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# POLICE SCIENCE



FRED E. INBAU [Ed.]

## A POLICE SERVICE RATING SCALE\*

ARTHUR BELLMAN†

Criticism of his government, of governmental bodies, and of public officials has long been a cherished, free-for-all prerogative of every American citizen. Of such criticism the police bodies of the United States have had their full share, and by far the greater part of it has come, and still comes, from the general public.<sup>1</sup> Furthermore, this criticism is widely scattered in the public prints. The question might well be asked, "What knowledge of police work is possessed by the critics?" The answer is, of course, that they have little or none, especially of police work in its entirety. Yet they never hesitate to pass judgment, no matter how ill informed they may be of police work in general and of the particular occurrence that they are presuming to judge. Such criticism is obviously unfair; it is, indeed, often entirely unwarranted by the actual facts.

In the fall of 1926, for example, it was charged that vice was rampant in Detroit, and the responsibility for this state of affairs was laid at the door of the police. Some officers of the Detroit de-

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<sup>1</sup>Harrison, L. V., *Police Administration in Boston* (1934) 4.

partment made an investigation which clearly demonstrated these significant facts: (1) the police had efficiently performed their full duty; they had made arrests, and had obtained convincing evidence; (2) but the resulting number of convictions was very small in proportion to the arrests.<sup>2</sup> This is a serious situation, and the more so because it is a typical one. Both the public and the administrative officers in American public life must in some way be made aware, emphatically aware, of the conditions encountered by the police in their attempts to perform police duties.

The present article does not concern itself with the education of an uninformed public, however urgent and important that task may be. It is the responsibility of police bodies to do the job entrusted to them to the best of their ability, regardless of public attitude. With improved police methods and procedure, conditions conducive to crime should be greatly diminished, and a lower crime rate would be the logical result. The benefits of such a change would be untold. They would include a saving of mental suffering and economic loss to the persons immediately affected by crime. There would be a smaller bill for the public to pay for police service, for the prosecution and conviction of offenders, penal confinement, burglary insurance, and numerous other costs entailed by the presence of a criminal element in the population.

The writer ventures to suggest a method that will accomplish a twofold purpose: the rating of a police organization according to certain standards, and the improvement of the service. This is to be done through the application to all police departments of a standard rating scale on a basis of points.

A scale implies measurement, and measurement implies certain established standards. No one questions present methods of measuring distances, weights, and temperatures. People are used to standard units of measurement for these purposes and accept them. With the development of modern scientific methods there has come the idea of measuring, in terms or units of quantity, to which are given certain values in points, the more intangible elements of quality, adequacy, ability, and the like.<sup>3</sup> This study reports an attempt to devise standard units of measurement for police departments whereby the quality of the department can be quantitatively measured. Provision is also made for a determination of functions

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<sup>2</sup>Personal communication.

<sup>3</sup>Strayer and Engelhardt, *Standards for Elementary School Buildings* (1933) 41.

which might properly be *added* to the duties of the particular organization that is being rated.

Score sheet rating scales of various types have long been in use in public school systems.<sup>4</sup> The manual of instructions that accompanies each respective score sheet represents the results of more than a thousand surveys conducted by the authors over a period of years.<sup>5</sup> Similarly, the National Board of Fire Underwriters has developed a rating scale for municipal fire departments.<sup>6</sup> Upon request this board will conduct a survey of a fire department and make recommendations for its improvement.<sup>7</sup> These recommendations generally are carried out with the result that the municipality obtains a reduction in fire insurance rates.<sup>8</sup>

The illustrations of the use of rating scales in allied departments of government are mentioned simply to show that the idea of a rating scale for police departments is both practical and very likely to be profitable. It is reasonable to assume, for example, that a city which corrects existing defects in its police service will ultimately obtain a reduction of its burglary insurance rates.

Part of the plan that yet remains to be done is the determination of a minimum score sheet for police organizations in similar fashion to the working out of a minimum score for school buildings.<sup>9</sup> The first thing necessary is to work out a system of point averages for police departments. The writer proposes to have a number of police departments rated according to these score sheets in order to obtain average point scores for cities of different population classes. The rating scale would thereby become useful as a comparative measuring stick.

The rating scale here proposed contains a rather full tabulation of the ratable functions and divisions of a police department. This list or routine has been compiled from the available literature on the subject,<sup>10</sup> from discussions with numerous police officials, and from

<sup>4</sup>Strayer and Engelhardt, *Standards for High School Buildings* (1924); *ibid.*, *Standards for Junior High School Buildings*; *op. cit. supra* note 3; *ibid.*, *School Records and Reports*; (all these works include a score card); Mort, P. R., *Rating Scale for Elementary School Organizations* (1930).

<sup>5</sup>Strayer and Engelhardt, *op. cit. supra* note 3, at p. 1.

<sup>6</sup>Standard Schedule for Grading Cities and Towns of the United States with Reference to their Fire Defenses and Physical Conditions: National Board of Fire Underwriters. New York, 1930.

<sup>7</sup>Pamphlet: "What is the National Board of Fire Underwriters?" (1923) 5.

<sup>8</sup>Stone, H. A., *Fire Insurance Classifications of Cities, and Fire Loss* (1934); Bush, L. S., *What a Fire Chief Should Know About Fire Insurance Rating* (1927).

<sup>9</sup>Strayer and Engelhardt, *op. cit. supra* note 1, at p. 11.

<sup>10</sup>Fosdick, R., *American Police Systems* (1920); Graper, E. D., *American Police Administration* (1921); Missouri Crime Survey (1926); Reports of the

the author's personal investigations of police departments in the United States.

It is a more nearly complete tabulation of police functions than was found in any one of the publications consulted. However, every division included in this rating scale is to be found many times in different writings on police work, in numerous police organizations, and in the records of departments themselves.

The proper segregation on the scale of the various police duties presented one of the difficulties in its preparation, but this in itself suggests an opportunity for improved service through a more clear-cut assignment of duties. Very often more than one of the functional divisions may perform the same task with equal success. It therefore became necessary to make more or less arbitrary choices until experience in the use of the scale has led to a standardized basis of segregation. For this reason no quarrel will be had with a critic who suggests that a particular item is improperly placed in the score sheets. Consider for example, the Crime Prevention Division. Many of the ordinary functions of a police department might well be classified as duties that are designed to prevent crime. This is particularly true of the regular duties of the patrolman on his beat.<sup>11</sup> The modern trend, of course, is to include in the police organization a crime prevention division. Usually, however, such a division represents a comparatively recent and quite specialized type of police duties which supplement the regular work.<sup>12</sup>

Scoring by points, as has been stated, is the basis of the whole scheme of the rating scale. By means of points the eligibility of candidates for the force is judged as well as the performance of the police officer on the job. The scale is also designed to serve as a basis for judgment of the internal operation of the local organization, and for various objective comparisons between cities of the

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National Commission on Law Observance and Enforcement (1931), Vol. 14; Smith, B., *Chicago Police Problems* (1931); Moley, R., *Our Criminal Courts* (1930); Annual Reports of the police departments of various cities of the United States; the manuals of police departments of various cities of the United States; Morris, R. W., *Organization and Administration of a Municipal Police Department* (1934); Harrison, L. V., *op. cit. supra* note 1; Vollmer, A., *Surveys of Police Departments of Minneapolis* (1930), *Kansas City* (1929), *Los Angeles* (1924), *Portland* (1934), and *Santa Barbara* (1934).

<sup>11</sup>Missouri Crime Survey (1926) 21; Reports of the National Commission on Law Observance and Enforcement (1931), Vol. 14, at p. 111.

<sup>12</sup>Reports of the National Commission on Law Observance and Enforcement (1931), Vol. 14, Ch. 7; Smith, B., *op. cit. supra* note 10, at p. 180; Harrison, L. V., *op. cit. supra* note 1 at pp. 140-144; Hutzel, E. L., *The Police Woman's Handbook* (1933) 1-10; see also police reports of cities such as New York and Los Angeles.

same population groups, etc. These matters are discussed in detail below.

Since the scoring by points is so essential a part of the scale, an attempt has been made to divide each function and division into the smallest possible details and to score one or more points for each of these minute duties or functions. In scoring, the method of the German police examiner is employed. German police officials take the position that a human being is a very complicated mechanism. They also urge that so many factors have a bearing upon the future success of a recruit, that he cannot be given a definite score. Therefore, instead of giving the applicant a final grade on the basis of all the tests, as we do, he is dropped from the list, and given no further examinations, immediately upon his failure to pass a major portion of any given test.<sup>13</sup> In other words, the candidate is chosen in a negative sort of way. As long as he is not unsatisfactory, he may continue with the group.

Similar problems are encountered in evaluating the many functions of the police. It would be difficult indeed to give an exact score to each of the items in the score sheets, as carried out by the department under scrutiny. Therefore, following the German theory of choosing recruits, if the performance of any function is entirely unsatisfactory, no point will be awarded under that function. Any particular duty being performed must be at least barely adequate in order to merit consideration in the score column. In making a survey, each function is rated as satisfactory, barely adequate, or unsatisfactory. If satisfactory or better, two points are allowed; if barely adequate, one point; and if unsatisfactory, no points.

