

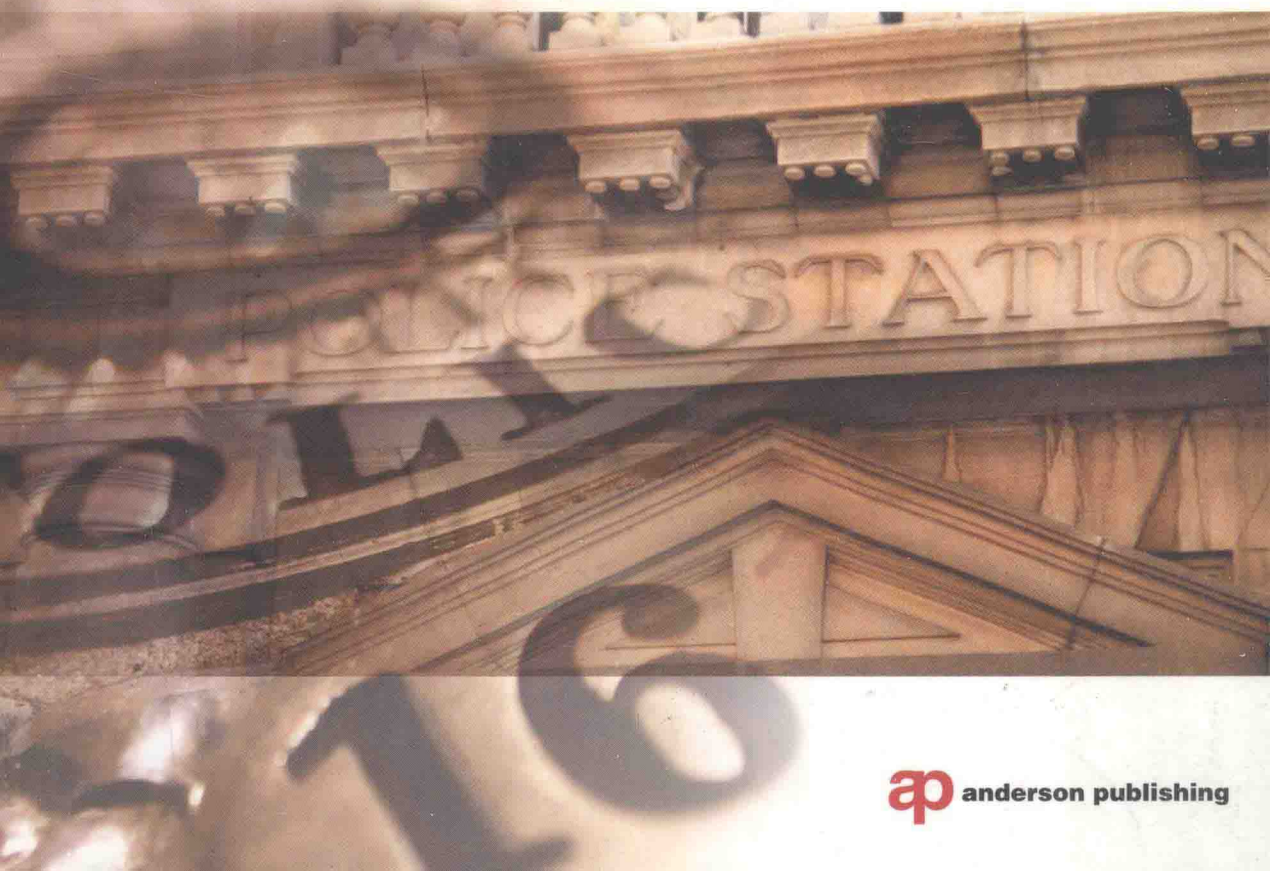
SIXTH Edition

EFFECTIVE POLICE SUPERVISION

Harry W. MORE

|

Larry S. MILLER



Sixth Edition

Effective Police **Supervision**

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MORE

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MILLER

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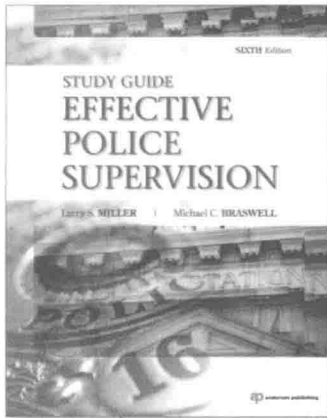
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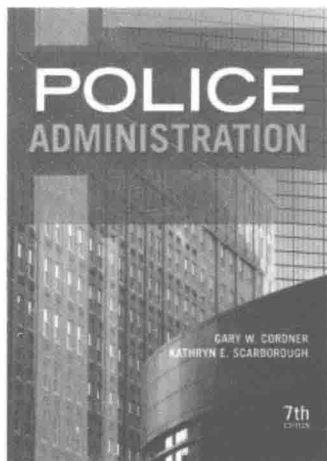
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Preface

When a police organization is successful, it is because management is exceptional. Managerial experts acknowledge that the fulcrum of managerial effectiveness is at the level of the first-line supervisor. The best law enforcement agencies view the supervisor as an integral part of the managerial process.

