

Impact of supervisor-led reviews of BWV footage on the quality and quantity of stop and search (short version)

MPS Strategic Insight Unit, January 2024

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Executive Summary

Op Coniston: The MPS's Strategic Insight Unit (SIU) examined the impact of supervisor-led reviews of Body-Worn Video (BWV) footage on stop and searches in a randomised controlled trial (RCT). In this trial, officers that were randomly assigned to the treatment condition received supervisor-led reviews of one of their recent searches; this group was compared with a control group of officers that had not been reviewed. This report provides a short summary of the approach and findings. Please contact the SIU for further details.

Data: We analysed data from 194,989 stop and searches from 12,136 officers to investigate whether the treatment affected the quality and quantity of searches. We also explored the views of officers and their supervisors about the intervention. Three strands of data were considered:

1. Records of searches from the MPS Stops database
2. Supervisor-led reviews assessing the behaviour of searching officers
3. Surveys capturing the views of officers and their supervisors on the review procedure

Key findings regarding the impact of the treatment:

- Search volumes were not sensitive to the intervention, indicating that the reviews **did not reduce officers' willingness to conduct searches**
- **Searches were more likely to lead to criminality detection**, suggesting that reviewed officers may have targeted their searches more effectively, although this effect was small
- Officers' behaviour improved in several aspects when judged by their supervisors against current MPS standards. **Officers were better at introducing themselves and explaining the search procedure, in ensuring the co-operation of searched persons, and in acknowledging the encounter by handing over the relevant receipts; they made less effort, however, to ensure a positive departure**
- **Officers and supervisors had mixed views on the intervention.** Most officers, especially probationers, welcomed the additional feedback they received in the reviews. Both officers and supervisors were however concerned about the additional workload the reviews introduced
- **Supervisors found the review procedure unnecessarily complicated and inflexible, and suggested streamlining the process**

The SIU are working with the MPS Stop and Search team to develop and implement a new system for reviewing BWV footage of stop and search, learning from the findings of this work.

For further information about this work, please contact the SIU at [REDACTED] [@met.police.uk](mailto:[REDACTED]@met.police.uk)

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Preface: Operation Coniston

MPS officers routinely use Body Worn Video (BWV) equipment to capture video and audio when attending stop and search (S&S). In response to recommendations from the Independent Office for Police Conduct (IOPC), the MPS proposed that supervisors review BWV footage of searching officers once every three months.¹ These reviews would allow for checking compliance with ethical and operational guidelines and to provide feedback that would hopefully improve the quality of searches. To examine the impact of monthly supervisor-led reviews of BWV footage, the Strategic Insights Unit (SIU) conducted a large randomised controlled trial (RCT) – named Operation Coniston.

This is a shortened version of the full report on Op Coniston.² It comprises four parts:

- Part A describes methods, participant sample and experimental procedures
- Part B outlines the results of analyses of S&S data from the MPS Stops database
- Part C evaluates supervisors' assessments of the BWV footage of searching officers
- Part D explores the opinions of officers and their supervisors on the supervisor-led reviews

Part A: Method

The trial involved 12,136 officers, started on the 16th of August 2021 and ended on the 31st of January 2023. Any search recorded into the MPS Stops database during this period triggered the default randomisation procedure that assigned the searching officer to either the control or treatment group; see Figure 1(A).

Supervisors of searching officers in the treatment condition were asked to review the BWV footage of a randomly selected search from the previous week. Supervisors of officers in the control condition, in contrast, were never asked to review any searches of their supervisees as part of this project. During the reviews, supervisors were instructed to watch the BWV footage together with the searching officer, and to discuss the search in context of the current MPS rules of conduct. Supervisors' assessments were documented in the supervisor-led review questionnaires (see Part C).

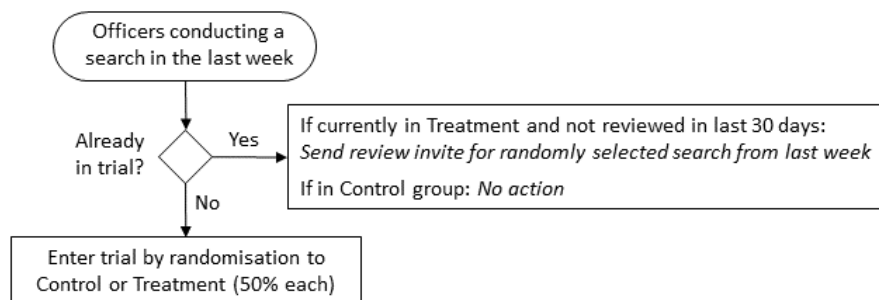
For various reasons – detailed in the full report – in the first week of February 2022, the experimental design was altered and group membership was swapped for some officers in both the treatment and control groups (i.e., control became treatment, or vice versa). For the purposes of this report, the term 'pure groups' refers to those who remained in their initial (treatment/control) group throughout the study; 'swapped groups' refers to those who were swapped. There were issues with the swap that led to the temporary exclusion of 1,959 officers from the trial, but the majority of these randomly re-entered the trial in the post-swap period; see Figure 1(B).

¹ https://www.policeconduct.gov.uk/sites/default/files/Documents/investigation_reports/Stop%20and%20Search%20-%20Response%20to%20IOPC%20Learning%20Recommendations.pdf

² The full report provides further details on methods and results, and an in-depth discussion of the strengths and limitations of our analyses. Please email [\[REDACTED\]@met.police.uk](mailto:[REDACTED]@met.police.uk) for access.

