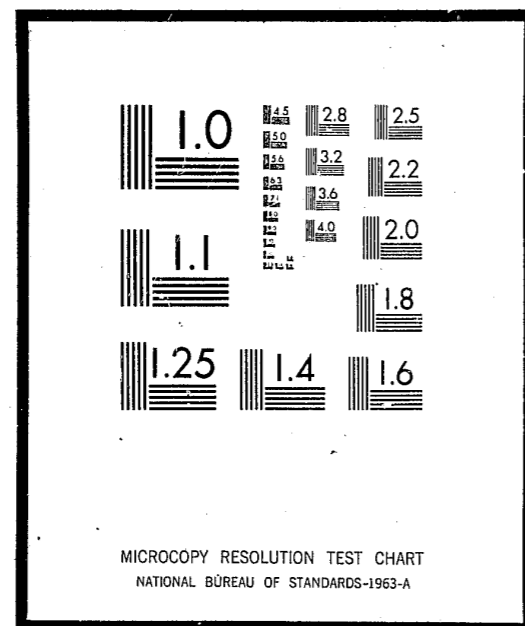


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LAW ENFORCEMENT ASSISTANCE ADMINISTRATION
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A PRELIMINARY STUDY TO DETERMINE
LAW ENFORCEMENT COMMAND PERSONNEL
TOTALS AND PRESENT POLICE MANAGEMENT
TRAINING FACILITIES FOR ALABAMA, FLORIDA,
GEORGIA, LOUISIANA, MISSISSIPPI, NORTH CAROLINA,
SOUTH CAROLINA, AND TENNESSEE

for
Office of Law Enforcement Assistance
United States Department of Justice
Washington, D.C.

by
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January 1967

PREFACE

Passage of the Law Enforcement Assistance Act of 1965 ("LEAA") and activation of grant programs under that legislation have given important stimulus to the work of state and local agencies engaged in the development and execution of command and management training courses for police personnel.

The support of new and innovative training projects and, in particular, efforts in the management training area, have received high priority under the Act. This, of course, has reflected a general recognition, both in the Department of Justice and among police agencies and administrators, of the special impact offered by training directed to the agency commander or key administrator which can then be translated to the remainder of the organization through (i) supervision and training directed to subordinates and (ii) institution of operational and administrative improvements based on the training experience.

The growing size and complexity of the law enforcement mission, as well as societal and technical changes which bear on its function, make it essential to provide training opportunities to enable top-level and middle-management personnel to function effectively.


As of April 1, 1967, as visible evidence of this program emphasis, the Department had funded some 13 projects exclusively devoted to training of agency administrator and management personnel. Also, many general training grants to particular states or localities included some course component or offering for this group (Second Annual Report to the President and the Congress on Activities under the Law Enforcement Assistance Act of 1965, April 1967, pp. 11-12). There has also been an increased level of self-stimulated activity in states and regions to meet command training needs, and on the Federal level, an important adjunct - the pending six-fold expansion of the training capacity of the FBI National Academy.

The Office of Law Enforcement Assistance (OLEA) recognized the diversity represented by the foregoing activity and the need to determine whether its collective impact evidences (i) a planned, rational, and coordinated approach to police management training and (ii) a total effort adequate to meet law enforcement needs in this area. Therefore, early in 1966, OLEA selected a regional sample of states for study and engaged an Assistant Director of the Institute of Government, University of North Carolina, to conduct a preliminary analysis and survey (OLEA study project #67-22). That study effort, published in the pages which follow, offers a first insight on the job that must be done in order to fully develop quality management training for law enforcement personnel in the nation.

The preliminary study covers eight states--Alabama, Florida, Georgia, Louisiana, Mississippi, North Carolina, South Carolina, and Tennessee. It contains, first, a survey and estimate of the command and supervisory police populations of the survey states--an inquiry which, interestingly and despite its importance, had apparently never before been undertaken in these or, indeed any other group of states. This survey is followed by a 3-year review of the command and management training actually conducted in the survey states, a description and partial analysis of the nature of such training, and an assessment of its ability to meet the total needs of the survey states (the latter inquiry leading to the conclusion that there is a serious gap between need and the capabilities of current, new, and even projected programs to fully address that need). Appendices to this report include sample course schedules and outlines.

The study was, by design, conducted as a preliminary, quick, and less-than-exhaustive effort and should be approached in that light. However, its gaps in data collection, bases for estimation where direct data was inadequate, and other assumptions have been made abundantly clear in the text and thus permit realistic review and reference.

OLEA is pleased to make the study available in limited supply to agencies, institutions, and personnel directly concerned with, or interested in, command and management training for police personnel. It is hoped that the study will both stimulate and delineate the considerable amount of further analysis which remains to be done in this field. OLEA, as part of its responsibilities and program interest in this facet of law enforcement assistance, plans to continue to sponsor work of this nature and urge its utilization in rational and sound planning for the future.


Acting Director

Office of Law Enforcement Assistance

April 1967

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Chapter I

INTRODUCTION

Methodology

This study was made by Norman E. Pomrenke, Assistant Director of the Institute of Government of the University of North Carolina at Chapel Hill, for the Office of Law Enforcement Assistance, U. S. Department of Justice, Washington, D. C.

The first aspect of the study attempted to determine basic data on total numbers of police personnel, total numbers of law enforcement agencies, and total numbers of command law enforcement personnel in eight southeastern states - Alabama, Florida, Georgia, Louisiana, Mississippi, North Carolina, South Carolina, and Tennessee.

The second aspect attempted to define by state those facilities or organizations now conducting law enforcement management courses; the number of courses conducted in the three-year period covering 1964, 1965, and 1966; the total number of instructional hours; the curricula; the total number of participants, and the rank of the participants. Supervisory schools were not listed except in those cases where specific information was received.

The third aspect attempted to determine those regional and national training facilities utilized by the eight states for training purposes. The training facilities surveyed were: the FBI National Academy, the Southern Police Institute, the Northwestern University Traffic Institute, the Department of Police Administration of Indiana University, and regional training efforts supported by the Office of Law Enforcement Assistance, involving

participation from the survey states. These include the Southwestern Law Enforcement Institute program and seminars conducted by the Harvard Business School and the International Association of Chiefs of Police.

The fourth aspect of the study attempted to determine law enforcement training needs in the eight states, based upon available state, regional, or national facilities. This also included a projection of manpower currently available at the command level for police management training.

The Need for Professional Police Management Training

The function of the police administrator is not an easy one. As the law enforcement administrator directs and controls his organization, he must allocate human and physical resources to understand and solve many problems. He must also recognize and act upon existing facilities. In the face of organizational and administrative difficulties, he must make crucial and vital decisions and behave responsibly. He must concern himself with the needs of the individuals, with coordinating and motivating subordinates, and with his superiors. His responsibilities demand perception, objective analysis, and sound judgment. These become the traits of the true professional law enforcement administrator. To the extent which they are used, police or law enforcement management becomes a profession rather than an occupation.

The need for competent, resourceful, innovating law enforcement administrators is beyond question. Their opportunity to make significant contributions both internally and externally will be much greater in the future than it has ever been in the past.

Bruce Smith states:

[W]hen police forces have failed to apply the techniques of organization, it is usually due to one of two causes. In the first place, nearly all police agencies, even the largest of them, have sprung from small beginnings and have only gradually acquired complex structural features. From mere lapse of time, various stopgap and temporary devices come to be accepted parts of the police organism and procedures grow up around them which resist all but the most vigorous efforts at uprooting.

The second underlying cause of defective police organization may consist in the fact that only in the rarest instances have American police forces been led by men with prior experience in large-scale operations, or by men who have enjoyed a sufficient background of general knowledge and administrative performance to make them even aware of the existence of a problem of organization.^{1/}

O. W. Wilson comments:

[T]he quality of leadership is reflected in the appearance, spirit, bearing, demeanor, words, actions, and work of subordinates.^{2/}

[I]n any department, regardless of size, three processes--planning the operation, implementing the plan, and controlling the results--are vital to the achievement of the police purpose. A sound organization facilitates these processes; therefore, an understanding of basic principles of organization and of structure determining factors is essential.^{3/}

To provide municipal officials and law enforcement officers with better comparative yardsticks to gauge their own police department's performance, the National League of Cities, Department of Urban Studies, in the summer of 1965 undertook an in-depth survey of city and town police practices dealing with personnel, administration and organization, facilities, jails, recruitment, training, and community relations.^{4/} Detailed questionnaires

^{1/} Bruce Smith, Police Systems in the United States, (New York: Harper and Brothers, 1960), p. 208.

^{2/} O. W. Wilson, Police Administration, (New York: McGraw-Hill Book Company, 1963), p. 9.

^{3/} Ibid, p. 34.

^{4/} Raymond L. Bancroft, "Municipal Law Enforcement 1966," Nation's Cities, (February 1966), 15-26.

were sent to 393 city and town police departments in all 50 states and the District of Columbia. A substantial 72 percent answered the questionnaire.

According to the survey, administration and organization of America's police departments tend to follow the same basic lines, depending on the size of the city and the department.^{5/}

The survey found a divergence in terms of specialized training programs. Most of the specialized training programs resembled that of recruit training in its variety. However, some of the topics receiving particular attention in the results of this survey included command and leadership training. Many police departments reported that they would like to see more college-level courses and specialized training offered in administrative procedures, data processing, and criminal law.

^{5/} This fact served as the basis for the projection techniques used in this study.

Chapter II

PROJECTED TOTAL OF POLICE COMMAND PERSONNEL

The first aspect of this study sought to obtain raw data on the total and type of law enforcement personnel located within Alabama, Florida, Georgia, Louisiana, Mississippi, North Carolina, South Carolina, and Tennessee. From the United States Bureau of the Census Report,^{1/} the total number of counties and municipalities and the total number of law enforcement personnel located within the selected eight states were determined; then a brief questionnaire elicited further information. This questionnaire provided both the total number of personnel within an organization and the total number of command personnel within that organization. A total of 415 questionnaires were sent out and 240 replies received, for a percentage of 57.8. By totaling the number of command personnel for all cities in each population group, the average number of command personnel for each city within that group was obtained. This figure could then be projected and the total command personnel for each population group determined. Since the survey received replies from 75.9 percent of cities over 10,000, the projected figure from this population group is reasonably accurate. The replies from cities under 10,000 were not so complete. However, the figures from these cities can be

^{1/} Tables 2.1, 2.2, 2.4, 2.5, 2.6, 2.7, 2.10, 2.11, 2.13, 2.14, 2.16, 2.17, 2.19, 2.20, 2.22, and 2.23 U.S. Bureau of the Census, Vol. III. Compendium of Public Employment, 1962.

projected against those for all cities within this population group to obtain a reasonably reliable figure for police command personnel for cities under 10,000 population. By combining the figures for cities over and under 10,000, and projecting, a figure could be obtained that represented the total command manpower available for police management training within the selected eight states.

Alabama

Table 2.1

COUNTIES BY POPULATION

Population size	Number of counties	Total police in county units
250,000 or more	2	1,280
100,000 to 249,999	3	535
50,000 to 99,999	8	557
25,000 to 49,999	24	708
10,000 to 24,999	<u>30</u>	<u>316</u>
Total -	67	Total - 3,395

Table 2.2

MUNICIPALITIES BY POPULATION

Population size	Number of municipalities	Total police in municipalities
100,000 or more	3	1,039
50,000 to 99,999	3	325
25,000 to 49,999	8	370
10,000 to 24,999	15	277
5,000 to 9,999	26	275
less than 5,000	<u>294</u>	<u>560</u>
Total -	349	Total - 2,843

Table 2.3

AVERAGE NUMBER OF COMMAND* PERSONNEL PER MUNICIPALITY BY POPULATION

Population Size	Number of municipalities	Municipalities responding to survey	Total command personnel	Average per city
100,000 or more	3	3	56	18.6
50,000 to 99,999	3	2	30	15
25,000 to 49,999	8	2	20	10
10,000 to 24,999	15	8	29	3.6
5,000 to 9,999	26	4	9	2.2

*Command personnel includes law enforcement officers in a position of administrative responsibility with a police organization. Normally, command personnel includes the rank of lieutenant and higher. However, in a small organization the supervisory title will also, in all probability, contain administrative responsibility.

In Alabama 40 questionnaires were sent out and 19 replies received, for a return percentage of 47.5. The state has 29 cities with populations greater than 10,000. All 29 were mailed questionnaires; 16 responded for a percentage of 55.5. The projected total command personnel figure for Alabama is as follows:

- Cities of 100,000 or more have a projected total of 56.
- Cities of 50,000 to 99,999 have a projected total of 45.
- Cities from 25,000 to 49,999 have a projected total of 80.
- Cities from 10,000 to 24,999 have a projected total of 54.
- Cities from 5,000 to 9,999 have a projected total of 57.
- Cities under 5,000 have a projected total of 294.

Thus a total of 586 command personnel are located in municipal law enforcement within Alabama.

Cities of under 5,000 population will have at least one command individual in the person of the chief. As there are 294 municipalities under 5,000 in Alabama, it can be assumed that at least 294 chiefs exist.

Using a hypothetical figure of three command personnel per county,^{2/} the 67 counties within the state yield an additional figure of 201. Finally, the State Highway Patrol contains 96 command personnel. Thus the projected total of command personnel for the State of Alabama is 883.

Alabama State Highway Patrol

State population:	Total personnel:	Command personnel:
3,267,000	624	96

^{2/} The assumption is that each county will have at least one sheriff and one deputy sheriff; the third man represents an adjustment to allow for larger sheriffs' departments.

Florida

Table 2.4

COUNTIES BY POPULATION

Population size	Number of Counties	Total police in county units
250,000 or more	6	5,733
100,000 to 249,999	5	1,488
50,000 to 99,999	10	894
25,000 to 49,999	9	419
10,000 to 24,999	20	468
5,000 to 9,999	11	
less than 5,000	6	161
Total -	67	Total - 9,162

Table 2.5

MUNICIPALITIES BY POPULATION

Population size	Number of municipalities	Total police in municipalities
100,000 or more	6	2,198
50,000 or 99,999	7	1,053
25,000 to 49,999	14	924
10,000 to 24,999	26	728
5,000 to 9,999	38	648
2,500 to 4,999	53	352
less than 2,500	222	308
Total -	366	Total - 6,210

Table 2.6

AVERAGE NUMBER OF COMMAND* PERSONNEL PER MUNICIPALITY BY POPULATION

Population Size	Number of municipalities	Municipalities responding to survey	Total command personnel	Average per city
100,000 or more	6	6	170	28.3
50,000 to 99,999	7	7	95	13.5
25,000 to 49,999	14	14	96	6.8
10,000 to 24,999	26	26	80	3.1
5,000 to 9,999	38	11	19	1.7
2,500 to 4,999	53	8	15	1.8

*Command personnel includes law enforcement officers in a position of administrative responsibility with a police organization. Normally, command personnel includes the rank of lieutenant and higher. However, in a small organization the supervisory title will also, in all probability, contain administrative responsibility.

In Florida 117 questionnaires were sent out and 72 replies received, for a return percentage of 61.5. The state has 53 cities with populations greater than 10,000. All 53 received questionnaires and 53 replied, for a percentage of 100. The projected total command personnel figure for Florida is as follows:

Cities of 100,000 or more have a projected total of 170.

Cities of 50,000 to 99,999 have a projected total of 95.

Cities from 25,000 to 49,999 have a projected total of 96.

Cities from 10,000 to 24,999 have a projected total of 80.

Cities from 5,000 to 9,999 have a projected total of 65.

Cities from 2,500 to 4,999 have a projected total of 95.

Cities under 2,500 have a projected total of 222.

The total projected state figure for municipal command personnel is 823.

The state's 67 counties in Florida yield a projected total command personnel (based on three per county) of 201; the State Highway Patrol contains 54 command personnel. The total projected command personnel for the State of Florida is 1,078.

Florida State Highway Patrol

State population:	Total personnel:	Command personnel:
5,941,000	774	54

Georgia

Table 2.7

COUNTIES BY POPULATION

Population size	Number of Counties	Total police in county units
250,000 or more	2	1,332
100,000 to 249,999	5	1,117
50,000 to 99,999	2	169
25,000 to 49,999	21	883
10,000 to 24,999	64	804
less than 10,000	<u>65</u>	<u>304</u>
Total -	159	Total - 4,605

Table 2.8

MUNICIPALITIES BY POPULATION

Population size	Number of municipalities	Total police in municipalities
100,000 or more	3	1,195
50,000 to 99,999	3	427
25,000 to 49,999	5	259
10,000 to 24,999	22	549
5,000 to 9,999	26	297
2,500 to 4,999	55	296
less than 2,500	<u>147</u>	<u>436</u>
Total -	561	Total - 3,457

Table 2.9

AVERAGE NUMBER OF COMMAND PERSONNEL PER MUNICIPALITY BY POPULATION

Population Size	Number of municipalities	Municipalities responding to survey	Total command personnel	Average per city
100,000 or more	3	2	32	16
50,000 to 99,999	3	3	26	8.6
25,000 to 49,999	5	5	49	9.8
10,000 to 24,999	22	9	49	5.4
5,000 to 9,999	26	2	3	1.5

*Command personnel includes law enforcement officers in a position of administrative responsibility with a police organization. Normally, command personnel includes the rank of lieutenant and higher. However, in a small organization the supervisory title will also, in all probability, contain administrative responsibility.

Georgia - 44 questionnaires were sent out and 21 replies received for a return percentage of 47.7. The state has 33 cities with populations greater than 10,000. All 33 received questionnaires and 19 replied, for a percentage of 57.5. The projected totals for command personnel in Georgia are as follows:

- Cities of 100,000 or more have a projected total of 48.
- Cities of 50,000 to 99,999 have a projected total of 26.
- Cities of 25,000 to 49,999 have a projected total of 49.
- Cities from 10,000 to 24,999 have a projected total of 119.
- Cities from 5,000 to 9,999 have a projected total of 39.

