



Law Enforcement
Management Institute of Texas

The Texas Chiefs of Police Panel Project



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How Chiefs of Police Spend Their Time

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Overview: A Time-Task Analysis of Chiefs

This report describes a time-task study of Texas Chiefs of Police. Chiefs were asked about the amount of time they spent on 47 tasks in a given week. Prior research has studied the time-tasks of line-level officers, but to our knowledge, this is the first time-task analysis of chiefs.

Data Collection

The data were collected via the Texas Chiefs of Police Panel Project (TCPPP) survey. TCPPP collects data from the Texas Police Chief Leadership Series (TPCLS) participants. TPCLS is a state mandated, continuing education and professional development program for Texas police chiefs, which occurs on a two-year cycle.¹ Between September of 2013 and July of 2015 a total of 1027 Texas police chiefs attended the TPCLS training. Among these chiefs, 612 responded to the TCPPP survey (a 59.69 percent response rate). The data in this report are from a sub-set of 425 local agencies.

The Texas Chiefs of Police Panel Project (TCPPP) Survey

The surveyed chiefs completed a pencil and paper survey, and reported the amount of time (per week) they devoted to 47 different tasks. Responses were converted into hours based on the total hours chiefs worked per week.

Summary

Chiefs perform a variety of tasks, ranging from law enforcement duties, to time spent in meetings, to administrative duties. Some of these tasks include conducting patrol, evaluating agency performance, and meeting with the mayor or city manager. The amount of time they average performing these activities ranges from 5 minutes to 3.5 hours. Chiefs spend the most time inside a police building, outside of public view (on average 3.41 hours/week), and outside a police building, in the public (on average, 3.11 hours/week). Chiefs still spend an average of 1.66 hours/week on patrol, and 1.17 hours/week conducting investigations. The full list of activities and the amount of time chiefs spend on each are displayed in Table 1.

¹Sheriffs and constables do not attend TPCLS. Chiefs from the 30 largest police departments (agencies that serve communities with populations greater than 100,000) attend a different LEMIT leadership series.

Table 1: Police Chiefs' Time Spent Per Task (in Hours), n = 425

Activity	Mean (Hours)	SD	Range (Hours)
Inside police buildings outside of public view	3.41	2.23	0.00-10.71
Outside police buildings in public	3.11	1.93	0.00-8.76
Evaluating general agency performance	2.34	1.68	0.00-14.81
Meeting with the mayor/city manager	2.08	1.33	0.00-8.00
Meetings with supervisory officers	2.07	1.44	0.00-7.19
Outside police buildings outside of public view	2.06	1.75	0.00-8.94
Meetings with line officers	1.99	1.38	0.00-8.49
Interacting with nonsworn employees	1.81	1.49	0.00-8.64
Conducting patrol	1.66	1.92	0.00-14.40
Working on your agency budget	1.63	1.21	0.00-6.70
Analyzing crime statistics for your community	1.47	1.08	0.00-6.42
Interacting with other local government agencies	1.45	1.28	0.00-14.40
Reviewing, writing, and/or modifying agency policies	1.45	1.11	0.00-7.20
Responding to citizen complaints related to your agency	1.21	0.99	0.00-6.05
Interacting with the community in public meetings arranged by the agency	1.18	0.97	0.00-4.72
Conducting criminal investigations	1.17	1.55	0.00-8.45
Meeting with the city council or city council members	1.12	1.05	0.00-8.00
Responding to citizen complaints about other community members	1.12	1.05	0.00-6.99
Responding to employee complaints	1.11	0.94	0.00-6.13
Conducting performance evaluations of supervisors/command staff/officers	1.10	0.94	0.00-6.72
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Interacting with the community in public meetings arranged by the public	1.01	0.97	0.00-7.85
Reading professional policing publications (e.g. Police Chief Magazine)	0.86	0.78	0.00-4.53
Attending in-service training	0.82	0.81	0.00-4.89
Interacting with the prosecutor's office	0.80	0.72	0.00-4.72
Meeting with other police chiefs	0.77	.69	0.00-3.92
Participating in professional organizations	0.75	0.72	0.00-4.45
Conducting in-service training	0.73	0.83	0.00-4.32
Attending roll call	0.72	0.99	0.00-6.77
In areas not publicly visible such as jails or courts	0.71	0.91	0.00-6.11
Involvement in community fundraisers to benefit local community groups	0.69	0.74	0.00-4.45
Interacting with judges	0.68	0.80	0.00-8.00
Spent interacting with the media	0.64	0.65	0.00-3.25
Reporting crime stats (UCR or other)	0.63	0.76	0.00-4.76
Arresting offenders	0.54	0.93	0.00-6.57
Participating in internal investigations of officers	0.54	0.65	0.00-4.25
Participating in promotion/demotion activities related to individual officers	0.51	0.64	0.00-3.47
Interacting with courtroom personnel	0.49	0.86	0.00-8.00
Involvement in community fundraisers to benefit the agency	0.46	0.72	0.00-5.05
Writing grant applications	0.45	0.82	0.00-7.06
Participating in studies by completing surveys or interviews	0.43	0.46	0.00-2.89
Conducting personal errands	0.40	0.48	0.00-2.86
Participating in task forces	0.32	0.71	0.00-6.99
Conducting accident investigations	0.31	0.62	0.00-3.78
Executing search warrants	0.29	0.53	0.00-3.78
Interacting with community corrections	0.19	0.43	0.00-3.28
Interacting with CRB (Citizen Review Board)	0.11	0.33	0.00-1.91
Conducting fire investigations	0.07	0.30	0.00-3.38

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