(A) Randomisation

Continuously running



(B) Swap procedure

February 2022

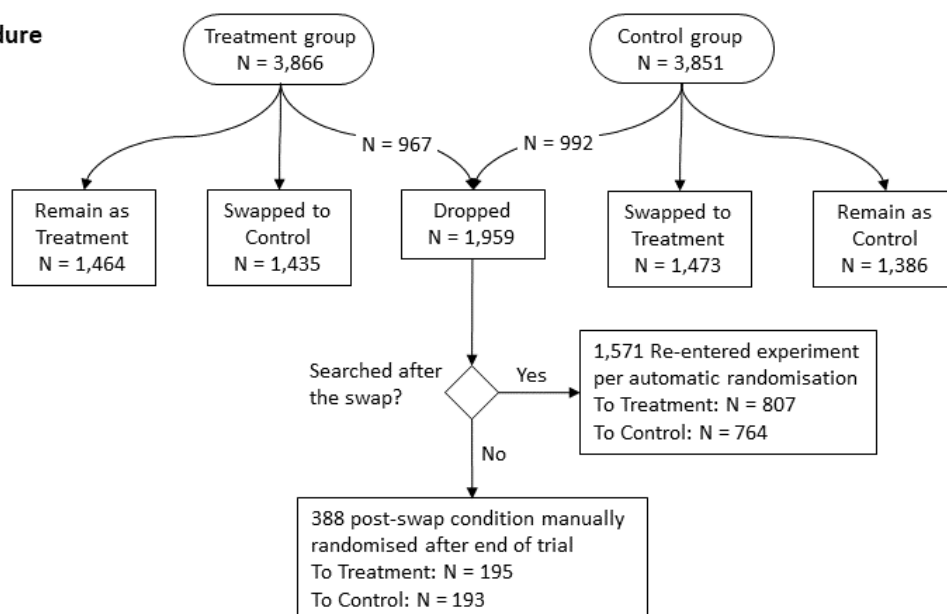


Figure 1. (A) Default randomisation procedure. (B) Experimental conditions resulting from the swap. Note that the diagram does not acknowledge the 4,419 officers who entered the trial after the swap, and were randomly assigned to the treatment or control conditions. The stated numbers only include officers that were eligible for statistical analyses.

Part B: Stop & Search data

From the MPS Stops database, we analysed 194,989 searches that were recorded during Op Coniston by the 12,136 officers that participated in the trial. Analyses focused on search volumes and search outcomes.

Search volumes. To investigate whether being in the treatment condition impacted search volumes, we calculated the number of monthly searches per officer, averaged across the months during which the officer had been in the trial.

For the pure groups, there was no significant difference between the groups ($t(8239) = 0.923$, $p = 0.356$); see Figure 2. We repeated this analyses on officers who swapped between the treatment and control groups, and similarly found no difference between these groups (see full report for details).

To examine whether this result generalised across officers that searched infrequently versus on a regular basis, we looked at data for the 12 months preceding Op Coniston and split the treatment and

control groups into subgroups of officers with below versus above median search activity. As expected, officers with above median search activity in the pre-trial period had higher search volumes during the trial than officers in the below median group ($F(1, 8237) = 77.017, p < 10^{-17}$). However, being in the treatment group had consistent effects on officers with low versus high search volumes ($F(1, 8237) = 1.168, p = 0.280$). We repeated this analysis with the swapped groups and again found the lack of effect to be consistent across officers with low and high pre-trial search volumes (see full report for details).

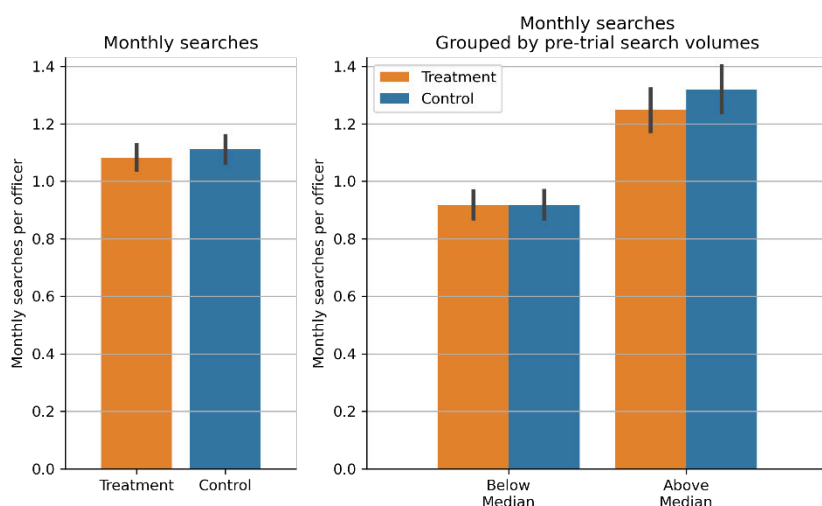


Figure 2. Pure groups - monthly search volumes for officers in the treatment and control conditions, averaged across all months officers had been in the trial, are displayed in the left graph. For the right graph, these conditions were broken down into groups of officers with low versus high search activity in the 12 months preceding the trial, as determined by a median-split on pre-trial search volumes.

Search outcome. Search outcomes were quantified as the number of criminality detections per officer, averaged across the months the officer was in the trial.³ For the pure groups, criminality detections did not differ significantly between the treatment and control conditions ($t(8147) = 0.918, p = 0.359$); see Figure 3.

We used a median-split to group and compare officers with low vs high criminality detection volumes in the 12 months period before the trial. As expected, officers with a high number of searches with criminality detection outcomes before the trial continued to have a higher number of criminality detections during the trial, as compared with officers that had performed below median ($F(1, 8237) = 1343.964, p < 10^{-271}$). However, we found no differential impact of the treatment on these groups $F(1, 8237) = 0.353, p = 0.553$).

³ Note that search volumes did not differ between the treatment and control conditions.