Cities under 5,000 have a projected total of 502. The projected municipal command personnel total is 783.

Georgia's 159 counties, assuming three command personnel per county, represent a projected figure of 477; the State Highway Patrol notes 48 personnel in command positions. The total projected figure for command personnel in the State of Georgia is 1,308.

Georgia State Highway Patrol

State population:	Total personnel:	Command personnel:
3,944,000	580	48

Louisiana
Table 2.10
COUNTIES BY POPULATION

Population size	Number of Counties	Total police in county units
250,000 or more	1	1,147
100,000 to 249,999	6	1,634
50,000 to 99,999	7	562
25,000 to 49,999	18	897
10,000 to 24,999	28	524
5,000 to 9,999	4	47
Total -	64	Total - 4,810

Table 2.11
MUNICIPALITIES BY POPULATION

Population size	Number of municipalities	Total police in municipalities
100,000 or more	3	1,905
50,000 to 99,999	3	128
25,000 to 49,999	3	185
10,000 to 24,999	18	382
5,000 to 9,999	23	201
2,500 to 4,999	35	154
less than 2,500	173	156
Total -	258	Total - 3,111

Table 2.12
AVERAGE NUMBER OF COMMAND* PERSONNEL PER MUNICIPALITY BY POPULATION

Population size	Number of municipalities	Municipalities responding to survey	Total command personnel	Average per city
100,000 or more	3	3	157	52.3
50,000 to 99,999	3	3	37	12.3
25,000 to 49,999	3	3	40	13.3
10,000 to 24,999	18	10	42	4.2

* Command personnel includes law enforcement officers in a position of administrative responsibility with a police organization. Normally, command personnel includes the rank of lieutenant and higher. However, in a small organization the supervisory title will also, in all probability, contain administrative responsibility.

In Louisiana 34 questionnaires were sent out and 19 replies received for a percentage of 55.8. The state has 27 cities with populations greater than 10,000. All 27 received questionnaires; 19 replied, for a percentage of 70.3. The projected totals for the State of Louisiana are as follows:

Cities of 100,000 or more have a projected total of 157.

Cities of 50,000 to 99,999 have a projected total of 37.

Cities of 25,000 to 49,999 have a projected total of 40.

Cities from 10,000 to 24,999 have a projected total of 76.

Cities under 10,000 have a projected total of 231.

The total projected municipal command personnel number 541.

The state's 64 counties provided 192 command personnel located within county law enforcement units. The State Highway Patrol notes 124 individuals in command positions, making total command personnel figure for the State of Louisiana of 857.

Louisiana State Highway Patrol

State population:
3,257,000

Total personnel:
644

Command personnel:
124

Mississippi

Table 2.13

COUNTIES BY POPULATION

Population size	Number of counties	Total police in county units
100,000 to 249,999	2	466
50,000 to 99,999	6	403
25,000 to 49,999	18	545
10,000 to 24,999	49	446
less than 10,000	<u>7</u>	<u>28</u>
	Total - 82	Total - 1,889

Table 2.14

MUNICIPALITIES BY POPULATION

Population size	Number of Municipalities	Total police in municipalities
100,000 or more	1	282
50,000 to 99,999	2	89
25,000 to 49,999	6	376
10,000 to 24,999	10	280
5,000 to 9,999	20	182
2,500 to 4,999	24	77
less than 2,500	<u>203</u>	<u>210</u>
	Total - 266	Total - 1,407

Table 2.15

AVERAGE NUMBER OF COMMAND* PERSONNEL PER MUNICIPALITY BY POPULATION

Population size	Number of municipalities	Municipalities responding to survey	Total command personnel	Average per city
100,000 or more	1	1	28	28
50,000 to 99,999	2	2	15	7.5
25,000 to 49,999	6	6	55	9.1
10,000 to 24,999	10			
5,000 to 9,999	20			
2,500 to 4,999	24			
less than 2,500	203			

* Command personnel includes law enforcement officers in a position of administrative responsibility with a police organization. Normally, command personnel includes the rank of lieutenant and higher. However, in a small organization the supervisory title will also, in all probability, contain administrative responsibility.

In Mississippi 35 questionnaires were sent out and 9 received for a percentage of 25.7. The state has nine cities with populations over 25,000, and all responded to the survey. The projected command personnel totals for the State of Mississippi are as follows:

Cities of 100,000 or more have a projected total of 28.

Cities of 50,000 to 99,999 have a projected total of 15.

Cities of 25,000 to 49,999 have a projected total of 55.

Cities from 10,000 to 24,999 have a projected total of 10.

Cities from 5,000 to 9,999 have a projected total of 20.

Cities under 5,000 have a projected total of 227.

The total projected municipal command personnel number 355.

Allowing three command personnel per county, the state's 82 counties represent 246 command personnel; the State Highway Patrol notes 31 command personnel. Thus the total command personnel for the State of Mississippi is 632.

Mississippi State Highway Patrol

State population:	Total personnel:	Command personnel:
2,100,000	475	31

North Carolina

Table 2.16

COUNTIES BY POPULATION

Population size	Number of counties	Total police in county units
250,000 or more	1	470
100,000 to 249,999	7	1,465
50,000 to 99,999	22	1,421
25,000 to 49,999	30	792
10,000 to 24,999	28	229
less than 16,000	<u>12</u>	<u>54</u>
	Total - 100	Total - 4,433

Table 2.17

MUNICIPALITIES BY POPULATION

Population size	Number of Municipalities	Total police in municipalities
100,000 or more	4	801
50,000 to 99,999	5	547
25,000 to 49,999	6	445
10,000 to 24,999	20	648
5,000 to 9,999	26	358
2,500 to 4,999	45	267
less than 2,500	<u>343</u>	<u>393</u>
	Total - 449	Total - 3,459

Table 2.18

AVERAGE NUMBER OF COMMAND* PERSONNEL PER MUNICIPALITY BY POPULATION

Population size	Number of municipalities	Municipalities responding to survey	Total Command personnel	Average per city
100,000 or more	4	4	83	20.75
50,000 to 99,999	5	5	60	12
25,000 to 49,999	6	6	48	8
10,000 to 24,999	20	17	92	5.4
5,000 to 9,999	26	19	50	2.6
2,500 to 4,999	45	9	24	2.6

* Command personnel includes law enforcement officers in a position of administrative responsibility with a police organization. Normally, command personnel includes the rank of lieutenant and higher. However, in a small organization the supervisory title will also, in all probability, contain administrative responsibility.

In North Carolina 85 questionnaires were sent out and 60 replies received, for a return percentage of 70.5. The state has 35 cities over 10,000 in population; all received questionnaires; 32 responded - 91.4 percent. The projected totals for the State of North Carolina are as follows:

- Cities of 100,000 or more have a projected total of 83.
- Cities of 50,000 to 99,999 have a projected total of 60.
- Cities of 25,000 to 49,999 have a projected total of 48.
- Cities of 10,000 to 24,999 have a projected total of 108.
- Cities from 5,000 to 9,999 have a projected total of 68.
- Cities from 2,500 to 4,999 have a projected total of 117.

Cities under 2,500 have a projected total of 343.

The total project municipal command personnel number 827.

Based on the three per county figures, North Carolina's 100 counties represent 300 command personnel; the State Highway Patrol lists 58 command personnel. This gives a total command personnel for the State of North Carolina of 1,185.

North Carolina State Highway Patrol

State population:	Total personnel:	Command personnel:
5,000,000	751	20

Gaston County:

County population:	Total personnel:	Command personnel:
135,000	28	5

Mecklenburg County:

County population:	Total personnel:	Command personnel:
275,000	59	6

South Carolina

Table 2.19

COUNTIES BY POPULATION

Population size	Number of county governments	Total police in county units
100,000 or more	4	225
50,000 to 99,999	9	161
25,000 to 49,000	20	288
10,000 to 24,999	12	67
less than 10,000	<u>1</u>	<u>5</u>
	Total - 46	Total - 745

Table 2.20

MUNICIPALITIES BY POPULATION

Population size	Number of Municipalities	Total police in municipalities
50,000 or more	3	504
25,000 to 49,999	4	194
10,000 to 24,999	9	246
5,000 to 9,999	26	340
2,500 to 4,999	24	141
less than 2,500	<u>189</u>	<u>202</u>
	Total - 255	Total - 1,626

Table 2.21

AVERAGE NUMBER OF COMMAND* PERSONNEL PER MUNICIPALITY BY POPULATION

Population size	Number of municipalities	Municipalities responding to survey	Total Command personnel	Average per city
50,000 or more	3	3	24	8
25,000 to 49,999	4	4	31	7.8
10,000 to 24,999	9	8	27	3.3
5,000 to 9,999	26	5	10	2

*Command personnel includes law enforcement officers in a position of administrative responsibility with a police organization. Normally, command personnel includes the rank of lieutenant and higher. However, in a small organization the supervisory title will also, in all probability, contain administrative responsibility.

In South Carolina 30 questionnaires were sent out and 20 replies received, for a percentage of 66.6. All 16 cities with a population over 10,000 received questionnaires. Of these, 15 replied - 93.7 percent.

The projected totals for the State of South Carolina are as follows:

Cities of 50,000 or more have a projected total of 24.

Cities of 25,000 to 49,999 have a projected total of 31.

Cities of 10,000 to 24,999 have a projected total of 30.

Cities of 5,000 to 9,999 have a projected total of 52.

Cities under 5,000 have a projected total of 213.

The total municipal command personnel number 350. Allowing three per county, the state's 46 counties represent 138 command personnel. The State Highway Patrol notes 30 individuals in command positions, yielding a total command personnel figure for the State of South Carolina of 518.

South Carolina State Highway Patrol

State population:
2,500,000

Total personnel:
447

Command personnel:
30

Tennessee

Table 2.22

COUNTIES BY POPULATION

Population size	Number of counties	Total police in county units
250,000 or more	3	1,991
100,000 to 249,999	2	391
50,000 to 99,999	6	301
25,000 to 49,999	21	531
10,000 to 24,999	43	473
less than 10,000	20	64
Total -	95	3,750

Table 2.23

MUNICIPALITIES BY POPULATION

Population size	Number of Municipalities	Total police in municipalities
100,000 or more	4	1,762
25,000 to 49,999	4	173
10,000 to 24,999	16	313
5,000 to 9,999	22	270
2,500 to 4,999	34	193
less than 2,499	200	179
Total -	280	2,889

Table 2.24

AVERAGE NUMBER OF COMMAND* PERSONNEL PER MUNICIPALITY BY POPULATION

Population size	Number of municipalities	Municipalities responding to survey	Total command personnel	Average per city
100,000 or more	4	4	144	36
25,000 to 49,999	5	5	43	8.6
10,000 to 24,999	15	8	32	4
less than 10,000	256	1	1	1

*Command personnel includes law enforcement officers in a position of administrative responsibility with a police organization. Normally, command personnel includes the rank of lieutenant and higher. However, in a small organization the supervisory title will also, in all probability, contain administrative responsibility.

In Tennessee 33 questionnaires were sent out and 18 replies received, for a percentage of 54.5. All 24 cities of over 10,000 population received questionnaires; 17 of these replied, for a percentage of 70.8. The projected totals for the State of Tennessee are as follows:

Cities over 100,000 or more have a projected total of 144.

Cities of 25,000 to 49,999 have a projected total of 43.

Cities of 10,000 to 24,999 have a projected total of 60.

Cities under 10,000 have a projected total of 256.

The total projected municipal command personnel number 503. Allowing three per county, the 95 counties in Tennessee represent 285 command personnel; the State Highway Patrol notes 46 command personnel. The total projected command personnel for the State of Tennessee is 834.

Tennessee State Highway Patrol

State population:
3,652,000

Total personnel:
620

Command personnel:
46

Table 2.25

PROJECTED TOTAL NUMBER OF COMMAND PERSONNEL PER
MUNICIPALITIES BY POPULATION GROUP

State	Size of Municipality						Total Municipal Command Personnel
	100,000 or more	50,000 to 99,999	25,000 to 49,999	10,000 to 24,999	5,000 to 9,999	less than 5,000	
Alabama	56	45	80	54	57	294	586
Florida	170	95	96	80	65	317	823
Georgia	48	26	49	119	39	502	783
Louisiana	157	37	40	76	23	208	541
Mississippi	28	15	55	10	20	227	355
North Carolina	83	60	48	108	68	460	827
South Carolina	0	24	31	30	52	213	350
Tennessee	<u>144</u>	<u>0</u>	<u>43</u>	<u>60</u>	<u>22</u>	<u>234</u>	<u>503</u>
	686	302	442	537	346	2,455	4,768

Table 2.26

AVERAGE COMMAND PERSONNEL FOR ALL MUNICIPALITIES BASED ON RESPONSES

Population size	Total number of municipalities within this population group	Number of municipalities responding to survey	Average command personnel per city (based on responses)
100,000 or more	24	20	32.7
50,000 to 99,999	26	25	9.8
25,000 to 49,999	51	46	8.7
10,000 to 24,999	135	86	4.2
5,000 to 9,999	207	36	2.4
under 5,000	2,341	18	1.8

Table 2.27

PROJECTED TOTAL COMMAND PERSONNEL IN ALL LAW ENFORCEMENT UNITS IN EIGHT SOUTHEASTERN STATES

	Total number of units in all states	Average number command personnel per unit	Total projected command personnel
Municipalities	--	--	4,768
Counties	680	3	2,040
Highway Patrol	8	60.9	487 (actual)
		Total	7,295

Chapter III

PRESENT AVAILABLE FACILITIES CONDUCTING POLICE MANAGEMENT TRAINING

Introduction

This chapter includes training facilities and organizations in the states of Alabama, Florida, Georgia, Louisiana, Mississippi, North Carolina, South Carolina, and Tennessee that offer some type of training in the police management field.

Since most of the states use a "hit or miss" approach, it was difficult to determine every facility that offers different types of police management training.

Letters were written to state officials and educational officials in all eight states and followed up by telephone to establish which agencies were conducting police management training, types of training, duration and participation.

Time limitations precluded an in-depth survey of any particular state since this would have necessitated extensive travel. This chapter, therefore, does not profess to be all inclusive. Nevertheless, the information contained in this chapter seems to be a reasonable assessment of training facilities for police management courses in the eight subject states.

An in-depth study of the training facilities in the eight particular states to determine curriculum standardization, duration, quality of instruction, and rank participation seems pertinent.

It was impossible to determine whether the participation statistics reflected the number of individuals attending or whether they represented

the same people attending numerous police management courses. Experience indicates that many motivated men attend more than one course.

Statistics are not available on the level of competency achieved by the participants.

Alabama

This study was unable to determine whether any police management programs are being offered within the State of Alabama. Numerous inquiries were not answered.

No college program in law enforcement is listed for Alabama, although one is now under development in the Birmingham area supported by a grant from the Office of Law Enforcement Assistance (O.L.E.A.).

Florida

The only institutions in Florida offering police management type courses (noncredit, short duration) are the Florida Institute for Law Enforcement of the St. Petersburg Junior College and the Florida Law Enforcement Academy (Florida Sheriffs' Bureau) in Tallahassee.

Florida Institute for Law Enforcement

The Florida Institute for Law Enforcement (F.I.L.E.) was established in January, 1965. The purpose of this Institute is to provide law enforcement administrators with assistance in the fields of training, research, and development.

During the 1965-66 academic year, F.I.L.E. offered eight law enforcement short courses. Of these eight, only two can be considered management in nature. They were:

1. Jail Administration
2. Police Patrol Workshop

The jail administration course was of 14 hours' duration and had an enrollment of 35. The police patrol workshop ran for 70 hours and had an enrollment of 28. Thus the police management total was 84 hours of instruction for 63 law enforcement officers in academic year 1965-66.

Figures of F.I.L.E. during academic year 1966-67 (up to December 31, 1966) reveal a total of five short courses offered. Of these five, only one can be considered management in nature. This was a police budget workshop. It consisted of 14 hours of instruction and had an enrollment of 20.

Scheduled short courses from January 1, 1967 through June 30, 1967 number 10. Of these only four can be considered management in nature. Two appear to be repeats from academic year 1965-66. The four are:

1. Training Officers Seminar
2. Jail Administration
3. Police Patrol Workshop
4. Police Records

The projected total hours of instruction for these four are 161, with a projected attendance of 120.

* F.I.L.E. has also received a grant from O.L.E.A. to conduct a police executive development program. This program is scheduled to have approximately 200 hours of instruction with approximately 40 in attendance.

The total figures in management - related courses only for F.I.L.E. since its creation are 459 hours of instruction and a total enrollment of 243 law enforcement officers.

* See Appendix A, pp. 81-82

For additional information on activities of F.I.L.E., see Appendix A.

Florida Law Enforcement Academy

The Florida Law Enforcement Academy (F.L.E.A.) also offers a short course in police administration. This course was first offered in 1964 and has been repeated four times through calendar year 1966. Average attendance is 20. The course includes 40 hours of instruction, thus the total hours of instruction are 160 with a total attendance of 80.

State Department of Education

The Florida State Department of Education offers an itinerant law enforcement training program. However, this program is geared for the operational level of law enforcement and does not include management training.

Junior Colleges, Colleges, and Universities

According to a publication of the International Association of Chiefs of Police, Florida has the following college law enforcement programs:

1. Broward County Junior College
2. Central Florida Junior College
3. Daytona Beach Junior College
4. Florida State University
5. Miami-Dade Junior College
6. Palm Beach Junior College
7. St. Petersburg Junior College

All seven offer courses in the area of police administration/organization/management. Only St. Petersburg Junior College offers short-course management programs designed for the law enforcement administrator.

Noticeably lacking in attendance in the junior college and university credit programs is the active administrator or the command-level law enforcement officer in most instances. Most of the students are in-service police officers (generally on supervisory or operational level) and pre-service students.

