

# POLICE ADMINISTRATION

**EIGHTH** EDITION

GARY W. **CORDNER**



# Police Administration

Gary W. Cordner

Department of Criminal Justice, Kutztown University  
and

Division of Public Safety Leadership, Johns Hopkins University

8th Edition



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# Preface

This book is written for students and practitioners interested in police administration. Although police administration is far from a simple undertaking, the subject matter of this book is purposely presented in the simplest possible terms. The difficulties inherent in managing a police department and assuring the quality delivery of police services to the public can be overwhelming. These challenges demand the best efforts of the best men and women who can be attracted to the law enforcement field. This is especially true in a free, democratic society in which the police are trusted to exercise great restraint in the use of their awesome powers.

This edition continues to give equal weight to community policing and homeland security, the two biggest strategic influences on modern policing and police administration. There is a chapter on "Police and Homeland Security" because this new mission has important features that are somewhat different from more traditional police missions. We also continue to give increased attention throughout the book to such matters as technology, the police intelligence function, information sharing, and interagency cooperation, along with some important new developments, including today's daunting economic challenges and the widespread adoption of social media.

The text opens with several basic considerations crucial to understanding the unique features of police administration. These include the development and environment of police administration, the nature of police work, police goals and objectives, police organizational tasks, and the role of the police executive. These basic considerations provide a foundation for more detailed exploration of modern police administration.

We then examine the challenging enterprise of police administration from several important perspectives, including a systems perspective, a traditional, structural perspective, a human behavioral perspective, and a strategic management perspective. The systems perspective, which permeates the entire text, emphasizes the interrelatedness among units and organizations, the influence of external conditions on systems, and the importance of feedback for correcting and improving performance. The traditional perspective highlights administrative principles, management functions, and the importance

of written guidelines. The behavioral perspective stresses the human element in organizations, an element that is often overlooked or taken for granted. The strategic management perspective considers communications and information systems, evaluation of police performance, the strategies and tactics by which police work is accomplished, and prevailing and promising approaches to increasing the effectiveness of police agencies.

We think it is extremely beneficial to examine police administration from these multiple perspectives. Many texts adopt just one view, thereby ignoring important aspects of the subject. We hope our approach helps you appreciate the breadth and complexity of contemporary police administration. If you are interested in further exploring this complexity, each chapter includes a short suggested reading list.

Several case studies are included at the end of the book. You may want to practice using the conceptual and theoretical tools introduced in the text to identify and analyze the organizational problems and situations presented in these cases.

Many fields of professional activity seek improvement and recognition by establishing standards. Extensive police standards were first promulgated almost four decades ago by the National Advisory Commission on Criminal Justice Standards and Goals and the American Bar Association Project on Standards for Criminal Justice. More recently, the Commission on Accreditation for Law Enforcement Agencies has created standards and updates them regularly. We have inserted some of the standards from these sources throughout the text to acquaint you with the benchmarks that professionally recognized groups use in evaluating police departments.

We believe that the field of police administration today is vibrant and exciting. Many studies conducted over the last 40 years have provided useful information to expand theory and refine practice. New and innovative programs and policies have been developed and tested. Some of our most basic assumptions about crime, violence, policing, and police administration have been seriously challenged. In the 1990s, the community policing strategy caught the imagination of ordinary citizens, local officials, the US Congress, and even the president of the USA. More recently, international terrorism has dramatically affected America's beliefs and expectations about policing and public safety, and given rise to the new construct "homeland security." The role of local police in homeland security will continue to evolve in the years to come. Traditional lines between local police, federal law enforcement, and the military may be blurred. Very important issues related to public protection and civil liberties will be at stake.

Underlying all this effort and activity are some important fundamental issues related to order and liberty in a free society. The police are at the vortex of all our hopes for a fair, just, and safe existence; police administration remains as honorable and challenging an undertaking as any that can be imagined.

# Acknowledgments

We are grateful to everyone who has contributed to this book in one way or another: by reading the manuscript at its various stages of development and making valuable suggestions and contributions; by giving us direct editorial input; by shaping the attitudes and philosophies that we have taken with us into the book; and by encouraging us and being patient with us during the long period since we began the first edition of this book more than 30 years ago.

The first five editions of this text were coauthored with Robert Sheehan of Northeastern University, a true pioneer in police education and police professionalization. His words, ideas, and values still permeate the book, for which we are profoundly grateful. He was the ultimate philosopher, guide, and friend. Recent editions were also coauthored by Kathryn Scarborough, a dear friend and trusted colleague at Eastern Kentucky University. Her significant contributions were instrumental in updating and diversifying the book's contents.

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# Blog

Everyone today has a blog, and your author is no exception. The “Modern Policing” blog is located at <http://gcordner.wordpress.com/>. No opinions, no philosophizing – just news, current events, and professional developments. If you have an enduring interest in policing and police administration, you are encouraged to visit the blog regularly. You can also sign up for e-mail notifications of new posts. It’s an easy way to keep up with significant and interesting developments in policing in the USA and throughout the rest of the world.



# Acronyms

Every professional field has its own vocabulary and terminology. We try hard in this book to avoid drowning you in police and administration jargon, but some acronyms are very handy and just cannot be entirely avoided. Here's a list of the most common ones.

## IMPORTANT ACRONYMS

AFIS – Automated Fingerprint Identification System  
BARS – Behaviorally Anchored Rating Scales  
BJA – Bureau of Justice Assistance  
BJS – Bureau of Justice Statistics  
CALEA – Commission on Accreditation for Law Enforcement Agencies  
CBRN – Chemical, Biological, Radiological, or Nuclear  
CIA – Central Intelligence Agency  
COP – Community Oriented Policing or Community Policing  
COPE – Citizen Oriented Police Enforcement  
DEA – Drug Enforcement Administration  
DHS – Department of Homeland Security  
DOJ – Department of Justice  
FBI – Federal Bureau of Investigation  
FEMA – Federal Emergency Management Agency  
FTO – Field Training Officer  
HIDTA – High Intensity Drug Trafficking Area  
HSPD – Homeland Security Presidential Directives  
IACP – International Association of Chiefs of Police  
IC – Intelligence Community  
ICS – Incident Command System  
ILP – Intelligence-Led Policing  
ISAC – Information Sharing and Analysis Centers  
JTTF – Joint Terrorism Task Force  
MBO – Management by Objectives  
NIJ – National Institute of Justice

NIMS – National Incident Management System  
NRF – National Response Framework  
OCOPS – Office of Community Oriented Policing Services (COPS Office)  
OD – Organization Development  
PERF – Police Executive Research Forum  
POP – Problem Oriented Policing  
PPBS – Planning Programming Budgeting System  
PPPM – Police Program Performance Measures  
UCR – Uniform Crime Report  
WMD – Weapons of Mass Destruction  
ZBB – Zero-Based Budgeting

# Online Instructor and Student Resources

Thank you for selecting Anderson Publishing's *Police Administration*. To complement the learning experience, we have provided a number of online tools to accompany this edition. Two distinct packages of interactive resources are available: one for instructors and one for students.

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- **PowerPoint Lecture Slides** Reinforce key topics with focused PowerPoints, which provide a visual outline with which to augment your lecture. Each individual book chapter has its own dedicated slideshow.
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## FOR THE STUDENT

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- **Self-Assessment Question Bank** Enhance review and study sessions with the help of this online self-quizzing asset. Each question is presented in an interactive format that allows for immediate feedback.
- **Case Studies** Apply what is on the page to the world beyond with the help of topic-specific case studies, each designed to turn theory into practice and followed by interactive scenario-based questions that allow for immediate feedback.

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