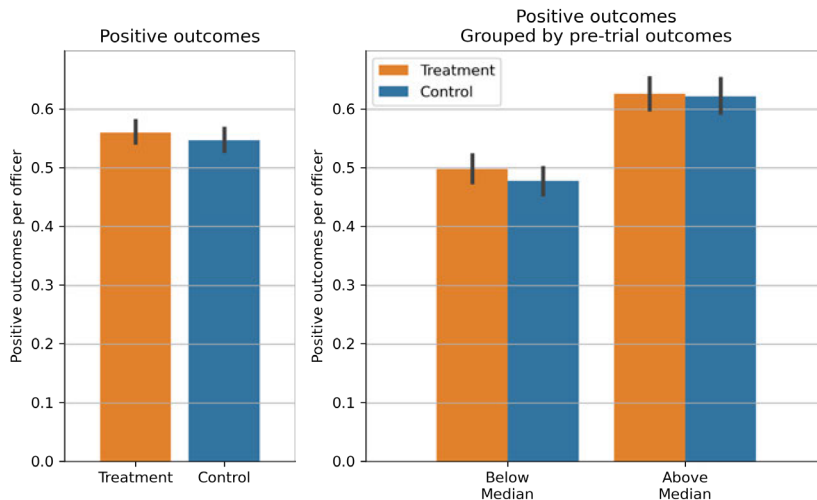


Figure 3. Pure groups – positive search outcomes (criminality detections) per month and officer for the treatment and control conditions (left graph). These conditions were broken down by officers that had above versus below median search outcomes in the 12 months preceding the trial (right graph).

To analyse the swap groups, we calculated the number of positive searches per officer in the ‘pre-swap’ period – starting from the month officers entered the trial and ending on the 31st of January 2022 – and the ‘post-swap’ period – starting on the 1st of February 2022 and ending on the 31st of January 2023.

If the supervisor-led BWV reviews influenced search outcomes, we would expect a difference between the two swap groups in the *change* of criminality detections after the swap, relative to before the swap. We subtracted the number of positive searches after the swap from those recorded before the swap. Although the resulting difference scores were larger (i.e., more criminality detected) for the group that swapped from control to treatment ($M = -0.054$, $SD = 0.733$), compared with those who swapped from treatment to control ($M = -0.095$, $SD = 0.715$), this difference between groups marginally missed the significance threshold ($t(3893) = 1.745$, $p = 0.081$).

Figure 4 suggests that criminality detections in the post-swap period tended to be higher for the group that swapped into the treatment group ($M = 0.551$, $SD = 0.659$) rather than into the control group ($M = 0.494$, $SD = 0.573$). A formal test confirmed this observation for the post-swap period ($t(3893) = 2.867$, $p = 0.004$). Pre-swap outcomes, in contrast, did not differ significantly between groups ($t(3893) = 0.681$, $p = 0.496$).

A follow-up test examining the difference between pre and post-swap search outcomes (using a median-split on outcomes in the 12 months before the trial) did not yield any significant effects of interest, apart from a larger drop in criminality detections post-swap for the above-median group ($F(1, 3891) = 4.064$, $p = 0.044$; see full report for details).

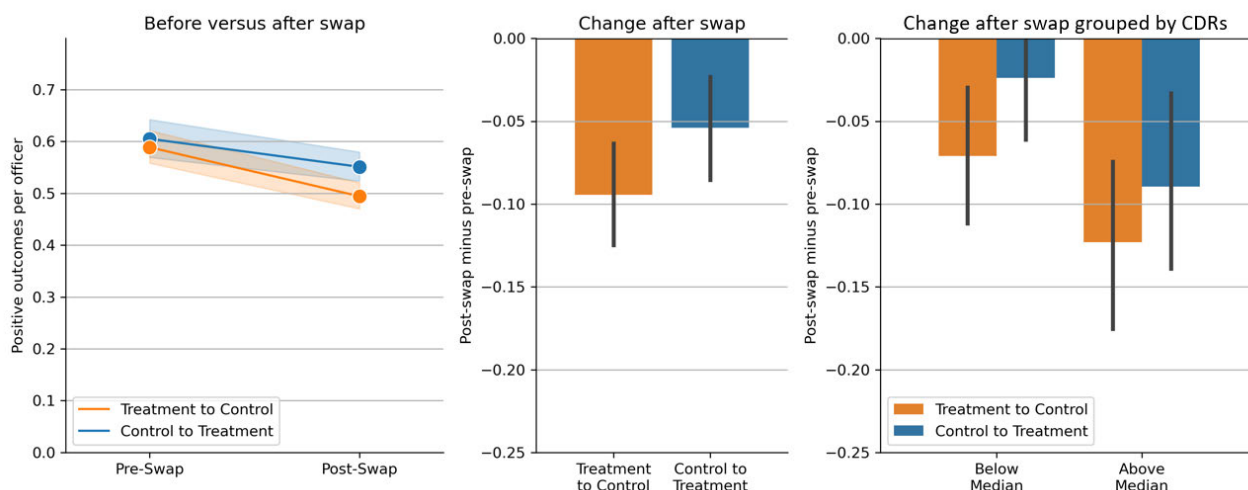


Figure 4. Swap groups – criminality detections per officer, averaged across months the officer was in the trial, for the treatment to control, and control to treatment, conditions before and after the swap are shown in the left graph. The middle chart shows *changes* in criminality detections after the swap, as calculated by subtracting the number of positive searches before the swap from those recorded after the swap. For the right chart, officers in the swap conditions were grouped based on their previous search outcomes, as determined by a median split on criminality detections for the 12 months that preceded the trial.

Search outcome – follow-up tests. We conducted further analyses⁴ to address the following two questions:

1. Is a search more likely to yield a criminality detection when the searching officer had been in the treatment condition at the time the search was conducted?
2. Is the likelihood of a criminality detection associated with the number of reviews the searching officer had completed prior to the search?

