DISTRICT OF COLUMBIA - DEVEL & SUPPORT OF COMPRE POL DEPT PLANNING & RESEARCH BUREAU

NCJ 00090

Murphy

COMMAND STAFF CONFERENCE
METROPOLITAN POLICE DEPARTMENT
Washington, D. C.

GENERAL INSTRUCTIONS TO CONFERENCE MEMBERS

1. Please be prompt. Time is extremely short. All conference sessions will begin on schedule.

2. The International Association of Chiefs of Police Survey Report issued to you is yours to keep. Underscore important points and make marginal notes as appropriate.

3. You may wish to keep supplemental notes as considerable material supporting the survey findings but not included in the Report will be discussed.

4. Read each assignment from the Report carefully and thoroughly beforehand. The problems discussed in the Report will be reviewed in the following conference hours. The reading will be essential to complete understanding however.

5. Questions are welcomed. Formulate questions as you read the Report. Write them down. Keep questions short and limited to a single thought or idea. Don't monopolize the questioning or deliver a speech.

6. Because of the extreme shortage of time, it will not be possible to debate issues in class. However, instructors will be happy to discuss problems in greater detail during breaks, after class, at lunch, evenings or at your convenience.

7. The bibliography submitted for your use is an elementary one limited to a few basic texts in police organization and management. It is recommended that conference members consider a program of reading to supplement their reading of the Report.

8. Please remember that this is your department. Its success or failure in meeting the challenges of Washington, D. C. is directly dependent upon your understanding of the intent and content of the survey.

Subject: Introduction

2 hours

Assigned Reading: MPD Report, Chapter I, pp 1-18 incl.

Lesson Outline	References
I. The objective of the survey is the improvement of police services in the District of Columbia	MPD Report P. 1
A. It is axiomatic in business that if a practice or procedure has been used for five years it is probably out of date.	
B. Change is accelerating and at a geometric rather than at an arithmatric rate.	
C. The present clear challenge to police everywhere is to respond to changing environment in meaningful and effective ways.	
1. We must squarely face problems arising out of resistance to change.	
2. First step is an objective examination of issues and facts.	
II. Comparative Police Data - 15 Largest Depts.	MPD Report p. 9 & 10
A. Police Employee @ 1000 pop.	
1. D. C. Rank: 1 out of 15 - 4.1	
2. Range: 1.6-4.1	
3. Median: 2.8	
B. Per Capita Police Cost	
1. D. C. Rank: 1 out of 15 - $32.49	
2. Range: $11.74 - 32.49	

3. Median: $21.82

C. Police Employee @ sq. mile

1. D. C. Rank: 4 out of 15 - 51.0

2. Range: 4.6-57.8

3. Median: 34.7

III. General Findings of Report

MPD Report
p. 11 & 16

A. While there are many reasons for the crime situation in the District recommendations in the Report are limited to improvements which can be made to the police service.

1. The organizational structure of the department must be redisigned to facilitate good management practices and effective control of police operations.

2. Interdepartmental communication, up, down, and laterally, needs improvement through restructuring the organization and improved technique.

3. The kind and quality of information available to the chief to enable better control of the operation need to be improved.

4. The police operation, especially patrol, must be made even more conspicuous, flexible, and mobile to improve its crime prevention potential.

5. A proper balance must be obtained between the extreme decentralized field operation now present and total centralized activity to obtain the advantages offered by either pattern.

6. Greater expertise in contemporary community problems must be acquired by all departmental personnel.

7. Communications technology and equipment especially need improvement. Information collection and retrieval methods require updating to take full advantage of available and future computer technology.

8. Continued and intensive attention must be devoted to improving the individual competency of all personnel.

9. Buildings and equipment must be modernized.

10. A clear and reasonable definition of police authority in pre-arraignment interrogation is desperately needed.

IV. Definition of term "administration"

A. Administration is the activity of process mainly concerned with the means for carrying out prescribed ends.

Pfiffner & Presthus
Pub. Admin.
p. 3

1. All institutions are goal oriented. Goals may be educational, social, political, religious, economic (profit), service.

2. Though goals may differ, means for achieving ends are similar.

3 Ideally administration aims at ensuring rational, "efficient" behavior toward goal achievement.

V. Definition of term "public administration"

Dimock & Dimock
Pub. Admin. p. 3

A. Earliest modern definition given by W. Wilson in 1887.

1. "Public administration is the practical or business end of government because its objective is to get the public business done as efficiently and as much in accord with the people's taste as possible.

2. Public Administration involves the implementation of public policy which has been outlined by representative political bodies.

Pfiffner & Resthus
Pub. Admin. p. 4

B. Police administration may be defined in the foregoing terms

1. Police administration is the activity or process of providing a service in conformity with public policy as established by duly constituted authorities and providing such service in the most rational, efficient manner possible.

VI. Administration has been defined as both an art and a science.

Classics in Management, AMA pp. 11-17

A. Attempts have been made to identify administrative principles and laws.

1. Now best accepted as a social science and as an organized body of knowledge less precise than a true science.

B. Latest research suggests that the decision making process inherent in administration involves human attitudes thus suggesting art rather than science.

VII. Content of Administration

Dimock & Dimock
Pub. Admin. p. 24

A. Luther Gulick suggested acronym POSDCORB in 1937

1. POSDCORB includes

a. Planning
b. Organizing
c. Staffing
d. Directing
e. COordinating
f. Reporting (Administrative)
g. Budgeting

See also Post
BECPIRD
Mun. Pol. Admin.
p. 77-78

B. More recent examination and study has given broader interpretation to scope of administration.

1. Institutions now identified as democratic social entities.

2. Increasing complexity of component factors recognized

3. Cultural changes in environment in which institution exists influence decisions.

4. Conflicts within institutions are important.

VIII. Summarizing, the Police must keep abreast of the times if we are to produce a meaningful service.

A. Our organizations are growing larger and more complex as population increases.

B. The cultural environment in which the police operate has been, is and will continue to change drastically.

C. Internal problems between institutions and personnel are becoming more critical.

D. The need for growth and development is obvious and imperative. It must come from within police ranks or it will be imposed from without.

Subject: General Management and Administration 6 hours

Assigned Reading: MPD Report, Chapter III, pp. 56-82 inc.

Lesson Outline	References
I. Introduction to Management	
A. Police institutions are institutions much like other groups.	
1. Police tend to ascribe singular or unusual characteristics to police departments but this is not so.	
2. There is ample evidence that police departments have many characteristics in common with other institutions including, problems of personnel management, communications, logistics, fiscal control.	
3. Prolonged identification with "semi-military" organization may have retarded growth comparable to that observed in business, industry and commerce.	
B. People act collectively in purposeful manners for good reasons.	
1. Group efforts are much more productive than the sum total of individual efforts.	
a. This is particularly true when supplemented by machinery	
2. There is an element of security in a group activity.	
3. People are gregarious and social minded.	
4. The net result is that much of man's waking time is spent in group activity, in family, job, religious, social and recreational groups.	

5. These groups may be called institutions. They are formal structures for supporting the collective activities of individuals.

C. All institutions are goal oriented.

1. The goals may be educational, fraternal (social), ecomonic (profit making) religious, political, charitable or service among others.

2. Goal achievement or continued activity associated with goal orientation is essential to institutional success.

a. Goals need not be "moral" but must exist.

D. The people composing our institutions are also "goal" oriented.

1. Psychologists suggest that goals include physical satisfactions, security, desire for recognition, inquisitiveness, desire for dominance.

2. People are complex entities composed of a body and a mind.

a. Importantly we are products of our heredity and environment so that each person is much like every other person yet is unique.

b. The biases, attitudes and wills of people are important because they establish and regulate the nature of responses elicited by environmental stimuli.

3. It must be recognized and accepted that the goals of the institution and those of individuals composing the group do not actually have to be identical and, indeed, they frequently are not.

E. Management may now be defined as the process which coalesces the minds and wills of individual members of a group and then leads this hopefully cohesive body on toward the successful attainment of the group's goals.

1. Management has the primary responsibility for institutional goal attainment.

2. Major problems arise when management fails in either one or both of the following areas:

a. Management loses sight of the agencies goals or

b. when management cannot keep the attention and performance of the group focused on those goals.

F. Responsibility of management generally

A. Management is responsible for the achievement of the group's goals or the attainment of the group's objectives

1. The entire rationale for group effort lies to this end.

2. Experience demonstrates that group efforts can be dissipated and lost without proper management.

B. Management must attempt to achieve goals as effectively and as efficiently as possible.

1. The goals of police agencies involve missions of great importance to our society demand effective action. Failure will be catastrophic.

2. Efficiency is imperative because police service costs are high and our resources limited.

G. Management approaches to its responsibility involve two main tasks.

1. Management must keep the attention of the group focused on the primary goals of the group.

a. Internally it is easier to maintain enthusiasm and conserve energy when group members see goals clearly.

b. External relationships with clients served are easier to maintain and more productive when goals are clearly defined.

c. Common weaknesses of police administration are that we have not clearly defined our goals nor properly focused attention upon them.

2. Management must utilize available resources in such fashion that objectives are attained.

a. Resources in the police service include personnel and equipment.

b. Personnel is by far the most important of the two since police work is mainly inter-personal relationships with limited uses of equipment in support thereof.

c. Resources are used effectively and efficiently by careful organization, direction and control.

H. Managerial principles and activities have been studied by many men. One, Luther Gulick, combined management tasks into several categories and coined the acronym POSDCORB to define them.

1. POSDCORB includes

   a. Planning

   b. Organizing

   c. Staffing

   d. Directing

   e. Coordinating

   f. Reporting

   g. Budgeting

2. Police managers must be intimately familiar with all.

See also

POST BECPIRD

Mun. Pol. Admin.

MPD Report
pp 56-64 incl.

II. Direction

A. The attainment of goals or the pursuit of required courses of action are enhanced by competent leadership.

1. Because the physical presence of the leader is not always possible he extends his presence by various devices.

B. Direction flows downward through chain of command.

1. All direction theoretically emanates from chief executive.

2. Executives and supervisors direct with the authority vested in their respective positions.

C. Direction takes on several forms including the issuance of written directives and the giving of oral directions.

III. Written Directives

A. Written directives include policy statements, procedures, rules and regulations.

B. An orderly arrangement of written directives has positive management value. Such arrangement provides:

1. A pool of operational and administrative knowledge representing the official position of the department.

2. A source of direction for subordinates in the absence of higher authority or technical staff.

3. A means of measuring performance since rules and procedures provide standards against which work can be measured.

4. A means of control. The theory of discipline presupposes that superior and subordinate have a common understanding of expected behavior.

IV. Police Statement

See also MPD Report p. 56

A. Policy may be described as the expression of managerial will describing and/or limiting the decision making freedom of subordinates.

1. All subordinates make decisions.

2. Decisions must be made at the lowest possible level in the hierarchy.

3. Broad policy permits latitude of action within framework established by management.

See example in MPD Report re. traffic control policy p. 56

4. Rigid policy limits the scope of any proposed activity to precisely that stated in the directive.

B. Policy statements should be written and published.

1. Usually contain 3 main features

MPD Report p. 57

a. the creation or affirmation of a long-range purpose or program.

b. the commitment of management's representatives to a general standard to apply to their day-to-day decisions and conduct.

c. an indication of those areas left for discretion within the overall concept to allow an interpretation in the variety of specific situations which may occur.

C. Technique involved in creation of policy is important.

1. Should be staffed to insure voluntary acceptance upon implementation.

V. Rules and Procedures

MPD Report
p. 57

A. Rules and procedure establish a precise course or mode of conduct which must be followed in specific situations.

1. They are characterized by inflexibility.

B. Rules have advantages and disadvantages.

1. Principal advantages obtained by compliance include

a. efficiencies and economies of work effort.

b. relative certainties of results.

c. safety.

2. Principal disadvantages include

a. failure to permit development of individual initiative.

b. lack of capability to adapt to a changed or changing situation.

VI. Four Types of Written Directives

MPD Report
p. 58-62 incl.

A. General Orders

1. General orders define policy and direct procedures which have a universal or wide application in the department.

a. the organizational structure of the department is an example. Another would be the disciplinary procedures of the department.

B. Special Orders

1. Special orders define policy and direct procedures for special situations particularly those which are unique or limited in time.

a. Examples would include a specific parade or demonstration policing order or one suspending roll call training for a holiday period.

b. In some cases the special orders will cover a situation not previously identified in the departments activities. In other cases it will deal with exceptions, temporary deviations or extensions of practice previously identified by General Order or other existing instructions.

