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1978



390703

PART I
FINAL REPORT

ON
POLICE MANAGEMENT CAREER DEVELOPMENT SEMINAR,
LAW ENFORCEMENT ASSISTANCE ADMINISTRATION (LEAA),
(GRANT #75DE-05-0049)

FOR
STATE POLICE AND HIGHWAY PATROL AGENCIES

DECEMBER 1978

Management and Operations Divisions
Management Division
Professional Development Division
Bureau of State and Provincial Police

NATIONAL ASSOCIATION OF CHIEFS OF POLICE



PART I
FINAL REPORT
ON
POLICE MANAGEMENT CAREER DEVELOPMENT SEMINARS
(LAW ENFORCEMENT ASSISTANCE ADMINISTRATION (LEAA))
(GRANT #75DF-99-0049)
FOR
STATE POLICE AND HIGHWAY PATROL AGENCIES

DECEMBER 1976

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INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE

Division of State and Provincial Police

Eleven Firstfield Road, Gaithersburg, Maryland 20760



**International
Association of
Chiefs of
Police, Inc.**
Eleven Firstfield Road
Gaithersburg, Maryland 20760
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December 28, 1976

Ms. Katherine Landen
Project Monitor
LEAA
U.S. Department of Justice
633 Indiana Avenue, N.W.
Washington, D.C. 20530

Dear Ms. Landen:

In accordance with the terms of LEAA grant award #75DF-99-0049, the following final report for the five Management Career Development Seminars for state police and highway patrol agencies is herein submitted.

Following the terms of our agreement, the final report contains lists of all participants, instructors and lecturers, courses and program structures, and a summary of the program evaluation. A detailed evaluation report is submitted separate from this report. Appendixes I - V contain the details of each seminar.

Your interest and support of these programs are genuinely appreciated.

Sincerely,

Norman Darwick
Director
Division of State and
Provincial Police

Enclosure

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MANAGEMENT CAREER DEVELOPMENT SEMINARS

The Executive Committee of the Division of State and Provincial Police of the International Association of Chiefs of Police (IACP) has recognized a need for educational and training programs for middle-management and executives in police agencies across the nation. These needs were discussed in regional conferences of the State and Provincial members for several years, and in 1973 a proposal was submitted by the New Jersey delegation for a North Atlantic State Police Administrator's Career Development program. Utilizing this proposal as a nucleus, and recognizing similar programs were needed in all regions of the nation, the Division of State and Provincial Police prepared a proposal directed to the Law Enforcement Assistance Administration (LEAA), U.S. Department of Justice, for the purpose of obtaining funding to develop and conduct five regional management/career development seminars for the benefit of all state police and highway patrol agencies in the United States.

The LEAA awarded the requested funds under conditions specified in grant award 73T-99-0001. The seminars conducted under the terms of this grant were very well received, and the evaluation of the programs indicated strong support for continuing this effort. As a result of this support and the obvious success of the programs, funding for five more seminars to be conducted during the next year was sought.

Grant award 75DF-99-0049 was approved effective February 15, 1975, by LEAA. The grant was for \$211,247.00, extending for 18 months to fund 4 two-week seminars on executive management and career development, and an additional 5 1/2 day seminar for those executive officers unable to attend the two week programs. Mr. Robert Heck was appointed as LEAA staff contact for the program (see enclosures 1-6 for details of the grant award).

The initial seminar of the Management Career Development Program was conducted at the New Mexico Law Enforcement Academy, Santa Fe, New Mexico, October 5-17, 1975. This seminar was hosted by the New Mexico State Police Department under the command of Colonel Martin E. Vigil. This seminar was attended by 41 persons primarily from the Mountain Pacific Region. (See Appendix I for course program, faculty, and attendee roster.)

The North Central Regional Management Career Development Seminar was conducted at the Michigan State Police Academy, Lansing, Michigan, November 2 - 14, 1975. The seminar was hosted by the Michigan Department of State Police under the command of Colonel George L. Halverson. The seminar was attended by 46 persons, primarily from the North Central Region. (See Appendix II for course program, faculty and attendee roster.)

The condensed program for administrators, Management Career Development Seminar was conducted at the Antlers Plaza Hotel, Colorado Springs, Colorado, November 30 - December 6, 1975. This seminar was hosted by the Colorado State Patrol under the command of Colonel C. Wayne Keith. This seminar was condensed to a 5 1/2 day program, and attracted 36 administrators from across the nation. (See Appendix III for course program, faculty, and attendee roster.)

The Southern Regional Management Career Development Seminar was conducted at the Blockade Runner Motor Hotel, Wrightsville Beach, North Carolina, February 1 - 13, 1976. This seminar was hosted by the North Carolina State Highway Patrol under the command of Colonel E. W. Jones. The seminar was attended by 40 persons, primarily from the Southern Region. (See Appendix IV for course program, faculty, and attendee roster.)

The North Atlantic Regional Management Career Development Seminar was conducted at the Massachusetts State Police Academy, Framingham, Massachusetts, March 7 - 19, 1976. This seminar was hosted by the Massachusetts Department of Public Safety under the command of Colonel John F. Kehoe, Jr. The seminar was attended by 41 persons, primarily from the North Atlantic Region. (See Appendix V for course program, faculty and attendee roster.)

The success of the seminars presented during the first year funding (grant award 73T-99-0001) was partially attributable to the degree of planning and input derived from the Central Advisory Planning Committee. Based upon this procedure, a Central Advisory Planning Committee, representing the four regions included in the organizational configuration of the State and Provincial Police Division of IACP, was appointed for the second seminar project. The Central Advisory Planning Committee met in St. Louis, Missouri, May 20 - 22, 1975. The purpose of this meeting was to identify topics of current interest considered to be of vital importance to state administrators on a regional, as well as a national, basis. During this meeting, the previous experience with the seminars was discussed,

and assessed in terms of potential improvements. The meeting resulted in identifying a core curriculum, allocation of time for each subject, and recommendations for instructors. Additionally, the Central Advisory Planning Committee resolved problems attendant to the 10 percent hard match funds required for discretionary grants, and for an evaluation of the program by an outside independent source. (A memorandum describing the details of the Central Advisory Planning Committee meeting is attached to this section of the report as enclosure 5).

Based upon the previous year's experience with management career development seminars, there was no need for conducting a pilot program. The success of previous seminars enabled IACP staff to proceed with scheduling and coordinating the seminars with confidence and generous support from state agency administrators. Support from state agencies is evidenced by their willingness to host the seminars in their training academies, resulting in significant savings in housing, food, transportation, and administrative services to the grant.

In an effort to broaden the impact of the Management Career Development Seminars, participants from the first year's programs were prohibited from attending the second year, allowing more opportunity for agencies not represented in the first year experience. This restriction was imposed despite the revisions and updates to the curriculum.

PROGRAM EVALUATION

In keeping with provisions of grant award 75DF-99-0049, the evaluation of the Regional Management Career Development Seminars was contracted to Education/Research, Inc.

The selection of Education/Research, Inc. to conduct the evaluation was the result of competitive bidding. A request for proposal was distributed to four firms. The resulting two proposals received were evaluated by IACP staff and Education/Research, Inc. surfaced as the firm best meeting the requirements identified in this project. The selection was subsequently approved by LEAA staff and a sub-contract was awarded to Education/Research, Inc. (The details of contracting with this firm for the evaluation are presented in enclosure 6).

To accomplish the evaluation of the Police Management Career Development Seminars, Education/Research, Inc. utilized several forms. A brief description of each form, a sample of each form and the final results

of the evaluations are included as follows:

A. General Evaluation Form

This is a two-part questionnaire. Part one (questions 1-5) was filled out prior to the beginning of the seminar to determine how and why each participant was selected to attend, whether they were expected to report the seminar information to their departments, whether they understood the seminar's purpose and what their expectations of the seminar were. Part two (questions 6-14) was completed at the end of the two-week seminar. Participants were asked to discuss what about the seminar was most or least valuable, changes in the seminar, and the applicability of the subject matter to their jobs.

A modified version of this form was used in the Colorado seminar for administrators.

B. Management Techniques Form

This form was used to measure each participant's familiarity with and use of 25 different management techniques. The form was used as a pre and post measure to determine any increase in awareness of management techniques as a result of the seminar.

C. Management Philosophies Form

This instrument listed 32 statements reflecting different management philosophies or attitudes which participants responded to with varying degrees of agreement or disagreement. Pre and post responses were collected to determine any shifts in attitude as a result of the seminar.

D. Program Evaluation Form

One of these forms was filled out by each participant at the end of each seminar day. The form provided feedback on the quality of instruction and relevance of the subject matter for each presentation. As has been discussed, this form was used primarily as a process instrument. However, relevant data is, of course, included in this report.

E. Group Report

At each seminar, participants were divided into five smaller groups which met at the end of each seminar day to discuss and review the

subject matter of the presentations. This report form provided a format for the discussions and a tool for summarizing the groups' observations. This report form was also used primarily for process evaluation.

F. Follow-up Evaluation Form

To gain an indication of the long-range effects of the seminar, a follow-up questionnaire was sent to the participants of the North Central Region and the Mountain Pacific Region seminars. The questionnaires were mailed in June, 1976, five and six months, respectively, after the completion of the seminars. Again, the participants were asked about their expectations of the program and, in retrospect, which aspects of the seminar had proven to be the most valuable. As an indication of its practical effect, participants were asked about any changes in their work performance or departmental policies as a result of the program.

Twenty statements from the Management Philosophies survey were again rated to determine subsequent shifts in attitude.

G. Enrollment Form

Although not used strictly as an evaluation form, considerable information was gathered from the enrollment form and utilized in conjunction with each evaluation form as a means of analyzing results obtained therefrom.

Samples of the evaluation forms described above are shown at the end of this section beginning on page 9.

Results of the Evaluations (as detailed in the accompanying Evaluation Report submitted by Education/Research, Inc., Mill Valley, California)

The data in this section of the report generally are based upon a total number of 190. This total breaks down as follows:

Mountain Pacific Region	39
North Central Region	46
Southern Region	40
North Atlantic Region	45
Administrators' Seminar (Colorado)	<u>20</u>
TOTAL	190

These totals, however, do not always correspond to the total number of participants. (Forty-one persons attended the Mountain Pacific Region Seminar, thirty-six were in attendance at the Administrators' Seminar.) These discrepancies exist due to the fact that some individuals were forced to leave before the end of the last day and were unable to complete all evaluation instruments. That situation, of course, precluded the use of pre and post instruments for those persons. This was particularly true of the Colorado meeting, where an airline strike caused considerable re-scheduling.

For comparison purposes, results of some of the forms were tabulated on the basis of numbers of years of management experience. Years of management experience, rather than years of law enforcement experience, was chosen since the focus of the seminars was to improve managerial skills.

In order to balance the numbers of the different management groups as well as possible, respondents were divided into the following three categories:

- 0 - 5 years of management experience
- 6 -10 years of management experience
- 11 or more years of management experience

By comparing these three categories, it is possible to note differences in attitude and receptivity to change prior to and after the seminar.

Overall Seminar Evaluation (see separate Education/Research, Inc. Evaluation Report for details).

Management Philosophies (see separate Education/Research, Inc. Evaluation Report for details).

Management Techniques (see separate Education/Research, Inc., Evaluation Report for details).

Follow-Up Evaluation (see separate Education/Research, Inc. Evaluation Report for details).

Recommendations

The final recommendations and conclusions of Education/Research, Inc. are as follows:

- A. Presentation of the Management Career Development Seminars should be continued. All indications are that the 1975-76 seminars were most successful. Subsequent offerings should be, also.
- B. The current planning process should be continued. The use of a central advisory planning committee or another method of involving a maximum number of state police and highway patrol agencies helps to insure program success.
- C. It is apparent that training sessions which maximize the involvement of participants are considered to be the most useful. Workshop discussions, problem solving and simulation involving participants should be increased.
- D. Consideration should be given to breaking up the seminars somewhat; that is, perhaps freeing some day time and substituting an early night session or two.
- E. Workshop sessions for participants that do not necessarily focus upon a group report should be considered. Subjects for discussion could be those which are not topics of training sessions, but which could serve as the basis for a good exchange of information.

- F. Continued efforts should be made to involve chief executives in the training. Perhaps an administrators' seminar could be combined with the national IACP conference.
- G. If a seminar objective is going to continue to relate to more effective interrelationships within the criminal justice system, then more specific attention should be given to training subjects which have a direct impact on this area.
- H. Based upon this initial experience, the evaluation strategy should be changed somewhat. Less emphasis should be expended on travel.

Conclusion

As the introduction to this report indicates, the purpose of the Management Career Development Seminars was to introduce participants to dynamic criminal justice management techniques, thereby improving their managerial knowledge and skills, enhancing their effectiveness as managers of police agencies, and preparing midmanagement for greater responsibilities in the future. The data in this report clearly indicate that these results were achieved.

Care should be taken in considering aspects of these seminars that may be somewhat less positive than others. There is no data from other seminars for comparative purposes. Therefore, analysis is relative to these seminars exclusively, where performance level is very high.

Those responsible for organizing these programs, the instructors, and the participants should be very pleased.

In accordance with contractual specifications, the full evaluation report conducted by Education/Research, Inc., will be submitted to LEAA separate from this report.

University Credit

In accordance with a previous agreement with Central Missouri State University, copies of rosters of attendance, faculty lists, and programs for each of the five regional Management Career Development Seminars were submitted to the Criminal Justice Administration Department (attention Colonel Robert E. Richardson) for evaluation. Application forms were then made available and each student was afforded the opportunity to apply for 2 quarter credits (undergraduate or graduate level) for the two-week course.

EVALUATION INSTRUMENTS

General Evaluation Form
Management Career Development Seminar

Age _____ Rank _____

Current assignment _____

Yrs. in law enforcement _____

Yrs. management experience _____

The purpose of this form is to help us improve the quality of this kind of program. So that these seminars will accurately reflect your needs and interests, it will be useful if you will be as specific, complete and candid as possible. Your name is not necessary.

Please complete questions 1 through 5 prior to the first session. Complete questions 6 through 14 following the last day's presentation.

Thank you.

Education/Research, Inc.
Berkeley, California

1. Why were you chosen to attend this seminar?

2. In what way were you chosen to attend this seminar?

3. Were you asked to make a report after your return?

Yes _____ No _____ If yes, to whom and for what reason?

4. What was your idea of the seminar's purpose or objectives before coming?

5. What are your personal expectations for this seminar?

6. What did you find most valuable about the seminar? Why?

7. What was least valuable? Why?

8. What would you like to see added? Why?

9. What would you like to see eliminated? Why?

10. To what extent do you feel the subject matter has direct application to your job? (Circle one: 1 = low; 5 = high.)

1 2 3 4 5

Please explain your rating.

11. Do you feel that other commissioned officers in your department would benefit from this kind of seminar?

Yes _____ No _____ If yes, at what level?

12. Please rate the seminar in the following areas on a scale of 1 to 5 (1 = low, 5 = high).

	1	2	3	4	5
<u>Personal</u>					
- <u>Met my expectations</u>					
- <u>Practicality</u>					
- <u>Participation level</u>					
<u>Instruction</u>					
- <u>Technical knowledge</u>					
- <u>Presentation</u>					
- <u>Familiarity with law enforcement</u>					
<u>Seminar</u>					
- <u>Content</u>					
- <u>Organization and structure</u>					
- <u>Administration</u>					
- <u>Physical arrangements</u>					
<u>Overall evaluation</u>					

13. Would you be interested in attending a brief follow up to this seminar?

Yes _____ No _____

14. What general comments or suggestions for change in the seminar do you have?

Thank you for your cooperation.

Management Techniques Form
Management Career Development Seminar

_____ Date

_____ Age _____ Rank

_____ Current assignment

_____ Yrs. in law enforcement

_____ Yrs. management experience

The purpose of this form is to gather data with respect to your familiarity with and the utility of various management concepts and techniques. This information will be used for future planning in regard to these seminars and other programs.

Please place an "X" in the appropriate column. Thank you for your cooperation.

Education/Research, Inc.
Berkeley, California

	UNKNOWN	HEARD OR READ ABOUT	PRIOR COURSE WORK	HAVE USED OR WILL USE
1. Time Management				
2. Management by Objectives				
3. Managerial Grid				
4. Conflict Management				
5. Theory X and Y				
6. Situationist Leadership				
7. PERT/CPM				
8. Affirmative Action				
9. Cost-Benefit Analysis				
10. Performance Appraisal				
11. Process Consultation				
12. Effectiveness Measurement				
13. Management Information Systems				
14. Needs Hierarchy				
15. Participative Leadership				
16. Program Budgeting				
17. Job Analysis				
18. Career Development				

	UNKNOWN	HEARD OR READ ABOUT	PRIOR COURSE WORK	HAVE USED OR WILL USE
19. Satisfiers and Dissatisfiers				
20. Manpower Planning				
21. Organization Development				
22. Results Management				
23. Transactional Analysis				
24. Team Building				
25. Assessment Centers				

Management Philosophies Form
Management Career Development Seminar

Date _____

Age _____ Rank _____

Current assignment _____

Yrs. in law enforcement _____

Yrs. management experience _____

The following is a list of statements regarding managerial philosophy. There is no right or wrong philosophy, just as there are no right or wrong responses to these statements. You may feel very strongly one way or another with respect to some of these statements or uncertain about some of the others.

In any event, we would like to get your feelings about these statements. Please respond as quickly and honestly as you can. The only "correct" response is your initial reaction to the statement.

Please indicate the extent of your feeling in each case by placing an "X" in the appropriate column.

Thank you.

Education/Research, Inc.
Berkeley, California

	STRONGLY AGREE	AGREE	MILDLY AGREE	UN- CERTAIN	MILDLY DIS- AGREE	DIS- AGREE	STRONGLY DIS- AGREE
It is a manager's job to motivate subordinates.							
Most people are motivated primarily by money.							
Many people would react positively to more independence in the work situation.							
Most people want to avoid responsibility in the work situation.							
Subordinates will do as little as they can.							
Most subordinates prefer to know how they are performing.							
Most people want to work.							
It is not possible to align individual and organizational goals.							
Most subordinates can develop a commitment to the organization.							
One of the keys to motivation is getting subordinates to compete against one another.							
Most subordinates will not contribute to decision making even if asked.							
Most subordinates will not control their own performance.							
Subordinates often can handle more information than they get regarding the nature of the operation.							

	STRONGLY AGREE	AGREE	MILDLY AGREE	UN- CERTAIN	MILDLY DIS- AGREE	DIS- AGREE	STRONGLY DIS- AGREE
It is necessary to supervise subordinates closely in order to get better work from them.							
It is necessary to provide subordinates with goals and objectives.							
Since a manager has the responsibility, subordinates must accept his decisions.							
Most people can be self-directed and self-controlled.							
Most people would avoid work if they could.							
Subordinates need daily supervision.							
It is a managerial responsibility to plan subordinates' major workload.							
Most people need security in the work situation.							
Setting deadlines for subordinates is a good way of getting work out.							
In the appropriate atmosphere, subordinates will seek responsibility.							
Most people need to be directed.							
Most people can get satisfaction in the work situation.							
Most people don't want to get ahead in the organization in today's work environment.							

	STRONGLY AGREE	AGREE	MILDLY AGREE	UN- CERTAIN	MILDLY DIS- AGREE	DIS- AGREE	STRONGLY DIS- AGREE
Effective organizational performance means the centralization of authority.							
Subordinates at any level in the organization need to feel a sense of achievement.							
Most people have greater potential than is made use of in the work situation.							
It is a manager's job to control what his subordinates do.							
Most people want their most rewarding experiences off the job.							
Most people want challenge in their work.							

Program Evaluation Form
 Management Career Development Seminar

Group: _____

Date _____

Age _____ Rank _____

Current Assignment _____

____ Yrs. in Law Enforcement

____ Yrs. Management Experience

MORNING TOPIC (fill in) _____

	Poor	Fair	Good	Out- standing
Program Content				
Practical Utility				
Instructor Quality				
Program Organization and Conduct				
Personal Value				
Overall Evaluation				

General Comments: _____

AFTERNOON TOPIC (fill in) _____

	Poor	Fair	Good	Out- standing
Program Content				
Practical Utility				
Instructor Quality				
Program Organization and Conduct				
Personal Value				
Overall Evaluation				

General Comments: _____

MANAGEMENT CAREER DEVELOPMENT SEMINAR

INSTRUCTION SHEET

GROUP MEETINGS

In the time schedule for the Seminar you will note that "Group Meetings" are scheduled each afternoon from 4:30 p. m. to 5:30 p. m. The objectives of these sessions are to:

1. To review the days sessions, and
2. Establish specific applications of the principles presented by the discussion leaders to the participant's past police experience.

Attached are:

1. List of participants showing:
 - a. group numbers, and
 - b. assignments as chairman and secretary
2. group report forms

It is the responsibility of each chairman to:

1. Conduct a meeting at the time and place scheduled and get group agreement on:
 - a. principles of good management discussed at the days sessions and to list
 - b. specific applications of these principles to the work situations of the members of the group
2. Have the secretary summarize the conclusion of the group on a report form, and
3. Give the completed report to the IACP Coordinator at the start of the next morning session at 9:00 a. m.

Attached are 20 report forms. We recommend that you keep a report form for each day for yourself as a summary sheet. Submit one copy of your group report to the IACP Coordinator each day.

MANAGEMENT CAREER DEVELOPMENT SEMINAR

Group Report

Group no. _____ Chairman _____

Date _____ Secretary _____

1. Subject presented _____

2. Identify major principles and concepts discussed:

3. Relate these concepts to applications in state law enforcement:

4. Suggestions and criticisms regarding specific subject presented, method of presentation, and instructor utilized:

5. Does the group have specific recommendations concerning additional principles which should have been included in the presentation?

Date

Mr. Norman Darwick, Director of the Division of the State and Provincial Police, International Association of Chiefs of Police, has asked us to do a follow-up evaluation of the Management Career Development Seminar you attended some months ago.

The focus of the evaluation at this stage is upon implementation. To best determine your impressions of the seminar and which parts of the program have been most useful to you during the year, we have enclosed a questionnaire. Your feedback concerning the seminar is the most valuable information we can gather to properly evaluate the program. So that the IACP can continue to offer such seminars, and to design programs which best meet your needs, your prompt and thorough response to this questionnaire is very important.

In addition to the questionnaire, you will find a listing of the seminar program and a self addressed, stamped envelope. Please return the completed questionnaire as soon as possible.

On behalf of the IACP, thank you very much for your cooperation.

Evaluation of the
MANAGEMENT CAREER DEVELOPMENT SEMINAR

Conducted by IACP

Please complete this questionnaire and return it in the enclosed self-addressed, stamped envelope. To help you respond to the questions, the following is a list of the topics covered during the seminar:

- Future Role of State Law Enforcement (Panel Discussion)
- Personnel Management/Contemporary Personnel Issues
- Career Development
- Budget and Financial Control
- Management Decision-Making Techniques and Accountability
- Management By Objectives
- Productivity
- Factors Influencing Change
- Legislative Process
- Management of Information Systems
- Labor Relations
- Disciplinary Procedures
- Internal Inspections
- Stress Conditions

Thanks again for your cooperation.