All the individual items listed in the score sheets are not of equal weight. In a grand total of a possible 1370 points, however, actual differences in weight will tend to be averaged; therefore, the final score should not be appreciably in error because of inequalities in weight of the various points. Similar objections might be made of the Army Alpha Intelligence Test, as it allows points of equal weight for correct answers in different fields of learning. However, that test was applied to many individuals, and the average scores obtained for particular groups proved to be reasonably correct.

The sheets concerned with the point score deal with what might be called the aspects of a police department, namely its organization and functions. It is also intended that objective comparisons may

<sup>13</sup>Wilson, O. W., "Police Selection and Training," 15 Public Management 364 (1933).

be made with other cities of the same population class. To this end, there follows a supplementary sheet on which may be tabulated certain facts, for example, per capita cost of police work, number of policemen per one thousand population, cost of burglary insurance. The statistics thus assembled will be available for comparison with similar statistics as given in national sources for other cities.

This scale is by no means offered as a finished product. It is only in the beginning and experimental stages, and needs now to be subjected to practical use in order that further improvements may be made and its ultimate value determined. Even in its present form, however, it should prove useful to police chiefs, as well as to city officials in bringing to their attention defects in their respective police departments. If funds are short, or authority lacking, or for some other reason police officials cannot take steps to remedy the defects, the attention of the city fathers should be called to the conditions. The police chief would then be in a position when criticism is directed against the department, to point out that it is undeserved, or that the defect had been previously discovered and recommendations made, but that those who held the purse strings would not allow the remedy.

This rating scale will also be found helpful by public officials who may wish to become better informed concerning police requirements, or to compare their own city with other cities. It will often be found that, before an effective comparison can be made, a general public survey will be necessary. In such an undertaking, the score sheets of this rating scale will be invaluable to the investigator making the survey.

Inexpert persons or groups, looking for a chance to "stir up something," will come to grief if they attempt to use the score sheets, which are intended to be used by experts only. Many of the matters listed on the sheets are technical and require professional diagnosis. A rating by a layman would in all probability, not present the true, existing state of affairs at all.

After a full application of this rating scale to a city, the parties concerned should not overlook certain local police problems. This matter is mentioned, because, although a police department may have done everything humanly possible to improve its operation, and although it may have had fullest cooperation from the city fathers, the crime rate in the city may still be high. Many things—heterogeneity of population, the law's delays, public attitudes, unenforceable laws, etc., etc., affect the problem of the police.<sup>14</sup> If, therefore, a

<sup>14</sup>Fosdick, R. B., *op. cit. supra* note 10, at Ch. 2.

good score is obtained on this rating scale, yet the crime rate remains high, city officials may then seek the trouble in other places.

### SCORE SHEETS

For use of the score sheets there are six columns available. Columns 1, 3 and 5 (from the left) have the maximum points for each subject to be rated. Columns 2, 4 and 6 provide spaces for the insertion of the score. While conducting an investigation, only column 2 will normally be used. Columns 4 and 6 represent totals, and may be filled in after the investigator has completed his field survey and returned to his office.

Score Columns					
SELECTION OF CHIEF: .....	—	—	—	—	38 —
1. Appointment—Is the chief selected by the Mayor, or other executive head of the city? .....	2	—	2	—	—
2. Is the selection free from political considerations? .....	2	—	2	—	—
3. May non-residents of the city be appointed? .....	2	—	2	—	—
4. Appointment on qualifications and merit: Are the following qualifications considered in making an appointment?....	—	—	32	—	—
a superior grade of intelligence.....	2	—	—	—	—
b previous police experience.....	2	—	—	—	—
c moral courage—integrity .....	2	—	—	—	—
d excellent physique .....	2	—	—	—	—
e physical courage .....	2	—	—	—	—
f ability to assemble, analyze and interpret statistics .....	2	—	—	—	—
g completion of education .....	2	—	—	—	—
h honesty .....	2	—	—	—	—
i leadership qualities—delegates responsibility wisely .....	2	—	—	—	—
j makes workers realize the importance of their duties.....	2	—	—	—	—
k foresight .....	2	—	—	—	—
l freedom from influence.....	2	—	—	—	—
m likes to make decisions.....	2	—	—	—	—
n keeps his group working for common goal .....	2	—	—	—	—
o able to judge an individual fairly accurately .....	2	—	—	—	—
p has a voice that suggests confidence regardless of its pitch or modulation .....	2	—	—	—	—
Totals	38	—	38	—	38 —



		Score Columns					
RETENTION OF CHIEF: .....		—	—	—	—	8	—
1. Tenure of office: .....		—	—	6	—	—	—
a cannot be removed without cause.		2	—	—	—	—	—
b public trial required before removal for cause .....		2	—	—	—	—	—
c tenure on a professional basis—as long as the incumbent gives good service and is on "good behavior"		2	—	—	—	—	—
2. Is there a complete absence of politics in the removal of the Chief?....		2	—	2	—	—	—
Totals		8	—	8	—	8	—
SELECTION OF PERSONNEL: .....		—	—	—	—	76	—
1. Is there an interview with the recruiting officer? <sup>15</sup> .....		2	—	2	—	—	—
2. In the interview is the applicant informed of the following requirements: .....		—	—	8	—	—	—
a informed that he must be in perfect physical condition, of good char- acter and habits, satisfactory tem- perament, sober and industrious and must have a high degree of intelligence .....		2	—	—	—	—	—
b informed that he must have strength above the average, must be fear- less and have no objection to working nights, wearing a uni- form, or doing any kind of police work to which an assignment may be made .....		2	—	—	—	—	—
c informed that he must have more than a passing interest in police work, in fact must look forward to it as a profession which will constitute a life's work.....		2	—	—	—	—	—

<sup>15</sup>Even though an eligible list is provided by a Civil Service Commission, the interview by the recruiting officer should still be held. The interview may be delayed where the number of applicants is exceedingly large and the total is to be reduced by either a physical or intelligence examination. In such case the items mentioned under "Interview" which would be so tested need not be inquired into by the recruiting officer. The absence of the interview in the process of selection of recruits will cause a loss of points in the score column; selection by a Civil Service Commission will not be sufficient to meet the requirement of having the interview.

		Score Columns					
d	informed that he must be between 21 and 30 years of age, weigh at least 155 pounds, have a height of at least 5' 9", and be at least a high school graduate? .....	2	—	—	—	—	—
3.	Are written tests given as follows: ...	—	—	16	—	—	—
a	intelligence (memory and observation included) .....	2	—	—	—	—	—
b	clerical test—ability to write reports	2	—	—	—	—	—
c	aptitude test .....	2	—	—	—	—	—
d	will and temperament test.....	2	—	—	—	—	—
e	adjustment test .....	2	—	—	—	—	—
f	Woodworth questionnaire .....	2	—	—	—	—	—
g	criminal laws .....	2	—	—	—	—	—
h	police manual—city information?..	2	—	—	—	—	—
4.	Is a physical examination required covering the following: .....	—	—	14	—	—	—
a	height and weight according to U. S. Army standards, if the applicant is over 155 pounds in weight and 5' 9" in height.....	2	—	—	—	—	—
b	hearing .....	2	—	—	—	—	—
c	eyesight .....	2	—	—	—	—	—
d	color test .....	2	—	—	—	—	—
e	physical endurance .....	2	—	—	—	—	—
f	general physique .....	2	—	—	—	—	—
g	psychiatric? .....	2	—	—	—	—	—
5.	Is an agility test given, testing: .....	—	—	10	—	—	—
a	running .....	2	—	—	—	—	—
b	jumping .....	2	—	—	—	—	—
c	climbing .....	2	—	—	—	—	—
d	swimming .....	2	—	—	—	—	—
e	lifting and carrying another person of about equal weight?.....	2	—	—	—	—	—
6.	Is a laboratory examination required, for .....	—	—	6	—	—	—
a	blood count .....	2	—	—	—	—	—
b	urinalysis .....	2	—	—	—	—	—
c	Wassermann? .....	2	—	—	—	—	—
7.	Are investigations made as follows: ...	—	—	16	—	—	—
a	references .....	2	—	—	—	—	—
b	former employers .....	2	—	—	—	—	—
c	search in the local Bureau of Criminal Identification .....	2	—	—	—	—	—

		Score Columns					
d	search in the State Bureau of Criminal Identification .....	2	—	—	—	—	—
e	search in the National Bureau of Criminal Identification at Washington, D. C. ....	2	—	—	—	—	—
f	inquiries concerning general personality, ability, industry, honesty	2	—	—	—	—	—
g	a photostatic copy of birth certificates and high school diploma...	2	—	—	—	—	—
h	general family history and social background? .....	2	—	—	—	—	—
8.	May the applicant be a non-resident of the city? .....	2	—	2	—	—	—
9.	Is the applicant required to take up residence in the city upon appointment to the force? .....	2	—	2	—	—	—
Totals		76	—	76	—	76	—
TRAINING OF PERSONNEL: .....		—	—	—	—	66	—
1.	Is there a probationary period for a recruit of at least one year's duration?.	2	—	2	—	—	—
2.	Is the following training required during probationary period: .....	—	—	28	—	—	—
a	city geography .....	2	—	—	—	—	—
b	city ordinances .....	2	—	—	—	—	—
c	rules and regulations .....	2	—	—	—	—	—
d	criminal law, arrest and evidence..	2	—	—	—	—	—
e	knowledge of communication systems	2	—	—	—	—	—
f	patrol duties .....	2	—	—	—	—	—
g	traffic regulation .....	2	—	—	—	—	—
h	records and report writing.....	2	—	—	—	—	—
i	identification methods .....	2	—	—	—	—	—
j	police methods and procedure....	2	—	—	—	—	—
k	fire arm instruction .....	2	—	—	—	—	—
l	supervised range practice .....	2	—	—	—	—	—
m	military training .....	2	—	—	—	—	—
n	first aid? .....	2	—	—	—	—	—
3.	Is the following training required subsequent to probationary period: .....	—	—	36	—	—	—
a	criminal law, more thoroughly....	2	—	—	—	—	—
b	criminal identifications .....	2	—	—	—	—	—
c	observation .....	2	—	—	—	—	—
d	scientific criminal investigation....	2	—	—	—	—	—

