

FINAL SUMMARY OF THE LOS ANGELES POLICE DEPARTMENT'S
MANAGEMENT DEVELOPMENT DISCRETIONARY GRANT DF-017

I. THE NEED FOR MANAGEMENT DEVELOPMENT

The unprecedented advances in science and technology and equally unparalleled implications of social upheaval have resulted in an environment that can be characterized by the single word, change. In order to succeed in its mission, the modern law enforcement agency must not only adapt to these changes, but acquire organizational expertise in managing change. We have created technological and social systems that challenge man for control of the very environment in which these systems operate. At the same time, we have produced systems and hardware "tools" which, in their sophistication, cannot merely be used. They must be managed with all the skill and expertise a system-oriented, change-dominated environment demands. The applications of science and technology to the law enforcement function will increasingly depend on the development of more advanced management technology within the police organization. In our zeal to take advantage of technical "hardware" and systems, we must remain mindful that success in the final analysis will depend more on our ability to develop our most critical asset, our human resource. To maximize the full potential of science and technology requires greater management skill than ever before. In this complex situation of change, one axiom remains true: The strength of any organization lies not in its systems, procedures, or products, but in its people. The modern law enforcement agency must take innovative steps to achieve greater development and utilization of their personnel resources as a prerequisite to achieving success in any other program, project, or endeavor.

Initial Research

To ensure greater personnel development and the application of advanced management technology within the Los Angeles Police Department, the Management Development Unit was created to research the needs of the organization and develop programs to meet those needs. Since a systematic program of management development had never been applied to a police agency in great depth, considerable research was undertaken to study the area in terms of principles and practices. Bibliographical data was collected and reviewed and visits were made to numerous corporate management development programs such as those conducted by: the Ford Motor Company, the North-American Rockwell Corporation, the Union Oil Company, the Pacific Telephone Company, the Pacific-Security Bank, and the IBM Corporation. In addition, the management and executive development programs at local colleges and universities; such as the California Institute of Technology, the University of Southern California, and the University of California at Los Angeles, were researched and evaluated for application to the Department's needs.

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Research within the Department was directed toward a quantitative analysis of training, development, and education needs. Several sample groups were surveyed and numerous conferences held to obtain corroborative opinion in these areas. A joint research study of such needs was also undertaken by the Department and Pepperdine University to determine present strengths and weaknesses in the organization in terms of training and education. Further data was gathered when an education and career objectives questionnaire was distributed to all sworn personnel in the Department from policeman through captain.

Principles and Objectives

The research conducted into the field of management and personnel development revealed in the following principles that were applicable in instituting such a program:

1. Development must necessarily be self-development. The organization can only provide the climate and opportunities for development to take place.
2. The total support of the top staff of an organization is essential for such a program to succeed.
3. If a Management Development Program is successful, there should exist a correlation to promotional success.
4. Development needs differ widely with groups and individuals; therefore, no single program or "package" will meet all the needs of an individual or organization.
5. An attempt to develop everyone usually results in the development of no one; however, extreme care must be exercised in any selection system to avoid adverse morale problems.
6. Programs and opportunities must be provided which meet the technical, managerial, and conceptual needs of the individual.
7. The opportunity to apply what has been learned in any program is essential for real or lasting development.

Based on the research conducted internally, the following preliminary objectives were established for the Department:

1. To provide a reservoir of management-oriented personnel for future organization needs.
2. To provide increased opportunities for personal and professional achievement.
3. To provide services and programs to assist personnel in obtaining academic degrees.

4. To improve management skills of personnel in their present assignments.

Original Programs

In an attempt to meet the initial objectives and also to acquire experience in this field, several new programs were instituted and numerous existing programs incorporated into the first phase of implementation. These activities fell generally into two categories. The first consisted of programs administered internally; while the second, comprised programs conducted externally by another organization, or by the Department in conjunction with another organization. Internal programs included:

1. Publication of the Management Bulletin, a newsletter which reports on management activities and regularly features articles on major developments in management theory and practice.
2. Presentation of special seminars on selected management topics of current interest.
3. Presentation of the Management Development Institute, a series of eight modular workshops and seminars designed to develop personal, managerial, and conceptual skills at the middle-management level.
4. Presentation of a variety of career and management development classes to recruits, supervisory, and command officers of the Department.
5. Provision of career and academic counselling services to all officers.

External programs included:

1. Coordination of an internship study program for foreign police officers.
2. Coordination of Department participation in outside management and executive development courses offered at local colleges and universities.
3. Coordination of Department participation in programs presented by the City Personnel Department, including the City-sponsored tuition reimbursement program.
4. Coordination of Department participation in the F.B.I. National Academy and Northwestern University Traffic Institute.
5. Coordination of Department participation in public and private scholarship programs, including those offered by the Law Enforcement Assistance Administration and the Parker Memorial Scholarship Foundation.

6. Joint administration and coordination of the Pepperdine University Police Management Degree program designed specifically for personnel of the Department.

The Institute Concept

An evaluation of the various programs conducted during the first year revealed that the greatest success was achieved with the Management Development Institute. The Police Management Program at Pepperdine University was also proving successful and appeared to meet the needs of both the participants and the organization in terms of academic quality and relevancy. As an experimental model, however, the institute method proved most promising in terms of programs that could be conducted in-house. Several design refinements were made when the program was conducted a second time, and again we were able to validate the results previously obtained. It was felt that the modular or self-contained seminars and workshops offered in this program had the highest potential in terms of influencing behavior change on the job. The approach to increased development of the personal skills of the participants followed by emphasis on specific managerial skills was a combination unusually well received by the participants. The program was conducted on both occasions by a very dynamic consultant from the private sector which undoubtedly added to the receptivity level.

Considerable attention was thus directed to the possibility of using a series of modular workshops and seminars for all rank levels. Subsequent design efforts resulted in a plan to continue the Management Development Institute for sergeants and lieutenants; add an Advanced Management Institute for captains; and an Executive Management Institute for commanders.

II. THE MANAGEMENT DEVELOPMENT CENTER

A concept had been formulated by this time which dealt with the creation of a separate facility for a Management Development Center. The possibility for incorporating this concept into the plans for the new Police Academy was explored; however, it was felt that a separate facility would not be economically feasible within the limited funding provided for the new Police Academy. Early in 1969, however, the Department was informed that it would receive \$100,000 in discretionary funds from the Law Enforcement Assistance Administration. A grant request for the establishment of a Management Development Center was subsequently approved by the General Staff of the Department and the Police Commission. The amount of \$50,000 was ultimately awarded to the Department for this purpose. This grant provided funds to equip such a center with the necessary training equipment and furniture and to engage the services of outside training consultants to conduct both general and specialized management training and personnel development courses at the center. Excellent facilities were made available for this purpose at the new Valley Police Headquarters Building in Van Nuys, consisting of two offices, two conference rooms, and two classrooms. The Management Development Center was thus established and staffed by an enlarged Management Development Unit.

The final plan established two series of programs which eventually formed the core of the Department's Management Development Program. The first of these was the Management Institute Series designed to increase a participant's general management skills and enhance his personal effectiveness. The three separate institutes previously mentioned comprised this series according to the needs of the organization at different rank levels. The Management Development Institute was presented to sergeants and lieutenants; the Advanced Management Institute to captains; and the Executive Management Institute to commanders.

The second series of programs was titled the Management Seminar Series. They were designed as problem-solving workshops dealing with specific management problems encountered in the Department. Recent research revealed approximately 30 topics worthy of presentation in these short-term intensive seminars. It was conceived that a limited number of these could be conducted within the framework of the grant. In both series of programs, outside resource experts were utilized to provide instruction.

The programs thus contemplated suggested a refinement or refocusing of the original objectives for management development. Simply stated, the Management Development Center exists for the purpose of:

(1) providing greater emphasis on the personal development of the individual, (2) providing greater emphasis on the development of managerial skills, and (3) establishing a problem-solving vehicle for identified management problems. Since such problems tend to be both generic and universal, a major feature in both series was to be the regional benefits that would accrue from invitations distributed to other police agencies. Plans were completed to include representatives from law enforcement agencies in the Los Angeles Region.

The Management Institute Series

The Management Institute Series consisted of the following programs:

1. Management Development Institute

A mid-management level seminar that consisted of meetings two full days a week for four weeks. The eight-session program was intended for lieutenants and sergeants to complement their technical training under the academy system by enhancing and increasing their personal, managerial, and conceptual skills. Ten of these programs were presented under the grant.