LOCATION OF SEMINAR

AGE

RANK

CURRENT ASSIGNMENT

YEARS IN LAW
ENFORCEMENT

YEARS MANAGE-
MENT EXPERIENCE

1. Before attending, were your expectations about the seminar

high

low

had no expectations

other (specify)

2. Over all, were your expectations about the seminar

met

surpassed

disappointed

3. Were you presented with any new ideas or new conceptual relationships which you can attribute to the seminar?

yes

no

4. Do you believe that your attitude toward any of the management subjects presented has changed as a result of the seminar?

yes

no

other (please explain) _____

5. What has been the main contribution of this program to your job?

6. Do you feel more or less confident about your management skills as a result of the seminar?

_____ more confident

_____ less confident

_____ no change

7. As a result of the seminar, what new practices or procedures have you implemented in your own department?

8. If you have implemented new practices as a result of the seminar, have these practices been useful and beneficial to your department?

_____ very much

_____ yes

_____ somewhat

_____ no

_____ definitely not

Please explain _____

9. Which presentations have you found most valuable? (See list on covering page.)

10. Management Philosophies: Please indicate your opinion of each of the following statements by placing an "X" in the appropriate column.

	STRONGLY AGREE	AGREE	UN- CERTAIN	DISAGREE	STRONGLY DISAGREE
1 ¹ It is a manager's job to motivate subordinates.					
2 ² Most people are motivated primarily by money.					
3 ³ Many people would react positively to more independence in the work situation.					
4 ⁴ Most people want to avoid responsibility in the work situation.					
5 ⁵ Subordinates will do as little as they can.					
6 ⁶ Most people want to work.					
7 ⁷ It is not possible to align individual and organizational goals.					
8 ⁸ One of the keys to motivation is getting subordinates to compete against one another.					
9 ⁹ Most subordinates will not contribute to decision making even if asked.					
10 ¹⁰ Most subordinates will not control their own performance.					
11 ¹¹ Subordinates often can handle more information than they get regarding the nature of the operation.					
12 ¹² It is necessary to supervise subordinates closely in order to get better work from them.					
13 ¹³ Most people can be self-directed and self-controlled.					

Enrollment Form

OTHER POLICE OR MANAGEMENT RELATED TRAINING, I. E., SEMINARS,
CONFERENCES, DEVELOPMENT PROGRAMS, ETC.

Name of Seminar, Conference, etc.	Sponsored or Presented by	Dates Attended
--------------------------------------	------------------------------	-------------------

POSITIONS HELD WITH LAW ENFORCEMENT AGENCIES

Position	Agency	Years
----------	--------	-------

GENERAL SKILLS (List any other education, training or managerial
experience not indicated above).

ENCLOSURE 1
PROJECT SUMMARY

U.S. DEPARTMENT OF JUSTICE
LAW ENFORCEMENT ASSISTANCE
ADMINISTRATION



DISCRETIONARY GRANT
PROJECT SUMMARY
GRANT # 75DF-99-0049

INSTRUCTIONS: This project is supported under Title 1 of the Omnibus Crime Control and Safe Streets Act of 1968, as amended. For further information, please contact the below named member of the LEAA Staff, or project director. Please identify by grant number.

1. STAFF CONTACT Robert O. Heck <i>ORO</i>	2. PROJECT DIRECTOR Norman Darwick 301/948-0922 X 205
---	--

3. TITLE OF PROJECT
Division of State and Provincial Police - Management Career Development Seminars

4. NAME & ADDRESS OF GRANTEE International Association of Chiefs of Police 11 Firstfield Road Gaithersburg, Maryland 20760	5. NAME & ADDRESS OF SUBGRANTEE
--	---------------------------------

6. AMOUNT OF AWARD \$211,247	7. PERIOD OF AWARD 2/15/75 through 8/14/76
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8. TOTAL PROJECT AMT. \$234,718	9. TOTAL PROJECT PERIOD 18 months	10. DATE OF AWARD 2/6/75
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11. SUMMARY DESCRIPTION OF PROJECT

The Division of State and Provincial Police of the IACP will conduct four 2-week seminars on Executive Management and Career Development. There will be an additional condensed 5 1/2 day seminar for those executive officers that are unable to attend the 2-week seminars.

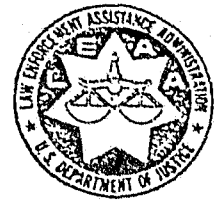
The management topics for instruction will range from budget and financial control to systems analysis and development.

This is the second year of funding.

ENCLOSURE 2
SPECIAL CONDITIONS

UNITED STATES DEPARTMENT OF JUSTICE
LAW ENFORCEMENT ASSISTANCE ADMINISTRATION

WASHINGTON, D.C. 20530



SPECIAL CONDITIONS

Grantee: International Association of Chiefs of Police, Inc.
Division of State and Provincial Police

Grant Number: 75DF-99-0049

In addition to the General Conditions and Conditions applicable to fiscal administration to which this grant is subject, it is also conditioned upon and subject to compliance with the following special condition(s):

1. Grantee agrees to insure adherence to (i) such reporting requirements as may be established by LEAA including the requirement for quarterly financial and other progress reports; (ii) assurance set forth in Part V, p. 10, of grant application form 4000/3 (6-73); and (iii) such other special conditions that are contained herein.
2. Funding of the project in no way commits LEAA to future funding.
3. Curriculum and instructors shall be approved by the LEAA project monitor.
4. Employees of State and local agencies shall not be paid consultants fees.
5. Within 30 days of receiving grant award, grantee will submit evaluation design and bid proposal for evaluation contract for LEAA project monitor approval.
6. Grantee will provide detailed documentation for travel funds expenditure which shall indicate who travelled where, how much, why. This travel report will be included within regular progress reports (4587/1).
7. This grant, or portion thereof, is conditional upon subsequent congressional or executive action which may result from Federal budget deferral or rescission actions pursuant to the authority contained in Sections 1012(A) and 1013(A) of the Congressional Budget and Impoundment Control Act of 1974, 31 U. S. C. 1301, Pub. L. 93-344, 88 STAT. 297 (July 12, 1974).

Pg. 2. Special Conditions

8. All published material and written reports submitted under this grant or in conjunction with third party agreements under this grant must be originally developed material unless otherwise specifically provided in the grant document. When material not originally developed is included in the report it must have the source identified. This identification may be in the body of the report or in a footnote. This provision is applicable whether the material is in a verbatim or extensive paraphrase format.



LAW ENFORCEMENT ASSISTANCE ADMINISTRATION
GRANT ADJUSTMENT NOTICE

AmoD

1. GRANT NUMBER 99-DF-75-0049	
2. GRANTEE International Association of Chiefs of Police	3. ACCOUNTING CLASSIFICATION CODE 15X0400
5. TITLE OF PROJECT Management Career Development Seminars	4. APPROPRIATION NUMBER 15X0400
	6. ADJUSTMENT NO. 1
	7. DATE 5/8/75
8. TO GRANTEE: PURSUANT TO YOUR REQUEST OF _____ THE FOLLOWING CHANGE, AMENDMENT, OR ADJUSTMENT IN THE ABOVE GRANT PROJECT IS APPROVED, SUBJECT TO SUCH CONDITIONS OR LIMITATIONS AS MAY BE SET IN ITEM 10 BELOW.	
9. NATURE OF CHANGE, AMENDMENT, OR ADJUSTMENT Satisfaction of Special Conditions	
10. CONDITIONS OR LIMITATIONS Special Condition #5: Grantee evaluation design and program delayed with approval of Project Monitor, Robert O. Heck. A supplementary grant approval now in process will be part of this evaluation task and is the cause of necessary delay.	
11. TYPED NAME & TITLE OF RESPONSIBLE OFFICER Robert O. Heck, Law Enforcement Specialist	12. SIGNATURE OF RESPONSIBLE OFFICER <i>Robert O. Heck</i>
	13. DATE 5/10/75

ENCLOSURE 3

GRANT AWARD



UNITED STATES DEPARTMENT OF JUSTICE
LAW ENFORCEMENT ASSISTANCE ADMINISTRATION
WASHINGTON, D. C. 20530

- Exec. Dir. _____
- Membership _____
- Comptroller _____
- Research _____
- Info. Service _____
- Prof. Standards _____
- Field Opers. _____
- Hwy. Safety _____

OFFICE OF THE ADMINISTRATOR

Mr. Norman Darwick, Director
International Association of Chiefs of Police
11 Firstfield Road
Gaithersburg, Maryland 20760

SUBJECT: Grant Award 75DF-99-0049

Dear Mr. Darwick

We are pleased to advise you of the approval of the grant application in the amount of \$211,247 entitled, "Division of State and Provincial Police - Management Career Development Seminars."

Two copies of the Grant Award Statement with Special Conditions are enclosed. The grant shall become effective upon return to this office of a signed copy of the Grant Award Document.

Also, enclosed is a supply of financial and progress report forms (H1, H2, H3, and LEAA 4587/1) with instructions on the reverse side and a copy of the Financial Management for Planning and Action Grants Guide. The financial and progress reports are to be returned to the Grants and Contracts Management Division, Office of the Comptroller.

Feel free to contact Robert Heck concerning programmatic matters on 202/386-3235. The Grants and Contracts Management Division is to be contacted as concerns administrative and financial affairs at 202/386-6527.

Sincerely,

Richard W. Velde
RICHARD W. VELDE
Administrator

Enclosures:



UNITED STATES DEPARTMENT OF JUSTICE
LAW ENFORCEMENT ASSISTANCE ADMINISTRATION

WASHINGTON, D.C. 20530



GRANT AWARD

International Association of Chiefs of Police, Inc.
• Grantee: Division of State and Provincial Police

Duration of Grant: February 15, 1975 through August 14, 1976

Grant Amount: \$211,247 Grant Number: 75DF-99-0049

Award is hereby made in the amount and for the period shown above of a grant under Title I of the Crime Control Act of 1973, P. L. 93-83, to the above-mentioned grantee for the purposes set forth in the grantee's application. This award is subject to the Administration's current conditions governing grants as well as the attached Special Condition(s).

R. W. Velde 1/28/75
RICHARD W. VELDE
Administrator

Charles R. Work 1/27/75
CHARLES R. WORK
Deputy Administrator
for Administration

Norman Darwick
Director
Division of State and Provincial Police
International Association of Chiefs of Police

ENCLOSURE 4

PROJECT GOALS

UNITED STATES DEPARTMENT OF JUSTICE
LAW ENFORCEMENT ASSISTANCE ADMINISTRATION
WASHINGTON, D.C. 20530

- Exec. Dir.
- Membership
- Comptroller
- Research
- Info. Service
- Prof. Standards
- Field Opers.
- Hwy. Safety

February 11, 1975

Mr. Norman Darwick, Director
Division of State and Provincial
Police
International Association of
Chiefs of Police, Inc.
Eleven Firstfield Road
Gaithersburg, Maryland 20760

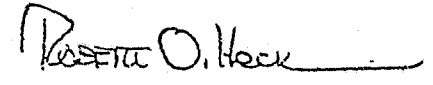
Dear Norm:

Congratulations on your award for State and Provincial Seminars,
75DF-99-0049.

Would you please have prepared a "goals" document that will provide
3-month attainment dates of major program goals; in other words, five
major check points of your program. Progress reports are due June 30,
September 30, and December 31, 1975, March 31 and June 30, 1976, should
indicate your programs relationship to these goals.

For the evaluation, solicitation of bids can be made to any firms who
you believe both of us will have confidence in. I would suggest a
"process" type evaluation which will evaluate not impact so much as
whether you are doing in the best manner what you say you are doing and
if those receiving your services are getting the product and know it, and
can put it to use.

Sincerely,


Robert O. Heck
Law Enforcement Specialist
Police Section
Office of Regional Operations

CONTINUED

1 OF 4

hrp

May 8, 1975

Mr. Robert O. Heck
Police Section
Office of Regional Operations
Law Enforcement Assistance Administration
833 Indiana Avenue, N. W.
Washington, D. C. 20530

Dear Mr. Heck;

In accordance with your letter request for a "goals" document providing three month attainment dates of major program goals of the Management Career Development Seminars (75DF-99-0049), the following report is presented.

Goal Number 1 - June 30, 1975:

Conduct the Central Advisory Planning Committee meeting (now scheduled for May 20-22, 1975 at St. Louis, Missouri) and firm up the following course criteria:

- o General subject curriculum for the seminars
- o Proposed instructor list
- o Tentative site and date schedule
- o Student selection criteria and a formula for state seat selections
- o Chronological work plan

Submit quarterly financial and progress reports to LEAA.

Page Two -
Mr. Robert O. Heck
May 8, 1975

Goal Number 2 - September 30, 1975

Complete final planning for the five Regional Management Career Development Seminars (four two-week regional seminars and one five and one-half day condensed seminar.)

Complete the preparation of general course materials for all of the five seminars.

Complete the preparation of specific course materials needed for the first and second seminars, assign instructors, recruit student participation and conclude logistical requirements.

Submit quarterly financial and progress reports to LEAA.

Goal Number 3 - December 31, 1975

Conduct the first and second regional Management Career Development Seminars.

Complete the preparation of specific course materials needed for the third, fourth, and fifth seminars, assign instructors, recruit student participation, and include logistical requirements.

Submit quarterly financial and progress reports to LEAA.

Goal Number 4 - March 31, 1976

Conduct the third, fourth, and fifth Management Career Development Seminars.

Submit quarterly financial and progress reports to LEAA.

Goal Number 5 - June 30, 1976

Coordinate with the contracting firm in the preparation of their evaluation report on the project. Insure that their final report is submitted prior to ending date of the project grant and in accordance with terms of the contract.

Page Three
Mr. Robert O. Heck
May 8, 1975

Prepare and submit final financial and narrative reports on the
project to LEAA.

Sincerely,

Norman Darwick
Director
Division of State and Provincial
Police

DRP/jmc 2742
Project Number 2725

ENCLOSURE 5

CENTRAL ADVISORY PLANNING COMMITTEE MEETING



**International
Association of
Chiefs of
Police, Inc.**
Eleven Firstfield Road
Gaithersburg, Maryland 20760
Phone (301) 948-0922
Cable Address IACPOLICE

President
Rocky Pomerance
Miami Beach, Fla.

Immediate Past President
Francis B. Looney
New York, N. Y.

First Vice President
Richard C. Clement
Toms River, N. J.

Second Vice President
Edward M. Davis
Los Angeles, Cal.

Third Vice President
Howard C. Shook
Levittown, Pa.

Fourth Vice President
Wilson E. Seair
Austin, Texas

Fifth Vice President
Joseph S. Dominelli
Rotterdam, N. Y.

Sixth Vice President
William F. Quinn
Newton, Mass.

Treasurer
Ramon M. Nardini
Vandalia, Ohio

Division of State and
Provincial Police
General Chairman
C. Wayne Keith
Denver, Col.

Glen D. King
Executive Director

MEMORANDUM

TO: Central Advisory Planning Committee Members

FROM: Dean R. Phillips, Project Coordinator
Division of State and Provincial Police

SUBJECT: Summarization of St. Louis Meeting, May 20-22, 1975

DATE: June 16, 1975

1. In accordance with the scheduled agenda, Ronald Sostkowski and Dean Phillips of the IACP staff met with the twelve Central Advisory Planning Committee Members (see enclosure no. 1), 4:00 p.m. to 5:30 p.m., Tuesday, May 20, 1975. Following introduction of all members, Mr. Ronald Sostkowski discussed the scope and purpose of the Management Career Development Seminar Program; explained the role of IACP and LEAA; summarized last year's experiences, objectives, results or benefits expected, and approach to be used in Tasks 1 through 5 as defined in Part IV of grant program narrative; and emphasized suggested changes and improvements contained in the final report of the 1974 program.

Dean Phillips explained the change in grant funding from 407 to Discretionary with a requirement for 10 percent hard match funds and for an evaluation of the program by an outside independent evaluation either chosen by LEAA or approved by LEAA and in accordance with an evaluation plan approved by LEAA.

The planning committee work plan was then discussed and the committee was divided into 3 workshop groups as follows:

Group 1

- *Major Deyo
- Captain Emory
- Captain Little
- Lt. Foote

Group 2

- Lt. Gribben
- *Chief McLaughlin
- Major Piper
- Lt. Col. Milldebrandt

Group 3

- *Captain McGann
- Major Milner
- Inv. Sanders
- Captain Moberly

Each workshop group was asked to utilize all in-put information received from state agencies under their responsibility and to develop:

- a. A suggested curriculum agenda for the two week seminars
- b. Recommended block hours for subject presentations
- c. Potential instructors to be considered for each subject.

The workshop groups were charged with the responsibility of planning a program to meet both current and future demands upon state law enforcement agencies. The difference between career development and management development training programs was explored and it was agreed that career development was the primary goal of the programs and they should be structured so as to provide long range rather than short term benefit.

2. Workshops were continued on Wednesday morning, May 21, 8:30 through 12:00 noon.

3. At 1:30 p.m. through 5:00 p.m. on Wednesday, May 21, group workshop presentations were made and discussed. A core curriculum of fourteen seminar subjects was selected from the presentations in addition to a suggested time block for each subject and potential resource persons.

Committee members were then assigned subject areas for additional development. Due date for submission of these assignments is June 30, 1975. The purpose of this effort is to explore the subject and identify key sub-elements or issues that should be concentrated on during the presentation. Efforts should also be made to more clearly determine the exact amount of time required to treat the subject material.

Committee members were also asked to identify primary objectives for each of the subject areas by a short paragraph statement of what is to be accomplished by that block of instruction.

To insure continuity, the IACP staff will assume responsibility for approving drafts of subject material and suggested time blocks for each subject; however, Central Advisory Planning Committee (CAPC) Members will be relied upon heavily for the development of particular subject areas based upon the input of recommendations received from state agency administrators.

The IACP staff will also assume responsibility for conducting research on proposed resource persons suggested by committee members working under the policy of "utilization of the best minds available to teach core subjects." The staff will identify and make preliminary contact to ascertain whether the resource person is interested and available. Cooperation and support in this endeavor will be solicited from respective regional CAPC members.

Coordination will be effected between confirmed resource persons and IACP staff in the selection of methods of presentation, design of learning activities, and media used to achieve the desired learning objectives. Resource persons will also be asked to submit draft presentations for review by staff and for file.

4. On Thursday morning, May 22, 1975 committee members were assigned to workshop groups according to geographical region and were asked to meet between 8:30 and 10:30 a.m. to elect a member of their group to function as regional coordinator with IACP staff; to review curriculum in relation to regional interests, and to finalize recommendations for regional sites and dates, student selection criteria and seat allocation formulas. Regional workshop group assignments are listed as follows:

North Atlantic Region

Major Deyo -- (regional coordinator)

Lt. Gribben

Captain McGann

Southern Region

Captain Emory -- (regional coordinator)

Chief McLaughlin

Major Milner

North Central Region

Captain Little

Major Piper

Investigator Sanders -- (regional coordinator)

Mountain Pacific Region

Lt. Foote

Lt. Col. Milldebrant

Captain Moberly -- (regional coordinator)

NOTE: It was emphasized that CAPC members will continue to function as regional representatives in support of the program throughout the remainder of the total project period and will be responsible for contacting and coordinating with their respective assigned state agencies regarding student selection and other administrative matters in support of the program. IACP staff will normally coordinate directly with the four elected regional coordinators of the CAPC for assistance in the administrative planning involved in each of the four 2-week regional seminars and the one 5 1/2-day concentrated seminar.

5. The committee as a whole re-convened at 10:30 a.m. Workshop presentations were made and then the entire program was discussed and summarized. (Enclosure No. 2 is a finalized committee version of the curriculum and the recommended subject hours, including committee assignments for subject content development.

Sites and dates per region which were agreed upon by the committee are listed as follows by order of priority:

North Atlantic Region

- (1) Massachusetts Police Academy (when available)
\$5.00 - \$10.00 — meals and lodging
- (2) New York State Police Academy
- (3) Pennsylvania State Police Academy
\$3.00 — meals and lodging

Southern Region

- (1) Memphis State University — October - February - March
- (2) Wrightsville Beach, North Carolina — October
\$19.50 — meals and lodging

North Central Region

- (1) Michigan State Police Academy — October
- (2) Plainsfield Indiana Academy

Mountain Pacific Region

- (1) Santa Fe, New Mexico, Law Enforcement Academy
First two weeks of November
\$10.00 — meals and lodging
- (2) Salt Lake City University — (last resort)

5 1/2-day Condensed Seminar

- (1) Colorado Springs, Colorado
- (2) Broadmoor — off-season rates

Must be held before January.

Some dates and costs were unavailable. In accordance with the "goals" document which was furnished to LEAA the first and second seminars should be completed by December 31, 1975. The third, fourth, and fifth should be completed by March 31, 1975. Ending date of the project is June 30, 1976.

By majority the CAPC agreed in general on a seat allocation formula of 2 or 3 per state with the remaining 6 or 8 seats allotted to other states in the other three regions.

In general, the committee endorsed the following student selection criteria:

- (1) Individual should be from middle to top level management (no strict adherence to a minimum rank but not first-line supervisors).

- (2) Managers (rather than supervisors) who have responsibility for making departmental decisions under broad policy guidelines.
- (3) Has at least 2 years of time remaining with the department before mandatory retirement.

It was then agreed that the IACP staff would summarize the proceedings and implement the program with the coordination and assistance of the Central Advisory Committee Members.