		Score Columns					
e	patrol duties .....	2	—	—	—	—	—
f	crime prevention methods .....	2	—	—	—	—	—
g	traffic law enforcement .....	2	—	—	—	—	—
h	traffic, theory of education and engineering .....	2	—	—	—	—	—
i	city ordinances, continued .....	2	—	—	—	—	—
j	selection and training of personnel .....	2	—	—	—	—	—
k	public relations—public speaking ..	2	—	—	—	—	—
l	police tactical problems, for use in assemblages, fires, parades, riots, use of non-lethal gases, etc. ....	2	—	—	—	—	—
m	higher education in useful subjects e.g., police psychology, criminology, sociology, hygiene, ballistics, etc..	2	—	—	—	—	—
n	property right laws .....	2	—	—	—	—	—
o	domestic relation laws .....	2	—	—	—	—	—
p	tort laws .....	2	—	—	—	—	—
q	physical training and self defense..	2	—	—	—	—	—
r	range practice? .....	2	—	—	—	—	—
Totals		66	—	66	—	66	—
PERSONNEL, RETENTION and PROMOTION: ..		—	—	—	—	76	—
1.	Are annual examinations given in all subjects studied during the previous year?	2	—	2	—	—	—
2.	Are passing grades required in the subjects covered in examination? .....	2	—	2	—	—	—
3.	Is each member of the department below the grade of captain required to take the courses offered under "Training of Personnel"? .....	2	—	2	—	—	—
4.	Are special examinations given as a requirement for promotion? .....	2	—	2	—	—	—
5.	Is each sergeant required to make written periodic reports concerning the men assigned to them for reporting upon the following characteristics: ..	—	—	64	—	—	—
a	physique and bearing .....	2	—	—	—	—	—
b	neatness and cleanness .....	2	—	—	—	—	—
c	general health .....	2	—	—	—	—	—
d	energy .....	2	—	—	—	—	—
e	habits, good and bad .....	2	—	—	—	—	—
f	sobriety .....	2	—	—	—	—	—
g	voice .....	2	—	—	—	—	—

		Score Columns					
h	courage, moral and physical .....	2	—	—	—	—	—
i	ease in learning .....	2	—	—	—	—	—
j	special abilities and knowledge....	2	—	—	—	—	—
k	memory, auditory and visual.....	2	—	—	—	—	—
l	tact and approach—courtesy .....	2	—	—	—	—	—
m	self control .....	2	—	—	—	—	—
n	observation .....	2	—	—	—	—	—
o	judgment .....	2	—	—	—	—	—
p	initiative .....	2	—	—	—	—	—
q	curiosity .....	2	—	—	—	—	—
r	suspicion .....	2	—	—	—	—	—
s	force .....	2	—	—	—	—	—
t	persistence .....	2	—	—	—	—	—
u	alertness .....	2	—	—	—	—	—
v	originality .....	2	—	—	—	—	—
w	interest .....	2	—	—	—	—	—
x	readiness to shoulder responsibility	2	—	—	—	—	—
y	loyalty .....	2	—	—	—	—	—
z	honesty .....	2	—	—	—	—	—
aa	dependability .....	2	—	—	—	—	—
bb	punctuality .....	2	—	—	—	—	—
cc	adaptability .....	2	—	—	—	—	—
dd	accuracy .....	2	—	—	—	—	—
ee	ability to organize and systematize work .....	2	—	—	—	—	—
ff	ability to grasp the point of view of the commanding officer?.....	2	—	—	—	—	—
6.	Is each member of the force given an individual rating score?.....	2	—	2	—	—	—
7.	Are the reports of the sergeants as given in 5., above, used in determining the abilities of the sergeants that write them? .....	2	—	2	—	—	—
Totals		76	—	76	—	76	—
RECORDS DIVISION: .....		—	—	—	—	56	—
1.	Complaints—are records kept as follows:	—	—	10	—	—	—
a.	alphabetically, under names of com- plainant .....	2	—	—	—	—	—
b.	alphabetically, under names of per- son complaint entered against....	2	—	—	—	—	—
c.	geographically .....	2	—	—	—	—	—
d.	according to their nature.....	2	—	—	—	—	—
e.	chronologically? .....	2	—	—	—	—	—

		Score Columns					
2. Criminal section—are records kept as follows: .....	—	—	16	—	—	—	—
a arrests .....	2	—	—	—	—	—	—
b disposition of cases .....	2	—	—	—	—	—	—
c known crime hazards .....	2	—	—	—	—	—	—
d known public enemies .....	2	—	—	—	—	—	—
e offenses known to the police.....	2	—	—	—	—	—	—
f names of citizens who can be trusted and will cooperate .....	2	—	—	—	—	—	—
g names of citizens who cannot be trusted .....	2	—	—	—	—	—	—
h warrant and subpoena file?.....	2	—	—	—	—	—	—
3. Is there a good complaint follow-up system in operation? .....	2	—	2	—	—	—	—
4. Is there a correspondence file, including telegrams and teletypes?.....	2	—	2	—	—	—	—
5. Statistics .....	—	—	22	—	—	—	—
a does the department have a daily bulletin? .....	2	—	—	—	—	—	—
b are uniform crime reports sent in? .....	2	—	—	—	—	—	—
c are the reports of the officers generally uniform? .....	2	—	—	—	—	—	—
d does the department make an annual report, with a daily summary, weekly and monthly summary? .....	2	—	—	—	—	—	—
e does the department have knowledge whether crime is on the increase or decrease? .....	2	—	—	—	—	—	—
f does the department know whether police investigations are successful or not? .....	2	—	—	—	—	—	—
g are statistical maps and charts kept? .....	2	—	—	—	—	—	—
h is tabulating machinery used?.....	2	—	—	—	—	—	—
i are traffic records adequate?.....	2	—	—	—	—	—	—
j are monthly and annual reports sent to the National Safety Council? .....	2	—	—	—	—	—	—
k are vice records kept?.....	2	—	—	—	—	—	—
General: .....	—	—	4	—	—	—	—
a are financial records kept?.....	2	—	—	—	—	—	—
b is there a personnel file, with complete records of each member of the department? .....	2	—	—	—	—	—	—
Totals	56	—	56	—	56	—	—

		Score Columns					
IDENTIFICATION DIVISION: .....		—	—	—	—	40	—
1. Fingerprinting: .....		—	—	16	—	—	—
a are all felons fingerprinted?.....	2	—	—	—	—	—	—
b are all persons arrested finger- printed? .....	2	—	—	—	—	—	—
c are all persons arraigned finger- printed? .....	2	—	—	—	—	—	—
d are copies sent to state office?.....	2	—	—	—	—	—	—
e are copies sent to Washington?... ..	2	—	—	—	—	—	—
f are the department files adequate?..	2	—	—	—	—	—	—
g are modern systems of classifica- tion used? .....	2	—	—	—	—	—	—
h are modern systems of single finger print classification used ?.....	2	—	—	—	—	—	—
2. Handwriting: .....		—	—	8	—	—	—
a are modern classification systems used? .....	2	—	—	—	—	—	—
b are the department files adequate?	2	—	—	—	—	—	—
c is an exemplar file kept?.....	2	—	—	—	—	—	—
d are the members of this unit quali- fied handwriting experts? .....	2	—	—	—	—	—	—
3. Photography: .....		—	—	10	—	—	—
a are photographs of criminals made?	2	—	—	—	—	—	—
b are scenes of crime photographed?	2	—	—	—	—	—	—
c are samples of handwriting photo- graphed? .....	2	—	—	—	—	—	—
d are photo-micrograph enlargements made for presentation as evi- dence? .....	2	—	—	—	—	—	—
e is this unit equipped for photo- static work? .....	2	—	—	—	—	—	—
4. Modus Operandi: .....		—	—	6	—	—	—
a are filing systems adequate?.....	2	—	—	—	—	—	—
b are the records of local major of- fenders kept? .....	2	—	—	—	—	—	—
c is the modus operandi file cross- indexed by sectors of the city?..	2	—	—	—	—	—	—
Totals		40	—	40	—	40	—
COMMUNICATION: .....		—	—	—	—	46	—
1. Is there a Central Complaint Board or office that: .....		—	—	14	—	—	—