Topics covered in this program included:

- (1) Creative Thinking
- (2) Effective Memory Techniques
- (3) Speed Reading
- (4) Managerial Communications
- (5) Implementing Organization Change

- (6) Organization Dynamics
- (7) Management by Objectives
- (8) Motivation in Theory and Practice

2. The Advanced Management Institute

An operating management-level seminar which consisted of five full days with two topics being covered on the final session. This institute was designed for captains to increase their managerial effectiveness and enhance their conceptual awareness of the dynamics of multi-level organizational behavior. Four of these programs were conducted.

Topics covered in this institute included:

- (1) Implementing Organization Change
- (2) Organization Dynamics
- (3) Management by Objectives
- (4) Managerial Communications
- (5) Managing Management Time
- (6) Personnel Development

3. The Executive Management Institute

This was an intensive policy and command-level seminar designed for commanders to increase their executive effectiveness as top-level managers and provided workshop climates for practical approaches to universal executive problems. It was a three-day seminar with two topics discussed each day. Three of these programs were conducted with the following topic areas covered in each program:

- (1) Implementing Organization Change
- (2) Organization Dynamics
- (3) Management by Objectives
- (4) Managerial Communications
- (5) Managing Management Time
- (6) Personnel Development

It will be noted that some of the same classes appear in each institute. This was designed as the research indicated similar or corresponding needs at each level of management. It should also serve to strengthen the overall continuity of the program by reinforcing those areas that have such a traditional impact on the organization. In this manner, each level of management was assured that the levels above and below were all expected to function according to similar ground rules and standards of managerial performance.

It must be remembered that seminars were scheduled only on the basis of participant availability. In the police organization, this frequently posed serious problems; thus, flexibility in holding classes on consecutive days as well as one day a week became a necessary feature of the program.

The Management Seminar Series

In the institutes, the Department has attempted to provide a theoretical base for the development of personal and managerial skills. In the Management Seminar Series, we have taken a practical approach to management problem-solving. Forty-four managers of the Department were selected from a broad range of assignments and rank levels to be interviewed in an attempt to identify specific management problems confronting them specifically or the Department in general. These interviews were primarily unstructured and resulted in the identification of 30 topics. Analysis of the data gathered consisted of isolating the problems identified and consolidating interviewee commentary on each problem and from that consolidation tabulating frequency of problem identification by rank. Determinations were then made as to which topics or problems were amenable to this type of training vehicle. Conferences were held to determine priorities which formed the basis for selecting the topics

The Management Seminar Series consisted of the following programs:

1. Morale and Motivation Seminar

A mid-management level seminar consisted of meetings for three consecutive days. The seminar was intended for lieutenants to complement the technical training provided under the academy system and consisted of the following topics:

- (1) Theory of Motivation and Human Needs.
- (2) Identification of Personal and Departmental Motivation Problems.
- (3) Methods of Vertical and Horizontal Motivation.
- (4) Personal Inspirational Ideas.

2. Managing Management Time Seminar

A one-day program for staff and commanding officers designed to increase the personal and managerial effectiveness of each participant in the critical area of time, management, and delegation.

3. Managing Change Seminar

This was a staff-level seminar which consisted of meetings on three consecutive days. The program was designed for commanders to increase their understanding of the process of change and their ability to manage change for more effective results. The following topics were discussed:

- (1) The Nature of Organization Change and Conflict.
- (2) Strategies and Planning of Organization Change.

- (3) Change and Leadership Styles.
- (4) The Leadership Role in Managing Change.

4. Urban Insurrection Seminar

This staff-level seminar was intended for commanders through assistant chiefs and consisted of meetings on three consecutive Thursdays. The program was designed to complement previous knowledge and training by providing a workshop climate in which the participants discussed the following topics:

- (1) An overview of Ideological Combat in the Twentieth Century.
- (2) Principal Participants in Urban Unrest.
- (3) Strategies and Tactics in Urban Disorder.
- (4) Methods of Organization and Funding of Anti-Government Groups.
- (5) The Constitutional Environment.
- (6) Militant Infiltration Activities.
- (7) Use of the News Media.
- (8) Developing Effective Counter-Strategies.

5. The Dynamics of Executive Communications Seminar

A top-management level program which consisted of three full-day meetings. The seminar, intended for assistant chiefs and deputy chiefs, dealt with managing management relationships through an analysis of the dynamics of executive communication. The following was discussed:

- (1) Individual managerial style, its implications, and impact for the individual and the organization.
- (2) Methods to increase personal and managerial effectiveness in each style.
- (3) The management of communications relationships in the executive hierarchy.

III. PROBLEMS IN PROGRAM ADMINISTRATION

For the most part, the administration of the programs ran smoothly and only slight problems were occasionally encountered. These were usually centered around the scheduling of participants which occasionally conflicted with other Department commitments. Employing substantial lead time usually permitted the participant to adjust

his calendar to avoid time conflicts.

Another area of some concern was the expenditure and accounting of grant funds. The Police Accountant and the City Controller kept the official financial records, but their systems differed from the budget categories in the grant to the extent that it was necessary to keep a separate set of records based on the two systems for use by the project staff in order to insure total accuracy in monitoring the financial aspects of the grant.

IV. PROGRAM EVALUATIONS

In general, the training programs have been evaluated according to the degree with which they met the stated objectives. More specifically, after brief experimentation with various evaluation techniques, the Multiple Reaction Appraisal System was used. This method included program evaluations from participants, program coordinators, the project director, and the instructors. However, later findings indicated that perhaps the sole reaction of the participant is the most reliable, for it is possible that his evaluation reflects more accurately the extent to which he will utilize, on the job, what he learned during the program.

In the end, all training directors agree that the most difficult problem any department will encounter in this type of endeavor is how to effectively and accurately measure the results of a training program.

The programs were successful from the standpoint that they accomplished the objectives of the subject matter. They created an environment for more effective management thinking within the Department in addition to acquainting our managerial personnel with the newest management theories and methods. Summary evaluations of the programs and seminars presented are listed below. More detailed evaluations are included in the appendices.

The Management Institute Series

In terms of participant response, the Management Development Institutes were the most enthusiastically received by the largest audience, (sergeants and lieutenants). The dynamic approach to increasing the personal skills of the participants as well as their managerial capabilities was probably responsible for this general reaction. Endorsement of this program resulted in a continual stream of requests for admission into the program from dozens of officers who were not fortunate enough to have been selected by the Department.

The Advanced Management Institutes were also well received by the captains and proved to be a most beneficial experience that was high in job applicability, particularly in the area of management by objectives.

The Executive Management Institutes presented to commanders were in the form of Organization Development Workshops which appeared to

be less successful, but the results of this method of training are difficult to measure and frequently take many months to become evident.

The Dynamics of Executive Communications Seminar was conducted for a highly sophisticated audience of assistant and deputy chiefs. This seminar was essentially a diagnostic workshop on management styles and the favorable response of the participants was encouraging. The participants felt the material was attuned to their interests and needs and their time was well spent.

The Management Seminar Series

The MORALE AND MOTIVATION SEMINAR was a successful management-level seminar presented to Patrol Lieutenants. The participants identified specific problems and developed a list of recommendations to the Department for increasing the morale and motivation levels of line policemen.

The MANAGING CHANGE SEMINAR was a staff-level program well received by the commanders due to the timeliness of the topic and the effect it had on increasing their ability to more effectively manage change.

Of the various special seminars presented, the greatest effects on the job seemed to result from the seminar on MANAGING MANAGEMENT TIME. This program for commanding officers appeared by far to be the most successful of the entire series of programs in terms of participant reaction and results on the job.

The URBAN INSURRECTION SEMINAR offered to various commanding officers, assistant and deputy chiefs was difficult to coordinate, but was judged valuable due to the increased knowledge gained of positive and negative ideologies, strategies, and tactics employed in urban disorder by militant individuals and groups.

V. CONCLUSION

In spite of the ambitions and pioneering nature of this project, the Department feels that significant results, however difficult to scientifically measure, were achieved. These benefits from this project have been identified as follows:

1. Increased application on the job of more effective management methods in:
 - (1) Managing by objectives and results
 - (2) Management Communications Systems
 - (3) Personnel management and development
 - (4) Managing the effects of change

2. Increased ability throughout the organization in problem identification, analysis, and diagnosis which resulted in more effective decision making and planning.
3. Increased results in major departmental programs through the creation of a team management environment which reduced the lack of understanding about objectives and methods in various projects.
4. Increased individual productivity and effectiveness which synergistically resulted from the emphasis on understanding various managerial styles and the attention to the personal development of the individual.

In summary, the Department feels it has taken a major step in equipping the organization to more effectively cope with the challenge of change, the advances of science and technology, and in insuring future growth and development of the organization through this program of increased development of our primary assets, our human resources.