6. Four members were then assigned to make formal presentations of the results of the CAPC meeting before the Division of State and Provincial Police administrators at each of the four executive regional conferences. Assignments are listed as follows:

North Atlantic Region

Montreal, Quebec, Canada — June 2-5, 1975

Lieutenant Jack T. Gribben

Southern Region

Orlando, Florida — June 16-19, 1975

Captain Dan Emery

North Central Region

Bronson, Missouri — June 22-26, 1975

Captain John H. Little

Mountain Pacific Region

San Diego, California — June 7-10, 1975

Lt. Col. Thomas H. Milldebrandt

7. CAPC Meeting was adjourned at 12:00 noon, May 22, 1975.

DIVISION OF STATE AND PROVINCIAL POLICE
MANAGEMENT CAREER DEVELOPMENT PROGRAM
CENTRAL ADVISORY PLANNING COMMITTEE MEETING

ROSTER OF ATTENDANCE
ST. LOUIS, MISSOURI
May 20-22, 1975

North Atlantic Region

Major Sidney C. Deyo
Pennsylvania State Police
Commonwealth and Forster Streets
Harrisburg, Pennsylvania 17120
Tele: (717) 787-4254

Lieutenant Jack T. Gribben
Director of Training
West Virginia State Police
Box 307
Institute, West Virginia 25112
Tele: (304) 348-3558

Captain John P. McGann
Planning Officer
New Jersey State Police
Post Office Box 7068
West Trenton, New Jersey 08625
Tele: (609) 882-2000 ext. 326

Southern Region

Captain Danny R. Emory
Director
Research and Planning
North Carolina State Highway Patrol
1100 New Bern Avenue
Raleigh, North Carolina 27611
Tele: (919) 829-7952

Chief Glen H. McLaughlin
Administration
Texas Department of Public Safety
Post Office Box 4087
Austin, Texas 78773
Tele: (512) 452-0331

Major Bob R. Milner
Alabama Department of Public Safety
Post Office Box 1511
Montgomery, Alabama 36130
Tele: (205) 832-3489

Enclosure No. 1 continued

North Central Region

Captain John H. Little
Missouri State Highway Patrol
1510 East Elm
Jefferson City, Missouri 65101
Tele: (314) 751-3313

Major Francis E. Piper
Staff Services Commander
Illinois State Police
401 Armory Building
Springfield, Illinois 62706
Tele: (217) 782-2901

Arthur J. Sanders, Investigator II
Administrative Aide
Office of the Superintendent
Indiana State Police Department
301 State Office Building
Indianapolis, Indiana 46204
Tele: (317) 633-5497

Mountain Pacific Region

Lieutenant Richard B. Foote
District #3 Commander
Idaho State Police
Post Office Box 34
Boise, Idaho 83731
Tele: (208) 384-3731

Lieutenant Colonel Thomas H. Milldebrandt
Acting Superintendent
Arizona Highway Patrol
Post Office Box 6638
Phoenix, Arizona 85009
Tele: (602) 262-8011

Captain Donald W. Moberly
Commander of Personnel and Training Division
New Mexico State Police Department
Post Office Box 1628
Santa Fe, New Mexico 87501
Tele: (505) 827-5104

Law Enforcement Assistance Administration (LEAA)

Robert O. Heck — LEAA Project Monitor
Law Enforcement Specialist
Police Section
Office of Regional Operations

Enclosure No. 1 continued

International Association of Chiefs of Police, Inc. (IACP)

Norman Darwick
Director
Division of State and Provincial Police

Ronald H. Sostkowski
Assistant Director
Division of State and Provincial Police

Dean R. Phillips
Program Coordinator
Division of State and Provincial Police

CORE CURRICULUM

1. Future Role of State Law Enforcement

Milldebrandt

- Include police image
- Pending legislation, plans or programs
 - ex-governor J. Howard Pyle
 - Intergovernmental Council
 - Sheriff
 - Regional Gov. Groups
 - Federal Agencies
 - Private Agencies
 - Administrators

3 hours administration
2 hours workshop
1 hour summary

2. Management by Objectives

Staff

- update of 1974 presentations
- "strategies for Survival" by David Linowes
 - Professor Donald F. Favreau

6 hours

3. Factors Influencing Change

Staff

- economics of decision-making
- social trends indicating change
- use of trends in planning process
- factors resisting change
 - Dr. Gordon J. Di Renzo, Univ. of Delaware
 - Dr. Stacy - Alabama Corrections
 - Francis Hoffman, Psy., New York
 - Jim Sterling, IACP
 - Dr. Graham
 - Federal Agency Repr.

4 hours

4. Personnel Management

Moberly

- selection, recruitment, minorities, performance evaluation, court mgt. v/s agency management, communications, etc.
- "Police Personnel Practices" — Police Foundation

6 hours

Enclosure No. 2 continued

5. Productivity

Staff

- Opportunity for Improving Productivity in Police Services
- combine systems analysis
- combine plans for change

3 hours

— Scott Fosler

6. Budget & Financial Control

McLaughlin

- more practical approach
- analysis of different types of budgets
- emphasize strategy and survival
- fiscal or financial control

4 hours

— Joe Moore

7. Management of Information Systems

Gribben

- content and use of system
- privacy and security challenge, access, etc.
- intelligence operations - current status

4 hours

— Fred John - Florida DLE

— Bill Reed - FBI

— Robert Bradley, Missouri

8. Career Development

Staff

- creative problem solving
- examine new ideas
- exchange personnel

elective by region

— Michael F. Murray, Arlington
"Creative Interchange" staff member

9. Legislative Process

Staff

elective by region

10. Labor Relations

Sanders

- unionism, associations and dealing with them, agency management v/s labors view-point, court actions, management negotiations

8 hours

— Murphy, et. al.

Enclosure No. 2 continued

11. Disciplinary Procedures —

- internal discipline, greivances, court actions / 8 hours
- new discipline manual

— Murphy, et. al.

12. Stress Conditions

Staff

- identifying and managing stress
- identification within agency
- identification within individual
- treatment process

4 hours

— Stan Broske
— Mike Roberts — San Jose

13. Internal Inspections

McLaughlin

- program being developed for Texas DPS

4 hours

— Bob Powell - University of Texas

14. Management Decision-Making Techniques and Accountability

Deyo

- consider Kepnor Tregae System
- Matrix system for identifying a problem and coming up with a decision

8 hours

—

ENCLOSURE 6
PROJECT EVALUATION

May 21, 1975

Mr. Robert O. Heck
Police Section
Office of Regional Operations
Law Enforcement Assistance Administration
633 Indiana Avenue, N. W.
Washington, D. C. 20530

Dear Mr. Heck:

In accordance with Mr. Nardoza's letter of March 4, 1975 and subsequent telephone conversations with members of your office, we have prepared a RFP to submit to bidders for the evaluation of approved Management Career Development Seminar program (75DF-99-0049) and the supplemental Executive Regional Conference program.

As discussed previously, the evaluation of the two programs will be different, one being composed of four three-day conferences, the other four two-week training seminars. In addition, we are endeavoring to have both projects evaluated under the \$10,500 funding previously approved for the Management Career Development Seminars, grant project number 75DF-99-0049.

Please advise if you approve of the RFP so that we may submit it for bids.

Sincerely,

Dean R. Phillips
Project Coordinator
Division of State and
Provincial Police

Enclosures
DRP/jmc - Project Number 2742

UNITED STATES DEPARTMENT OF JUSTICE
LAW ENFORCEMENT ASSISTANCE ADMINISTRATION
WASHINGTON, D.C. 20530



May 27, 1975

•
Mr. Dean R. Phillips, Project Director
Division of State and Provincial Police
International Association of Chiefs of
Police, Inc.
11 Firstfield Road
Gaithersburg, Maryland 20760

Dear Mr. Phillips:

The evaluation design and bid for proposal for evaluation of the
Management Career Development Seminars and Regional Executive
Conferences, has been approved.

Thank you for your invitation to the May 20-22, 1975, Advisory
Planning Committee meeting, but I couldn't break loose.

Sincerely,

Robert O. Heck
Law Enforcement Specialist
Office of Regional Operations
Police Desk



July 8, 1975

Mr. Robert O. Heck
Police Section
Office of Regional Operations
U. S. Department of Justice
Law Enforcement Assistance
Administration
633 Indiana Avenue, N. W.
Washington, D. C. 20530

Dear Mr. Heck:

In accordance with the request for evaluation design and bid proposal for evaluation contract of Management Career Development Seminars and Regional Executive Conferences of the Division of State and Provincial Police (75DF-99-0049) which was mailed out to prospective bidders on June 5, 1975, two proposals have been received. One is from the firm of Koepsell-Girard and Associates, Inc., Falls Church, Virginia, and the other is from Education/Research, Inc., Berkeley, California.

We are now in the process of reviewing these proposals prior to selection of a specific contractor. Two copies of each proposal are also being forwarded to your office for review and approval of selection.

Sincerely,

Norman Darwick
Director
Division of State and Provincial Police

Enclosures
DRP/ed
Proj-9161

July 21, 1975

Mr. Robert O. Heck
Police Section
Office of Regional Operations
Law Enforcement Assistance
Administration
U. S. Department of Justice
633 Indiana Avenue, N. W.
Washington, D. C. 20530

Dear Mr. Heck:

We have reviewed the two proposals submitted for evaluation contract of Management Career Development Seminars and Regional Executive Conferences of the Division of State and Provincial Police (75 DF-98-0049) and, pending your approval, we have selected Education/Research, Inc., Berkeley, California, as the firm best qualified to perform the evaluations. Justification for our selection is listed as follows:

1. The firm of Education Research, Inc., (ER) appears to have a better understanding of training evaluation. They have defined evaluation as a research process where the objective is to determine the degree to which a planned intervention caused the desired change in a given population. This seems to more closely fit the purpose of the evaluation of the two programs than the intent of the evaluations as described by Koepsell-Girard and Associates, Inc., (KGA) who stated that evaluations will focus on determining whether program outputs met user needs.
2. The technical approach outlined by ER is more appropriate as it utilizes questionnaires and site visits to all seminars of the Management Career Development Program. It also utilizes field tested questionnaires on a more extensive basis as well as

Mr. Robert O. Heck
Page Two
July 21, 1975

oral interviews. KGA proposes only 3 site visits, more limited questionnaires and emphasis and comparison with the 1974 program.

3. While not as elaborate as that of KGA, the work schedule as outlined by ER is simplified, yet contains more specific phasing steps referencing feasible completion dates for specific tasks.
4. ER appears to have had more experience in the pure assessment or evaluation of training. In connection with training KGA has been mainly involved in the development of training and other programs. In addition ER has listed specific staff assignments of their personnel on the project based upon individual expertise and experience. KGA indicates two special associate staff members would be used on two site visits and this would be their only contribution to the program. This does not lend itself to consistency in the total evaluation process. One individual in ER will conduct all site visits.
5. The cost schedule presented by ER is slightly lower and contains 4 more days of professional personnel services. Included within these services are site visits to all 5 of the Management Career Development Seminars in deference to only three by KGA.

Please advise us if you concur with our selection and the justifications so that we may formally notify the selected contractor.

Sincerely,

Norman Darwick
Director
Division of State and Provincial Police

cc: Dean R. Phillips

UNITED STATES DEPARTMENT OF JUSTICE
LAW ENFORCEMENT ASSISTANCE ADMINISTRATION
WASHINGTON, D.C. 20530



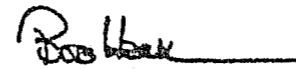
July 24, 1975

•
Mr. Norman Darwick, Director
Division of State and Provincial Police
International Association of Chiefs of
Police, Inc.
Eleven Firstfield Road
Gaithersburg, Maryland 20760

Dear Mr. Darwick:

In reference to your letter dated, July 21, 1975, regarding the selection of contractor for evaluation of 75DF-99-0049, I concur with your selection, based on justifications stated.

Sincerely,



Robert O. Heck
Law Enforcement Specialist
Police Desk
Office of Regional Operations



International
Association of
Chiefs of
Police, Inc.
Eleven Firstfield Road
Gaithersburg, Maryland 20760
Phone (301) 948-0922
Cable Address IACPOLICE

President
Roch. Pomeroy
Miami Beach, Fla.
Immediate Past President
Francis E. Langan
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First Vice President
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Division of State and
Provincial Police
General Chairman
C. Wayne Keith
Denver, Col.

Glen D. King
Executive Director

August 6, 1975

Mr. William E. Rogin
President
Education/Research, Inc.
2000 Center Street
Berkeley, California 94704

Dear Mr. Rogin:

The International Association of Chiefs of Police, Inc., is pleased to inform you that your proposal entitled "A Proposal to Perform Evaluation Services with Respect to Management Career Development Seminars and Regional Executive Conferences" has been selected.

Award is hereby made in the amount of \$10,447.73. The duration of the grant period is August 10, 1975 to August 9, 1976. The payment schedule is as follows:

Reimbursement to Education/Research, Inc., will be made by the Association on a quarterly basis with payments remitted within thirty days of receipt of invoices by the Association. The first payment of \$2,600.00 shall be due and payable on November 10, 1975; the second payment of \$2,600.00 shall be due and payable on February 10, 1976; the third payment of \$2,600.00 shall be due and payable on May 10, 1976; and the final payment of \$2,647.73 shall be due and payable on August 10, 1976.

This award is subject to and incorporates by reference all provisions contained in the IACP Request for Evaluation Design and Bid Proposal for Evaluation Contract of Management Career Development Seminars, Division of State and Provincial Police, and Regional Executive Conferences, Division of State and Provincial Police, distributed on June 5, 1975. Furthermore, this award is subject to and incorporates by

reference the Proposal of July 2, 1975, submitted by Education/Research, Inc., to perform the services of the IACP RFP.

By acceptance of this award, Education/Research, Inc., agrees to receive and hold confidential (except for official evaluation reports required by the grant) any and all reports, recommendations, and other materials, and the contents thereof, furnished to them by the Association in the performance of this agreement.

By acceptance of this award grant, Education/Research, Inc., further agrees not to disclose, distribute, or release to any person or organization except Education/Research, Inc., officials, employees, or agents, or upon order of any court of law, any and all reports, recommendations, and other materials, and the contents thereof, furnished by the Association to Education/Research, Inc., in the performance of this agreement.

This grant shall become effective as of the date of award, August 10, 1975, upon return to the IACP of the signed duplicate copy of this grant award letter.

Sincerely,

Norman Darwick
Director
Division of State and
Provincial Police

Acceptance signature of duly
authorized official of
Education/Research, Inc..

APPENDIX I

STATE POLICE AND HIGHWAY PATROL
MANAGEMENT CAREER DEVELOPMENT SEMINAR
MOUNTAIN PACIFIC REGION

SPONSORED BY

DIVISION OF STATE AND PROVINCIAL POLICE
INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE
ELEVEN FIRSTFIELD ROAD
GAITHERSBURG, MARYLAND 20760



CONDUCTED AT

NEW MEXICO LAW ENFORCEMENT ACADEMY
SANTA FE, NEW MEXICO
OCTOBER 5-17, 1975

HOSTED BY

COLONEL MARTIN E. VIGIL, CHIEF
NEW MEXICO STATE POLICE DEPARTMENT
SANTA FE, NEW MEXICO

FUNDED BY

GRANT AWARD
LAW ENFORCEMENT ASSISTANCE ADMINISTRATION
UNITED STATES DEPARTMENT OF JUSTICE
WASHINGTON, D. C. 20530

DIRECTORY OF CHIEF ADMINISTRATORS
STATE AND PROVINCIAL POLICE AND HIGHWAY PATROLS

International Association of Chiefs of Police, Inc.
Division of State and Provincial Police

General Officers, 1974-1975

General Chairman

Colonel C. Wayne Keith, Colorado State Patrol

First Vice Chairman

Colonel Walter E. Stone, Rhode Island State Police

Second Vice Chairman (Acting)

Commissioner Roger Webb, Oklahoma Department of Public Safety

Secretary-Treasurer

Colonel Eugene E. Olaff, New Jersey State Police

Southern Region Co-Chairmen

Colonel Eldrige Beach, Florida Highway Patrol

Commissioner William Troelstrup, Florida Department of Law
Enforcement

Mountain Pacific Region Chairman

Commissioner Glen R. Craig, California Highway Patrol

North Central Region Chairman

Colonel Samuel Smith, Missouri State Highway Patrol

North Atlantic Region Chairman

Director General Jacques Beaudoin, Quebec Police Force

Advisor

Bernard R. Caldwell
4302 Adams Avenue
San Diego, California 92116

Director

Norman Darwick
Division of State and Provincial
Police
International Association of
Chiefs of Police, Inc.
11 Firstfield Road
Gaithersburg, Maryland 20760

Sergeant-at-Arms

Major Adolph M. Pastore (Retired)
901 South Surf Road
Hollywood, Florida 33020

Assistant Director

Ronald H. Sostkowski
Division of State and Provincial
Police

MEMBERS
CENTRAL ADVISORY PLANNING COMMITTEE
MANAGEMENT CAREER DEVELOPMENT SEMINARS
1975-1976

North Atlantic Region

Major Sidney C. Deyo
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Commonwealth and Forster Streets
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Director of Training
West Virginia State Police
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304/348-3558

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Planning Officer
New Jersey State Police
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Southern Region

Captain Danny R. Emory
Director
Research and Planning
North Carolina State Highway Patrol
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Chief Glen H. McLaughlin
Administration
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205/832-3489

North Central Region

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Missouri State Highway Patrol
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314/751-3313

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Staff Services Commander
Illinois State Police
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Springfield, Illinois 62706
217/782-2901

Arthur J. Sanders, Investigator II
Administrative Aide
Office of the Superintendent
Indiana State Police Department
301 State Office Building
Indianapolis, Indiana 46204
317/633-5497

Mountain Pacific Region

Lieutenant Richard B. Foote
District #3 Commander
Idaho State Police
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Lt. Colonel Thomas H. Milldebrandt
Acting Superintendent
Arizona Highway Patrol
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602/262-8011

Captain Donald W. Moberly
Commander of Personnel & Training
Division
New Mexico State Police Department
Post Office Box 1628
Santa Fe, New Mexico 87501
505/827-5104

STATE ASSIGNMENTS

OF

CENTRAL ADVISORY PLANNING COMMITTEE MEMBERS

NORTH ATLANTIC REGION

Major Sidney C. Deyo - Regional Planning Coordinator

Pennsylvania
New York
Vermont
Maine

Lieutenant Jack T. Gribben

West Virginia
Virginia
Maryland
Delaware

Captain John P. McGann

New Jersey
Connecticut
Massachusetts
New Hampshire
Rhode Island

SOUTHERN REGION

Captain Danny R. Emory - Regional Planning Coordinator

North Carolina
South Carolina
Tennessee

Chief Glen H. McLaughlin

Texas
Oklahoma
Arkansas
Louisiana

Major Bob R. Milner

Alabama
Mississippi
Georgia
Florida

NORTH CENTRAL REGION

Captain John H. Little

Missouri
Kansas
Nebraska
South Dakota

Major Francis E. Piper

Illinois
Iowa
Minnesota
Wisconsin
North Dakota

Investigator II Arthur J. Sanders - Regional Planning Coordinator

Indiana
Michigan
Ohio
Kentucky

MOUNTAIN PACIFIC REGION

Lieutenant Richard E. Foote

Idaho
Oregon
Washington
Alaska

Lt. Colonel Thomas H. Mildebrandt

Arizona
California
Nevada
Utah

Captain Donald W. Moberly - Regional Planning Coordinator

New Mexico
Colorado
Wyoming
Montana

IACP PROGRAM COORDINATORS

MANAGEMENT CAREER DEVELOPMENT SEMINARS

1975-1976

International Association of Chiefs of Police, Inc. (IACP)

Norman Darwick, Director
Division of State and Provincial Police
International Association of Chiefs of Police, Inc.
11 Firstfield Road
Gaithersburg, Maryland 20760
301/948-0322

Ronald H. Sostkowski, Assistant Director
Division of State and Provincial Police
International Association of Chiefs of Police, Inc.
11 Firstfield Road
Gaithersburg, Maryland 20760
301/948-0922

Dean R. Phillips, Management Consultant (IACP Project Coordinator)
Division of State and Provincial Police
International Association of Chiefs of Police, Inc.
11 Firstfield Road
Gaithersburg, Maryland 20760
301/948-0922

Law Enforcement Assistance Administration (LEAA)

Robert O. Heck - LEAA Project Monitor
Law Enforcement Specialist
Police Section
Office of Regional Operations
U. S. Department of Justice
Law Enforcement Assistance Administration
633 Indiana Avenue, N. W.
Washington, D. C. 20530
202/376-3669

PROGRAM OBJECTIVES

MANAGEMENT CAREER DEVELOPMENT SEMINARS

1975-1976

1. To develop the managerial effectiveness of state law enforcement administrators in organizing, planning, directing and evaluating.
2. To develop more effective interrelationships with the other disciplines within the criminal justice system.
3. To continue the development and understanding of the standards and goals promulgated by the National Advisory Commission on Criminal Justice Standards and Goals and the provisions for implementation planning assistance.
4. To develop an intrinsic understanding of internal forces which have an effect upon police management.
5. To enhance the understanding of state law enforcement administrators of social, economic and political issues that affect the police mission.
6. To introduce state law enforcement administrators to innovative concepts, techniques and methods of modern police operations.