C. Personnel Orders

1. Personnel Orders direct and identify all personal changes of status associated with the formal personnel management activities of the department.

a. The status of personnel is important to several units within department. All must be officially advised of current status changes for their respective purposes.

b. A single Personnel Order may carry advice of appointments, terminations, retirements, disciplinary actions, promotion and transfers.

D. Memoranda

1. Memoranda are generally used to advise or inform and are thus less identified with direction and control.

2. For example, memoranda are used for giving notice of available voluntary training programs or special events of special or wide interest to police officers and employees as examples. Such as TV programs about police problems.

E. Bulletins

1. A bulletin should include documents of an informative nature from specialized units containing data useful to other police units in their work.

2. For example it is proposed that the crime and traffic analysis unit of the planning and development division will publish bulletins on a routine basis identifying crime problems or areas for selective traffic law enforcement.

a. this advice, once received by appropriate division or district commanders and supervisors, would become the basis for their directives.

VII. Oral Directives

A. Oral direction involves the many face to face contacts between superior and subordinate which result in the performance of work or in the improvement of such performance.

1. Conferences, staff meetings, training, commands are examples.

B. Conferences and staff meetings are formalized arrangements for interpersonal communications.

1. May be used for dissemination of information, training, exploring new ideas.

2. May be used effectively at all levels of management and operations.

3. Conferences must be properly planned, scheduled, executed and critiqued.

a. personnel time is too valuable to waste in unproductive meetings.

C. Command

1. Command is the physical act of directing the behavior of others.

2. There are a number of ways in which the physical activity of command may be manifested.

a. in emergency situations commanding is authoritarian.

b. in non-emergency situations persuasion is the more acceptable technique. Explanation and understanding are desirable.

VIII. Supervision
(NOTE: Minimum course requirement for treatment of supervisory techniques is 80 plus hours)

MPD Report
P. 64-67 incl.

A. Supervision is the technique of personally directing the energies and abilities of an individual or group of individuals toward the accomplishments of predetermined goals.

Verbatim from
MPD Report
p. 64

1. Supervisors have basic responsibility for directing the activities of officers toward department objectives.

2. Supervisors must correctly interpret policy and management point of view to subordinates.

B. Supervision is inextricably associated with interpersonal relations. Pfiffner & Sherwood Admin. Org. p. 146

1. Recent study suggest 3 areas of critical competencies in foreman's work Pfiffner & Sherwood p. 146

a. administrative matters

b. supervising subordinates

c. relations with equals and superiors

2. Stress in the second category is given to

a. development of subordinates

b. correction of undesirable behavior

c. giving credit where due

d. equality of treatment

e. concern for employees welfare

f. keeping subordinates informed

3. Ten of sixteen such characteristics dealt with interpersonal relations.

4. Supervisory represents management to his subordinates, his subordinates to management. This task involves ambivalence making it most difficult to do well.

C. Supervisory tasks generally.

1. Planning work, establishing goals, providing for coordination between workers.

2. Training workers so that work can be accomplished as quickly and as efficiently as possible.

3. Directing work in such fashion as to facilitate implementation of work plan. Ideally the supervisor oversees tasks in such a way that he can observe faulty planning or defective work.

4. Rewarding good work and correcting unacceptable activity where necessary.

IX. Inspections and Control — MPD Report p. 68

A. Administrative Inspections Defined - "a critical review or examination involving careful scrutiny and analysis. In some cases it may involve inquiry or analysis of records and statistics".

B. Purposes of Inspections — MPA p. 112-113

1. To reveal deficiencies and needs.

2. To promote effectiveness and economy of work.

3. To promote accountability for the exercise (or lack of exercise) of authority.

C. Techniques of Inspection — Distribute MPA p. 112-113

1. Inspection of persons, things, procedures results.

2. Revealing conditions, situations, actions.

3. Resulting in weaknesses or failures in personnel, material, procedures.

4. Suggesting need for modification or additional organization, regulation, procedures, equipment, headquarter facilities, manpower, training, direction, leadership.

5. Inspection is accomplished by interviews with members of force; complainants, witnesses, arrestees and general public.

6. And analysis of inspection reports, records, statistics, procedures.

7. And observations of police quarters, jail, public places, equipment, personnel.

8. In order to determine actual conditions (see p. 113 MPA).

X. Line vs. Staff Inspections

A. Line inspection is the authoratative examination made by those direct control of operations.

B. Staff inspections are those made by representatives of administration who lacks direct authority over subject of inspection.

C. There is a real obligation on part of line officers to inspect.

1. They have the responsibility and authority necessary to insure compliance.

2. Staff inspection design to support line commanders.

3. At outset staff inspections may be painful since many defects will be disclosed.

XI. Management by Exception

A. In the management of large scale institutions much administrative data will be generated.

1. Generally in police management this data will be either the services rendered or with the effort expended in rendering said services.

2. The function of administrative reporting is to get this data to the departmental decision makers.

3. The very quantity of data involved makes it difficult if not impossible for decision makers to find significance in the data.

4. A substantial responsibility of executive staff is to determine what part of the data submitted is significant and to summarize this.

B. Significance in data

1. Data may be significant either in the absolute or in a relative sense.

2. Data is relative when it

a. Describes relationships between services or efforts and agency or program goals.

b. Shows trends.

3. Data is of greater significance to management for the most part in its relative sense.

C. Analysis of data for decision-making.

1. To properly exploit data in decision making it is important to have and to know agency and particularly program goals.

2. Examination of the data will disclose:

a. The existing or present relationship between service or efforts and the objective to be achieved.

b. The trend of this relationship as indicated by the relationship of present to past performance.

3. It is this relative position of service or efforts and the trend which is important in goal achievement.

D. Decision making by exception

1. If the examination of data discloses that goals have been or are being achieved no affirmative decision making is necessary.

2. If the data discloses under or over achievement then further administrative attention is indicated.

a. For example, if it has been established that the 4th District Patrol function must write 1,000 citations per month during the 3rd quarter of the year and in August only 750 are written further attention is required. Similarly over production would warrant administrative attention.

3. Particular attention must be given to changes in problems attributable to the application of police effort.

a. Constant review of problems to ensure realistic goals is mandatory.

4. As staff proficiency becomes great the only matters brought to the attention of the appropriate decision makers are the exceptions to goal or objective achievement programs.

a. This results in great savings of executive time.

b. It enables executives to concern themselves with programs and goals and not with operational details.

XII. Discussion of Organization of Proposed Inspectional Services Bureau

MPD Report pp. 69-78 incl.

A. The organization of the Inspectional Services Bureau discussed under Organization. A review follows:

1. Includes four Divisions, Field Inspections, Internal Investigations, Intelligence and Morals.

B. Field Inspections Division includes Procedures Evaluation, Material Resources and Crime Reporting Sections.

1. It is the mechanism by which the potentialities of people, devices and procedures are blended and directed toward successful operations.

2. When management is competent the potentialities will be more fully developed and the results correspondingly greater and more satisfying.

B. Management can be improved by conscious application of effort.

1. Generally it involves competent planning, direction, inspection and control.

2. In means involving every employee in the agencies responsibilities in meaningful ways.

Subject: Principles of Organization — 6 hours

Assigned Reading: MPD Report, Chapter II, 11 19-38 incl.

Lesson Outline	References
I. Organization defined	MPD Report p. 19
A. Organization is the orderly arrangement of manpower and materials to carry out the intended purposes of the institution.	
1. In small institutions all members may perform all or many of the necessary tasks	
2. In larger institutions specialization provides economy of effort and greater efficiency.	
3. Organization makes it possible to knit the activities of many people together into a smooth working team.	
II. Grouping of Tasks	
A. Tasks may be grouped in a variety of ways including function, area, time, hierarchial status, clientel served or process used among others.	
1. Tasks are usually grouped into units sometimes called "positions". These units contain as much work as one man can competently perform in an 8 hour period under normal circumstances.	
B. Grouping by Function	MPD Report P. 19
1. Distinction between line and staff	
a. line tasks contribute directly to the accomplishment of the ends or purposes of the group.	

b. staff tasks support or assist the line function

2. Line tasks are grouped in units involving similar activities. Most commonly these include patrol, traffic control, crime investigation.

3. Staff tasks are ordinarily grouped into units also involving similar or related activities including technical, administrative or inspectional staff services.

C. Grouping by Area

1. Where tasks cannot be performed in or from a central point, geographical decentralization is necessary. Examples include beats, precincts, districts.

D. Grouping by Time

1. Where tasks must be performed over 24 hour day, 365 per year, tasks are grouped by time for purposes of performance. Thus we have shifts, reliefs and other scheduling activities.

E. Grouping by Rank Order

1. Tasks may be identified by place in rank structure of organization. Commonly these include:

a. Policy making or managerial level
b. Supervisory level
c. Level of work performance

2. Distinctions between ranks not always precise. Thus some supervisors perform basic work or some managers in fact also supervise.

3. Rank is associated with hierarchial structure of organization.

a. Higher ranks supervise and direct lower ranks.

b. all ranks are subordinated to position at apex of hierarchy.

F. Grouping by Clientele Involved

1. Some tasks are grouped principally by the clientele involved.

a. major groupings in this category would include juvenile and narcotics offense investigations.

b. sub-specializations might include for example, burglary squads in detective divisions.

G. Grouping by Process Used

1. Grouping by process used would include such tasks as photography, data processing, chemical testing.

III. Concept of Hierarchy

MPD Report
o. 19

A. Organization provides an arrangement of positions resulting in a pyramid.

1. Channels of communication are provided in such fashion that every position is in contact with the organization vertically.

2. All lines of communication emanate from and focus upon a single position at the top.

3. Position at the apex of hierarchy bears complete responsibility for successful performance of institution's mission.

4. Ideally position at the top should have complete authority to accomplish mission although this is seldom the case.

IV. Responsibility and Authority

A. While total responsibility for achievement of agency goals rests with top position, it is impossible for incumbent to humanly accomplish this in large organizations.

1. All tasks necessary to assist in the accomplishment of aims are assigned to specific positions within structure.

a. responsibility is thereby fixed.
b. an assignment to a position may include responsibility for performance of work in subordinated positions.

B. When responsibility is assigned to a position sufficient authority must be given to the position to enable the incumbent to carry out his duties.

1. Delegation of authority must be accompanied by a responsibility for its proper use. All persons exercising authority must be held accountable for its use.

(NOTE: Police have two kinds of authority, that which is invested in each officer by law (arrest, search, seizure) and that which they derive from their departments. The police can be held accountable both administratively and/or legally for acts violating their scope of authority. Herein the emphasis is on administrative controls).

V. Chain of Command

A. The establishment of a number of superior-subordinate positions produces a series of relationships known as the "chain of command".

B. The chain of command is the channel through which policy direction and instructions flow downward and outward from management and supervision to the working echelon. It is also the channel through which intelligence and operational information flows upward to decision making levels.

C. The chain of command should not be bypassed except under emergency or other very exceptional circumstances.

1. Efficiency is impaired.

2. Responsibility can be avoided by persons in chain who are bypassed.

3. Exception should be made only when immediate needs of service demand. Thus a commander of one unit can take charge of a member of another unit if he apprehends him in some dereliction of duty.

VI. Unity of Command

A. Unity of Command is the principle that every person and/or unit must be under the command of and responsible to only one person or position.

B. Division of personal responsibility creates confusion in mind of subordinate and impairs efficiency.

C. Examples of difficulties encountered in violations of this principle are seen in relationships between technical specialists in precincts and the precinct commander and the specialists headquarters commander.

VII. Span of Control

A. The principle known as "Span of Control" states that there is a limit to the number of subordinates which a supervisor can effectively direct, control and coordinate.

1. The limitation derives from the incapability of a person to extend himself physically beyond a certain point.

B. The limitation varies considerably but for police service at the first line of supervision it should not exceed 7 or 8 subordinates.

C. The determinate factors involved include:

1. The amount of time available for supervision.

2. Dispersion of the workers being supervised.

3. Variety and importance of activities being supervised.

4. Abilities of subordinates.

D. Police officers work widely dispersed and are involved in tasks which are highly technical and of great social importance. Supervision must therefore be close and constant.

VIII. Discussion of Proposed Organization of the MPD

MPD Report p. 26-55 incl.

A. It is proposed to organize the activities of the MPD into four principal subdivisions; Field Operations, Administrative Services, Technical Services and Inspectional Services.

