

SURVEY ON ADMINISTRATION AND MANAGEMENT OF POLICE IN LATIN AMERICA AND THE CARIBBEAN (SAMP-LAC)

Questionnaire and Methodology

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The authors are grateful for the contributions of the IDB Citizen Security team, General Oscar Naranjo (former head of the Colombian National Police), Richard Aborn (Director of the Citizens Crime Commission of New York City), Dr. Cynthia Lum (Director of the Center for Evidence-Based Crime Policy at George Mason University), and Dr. Rodrigo Canales (Associate Professor of Organizational Behavior at Boston University).

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Introduction

SURVEY ON ADMINISTRATION AND MANAGEMENT OF
POLICE IN LATIN AMERICA AND THE CARIBBEAN (SAMP-LAC)

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Introduction

The Inter-American Development Bank (IDB), and in particular the Citizen Security Division, has been working for more than 20 years to assist countries in Latin America and the Caribbean (LAC) in matters of citizen security through the design and implementation of programs, as well as the generation of knowledge in this area. As part of this experience, the Bank has noted the absence of a tool that allows for systematic and institutional diagnosis of the region's police forces, as well as a theoretical framework of management principles that can provide guidance to law enforcement professionals facing the challenges posed by a region with the highest crime rates in the world and with endemic fiscal restrictions.

The IDB Survey on Administration and Management of Police in Latin America and the Caribbean (SAMP-LAC) represents a novel instrument for institutional police diagnostics by collecting information from police forces on the resources used, management processes carried out, and results obtained. The questionnaire can be used to gather baseline data for police and researchers in LAC. It can provide important insights for (a) future work on the most relevant institutional aspects of the police which are critical for reducing crime and increasing public trust and (b) the identification of areas for police improvement. The questionnaire was built by the IDB based on existing instruments,¹ the academic knowledge base and expert input,² and empirical evidence and best practice.

The 2019–20 version of the SAMP-LAC was administered to 18 police institutions serving the region's major cities.³ For comparison purposes, two police agencies from the United States⁴

1 The IDB SAMP-LAC is based on the core questionnaire of the United States Law Enforcement Management and Administrative Statistics (LEMAS) survey, which has been used to collect data from more than 3,000 police agencies nationwide since 1987 (with its most recent application in 2020). The core questions of the LEMAS survey were reviewed by the editors and the IDB Expert Advisory Group and adapted for LAC. While there were many additions and some adjustments, core LEMAS questions were included that allowed for some comparisons with U.S. police organizations of different sizes and capabilities.

2 The police advisory group that supported the development of the survey is composed of: General Oscar Naranjo (former head of the Colombian National Police), Richard Aborn (Director of the Citizens Crime Commission of New York City), Dr. Cynthia Lum (Director of the Center for Evidence-Based Crime Policy at George Mason University), Dr. Rodrigo Canales (Associate Professor of Organizational Behavior at Boston University), and Dr. Philip Keefer (Senior Economic Advisor to the IDB, Institutions for Development Sector).

3 Buenos Aires (Argentina), Rosario (Argentina), New Providence (Bahamas), Bridgetown (Barbados), La Paz (Bolivia), Florianópolis (Brazil), Santiago (Chile), Bogotá (Colombia), San José (Costa Rica), Quito (Ecuador), Georgetown (Guyana), Tegucigalpa (Honduras), Kingston (Jamaica), Mexico City (Mexico), Panama City (Panama), Asunción (Paraguay), Lima (Peru), and Montevideo (Uruguay).

4 Los Angeles and New York (United States).

and one from Europe⁵ were also included. Participating police institutions were given explicit instructions to complete a single survey consisting of seven modules (see Table 1), each of which was completed by a data collection focal point designated by the institution itself.

The seven survey modules applied to the selected police forces included the following: structure; administrative data; management and oversight; operations; information, data analysis, and technology; human resource management; and training and instruction. The data collection methodology was designed to obtain easily comparable responses based on specific characteristics of police institutions at the city level (see “main items” in Table 1).

The questionnaire was answered by individuals recognized within police agencies for their in-depth knowledge of each of the specific module topics. In this sense, it was not a survey applied to a representative sample of all officers who are part of each institution. Additionally, the questionnaire was applied only to the police force predominantly responsible for surveillance and/or patrol and daily response in the main metropolitan cities.

TABLE 1. Modular Structure of the Questionnaire

MODULE	CONTENT	MAIN ITEMS	RESPONSIBLE FOR DATA COLLECTION
1	Institutional structure	Organization (state or national), police functions	Designated police survey focal point
2	Administrative data	Organizational and functional structure, equipment, technology, personnel, budget, performance	Designated police survey focal point
3	Management and oversight	Planning, transparency, oversight mechanisms	Chief of police or a delegate
4	Operations	Strategies, tactics, deployment	Head of operations management
5	Information, data analysis, and technology	Technology and Information systems, criminal data analysis	Head of the information, technology, and data unit
6	Human resource management	Selection, incorporation, professional development	Head of human resources
7	Training and instruction	Training programs and curriculum of police academies	Director of the police academy

⁵ Madrid (Spain).



Explanatory Notes for the Questionnaire

SURVEY ON ADMINISTRATION AND MANAGEMENT OF
POLICE IN LATIN AMERICA AND THE CARIBBEAN (SAMP-LAC)

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Explanatory Notes for the Questionnaire

The information requested in all modules (except Module 7) refers to the police force for the city that is predominantly responsible for policing and/or patrolling, as well as day-to-day response.

In general, when information does not exist or is not available, please specify the reason in a footnote (e.g., no record exists, etc.).

All data refers to the last complete year, if possible, 2019 or 2020.

► Questions without Answers

When the question is numerical, for example, “Total license plate readers”:

- a. If there are none, the answer should be 0.
- b. If there is no exact number for the city, provide an approximate estimate.

If you have any questions about this questionnaire, please contact the IDB.

► Institutional Structure

POLICE DISTRICTS/ PRECINCTS	Territorial unit into which police work in the city is divided (district, police precincts, etc.)
FIXED POLICE STATIONS	Physical structure (buildings) located in each territorial unit
FIXED SUB-STATIONS	Physical structure (buildings, etc.) located in each territorial unit that does not offer all the services of a full police station
MOBILE SUB-STATIONS	Mobile structure that does not offer all the services of a fixed station

► Equipment

PATROL CARS	Official vehicles (cars) used by police officers for their work
POLICE-ISSUED MOBILE PHONES	Mobile phones provided by the institution (not personal ones)

► Technology

TOTAL NUMBER OF SERVICE CALLS RECEIVED	Of the total calls received, only those requiring a response from the police
TOTAL NUMBER OF VIDEO CAMERAS	Video cameras installed in patrol vehicles or police stations
TOTAL NUMBER OF CLOSED-CIRCUIT TELEVISION (CCTV) CAMERAS	CCTV cameras that the police themselves monitor and are not the responsibility of other organizations (for example, municipal or city government, mayor's office, transportation systems, private organizations, etc.)

► Crimes

CRIMES (HOMICIDES, VIOLENT ROBBERIES, ETC.)	Number of cases during the last complete year available (12 months)
ARRESTS/CAPTURES	Number of people arrested during the last complete year available (12 months)
CLEARED CASES	Number of cases of a certain crime in which it was possible to identify and capture the perpetrator and the case was transferred to the responsible prosecutor's office or judicial institution (regardless of the fiscal and judicial process)

► Personnel

TOTAL NUMBER OF POLICE OFFICERS (SWORN OFFICERS WITH ARREST POWER) AND CIVILIAN PERSONNEL	All personnel employed by the police (both in charge of administrative and operational tasks)
SENIOR OFFICIALS (SUPERIOR OFFICERS)	Senior officers, from major to general
LINE POLICE (FRONT-LINE OFFICERS)	Police officers ranging from cadet to captain

► Salaries and Benefits

MINIMUM/MAXIMUM SALARY FOR SWORN POLICE PERSONNEL	Lowest/highest salary of all sworn police officers in the city
MINIMUM/MAXIMUM SALARY FOR POLICE DISTRICT SUPERVISOR	Lowest/highest salary of active station or district chiefs. The supervisor is responsible for the territorial unit (district, police station, etc.).
MINIMUM/MAXIMUM SALARY FOR SERGEANT OR EQUIVALENT FIRST-LINE SUPERVISOR	Lowest/highest salary for active first-line supervisors in the city. A first-line supervisor is an officer who directly monitors or coordinates the activities of line officers. May also be called patrol sergeant, police captain, police sergeant, sergeant, etc.
MINIMUM/MAXIMUM SALARY FOR FIRST-LINE POLICE OFFICER	Lowest/highest salary for this police category in the city. Line police are those who perform daily patrol and response to calls for service and who have no supervisory responsibility for other police officers.



Questionnaire

SURVEY ON ADMINISTRATION AND MANAGEMENT OF
POLICE IN LATIN AMERICA AND THE CARIBBEAN (SAMP-LAC)

Questionnaire and Methodology

Questionnaire

Module 1: Institutional Structure

To be answered by the **focal point** designated to coordinate responses to this questionnaire.

► Initial Questions

1 Which of the following police forces operate in the city/metropolitan area?

Please select all categories that apply.

- a. ☐ Federal
- b. ☐ State
- c. ☐ Municipal
- d. ☐ National

2 Which is the main police force in charge of patrol, surveillance, and daily response IN THE CITY? Please select all categories that apply.

- a. ☐ Federal
- b. ☐ State
- c. ☐ Municipal
- d. ☐ National

Please specify the force(s) and/or unit(s):

3 Which police force is primarily responsible for the reaction to high-impact crimes IN THE CITY? Please select all categories that apply.

- a. ☐ Federal
- b. ☐ State
- c. ☐ Municipal
- d. ☐ National

Please specify the names of the force(s) and/or unit(s):

4 Which police force is responsible for reacting to extraordinary events or dangerous criminals (e.g., organized crime)?

- a. ☐ Federal
- b. ☐ State
- c. ☐ Municipal
- d. ☐ National

Please specify the names of the force(s) and/or unit(s):

5 Which police force is responsible for the criminal investigation to follow up on a case of a crime already committed IN THE CITY? Please select all categories that apply.

- a. ☐ Federal
- b. ☐ State
- c. ☐ Municipal
- d. ☐ National

Please specify the names of the force(s) and/or unit(s):

6 Which police force is responsible for the criminal analysis to determine crime patterns and prevent crime **IN THE CITY**? Please select all categories that apply.

- a. ☐ Federal
- b. ☐ State
- c. ☐ Municipal
- d. ☐ National

Please specify the names of the force(s) and/or unit(s):

7 Which of the following functions were your police institution's **MAIN** responsibilities in the last year? Please mark with an X all that apply.