PROGRAM CURRICULUM
MANAGEMENT CAREER DEVELOPMENT PROGRAM
DIVISION OF STATE AND PROVINCIAL POLICE

1975-1976

- I. Future Role of State Law Enforcement
- II. Management by Objectives
- III. Factors Influencing Change
- IV. Personnel Management
- V. Productivity
- VI. Budget and Financial Control
- VII. Management of Information Systems
- VIII. Career Development (elective by region)
- IX. Legislative Process (elective by region)
- X. Labor Relations
- XI. Disciplinary Procedures
- XII. Stress Conditions
- XIII. Internal Inspections
- XIV. Management Decision-Making Techniques and Accountability

MANAGEMENT CAREER DEVELOPMENT SEMINAR
MOUNTAIN PACIFIC REGION
NEW MEXICO LAW ENFORCEMENT ACADEMY
SANTA FE, NEW MEXICO
OCTOBER 5-17, 1975

Sunday - Oct. 5	Monday - Oct. 6	Tuesday - Oct. 7	Wednesday - Oct. 8	Thursday - Oct. 9	Friday - Oct. 10
	Future Role of State Law Enforcement 8 am - 12 noon	Personnel Management 8 am - 12 noon	Management Decision-Making Techniques and Accountability 8 am - 12 noon	Career Development 8 am - 12 noon	Management by Objectives 8 am - 12 noon
Registration 2 pm - 5 pm ----- Administrative Announcements 5 pm ----- Reception/Dinner 7 pm	Future Role of State Law Enforcement 1pm - 2 pm Orientation 2pm - 4:30 pm ----- Daily Group Meetings 4:30pm	Management Decision-Making Techniques and Accountability 1 pm - 4:30 pm ----- Daily Group Meetings 4:30pm	Internal Inspections 1 pm - 4:30 pm ----- Daily Group Meetings 4:30pm	Management by Objectives 1 pm - 4:30 pm ----- Daily Group Meetings 4:30pm	Budget and Financial Control 1 pm - 4:30 pm ----- Daily Group Meetings 4:30pm
Second Week					
	Monday - Oct. 13	Tuesday - Oct. 14	Wednesday - Oct. 15	Thursday - Oct. 16	Friday - Oct. 17
	Factors Influencing Change 8 am - 12 noon	Management of Information Systems 8 am - 12 noon	Labor Relations 8 am - 12 noon	Disciplinary Procedures 8 am - 12 noon	Stress Conditions 8 am - 12 noon
	Legislative Process 1 pm - 4:30 pm ----- Daily Group Meetings 4:30pm	Labor Relations 1 pm - 4:30 pm ----- Daily Group Meetings 4:30pm	Disciplinary Procedures 1 pm - 4:30 pm ----- Daily Group Meetings 4:30 pm	Productivity 1 pm - 4:30 pm ----- Daily Group Meetings 4:30pm	Summation & Critique, Course Evaluation, Presentation of Certificates 1 pm - 3 pm

STATE POLICE AND HIGHWAY PATROL
MANAGEMENT CAREER DEVELOPMENT SEMINAR
MOUNTAIN PACIFIC REGION

NEW MEXICO LAW ENFORCEMENT ACADEMY
SANTA FE, NEW MEXICO
OCTOBER 5-12, 1975

PROGRAM

PRESENTED BY

DIVISION OF STATE AND PROVINCIAL POLICE
INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE
ELEVEN FIRSTFIELD ROAD
GAITHERSBURG, MARYLAND 20760

Sunday, October 5, 1975

2:00 pm - 5:00 pm

5:00 pm - 6:00 pm

7:00 pm - 8:00 pm

8:00 pm

Monday, October 6, 1975

7:00 am - 8:00 am

8:00 am - 12:00 noon

12:00 noon - 1:00 pm

Registration
(Academy Lobby)

Administrative Announcements

IACP and Academy Staffs

Get Acquainted Hour
(Location to be announced)

Opening Dinner Program
(Academy Cafeteria)

Breakfast
(Academy Cafeteria)

Future Role of State Law Enforcement

Moderator

Colonel Martin E. Vigil
New Mexico State Police Department
Santa Fe, New Mexico

Panelists

Colonel George L. Halverson, Director
Michigan Department of State Police
East Lansing, Michigan

Sheriff Donald J. Omodt
Hennepin County Sheriff's Office
Minneapolis, Minnesota

Chief Bob V. Stover
Albuquerque Police Department
Albuquerque, New Mexico

Mr. William G. Colman
Governmental Affairs Consultant
Potomac, Maryland

Lunch
(Academy Cafeteria)

Monday, October 6, 1975 (Cont'd)

1:00 pm - 2:00 pm Future Role of State Law Enforcement (Cont'd)
(Summary - Questions and Answers)

Same moderator and panelists as above

2:00 pm - 4:30 pm Orientation

IACP Staff

4:30 pm - 5:00 pm Daily Group Meetings
(Prepare Group Report Forms)
(Designated Areas)

5:00 pm - 6:00 pm Dinner
(Academy Cafeteria)

Tuesday, October 7, 1975

7:00 am - 8:00 am Breakfast
(Academy Cafeteria)

8:00 am - 12:00 noon Personnel Management

Dr. Andrew Crosby, Research Scientist
Research Division
International Association of Chiefs of Police

12:00 noon - 1:00 pm Lunch
(Academy Cafeteria)

1:00 pm - 4:30 pm Management Decision-Making Techniques and
Accountability

Mr. Paul A. Nibbelink, Manager -
Organization Development
Boeing Computer Service, Consulting
Division
Seattle, Washington

4:30 pm - 5:00 pm Daily Group Meetings
(Prepare Group Report Forms)
(Designated Areas)

8:00 pm Dinner - Spanish Night
(Academy Cafeteria)

Wednesday, October 8, 1975

7:00 am - 8:00 am

Breakfast
(Academy Cafeteria)

8:00 am - 12:00 noon

Management Decision-Making Techniques
and Accountability (Cont'd)

Mr. Paul A. Nibelink, Manager -
Organization Development

12:00 noon - 1:00 pm

Lunch
(Academy Cafeteria)

1:00 pm - 4:30 pm

Internal Inspections

Mr. Bill D. Powell
Industrial and Business Training Bureau
University of Texas
Austin, Texas

4:30 pm - 5:00 pm

Daily Group Meetings
(Prepare Group Report Forms)
(Designated Areas)

6:00 pm

Dinner - Banquet
American Association of Retired Persons
(Academy Cafeteria)

Thursday, October 9, 1975

7:00 am - 8:00 am

Breakfast
(Academy Cafeteria)

8:00 am - 12:00 noon

Career Development

Dr. Joel L. Moses, Personnel Manager -
Research
American Telephone and Telegraph Company
New York, New York

12:00 noon - 1:00 pm

Lunch
(Academy Cafeteria)

Thursday, October 9, 1975 (Cont'd)

1:00 pm - 4:30 pm

Management by Objectives

Professor Donald F. Favreau, Executive
Director
Center for Executive Development and
Public Safety Management
State University of New York
Albany, New York

4:30 pm - 5:00 pm

Daily Group Meetings
(Prepare Group Report Forms)
(Designated Areas)

5:00 pm - 6:00 pm

Dinner
(Academy Cafeteria)

Friday, October 10, 1975

7:00 am - 8:00 am

Breakfast
(Academy Cafeteria)

8:00 am - 12:00 noon

Management by Objectives (Cont'd)

Professor Donald F. Favreau
State University of New York

12:00 noon - 1:00 pm

Lunch
(Academy Cafeteria)

1:00 pm - 4:30 pm

Budget and Financial Control

Mr. Joe G. Moore, Program Director
National Commission on Water Quality
Washington, D.C.

4:30 pm - 5:00 pm

Daily Group Meetings
(Prepare Group Report Forms)
(Designated Areas)

5:00 pm - 6:00 pm

Dinner
(Academy Cafeteria)

Monday, October 13, 1975

7:00 am - 8:00 am

Breakfast
(Academy Cafeteria)

Monday, October 13, 1975 (Cont'd)

8:00 am - 12:00 noon

Factors Influencing Change

Dr. Gordon J. DiRenzo
Professor of Sociology
University of Delaware
Newark, Delaware

12:00 noon - 1:00 pm

Lunch
(Academy Cafeteria)

1:00 pm - 4:30 pm

Legislative Process

Inspector Robert Hartman
Office of Special Representative
California Highway Patrol
Sacramento, California

4:30 pm - 5:00 pm

Daily Group Meetings
(Prepare Group Report Forms)
(Designated Areas)

5:00 pm - 6:00 pm

Dinner
(Academy Cafeteria)

Tuesday, October 14, 1975

7:00 am - 8:00 am

Breakfast
(Academy Cafeteria)

8:00 am - 12:00 noon

Management of Information Systems

Emory B. Williams, Director
Criminal Justice Information System
Florida Department of Law Enforcement
Tallahassee, Florida

12:00 noon - 1:00 pm

Lunch
(Academy Cafeteria)

1:00 pm - 4:30 pm

Labor Relations

Glen R. Murphy, Director
Research Division
International Association of Chiefs of Police

Handwritten scribbles and signatures at the bottom of the page.

Tuesday, October 14, 1975 (Cont'd)

1:00 pm - 4:30 pm

Labor Relations (Cont'd)

Steven W. Soloman, Esquire
Attorney at Law
Kurlander, Soloman, & Hart
Los Angeles, California

4:30 pm - 5:00 pm

Daily Group Meetings
(Prepare Group Report Forms)
(Designated Areas)

8:00 pm

Dinner
(To be announced)

Wednesday, October 15, 1975

7:00 am - 8:00 am

Breakfast
(Academy Cafeteria)

*(Pass out expense
Vouchers.)*

8:00 am - 12:00 noon

Labor Relations (Cont'd)

Mr. Glen R. Murphy, Director
Research Division, IACP

Mr. Steven W. Soloman, Esquire
Kurlander, Soloman, & Hart

12:00 noon - 1:00 pm

Lunch
(Academy Cafeteria)

1:00 pm - 4:30 pm

Disciplinary Procedures

Mr. Glen R. Murphy, Director
Research Division, IACP

Mr. Steven W. Soloman, Esquire
Kurlander, Soloman, & Hart

4:30 pm - 5:00 pm

Daily Group Meetings
(Prepare Group Report Forms)
(Designated Areas)

6:00 pm - 7:00 pm

Dinner
(Academy Cafeteria)

Friday, October 17, 1975 (Cont'd)

1:00 pm - 3:00 pm

Summation and Critique

Course Evaluation

Presentation of Certificates

IACP and Academy Staffs

3:00 pm

Adjourn and Depart

MANAGEMENT CAREER DEVELOPMENT SEMINAR
MOUNTAIN PACIFIC REGION
NEW MEXICO LAW ENFORCEMENT ACADEMY
SANTA FE, NEW MEXICO
OCTOBER 5-17, 1975

FACULTY

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Chief
New Mexico State Police Department
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Colonel George L. Halverson
Director
Michigan Department of State Police
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Henepin County Sheriff's Office
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(former Executive Director, Advisory Commission on
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Research Division
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Boeing Computer Service - Consulting Division
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Industrial and Business Training Bureau
Division of Extension
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512/471-4633

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Personnel Manager - Research
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212/393-3988

Professor Donald F. Favreau
Executive Director
Center for Executive Development and
Public Safety Management
State University of New York
Albany, New York 12203
518/472-8493

Joe G. Moore
Program Director
National Commission on Water Quality
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Washington, D. C.
202/254-7806

Dr. Gordon J. DiRenzo
Professor of Sociology
University of Delaware
Newark, Delaware 19711
302/738-2859

CONTINUED

2 OF 4

REF

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Office of Special Representative
California Highway Patrol
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916/445-1226

Emory B. Williams, Director
Criminal Justice Information System
Florida Department of Law Enforcement
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904/488-8852

Mr. Glen R. Murphy
Director, Research Division
International Association of Chiefs of Police
11 Firstfield Road
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301/948-0922

Stephen W. Soloman, Esquire
Attorney at Law
Kurlander, Soloman, & Hart
10880 Wilshire Boulevard, Suite 1900
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213/474-6594

John K. Swan
Chief of Police
Post Office Box 60
Lynchburg, Virginia 24505
804/847-1430
(Former Staff Director - Advisory Group on
Productivity in Law Enforcement)

Dr. Michael D. Roberts
Staff Psychologist
San Jose Police Department
Post Office Box 270
San Jose, California 95103
408/277-4000 ext. 4077

Mr. Norman Darwick
Director
Division of State and Provincial Police
International Association of Chiefs of Police
11 Firstfield Road
Gaithersburg, Maryland 20760
301/948-0922

Mr. Ronald H. Sostkowski
Assistant Director
Division of State and Provincial Police
International Association of Chiefs of Police
11 Firstfield Road
Gaithersburg, Maryland 20760
301/948-0922

Mr. Dean R. Phillips
Police Management Consultant
Division of State and Provincial Police
International Association of Chiefs of Police
11 Firstfield Road
Gaithersburg, Maryland 20760
301/948-0922

MANAGEMENT CAREER DEVELOPMENT SEMINAR
MOUNTAIN PACIFIC REGION
NEW MEXICO LAW ENFORCEMENT ACADEMY
SANTA FE, NEW MEXICO
OCTOBER 5 - 17, 1975

ATTENDEE ROSTER

Monroe K. Alexander
Captain
Commander - Information Division
New Mexico State Police
P. O. Box 1628
Santa Fe, New Mexico 87501
(505) 827-5122

Thomas R. Anderson
Captain
Alaska State Troopers
Box 6 - 188
Anchorage, Alaska
(907) 272-1561

Walter W. Anderson
Captain
Michigan State Police
24870 Grand River
Detroit, Michigan
(313) KE1-4100

Dean N. Bennett
Captain
Idaho State Police
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Boise, Idaho 83731
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Calvin M. Bernard
Captain
Idaho State Police
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Bill W. Berry
Captain
California Highway Patrol
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Westminster, California 92683
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Neil S. Bishop
Lieutenant
Utah Highway Patrol
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Richard H. Bouey
Second Lieutenant
Station Commander
Oregon State Police
2525 Biehn Street
Klamath Falls, Oregon
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Webster Bridges
Lieutenant Montana Highway Patrol
Hustad Center, National Avenue
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Richard L. Bullock
Lieutenant
Washington State Patrol
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455-7700

Tommy Cantou
Lieutenant
New Mexico State Police
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Taos, New Mexico 87571
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Richard C de Baca
Major
New Mexico State Police
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Verlyn D. Clark
Lieutenant
Colorado State Patrol
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Daniel E. Eshleman
Lieutenant
Highway Patrol Bureau
3821 Eighth Avenue, South
Great Falls, Montana
(406) 452-0918

Charles Hartung
Captain - Zone Commander
Nevada Highway Patrol
946 Idaho Street
Elko, Nevada
(702) 738-5313

Eric J. Hatch
Lieutenant - Zone Operations
Nevada Highway Patrol
201 East Bonanza
Las Vegas, Nevada
(702) 385-0311

Ronald L. Hoffman
Lieutenant
Department of Public Safety
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Phoenix, Arizona 85005
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Michael C. Kolivosky
Sergeant - Detachment Commander
Alaska State Troopers
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Ralph H. Kotter
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William J. Kruse
Captain
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Donald R. Lawrence
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Steve Liswood
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Washington State Patrol
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Captain
Director Planning and Research
Illinois State Patrol
605 Armory Building
Springfield, Illinois
(217) 782-5227

Duane A. Pankratz
Second Lieutenant
Oregon State Police
761 Garden Valley Boulevard, N. E.
Roseburg, Oregon
(503) 673-5544

M. J. Payne
Lieutenant
New Mexico State Police
P. O. Box 1628
Santa Fe, New Mexico 87501
(505) 622-7200

Thomas C. Phillips
Second Lieutenant
Oregon State Police
Box 1488
Medford, Oregon 97501
(503) 779-7211

Charles E. Ray
Captain - Troop Commander
Missouri State Highway Patrol
Highway 36, West
Macon, Missouri
(816) 385-2132

James H. Struempfler
Lieutenant
Assistant Zone Commander
Nevada Highway Patrol
305 Galletti Way
Reno, Nevada
(702) 784-4081

Roy G. Thomas
Lieutenant
Idaho State Police
1136 Fremont Drive
Twin Falls, Idaho
(208) 733-4933

Larry N. Thompson
Lieutenant
Department of Public Safety
P. O. Box 5179
Tuma, Arizona 85364
(602) 782-1651

Jack Todd
Captain
Washington State Patrol
3737 South Puget Sound
Tacoma, Washington
593-2425

Lawrence A. Watkins
Captain - Area Commander
California Highway Patrol
2503 Cascade Boulevard
Redding, California
(916) 241-4141

Richard Wells
Systems Manager
Department of Public Safety
P. O. Box 6638
Phoenix, Arizona 85005
(602) 262-8431

Frank E. Whipple
Lieutenant
Utah Highway Patrol
P. O. Box 745
Price, Utah
(801) 637-0893

Frank Young
Lieutenant
New Mexico State Police
P. O. Box 1628
Santa Fe, New Mexico 87501
(505) 827-5104

3 who have attended have since been appointed Administrators

MANAGEMENT CAREER DEVELOPMENT SEMINAR
MOUNTAIN PACIFIC REGION
NEW MEXICO LAW ENFORCEMENT ACADEMY
SANTA FE, NEW MEXICO
OCTOBER 5-17, 1975

LIST OF ATTENDEES BY STATE

ALASKA

Michael Kolivosky
Alaska Division of State Troopers

Donald Lawrence
Alaska Division of State Troopers

Thomas Anderson
Alaska Division of State Troopers

ARIZONA

attended

Larry N. Thompson
Arizona Department of Public Safety

Richard W. Wells
Arizona Department of Public Safety

Ronald L. Hoffman
Arizona Department of Public Safety

CALIFORNIA

attended

Billy W. Berry
California Highway Patrol

Steve Liswood
California Highway Patrol

Conrad H. Menzel
California Highway Patrol

Lawrence A. Watkins
California Highway Patrol

COLORADO
attended

Don L. Moomey
Colorado State Patrol

Verlyn D. Clark
Colorado State Patrol

Garrett L. McClary
Colorado State Patrol

IDAHO
attended

Dean N. Bennett
Idaho State Police

Calvin M. Bernard
Idaho State Police

Roy G. Thomas
Idaho State Police

MONTANA

Webster Bridges
Montana Highway Patrol

Daniel E. Eshleman
Montana Highway Patrol

Walter D. Miller
Montana Highway Patrol

NEVADA
attended

James H. Struempf
Nevada Highway Patrol

Charles Hartung
Nevada Highway Patrol

Eric Joseph Hatch
Nevada Highway Patrol

NEW MEXICO

Richard C. deBaca
New Mexico State Police Department

President

William H. Kruse
New Mexico State Police Department

M. J. Payne
New Mexico State Police Department

NEW MEXICO (Continued) Monroe K. Alexander
New Mexico State Police Department

Tommy Cantou
New Mexico State Police Department

OREGON Thomas C. Phillips
Oregon State Police

Duane Arthur Pankratz
Oregon State Police

Richard H. Bouey
Oregon State Police

UTAH
attended

Frank Whipple - *master of arms*
Utah Highway Patrol

Neil Bishop
Utah Highway Patrol

Ralph Kotter
Utah Highway Patrol

WASHINGTON

John H. Todd
Washington State Patrol

Derrald M. Martin
Washington State Patrol

Richard L. Bullock
Washington State Patrol

MICHIGAN
attended

Walter W. Anderson
Michigan State Police

MISSOURI

Charles E. Ray
Missouri State Highway Patrol

ILLINOIS
attended

Daniel L. O'Brien
Illinois State Police

Sam W. Nolen
Illinois State Police

APPENDIX II

STATE POLICE AND HIGHWAY PATROL
MANAGEMENT CAREER DEVELOPMENT SEMINAR
NORTH CENTRAL REGION

SPONSORED BY

DIVISION OF STATE AND PROVINCIAL POLICE
INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE
ELEVEN FIRSTFIELD ROAD
GAITHERSBURG, MARYLAND 20760



CONDUCTED AT

MICHIGAN STATE POLICE ACADEMY
7400 NORTH CANAL ROAD
LANSING, MICHIGAN

HOSTED BY

COLONEL GEORGE L. HALVERSON, DIRECTOR
MICHIGAN DEPARTMENT OF STATE POLICE
EAST LANSING, MICHIGAN

FUNDED BY

GRANT AWARD
LAW ENFORCEMENT ASSISTANCE ADMINISTRATION
UNITED STATES DEPARTMENT OF JUSTICE
WASHINGTON, D. C. 20530

DIRECTORY OF CHIEF ADMINISTRATORS
STATE AND PROVINCIAL POLICE AND HIGHWAY PATROLS

International Association of Chiefs of Police, Inc.
Division of State and Provincial Police

General Officers, 1974-1975

General Chairman

Colonel C. Wayne Keith,* Colorado State Patrol

First Vice Chairman

Colonel Walter E. Stone, Rhode Island State Police

Second Vice Chairman (Acting)

Commissioner Roger Webb, Oklahoma Department of Public Safety

Secretary-Treasurer

Colonel Eugene E. Olaff, New Jersey State Police

Southern Region Co-Chairmen

Colonel Eldrige Beach, Florida Highway Patrol

Commissioner William Troelstrup, Florida Department of Law
Enforcement

Mountain Pacific Region Chairman

Commissioner Glen R. Craig, California Highway Patrol

North Central Region Chairman

Colonel Samuel Smith, Missouri State Highway Patrol

North Atlantic Region Chairman

Director General Jacques Beaudoin, Quebec Police Force

Advisor

Bernard R. Caldwell
4302 Adams Avenue
San Diego, California 92116

Director

Norman Darwick
Division of State and Provincial
Police
International Association of
Chiefs of Police, Inc.
11 Firstfield Road
Gaithersburg, Maryland 20760

Sergeant-at-Arms

Major Adolph M. Pastore (Retired)
901 South Surf Road
Hollywood, Florida 33020

Assistant Director

Ronald H. Sostkowski
Division of State and Provincial
Police

MEMBERS
CENTRAL ADVISORY PLANNING COMMITTEE
MANAGEMENT CAREER DEVELOPMENT SEMINARS
1975-1976

North Atlantic Region

Major Sidney C. Deyo
Pennsylvania State Police
Commonwealth and Forster Streets
Harrisburg, Pennsylvania 17120
717/787-4254

Lieutenant Jack T. Gribben
Director of Training
West Virginia State Police
Box 307
Institute, West Virginia 25112
304/348-3558

Captain John P. McGann
Planning Officer
New Jersey State Police
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West Trenton, New Jersey 08625
609/882-2000 ext. 326

Southern Region

Captain Danny R. Emory
Director
Research and Planning
North Carolina State Highway Patrol
1100 New Bern Avenue
Raleigh, North Carolina 27611
919/829-7952

Chief Glen H. McLaughlin
Administration
Texas Department of Public Safety
Post Office Box 4087
Austin, Texas 78773
512/452-0331

Major Bob R. Milner
Alabama Department of Public Safety
Post Office Box 1511
Montgomery, Alabama 36130
205/832-3489

North Central Region

Captain John H. Little
Missouri State Highway Patrol
1510 East Elm
Jefferson City, Missouri 65101
314/751-3313

Major Francis E. Piper
Staff Services Commander
Illinois State Police
401 Armory Building
Springfield, Illinois 62706
217/782-2901

Arthur J. Sanders, Investigator II
Administrative Aide
Office of the Superintendent
Indiana State Police Department
301 State Office Building
Indianapolis, Indiana 46204
317/633-5497

Mountain Pacific Region

Lieutenant Richard B. Foote
District #3 Commander
Idaho State Police
Post Office Box 34
Boise, Idaho 83731
208/384-3731

Lt. Colonel Thomas H. Milldebrandt
Acting Superintendent
Arizona Highway Patrol
Post Office Box 6638
Phoenix, Arizona 85009
602/262-8011

Captain Donald W. Moberly
Commander of Personnel & Training
Division
New Mexico State Police Department
Post Office Box 1628
Santa Fe, New Mexico 87501
505/827-5104

STATE ASSIGNMENTS

OF

CENTRAL ADVISORY PLANNING COMMITTEE MEMBERS

NORTH ATLANTIC REGION

Major Sidney C. Deyo - Regional Planning Coordinator

Pennsylvania
New York
Vermont
Maine

Lieutenant Jack T. Gribben

West Virginia
Virginia
Maryland
Delaware

Captain John P. McGann

New Jersey
Connecticut
Massachusetts
New Hampshire
Rhode Island

SOUTHERN REGION

Captain Danny R. Emory - Regional Planning Coordinator

North Carolina
South Carolina
Tennessee

Chief Glen H. McLaughlin

Texas
Oklahoma
Arkansas
Louisiana

Major Bob R. Milner

Alabama
Mississippi
Georgia
Florida

NORTH CENTRAL REGION

Captain John H. Little

Missouri
Kansas
Nebraska
South Dakota

Major Francis E. Piper

Illinois
Iowa
Minnesota
Wisconsin
North Dakota

Investigator II Arthur J. Sanders - Regional Planning Coordinator

Indiana
Michigan
Ohio
Kentucky

MOUNTAIN PACIFIC REGION

Lieutenant Richard B. Foote

Idaho
Oregon
Washington
Alaska

Lt. Colonel Thomas H. Mildebrandt

Arizona
California
Nevada
Utah

Captain Donald W. Moberly - Regional Planning Coordinator

New Mexico
Colorado
Wyoming
Montana

IACP PROGRAM COORDINATORS
MANAGEMENT CAREER DEVELOPMENT SEMINARS

1975-1976

International Association of Chiefs of Police, Inc. (IACP)

Norman Darwick, Director
Division of State and Provincial Police
International Association of Chiefs of Police, Inc.
11 Firstfield Road
Gaithersburg, Maryland 20760
301/948-0922

Ronald H. Sostkowski, Assistant Director
Division of State and Provincial Police
International Association of Chiefs of Police, Inc.
11 Firstfield Road
Gaithersburg, Maryland 20760
301/948-0922

Dean R. Phillips, Management Consultant (IACP Project Coordinator)
Division of State and Provincial Police
International Association of Chiefs of Police, Inc.
11 Firstfield Road
Gaithersburg, Maryland 20760
301/948-0922

Law Enforcement Assistance Administration (LEAA)

Robert O. Heck - LEAA Project Monitor
Law Enforcement Specialist
Police Section
Office of Regional Operations
U. S. Department of Justice
Law Enforcement Assistance Administration
633 Indiana Avenue, N. W.
Washington, D. C. 20530
202/376-3669

PROGRAM OBJECTIVES

MANAGEMENT CAREER DEVELOPMENT SEMINARS

1975-1976

1. To develop the managerial effectiveness of state law enforcement administrators in organizing, planning, directing and evaluating.
2. To develop more effective interrelationships with the other disciplines within the criminal justice system.
3. To continue the development and understanding of the standards and goals promulgated by the National Advisory Commission on Criminal Justice Standards and Goals and the provisions for implementation planning assistance.
4. To develop an intrinsic understanding of internal forces which have an effect upon police management.
5. To enhance the understanding of state law enforcement administrators of social, economic and political issues that affect the police mission.
6. To introduce state law enforcement administrators to innovative concepts, techniques and methods of modern police operations.