The Florida State University through the Florida Institute for Continuing University Studies (which was eliminated by the Florida Legislature in 1965), provided police management courses for credit in Jacksonville and Pensacola in the 1963-64 and 1965-66 academic years. All courses carried college credit and were taught on a one-night-a-week basis for 14 weeks. The total number of law enforcement students taught was 120 with a total period of instruction of 160 hours. Data on rank of students are not available.

The Florida State University does not at the present time conduct off-campus police management courses for law enforcement officers. However, a special class has been established on the F.S.U. campus for the Tallahassee Police Department. Two police management courses have been taught in academic year 1965-66. They are:

1. Police Administration and Organization
2. Special Problems in Police Administration

These courses were both of 40 hours' duration and had an average attendance of 20. Exact rank figures are not available as the classes were open to all Tallahassee police officers. To date, these courses have offered a total of 80 hours of instruction for a total of 40 in attendance.

Georgia

The only facility offering police management training is the Institute of Government of the University of Georgia in Athens, Georgia.

The Georgia Chiefs of Police Workshop is conducted every year at the University of Georgia. This is a three-day workshop and is management oriented. However, many items in the curriculum cannot be considered as police management training. No exact figures are available on actual attendance or rank of those in attendance. The approximate registration figure is 35.

At the present time, a police executive program of three weeks' duration is being conducted at the Institute of Government of the University of Georgia by the International Association of Chiefs of Police. Supported by O.L.E.A. (grant 079) this is a 120 hour course. The present attendance is 20; including four Georgia chiefs of police.

The Institute of Government of the University of Georgia has received a grant to determine the feasibility of police credit programs in the various institutions of the Georgia university system, and it contemplates its own police management programs in the future.

Curricula for the Georgia Chiefs of Police Workshop and the I.A.C.P. Police Executive Program are contained in Appendix B.

Louisiana

The General Extension Division of Louisiana State University in Baton Rouge conducts a 12-week law enforcement school that contains 50 hours of instruction in police administration and supervision.

Since September 1963, seven such schools have been conducted. This amounts to two per calendar year. The years 1964, 1965, and 1966 would

thus yield 300 hours of instruction in police administration and supervision. A total of 174 law enforcement officers have graduated from the schools operated in 1964, 1965 and 1966. Of the 174 graduates, 43 were sergeants; 17, patrolmen; and 19, detectives. Only three chiefs of police, four assistant chiefs of police, one chief deputy, 15 captains, and 35 lieutenants were graduated during this three-year period. In essence, only 58 command law enforcement personnel received 50 hours of police administration and supervisory training in Louisiana.

No college-credit law enforcement programs are listed for Louisiana.

Mississippi

Dr. Edward Hobbs of the Governmental Research Bureau of the University of Mississippi stated that he knew of no police management courses offered within the State of Mississippi on a short-course basis. Other inquiries were also negative.

No college-credit programs in law enforcement are listed.

However, a law enforcement program is being established at the University of Mississippi under an O.L.E.A. grant.

North Carolina

The only institution offering police management courses in North Carolina is the Institute of Government of the University of North Carolina at Chapel Hill.

The Institute of Government has a two-fold mission. First, it seeks to help public officials and employees perform more effectively the tasks of government. Second, it seeks to increase public understanding of state and local government.

The Institute of Government carries out its two-part task of assistance and education in government in several ways, chief among them are

teaching, research and publishing, and advisory and other professional services.

Teaching activities take the form of intensive courses of short duration, primarily designed for the in-service training of elected and appointed officials--state, county, and municipal--including state and local law enforcement officers. The Institute offers no courses for degree credit.

The Institute has the responsibility for the recruit and in-service training of the North Carolina Highway Patrol. This training is functional in nature and only briefly touches on management.

In 1964 the first annual course in police administration was established. Only North Carolina law enforcement personnel with ranks of sergeant or above were invited. The curriculum consisted of 160 hours, combining both administration and supervision. The program was conducted over a six-month period with nine separate sessions of two to three days' duration. Previous experience had indicated that this time and pacing increased the retention factor of learning. It also allowed the student time to complete specific assignments in relation to his particular law enforcement organization. It also allowed the student to be away from his work for only short periods of time rather than for four consecutive weeks.

Thirty-one law enforcement officials from 21 law enforcement agencies attended the 1964 class and were graduated. The 1965 class numbered 30 in attendance from 19 law enforcement agencies, and the 1966 class numbered 37 from 26 law enforcement agencies. This class will graduate in March 1967. Thus the three-year total is 98 from 36 law enforcement agencies.

At the present time the Institute of Government has a grant from O.I.E.A. to conduct a Police Management Institute. This program is of 120 hours' duration and is structured upon five four-day sessions. The first session was conducted in November, 1966, and the course will conclude in March, 1967. There are 26 participants representing 19 law enforcement agencies.

In the three-year period (1964, 1965, 1966) the Institute of Government will have trained a total of 124 law enforcement officers in police administration and management.

There are no other junior college, college, or university police management programs in North Carolina. See Appendix C.

South Carolina

The only police management training for law enforcement in South Carolina is by the Extension Division of the University of South Carolina.

During 1964, 1965 and 1966 the following courses were conducted:

1. Supervisory Methods in Police Administration
2. Municipal Police Administration
3. Supervision of Police Personnel

Supervisory Methods in Police Administration is patterned after the International City Managers' Association (I.C.M.A.) course of the same title. This course was conducted five times during the calendar years 1964, 1965, and 1966. A total of 106 law enforcement personnel were graduated. This course represents 45 classroom hours.

Municipal Police Administration is also patterned after the I.C.M.A. course of the same title, which runs for 48 classroom hours, was conducted 12 times during the calendar years 1964, 1965, and 1966, and thus

represent 476 total hours of instruction. A total of 216 law enforcement officers have been graduated.

Supervision of Police Personnel is patterned after the two-week course conducted by the Traffic Institute of Northwestern University in Evanston, Illinois. This course was conducted once in 1964 and once in 1965. It is approximately 80 hours in length and 51 police officers have been graduated.

The only true management course, however, is Municipal Police Administration, with a total of 216 law enforcement officers graduated. No figures are available as to the rank of the participants.

No college-credit law enforcement programs are listed for South Carolina.

Tennessee

In Tennessee, the only two basic programs on the subject of police management programs are offered at Memphis State University in Memphis and the Tennessee Law Enforcement Training Academy in Nashville.

Memphis State University

Memphis State University presently offers an Associate in Arts degree in the Department of Sociology. Most of the police courses of A.A. degree are taught at the Memphis Police Department, however, MSU is developing a degree program in law enforcement under an O.L.E.A. grant.

In the summer of 1966 a police management course was offered by MSU. This course was also taught at the Memphis Police Department. It was titled Police Administration and carried three college credits. The enrollment was 30. However, no figures on enrollment by rank are available. The textbooks were O. W. Wilson's Police Administration and Municipal Police Administration by the International City Managers' Association.

Tennessee Law Enforcement Training Academy

The Tennessee Law Enforcement Training Academy in Nashville began

operation October 17, 1966. This is a separate state facility charged with training all law enforcement officers on active duty in Tennessee, including municipal and county police and the State Highway Patrol. At the present time, the only courses offered by the Tennessee Law Enforcement Training Academy are functional programs designed to bring all law enforcement units in Tennessee up to a particular standard. No police management courses are offered at this time. However, plans are projected for such a program in the future.

Table 3.1

SUMMARY BY STATE OF SHORT COURSES PRESENT IN
POLICE MANAGEMENT TRAINING 1964, 1965, 1966
AND 1967 (COURSES ALREADY IN PROGRESS)

<u>State</u>	<u>Total Hours of Instruction</u>	<u>Total Participants</u>
Alabama	D.N.R.*	D.N.R.*
Florida		
a. F.I.J.E.	459	243
b. F.L.E.A.	160	80
Georgia	192	125
Louisiana	300	178
Mississippi	D.N.R.*	D.N.R.*
North Carolina	500	124
South Carolina	476	216
Tennessee	<u>0</u>	<u>0</u>
	Total 2,087**	Total 966**

* Did not report

** Determining the participants by rank was not possible; nor was it possible to determine the number of participants that completed more than one course. The totals encompass all management-type training i.e., some of the courses are in-depth courses of a particular subject (Police Budgeting); therefore, the total can be misleading. These figures do not represent college-credit police administration courses.

Minimum Standards of Training

George O'Connor, Director of the Professional Standards Division of the International Association of Chiefs of Police, stated that "six of the eight subject states of this study do not have any form of minimum standards of training."

Mississippi^{1/} passed a law in 1964 (Chapter 8086, Mississippi Statutes) providing a 'Mississippi Law Enforcement Officers' Training Academy."

The statute provides that:

The Commissioner of Public Safety is authorized to establish and maintain and supervise the "Law Enforcement Officers' Training Academy" for the purpose of training state, county, and municipal officers.

The Commissioner shall provide reasonable rules and regulations for the use of the Academy and keep them on file in the administrative offices of the Academy. The Commissioner shall also furnish suitable instructors in the subject matter to be taught. The alternative, the requesting authority may specify that only the facilities be made available and that the requesting authority will furnish its own instructors.

The Commissioner shall prescribe the curriculum; however, upon petition for the use of the Academy, the requesting authority may also ask for a particular course of instruction if it is available.

Those appointees from the various sheriffs' and mayors' offices shall be approved by the Commissioner who shall be the sole judge of the qualifications of each applicant. The Commissioner may establish reasonable tuition fees in any municipality, county or district and is authorized to pay the expenses including the tuition for its officers attending the Academy.

A director, (who shall be appointed by the Commissioner) with the approval of the Commissioner, shall have the power and the authority to accept and/or reject any group or individual. An appeal is provided to an appeals board.

^{1/}I.A.C.P., "State Training Legislation," Police Chief, 22, (August 1965) P. 14.

The Legislature may appropriate funds to carry out the purpose of this Act. Any funds appropriated or granted shall be placed in a fund in the Treasurer's office and shall be known as the "Law Enforcement Officers' Training Academy Fund."

Tennessee^{2/} has also passed legislation dealing with police training.

In 1963 the Tennessee Legislature passed a law (Chapter 8, Section 38-801, Tennessee Statutes) establishing

a "Tennessee Police Training Institute" for the purpose of training law enforcement officers from the state, municipal, county and metropolitan jurisdictions.

The programs offered through the Institute shall be under the jurisdiction of such agencies as the Governor may direct. Reasonable fees may be charged by the Institute to cover the cost of food, lodging, instructional material, equipment and other services furnished to the trainees. The Institute is authorized to contract with state, municipal, county or metropolitan law enforcement agencies as may be necessary to carry out the provisions of the Act and they are authorized to spend such funds as may be appropriated by the Assembly for the purpose of the law.

Both Florida and North Carolina are also contemplating minimum standards of training for police officers.

It must also be noted that minimum standards of training are generally concerned only with the operational or functional training subject, and are predominantly aimed for the level of execution.

At present, no legislation exists in any of the eight subject states to develop minimum standards of training for supervisors and/or minimum standards of training for law enforcement administrators.

^{2/} Ibid., P. 18.

Chapter IV

NATIONAL AND REGIONAL FACILITIES OFFERING POLICE MANAGEMENT TRAINING

The F.B.I. National Academy, the Southern Police Institute, the Traffic Institute of Northwestern University, Indiana University and the Southwestern Legal Foundation were surveyed to determine their impact on assisting the eight states contained in this survey relative to police management training.

A basic judgment based on prestige, geographical location, quality of program and instruction was made including only these five regional and/or national police training facilities: program and instruction to include only the listed five. This is not to say that many law enforcement agencies in the eight states do not utilize other national training facilities.

Federal Bureau of Investigation National Academy

The Federal Bureau of Investigation conducts two National Academy schools per calendar year. Each school has approximately 100 participants. The total capability of the National Academy is 200; anticipated capacity through expanded facilities is 1,200, or a yearly increase of 1,000 participants.

The curriculum^{1/} contains approximately 385.5 hours of instruction.^{2/} Of the total hours of instruction, only 74 hours can be considered to be management in nature. These encompass sections on Police Administration (56 hours) and Personnel Management (18 hours). The hours of instruction in Police Management comprise approximately 19 per cent of the total.

^{1/} See Appendix D.

^{2/} Based upon the curriculum of the 76th Session, August 16, 1965 - November 3, 1965. Later curricula were not available when this study was written.

The remaining 80 per cent of the instruction can be more appropriately titled criminal investigation.

"As the needs of law enforcement change, so does the curriculum of the Academy. Many subjects are taught, but they are all chosen on the basis of police experience. For example, a nationwide upsurge of youthful criminality in recent years and the increasing importance of crowd and riot control have led to additional emphasis on these subjects."^{3/}

"Firearms and ballistics, uses of photography in law enforcement, fingerprint identification, defensive tactics, criminal law, police records, surveillances, sociology, and public speaking are only a few of the subjects which are taught at the National Academy. In addition to lectures and seminars, the training includes active participation by the students in class projects and practical problems."^{4/}

Tables 4.1, 4.2, 4.3, 4.4, 4.5, and 4.6 show attendance at the National Academy by the eight selected states for 1964, 1965, and 1966.

Table 4.7 gives the summary attendance total for the three-year period with the yearly average for each state and for the group.

Table 4.8 indicates the projected capability of the National Academy based upon expanded facilities to accommodate an additional 1,000 participants. With these new facilities, predicting on the basis of past averages, the National Academy will accommodate approximately 198 participants from Alabama, Florida, Georgia, Louisiana, Mississippi, North Carolina, South Carolina, and Tennessee.

^{3/} "National Academy - Thirty Years of Progress through Training," F.B.I. Law Enforcement Bulletin, 34 (July 195), 6.

^{4/} Ibid.

Table 4.1

PARTICIPATION BY SELECTED STATES AT F.B.I. NATIONAL ACADEMY
73rd School, 1964*

State	Number Attended
Alabama	2
Florida	3
Georgia	3
Louisiana	1
Mississippi	2
North Carolina	2
South Carolina	0
Tennessee	2
Total -	15
(approximate total attendance for Academy, 100)	

*Source: Directory of Graduates of the F.B.I. National Academy and Officers of the F.B.I. National Academy Associates, January, 1965. U.S. Department of Justice, Federal Bureau of Investigation.

Table 4.2

PARTICIPATION BY SELECTED STATES AT F.B.I. NATIONAL ACADEMY
74th School, 1964*

State	Number Attended
Alabama	1
Florida	5
Georgia	2
Louisiana	0
Mississippi	7
North Carolina	1
South Carolina	1
Tennessee	2
Total -	19

Total for year 1964 - 34
Average per state - 4.25

*Source: Directory of Graduates of the F.B.I. National Academy and Officers of the F.B.I. National Academy Associates. January, 1965. U.S. Department of Justice, Federal Bureau of Investigation.

Table 4.3

PARTICIPATION BY SELECTED STATES AT F.B.I. NATIONAL ACADEMY
75th School, 1965*

State	Number Attended
Alabama	0
Florida	4
Georgia	1
Louisiana	2
Mississippi	7
North Carolina	2
South Carolina	2
Tennessee	2
Total	20

*Source: F.B.I. Law Enforcement Bulletin (August, 1965), 21-22.

Table 4.4

PARTICIPATION BY SELECTED STATES AT F.B.I. NATIONAL ACADEMY
76th School, 1965*

State	Number Attended
Alabama	3
Florida	4
Georgia	0
Louisiana	1
Mississippi	3
North Carolina	2
South Carolina	1
Tennessee	1
Total -	15

Total for year 1965 - 35
Average per state - 4.375

*Source: F.B.I. Law Enforcement Bulletin (January, 1966), 30-31.

Table 4.5

PARTICIPATION BY SELECTED STATES AT F.B.I. NATIONAL ACADEMY
77th School, 1966*

State	Number Attended
Alabama	1
Florida	3
Georgia	4
Louisiana	6
Mississippi	3
North Carolina	0
South Carolina	0
Tennessee	3
Total -	14

*Source: F.B.I. Law Enforcement Bulletin (August, 1966), 22-23

Table 4.6

PARTICIPATION BY SELECTED STATES AT F.B.I. NATIONAL ACADEMY
78th School, 1966*

State	Number Attended
Alabama	2
Florida	5
Georgia	3
Louisiana	2
Mississippi	3
North Carolina	2
South Carolina	2
Tennessee	3
Total	22

Total for year 1966 - 36
Average per state - 4.5

*Source: F.B.I. Law Enforcement Bulletin (January, 1967), 23-24

Table 4.7

1964-1965-1966 ATTENDANCE OF
EIGHT SOUTHERN STATES AT F.B.I. NATIONAL ACADEMY

State	73rd	74th	75th	76th	77th	78th	Total	Yearly Average
Alabama	2	1	0	3	1	2	9	3.00
Florida	3	5	4	4	3	5	24	5.00
Georgia	3	2	1	0	4	3	13	4.33
Louisiana	1	0	2	1	0	2	6	2.00
Mississippi	2	7	7	3	3	3	25	8.33
North Carolina	2	1	2	2	0	2	9	3.00
South Carolina	0	1	2	1	0	2	6	2.00
Tennessee	2	2	2	1	3	3	13	4.33
	15	19	20	15	14	22	105	32.99

The National Academy presently trains approximately 200 police officers from the U. S., U. S. possessions, and foreign countries. If the present averages are projected upon the 1,200 student extension of National Academy facilities, then the figures shown in Table 4.8 can be anticipated for the eight southern states.

