

X PUERTO RICO CRIME COMMISSION

EXECUTIVE SUMMARY

EVALUATION OF

SPECIALIZED TRAINING ✓

GRANT: 76-A-672-14 (1)

SUPERVISORS' TRAINING ✓

GRANT: 75-A-572-46 (1)

51901

SEPTEMBER, 1978



CONSULTORES TECNICOS ASOCIADOS

NCJRS

NOV 2 1978

ACQUISITIONS

PUERTO RICO CRIME COMMISSION

EXECUTIVE SUMMARY

EVALUATION OF

SPECIALIZED TRAINING

GRANT: 76-A-672-14 (1)

SUPERVISORS' TRAINING

GRANT: 75-A-572-46 (1)

SEPTEMBER, 1978



CONSULTORES TECNICOS ASOCIADOS

September 25, 1978

Mrs. Flavia Alfaro de Quevedo
Executive Director
Puerto Rico Crime Commission
G. P. O. Box 1256
San Juan, Puerto Rico 00936

Dear Mrs. Alfaro:

Enclosed please find our Executive Summary on the evaluation of the "Supervisors' Training Program" (LEAA Grant 75-A-572-46(1)) and "Specialized Training Program" (LEAA Grant 76-A-672-14(1)). In the same we summarize the results of our investigations, statistical analyses and program evaluations undertaken to determine the effectiveness of the programs.

We have concluded that, in general, the programs have complied with the specified objectives.

We are at your disposition to discuss any and all of our findings with you or anyone of your staff if the need arises.

Our thanks for the trust you have placed on our firm.

Cordially,

Nelson Famadas
Partner

NF/jc

I. INTRODUCTION

The success or failure of any organization depends greatly on how efficiently its supervisors function and how adequately prepared are its groups.

For an organization to be successful in meeting its goals and objectives, it is of the most vital importance that its supervisory and administrative personnel be kept up to date with respect to the modern techniques of management, the art of human relations, group incentive and control, etc. On the other hand, the lack of knowledge of the aforementioned managerial aspects can result in interpersonal conflicts, a lack of group unity, a lack of discipline, administrative and directional deficiencies, demoralization and eventual organizational breakdown and failure.

It is of equal importance that the members of the various work groups of an organization also be kept up to date on the latest methodologies necessary for their work.

The Puerto Rico Police Department functions as a team. At this day and age it is imperative that the Police Department have the best knowledge of the most advanced methodologies and technology with which to function efficiently. In order to provide this needed knowledge for the Police force to aid in its supervisory and specialist areas, the Supervisors' Training and Specialized Training programs were created through a grant of the Law Enforcement Assistance Administration (LEAA).

The basic purpose of this summary is to present the results of an evaluation of these two programs to determine if their prime objectives were met.

II. SUMMARY OF THE PROJECTS

A. Supervisors' Training Program

In order to remedy the problems within its administrations area, the Puerto Rico Police Department (PRPD) implemented a series of seminars aimed primarily to train personnel new to supervisory positions and present supervisors. These seminars were intended to help supervisors on how to solve the various types of administrative level problems which confront them daily.

The project consisted of four (4), three (3) day seminars equivalent to 96 hours. Teaching facilities at the Police Academy were utilized. The seminars were presided and directed by private administrative and managerial specialists contracted for this work, and Police personnel with sufficient administrative backgrounds.

1. The Program Objectives

The principal objectives of this program were:

- a. To improve the administrative qualities in those aspects such as human relations in the various different Police supervisory levels.
- b. To provide sufficient knowledge to the participants to enable them aspire and gain higher positions within the PRPD.

- c. To provide a base or cadre of supervisors adequately trained to be able to offer this type of training to their staffs.

2. Seminar Contents

The seminars were prepared in a structured fashion so as to provide a smooth flow in the training program. These seminars included:

- The art of communications
- Authority within the supervisory role
- Supervision, its importance and role within the organization
- Administration, theory and decision processes

3. Program Implementation and Attainments

Although initial problems were encountered with contracting of the seminar teaching personnel, the program seminars were given during September and November of 1976 and April and May of 1977. The participants ranked from Second Lieutenant to Lt. Colonel with different levels of education. In all a total of 130 ranking police officers participated in the program which, in spite of the initial problems, was considered to satisfactorily meet the program's objectives.