PROGRAM CURRICULUM
MANAGEMENT CAREER DEVELOPMENT PROGRAM
DIVISION OF STATE AND PROVINCIAL POLICE

1975-1976

- I. Future Role of State Law Enforcement
- II. Management by Objectives
- III. Factors Influencing Change
- IV. Personnel Management
- V. Productivity
- VI. Budget and Financial Control
- VII. Management of Information Systems
- VIII. Career Development (elective by region)
- IX. Legislative Process (elective by region)
- X. Labor Relations
- XI. Disciplinary Procedures
- XII. Stress Conditions
- XIII. Internal Inspections
- XIV. Management Decision-Making Techniques and Accountability

MANAGEMENT CAREER DEVELOPMENT SEMINAR
 NORTH CENTRAL REGION
 MICHIGAN STATE POLICE ACADEMY
 LANSING, MICHIGAN
 NOVEMBER 2-14, 1975

Sunday, Nov. 2	Monday, Nov. 3	Tuesday, Nov. 4	Wednesday, Nov. 5	Thursday, Nov. 6	Friday, Nov. 7
	Future Role of State Law Enforcement 8 am - 12 noon	Personnel Management 8 am - 12 noon	Budget and Financial Control 8 am - 12 noon	Management Decision-Making Techniques and Accountability 8 am - 12 noon	Management by Objectives 8 am - 12 noon
Registration 2 pm - 5 pm Administrative Announcements 5 pm Reception/Dinner 7 pm	Future Role of State Law Enforcement 1 pm - 2 pm Orientation 2 pm - 4:30 pm Daily Group Meetings 4:30 pm	Career Development 1 pm - 4:30 pm Daily Group Meetings 4:30 pm	Management Decision-Making Techniques and Accountability 1 pm - 4:30 pm Daily Group Meetings 4:30 pm	Management by Objectives 1 pm - 4:30 pm Daily Group Meetings 4:30 pm	Productivity 1 pm - 4:30 pm Daily Group Meetings 4:30 pm
Second Week					
	Monday, Nov. 10	Tuesday, Nov. 11	Wednesday, Nov. 12	Thursday, Nov. 13	Friday, Nov. 14
	Factors Influencing Change 8 am - 12 noon	Management of Information Systems 8 am - 12 noon	Labor Relations 8 am - 12 noon	Disciplinary Procedures 8 am - 12 noon	Stress Conditions 8 am - 12 noon
	Legislative Process 1 pm - 4:30 pm Daily Group Meetings 4:30 pm	Labor Relations 1 pm - 4:30 pm Daily Group Meetings 4:30 pm	Disciplinary Procedures 1 pm - 4:30 pm Daily Group Meetings 4:30 pm	Internal Inspections 1 pm - 4:30 pm Daily Group Meetings 4:30 pm	Summation & Critique, Course Evaluation, Presentation of Certificates 1 pm - 3 pm

STATE POLICE AND HIGHWAY PATROL
MANAGEMENT CAREER DEVELOPMENT SEMINAR
NORTH CENTRAL REGION

MICHIGAN STATE POLICE ACADEMY
LANSING, MICHIGAN
NOVEMBER 2-14, 1975

PROGRAM

PRESENTED BY

DIVISION OF STATE AND PROVINCIAL POLICE
INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE
ELEVEN FIRSTFIELD ROAD
GAITHERSBURG, MARYLAND 20760

Sunday, November 2, 1975

2:00 pm - 5:00 pm

Registration
(Academy Lobby)

5:00 pm - 6:00 pm

Administrative Announcements
IACP and Academy Staffs

7:00 pm - 8:00 pm

Get Acquainted Hour
(Location to be announced)

8:00 pm

Opening Dinner Program
Longs Restaurant
6810 South Cedar
Lansing, Michigan
517/694-8123

Monday, November 3, 1975

7:00 am - 8:00 am

Breakfast
(Academy Cafeteria)

8:00 am - 12:00 noon

Future Role of State Law Enforcement

Moderator

Norman Darwick, Director
Division of State and Provincial Police
International Association of Chiefs of Police

Panelists

Colonel George L. Halverson, Director
Michigan Department of State Police
East Lansing, Michigan

Sheriff Michael N. Canlis
San Joaquin County Sheriff's Office
Stockton, California

Chief Dean A. Fox
Kalamazoo Police Department
Kalamazoo, Michigan

Mr. William G. Colman
Governmental Affairs Consultant
Potomac, Maryland

Monday, November 3, 1975 (Cont'd)

12:00 noon - 1:00 pm	Lunch (Academy Cafeteria)
1:00 pm - 2:00 pm	Future Role of State Law Enforcement (Cont'd) (Summation - Questions and Answers) Same moderator and panelists as listed above
2:00 pm - 4:30 pm	Orientation IACP Staff
4:30 pm - 5:00 pm	Daily Group Meetings (Prepare Group Report Forms) (Designated Areas)
5:00 pm - 6:00 pm	Dinner (Academy Cafeteria)

Tuesday, November 4, 1975

7:00 am - 8:00 am	Breakfast (Academy Cafeteria)
8:00 am - 12:00 noon	Personnel Management Dr. Andrew Crosby, Research Scientist Research Division International Association of Chiefs of Police
12:00 noon - 1:00 pm	Lunch (Academy Cafeteria)
1:00 pm - 4:30 pm	Career Development Dr. Joel L. Moses, Personnel Manager - Research American Telephone and Telegraph Company New York, New York
4:30 pm - 5:00 pm	Daily Group Meetings (Prepare Group Report Forms) (Designated Areas)
5:00 pm - 6:00 pm	Dinner (Academy Cafeteria)

Wednesday, November 5, 1975

7:00 am - 8:00 am

Breakfast
(Academy Cafeteria)

8:00 am - 12:00 noon

Budget and Financial Control

Joe G. Moore
Program Director
National Commission on Water Quality
Washington, D. C.

12:00 noon - 1:00 pm

Lunch
(Academy Cafeteria)

1:00 pm - 4:30 pm

Management Decision-Making Techniques
and Accountability

Paul A. Nibbelink, Manager -
Organization Development
Boeing Computer Service
Seattle, Washington

4:30 pm - 5:00 pm

Daily Group Meetings
(Prepare Group Report Forms)
(Designated Areas)

5:00 pm - 6:00 pm

Dinner
(Academy Cafeteria)

Thursday, November 6, 1975

7:00 am - 8:00 am

Breakfast
(Academy Cafeteria)

8:00 am - 12:00 noon

Management Decision-Making Techniques
and Accountability (Cont'd)

Paul A. Nibbelink

12:00 noon - 1:00 pm

Lunch
(Academy Cafeteria)

Thursday, November 6, 1975 (Cont'd)

1:00 pm - 4:30 pm Management by Objectives
Professor Donald F. Favreau, Executive Director
Center for Executive Development and Public Safety Management
State University of New York Albany, New York

4:30 pm - 5:00 pm Daily Group Meetings
(Prepare Group Report Forms)
(Designated Areas)

5:00 pm - 6:00 pm Dinner
(Academy Cafeteria)

Friday, November 7, 1975

7:00 am - 8:00 am Breakfast
(Academy Cafeteria)

8:00 am - 12:00 noon Management by Objectives
Professor Donald F. Favreau

12:00 noon - 1:00 pm Lunch
(Academy Cafeteria)

1:00 pm - 4:30 pm Productivity
John K. Swan, Chief of Police
Lynchburg, Virginia

4:30 pm - 5:00 pm Daily Group Meetings
(Prepare Group Report Forms)
(Designated Areas)

7:00 pm Dinner
Longs Restaurant

Monday, November 10, 1975

7:00 am - 8:00 am

Breakfast
(Academy Cafeteria)

8:00 am - 12:00 noon

Factors Influencing Change

Dr. Gordon J. DiRenzo
Professor of Sociology
University of Delaware
Newark, Delaware

12:00 noon - 1:00 pm

Lunch
(Academy Cafeteria)

1:00 pm - 4:30 pm

Legislative Process

Inspector Robert Hartman
Office of Special Representative
California Highway Patrol
Sacramento, California

4:30 pm - 5:00 pm

Daily Group Meetings
(Prepare Group Report Forms)
(Designated Areas)

5:00 pm - 6:00 pm

Dinner
(Academy Cafeteria)

Tuesday, November 11, 1975

7:00 am - 8:00 am

Breakfast
(Academy Cafeteria)

8:00 am - 12:00 noon

Management of Information Systems

Emory B. Williams, Director
Criminal Justice Information System
Florida Department of Law Enforcement
Tallahassee, Florida

12:00 noon - 1:00 pm

Lunch
(Academy Cafeteria)

1:00 pm - 4:30 pm

Labor Relations

Mr. Glen R. Murphy, Director
Research Division
International Association of Chiefs of Police

Tuesday, November 11, 1975 (Cont'd)

Labor Relations (Cont'd)

Steven W. Soloman, Esquire, Attorney at
Law
Kurlander, Soloman, & Hart
Los Angeles, California

4:30 pm - 5:00 pm

Daily Group Meetings
(Prepare Group Report Forms)
(Designated Areas)

5:00 pm - 6:00 pm

Dinner
(Academy Cafeteria)

Wednesday, November 12, 1975

7:00 am - 8:00 am

Breakfast
(Academy Cafeteria)

8:00 am - 12:00 noon

Labor Relations (Cont'd)

Mr. Glen R. Murphy

Mr. Steven W. Soloman, Esquire

12:00 noon - 1:00 pm

Lunch
(Academy Cafeteria)

1:00 pm - 4:30 pm

Disciplinary Procedures

Mr. Glen R. Murphy

Mr. Steven W. Soloman, Esquire

4:30 pm - 5:00 pm

Daily Group Meetings
(Prepare Group Report Forms)
(Designated Areas)

5:00 pm - 6:00 pm

Dinner
(Academy Cafeteria)

Thursday, November 13, 1975

7:00 am - 8:00 am

Breakfast
(Academy Cafeteria)

8:00 am - 12:00 noon

Disciplinary Procedures (Cont'd)

Mr. Glen R. Murphy

Mr. Steven W. Soloman, Esquire

12:00 noon - 1:00 pm

Lunch
(Academy Cafeteria)

1:00 pm - 4:30 pm

Internal Inspections

Bill D. Powell
Industrial and Business Training Bureau
University of Texas
Austin, Texas

4:30 pm - 5:00 pm

Daily Group Meetings
(Prepare Group Report Forms)
(Designated Areas)

7:00 pm

Graduation Dinner
Longs Restaurant

Friday, November 14, 1975

7:00 am - 8:00 am

Breakfast
(Academy Cafeteria)

8:00 am - 12:00 noon

Stress Conditions

Dr. Michael D. Roberts, Staff Psychologist
San Jose Police Department
San Jose, California

12:00 noon - 1:00 pm

Lunch
(Academy Cafeteria)

Friday, November 14, 1975 (Cont'd)

1:00 pm - 3:00 pm

Summation and Critique

Course Evaluation

Presentation of Certificates

IACP Staff
Academy Staff

3:00 pm

Adjourn and Depart

MANAGEMENT CAREER DEVELOPMENT SEMINAR
NORTH CENTRAL REGION
MICHIGAN STATE POLICE ACADEMY
LANSING, MICHIGAN
NOVEMBER 2-14, 1975

FACULTY

Colonel George L. Halverson
Director
Michigan Department of State Police
714 South Harrison Road
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517/332-2521

~~Sheriff Michael N. Canlis
San Joaquin County Sheriff's Department
Post Office Drawer H
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209/944-2120~~

Chief Dean A. Fox
Kalamazoo Police Department
215 West Lovell Street
Kalamazoo, Michigan 49006
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William G. Colman
Governmental Affairs Consultant
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301/299-4912
(Former Executive Director, Advisory Commission
on Intergovernmental Relations)

Dr. Andrew Crosby
Research Scientist
Research Division
International Association of Chiefs of Police
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301/948-0922

Paul A. Nibbelink
Manager - Organization Development
Boeing Computer Service - Consulting Division
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206/773-9726

Bill D. Powell
Industrial and Business Training Bureau
Division of Extension
103 Extension Building
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Dr. Joel L. Moses
Personnel Manager - Research
American Telephone and Telegraph Company
195 Broadway
New York, New York 10007
212/393-3988

Professor Donald F. Favreau
Executive Director
Center for Executive Development and
Public Safety Management
State University of New York
Albany, New York 12203
518/472-8493

Joe G. Moore
Program Director
National Commission on Water Quality
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Washington, D. C.
202/254-7806

Dr. Gordon J. DiRenzo
Professor of Sociology
University of Delaware
Newark, Delaware 19711
302/738-2859

Inspector Robert Hartman
Office of Special Representative
California Highway Patrol
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Emory B. Williams, Director
Criminal Justice Information System
Florida Department of Law Enforcement
Post Office Box 1489
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904/488-8852

Mr. Glen R. Murphy
Director
Research Division
International Association of Chiefs of Police
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Gaithersburg, Maryland 20760
301/948-0922

Stephen W. Soloman, Esquire
Attorney at Law
~~Kurlander, Soloman, & Hart~~
~~10880 Wilshire Boulevard, Suite 1900~~
~~Los Angeles, California 90024~~
~~213/474-6594~~

John K. Swan
Chief of Police
Post Office Box 60
Lynchburg, Virginia 24505
804/847-1430
(Former Staff Director - Advisory Group on
Productivity in Law Enforcement)

Dr. Michael D. Roberts
Staff Psychologist
San Jose Police Department
Post Office Box 270
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408/277-4000 ext. 4077

Mr. Norman Darwick
Director
Division of State and Provincial Police
International Association of Chiefs of Police
11 Firstfield Road
Gaithersburg, Maryland 20760
301/948-0922

Mr. Ronald H. Sostkowski
Assistant Director
Division of State and Provincial Police
International Association of Chiefs of Police
11 Firstfield Road
Gaithersburg, Maryland 20760
301/948-0922

Mr. Dean R. Phillips
Police Management Consultant
Division of State and Provincial Police
International Association of Chiefs of Police
11 Firstfield Road
Gaithersburg, Maryland 20760
301/948-0922

MANAGEMENT CAREER DEVELOPMENT SEMINAR
NORTH CENTRAL REGION
MICHIGAN STATE POLICE ACADEMY
LANSING, MICHIGAN
NOVEMBER 2-14, 1975

AMENDMENTS TO FACULTY

REPLACEMENT

FOR

Sheriff George Papadopoulos
Stark County Sheriff's Department
4500 Atlantic Boulevard, N.E.
Canton, Ohio 44705
216/453-8101

Sheriff Michael N. Canlis
San Joaquin County Sheriff's
Department
Post Office Drawer H
Stockton, California 95201
209/944-2120

Robert D. Gordon
Executive Director
International Conference of Police
Associations
1239 Pennsylvania Avenue, S.E.
Washington, D.C. 20003
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Stephen W. Soloman, Esquire
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MANAGEMENT CAREER DEVELOPMENT SEMINAR
NORTH CENTRAL REGION
MICHIGAN STATE POLICE ACADEMY
LANSING, MICHIGAN
NOVEMBER 2-14, 1975

AMENDMENTS TO FACULTY

REPLACEMENT

FOR

Sheriff George Papadopoulos
Stark County Sheriff's Department
4500 Atlantic Boulevard, N. E.
Canton, Ohio 44705
216/453-8101

Sheriff Michael N. Carlis
San Joaquin County Sheriff's
Department
Post Office Drawer H
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209/944-2120

Robert D. Gordon
Executive Director
International Conference of Police
Associations
1239 Pennsylvania Avenue, S. E.
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Stephen W. Soloman, Esquire
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213/474-6594

MANAGEMENT CAREER DEVELOPMENT SEMINAR
NORTH CENTRAL REGION
MICHIGAN STATE POLICE ACADEMY
LANSING, MICHIGAN
NOVEMBER 2-14, 1975

ROSTER OF ATTENDANCE

James L. Adkins
Major, North Region Field Operation
Kansas Highway Patrol
State Office Building
Topeka, Kansas 66601
TX (913) 296-3801

Donald T. Ahl
Lieutenant, O/C Staff Operations
South Dakota Highway Patrol
118 West Capitol
Pierre, South Dakota 57501
TX (605) 224-3105

Ivan G. Anders
Captain, District 1
Wisconsin State Patrol
4845 E. Washington Avenue
Madison, Wisconsin 53704
TX (608) 266-7626

Elmer Angle
Captain, Operations/Inspection
Officer
Iowa State Patrol
Lucas State Office Building
Des Moines, Iowa 50319
TX (515) 281-5824

Donald A. Atam
Staff Superintendent,
Coordinator, Management
Development Project
Ontario Provincial Police
90 Harbour Street
Toronto, Ontario M5J1R2
TX (416) 965-4841

Orlin C. Bensen
Major, Operations Officer
North Dakota State Patrol
803 North 28th
Bismarck, North Dakota 58501
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Kentucky State Police
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Captain, Seventh District
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218 West 14th Street
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TX (616) 946-4646

George C. Craft, Jr.
Captain, Sixth District
Michigan State Police
345 Northland Drive, N.E.
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Howard H. Docker
Lieutenant, Research and Planning
Officer
Kansas Highway Patrol
State Office Building
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ROSTER OF ATTENDANCE
PAGE 2

Earl E. Erickson
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Illinois State Police
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Commander
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ROSTER OF ATTENDANCE
PAGE 3

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ROSTER OF ATTENDANCE
PAGE 4

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MANAGEMENT CAREER DEVELOPMENT SEMINAR
NORTH CENTRAL REGION
MICHIGAN STATE POLICE ACADEMY
LANSING, MICHIGAN
NOVEMBER 2-14, 1975

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ILLINOIS

John T. Henry
Illinois State Police

Robert W. Georgantas
Illinois State Police

James Murphy
Illinois State Police

William J. Ryan
Illinois State Police

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Jerry L. Spence
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Jack A. Marks
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Stanley N. Kenny
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IOWA

Elmer Angle
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Fred Burger
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Ivan Hendrickson
North Dakota Highway Patrol

Orlin C. Bensen
North Dakota Highway Patrol

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Bobby Haddock
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Norman Bryant
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Ben F. Harney
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John K. Cosgrove
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George C. Craft
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Matt P. Hrebec
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Harold G. Morrison
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Lawrence E. Miller
Michigan Department of State Police

Dennis M. Payne
Michigan Department of State Police

Alan J. Shaw
Michigan Department of State Police

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Arthur A. Rinta
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John J. Harbinson
Minnesota State Patrol

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Paul V. Volkmer
Missouri State Highway Patrol

Harold M. Schmitt
Missouri State Highway Patrol

Victor P. McKee
Missouri State Highway Patrol

Earl E. Erickson
Missouri State Highway Patrol

Robert Schmer
Missouri State Highway Patrol

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Ralph Rizzo
Ohio State Highway Patrol

Arland E. Nelson
Ohio State Highway Patrol

SOUTH DAKOTA

Donald T. Ahl
South Dakota Highway Patrol

Don Kellogg
South Dakota Highway Patrol

WISCONSIN

Perry Griffith
Wisconsin State Patrol

Lester Walsingham
Wisconsin State Patrol

Ivan G. Anders
Wisconsin State Patrol

NEW JERSEY

Robert H. Saunders
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John P. McGann
New Jersey State Police

ARIZONA

Juan Martin
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M.D. Goodwin
Texas Department of Public Safety

ONTARIO

Donald A. Atam
Ontario Provincial Police

John F. Foley
Ontario Provincial Police

APPENDIX III

STATE POLICE AND HIGHWAY PATROL
MANAGEMENT CAREER DEVELOPMENT SEMINAR
5½ DAY CONDENSED PROGRAM FOR ADMINISTRATORS

SPONSORED BY

DIVISION OF STATE AND PROVINCIAL POLICE
INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE
ELEVEN FIRSTFIELD ROAD
GAITHERSBURG, MARYLAND 20760



CONDUCTED AT

ANTLERS PLAZA HOTEL
CHASE STONE CENTER
COLORADO SPRINGS, COLORADO

HOSTED BY

COLONEL C. WAYNE KEITH, CHIEF
COLORADO STATE PATROL
DENVER, COLORADO

FUNDED BY

GRANT AWARD
LAW ENFORCEMENT ASSISTANCE ADMINISTRATION
UNITED STATES DEPARTMENT OF JUSTICE
WASHINGTON, D. C. 20530

DIRECTORY OF CHIEF ADMINISTRATORS
STATE AND PROVINCIAL POLICE AND HIGHWAY PATROLS

International Association of Chiefs of Police, Inc.
Division of State and Provincial Police

General Officers, 1974-1975

Needs to be updated

General Chairman

Colonel C. Wayne Keith, Colorado State Patrol

First Vice Chairman

Colonel Walter E. Stone, Rhode Island State Police

Second Vice Chairman (Acting)

Commissioner Roger Webb, Oklahoma Department of Public Safety

Secretary-Treasurer

Colonel Eugene E. Olaff, New Jersey State Police

Southern Region Co-Chairmen

Colonel Eldrige Beach, Florida Highway Patrol

Commissioner William Troelstrup, Florida Department of Law
Enforcement

Mountain Pacific Region Chairman

Commissioner Glen R. Craig, California Highway Patrol

North Central Region Chairman

Colonel Samuel Smith, Missouri State Highway Patrol

North Atlantic Region Chairman

Director General Jacques Beaudoin, Quebec Police Force

Advisor

Bernard R. Caldwell
4302 Adams Avenue
San Diego, California 92116

Director

Norman Darwick
Division of State and Provincial
Police
International Association of
Chiefs of Police, Inc.
11 Firstfield Road
Gaithersburg, Maryland 20760

Sergeant-at-Arms

Major Adolph M. Pastore (Retired)
901 South Surf Road
Hollywood, Florida 33020

Assistant Director

Ronald H. Sostkowski
Division of State and Provincial
Police

MEMBERS
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MANAGEMENT CAREER DEVELOPMENT SEMINARS
1975-1976

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Research and Planning
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Administration
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Captain Donald W. Moberly
Commander of Personnel & Training
Division
New Mexico State Police Department
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505/827-5104

STATE ASSIGNMENTS

OF

CENTRAL ADVISORY PLANNING COMMITTEE MEMBERS

NORTH ATLANTIC REGION

Major Sidney C. Deyo - Regional Planning Coordinator

Pennsylvania
New York
Vermont
Maine

Lieutenant Jack T. Gribben

West Virginia
Virginia
Maryland
Delaware

Captain John P. McGann

New Jersey
Connecticut
Massachusetts
New Hampshire
Rhode Island

SOUTHERN REGION

Captain Danny R. Emory - Regional Planning Coordinator

North Carolina
South Carolina
Tennessee

Chief Glen H. McLaughlin

Texas
Oklahoma
Arkansas
Louisiana

Major Bob R. Milner

Alabama
Mississippi
Georgia
Florida

NORTH CENTRAL REGION

Captain John H. Little

Missouri
Kansas
Nebraska
South Dakota

Major Francis E. Piper

Illinois
Iowa
Minnesota
Wisconsin
North Dakota

Investigator II Arthur J. Sanders - Regional Planning Coordinator

Indiana
Michigan
Ohio
Kentucky

MOUNTAIN PACIFIC REGION

Lieutenant Richard B. Foote

Idaho
Oregon
Washington
Alaska

Lt. Colonel Thomas H. Mildebrandt

Arizona
California
Nevada
Utah

Captain Donald W. Moberly - Regional Planning Coordinator

New Mexico
Colorado
Wyoming
Montana

CONTINUED

3 OF 4

IACP PROGRAM COORDINATORS
MANAGEMENT CAREER DEVELOPMENT SEMINARS

1975-1976

International Association of Chiefs of Police, Inc. (IACP)

Norman Darwick, Director
Division of State and Provincial Police
International Association of Chiefs of Police, Inc.
11 Firstfield Road
Gaithersburg, Maryland 20760
301/948-0922

Ronald H. Sostkowski, Assistant Director
Division of State and Provincial Police
International Association of Chiefs of Police, Inc.
11 Firstfield Road
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301/948-0922

Dean R. Phillips, Management Consultant (IACP Project Coordinator)
Division of State and Provincial Police
International Association of Chiefs of Police, Inc.
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Law Enforcement Assistance Administration (LEAA)

Robert O. Heck - LEAA Project Monitor
Law Enforcement Specialist
Police Section
Office of Regional Operations
U. S. Department of Justice
Law Enforcement Assistance Administration
633 Indiana Avenue, N. W.
Washington, D. C. 20530
202/376-3669

PROGRAM OBJECTIVES

MANAGEMENT CAREER DEVELOPMENT SEMINARS

1975-1976

1. To develop the managerial effectiveness of state law enforcement administrators in organizing, planning, directing and evaluating.
2. To develop more effective interrelationships with the other disciplines within the criminal justice system.
3. To continue the development and understanding of the standards and goals promulgated by the National Advisory Commission on Criminal Justice Standards and Goals and the provisions for implementation planning assistance.
4. To develop an intrinsic understanding of internal forces which have an effect upon police management.
5. To enhance the understanding of state law enforcement administrators of social, economic and political issues that affect the police mission.
6. To introduce state law enforcement administrators to innovative concepts, techniques and methods of modern police operations.