In the best police departments, the position of sergeant has merged into management slowly but surely. The early assumption that the sergeant was really an extension of line personnel has been soundly rejected. The outstanding law enforcement agency is one in which the first-line supervisor performs essential managerial activities.

When supervisors are allowed to engage in activities that are best described as knowledge, human, conceptual, tactical, and affective based, they are applying skills that can only be described as integral parts of the management process. While it must be acknowledged that supervisors apply the skills differently from police managers of higher rank, the fact remains that effective police organization integrates supervisors into the management team.

Today's police supervisor must develop behavioral and social skills in order to deal effectively with a rapidly changing society. Diversity is becoming an integral term in the police lexicon and offers a new challenge for the first-line supervisor. When police executives integrate the position of supervisor into the managerial process, the organization can improve both its internal and its external adaptive capabilities.

The primary aim of this book has been to help current or potential supervisors understand the differing beliefs and assumptions they hold about themselves, other officers, the organization, and society at large. The result is that the focus is on effectiveness as well as proficiency and on how a supervisor can participate in the creation of an effective organization.

Each chapter has been updated to reflect current research and knowledge in areas that supervisors must understand if they are to make a significant contribution to the law enforcement agency and function as positive supervisors. This text addresses the supervisory process in community policing, which is a unique undertaking, and the extent and degree to which this becomes a realistic part of the American policing system remain to be seen.

Effective community policing demands significant change in an organization; in particular, the operating style of each supervisor must change radically. Risk taking, originality, creativity, and problem solving must become part of the optimal operating style.

This book combines state-of-the-art behavioral theory with numerous cases that allow the reader to identify and resolve personal and organizational problems. Each chapter contains an introductory case that translates theory into practice. The cases serve as a basis for classroom discussion and bring reality into the learning process. Additionally, they provide the reader with a means of interpreting the behavioral theory discussed in each chapter. Tables and figures augment and strengthen important elements presented in each chapter. As a means of facilitating learning, each chapter contains a list of key terms and an annotated list of material for extending knowledge in selected areas.

The design of the text is such that it is user-friendly, pragmatic, realistic, and, at the same time, transcends the difficult problem that many texts in this area have of describing current behavioral theory and demonstrating how it relates to an operating agency. The primary goal of this text has been to address vital topics of interest to every manager by questioning the traditional means of supervision.

Effective Police Supervision has become a vital tool in the preparation of officers for promotion and is on the recommended reading list of numerous police departments. Users of the last edition have provided important feedback, and numerous suggestions have been incorporated into the current edition.

Harry W. More, Ph.D.
Larry S. Miller, Ph.D.

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Supervision—

The Management Task

1

Key Terms

affective skills
conceptual skills
conflict resolution
dynamic organization
Hu-TACK
human skills
integrity
knowledge-based skills
loyalty
management expectations
of the supervisor

officer behavior
participation
peer expectations of the supervisor
performance
positive attitude
responding to management
self-appraisal
subordinate expectations
supervisory skill areas
tactical skills
transition

Case Study

Sergeant Douglas Harper

Department

Douglas Harper has been with the Graceville Police Department for nine years. The department has added a number of new officers as the city limits expanded because of annexation. The department has 168 sworn officers and 51 full- and part-time civilians. There are three major units in the department: uniform division, investigations, and support services. Sergeant Harper works as a shift supervisor in the uniform division and he is assigned to the swing shift that works a 4/10 plan. In this division, corporals serve as assistant shift supervisors. In addition, the division has 89 police officers and six community service officers. There are also three school resource officers assigned to the local schools. The division is headed by a captain, and three lieutenants serve as watch commanders. This division accounts for the preponderance of the department's

measurable workload in terms of calls for service. Sergeant Harper's watch commander very seldom left the station and allowed shift supervisors a free rein in conducting operations.

Crime

There were approximately 87,344 requests for police services during the previous year, which was a decrease of two percent. The reduction is in part due to implementation of a secondary telephone system as a means of reducing 911 telephone calls and providing citizens with another means of reporting their concerns other than actual emergencies. Requests for service included prowler calls, abandoned cars, lost children, public intoxication, road hazards, speeding vehicles, traffic accidents, graffiti, and malicious mischief, as well as violent and property crimes.

In the latest year for which statistics were available, violent crimes totaled 690, which was a reduction of 4.01 percent. Violent crimes had dropped steadily over the past decade. The crime rate is going up but statistics are not available because the city is installing a new computer system. Property crimes showed an increase of 232 cases and all of these were larcenies/thefts. There were 16 homicides, 54 forcible rapes, 253 robberies, and 336 aggravated assaults. Additionally, there were 1779 burglaries and 938 vehicle thefts. An analysis of robberies reflected the fact that 23.9 percent occurred on streets/alleys and 22.7 percent in commercial buildings. Sixty-nine percent of the robberies involved the use of handguns, knives, fists, or baseball bats as the weapons of choice.