APPENDIX
PROGRAM SUMMARIES
AND
EVALUATIONS

March 11, 1971

FINAL SUMMARY
MANAGEMENT DEVELOPMENT INSTITUTE SERIES

I. PROGRAM DETAILS

The Management Development Institute was a mid-management level seminar consisting of meetings two full days a week for four weeks. The program was intended for lieutenants and sergeants to complement their technical training under the academy system by providing a learning climate in which the participant increased his ability to:

1. Perceive intra- and extra-Department relationships in the total environment of the management process.
2. Conceptualize complex organizational systems according to clearly defined objectives.
3. Communicate more effectively as a member of a working team within the realities of the present organization.
4. Make more effective use of his time and individual potential by enhancing his reading, writing, speaking, thinking, and memory processes.
5. Optimize subordinate performance by acquiring greater insight into the theory and practice of motivation and personnel development.

The institute consisted of the following topics: CREATIVE THINKING, EFFECTIVE MEMORY TECHNIQUES, SPEED READING, MANAGERIAL COMMUNICATIONS, MANAGEMENT OF CHANGE, ORGANIZATION DYNAMICS, MANAGEMENT BY OBJECTIVES, and MOTIVATION IN THEORY AND PRACTICE.

Starting in March, 1970 and ending in February, 1971, ten of these eight-session programs were conducted for groups of 22 lieutenants and sergeants each at the Management Development Center. The program was presented to 89 lieutenants and 120 sergeants of the Los Angeles Police Department and 13 invited guests from local law enforcement agencies for a total of 222 participants.

II. CONSULTANT SUMMARY

Mr. Walter Taylor, Management Consultant of Newport Beach, was the primary consultant engaged to conduct the Management Development Institute Series. Sub-contractors to Mr. Taylor were Mr. Leonard Martyns who conducted a session on MANAGEMENT OF CHANGE; Mr. David May who conducted two sessions on MANAGEMENT BY OBJECTIVES, one on MANAGERIAL COMMUNICATIONS, and one on MOTIVATION IN THEORY AND PRACTICE; and Mr. Bob Norton who conducted two sessions on MANAGERIAL COMMUNICATIONS.

Mr. Taylor stated that he found the groups quite challenging and very responsive. They appeared eager to explore the concepts and ideas which were the subjects of discussion. An enthusiastic response to the personal skills topics was noted. Mr. Taylor was pleased with the participants' identification of the institute as a motivator for self-development and self-improvement. Significant positive attitudinal changes were noted in several participants. At the completion of almost all of the eight-day institutes a definite feeling of group rapport had been established. In conclusion, Mr. Taylor found his work with our Department to be a very worthwhile and satisfying experience.

The most frequently noted comment on the part of the other consultants was their compliment to the Department on the level of maturity and sophistication of the groups of participants.

Coordination of Mr. Taylor's program was handled, for the most part, without any major difficulties. On one instance, two sessions of the institute were rescheduled due to unavoidable time conflicts encountered by the consultant. It was necessary for the Coordinator to arrange for the details of the loan of the two films which were shown in the sessions on CREATIVE THINKING and SPEED READING in each institute.

III. PARTICIPANT REACTION

The over-all student reaction to the program was that it was an extremely worthwhile and stimulating experience. The participants recognized the topics presented as pertinent and applicable to this department. The program was beneficial and refreshing in its method of presentation which broke away from the Department's traditional methods of training. It was felt that the exposure of our personnel to the thinking and techniques of the business world was very profitable. A desire to expand the program, particularly for presentation to all management levels, was expressed.

The success of the program was due, to a great extent, to the expertise of the principal instructor, Mr. Taylor. His presentations were regarded as professional, authentic, and practical. Student reactions to the three sub-contractors utilized throughout the program were not nearly so favorable. Mr. Martyns' session offered little to the participants due to a poor command of the subject

matter and his failure to correctly analyze the level of presentation. Mr. May's and Mr. Norton's sessions were critiqued as being too basic with a lack of application of material to the police situation. In the end, Mr. Taylor's personality coupled with his excellent teaching technique and unique ability to identify with the group led the institute series to a highly satisfactory conclusion.

IV. STAFF REACTION

A. Coordinator's Summary

For the most part, no extreme difficulties were encountered in coordinating the mechanics of the institutes. The scheduling of participants reflected seasonal difficulties. During the most popular vacation period from June to September, an increased number of selectees had to be contacted by phone in order to fill the complement of 22 students per class. Difficulties with absence and tardiness encountered at the start of the series lessened as the programs continued. This improvement may partly be attributed to the fact that the topics of attendance and tardiness were emphasized in the opening remarks to each class made by the Program Director. Rescheduling of two sessions in an institute was necessitated twice due to departmental manpower requirements during a city-wide tactical alert situation and once due to unavoidable time conflicts encountered by the consultant.

Cardboard nameplates prepared by the Department's Cartography Unit for each participant were very satisfactory. The nameplates were always completed on time and were of a good quality.

Printing of training materials was accomplished quite easily. The consultant provided the Program Coordinator with the necessary material in rough form. With sufficient lead time, the Coordinator was able to put together the originals and take them to the print shop, allowing the printer adequate time for his job. The police printer was extremely cooperative. Training material was always completed on time and the quality of printing was very good. The small amount of training material submitted by Mr. May and Mr. Norton requiring duplication was completed on the xerox machine due to the time restrictions.

Two films were loaned to the center for use in the institutes. Mr. Taylor made personal contact with the Southern California Gas Company to enable us to borrow the film "Why Man Creates" for use in the session on CREATIVE THINKING. The Coordinator arranged the loan of the film "How to Cut Your Reading Time" from Security Pacific Bank for use in the session on SPEED READING. Due to the lack of blackout drapes to darken the institute classroom, the Police Commission Hearing Room was utilized for the showing of these two films. This room provided only a slight improvement in the lighting situation.

The building electrician was extremely cooperative in shutting off the banks of regular and emergency lighting in order to darken the Commission room. This arrangement was particularly inconvenient in that it necessitated moving the students from the regular classroom to the Commission room and back again in order to show a film. The result was an adverse effect on the attentiveness of the participants. Requests for blackout drapes and light switches now lacking in all the classroom facilities of the center have been submitted.

Numerous difficulties in the approval route for the two Personal Services Contracts negotiated with Mr. Taylor were encountered. Mr. Taylor completed the first three institutes under one contract. A second contract for the remaining institutes was then negotiated. Once contract approval was completed, however, payment to Mr. Taylor was complicated by continual delays. Personal follow-ups by the Project Director and Program Coordinator proved the most effective means of facilitating the procedure.

Certificates of Completion were presented to all participants on the last day of each institute. Toward the completion of the series Chief Davis' signature was printed on the blank forms to facilitate the process.

Evaluation forms were distributed to all participants at the beginning of each institute. The evaluation form was revised in each of the first three institutes until the most satisfactory form was approved for continued use. Difficulty was encountered in receiving evaluations from each of the participants at the end of the program. This situation was improved by added emphasis being placed on the importance of the evaluations in the Project Director's opening remarks to the class and by the consultant throughout the institute.

B. Project Director's Remarks

Lieutenant Osborne indicated that this was one of the most successful programs presented at the center under the original grant. It more than met the Department's expectations and proved conclusively the validity and benefit of this management development effort as an integral part of our overall personnel development program.

V. CONCLUSION

The Management Development Institute, in conclusion, was an extremely worthwhile and beneficial experience. The stated objectives were met consistent with the quality standards which have been established at the Management Development Center. The institute was felt to be an

outstanding program. It is anticipated that long-range effects will result from the enthusiasm generated in and by the participants for such a new and innovative approach as seen in the Management Development Institute.

Phyllis Sheridan

PHYLLIS SHERIDAN
PROGRAM COORDINATOR
MANAGEMENT DEVELOPMENT CENTER

REVIEWED BY:

A. T. Osborne

A. T. OSBORNE, LIEUTENANT
OFFICER-IN-CHARGE
MANAGEMENT DEVELOPMENT CENTER

VI. APPENDICESA. Invited Guests

1. Lieutenant Eugene G. McCarthy
Santa Monica Police Department
2. Captain Robert L. Manning
Orange Police Department
3. Lieutenant Richard Hamilton
Newport Beach Police Department
4. Lieutenant Joseph Guthrie
Downey Police Department
5. Ed Douglas
Los Angeles County Sheriff's Office
6. Lieutenant Edward Meza
Long Beach Police Department
7. Lieutenant David Garza
Inglewood Police Department
8. Lieutenant Howard Polakov
Beverly Hills Police Department
9. Lieutenant Manuel Correa
Compton Police Department
10. Lieutenant Lloyd Stornie
Alhambra Police Department
11. Lieutenant William Martin
South Gate Police Department
12. Lieutenant Neal R. Johnson
Arcadia Police Department
13. Captain Wayne Clayton
El Monte Police Department

B. Participant Evaluation Tabulation

The evaluations utilized in the first three institutes were each different in format. The form developed for the third institute proved quite satisfactory and was, therefore, used for evaluation purposes for all of the remaining institutes. It is for this reason that participant evaluation tabulations are provided on separate charts for institutes #1 and #2 and the remaining institutes #3 through #10 are tabulated together on a third chart.