As for the first question, we found that searches by officers in the treatment group were significantly more likely to detect criminality ($OR = 1.056$, $z = 3.229$, $p = 0.001$). The magnitude of this effect was small, however. Criminality was detected in 27.3% of searches performed by treated (reviewed) officers, compared with 26.0% of searches by officers that were not treated.

The analysis addressing the second question focused on officers that had been reviewed at least once during Op Coniston (thus, excluding officers of the pure control condition). As shown in Figure 5, searches following the second review were more likely to yield a criminality detection than searches that were conducted prior to the first review. The pattern of results was not fully consistent, however, as searches that were performed after 4 and 5 reviews were not significantly more likely to lead to criminality detections than searches in the pre-review baseline. Notably, we did not directly manipulate the number of prior reviews as part of this study, so these associations should be interpreted with caution (they do not provide *causal* evidence that performing additional reviews increases the chance of criminality detections).

⁴ Using Generalized Estimating Equations (GEE) with autoregressive covariance structures for binomial data – these tests can be expected to have higher test power than the initial analyses reported above.

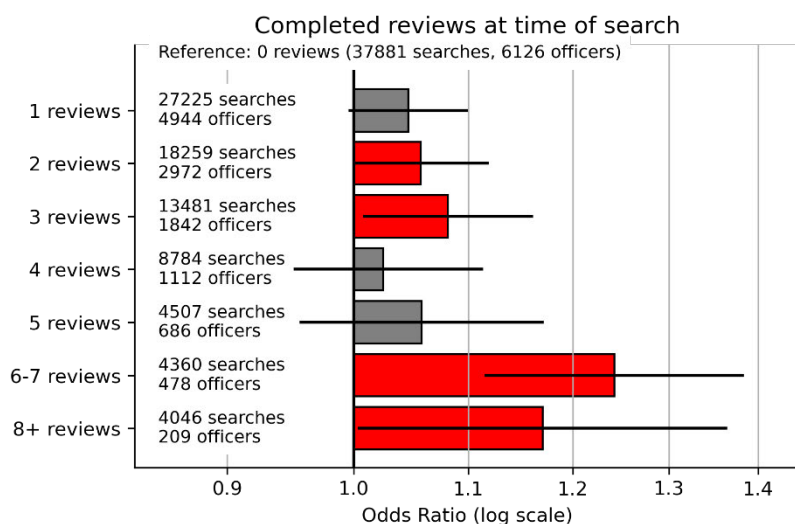


Figure 5. Odds ratios (ORs) for search outcomes depending on the number of reviews that had been completed prior to each individual search analysed. ORs indicate the likelihood of criminality detection outcomes for searches in each bin (representing searches that were conducted after having been reviewed 1 to 8+ times) relative to the reference condition (searches conducted without any prior reviews). Significant ORs are marked in red, non-significant ORs in grey.

Part B: Summary. Supervisor-led reviews did not impair officers' willingness to conduct searches. Preliminary indications that search outcomes might be positively affected by the reviews were confirmed by follow-up tests. These indicated that searches of officers that were reviewed were more likely to lead to criminality detections than searches of officers that were not reviewed. Further, searches that were conducted after the searching officer had been reviewed at least twice were more likely to yield criminality detections than searches performed prior to the first supervisor-led review.

Part C: Supervisor-led reviews

Op Coniston involved supervisor-led reviews of BWV footage in the presence of the searching officer. To document the quality of the search encounter, supervisors filled out a review questionnaire (see full report, Appendix C).

We analysed 9,917 review questionnaires from 1,827 supervisors of 4,222 searching officers to explore changes in the quality of the search encounter following the reviews. Analyses are based on index scores calculated from the subset of items in the questionnaire that map onto the four topic areas of the Quality of the Encounter Model (QoE):⁵

⁵ The Quality of the Encounter model has been adapted to suit general police encounters, and in particular, stop and search. It incorporates GOWISELY, and as a component of the Stop and Search Policy Toolkit, it is printed on form 5090 that officers routinely fill out when documenting searches. For further information, see the MPS stop and search intranet site, e.g.: <http://mpsweb.intranet.mps/policing/patrol/stop-and-search-policy/qas/> <https://www.met.police.uk/SysSiteAssets/foi-media/metropolitan-police/policies/strategy-and-governance---stop-and-search-questions-and-answers>

1. Whether officers gave an appropriate introduction and explained what would be going to happen during the encounter (*Explain*)
2. Whether officers worked towards co-operation by seeking agreement and understanding (*Ensure*)
3. Whether the encounter was documented correctly and proper acknowledgement was offered to the searched person (*Record*)
4. Whether officers made efforts towards a positive departure (*Reassure*).

For each scale, the index score quantifies the proportion of items where officers behaved compliant with MPS standards. To assess the change in the quality of the encounter following the reviews, for each officer and scale, we subtracted the absolute score measured in the first review from the scores obtained in subsequent reviews. The resulting difference scores should be significantly larger than zero if the supervisor-led reviews had a positive influence on the behaviour of officers during stop and search encounters; compare Figure 6.

To test this hypothesis, we fitted separate regression models for each of the four QoE scales. Repeated supervisor-led reviews of BWV footage improved officer behaviour for the scales Explain ($R^2 = 0.006$, $F(5, 8959) = 10.730$, $p < 10^{-9}$), Ensure ($R^2 = 0.002$, $F(5, 8959) = 4.490$, $p < 0.001$) and Record ($R^2 = 0.002$, $F(5, 8595) = 3.166$, $p = 0.007$). The analysis of the Reassure scale, in contrast, revealed performance decrements as reviews were repeated ($R^2 = 0.002$, $F(5, 8595) = 3.464$, $p = 0.004$). See also Part C of the full report for detailed test results and graphs illustrating performance in absolute scores (i.e., without subtraction of the baseline).

