 85 95

APPENDIX 8

Ability Linkage Summary Report

Average Importance Rating and Task Linkages (ID Number of Each Task)

- 11 PERCEPTUAL SPEED ability involves the degree to which one can compare letters, numbers, objects, pictures, or patterns, both quickly and accurately. The things to be compared may be presented at the same time or one after the other. This ability also includes comparing a presented object with a remembered object.

Importance: 3.9

Tasks:

2 3 4 5 6 11 14 22 23 24 26 33 68 71 75
85 92 97 98 99 100 101 102 103

- 12 SELECTIVE ATTENTION is the ability to concentrate on a task and not be distracted. When distraction is present, it is not part of the task being done. This ability also involves concentrating while performing a boring task.

Importance: 4.1

Tasks:

2 3 4 5 6 7 8 9 10 11 12 13 14 15 16
17 18 19 20 21 22 23 24 26 30 31 32 33 34 35
37 55 58 60 62 65 67 68 69 71 72 75 76 78 79
80 81 82 83 84 85 86 87 93 94 95 96 143

- 13 TIME SHARING is the ability to shift back and forth between two or more sources of information.

Importance: 4.3

Tasks:

2 3 4 5 11 14 58 60 62 65 67 68 69 71 84
85 95

- 14 MULTILIMB COORDINATION is the ability to coordinate movements of two or more limbs together (e.g., two arms, two legs, or one leg and one arm). Two or more limbs are in motion, while the individual is sitting, standing, or lying down.

Importance: 4.0

Tasks:

2 3 4 5 6 11 12 14 21 22 23 24 26 31 32
33 35 37 58 60 62 65 67 69 71 72 76 78 79 80
81 82 85 97 98 99 100 101 102 103 115 143 149 161

- 15 RESPONSE ORIENTATION is the ability to choose between two or more movements quickly and accurately when two or more different signals (lights, sounds, pictures, etc.) are given. The ability is concerned with the speed with which the correct response can be started with the hand, foot, etc.

Importance: 4.1

Tasks:

2 3 4 5 11 14 58 60 62 65 67 68 69 71 72
75 76 78 79 81 82 85 95

APPENDIX 8

Ability Linkage Summary Report

Average Importance Rating and Task Linkages (ID Number of Each Task)

- 16 REACTION TIME is the ability to give one fast response to one signal (sound, light, picture, etc.) when it appears. This ability is concerned with the speed with which the movement can be started with the hand, foot, etc.

Importance: 4.1

Tasks:

2 3 4 5 11 14 58 60 62 65 67 69 71 78 79
80 81 82 85 95

- 17 FINGER DEXTERITY is the ability to make skillful, coordinated, rapid movements of the fingers of one or both hands and to grasp, place, or move small objects.

Importance: 3.9

Tasks:

2 3 4 5 11 14 31 32 35 37 58 60 62 65 67
69 71 72 76 78 79 80 81 82 87 90 97 98 99 100
101 102 103 115 143 149 161

- 18 NEAR VISION is the capacity to see close environmental surroundings.

Importance: 3.9

Tasks:

11 31 32 35 65 67 68 69 71 87 92 97 98 99 100
101 102 103 115 125 127 128 132 137 138 143 156 157

- 19 GENERAL HEARING is the ability to detect and to discriminate among sounds that vary over broad ranges of pitch and/or loudness.

Importance: 4.3

Tasks:

2 3 4 5 6 7 8 9 10 11 12 13 14 15 16
17 18 19 21 22 23 24 26 33 34 36 37 38 39 40
41 42 43 44 45 46 47 48 49 50 51 55 56 57 58
60 62 65 67 71 72 76 83 84 85 90 93 95 139 145
166

- 20 AUDITORY ATTENTION is the ability to focus on a single source of auditory information in the presence of other distracting and irrelevant auditory stimuli.

Importance: 4.3

Tasks:

2 3 4 5 6 7 8 9 10 11 12 13 14 15 16
17 18 19 21 22 23 24 26 33 34 58 60 62 65 67
69 71 72 76 84 85 95 145

APPENDIX 8

Ability Linkage Summary Report

Average Importance Rating and Task Linkages
(ID Number of Each Task)

21 SPEECH HEARING is the ability to hear and understand the speech of another person.

Importance: 4.4

Tasks:

2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
17	18	19	21	22	23	24	26	33	34	37	38	39	40	41
42	43	44	45	46	47	48	49	50	51	52	53	54	55	56
57	58	60	62	65	69	71	72	76	79	82	83	84	85	90
93	95	139	145	166	167	170								

22 SPEECH CLARITY is the ability to communicate orally in a clear fashion understandable to a listener.

Importance: 4.4

Tasks:

2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
17	18	19	21	22	23	24	26	33	34	35	36	37	38	39
40	41	42	43	44	45	46	47	48	49	50	51	53	54	55
56	57	58	60	62	65	71	72	76	78	79	80	81	82	83
84	85	86	87	90	91	93	94	95	96	145	148	150	159	166
167	170													

APPENDIX 9

TRAIT LINKAGE RESULTS

APPENDIX 9

Trait Linkage Summary Report

Average Importance Rating and Task Linkages (ID Number of Each Task)

- 1 **ADAPTABILITY:** Changes behavior to meet the shifting demands of the job; adapts to substantial increases or decreases in work load and to changes in assignments; remains alert during periods of slow or repetitive work activity.