MANAGEMENT DEVELOPMENT INSTITUTE #1

TOPIC	COURSE EVALUATION				EVALUATIONS TABULATED	QUALITY OF PRESENTATION					
Creative Thinking	0	1	3	8	9	21	0	0	0	10	11
Effective Memory Techniques	0	1	9	6	2	18	0	0	0	14	4
Organization Dynamics	0	0	5	7	6	18	0	0	1	9	8
Speed Reading	0	0	3	16	2	21	0	0	1	15	5
Management of Change*	4	5	7	3	0	19	8	8	3	0	0
Management by Objectives*	0	0	5	11	1	17	0	1	2	12	2
Managerial Communications	0	0	2	12	3	17	0	0	0	6	11
Motivation in Theory and Practice	0	1	1	7	8	17	0	0	1	7	9
	4	8	35	70	31	148	8	9	8	73	50
	3%	5%	24%	47%	21%		5%	6%	5%	50%	34%

*Session on MANAGEMENT OF CHANGE conducted by Mr. Leonard Martyns. Session on MANAGEMENT BY OBJECTIVE conducted by Mr. Dave May.

Most favorable response indicated in columns at extreme right for evaluation of (1) overall reaction to content and (2) quality of presentation.

MANAGEMENT DEVELOPMENT INSTITUTE #2

TOPIC	COURSE EVALUATION					EVALUATIONS TABULATED	QUALITY OF PRESENTATION				
Creative Thinking	0	0	3	6	7	16	0	0	0	6	10
Effective Memory Techniques	0	0	1	5	6	12	0	0	0	4	8
Management by Objectives*	1	2	11	0	0	14	3	7	4	0	0
Speed Reading	0	1	1	5	5	12	0	0	1	6	0
Managerial Communications*	1	4	6	6	0	17	4	2	10	1	0
Motivation in Theory and Practice*	0	1	9	8	0	18	2	4	8	4	0
Management of Change	0	2	6	4	3	15	0	0	3	6	6
Organization Dynamics	0	2	4	6	0	12	0	1	1	8	2
	2	12	41	40	21	116	9	14	27	35	31
	3%	10%	35%	34%	18%		8%	12%	23%	30%	27%

*Sessions on MANAGEMENT BY OBJECTIVES, MANAGERIAL COMMUNICATIONS, and MOTIVATION IN THEORY AND PRACTICE conducted by Mr. Dave May.

Most favorable response indicated in columns at extreme right for evaluation of (1) overall reaction to content and (2) quality of presentation.

MANAGEMENT DEVELOPMENT INSTITUTES #3-10

TOPIC	OVERALL REACTION TO CONTENT			EVALUATIONS TABULATED	QUALITY OF PRESENTATION					
Creative Thinking	0	3	9	61	83	0	3	6	28	119
Speed Reading	0	5	17	54	73	0	1	11	41	96
Managerial Communications	0	12	31	52	57	0	2	18	48	84
Management of Change	0	5	21	56	67	0	1	8	41	99
Organization Dynamics	2	1	15	63	65	0	1	10	33	102
Management by Objectives	2	1	18	52	71	0	0	7	40	97
Effective Memory Techniques	2	2	7	31	114	0	2	4	26	124
Motivation in Theory and Practice	<u>1</u>	<u>1</u>	<u>11</u>	<u>49</u>	<u>89</u>	<u>0</u>	<u>0</u>	<u>9</u>	<u>32</u>	<u>110</u>
	7	30	129	418	619	0	10	73	289	831
	1%	2%	11%	35%	51%	0%	1%	6%	24%	69%

*Most favorable response indicated in columns at extreme right for evaluation of (1) overall reaction to content and (2) quality of presentation.

C. Participant Commentary

The following comments were selected at random from the student evaluations indicating their reaction to the program:

"One of the most beneficial courses I have been exposed to. I have had some areas opened up and I feel I now understand a great deal more about our organization."

"This has been a refreshing, eye-opening eight days with definite personal enlightenment. It should aid in doing a better job and assist in helping others to do a better job."

"The entire course was exceptionally beneficial to me, in that it started me thinking in a more positive vein. 'Handles' were given to many management processes that I had learned the hard way, that is, practical experience."

"A breath of fresh air in our traditional police educational process. I have picked up points that are now making me more effective as a manager."

"After four years of college and numerous in-service courses, this ranks as the most stimulating, motivating and generally useful course I have ever experienced. Something from each session has been applied to work problems and I intend to do further research in the areas covered. The instructor, as much as the material, is the motivating factor."

"Excellent instructor and environment. Personal skills classes outstanding. Other subjects presented good techniques and possibilities, but I am skeptical about their application in our para-military organization."

"Excellent seminar; however, let's be sure that the course content reaches top-management."

"Environment of the course is conducive to creating a serious involvement in the course content."

"Dynamic, interesting, well-informed instructor who has the ability to communicate valuable material and maintain high interest among the students."

"More knowledge of law enforcement agencies on part of instructor would contribute to overall value of program."

"Initially I attempted to relate the course to police work and this was a mistake. True management development can and should relate to any business."

"Excellent - However its use will be limited unless the upper-management level accepts the principles presented."

"The primary result of the course is to make us look outside of ourselves and that's good."

April-9, 1971

FINAL SUMMARY
ADVANCED MANAGEMENT INSTITUTE SERIES

I. PROGRAM DETAILS

The four Advanced Management Institutes, held on consecutive Wednesdays commencing July 8 and ending December 9, 1970, have been completed. The institutes were designed as five-day seminars for captains to increase their managerial effectiveness and enhance their understanding of multi-level organizational behavior.

The program was designed to afford the participants an opportunity to explore various managerial techniques, participate in case studies and workshop groups applicable to their field of operation, and further develop their own personal skills.

The Management Development Staff of the Lockheed-California Company were the consultants engaged to conduct the four institutes. Dr. Rod Luther, Mr. John Walsh, Mr. Edward Lethers, and Mr. Karl Kunze each conducted a portion of the institutes; however, Dr. Rod Luther and Mr. Edward Lethers were the principal consultants. A total of 61 captains attended the Advanced Management Institutes. This included 53 of the Department's 59 captains and 8 guests from other police agencies.

The objectives of the programs were to provide a learning climate in which the participant increased his ability to:

1. Manage the internal and external relationships involved in the total management system.
2. Understand complex organizational systems according to clearly defined objectives.
3. Communicate more effectively as a primary-line manager of a working team within the realities of the present organization.
4. Improve subordinate performance by acquiring greater insight into the theory and practice of motivation and personnel development.

The institutes consisted of the following topics: IMPLEMENTING ORGANIZATION CHANGE, ORGANIZATION DYNAMICS, MANAGEMENT BY OBJECTIVES, MANAGERIAL COMMUNICATIONS, MANAGING MANAGEMENT TIME, and PERSONNEL DEVELOPMENT.

II. CONSULTANTS' SUMMARY

The Lockheed consultants were extremely impressed with the high caliber of the participants. They commented that every group was dynamic, involved, and were receptive in exploring different ideas for each area. The consultants indicated that these participants were more challenging compared to similar levels in private industry. In the opinion of the Lockheed staff, the objectives set forth in the program were met. Dr. Rod Luther expressed a desire to meet with the Chief of Police and his staff to relate some of the impressions their staff had received in the institutes. It is his feeling that the information may be helpful to the Department in understanding how the majority of captains see the organization from their level.

III. PARTICIPANT REACTION

The participants commented that the sessions on MANAGEMENT BY OBJECTIVES and MANAGING MANAGEMENT TIME presented by Dr. Rod Luther were the strongest areas of the program. These two sessions were extremely informative and presented techniques for their application by the participants.

The evaluations of the Advanced Management Institute Series as a whole rated the material presented high in "job applicability." The participants were satisfied with the content and for the most part indicated no changes were necessary. The first institute indicated a need for greater depth in a few areas. These revisions were made for institutes #2, 3, and 4 which contributed to their success.

The overall program was extremely well received by the participants. They were receptive to the atmosphere of the program because it provided them with the opportunity to explore different concepts and methods of management.