Table 4.8

PROJECTED ATTENDANCE OF EIGHT SOUTHERN STATES AT F.B.I. NATIONAL ACADEMY

<u>State</u>	<u>Present Yearly Average</u>	<u>Projected Yearly Average</u>
Alabama	3.00	18.00
Florida	6.00	36.00
Georgia	4.33	25.98
Louisiana	2.00	12.00
Mississippi	8.33	49.98
North Carolina	3.00	18.00
South Carolina	2.00	12.00
Tennessee	<u>4.33</u>	<u>25.98</u>
	Total - 32.99	Total - 197.94

Participation by rank included all law enforcement ranks and not exclusively command personnel. Determination by rank would be a laborious task; therefore examination of participation by rank was confined to the 74th school, for which figures are available.^{5/} See Tables 4.9 and 4.10.

^{5/} Directory of Graduates of the F.B.I. National Academy and Officers of the F.B.I. National Academy Associates. January, 1965. U.S. Dept. of Justice, Federal Bureau of Investigation.

Table 4.9

RANK OF PARTICIPANTS FROM EIGHT STATES
74th SCHOOL - F.B.I. NATIONAL ACADEMY

State	Total Participation	Rank
Alabama	1	Lieutenant (1)
Florida	5	Captain (2) Lieutenant (1) Sergeant (2)
Georgia	2	Captain (1) Sergeant (1)
Louisiana	0	
Mississippi	7	Assistant Chief of Police (1) Lieutenant (1) Sergeant (1) Highway Patrol Trooper (3) Administrative Assistant (1)
North Carolina	1	U. S. Army (1)
South Carolina	1	Deputy Sheriff (1)
Tennessee	2	Assistant Chief of Police (1) Captain (1)
Total - 19		

Table 4.10 indicates the type of law enforcement agency, the total participation by category, and the percentage of total participants in the 78th School in 1966.

Table 4.10

78th SCHOOL - 1966 PARTICIPANTS BY AGENCY*

Type of Agency	Total	Percentage of Total
Municipal Law Enforcement	60	58.2
County Sheriffs	14	13.5
State	11	10.6
State Police		
State Investigation		
Highway Patrol		
County Police		
Other	18	17.4
U. S. Forest Service		
Foreign Police Agencies		
Armed Services		
U. S. Park Police		
White House Police		
Federal Bureau of Investigation Personnel		
Total Graduates - 103		

*Source: F.B.I. Enforcement Bulletin, (January, 1967) 23-24.

Southern Police Institute

The Southern Police Institute of the University of Louisville in Louisville, Kentucky, offers two specific police management type courses.^{6/}

One is the three-month course that consists of:

1. Police Administration
2. Police Personnel Management
3. Constitutional Law, Evidence, and Criminal Procedure
4. Training Procedures and Techniques
5. Psychology for Law Enforcement Personnel

The other is a two-week seminar on police administration. It is a condensed version that covers basically the same subjects as the three-month course.

A feature of the three-month course is that an entrance examination is required. The student must qualify for admission to the University. The three-month course offers 12 credit hours. This may limit police enrollment for numerous reasons. In essence, the three-month course in police administration can more appropriately be equated with college programs for college credit afforded to police officers.

Attendance of the eight southern states is shown in Tables 4.11, 4.12, 4.13, and 4.14.

^{6/} See Appendix E.

Table 4.11

ATTENDANCE BY EIGHT SELECTED STATES AT SOUTHERN POLICE INSTITUTE

1964 School Number 31-32, Police Administration Seminar*

State	Attendance
Alabama	1
Florida	6
Georgia	5
Louisiana	0
Mississippi	0
North Carolina	6
South Carolina	2
Tennessee	0
Total -	20

Table 4.12

ATTENDANCE BY EIGHT SELECTED STATES AT SOUTHERN POLICE INSTITUTE

1965 School Number 33-34, Police Administration Seminar*

State	Attendance
Alabama	1
Florida	5
Georgia	3
Louisiana	0
Mississippi	1
North Carolina	2
South Carolina	1
Tennessee	0
Total -	13

*Source: Directory, Southern Police Institute, August, 1966.

Table 4.13

ATTENDANCE BY EIGHT SOUTHERN STATES AT SOUTHERN POLICE INSTITUTE

1966 School Number 35-36, Police Administration Seminar*

State	Attendance
Alabama	0
Florida	7
Georgia	0
Louisiana	0
Mississippi	0
North Carolina	1
South Carolina	2
Tennessee	0
Total -	10

Table 4.14

THREE-YEAR (1964, 1965, 1966) ATTENDANCE OF
EIGHT SOUTHERN STATES AT SOUTHERN POLICE INSTITUTE*

State	1964	1965	1966	Total	Yearly Average
Alabama	1	1	0	2	.66
Florida	6	5	7	18	6.00
Georgia	5	3	0	8	2.73
Louisiana	0	0	0	0	.00
Mississippi	0	1	0	1	.33
North Carolina	6	2	1	9	3.00
South Carolina	2	1	2	5	1.66
Tennessee	0	0	0	0	.00
	20	13	10	43	14.38

*Source: Directory, Southern Police Institute, August 1966.

Traffic Institute, Northwestern University

The Traffic Institute of Northwestern University in Evanston, Illinois, offers both short-course and long-course programs in police management.

The short courses offered by the Traffic Institute are:

1. Principles of Police Management (5 weeks)
2. Principles of Personnel Management (3 weeks)
3. Supervision of Police Personnel (3 weeks)

The long course lasts nine months and coincides with the academic year. The first quarter of the academic year for students in the long course consists of approximately ten weeks of refresher training in areas such as report writing, basic mathematics, etc. After the first quarter the student selects one of the following three areas for specialization: Management, traffic, or training. If the student selects the management field, then he spends the next six months of the long course in this elective. In essence, if a student selects the management elective, he will receive six months of training in the general area of police management or organization.

Annual statistics on participants from the eight selected southern states were available only for the year 1966. According to Mr. James Slavin, the Director of the Traffic Institute, there are now 3,100 graduates from the eight states. These 3,100 took all of their work or short-course work since the establishment of the Traffic Institute in 1935. This would therefore include all supervisory courses that the Traffic Institute teaches in other states in their itinerant program.

In 1966 there were 83 graduates in the Institute's supervisory or management courses who were from the eight states. These were distributed as shown in Table 4.15.

Table 4.15
PARTICIPATION BY EIGHT SOUTHERN STATES IN SUPERVISORY OR MANAGEMENT COURSES, TRAFFIC INSTITUTE, 1966

State	Attendance
Louisiana	1
North Carolina	5
Mississippi	0
South Carolina	1
Tennessee	3
Alabama	35
Florida	4
Georgia	34
Total:	83

Among the courses completed, Supervision of Police Personnel (3 weeks) was most popular with 78 graduates. Three officers completed the course on Principles of Police Management (5 weeks) and two took the long course under the Traffic Police Administration Program (9 months) with the management option. Specific course attendance by rank and state is shown in Table 4.16.

Table 4.16
COURSE ATTENDANCE BY RANK FOR EIGHT SOUTHERN STATES, TRAFFIC INSTITUTE, 1966

State	Number	Rank	Course
Louisiana			
City	1	Lieutenant	Traffic Police Administration Training Program - Management Option

North Carolina

State	3	Lieutenant	Supervision of Police Personnel
	1	Lieutenant	Principles of Police Management
City	1	Sergeant	Principles of Police Management

Mississippi

None

South Carolina

City	1	Sergeant	Supervision of Police Personnel
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Tennessee

State	1	Sergeant	Principles of Police Management
City	1	Upper Rank	Supervision of Police Personnel
	1	Sergeant	Supervision of Police Personnel

Alabama

Cities	4	Upper Rank	Supervision of Police Personnel
	3	Captain	Supervision of Police Personnel
	5	Lieutenant	Supervision of Police Personnel
	19	Sergeant	Supervision of Police Personnel
	4	Officers	Supervision of Police Personnel

Florida

Counties	1	Lieutenant	Supervision of Police Personnel
	1	Lieutenant	Traffic Police Administration Training Program - Management Option
Cities	1	Sergeant	Supervision of Police Personnel
	1	Officer	Supervision of Police Personnel

Georgia

Counties	1	Captain	Supervision of Police Personnel
	2	Lieutenant	Supervision of Police Personnel
	5	Sergeant	Supervision of Police Personnel
Cities	2	Upper Rank	Supervision of Police Personnel
	1	Captain	Supervision of Police Personnel
	4	Lieutenant	Supervision of Police Personnel
	5	Sergeant	Supervision of Police Personnel
	14	Officer	Supervision of Police Personnel
Total	83		

Department of Police Administration, Indiana University

The Department of Police Administration of Indiana University reported 22 graduates of short-course offerings from the eight southern states during the three-year period 1963-1966. Of these, apparently only seven took courses of a predominately supervisory or management character (Advanced Police Management and Supervision for Police):

<u>State</u>	<u>Participants</u>
Florida	3
Louisiana	1
North Carolina	2
South Carolina	<u>1</u>
TOTAL:	7

The number of hours contained in the two short courses involved was not stated.

Southwestern Law Enforcement Institute of Southwestern Legal Foundation

The Southwestern Law Enforcement Institute, Dallas, Texas currently offers two short courses with major focuses on police management and supervision--a ten-week Police Academy (which commenced in 1965) and a four-week School of Police Science and Supervision (which commenced in 1966). Records revealed three officers from the 8 selected states who completed one of these courses in 1966:

<u>State</u>	<u>Participants</u>
Florida	1
Louisiana	2

Of the eight states, Louisiana is the one included in the basic five-state jurisdictional scope of the Foundation and can be expected to show

increasing participation in the short course presentations. ^{7/}

The Harvard Business School Police Chiefs' Management Seminars

During the summer of 1966 (July 31 to August 19, 1966), supported by ^{8/}OLEA grant, a three-week management seminar was conducted by the Harvard Business School for metropolitan police commanders across the nation. Involving approximately 90 hours of class training exclusive of homework assignments and group discussion (see Appendix F), 35 chiefs and deputies attended the first presentation. This involved one command officer each from five states of the eight-state southern region: Alabama (Birmingham), Florida (Tampa), Georgia (Atlanta), Louisiana (New Orleans), Tennessee (Memphis).

Based on participant reactions and apparent success of the first seminar, it appears that this top-level management training effort will continue as an annual event with an estimated 45-50 participants during the summer of 1967 (including a southern region group of 5-10 participants).

The IACP Management Seminars ^{9/}

Another management training effort supported by OLEA in 1966 was a series of three training institutes conducted by the International Association of Chiefs of Police. One of the three institutes--the

^{7/} For example, under LEAA Grant 129, emphasizing regional expansion, five to ten traineeships will be made available annually in 1967 and 1968 for officers from Louisiana for attendance at the two courses.

^{8/} LEAA Grant 011 to the Academy of Police Science, Inc.

^{9/} LEAA Grant 079 to the International Association of Chiefs of Police.

first--was scheduled as a regional meeting for command officers of southern states and held in January of 1967 (3 weeks--January 9-27, 1967). Of the 20 participants in attendance, 18 were from the eight-state group covered by this study: Alabama, 2; Georgia, 5; Louisiana, 2; South Carolina, 6; and Tennessee, 3.

The course, conducted at the University of Georgia's Institute of Continuing Education, involved approximately 95 hours of training, all focused on the management or administrative function (see Appendix B). It is uncertain whether this demonstration effort will be continued beyond the first three pilot efforts and thus no projection has been made regarding a regularized contribution to command training the South.

Chapter V

SUMMARY AND CONCLUSIONS

Summary

The projected number of command personnel in Alabama, Florida, Georgia, Louisiana, Mississippi, North Carolina, South Carolina, and Tennessee is 7,295. Assuming a supervisor exists on the average for every command officer, and because of typical promotional systems, supervisors will be the command personnel of the future, it can then be assumed that approximately 14,590 police personnel are available for police management training.

The FBI National Academy, the Southern Police Institute, Northwestern Traffic Institute, the Department of Police Administration of Indiana University, and Southwestern Legal Foundation have trained an approximate total of 320 police personnel in some phase of police management training during calendar years 1964, 1965, 1966 for the eight selected states. ^{1/} This is about 107 per year.

Table 5.1 represents total approximate participation figures of police management training for 1964, 1965, and 1966.

^{1/} Since three-year figures are not available from Northwestern Traffic Institute, the Department of Police Administration of Indiana University, and the Southwestern Law Enforcement Institute, the one-year 1966 totals have been conservatively projected to these three agencies for 1964 and 1965 at half the actual 1966 figures for each of the two years.

Table 5.1

FACILITY APPROXIMATIONS FOR 1964, 1965, and 1966
IN THE EIGHT SELECTED STATES

Agency and/or State	Total Trained in Police Management
1. F.B.I. National Academy	99
2. Southern Police Institute	43
3. Northwestern Traffic Institute	166*
4. Indiana Department of Police Science	14*
5. Southwestern Law Enforcement Institute	6*
6. Alabama	
7. Florida	
a. F.I.L.E.	243
b. F.L.E.A.	80
8. Georgia	105
9. Louisiana	178
10. Mississippi	0
11. North Carolina	124
12. South Carolina	216
13. Tennessee	0
Regular Program Total	<u>1,274</u>
a. IACP Management Seminars	20**
b. Harvard Business School Police Chiefs Seminars	5

* One-year totals (1966) projected for three-year period (double the one-year totals)

** Held in January, 1967, although originally scheduled for fall of 1966.

A total of 1,274 law enforcement personnel from the eight-state region have thus received some form of police management training during the calendar years 1964, 1965, and 1966. Whether this figure represents 1,274 different individuals is uncertain. This total (assuming they all represent command personnel) is 17.4 percent of the total command personnel projected figure.

Using a total figure of 14,590 (which includes supervisors), the total number receiving some type of police management training is 8.7 percent of the total projected personnel figure.

The figure of 1,274 represents only police management training of the short-course type. It does not include college credit programs. There are eight college programs (Associate in Arts, Associate in Science, and Bachelor degrees) currently operative in the selected eight states.^{2/}

Even by doubling the short-course statistics to compensate for college credit programs, the figure represents only 34.8 percent (using only present command figures) and 17.4 percent (using projected supervisory figures).

It must be noted that the percentages of 34.8 and 17.4 represent three-year figures. Yearly figures are 11.6 percent and 5.8 percent.

^{2/} Seven in Florida, one in Tennessee. Under the special grant program of the Office of Law Enforcement Assistance, funds are now being made available to develop degree programs in police science or law enforcement (two or four year) in states or population centers where such degree programs are not now available. As of April 1, 1967, 21 such grants had been made, four of these to universities or university systems within the eight-state southern region.

Conclusions

There appears to be a distinct trend toward better training facilities in the selected eight states. There is also a trend toward more specialized training. The primary emphasis appears to be toward training programs that will upgrade the level of execution or operational level. Most states in the survey recognized the need for police management training; however, most states have only a projection of programs designed for the police command officer.

It is doubtful if programs on the level of execution will have any real impact unless management programs are conducted simultaneously for command personnel. There must be concerted efforts to develop more police management training programs to make the training process a complete system and to encompass the total law enforcement organization.

National and regional training facilities cannot alone fill the training need. They can only supplement the program of a particular state. Statistics reveal that the number of law enforcement personnel attending national and regional facilities is minimal in terms of total law enforcement personnel. It is not reasonable that any national or regional facility can train the vast numbers of law enforcement command personnel. Although many national and regional police training facilities are of outstanding caliber, a relatively small percentage of their total programs deal with the subject of professional police management.

Statistics reveal that it is unusual for the law enforcement administrator and his immediate assistants to attend basic police management courses. For example, the 74th School of the National Academy did

not have a chief of police in attendance, the present IACP Police Executive Development program currently being conducted at the Institute of Government at the University of Georgia lists only four chiefs of police in attendance, and the Police Management Institute at the University of North Carolina lists only five chiefs of police in attendance. In most instances, the participants come from middle management. Emphasis must be placed on securing the top administrators as participants in police management programs.

In those selected states that do not now conduct police management training programs, interest based upon the obvious need must be stimulated. The efforts of those states that are offering management training are apparently making only slight impacts. The obvious problem is one of money and staff to conduct such programs; therefore, it appears vital that the selected states of this study be given direction to establish professional police management programs. The direction must encompass comprehensive and standardized curricula, adequate staff, and funds to provide the best available instruction and administration.

In the final analysis, the professionalization of the police service is going to depend, in part, upon having law enforcement personnel adequately trained at all levels of the organization. Without question, there must be a professional police management philosophy emanating from the top and permeating the total police organizational structure.