LAW ENFORCEMENT FUNCTIONS	SPECIAL OPERATIONS
<input type="checkbox"/> Responding to citizen calls <input type="checkbox"/> Patrol services <input type="checkbox"/> First response to criminal incidents <input type="checkbox"/> Execution of arrests	<input type="checkbox"/> Bombs/explosives deactivation <input type="checkbox"/> Search and rescue <input type="checkbox"/> Special weapons and tactics (SWAT) <input type="checkbox"/> Underwater recovery
TRANSIT- AND VEHICLE-RELATED FUNCTIONS	ARREST-RELATED FUNCTIONS
<input type="checkbox"/> Traffic control and regulation <input type="checkbox"/> Traffic penalties <input type="checkbox"/> Accident investigation <input type="checkbox"/> Parking enforcement <input type="checkbox"/> Commercial vehicle-related procedures <input type="checkbox"/> Traffic accident prevention	<input type="checkbox"/> Jail operation <input type="checkbox"/> Lockup or temporary detention center (for overnight detentions) <input type="checkbox"/> Temporary holding cell (for non-night detentions) <input type="checkbox"/> Inmate transportation

CRIMINAL INVESTIGATION OF	OTHER FUNCTIONS
<input type="checkbox"/> Homicide <input type="checkbox"/> Organized crime <input type="checkbox"/> Cybercrime	<input type="checkbox"/> Dispatch of police forces <input type="checkbox"/> Dispatch of fire-fighting services <input type="checkbox"/> Management of a training academy <input type="checkbox"/> Management of a re-training center
COURT-RELATED FUNCTIONS	
<input type="checkbox"/> Security of court facilities <input type="checkbox"/> Serving the civil process <input type="checkbox"/> Executing eviction orders <input type="checkbox"/> Enforcing protection orders	

Module 2:

Administrative Data

To be answered by the **designated focal point** with inputs from the entire institution.

Note: The data requested below should be collected only for the police force that is predominantly responsible for surveillance and/or patrolling and daily response in the capital city. Likewise, please consider for your responses the 12-month period ending in December of the last year. Finally, if you have any questions, please contact the IDB.

POLICE FORCE STRUCTURE

Please indicate the number of the following structures for the last year.

	NUMBER
Police districts/precincts (main territorial division)	
Fixed police stations	
Mobile sub-stations	
Fixed sub-stations	

POLICE FORCE EQUIPMENT

Please indicate the number of the following equipment for the last year.

	NUMBER
Total number of patrol cars	
Patrol cars that are out of service	
Patrol cars that can be tracked via GPS	
Patrol cars with radios	
Patrol cars with radios that are out of service	
Total number of motorcycles	
Motorcycles that are out of service	
Motorcycles that can be tracked via GPS	
Total number of service weapons (firearms)	

	NUMBER
Total number of police-issued mobile phones	
Mobile phones that are out of service	
Mobile phones with GPS tracking capability	
Total number of radios that officers carry on their person	
Radios that police officers carry on their person that are out of service	
Radios carried by officers with GPS tracking capability	
Total number of computers	
Computers that are out of service	
Computers at police stations (fixed or desktop computers)	
Computers in vehicles	
Laptops/tablets	

INFORMATION TECHNOLOGIES

Please indicate the number of the the following information technologies for the last year.

	NUMBER
Total number of service calls received	
Number of calls/requests for service resulting in dispatch of officer(s) or use of on-site unit	
Number of total police incident responses originating with an emergency call	
Total number of video cameras	
Vehicle-mounted cameras inside patrol cars	
Working vehicle-mounted cameras in patrol cars	
Total number of license plate readers	
Operating license plate readers	
Total number of closed-circuit television (CCTV) cameras	
Working closed-circuit television (CCTV) cameras	
Number of full-time or part-time staff dedicated to video monitoring (real time)	
Number of full-time or part-time staff dedicated to archiving or processing video footage	

Note: With respect to the data requested below, please consider a **career police officer, or sworn officer**, as one who has taken an oath to serve their jurisdiction and wears a badge. In the performance of their duties they may (usually) carry a firearm and have the power to make an arrest. In addition, **a first-line supervisor** directly monitors or coordinates the activities of other officers. They may also be known as Patrol Sergeant, Police Captain, Police Sergeant, Sergeant, etc.

PERSONNEL

Please indicate the number of the following police officers for the last year.

	NUMBER
Total number of police officers (sworn officers with arrest power) and civilian personnel	
Number of FEMALE sworn officers and civilian personnel	
Number of sworn police officers	
Number of FEMALE sworn police officers	
Number of Director(s)/Police Chiefs(s)	
Number of FEMALE Director(s)/Police Chiefs(s)	
Total number of intermediate supervisors (below the Executive Director but with a higher rank than that of first-line supervisor)	
Total number of FEMALE Intermediate supervisors (below the Executive Director but with a higher rank than the first-line supervisor)	
Total number of first-line supervisors	
Total number of FEMALE first-line supervisors	
Total number of mental health professionals	
Police officers under the age of 18	
Police officers from 18 to 35	
Police officers over 35	
Police officers with a university degree	

Note: For the data requested below, please enter the number of **Sworn Police Officers** that performed the following functions during the last year. Staff may be counted in more than one category, but the number in each category must not exceed the total number of **Police Officers**. If there is none, enter 0.

PERSONNEL FUNCTIONS

Please provide the number of the following police officers for the last year.

	NUMBER
Total number of sworn officers with regularly assigned duties of patrolling, surveillance, and responding to calls for service	
Total number of community police officers	
Total number of officers engaged in criminal investigation	

SALARIES AND BENEFITS

Please provide the following salary figures in local currency for the last year.

	SALARY IN LOCAL CURRENCY
Minimum salary for sworn police personnel	
Maximum salary for sworn police personnel	
Minimum salary for Executive Director (Chief of Police, Director, Commissioner, Superintendent, etc.)	
Maximum salary for Executive Director (Chief of Police, Director, Commissioner, Superintendent, etc.)	
Minimum salary for station or police district supervisor ⁶	
Maximum salary for station or police district supervisor ⁷	
Minimum salary for Sergeant or equivalent first-line supervisor	
Maximum salary for Sergeant or equivalent first-line supervisor	
Minimum salary for front-line police officer	

⁶ A police officer who supervises an entire watch shift in smaller departments, or areas of a precinct and individual detective squads in larger departments.

⁷ A police officer who supervises an entire watch shift in smaller departments, or areas of a precinct and individual detective squads in larger departments.

	SALARY IN LOCAL CURRENCY
Maximum salary for front-line police officer	
Minimum salary for crime analyst	
Maximum salary for crime analyst	

Please indicate the percentage of staff who received certain benefits in the last year.

	PERCENTAGE
Personnel receiving educational stipends	
Personnel receiving housing assistance	
Personnel receiving pension plans	
Personnel receiving health insurance	
Personnel receiving life insurance	
Personnel receiving performance bonuses	

HIRING, SEPARATION, AND PROMOTION

Please indicate the number of police officers as indicated for the year the last year.

	NUMBER
Number of new vacancies for sworn police officers	
Number of newly hired sworn police officers	
Sworn police officers transferred from other cities/states	
Sworn police officers on probation (trial) period	
Total number of sworn police officers who separated from the police institution	
Sworn police officers who were fired	
Sworn police officers rejected during the probation/trial period	

	NUMBER
New vacancies for civilians	
Newly hired civilians	
Civilians transferred from other police districts	
Civilians who separated from the police	
Civilians who were fired	

	NUMBER
Total number of police officers considered for promotion	
Total number of promoted police officers	
Total number of police officers who applied for positions that resulted in salary increases	
Total number of police officers who received a promotion that resulted in an increase in salary	

INTERNAL/EXTERNAL CONTROL

Please indicate the number of investigations for the last year.

	NUMBER
Total number of investigations carried out by internal affairs units	
Investigations conducted by internal affairs units for cases of ABUSE OF FORCE	
Investigations conducted by internal affairs units for CORRUPTION (number of cases)	
Total number of investigations conducted by internal affairs units that RESULTED IN SANCTIONS	
Investigations conducted by internal affairs units that resulted in SANCTIONS for cases of ABUSE OF FORCE	
Investigations carried out by internal affairs units that led to SANCTIONS for CORRUPTION	
Total number of investigations carried out by internal affairs units that RESULTED IN OFFICER SEPARATION FROM THE FORCE	
Investigations carried out by internal affairs units that resulted in officer separation from the force for cases of ABUSE OF FORCE	
Investigations carried out by internal affairs units that resulted in the withdrawal of the officer for CORRUPTION (number of cases)	

	NUMBER
Total number of police officers investigated by an EXTERNAL CIVILIAN ENTITY for improper use of force	
Number of police officers investigated by an EXTERNAL CIVILIAN ENTITY for improper use of force that ended in the officer being absolved	
Number of police officers investigated by an EXTERNAL CIVILIAN ENTITY for improper use of force that resulted in official sanctions	

Note: Regarding the data requested below, please enter your police force total operating budget (in national currency and to the second decimal place) for the last tax or calendar year that includes December. Do not include construction costs or other capital expenditures. If not available, provide an estimate and mark an X in the estimate box.

BUDGET

Please indicate values in the local currency for the last year.

	VALUE IN LOCAL CURRENCY	ESTIMATE
Total planned budget		<input type="checkbox"/>
Total executed budget		<input type="checkbox"/>
Total (executed) operational salaries		<input type="checkbox"/>
Total (executed) administrative salaries		<input type="checkbox"/>
Total (executed) equipment budget		<input type="checkbox"/>
Total (executed) pensions		<input type="checkbox"/>
Total personnel salaries		<input type="checkbox"/>

PERFORMANCE

Please indicate the number for the last year.

	NUMBER
Citizen complaints received against police officers	
Homicides	
Arrests/captures for homicide	
Cleared cases of homicide	

	NUMBER
Violent robberies	
Arrests/captures for robbery (with use of violent)	
Cleared cases of robbery (with use of violent)	
Vehicle thefts	
Arrests/captures for vehicle theft	
Cleared cases of vehicle theft	
Residential (home) burglaries	
Arrests/captures for residential burglary	
Cleared cases of residential burglary	
Average officer response time between service call and dispatch	

Comments or clarifications:

Module 3:

Management and Oversight

To be answered from the perspective of the city's **Chief of Police or Deputy Chief of Police**, or their delegate.

► A. Management

1 What is the period over which you plan medium/long-term goals and objectives? Please select only one option.

- a. ☐ Every year
- b. ☐ Every two years
- c. ☐ Every three years
- d. ☐ Every five years
- e. ☐ We do not currently plan
- f. ☐ Other. Please specify: _____

2 Do you currently have a written strategic plan/action plan for the police in your city? Please select only one option.

- a. ☐ Yes, there is only one plan for the city police.

If so, could you please provide us with a digital copy or web link of the plan?

- ☐ We are including a digital copy
- ☐ The web link is _____

- b. ☐ Yes, there is more than one plan for the city police.

If so, could you please provide us with a digital copy or web link of the plan?

- ☐ We are including a digital copy
- ☐ The web link is _____

- c. ☐ No, but there is a national plan that includes our police
- d. ☐ No, we are in the process of developing a plan
- e. ☐ No, we do not have a written plan

3 Do you formally review the main priorities for the police institution each year?

- a. ☐ Yes
- b. ☐ No

4 What is the number one priority of the police this year? Please select only one option.

- a. ☐ To reduce armed robbery
- b. ☐ To reduce robbery to homes and businesses
- c. ☐ To reduce vehicle theft
- d. ☐ To reduce domestic violence
- e. ☐ To reduce homicide
- f. ☐ To reduce assaults
- g. ☐ To reduce gang-related violence
- h. ☐ To increase trust in the police/increase satisfaction with the police
- i. ☐ Other. Please specify: _____

5 What is the number two priority of the police this year? Please select only one option.

- a. ☐ To reduce armed robbery
- b. ☐ To reduce robbery to homes and businesses
- c. ☐ To reduce vehicle theft
- d. ☐ To reduce domestic violence
- e. ☐ To reduce homicide
- f. ☐ To reduce assaults
- g. ☐ To reduce gang-related violence
- h. ☐ To increase trust in the police/increase satisfaction with the police
- i. ☐ Other. Please specify: _____

6 What is the number three priority of the police this year? Please select only one option.

- a. ☐ To reduce armed robbery
- b. ☐ To reduce robbery of homes and businesses
- c. ☐ To reduce vehicle theft
- d. ☐ To reduce domestic violence
- e. ☐ To reduce homicide
- f. ☐ To reduce assaults
- g. ☐ To reduce gang-related violence
- h. ☐ To increase trust in the police/increase satisfaction with the police
- i. ☐ Other. Please specify: _____

7 Using a scale of 1 to 5, which aspect was most important in determining the above-mentioned priorities: the priorities of the NATIONAL GOVERNMENT, or of the MUNICIPAL GOVERNMENT?