IV. STAFF REACTION

A. Coordinator's Summary

The Program Coordinator had some difficulties with the mechanics of the program. Some of the captains had not been advised of their participation in this program until notified by the coordinator. This caused some conflict with their schedule; however, the problem was worked out with the concerned participants. On several occasions the coordinator was not advised of absences from the session which were due to prior and unanticipated Department commitments.

Three types of evaluation forms were tested, and the simplest form was selected; however, the rate of return was very poor. There were 61 participants, including guests, but only 53 evaluations were returned. (See attached charts.)

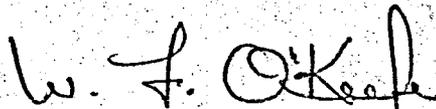
Certificates of Completion were prepared and given to the participants at the conclusion of each institute. A copy of each certificate was sent to Personnel Records to be placed in the participant's file.

B. Project Director's Remarks

Lieutenant Osborne indicated that this was one of the most successful programs presented at the center under the original grant. It more than met the Department's expectations and proved conclusively the validity and benefit of this management development effort as an integral part of the Department's overall personnel development program.

V. CONCLUSION

The Advanced Management Institutes were an extremely worthwhile and beneficial experience for line commanders. The objectives set forth in the program were met consistent with the quality standards that have been established at the Management Development Center. It is anticipated that long-range benefits will accrue to the Department from the enthusiasm generated by the participants.



OFFICER W. F. O'KEEFE
PROGRAM COORDINATOR
MANAGEMENT DEVELOPMENT CENTER

REVIEWED BY:



A. T. OSBORNE, LIEUTENANT
OFFICER-IN-CHARGE
MANAGEMENT DEVELOPMENT CENTER

APPENDICESA. Invited Guests

The following personnel from other agencies were the Department's guests at the Advanced Management Institutes:

Major Ben Calderon	Manila Police Dept. Phillipine Islands
Captain Clarence Hansen	Santa Monica Police Dept.
Captain Phillip M. Brown	Glendale Police Dept.
Captain John M. Maestri	Torrance Police Dept.
Captain Robert Williams	Long Beach Police Dept.
Captain Robert Manning	Orange Police Dept.
Captain James White	Los Angeles County Sheriff's Office
Mr. Ray Wynne	Los Angeles Police Dept. Motor Transport Director

B. Participant Commentary

These comments refer to questions asked on the evaluation forms regarding whether or not the program was related to personal and/or professional needs, Department needs, and overall evaluation of the institutes.

"Should be developed for classes at Academy."

"Need more time."

"Excellent, best contribution to my weaknesses."

"Sounds good, but probably more applicable to industry than our jobs."

"Could have required some reading."

"Like new concepts presented."

"Good information, applicable to a limited degree."

"Course too short."

"Should relate more to law enforcement and particularly L.A.P.D. administration."

"Course content a necessary part of career development of all managers."

"Of great value in terms of needs to the Department."

"The Department has long needed a management series designed for the development of management skills."

C. Participant Evaluation

1. Advanced Management Institute #1
Course and Instructor Evaluation

The tabulations on Chart D were derived from forms submitted by Lockheed-California Company. It is their standard evaluation form for Mid-Management Programs; however, it did not answer questions desired by the Management Development Center and was not used for the remaining three institutes.

2. Advanced Management Institutes #2 - 4
Course Evaluations

Chart E is tabulated on the three remaining institutes on a progressive scale with the most favorable response at extreme right. It was designed by the Management Development Center Staff to ask specific questions related to the Department.

3. Advanced Management Institutes #2 - 4
Instructor Evaluation

Chart F is a tabulation of the instructors' presentation. It is a progressive scale with the most favorable response at the extreme right.

ADVANCED MANAGEMENT INSTITUTE #1
PARTICIPANT EVALUATION

MR. LEATHERS

DR. LUTHER

MR. KUNZE

MR. WALSH

Number Returned.....16.....17.....11.....7.....

Job Applicability
A Great Help

11 - 69%

11 - 65%

3 - 27%

3 - 43%

Some Help

5 - 31%

6 - 35%

5 - 46%

4 - 57%

Little Help

0 - 0%

0 - 0%

3 - 27%

0 - 0%

Content

More Information than Required 2 - 13%

1 - 6%

1 - 10%

0 - 0%

OK As Is

10 - 62%

16 - 94%

5 - 45%

6 - 86%

Not Enough Information

4 - 25%

0 - 0%

5 - 45%

1 - 14%

Ability to Make Material
Interesting

Excellent

12 - 80%

16 - 94%

2 - 17%

3 - 43%

Good

4 - 20%

1 - 6%

6 - 56%

4 - 57%

Poor

0 - 0%

0 - 0%

3 - 27%

0 - 0%

ADVANCED MANAGEMENT INSTITUTES #2 - 4
PARTICIPANT EVALUATION

62
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Most favorable response indicated in columns at extreme right.

SESSION EVALUATIONS REACTION TO:
TABULATED

Overview (Presented to institutes #3 and 4 only)	21	Content	0	1(5%)	5(24%)	12(57%)	3(14%)
Personnel Development	33	Content	0	6(18%)	12(37%)	12(37%)	3(8%)
	32	Your Needs	0	3(4%)	8(25%)	12(43%)	9(28%)
	33	Dept. Needs	0	4(12%)	8(24%)	12(37%)	9(27%)
Organization Dynamics	32	Content	0	2(6%)	10(31%)	18(57%)	2(6%)
	32	Your Needs	1(3%)	2(6%)	9(28%)	13(41%)	7(22%)
	32	Dept. Needs	0	1(3%)	7(22%)	15(47%)	9(28%)
Management by Objectives	35	Content	0	2(6%)	8(23%)	13(37%)	12(34%)
	34	Your Needs	1(3%)	2(6%)	5(15%)	11(32%)	15(44%)
	34	Dept. Needs	0	1(3%)	6(18%)	9(26%)	18(53%)
Managerial Communications	34	Content	0	2(6%)	8(31%)	16(32%)	8(31%)
	34	Your Needs	0	0	9(27%)	12(35%)	13(38%)
	25	Dept. Needs	0	0	0	11(42%)	14(58%)
Managing Management Time	21	Content	0	1(5%)	2(10%)	7(33%)	11(52%)
	21	Your Needs	0	1(5%)	3(14%)	3(14%)	14(67%)
	22	Dept. Needs	0	1(5%)	3(14%)	3(14%)	15(67%)
Implementing Organization Change	28	Content	0	2(8%)	5(18%)	13(46%)	8(28%)
	28	Your Needs	0	2(8%)	6(20%)	10(36%)	10(36%)
	28	Dept. Needs	0	2(8%)	5(18%)	11(38%)	10(36%)
Advanced Management Institute Series	39	Overall Reaction to Institute	0	2(6%)	6(15%)	16(41%)	15(38%)

ADVANCED MANAGEMENT INSTITUTES #2 - 4

Participant evaluations of instructors' presentations for institutes #2 - 4.

SESSION	INSTRUCTOR	EVALUATIONS TABULATED	QUALITY OF PRESENTATION				
Personnel Development	John Walsh	29	0	0	3 (10%)	18 (61%)	8 (29%)
Organization Dynamics	Karl Kunze	32	0	0	8 (25%)	19 (59%)	5 (16%)
Management by Objectives	Rod Luther	35	0	1 (3%)	4 (11%)	17 (49%)	13 (37%)
Managerial Communications	Ed Lethers	35	0	1 (3%)	6 (17%)	15 (43%)	13 (37%)
Managing Management Time	Rod Luther	34	0	1 (3%)	6 (18%)	16 (47%)	11 (32%)
Implementing Organization Change	Ed Lethers	29	0	1 (4%)	6 (21%)	10 (34%)	12 (41%)

Although there were 61 participants, only 53 evaluations were returned to the coordinator. Some of the categories listed on the forms were not marked, therefore, not all figures for institutes #1 - 4 will total 53.

March 10, 1971

FINAL SUMMARY
EXECUTIVE MANAGEMENT INSTITUTES

I. PROGRAM DETAILS

The three Executive Management Institutes, held on consecutive Tuesdays, commencing October 20 and ending December 15, 1970, have been completed. The institutes were conducted at the Management Development Center. The institutes were designed as organization development workshops for commanders. The Department's 28 commanders and two invited guests attended the programs.

Dr. Curtis Page and Mr. Wayne Strom, Page/Graham Associates, were the conference leaders selected to present these programs. Because of the sophistication of the participants, the program was designed to create a learning climate where the participants could increase their ability to:

1. Perceive intra- and extra-Department relationships in the total environment of the management process.
2. Conceptualize complex organization systems according to clearly defined objectives.
3. Communicate more effectively as a top-level manager of a working team within the realities of the present organization.
4. Optimize subordinate performance by acquiring greater insight into the theory and practice of motivation and personnel development.