Community

The population of the city is approximately 94,000 and it is growing at a rate of two percent a year because many individuals have chosen it as a retirement area. Many of the retirees, over the last seven years, are former public safety officers who have long desired to live in a more rural area and get away from the traffic generated by big-city life. An additional asset is the fact that the cost of living is less and housing is below comparable housing in large urban cities. There are just under 40,000 housing units in the town, and available transportation includes a city bus system, rail, and an interstate bus line. An airport 28 miles to the south allows easy access to other regions. A major interstate highway is on the north side of the town.

The service area of the community has a constituency with 79 percent Caucasians, 12.5 percent Hispanic, and 3.8 percent black; the remainder are 1.9 percent Asians and 2.8 percent Native-American. A two-year college in the community serves as a source for educating and training residents. Located in the northern part of the state, the city serves as the business hub for agriculture and ranching in the surrounding area. The county has a civilian labor force of 85,000, and the unemployment rate is 6.1 percent. Services employ 30 percent of the workforce, retail trade 26 percent, and government 19 percent.

Officer

Harper is 28 years old and he entered the department after completing two years of college with an emphasis on liberal arts. He has continued to take two classes a semester at a local private university, on a part-time basis, and anticipates graduating with a degree in business administration in four more years. He is an excellent student and has a grade point average of 3.5. Harper is married and has two children. He resides in the north side of the city in a newly developing area. He is a Catholic and very active in a local church and attends services regularly. Harper is best described as somewhat who never rushes into things and considers all contingencies carefully when confronted with a new problem. He approaches every assignment with enthusiasm and is achievement oriented. He is looked upon as a real achiever and perceives himself on the fast track to higher managerial positions. He finds police work to be a calling and conducts himself with absolute integrity. He firmly believes that police work is fast becoming a profession and is proud to be an officer in his hometown.

Before being promoted he was on an interagency task force (four departments and the sheriff's office) for three years that was organized to deal with robberies and commercial burglaries. After this assignment he served as an instructor in the regional police academy. In all of his assignments, he has gotten along with all of the other officers and has been accepted readily as a competent officer by everyone he has worked with, including supervisors. He is a policeman through and through.

Problem

After serving on the task force he took the promotional exam for sergeant and was number two on the list. Upon being promoted, he remained in field operations as a shift supervisor. His initial assignment was to the swing shift where he replaced a retiring sergeant who was known to be a less-than-competent supervisor. When Harper interviewed the officers under his supervision, it was readily apparent that the lack of supervision placed them in potential danger especially when responding to robberies or other conflict situations. Of the officers supervised, Harper found that even though all of them had more than a year's field experience, they lacked in actually applying the concepts they had been taught. Consequently, Harper found that he had to spend an excessive amount of time coaching officers about the reality of field work and dealing with a wide variety of problems ranging from burglary to robbery. He had the assistant shift supervisor respond to violent crimes as backup and Harper performed this duty and made it a point to respond to a call for service and backup every officer at least once a night. In all most every instance this led to an abbreviated training session. He thought that the officers were lacking in the capacity to apply the knowledge they had obtained in the academy to situations that occurred on the street. This was especially true when officers responded to violent crimes and placed themselves in danger by their actions or inactions. It was apparent to him that newer

officers needed street time and close supervision to learn the skills of survival. Training and responding as backup consumed so much of his time that he was unable to develop the shift into a team and attain assigned objectives. Just responding to calls for service and ensuring that the initial response was handled with dispatch, safety, and professionalism proved to be demanding. There did not seem to be enough time on a shift to perform other managerial expectations.

What Would You Do?

If you were Sergeant Harper, what would you do to solve the problem beyond what is described? Would you deal strictly with knowledge skills to the detriment of human skills? What part do conceptual skills have to do with the problem? Justify your position. Do affective skills have anything to do with this problem? Would you seek help from your immediate supervisor? Why/why not? If you request help what would you specifically ask for? Why? Would you ask to have more seasoned officers assigned to your shift? Explain. How would you justify your request? What precisely would you do to ensure that you accomplish managerial expectations? Explain.

The changeable nature of our police agencies demands a viable and doable response to the dynamism of public and managerial transformation. In a law enforcement organization, the first-line supervisor is the crucial managerial point where policy is transmitted into action. All levels of police administration from the top down must acknowledge the challenge of making the first-line supervisory position a key managerial part of the agency. Crime, disorder, and the desire of members of the community to reside in neighborhoods that truly represent the best aspects of our democratic society call for an enduring mandate to serve the public and enhance the quality of life. This requires accepting the dynamics of continuing and constant change and developing an organizational capability to take action that fulfills the mandate of every professional law enforcement agency. The position of a first-line supervisor must evolve into a position where decisions are made in the best interests of the organization and community members through the attainment of goals and objectives. Supervisors must be given the training and skills needed to create a working milieu that energizes each member and that allows for a multiskilled response. A common denominator present in police departments that do extremely well, throughout our nation, is the creation of a work environment that fosters the development of good supervisors. In exemplary agencies, the first-line supervisor is not apart from, but a viable component of, management and is directly responsible for augmenting the positive attributes of working life. Human resources are at a premium in every part of a police organization, and the task of a supervisor is to assist employees to become productive members of the organization. It is a truism