[illegible]

8 Using a scale of 1 to 5, which aspect was most important in determining the above-mentioned priorities: the priorities of the STATE/PROVINCIAL GOVERNMENT, or of the MUNICIPAL GOVERNMENT?

[illegible]

- 9 On a scale of 1 to 5, which aspect was most important in determining the above-mentioned priorities: CITIZENS' COMPLAINTS AND CONCERNS, or the ANALYSIS OF DATA ON COMMITTED CRIMES?

1	2	3	4	5	DOES NOT APPLY
Complaints and concerns of citizens are much more important				Data analysis is much more important	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- 10 On a scale of 1 to 5, which aspect was most important in determining the above-mentioned priorities: the PRIORITIES OF THE ELECTED AUTHORITIES, or the ANALYSIS OF DATA ON CRIMES COMMITTED?

1	2	3	4	5	DOES NOT APPLY
Priorities of the elected authorities are much more important				Data analysis is much more important	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- 11 Have the top crime priorities for the city changed within the last two years?

- a. ☐ Yes
- b. ☐ No

- 11 A IF YES: In response to the change in priorities, in the last 12 months, has your police institution made any of the following changes? Please select all that apply.

- a. ☐ Intensive effort to communicate the change in priorities to all front-line officers
- b. ☐ Changed the number of officers hired
- c. ☐ Reallocated resources and personnel across police precincts
- d. ☐ Instituted special training programs for officers
- e. ☐ Initiated special programs of citizen outreach

f. ☐ Created internal special working groups to deal with specific problems

g. ☐ Created external special working groups to deal with specific problems

- 12** Does your police force currently have specific, measurable goals to reduce the crimes listed below? If yes, what was the indicator, baseline value, baseline year, target value, and year in which the target will be reached? NOTE: If you cannot provide the indicator, baseline value, baseline year, target value, and year in which the target will be reached, then the answer must be "no."

Follow the example to fill out the data below:

INDICATOR	HOMICIDE RATE PER 100,000 INHABITANTS
Baseline value	30
Baseline year	2020
Target value	20
Year in which the target will be reached	2025

a. Homicide

☐ Yes

Indicator _____

Baseline value _____

Baseline year _____

Target value _____

Year in which the target will be reached _____

☐ No

b. Assault

☐ Yes

Indicator _____

Baseline value _____

Baseline year _____

Target value _____

Year in which the target will be reached _____

☐ No

c. Armed robbery

☐ Yes

Indicator _____

Baseline value _____

Baseline year _____

Target value _____

Year in which the target will be reached _____

☐ No

d. Residential burglary

☐ Yes

Indicator _____

Baseline value _____

Baseline year _____

Target value _____

Year in which the target will be reached _____

☐ No

e. Vehicle theft

☐ Yes

Indicator _____

Baseline value _____

Baseline year _____

Target value _____

Year in which the target will be reached _____

☐ No

f. Rape☐ Yes

Indicator _____

Baseline value _____

Baseline year _____

Target value _____

Year in which the target will be reached _____

☐ No**g. Domestic violence**☐ Yes

Indicator _____

Baseline value _____

Baseline year _____

Target value _____

Year in which the target will be reached _____

☐ No**h. Gang-related violence**☐ Yes

Indicator _____

Baseline value _____

Baseline year _____

Target value _____

Year in which the target will be reached _____

☐ No

Comments/clarifications:

- 13** Does your police force currently have specific, measurable goals to change citizens' perception/trust? If yes, what was the indicator, baseline value, baseline year, target value, and year in which the target will be reached? NOTE: If there is no indicator, baseline value, baseline year, target value, and year in which the target will be reached, then the answer must be "no."

a. Citizen fear/perception of insecurity

☐ Yes

Indicator _____

Baseline value _____

Baseline year _____

Target value _____

Year in which the target will be reached _____

☐ No

b. Citizen satisfaction with police service

☐ Yes

Indicator _____

Baseline value _____

Baseline year _____

Target value _____

Year in which the target will be reached _____

☐ No

c. Citizen trust in the police☐ Yes

Indicator _____

Baseline value _____

Baseline year _____

Target value _____

Year in which the target will be reached _____

☐ No**d. Citizen complaints**☐ Yes

Indicator _____

Baseline value _____

Baseline year _____

Target value _____

Year in which the target will be reached _____

☐ No**e. Percentage of crimes not reported**☐ Yes

Indicator _____

Baseline value _____

Baseline year _____

Target value _____

Year in which the target will be reached _____

☐ No

Comments/clarifications:

- 14** Are there formal protocols that require your police institution to report on **PROGRESS ON CITY CRIME GOALS**? If there is a formal protocol, how often do you report to each **source**? Please mark yes or no to all that apply. When there is a formal protocol, complete the appropriate frequency.

- a. ☐ Yes, there are formal protocols for reporting to THE AUTHORITY(IES) (mayor/governor/secretary/ministry) on progress towards goals every _____ (days/weeks/months).
- ☐ No
- b. ☐ Yes, there are formal protocols for reporting to THE MEDIA on progress towards goals every _____ (days/weeks/months).
- ☐ No
- c. ☐ Yes, there are formal protocols for reporting to THE LOCAL CONGRESS on progress towards goals every _____ (days/weeks/months).
- ☐ No
- d. ☐ Yes, there are formal protocols for reporting to CITIZEN COUNCILS OR FORUMS on progress towards goals every _____ (days/weeks/months).
- ☐ No
- e. ☐ None of the above.
- f. ☐ Other. Please specify: _____

- 15** Are there different and specific goals for each unit and district in the police agency that are formally evaluated?

- a. ☐ Yes
- b. ☐ No

15 A IF YES: What is the lowest level at which goals vary?

16 What is the timeline for goals established with the district or unit leaders? Please mark all that apply.

- a. ☐ Daily goals
- b. ☐ Weekly goals
- c. ☐ Monthly goals
- d. ☐ Bi-monthly goals
- e. ☐ Semi-annual goals
- f. ☐ Annual goals

17 How FREQUENTLY does the POLICE CHIEF/COMMISSIONER review crime statistics with DIVISION/DISTRICT COMMANDERS? Please mark all that apply.

- a. ☐ Daily
- b. ☐ Weekly
- c. ☐ Monthly
- d. ☐ Bi-monthly
- e. ☐ Semi-annually
- f. ☐ Annually
- g. ☐ Never

18 HOW does the POLICE CHIEF/COMMISSIONER review crime statistics with DIVISION/DISTRICT COMMANDERS?

19 How FREQUENTLY do DIVISION/DISTRICT COMMANDERS review crime statistics with MEMBERS OF THEIR COMMAND? Please mark the appropriate option.

- a. ☐ Daily
- b. ☐ Weekly
- c. ☐ Monthly
- d. ☐ Bi-monthly
- e. ☐ Semi-annually
- f. ☐ Annually
- g. ☐ Never

20 HOW do DIVISION/DISTRICT COMMANDERS review crime statistics with their COMMAND MEMBERS?

21 Please indicate if the following metrics of performance of the police department/agency are tracked. If an indicator is tracked, indicate how important the indicator is in the evaluation of agency/department performance.

	YES, WE MEASURE AND TRACK THIS INDICATOR	NOT IMPORTANT AT ALL	SOMEWHAT IMPORTANT	IMPORTANT	VERY IMPORTANT
Arrests	<input type="checkbox"/>				
Citizen calls to the police	<input type="checkbox"/>				
Percentage of service calls answered by an officer	<input type="checkbox"/>				
Average officer response time to a dispatched call for service	<input type="checkbox"/>				
Percentage of various crimes that are cleared (by arrest of a suspect)	<input type="checkbox"/>				

	YES, WE MEASURE AND TRACK THIS INDICATOR	NOT IMPORTANT AT ALL	SOMEWHAT IMPORTANT	IMPORTANT	VERY IMPOR- TANT
Citizen complaints about police officers	<input type="checkbox"/>				
Citizen satisfaction after police encounters (i.e., via follow-up survey)	<input type="checkbox"/>				

22 Does your police institution use other metrics to monitor its performance? Please explain.

23 How does your police institution report progress on the above-mentioned performance metrics? Please mark all that apply and fill in their corresponding frequency.

- a. ☐ Report submitted to the relevant authority (mayor/governor/secretary/ministry) every _____ (days/weeks/months)
- b. ☐ Review with district-level management every _____ (days/weeks/months)
- c. ☐ Review with station-level management every _____ (days/weeks/months)
- d. ☐ Review with line-level officers every _____ (days/weeks/months)
- e. ☐ Reports to the public every _____ (days/weeks/months)
- f. ☐ Reports to local congress every _____ (days/weeks/months)
- g. ☐ Report to citizen councils every _____ (days/weeks/months)
- h. ☐ Report to other organized citizen entities every _____ (days/weeks/months).
Please specify: _____
- i. ☐ None of the above
- j. ☐ Other. Please specify: _____

- 24** Does your police institution use the CompStat⁸ management methodology, or something similar? Please mark one option.
- a. ☐ Yes, we use CompStat
 - b. ☐ Yes, we use an adapted similar management methodology
 - c. ☐ No, we use a different management approach, but it is formalized and structured. (Skip to question 28.)
 - d. ☐ No, management is done informally and for a specific purpose. (Skip to question 28.)
- 25** What is the frequency of management meetings (CompStat style) to discuss crime rates and priorities in the city? Please mark one option.
- a. ☐ Meetings are held with undefined frequency. (Skip to question 28.)
 - b. ☐ Weekly
 - c. ☐ Every two weeks
 - d. ☐ Every three weeks
 - e. ☐ Monthly
 - f. ☐ Every two months
 - g. ☐ Less than every two months
- 26** Is the above-mentioned frequency of meetings (CompStat style) to talk about crime rates and priorities always maintained? Please mark one option.
- a. ☐ Yes, the same frequency is maintained no matter what
 - b. ☐ No, sometimes the periodicity changes a little

8 A management approach that has become increasingly popular among police forces in the United States and internationally. CompStat focuses on identifying data-driven problems, geographic resource allocation, problem solving, and increased accountability for police managers. It was developed in part to help decentralize management decision-making, allowing local commanders to innovate but also to take direct responsibility for crime results.

- 27** How often did the following actors participate in meetings (CompStat style) in the last year? Please mark with an X the corresponding frequency for each of the following actors.