		Score Columns					
a	receives all calls .....	2	—	—	—	—	—
b	dispatches calls to proper person or office for attention .....	2	—	—	—	—	—
c	dispatches call for broadcast.....	2	—	—	—	—	—
d	dispatches teletypes .....	2	—	—	—	—	—
e	dispatches telegrams .....	2	—	—	—	—	—
f	checks long distance calls to de- termine authenticity .....	2	—	—	—	—	—
g	has knowledge of location of all police cars and keeps track of them in and out of service?.....	2	—	—	—	—	—
2.	Does the department have the follow- ing call and re-call facilities.....	—	—	12	—	—	—
a	police radio, one-way.....	2	—	—	—	—	—
b	police radio, two-way.....	2	—	—	—	—	—
c	flashing light re-call system.....	2	—	—	—	—	—
d	call boxes .....	2	—	—	—	—	—
e	telephone reports system.....	2	—	—	—	—	—
f	teletype? .....	2	—	—	—	—	—
3.	Is the equipment of this division main- tained in good condition?.....	2	—	2	—	—	—
4.	Is the equipment of this division ser- viced adequately? .....	2	—	2	—	—	—
5.	Are facilities for inter-departmental communication provided as follows:..	—	—	8	—	—	—
a	radio .....	2	—	—	—	—	—
b	teletype .....	2	—	—	—	—	—
c	telegraph .....	2	—	—	—	—	—
d	telephone? .....	2	—	—	—	—	—
6.	Are records of communication kept as follows: .....	—	—	8	—	—	—
a	broadcasts .....	2	—	—	—	—	—
b	teletypes sent .....	2	—	—	—	—	—
c	telegrams sent .....	2	—	—	—	—	—
d	complaints received and disposition thereof? .....	2	—	—	—	—	—
Totals		46	—	46	—	46	—
TRANSPORTATION: .....		—	—	—	—	26	—
1.	Are police autos privately owned, with a monthly allowance to each officer by the city? .....	2	—	2	—	—	—



		Score Columns					
2. Is the allowance sufficiently large to permit the men to provide fairly new equipment? .....	2	—	2	—	—	—	—
3. If police autos are not privately owned, is the number provided adequate?... ..	2	—	2	—	—	—	—
4. If police autos are not privately owned, are the ones provided fairly new and modern? .....	2	—	2	—	—	—	—
5. Are repair facilities adequate?.....	2	—	2	—	—	—	—
6. Are garage and parking facilities adequate? .....	2	—	2	—	—	—	—
7. Are all beats motorized where motorization would be advantageous?.....	2	—	2	—	—	—	—
8. Does the department have an adequate number of motorcycles?.....	2	—	2	—	—	—	—
9. Does the department have an adequate number of squad cars?.....	2	—	2	—	—	—	—
10. Is the patrol wagon in good condition? .....	2	—	2	—	—	—	—
11. Is this division responsible for its operation? .....	2	—	2	—	—	—	—
12. Does every police car have radio equipment? .....	2	—	2	—	—	—	—
13. Does the department maintain an emergency service truck? .....	2	—	2	—	—	—	—
Totals—	26	—	26	—	26	—	—
BEAT CONSTRUCTION: .....	—	—	—	—	52	—	—
1. Are beats constructed with reference to:	—	—	30	—	—	—	—
a known crime hazards .....	2	—	—	—	—	—	—
b known delinquency areas .....	2	—	—	—	—	—	—
c vice conditions .....	2	—	—	—	—	—	—
d number of complaints received from a given area .....	2	—	—	—	—	—	—
e property loss from crime .....	2	—	—	—	—	—	—
f value of property within a given area .....	2	—	—	—	—	—	—
g known crime conditions .....	2	—	—	—	—	—	—
h number of arrests experienced in a given area .....	2	—	—	—	—	—	—
i vehicular traffic .....	2	—	—	—	—	—	—
j pedestrian traffic .....	2	—	—	—	—	—	—
k character of buildings .....	2	—	—	—	—	—	—
l character of people to be found on the beat .....	2	—	—	—	—	—	—

		Score Columns					
m topographical conditions of the city—hills, rivers, harbors, etc.	2	—	—	—	—	—	—
n population .....	2	—	—	—	—	—	—
o criminal residences? .....	2	—	—	—	—	—	—
2. Are beats motorized as far as needed?	2	—	2	—	—	—	—
3. Is there distribution of the patrol force equitably and strategically in beat construction so that every patrolman carries his share of the burdens and each section of the community receives its share of police protection service?...	2	—	2	—	—	—	—
4. Is there periodic organization and check-up of beats? .....	2	—	2	—	—	—	—
5. Have the beats been checked and re-organized within the past year?.....	2	—	2	—	—	—	—
6. Is there supervision of beats and patrol? .....	2	—	2	—	—	—	—
7. Does the standard of the department require at least 2 or 3 rounds during one watch? .....	2	—	2	—	—	—	—
8. Are the beats constructed so that the patrolman can make the standard of the department during his watch?...	2	—	2	—	—	—	—
9. Does the superior officer have knowledge as to whether or not the men are actually patrolling their beats?.....	2	—	2	—	—	—	—
10. Are the watches eight hours per day?..	2	—	2	—	—	—	—
11. Is there one sergeant to each seven patrolmen? .....	2	—	2	—	—	—	—
12. Are patrolmen required to make individually written reports? .....	2	—	2	—	—	—	—
Totals	52	—	52	—	52	—	—
PATROL DUTIES: .....	—	—	—	—	156	—	—
1. Are the following duties required of patrolmen: .....	—	—	156	—	—	—	—
a become familiar with all persons on his beat, their residences, character and occupation.....	2	—	—	—	—	—	—

		Score Columns					
b	observe suspicious places.....	2	—	—	—	—	—
c	observe suspicious persons and loiterers .....	2	—	—	—	—	—
d	observe suspicious circumstances..	2	—	—	—	—	—
e	observe the conduct of known bad characters .....	2	—	—	—	—	—
f	be constantly on the alert and observe everything that takes place within his sight and hearing.....	2	—	—	—	—	—
g	enter places known as resorts for thieves and bad characters.....	2	—	—	—	—	—
h	keep a record of such places.....	2	—	—	—	—	—
i	note who is there and what they are doing .....	2	—	—	—	—	—
j	keep a record of places where he suspects laws are being violated	2	—	—	—	—	—
k	be on the look out for fugitives	2	—	—	—	—	—
l	be on the look out for stolen property .....	2	—	—	—	—	—
m	be on the look out for missing persons .....	2	—	—	—	—	—
n	observe and investigate, if necessary, persons carrying bundles...	2	—	—	—	—	—
o	investigate and report crimes.....	2	—	—	—	—	—
p	question persons suspected of having committed a felony.....	2	—	—	—	—	—
q	at night—demand of suspicious persons that they give an account of themselves .....	2	—	—	—	—	—
r	make arrests .....	2	—	—	—	—	—
s	remove vagrants and beggars from the streets .....	2	—	—	—	—	—
t	familiarize himself with all parts of his beat .....	2	—	—	—	—	—
u	know the location of all junk shops, second hand dealers, pawnbrokers, dance halls, all public places and places of suspicion	2	—	—	—	—	—
v	observe and note all physical changes of property on the beat	2	—	—	—	—	—
w	note whether or not shades have been fixed differently than upon other nights .....	2	—	—	—	—	—
x	learn the closing times for business houses .....	2	—	—	—	—	—
y	learn where lights are ordinarily left burning .....	2	—	—	—	—	—

		Score Columns					
z	learn the location of safes and valuable merchandise or property on the beat .....	2	—	—	—	—	—
aa	keep a constant vigilance on closed business houses—shaking doors, open gratings, etc. ....	2	—	—	—	—	—
bb	visit and inspect all vacant houses and buildings .....	2	—	—	—	—	—
cc	pay attention to dwelling houses whose owners are known to be out of the city—remove papers, milk, etc. ....	2	—	—	—	—	—
dd	watch for and report fires.....	2	—	—	—	—	—
ee	watch for and report damaged or leaky fire hydrants .....	2	—	—	—	—	—
ff	report dead animals on the beat..	2	—	—	—	—	—
gg	investigate all unusual occurrences	2	—	—	—	—	—
hh	investigate serious accidents.....	2	—	—	—	—	—
ii	attend to all complaints received	2	—	—	—	—	—
jj	know whether or not all places are being conducted in accordance with the laws applicable thereto .....	2	—	—	—	—	—
kk	report all ordinance violations...	2	—	—	—	—	—
ll	report all unsafe buildings.....	2	—	—	—	—	—
mm	report defective and broken sidewalks and streets.....	2	—	—	—	—	—
nn	pay attention to all motor vehicles—particularly ones with broken or soiled license plates—parked ones with motor running.....	2	—	—	—	—	—
oo	be responsible for the enforcement of all traffic laws.....	2	—	—	—	—	—
pp	help with congested traffic.....	2	—	—	—	—	—
qq	report damaged or missing traffic signs—know locations of all traffic signs .....	2	—	—	—	—	—
rr	report damaged or missing street lights .....	2	—	—	—	—	—
ss	know the location of all police boxes, fire alarm boxes and telephones .....	2	—	—	—	—	—
tt	know the nature of all business on the beat .....	2	—	—	—	—	—
uu	report and take cognizance of all sudden deaths on the beat—in-						

