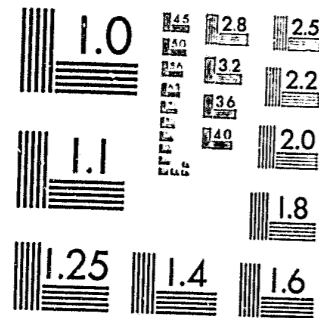


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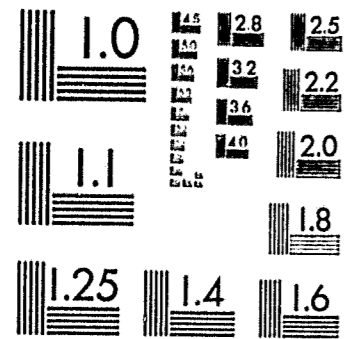
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KENTUCKY LAW ENFORCEMENT COUNCIL

CURRICULUM DEVELOPMENT FORM

FUNDAMENTALS OF URBAN POLICE SUPERVISION  
CURRICULUM TITLE

Presented to:

The Kentucky Law Enforcement Council

Richmond, Kentucky

by

AGENCY Department of Training

DATE February 9, 1983

For review as required by 503 KAR 1:015 pursuant to KRS 15.330.

Section 1. The Curriculum Committee of the Kentucky Law Enforcement Council shall be responsible for the review of proposed curriculums for law enforcement training at all certified police training schools in the State of Kentucky.

Section 2. All proposed curriculums shall be submitted to the Curriculum Committee at least [~~ninety~~-(90)] thirty (30) days prior to the date of anticipated approval.

Section 3. All proposed curriculum shall include the following:

1. Identify the students for whom the curriculum is intended in terms of:
  - A. Recruit entrance officers
  - B. Patrol level officers
  - C. Supervisors
  - D. Managers
  - E. Administrators
  - F. Specialized areas of police activities

This specially developed course, entitled Fundamentals of Urban Police Supervision, is specifically designed to meet the basic supervisory training needs in a large urban or metropolitan police agency.

Prerequisites: Restricted to patrolmen who anticipate promotion; recently promoted sergeants or supervisory personnel with no previous supervisory training.

Officers Who May Attend: 1st, 2nd-class cities and urban county: Patrolmen, Sergeants, Lieutenants.

20430

NCJRS

MAY 1983

ACQUISITIONS

2. Include a brief explanation of how the need for the particular curriculum was identified for the group of students in terms of satisfying specific training needs.

As a result of the July 21-23 meeting of chiefs and police administrators (held in Richmond) the need for police supervision and management courses was identified in terms of large agency needs being different from small agency needs. The original suggestion for urban supervision courses surfaced during the meeting.

At a later time the Louisville Division of Police requested a series of supervision and management courses of such design so as to be applicable to large agency (1st class city and/or urban county agencies) police departments. After several meetings with the Louisville Division Police staff certain topics and levels of instruction were selected. These topics and level of teaching are the content of this curriculum because we followed the suggestions given us by the police administrators who made suggestions for such a curriculum. These advisors were from 1st, 2nd and urban county police agencies.

3. Present a specific subject title indicative of the material and a brief description of each subject including hours devoted to each topic in the proposed curriculum. (Additional sheets of paper may be used if numerous topics are included in the curriculum.)

See attached curriculum.

4. For each subject area or topic, a specific student-oriented goal and objective must be given in terms of what you anticipate as to improving student behavior. These goals and objectives must be stated as changes of behavior in terms of increasing knowledge in specific areas, increasing specific skills, or developing proper student attitudes. (Additional sheets of paper may be used as needed.)

See attached curriculum.

5. Explain in detail the instructional method to be used in teaching the material contained in the curriculum. The instructional methods should be illustrated for each topic such as:

- A. Lecture
- B. Lecture-forum
- C. Role playing
- D. Demonstration
- E. Projects for students
- F. In-basket problems
- G. Group problem solving

(Additional sheets of paper may be used.)