Importance: 4.1

Tasks:

2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
17	18	19	20	21	22	23	24	26	27	28	29	30	31	32
33	34	35	36	37	38	39	40	41	42	43	44	45	46	47
48	49	50	51	52	53	54	55	56	58	60	62	65	67	68
69	71	72	75	76	78	79	80	81	82	83	84	85	86	87
91	92	93	94	95	96	115	143	145	148	166	167	170		

- 2 **TOLERANCE OF STRESS:** Performs job duties effectively under adverse conditions (e.g., time pressure, high visibility, serious consequence of error, crises, tragedies, emergencies, simultaneous incidents, frequent interruption); "bounces back" from negative situations; effective under extreme pressure.

Importance: 4.5

Tasks:

2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
17	18	19	20	21	22	23	24	26	27	28	29	30	31	32
33	34	35	38	39	40	41	42	43	44	45	46	47	48	49
50	51	52	53	55	56	57	58	60	62	65	68	69	71	72
75	76	78	79	80	81	82	83	84	85	86	87	93	94	95
96	143	145	166	167	170									

- 3 **TOLERANCE OF UNPLEASANT WORK ENVIRONMENT:** Accepts and is able to function effectively in a restrictive, demanding, and highly structured work environment (e.g., working in isolation, late or early shifts, long hours, sitting for prolonged periods, confined work space, rigid chain of command).

Importance: 4.2

Tasks:

2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
17	18	19	20	21	22	23	24	26	27	28	29	30	31	32
33	34	35	36	37	38	39	40	41	42	43	44	45	46	47
48	49	50	51	52	53	54	55	56	58	60	62	65	67	68
69	71	72	75	76	78	79	80	81	82	83	84	85	86	87
90	91	92	93	94	95	96	97	98	99	100	101	102	103	115
116	138	139	143	145	148	150	154	155	156	157	160	166	167	170

- 4 **SOCIAL CONCERN:** Concerned with the safety and welfare of others; demonstrates an interest in people and serving the public.

Importance: 3.9

Tasks:

2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
17	18	19	20	21	22	23	24	26	27	29	33	34	38	39
40	41	42	43	44	45	46	47	48	49	50	51	52	53	54
55	56	58	60	62	68	71	72	75	76	78	79	80	81	82
83	85	93	94	95	96	145	166	167	170					

APPENDIX 9

Trait Linkage Summary Report

Average Importance Rating and Task Linkages (ID Number of Each Task)

- 5 **POSITIVE ATTITUDE:** Reacts in a positive and constructive manner when confronted with negative work situations; is optimistic; sees the good side in situations; displays cheerfulness; acts inspired about work; sees value in the organization and its members; able to use humor.

Importance: 4.0

Tasks:

2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
17	18	19	21	22	23	24	26	33	34	37	38	39	40	41
42	43	44	45	46	47	48	49	50	51	52	53	54	55	56
58	60	62	72	76	78	79	80	81	82	83	84	85	93	94
95	96	145	148	150	166	167	170							

- 6 **ASSERTIVENESS:** Takes command of a situation; acts confidently, without hesitation; willing to voice personal views; not easily intimidated.

Importance: 3.9

Tasks:

2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
17	18	19	20	21	22	23	24	26	27	28	29	30	33	34
36	37	38	39	40	41	42	43	44	45	46	47	48	49	50
51	52	53	54	55	56	57	58	60	62	65	67	68	69	71
72	75	76	78	79	80	81	82	83	84	85	86	87	93	94
95	96	145	166	167	170									

- 7 **TEAMWORK:** Assists and cooperates willingly and effectively with co-workers, supervisors, field personnel and personnel at other agencies in performing job duties; a "team player".

Importance: 4.1

Tasks:

3	4	5	14	30	35	36	37	39	53	54	55	58	60	62
65	68	69	71	72	75	76	78	79	80	81	82	83	84	85
86	87	90	91	92	93	94	95	96	148	155	166	167	170	

- 8 **INTERPERSONAL SENSITIVITY:** Addresses situations in a sensitive, straight-forward manner; shows consideration for others; resolves disputes in least offensive manner; acts in an unbiased fashion towards others; attempts to understand and respects the attitudes & beliefs of others.