	ALWAYS PARTICIPATED	PARTICIPATED SEVERAL TIMES (MORE THAN ONCE)	INVITED TO PARTICIPATE FOR SPECIFIC OCCASION (ONCE)	NEVER PARTICIPATED
Mayor				
Chief/Police Commissioner				
Deputy Chief/Sub-Commander				
Special Unit Commanders/Chiefs				
Station Commanders/Chiefs				
Patrol Officers				
Crime analysts				
Other public officials of the municipality				
Public defender				
General public				
Academics				
Other. Please specify: _____				

Comments:

- 28** In day-to-day decision making, from the perspective of the Police Chief/Commissioner, what best represents the management philosophy for your institution regarding what the balance should be between the use of scientific research/knowledge (e.g., based on the rigorous evaluation of systematic data) and personal experience? Choose one answer.

- a. ☐ Experience should be most important (90%) and scientific knowledge should make little contribution (10%).
- b. ☐ Experience should be more important (75%), but scientific knowledge should make some contribution (25%).

- c. ☐ Experience (50%) and scientific knowledge (50%) should both make an equal contribution.
- d. ☐ Scientific knowledge should be more important (75%), but experience should make some contribution (25%).
- e. ☐ Scientific knowledge should be most important (90%) and experience should make little contribution (10%).

29 Do you face other serious challenges for police force management that the previous questions did not address? Could you please tell us what they are?

30 What is the greatest challenge your police institution faces in its effort to increase community trust in police?

► B. Transparency/Accountability/Supervision Mechanisms

To be answered by the Chief of Police, Deputy Chief of Police, or high-level command.

WRITTEN POLICIES

- 1** Does your police institution have **WRITTEN PROTOCOLS** on the following topics? Please mark only one answer per line.

	IS THERE A WRITTEN PROTOCOL?	IF YES, IS IT INCLUDED IN THE CODE OF CONDUCT OR RULES GOVERNING POLICE ACTION TO WHICH EACH OFFICER HAS ACCESS?	IS IT PUBLIC INFORMATION?	IF YES, PROVIDE A WEB LINK OR DIGITAL COPY.
Use of lethal force/firearm discharge	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Use of less than lethal force	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Off-duty employment of officers	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Maximum working hours allowed for officers	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Dealing with the mentally ill	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Dealing with the homeless	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Dealing with domestic disputes	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Dealing with juveniles	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Racial profiling	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Citizen Complaints	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Off-duty conduct	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Interaction with the media	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Collecting evidence from the crime scene	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Psychological counselling for police officers (and their families) exposed to traumatic events	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	

INTERNAL/EXTERNAL CONTROL MECHANISMS

2 Is there one or more internal affairs divisions/units to investigate alleged cases of corruption and police misconduct?

- a. ☐ No (Skip to question 3.)
- b. ☐ Yes, one unit
- c. ☐ Yes, there is more than one unit (disciplinary/administrative/criminal)

2 A IF YES: How many officers make up this division(s)? Please report the number for each type of officer or civilian.

- a. Sworn police officers: _____
- b. Undercover police officers: _____
- c. Civilians (including attorneys or representatives of citizens or other government agencies): _____

3 In a situation where a police officer observes another officer committing a violation of the police code of conduct, is it a violation for the observing officer not to report the violation by another officer?

- a. ☐ Yes
- b. ☐ No

4 How does your police institution internally document USE OF FORCE INCIDENTS? Please mark only the appropriate option.

- a. ☐ Form on the use of force
- b. ☐ The use of force is documented in the arrest/offense report
- c. ☐ There are no formal records of incidents of use of force. (Skip to question 5.)
- d. ☐ Other methods of documentation. Please specify: _____

4 A If your police institution internally documents incidents of use of force, how many incidents of use of force were recorded in the last year? _____

- ☐ It is not possible to provide a total number

5 How does your police institution document CITIZENS' REPORTS on ABUSE OF FORCE?

Please mark only the appropriate option.

- a. ☐ Use of a specific form
- b. ☐ Complaints documented in the arrest/offense report
- c. ☐ There are no formal citizen complaint records. (Skip to question 7.)
- d. ☐ Another method of documentation. Please specify: _____

6 For what purposes does your police institution use THE INFORMATION on the use of force and the citizen reports described above? Please mark only the appropriate option.

- a. ☐ Allocation of resources to neighborhoods
- b. ☐ Performance evaluation of the police institution
- c. ☐ Performance evaluation of the officer
- d. ☐ Evaluation of the effectiveness of the program
- e. ☐ Prioritization of crime/public order problems
- f. ☐ Provide information to patrol officers
- g. ☐ Restructuring of patrol/supervision areas
- h. ☐ Improving training
- i. ☐ Other. Please specify: _____
- j. ☐ None of the above

7 Does your police institution have a written policy requiring that citizen reports of improper use of force should be investigated from outside the chain of command where the accused police officer works?

- a. ☐ Yes. Please specify the name/number of the protocol or directive: _____
- b. ☐ No

8 Where can CITIZENS file a complaint against a police officer for ABUSE OF FORCE? Please mark all that apply.

- a. ☐ In person at the police station

- b. ☐ Online with the police
- c. ☐ With the Internal Affairs division
- d. ☐ With another special police office/division. Please specify: _____
- e. ☐ With a police institution under the direction of the Attorney General/Ministry of Justice or equivalent
- f. ☐ With an external body (i.e., civil oversight body, ombudsman, etc.)
- g. ☐ Phone hotline for this purpose
- h. ☐ Other. Please specify: _____
- i. ☐ None of the above

9 Where can CITIZENS file a complaint against an officer FOR ABUSE OF POWER? Please mark all that apply.

- a. ☐ In person at the police station
- b. ☐ Online with the police
- c. ☐ With the Internal Affairs division
- d. ☐ With another special police office/division. Please specify: _____
- e. ☐ With a police institution under the direction of the Attorney General/Ministry of Justice or equivalent
- f. ☐ With an external body (i.e., civil oversight body, ombudsman, etc.)
- g. ☐ Phone hotline for this purpose
- h. ☐ Other. Please specify: _____
- i. ☐ None of the above

10 Where can CITIZENS file a complaint against an officer for BRIBERY/CORRUPTION? Please mark all that apply.

- a. ☐ In person at the police station
- b. ☐ Online with the police
- c. ☐ With the Internal Affairs division

- d. ☐ With another special police office/division. Please specify: _____
- e. ☐ With a police institution under the direction of the Attorney General/Ministry of Justice or equivalent
- f. ☐ With an external body (i.e., civil oversight body, ombudsman, etc.)
- g. ☐ Phone hotline for this purpose
- h. ☐ Other. Please specify: _____
- i. ☐ None of the above

11 When making a complaint about the following types of incidents, do CITIZENS have to identify themselves?

- | | | |
|-----------------------|------------------------------|-----------------------------|
| a. Abuse of force | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| b. Abuse of power | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| c. Bribery/corruption | <input type="checkbox"/> Yes | <input type="checkbox"/> No |

12 What measures are used to protect the identity of citizens who make a complaint?

13 Can POLICE OFFICERS file an anonymous complaint about another police officer?

- a. ☐ Yes, for ABUSE OF FORCE. Please specify how:

- b. ☐ Yes, for ABUSE OF POWER. Please specify how:

- c. ☐ Yes, for BRIBERY/CORRUPTION. Please specify how:

- d. ☐ No

14 Is there a mandatory process and timeframe for internal disciplinary procedures for **USE OF FORCE complaints**? Please mark all that apply.

- a. ☐ Yes, there is a mandatory PROCESS with written protocol.
- b. ☐ Yes, there is a mandatory PROCESS without a written protocol.
- c. ☐ Yes, there is a mandatory TIMEFRAME to complete an investigation.
Please specify: _____
- d. ☐ No

15 Is there a mandatory process and timeframe for internal disciplinary procedures for **ABUSE OF POWER complaints**? Please mark all that apply.

- a. ☐ Yes, there is a mandatory PROCESS with written protocol.
- b. ☐ Yes, there is a mandatory PROCESS without a written protocol.
- c. ☐ Yes, there is a mandatory TIMEFRAME to complete an investigation.
Please specify: _____
- d. ☐ No

16 Is there a mandatory process and timeframe for internal disciplinary procedures for **BRIBERY/CORRUPTION complaints**? Please mark all that apply.

- a. ☐ Yes, there is a mandatory PROCESS with written protocol.
- b. ☐ Yes, there is a mandatory PROCESS without a written protocol.
- c. ☐ Yes, there is a mandatory TIMEFRAME to complete an investigation.
Please specify: _____
- d. ☐ No

17 When a police officer is accused of misconduct, is the supervising officer **AUTOMATICALLY** investigated for failure to intervene/supervise/hold the officer accountable? Please mark all that apply.

- a. ☐ Yes, there is a mandatory PROCESS with written protocol.
- b. ☐ Yes, there is a mandatory PROCESS without a written protocol.
- c. ☐ Yes, there is a mandatory TIMEFRAME to complete an investigation.
Please specify: _____
- d. ☐ No

18 If a police officer is a witness to a **SUPERIOR OFFICER** committing an offense, is there a **confidential channel for filing a complaint**? Please mark all that apply.

- a. ☐ Yes, through the internal affairs unit
- b. ☐ Yes, through an external oversight body within the Ministry of Justice or equivalent
- c. ☐ Yes, with police unions
- d. ☐ Yes, through other channels. Please explain: _____
- e. ☐ No, none of the above

19 Is there an **EXTERNAL/CIVILIAN AGENCY** in your jurisdiction that is empowered to review complaints against officers of your police institution? Please mark all that apply.

- a. ☐ Yes, for lethal use of force
- b. ☐ Yes, for use of less than lethal force
- c. ☐ Yes, for charges of abuse of power
- d. ☐ Yes, for charges of bribery or corruption
- e. ☐ No, none of the above. (Skip to question 21.)

20 Does this **EXTERNAL/CIVILIAN AGENCY** have an independent investigative authority with citation powers? Please mark all that apply.

- a. ☐ Yes, for lethal use of force
- b. ☐ Yes, for use of less than lethal force
- c. ☐ Yes, for charges of abuse of power

- d. ☐ Yes, for charges of bribery or corruption
- e. ☐ No, none of the above

21 Who has the final responsibility to take action regarding disciplinary measures (not criminal actions) in cases involving the improper use of force, prior to the defendant's appeal? Please mark all that apply.

- a. ☐ Head of the police institution (e.g., commander)
- b. ☐ Other personnel of the police force
- c. ☐ Government official
- d. ☐ Other. Please specify: _____

Module 4:

Operations

To be answered by **person in charge of operations management** in the city.

► A. Strategies/Tactics/Deployment

GEOGRAPHICAL CONCENTRATION (HOT SPOT) POLICING

- 1 Does your agency TARGET crime-fighting strategies in specific HIGH-CRIME AREAS?
 - a. ☐ Yes
 - b. ☐ No (Skip to question 9.)

- 2 How were these AREAS chosen? Please choose only one option based on the most accurate description.
 - a. ☐ Areas of priority determined by management based on the following criteria:

 - b. ☐ Areas of known concentration of crime (based on experience of officers)
 - c. ☐ Areas determined by crime-mapping analysis using crime data

- 3 What is the size of the targeted area(s)?
 - a. ☐ State, province, or constituency
 - b. ☐ Police station level division (district)
 - c. ☐ Neighborhood
 - d. ☐ Street segment or block
 - e. ☐ Area smaller than a neighborhood, but bigger than a street block (i.e., commercial area, park, industrial area, etc.)
 - f. ☐ Other. Please specify: _____

4 How often are target areas reassessed? Please choose only one option.

- a. ☐ Weekly
- b. ☐ Monthly
- c. ☐ Bi-annually
- d. ☐ Annually
- e. ☐ There is no specific time

5 How often are the following tactics/strategies applied in these target/high-crime areas?

Please rate the following strategies according to the frequency with which they are used in high-crime areas.