In order to insure applicability it was necessary for the consultant to conduct personal interviews with each participant. These interviews provided two important inputs: (1) it afforded the commanders an opportunity to personally assist in developing the material necessary for a successful program, and (2) it provided the consultant with a frame of reference to conduct the workshops. A self-scoring diagnostic test was taken by the participants attending each institute. This test enabled each commander to examine his own particular managerial style.

II. CONSULTANT SUMMARY

Dr. Page and Mr. Strom indicated the participants were quite challenging compared to similar levels in private industry. Dr. Page felt the participants were perceptive in their ability to examine their overall management problems and to explore new ideas.

Dr. Page did not feel that the participation of outside guests detracted from the objectives of the program, if anything, it revealed the common nature of problems confronting all staff-level personnel. Dr. Page had not completed all of his interviews by the conclusion of the institutes, but did make appointments with those remaining commanders. He feels these interviews will assist the commanders with a more complete understanding as to what they accomplished in the program. In Dr. Page's opinion the objectives of the program were met.

III. PARTICIPANT REACTION

This is the first time an Organization Development workshop has been presented in the Department, and mixed reactions were received from the participants. Lieutenant Osborne, Project Director, interviewed selected commanders after each institute. Some of the participants indicated they were not sure what they had derived from the session but felt it was too soon for a positive reaction. They recommended that all the commanders should attend these particular programs. The overall reactions have been compiled from evaluations; however, the subjective commentary appears more valid than the specific rating categories. See attached addenda for comments.

The second Executive Management Institute had guests from Santa Monica Police Department and the Los Angeles Sheriff's Department as participants. Some of the commanders questioned the validity of having outside guests participating in this type of institute. They expressed some hesitation to discuss problems in front of outsiders.

IV. STAFF REACTION

A. Coordinator's Summary

Officer O'Keefe, Program Coordinator, experienced some difficulty prior to the first institute with scheduling interviews between Dr. Page and the commanders because of other Department commitments. However, the interview dates were finally accomplished to everyone's satisfaction. Dr. Page proved somewhat difficult to work with, in terms of keeping the staff abreast of progress in the program, its problems, and his willingness to adapt his methodology to this group of individuals. There was no difficulty with the mechanics of the institute, as Dr. Page required only special name labels which were purchased by the coordinator. Luncheon arrangements were made for each session enabling the participants and consultants to continue with their discussions as a group.

Notebooks were distributed to each participant at the beginning of each institute.

Dr. Page required training material which the City Printing Department completed in time for the institute.

Dr. Page submitted an invoice after each institute, and they have been forwarded to Mr. Crittenden along with the necessary requests for payment by an A.F.E.

An evaluation form was distributed to each participant at the first and last session of each institute, and 25 of 28 were returned to the coordinator.

Certificates of Completion were prepared and mailed to each participant.

B. Project Director's Remarks

Lieutenant Osborne, the Officer-in-Charge of the Management Development Center, held numerous conferences with selected participants from each group of commanders. From these personal debriefings, the written evaluations, and conferences with Dr. Page and Mr. Strom, it is Lieutenant Osborne's opinion that the following benefits probably accrued to the Department as the result of this program: (1) The majority of commanders apparently achieved greater recognition of the universality of management problems at their level. (2) The majority of commanders interviewed indicated they gained insight into the management thinking of the other commanders and thus felt they would be able to deal with each other more effectively in future situations. (3) Most of the commanders expressed interest in the analysis of their own managerial style and effectiveness resulting from the diagnostic tests. (4) The Department gained from experience in the field of Organization Development workshops.

V. CONCLUSION

Though overall reaction was varied, it appears that the results of this program were less than desirable. This may be due to the following factors: (1) The nature of our organization and therefore our management personnel is highly task and goal oriented. The totally unstructured nature of the organization development methodology is thus out of context in reality. The participants were asked to function in a leaderless environment which in fact is contrary to a strong leadership environment in the organization. (2) Each group in a sense was asked to develop its own objectives and, therefore, its own agenda. The ambiguous nature of this approach with so goal oriented a group produced considerable frustration and lack of results. (3) The lack of structure produced a strong collective suspicion of a hidden agenda which diminished the possibility of honest and free discussions. (4) In spite of a brief orientation the consultants'

lack of direction and positive input was seen as frustrating by the group. (5) If our research in the field of Organization Development workshops is accurate, part of the problem may lie in the fact that this highly sophisticated approach requires at least twice the time than the three days we allowed and additionally should probably be done in a retreat environment on consecutive days. Proponents of this form of training contend that the results are difficult to measure and frequently take many months to become evident with each individual. No doubt some benefit, in degrees at least, would accrue to the majority of participants. However, the measurable benefits previously referred to may not be sufficient to justify the expenditure of time involved at this rank level.

ofc. W. F. O'Keefe

OFFICER W. F. O'KEEFE
PROGRAM COORDINATOR
MANAGEMENT DEVELOPMENT CENTER

REVIEWED BY:

A. T. Osborne

A. T. OSBORNE, LIEUTENANT
OFFICER-IN-CHARGE
MANAGEMENT DEVELOPMENT CENTER

VI. APPENDICESA. Invited Guests

Asst. Chief Gerald Constable - Santa Monica Police Dept.
Inspector Richard Humphreys - Los Angeles Sheriff's Dept.

B. Participant Commentary

These comments refer to questions asked on the evaluation forms regarding whether or not the program was related to personal needs, strengths, weaknesses, potential and value to the Department.

1. "Last two days were beneficial on exchanging ideas and gaining insight other than participants' problems."
2. "Of value to Department if carried on through ranks."
3. "Took a while, but got around to some point."
4. "If the course was structured with preconceived content, it would lose its purpose."
5. "We seemed to be getting to a very productive point at the end of the program."
6. "More participation by moderator, expounding on experience of other managers."
7. "The first day was a waste of time; however, the last two days were beneficial from the standpoint of exchanging ideas and gaining insight into the other participants' problems."
8. "The programs should be continued for the other commanders."
9. "Better initial orientation at the start, too much floundering."
10. "It was interesting to see the Department through other commanders' eyes. This broadens one's own management and philosophical concepts."
11. "I haven't yet detected what was of value in these respects, (needs strengths, weaknesses, and potential) we were unable really to conclude ways to solve some of our problems. If this is carried on through the ranks, it might cause more of a positive climate in the organization."
12. "Could probably be guided by our own personnel as well or better."

13. "Management style diagnostic test and its interpretation was of value."
14. "Unstructured, very good."
15. "Some more structuring."
16. "Management style test and the implications to be drawn were the highlights of the institute."
17. "The consultants by process made it incumbent on the group to outline problems, etc. and arrive at solutions."
18. "I can't see the value of the intentional lack of guidance, especially the first day."
19. "I believe it will benefit me in the future."
20. "Remains to be seen whether or not any good results."
21. "Explain objectives."
22. "Questionable, this can best be determined in the future and is difficult to measure."
23. "Of value to a very limited degree."
24. "More guidance needed in discussion."
25. "Change method somehow."
26. "Of value both personally and professionally."
27. "Provide some rudder."
28. "Bring in various ranks."

MANAGEMENT DEVELOPMENT CENTER
EVALUATION CHART

37
age
Instructor & Rating

Course Evaluation and Percentage

Participation

Executive Management Institute #	Instructor & Rating				Course Evaluation and Percentage				Participation	
	Excep.	V.G.	Good	Fair	Excep.	Very Valuable	Some Value	Limited Value		Not Necessary
Executive Management Institute #1	Excep.	5	56%			1	11%			Inspectors 9
	V.G.	4	44%			1	11%			
	Good					5	56%			
	Fair					2	22%			
Executive Management Institute #2	Excep.	1	12%			4	50%			6-Insps. 2-Guests 8
	V.G.	3	38%			1	12%			
	Good					1	12%			
	Fair	4	50%			3	38%			
Executive Management Institute #3	Excep.	1	14%			1	14%			Inspectors 8
	V.G.	4	58%			4	57%			
	Good					2	29%			
	Fair	1	14%							

figures of E.M.I. #3 do not total to eight, because one category was not checked.

April 13, 1971

FINAL SUMMARY
THE DYNAMICS OF EXECUTIVE COMMUNICATIONS SEMINAR

I. PROGRAM DETAILS

THE DYNAMICS OF EXECUTIVE COMMUNICATIONS SEMINAR was a top-management level program consisting of three full-day meetings. The seminar, intended for assistant chiefs and deputy chiefs, dealt with managing management relationships through an analysis of the dynamics of executive communications. Specific objectives were to assist each participant in:

1. Understanding his own managerial style.
2. Becoming more effective with that style by managing the impact of that style on his superiors, peers, and subordinates.