PROGRAM CURRICULUM
MANAGEMENT CAREER DEVELOPMENT PROGRAM
DIVISION OF STATE AND PROVINCIAL POLICE
1975-1976

- I. Future Role of State Law Enforcement
- II. Management by Objectives
- III. Factors Influencing Change
- IV. Personnel Management
- V. Productivity
- VI. Budget and Financial Control
- VII. Management of Information Systems
- VIII. Career Development (elective by region)
- IX. Legislative Process (elective by region)
- X. Labor Relations
- XI. Disciplinary Procedures
- XII. Stress Conditions
- XIII. Internal Inspections
- XIV. Management Decision-Making Techniques and Accountability

MANAGEMENT CAREER DEVELOPMENT SEMINAR
 5-1/2 DAY CONDENSED ADMINISTRATORS PROGRAM
 ANTLERS PLAZA HOTEL
 COLORADO SPRINGS, COLORADO
 NOVEMBER 30 - DECEMBER 6, 1975

Sunday, Nov. 30	Monday, Dec. 1	Tuesday, Dec. 2	Wed., Dec. 3	Thurs., Dec. 4	Friday, Dec. 5	Saturday, Dec. 6
	Future Role of State Law Enforcement 8:30 am - 12 N	Management Decision-Making Techniques and Accountability 8:30 am - 12 N	Labor Relations 8:30 am - 12 N	Productivity 8:30 am - 12 N	Management by Objectives 8:30 am - 12 N	Stress Conditions 8 am - 11 am ----- Summation and Critique, Presentation of Certificates 11 am - 12 noon
Registration 2 pm - 5 pm Orientation 5 pm	Factors Influencing Change 1:30 pm - 4 pm	Disciplinary Procedures 1:30 pm - 4 pm	Management of Information Systems 1:30 pm - 4 pm	Personnel Management 1:30 pm - 4 pm	Internal Inspections 1:30 pm - 4 pm	
Reception and Dinner 7 pm	Introduction to Workshops 4 pm - 6 pm	Roundtable Workshops 4 pm - 6 pm	Roundtable Workshops 4 pm - 6 pm	Roundtable Workshops 4 pm - 6 pm	Workshop Group Reports 4 pm - 6 pm	

MANAGEMENT CAREER DEVELOPMENT SEMINAR
5-1/2 DAY CONDENSED ADMINISTRATORS PROGRAM
ANTLERS PLAZA HOTEL
COLORADO SPRINGS, COLORADO
NOVEMBER 30 - DECEMBER 6, 1975

AMENDMENT TO SCHEDULE

Factors Influencing Change scheduled for Monday, December 1 from 1:30 pm to 4:00 pm has been rescheduled for Thursday, December 4, 1975 from 1:30 pm to 4:00 pm.

Personnel Management scheduled for Thursday, December 4 from 1:30 pm to 4:00 pm has been rescheduled for Monday, December 1, 1975 from 1:30 pm to 4:00 pm.

The Personnel Management subject will be presented by a panel forum consisting of Colonel George L. Halverson, Superintendent Robert L. DeBard, and Dr. Andrew Crosby.

STATE POLICE AND HIGHWAY PATROL
MANAGEMENT CAREER DEVELOPMENT SEMINAR
5-1/2 DAY CONDENSED ADMINISTRATORS PROGRAM

ANTLERS PLAZA HOTEL
COLORADO SPRINGS, COLORADO
NOVEMBER 30 - DECEMBER 6, 1975

PROGRAM

PRESENTED BY

DIVISION OF STATE AND PROVINCIAL POLICE
INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE
11 FIRSTFIELD ROAD
GAITHERSBURG, MARYLAND 20760

Sunday, November 30, 1975

2 pm - 5 pm

Registration
(Hotel Lobby)

5 pm

Orientation
(Location to be Announced)

7 pm

Reception
(Location to be Announced)

Monday, December 1, 1975

8:30 am - 12:00 noon

Future Role of State Law Enforcement

Moderator

Norman Darwick, Director
Division of State and Provincial Police
International Association of Chiefs of
Police, Inc.
Gaithersburg, Maryland

Panelists

Glen D. King, Executive Director
International Association of Chiefs of
Police, Inc.
Gaithersburg, Maryland

Colonel George L. Halverson, Director
Michigan Department of State Police
East Lansing, Michigan

Sheriff George Papadopoulos
Stark County Sheriff's Department
Canton, Ohio

Mr. William G. Colman
Governmental Affairs Consultant
Potomac, Maryland

12:00 noon - 1:30 pm

Lunch

Monday, December 1, 1975 (Cont'd)

1:30 pm - 4:00 pm

Factors Influencing Change

Dr. Gordon J. DiRenzo
 Professor of Sociology
 University of Delaware
 Newark, Delaware

4:00 pm - 6:00 pm

Introduction to Workshops

Tuesday, December 2, 1975

8:30 am - 12:00 noon

Management Decision-Making Techniques
and Accountability

Mr. Paul A. Nibbelink
 Manager - Organization Development
 Boeing Computer Service
 Seattle, Washington

12:00 noon - 1:30 pm

Lunch

1:30 pm - 4:00 pm

Disciplinary Procedures

Mr. Glen R. Murphy, Director
 Research Division
 International Association of Chiefs
 of Police, Inc.
 Gaithersburg, Maryland

Steven W. Soloman, Esquire
 Attorney at Law
 Kurlander, Soloman, & Hart
 Los Angeles, California

4:00 pm - 6:00 pm

Roundtable Workshops

Wednesday, December 3, 1975

8:30 am - 12:00 noon

Labor Relations

Mr. Glen R. Murphy, Director
 Research Division, IACP

Steven W. Soloman, Esquire
 Kurlander, Soloman, & Hart

Wednesday, December 3, 1975 (Cont'd)

12:00 noon - 1:30 pm

Lunch

1:30 pm - 4:00 pm

Management of Information Systems

Emory B. Williams, Director
Criminal Justice Information System
Florida Department of Law Enforcement
Tallahassee, Florida

4:00 pm - 6:00 pm

Roundtable Workshops

Thursday, December 4, 1975

8:30 am - 12:00 noon

Productivity

Albert S. Bowman, Criminal Justice
Specialist
Division of Criminal Justice
Denver, Colorado

12:00 noon - 1:30 pm

Lunch

1:30 pm - 4:00 pm

Personnel Management

Dr. Andrew Crosby, Research
Scientist
Research Division
International Association of Chiefs
of Police, Inc.
Gaithersburg, Maryland

4:00 pm - 6:00 pm

Roundtable Workshops

Dinner

(Time and Location to be Announced)

Friday, December 5, 1975

8:30 am - 12:00 noon

Management By Objectives

Professor Donald F. Favreau
Executive Director
Center for Executive Development
and Public Safety Management
State University of New York
Albany, New York

12:00 noon - 1:30 pm

Lunch

1:30 pm - 4:00 pm

Internal Inspections

Bill D. Powell
Industrial and Business Training
Bureau
University of Texas
Division of Extension
Austin, Texas

4:00 pm - 6:00 pm

Workshop Group Reports

Saturday, December 6, 1975

8:00 am - 11:00 am

Stress Conditions

Dr. Michael D. Roberts
Staff Psychologist
San Jose Police Department
San Jose, California

11:00 am - 12:00 noon

Summation

Critique

Presentation of Certificates

12:00 noon

Adjournment and Departure

MANAGEMENT CAREER DEVELOPMENT SEMINAR
5-1/2 DAY CONDENSED ADMINISTRATORS PROGRAM
ANTLERS PLAZA HOTEL
COLORADO SPRINGS, COLORADO
NOVEMBER 30 - DECEMBER 6, 1975

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(Former Executive Director, Advisory Commission
on Intergovernmental Relations)

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Professor Donald F. Favreau
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(Former staff member of Advisory Group on
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Mr. Dean R. Phillips
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International Association of Chiefs of Police
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MANAGEMENT CAREER DEVELOPMENT SEMINAR
5-1/2 DAY CONDENSED ADMINISTRATORS PROGRAM
ANTLERS PLAZA HOTEL
COLORADO SPRINGS, COLORADO
NOVEMBER 30 - DECEMBER 6, 1975

AMENDMENT TO FACULTY

Add to Faculty List

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MANAGEMENT CAREER DEVELOPMENT SEMINAR
5½-DAY CONDENSED SEMINAR FOR ADMINISTRATORS

ANTLERS PLAZA HOTEL
COLORADO SPRINGS, COLORADO
NOVEMBER 30 - DECEMBER 6, 1975

ROSTER OF ATTENDANCE

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COLORADO

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Captain, Colorado State Patrol
4201 East Arkansas Avenue
Denver, Colorado 80222
Phone - 303-757-9011

Kenneth H. Powell
Major, Colorado State Patrol
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Denver, Colorado 80222
Phone - 303-747-9405

FLORIDA

Major B. H. Spears
Deputy Inspector, Florida Highway Patrol
Neil Kirkman Building
Tallahassee, Florida 32304
Phone - 904-488-6855

William A. Troelstrup
Commissioner, Florida Department of Criminal Law Enforcement
Post Office Box 1489
Tallahassee, Florida 32302
Phone - 904-488-7880

GEORGIA

~~Porter Weaver
Lt. Colonel, Department of Public Safety
959 East Confederate Avenue
Atlanta, Georgia 30301
Phone - 404-656-6065~~ *md*

ILLINOIS

R. J. Miller
Captain, Illinois State Police
401 Armory Building
Springfield, Illinois 62706
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INDIANA

Arthur R. Raney, Jr.
Lt. Colonel, Indiana State Police
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Indianapolis, Indiana 46204
Phone - 317-633-4653

MICHIGAN

Abraham T. Takahashi
Director, Business Administration, Department of State Police
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East Lansing, Michigan 48823
Phone - 517-373-1930

MINNESOTA

James C. Crawford
Colonel, Minnesota State Patrol
107 Highway Building
St. Paul, Minnesota 55155
Phone - 612-296-3080

MISSISSIPPI

Wood Stringer, Jr.
Chief of Mississippi Highway Safety Patrol
1900 East Woodrow Wilson, P. O. Box 958
Jackson, Mississippi 39205
Phone - 601-982-1212

MISSOURI

Samuel S. Smith
Colonel, Missouri State Highway Patrol
1510 East Elm
Jefferson City, Missouri 65101
Phone - 314-751-3313

MONTANA

Joe R. Sol
Colonel, Montana Highway Patrol Bureau
1014 National Avenue
Helena, Montana 59601
Phone - 406-449-3000

NEW JERSEY

Clinton L. Pagano, Sr.
Colonel, Superintendent, New Jersey State Police
P. O. Box 7068
Trenton, New Jersey 08625
Phone - 201-882-2000

NEW MEXICO

W. J. Bullock
Deputy Chief, New Mexico State Police
Box 1628
Santa Fe, New Mexico 87501
Phone - 505-827-5145

~~Martin E. Vigil~~ *no*
Chief, New Mexico State Police
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NEW YORK

William Connelie
Superintendent, New York State Police
Public Security Building, State Campus
Albany, New York 12226
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NORTH CAROLINA

~~E. W. Jones~~ *no*
Colonel, State Highway Patrol
1100 Newbern Avenue
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OHIO

Adam G. Reiss
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SOUTH DAKOTA

Dennis Eisnach
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TENNESSEE

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VERMONT

Edward W. Corcoran
Department of Public Safety, State of Vermont
Redstone
Montpelier, Vermont 05602
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VIRGINIA

Colonel H. W. Burgess
Colonel, Virginia Department of State Police
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WASHINGTON

Dan N. Cameron
Lt. Colonel, Washington State Patrol
General Administration Building
Olympia, Washington 98504
Phone - 206-753-6566

WEST VIRGINIA

R. L. Bonar
Colonel, West Virginia State Police
Capitol Building
Charleston, West Virginia
Phone - 304-348-2351

MANAGEMENT CAREER DEVELOPMENT SEMINAR
5-1/2 DAY CONDENSED ADMINISTRATORS PROGRAM
ANTLERS PLAZA HOTEL
COLORADO SPRINGS, COLORADO
NOVEMBER 30 - DECEMBER 6, 1975

List of Attendees By State

ALABAMA

Wallace E. Wigley
Alabama Department of Public Safety

ALASKA

Donald L. McQueen
Alaska Department of Public Safety

Harold J. Sydnam
Alaska Department of Public Safety

ARIZONA

Joe B. Smith
Arizona Department of Public Safety

Carroll A. Pennington
Arizona Department of Public Safety

ARKANSAS

Douglas W. Harp
Arkansas Department of Public Safety

CALIFORNIA

D. A. (Bob) Cumings
California Highway Patrol

Michael D. O'Leary
California Highway Patrol

COLORADO

Kenneth H. Powell
Colorado State Patrol

FLORIDA

B. H. Spears
Florida Highway Patrol

William A. Troelstrup
Florida Department of Criminal Law
Enforcement

GEORGIA

W. Porter Weaver
Georgia Department of Public Safety

ILLINOIS

Ronald J. Miller
Illinois State Police

INDIANA

John T. Shettle
Indiana State Police

Arthur R. Raney
Indiana State Police

IOWA

Edward J. Dickinson
Iowa Department of Public Safety

KANSAS

Allen C. Rush
Kansas Highway Patrol

MAINE

Donald E. Nichols
Maine State Police

MARYLAND

Theodore S. Moyer
Maryland State Police

Johnny G. Lough
Maryland State Police

MASSACHUSETTS

John R. O'Donovan
Massachusetts Department of Public Safety

MICHIGAN

Abraham T. Takahashi
Michigan Department of State Police

MINNESOTA

James C. Crawford
Minnesota State Patrol

MISSISSIPPI

Wood Stringer, Jr.
Mississippi Safety Patrol

MISSOURI

Samuel S. Smith
Missouri State Highway Patrol

MONTANA

Joe R. Sol
Montana Highway Patrol Bureau

NEW JERSEY

Clinton Pagano
New Jersey Division of State Police

NEW MEXICO

Martin E. Vigil
New Mexico State Police Department

NEW YORK

William G. Comelie
New York State Police

NORTH CAROLINA

E. W. Jones
North Carolina State Highway Patrol

OHIO

Adam G. Reiss
Ohio State Highway Patrol

OKLAHOMA

Don Cannon
Oklahoma Department of Public Safety

RHODE ISLAND

Walter E. Stone
Rhode Island Division of State Police

SOUTH DAKOTA

Dennis Eisnach
South Dakota Division of Highway Patrol

TENNESSEE

Richard M. Dawson
Tennessee Department of Safety

TEXAS

Joe E. Milner
Texas Department of Public Safety

VERMONT

E. W. Corcoran
Vermont Department of Public Safety

VIRGINIA

Harold W. Burgess
Virginia Department of State Police

WASHINGTON

Dan N. Cameron
Washington State Patrol

WEST VIRGINIA

Robert L. Bonar
West Virginia State Police

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APPENDIX IV

STATE POLICE AND HIGHWAY PATROL
MANAGEMENT CAREER DEVELOPMENT SEMINAR
SOUTHERN REGION

SPONSORED BY

DIVISION OF STATE AND PROVINCIAL POLICE
INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE
ELEVEN FIRSTFIELD ROAD
GAITHERSBURG, MARYLAND 20760



CONDUCTED AT

BLOCKADE RUNNER MOTOR HOTEL
WRIGHTSVILLE BEACH, NORTH CAROLINA
WILMINGTON

HOSTED BY

COLONEL E. W. JONES, PATROL COMMANDER
NORTH CAROLINA STATE HIGHWAY PATROL
RALEIGH, NORTH CAROLINA

FUNDED BY

GRANT AWARD
LAW ENFORCEMENT ASSISTANCE ADMINISTRATION
UNITED STATES DEPARTMENT OF JUSTICE
WASHINGTON, D. C. 20530

DIRECTORY OF CHIEF ADMINISTRATORS
STATE AND PROVINCIAL POLICE
AND HIGHWAY PATROLS

International Association of Chiefs of Police
Division of State and Provincial Police

General Officers
1975-1976

General Chairman

Colonel Walter E. Stone, Rhode Island State Police

First Vice Chairman

Commissioner Roger Webb, Oklahoma Department of Public Safety

Second Vice Chairman

Superintendent Robert L. DeBard, Indiana State Police Department

Secretary-Treasurer

Major George Quinn, New Jersey State Police

Southern Region Chairman

Colonel Douglas W. Harp, Arkansas State Police Division

Mountain Pacific Region Chairman

Commissioner Richard L. Burton, Alaska Department of Public Safety

North Central Region Chairman

Colonel Allen C. Rush, Kansas Highway Patrol

North Atlantic Region Chairman

Colonel Edward P. Leonard, Connecticut State Police

Advisor

Bernard R. Caldwell
4302 Adams Avenue
San Diego, California 92116

Director

Norman Darwick
Division of State and Provincial
Police
International Association of Chiefs
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11 Firstfield Road
Gaithersburg, Maryland 20760

Sergeant-at-Arms

Major Adolph M. Pastore (Ret.)
901 South Surf Road, #607
Hollywood, Florida 33020

Assistant Director

Ronald H. Sostkowski
IACP Division of State and
Provincial Police

December, 1975

MEMBERS
CENTRAL ADVISORY PLANNING COMMITTEE
MANAGEMENT CAREER DEVELOPMENT SEMINARS
1975-1976

North Atlantic Region

Major Sidney C. Deyo
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Director of Training
West Virginia State Police
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304/348-3558

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Planning Officer
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609/882-2000 ext. 326

Southern Region

Captain Danny R. Emory
Director
Research and Planning
North Carolina State Highway Patrol
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Chief Glen H. McLaughlin
Administration
Texas Department of Public Safety
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Major Bob R. Milner
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Missouri State Highway Patrol
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Jefferson City, Missouri 65101
314/751-3313

Major Francis E. Piper
Staff Services Commander
Illinois State Police
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217/782-2901

Arthur J. Sanders, Investigator II
Administrative Aide
Office of the Superintendent
Indiana State Police Department
301 State Office Building
Indianapolis, Indiana 46204
317/633-5497

Mountain Pacific Region

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District #3 Commander
Idaho State Police
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Boise, Idaho 83731
208/384-3731

Lt. Colonel Thomas H. Milldebrandt
Acting Superintendent
Arizona Highway Patrol
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602/262-8011

Captain Donald W. Moberly
Commander of Personnel & Training
Division
New Mexico State Police Department
Post Office Box 1628
Santa Fe, New Mexico 87501
505/827-5104

STATE ASSIGNMENTS

OF

CENTRAL ADVISORY PLANNING COMMITTEE MEMBERS

NORTH ATLANTIC REGION

Major Sidney C. Deyo - Regional Planning Coordinator

Pennsylvania
New York
Vermont
Maine

Lieutenant Jack T. Gribben

West Virginia
Virginia
Maryland
Delaware

Captain John P. McGann

New Jersey
Connecticut
Massachusetts
New Hampshire
Rhode Island

SOUTHERN REGION

Captain Danny R. Emory - Regional Planning Coordinator

North Carolina
South Carolina
Tennessee

Chief Glen H. McLaughlin

Texas
Oklahoma
Arkansas
Louisiana

Major Bob R. Milner

Alabama
Mississippi
Georgia
Florida

NORTH CENTRAL REGION

Captain John H. Little

Missouri
Kansas
Nebraska
South Dakota

Major Francis E. Piper

Illinois
Iowa
Minnesota
Wisconsin
North Dakota

Investigator II Arthur J. Sanders - Regional Planning Coordinator

Indiana
Michigan
Ohio
Kentucky

MOUNTAIN PACIFIC REGION

Lieutenant Richard B. Foote

Idaho
Oregon
Washington
Alaska

Lt. Colonel Thomas H. Milldebrandt

Arizona
California
Nevada
Utah

Captain Donald W. Moberly - Regional Planning Coordinator

New Mexico
Colorado
Wyoming
Montana

IACP PROGRAM COORDINATORS
MANAGEMENT CAREER DEVELOPMENT SEMINARS

1975-1976

International Association of Chiefs of Police, Inc. (IACP)

Norman Darwick, Director
Division of State and Provincial Police
International Association of Chiefs of Police, Inc.
11 Firstfield Road
Gaithersburg, Maryland 20760
301/948-0922

Ronald H. Sostkowski, Assistant Director
Division of State and Provincial Police
International Association of Chiefs of Police, Inc.
11 Firstfield Road
Gaithersburg, Maryland 20760
301/948-0922

Dean R. Phillips, Management Consultant (IACP Project Coordinator)
Division of State and Provincial Police
International Association of Chiefs of Police, Inc.
11 Firstfield Road
Gaithersburg, Maryland 20760
301/948-0922

Law Enforcement Assistance Administration (LEAA)

Robert O. Heck - LEAA Project Monitor
Law Enforcement Specialist
Police Section
Office of Regional Operations
U.S. Department of Justice
Law Enforcement Assistance Administration
633 Indiana Avenue, N. W.
Washington, D. C. 20530
202/376-3669

PROGRAM OBJECTIVES

MANAGEMENT CAREER DEVELOPMENT SEMINARS

1975-1976

1. To develop the managerial effectiveness of state law enforcement administrators in organizing, planning, directing and evaluating.
2. To develop more effective interrelationships with the other disciplines within the criminal justice system.
3. To continue the development and understanding of the standards and goals promulgated by the National Advisory Commission on Criminal Justice Standards and Goals and the provisions for implementation planning assistance.
4. To develop an intrinsic understanding of internal forces which have an effect upon police management.
5. To enhance the understanding of state law enforcement administrators of social, economic and political issues that affect the police mission.
6. To introduce state law enforcement administrators to innovative concepts, techniques and methods of modern police operations.