	ALWAYS	USUALLY	SOMETIMES	RARELY	NEVER
Saturation patrols					
Curfew					
Intensified searches for illegal weapons					
Intensified searches for illegal firearms					
Increased vehicle patrols					
Increased foot patrols					
Greater community engagement					
Problem-oriented policing					
Community policing					
Focus on violent groups or individuals (focused deterrence)					

6 Are there specialized task forces to react to high-impact crimes in these high-crime areas?

- a. ☐ Yes
- b. ☐ No (Skip to question 7.)

6 A IF YES: Do they receive any special incentives (e.g., payments, benefits, professional mobility, location preference, etc.)?

a. ☐ Yes. Please specify:

b. ☐ No

7 Is there a specialized group of police assigned to preventive patrolling or problem solving in these high-crime areas?

a. ☐ Yes

b. ☐ No (Skip to question 8.)

7 A IF YES: Do they receive any special incentives (e.g., payments, benefits, professional mobility, location preference, etc.)?

a. ☐ Yes. Please specify:

b. ☐ No

7 B IF YES to question 7: Do they receive any special/additional training on solving particular problems that make a particular area “hot” with crime?

a. ☐ Yes. Please specify:

b. ☐ No

8 In the last two years, have you implemented any significant changes, or experimented with a new intervention, with respect to crime “hot spots”?

a. ☐ Yes. Please specify:

b. ☐ No (Skip to question 9.)

8 A IF YES: Was the change or intervention effective in reducing the crime? Please choose only one option.

a. ☐ Yes

b. ☐ No

c. ☐ Partially effective

8 B How do you know that the new intervention was, or was not, effective? Please choose only one option.

a. ☐ The change coincided with an increase in arrests in hot spots.

b. ☐ The change coincided with a reduction in crimes committed in hot spots.

c. ☐ We performed an INTERNAL EVALUATION that determined that the intervention had/did not have the expected impact. Please specify for which activities and by whom the evaluation was carried out:

d. ☐ An EXTERNAL EVALUATION was carried out, developed by external entities/ researchers. Please specify for which activities and by whom the evaluation was carried out:

- 9 For what purpose and how often does operations management use materials produced by crime analysts? Please rate the frequency for each of the following options.

	VERY OFTEN	OFTEN	SOMETIMES	RARELY	NEVER
Read them					
Share them with front-line officers so that they are informed					
Use them to make adjustments in operations					
Use them to base deployment on intelligence					

COMMUNITY-ORIENTED/NEIGHBORHOOD POLICING

- 10 Does your agency have a WRITTEN MISSION STATEMENT? If so, please provide the entire mission statement.

- a. ☐ No written mission statement
- b. ☐ Mission statement provided. (Please enter here, or append the document to the questionnaire.)

- 11 What percentage of police officers were given the responsibility for constantly covering the same PATROL AREA/ ROUTE during the last year? If none, enter 0.

- a. ☐ Total number of patrol officers in the last year: _____
- b. ☐ Number of patrol officers constantly assigned to the same area/route in the last year: _____

- 11 A If the answer is greater than 0, please answer: For officers that were constantly assigned to the same patrol area/route, what is the size of that assigned area/route?

12 During a normal patrol officer's day, what percentage of their time would they devote to the following activities? The percentages entered below must add up to 100%.

- a. Answering calls for service _____%
- b. Administrative tasks (reports, etc.) and rest _____%
- c. Operational tasks (arrests, search warrants, etc.) _____%
- d. Interaction with citizens (outside of service calls) _____%

13 If patrol officers have free time (after answering service calls and other administrative tasks, etc.) to devote to community interaction, please explain the interactions they are expected to have:

14 In the last two years, have you implemented any significant changes, or experimented with a new intervention, to improve the relationship with citizens and their perception of the police?

- a. ☐ Yes. Please specify such changes or new interventions:

- b. ☐ No (Skip to question 15.)

14 A IF YES: Was the change or intervention effective in improving the relationship with citizens and their perception of the police? Please choose only one option.

- a. ☐ Yes
- b. ☐ No
- c. ☐ Partially effective

14 B How do you know that the new intervention was, or was not, effective? Please choose only one option.

- a. ☐ Police officers report better relationships and interactions with citizens.
- b. ☐ The change coincided with an increase in trust in the police and/or citizen perception, evidenced by figures in public opinion polls.
- c. ☐ We performed an INTERNAL EVALUATION that determined that the intervention did/did not have the expected impact. Please specify for which activities and who conducted the evaluation:

- d. ☐ An EXTERNAL EVALUATION was carried out, developed by external entities/external researchers. Please specify for which activities and who conducted the evaluation:

PROBLEM-ORIENTED POLICING (POP)

15 Are there formal protocols to guide officers on how they should spend their time when they are not responding to calls for service?

- a. ☐ Yes
- b. ☐ No

15 A IF YES: Please specify what the regulations/protocols are:

- 16** During the 12-month period ending in December of the last year, did your agency actively encourage PATROL OFFICERS/COMMUNITY POLICE OFFICERS to systematically analyze underlying problems that may contribute to criminality in a given location, and to seek effective solutions to such problems with the community?⁹

a. ☐ Yes. Please provide details:

b. ☐ No (Skip to question 19.)

- 16 A** IF YES: Are police officers trained to use models or methods with specific steps (e.g., SARA,¹⁰ CAPRA¹¹) to help them identify problems and solutions? Please choose only one option.

a. ☐ Yes, they are trained in the SARA or CAPRA models

b. ☐ Yes, they're trained in another model. Please specify these other models:

c. ☐ No, we don't use a specific model

- 17** Are there PROTOCOLS for doing the following activities? Please mark all that apply.

a. ☐ Home visits

b. ☐ Community meetings/forums with neighbors

c. ☐ Meetings/visits to local businesses

d. ☐ Meetings or working groups with other local government bodies

⁹ Problem-oriented policing (POP) is an analytical method used by police to develop strategies to prevent and reduce crime. Under the POP model, law enforcement agencies are expected to systematically analyze a community's problems, seek effective solutions to those problems, and evaluate the impact of their efforts ([Practice Profile: Problem-Oriented Policing](#)). POP represents police-led efforts to change underlying conditions at hot spots.

¹⁰ SARA stands for Scanning, Analysis, Response, and Assessment.

¹¹ CAPRA stands for Clients, Acquiring and analyzing information, Partnerships, Response, and Assessment.

17 A For all marked options, please provide us with a digital copy or web link of the protocol.

- ☐ Web links: _____
- ☐ Digital file attached to the questionnaire

18 Are there established and clear guidelines on HOW OFTEN officers should carry out the following activities? Please mark all that apply.

- a. ☐ Home visits
- b. ☐ Community meetings/forums with neighbors
- c. ☐ Meetings/visits to local businesses
- d. ☐ Meetings or working groups with other local government bodies

18 A IF YES: What happens if an officer fails to complete the visits or meetings at the established time?

19 In the past two years, have you implemented any significant changes, or experienced any new interventions, with respect to identifying and solving the underlying problems in communities or crime hot spots?

- a. ☐ Yes. Please specify such changes or new interventions:

- b. ☐ No (Skip to the end of the module.)

19 A IF YES: Was the change or intervention effective in reducing crime? Please choose only one option.

- a. ☐ Yes
- b. ☐ No
- c. ☐ Partially effective

19 B How do you know that the new intervention was, or was not, effective? Please choose only one option.

- a. ☐ The change coincided with an increase in arrests in hot spots.
- b. ☐ The change coincided with a reduction in crimes committed in hot spots.
- c. ☐ We carried out an INTERNAL EVALUATION that determined that the intervention had/did not have the expected impact. Please specify for which activities and who carried out the evaluation:

- d. ☐ An EXTERNAL EVALUATION was carried out, developed by external entities/external researchers. Please specify for which activities and who carried out the evaluation:

Module 5:

Information, Data Analysis, and Technology

To be answered by police **crime analysis unit** or **department responsible for information/data/technology management**.

▶ A. Technology and Information Systems

1 During the last 12 months, has your police force maintained a records system of **REPORTS OF CRIMINAL INCIDENTS**? Please mark only one option.

- a. ☐ Yes, it's a computerized records system for all police stations
- b. ☐ Yes, both on paper and in computerized records
- c. ☐ Yes, a paper records system for all police stations. (Skip to question 7.)
- d. ☐ No, there is currently no records system. (Skip to question 7.)

2 During the last 12 months, what has been the **MAIN METHOD** for transmitting **CRIMINAL INCIDENT REPORTS** from the field to your police computerized records system? Please mark only one option.

- a. ☐ The officer completes a paper report which is then entered into the computer system
- b. ☐ The officer uses a computer at the station to enter the report directly into the system
- c. ☐ The officer calls by radio or telephone to give a verbal report of the incident, which is recorded in the system
- d. ☐ The officer uses a smartphone or mobile device to enter incident data directly from the field
- e. ☐ Other. Please specify:

3 During the months of the last year, how quickly were CRIMINAL INCIDENT reports transmitted or entered from the field to your police computer system? Please mark only one option.

- a. ☐ Instantly (from the field)
- b. ☐ Daily
- c. ☐ Weekly
- d. ☐ Approximately every couple of weeks
- e. ☐ Approximately every month
- f. ☐ It takes more than a month for a report to be entered into the system

4 Does your police institution have an operational emergency telephone system (i.e., your police units can be sent as a result of a call to the emergency number?)?

- a. ☐ Yes
- b. ☐ No (Skip to question 7.)

5 Does your police institution use a computer aided dispatch (CAD) system for all police stations? Please mark only one option.

- a. ☐ No (Skip to question 7.)
- b. ☐ Yes, the system is only used to send messages to officials who have been dispatched (for all police stations).
- c. ☐ Yes, the system can send messages to dispatched officers, in addition to collecting and storing data (i.e., call status, event notes, status and tracking of units in the field, and call resolution) for all police stations.

5 A If B or C were selected, how many dispatchers are used in total to manage entry, retrieval, and storage of data (call status, event notes, status and tracking of units in the field, and call resolution)?

5 B If C was selected, which of the following functions does your CAD system include? Please mark all that apply.

- a. ☐ Log on/off times of police personnel

- b. ☐ Generating and archiving incidents that begin with a phone call from a citizen
- c. ☐ Generating and archiving incidents that originate from personnel in the field
- d. ☐ Generating case numbers for incidents that require an investigation
- e. ☐ Recording information about how the officer resolved the call
- f. ☐ Timestamping each action taken by the dispatchers and responding officers
- g. ☐ Recording the location of the event
- h. ☐ Automatically creating a geographic reference or X-Y coordinate for each event location
- i. ☐ Integrated Automatic Vehicle Location (AVL)

6 During the last year, did you have a single, integrated platform or computerized records management system (RMS) that integrates police CRIMINAL INCIDENT REPORTS with ARREST data and CAD data?

- a. ☐ Yes
- b. ☐ No (Skip to question 7.)

6 A IF YES: Which of the following types of records are integrated and accessible through your records management system (RMS)? Please mark all that apply.