To explore variability of officers' performance across the four QoE topic areas that had existed before the intervention, we further compared the QoE scores measured in the first review. The outcome of this test was significant ($F(3, 12663) = 1378.772$, $p < 10^{-15}$), in line with the observation that the scores measured in the first review were close to ceiling for Explain (91.3%) and Ensure (92.5%), and were considerably lower for Record (70.6%) and Reassure (68.1%).

Part C: Summary. Supervisors assessed BWV footage against the topic areas of the Quality of the Encounter model (QoE). Generally, officers performed very well on the Explain and Ensure scales. Considerable room for improvement was identified for Record and Reassure. As the supervisor-led reviews were repeated, performance improved for the scales Explain, Ensure and Record, and this improvement started with the second review. For the scale Reassure, however, performance decreased in the fifth and sixth review. A notable caveat of this analysis is that it did not include a control group baseline, as the impact of additional reviews was only measured relative to the first review.

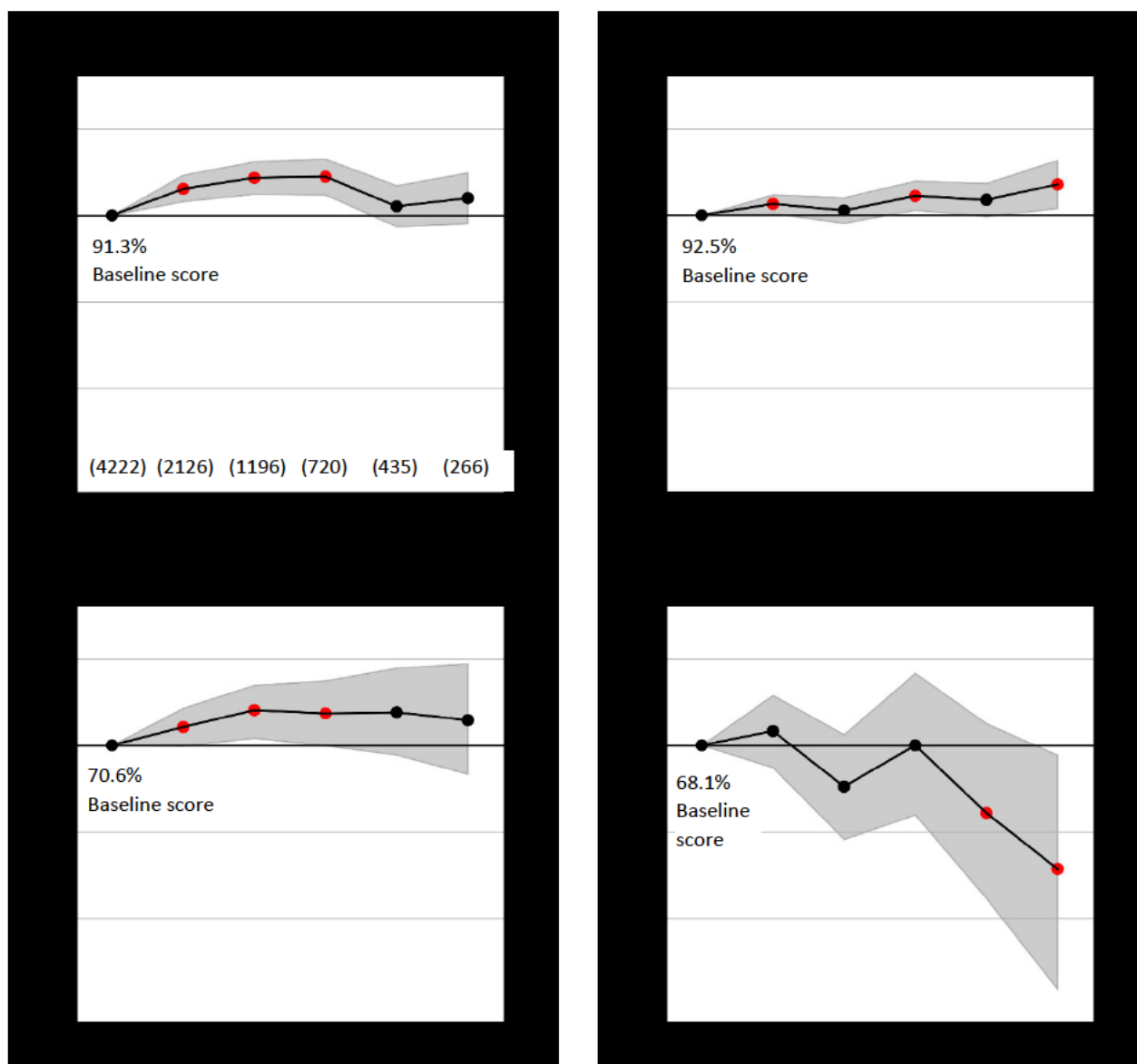


Figure 6. Change in index scores relative to the baseline (i.e., score in first review) for the four scales of the Quality of the Encounter model (Explain, Ensure, Record and Reassure) as a function of review repetition (x-axis). Repetitions marked in red indicate changes that differ significantly from the baseline. Sample sizes per repetition are stated in parentheses in the top left graph.

Part D: Surveys

From March to April 2023, officers and supervisors who had participated in Op Coniston were surveyed to understand their views on the utility of the supervisor-led reviews (see Appendix D of the full report: Tables D1.1, D1.2 and D2). We targeted officers with high search volumes and supervisors that had reviewed frequently, and thus invited 1,000 officers from the pure control and treatment conditions each, as well as 1,000 supervisors of officers in the pure treatment condition (see the full report for details on the sampling strategy). Response rates were low and varied across the surveys (supervisors: 13.5%, treatment officers: 12.1%, control officers: 25.3%). Survey respondents who volunteered for follow-up interviews were interviewed via MS Teams (6 supervisors and 4 officers from the treatment survey).