PROGRAM CURRICULUM
MANAGEMENT CAREER DEVELOPMENT PROGRAM
DIVISION OF STATE AND PROVINCIAL POLICE

1975-1976

- I. Future Role of State Law Enforcement
- II. Management by Objectives
- III. Factors Influencing Change
- IV. Personnel Management
- V. Productivity
- VI. Budget and Financial Control
- VII. Management of Information Systems
- VIII. Career Development (elective by region)
- IX. Legislative Process (elective by region)
- X. Labor Relations
- XI. Disciplinary Procedures
- XII. Stress Conditions
- XIII. Internal Inspections
- XIV. Management Decision-Making Techniques and Accountability

PROGRAM CURRICULUM
MANAGEMENT CAREER DEVELOPMENT PROGRAM
DIVISION OF STATE AND PROVINCIAL POLICE

1975-1976

- I. Future Role of State Law Enforcement
- II. Management by Objectives
- III. Factors Influencing Change
- IV. Personnel Management
- V. Productivity
- VI. Budget and Financial Control
- VII. Management of Information Systems
- VIII. Career Development (elective by region)
- IX. Legislative Process (elective by region)
- X. Labor Relations
- XI. Disciplinary Procedures
- XII. Stress Conditions
- XIII. Internal Inspections
- XIV. Management Decision-Making Techniques and Accountability

Revised 1/5/76

MANAGEMENT CAREER DEVELOPMENT SEMINAR
SOUTHERN REGION
BLOCKADE RUNNER MOTOR HOTEL
WRIGHTSVILLE BEACH, NORTH CAROLINA
FEBRUARY 1-13, 1976

Sunday, Feb. 1	Monday, Feb. 2	Tuesday, Feb. 3	Wednesday, Feb. 4	Thursday, Feb. 5	Friday, Feb. 6
	Orientation of Course 9 am - 12 noon	Contemporary Personnel Issues 8 am - 12 noon	Budget and Financial Control 8 am - 12 noon	Management Decision-Making Techniques and Accountability 8 am - 12 noon	Management by Objectives 8 am - 12 noon
Registration 2 pm - 5 pm ----- Administrative Announcements 5 pm ----- Reception/Dinner 7 pm	Future Role of State Law Enforcement 1 pm - 4:30 pm ----- Daily Group Meetings 4:30 pm	Career Development 1 pm - 4:30 pm ----- Daily Group Meetings 4:30pm	Management Decision-Making Techniques and Accountability 1 pm - 4:30 pm ----- Daily Group Meetings 4:30 pm	Management by Objectives 1 pm - 4:30 pm ----- Daily Group Meetings 4:30 pm	Productivity 1 pm - 4:30 pm ----- Daily Group Meetings 4:30 pm
Second Week					
	Monday, Feb. 9	Tuesday, Feb. 10	Wednesday, Feb. 11	Thursday, Feb. 12	Friday, Feb. 13
	Factors Influencing Change 8 am - 12 noon	Management of Information Systems 8 am - 12 noon	Labor Relations 8 am - 12 noon	Disciplinary Procedures 8 am - 12 noon	Stress Conditions 8 am - 12 noon
	Legislative Process 1 pm - 4:30 pm ----- Daily Group Meetings 4:30 pm	Internal Inspections 1 pm - 4:30 pm ----- Daily Group Meetings 4:30pm	Labor Relations 1 pm - 4:30 pm ----- Daily Group Meetings 4:30 pm	Disciplinary Procedures 1 pm - 4:30 pm ----- Daily Group Meetings 4:30pm	Summation & Critique, Course Evaluation, Presentation of Certificates 1 pm - 3 pm

STATE POLICE AND HIGHWAY PATROL
MANAGEMENT CAREER DEVELOPMENT SEMINAR
SOUTHERN REGION

BLOCKADE RUNNER MOTOR HOTEL
WRIGHTSVILLE BEACH, NORTH CAROLINA
FEBRUARY 1-13, 1976

PROGRAM

PRESENTED BY

DIVISION OF STATE AND PROVINCIAL POLICE
INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE
ELEVEN FIRSTFIELD ROAD
GAITHERSBURG, MARYLAND 20760

Sunday, 2/1/76

2:00 pm - 5:00 pm

Registration
(Hotel Lobby)

5:00 pm - 6:00 pm

Administrative Announcements
IACP and North Carolina Highway Patrol
Staffs
(Nighthawk Room)

7:00 pm - 8:00 pm

Get Acquainted Hour
(Room 210)

8:00 pm

Opening Dinner Program
(Robert E. Lee Room)

Monday, 2/2/76

9:00 am - 12:00 noon

Orientation of Course
IACP Staff

12:00 noon - 1:00 pm

Lunch
(Hotel Restaurant)

1:00 pm - 4:30 pm

Future Role of State Law Enforcement

Moderator

Norman Darwick, Director
Division of State and Provincial Police
International Association of Chiefs of Police
Gaithersburg, Maryland

Panelists

Colonel George L. Halverson, Director
Michigan Department of State Police
East Lansing, Michigan

Dale Carson, Sheriff
Sheriff's Office
Jacksonville, Florida

Mr. William G. Colman
Governmental Affairs Consultant
Potomac, Maryland

Monday, 2/2/76 (Cont'd)

4:30 pm - 5:00 pm

Daily Group Meetings
(Prepare Group Report Forms)
(Designated Areas)

Tuesday, 2/3/76

8:00 am - 12:00 noon

Contemporary Personnel Issues

Moderator

IACP Staff Member

Panelists

Colonel George L. Halverson, Director
Michigan Department of State Police
East Lansing, Michigan

Superintendent Robert L. DeBard
Indiana State Police Department
Indianapolis, Indiana

Dr. Andrew Crosby, Research Scientist
International Association of Chiefs of Police
Gaithersburg, Maryland

12:00 noon - 1:00 pm

Lunch
(Hotel Restaurant)

1:00 pm - 4:30 pm

Career Development

Douglas W. Bray, Director
Management Selection & Development Research
American Telephone and Telegraph Company
New York, New York

4:30 pm - 5:00 pm

Daily Group Meetings
(Prepare Group Report Forms)
(Designated Areas)

Wednesday, 2/4/76

8:00 am - 12:00 noon

Budget and Financial Control

Joe G. Moore
Program Director
National Commission on Water Quality
Washington, D.C.

12:00 noon - 1:00 pm

Lunch
(Hotel Restaurant)

1:00 pm - 4:30 pm

Management Decision-Making Techniques and
Accountability

Paul A. Nibbelink, Manager -
Organization Development
Boeing Computer Service
Seattle, Washington

4:30 pm - 5:00 pm

Daily Group Meetings
(Prepare Group Report Forms)
(Designated Areas)

Thursday, 2/5/76

8:00 am - 12:00 noon

Management Decision-Making Techniques and
Accountability (Cont'd)

Paul A. Nibbelink

12:00 noon - 1:00 pm

Lunch
(Hotel Restaurant)

1:00 pm - 4:30 pm

Management by Objectives

Professor Donald F. Favreau, Executive
Director
Center for Executive Development and
Public Safety Management
State University of New York
Albany, New York

4:30 pm - 5:00 pm

Daily Group Meetings
(Prepare Group Report Forms)
(Designated Areas)

Time to be Announced

Dinner
(Place to be Announced)

Friday, 2/6/76

8:00 am - 12:00 noon Management by Objectives (Cont'd)
Professor Donald F. Favreau

12:00 noon - 1:00 pm Lunch
(Hotel Restaurant)

1:00 pm - 4:30 pm Productivity
Major Ron F. Rowlett
Director of Personnel
Baltimore Police Department
Baltimore, Maryland

4:30 pm - 5:00 pm Daily Group Meetings
(Prepare Group Report Forms)
(Designated Areas)

Monday, 2/9/76

8:00 am - 12:00 noon Factors Influencing Change
Dr. Gordon J. DiRenzo
Professor of Sociology
University of Delaware
Newark, Delaware

12:00 noon - 1:00 pm Lunch
(Hotel Restaurant)

1:00 pm - 4:30 pm Legislative Process
Supervising Inspector Robert Hartman
Zone Commander, Zone 3
California Highway Patrol
San Francisco, California

4:30 pm - 5:00 pm Daily Group Meetings
(Prepare Group Report Forms)
(Designated Areas)

Tuesday, 2/10/76

8:00 am - 12:00 noon Management of Information Systems
Emory B. Williams, Director
Criminal Justice Information System
Florida Department of Law Enforcement
Tallahassee, Florida

12:00 noon - 1:00 pm Lunch
(Hotel Restaurant)

1:00 pm - 4:30 pm Internal Inspections
Bill D. Powell
Industrial and Business Training Bureau
University of Texas
Austin, Texas

4:30 pm - 5:00 pm Daily Group Meetings
(Prepare Group Report Forms)
(Designated Areas)

Wednesday, 2/11/76

8:00 am - 12:00 noon Labor Relations
Mr. Glen R. Murphy, Director
Research Division
International Association of Chiefs of Police
Robert Klotz, Deputy Chief of Police
Metropolitan Police Department
Washington, D. C.

12:00 noon - 1:00 pm Lunch
(Hotel Restaurant)

1:00 pm - 4:30 pm Labor Relations (Cont'd)
Mr. Glen R. Murphy
Deputy Chief Robert Klotz

4:30 pm - 5:00 pm Daily Group Meetings
(Prepare Group Report Forms)
(Designated Areas)

Thursday, 2/12/76

8:00 am - 12:00 noon Disciplinary Procedures
 Mr. Glen R. Murphy
 Deputy Chief Robert Klotz

12:00 noon - 1:00 pm Lunch
 (Hotel Restaurant)

1:00 pm - 4:30 pm Disciplinary Procedures (Cont'd)
 Mr. Glen R. Murphy
 Deputy Chief Robert Klotz

4:30 pm - 5:00 pm Daily Group Meetings
 (Prepare Group Report Forms)
 (Designated Areas)

8:00 pm Graduation Dinner
 (Robert E. Lee Room)

Friday, 2/13/76

8:00 am - 12:00 noon Stress Conditions
 Dr. Michael D. Roberts, Staff Psychologist
 San Jose Police Department
 San Jose, California

12:00 noon - 1:00 pm Lunch
 (Hotel Restaurant)

1:00 pm - 3:00 pm Summation and Critique
 Course Evaluation
 Presentation of Certificates
 (IACP Staff - Academy Staff)

3:00 pm Adjourn and Depart

MANAGEMENT CAREER DEVELOPMENT SEMINAR
SOUTHERN REGION
BLOCKADE RUNNER MOTOR HOTEL
WRIGHTSVILLE BEACH, NORTH CAROLINA
FEBRUARY 1-13, 1976

FACULTY LIST

Mr. Norman Darwick, Director
Division of State and Provincial Police
International Association of Chiefs of Police
11 Firstfield Road
Gaithersburg, Maryland 20760
301/948-0922

Sheriff Dale Carson
Jacksonville County Sheriff's Office
Post Office Box 2070
Jacksonville, Florida 32202
904/633-4347

Colonel George L. Halverson
Director
Michigan Department of State Police
714 South Harrison Road
East Lansing, Michigan 48823
517/32202521

William G. Colman
Governmental Affairs Consultant
9805 Logan Drive
Potomac, Maryland 20854
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(Former Executive Director, Advisory
Commission on Intergovernmental Relations)

Dr. Andrew Crosby
Research Scientist
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Industrial and Business Training Bureau
Division of Extension
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Major Lon F. Rowlett
Director of Personnel
Baltimore Police Department
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Staff Psychologist
San Jose Police Department
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International Association of Chiefs of Police
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301/948-0922

Mr. Dean R. Phillips
Police Management Consultant
Division of State and Provincial Police
International Association of Chiefs of Police
Gaithersburg, Maryland 20760
301/948-0922

MANAGEMENT CAREER DEVELOPMENT

Wrightsville Beach, North Carolina

February 2 - 13, 1976

NAME: Ernest Allen
 RANK: Captain
 AGENCY: Oklahoma Highway Patrol
 MAILING ADDRESS: Route 3, Box 2A
 CITY & STATE: Ardmore, Oklahoma
 PHONE NUMBER: 405 223-8800

NAME: Bill Bunch
 RANK: Captain
 AGENCY: Tennessee Highway Patrol
 MAILING ADDRESS: P. O. Drawer "0"
 CITY & STATE: Kingsport, Tennessee
 PHONE NUMBER: 546-4161

NAME: Leroy S. Bedonie
 RANK: Lieutenant Colonel
 AGENCY: Navajo Nation Division
 of Law Enforcement
 MAILING ADDRESS: Drawer J
 CITY & STATE: Window Rock, Arizona
 PHONE NUMBER: 602 871-4191

NAME: Jack F. Cardwell
 RANK: Lieutenant
 AGENCY: North Carolina State
 Highway Patrol
 MAILING ADDRESS: 1100 New Barn Avenue
 CITY & STATE: Raleigh, North Carolina
 PHONE NUMBER: 919 829-7952

NAME: Clanton H. Bentley
 RANK: Captain
 AGENCY: Georgia State Patrol
 MAILING ADDRESS: P. O. Box 47
 CITY & STATE: Hinesville, Georgia
 PHONE NUMBER: 912 876-2141

NAME: James G. Chandler
 RANK: Captain
 AGENCY: Tennessee Highway Patrol
 MAILING ADDRESS: 1209 No. Locust Avenue
 CITY & STATE: Lawrenceburg, Tennessee
 PHONE NUMBER: 762-2322

NAME: Jerry Biggers
 RANK: Lieutenant
 AGENCY: Oklahoma Highway Patrol
 MAILING ADDRESS: Box 11415
 CITY & STATE: Oklahoma City, Oklahoma
 PHONE NUMBER: 405 424-4011

NAME: N. W. Clark
 RANK: Captain
 AGENCY: Texas Rangers
 MAILING ADDRESS: Box 4087
 CITY & STATE: Austin, Texas
 PHONE NUMBER: 512 452-0108

NAME: L. D. Brady
 RANK: Lieutenant
 AGENCY: Florida Highway Patrol
 MAILING ADDRESS: P. O. Box 819
 CITY & STATE: Melbourne, Florida
 PHONE NUMBER: 305 723-2525

NAME: Forrest V. Cooper
 RANK: Captain
 AGENCY: Indiana State Police
 MAILING ADDRESS: 100 No. Senate Avenue
 CITY & STATE: Indianapolis, Indiana
 PHONE NUMBER: 317 635-6996

NAME: Donald J. Brisolara
 RANK: Troop Commander
 AGENCY: Louisiana State Police
 MAILING ADDRESS: 100 Veterans Boulevard
 CITY & STATE: New Orleans, Louisiana
 PHONE NUMBER: 482-5751

NAME: Clint Dedek
 RANK: Captain
 AGENCY: Oklahoma Highway Patrol
 MAILING ADDRESS: 3600 No. Eastern,
 Box 11415
 CITY & STATE: Oklahoma City, Oklahoma
 PHONE NUMBER: 405 424-4011

NAME: Carter C. Bulloch
 RANK: Lieutenant
 AGENCY: Georgia State Patrol
 MAILING ADDRESS: Route 5, Box 3P
 CITY & STATE: Brunswick, Georgia
 PHONE NUMBER: 265-6050

NAME: John R. Edwards
 RANK: Assistant Director
 AGENCY: Mississippi Highway
 Patrol
 MAILING ADDRESS: Box 958
 CITY & STATE: Jackson, Mississippi
 PHONE NUMBER: 982-1212

NAME: A. T. Floyd
RANK: Captain
AGENCY: Florida Highway Patrol
MAILING ADDRESS: Kirkman Building
CITY & STATE: Tallahassee, Florida
PHONE NUMBER: 904 488-8518

NAME: Stewart E. Grant
RANK: Captain
AGENCY: Illinois State Police
MAILING ADDRESS: P. O. Box 483
CITY & STATE: Macomb, Illinois
PHONE NUMBER: 309 833-2141

NAME: William R. Griffith
RANK: Lieutenant
AGENCY: South Carolina Highway Patrol
MAILING ADDRESS: P. O. Box 750
CITY & STATE: Florence, South Carolina
PHONE NUMBER: 662-4301

NAME: Alvin West Hampton
RANK: Lieutenant
AGENCY: South Carolina Highway Patrol
MAILING ADDRESS: P. O. Box 100
CITY & STATE: Greenwood, South Carolina
PHONE NUMBER: 225-4374

NAME: Christian T. Haman
RANK: Captain
AGENCY: Louisiana State Police
MAILING ADDRESS: P. O. Box 908
CITY & STATE: Opelousas, Louisiana
PHONE NUMBER: 369-6559

NAME: Chester C. Hayth
RANK: Major
AGENCY: Ohio State Patrol
MAILING ADDRESS: 660 E. Main Street
CITY & STATE: Columbus, Ohio
PHONE NUMBER: 614 466-3554

NAME: B. D. (Bill) Heath
RANK: Inspector
AGENCY: Mississippi Highway Patrol
MAILING ADDRESS: P. O. Box 958
CITY & STATE: Jackson, Mississippi
PHONE NUMBER: 982-1212

NAME: Wilbur Hileman
RANK: Lieutenant
AGENCY: Arkansas State Police
MAILING ADDRESS: P. O. Box 4005
CITY & STATE: Little Rock, Arkansas
PHONE NUMBER: 371-2155

NAME: Gerald L. Hough
RANK: Captain
AGENCY: Michigan State Police
MAILING ADDRESS: 714 S. Harrison Road
CITY & STATE: East Lansing, Michigan
PHONE NUMBER: 373-2830

NAME: George H. Jones
RANK: Lieutenant
AGENCY: Alabama Department of Public Safety
MAILING ADDRESS: Route 2, Box 45A
CITY & STATE: Selma, Alabama
PHONE NUMBER: 205 874-6234

NAME: W. R. "Casey" Jones
RANK: Lieutenant Commander
AGENCY: Arkansas State Police
MAILING ADDRESS: P. O. Box 4005
CITY & STATE: Little Rock, Arkansas
PHONE NUMBER: 501 371-1846

NAME: E. T. Keister
RANK: Lieutenant
AGENCY: Virginia State Police
MAILING ADDRESS: Box 537
CITY & STATE: Wytheville, Virginia
PHONE NUMBER: 228-3131

NAME: Wiley D. McCormick
RANK: Captain
AGENCY: Louisiana State Police
MAILING ADDRESS: P. O. Box 1791
CITY & STATE: Baton Rouge, Louisiana
PHONE NUMBER: 343-6636

NAME: H. B. McKee
RANK: Captain
AGENCY: North Carolina State Highway Patrol
MAILING ADDRESS: Box 1158
CITY & STATE: Monroe, North Carolina
PHONE NUMBER: 285-8101

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CONTINUED

4 OF 5

NAME: O. R. McKinney
RANK: Captain
AGENCY: State Highway Patrol
MAILING ADDRESS: P. O. Box 2008
CITY & STATE: Greensboro, North Carolina
PHONE NUMBER: 379-5621

NAME: William J. McLean
RANK: Captain
AGENCY: Texas Department of Public Safety
MAILING ADDRESS: 5805 No. Lamar Boulevard
CITY & STATE: Austin, Texas
PHONE NUMBER: 452-0331, Ext. 317

NAME: Emory W. Muehlbrad
RANK: Manager
AGENCY: Texas Department of Public Safety
MAILING ADDRESS: Box 4067
CITY & STATE: Austin, Texas
PHONE NUMBER: 452-0331

NAME: Charles A. Oxner
RANK: Lieutenant
AGENCY: South Carolina Highway Patrol
MAILING ADDRESS: Drawer 191
CITY & STATE: Columbia, South Carolina
PHONE NUMBER: 758-3141

NAME: Samuel M. Porter
RANK: Captain
AGENCY: Kansas Highway Patrol
MAILING ADDRESS: 3200 E. 45th North
CITY & STATE: Wichita, Kansas
PHONE NUMBER: 316 744-0451

NAME: Fred Portwood
RANK: Lieutenant
AGENCY: Georgia State Patrol
MAILING ADDRESS: 3 Springtime
CITY & STATE: Douglasville, Georgia
PHONE NUMBER: 404 656-6138

NAME: John Pressgrove
RANK: Chief Investigator
AGENCY: Mississippi Highway Patrol
MAILING ADDRESS: P. O. Box 958
CITY & STATE: Jackson, Mississippi
PHONE NUMBER: 982-1212

NAME: Euston Ray
RANK: Lieutenant
AGENCY: Arizona Department of Public Safety
MAILING ADDRESS: 2023 No. 25rd Avenue
CITY & STATE: Phoenix, Arizona
PHONE NUMBER: 262-8011

NAME: Jesse W. Roberts
RANK: Captain
AGENCY: Tennessee Highway Patrol
MAILING ADDRESS: 1603 Murfreesboro Road
CITY & STATE: Nashville, Tennessee
PHONE NUMBER: 741-3181

NAME: David C. Stewart
RANK: Lieutenant
AGENCY: Alabama Department of Public Safety
MAILING ADDRESS: P. O. Box 1471
CITY & STATE: Montgomery, Alabama
PHONE NUMBER: 205 832-5100