APPENDICES

- A. Florida Institute for Law Enforcement
- B. Institute of Government, University of Georgia
- C. Institute of Government, University of North Carolina
- D. Federal Bureau of Investigation, National Academy
- E. Southern Police Institute, University of Louisville
- F. Harvard Business School Management Institute for Police Chiefs



POLICE EXECUTIVE DEVELOPMENT PROGRAM
FLORIDA INSTITUTE FOR LAW ENFORCEMENT

TOPIC OUTLINE

FIRST SESSION
 5-9 December 1966

	8:30 9:00	9:00	10:00	11:00	12:00	1:00	2:00	3:00	4:00	5:00	6:30 to 9:00 PM
MONDAY 5 Dec	Registration Welcome Keynote		Orientation and Introduction					History and Development of Law Enforcement (4)			Address by Quinn Tamm (1)
TUESDAY 6 Dec		Group Executive Analysis Project (3.5)						Introduction to Management (4)			The Police Function (2)
WEDNESDAY 7 Dec		Introduction to Management (3.5)						Police Organization: Theory, Structure & Command (4)			The Police Executive
THURSDAY 8 Dec		Police Organization: Theory, Structure & Command (3.5)						Police-Community Relations (4)			A Philosophy of Law Enforcement (1)
FRIDAY 9 Dec		Police Organization Workshop (3.5)						Group Luncheon & Speaker (1)			

First Session Summary:

Introduction (Welcome, keynote address, etc.)	3.5
Law Enforcement History	4.0
Management	7.5
Police Administration	15.0
Police-Community Relations	4.0
Testing	3.5
Special Guest Speakers	3.0
	<u>40.5</u>



POLICE EXECUTIVE DEVELOPMENT PROGRAM
FLORIDA INSTITUTE FOR LAW ENFORCEMENT

POLICE EXECUTIVE DEVELOPMENT COURSE

SECOND SESSION

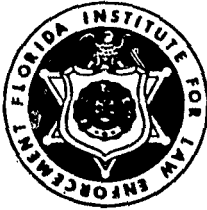
Topic Outline

23-27 January 1967

	8:30 9:00	9:00	10:00	11:00	12:00	1:00	2:00	3:00	4:00	5:00	6:30 to 9:00 P.M.	
MONDAY 23 Jan	Decision Making in Police Administration (3.5)			Decision Making in Police Administration (4)				Address by Dr. Speronis (1)				
TUESDAY 24 Jan	Quiz - Leadership Psychology (.5)			Leadership Psychology (3)			Introduction to Management (4)			Law Enforcement & The United States Supreme Court (1)		
WEDNESDAY 25 Jan	Introduction to Management (3.5)			Police-Community Relations (4)				State Legislation for Law Enforcement Training (1)				
THURSDAY 26 Jan	Quiz - Effective Executive Communications (.5)			Communications (3)			Police-Community Relations (4)			Contemporary Developments in Police Professionalization (1)		
FRIDAY 27 Jan	External Police Problems (3.5)			Group Luncheon & Speaker (1)								

Second Session Summary:

Decision making and policy formulation	7.5
Leadership Psychology	3.0
Management	7.5
Communications	3.0
Police-Community Relations	8.0
External Police Problems	3.5
Special Guest Speakers	5.0
Quizzes	1.0
	<u>38.5</u>



POLICE EXECUTIVE DEVELOPMENT PROGRAM
FLORIDA INSTITUTE FOR LAW ENFORCEMENT

POLICE EXECUTIVE DEVELOPMENT PROGRAM
 Topic Outline

FIFTH SESSION
 10-12 April 1967

8:30 9:00 10:00 11:00 12:00 1:00 2:00 3:00 4:00 5:00 6:30 to 9:40 P.M.
 9:00

MONDAY 10 Apr		Lunch	Project Review (2)	Leadership Psychology (3)	Effective Executive Communications (3)
TUESDAY 11 Apr	Quiz (.5)	Introduction to Police Records Systems (3)		Introduction to Police Records Systems (4)	Florida and the National Law Enforcement Communications Networks (1)
WEDNESDAY 12 Apr	Role of Law Enforcement Agencies in Government (3)		Project Assignments (.5)	Group Luncheon & Guest Speaker (1) "Law Enforcement Communications"	

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Fifth Session Summary:

Project Review & Assignment	2.5
Quiz	0.5
Government	3.0
Communications (executive)	3.0
Psychology	3.0
Police Records Systems	7.0
Special Guest Speakers	2.0
	<u>21.0</u>



POLICE EXECUTIVE DEVELOPMENT PROGRAM
FLORIDA INSTITUTE FOR LAW ENFORCEMENT

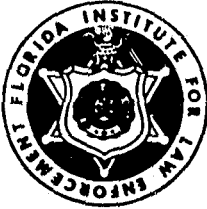
POLICE EXECUTIVE DEVELOPMENT PROGRAM
Topic Outline

SIXTH SESSION
3-5 May 1967

	8:30 9:00	9:00	10:00	11:00	12:00	1:00	2:00	3:00	4:00	5:00	6:30 to 9:40 P.M.
WEDNESDAY 3 May				Lunch	Project Review (2)		Police Community Relations (3)				Effective Executive Communications (3)
THURSDAY 4 May		Budgeting for Police Performance (3.5)				Budgeting for Police Performance (4)					Governmental Relationships in Budgeting (1)
FRIDAY 5 May		Leadership Psychology (3)		Project Assignments (.5)		Group Luncheon & Guest Speaker "Federal Funds & Local Law Enforcement" (1)					

Sixth Session Summary:

Project Review & Assignment	2.5
Police Community Relations	3.0
Budgeting	7.5
Psychology	3.0
Special Guest Speakers	2.0
Communications	3.0
	<u>21.0</u>



POLICE EXECUTIVE DEVELOPMENT PROGRAM
FLORIDA INSTITUTE FOR LAW ENFORCEMENT

POLICE EXECUTIVE DEVELOPMENT PROGRAM
Topic Outline

SEVENTH SESSION
31 May, 1-2 June, 1967

	8:30 9:00	9:00	10:00	11:00	12:00	1:00	2:00	3:00	4:00	5:00	6:30 to 9:40 P.M.
WEDNESDAY 31 May				Lunch	Project Review (2)			Open (3)			Effective Executive Communications (3)
THURSDAY 1 Jun		Successful Prosecutions as a Measure of Police Effectiveness (2)			Inspection & Evaluation in Police Service (5.5)						Guest Speaker (1)
FRIDAY 2 Jun		Leadership Psychology (3)			Project Assignments (.5)			Group Luncheon & Guest Speaker (1)			

Seventh Session Summary:

Project Review & Assignment	2.5
Inspection/Evaluation	7.5
Communications	3.0
Psychology	3.0
Open	3.0
Special Guest Speakers	2.0
	<u>21.0</u>



POLICE EXECUTIVE DEVELOPMENT PROGRAM
FLORIDA INSTITUTE FOR LAW ENFORCEMENT

POLICE EXECUTIVE DEVELOPMENT PROGRAM
 Topic Outline

EIGHTH SESSION
 10-14 July 1967

	8:30 9:00	9:00	10:00	11:00	12:00	1:00	2:00	3:00	4:00	5:00	6:30 to 9:00 P.M.
MONDAY 10 July		Project Review (1.5)	Introduction to Management (2)			Introduction to Management (4)					Supper
TUESDAY 11 July	Quiz (.5)	Planning and Research for the Future (3)				Planning and Research for the Future (3)	Evaluation Workshop (1)				Supper
WEDNESDAY 12 July		Field Assignments (3.5)				Field Assignments (4)					Survey Workshop (2.5)
THURSDAY 13 July		Project Presentations and Critique (3.5)				Project Presentations and Critique (4)					Supper
FRIDAY 14 July		Review and Formulation of Goal Statements (3.5)				Lunch and Graduation Guest Speaker					

Eighth Session Summary:

Management	6.0
Planning & Research	6.0
Field Assignments	7.5
Project Presentations	7.5
Review	5.0
Quiz	0.5
Workshops	3.5
Special Guest Speakers	2.0
	<u>38.0</u>

POLICE EXECUTIVE DEVELOPMENT PROGRAM

As the result of the recent rapid growth of the spirit of police professionalization in the United States, many law enforcement administrators find themselves in a difficult position. Recognizing the need for personal and professional development, they feel that they cannot invest the time necessary to participate in traditional programs of higher education, and, for the same reason, are unable to take advantage of command type training available at various national training centers.

On the other hand, command training on the regional level has in the past generally been restricted to short lecture type programs rarely exceeding one week in duration. While this traditional approach has been of some value, the straight lecture format and short period of contact time has limited its potential.

Recognizing the unique needs of the law enforcement administrator, the OFFICE OF LAW ENFORCEMENT ASSISTANCE, UNITED STATES DEPARTMENT OF JUSTICE, has made available funds for the experimental development and offering of a regional police executive development program consisting of a series of contact sessions spread over a period of twelve months. This in-depth approach combines elements of essential police professional knowledge and principles of management.

The Police Executive Development Program consists of 243 hours of classroom instruction and 10 hours of individual instruction provided as indicated in Table 4. The First Week of the Program was completed in December 1966 with an enrollment of 34 police executives and late registrations are expected to bring the total enrollment to about 40 prior to the Second Session which begins on 23 January 1967.

CONTINUED

1 OF 2

TABLE 4

POLICE EXECUTIVE DEVELOPMENT PROGRAM SCHEDULE

5-9 December 1966	40 1/2 hrs	1. First Week
23-28 January 1967	38 1/2 hrs	2. Second Week
15-17 February 1967	21 hrs	3. Training
21-23 March 1967	21 hrs	4. Personnel Management
10-12 April 1967	21 hrs	5. Records & Communications
3-5 May 1967	21 hrs	6. Budget
31 May-2 June 1967	21 hrs	7. Inspection & Evaluation
10-14 July 1967	38 hrs	8. Final Week
28-30 November 1967	21 hrs	9. Retraining Session

243 hours

Classroom Instruction 243 hrs

Individual Instruction 10 hrs

On Campus 5 hrs

In Community 5 hrs

253 hrs Individual and Classroom
Instruction



POLICE EXECUTIVE PROGRAM
COURSE DESCRIPTION

UNIVERSITY OF GEORGIA
INSTITUTE OF GOVERNMENT

Course Design

This program attempts to provide the participant with a foundation of the most essential concepts of effective management, with an understanding of human behavior, attitudes and beliefs, with an opportunity to carefully evaluate his own concepts and beliefs with the motivation to redefine and reshape his managerial goals and methods to better enable him to function as an important leader within his community and his agency.

The program will utilize in-depth discussions as the primary teaching method. These discussions will spring from the common experience of readings and lectures selected to offer a firm base of factual and theoretical material.

The program has been divided into seven blocks of material, each with several component parts. The major areas are as follows.

1. Foundations of Justice (4 sessions)

Fundamental principles and development of legal concepts and institutions as they relate to present practices and philosophies of the administration of criminal justice. Historical sketch of principles of democracy with discussion of forces in society affecting speed and direction of change. Review of U. S. Constitution with emphasis on concept of judicial review as practiced today in criminal cases.

2. The Environment - Growth and Conflict (6 sessions)

The place of the city in society, study of factors affecting growth, planning and problems examined in the context of a study of factors contributing to the disruption of social groups and institutions. Study of attempts to establish and modify social controls to deal with current problems.

3. Man's Involvement (8 sessions)

The foundations of attitudes and behavior. A study of motivation, communication and small-group processes as the basis for achieving more effective departmental and community programs. An examination of the principles and techniques of opinion formation, advertising, propaganda and modification in behavior as applied to the police task.

4. Individuals in Groups (3 sessions)

Analysis of large organizations and the ways in which individuals accommodate to them. A study of human interaction in groups, group structure, control and influence.

5. The Basic Tools (8 sessions)

Introduction to the fundamental concepts for the measurement and analysis of productivity and effectiveness including the basic essential of automated data processing of operational and administrative information. Discussion of budgeting as an essential management function and control technique.

6. The Human Tools (10 sessions)

An examination of the concepts and techniques of communications within organizations and among individuals as a vital method for achieving intra-agency unity and effectiveness. Emphasis upon the manager's need to recognize, understand and respond to the needs of individuals within the organization as an appropriate means of providing leadership.

7. Management - THE Job (14 sessions)

Basic concepts of management including planning, organizing, staffing and controlling as well as detailed discussions of information systems and programming and planning as they have developed into primary managerial methods in modern, complex organizations.



POLICE EXECUTIVE PROGRAM

FIRST WEEK

	JAN. 9 MONDAY	JAN. 10 TUESDAY	JAN. 11 WEDNESDAY	JAN. 12 THURSDAY	JAN. 13 FRIDAY	JAN. 14 SATURDAY
8:00 - 8:50	Greetings and Orientation	Dis- cussion	Dis- cussion	Dis- cussion	Dis- cussion	Discussion
9:00 - 10:15	Foundations of American Democracy (1-1) *	Founda- tions of American Democracy (1-2)	Consti- tution & Judic- ial Re- view (1-3)	Consti- tution & Judi- cial Re- view (1-4)	Funda- mentals of Manage- ment (7-4)	Budgeting (5-4)
10:15 - 10:45	Coffee Break	Coffee Break	Coffee Break	Coffee Break	Coffee Break	Coffee Break
10:45 - 12:00	Reading Period	Fundamen- tals of Manage- ment (7-1)	Fundamen- tals of Manage- ment (7-2)	Fundamen- tals of Manage- ment (7-3)	Introduc- tion to Data Pro- cessing (5-2)	Introduc- tion to Data Pro- cessing (5-5)
12:00 - 1:30	Lunch	Lunch	Lunch	Lunch	Lunch	Lunch
1:30 - 2:45	Urban Sociology (2-1)	Urban Sociology (2-2)	Urban Sociology (2-3)	Budgeting (5-1)	Budgeting (5-3)	Open
2:45 - 3:00	Break	Break	Break	Break	Break	
3:00 - 4:15	Social Psychology (3-1)	Social - Psychol- ogy (3-2)	Social Psychol- ogy (3-3)	Social Psychol- ogy (3-4)	Open	

* Note: (1-1) Indicates the major subject block and the number of the class session within each block. For example, (3-5) means that the class is the fifth hour within the "Man's Involvement" subject area.

SECOND WEEK

	JAN. 16 MONDAY	JAN. 17 TUESDAY	JAN. 18 WEDNESDAY	JAN. 19 THURSDAY	JAN. 20 FRIDAY	JAN. 21 SATURDAY
8:00 - 8:50	Dis- cussion	Dis- cussion	Discussion	Dis- cussion	Dis- cussion	Dis- cussion
9:00 - 10:15	Sociology of Complex Organiza- tion (4-1)	Produc- tivity Analysis (5-7)	Sociology of Complex Organiza- tion (4-2)	Sociology of Com- plex Or- ganization (4-3)	Creative Thinking (6-7)	Psychol- ogy of Public Opinion (3-7)
10:15 - 10:45	Coffee Break	Coffee Break	Coffee Break	Coffee Break	Coffee Break	Coffee Break
10:45 - 12:00	Human Factors in Administra- tion (6-1)	Social Disorgan- ization (2-4)	Social Disorgan- ization (2-5)	Social Disorgan- ization (2-6)	Reading Period	Creative Thinking (6-8)
12:00 - 1:30	Lunch	Lunch	Lunch	Lunch	Lunch	Lunch
1:30 - 2:45	Human Factors in Administra- tion (6-2)	Communica- tions & Executive Action (6-3)	Human Factors in Adminis- tration (6-4)	Communi- cations & Execu- tive Action (6-6)	Manage- ment Informa- tion Sys- tems (5-8)	Open
2:45 - 3:00	Break	Break	Break	Break	Break	
3:00 - 4:15	Produc- tivity Analysis (5-6)	Psychol- ogy of Public Opinion (3-5)	Human Fac- tors in Administra- tion (6-5)	Open	Psychol- ogy of Public Opinion (3-6)	

THIRD WEEK

	JAN. 23 MONDAY	JAN. 24 TUESDAY	JAN. 25 WEDNESDAY	JAN. 26 THURSDAY	JAN. 27 FRIDAY	JAN. 28 SATURDAY
8:00 - 8:50	Discussion	Dis- cussion	Dis- cussion	Dis- cussion	Dis- cussion	
9:00 - 10:15	Creative Thinking (6-9)	Adminis- trative Leader- ship (6-11)	Planning and Pro- gramming (7-8)	Decision Making (7-9)	Decision Making (7-11)	
10:15 - 10:45	Coffee Break	Coffee Break	Coffee Break	Coffee Break	Coffee Break	
10:45 - 12:00	Management Informa- tion Systems (7-5)	Creative Thinking (6-12)	Administra- tive Leadership (6-13)	Reading Period	Staff Services (7-12)	
12:00 - 1:30	Lunch	Lunch	Lunch	Lunch	Lunch	
1:30 - 2:45	Communica- tions & Executive Action (6-10)	Reading Period	Open	Staff Services (7-10)	Gradua- tion	
2:45 - 3:00	Break	Break	Break	Break	Break	
3:00 - 4:15	Planning and Pro- gramming (7-6)	Planning and Program (7-7)	Open	Course Evaluation	Depar- ture	

Institute of Government
University of North Carolina

POLICE MANAGEMENT INSTITUTE

Numerous police administrators are now finding themselves in a unique position. In the past, police organizations have grown with such rapidity that the chief of police and other top administrators have not been able to devote the necessary time to adequate administrative training. To assist the police administrator to meet this problem, the Institute of Government of the University of North Carolina at Chapel Hill, North Carolina through the auspices of the Office of Law Enforcement Assistance has developed a program which will introduce and familiarize police command and supervisory personnel with contemporary and established managerial and supervisory concepts.

GENERAL INFORMATION

The schedule will be:

(1) Course length - 120 hours spread over a 5 week period.

(2) Daily Schedule:

Monday: 1:30 - 3:00, 3:30 - 4:00

Tuesday, Wednesday, Thursday: 8:30 - 10:00, 10:30 - 12:00, 1:30 - 3:00,
3:30 - 5:00

Friday: 8:30 - 10:00, 10:30 - 12:00

This schedule allows the participants times to arrive from and depart to their respective homes each week.

(3) Complete schedule by date:

1st Session: 28 November, 1966 - 2 December, 1966

2nd Session: 12 December, 1966 - 16 December, 1966

3rd Session: 9 January, 1967 - 13 January, 1967

4th Session: 30 January, 1967 - 3 February, 1967

5th Session: 27 February, 1967 - 3 March, 1967

CURRICULUM

Management Theory, Application, and Analysis

Monday, November 28

1:30 - 3:00 . Introductory comments and definition of course goals

Instructors: Mr. John Sanders, Director
Institute of Government

Mr. Norman E. Pomrenke, Assistant Director
Institute of Government

3:30 - 5:00 Theory and philosophy underlying law enforcement and the role of the administrator. (Most participants may already have a basic understanding of the material, nevertheless, this seems the most opportune time to introduce it.) It should serve to clear up any misconceptions and provide something of a foundation on which to build management theory. Here we'll discuss: 1) Crime and laws; 2) Modern law enforcement needs; and 3) The administrator's role in modern law enforcement.