Officer surveys. The questionnaires used for the treatment (N = 121) and control surveys (N = 253) involved a number of items that were identical in both questionnaires, which would principally allow for directly comparing these surveys. However, analyses of demographic control variables revealed that the officers in the treatment survey were significantly more experienced than officers in the control condition (as indicated by their higher rank, age and length of service in the MPS). Owing to this selection bias, we do not report the outcome of statistical comparisons between the treatment and control surveys for items assessing the utility of the supervisor-led reviews,⁶ and instead focus on the descriptive results for items in the treatment survey.

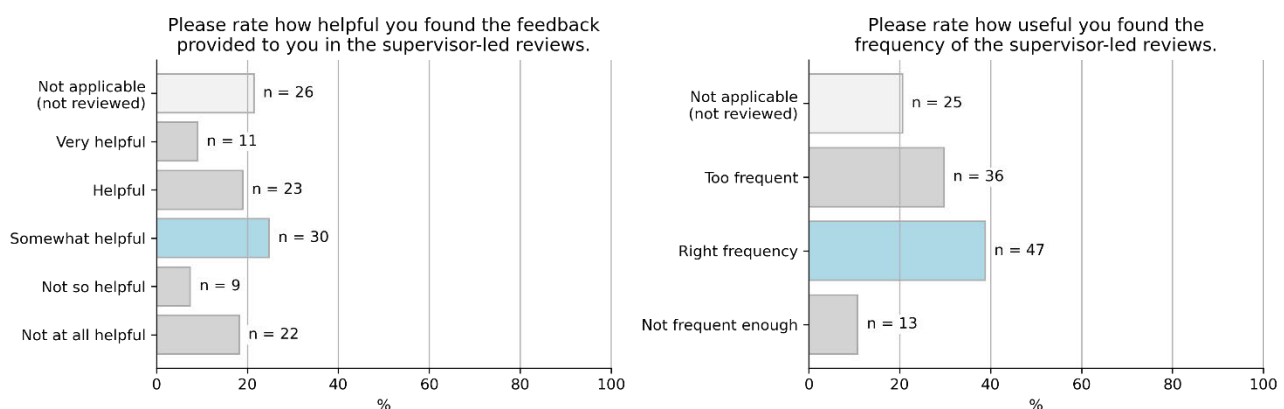


Figure 7. Self-reported utility of the supervisor-led reviews (left) and agreement with their frequency (right). The category containing the median score is marked in blue.

As shown in Figure 7, officers' opinions on the usefulness of feedback provided in the reviews varied considerably. 11 officers judged the reviews as "very helpful", but a larger number of 22 officers considered them "not at all helpful". As for the frequency of supervisor-led reviews, the median category ("right frequency") suggests that most officers agreed with the frequency that the reviews were conducted. However, a substantial number of officers felt that they were reviewed too frequently (n = 36), and only a minority opted for increasing the frequency of supervisor-led reviews (n = 13).

Officers were further asked whether they felt more confident in recording the reasonable grounds for searches after the introduction of supervisor-led reviews. There was no indication that this was the case, as the majority of officers selected the "neither agree nor disagree" category. Officers did not believe that the reviews positively influenced the outcome rates of their searches. In fact, only 2

⁶ See the full report for these statistical tests, and for a critical discussion of their limitations.

officers answered in the affirmative whereas the majority of 39 officers disagreed; the largest response category was again “*neither agree nor disagree*” and included the median response.

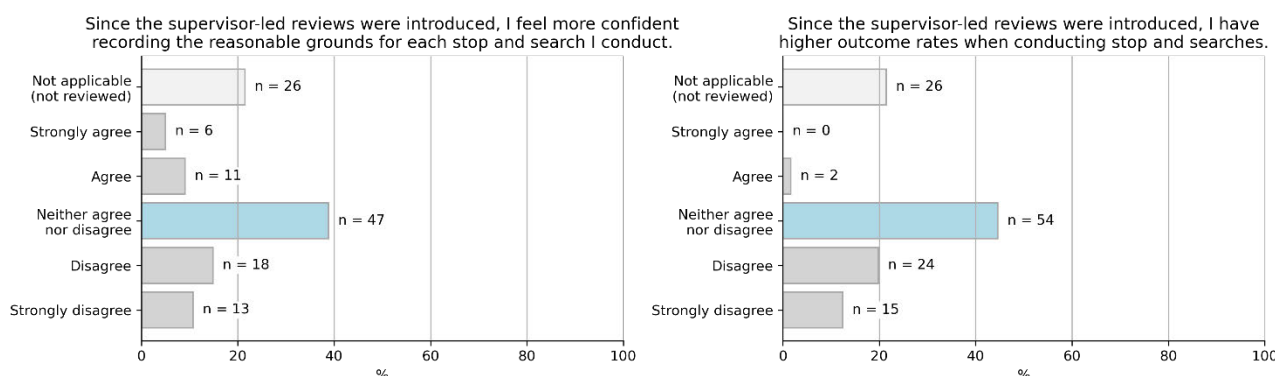


Figure 8. Self-reported impact of the reviews on confidence in recording reasonable grounds (left) and search outcomes (right). Median in blue.

Supervisor survey. The sample of 135 supervisors involved 16 inspectors and 119 sergeants (11.9% vs 88.1%). Supervisors generally enjoyed their current role, and felt that they had received sufficient training in conducting stop and searches to be best prepared for their job (for more details, see full report Part D).

Before the reviews were introduced, 28 supervisors (20.7%) reported giving feedback on a weekly basis or more frequently, whereas 19 supervisors (14.1%) stated that they had never given feedback prior to the reviews. The median of the distribution suggests that feedback was provided “*every few months*”, which would have been less frequent than before the supervisor-led reviews were in place, as these occurred on a monthly basis (assuming that officers had searched in a given month); see Figure 9.