1. Each is organized into and denominated a Bureau.

2. Each will be commanded by an Assistant Chief of Police.

3. The Planning and Development Division will be directly responsible to Chief.

B. The Field Operations Division will consist of the Patrol, Traffic, Criminal Investigation, Youth and Special Operations Divisions.

MPD Report Chart 2.2 p. 28

C. The Administrative Services Division will include the Personnel, Training, Fiscal Affairs and Community Relations Division.

D. The Technical Services Bureau will be comprised of the Central Records Division, Communications Division, Property Division and ultimately, the Data Processing and Information Division.

E. The Inspectional Services Bureau will encompass the Internal Affairs, Field Inspection, Morals and Intelligence Divisions.

IX. Organization of Field Operations Bureau

A. One of the very important changes will be to focus responsibility to field operations in one position. The assistant chief designated to this position.

1. Round the clock inspectors will be action commanders not policy makers.

2. Inspectors are to maintain field inspection activity.

B. Patrol Division

1. Consolidation into 6 districts recommended for better control and greater efficiency of operations.

2. Patrol Division to be commanded by a Division Chief.

3. Each district to be commanded by an Inspector and a Captain to command each watch or section.

C. Criminal Investigation Division

1. To be commanded by a Division Chief.

2. To be divided into five sections, each commanded by an Inspector. Crimes Against Persons, Special Investigations Section. General Sections (two) and the Administrative Section.

3. Crimes Against Persons Section will be responsible for investigation of murder, robbery, aggravated assault, rape and other sex crimes citywide.

4. Special Investigation Section will be responsible for citywide investigations of auto thefts, frauds, worthless documents and extraditions.

5. General Sections will investigate larcenies and burglaries in their respective area.

6. Administrative Sections will be responsible for assignment and control for entire division.

D. Traffic Division

1. To be commanded by a Division Chief.

2. To be divided into two sections, Operations and Administrative.

3. Operations Section will be responsible for accident investigation and traffic law enforcement.

4. Administrative Section will be responsible for traffic safety programs, school crossing guards and analyses needed for effective administration of traffic control.

E. Youth Division

1. To be commanded by a Division Chief.

2. To be divided into two sections, Operations and Administrative. In addition the division should also administer the Female Detention Unit and Women's Bureau.

3. Responsibilities of the Division to include:

a. followup investigations of juvenile arrests.

b. control of delinquency producing conditions and places.

c. Develop and coordinate delinquency prevention programs.

d. coordinate police efforts with those of other social agencies.

F. Special Operations Division

1. To be commanded by a Division Chief.

2. To include the Tactical, Canine, Special Detail and Administrative Sections.

X. Organization of Administrative Services Bureau

MPD Report p. 32

A. The Administrative Services Bureau is an administrative agency for operations.

1. It should be directed by an Assistant Chief.

2. It will consist of four groups, Personnel, Training, Fiscal Affairs and Community Relations Divisions.

3. All such divisions will be under the command of directors.

B. Personnel Division

1. To be commanded by a civilian director preferably an experienced ex-police official.

2. To be divided into Personnel Records, Recruitment, Personnel Relations, and Examination Sections.

3. To be responsible for all significant personnel matters except discipline and maintenance of all personnel records in a single location.

C. Training Division

1. To be divided into four sections, Recruit Training, In-service Training, Roll Call Training and Career Development Section.

2. To be responsible for all training in department.

D. Fiscal Affairs Division

1. The division should handle most if not all fiscal matters of the department.

2. In addition to usual fiscal matters the Division will treat all aspects of budgeting including preparation, coordination and control.

E. Community Relations Division.

1. To be divided into three sections Public Information, Human Relations and Program Development.

2. To be responsible for improving police relations with the public and the community.

XI. Organization of Technical Services Bureau

MPD Report p. 33

A. The Technical Service Bureau is also an auxiliary or support activity for operations.

1. It will be under the command of an Assistant Chief.

2. It will consist of four divisions, Central Records, Communications, Property and Data Processing and Information.

B. Central Records Division

1. To consist of four sections, Report Processing, Identification, Warrant and Mobile Laboratory.

2. To be responsible for processing crime and other reports, maintaining identification files, collecting and processing evidence, processing permits and miscellaneous records activities.

C. Communications Division

1. To consist of three sections Complaint processing, Maintenance and handline Operations.

2. Basically responsible for receiving complaints from public and initiating the required police action.

D. Property Division

1. To be divided into three sections Property Management, Vehicle Maintenance, Duplicating and Custodial.

2. A heterogenous unit to control and manage the department physical properties.

E. Data Processing Division

1. Described in Planning segment of training program.

XII Organization of Inspectional Services Bureau

MPD Report p. 34

A. This is a very sensitive organizational unit because it will deal with the problems which almost always cause embarrassment to a department and the police profession.

1. To be commanded by an aggressive and competent Assistant Chief.

2. To include the Internal Affairs, Field Inspections, Morals and Intelligence Divisions.

B. Internal Affairs Division

1. To continue operations in three sections, General Investigations, Complaint Investigations and Administrative.

2. To staff and/or coordinate departmental investigations of complaints against personnel.

C. Field Inspections Division

1. To be divided into three sections, Material Resources, Procedure Evaluation and Crime Reporting.

2. To be responsible for the overt inspection of every unit and activity of the department on a continuing basis.

D. Morals Division

1. To be subdivided into four subdivisions including Liquor Control, Prostitution and Perversion, Gambling and Narcotics Sections.

2. To be responsible for staff inspections of vice conditions and to give staff supervision in vice control efforts.

E. Intelligence Divisions

1. To be divided into three sections, Organized Crime, Subversive and Rackets.

2. To be responsible for keeping department informed on organized crime problems, subversion, business frauds and rackets.

XIII Summary

A. Proposed organization will give maximum control possible to chief executive.

1. Plan proposes a suitable placement of responsibilities throughout the department.

2. It establishes a usable hierarchy with a clear cut chain of command. This should aid in expediting intra-departmental communications.

3. Each position in the hierarchy will have an optimum span of control.

B. The plan provides great flexibility yet precise relationships between units, makes coordination easy.

C. Major emphasis is placed on the Planning and Development function of the Department.

Subject: Planning 3 hours

Assigned Reading: MPD Report, Chapter III, pp 39-55 incl.

Lesson Outline	References
I. A definition of planning	Dimock & Dimock Pub. Admin. pp 130 & 131
A. Planning is the clarification of goals or objectives and the determination of what action shall be taken by whom, when, by what methods, and at what costs in order to achieve the desired goals.	
B. Planning is a means not an end.	
II. The Importance of Planning	
A. Planning ensures the most effective use of available resources.	
B. Planning enables an institution to cope with change now the most common element in institutional life.	
C. Planning makes it possible to avoid blind or crash action resulting from recurring crisis situations.	
III. Implementing the Planning Process	
A. Steps Involved	Dimock & Dimock Publ. Admin. p 133
1. Determination of objectives	
2. Fact gathering and research to understand the problem	
3. Analyzing data	See also Mun. Pol. Admin. pp 78-80
4. Setting forth alternative solutions	
5. Choosing of the alternative	
6. Executing plan chosen	

B. Determination of objectives of plan

1. A precise goal is helpful in preventing overextension of efforts.

2. Provides direction of planning energies.

3. Provides a scale against which effectiveness of plan can be measured.

C. Fact Gathering and Research

1. The place of "assumptions" in plan formulation is important.

a. Since it is impossible to consistently deal with fact we precede study with statements of probabilities. Thus, for example, since no one can precisely anticipate the size of a crowd of a demonstration assumption of numbers is made for planning purposes.

b. Increasing attention will be given to probability theory in future police planning.

2. Data collection must include only as much as may be significant.

a. Fact gathering is expensive even as a corollary operation to daily records keeping.

b. It is not always possible timewise to gather all pertinent material.

D. Analyzing data

1. Collected data must be organized in intelligible formats including tables, charts, diagrams, photographs.

2. Large amounts of data may be manipulated by computers or other data processing techniques.

3. The final analysis involves the subjective assessment of analyst and is influenced by his training, experience and judgment.

a. The inhibiting effect of personal beliefs and biases must be considered in formation of judgments.

E. Establishing alternative courses of action.

1. In almost every given set of circumstances, there will be more than one possible solution to the problem.

2. Each alternative answer will possess special assets and certain liabilities which must be identified.

F. Choosing one alternative for execution.

1. The decision making process consists of choosing between alternatives.

2. Decisions will be made in relationship to primary or overall objectives of individual or agency.

a. Note real area of conflict when individual and agency goals do not coincide!

3. Competency in choosing acceptable and productive alternatives is the mark of a competent individual.

G. Execution of selected plan

1. Planning is useful only to the extent plans are implemented.

2. Plans must include built-in controls which will enable manager to inspect and assess results.

a. When effectively executed planned action will modify or eliminate problems. Continuous inspection of activities is necessary to determine that expected change is accomplished.

3. Plans must anticipate many contingencies Execution may require changed tactics in emergencies.

IV. Characteristics of Plans

A. Plans may be formal or informal

1. Formal plans are those usually committed to writing and characterized by extensive research, abstract analysis of data and careful production.

2. Informal plans are usually conceived and generated at the time required and are generally associated with fluid field situations and problems.

B. Plans may be operational or administrative

1. Operational plans are usually characterized by contacts involved between police and the public.

2. Administrative plans are usually associated with the internal management of the police agency.

C. Plans may be of long or short term

1. Long term planning involves planning for several years, perhaps five, ten or fifteen.

2. Short term planning suggests planning for a specific event or for some special undertaking of limited duration.

D. Police planning is usually in some combinations of the foregoing. Thus plans may be operational, informal and short term or administrative, formal and long term for example.

Mun. Pol. Admin.
p. [illegible]

V. Completed Staff Work

Mun. Pol. Admin. pp 80 & 83

A. Completed staff work is a special adaptation of the planning process.

1. It is the study of a problem and the presentation of a solution in such form that all that remains to be done is for the executive to approve or disapprove the proposal.

MPD Report p 48

B. A principal characteristic of staff work is the necessity to obtain concurrences or non-concurrences from all persons and units involved in and responsible for implementation of portions of proposed plan.

C. Distribute and discuss

1. "Staff Work Checklist" and "Form and Content of Completed Staff Study"

MPD Report pp 81 & 82

VI. Analysis of Report Recommendations About The Establishment of a Planning and Development Division

MPD Report pp 39-55 incl.

A. The Report proposes a two stage development of a truly functional Planning and Development Division.

1. The need to initiate a functioning planning activity is so great that waiting for the ultimate implementation of Report is impractical.

2. A simple planning concept is proposed to initiate planning program

3. Once recommendations of Report are more fully implemented the more sophisticated planning organization described later will be instituted.

MPD Report p. 52
Also see Chart 3.2

B. A planning and Development function is needed now:

1. To insure continuing attention to department wide planning needs

2. To provide supervision of the planning process throughout department and

3. To stimulate the planning process throughout the department

C. The basic functions of the P & D Division will be — MPD Report p. 40

1. To develop and suggest ideas that will improve police performance.

2. To review and analyze existing departmental plans to assure that they are up-to-date and suitably recorded.

3. To modernize and improve department-wide plans.

4. To assist functional units in the preparation and improvement of their plans.

5. To assist in the implementation of new plans.

6. To analyze the operations of plans to ascertain their suitability, to discuss their weaknesses with the operating personnel affected, and to devise improvments when needed.

D. Organizational status of P & D Division

1. P & D Division will be placed directly in a staff relationship to Chief's office.

a. This will be done to strengthen stature of division

E. The planning and development division will consist of two subdivisions, the development and analysis sections.

MPD Report p 41
Chart p. 42

1. The Development Section will consist of three units, Systems Development, Operations Development and Administrative Development units.

2. The Analysis Section will consist of two units, Crime and Traffic Analysis and Data Processing Units.

F. The aims and duties of the Systems Development unit will be concerned with the improvement of internal information systems and will attempt to:

1. To imprcve the information provided by a system in either quality or structure.

2. To improve the control and internal check thereby improving the dependability of the information.

3. To decrease the clerical cost of each paper, record and file.

4. To facilitate retrieval of information.

5. Review and approve all requests for forms; design all forms and establish forms processing methods.

6. Develop the department records management program, including:

a. establishing records retention and disposal schedules.

b. reviewing and approving filing systems and all requests for filing equipment, both mechanical and manually maintained types.

c. reviewing and approving all requests for microfilming.