The New Supervisor - Lecture-forum.

Role of the Supervisor - Lecture-forum.

Leadership - Lecture-forum and student projects.

Motivational Techniques - Lecture-forum, student projects and in-basket problems.

Supervisory Reporting and Communications - Lecture-forum, student projects.

Conflict, Cooperation and Morale - Lecture-forum.

Vicarious Liabilities of Supervisors - Lecture-forum.

Discipline Problems - Lecture-forum, student projects, in-basket problems.

Personnel Evaluations - Lecture-forum, student projects.

6. List all reference material used in developing the training program. References may include but are not limited to:
- A. Textbooks, authors, and date of publication
  - B. Periodicals, authors, and date of publication
  - C. Police publications FBI, IACP, N.U.T.I., LEAA, SPI
  - D. Any other publications or personal experience documents

Notebooks from:

Northwestern University  
Police Executive Development Institute - Pennsylvania University  
Institute of Police Traffic Management - University of North  
Florida

Instruments from:

Teleometrics Intl. - Conroe, Texas

Supervision of Police Personnel, N. F. Iannone (1970) Prentice-Hall, Inc.

Counseling at the Workplace, Norman C. Hill (1981) McGraw-Hill.

Reality-Centered People Management: Key to Improved Productivity,  
Erwin S. Stanton (1982) AMACOM

Executive Productivity, Volume 2, Number 12, December 1982, published  
monthly by Productivity Newsletter Associates, Ltd., 10076 Boca  
Entrader Blvd., Boca Raton, Florida.

7. List all equipment (including any equipment required for specialized training) and all visual aid equipment required to conduct the training program. Include any required training facilities. Examples are:
- A. Defensive driving requires special equipment such as adequate driving facilities, automobiles, etc.
  - B. Firearms training requires weapons to be fired, adequate range facilities, ammunition, etc.
  - C. Visual aids include such items as chalkboard, overhead projectors, 16 MM movie projector, and projector screen

16 MM projector  
35 MM slide projector  
Overhead projector  
Screen for projecting  
Chalkboard

8. Give a full explanation of the evaluation plan for measuring the effectiveness of the training curriculum or program. The explanation should include a full outline of methods to be used in areas of:
- A. Written testing and grading procedures
  - B. Use of class or individual projects as a testing procedure
  - C. Use of demonstration of task(s) as an evaluation of acquired proficiency
  - D. Any or all other methods of evaluating the effectiveness of program teaching and training

A written examination measuring the desired learning outcomes stated in the unit objectives will be given. The course will be critiqued by each student.

9. Explain the following in detail:

- A. Who will conduct the training? (Identify agency responsible for conducting training, include a list of instructors for the various subjects or topics, and include a class schedule.)
- B. When is the training to be conducted? (Month, date, and year)
- C. At which facility is the training to be held?
- D. Who is responsible for curriculum control and the conducting of the training?
- E. Identify the training program in terms of agencies to be trained.
- F. Specify if the training is to be local or statewide.

- A. The Department of Training will conduct the training, using only council certified instructors for each subject area.
- B. Training will be scheduled at selected times in the year.
- C. Department of Training facilities and police department classroom facilities will be used.
- D. Department of Training, Roy R. Crouch.
- E. Agencies to be trained are 1st, 2nd-class cities and urban county agencies who request the training. Although the training is presently being offered in Louisville at the Louisville Police training room and/or Shelby Campus the course is open to all 1st, 2nd-class cities and urban county officers who are patrol personnel and are anticipated to be promoted to sergeant. Persons who are already Sergeants, and Lieutenants with the above size cities may attend. For full explanation of "students for whom the curriculum is intended" see page 2. Upon request from qualifying agencies (size of department) the curriculum can be presented anywhere in the State.
- F. Initially, training will be on a local basis.