The seminar was conducted on March 18, 29, and 31, 1971 at the Management Development Center for the Department's three assistant chiefs and nine deputy chiefs.

This program was presented in the form of a workshop to assist the participants in understanding the organizational impact of their own managerial style. Two weeks prior to attending the seminar, each participant selected five individuals who knew him well. Each of the people thus selected was asked to complete a sophisticated check list of adjectives which described the participant's managerial behavior as they saw it. The data thus gained was analyzed by the consultant and a managerial profile was prepared for each participant.

Anonymity was preserved as only the participant and the consultant knew the results of the profile. Determination of the participant's individual managerial style was followed by an analysis of each style, its implications, and impact for the individual and the organization. The workshop then focused on methods to increase personal and managerial effectiveness in each style. The closing portion of the seminar emphasized the management of communications relationships in the executive hierarchy.

II. CONSULTANT SUMMARY

Mr. Walter Taylor, Management Consultant of Newport Beach, who conducted our Management Development Institute Series was engaged to conduct THE DYNAMICS OF EXECUTIVE COMMUNICATIONS SEMINAR. Mr. Taylor

stated that he found the group extremely challenging and responsive. A definite feeling of group rapport was established early in the program. Discussions were easily generated and resulted in an excellent exchange of material. A high level of group interest and enthusiasm was maintained throughout the seminar. In conclusion, Mr. Taylor felt his work with the Department on this program to be a very worthwhile and rewarding experience.

Coordination of Mr. Taylor's program was directed without any notable difficulties. Mr. Taylor was provided with a mailing list of the participants to enable him to handle any correspondence relating to them. The second session of the seminar was rescheduled in order to ensure the attendance of the majority of participants, many of whom had encountered last-minute scheduling difficulties for that session. At his suggestion, Mr. Taylor conducted a briefing before the start of the second day for the two participants who had been unable to attend the first session.

III. PARTICIPANT REACTION

Student reaction to the program indicated that it was a worthwhile, thought-provoking experience. The participants recognized that this type of program would also be applicable to lower-level management, particularly if those participants were selected in view of their potential for advancement. The Department's need for increased understanding of the subject of communications was clearly identified. It was felt that the exposure of our personnel to the concepts and methods presented in this seminar was a step in the direction of fulfilling that need.

The success of the program was due, to a great extent, to the expertise of the instructor. Mr. Taylor's presentations were regarded as professional and highly informative. The participants reacted favorably to his methods and techniques and the opportunity for active participation on their part. In the end, the seminar was seen as a beneficial, interesting three days well spent on a relevant topic.

IV. STAFF REACTION

A. Coordinator's Summary

Coordinating the mechanics of the program progressed smoothly. Once the final dates of presentation had been approved, all the chiefs were notified of their participation. After completion of the first session, it was discovered that due to unavoidable time conflicts, half of the participants would be unable to attend the second session. The chiefs were contacted by phone to arrive at a mutually agreeable time and the session was then rescheduled.

The small amount of training material requested by the consultant was completed on the xerox machine.

Mr. Taylor's program was contracted under the honorarium system. No problems were encountered with approval after the proposal was submitted and payment was made without difficulty.

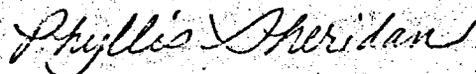
Evaluation forms were distributed to all participants on the last day of the program. (See appendices.)

B. Project Director's Remarks

The participants appeared genuinely impressed with the quality of the program and the caliber of Mr. Taylor's presentation. The topics seemed relevant to their needs or interests, and they generally felt the time was well spent.

V. CONCLUSION

THE DYNAMICS OF EXECUTIVE COMMUNICATIONS SEMINAR was a successful program both in its content and in its excellent manner of presentation. It was felt that it quite adequately achieved its stated objective and presented the participants with a clearer understanding of the relationships existing in the top-management hierarchy.



PHYLLIS SHERIDAN
PROGRAM COORDINATOR
MANAGEMENT DEVELOPMENT CENTER

REVIEWED BY:



A. T. OSBORNE, LIEUTENANT
OFFICER-IN-CHARGE
MANAGEMENT DEVELOPMENT CENTER

VI. APPENDICES

A. Participant Evaluation Tabulations

Overall evaluation of entire program.

- 4 - Excellent
- 3 - Very Good
- 2 - Good
- 0 - Fair
- 0 - Poor

Nine out of the twelve evaluations were returned.

B. Participant Commentary

The following comments were selected at random from the evaluations indicating reaction to the program:

"Communications is one of our major problems, complicated by size and complexity of the Department."

"Content superb, presentation outstanding."

"It could be more oriented to our organization, rather than operating on the theory that all organizational functions are interchangeable."

"Should be an integral part of every top-level police management program."

"Extremely professional; highly inspirational and informative."

"At this level there was a tendency to spend too much time on a point. I suggest: make the point and move on."

"It involved our major needs."

"The Assistant and Deputy Chiefs of this department are a tough bunch to have in a class."

FINAL RESUME
MORALE AND MOTIVATION SEMINAR

THE MORALE AND MOTIVATION SEMINAR conducted at The Management Development Center for three consecutive days, commencing August 10 and ending August 12, has been completed.

STUDENT REACTION

Mr. James Delaney, the consultant engaged to conduct the Seminar, was quite well received by the participants. He was perceptive in his analysis of the level at which his material should be delivered and, therefore, succeeded in reaching the participants with his presentation. From the first session Mr. Delaney established a feeling of rapport with and participation from the students which he skillfully maintained throughout the Seminar. In most instances, their evaluation of his skill as an instructor placed him in the categories of "very good" and "exceptional." They critiqued his sessions overall as "very valuable," being conducted in a dynamic, stimulating manner on subjects which many of them had previously received. Some student comments were: "a new angle to a subject received in Lieutenants' School," "an instructor who was far ahead of his participants in his subject areas," "believes in his material and makes you wonder if it will work after all," and "this Seminar should be given to sergeants and to policemen attending in-service training." Several lieutenants questioned the validity of their attending this program when they had previously received much of the same material either in Lieutenants' School or in the Management Development Institute. Many participants stated that they felt the list of Department problems compiled during the Seminar could be very beneficial to the Chief of Police if he were to receive a copy.

STAFF REACTION

Mr. Delaney stated that this class of police personnel attending the MORALE AND MOTIVATION SEMINAR has been the most challenging group he has ever encountered. He found the participants to be extremely responsive, even though he felt that the size of the class was too large. A group of approximately 20 participants would have been preferable to 27.

The Program Coordinator sat in on the first session and observed that the participants became quickly involved and appeared to enjoy the class. It was noticed that after each session, some students stayed and talked to Mr. Delaney about some morale and motivation problems. Several lieutenants obtained reproduced material from Mr. Delaney for use in their roll call training sessions. This indicates the level of interest and participation.

COORDINATOR'S SUMMARY

The major difficulty encountered in coordinating the mechanics of the Seminar proved to be in the scheduling of participants. Inspector Nelson of the Patrol Bureau elected to select, and notify the participants and their commanders through his office. The Coordinator did not receive the list of 26 patrol lieutenants selected to attend until approximately eight days before the Seminar was scheduled to begin. Only two alternate participants were provided. Several of the participants proved to be scheduled for vacation. As a result, the Seminar was conducted with one seat remaining vacant. Many of the lieutenants had no knowledge of their being selected to attend the Seminar until they were contacted by the Coordinator. It is recommended that a training order be sent to participants in future seminars presented to lieutenants and sergeants. The Police Departments of Santa Monica and The City of Orange each sent a lieutenant to represent their departments. The Downey Police Department was forced to cancel sending a lieutenant due to vacation problems.

Notebooks were distributed to each participant at the opening of the first session. Notebook paper was purchased by the Coordinator since the twenty reams of paper ordered through the City has not yet been received.

Cardboard nameplates were prepared by The Cartography Unit in time for the Seminar.

The participants compiled a list of Department problems which they had identified for discussion during the Seminar. The list was typed by The Center's secretary, reproduced on the Xerox machine, and distributed to the students in the second session. Other handout material was prepared for Mr. Delaney during the Seminar. This material has been sent to the printer and will be distributed to the participants by mail. The necessary information needed to prepare an A.F.E. has been prepared and sent to Mr. Vic Bone for payment. The A.F.E. is now in the City Attorney's Office for approval.