Supervisors were generally confident in their team’s ability to conduct searches in accord with GOWISELY before the supervisor-led reviews were introduced. Opinions on how much their team had benefited from the reviews were however mixed. On a six-point rating scale from zero to five, 8 supervisors (6.0%) reported a huge benefit (i.e., 5 points) and 32 supervisors (23.9%) saw no benefit at all (0 points). The median score was 2 points, suggesting that the supervisors judged the reviews as somewhat beneficial for their team. A similar – although slightly more negative – pattern of results was found for the question that asked whether supervisors’ leadership skills had benefited from the supervisor-led reviews. On a scale from zero to five, 7 supervisors (5.2%) reported a huge benefit of 5 points and 51 supervisors (38.1%) perceived zero benefit. The median score was 1 point, indicating a rather small benefit.

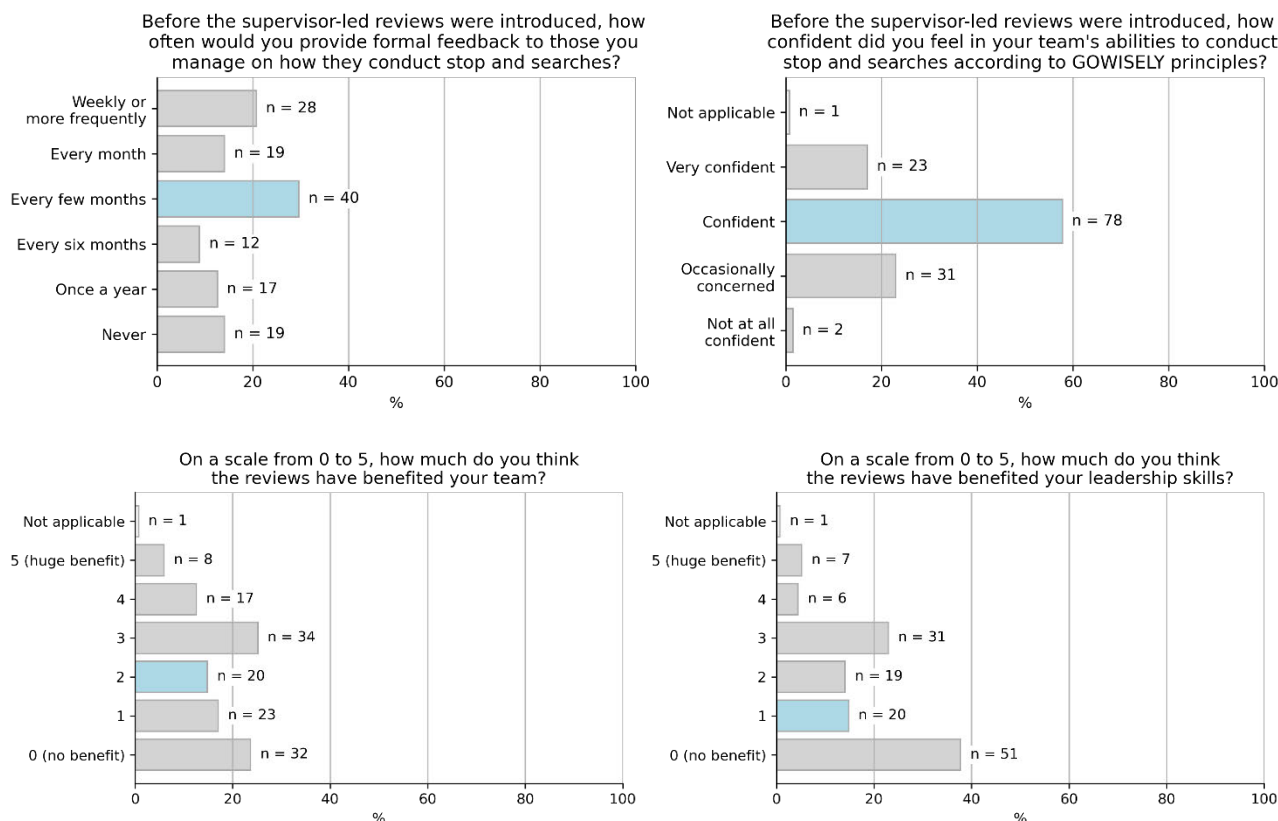


Figure 9. Top row graphs show how frequently supervisors had provided feedback on stop and searches (left), and the confidence of supervisors in their team's ability to conduct searches in accord with GOWISELY (right) for the period before the supervisor-led reviews were introduced. The graphs in the bottom row show supervisors' ratings of the extent to which their team (left) and their own leadership skills (right) benefited from the supervisor-led reviews. Median in blue.

A critical question is to what extent the supervisor-led reviews increased the workload of supervisors. As shown in the right panel of Figure 10, all but 7 supervisors in the sample of 135 reported that the supervisor-led reviews increased their workload noticeably, and 26 supervisors (19.3%) perceived this increase as high ("*significantly*"). The response category selected most frequently – which also included the median – suggests that the supervisor-led reviews caused workload to increase moderately.

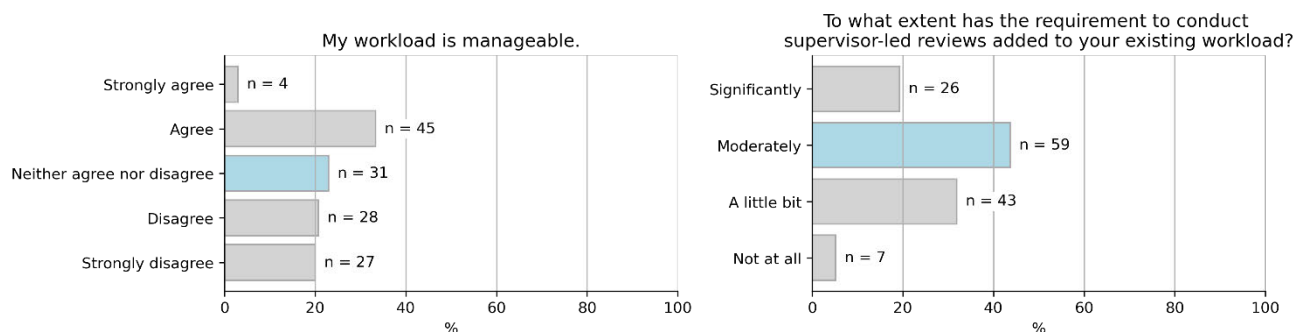


Figure 10. Supervisors' current workload (left) and the additional workload imposed by the supervisor-led reviews (right). Median in blue.