10. Complete all data concerning the submission of the curriculum or program by the originating agency.

A. Please submit the curriculum or program to the following address:

Kentucky Law Enforcement Council  
Stratton #107 - ECU  
Richmond, Kentucky 40475

B. Date of submission: 1-6-83

C. Person responsible for submitting curriculum to the Kentucky Law Enforcement Council Curriculum Committee:

Roy R. Crouch

Department of Training  
Representing Agency

D. Name of person(s) developing curriculum:

Dennis Mills, Dept Training

Robert McKinney, Dep. of Training

Lt. Myra Mason, Louisville Division of Police

Capt. Ed Mercer, Louisville Division of Police

E. Signature of Chief Administrator of agency submitting curriculum:

\_\_\_\_\_

\_\_\_\_\_

Date

KENTUCKY JUSTICE CABINET

DEPARTMENT OF TRAINING

"Fundamentals of Urban Police Supervision"



FUNDAMENTALS OF URBAN POLICE SUPERVISION

<u>Topics</u>	<u>Hours</u>
Orientation	1
The New Supervisor	1
Role of the Supervisor	2
Leadership	6
Motivational Techniques	6
Supervisory Reporting and Communications	6
Conflict, Cooperation and Morale	2
Vicarious Liabilities of Supervisors	6
Discipline Problems	4
Personnel Evaluations	4
Test-Review	2
TOTAL HOURS	40

COURSE OBJECTIVES

The student will be able to identify problems confronting a new supervisor and list the techniques and/or methods they should apply when dealing with these. The student will be able to identify the duties, responsibilities, and liabilities of the supervisor.

## FUNDAMENTALS OF URBAN POLICE SUPERVISION

### The New Supervisor

Unit Objective: The trainee will be able to identify the difficulties often encountered in making the transitions from patrolman to supervisor. He/she will be able to explain how to avoid errors in making the transition.

### Role of the Supervisor

Unit Objective: The student will be able to identify the position and duties of the supervisor in a major urban police department. The student will be able to compare the relationship between first line supervisors and other levels within the department, including operational, middle management, and administration.

### Leadership

Unit Objective: The student will be able to identify leadership techniques that should be practiced as a supervisor. The student will be able to explain the relationship of leadership as a requisite to effective supervision. He/she will be able to identify traits and characteristics desirable in a leader. He/she will be able to write a leadership improvement plan.

### Motivational Techniques

Unit Objective: The student will be able to identify factors and circumstances that effect morale. He/she will be able to identify the techniques that can be used to correct low morale and motivate personnel.

### Supervisory Reporting and Communications

Unit Objective: The student will be able to explain the importance of supervisory reporting. He/she will be able to list the techniques used to insure effective reporting procedures up, down, and across the chain of command. The student will be able to explain techniques to accomplish effective written and verbal communications. Given one or more reports used in a major urban police department, the trainee will be able to explain the purpose of the report.

### Conflict, Cooperation, and Morale

Unit Objective: The student will be able to identify the causes of conflict between personnel. He/she will be able to list techniques that are used to manage conflict and gain cooperation between employees.

### Vicarious Liabilities of Supervisors

Unit Objective: The student will be able to identify the areas of employment and limits of authority they are responsible for as supervisors. The trainee will be able to list the four requisites necessary to sustain a civil action. He/she will be able to list and explain at least three areas of negligence in employment and two areas of negligence in supervision that are common sources of litigation.

### Personnel Evaluation

Unit Objective: The student will be able to identify problems that exist when employees are measured by evaluations. He/she will be able to explain the steps in conducting an employee performance interview. Given a personnel evaluation instrument used in a major urban police department, the trainee will be able to explain the rating criteria used.

### Discipline Problems

Unit Objective: The student will be able to identify methods they can use when evaluating situations that call for disciplinary actions. The student will be able to contrast discipline situations that require corrective action as opposed to punishment. He/she will be able to identify the proper use, liabilities, and limits of disciplinary action. He/she will be able to explain the procedure for dealing with a citizen complaint.

**END**