Instructor: Mr. Norman E. Pomrenke

Tuesday, November 29

8:30 - 10:00 Introduction to administration - an overview

Instructor: Dr. S. Kenneth Howard, Assistant Director
Institute of Government

10:30 - 12:00 Management theory; key terms defined; span of management theory; recognition of the managerial role

1. Why the need for management
2. What management can do
3. How management operates

- a. standard models
- b. hierarchies
- c. creative management

Instructor: Dr. Donald Hayman, Assistant Director
Institute of Government

Tuesday, November 29 (continued)

1:30 - 3:30 Application of management theory to law enforcement organizations

Instructor: Mr. Norman Pomrenke

3:30 - 5:00 Benefits to be gained from adopting sound management practices

Instructor: Mr. Norman E. Pomrenke

Wednesday, November 30

8:30 - 10:00 Organization - introduction and definitions - a system of activity groupings and authority relationships

Instructor: Mr. Norman E. Pomrenke

10:30 - 12:00 The formal organizational structure, the chain of command, role definition, dividing operational and managerial work

Instructor: Mr. Norman E. Pomrenke

1:30 - 3:00 Organizational analysis

Instructor: Mr. John Ingersoll, Chief of Police
Charlotte Police Department
Charlotte, North Carolina

3:30 - 5:00 Organizational analysis

Instructor: Mr. John Ingersoll

Thursday, December 1

8:30 - 10:00 The line - staff concept

Instructor: Mr. Norman Pomrenke

10:30 - 12:00 Job analysis and specialization - the extent, function and results

Instructor: Dr. Donald Hayman

1:30 - 3:00 Individuals and organization, special organizational forms (Committees, etc.)

Instructor: Dr. Robert Rehder
School of Business
University of North Carolina
Chapel Hill, North Carolina

Thursday, December 1 (continued)

3:30 - 5:00 Delegation and authority

Instructor: Dr. Donald Hayman

Friday, December 2

8:30 - 10:00 Summation and review

Instructor: Mr. Norman E. Pomrenke

10:30 - 12:00 Problems and case studies - these will be distributed on the previous night and should be prepared at that time so that when the individual arrives at class he will be able to fully discuss the material.

Instructor: Mr. Norman E. Pomrenke

Personnel Administration - Policies and Programs for Building an Efficient and Well-Adjusted Working Force

Monday, December 12

1:30 - 3:00 The staff concept, staffing and personnel administration

Instructor: Dr. Donald Hayman

3:30 - 5:00 Manpower requirements - future law enforcement needs

Instructor: Mr. Norman E. Pomrenke

Tuesday, December 13

8:30 - 10:00 Human factors in organizing, personnel selection

Instructor: Mr. William Winters, Chief of Police
Chula Vista Police Department
Chula Vista, California

10:30 - 12:00 The organizational structure, managerial staffing, organizational goals and objectives

Instructor: Mr. William Winters

1:30 - 3:00 Personnel training and development, management games, executive development programs, training as a supervisor

Instructor: Mr. John Klotter
Southern Police Institute
Louisville, Kentucky

3:30 - 5:00 Problems of training peculiar to law enforcement

Instructor: Mr. John Klotter

Wednesday, December 14

8:30 - 10:00 Human relations in management and supervision

Instructor: Mr. Richard Calhoon
School of Business
University of North Carolina
Chapel Hill, North Carolina

10:30 - 12:00 Morale and motivation in personnel administration

Instructor: Mr. Richard Calhoon

Wednesday, December 14 (continued)

1:30 - 3:00 Measuring work effectiveness and organizational performance

Instructor: Mr. William Winters

3:30 - 5:00 Measuring work effectiveness and organizational performance

Instructor: Mr. William Winters

Thursday, December 15

8:30 - 10:00 Evaluation and management appraisal - objectivity vs. subjectivity

Instructor: Dr. Donald Hayman

10:30 - 12:00 Setting and meeting management objectives - the key to management appraisal

Instructor: Dr. Donald Hayman

1:30 - 3:00 The public relations function of the administrator

Instructor: Mr. Harold Barney
International Association of Chiefs of Police
Washington, D. C.

3:30 - 5:00 Community relations

Instructor: Mr. Harold Barney

Friday, December 16

8:30 - 12:00 Review and summation, discussion

Instructors: Mr. Norman E. Pomrenke
Mr. William Winters

Administrative Practices - Development of a Capacity to Work With and Through Associates in a Wide Range of Situations

Monday, January 9

1:30 - 3:00 The nature of organizational planning, planning techniques, the basic management functions

Instructor: Lieutenant Ed Swing, Director
Planning and Research
Greensboro Police Department
Greensboro, North Carolina

3:30 - 5:00 The nature of organizational planning, planning techniques, the basic management functions

Instructor: Lieutenant Ed Swing

Tuesday, January 10

8:30 - 10:00 Managerial decision making - decision making concepts and goal determination

Instructor: Mr. Norman E. Pomrenke

10:30 - 12:00 Policy making - diagnosing the problem, noting alternative solutions, projecting results, plan, selection, implementation

Instructor: Mr. Norman E. Pomrenke

1:30 - 3:00 Organizational analysis and methods - measuring effectiveness of operations

Instructor: Mr. William Barnes, Chief of Police
West Palm Beach Police Department
West Palm Beach, Florida

3:30 - 5:00 Records administration and office management

Instructor: Mr. William Barnes

Wednesday, January 11

8:30 - 5:00 Budgeting - financial planning and control, cost analysis, forecasting financial needs

Instructors: Dr. S. Kenneth Howard
Mr. William Barnes

Thursday, January 12

8:30 - 10:00 Manpower allocation
 Instructor: Mr. Hugh Donnelly, Assistant Director
 Planning and Research
 St. Louis Police Department
 St. Louis, Missouri

10:30 - 12:00 Operational planning and research
 Instructor: Mr. Hugh Donnelly

1:30 - 3:00 Problems of planning
 Instructor: Mr. Hugh Donnelly

3:30 - 5:00 Future needs and long range planning
 Instructor: Mr. Hugh Donnelly

Friday, January 13

8:30 - 10:00 Review and summation
 Instructors: Mr. Norman E. Pomrenke
 Mr. Hugh Donnelly

10:30 - 12:00 Problems and case studies
 Instructors: Mr. Norman E. Pomrenke
 Mr. Hugh Donnelly

Dynamics of Administration - Written and Oral Communication,
Conference Leadership, Direction, and the Art of Listening

Monday, January 30

1:30 - 3:00 Direction - the directive process
 Instructor: Dr. A. C. Germann
 Department of Criminology
 California State College
 Long Beach, California

3:30 - 5:00 Effective decision making - the formal and informal
 structure
 Instructor: Dr. A. C. Germann

Tuesday, January 31

8:30 - 10:00 Leadership - the leader's role,
 selected and informal leaders

10:30 - 12:00 The feed-back process

1:30 - 3:00 Authority and influence

3:30 - 5:00 Group dynamics in supervision

Instructors:
 Dr. A. C. Germann
 Mr. Norman E. Pomrenke

Wednesday, February 1

8:30 - 10:00 Organizational communication
 Instructor: Mr. Elmer Oettinger, Assistant Director
 Institute of Government

10:30 - 12:00 Organizational communication
 Instructor: Mr. Elmer Oettinger

1:30 - 3:00 Human relations in management
 Instructor: Dr. A. C. Germann

3:30 - 5:00 Human relations in management
 Instructor: Dr. A. C. Germann

Thursday, February 2

- 8:30 - 10:00 The administrative psychology of morale and motivation
Instructor: Mr. Richard R. McMahon, Assistant Director
Institute of Government
- 10:30 - 12:00 The administrative psychology of human needs in the organizational structure
Instructor: Mr. Richard R. McMahon
- 1:30 - 3:00 Discipline
Instructor: Colonel E. Wilson Purdy
Kalamazoo, Michigan
- 3:30 - 5:00 Developing voluntary control - control through supervision
Instructor: Colonel E. Wilson Purdy

Friday, February 3

- 8:30 - 10:00 Review and summation
Instructors: Mr. Norman E. Pomrenke
Dr. A. C. Germann
Colonel E. Wilson Purdy
- 10:30 - 12:00 Problems and case studies
Instructors: Mr. Norman E. Pomrenke
Dr. A. C. Germann
Colonel E. Wilson Purdy

Control - The Management Function of Making Sure that Plans Succeed by Gathering the Information Vital to Decision Making.

Monday, February 27

- 1:30 - 3:00 Controlling - the basic elements of control, function of the control process
Instructor: Dr. S. Kenneth Howard
- 3:30 - 5:00 The inspection process, performance evaluation
Instructor: Dr. S. Kenneth Howard

Tuesday, February 28

- 8:30 - 5:00 Planning and research for the future - computer applications, data processing (IBM will handle this portion of the course with complete presentation of the material on computer applications to law enforcement.)
Instructors: Mr. Linwood Savage
IBM
Raleigh, North Carolina
Mr. Richard McDonell
IBM
Oakland, California

Wednesday, March 1 and Thursday March 2

- 8:30 - 5:00 Simulation exercises - a series of administrative problems including role playing and sensitivity training.
Instructors: Dr. William Edgerton
Department of Community Psychiatry
University of North Carolina
Chapel Hill, North Carolina
Mr. Richard R. McMahon

Friday, March 3

- 8:30 - 12:00 Summation and concluding remarks, course evaluation
Instructor: Mr. Norman E. Pomrenke
Graduation Speaker: Mr. Quinn Tamm, Executive Director
International Association of Chiefs
of Police
Washington, D. C.

Course Texts

Basic text: Management - A Book of Readings, Koontz and O'Donnell

Additional texts: Parkinson's Law, Parkinson

Outside Readings: Additional materials will be assigned.

Police Administration Program

1st week

Tuesday, October 11

1:30 - 3:00 Greetings and Orientation (note taking, study habits, etc.)

3:30 - 5:00 Theory and Philosophy Underlying Law Enforcement

Wednesday, October 12

8:30 - 10:00 Theory and Philosophy Underlying Law Enforcement--Police in a Modern Society - Control and Society, government's role in social control, enforcement's role of governmental rules and regulations, social control of noncriminal actions

10:30 - 12:00 Criminology--The Crime Problem

1:30 - 3:00 Constitutional Law

3:30 - 5:00 Constitutional Law

Thursday, October 13

8:30 - 10:00 Constitutional Law

10:30 - 12:00 Criminology and Law Enforcement

1:30 - 3:00 Criminology--Methods

3:30 - 5:00 The Judicial Process - enforcement and criminal law, the role of the officer, judicial decision and its making, the court structure

Friday, October 14

8:30 - 10:00 Police Administration--The Organizational Structure
Structural arrangements, their need for balance, table of organization changes in organizational structure

10:30 - 12:00 Principles of Organization - common methods of grouping activities, operational responsibility, organization's relationship with other management operations

Police Administration

2nd Week

Tuesday, November 8

- 1:30 - 3:00 Organization - structural arrangement, table of organization, flow and the chain of command philosophy, departmentation, special problems
- 3:30 - 5:00 Organization - structural arrangements, types of organizations, service administration and line functions and their effect on the total organization, the formal and informal organization, centralization - decentralization, line and staff

Wednesday, November 9

- 8:30 - 10:00 Planning - nature of planning; formal-informal planning, management through planning, expense of planning, process of planning
- 10:30 - 12:00 Planning - problems of planning, forecasting for planning; problems that planning can create for management
- 1:30 - 3:00 Objectives of Planning - how organizations determine goals and objectives, primary and secondary goals and their relationship
- 3:30 - 5:00 Policy Making - Decision Making, what policy is, how policy is made, evaluation of policy, policy versus rules and regulations, decision making and the informal organization, limits of individual decision making, resources for decision making.

Thursday, November 10

- 8:30 - 10:00 Control--basic elements of control, function of the control process, setting control standards and measuring them
- 10:30 - 12:00 Control--methods of control as opposed to outright physical control, why people object to controls, positive responses to controls and how to develop them, balancing the control function.

Police Administration

3rd Week

Tuesday, December 6

- 1:30 - 3:00 Direction and Coordination--dynamic leadership, harmonizing policies of the organization through leadership, authority and its meaning, limits of authority
- 3:30 - 5:00 Direction and Coordination--individuals and the organization decision elaboration, evaluation of coordination, measuring work effectiveness

Wednesday, December 7

- 8:30 - 10:00 Discipline--role of disciplinary action, rewarding, fair treatment, positive and negative discipline
- 10:30 - 12:00 Personnel Administration--staffing, the concept of staff
- 1:30 - 3:00 Personnel Selection--recruitment, standards
- 3:30 - 5:00 Personnel Evaluation--promotion, merit versus seniority, probationary service

Thursday, December 8

- 8:30 - 10:00 Morale and Motivation--effect of individual feelings on the organizational process, need for proper motivation, developing incentives, human needs and organization structure
- 10:30 - 12:00 Human Relations--supervision and human nature in management, the individual, group, and organizational approach; future trends in human relations and management

Police Administration

4th week

Tuesday, January 10

- 1:30 - 3:00 Operational Services--Patrol Techniques
3:30 - 5:00 Allocation of Manpower--measuring needs through ecology, routine preventive patrol (random patrol?), distribution by time, geographical area and incident.

Wednesday, January 11

- 8:30 - 10:00 Vice Control
10:30 - 12:00 Intelligence
1:30 - 3:00 Traffic - Education
3:30 - 5:00 Traffic - Enforcement, traffic enforcement, and enforcement tolerance, policy guides, driver licensing, deterrent and prevention, traffic enforcement index, accident prevention

Thursday, January 12

- 8:30 - 10:00 Traffic - Engineering, surveys and analysis, scientific aids
10:30 - 12:00 Traffic - Future Trends, problems and solutions

Police Administration

5th week

Tuesday, February 14

- 1:30 - 3:00 Communications--organizing effective communication within the organization, promoting upward communication
3:30 - 5:00 Communications--semantics role in communications and transmission

Wednesday, February 15

- 8:30 - 10:00 Records and Report Writing--need for records, uniform reports
10:30 - 12:00 Records and Report Writing
1:30 - 3:00 Public Relations--the police and the public, the individual officer
3:30 - 5:00 Public Relations--police - press relations; services and projects within the community

Thursday, February 16

- 8:30 - 10:00 Budgeting--budgeting as a management tool, fiscal policy
10:30 - 12:00 Budgeting--danger of budgetary control, requisites for successful budgetary control

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Police Administration

6th Week

Tuesday, March 6

1:30 - 3:00 Youth Aid Bureau

3:30 - 5:00 Youth Aid Bureau

Wednesday, March 7

8:30 - 10:00 Youth Aid Bureau

10:30 - 12:00 Youth Aid Bureau

1:30 - 3:00 Planning and Research for the future--future use of high speed digital computers and high speed storage and retrieval systems, training requirements for police personnel in systems of this type

3:30 - 5:00 Supervision in the Future--technical and educational needs that will be required for supervisory personnel of future police organizations, changing role of police within society

Thursday, March 8

8:30 - 10:00 Science in Law Enforcement--proper use of crime lab facilities, reconstructing crime scenes

10:30 - 12:00 Measuring Effectiveness of Operations--uniform crime reporting system, crime by district operations and their comparison

1:30 - 3:00 Applying Scientific Methods--development of planning and research methods, empirical observation, surveys

3:30 - 5:00 Police Community Relations

Friday, March 9

8:30 - 10:00 Police Community Relations

10:30 - 12:00 Summation, review and discussion

FBI NATIONAL ACADEMY CURRICULUMSeventy-sixth Session

8/16/65 - 11/3/65

Set out below is the general curriculum of the twelve weeks' course of training of the FBI National Academy.

