

examples of matrix cells by core competency

Cells contain samples only. Cell contents will vary by agency.

CELL A1

Substantive Topic: Non-Emergency Incident Response

Core Competency: Police Vehicle Operations

This cell may include the following:

- Defensive driving
- Proper vehicle stops, positioning of vehicles
- Awareness of surroundings and conditions
- Other issues that may apply

CELL B1

Substantive Topic: Emergency Incident Response

Core Competency: Police Vehicle Operations

This cell may include the following:

- High-speed police pursuits
- High-risk vehicle stops and interventions
- Awareness of location and conditions during emergency
- Emergency response such as using emergency lights, sirens, radio equipment, Code 1 responses, Code 1 silent procedures
- Defensive responses during these types of operations
- Other issues that may apply

CELL C1

Substantive Topic: Patrol Activities

Core Competency: Police Vehicle Operations

This cell may include the following:

- Inspecting police vehicles
- Understanding one- versus two-officer patrol responsibilities
- Checking properties for security
- Maintaining geographic location awareness
- Patrol visibility (directed patrol)
- Other issues that may apply

CELL D1

Substantive Topic: Criminal Investigation

Core Competency: Police Vehicle Operations

This cell may include the following:

- Criminal investigation involving police vehicles
- Other issues that may apply

CELL A2**Substantive Topic:** Non-Emergency Incident Response**Core Competency:** Conflict Resolution

This cell may include the following:

- Conflict resolution tactics for non-emergency situations, neighbor disputes, local disorder problems
- Verbal judo
- Other issues that may apply

CELL B2**Substantive Topic:** Emergency Incident Response**Core Competency:** Conflict Resolution

This cell may include the following:

- Responding to and defusing calls involving violence
- Crisis intervention during domestic disputes
- Other issues that may apply

CELL C2**Substantive Topic:** Patrol Activities**Core Competency:** Conflict Resolution

This cell may include the following:

- Fostering collaboration among divergent groups
- Community meeting facilitation skills
- Developing interpersonal relationships
- Dealing with diverse conflict styles within the community
- Communicating and exchanging views with dissatisfied citizens
- Other issues that may apply

CELL D2**Substantive Topic:** Criminal Investigation**Core Competency:** Conflict Resolution

This cell may include the following:

- Dealing with hostile witnesses and citizens
- Handling interagency and intra-agency conflicts
- Other issues that may apply

CELL A3

Substantive Topic: Non-Emergency Incident Response

Core Competency: Use of Force

This cell may include the following:

- Proxemics (body positioning, blading, environmental)
- Tactical approaches for non-emergency situations
- Other issues that may apply

CELL B3

Substantive Topic: Emergency Incident Response

Core Competency: Use of Force

This cell may include the following:

- Applying the use-of-force matrix/continuum
- Use of lethal and non-lethal weapons
- Other issues that may apply

CELL C3

Substantive Topic: Patrol Activities

Core Competency: Use of Force

This cell may include the following:

- Maintaining and securing weapons and emergency equipment
- Communication and dialogue in use-of-force situations
- Other issues that may apply

CELL D3

Substantive Topic: Criminal Investigation

Core Competency: Use of Force

This cell may include the following:

- Inducements to statements
- Use-of-force continuum and policy
- Use-of-force reporting procedures
- Other issues that may apply

CELL A4

Substantive Topic: Non-Emergency Incident Response

Core Competency: Local Procedures, Policies, Laws, Organizational Philosophies

This cell may include the following:

- Impounding cars, property seizures
- Municipal ordinances
- Responding to alarms
- Motor vehicle accident investigation
- Traffic violations
- Alcohol offenses
- Incidents regarding specific geographical concerns (e.g., urban versus rural policing)
- Procedures for responding to disorderly conduct
- Procedures for responding to alcohol related disorder
- Procedures for responding to trespassing
- Serving court documents
- Guarding prisoners
- Other issues that may apply

CELL B4

Substantive Topic: Emergency Incident Response

Core Competency: Local Procedures, Policies, Laws, Organizational Philosophies

This cell may include the following:

- Bomb threats
- Major emergencies and disasters
- Responding to high-risk crimes in progress
- Other issues that may apply

CELL C4

Substantive Topic: Patrol Activities

Core Competency: Local Procedures, Policies, Laws, Organizational Philosophies

This cell may include the following:

- Understanding geographic responsibilities (e.g., area and beat responsibilities)
- Assisting other emergency services (e.g., fire department)
- Strategies and procedures for dealing with community support services (e.g., social services, school district)
- Policies and regulations governing pre-patrol issues, preparing and reporting for duty
- Knowing local non-criminal statutes and regulations for minimizing community safety issues (e.g., fire codes, building codes)
- Other issues that may apply

CELL D4

Substantive Topic: Criminal Investigation

Core Competency: Local Procedures, Policies, Laws, Organizational Philosophies

This cell may include the following:

- Regulations regarding enforcing and investigating legal codes such as drug offenses, criminal offenses, crimes against person and property
- Using forensic and other investigative strategies effectively
- Other issues that may apply

CELL A5

Substantive Topic: Non-Emergency Incident Response

Core Competency: Report Writing

This cell may include the following:

- Following departmental reporting procedures
- Noting proper information on reports
- Writing clear, concise, accurate and legible reports
- Objectivity in reports
- Using appropriate language
- Other issues that may apply

CELL B5

Substantive Topic: Emergency Incident Response

Core Competency: Report Writing

This cell may include the following:

- Report forms for emergency incidents
- Departmental administrative reports for emergency incidents
- Other issues that may apply

CELL C5

Substantive Topic: Patrol Activities

Core Competency: Report Writing

This cell may include the following:

- Maintaining accurate and legible journals or notebooks
- Maintaining and understanding criminal information bulletins
- Engaging in legal and related field interviews
- Other issues that may apply

CELL D5

Substantive Topic: Criminal Investigation

Core Competency: Report Writing

This cell may include the following:

- Departmental regulations regarding writing reports on criminal and court-related investigation
- Taking statements
- Preparing cases
- Other issues that may apply

CELL A6

Substantive Topic: Non-Emergency Incident Response

Core Competency: Leadership

This cell may include the following:

- Providing leadership through service
- Assisting others in solving problems
- Other issues that may apply

CELL B6

Substantive Topic: Emergency Incident Response

Core Competency: Leadership

This cell may include the following:

- Providing leadership through service and values
- Influencing others to solve their own problems
- Other issues that may apply

CELL C6

Substantive Topic: Patrol Activities

Core Competency: Leadership

This cell may include the following:

- Providing leadership
- Influencing others to solve their own problems
- Other issues that may apply

CELL D6

Substantive Topic: Criminal Investigation

Core Competency: Leadership

This cell may include the following:

- Providing leadership
- Influencing others to solve their own problems
- Other issues that may apply

CELL A7

Substantive Topic: Non-Emergency Incidence Response

Core Competency: Problem-Solving Skills

This cell may include the following:

- Organizational policy and procedure regarding problem-solving strategies
- Use of the PBLEs and NPE
- Other issues that may apply

CELL B7

Substantive Topic: Emergency Incident Response

Core Competency: Problem-Solving Skills

This cell may include the following:

- Awareness of high-risk/low-frequency crimes and community issues that affect area safety and quality of life
- Designing and developing a problem-solving approach to emergency response
- Employing traditional and non-traditional resources to identified problems and developing solutions
- Other issues that may apply

CELL C7

Substantive Topic: Patrol Activities

Core Competency: Problem-Solving Skills

This cell may include the following:

- Using strategies to scan and analyze community problems, such as crime mapping, crime analysis, CPTED, the SARA model, school safety audits, community surveys and Internet research
- Incorporating directed patrol and other strategies for responding to other community problems
- Mobilizing other governmental resources, community resources and community partnerships to respond to community problems
- Understanding and implementing problem-oriented policing strategies to identify solutions to community problems
- Other issues that may apply

CELL D7

Substantive Topic: Criminal Investigations

Core Competency: Problem-Solving Skills

This cell may include the following:

- Understanding the importance of providing thorough and competent initial investigative information to investigators
- Employing traditional and non-traditional resources to identified problems and developing solutions
- Other issues that may apply

CELL A8

Substantive Topic: Non-Emergency Incident Response

Core Competency: Community-Specific Problems

This cell may include the following:

- Using neighborhood advisory boards and committees
- Government services that support quality-of-life issues in the community
- Chaplain or religious services
- Other issues that may apply

CELL B8

Substantive Topic: Emergency Incident Response

Core Competency: Community-Specific Problems

This cell may include the following:

- Anticipating community-specific problems that may result in threats to community safety or emergency response incidents
- Identifying the interrelationships and influences that community problems and crime may have on neighboring beats or communities
- Other issues that may apply

CELL C8

Substantive Topic: Patrol Activities

Core Competency: Community-Specific Problems

This cell may include the following:

- Urban versus rural area issues
- Special events
- Other issues that may apply

CELL D8

Substantive Topic: Criminal Investigation

Core Competency: Community-Specific Problems

This cell may include the following:

- Understanding the reality of community perceptions and influences on community crime and quality-of-life issues
- Using community members as a resource to build an effective collaboration when dealing with issues
- Other issues that may apply

CELL A9

Substantive Topic: Non-Emergency Incident Response

Core Competency: Cultural Diversity and Special Needs Groups

This cell may include the following:

- Responding appropriately to social, economic, and linguistic differences
- Dealing with people with mental illness
- Other issues that may apply

CELL B9

Substantive Topic: Emergency Incident Response

Core Competency: Cultural Diversity and Special Needs Groups

This cell may include the following:

- Awareness of cultural or linguistic barriers during emergency situations
- Dealing with individuals who have a mental illness and are acting violent
- Other issues that may apply

CELL C9

Substantive Topic: Patrol Activities

Core Competency: Cultural Diversity and Special Needs Groups

This cell may include the following:

- Awareness of and participation in the local community customs and cultural events
- Responding to special needs populations
- Understanding language barriers and other cultural differences
- Developing contacts with different minority and cultural groups
- Other issues that may apply

CELL D9

Substantive Topic: Criminal Investigation

Core Competency: Cultural Diversity and Special Needs Groups

This cell may include the following:

- Knowledge of cultural differences relevant to investigations (e.g., poor perceptions of police by some groups from other countries)
- Knowledge of social diversity issues related to investigations (e.g., dealing with people with mental illnesses)
- Other issues that may apply

CELL A10

Substantive Topic: Non-Emergency Incident Response

Core Competency: Legal Authority

This cell may include the following:

- Knowledge of non-criminal laws such as municipal ordinances, parking regulations, fire codes, etc.
- Other issues that may apply

CELL B10

Substantive Topic: Emergency Incident Response

Core Competency: Legal Authority

This cell may include the following:

- Knowledge and obligations of arrest authority
- Knowledge of high-liability issues (e.g., fleeing felon case law)
- Knowledge of detention and frisk parameters
- When to pursue, engage roadblocks, pursue across jurisdictions
- Other issues that may apply

CELL C10

Substantive Topic: Patrol Activities

Core Competency: Legal Authority

This cell may include the following:

- Legal vehicle stops
- Detaining and arresting individuals
- Landlord/tenant issues
- Vehicle safety inspections
- Legal authority for roadblocks
- Knowing non-criminal laws (e.g., fire codes, building codes, licensing)
- Departmental, state, and local laws regarding police misconduct
- Other issues that may apply

CELL D10

Substantive Topic: Criminal Investigation

Core Competency: Legal Authority

This cell may include the following:

- Understanding legal powers for criminal investigation
- Understanding court procedures and evidentiary rules
- Issues related to warrant, warrantless and improper searches
- Knowledge of high-liability issues and case law
- Procedures for handling property and evidence
- Procedures for securing scenes for court presentations
- Procedures for taking witness, victim, and accused-persons statements
- Other issues that may apply

CELL A11

Substantive Topic: Non-Emergency Incident Response

Core Competency: Individual Rights

This cell may include the following:

- Fair and equitable treatment based on constitutional protections
- Knowledge of individual rights of in-custody persons (e.g., duty of care may exist to provide or summon medical assistance for subjects)
- Other issues that may apply

CELL B11

Substantive Topic: Emergency Incident Response

Core Competency: Individual Rights

This cell may include the following:

- Awareness of constitutional rights during emergencies
- Rules of search and seizure
- Other issues that may apply

CELL C11

Substantive Topic: Patrol Activities

Core Competency: Individual Rights

This cell may include the following:

- Departmental policy and legal issues regarding the use of race and ethnicity to make decisions
- Legal issues related to community notifications of sexual predators and other criminal groups
- Other issues that may apply

CELL D11

Substantive Topic: Criminal Investigation

Core Competency: Individual Rights

This cell may include the following:

- Knowledge of constitutional individual rights in investigation
- Other issues that may apply

CELL A12

Substantive Topic: Non-Emergency Incident Response

Core Competency: Officer Safety

This cell may include the following:

- Reporting location during traffic stops
- Tactical awareness during routine activities
- Awareness of persons in vicinity, body positions, etc.
- Other issues that may apply

CELL B12

Substantive Topic: Emergency Incident Response

Core Competency: Officer Safety

This cell may include the following:

- Using equipment including firearms, handcuffs, non-lethal weapons
- Controlling the scene of an emergency
- Employing situational tactics such as tactical retreats
- Taking custody of violent or armed persons
- Cover vs. concealment
- Effective searches of persons and scenes during emergencies
- Positioning a vehicle during emergency situations
- Other issues that may apply

CELL C12

Substantive Topic: Patrol Activities

Core Competency: Officer Safety

This cell may include the following:

- Using seatbelts
- Using other safety equipment (e.g., flares, traffic vests, etc.)
- Transporting prisoners
- Transporting members of the public
- Developing community partnerships to enhance officer safety
- Other issues that may apply

CELL D12

Substantive Topic: Criminal Investigation

Core Competency: Officer Safety

This cell may include the following:

- Safe handling of evidence such as weapons, body fluids, etc.
- Other issues that may apply

CELL A13

Substantive Topic: Non-Emergency Incident Response

Core Competency: Communication Skills

This cell may include the following:

- Professional and appropriate communication with the public and other police personnel
- Procedures for use of police radio and computer
- Other issues that may apply

CELL B13

Substantive Topic: Emergency Incident Response

Core Competency: Communication Skills

This cell may include the following:

- Using police radios
- Voice control and command
- Tactical communication
- Other issues that may apply

CELL C13

Substantive Topic: Patrol Activities

Core Competency: Communication Skills

This cell may include the following:

- Radio procedures
- Internal administrative reporting procedures
- Obtaining and sharing information with crime analysts
- Creating communication opportunities for fostering community cooperation, if applicable (e.g., web pages, newsletters for community meetings)
- Other issues that may apply

CELL D13

Substantive Topic: Criminal Investigation

Core Competency: Communication Skills

This cell may include the following:

- Effective writing and note taking
- Active listening
- Maintaining a professional demeanor in court
- Maintaining a professional demeanor when dealing with the public during an investigation
- Communicating with the media
- Procedures for taking witness, victim, and accused-persons statements
- Knowledge of high-liability issues and case law
- Other issues that may apply

CELL A14

Substantive Topic: Non-Emergency Incident Response

Core Competency: Ethics

This cell may include the following:

- Responding ethically to bribes, corruption, abuse of power and position
- Privacy concerns with victims
- Other issues that may apply

CELL B14

Substantive Topic: Emergency Incident Response

Core Competency: Ethics

This cell may include the following:

- Identifying inappropriate emergency responses
- Other issues that may apply

CELL C14

Substantive Topic: Patrol Activities

Core Competency: Ethics

This cell may include the following:

- Appropriate professional behavior on and off duty
- Substance abuse
- Understanding the balance between individual rights and community and crime control needs
- Conflict of interest issues between law enforcement and the community
- Other issues that may apply

CELL D14

Substantive Topic: Criminal Investigation

Core Competency: Ethics

This cell may include the following:

- Reporting internal corruption, abuse of power, or excessive use of force (IAD process)
- Applying discretion in investigation in an equitable manner
- Other issues that may apply

CELL A15

Substantive Topic: Non-Emergency Incident Response

Core Competency: Lifestyle Stressors/Self-Awareness/Self-Regulation

This cell may include the following:

- Dealing with high workload
- Death notifications
- Discussing stressors with appropriate persons
- Appropriate time management
- Proper selection of conflict resolution tactics
- Use of interpersonal skills
- Other issues that may apply

CELL B15

Substantive Topic: Emergency Incident Response

Core Competency: Lifestyle Stressors/Self-Awareness/Self-Regulation

This cell may include the following:

- Debriefing personnel effectively
- Ability to identify areas in need of improvement
- Assessing mental alertness and self-confidence
- Awareness of post traumatic stressors
- Remaining calm while under stress
- Other issues that may apply

CELL C15

Substantive Topic: Patrol Activities

Core Competency: Lifestyle Stressors/Self-Awareness/Self-Regulation

This cell may include the following:

- Eating habits
- Dealing with shift work and fatigue
- Dealing with partners with different lifestyle habits
- Learning to establish open dialogue and communication
- Local employee assistance programs
- Awareness of public image
- Awareness of personal biases
- Realizing the impact of police actions on the community
- Creating initiatives to enhance community safety
- Other issues that may apply

CELL D15

Substantive Topic: Criminal Investigation

Core Competency: Lifestyle Stressors/Self-Awareness/Self-Regulation

This cell may include the following:

- Ability to self-assess professionalism, competency, and fairness during investigation
- Awareness of post-traumatic stress syndrome
- Effectively managing case load and calls-for-service
- Other issues that apply