7. Develop and review specifications for data processing equipment.

8. Perform all departmental computer programming.

9. Maintain documented and up-to-date computer programs.

10. Review the use of all unit record and computer equipment in the department to determine the efficiency of utilization and or processing methods.

11. Prepare and process unit record and computer data, including all crime reporting, attendance records, payrolls, cost accounting, inventory control, criminal identification data and workload statistics.

G. The Operations Development Unit will:

1. Conduct research projects to gain insight into current police problems. Develop proposals for more effective crime prevention and criminal apprehension, with particular emphasis on the determination of efficient and effective beat layout methods.

2. Maintain and periodically revise specifications for uniforms and official personal equipment.

3. Formulate proposals for legislation affecting police functions.

4. Review and follow-up inspection reports.

5. Prepare department-level directives reflecting changes in legislation and policies or procedures of other agencies; on request assist other units in the preparation of directives.

6. Review and prepare for staff consideration material submitted by other units or individual members which relates to police functions.

H. The Administrative Development Unit will be concerned with Administrative procedures and will:

1. Determine means to increase the efficiency of department administrative operations.

2. Conduct studies of existing systems and procedures, including administrative reporting systems and develop new ones when appropriate.

3. Conduct studies on utilization of administrative and clerical staff, office equipment and material resources, including vehicles.

4. Conduct surveys of organizational structures within the various bureaus and divisions and draft organizational orders and charts.

5. Analyze proposed and enacted legislation for its administrative implications.

I. The Crime and Traffic Analysis Unit will:

1. Analyze the incidents of crime to alert the department to significant occurrences or trends.

2. Disseminate current crime data.

3. Establish and foster a crime review committee.

a. Committee to consist of line and staff people from units involved in crime problems.

b. Committee to examine problems and exchange information leading to reduction of crime.

4. As applicable perform similar tasks in the area of traffic control.

J. Data Processing Unit will manipulate data (code, keypunch, machine process) and produce summaries necessary for executive decision making.

1. When program fully implemented unit will become a division in the Technical Service Bureau.

VII. Eventual Organization of Planning Function — MPD Report p 52

A. When recommendations of Report are more fully implemented a more sophisticated organization of the Planning and Development can be undertaken. — See Also Chart 3.2

1. It will be comprised of two sections, Operational Planning and Development and Administrative Planning and Development.

2. The Operations Planning Section will consist of two units, Crime and Traffic Analysis Unit and Operational Research Unit.

a. The Section will be operations oriented and attempt to better exploit manpower in terms of crime and traffic control.

3. The Administrative Planning Section will consist of three units, Systems and Procedures, Written Directive and Administrative Research.

a. The Section will be administratively oriented and its objectives will be to provide effective systems support for operations.

CONTINUED

1 OF 3

DISTRICT OF COLUMBIA - DEVEL & SUPPORT OF COMPRE POL DEPT PLANNING & RESEARCH BUREAU

NCJ 00090

ANON 68 125p

VIII Conclusions

A. The upgrading of the Department's planning activities will assure

1. A more goal directed course of management.

2. A more efficient use of available resources particularly manpower.

3. A more orderly and efficient police service.

Subject: Patrol Operations 4 hours

Assigned Reading: MPD Report, Chapter V, pp. 169-218 incl.

Lesson Outline	References
I. Patrol is the primary police operation	MPD Report p. 169
A. The basic police objectives include protection of life and property, preservation of public peace and domestic tranquillity and the prevention of crime - all accomplished principally by patrol efforts.	
B. Patrol is frequently relegated to second class status.	
1. Not limited to Washington.	
2. Specialized police functions have been invested with glamour.	
a. special personnel selection processes have given status.	
b. special training has made positions desirable.	
c. special privileges make specialized assignments desirable.	
d. extra pay attached to specialized positions also a factor.	
C. It is highly important to restore prestige of patrol operations to first position in department.	
1. There must be full administrative acceptance of primary patrol functions.	
2. Recognition of prime importance of patrol can be stimulated by administrative attitude, training assignment of responsibilities, personal recognition of good work and other techniques.	

II. Disadvantages of Present Organizational Structure

A. Difficulties of control resulting from use of three deputy chiefs on rotating shifts.

1. Differences in policies among high commanders.

2. Inability to focus responsibility.

a. clearly violations of unity of command.

3. Violations of chain of command noted.

B. Disadvantages of large number of precincts.

1. Problems of extended control and coordination.

2. Loss of officer time in non-police duties (direct and indirect costs)

3. Building maintenance

III. Advantages of Precinct Consolidation

A. Better arrangement of command structure

1. Decreased span of control means more control and better coordination.

B. Better utilization of manpower making more men available for street duty.

IV. Allocation and Distribution of Patrol Manpower

MPD Report pp. 181-182

A. Factors affecting effective manpower distribution.

1. Competency of administrative reporting system.

2. Competency of data analysis function.

3. Actual availability of manpower

a. present availability of approximately 44% to field is not good enough

See Table 5.1 p. 181

B. Techniques involved in manpower distribution analysis.

1. Factor identification and weighting.

a. all activities consuming patrol time must be accounted for. This includes investigation and reporting of crimes and traffic accidents, other traffic control activities, processing of non-criminal matters, etc.

b. weighting of factors is generally associated with actual time consumed although in establishing a weighting system relative time may be reflected.

2. Factor analysis.

a. police services involve many pertinent variables including nature of incident services, time, day and month of occurrence, location of service and time consumed in performance of service.

b. manual techniques including map plotting, graphing or charting may be used especially by smaller departments or within precincts.

c. computer useage makes more refined analysis possible and, in the future, will greatly enhance manpower allocations.

C. Temporal distribution of patrol forces.

See chart 5.1
See chart 5.2
pp. 183-184
MPB Report

1. One of the objectives of manpower analysis is to maintain numbers of men assigned by time in proportion to existing workload.

2. Charts 5.1 and 5.2 are concerned with the problem of "within-shift hourly variance" between workload and assigned workers.

a. objective is to keep variance to smallest possible percentage.

3. Chart 5.2 suggests distribution to achieved optimum variance.

a. it is obvious that not all men assigned to any recurring function will normally be present at any one time.

(1) absenteeism will be accounted for in terms of days off, vacation sick time, military leave, court time, training and other special assignments, etc.

(2) 1.7 men must be assigned to keep one man available for each position.

b.

8 a.m. - 4 p.m.	29% of force	See also Table 5.3 & 5.4 p. 186
4 p.m. - 12 m.	36% of force	
12 m - 8 a.m.	20% of force	
7 p.m. - 3 a.m. (overlap)	15% of force	

D. Geographic Distribution

1. Identical analysis techniques - produces optimum area assignment of manpower.

2. Proposed assignment by precinct found in Table 5.2, page 185 — See Table 5.2 p. 185

3. Map 5.1 page 189 suggests motorized patrol beats.

a. the present workload is equitably divided among these beats.

b. initially there will be 110 such beats limited only by existing number of vehicles.

c. number of beats must be increased as vehicles become available.

IV. Patrol Supervision

A. Competent supervision is vital to successful patrol administration.

B. The District police have critical problems in patrol supervision.

1. Existing span of control (20-1) is much too great.

2. Lack of transport inhibits good patrol supervision.

3. Inappropriate allocation of duties in report review detracts from responsibility of field supervisor.

4. Rotating shifts prevents adequate supervision of both sergeants and patrolmen.

C. Routine performance evaluation must be a part of every supervisors duties.

1. Performance evaluation provides an automatic supervision of quantity and quality of subordinate's work.

2. Evaluations can assist in the developing and training of subordinates.

a. on the job training can be most fruitful when undertaken by competent supervisors.

3. Evaluations must involve considerations of factors founded on pp. 192, 193 and 194 of report.

MPD Report pp. 192, 193-194

V. Patrol Operating Procedures.

A. Information about operational problems must be used to greated advantage than is presently the case. It is proposed to use "Crime Analysis Bulletins" and "Crime Review Committee" for this purpose.

B. Crime Analysis Bulletins will identify crime trends and high crime areas on a continuing basis.

1. Crime spot maps are useful but should not be primary source of information since their upkeep is a precinct function and the information contained may not be current.

C. The Crime Review Committee will provide for high level lateral communications within the department and will facilitate coordination of all units involved in crime control.

VI. Methods of Patrol

Mun. Pol. Adm. Pp. 241

A. Foot Patrol

1. Washington is heavily committed to foot patrol

2. The advantage of foot patrol is limited to providing an intimate relationship between the police and relatively few people and situations.

2. Disadvantages include:

a. high cost of patrol effort.

b. relative immobility of force in face of mobile crime.

c. relative obscurity of patrol effort.

B. Motor patrol.

1. Advantages of motor patrol include:

a. mobility

b. improved communications

c. protection against weather

d. supplementary equipment may be carried.

2. Disadvantages:

a. problems in congested areas

b. officers settling in vehicles

VII. Field Contact Card Program

A. Advantages accruing to F.C. program

1. Increasing information base

MPD Report p. 202

2. Increased pressure on roamers and vagrants.

3. Investigative assistance.

VIII. Patrol Investigations

A. The employment of patrolmen talent for preliminary investigations.

1. Fixes responsibility.

2. Broadens patrolman's experience.

3. Raises morale.

4. Saves investigative time.

IX. Explanation of Special Operations Division

MPD Report pp. 205-218

A. The Special Operations Division will be under the command of a Division chief.

B. It will consist of four sections including the Canine Section, Special Details Section, Tactical Section and an Administrative Section.

C. The purpose is to bring together under one command the several units which can be first deployed in any emergency without serious dislocations to basic patrol activities.

D. Administrative Section.

1. Will perform normal or routine administrative tasks of Division. It is essentially clerical.

E. Canine Section

1. There has been no really substantial study of the effectiveness of dogs in police work although they do have some real utility despite costs involved.

2. It is recommended that dog teams be administratively treated in three units plus a training unit.

3. Assign permanent supervisors to each of the units in the section to improve the quality of supervision.

4. Discontinue the Tactical Unit of the Canine Section as such, and instead deploy all canine officers strategically.

5. Issue personal radio equipment to canine officers assigned to foot beats.

6. Assign all canine officers to operate as single man-dog teams and discontinue the present practice of assigning two canine officers and two dogs to work together.

F. Special Details Section

1. A heterogeneous section composed of the Harbor, Civil Defense and Reserve, Court Liaison and Special Events Units.

2. Recommendations are noted for each of these special units. Importantly the creation of a Special Events Unit would provide ample manpower for occasions requiring some without disrupting patrol operations.

a. would be used to serve traffic warrants when not otherwise engaged.

G. Tactical Section

1. The uniformed supplement to regular field patrol forces as statistics dictate.

2. Detailed to combat specific crime problems. Should not be given routine assignments but must enforce all laws.

3. Should be motorized in either marked or unmarked cars.

4. Should work in plainclothes or uniform as circumstances dictate although uniform is normal dress.

5. The relationship between Tactical Section and Patrol Division personnel requires understanding of mutual objectives, close coordination of activities and close liaison.

a. relationship can be overly sensitive.

X. Patrol is the key operation in police work. The success or failure of the department depends ultimately upon the effectiveness of the patrol force.

Subject: Records Management 2 hours

Assigned Reading: MPD Report, Chapter IX, pp317-368 incl.
MPD Report, Chapter IX, Part I, pp 369-389 incl.

Lesson Outline	References
I. Purposes of police records keeping	
A. Records constitute official departmental memory, the police intelligence system and the basic administrative tool.	
B. Records have utility for officer on the street, the investigator, the administrator.	
C. Records are important to patrolman as a safety device and an aid to action. Examples include:	
1. Stolen car records.	
2. Wanted persons records.	
3. Identifiable stolen property.	
4. Previous criminal record of subject.	
5. For patrolman, speed of information retrieval is critical.	
D. Records are important to investigators as aid to identification and prosecution of offenders. Example.	
1. Information in preliminary investigation report.	
2. Nicknames, known associates, places known to frequent.	
3. Previous criminal records and known offender records.	

4. Modus Operandi records.

5. Fingerprint and personal description records.

6. Custodial records.

E. Records are very useful to administrators.

1. Administrative utility based upon several factors. Records established.

a. what needs to be done.

b. what has been done.

c. what may be reasonably expected. Crime and traffic phenomena are repetitive in nature thus permitting anticipation of future events.

2. All business and industrial and many governmental activities are now based largely upon review and analysis of facts.

a. usage in management include budget justification, personnel deployment, equipment control.