LAW AND INVESTIGATIONS

<u>CRIMINAL LAW AND COURT PROCEDURES</u>	<u>HOURS</u>
<u>SUBJECT</u>	
Due Process in Criminal Interrogation	4
Evidence and Confessions	6
Law of Arrest, Searches and Seizures	13
Legal Aspects of Investigation	5 1/2
Legal Aspects of Roadblocks	1
Medico-Legal Aspects of Homicide Investigations	5
Police Liability	1
Testifying in Court	1
The Constitution and Bill of Rights	3
The Law Enforcement Officer and the Courts	2
The Juvenile Courts	2
Total Hours	43 1/2

<u>INVESTIGATIONS AND CASE PREPARATION</u>	<u>HOURS</u>
<u>SUBJECT</u>	
Arson	3
Auto Theft	3
Bank Robbery	1
Bombings	1
Burglary	3
Civil Rights	3
Counterfeiting	2
Homicide	2
Investigative Aids - Seminar	3
Major Case	2
Narcotics	3
Preparation of a Case for Trial	1
Roadblocks	3
Sex Crimes	10
Unlawful Flight to Avoid Prosecution	1
Total Hours	41

EDUCATION AND PSYCHOLOGY

<u>EDUCATION</u> <u>SUBJECT</u>	<u>HOURS</u>
Classroom Orientation; Making Notes in Class; Use of Typewriter	9
Dynamics of Instruction	6
Evaluating Results of Training	9
Operating Police Training Schools	1
Research Methods and Techniques	2
Subsidized Police Training	3
Traffic Safety Education	2
Total Hours	<u>32</u>

<u>PHYSICAL EDUCATION</u> <u>SUBJECT</u>	<u>HOURS</u>
Physical Training Program including Defensive Tactics, Judo, Operation of a Physical Training Program	30
Techniques and Mechanics of Arrest	3
Total Hours	<u>33</u>

<u>VOCATIONAL EDUCATION</u> <u>SUBJECT</u>	<u>HOURS</u>
Firearms Training	45
Organization of a Crime Scene Search, Crime Scene Sketching, Seminars and Practical Problems	9
Public Speaking - Techniques and Practical Work	17
Surveillances	1
Surveillance Photography	3
Photography in Law Enforcement	6
Total Hours	<u>81</u>

<u>PSYCHOLOGY</u> <u>SUBJECT</u>	<u>HOURS</u>
Community Relations - The School and the Police	2
Confidential Informants	1
Psychology in Law Enforcement including Interrogations	10
Causative and Psychological Factors in Development and Behavior of Mobs	3 1/2
Relations of Press and Law Enforcement, including Panel Forum	4
Total Hours	<u>20 1/2</u>

POLICE ADMINISTRATION

<u>BUSINESS MANAGEMENT AND POLICY</u> <u>SUBJECT</u>	<u>HOURS</u>
Administrative Devices and Controls	1
Communications, including Report Writing and other Written Communications	4
Computers and Automatic Data Processing	3
Crime Analysis - Prevention, Planning, Allocation and Distribution of Forces	3
Gaining Support for Law Enforcement	2
Inspections	3
Introduction to Police Management	1
Mob and Riot Control - Practical Problems and Demonstration	9
Police Administration and Management Seminars, including Management Planning, Objectives and Problems	6
Police Budgets	2
Police Records	3
Police Techniques in Handling Juveniles	3
Policy and Planning	6
Pursuit Driver Training	3
Uniform Crime Reporting	4
Use of Dogs in Law Enforcement	2
Use of Publicity in Investigations	1
Total Hours	<u>56</u>

<u>PERSONNEL MANAGEMENT</u>	<u>HOURS</u>
<u>SUBJECT</u>	
Development and Training of Supervisory Personnel	2
Disciplinary Problems	2
Ethics in Law Enforcement	1
Evaluation of Personnel	3
Personnel Management, Practices and Problems	3
Police Cadets	1
Principles of Supervision	3
Recruitment and Selection of Patrolmen	3
Total Hours	<u>18</u>

SCIENCE

<u>BIOLOGY AND SEROLOGY</u>	<u>HOURS</u>
<u>SUBJECT</u>	
Blood and Body Fluids	2
Hair and Fibers	1 1/2
Total Hours	<u>3 1/2</u>

<u>CHEMISTRY</u>	<u>HOURS</u>
<u>SUBJECT</u>	
Chemistry and Crime Detection	1
Total Hours	<u>1</u>

<u>IDENTIFICATION TECHNIQUES</u>	<u>HOURS</u>
<u>SUBJECT</u>	
Document Examinations	2
Identification of Disaster Victims	2
FBI Identification Division and Fingerprint Identification Matters	7
Latent Fingerprints	7
Total Hours	<u>18</u>

<u>LABORATORY TECHNIQUES AND RESEARCH</u>	<u>HOURS</u>
<u>SUBJECT</u>	
Introduction to Laboratory Work	1
Organization of FBI Laboratory	2
Total Hours	<u>3</u>

<u>PETROGRAPHY AND METALLURGY</u>	<u>HOURS</u>
<u>SUBJECT</u>	
Soils and Minerals	1 1/2
Metals Examinations	1
Total Hours	<u>2 1/2</u>

<u>PHYSICS</u>	<u>HOURS</u>
<u>SUBJECT</u>	
Firearms, Toolmarks, Glass Fractures and Explosives	4
Physics in Crime Detection and Radiation Hazards	4
Shoe Prints and Tire Examinations	1
Total Hours	<u>9</u>

SOCIOLOGY

<u>SOCIAL PSYCHOLOGY</u>	<u>HOURS</u>
<u>SUBJECT</u>	
Nation of Islam	2
Total Hours	<u>2</u>

<u>SOCIAL SCIENCE</u>	<u>HOURS</u>
<u>SUBJECT</u>	
Communism and Related Movements	2
Espionage	2
Jurisdiction of Federal Agencies	6 1/2
Organized Crime	1
Psychiatry in Law Enforcement	3
Sociology and Social Aspects of Crime	5
The Chief of Police as a Community Leader	2
Total Hours	<u>21 1/2</u>

S O U T H E R N P O L I C E I N S T I T U T E
UNIVERSITY OF LOUISVILLE

TITLE OF COURSE: POLICE PERSONNEL MANAGEMENT

NUMBER OF COURSE: 252

CREDIT HOURS: 3

CLASSROOM HOURS: 60

DESCRIPTION OF COURSE: A study of principles, concepts, methods, techniques, and procedures which should be applied in the management and direction of Law Enforcement personnel.

COURSE CONTENT:	TOPIC	ASSIGNMENT	PROX. TIME ALLOTTED
	The Personnel Function	pp 1-17	2 hours
	Organization for Personnel Management	pp 18-31	2 hours
	Leadership Principles	none	3 hours
	Ethics and Professionalism	none	3 hours
	Recruitment and Selection	pp 70-82	3 hours
	Police Personnel Investigations	pp 104-105	2 hours
	The Probationary Period	pp 108-109	1 hours
	Performance Evaluations	pp 141-170	5 hours
	Promotional Procedures	pp 171-187	3 hours
	Position Classification	pp 32-51	3 hours
	Police Supervision		10 hours
	Police Discipline		5 hours
	Direct Pay	pp 52-69	1 hours
	Indirect Pay-Fringe Benefits	pp 188-236	4 hours
	Employee Relations	pp 263-290	3 hours
	Personnel Distribution and Records	pp 291-305	4 hours
	Project Discussions	None	3 hours
	Review		1 hours
	Examinations		2 hours
			<u>60 hours</u>

GRADE DETERMINATION: Examinations; Note Book; Project Assignments

TEXT FOR THE COURSE: International City Manager's Association
Municipal Personnel Administration

SELECTED READINGS: Stahl, Public Personnel Administration
Germann, Police Personnel Administration
Pfiffner, Supervision of Personnel

INSTRUCTOR: Inspector Raymond A. Dahl

SOUTHERN POLICE INSTITUTE
UNIVERSITY OF LOUISVILLE

COURSE TITLE: PSYCHOLOGY FOR LAW ENFORCEMENT OFFICERS
COURSE NUMBER: 256
CREDIT HOURS: 2
CLASSROOM HOURS: 36
COURSE DESCRIPTION: A study of the basic principles of human behavior with emphasis on the application of these principles to police work in current society. Consideration is given to the dynamics of asocial behavior in both individual and group activities.

COURSE CONTENT:	TOPIC	ASSIGNMENT	APPROXIMATE TIME ALLOTTED
	What is Psychology?	pp 3-41	3 hours
	Rating and Testing Policemen	42-66	2 hours
	The Psychology of Interviewing	67-88	2 hours
	The Psychology of Lie Detection	89-125	2 hours
	The Psychology of Human Relations	126-150	4 hours
	The Psychology of Leadership and Group Control	151-176	4 hours
	Psychological Factors in Traffic	177-201	2 hours
	Psychology and the Court	202-225	1 hour
	Mental Abnormality and Crime	226-248	4 hours
	Juvenile Delinquency	249-271	2 hours
	The Psychology of the Adult Criminal	272-294	2 hours
	The Psychology of the Alcoholic	295-318	2 hours
	The Psychology of the Drug Addict	319-347	2 hours
	The Work of Court and Prison Psychologists	348-370	1 hour

STUDENT PROJECTS: Students will be required to write a short abstract of an article from a psychological journal and a brief biographical sketch of a prominent psychologist.

GRADE DETERMINATION Tests 90%
Outside Project 10%

COURSE TEXT: Dudycha, Psychology for Law Enforcement Officers

REFERENCE: Drever, A Dictionary of Psychology

SELECTED READINGS: Sherif, An Outline of Social Psychology
Woodworth, Contemporary Schools of Psychology
Van Til, Prejudiced--How Do People Get That Way?
Allport, ABC's Of Scapegoating
Pettigrew, Epitaph for Jim Crow
Hirsh, Fear and Prejudice
Mack and Duster, Patterns of Minority Relations
Alpenfels, Sense and Nonsense About Race

INSTRUCTOR: B. Edward Campbell, Assistant Professor

SOUTHERN POLICE INSTITUTE
UNIVERSITY OF LOUISVILLE

COURSE TITLE: POLICE ADMINISTRATION
COURSE NUMBER: 251
CREDIT HOURS: 3
CLASSROOM HOURS: 60
COURSE DESCRIPTION: A discussion of police administration, organization, and functions. Administration is approached from the points of view of a police executive and his principal aides. Emphasis is on HOW rather than the WHAT of practical police administration in the United States.

COURSE CONTENT:	TOPIC	ASSIGNMENT	APPROXIMATE TIME ALLOTTED
PROFESSOR SOULE:			
	Problem Solving Methods		10 hours
	Police Inspections-Line and Staff		4 hours
	Patrol (Beat) Survey		4 hours
	Criminal Investigation Process; Assignment; Inter-Unit Relations		4 hours
PROFESSOR CAMPBELL:			
	Police Administration: Past and Present	pp 1-41	3 hours
	Police Organization	42-75	5 hours
	Police Management	76-119	6 hours
	The Patrol Function	235-262	3 hours
	Communications	348-379	2 hours
	Records	380-421	3 hours
	Other Police Problems	422-454	2 hours
	The Police and the Public	455-471	3 hours
	Public Relations Programs	472-506	3 hours
	Police Administration: The Future	507-516	1 hour

STUDENT PROJECTS: Practical projects will be assigned on an individual basis in order for the students to obtain directed practice in applying administrative techniques to real problems.

GRADE DETERMINATION: Tests 2/3 (67%)
Outside Projects 1/3 (33%)

COURSE TEXT: International City Managers' Association, Municipal Police Administration

SELECTED READINGS: Wilson, Police Planning
Wilson, Police Administration
MacDonald, American City Government and Administration
MacDonald, American State Government and Administration
Law Enforcement Journals

INSTRUCTORS: Rolland L. Soule, Professor, and
B. Edward Campbell, Assistant Professor

SOUTHERN POLICE INSTITUTE
University of Louisville

TITLE OF COURSE: Constitutional Law, Evidence and Criminal Procedure

NUMBER OF COURSE: 253

CREDIT HOURS: 3

DESCRIPTION OF COURSE: An intensive study and analysis of the United States Constitution and court decisions which interpret the Constitution; a study of court decisions which determine the admissibility of evidence in criminal cases and which affect police procedures; and a consideration of the criminal procedure process with emphasis on the role of law enforcement in this process.

COURSE CONTENT:	TOPIC:	ASSIGNMENT:	APPROXIMATE TIME ALLOTTED:
	Development of Constitutional Dominion	None	5
	Outline of Criminal Procedure	1-11	2
	The Legal Concepts of Criminality	12-30	2
	Criminal Law Sources, Classifications, and Limitations	31-116	2
	Search and Seizure	656-777	10
	Detention and Arrest	595-656	7
	Electronic Interception	777-805	3
	Unauthorized Interrogations	805-908	4
	Self-Incrimination and Related Issues	908-919	3
	Entrapment	920-927	1
	Multiple Prosecutions	928-958	2
	Speedy and Public Trial	959-985	2
	Right to Counsel	958-1003	5
	Speech and Peaceable Assembly	None	3
	Civil Rights Statutes & Decisions	None	3
	Civil Liabilities of Enforcement Officers	None	2
	Discussion of Student Projects	None	2
	Examinations	None	2
			<u>60</u> hours

STUDENT PROJECTS: Individual students will be assigned cases to brief and discuss in class.

Each student will be required to conduct research concerning an assigned topic and submit a comprehensive report reflecting his interpretation and evaluation of the assigned readings.

GRADE DETERMINATION: 1st Written Examination - 40%
2nd Written Examination - 40%
Assigned Project - 10%
Case Briefs - 10%

TEXT FOR COURSE: Inbau & Sowle, Cases and Comments on Criminal Justice

INSTRUCTOR: Professor John C. Klotter

SOUTHERN POLICE INSTITUTE
University of Louisville

TITLE OF COURSE: Training Procedures and Techniques

NUMBER OF COURSE: 255

CREDIT HOURS: 1

CLASSROOM HOURS: 24

DESCRIPTION OF COURSE: A presentation and discussion of methods and techniques of training; effective personal communications; use of training aids in instruction; and criteria for the evaluation of police training programs.

COURSE CONTENT:	TOPIC:	ASSIGNMENT:	APPROXIMATE TIME ALLOTTED:
	Notetaking and Notebook Construction	None	2
	Foundations for Learning	3-16	2
	The Learning Process	17-31	1
	Planning for Learning Activities	32-40	1
	Phases of Oral Instruction	41-51	1
	Methods in Presenting Instruction	52-68	1
	Learning by Application	69-78	1
	Evaluation	79-97	2
	Instructional Aids	98-117	3
	Making the Lesson Plan	118-141	3
	Supervision of Instruction	142-152	1
	Objectives and Standards in Law Enforcement Training	153-166	2
	'Gateways to the Mind' (film)	None	1
	Speech Techniques		2
	Examination		<u>1</u>
			24 hours

STUDENT PROJECT: Each student will be required to prepare a complete manuscript lesson plan for a fifty-minute period of instruction. The lesson will not be presented in class but will be graded by the instructor.

GRADE DETERMINATION: Written examination 80%
Lesson Plan 20%

TEXTS FOR COURSE: Klotter, Techniques for Police Instructors

INSTRUCTOR: Professor John C. Klotter

HARVARD BUSINESS SCHOOL

MANAGEMENT INSTITUTE FOR POLICE CHIEFS

FIRST WEEK SCHEDULE: AUGUST 1 - 6, 1966

(Note: All Classes Will be Held in Aldrich 210)

MONDAY, AUGUST 1, 1966

<u>7:15 a.m.</u>	Breakfast
<u>8:00-9:15 a.m.</u>	Human Behavior and Personnel Administration MARY - an incident case. Professor Kindall
<u>9:15-10:15 a.m.</u>	Individual Study
<u>10:15-10:45 a.m.</u>	Coffee Break (Mellon Lounge)
<u>10:45-12:00 noon</u>	Management Control, Professor Yeager Bennett Body Company, <u>Management Accounting</u> by Anthony, p. 443. Study questions at end of case. (For those who feel they need more background, read Chapter VII, p. 179, <u>Management Accounting</u> .) Read Chapter 15, p. 418, "Essentials of Cost Accounting".
<u>12:00 Noon</u>	Lunch
<u>1:15-2:30 p.m.</u>	Individual Study - "The New York Times", ICH 9G268
<u>2:45-4:00 p.m.</u>	Organization, Administrative Process & Policy, Professor Merry. "The New York Times". Questions: 1. What are the pertinent elements of the "character" of "The New York Times"? 2. What other choices might be made? For example, what other choices have been made by other newspapers? 3. What motivations might you reasonably impute to the management of "The New York Times" from its "character"?
<u>5:30-6:15 p.m.</u>	Social Hour - Mellon Lounge
<u>6:15 p.m.</u>	Dinner

TUESDAY, AUGUST 2

7:15 a.m. Breakfast

8:00-9:00 a.m. Discussion Group Meetings
 Group A - Mellon B-25
 B - Mellon C-25
 C - Mellon B-31
 D - Mellon C-31
 E - Mellon A-32

9:00-10:15 a.m. Human Behavior & Personnel Administration, Professor Kindall.
 PATTERNS - a film - no advance preparation

10:15-10:45 a.m. Coffee Break - Mellon Lounge

10:45-12:00 noon Management Control, Professor Yeager
 Read: Reed Paint Company, p. 513, Management Accounting and study questions at end of case;
 Chapter 14, p. 392, "Budgeting"

12:00 noon Lunch

1:15-2:30 p.m. Organization, Administrative Process and Policy, Dean Fuller.
 Read the Dashman Company, IM 1356R
 1. What was it that Mr. Post was "sure" that the recipient of this letter would "understand"? Why was he "sure"? What did Mr. Post mean by the last two sentences in his letter? How, do you suppose, did the purchasing executives interpret these sentences? What, would you say, did the plant managers think of these same two sentences?
 2. What problem or problems, if any, does Mr. Post have? What, if anything, should he do?
 3. What problem or problems, if any, does Mr. Larson have? What, if anything, should he do?

2:45-4:00 p.m. Human Behavior and Personnel Administration, Mr. O'Donnell. Read and be prepared to discuss:
 - The Revolution of 1919 Which Didn't Get Going (LABOR AND NATION)
 - 1919 Police Strike (PATRIOT LEDGER)
 - Labor Day 1919 was Golden Monday for Coolidge (BOSTON GLOBE)

5:30 - 6:15 p.m. Social Hour - Mellon Lounge

6:15 p.m. Dinner

WEDNESDAY, AUGUST 3

7:15 a.m. Breakfast

8:00-9:00 a.m. Discussion Group Meetings

9:00-10:15 a.m. Organization, Administrative Process and Policy, Professor Merry. Read Underwood Olivetti, BP 694. Questions:
 1. What had been the basic concept of Underwood's business prior to 1952?
 2. How did it change in 1952?
 3. What elements are involved in making this change; what resources were necessary for a successful change?

10:15-10:45 a.m. Coffee Break - Mellon Lounge

10:45-12:00 noon Human Behavior and Personnel Administration, Professor Kindall. Read and be prepared to discuss A Visit with a Machine Shop, Foreman, Personnel 401.

12:00 noon Lunch

1:15-2:30 p.m. The Social and Legal Environment, Mr. Pettigrew. No advance preparation. Discussion will center on "The Police and Future of American Race Relations".

2:45-4:00 p.m. The Social and Legal Environment, Mr. Pettigrew. "The Police and the Future of American Race Relations" (discussion continued).

5:30-6:15 p.m. Social Hour - Mellon Lounge

6:15 p.m. Dinner

THURSDAY, AUGUST 4

7:15 a.m.

Breakfast

8:00-9:00 a.m.

Discussion Group Meetings

9:00-10:15 a.m.

Human Behavior & Personal Administration, Professor Kindall. Read and be prepared to discuss Marmead Insurance Company (ICH 10H 20). Also read the following reprint: Positive Program for Performance Appraisal by Kindall and Gatza.