- a. ☐ Arrests
- b. ☐ Service calls
- c. ☐ Citations
- d. ☐ Traffic stops
- e. ☐ Incidents of use of force
- f. ☐ Court orders
- g. ☐ Criminal records
- h. ☐ Fingerprints and/or photographs
- i. ☐ Incident reports
- j. ☐ Records of investigations of significant crimes
- k. ☐ Human resources
- l. ☐ Police career
- m. ☐ Complaints from citizens

7 How many patrol officers that are not in patrol vehicles can be located through GPS trackers on their radios or on their person? Please mark only one option.

- a. ☐ The entire police force that performs patrol functions
- b. ☐ More than 50% of the police force performing patrol functions
- c. ☐ Around 50% of the police force performing patrol functions
- d. ☐ Less than 50% of the police force performing patrol functions

8 Indicate if your field/patrol officers use any of the following types of computers or terminals WHILE THEY ARE IN THE FIELD. Please mark all that apply.

- a. Vehicle-mounted ☐ Yes, number in use: _____ ☐ No
- b. Laptop ☐ Yes, number in use: _____ ☐ No
- c. Smartphone/tablet ☐ Yes, number in use: _____ ☐ No

If you answered no for a–c in the previous question, skip to question 10.

9 During the months of the last year, did any of your patrol officers have DIRECT ELECTRONIC ACCESS (i.e., via computer or smartphone) to the following types of information while in the field? Please mark all that apply.

- a. Motor vehicle registers ☐ Yes ☐ No
- b. Driver's license records ☐ Yes ☐ No
- c. Criminal history records ☐ Yes ☐ No
- d. Outstanding warrants ☐ Yes ☐ No
- e. Protection orders ☐ Yes ☐ No
- f. Location history (for example, recurring calls from a particular address requesting service) ☐ Yes ☐ No
- g. Police work instructions (officers' instructions or priorities for the day) ☐ Yes ☐ No

- 10** Does your police institution have the ability to formally track the following activities of officers? If so, what system is used to track this activity?

	POLICE TRACKING	IF YES, INDICATE THE SYSTEM USED TO TRACK THIS ACTIVITY (E.G., CAD, RMS, SPECIALIZED DATABASE, PAPER RECORDS)
Vehicle stops (with or without a citation)	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Pedestrian stops (with or without an arrest)	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Proactive positive community contacts with citizens (not suspicious individuals)	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Proactive problem-solving activities	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Foot patrols	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Proactive contacts with known offenders (probationers, parolees, gang members)	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Proactive, directed, or "hot spot" patrol	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Officer follow-up with victims of crime	<input type="checkbox"/> Yes <input type="checkbox"/> No	

- 11** Do you monitor the following indicators of citizen perception or satisfaction with police services? If so, select the type of indicator you use and specify the source, year, and frequency of collection. ☐ None of the following

INDICATOR TYPE	YES, WE MONITOR THIS	DATA SOURCE	FREQUENCY OF COLLECTION	YEAR OF LAST COLLECTION	LEVEL OF REPRESENTATION (CITY, ZONE, OR NEIGHBORHOOD)
Perception of insecurity	<input type="checkbox"/>				
Citizen satisfaction with the police service	<input type="checkbox"/>				
Citizen trust in the police	<input type="checkbox"/>				
Percentage of crimes that are not reported to the police	<input type="checkbox"/>				

12 What do you use the above-mentioned indicators for? Mark all that apply.

- a. ☐ To be aware of the general perception of the public
- b. ☐ To measure baseline values and changes to these indicators after implementing specific actions
- c. ☐ In daily/weekly command or management meetings to make strategic decisions
- d. ☐ Other. Please specify:

13 During the months of the last year, could the public REPORT crimes or other problems to your agency ONLINE (via website or app) or by EMAIL OR TEXTING? Please mark all that apply.

- a. ☐ Yes, for any crime
- b. ☐ Yes, for certain types of crime. Please specify:

- c. ☐ No

► B. Analysis of Criminal Data

*To be answered by police **crime analysis unit** or **department responsible for information/data/technology management**.*

1 During the months of the last year, WHO conducted CRIME ANALYSES (including by type, location, time, and correlates) using your agency's records of criminal incidents? Select all that apply.

- a. ☐ No analysis was performed. (Skip to question 7.)
- b. ☐ The analyses were carried out by police personnel.
- c. ☐ The analyses were carried out by an external organization(s).

1 A If the analysis was carried out by police personnel, during the last year, HOW MANY total personnel were dedicated to CRIME ANALYSIS (SWORN POLICE and/or CIVIL OFFICERS)?

1 B If the analysis was conducted by police personnel, does your institution have a criminal analysis unit?

a. ☐ Yes. Please provide the name of the unit: _____

b. ☐ No (Skip to question 3.)

1 C If the analysis was conducted by an outside organization, what TYPES OF EXTERNAL ORGANIZATIONS OR INDIVIDUALS conducted RESEARCH OR STATISTICAL ANALYSIS of your police's criminal incident records? Please mark all that apply.

a. ☐ Another law enforcement agency

b. ☐ Another government agency

c. ☐ A college, university, or non-profit organization

d. ☐ A commercial vender

e. ☐ Media

f. ☐ Other. Please specify:

2 During the 12 months, how often has your police CRIMINAL ANALYSIS UNIT submitted reports on the following TYPES OF RESEARCH OR STATISTICAL ANALYSIS? Please mark with an X the frequency of the corresponding options.

	DAILY TO WEEKLY	EVERY 2-3 WEEKS	MONTHLY OR QUARTERLY	SEMI-ANNUALLY OR EVERY TRIMESTER	ANNUALLY	NOT CONDUCTED
Geographic mapping of crime (hot spots)						
Changes in crime rates reported at the police district level						
Changes in crime rates reported at the neighborhood level						

	DAILY TO WEEKLY	EVERY 2-3 WEEKS	MONTHLY OR QUARTERLY	SEMI-ANNUALLY OR EVERY TRIMESTER	ANNUALLY	NOT CONDUCTED
Arrests at the station level						
Arrests at the police district level						
Arrests at the neighborhood level						
Temporal analysis (such as crimes by time of day, day of the week, month of the year)						
Analysis of crime displacement						
Analysis of victim characteristics						
Analysis of weapons used in crime						

3 Does your agency use predictive policing tools to direct patrol officers to crime “hot spots”? These can be specific (i.e., PredPol) or generic tools (e.g., Tableau, ArcGIS, or other software). Please mark with an X the corresponding option.

a. ☐ Yes. Please provide the name of that tool:

b. ☐ No

4 How often are the results of the analyses presented to patrol officers?

a. ☐ Very often

b. ☐ Often

c. ☐ Sometimes

d. ☐ Rarely

e. ☐ Never, only senior management officers have access to this information

- 5** How frequently are maps of crime data, at the precinct/station level, given to police station/precinct heads? Please mark with an X the frequency of the corresponding options.

	DAILY	WEEKLY	BI-WEEKLY	MONTHLY	LESS THAN MONTHLY	NEVER
Homicide						
Armed robbery						
Rape						
Burglary						
Theft						

- 6** How frequently are maps of geocoded crime data by precincts/stations provided to the public?

	DAILY	WEEKLY	BI-WEEKLY	MONTHLY	LESS THAN MONTHLY	NEVER
Homicide						
Armed robbery						
Rape						
Burglary						
Theft						

- 7** How is information about crimes made available to the public? Please mark all that apply.

- a. ☐ A database of individual-level (anonymized) crime data is available for download on the website.
- b. ☐ Crime maps are available on the website.
- c. ☐ Summary statistics are available on the website.
- d. ☐ Summary statistics are reported by the media.
- e. ☐ Geocoded data can be provided upon request.
- f. ☐ Summary statistics can be provided upon request.

Module 6:

Human Resource Management

To be answered by a person in charge of **personnel management/human resources** of the police force active in the capital city.

► A. Officers

- 1 How important are each of the following criteria in determining the number of police officers needed in your city or metropolitan area? Please mark with an X the level of relative importance of each factor.

	NOT IMPORTANT AT ALL	SOMEWHAT IMPORTANT	IMPORTANT	VERY IMPORTANT
A predetermined formula based on population and crime rates				
The discretion of the different leaders in the chain of command				
The preferences of the authorities elected at the national level				
The preferences of elected authorities at the state level				
The preferences of elected officials at the municipal level				

► B. Personnel: Recruiting, Selection, Professional Career Path

RECRUITING, SELECTION, AND HIRING

- 1 We recruit new applicants:
- a. ☐ Constantly
 - b. ☐ Periodically (i.e., every year or 6 months)
 - c. ☐ Sporadically/circumstantially

2 Does the police force in your city recruit and select their own officers, or are applicants selected at the national/state level and assigned to available positions in the city? Please mark the option you consider most appropriate.

- a. ☐ We recruit and select candidates for our city independently from the rest of the country.
- b. ☐ The recruitment and selection process HAPPENS AT THE NATIONAL LEVEL and cadets who pass the academy are assigned a place anywhere in the country.
- c. ☐ The recruitment and selection process HAPPENS AT THE STATE/PROVINCIAL LEVEL and cadets who pass the academy are assigned a place anywhere in the state/province.
- d. ☐ The first phase of recruitment and selection OCCURS AT THE NATIONAL/STATE LEVEL, but WE HAVE SOME DEGREE OF AUTONOMY over the applicants we select for vacancies in our city.
- e. ☐ The first phase of recruitment and selection HAPPENS AT THE NATIONAL/STATE LEVEL, but WE HAVE TOTAL AUTONOMY over the applicants we select for vacancies in our city.
- f. ☐ Other. Please specify:

3 Has your department identified the ideal applicant profile?

- a. ☐ Yes
- b. ☐ No (Skip to question 4.)

3 A IF YES: Please specify the characteristics of the ideal profile identified:

3 B IF YES: Based on what criteria did you define the profile?

3 C IF YES: Have you invested financial resources in a communication and outreach campaign aimed at these people to encourage them to apply to the police force in your city?

- a. ☐ Yes, we have invested financial resources in a campaign in our city.
- b. ☐ Yes, the police institution has invested financial resources in a statewide campaign.
- c. ☐ Yes, the police institution has invested financial resources in a nationwide campaign.
- d. ☐ No

4 Some police forces analyze the composition of their force to assess whether the force's gender, racial, religious, ethnic, or geographic balance is the best fit for the challenges it faces. Has your police institution conducted such an analysis for the city?

- a. ☐ Yes. Please specify the target group(s) identified:

- b. ☐ No

5 Does the personnel office analyze the reasons for dismissal and probationary rejections?

- a. ☐ Yes
- b. ☐ No (Skip to question 6.)

5 A IF YES: Please explain how:

5 B IF YES: Has the department used the results of these analyses to change the recruitment strategy?

- a. ☐ Yes
- b. ☐ No
- c. ☐ Don't know

- 6** As of January of the last year, what is your police institution's minimum **EDUCATION REQUIREMENT** for **NEW SWORN OFFICERS**? Please mark only one option for each of the following categories of police.