Importance: 3.8

Tasks:

2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
17	18	19	20	21	22	23	24	26	33	34	37	38	39	40
41	42	43	44	45	46	47	48	49	50	51	52	53	54	55
56	57	58	60	62	83	93	96	145	148	166	167	170		

APPENDIX 9

Trait Linkage Summary Report

Average Importance Rating and Task Linkages (ID Number of Each Task)

- 9 EMOTIONAL CONTROL: Acts calm and collected and does not allow emotions to affect performance or disrupt the work place; does not overreact to situations; accepts delays without getting upset; performs effectively in crises or overwhelming situations; does not become personally involved.

Importance: 4.3

Tasks:

2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
17	18	19	20	21	22	23	24	26	27	28	29	30	33	34
35	37	38	39	40	41	42	43	44	45	46	47	48	49	50
51	52	53	54	55	56	57	58	60	62	65	67	68	69	71
72	75	76	78	79	80	81	82	83	84	85	86	87	91	92
93	94	95	96	145	148	166	167	170						

- 10 MATURITY: Draws upon life experiences to deal with situations; thinks before acting (e.g., not impulsive); is not easily fooled (e.g., not naive); sees value in and takes work seriously; sensible; recognizes and is not bothered by trivial negative events and circumstances.

Importance: 4.0

Tasks:

2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
17	18	19	20	21	22	23	24	26	27	28	29	30	33	34
35	36	37	38	39	40	41	42	43	44	45	46	47	48	49
50	51	52	53	54	55	56	57	58	60	62	65	67	68	69
71	72	75	76	78	79	80	81	82	83	84	85	86	87	91
92	93	94	95	96	145	148	150	166	167	170				

- 11 INTEGRITY: Honest and impartial; maintains confidentiality of information; refrains from using position for personal gain.

Importance: 4.3

Tasks:

2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
17	18	19	20	21	22	23	24	26	27	28	29	30	31	32
33	34	35	36	37	38	39	40	41	42	43	44	45	46	47
48	49	50	51	52	53	54	55	56	57	58	60	62	65	67
71	75	76	78	79	80	81	82	83	84	85	87	92	93	94
95	96	97	98	99	100	101	102	103	115	144	145	166	167	170

- 12 DEPENDABILITY: Acts responsibly and reliably in all situations; willing to accept the consequences of one's decisions and behavior; is disciplined, thorough, accurate and punctual.

Importance: 4.3

Tasks:

2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
17	18	19	20	21	22	23	24	26	27	28	29	30	31	32
33	34	35	36	37	38	39	40	41	42	43	44	45	46	47
48	49	50	51	52	53	54	55	56	57	58	60	62	65	67
68	69	71	72	75	76	78	79	80	81	82	83	84	85	86
87	90	91	92	93	94	95	96	97	98	99	100	101	102	103
108	114	115	116	125	127	128	132	137	138	139	143	144	145	148
149	150	154	155	156	157	159	160	161	162	164	166	167	170	

APPENDIX 9

Trait Linkage Summary Report

Average Importance Rating and Task Linkages (ID Number of Each Task)

- 13 **MOTIVATION:** Displays hustle and drive in reaching work goals; self-motivated; makes use of "down time"; recognizes that the job may require additional time and energy; seeks answers to issues and questions; keeps trying, even in difficult or adverse situations.

Importance: 3.8

Tasks:

2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
17	18	19	20	21	22	23	24	26	27	28	29	30	31	32
33	34	35	36	37	38	39	40	41	42	43	44	45	46	47
48	49	50	51	52	53	54	55	56	58	60	62	65	67	68
69	71	72	75	76	78	79	80	81	82	83	84	85	86	87
90	91	92	93	94	95	96	97	98	99	100	101	102	103	108
114	115	116	125	127	128	132	138	139	143	144	145	148	149	150
154	155	156	157	159	160	161	162	164	166	167	170			

- 14 **PRODUCTIVITY:** Performs work in an efficient, organized and timely manner; performs effectively without constant supervision.

Importance: 4.0

Tasks:

2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
17	18	19	20	21	22	23	24	26	27	28	29	30	31	32
33	34	35	36	37	38	39	40	41	42	43	44	45	46	47
48	49	50	51	52	53	54	55	56	58	60	62	65	67	68
69	71	72	75	76	78	79	80	81	82	83	84	85	86	87
90	91	92	93	94	95	96	97	98	99	100	101	102	103	108
114	115	116	125	127	128	132	137	138	139	143	144	145	148	149
150	154	155	156	157	159	160	161	162	164	166	167	170		