		Score Columns					
	vestigate, if necessary.....	2	—	—	—	—	—
vv	render aid to all persons when injured .....	2	—	—	—	—	—
ww	render first aid to injured and sick persons .....	2	—	—	—	—	—
xx	furnish information to tourists and strangers .....	2	—	—	—	—	—
yy	visit regularly schools and all public places .....	2	—	—	—	—	—
zz	visit regularly all crime hazards	2	—	—	—	—	—
aaa	visit regularly all places of public amusement .....	2	—	—	—	—	—
bbb	inspect hotel registers.....	2	—	—	—	—	—
ccc	investigate persons who solicit from door to door.....	2	—	—	—	—	—
ddd	care for abandoned or lost children and infants.....	2	—	—	—	—	—
eee	acquire the confidence of all people residing on the beat through kindness and helpfulness whenever possible.....	2	—	—	—	—	—
fff	report infectious or contagious diseases .....	2	—	—	—	—	—
ggg	report all matters that might affect the health of the community .....	2	—	—	—	—	—
hhh	keep track of all small businesses near schools.....	2	—	—	—	—	—
iii	note new businesses opening...	2	—	—	—	—	—
jjj	inform merchants of ways and means of preventing burglaries	2	—	—	—	—	—
kkk	if there is a private night watchman on premises—knock to be sure that nothing has happened to him.....	2	—	—	—	—	—
lll	look over the beat upon taking it up to note any changes....	2	—	—	—	—	—
mmm	know all alleys.....	2	—	—	—	—	—
nnn	know all entrances to all buildings .....	2	—	—	—	—	—
ooo	know all escapes over the tops of buildings .....	2	—	—	—	—	—
ppp	know all escapes from basements	2	—	—	—	—	—
qqq	know all fire escapes leading to the tops of buildings.....	2	—	—	—	—	—
rrr	endeavor to abate nuisances....	2	—	—	—	—	—

		Score Columns					
sss	select locations most likely to become the scene of a crime or an accident.....	2	—	—	—	—	—
ttt	present himself at such locations at the time that the crime or accident is most likely to occur	2	—	—	—	—	—
uuu	gather evidence at the scene of the crime .....	2	—	—	—	—	—
vvv	obtain witness statements.....	2	—	—	—	—	—
www	maintain order at fires, riots, strikes and all public gatherings	2	—	—	—	—	—
xxx	not to carry on conversations with persons on the beat except when necessary .....	2	—	—	—	—	—
yyy	not to recognize plain clothes men unless first spoken to...	2	—	—	—	—	—
zzz	cultivate the acquaintance of peddlers, solicitors, mailmen, milk drivers, newsboys, carmen, expressmen, cab drivers, and every other person who regularly works in the territory of the beat? .....	2	—	—	—	—	—
Totals		156	—	156	—	156	—
TRAFFIC DIVISION: .....		—	—	—	—	56	—
1. Enforcement: .....		—	—	24	—	—	—
A. Are street traffic control functions cared for as follows:							
a	intersection .....	2	—	—	—	—	—
b	street parking .....	2	—	—	—	—	—
c	street flow of traffic?.....	2	—	—	—	—	—
B. Is there a motor vehicle traffic patrol which:							
a	patrols .....	2	—	—	—	—	—
b	conducts headlight, brake, etc., drives .....	2	—	—	—	—	—
c	acts as escort for public celebrations? .....	2	—	—	—	—	—
C. Is there a traffic bureau which:							
a	accepts fixed bail in lieu of prosecution for minor traffic offences	2	—	—	—	—	—
b	keeps records of offenders and informs prosecuting attorney in						

		Score Columns					
	traffic cases .....	2	—	—	—	—	—
c	does not permit the "fixing" of traffic summons or "tags"?.....	2	—	—	—	—	—
D.	Is there an accident investigation squad which:						
a	investigates accidents .....	2	—	—	—	—	—
b	obtains evidence of traffic law violators .....	2	—	—	—	—	—
c	prosecutes offenders on evidence obtained? .....	2	—	—	—	—	—
2.	Engineering: .....	—	—	18	—	—	—
A.	Are the following duties performed: <sup>16</sup>						
a	check and study flow of traffic....	2	—	—	—	—	—
b	study of parking conditions.....	2	—	—	—	—	—
c	creation or elimination of zones...	2	—	—	—	—	—
d	hazards checked and studied.....	2	—	—	—	—	—
e	accidents investigated to see if a hazard can be eliminated.....	2	—	—	—	—	—
f	intersection signals checked and studied .....	2	—	—	—	—	—
g	signposts checked and studied.....	2	—	—	—	—	—
h	supervision of installation of equipment .....	2	—	—	—	—	—
i	accidents recorded geographically and repeating locations followed up? .....	2	—	—	—	—	—
3.	Education: .....	—	—	14	—	—	—
a	is there a good cooperative working arrangement between a traffic safety commission or safety council and the Traffic Division? <sup>17</sup> ..	2	—	—	—	—	—
b	are adequate statistics of traffic matters kept? .....	2	—	—	—	—	—
c	is there a junior traffic police for school crossings? .....	2	—	—	—	—	—
d	is there a traffic school?.....	2	—	—	—	—	—
e	is public educational work carried on, including "better driving"?..	2	—	—	—	—	—

<sup>16</sup>If the items mentioned under Engineering are carried out by some other municipal bureau or department, but nevertheless they are carried out, then full credit is to be given.

<sup>17</sup>A safety commission or council is a private organization of leading citizens, police, city, transportation and large corporation officials. By use of educational methods, this body endeavors to secure the cooperation of citizens in obeying the traffic laws.

		Score Columns					
f	is publicity given traffic matters?..	2	—	—	—	—	—
g	is safety activity carried on with school children? .....	2	—	—	—	—	—
Totals		56	—	56	—	56	—
DETECTIVE DIVISION: .....		—	—	—	—	376	—
1.	Are the following general duties required: .....	—	—	22	—	—	—
a	approval of outgoing teletypes, telegrams and long distance telephone calls .....	2	—	—	—	—	—
b	approval of releases on bail.....	2	—	—	—	—	—
c	investigations made—scientific criminal investigation .....	2	—	—	—	—	—
d	arrests made .....	2	—	—	—	—	—
e	evidence and scene of crime held intact .....	2	—	—	—	—	—
f	notes made of scene of crime....	2	—	—	—	—	—
g	charts and diagrams prepared ...	2	—	—	—	—	—
h	each detail supplied with duplicate records pending completion of the case .....	2	—	—	—	—	—
i	case followed to completion and testimony given if necessary....	2	—	—	—	—	—
j	follow-up record made.....	2	—	—	—	—	—
k	arsenal equipment maintained?...	2	—	—	—	—	—
2.	Pawnshop detail—are the following duties performed: .....	—	—	40	—	—	—
a	investigations made .....	2	—	—	—	—	—
b	witnesses and victims interviewed	2	—	—	—	—	—
c	evidence gathered .....	2	—	—	—	—	—
d	modus operandi studied and files checked .....	2	—	—	—	—	—
e	suspects questioned .....	2	—	—	—	—	—
f	case presented in court—testimony given .....	2	—	—	—	—	—
g	has knowledge of laws applicable to case .....	2	—	—	—	—	—
h	daily record of property lost or stolen, prepared .....	2	—	—	—	—	—
i	similarity of serial numbers noted	2	—	—	—	—	—
j	periodic round of pawnships made	2	—	—	—	—	—
k	regularity of reports from pawnshops checked .....	2	—	—	—	—	—



		Score Columns					
l	photostatic copies of signatures on pawnshops' records made when desired .....	2	—	—	—	—	—
m	good relations between police and pawnbrokers maintained .....	2	—	—	—	—	—
n	knows intercity and inter-state channels through which certain types of articles are usually disposed of .....	2	—	—	—	—	—
o	if serial numbers do not appear in the file, attempts to trace ownership through the manufacturer..	2	—	—	—	—	—
p	knows pawnshop markings.....	2	—	—	—	—	—
q	knows business habits of pawnbrokers and second hand dealers	2	—	—	—	—	—
r	knows what kind of articles particular brokers deal in.....	2	—	—	—	—	—
s	respects the rights and privileges of dealers .....	2	—	—	—	—	—
t	knows values and methods of hypothecation? .....	2	—	—	—	—	—
3.	Fugitive detail—are the following duties performed: .....	—	—	30	—	—	—
a	investigations made .....	2	—	—	—	—	—
b	witnesses and victims interviewed	2	—	—	—	—	—
c	evidence gathered .....	2	—	—	—	—	—
d	modus operandi studied and files checked .....	2	—	—	—	—	—
e	suspects questioned .....	2	—	—	—	—	—
f	case presented in court—testimony given .....	2	—	—	—	—	—
g	has knowledge of laws applicable to case .....	2	—	—	—	—	—
h	address of fugitive checked if one is given in the communication requiring the investigation .....	2	—	—	—	—	—
i	mail of the fugitive traced with the help of postoffice authorities	2	—	—	—	—	—
j	special investigators of bonding, insurance and other large corporations contacted and cooperation given them .....	2	—	—	—	—	—
k	cooperation given Federal authorities .....	2	—	—	—	—	—
l	check on the known associates of the fugitive maintained.....	2	—	—	—	—	—