II. A Records System consists of a number of procedures including records collection, processing, storage recall and retention.

A. Each has its own peculiarities, problems and economic considerations.

B. The principal consideration is always to process records only to the extent necessary for operational or administrative purposes. Records are expensive to process and keep!

1. A rule of thumb in business has been that for each dollar cost of report preparation there is approximately a twenty dollar cost for records processing.

III. Proposed Reorganization to Centralized Records keeping

MPD Report p. 319

A. The report urges the consolidation of current decentralized records keeping, specific recommendations includes:

1. Establish a Central Records Division and consolidate all complaint, offense, property, photographic, fingerprint and arrest data therein.

2. Allow investigative sections and units to retain working copies of current offense reports, temporarily, to facilitate criminal investigations.

3. Transfer identification records, files, photographs and personnel to the Central Records Division.

4. Transfer the filed copies of the complaint and offense reports from the Statistical Bureau to the Central Records Division to form the nucleus for a central report file.

5. Transfer the warrant indices of the Traffic and Fugitive Units to the Central Records Division.

6. Discontinue, after implementation of the recommendations contained in this chapter, the following precinct records activities.

a. radio car run book
b. incidental (sign and lantern) book
c. special notice book
d. crime book
e. station complaint book.

B. Recommendations are designed to increase effectiveness of operations and administration.

1. One call should suffice for personnel data identification or warrant checks.

2. Should involve control of records by trained - improved file security.

III. Proposed Organization of Central Records Division

A. Records functions is a unitary one.

B. Report Processing Section.

1. Two major functions - [illegible] and storage.

2. Manipulative functions include sorting, [illegible], [illegible], [illegible], distributing, and filing reports. Also includes file searching upon demand.

3. Storage includes maintenance of index files, and microfilm files as well as hard copy files.

C. Identification Section.

1. Primary interest is in fingerprint and personal history identification files.

2. Only positive identification is by fingerprints. Therefore police must establish and maintain effective identification systems utilizing fingerprints.

D. Mobile Laboratory Section.

1. Increasing pressure on police for physical evidence is important factor in recommendation for identification technicians.

2. Advantages accruing to use of such personnel include: MPD Report p. 324

a. constant exposure to crime scene problems sharpens an officer's ability to search and recognize valuable evidence (which would probably be overlooked by others)

b. effectiveness in recovering, handling, and transporting items of evidence and in recording crime scene characteristics requires special training and equipment.

c. the technician is able to concentrate and devote his full time to evidence discovery and recovery because his attention and loyalty are not divided by other responsibilities in the investigative process.

d. the application of these specific skills will aid in insuring the admissibility of physical evidence in court proceedings.

e. the Mobile Laboratory officer learns through training and daily association with laboratory specialists which articles have evidentiary value and are susceptible to effective examination.

f. investigators and uniformed officers are freed to provide greater attention to other details of the investigation and to search for and question witnesses and perpetrators.

E. Warrant Section

1. The service of warrants will be expedited when every officer on street has access to all warrant information in police files.

V. Data Processing

A. Information (data) is useless unless it is immediately available in correct and usable form to field and/or administrative officers.

B. Some records applications involve only ability to recall information.

1. Appropriate indexing enables seeker to narrow search area to one which is practical.

C. Other records applications involve manipulative processes either manual or arithmetical.

1. Usually these are managerial applications and involve preparation of summaries or reports.

2. Computing crime or traffic enforcement index is a computational manipulation of records.

D. Automated Data Processing

1. Automated Data Processing (ADP) usually involves the manipulation of cards by machines.

a. information is coded and punched into columns on cards.

b. the passage of cards over or through machines results in calculation and printing of desired statistical material.

2. Accounting machines are quite rapid in operation but are limited by necessity for physical manipulation of cards.

E. Electronic Data Processing.

1. Electronic Data Processing (EDP) involves the phenomena of magnatism and the manipulation of data at the speed of light.

2. Information is coded and magnetically imposed upon tape, discs or "cores".

3. Information can be recovered from magnetic memories in fractions of seconds.

4. Information can be manipulated and computations made in fractions of seconds.

5. Delays occur in communications and printing of information.

F. SHARE Program

1. Computer operations are so expensive that economics require high ratio of use to time.

a. this may be accomplished by several departments sharing one computer.

2. SHARE program involves use of one IBM computer by five district departments including MPD.

MPD Report p. 374

VI. Regionalization in Planning

MPD Report p. 389

A. Location and political influence of Washington places responsibility on MPD to undertake leadership in improving police services in contiguous areas.

B. Data processing is an important part of this concept.

Subject: Introduction 2 hours

Assigned Reading: MPD Report, Chapter I, pp 1-18 incl.

Lesson Outline	References
I. The objective of the survey is the improvement of police services in the District of Columbia	MPD Report P. 1
A. It is axiomatic in business that if a practice or procedure has been used for five years it is probably out of date.	
B. Change is accelerating and at a geometric rather than at an arithmatric rate.	
C. The present clear challenge to police everywhere is to respond to changing environment in meaningful and effective ways.	
1. We must squarely face problems arising out of resistance to change.	
2. First step is an objective examination of issues and facts.	
II. Comparative Police Data - 15 Largest Depts.	MPD Report p. 9 & 10
A. Police Employee @ 1000 pop.	
1. D. C. Rank: 1 out of 15 - 4.1	
2. Range: 1.6-4.1	
3. Median: 2.8	
B. Per Capita Police Cost	
1. D. C. Rank: 1 out of 15 - $32.49	
2. Range: $11.74 - 32.49	

Subject: Investigative Operations 2 hours

Assigned Reading: MPD Report, Chapter VII, pp. 249-292 incl.

Lesson Outline	References
I. The role of the crime investigation in police work is a sensitive one.	
A. Crime investigation has great prestige within police work and this feeling is widely shared by the public.	
B. Crime investigation is however an after the fact activity.	
1. Crime investigation takes place only after and often because of failures of preventive patrol activity.	
2. There is nothing essentially "glamourous" about crime investigation. It is a skill which can be learned by most officers who are industrious and perservering.	
II. Responsibilities for crime investigations are of two kinds:	
A. First investigative assignments must be made.	
B. Second, responsibility must be placed to insure competency of investigative results.	
C. The clear definition of investigative opera- will:	MPD Report p. 269
1. Eliminate confusion and duplication of effort.	
2. Simplify supervision.	
3. Improve coordination and control.	

4. Increase productivity.

III. Investigative responsibility may be made upon the distinction between felonies and misdemeanor with few exceptions.

A. Many misdemeanors can be competently investigated and closed by the patrolman originally assigned to the call.

1. The "solving" of cases ordinarily includes:

a. identifying the perpetrator of the crime.

b. locating and arresting the perpetrator so identified.

c. preparing an adequate case report for use by prosecutor.

2. If this can be done by the assigned patrolman little or no further action is needed.

3. Such followup as may be absolutely necessary can be performed by appropriate headquarters or precinct units.

a. often light duty officers may be used in appropriate cases.

4. Most felonies require more preparation for closure than can be justifiably invested by the patrolman originally assigned to the call.

MPD Report p. 270

a. the administrative problem here is to coordinate work of preliminary investigators (patrolmen and evidence technicians) and followup officers (investigators).

5. Best practice involves a thorough preliminary investigation by patrolmen and support staff (mobile laboratory personnel) and follow-up by investigators.

MPD Report p. 286-287
See also p. 324 (Records)

6. Discussion of substance of preliminary investigations.

a. proceed to the scene with safety and dispatch.

b. render assistance to the injured.

c. effect arrest of perpetrator.

d. locate and identify witnesses.

e. interview complainant and witnesses

f. maintain scene and protect evidence

g. interrogate suspects

h. note all conditions, events and remarks on report forms

i. arrange for collection of evidence

j. relay descriptions of suspects and vehicles

k. yield responsibility to investigators

7. In cases of homicide, rape, serious assaults, kidnappings, bank jobs, the immediate presence of an investigator is warranted.

a. the patrolman still prepares the original report containing all essential facts even though the followup investigation is immediately undertaken.

IV. Responsibility for successful investigative results is an administrative one.

A. As already suggested the important purpose of investigative operations is to "solve" cases.

B. There are many reasons why cases are not successfully solved or prosecuted. It is the police administrative responsibiliy to eliminate or reduce failures where circumstances lie in police control.

C. Administrative responsibilites are fulfilled by:

1. Competent case assignement and,

2. Institution of administrative controls on investigative operations.

D. Competent case assignment suggests a revision of existing case distribution.

1. Most of recommendations for reorganization of the investigative function are based on this idea.

2. These recommendations include:

a. consolidation of precinct and headquarters investigative functions.

b. regrouping of cases in logical investigative arrangements.

V. Proposed organization of the Criminal Investigations Division. MPD Report pp 253-257 incl.

A. The Division will consist of five sections including Administrative, Crime Against Persons, General Assignment Eastern, General Assignment Western and Special investigations.

1. Administrative Section will maintain all housekeeping and performance control functions for division.

2. Crimes against persons section will include units denominated Homicide, Robbery, Sex, Evening and Midnight Units. Responsibility are those associated with titles.

3. General Assignment Unit both Eastern and Western will be assigned to each of the several districts. Responsibilities are for all crimes not otherwise provided for.

4. Special Investigation Section will include Auto Theft, Check and Pawnshop and Fugitive Units each with appropriate responsibilities.

5. Night details are proposed to assume responsibilities for immediate investigation of crimes as required.

B. The proposed reorganization will provide

1. Clear fixing of responsibility for investigations.

2. Definite lines of authority.

3. Reasonable spans of control.

4. Coordinated investigative efforts.

VI. Administrative responsibility includes the institution of control mechanisms.

MPD Report p. 278

1. One such technique is the creation of followup control files with report "due dates".

2. Another is the requirement of "progress reports" of not more than 7 day intervals.

3. Importance of adherence to uniform crime reporting procedures and clearance classifications.

a. the U.C.R. keeps police reporting "honest".

b. it makes useful statistical comparisons possible particularly between one time period and another.

c. importantly sound records keeping in conformance with U.C.R. standards can be used to measure the effectiveness of investigations.

(1) clearances are important indices of performance, changes in performance and differences in performance.

4. Competent usage of "Investigative Status" is mandatory in case closures. — MPD Report p. 284

a. discriminating supervisory review of case "closures" is an essential control technique.

5. The preparation of an investigator's daily Activity Report is also an important control mechanism. — MPD Report p. 288

a. it may be expected that resistance will occur but each report must be examined and checked daily by supervisor.

VII. The treatment of physical evidence must be upgraded.

A. Increasing restrictions by courts on use of confessions and admissions against interest will require an increasing reliance upon the use of physical evidence for successful prosecutions.

B. Use of Mobile Crime Laboratory Unit will improve crime scene searches and insure better control of evidence.

1. The many advantages of such a system include: MPD Report p. 324

a. constant exposure to crime scene problems sharpens an officer's ability to search and recognize valuable evidence (which would probably be overlooked by others).

b. effectiveness in recovering, handling, and transporting items of evidence in recording crime scene characteristics requires special training and equipment.

c. the technician is able to concentrate and devote his full time to evidence discovery because his attention and loyalty are not divided by other responsibilities in the investigative process.

d. the application of these specific skills will aid in insuring the admissibility of physical evidence in court proceedings.

e. the Mobile Laboratory officer learns through training and daily association with laboratory specialists which articles have evidentiary value and are susceptible to effective examination.

f. investigators and uniformed officers are freed to provide greater attention to other details of the investigation and search for and question witnesses and perpetrators.

C. The placement of the Mobile Crime Laboratory will be in the Central Records Section.

VIII Summary

A. The growing restrictions of the courts on confessions and admissions will require more investigative competence, better control of investigational procedures and increasing use of physical evidence in the establishment of successful court cases.

Subject: Traffic Operations 2 hours

Assigned Reading: MPD Report, Chapter VI, pp. 219-248 incl.

Lesson Outline	References
I. Traffic Control - The Police Role	
A. The objective of the automotive transport system is to move persons and property from point of origin to destination as rapidly and as safely as possible.	
B. There are several factors involved in operation of system, including Roadways, vehicles drivers.	
C. Symptoms of failures in system include congestion, parking problems and accidents.	
1. System failures can be attributed to breakdowns or inadequacies of roadways, vehicles, drivers.	
D. Remedies include three "E's", Engineering, Education, Enforcement (legislation).	
1. Engineering is an excellent approach to solution but expensive.	
2. Education is also a good approach but is a long term solution.	
3. Enforcement provides a quick control of problems but tends to alienate the public.	
a. traffic laws are malum prohibitum rather than malum in se.	
b. enforcement must always be rational and coupled with an educational program.	