NAME: A. D. Wheat
RANK: Lieutenant
AGENCY: Alabama State Troopers
MAILING ADDRESS: 728 Mimosa Road
CITY & STATE: Prattville, Alabama
PHONE NUMBER: 832-5047

NAME: E. D. Young
RANK: Captain
AGENCY: North Carolina State Highway Patrol
MAILING ADDRESS: P. O. Box 9567
CITY & STATE: Asheville, North Carolina
PHONE NUMBER: 704 298-4253

MANAGEMENT CAREER DEVELOPMENT SEMINAR
SOUTHERN REGION
BLOCKADE RUNNER MOTOR HOTEL
WRIGHTSVILLE BEACH, NORTH CAROLINA
FEBRUARY 1-13, 1976

LIST OF ATTENDEES BY STATE

ALABAMA

David C. Stewart
Alabama Department of Public Safety

Aubrey D. Wheat
Alabama Department of Public Safety

George H. Jones
Alabama Department of Public Safety

ARKANSAS

Wilbur Hileman
Arkansas State Police Division

Quimby Johnson
Arkansas State Police Division

Ken McFerran
Arkansas State Police Division

FLORIDA

B. H. Spears
Florida Highway Patrol

A. P. Floyd
Florida Highway Patrol

GEORGIA

Clanton H. Bentley
Georgia Department of Public Safety

Carter C. Bulloch
Georgia Department of Public Safety

Fred Portwood
Georgia Department of Public Safety

LOUISIANA

Donald J. Brisolara
Louisiana Department of Public Safety

C. T. Haman
Louisiana Department of Public Safety

Wiley D. McCormick
Louisiana Department of Public Safety

MISSISSIPPI

Ralph C. McClain
Mississippi Highway Patrol

John S. Pressgrove
Mississippi Department of Public Safety

B. D. Heath
Mississippi Highway Patrol

NORTH CAROLINA

Otho R. McKinney
North Carolina State Highway Patrol

Eugene D. Young
North Carolina State Highway Patrol

Harry B. McKee
North Carolina State Highway Patrol

OKLAHOMA

Ernest Allen
Oklahoma Highway Patrol

Clent Dedek
Oklahoma Highway Patrol

Jerry Biggers
Oklahoma Highway Patrol

SOUTH CAROLINA

Alvin W. Hampton
South Carolina Highway Patrol

Charles A. Oxner
South Carolina Highway Patrol

William R. Griffity
South Carolina Highway Patrol

TENNESSEE

Jesse W. Roberts
Tennessee Department of Safety

Billy A. Bunch
Tennessee Department of Safety

James G. Chandler
Tennessee Department of Safety

TEXAS

William J. McLean
Texas Department of Public Safety

N. W. Clark
Texas Rangers

Emory W. Muehlbrad
Texas Department of Public Safety

MICHIGAN

Gerald L. Hough
Michigan State Police

INDIANA

Forrest V. Cooper
Indiana State Police Department

ILLINOIS

Stewart Grant
Illinois State Police

KANSAS

Samuel M. Porter
Kansas Highway Patrol

OHIO

Chester C. Hayth
Ohio State Highway Patrol

VIRGINIA

E. T. Keister
Virginia Department of State Police

NAVAJO INDIAN NATION

Leroy Bedonie
Navajo Division of Law Enforcement

ARIZONA

Euston W. Ray
Arizona Department of Public Safety

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APPENDIX V

STATE POLICE AND HIGHWAY PATROL
MANAGEMENT CAREER DEVELOPMENT SEMINAR
NORTH ATLANTIC REGION

SPONSORED BY

DIVISION OF STATE AND PROVINCIAL POLICE
INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE
ELEVEN FIRSTFIELD ROAD
GAITHERSBURG, MARYLAND 20760



CONDUCTED AT

MASSACHUSETTS STATE POLICE ACADEMY
470 WORCESTER ROAD
FRAMINGHAM, MASSACHUSETTS

HOSTED BY

COLONEL JOHN F. KEHOE, JR., COMMISSIONER
MASSACHUSETTS DEPARTMENT OF PUBLIC SAFETY
BOSTON, MASSACHUSETTS

FUNDED BY

GRANT AND
LAW ENFORCEMENT ASSISTANCE ADMINISTRATION
UNITED STATES DEPARTMENT OF JUSTICE
WASHINGTON, D. C. 20530

DIRECTORY OF CHIEF ADMINISTRATORS
STATE AND PROVINCIAL POLICE
AND HIGHWAY PATROLS

International Association of Chiefs of Police
Division of State and Provincial Police

General Officers
1975-1976

General Chairman

Colonel Walter E. Stone, Rhode Island State Police

First Vice Chairman

Commissioner Roger Webb, Oklahoma Department of Public Safety

Second Vice Chairman

Superintendent Robert L. DeBard, Indiana State Police Department

Secretary-Treasurer

Major George Quinn, New Jersey State Police

Southern Region Chairman

Colonel Douglas W. Harp, Arkansas State Police Division

Mountain Pacific Region Chairman

Commissioner Richard L. Burton, Alaska Department of Public Safety

North Central Region Chairman

Colonel Allen C. Rush, Kansas Highway Patrol

North Atlantic Region Chairman

Colonel Edward P. Leonard, Connecticut State Police

Advisor

Bernard R. Caldwell
4302 Adams Avenue
San Diego, California 92116

Sergeant-at-Arms

Major Adolph M. Pastore (Ret.)
901 South Surf Road, #607
Hollywood, Florida 33020

Director

Norman Darwick
Division of State and Provincial
Police
International Association of Chiefs
of Police
11 Firstfield Road
Gaithersburg, Maryland 20760

Assistant Director

Ronald H. Sostkowski
IACP Division of State and
Provincial Police

December, 1975

MEMBERS
CENTRAL ADVISORY PLANNING COMMITTEE
MANAGEMENT CAREER DEVELOPMENT SEMINARS
1975-1976

North Atlantic Region

Major Sidney C. Deyo
Pennsylvania State Police
Commonwealth and Forster Streets
Harrisburg, Pennsylvania 17120
717/787-4254

Lieutenant Jack T. Gribben
Director of Training
West Virginia State Police
Box 307
Institute, West Virginia 25112
304/348-3558

Captain John P. McGann
Planning Officer
New Jersey State Police
Box 7068
West Trenton, New Jersey 08625
609/882-2000 ext. 326

Southern Region

Captain Danny R. Emory
Director
Research and Planning
North Carolina State Highway Patrol
1100 New Bern Avenue
Raleigh, North Carolina 27611
919/829-7952

Chief Glen H. McLaughlin
Administration
Texas Department of Public Safety
Post Office Box 4087
Austin, Texas 78773
512/452-0331

Major Bob R. Milner
Alabama Department of Public Safety
Post Office Box 1511
Montgomery, Alabama 36130
205/832-3489

North Central Region

Captain John H. Little
Missouri State Highway Patrol
1510 East Elm
Jefferson City, Missouri 65101
314/751-3313

Major Francis E. Piper
Staff Services Commander
Illinois State Police
401 Armory Building
Springfield, Illinois 62706
217/782-2901

Arthur J. Sanders, Investigator II
Administrative Aide
Office of the Superintendent
Indiana State Police Department
301 State Office Building
Indianapolis, Indiana 46204
317/633-5497

Mountain Pacific Region

Lieutenant Richard B. Foote
District #3 Commander
Idaho State Police
Post Office Box 34
Boise, Idaho 83731
208/384-3731

Lt. Colonel Thomas H. Milldebrandt
Acting Superintendent
Arizona Highway Patrol
Post Office Box 6638
Phoenix, Arizona 85009
602/262-8011

Captain Donald W. Moberly
Commander of Personnel & Training
Division
New Mexico State Police Department
Post Office Box 1628
Santa Fe, New Mexico 87501
505/827-5104

STATE ASSIGNMENTS
OF
CENTRAL ADVISORY PLANNING COMMITTEE MEMBERS

NORTH ATLANTIC REGION

Major Sidney C. Deyo - Regional Planning Coordinator

Pennsylvania
New York
Vermont
Maine

Lieutenant Jack T. Gribben

West Virginia
Virginia
Maryland
Delaware

Captain John P. McGann

New Jersey
Connecticut
Massachusetts
New Hampshire
Rhode Island

SOUTHERN REGION

Captain Danny R. Emory - Regional Planning Coordinator

North Carolina
South Carolina
Tennessee

Chief Glen H. McLaughlin

Texas
Oklahoma
Arkansas
Louisiana

Major Bob R. Milner

Alabama
Mississippi
Georgia
Florida

NORTH CENTRAL REGION

Captain John H. Little

Missouri
Kansas
Nebraska
South Dakota

Major Francis E. Piper

Illinois
Iowa
Minnesota
Wisconsin
North Dakota

Investigator II Arthur J. Sanders - Regional Planning Coordinator

Indiana
Michigan
Ohio
Kentucky

MOUNTAIN PACIFIC REGION

Lieutenant Richard B. Footo

Idaho
Oregon
Washington
Alaska

Lt. Colonel Thomas H. Mildebrandt

Arizona
California
Nevada
Utah

Captain Donald W. Moberly - Regional Planning Coordinator

New Mexico
Colorado
Wyoming
Montana

IACP PROGRAM COORDINATORS

MANAGEMENT CAREER DEVELOPMENT SEMINARS

1975-1976

International Association of Chiefs of Police, Inc. (IACP)

Norman Darwick, Director
Division of State and Provincial Police
International Association of Chiefs of Police, Inc.
11 Firstfield Road
Gaithersburg, Maryland 20760
301/948-0922

Ronald H. Sostkowski, Assistant Director
Division of State and Provincial Police
International Association of Chiefs of Police, Inc.
11 Firstfield Road
Gaithersburg, Maryland 20760
301/948-0922

Dean R. Phillips, Management Consultant (IACP Project Coordinator)
Division of State and Provincial Police
International Association of Chiefs of Police, Inc.
11 Firstfield Road
Gaithersburg, Maryland 20760
301/948-0922

Law Enforcement Assistance Administration (LEAA)

Robert O. Heck - LEAA Project Monitor
Law Enforcement Specialist
Police Section
Office of Regional Operations
U. S. Department of Justice
Law Enforcement Assistance Administration
633 Indiana Avenue, N. W.
Washington, D. C. 20530
202/376-3669

PROGRAM OBJECTIVES

MANAGEMENT CAREER DEVELOPMENT SEMINARS

1975-1976

1. To develop the managerial effectiveness of state law enforcement administrators in organizing, planning, directing and evaluating.
2. To develop more effective interrelationships with the other disciplines within the criminal justice system.
3. To continue the development and understanding of the standards and goals promulgated by the National Advisory Commission on Criminal Justice Standards and Goals and the provisions for implementation planning assistance.
4. To develop an intrinsic understanding of internal forces which have an effect upon police management.
5. To enhance the understanding of state law enforcement administrators of social, economic and political issues that affect the police mission.
6. To introduce state law enforcement administrators to innovative concepts, techniques and methods of modern police operations.

PROGRAM CURRICULUM
MANAGEMENT CAREER DEVELOPMENT PROGRAM
DIVISION OF STATE AND PROVINCIAL POLICE
1975-1976

- I. Future Role of State Law Enforcement
- II. Management by Objectives
- III. Factors Influencing Change
- IV. Personnel Management
- V. Productivity
- VI. Budget and Financial Control
- VII. Management of Information Systems
- VIII. Career Development (elective by region)
- IX. Legislative Process (elective by region)
- X. Labor Relations
- XI. Disciplinary Procedures
- XII. Stress Conditions
- XIII. Internal Inspections
- XIV. Management Decision-Making Techniques and Accountability

Revised 1/5/76

MANAGEMENT CAREER DEVELOPMENT SEMINAR
 NORTH ATLANTIC REGION
 MASSACHUSETTS STATE POLICE ACADEMY
 FRAMINGHAM, MASSACHUSETTS
 MARCH 7-19, 1976

Sunday, Mar. 7	Monday, Mar. 8	Tuesday, Mar. 9	Wednesday, Mar. 10	Thursday, Mar. 11	Friday, Mar. 12
	Orientation of Course 9 am - 12 noon	Contemporary Personnel Issues 8 am - 12 noon	Budget and Financial Control 8 am - 12 noon	Management Decision-Making Techniques and Accountability 8 am - 12 noon	Management by Objectives 8 am - 12 noon
Registration 2 pm - 5 pm Administrative Announcements 5 pm Reception/Dinner 7 pm	Future Role of State Law Enforcement 1 pm - 4:30 pm Daily Group Meetings 4:30 pm	Career Development 1 pm - 4:30 pm Daily Group Meetings 4:30 pm	Management Decision-Making Techniques and Accountability 1 pm - 4:30 pm Daily Group Meetings 4:30 pm	Management by Objectives 1 pm - 4:30 pm Daily Group Meetings 4:30 pm	Legislative Process 1 pm - 4:30 pm Daily Group Meetings 4:30 pm
Second Week					
	Monday, Mar. 15	Tuesday, Mar. 16	Wednesday, Mar. 17	Thursday, Mar. 18	Friday, Mar. 19
	Factors Influencing Change 8 am - 12 noon	Management of Information Systems 8 am - 12 noon	Labor Relations 8 am - 12 noon	Disciplinary Procedures 8 am - 12 noon	Stress Conditions 8 am - 12 noon
	Productivity 1 pm - 4:30 pm Daily Group Meetings 4:30 pm	Labor Relations 1 pm - 4:30 pm Daily Group Meetings 4:30 pm	Disciplinary Procedures 1 pm - 4:30 pm Daily Group Meetings 4:30 pm	Internal Inspections 1 pm - 4:30 pm Daily Group Meetings 4:30 pm	Summation & Critique, Course Evaluation, Presentation of Certificates 1 pm - 3 pm

STATE POLICE AND HIGHWAY PATROL
MANAGEMENT CAREER DEVELOPMENT SEMINAR
NORTH ATLANTIC REGION

MASSACHUSETTS STATE POLICE ACADEMY
FRAMINGHAM, MASSACHUSETTS
MARCH 7-19, 1976

PROGRAM

PRESENTED BY

DIVISION OF STATE AND PROVINCIAL POLICE
INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE
ELEVEN FIRSTFIELD ROAD
GAITHERSBURG, MARYLAND 20760

Sunday, 3/7/76

2:00 pm - 5:00 pm	Registration (Academy Lobby)
5:00 pm - 6:00 pm	Administrative Announcements (IACP and Massachusetts State Highway Patrol Staffs)
7:00 pm - 8:00 pm	Get Acquainted Hour (location to be announced)
8:00 pm	Opening Dinner Program (location to be announced)

Monday, 3/8/76

7:00 am - 8:00 am	Breakfast (Academy Cafeteria)
9:00 am - 12:00 noon	Orientation of Course (IACP Staff)
12:00 noon - 1:00 pm	Lunch (Academy Cafeteria)
1:00 pm - 4:30 pm	Future Role of State Law Enforcement

Moderator

Norman Darwick, Director
Division of State and Provincial Police
International Association of Chiefs
of Police
Gaithersburg, Maryland

Panelists

Colonel George L. Halverson, Director
Michigan Department of State Police
East Lansing, Michigan

Monday, 3/8/76 (Cont'd)

Panelists (Cont'd)

E. Wilson Purdy, Director
Metro, Dade Co. Dept. of Public Safety
Miama, Florida

Mr. William G. Colman
Governmental Affairs Consultant
Potomac, Maryland

4:30 pm - 5:00 pm

Daily Group Meetings
(Prepare Group Report Forms)
(Designated Areas)

5:00 pm - 6:00 pm

Dinner
(Academy Cafeteria)

Tuesday, 3/9/76

7:00 am - 8:00 am

Breakfast
(Academy Cafeteria)

8:00 am - 12:00 noon

Contemporary Personnel Issues

Moderator

IACP Staff Member

Panelists

Colonel George L. Halverson, Director
Michigan Department of State Police
East Lansing, Michigan

Superintendent Robert L. DeBard
Indiana State Police Department
Indianapolis, Indiana

Tuesday, 3/9/76 (Cont'd)

Panelists (Cont'd)

Dr. Andrew Crosby, Research Scientist
International Association of Chiefs
of Police
Gaithersburg, Maryland

12:00 noon - 1:00 pm

Lunch
(Academy Cafeteria)

1:00 pm - 4:30 pm

Career Development

David F. Hoyle
Manager/Assessment Programs
American Telephone & Telegraph Co.
New York, New York

4:30 pm - 5:00 pm

Daily Group Meetings
(Prepare Group Report Forms)
(Designated Areas)

5:00 pm - 6:00 pm

Dinner
(Academy Cafeteria)

Wednesday, 3/10/76

7:00 am - 8:00 am

Breakfast
(Academy Cafeteria)

8:00 am - 12:00 noon

Budget and Financial Control

Joe G. Moore
Program Director
National Commission on Water
Quality
Washington, D. C.

12:00 noon - 1:00 pm

Lunch
(Academy Cafeteria)

Wednesday, 3/10/76 (Cont'd)

1:00 pm - 4:30 pm

Management Decision-Making
Techniques and Accountability

Paul A. Nibbelink, Manager-
Organization Development
Boeing Computer Service
Seattle, Washington

4:30 pm - 5:00 pm

Daily Group Meetings
(Prepare Group Report Forms)
(Designated Areas)

5:00 pm - 6:00 pm

Dinner
(Academy Cafeteria)

Thursday, 3/11/76

7:00 am - 8:00 am

Breakfast
(Academy Cafeteria)

8:00 am - 12:00 noon

Management Decision-Making
Techniques and Accountability

Paul A. Nibbelink

12:00 noon - 1:00 pm

Lunch
(Academy Cafeteria)

1:00 pm - 4:30 pm

Management by Objectives

Professor Donald F. Favreau,
Executive Director
Center for Executive Development
and Public Safety Management
State University of New York
Albany, New York

Thursday, 3/11/76 (Cont'd)

4:30 pm - 5:00 pm

Daily Group Meetings
(Prepare Group Report Forms)
(Designated Areas)

Time (to be announced)

Dinner
(place to be announced)

Friday, 3/12/76

7:00 am - 8:00 am

Breakfast
(Academy Cafeteria)

8:00 am - 12:00 noon

Management by Objectives (Cont'd)

Professor Donald F. Favreau

12:00 noon - 1:00 pm

Lunch
(Academy Cafeteria)

1:00 pm - 4:30 pm

Legislative Process

Supervising Inspector Robert
Hartman

Zone Commander, Zone 3
California Highway Patrol
San Francisco, California

4:30 pm - 5:00 pm

Daily Group Meetings
(Prepare Group Report Forms)
(Designated Areas)

5:00 pm - 6:00 pm

Dinner
(Academy Cafeteria)

Monday, 3/15/76

7:00 am - 8:00 am	Breakfast (Academy Cafeteria)
8:00 am - 12:00 noon	Factors Influencing Change Dr. Gordon J. DiRenzo Professor of Sociology University of Delaware Newark, Delaware
12:00 noon - 1:00 pm	Lunch (Academy Cafeteria)
1:00 pm - 4:30 pm	Productivity Major Ron F. Rowlett Director of Personnel Baltimore Police Department Baltimore, Maryland
4:30 pm - 5:00 pm	Daily Group Meetings (Prepare Group Report Forms) (Designated Areas)
5:00 pm - 6:00 pm	Dinner (Academy Cafeteria)

Tuesday, 3/16/76

7:00 am - 8:00 am	Breakfast (Academy Cafeteria)
8:00 am - 12:00 noon	Management of Information Systems Emory B. Williams, Director Criminal Justice Information System Florida Department of Law Enforcement Tallahassee, Florida

Revised

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Tuesday, 3/16/76 (Cont'd)

12:00 noon - 1:00 pm

Lunch
(Academy Cafeteria)

1:00 pm - 4:30 pm

Labor Relations

Glen R. Murphy, Director
Research Division
International Association of
Chiefs of Police
Gaithersburg, Maryland

Dr. Mollie Bowers
Assistant Professor
University of Maryland
College Park, Maryland

4:30 pm - 5:00 pm

Daily Group Meetings
(Prepare Group Report Forms)
(Designated Areas)

5:00 pm - 6:00 pm

Dinner
(Academy Cafeteria)

Wednesday, 3/17/76

7:00 am - 8:00 am

Breakfast
(Academy Cafeteria)

8:00 am - 12:00 noon

Labor Relations (Cont'd)

Glen R. Murphy

Dr. Mollie Bowers

12:00 noon - 1:00 pm

Lunch
(Academy Cafeteria)

Revised

- 9 -

Wednesday, 3/17/76 (Cont'd)

1:00 pm - 4:30 pm

Disciplinary Procedures

Glen R. Murphy

Dr. Mollie Bowers

4:30 pm - 5:00 pm

Daily Group Meetings
(Prepare Group Report Forms)
(Designated Areas)

5:00 pm - 6:00 pm

Dinner
(Academy Cafeteria)

Thursday, 3/18/76

7:00 am - 8:00 am

Breakfast
(Academy Cafeteria)

8:00 am - 12:00 noon

Disciplinary Procedures (Cont'd)

Glen R. Murphy

Dr. Mollie Bowers

12:00 noon - 1:00 pm

Lunch
(Academy Cafeteria)

1:00 pm - 4:30 pm

Internal Inspections

Bill D. Powell
Industrial & Business Training
Bureau
University of Texas
Austin, Texas

4:30 pm - 5:00 pm

Daily Group Meetings
(Prepare Group Report Forms)
(Designated Areas)

Thursday, 3/18/76 (Cont'd)

Time (to be announced)

Graduation Dinner
(location to be announced)

Friday, 3/19/76

7:00 am - 8:00 am

Breakfast
(Academy Cafeteria)

8:00 am - 12:00 noon

Stress Conditions

Dr. Michael D. Roberts, Staff
Psychologist
San Jose Police Department
San Jose, California

12:00 noon - 1:00 pm

Lunch
(Academy Cafeteria)

1:00 pm - 3:00 pm

Summation and Critique

Course Evaluation

Presentation of Certificates
(IACP Staff & Academy Staff)

8:00 pm

Adjourn and Depart

MANAGEMENT CAREER DEVELOPMENT SEMINAR
NORTH ATLANTIC REGION
MASSACHUSETTS STATE POLICE ACADEMY
FRAMINGHAM, MASSACHUSETTS
MARCH 7-19, 1976

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MASSACHUSETTS STATE POLICE ACADEMY
FRAMINGHAM, MASSACHUSETTS
MARCH 7 - 19, 1976

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MANAGEMENT CAREER DEVELOPMENT SEMINAR
NORTH ATLANTIC REGION
MASSACHUSETTS STATE POLICE ACADEMY
FRAMINGHAM, MASSACHUSETTS
MARCH 7-19, 1976

LIST OF ATTENDEES BY STATE

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ROBERT L. BESESCHECK
Connecticut Dept. of State Police

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RAYMOND A. VIGNOLA
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RAY J. BRYAN
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THOMAS REARDON
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JAMES E. HARVEY
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LOUIS L. NORBECK
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LEONARD F. VON FLATERN
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ROBERT L. SUTHARD
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END

f. [unclear]