This type of training program greatly contributes to the professional development of the Police supervisors. In defining the role of supervisors and providing a guide for the satisfactory functioning of supervisors within an organization as diverse and complex as the PRPD, it is the PRPD which definitely benefits.

The major impact of the Supervisors' Training Program has been the realization of the need to maintain a continuing training program obligatory for all Police personnel undergoing the promotion process. The program itself is self fulfilling as it provides personnel capable of providing this program to others as well as improving the Police administrative process with respect to supervisors.

B. Specialized Training Program

Present day society is benefitting from the great technological advancements which have resulted in a high standard of living. However, coupled with this progress is a fastly growing element of antisocial behavior evidenced by the existence of organized crime, the use of modern technology for perverse means, the use of violence as a means of protest, kidnapping for ransom or political ends, including common assaults and robberies.

Before this threatening picture, the Police must be constantly prepared and motivated to protect the public and maintain law and order, as well as see to it that the rights of the individual are preserved.

As a means to upgrade and maintain the level of Police enforcement capabilities and modern investigative techniques, the Specialized Training Program was implemented.

Many of the training sessions of the program were held at various Police training areas on the mainland and specifically covered the following subjects:

- o Explosives
- o Organized Crime
- o Police Intelligence
- o Planning, Budgeting and the Evaluation of the Criminal Justice Programs
- o Hostage and Crisis Intervention
- o Law and Order, and Criminal Justice Innovations
- o Polygraphy

This project also included a non-programmed section where personnel were sent to take specialization courses which could possibly be offered in Puerto Rico or elsewhere in the near future and which are considered to be very beneficial.

1. Project Implementation

A total of 77 Police Agents from throughout the Island undertook a series of distinct and thorough courses under the program. The various

training institutes on the mainland where the specialized courses were given are all of the highest caliber and reputation; dealing with the instruction of all the newest techniques and devices encountered in Police work.