4. The Police Role - enforcement of the law to accomplish the necessary results until a better solution is achieved.

II. Washington's Traffic Problem — MPD Report p. 219-228 incl.

A. Washington is deficient in all areas of traffic control due in part to factors beyond police control.

1. However the police appear not to be enforcing the law.

2. 237 Traffic Division personnel produced only 37,382 citations for 55,221 man days worked (237 x 233 days a year) — Graph 6.1 p. 220

3. Enforcement Index is deficient — p. 233-234

a. E.I= Convictions with penalty for hazardous moving violations / Fatal and personal injury accidents

b. Ax minimum E.I of 20.0 is recommended as contrasted to the 13.5-16.0 reported for Washington.

III. Application of Selective Enforcement

A. Selective Enforcement is the application of police effort at those locations where and at the times when accidents are occurring and seeking out those violations which are causing the accidents.

B. Rationale for Selective Enforcement

1. Selective Enforcement is the most intelligent use of available police manpower.

2. It is the most productive in terms of results - accident reduction (and to lesser degree, congestion and parking control).

3. It is most acceptable to general public.

IV. Accident Investigation and Selective Enforcement

A. True Selective Enforcement is based upon information gleaned from accident reports.

1. Basic information includes location, day of week, month of year, time of the day, lighting, weather condition, road condition, directionof travel, condition of driver and other data.

2. Accident data analysis reduces cumulative information to statistical summaries which can be used in the direction and control of enforcement efforts.

a. necessary for selective enforcement bulletins.

b. useful in performance evaluations.

V. Enforcement in Accident Cases

A. Justifies efforts involved in accident investigation.

B. Justifies programs of enforcement against violating drivers not involved in accidents.

VI. Proposed Organization of Traffic Division

MPD Report pp. 230-239 incl.

A. The Traffic Division will be divided into two sections, Operations and Administrative.

B. The Operations Section will be divided into three traffic units and a hit-run followup unit.

1. Each traffic unit will investigate traffic accidents and enforce traffic laws as required.

2. Hit-run followup unit will provide specialized investigative service for fatal, serious, personal injury and hit and run accidents.

3. NOTE: All field officers should be trained for investigation of driving while intoxicated case. This is not a traffic problem in this limited organizational sense.

C. The Administrative Section will have four subunits; Services, Parking, Radar and Helicopter and Safety Education.

1. Services Unit will perform routine administrative tasks and coordinate traffic analysis with Planning and Development.

2. Parking Unit will enforce parking regulations and man fixed posts.

3. Radar and helicopter Unit will enforce speed laws primarily and provide traffic surveillance services.

4. Safety Education Unit will coordinate activities of the schoolboy patrol and initiate and maintain traffic safety programs.

VII. Summary

A. Traffic control involves police responsibilities in an area of maximum contacts with non-criminals.

B. Traffic control programs must be rational and specifically goal oriented.

C. Traffic law enforcement must be every policeman's business if it is to be effective.

Subject: Youth Operations — 1 hour

Assigned Reading: MPD Report, Chapter VIII, pp. 293-315 inc.

Lesson Outline	Reference
I. Philosophy of Police Juvenile Operations.	MPD Report p. 293-296
A. Despite much confused thinking about the subject the police role in juvenile control differs little from the relationship between police and adults.	
1. First, crime prevention is the paramount objective of police.	
2. Second, identification and apprehension of offenders is a basic police responsibility.	
B. We must recognize that the police are only one of several community agencies dealing with problems of the young.	
C. Police should not assume responsibilities beyond that associated with the regular police functions.	
1. There will be many who will dispute this contending that the police image suffers from the authoritarian role necessarily associated with the policing function.	
a. After much study the IACP published some broad policy guidelines delineating the appropriate police position.	Juv. Del. & Youth Crime O'Connor & Watson pp. 45-46
b. Efforts to support extraneous or non-police programs duplicate efforts, cause confusion and dissapate police resources.	
2. The distinction between a truly crime prevention program and other non-police activities must be clearly	

a. The police must be ready as necessary to initiate, direct, lead and/or ccordinate any community program which is genuinely crime preventive in fact.

D. Police may stimulate interests, generate enthusiasm, provide initial guidance and direction for community youth programs but cannot be continuously involved.

II. Discussion of Recommendations re. Organization

A. 1. Transfer responsibility for patrol of trouble spots frequented by juveniles to the Patrol Division.

2. Abolish the Screening and Referral Squad and require investigators and police officers to provide this service.

3. Require Youth Division officers to review cases when a recommendation is made to refer a youth to an outside juvenile agency.

4. Deploy investigating officers individually and provide the necessary motor vehicles to allow this assignment.

5. Assign field personnel to district stations to place officers near the source of their work. Control of their activities should remain with the Youth Division headquarters. (See organization section of this chapter.)

6. Abolish the Bicycle Squad and transfer the preliminary investigation of bicycle thefts to the Patrol Division.

B. 1. Realign the functions of the Womans Bureau as provided in the proposed organization section of this chapter.

2. Abolish the cooks' positions presently authorized in the Womans Bureau and provide food service for female prisoners by contracting with a restaurant the same as accomplished in the precinct stations.

C. 1. Transfer the recreational services of the Boys Activities Bureau to the District Recreation Department.

2. Discontinue police solicitation of funds for recreation activities.

III. Discussion of Recommendations re. Deployment

A. 1. Temporally deploy Youth Division personnel in accordance with the workload experience as indicated above.

2. Assign Operations Section personnel to district stations for operating purposes.

3. Accomplish decentralization when district facilities are able to accomodate them physically.

4. Assign the Operations Unit for the 5th District to the present Womans Bureau building, because of its close proximity.

5. Adjust shift periods to conform with the schedule suggested in the text.

IV. Involvement of Patrol Division Personnel.

A. Patrol Division personnel involvement is important because of the many more contacts they make with juveniles.

B. Specific recommendations to initiate and/or improve such involvement.

1. Initiate action to insure that all operational matters of the Youth Division are thoroughly coordinated with all interested units of the department. These include deployment schedules of Youth Division personnel and specific problem areas that affect the jurisdictions of other commanders.

2. Develop a manual of procedures for Youth Division operations to guide department and division personnel in their dealings with juvenile offenders. The tern "minor offenses" contained in the department General Orders should be defined in greater detail to assist patrol officers in determining how they should dispose of a juvenile offender.

3. Provide a daily report to the district stations to be used at patrol roll call to keep uniformed officers informed of the status of district juvenile delinquency conditions. Authorize officers to handwrite the Form 379.

4. Use the Suggested Curriculum for Police Training in Juvenile Matters contained in the appendix to guide training efforts regarding juveniles. Provide at least 40 hours of recruit training in the subjects of juvenile delinquency and police responsibilities and methods in juvenile matters.

5. Require Patrol Division officers to participate more actively in operational field matters relating to the juvenile delinquency problem. Their contacts with children should increase and the discretionary authority delegated to them should be exercised more fully.

V. Summary

A. The police relationship with youths is functional, the same as that maintained with adults.

B. Patrol involvement in juvenile must be upgraded in order to take advantage of the greater number of contacts made by Patrol with juveniles.

Subject: Communications 1 hour

Assigned Reading: MPD Report, Chapter X, pp. 391-414 incl.

Lesson Outline	References
I. Communications Problems in the MPD Merit Study Beyond Scope of Present Survey.	
A. Proposal for complete study submitted to LEAA.	
II. Role of Communications	
A. Point of contact between public and police.	
1. Most requests for police service by far originate by telephone.	
2. 1965 there were almost 700,000 calls for service.	MPD Report Graph 10.1 p. 395
a. does not include calls processed through precincts at outset.	
3. Calls of several types are processed.	
a. calls seeking information and advice. (20-26%)	MPD Report Table 10.1
b. calls requiring service (55-60%)	
c. calls requiring service by department other than police (17-20%)	
4. Discuss slow response to calls - Table 10.3	
a. prompter response to precinct lines than to emergency lines is an anomaly.	
B. Communications is point of contact between department and officers in field.	MPD Report p. 397

1. Discuss need to assign personnel in accordance with work demand.

a. dispatchers are presently assigned equitably around clock but work load varies from 27 to 45% by shift.

2. Channel loading (5:16-6:16 p.m. Friday, in February)

MPD Report Table 10.4 p. 403

a. Channel A
60.4% of traffic
72.6% of time occupied

b. Channel B
39.6% of traffic
47.7% of time occupied

C. Communications provides contact with other police agencies.

1. Point-to-point radio nets.

2. Teletype nets.

III. Administrative Importance of Communications

A. Communications strengthen control

1. Monitoring communications gives supervisory indication of subordinates work and responses.

B. Communications increases flexibility of assignment.

1. Short term manipulation of resources just now beginning to be understood. (St. Louis study on Resources Allocation).

IV. Discussion of Possibilities Inherent in Adoption of "Phase I" System.

MPD Report p. 406

A. Assign all patrol units to either of two channels, with a third channel common to all department units for coordinated operations, and for lengthy messages such as wanted checks, license registrations, notifications, etc.

B. Assign administrative, detective, traffic and tactical force units to their own channel for specialized operations (such as target area operations, rush hour towing, and surveillances) but with ability to monitor directly the appropriate patrol channel during routine operations.

C. Coordinate foot officers with other units responding to an incident while retaining an exclusive footman's channel. Footmen would also be able to communicate directly with patrol, traffic or detective units or with other foot officers.

D. Directly link field units of any division with a "hot desk" permitting immediate access to information sources proposed for computerizing. Such use would not interfere with routine dispatching nor result in loss of control by the dispatcher.

E. Perform coordinated surveillance or other special operations without interrupting regular channels.

Subject: Police Community Relations 2 hours

Assigned Reading: MPD Report, Chapter XI, pp. 415-440 incl.

Lesson Outline	References
I. There is a very real need for police involvement in community relations programs.	
A. The traditional relationships between the police and the several publics served have ended.	
1. While the role of the police in the future is presently unclear change is irrevocably indicated.	
2. Public attitudes will now definitely shape police policies and practices to an extent hitherto unknown;	
B. If the police are to grow and develop then we must engage in a more meaningful contact with the publics served:	
1. Earlier contacts have lacked depth and perceptibility:	
a. those efforts were often directed to a middle class, white society;	
b. the efforts were often sounds without substance. The public relations attempts were verbal but departments often failed to match deeds with words;	
c. the police simply failed to keep abreast of reality.	
II. Areas of conflicts affecting police-community relationahips.	

A. Breakdown of traditional value structures differentiating between "good" and "bad" behavior.

1. Increasing complexity of business practices, income tax invasion, traffic control, youth control.

B. Increasing urbanization and related problems of "core" cities.

1. Immigration of rural and poverty stricken peoples, flight of whites to suburbs, ghettos, unemployment, school integration.

C. Increasing public concern about individual rights and freedoms.

1. Conflicts in police role as supporter of communal or societal rights (conservatism?) vs. individual rights.

2. Confrontations with civil libertarians (ACLO, FSM, CORE, SNICC, college, communities)

D. Historical impediments in police approaches to community.

1. Secrecy, bribery, brutality (3rd degree,) illiteracy, incompetency.

2. Effect of mass media portrayal of policeman.

a. real (Selma, Montgomery)

b. imaginary (Radio, TV, Movies)

III. Objectives of a Police Community Relations Program

MPD Report p. 416

A. The objective of a police-community relations program would include:

1. To improve respect for law enforcement in general and to develop public trust and confidence in the police department (closely related to this is the development of the "police image". The police are constantly in public view, performing a wide range of activities; what they do is continually reported in the newspapers, on television and radio. If the police image is to be improved, every person in the department must be informed and convinced that the image of the department depends upon the appearance, attitude, efficiency and integrity of each individual officer).