		Score Columns					
m	apprehension of fugitives who have forfeited bail.....	2	—	—	—	—	—
n	information provided to other police departments concerning fugitives .....	2	—	—	—	—	—
o	knows how to determine the existence and validity of a warrant for a fugitive? .....	2	—	—	—	—	—
4.	Forgery detail—are the following duties performed: .....	—	—	34	—	—	—
a	investigations made .....	2	—	—	—	—	—
b	witnesses and victims interviewed .....	2	—	—	—	—	—
c	evidence gathered .....	2	—	—	—	—	—
d	modus operandi studied and files checked .....	2	—	—	—	—	—
e	suspects questioned .....	2	—	—	—	—	—
f	case presented in court—testimony given .....	2	—	—	—	—	—
g	has knowledge of laws applicable to case .....	2	—	—	—	—	—
h	complaints received from citizens .....	2	—	—	—	—	—
i	original check or document secured .....	2	—	—	—	—	—
j	the facts of the victim's story investigated .....	2	—	—	—	—	—
k	determination made whether or not there are previous forgeries by the same person.....	2	—	—	—	—	—
l	shows photographs of known forgers to the victim to permit identification, if possible.....	2	—	—	—	—	—
m	trade marks and modus operandi checked to see if the check under investigation can be tied up with previous offences .....	2	—	—	—	—	—
n	checks handwriting as an expert for purposes of identification of maker .....	2	—	—	—	—	—
o	expert testimony given in court..	2	—	—	—	—	—
p	is informed of commercial laws and practices governing checks..	2	—	—	—	—	—
q	knows what constitutes a crime in check cases? .....	2	—	—	—	—	—
5.	Narcotics detail—are the following duties performed: .....	—	—	38	—	—	—
a	investigations made .....	2	—	—	—	—	—
b	witnesses and victims interviewed .....	2	—	—	—	—	—

		Score Columns					
c	evidence gathered .....	2	—	—	—	—	—
d	modus operandi studied and files checked .....	2	—	—	—	—	—
e	suspects questioned .....	2	—	—	—	—	—
f	case presented in court—testimony given .....	2	—	—	—	—	—
g	has knowledge of laws applicable to case .....	2	—	—	—	—	—
h	keeps check on movements of all known dope peddlers throughout the country .....	2	—	—	—	—	—
i	keeps check on all known addicts for purpose of apprehending peddlers .....	2	—	—	—	—	—
j	evidence obtained through use of operatives .....	2	—	—	—	—	—
k	Federal agencies given cooperation .....	2	—	—	—	—	—
l	chemical analysis of evidence secured .....	2	—	—	—	—	—
m	drug store records checked for forged prescriptions .....	2	—	—	—	—	—
n	physicians' reports on addicts checked .....	2	—	—	—	—	—
o	language and trade terms of peddlers and addicts learned.....	2	—	—	—	—	—
p	characteristics and mannerisms of peddlers and addicts learned....	2	—	—	—	—	—
q	locations and methods of peddlers learned .....	2	—	—	—	—	—
r	knows all types of drug containers .....	2	—	—	—	—	—
s	addicts helped to re-habilitate themselves? .....	2	—	—	—	—	—
6.	Burglary detail—are the following duties performed: .....	—	—	30	—	—	—
a	investigations made .....	2	—	—	—	—	—
b	witnesses and victims interviewed .....	2	—	—	—	—	—
c	evidence gathered .....	2	—	—	—	—	—
d	modus operandi studied and files checked .....	2	—	—	—	—	—
e	suspects questioned .....	2	—	—	—	—	—
f	case presented in court—testimony given .....	2	—	—	—	—	—
g	has knowledge of laws applicable to case.....	2	—	—	—	—	—
h	surveillance of hotels for suspects maintained .....	2	—	—	—	—	—

		Score Columns					
i	good will of hotel-keepers encouraged and maintained.....	2	—	—	—	—	—
j	whereabouts of all known burglars checked .....	2	—	—	—	—	—
k	whereabouts of associates of known burglars checked .....	2	—	—	—	—	—
l	methods of breaking in learned....	2	—	—	—	—	—
m	language of burglars learned.....	2	—	—	—	—	—
n	periodic visits made to all known hang-outs .....	2	—	—	—	—	—
o	watches and studies burglary records to determine where and when the next burglary will probably occur? .....	2	—	—	—	—	—
7.	Homicide detail—are the following duties performed: .....	—	—	30	—	—	—
a	investigations made .....	2	—	—	—	—	—
b	witnesses and victims interviewed .....	2	—	—	—	—	—
c	evidence gathered .....	2	—	—	—	—	—
d	modus operandi studied and files checked .....	2	—	—	—	—	—
e	suspects questioned .....	2	—	—	—	—	—
f	case presented in court—testimony given .....	2	—	—	—	—	—
g	has knowledge of laws applicable to case .....	2	—	—	—	—	—
h	a determination made of just what happened; who the witnesses are; when, how and why it occurred .....	2	—	—	—	—	—
i	photographs taken of all available aspects and of the victim.....	2	—	—	—	—	—
j	map or chart of scene of death prepared .....	2	—	—	—	—	—
k	scientific experts called in when necessary .....	2	—	—	—	—	—
l	motive determined, if possible....	2	—	—	—	—	—
m	tries to find suspects, from the motive .....	2	—	—	—	—	—
n	determines whether death, suicide, accident, or murder .....	2	—	—	—	—	—
o	knows what constitutes evidence in such cases .....	2	—	—	—	—	—
8.	Arson detail—are the following duties performed: .....	—	—	26	—	—	—
a	investigations made of suspicious fires, as reported by the fire de-						

		Score Columns					
	partment .....	2	—	—	—	—	—
b	witnesses and victims interviewed .....	2	—	—	—	—	—
c	evidence gathered .....	2	—	—	—	—	—
d	modus operandi studied and files checked .....	2	—	—	—	—	—
e	suspects questioned .....	2	—	—	—	—	—
f	case presented in court—testimony given .....	2	—	—	—	—	—
g	has knowledge of laws applicable to case .....	2	—	—	—	—	—
h	clothes of the occupant of the house examined, searching for clues .....	2	—	—	—	—	—
i	material found at scene analyzed .....	2	—	—	—	—	—
j	scene photographed, if desirable .....	2	—	—	—	—	—
k	personal files and book of occupant or owner subjected to an audit .....	2	—	—	—	—	—
l	nature of materials used in setting a fire determined from the residue after the fire .....	2	—	—	—	—	—
m	knows reaction of burning substances to fire extinguishing methods where applied? .....	2	—	—	—	—	—
9.	Robbery detail—are the following duties performed: .....	—	—	24	—	—	—
a	investigations made .....	2	—	—	—	—	—
b	witnesses and victims interviewed .....	2	—	—	—	—	—
c	evidence gathered .....	2	—	—	—	—	—
d	modus operandi studied and files checked .....	2	—	—	—	—	—
e	suspects questioned .....	2	—	—	—	—	—
f	case presented in court—testimony given .....	2	—	—	—	—	—
g	has knowledge of laws applicable to case .....	2	—	—	—	—	—
h	genuineness of reported robbery determined .....	2	—	—	—	—	—
i	information obtained from business men, hotel and apartment managers .....	2	—	—	—	—	—
j	gun file maintained .....	2	—	—	—	—	—
k	dance halls, pool halls and other hang-outs checked, getting information on suspects .....	2	—	—	—	—	—
l	other general duties the same as burglary detail? .....	2	—	—	—	—	—

		Score Columns					
10. Auto theft detail—are the following duties performed: .....	—	—	36	—	—	—	—
a investigations made .....	2	—	—	—	—	—	—
b witnesses and victims interviewed	2	—	—	—	—	—	—
c evidence gathered .....	2	—	—	—	—	—	—
d modus operandi studied and files checked .....	2	—	—	—	—	—	—
e suspects questioned .....	2	—	—	—	—	—	—
f case presented in court—testimony given .....	2	—	—	—	—	—	—
g has knowledge of laws applicable to case .....	2	—	—	—	—	—	—
h surveillance concentrated in locations where thefts occur.....	2	—	—	—	—	—	—
i suspicious characters who are looking into cars investigated.....	2	—	—	—	—	—	—
j suspicious cars searched.....	2	—	—	—	—	—	—
k drivers arrested who cannot prove ownership or agency.....	2	—	—	—	—	—	—
l registration of abandoned cars checked .....	2	—	—	—	—	—	—
m all cars left in garages and parking lots traced.....	2	—	—	—	—	—	—
n title of a car traced when necessary	2	—	—	—	—	—	—
o knows the practice of other states in transferring title.....	2	—	—	—	—	—	—
p altered engine number detected....	2	—	—	—	—	—	—
q all auto-junk yards checked.....	2	—	—	—	—	—	—
r contact established with owners of commercial lists of car-owners, by the make of cars? .....	2	—	—	—	—	—	—
11. Bunco-Pickpocket detail—are the following duties performed: .....	—	—	26	—	—	—	—
a investigations made .....	2	—	—	—	—	—	—
b witnesses and victims interviewed	2	—	—	—	—	—	—
c evidence gathered .....	2	—	—	—	—	—	—
d modus operandi studied and files checked .....	2	—	—	—	—	—	—
e suspects questioned .....	2	—	—	—	—	—	—
f case presented in court—testimony given .....	2	—	—	—	—	—	—
g has knowledge of laws applicable to case .....	2	—	—	—	—	—	—
h keeps track of known bunco men and pickpockets .....	2	—	—	—	—	—	—
i staff maintained to mingle in all							