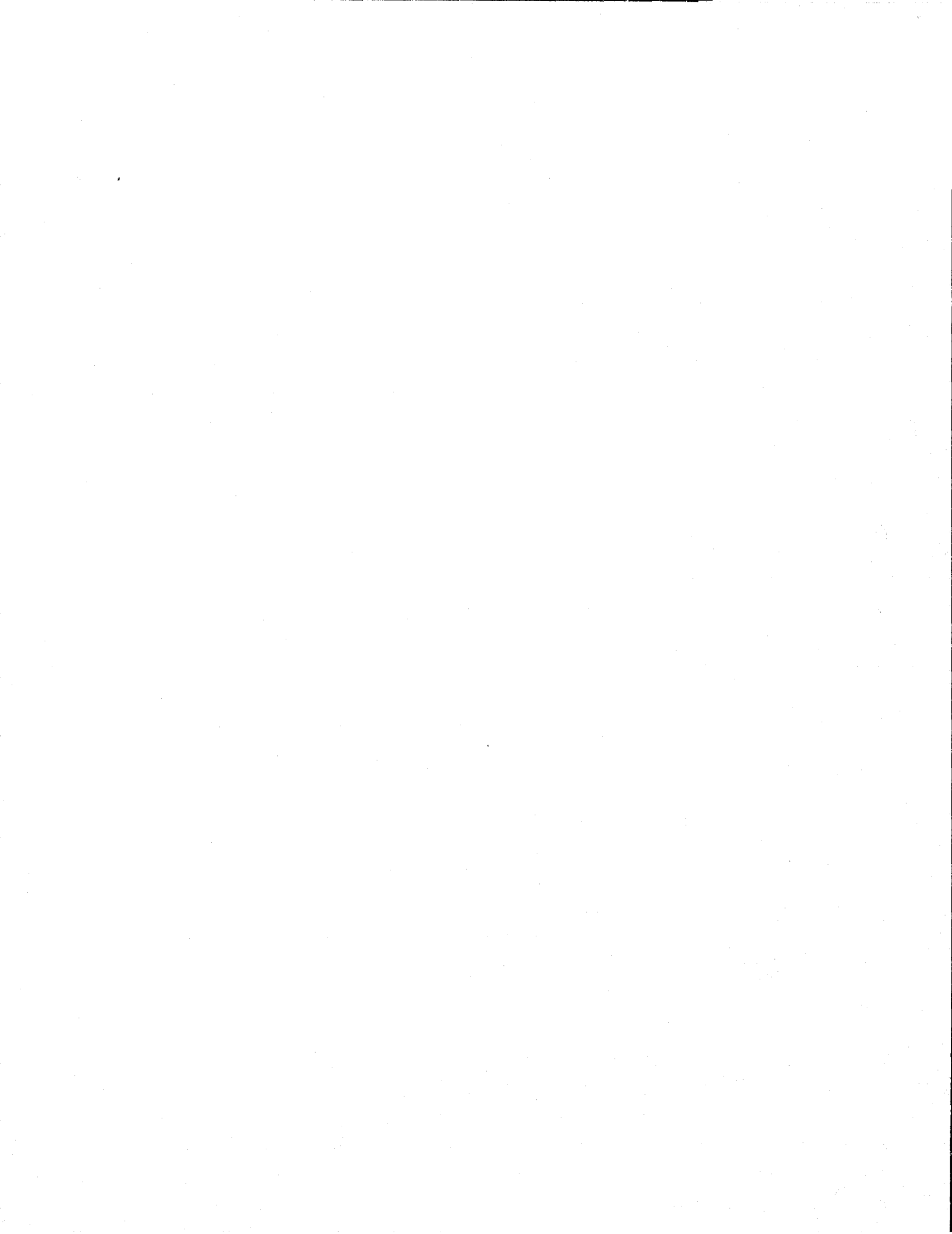
The following table shows the various courses offered under the program and the number of agents that participated in each course:

<u>Course</u>	<u>Number of Participants</u>
Explosives	58
Organized Crime	6
Police Intelligence Administration and Analysis	2
Planning, Budgeting and Evaluation of the Criminal Justice Programs	2
Crisis and Kidnapping Intervention	2
Polygraphy	1
Administrative Rights in Police Administration	1
Police Administration	2
Crime Analysis	1
Burglary Investigation	1
Executive Development	<u>1</u>
Grand Total	77

III. CONCLUSIONS AND RECOMMENDATIONS

- The PRPD now has the trained personnel needed to provide continuing educational courses within the specialized and Police administration fields to other members of the force. This results in lessening the need to send its agents to the mainland, a savings in cost and time. This manpower should be utilized to direct instructional programs as the need arise.
- The PRPD should maintain training programs at the Administration, Supervision and Human Relations levels on a permanent status.
- The specialized techniques courses should constantly strive to keep abreast of all the newest Police techniques or innovations. A cadre system, as it is established at present, should always be maintained from which able instructors in the various fields can be obtained. This cadre would be constantly injected with new personnel as they pass through the specialized courses.
- The PRPD must assure itself that the personnel which undertake the specialized courses will remain within the force, thus providing an opportunity to communicate their knowledge to other members of the force.

- The instructor cadre should be assigned in a quasi-permanent manner so as to provide an instructional base that can efficiently service all the Island police districts. Incentives and adequate instructional facilities should be provided in order to maintain this trained personnel.
- The agents who undertake the training programs should be maintained in the districts where they received the training so as to serve as instructors in that area. The agents should not be assigned tasks which would seriously impede or conflict with his prime function as an instructor.
- A special administrative mechanism should be provided to enable the Puerto Rico Crime Commission to handle, in part, any non-programmed training activities so as to prevent delays in submitting authorizations to the Law Enforcement Assistance Administration.
- In general terms, both training programs realized their basic goals as set forth in the grant applications.
- The sponsor should assure itself that in future projects the submittal of detailed progress reports, preferably every four months, be strictly enforced in order to assess the impacts of future programs both during and after implementation.



END