FRONT-LINE OFFICERS (PATROL OFFICERS, CONSTABLES)	HIGHER-RANKING OFFICERS (IF APPLICABLE) ¹²
<input type="checkbox"/> Four-year college degree required	<input type="checkbox"/> Not applicable
<input type="checkbox"/> Two-year college degree required	<input type="checkbox"/> Four-year college degree required
<input type="checkbox"/> Some university studies required, but not a two-year degree	<input type="checkbox"/> Two-year college degree required
<input type="checkbox"/> High school diploma or equivalent required	<input type="checkbox"/> Some university studies required, but not a two-year degree
<input type="checkbox"/> No formal education requirements	<input type="checkbox"/> High school diploma or equivalent required
	<input type="checkbox"/> No formal education requirements

- 7** Rate the importance of the following techniques for selecting **NEW** applicants as of **January of the last year**. Please mark with an X the option you consider most appropriate for each of the techniques listed.

	IF THEY FAIL, THEY CAN'T BE HIRED.	IF THEY FAIL, THEY ARE UNLIKELY TO BE HIRED UNLESS THEY ARE EXTRAORDINARY CANDIDATES.	IF THEY FAIL, THEY ARE UNLIKELY TO BE HIRED UNLESS THEY ARE GOOD CANDIDATES.	IF THEY FAIL, THEY CAN STILL BE HIRED IF THEY'RE GOOD CANDIDATES.	THIS IS NOT INCLUDED IN THE SELECTION CRITERIA.
Analytical/problem-solving ability assessment					
Assessment of communication/soft skills					
Credit history check					
Criminal history check					
Driving record check					
Drug test					
Mediation skills/conflict management assessment					
Medical examination					
Personal interview					

¹² Note that in some police forces, officers are required to enter the force at the front-line officer level. In others, civilian candidates can apply directly to higher-ranking officer positions.

	IF THEY FAIL, THEY CAN'T BE HIRED.	IF THEY FAIL, THEY ARE UNLIKELY TO BE HIRED UNLESS THEY ARE EXTRAORDINARY CANDIDATES.	IF THEY FAIL, THEY ARE UNLIKELY TO BE HIRED UNLESS THEY ARE GOOD CANDIDATES.	IF THEY FAIL, THEY CAN STILL BE HIRED IF THEY'RE GOOD CANDIDATES.	THIS IS NOT INCLUDED IN THE SELECTION CRITERIA.
Personality test					
Physical agility test					
Psychological evaluation (mental health)					
Written aptitude test					
Volunteer/community service history check					
Polygraph					
Family analysis					
Other. Please specify: _____					

8 What are the most common reasons applicants do not qualify? Please select only three.

- a. ☐ Analytical/problem-solving ability assessment
- b. ☐ Assessment of communication/soft skills
- c. ☐ Credit history check
- d. ☐ Criminal history check
- e. ☐ Driving record check
- f. ☐ Drug test
- g. ☐ Mediation skills/conflict management assessment
- h. ☐ Medical examination
- i. ☐ Personal interview
- j. ☐ Personality test
- k. ☐ Physical agility test
- l. ☐ Psychological evaluation
- m. ☐ Written aptitude test

- n. ☐ Volunteer/community service history check
- o. ☐ Polygraph
- p. ☐ Family analysis
- q. ☐ Other. Please specify: _____

9 Does your police force require a probationary period after attending the police academy, during which the performance of police officers at work is monitored?

- a. ☐ Yes
- b. ☐ No (Skip to question 10.)

9 A IF YES: How long is the probationary period?

- a. ☐ Less than one year
- b. ☐ One year
- c. ☐ Between one and two years
- d. ☐ More than two years

9 B Can police officers be fired during this probationary period?

- a. ☐ Yes
- b. ☐ No

10 Does your police institution allow SWORN OFFICERS TO WORK OUTSIDE YOUR POLICE INSTITUTION performing security functions? For example, for other police agencies or private security.

- a. ☐ Yes
- b. ☐ No

10 A IF YES: Are officers required to report they are working in a law enforcement capacity outside of your policing institution?

- a. ☐ Yes
- b. ☐ No

10 B IF YES: Are officers required to report they are working in a law enforcement capacity outside of your policing institution?

a. ☐ Yes

b. ☐ No

CAREER MOBILITY/PROMOTION/PERFORMANCE MEASUREMENT AND FEEDBACK

11 Are the job profile and qualifications for each rank/position clearly written and available to ALL officers? Please select only one option.

a. ☐ Yes, they are published on the website.

b. ☐ Yes, they are published in the Administrative Manual.

c. ☐ Yes, other. Please specify: _____

d. ☐ No, they are not published. (Skip to question 12.)

11 A IF YES: Can the general public access this information without help or approval from department officials?

a. ☐ Yes

b. ☐ No

11 B IF YES: Are there training courses for those who aspire to specific promotions?

a. ☐ Yes

b. ☐ No

12 Is there a formal evaluation process for promotions specified in a regulation, rule, or protocol?

a. ☐ Yes. Please provide the name and number of the regulation, rule, or protocol:

b. ☐ No

13 What role does seniority play in promotions? Please select only one option.

- a. ☐ Promotion is automatic depending on seniority.
- b. ☐ Seniority is a necessary but not sufficient factor for promotion.
- c. ☐ It is irrelevant to the promotion.

14 Who makes promotion decisions?

14 A If it's a council/board, who's on the council/board?

15 Please check the box for each element listed below that is a required part of the promotion process for non-superior officers (rank of Captain and below). Then mark, for each element checked, how important it is in determining an individual's promotion.

NON-SUPERIOR OFFICERS (CAPTAIN AND BELOW)	NOT IMPORTANT AT ALL	SOMEWHAT IMPORTANT	IMPORTANT	VERY IMPORTANT
<input type="checkbox"/> Written examination				
<input type="checkbox"/> Educational requirements				
<input type="checkbox"/> Oral interview				
<input type="checkbox"/> Performance evaluation				
<input type="checkbox"/> Supervisor input				
<input type="checkbox"/> Subordinates' input				
<input type="checkbox"/> Years of experience				
<input type="checkbox"/> Citizen complaints against the officer				
<input type="checkbox"/> Merit awards				
<input type="checkbox"/> Review of internal affairs records for misconduct or criminal involvement				

- 16** Please check the box for each element listed below that is a required part of the promotion process for senior/superior officers (above Captain). Then mark, for each element checked, how important it is in determining an individual's promotion.

SUPERIOR OFFICERS (ABOVE CAPTAIN)	NOT IMPORTANT AT ALL	SOMEWHAT IMPORTANT	IMPORTANT	VERY IMPORTANT
<input type="checkbox"/> Written examination				
<input type="checkbox"/> Educational requirements				
<input type="checkbox"/> Oral interview				
<input type="checkbox"/> Performance evaluation				
<input type="checkbox"/> Supervisor input				
<input type="checkbox"/> Subordinates' input				
<input type="checkbox"/> Years of experience				
<input type="checkbox"/> Citizen complaints against the officer				
<input type="checkbox"/> Merit awards				
<input type="checkbox"/> Review of internal affairs records for misconduct or criminal involvement				

- 17** Does your police force have a personnel performance monitoring/evaluation system? Please select only one option.

- a. ☐ Yes, it's a paper-based system
- b. ☐ Yes, it's a computer-based system
- c. ☐ No

- 18** How does your police institution evaluate the performance of officers? Please select only one option.

- a. ☐ Systematically each year
- b. ☐ Systematically less frequently than every year
- c. ☐ Assessment is made only when a staff member is being considered for promotion
- d. ☐ It is done sporadically and when necessary

- 19** Please check the box for each item listed below that is required in the performance evaluation process for sworn officers. Then mark, for each item selected, its degree of importance in determining the results of a performance evaluation.

	NOT IMPORTANT AT ALL	SOMEWHAT IMPORTANT	IMPORTANT	VERY IMPORTANT
<input type="checkbox"/> Engagement with the community				
<input type="checkbox"/> Communication skills				
<input type="checkbox"/> Problem solving				
<input type="checkbox"/> Evidence collection				
<input type="checkbox"/> Cleared cases				
<input type="checkbox"/> Ingenuity/taking initiative				
<input type="checkbox"/> Report writing				
<input type="checkbox"/> Use of crime data				
<input type="checkbox"/> Arrests made				
<input type="checkbox"/> Mistakes made				
<input type="checkbox"/> Citizen complaints received				
<input type="checkbox"/> Supervisor complaints				
<input type="checkbox"/> Complaints from fellow officers				
<input type="checkbox"/> Teamwork				

- 20** Does your current system allow you to monitor or respond to officer behavior patterns before they become problematic (e.g., early warning or early intervention system)?

- a. ☐ Yes
- b. ☐ No

- 21** Which of the following best describes public access to information on citizens' reports against particular police officers? Please select only one option.

- a. ☐ This information is located on the department/government website and can be accessed by the public without prior authorization.
- b. ☐ This information is found in departmental/governmental documents that can be accessed by the public without prior authorization.

- c. ☐ This information is found in departmental/governmental documents that the public can access after submitting a formal request.
- d. ☐ This information is not contained in any departmental document or website accessible to the public.

22 Are there mental health evaluations or assessments (stress level, depression, sleep habits, risk behaviors) of officers?

- a. ☐ Yes
- b. ☐ No (Skip to question 23.)

22 A IF YES: What are these assessments? How often are they conducted?

23 Does the organization provide individual counseling services with mental health professionals (psychologists, psychiatrists) to its officers?

- a. ☐ Yes
- b. ☐ No

23 A IF YES: What do these services consist of?

24 Is there a specific internal body responsible for conducting mental health services and/or assessments?

- a. ☐ Yes. Please specify: _____
- b. ☐ No

Module 7:

Training and Instruction

To be answered by the **director of the police academy or delegate**.

When the police academy is administered at the national or state level (and not exclusively for city police officers), the questions should be answered at the national or state level (i.e., for all police officers trained at the national or state-level academy).

► A. Training and Instruction

1 Are all officers (superior officers and non-superior officers) required to complete the same BASIC, mandatory classroom training at entry? Please mark only one option.

- a. ☐ Yes, they all complete the same training together
- b. ☐ Yes, but they complete the training separately
- c. ☐ No, they complete different training programs

2 Enter the length in days of your current BASIC training program for line officers (non-superior officers) and superior officers (senior). NOTE: Consider that a training day comprises 8 hours and that each month would be the equivalent of 20 days.

- a. Duration in days of the BASIC training program for line police (front-line officers):

- b. Duration in days of the BASIC training program for senior officials (superior officers), if different than the above: _____

3 Is a FIELD TRAINING¹³ process mandatory for recruits following completion of the BASIC law enforcement academy? Please mark only one option.

- a. ☐ Yes, for all recruits
- b. ☐ Yes, but only for some recruits entering specific functional areas of the department
- c. ☐ No. (Skip to question 5.)

¹³ The typical field training program consists of some formalized method of training recruited officers on the job. This training, combined with performance evaluation, usually occurs immediately after the recruit completes the classroom portion of the basic training. In this manner, recruits put into practice the theories they have learned in the classroom.

3 A IF YES: Does the field training occur simultaneously with classroom training, or after completion of BASIC training? Please mark only one option.

- a. ☐ It occurs simultaneously.
- b. ☐ It occurs after completion of basic training.

3 B Does your academy oversee the field training component?

- a. ☐ Yes
- b. ☐ No. (Skip to question 5.)

3 C IF YES to question 3b: Among all the recruits who go through field training, what is the most common duration of the training? NOTE: A day of field training is considered to be 8 hours and each month would be 20 days.