		Score Columns					
	public assemblages .....	2	—	—	—	—	—
j	knows how to recognize a pick-pocket in action.....	2	—	—	—	—	—
k	store operatives aided and arrests made on the sidewalk.....	2	—	—	—	—	—
l	pictures file of known bunco men and pickpockets maintained.....	2	—	—	—	—	—
m	hotels watched for persons who might be in confidence games?	2	—	—	—	—	—
12.	Adult missing persons detail—are the following duties performed: .....	—	—	30	—	—	—
a	investigations made .....	2	—	—	—	—	—
b	witnesses and complainants interviewed .....	2	—	—	—	—	—
c	evidence gathered .....	2	—	—	—	—	—
d	has knowledge of laws applicable to case .....	2	—	—	—	—	—
e	connection or relationship between the missing person and the complainant determined .....	2	—	—	—	—	—
f	all public name registers used in searching for a missing person—including all health permits, beauty operators' licenses, waitresses, laundry files, etc. ....	2	—	—	—	—	—
g	union agents interviewed—cooks, waiters, barbers, etc. ....	2	—	—	—	—	—
h	addresses investigated .....	2	—	—	—	—	—
i	social service agencies checked for new applications for aid.....	2	—	—	—	—	—
j	public libraries checked.....	2	—	—	—	—	—
k	all United States Service enlistments checked .....	2	—	—	—	—	—
l	large corporation hirings checked	2	—	—	—	—	—
m	if missing person had an auto, State boundary crossings checked	2	—	—	—	—	—
n	file of unidentified dead bodies maintained .....	2	—	—	—	—	—
o	knows identification methods for dead bodies? .....	2	—	—	—	—	—
13.	Post-office detail—are the following duties performed: .....	—	—	10	—	—	—
a	investigations made .....	2	—	—	—	—	—
b	witnesses and victims interviewed	2	—	—	—	—	—
c	evidence gathered .....	2	—	—	—	—	—
d	Federal officers investigating coun-						

		Score Columns					
terfeiting, post-office robberies and burglaries, thefts of or from letters, Mann Act, threatening or extortive letters assisted and given cooperation .....		2	—	—	—	—	—
e contact maintained with supply houses whose stock might be used in counterfeiting? .....		2	—	—	—	—	—
Totals		376	—	376	—	376	—
VICE DIVISION: .....		—	—	—	—	86	—
1. In combatting gambling, are the following duties performed: .....		—	—	26	—	—	—
a complaints received from citizens		2	—	—	—	—	—
b complaints received from patrolmen		2	—	—	—	—	—
c investigations made .....		2	—	—	—	—	—
d under cover agents used.....		2	—	—	—	—	—
e a member of the force brought in as a witness.....		2	—	—	—	—	—
f arrests made .....		2	—	—	—	—	—
g prosecution assisted .....		2	—	—	—	—	—
h court testimony produced.....		2	—	—	—	—	—
i records kept of places where arrests have been made.....		2	—	—	—	—	—
j records kept of former violators		2	—	—	—	—	—
k contacts maintained with former locations and violators.....		2	—	—	—	—	—
l contacts maintained with associates of former violators.....		2	—	—	—	—	—
m records kept of places suspected of carrying on illegal activities?		2	—	—	—	—	—
2. Does this division have knowledge of all laws applicable to crimes committed under the head of gambling?.....		2	—	2	—	—	—
3. In combatting the illegal sale of liquor, are the following duties performed: .....		—	—	26	—	—	—
a complaints received from citizens		2	—	—	—	—	—
b complaints received from patrolmen		2	—	—	—	—	—
c investigations made .....		2	—	—	—	—	—
d under cover agents used.....		2	—	—	—	—	—
e a member of the force brought in as a witness.....		2	—	—	—	—	—
f arrests made .....		2	—	—	—	—	—
g prosecution assisted .....		2	—	—	—	—	—



		Score Columns					
h	court testimony produced.....	2	—	—	—	—	—
i	records kept of places where arrests have been made.....	2	—	—	—	—	—
j	records kept of former violators	2	—	—	—	—	—
k	contacts maintained with former locations and violators.....	2	—	—	—	—	—
l	contacts maintained with associates of former violators.....	2	—	—	—	—	—
m	records kept of places suspected of carrying on illegal sale?.....	2	—	—	—	—	—
4.	Does this division have knowledge of all laws applicable to crimes committed under the head of illegal sale of liquor? .....	2	—	2	—	—	—
5.	In combatting prostitution, are the following duties performed:.....	—	—	28	—	—	—
a	complaints received from citizens	2	—	—	—	—	—
b	complaints received from patrolmen	2	—	—	—	—	—
c	investigations made .....	2	—	—	—	—	—
d	under cover agents used.....	2	—	—	—	—	—
e	a member of the force brought in as a witness.....	2	—	—	—	—	—
f	arrests made .....	2	—	—	—	—	—
g	prosecution assisted .....	2	—	—	—	—	—
h	court testimony produced.....	2	—	—	—	—	—
i	records kept of places where arrests have been made.....	2	—	—	—	—	—
j	records kept of former violators	2	—	—	—	—	—
k	contacts maintained with former locations and violators.....	2	—	—	—	—	—
l	contacts maintained with associates of former violators.....	2	—	—	—	—	—
m	records kept of places suspected of operating as houses of prostitution .....	2	—	—	—	—	—
n	contacts kept with aids, such as taxi men, hotel clerks, bell-hops, cigar men and news-stand operators?	2	—	—	—	—	—
6.	Does this division have knowledge of all laws applicable to crimes committed under the head of prostitution?.....	2	—	2	—	—	—
Totals		86	—	86	—	86	—

		Score Columns					
CRIME PREVENTION DIVISION: <sup>18</sup> .....		—	—	—	—	74	—
1. Does this Division do Juvenile Work including the following duties: .....		—	—	32	—	—	—
a good relations established and maintained with all social service agencies .....	2	—	—	—	—	—	—
b juvenile court law and procedure studied .....	2	—	—	—	—	—	—
c causes of juvenile delinquency and best methods of crime prevention studied .....	2	—	—	—	—	—	—
d knowledge of accepted methods in juvenile problems .....	2	—	—	—	—	—	—
e good will maintained in dealing with parents, complainants, school authorities and outside organizations .....	2	—	—	—	—	—	—
f hears all complaints and investigates cases .....	2	—	—	—	—	—	—
g has knowledge of the concentration of delinquency areas.....	2	—	—	—	—	—	—
h lectures on the subject of crime prevention in schools, civic and church groups .....	2	—	—	—	—	—	—
i a thorough study of the background and record of each child arrested .....	2	—	—	—	—	—	—
j preparation of a re-habilitation plan for the delinquent.....	2	—	—	—	—	—	—
k adequate records .....	2	—	—	—	—	—	—
l stolen property returned to its rightful owner .....	2	—	—	—	—	—	—
m protection of the welfare of children whose parents are being prosecuted .....	2	—	—	—	—	—	—
n attending to probation of delinquent children .....	2	—	—	—	—	—	—
o attempts to establish identity of abandoned infants .....	2	—	—	—	—	—	—
p work with the coordinating council?	2	—	—	—	—	—	—
2. Is there supervision of public morals							

<sup>18</sup>If the department performs the duties listed under this heading full credit is to be given, even though there is no organized "Crime Prevention Division," as such. The important matter in grading is whether or not these duties are being performed. Other crime preventive functions will be found scattered through the score sheets in various of the divisions.