10:15-10:45 a.m.

Coffee Break - Mellon Lounge

10:45-12:00 noon

Management Control, Professor Yeager.
(a) Trivett Manufacturing Company, EA-F 48R
Estimate the working capital needs of the Trivett Mfg. Company during the last six months of 1946. In particular, estimate the company's monthly cash balances during this six-month period. Use Mr. Brigham's estimates in preparing your answer. What kind of bank loan should Mr. Brigham's bank consider offering him?
(b) Read: Note on Financial Forecasting, EA-F 243.

12:00 noon

Lunch

1:15-2:30 p.m.

Economic Environment and the Public, Professor Raymond.
Voltamp Electrical Corporation, ICH 2G96R
(a) What are the problems presented in this case? From the company's point of view? From Mr. Carter's point of view? From Mr. Grant's point of view?
(b) What would the ideal solution be in each instance? Which solutions are feasible?
(c) What recommendations would you make from each of these points of view?

2:45 p.m.

Tour of Boston. Bus will be parked in front of Baker Library.

6:15 p.m.

Dinner

FRIDAY, AUGUST 5

7:15 a.m.

Breakfast

8:00-9:00 a.m.

Discussion Group Meetings

9:00-10:15 a.m.

The Social and Legal Environment, Professor Weinreb. Read and be prepared to discuss, "The Supreme Court, The Constitution, and the Police" (mimeographed material)

10:15-10:45 a.m.

Coffee Break - Mellon Lounge

10:45-12:00 noon

The Social and Legal Environment, Professor Weinreb. Discussion continued.

12:00 noon

Lunch

1:15-2:30 p.m.

The Social and Legal Environment, Mr. Downs. No advance preparation; discussion will center around "Locating Police Facilities".

2:45-4:00 p.m.

Social and Legal Environment, Mr. Downs. No advance preparation; discussion will center around "Manpower Allocation Strategies and How They Affect City Growth".

5:30-6:15 p.m.

Social Hour - Mellon Lounge

6:15 p.m.

Dinner

SATURDAY, AUGUST 6

7:15 a.m. Breakfast

8:00-9:00 a.m. Discussion Group Meetings

9:00-10:15 a.m. Organization, Administrative Process & Policy, Professor Merry.
HMH Publishing Company, ICH 7G90
Characterize the key values of Messrs. Hefner, Pruess, Lowmes, Sellers, and Spectoraky. What are the implications of these values on the corporate strategy?

10:15-10:45 a.m. Coffee Break - Mellon Lounge

10:45-12:00 noon Human Behavior and Personnel Administration, Mr. O'Donnell.
Read and be prepared to discuss the following:
(a) Governor Rockefeller's Report - PUBLIC EMPLOYEE RELATIONS (booklet)
(b) Article of May 25, 1966 from THE NEW YORK TIMES (mimeographed)

12:00 noon Lunch

MANAGEMENT INSTITUTE FOR POLICE CHIEFS

SECOND WEEK'S SCHEDULE: AUGUST 8 - 13, 1966

(Note: All Classes Will be Held in Aldrich 210)

MONDAY, AUGUST 8

7:15 a.m. Breakfast

8:00-9:15 a.m. Discussion Group Meetings
Group A - Mellon B-25
B - Mellon C-25
C - Mellon B-31
D - Mellon C-31
E - Mellon A-32

9:00-10:15 a.m. Human Behavior and Personnel Administration, Professor Kindall

U.S. Dept. of H.E.W. (Case A) - Personnel 485
Read and be prepared to discuss this case.

10:15-10:45 a.m. Coffee Break - Mellon Lounge

10:45-12:00 noon Management Control, Professor Hawkins

Hanson Mfg. Co. - p. 584 in MANAGEMENT ACCOUNTING textbook. Study questions at the end of the case.

ALSO: Read Chapter 18, p. 561 in MANAGEMENT ACCOUNTING

12:00 noon Lunch

1:15-2:30 p.m. * The Social and Legal Environment, Mr. James Vorenberg

Discussion will center around "Police Problems in National Perspective."

2:45-4:00 p.m. Continuation of Mr. Vorenberg's discussion

5:30-6:15 p.m. Social Hour - Mellon Lounge

6:15 p.m. Dinner

TUESDAY, AUGUST 9

7:15 a.m. Breakfast

8:00-9:00 a.m. Discussion Group Meetings
 Group A - Mellon B-25
 B - Mellon C-25
 C - Mellon B-31
 D - Mellon C-31
 E - Mellon A-32

9:00-10:15 a.m. Human Behavior and Personnel Administration,
 Professor Kindall
 U.S. Dept. of H.E.W. (Cases B & C) -
 Personnel 486, 498. Read and be pre-
 pared to discuss these cases.

10:15-10:45 a.m. Coffee Break - Mellon Lounge

10:45-12:00 noon Management Control, Professor Yeager
 Rennett Machine Company (EA-C 391R).
 Read and be prepared to discuss this
 case.

12:00 noon Lunch

1:15-2:30 p.m. Economic Environment and the Public,
 Professor Greyser
 Millers' National Federation (Adv. 639)
 Study the questions at the end of the
 case.

2:45-4:00 p.m. No class session for this period today.

5:30-6:15 p.m. Social Hour - Mellon Lounge

6:15 p.m. Dinner

WEDNESDAY, AUGUST 10

7:15 a.m. Breakfast

8:00-9:00 a.m. Discussion Group Meetings
 Group A - Mellon B-25
 B - Mellon C-25
 C - Mellon B-31
 D - Mellon C-31
 E - Mellon A-32

9:00-10:15 a.m. Organization, Administrative Process & Policy,
 Professor Merry
 Flawless Foundry & Equipment Corp. (B.P.
 570R). 1. Think out the nature of the
 changes in environmental conditions in
 the three industries in which the Flaw-
 less Foundry & Equipment Corp. is com-
 peting. 2. Evaluate, in so far as data
 permit, the management quality of each of
 the members of management.

10:15-10:45 a.m. Coffee Break - Mellon Lounge

10:45-12:00 noon Continuation of Professor Merry's class.

12:00 noon Lunch

1:15-2:30 p.m. The Social and Legal Environment, Mr. Leonard E.
 Reisman. Mr. Reisman will discuss the follow-
 ing:
 Administrative Implementation of Constitutional
 Doctrine: An Evaluation of Techniques Devised
 by Law Enforcement Agencies to Meet New and
 Basic Requirements. Search and Seizure --
 The readjustment after Mapp - a recapitulation
 five years later -- "stop and frisk"

2:45-4:00 p.m. Continuation of Mr. Reisman -- Custodial
Police Interrogation -- An analysis of efforts
 to comply with Escobedo-Miranda -- Are police
 administrators meeting the challenge?

5:30 p.m. Reception and supper at the home of Dean and
 Mrs. Fuller in Belmont. Transportation will
 leave at 5:30 p.m. from in front of Mellon
 Hall.

THURSDAY, AUGUST 11

7:15 a.m. Breakfast

8:00-9:00 a.m. Discussion Group Meetings
 Group A - Mellon B-25
 B - Mellon C-25
 C - Mellon B-31
 D - Mellon C-31
 E - Mellon A-32

9:00-10:15 a.m. Human Behavior and Personnel Administration, Professor Kindall

Union Carbide Company (Cases A & B).
 Read and be prepared to discuss these cases. ALSO: read the following two articles -- The Human Side of Enterprise by McGregor; Management by Integration and Self-Control by Kuriloff

10:15-10:45 a.m. Coffee Break - Mellon Lounge

10:45-12:00 noon Management Control, Professor Hawkins

Bultman Automobiles, Inc. (Cases A, B, and C) - EA-C 660,661,662. Read and be prepared to discuss these cases. ALSO: Read Chapter 13, page 359 in MANAGEMENT ACCOUNTING

12:00 noon Lunch

1:15-2:30 p.m. Economic Environment and The Public, Professor Greyser

ARBEITGEMEINSCHAFT (A) - ICH 5M52
 1. How would you analyze the Association's position?
 2. What promotion and advertising program, if any, would you recommend?

2:45-4:00 p.m. The Social and Legal Environment, Mr. Joseph J. Casper. Mr. Casper will discuss "Police Training -- An Appendage or a Philosophy"

5:30-6:15 p.m. Social Hour - Mellon Lounge

6:15 p.m. Dinner

FRIDAY, AUGUST 12

7:15 a.m. Breakfast

8:00-9:00 a.m. Discussion Group Meetings
 Group A - Mellon B-25
 B - Mellon C-25
 C - Mellon B-31
 D - Mellon C-31
 E - Mellon A-32

9:00-10:15 a.m. The Social and Legal Environment, Mr. Herman Goldstein. Mr. Goldstein will discuss, "Policy Formulation in a Police Agency."

10:15-10:45 a.m. Coffee Break - Mellon Lounge

10:45-12:00 noon Continuation of Mr. Goldstein's discussion

12:00 noon Lunch

1:15-2:30 p.m. The Social and Legal Environment, Professor James Q. Wilson. Professor Wilson will discuss, "Law Enforcement and the Changing Style of Local Government."

2:45-4:00 p.m. Continuation of Professor Wilson's discussion

5:00-6:15 p.m. Social Hour -- at the Harvard Law School, Langdall Hall, in the Root Room. Transportation will leave from in front of Mellon Hall at 4:45 p.m.

6:30 p.m. Dinner - Kresge Hall

MANAGEMENT INSTITUTE FOR POLICE CHIEFS

THIRD WEEK'S SCHEDULE: AUGUST 15 - 19, 1965

(Note: All Classes will be held in Aldrich 210)

MONDAY, AUGUST 15

7:15 a.m.

Breakfast

8:00-9:00 a.m.

Discussion Group Meetings

Group A - Mellon B - 25

B - Mellon C - 25

C - Mellon B - 31

D - Mellon C - 31

E - Mellon A - 32

9:00-10:15 a.m.

Organization, Administrative Process & Policy -
Dean Fuller

Midway Foods Corporation (B2, B3, B4),
ICH 6G133,134,135

1. What do Midway's executives, immediately following the purchase of Main Line, tell us about Midway's management?

2. Evaluate Midway's performance during its first year of owning Main Line.

3. Why did Kramer hold the general management meeting? What resulted from this meeting?

10:15-10:45 a.m.

Coffee Break - Mellon Lounge

10:45 - 12:00 noon

Individual study period: Please study State Consumer Reporting Bureau - I.A. 1126) for this afternoon's Management Information Systems class with Prof. McFarlan.

1. What system would you recommend that Mr. Markson adopt?

2. What changes, if any, would you like to see made in this system?

12:00 noon

Lunch

1:15-2:30 p.m.

Management Information Systems - Prof. McFarlan

State Consumer Reporting Bureau - class discussion on questions listed above.

SATURDAY, AUGUST 13

7:15 a.m.

Breakfast

8:00-9:00 a.m.

Discussion Group Meetings

Group A - Mellon B-25

B - Mellon C-25

C - Mellon B-31

D - Mellon C-31

E - Mellon A-32

9:00-10:15 a.m.

Organization, Administrative Process & Policy,
Dean Fuller

Midway Foods Corporation (Cases A & B)

1. Analyze the prevailing conditions in the candy industry.

2. Identify and evaluate Midway's strategy.

3. Should Midway purchase Main Line? Why or Why not?

10:15-10:45 a.m.

Coffee Break - Mellon Lounge

10:45-12:00 noon

Management Information Systems, Professor McFarlan

Read and be prepared to discuss the Chicago Police Force (Case A) In the course of your preparation, try to answer the following questions.

1. Which applications do you believe are most effective at present?

2. What reports, if any, would you like to realign and how?

3. What area would you be most anxious to have the Department's computer group work in next?

12 noon

Lunch

Monday, August 15 (continued)

2:45-4:00 p.m. The Social and Legal Environment - Mr. Jacob Rosenthal.

Mr. Rosenthal's discussion will center around, "The Police and the Press." No advance preparation.

5:30-6:15 p.m. Social Hour - Mellon Lounge

6:15 p.m. Dinner

TUESDAY, AUGUST 16

7:15 a.m. Breakfast

8:00-9:00 a.m. Discussion Group Meetings
 Group A - Mellon B - 25
 B - Mellon C - 25
 C - Mellon B - 31
 D - Mellon C - 31
 E - Mellon A - 32

9:00-10:15 a.m. Organization, Administrative Process & Policy - Dean Fuller

Midway Foods Corporation (C & D1) - (ICH 6G136,137)

1. Case C - Dean Fuller will assign questions for today's class on Monday (8/15).
2. Case D1 - No advance questions.

10:15-10:45 a.m. Coffee Break - Mellon Lounge

10:45-12:00 noon Management Information Systems - Prof. McFarlan
 Washington Police Department

1. What is your assessment of the effectiveness of this feasibility study? What are its strongest points? What are its weakest points?
2. Has this document sufficiently examined EDP application in Washington to warrant an immediate start on systems activities (assuming funds can be located for these activities).

12:00 noon Lunch

1:15-2:30 p.m. Economic Environment and The Public - Prof. Greyser
 American Telephone and Telegraph Co. - Princess (A)
 ICH 7M14

1. How did the product concept of the Princess evolve?
2. How would you deal with the issues raised on design, market potential, and introductory distribution? What research, if any, would you undertake?
3. Appraise AT&T's product development procedures, as seen in this case.

Tuesday, August 16 (continued)

2:45-4:00 p.m. The Social and Legal Environment - Mr. Quinn Tamm.

Mr. Tamm's topic is, "Who's In Charge Here?" No advance preparation.

5:30-6:15 p.m. Social Hour - Mellon Lounge

6:15 p.m. Dinner

WEDNESDAY, AUGUST 17

7:15 a.m. Breakfast

8:00-9:00 a.m. Discussion Group Meetings
Group A - Mellon B - 25
B - Mellon C - 25
C - Mellon B - 31
D - Mellon C - 31
E - Mellon A - 32

9:00-10:15 a.m. Economic Environment and the Public - Prof. Greyser

California Prunes (ICH 2M-13) and Consumer Attitudes (ICH 2M-19)

- 1. Appraise the Dichter and Vicary reports.
- 2. What promotional theme(s) would you adopt in behalf of the prune industry?

10:15-10:45 a.m. Coffee Break - Mellon Lounge

10:45-12:00 noon Management Information Systems - Prof. McFarlan

- 1. Read: Note on Simulation (I.A. 1135-9)
- 2. Study: Rightway Distributors (I.A. 1136)

Try to answer only question #1 at the end of Rightway Distributors. This is a highly complex subject, and most of the class time will be spent on constructing the model.

12:00 noon Lunch

1:15-2:30 p.m. Organization, Administrative Process & Policy - Dean Fuller

Midway Foods Corporation (E1 and E2) (ICH-6G140, 141)

What do you think is Kramer's concept of the following:

- (a) Kramer's concept of formal organization?
- (b) " " " control?
- (c) " " " strategy?
- (d) " " " motivation?
- (e) " " " management development?
- (f) " " " leadership?

Wednesday, August 17 (continued)

2:45-4:00 p.m. No class session this period today.

5:30-6:15 p.m. Social Hour - Mellon Lounge

6:15 p.m. Dinner

THURSDAY, AUGUST 18

7:15 a.m.

Breakfast

8:00-9:00 a.m.

Discussion Group Meetings

Group A - Mellon B - 25

B - Mellon C - 25

C - Mellon B - 31

D - Mellon C - 31

E - Mellon A - 32

9:00-10:15 a.m.

Organization, Administrative Process & Policy - Professors Merry and Hawkins

Atlanta Police Department (Cases A, B, and C)

1. What are the major changes which are significant for the Police Department in the Atlanta environment?
2. What are the major problems for the Police Department, arising from these changes?
3. What are Chief Jenkins' personal attitudes that have significance in terms of shaping the department?

10:15-10:45 a.m.

Coffee Break - Mellon Lounge

10:45-12:00 noon

Management Information Systems - Prof. McFarlan

St. Louis Police Department

1. What are the principal assumptions built into the forecasting model?
2. What items are most likely to influence the effectiveness of this project?
3. Does the testing procedure suggested seem workable?

12:00 noon

Lunch

1:15-2:30 p.m.

Economic Environment and The Public - Prof. Greyser

Association of American Railroads (ICH 3G47)

1. Appraise the past and present public relations programs of the AAR.
2. What position would you take on the Heller plan?

FRIDAY, AUGUST 19

7:15 a.m.

Breakfast (No discussion groups today)

8:00-9:15 a.m.

Organization, Administrative Process & Policy - Professors Merry and Hawkins

Atlanta Police Department (Case D)

1. Appraise the Crime Commission's recommendations which relate directly to the Police Department -- insofar as the data made available to you in the A,B, and C Cases -- permit.
2. What alternative, or additional suggestions, if any, would you make?
3. What actions would you, as the Chief of Police, take to carry out the Mayor's directive to implement the Crime Commission's recommendations -- particularly those related to crime prevention in poverty areas?
4. What are the major goals that should be established to fulfill the recommendations?
5. What organizational changes would you make to fulfill these goals?
6. What specification of characteristics would you want for the man to head this effort?

9:15-10:15 a.m.

Individual Study Period -- Please study:

Atlanta Police Department (E). This case will be distributed to you this morning. While studying, please keep the following two questions in mind:

1. Appraise -- in the light of our earlier discussions -- the particular efforts of Chief Jenkins to implement the Crime Commission report.
2. Given the organization and facts as described in the (E) case, how would you handle the Vine City Council incident?

10:15-10:45 a.m.

Coffee Break - Mellon Lounge

Friday, August 19 (continued)

10:45-12:00 noon

Organization, Administrative Process and Policy - Professors Merry and Hawkins

Class Discussion of the Atlanta Police Department - Case E.

12:00 noon

Closing Luncheon - Kresge Grille (first floor)

END