- a. Duration in days of field training for line-level officers (non-commissioned officers): _____
- b. Duration in days of field training for senior officers (officers): _____

4 Does your academy provide ongoing and/or refresher training for police officers?

- a. ☐ Yes
- b. ☐ No

5 Of the total number of personnel currently serving as TRAINERS or INSTRUCTORS (or serving as trainers or instructors during the most recent BASIC class), how many work full or part time? Please indicate the number of full-time and part-time coaches or instructors for each of the categories.

	Full-time	Part-time
a. SWORN OFFICERS employed by, or permanently assigned to, the academy	_____	_____
b. ON-DUTY SWORN OFFICERS temporarily assigned to the academy	_____	_____
c. CIVILIANS employed by, or permanently assigned to, the academy	_____	_____
d. CIVILIANS temporarily assigned to the academy	_____	_____
e. Contractors	_____	_____
f. Off-duty officers compensated to teach	_____	_____

- g. Volunteers _____
- h. Adjunct faculty _____
- i. Other. Please specify: _____
- j. Sum of lines "a" through "i" _____

6 What is the minimum level of education required for all your full-time and part-time coaches or instructors?

Full-time instructors. Please mark only one option for each instructor category.

SWORN POLICE INSTRUCTORS	CIVILIAN INSTRUCTORS
<input type="checkbox"/> High school	<input type="checkbox"/> High school
<input type="checkbox"/> Two-year university degree	<input type="checkbox"/> Two-year university degree
<input type="checkbox"/> Four-year college degree	<input type="checkbox"/> Four-year college degree
<input type="checkbox"/> Postgraduate degree	<input type="checkbox"/> Postgraduate degree
<input type="checkbox"/> University study without a degree	<input type="checkbox"/> University study without a degree
<input type="checkbox"/> No requirements	<input type="checkbox"/> No requirements

Part-time instructors. Please mark only one option for each instructor category.

SWORN POLICE INSTRUCTORS	CIVILIAN INSTRUCTORS
<input type="checkbox"/> High school	<input type="checkbox"/> High school
<input type="checkbox"/> Two-year university degree	<input type="checkbox"/> Two-year university degree
<input type="checkbox"/> Four-year college degree	<input type="checkbox"/> Four-year college degree
<input type="checkbox"/> Postgraduate degree	<input type="checkbox"/> Postgraduate degree
<input type="checkbox"/> University study without a degree	<input type="checkbox"/> University study without a degree
<input type="checkbox"/> No requirements	<input type="checkbox"/> No requirements

7 What is the minimum number of years of law enforcement experience required of your full-time and part-time sworn police trainers or instructors? If no minimum number of years of experience is required, please enter 0.

- a. ☐ Full-time sworn officer instructors: _____ years
- b. ☐ Part-time sworn officer instructors: _____ years
- c. ☐ Not applicable

8 Does your academy provide ongoing and/or refresher training for trainers or instructors?

a. ☐ Yes

b. ☐ No

9 What are trainers expected to do to keep up to date on the latest developments in the subjects they teach?

10 What happens if they don't meet these expectations?

11 Indicate if your academy includes, or provides access to, each of the following resources for **BASIC training**. Please mark only one option for each of these resources.

	PART OF THE ACADEMY	NOT PART OF THE ACADEMY BUT THERE IS ACCESS TO THIS RESOURCE	NOT PART OF THE ACADEMY AND THERE IS NO ACCESS TO THIS RESOURCE
Computer lab			
Electronic tablet/iPad			
Online/internet classes			
Media lab/video production center			
Mobile data terminals			
Resource center/library			
Subscription to download relevant studies, journals, and publications. Please specify which: _____			

12 What was your academy's TOTAL operating budget in 2018?

Note: This must include employer contributions to employee benefits (excluding recruitment wages) but must exclude EQUIPMENT purchases (e.g., cars, radios, computers with a life expectancy of five years or more). If your academy does NOT have its own operating budget, calculate the total operating budget for the last year.

	AMOUNT
TOTAL operating budget of the academy in the last year	

13 Does the budget include salaries and benefits for part-time officers who teach at the academy?

a. ☐ Yes

b. ☐ No

14 Does the budget include the salaries and benefits of full-time officers who teach at the academy?

a. ☐ Yes

b. ☐ No

15 What was the total budget of your academy in the last year for EQUIPMENT (e.g., purchase of cars, radios, computers, etc., with a life expectancy of five years or more)?

	AMOUNT	IF THE AMOUNT IS AN ESTIMATE, MARK AN X IN THIS COLUMN.
Total operating budget of the academy in the last year allocated to teams		

- 16** Provide the following information for your BASIC recruits (not including superior officers) that GRADUATED in the last three years. If there are none, enter 0.

	NUMBER OF RECRUITS WHO BEGAN BASIC TRAINING				NUMBER OF RECRUITS WHO COMPLETED BASIC TRAINING			
Three years ago								
Two years ago								
Last year								
Total for last three years								

- 16 A** The numbers listed above represent graduates: Please mark only one option.

- a. ☐ In the entire country
- b. ☐ In the state/province
- c. ☐ In the city
- d. ☐ Other. Please specify: _____

- 17** For the BASIC recruit academy cohorts that ENDED in the last year (or the last year of available data), please indicate the total number of recruits who started BASIC training, and the total number who completed it, by GENDER. If your academy does NOT use a “cohort” structure, fill only the right column for the “number of recruits who COMPLETED training.”

	NUMBER OF RECRUITS WHO STARTED TRAINING	NUMBER OF RECRUITS WHO COMPLETED TRAINING
Male		
Female		
Total for cohort classes ending in the last year (sum of lines a and b)		

- 17 A** The numbers listed above represent graduates: Please mark only one option.

- a. ☐ In the entire country
- b. ☐ In the state/province
- c. ☐ In the city
- d. ☐ Other. Please specify: _____

- 18** Think about the process for including or excluding content from the BASIC (non-commissioned officers) training curriculum. On a scale of 1 (unimportant) to 5 (very important), describe the degree of importance of each of the following considerations in shaping the curriculum.

	1	2	3	4	5
Whether content has been taught in the past					
Whether subject matter expert advisors have indicated that current content should be replaced by new content					
Whether law enforcement advisors outside the academy have indicated that current content should be replaced by new content					
Academy staff preferences regarding content					
Departmental demands for changes to the curriculum					
Government mandates for curriculum content					

- 19** The training environment of some academies can be described as a stress model (i.e., military style), some as a non-stress model (i.e., academic), and others as a combination of the two styles. Using the scale below, indicate the level of stress/non-stress present in the training environment of your BASIC training program by marking the box below the appropriate description. Mark only one box.

ENTIRELY NON- STRESS MODEL	PREDOMINANTLY NON-STRESS MODEL	SLIGHTLY MORE NON- STRESS THAN STRESS	EQUAL BALANCE OF STRESS AND NON- STRESS	SLIGHTLY MORE STRESS THAN NON- STRESS	PREDOMINANTLY STRESS MODEL	ENTIRELY STRESS MODEL

- 20** With regard to your BASIC training curriculum, which of the following training delivery methods do you utilize? Please mark only one option for each of the following methods.

	PRIMARY METHOD	SECONDARY METHOD	METHOD NOT USED
Lecture (the teacher transmits the material to the students)			
Adult learning/experiential and hands-on (i.e., through role play, small group discussions, experiments, small projects) ¹⁴			

¹⁴ A key concept in adult education is experiential learning, which honors life experiences that students bring to the classroom and allows them to contribute to the learning environment and learn actively by doing.

	PRIMARY METHOD	SECONDARY METHOD	METHOD NOT USED
Scenario-based ¹⁵ (i.e., learning based on problem solving or case studies)			
Other training method. Please specify: _____ _____			

21 Indicate for which of the following your academy uses reality-based (mock) scenarios for BASIC training. Please mark all that apply.

- a. ☐ Firearms
- b. ☐ Personal defense
- c. ☐ Non-lethal weapons
- d. ☐ De-escalation
- e. ☐ Implicit bias
- f. ☐ Threats assessment
- g. ☐ Verbal tactics
- h. ☐ Arrest
- i. ☐ Use of force continuum
- j. ☐ Stop and search
- k. ☐ Community interaction
- l. ☐ None of the above

22 Does your BASIC (non-commissioned officers) training program offer any instruction on how to identify and respond to excessive force used by other officers?

- a. ☐ Yes
- b. ☐ No

¹⁵ Scenario-based learning uses interactive scenarios to support active learning strategies such as problem-based or case-based learning. It normally involves students working their way through a storyline, usually based around an ill-structured or complex problem, which they are required to solve.

- 23** Please indicate if your academy offers the following types of training and the approximate number of hours of instruction required in your current BASIC training program for new recruits. We understand that these categories may not reflect your course titles and the list is not exhaustive. Please give us your best estimates, even if a topic is integrated into the entire curriculum. If you make an estimate, please mark X in the box in the far-right column for that specific topic.

SUBJECT AREA	YES	NO	IF YES, ENTER THE NUMBER OF HOURS OF BASIC TRAINING INSTRUCTION REQUIRED ON THE SUBJECT.	IF THE NUMBER OF HOURS IS AN ESTIMATE, MARK AN X IN THIS COLUMN.
Operations				
Computers/information systems				
Investigations				
Patrol procedures/techniques				
Report writing				
Weapons/defensive tactics				
Defensive tactics				
Firearms skills				
Nonlethal weapons				
De-escalation skills				
Legal				
Criminal/constitutional law				
Juvenile justice law and procedures				
Community policing				
Community partnership building/collaboration				
Cultural diversity/human relations				
Mediation/conflict resolution				
Problem-solving approaches				
Procedural justice				
Self-improvement				
Communications				

SUBJECT AREA	YES	NO	IF YES, ENTER THE NUMBER OF HOURS OF BASIC TRAINING INSTRUCTION REQUIRED ON THE SUBJECT.	IF THE NUMBER OF HOURS IS AN ESTIMATE, MARK AN X IN THIS COLUMN.
Ethics and integrity				
Health and fitness				
Professionalism				
Stress prevention/management				
Special topics				
Domestic violence				
Gangs				
Working with citizens that may have a mental illness				
Sexual assault				
Sexual harassment				
Use of force				
Victim response				

- 24** Indicate if, in your BASIC training program, instruction is currently provided in each subject area. Please mark only one option for each of the following subject areas.

	AVAILABLE FOR ALL BASIC RECRUIT TRAINEES	AVAILABLE ONLY FOR SPECIAL CATEGORIES OF OFFICERS
History of policing in your country		
Community-oriented policing		
Identifying community problems		
Applying research methods to study crime and disorder		
Using problem-solving models (e.g., SARA, ¹⁶ CAPRA ¹⁷)		
Citizen trust and procedural justice		

¹⁶ SARA stands for Scanning, Analysis, Response, and Assessment.

¹⁷ CAPRA stands for Clients, Acquiring and analyzing information, Partnerships, Response, and Assessment.

	AVAILABLE FOR ALL BASIC RECRUIT TRAINEES	AVAILABLE ONLY FOR SPECIAL CATEGORIES OF OFFICERS
Environmental causes of crime (e.g., CPTED, ¹⁸ “disorder policing”)		
Hot spot policing or directed patrol		
Creating private sector partnerships		
Using crime analysis		
Using crime mapping to analyze community problems		
Creating problem-solving teams		
Assessing the effectiveness of responses used in problem solving		
Interacting with youth		

¹⁸ CPTED stands for Crime Prevention through Environmental Design.