		Score Columns					
and crime hazards, such as dance-halls, drinking places, etc., including the following duties .....	—	—	8	—	—	—	—
a registration of all taxi dancers, with name, alias, address, place where working, photograph, address of parents or nearest relative	2	—	—	—	—	—	—
b a check of all changes from one dance hall to another .....	2	—	—	—	—	—	—
c keeping a check on all pool halls	2	—	—	—	—	—	—
d keeping a check on all drinking places? .....	2	—	—	—	—	—	—
3. Is re-employment help afforded persons who might resort to crime? .....	2	—	2	—	—	—	—
4. Does this division provide relief help for persons who cannot obtain relief from other agencies, and who therefore might resort to crime? .....	2	—	2	—	—	—	—
5. Does this division do domestic relations work, performing the following duties:	—	—	6	—	—	—	—
a receiving complaints of a non-criminal nature relative to domestic relations .....	2	—	—	—	—	—	—
b investigations made and attempts made to arrive at a satisfactory adjustment between all parties concerned .....	2	—	—	—	—	—	—
c knowledge of laws pertaining to domestic relations? .....	2	—	—	—	—	—	—
6. Is there a felony detail in this division performing the following duties:....	—	—	8	—	—	—	—
a investigations made and adults who commit crimes against juveniles prosecuted .....	2	—	—	—	—	—	—
b the homes of victims investigated	2	—	—	—	—	—	—
c attempts made to re-habilitate victims .....	2	—	—	—	—	—	—
d attempts made to re-habilitate probationers? .....	2	—	—	—	—	—	—
7. Is there public education relative to crime matters performing the following duties: .....	—	—	10	—	—	—	—
a merchants informed of ways and means to protect themselves .....	2	—	—	—	—	—	—

		Score Columns					
b	merchants informed of methods of particular kinds of criminals...	2	—	—	—	—	—
c	merchants informed of current operations of certain criminals....	2	—	—	—	—	—
d	hotel men and apartment house managers informed of ways and means of preventing crimes....	2	—	—	—	—	—
e	general information dispensed to all business men concerning crime and criminal methods? .....	2	—	—	—	—	—
8.	Is general publicity given to police activities in order to obtain the good will of the citizenry in general—speeches, entertainments, etc.? .....	2	—	2	—	—	—
9.	Does this division handle probation?... ..	2	—	2	—	—	—
10.	Are adequate records of crime prevention work kept?.....	2	—	2	—	—	—
Totals		74	—	74	—	74	—
JAIL DIVISION: .....		—	—	—	—	42	—
1.	Is the housing of prisoners satisfactory?	2	—	2	—	—	—
2.	Are floor regulations kept in force?...	2	—	2	—	—	—
3.	Is there overcrowding?.....	2	—	2	—	—	—
4.	Is the jail kept in a sanitary condition?	2	—	2	—	—	—
5.	Are facilities for feeding adequate?...	2	—	2	—	—	—
6.	Are the facilities for preparation of meals adequate?.....	2	—	2	—	—	—
7.	Are the facilities for laundry adequate?	2	—	2	—	—	—
8.	Is medical attention provided?.....	2	—	2	—	—	—
9.	Is care taken of the personal hygiene of prisoners?.....	2	—	2	—	—	—
10.	Is there a system of trustees?.....	2	—	2	—	—	—
11.	Are the young segregated from the old?	2	—	2	—	—	—
12.	Are the habitual criminals segregated from the first offenders?.....	2	—	2	—	—	—
13.	Are those awaiting trial segregated from the convicted?.....	2	—	2	—	—	—

		Score Columns					
14. Are the jail records adequate?.....	2	—	2	—	—	—	—
15. Are permits issued to visitors?.....	2	—	2	—	—	—	—
16. Are visits supervised?.....	2	—	2	—	—	—	—
17. Is there an alarm system?.....	2	—	2	—	—	—	—
18. Are there periodic inspections to discover incipient jail breaks?.....	2	—	2	—	—	—	—
19. Are precautions taken to prevent guard assaults? .....	2	—	2	—	—	—	—
20. Is prisoners' mail examined and censored? .....	2	—	2	—	—	—	—
21. Is the booking of prisoners adequately provided for? .....	2	—	2	—	—	—	—
Totals		42	—	42	—	42	—
PROPERTY DIVISION: .....		—	—	—	—	20	—
1. Is property of prisoners safely kept?...	2	—	2	—	—	—	—
2. Are motor vehicles in police custody safely kept? .....	2	—	2	—	—	—	—
3. Are lost and stolen articles in police custody safely kept? .....	2	—	2	—	—	—	—
4. Is evidence safely kept?.....	2	—	2	—	—	—	—
5. Are records of receipt and disposal of all above items kept? .....	2	—	2	—	—	—	—
6. Is a receipt taken from the recipient of each of above items? .....	2	—	2	—	—	—	—
7. Is effort made to locate owners of found and stolen property? .....	2	—	2	—	—	—	—
8. Is effort made to restore evidence to owners thereof? .....	2	—	2	—	—	—	—
9. Is effort made to restore personal property to prisoners when released from custody? .....	2	—	2	—	—	—	—
10. Does this division handle requisition of supplies? .....	2	—	2	—	—	—	—
Totals		20	—	20	—	20	—

		Score Columns					
PENSION AND SICK LEAVE: .....		—	—	—	—	28	—
1. Does the pension board include: .....		—	—	6	—	—	—
a a banker .....	2	—	—	—	—	—	—
b a life insurance man .....	2	—	—	—	—	—	—
c police representation? .....	2	—	—	—	—	—	—
2. Is the head of the administration of the fund a man of long financial experience? .....	2	—	2	—	—	—	—
3. Is competent actuarial consultation available at all times? .....	2	—	2	—	—	—	—
4. Is the pension system actuarially and financially sound, with reference to: .....	—	—	8	—	—	—	—
a age of retirement .....	2	—	—	—	—	—	—
b refunds in case of departure from the police service .....	2	—	—	—	—	—	—
c various benefits other than retirement .....	2	—	—	—	—	—	—
d death benefits? .....	2	—	—	—	—	—	—
5. Is there an actuarial survey at least every five years? .....	2	—	2	—	—	—	—
6. Are regular audits and accountings made? .....	2	—	2	—	—	—	—
7. Does the pension system require equal contribution by participants as well as the municipality? .....	2	—	2	—	—	—	—
8. Is an annual two weeks' vacation given? .....	2	—	2	—	—	—	—
9. Is a reasonable amount of sick leave with pay granted? .....	2	—	2	—	—	—	—
Totals		28	—	28	—	28	—
DEPARTMENTAL MECHANICAL ORGANIZATION: .....		—	—	—	—	16	—
1. Integration—Is the chief executive given adequate powers to ensure that the whole administrative machine will work as a unit instead of scattering its efforts in many unrelated, if not competing activities? .....	2	—	2	—	—	—	—
2. Is there a single chief executive? .....	2	—	2	—	—	—	—
3. Is he given powers of appointment, removal and supervision? .....	2	—	2	—	—	—	—

		Score Columns					
4. Can he require retirement at the age provided in the pension system?.....	2	—	2	—	—	—	
5. Is there a system of deputy chiefs or assistants, one at the head of each administrative division or department—the "vice-president" system? .....	2	—	2	—	—	—	
6. Are there seven or less such administrative divisions or departments, under the chief? .....	2	—	2	—	—	—	
7. In each department or division itself, is the same integrated administrative scheme used? .....	2	—	2	—	—	—	
8. Have all over-lapping duties, or lost motion between any of the administrative divisions or departments, been eliminated by a proper coordination of efforts under the integrated system? .....	2	—	2	—	—	—	
Totals		16	—	16	—	16	—
MISCELLANEOUS: .....	—	—	—	—	32	—	
1. Are the finances of the department adequate? .....	2	—	2	—	—	—	
2. Are all purchases made by a competent purchasing agent? .....	2	—	2	—	—	—	
3. Are proper account books kept of all funds expended? .....	2	—	2	—	—	—	
4. Is the clerical staff large enough and competent to do its work? .....	2	—	2	—	—	—	
5. Are the housing facilities for the police station adequate? .....	2	—	2	—	—	—	
6. Are there sufficient district stations?...	2	—	2	—	—	—	
7. Is the arrangement of the rooms in each of the stations satisfactory? .....	2	—	2	—	—	—	
8. Is the geographical location of each of the stations satisfactory? .....	2	—	2	—	—	—	
9. Is the arms equipment of the men of the force kept in good condition?....	2	—	2	—	—	—	
10. Are there regular inspections thereof? .....	2	—	2	—	—	—	

		Score Columns					
11. Is the other equipment of the men, such as the uniform, badge, baton, handcuffs, etc., kept in good condition?...	2	—	2	—	—	—	—
12. Are there regular inspections thereof?	2	—	2	—	—	—	—
13. Is regular range practice required of men of the department? .....	2	—	2	—	—	—	—
14. Is there a Scientific Crime Detection Laboratory? .....	2	—	2	—	—	—	—
15. Are its facilities adequate for the size of the city? .....	2	—	2	—	—	—	—
16. Does the department organize special squads to meet a particular emergency or specialized condition existing in the city, e. g., Industrial squad, Communist squad, Riot squad, or the like?.....	2	—	2	—	—	—	—
Totals	32	—	32	—	32	—	—

OBJECTIVE MEASUREMENTS:<sup>19</sup>

## 1. Basic facts:

- a name of city
- b population
- c density of population
- d character of population in race percentage
- e economic status of population
- f is the city generally industrial, mercantile or residential?
- g area in square miles
- h patrolable area in square miles
- i assessed valuation
- j percentage assessment of true value

## 2. Police facts:

- a total sum spent for police service per annum
- b total number of police employees
- c per capita cost of police service
- d percentage of tax dollar spent for police service
- e number of policemen per 1000 population

## 3. Criminal statistics:

- a known offences per annum

<sup>19</sup>The results obtained under this heading should be compared with national statistics for cities of the same population class, thereby bringing to light the strength or weakness of the city being investigated. The measurements suggested on this page are for comparison purposes only; no points are allowed for the total point score.



- b percentage of complaints cleared by arrest
- c rate of conviction of major offenders
- d traffic enforcement index of the National Safety Council

4. General:

- a do any police jurisdictions overlap each other legally?
- b what is the office and store burglary insurance rate?
- c what is the mercantile open stock insurance rate?
- d what is the residence burglary insurance rate?
- e are there any particular circumstances, geographical, political, social or otherwise, which affect the problem of the police?

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