2. To insure adequate financial and legislative support.

3. To promote citizen participation in the solution of crimes and apprehension of criminals.

4. To reduce the likelihood of riots and civil disturbances.

5. To develop good relationships with the press, radio and television.

6. To provide a means for communicating public sentiment to the police department.

7. To convince the public that the police department will enforce the law impartially and without discrimination.

IV. Weaknesses in the District approach to effective police-community relations.

A. Lack of objectives for program.

B. Lack of organizational structure for implementing programs.

C. Lack of universal acceptance by commander (and supervisors) of the importance of program.

V. Proposed Organization for Community Relations

MPD Report p. 421

A. Establishment of a Division within Administrative Services Bureau.

B. Division will contain three sub-units, Community Liaison, Public Information and Program Development Sections.

C. The functions of the Division will include:

1. Staff supervision of all aspects of police community relations on behalf of the chief of police.

2. Development of community relations policy for the approval of the chief.

3. Identification and specific definition of external and internal community relations problems.

4. Development of proposed solutions for community relations problems for approval of the chief.

f. Initiate and assist operations personnel in implementing programs to promote cooperation and understanding in the community.

6. Performance of staff functions for the chief of police in fostering operational participation in community relations.

VI. Chief's Committee on Police-Community Relations — MPD Report p. 428

A. Purpose - to serve "as an advisory group to the chief in an effort to achieve more effective relations between the police and the community."

B. Composition

1. 25 civic leaders including Chief of Police and several members of Police-Community Relations Unit plus,

2. 14 Precinct Citizen Advisory Council Chairmen

a. a Citizens Advisory Council exists in every precinct.

b. effectiveness dependent upon interest and ability of precinct commander.

C. Internal orientation of committee

1. Seven of nine sub committees concerned with police operations. — MPD Report p. 429

D. Proposed Organization

1. Retain present concept of "citizens" committee.

2. Create "Executive Committee" composed of chairman and two members of chief's committee, and the six chairmen of District Citizen's Advisory Councils.

3. Establish seven subcommittees of Executive Committee. — MPD Report p. 431

a. these subcommittees would have counterparts in each District Advisory Council.

VII. District Citizens Advisory Councils

A. There is a real need for policy and action direction.

1. Executive Committee to prepare these.

B. Objectives of District Citizens Advisory Councils include: MPD Report p. 434

1. To assist the police by developing programs and educating the people in the neighborhoods to take precautions against auto theft, robbery, burglary, shoplifting and other types of crimes which can be prevented or minimized by sensible precautions.

2. To secure the cooperation of witnesses to criminal offenses.

3. To cooperate with probation and parole officials.

4. To assist in preventing, reducing and eliminating racial and intergroup tensions, problems and conflicts.

5. To reduce juvenile delinquency.

6. To create a clean, wholesome and crime-free neighborhood.

7. To study traffic controls for the safety of community residents.

C. Subcommittee structure to parallel that of the Executive Committee. MPD Report p. 435

1. Public Relations Committee

2. Crime Committee

3. Youth Committee

4. Auto Theft Committee

5. Traffic Committee

6. Human Relations Committee

7. Program Committee.

VIII Summary

A. The police must have broadly based community support if we are to work effiectively and to play a significant role in the administration of justice.

B. Community support must be earned.

1. Many factors, internal as well as external, are working against police agencies in gaining support.

C. A good police-community relations program will assist in gaining new support.

D. Programs just don't happen. Police are therefore required to initiate, guide and maintain the kind of program which will produce the needed results.

Subject: Personnel Administration 8 hours

Assigned Reading: MPD Report, Chapter IV, Part I, pp 83-144 incl.
MPD Report, Chapter IV, Part II, pp 145-168 incl.

Lesson Outline	References
I. The Importance of Personnel in Police Management.	
A. Police service is a personal service - human nature is intrinsic element in relationship.	
1. Although the police as a group serve society collectively the relationships between the police and the public are basically interpersonal.	
2. The public image of the police is created by the working police officer not by any public relations program.	Gourley - The Police & the Public
B. The police effort involves no product and its services are often unwelcomed.	
1. In order to achieve the desired goals the police service must often be negative and regressive.	
2. Clients are told what they must or must not do.	
3. When voluntary compliance is not forthcoming affirmative police action follows.	
4. Opportunities for positive contacts with public are limited although police deal with all people in a wide variety of situations.	
C. The police service is authoritarian and abuse of power is possible.	
1. The police are clothed with the power and the majesty of the law.	

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2. Policemen must be conscious of this position of trust.

D. The social, politcal and legal environments in which the police now operate are complex and sensitive.

1. The elemental distinctions between "good" and "bad" are no longer valid.

2. The interrelationships between these environments are still more complicated.

3. While heretofore society gave police wide discretionary powers in the taking of action the present pressures are forcing us to re-examine our standards and value systems.

E. The inescapable conclusion is that the police must upgrade the quality of its service.

1. It cannot do this by reliance on technical devices no matter how sophisticated.

2. The key to improved police service is improved police personnel.

a. we need improved recruitment, selection, training, and personnel utilization procedures.

II. Retirement

A. Recruitment is the activity involved in reaching persons possessing the required qualifications for employment with the message that employment is available and convincing them to apply for consideration. MPD Report p. 93

B. The desirable candidate must have many qualities for success as a policeman.

a. initiative

b. the ability to carry a great deal of responsibility and to handle difficult emergency situations alone.

c. social skills and the ability to communicate effectively with persons of various cultural, economic and ethnic backgrounds.

d. the mental capacity to learn a wide variety of subjects quickly and correctly.

e. the desire and ability to adapt his thinking to technological and sociological changes.

f. an understanding of his fellowman and a desire to help those in need.

g. the emotional maturity to remain calm and objective and provide leadership in emotionally-charged situations.

h. the physical strength and endurance to perform these exacting duties.

C. Important field of candidates are to be found in schools and colleges and among military dischargees. Friends and acquaintances of police officers are also a fruitful source of candidates.

III. Selection Process

A. The selection process consists of a number of tests and examinations designed to determine whether or not a candidate meets requirements and how he ranks when compared to other applicants.

1. Process includes a written examination, an agility test, an oral interview, a character investigation and a medical and psychiatric examination.

B. The written examination should determine the capability of the candidate to respond to training and to stimuli in his environment.

1. Pass or fail point to be set at 110 I.Q. minimum.

C. Agility testing is justified on the basis that good motor coordination is valuable characteristic of a police officer.

1. Mere strength is not enough. The ability to move quickly and purposefully is necessary.

D. The graded oral interview serve a useful purpose by permitting a number of experienced officers (usually 3) to observe the candidate.

1. Responses to interview questions will disclose verbal ability, thought processes, response to pressure and perhaps open new avenues for character investigations.

E. Character investigation is a most important phase of selection process.

1. Investigations should attempt to check all available leads particularly "developed" references.

F. Medical and psychiatric examinations are important since officers are exposed to many physical and psychic hazards.

1. Good health potential is needed to avoid losses due to sick time and premature retirement.

2. Emotional maturity and stability are important needs where officers frequently work in emotionally tense and highly charged situations.

IV. Appointment and Probation

A. Appointment procedures are largely clerical. Two factors are important when the number of candidates exceed open positions.

1. Rule of three maintains the integrity of selection process but gives appointing agent some latitude.

2. The life of entrance lists should be one year in order to guarantee the best possible choice of candidates.

B. Probation

1. The probationary period is an essential part of the selection process and must be exploited fully.

2. Probationary period is a ledge against the uncertainties of examinations.

3. Probationers should be closely watched and formally rated prior to permanent appointment.

V. Promotion

A. The objective of promotional procedures is to obtain the best possible candidates for the promotional positions under consideration

B. Written examinations

1. Since sergeants are or should be primarily supervisors examinations should highlight this. MPD Report p. 111

a. supervision	40%
. administrative organization	20%
departmental procedures	10%
criminal law	10%
miscellaneous investigations and procedures	20%

2. Since lieutenants and captains are administrative officers examinations for these ranks should be so oriented.

a. supervision	20%
principles of organization	20%
administrative procedures	20%
field operation procedures	20%
miscellaneous	20%

C. Oral Interviews

1. Oral interviews give a formal opportunity to judge applicants interest, demonstrated performance and other qualities difficult to assess arithmetically.

a. factors such as educational preparation, suitability for promotion and performance ratings can be discussed with applicant and more properly evaluated.

D. The Rule of Three is valuable in appointment since it allows some administrative discretion in the area of examinations which is admittedly not scientifically exact.

E. Probation of one year is logically indicated for an on-the-job determination of merit.

VI. Performance Evaluation

MPD Report p. 114

1. Performance rating has great merit in the abstract and major difficulties in implementation.

a. a major question has been whether such evaluations can be both a supervisory and an administrative tool.

2. Improvements are now being observed

a. managers are now giving consideration to the philosophy, purposes and principles of ratings.

b. the focus of performance ratings is narrowing.

c. the trend is toward rating objective characteristics and overt behavior avoiding subjective or personal traits.

d. performance ratings can now be recognized as attitudes and opinions rather than as objective measurement.

3. Discuss briefly suggested performance rating system.

a. the system avoids the confusion caused by multiplicity of purposes. Its primary purpose is to inform the employee of his standing, with intent to improve his performance or to sustain performance which is already superior.

b. summary or numerical ratings have been eliminated. It will not be possible with the use of this form to categorize an employee as "excellent", "above average," "average" and so forth. The system should not be used for any administrative action except that it should substantiate and certainly not contradict decisions made to terminate an employee because of poor performance.

c. factors are designed to help form opinions about performance, rather than intangible qualities.

d. ample provision is made for explanatory comments.

e. an employee interview is a major feature.

f. explanatory material is a part of the package to be given to raters at the beginning of each rating period.

4. In summary - the use of a performance rating should have only one objective - the improvement of employee on-the-job performance.

VII. Salaries

MPD Report p. 118

A. Salary or compensation plans have several bases.

1. Compensation recognizes responsibilities associated with position.

2. Compensation may be associated with level of competence required by the position filled.

3. Compensation may recognize amount of professional preparation involved.

4. Compensation is associated with hazards discomfiture or other dislocations.

5. Compensation may accrue because of work outside the "normal" hours.

B. Desirable characteristics of a salary plan

1. Equality - equal pay for positions of equal or comparable responsibilities.

2. Encentive - should stimulate professional development and growth.

3. Simplicity - should provide adequate compensation within an uncomplicated structure.

C. Master Police Officer Plan

MPD Report p. 123

1. The master officer plan is based upon academic preparation.

2. It will provide encentive for college men to become officers. This will aid recruiting.

3. It will provide encentive for the officers desiring to develop professionally.

4. It will provide encentive for the man who does not seek promotion.

D. Police-Fire Differential

1. There are many reasons for support of a pay differential including among others:

a. differences in responsibilities involved in employment.

b. differences in preparation required for employment

c. differences in supervision provided during employment.

VIII. Working Conditions

MPD Report p. 127

A. Work week

1. Conditions of employment dictate overlap at shift change times.

B. Vacation Leave

1. MPD leave police is better than most if not all vacation benefits found in U.S.

C. Overtime

1. Compensatory overtime creates a difficult administrative problem.

2. "Scheduled" overtime may be used as necessary but we must not overlook the reasons for regular time off periods in terms of the general welfare of officers.

D. Uniform allowances

1. Objective of uniform allowance is to keep officers "uniformly" outfitted. Supervision is important to achieve objective.

E. Sick leave

1. Objective of sick leave is to protect officers from problems accruing from non-service connected sickness or injury. It is not a gift of time at the disposition of the subject and must be controlled.

2. Thoroughly check absences from duty because of illness.

3. Maintain proper administrative controls such as regular sick time accounting by employee and by unit.

F. Health and other insurance

1. Health insurance is designed to partially relieve policyholder from catastrophic result of injury or illness to himself or family.

G. Retirement

1. Retirement plans have two major objectives.

a. to protect the individual and his family from the vagaries of advancing age or disability.

b. to encourage ranking officers to leave organization in order to foster advancement of subordinate staff.

c. a competent organization will have developed an adequate pool of new commanders from which to promote.

IX. Discipline

A. Discipline is the most important and the most sensitive aspect of control in personnel management.

B. Ideally control is maintained by voluntary conformation to riles, regulations and operational philosophy of organization.

C. Disciplinary action may be initiated from within the organization and this should ordinarily be the case.

1. A high level of supervisorial competence will reduce need for any negative discipline.

D. Complaints from without the organization must be competently and thoroughly investigated without fail.

1. Unfortunately complaints against police have at some times and in some places been true.

E. Disciplinary action should occur promptly when indicated.

F. Discussion of the action recommended by report.

See also Chart 4.5 p. 140

1. Coordinate Trial Board action through the Administrative Section of the Internal Affairs Division. This section should provide a liaison with the Trial Board and should also maintain the Internal Investigation Complaint Log. The head of this section should be a member of the Bar and should be a non-voting liaison officer for the trial board.