Qualitative analysis of surveys and interviews. The section below outlines points that officers and supervisors frequently raised in the free-text fields of the surveys, and additional comments that had been made in the follow-up interviews.

Some officers and supervisors described an “*organisational nervousness*” regarding stop and search, since they felt that the organisational stance on this tactics has been inconsistent at times, resulting in concerns as to whether they would be supported by their organisation in the event of a mistake or a public complaint:

“There is a real reluctance among the new recruits to believe they will be backed by the organisation if they make a mistake. There is an organisational nervousness about it. At times we have been told not to use it, at other times we are told to use it a lot because knife crime is going up.” [Supervisor]

Several supervisors held critical views on the quality of university training and highlighted the importance of training new recruits in the field. Officers frequently reported that they would receive very little training and feedback from their supervisors on stop and search:

“Before [the supervisor-led reviews], I got very little feedback. I was always reluctant to ask for feedback as my supervisor always seemed very busy. I took the view that no feedback was good feedback, if things went badly wrong then I would get a complaint.” [Officer]

“Just talking to a supervisor and getting feedback is useful. We get minimal feedback on any job we perform, good or bad.” [Officer]

Accordingly, the additional feedback provided in the supervisor-led reviews was generally well-received, although some officers argued that the reviews should be targeted at less experienced officers in particular:

“I think it's a good idea given how controversial stop and search can be, to have that greater oversight to ensure we're conducting them as professionally as possible. As someone still in my probation period I feel it would be good to have a thorough review to see all elements that could be improved.” [Officer]

“The reviews have given me an insight into the areas that are subject to review within my stop search records.” [Officer]

It's given me the opportunity to discuss my grounds and develop my techniques in term of conducting safe searches. [Officer]

“Less confident officers who don't do stop and search as often would really benefit from the reviews. Monthly reviews for those who do a lot of stop and search would still be useful.” [Officer]

Some supervisors acknowledged the need for greater governance and supervision of stop and search, and commented that the reviews provide the opportunity for closer supervision, as they allowed for identifying gaps in team members' knowledge and additional training needs:

“I agree that there needs to be more governance of stop and search. I think these reviews are broadly a good idea as they will allow us to have more robust justification of our use of the tactic among members of the public.” [Supervisor]

"It is an opportunity to sit with an officer one on one to discuss a specific area of work."
[Supervisor]

"Being able to review these searches has been beneficial as I have been able to identify training needs and knowledge gaps as some searches have been unsafe and unlawful."
[Supervisor]

Both officers and supervisors had mixed opinions on the supervisor-led review procedure. The concern raised most commonly was linked with the additional workload the reviews created:

"At times, the BWV footage could last for over 30mins - that's 30mins taken from my time and my supervisors' time for my core role. We are extremely short staffed and this just adds added pressure onto officers that are already feeling the pressure and are stressed over it." [Officer]

"The reviews are more suitable for probationers, they waste the time of experienced officers and it can be very hard to find time to sit down with your supervisor." [Officer]

"Reviews should be conducted when a complaint is made. Reviewing stop and search for every officer is micro managing and over-bearing." [Officer]

Many supervisors, particularly those on smaller and specialist teams, argued that they already provided sufficient feedback to their team, and that the reviews felt like an unnecessary burden:

"It would have been helpful not to do as many of the reviews. I regularly dip sample my officers' work and I adjust the frequency of this depending on their abilities so someone who is not as competent is reviewed on a more regular basis. The current system does not take this into account." [Supervisor]

"They are time consuming and numerous. They just add to my work load when I am already stretched, and I already provide feedback in a more relaxed and more positive manner"
[Supervisor]

Further criticisms related to the review procedure, which was perceived as inflexible, convoluted and unnecessarily complex. It has also been suggested to reduce the number of items in the review questionnaire:

"The form is ridiculous. To conduct a stop and search review- you have to copy the email to open the form, to then open CRIMINT, to paste the CRIMINT number in- to then open evidence.com- to review the crime - then to go on to the form and manually add the officers details. It's so clunky and takes up a huge amount of time when the process could be streamlined." [Supervisor]

Finally, a number of supervisors reported that they had not been made aware of the purpose of the reviews and would have valued a briefing session, as well as guidance on how to conduct the reviews most effectively:

"I had no briefing, no explanation on how to do the reviews or the purpose of them, I just got an email asking me to do a review. It would have been helpful to have clearer communication on what the reviews are and why they are being done, a video from the Commander or something like that." [Supervisor]

"The purpose of the reviews needs to be better explained. Who are the reviews for, what's the purpose of this feedback, what will be done with it?" [Supervisor]

Part D: Summary. In the surveys, officers and their supervisors reported relatively minor benefits of the reviews for searching officers. Supervisors noted that these reviews increased their workload noticeably. Qualitative analyses revealed mixed opinions among officers and supervisors as to the usefulness of the supervisor-led reviews. The additional feedback provided by the reviews was well-received, although its benefit may be greater for probationers than for experienced officers. Supervisors noted that the reviews encourage closer supervision and provide opportunity for identifying training demands. However, a key criticism raised by both officers and supervisors relates to the increased workload that results from the reviews. A number of suggestions were made to streamline the review questionnaire and procedure.