2. Eliminate the Special Trial Board, and conduct all internal disciplinary cases through the Regular Trial Board.

3. Use the Complaint Investigation Section of the Internal Affairs Division to conduct citizen complaint investigations referred from the Complaint Review Board; exceptions should be suggested by the Complaint Review Board or the chief of police.

4. Eliminate the unnecessary communication and delays between the Complaint Review Board, the Trial Board, the department and the Commissioners. In a Trial Board case, establish the flow of communications as indicated in Chart 4.5.

5. Adopt the two recommended General Orders shown in the appendix, dealing with establishment of the Internal Affairs Division and with complaint, disciplinary and summary punishment procedures.

6. Permit the withdrawal of a citizen's complaint only upon the written request of the complainant to the Internal Affairs Division or the Complaint Review Board as appropriate.

7. Establish liaison with the newly created position of Staff Assistant to the Board of Commissioners so that there is no misunderstanding or lack of cooperation between the Internal Affairs Division and the staff assistant.

X. Training

MPD Report
pp 145-168 incl.

A. The value of training is universally accepted but actual implementation is often faulty.

1. Lack of time or money.

2. Lack of basic understanding of training needs.

B. Police education and training programs can be identified in several ways including pre-service, recruit, in-service, specialized or technical, upgrading, supervisory and managerial training.

1. Report treats recruit training, field training, in-service training including some specialized areas, outside training and a career development program.

C. Recruit and Field Training Programs

1. These programs more than any others will influence the character of the department.

2. The Field Training Officer and training staff can be a powerful influence in the development of a competent field staff.

a. they can strengthen the strong recruit and can eliminate the weak.

b. Importance of Field Training Guides.

3. Recruit and Field Training must stress the basic activities of field officers. This includes:

a. techniques of patrol

b. preliminary investigations

c. collection and preservation of evidence.

d. patrol procedures in specific cases

e. specialized areas such as juvenile and traffic procedures.

D. Inservice Training

1. In-service training may be given in several forms. The two most common are:

a. formalized group or classes and

b. lineup or roll call training.

2. A formalized program would include a series of 40 hour courses including but not limited to such topics as:

MPD Report pp 154-155

a. patrol methods and procedures

b. investigations

c. delinquency prevention and control

d. traffic enforcement and control

e. driver training

f. civil disturbance control

g. technical services

h. community relations

3. A department wide roll call training program should be maintained on a continuing basis.

4. Because of its current importance community and human relations training is particularly stressed. Its content should include:

a. the nature of comtemporary social change.

b. the consequences of social change in terms of human behavior, conflict, and attitude.

c. the role of the police in a changing society.

d. community problems and social cross-currents.

e. policy relative to use of force.

f. police relative to fair and equal enforcement of law and the importance of impartial and impersonal enforcement.

g. assessment of the potential for violence of various groups.

h. familiarization with organizations and personalities.

i. human relations policies and practices of the department.

j. the individual officer's responsibilities in community relations.

k. the conduct of the individual officer.

l. analysis of complaints against the police and criticisms which have been made of the department.

m. how to get people to cooperate.

n. language, manners, and courtesy.

E. Continuing education

1. With increasing emphasis on professional preparation all officers must be encouraged to continue their schooling.

a. impact of master police officer program

F. Career development

MPD Report
pp 166-168

G. A phased program to insure the highest possible level of competence in responsible positions of the department.

H. Phased program is associated with a planned and expected growth and development of the subject.

1. Phase I	Cadet program
2. Phase II	Basic Phase 1st 3 years
3. Phase III	Broadening Phase 3-5 yrs.
4. Phase IV	Development Phase 5-10 yrs.
5. Phase V	Advanced supervisor and command 7-15 years
6. Phase VI	Cross supervision

XI. Summary

A. The key to successful police activity is the full utilization of available potential of manpower. It can be found and fully developed by sound management.

Subject: Buildings and Equipment 1 hour

Assigned Reading: MPD Report, Chapter XII, pp. 441-464 incl.

Lesson Outline	References
I. There are two basic Objectives of Every Property Management Program	
A. To place responsibility for proper management of department property.	
1. Present decentralized control make the focusing of responsibility impossible.	
B. To achieve economies by instituting and maintaining effective management practices.	
1. Control of time of custodians, mechanics.	
2. Use of mass purchasing techniques.	
3. Better utilization of space, materials, supplies, vehicles, equipment.	
II. Proposed Organization for Departmental Property Management	MPD Report p. 441
A. Recommendation is made to consolidate all property management functions into a single division.	
B. The Property Division will be composed of three sections.	
III. The First Section of the Division will be known as the Property Management Section and consists of three units.	
A. The Property Control Unit	

1. This unit will be responsible for receiving, controlling, storing, maintaining and issuing all department supplies and property except as specifically exempted.

2. It is also responsible for the custody and disposition of all evidence and contraband, found property and abandoned vehicles.

B. The Armory Unit will be responsible for the proper functioning and availability of all weapons and ammunition.

C. The Quartermaster Unit will be responsible for the issuance and other processing of uniforms and personal equipment.

IV. Vehicle Maintenance Section

A. The Second Section in the Property Division will be the Vehicle Maintenance Section with two units.

1. The objective of such a section is to keep police vehicles rolling. Any "down time" represent a loss of service which strains the department's transport capability.

2. Preventive maintenance must be utilized.

3. Maximum utilization of transport is desirable hence Motor Pool control is indispensable.

V. The Third Section in Property Division will be Duplicating and Custodial Section.

A. All duplicating and printing must be centralized for economy and control purposes.

B. Janitorial services should be upgraded to maintain good appearance of buildings.

VI. Special Problems in Property Management

A. New Buildings

1. A request has been made to LEAA for funds to study police building requirements.

2. Careful thought is imperative to serve needs of police, public, prisoners.

B. Uniforms

1. Redesign the police uniform to present a more attractive and distinctive appearance and to improve employee morale. An intra-departmental contest might serve to stimulate employee interest and later satisfaction.

2. Identify separate units within the department by insignia only. Provide the same shoulder patch to all department personnel.

3. Issue uniforms to detectives and plain-clothesmen.

4. Prohibit the practice of wearing partial uniforms and require officers to wear full uniforms to and from work.

5. Establish seasonal uniforms by administrative order of the chief.

C. Motor Vehicles

1. In the future, purchase heavy-duty vehicles with V-8 engines for Patrol Division use.

2. Establish criteria for permanent assignment of vehicles as indicated, and assign other vehicles to the Motor Pool Unit.

3. Equip one vehicle in each district with tear gas equipment housed in a carrying case. Assign such vehicles to command officers.

VII. Summary

1. Improved service and economies can be produced by attention to sound property management techniques.

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FORM AND CONTENT OF A COMPLETED STAFF STUDY

Department
Division
Date

File No. _____

SUBJECT: Sufficient information for identification.
A key statement from Paragraph #1 is usually sufficient.

1. PROBLEM. Concise statement of the problem in form of a mission or objective. Frequently noted as an argument or statement of fact rather than as a problem, which is in error. A single subject is correct.

2. ASSUMPTIONS. Any assumptions necessary for a logical discussion of the problem which cannot be accepted and considered as facts. Omit this paragraph if not needed. Frequently confused with facts.

3. FACTS BEARING ON THE PROBLEM. Essential facts, in logical sequence, which must be considered. Facts must be undeniable and pertinent.

4. DISCUSSION. A careful analysis of the essential facts and assumptions, presenting considerations, pro and con, to arrive logically at sound conclusions. Keep discussion brief. They must be pertinent, objective, and adequately support the conclusions.

5. CONCLUSIONS. Statement of the results derived from a reasoned judgment of the effects and implications of the essential facts. Do not include alternate lines of action.

6. ACTION RECOMMENDED. Complete, concise and clear-cut statement of action recommended presented in such form that all remaining for the Chief to do is indicate his approval or disapproval.

_____
Initiating Staff Officer

ANNEXES: List those accompanying the study.

CONCURRENCES: Each staff officer concerned indicates his concurrence by name, rank, and official position title.

NONCONCURRENCES: Each officer concerned indicates his nonconcurrences by name, rank, and official position title. Reasons for nonconcurrence stated briefly on separate memorandum attached as additional annex.

CONSIDERATION OF NONCONCURRENCES: The author of the staff study states the result of his consideration of any nonconcurrences. If his consideration shows that the nonconcurrence cannot be supported, the reasons therefore will be stated. The author will sign or initial this consideration of nonconcurrence.

ANNEXES ADDED: (List the annexes containing nonconcurrences)

ACTION BY APPROVING AUTHORITY: (Heading not necessary)

Date

COMPLETED STAFF WORK

HOW TO DO IT

Study of a problem and presentation of its solution in such form that only approval or disapproval of the complete action is required.

1. Work out all details completely.

2. Consult other staff officers.

3. Study, write, restudy, rewrite.

4. Present a single, coordinated proposed action. Do not equivocate.

5. Do not present long memoranda or explanations. Correct solutions are usually recognizable.

6. Advise the Chief what to do. Do not ask him

If you were the Chief would YOU sign the paper you have prepared and thus stake your professional reputation on its being right? If not, take it back and work it over; it is not yet completed staff work.

HOW TO GET IT

Assignment of a problem and a request for a solution in such a way that complete staff work is readily possible.

1. Know the problem.

2. Make one individual responsible to you for the solution.

3. State the problem to him clearly, precisely; explain reasons, background; limit the area to be studied.

4. Give the individual the advantage of your knowledge and experience in this problem.

5. Set a time limit; or request assignee to estimate completion date.

6. Assure him that you are available for discussion as work progresses.

If you were the subordinate would YOU consider the guidance, given at the time the assignment is made and as the directed work progresses, to be adequate for readily completed staff work? Adequate guidance eliminates

PURPOSE AND NATURE OF INSPECTION

MUNICIPAL POLICE ADMINISTRATION

The purpose (of inspection) is to promote effectiveness and economy (of police operations) by the inspection of:

Persons
Things
Procedures
Results

in order to reveal

Conditions
Situations
Actions

that adversely influence the success of police operations because of weaknesses and failures in

Personnel
Materiel
Procedures

which indicate a need for modified or additional

Organization
Regulation
Procedure
Equipment
Headquarters facilities
Man power
Training
Direction
Leadership

The nature of inspection is accomplished by interviews with

Members of the force
Persons involved in police incidents
The general public

and analysis of

Inspection reports
Police records
Police statistics
Police procedures

and observation of condition of

Police quarters
Jail
Public places
Equipment
Personnel

in order to ascertain whether

1. Department morale is satisfactory.
2. Morale-destroying influences are at work.
3. The attitudes, actions, reactions, and accomplishments of members of the force are satisfactory.
4. Training, direction, and supervision are satisfactory.
5. Rules governing the care of the body are complied with.
6. The integrity of all members is above reproach.
7. The moral standards of the members are satisfactory.
8. Regulations concerning the maintenance and use of equipment and property are complied with.
9. Equipment and property require repair or replacement.
10. Impaired condition of equipment and property has resulted from improper use or inadequate maintenance.
11. Equipment and space are adequate.
12. Department procedures are suitable.
13. Department procedures are being followed.
14. Operations are carried out as planned.
15. Department resources are used to best advantage.
16. Department organization units are operating satisfactorily.
17. Any part of the police job is being neglected.
18. Community conditions affecting operations against crime and vice are satisfactory.
19. Public reaction to department policies, methods, and officials is satisfactory.
20. Persons and incidents are satisfactorily dealt with.

Duties of the Police Inspector. As an agent of the chief of police, the police inspector will:

1. Conduct open inspection of personnel, materiel, procedures, and results of police operations.

2. Correct without reference to the chief such unsatisfactory conditions as he is able to remedy.
3. Inform the chief on
   a. Action taken by the inspector.
   b. Action desired of the chief.
4. Promote and stimulate supervision on the part of operating personnel by
   a. Devising well-conceived inspection reports for their use that will require a positive statement that a condition is satisfactory or unsatisfactory.
   b. Instructing supervisory personnel in
      (1) The use of inspection reports.
      (2) The nature of authoritative and staff inspections.
   c. Spot checking on inspection reports.
5. Inspect and effect correction of conditions reported unsatisfactory.
6. Maintain satisfactory relationship with subordinate and commanding officers.
7. Focus his attention on task of appraising such intangibles as public relations, conditions in the community affecting police operations, and the morale of the men.

END