EVALUATION

Evaluations were distributed to the participants on the first day of the Seminar in order to receive their initial reaction. Evaluations to be tabulated and recorded were distributed on the last day and 27 were returned.

Certificates of completion were presented to the participants on the last day of the Seminar.

See attached Evaluation Tabulation Report.

May 3, 1971

FINAL SUMMARY
MANAGING CHANGE SEMINAR

I. PROGRAM DETAILS

The MANAGING CHANGE SEMINAR was a staff-level seminar consisting of meetings on March 17, 18, and 19, 1971 at the Management Development Center. The program was designed for commanders to increase their understanding of the process of change and their ability to manage change for more effective results. During the seminar a learning climate was provided in which each participant had the opportunity to:

1. Evaluate his knowledge about organizational change.
2. Improve management of change through an analysis of the change process.
3. Establish priorities in a constantly changing environment.
4. Achieve results with change rather than institute more controls.

The seminar consisted of the following topics:

1. THE NATURE OF ORGANIZATIONAL CHANGE AND CONFLICT
2. STRATEGIES AND PLANNING IN ORGANIZATIONAL CHANGE
3. CHANGE AND LEADERSHIP STYLES
4. THE LEADERSHIP ROLE IN MANAGING CHANGE

The program was attended by eight commanders and six captains of this department. Prior to the start of the program, participants were requested to complete a questionnaire which was designed by the consultant to make the seminar relevant to the needs of this organization.

II. CONSULTANT SUMMARY

Dr. Gunther Klaus, Managing Director of the Institute of Advanced Planning, was the consultant engaged to conduct the program. Dr. Klaus

arranged for a guest speaker, Dr. Leonard Korot, Vice President and Managing Director of Manpower Development of International Industries, to present a session on achieving results with change.

Dr. Klaus stated that he found the participants stimulating and responsive. He said they were eager to challenge him and anxious to explore the concepts of the program. As a whole, he noted the class was well read and was particularly impressed with the involved participation of the group.

III. PARTICIPANT REACTION

The overall reaction to the seminar indicated that it was an excellent, worthwhile program and applicable to the needs of this department. It was pointed out that while the program was particularly productive, inspiring, and provided a better understanding of the change process, it should be longer and expanded to include all levels of management.

Dr. Klaus was regarded as stimulating and very effective. His style and skill of presentation and his expertise accounted largely for the seminar's success.

IV. STAFF REACTION

A. Coordinator's Summary

Although there were no major difficulties in coordinating the program, there were minor problems encountered in the selections of the participants. There were fifteen commanders originally scheduled to attend, but four canceled a week before and two just two days before the seminar began. This was due to the staffing of the lieutenants' oral boards scheduled the week of the seminar. It was necessary to replace these men with six captains who were available on short notice.

Because of an unanticipated priority work load in the Cartography Unit, it became necessary for the coordinator to borrow the materials and make the nameplates for each participant.

The lack of blackout drapes and light switches in the classroom necessitated moving the participants from the classroom to the Police Commission Room in order to show a film. This arrangement was inconvenient to the class, and could be corrected with the proper drapes and light switches. Requests for these items have been submitted.

Comments were received by the coordinator from one of the participants that he and others he spoke to were very favorably impressed with the mechanics of this and past programs,

in particular the extended lunch hour, seminar topics selection, choice of consultants, and the overall coordination and professional presentation of the programs.

B. Project Director's Remarks

Lieutenant Osborne indicated the program exceeded our expectations in general participant response and was one of the top three or four programs presented under this grant. He felt this program amply documented the validity of special-topic seminars as part of our overall management and personnel development effort.

V. CONCLUSION

The MANAGING CHANGE SEMINAR, in conclusion, was an extremely successful, worthwhile, and beneficial program. Its applicability to the Department's needs was established through objectives consistent with the quality standards set at the Management Development Center.

of Joseph Reiner

OFFICER JOSEPH REINER
PROGRAM COORDINATOR
MANAGEMENT DEVELOPMENT CENTER

REVIEWED BY:

A. T. Osborne

A. T. OSBORNE, LIEUTENANT
OFFICER-IN-CHARGE
MANAGEMENT DEVELOPMENT CENTER

VI. APPENDICESA. Participant Commentary

At the end of the seminar each participant was given an appraisal form. To date only 10 of the 14, or 71%, of the forms have been returned. Below are comments from these evaluations:

1. "L.A.P.D. requires stimulus of outside ideas which can be applied effectively to its inside operations."
2. "This seminar was the best that I have attended in more than 20 years of service."
3. "Would like to do it all over again."
4. "Should be longer and extended from lieutenants to deputy chiefs."
5. "Due to explosive changes in society, this training should be mandatory for commander personnel."
6. "It also shows a need for more participation in planning at all levels."
7. "My head ached from thinking, but I loved it."
8. "If it has not been presented to the top staff, it should be."
9. "It was particularly productive to this staff officer in terms of looking at things and events in relationship to the Department's operations."
10. "Had the effect of reducing my resistance to change when a change appears desirable."
11. "Klaus is an excellent speaker and makes his points with dynamic effectiveness."
12. "Allowed me to understand need for change; desirability to manage and control change rather than cope with imposed change; provided skills and understanding in accomplishing these objectives."

FINAL RESUME
MANAGING MANAGEMENT TIME SEMINAR

The two 1-day MANAGING MANAGEMENT TIME SEMINARS conducted at The Management Development Center on Tuesday and Wednesday, September 29 and 30, have been completed.

PARTICIPANT REACTION

Mr. William Oncken, Jr., President of the William Oncken Company, Inc., was the Management Consultant engaged to conduct the Seminars. Mr. Oncken established an immediate feeling of rapport with all participants which he was able to maintain during the two 1-day Seminars. The participants, who were command and staff personnel, were most impressed with the value and quality of Mr. Oncken's presentation and indicated he had the depth and ability to impart extremely valuable material related to the problem of managing time and more effective delegation techniques.

All participants commented that the Seminar was excellent and one of the best they had attended. Some of the comments regarding the program are as follows: "Sincerely hope the Department continues with this, need input from outside to get away from the provincialism created by professional incest," "Should involve lower ranks," "Should be presented to large groups of management and mid-management personnel," "Made me more cognizant of 'Managing Time' techniques," "Valuable for watch commanders and staff personnel."

COORDINATOR'S REACTION

Officer O'Keefe, the Program Coordinator, commented that the program progressed smoothly with relatively few problems. Due to Mr. Oncken's advance calendar schedule of other engagements, he was unable to confirm the dates of September 29 and 30 until August 31, 1970. A Notice was sent to all command and staff personnel inviting those interested in the area of Managing Time to make a reservation with The Management Development Center. The Grant Funds allocated for this program permitted us to accept 27 participants for each Seminar; however, only 24 persons requested reservations for the first session, 25 for the second session, including invited guests.

Classroom #2 was used for the Seminars and blackboards proved to be a critical area again. Mr. Oncken required the only two blackboards assigned to the Center, and it was necessary to borrow one from the A.I.D. roll-call room for the Advanced Management Institute session on Wednesday, September 30. Mr. Oncken required a large quantity of training material, and the police printer did an excellent job of having it ready on time. Mr. Oncken submitted his invoice which was sent to Mr. Vic Bone's office for payment along with the necessary Department's letter of acceptance and program proposal.

STAFF REACTION.

Lieutenant Osborne, the Officer-in-Charge, attended the second Seminar on September 30 and expressed extreme satisfaction with the program and felt it met the Department's expectations. Lieutenant Osborne indicated that the participants' slow response to the Notice sent throughout the Department was due to the fact that many command officers failed to see the Notice.

EVALUATION

Evaluations were distributed to each participant to be completed and mailed to the Coordinator as soon as possible. After approximately one week, it became necessary to call all 50 participants' offices and request the appraisal; however, to date only 27 or 55% of the evaluations have been returned.

CONSULTANT'S REACTION

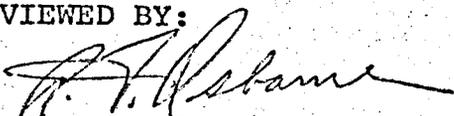
Mr. Oncken was extremely impressed with our command and staff officers and their high caliber of expertise and willingness to explore new ideas. He also commented that the participants were willing to admit their own faults and laugh at themselves which shows the mark of mature managers.

GUESTS

Chief Merrill Duncan, City of Orange Police Department and Asst. Chief Gerald Constable, Santa Monica Police Department were the Department's invited guests for the MANAGING MANAGEMENT TIME SEMINAR. Chief B. J. Glavas of Newport Beach was invited, but failed to attend the program.


OFFICER O'KEEFE, PROGRAM COORDINATOR
MANAGEMENT DEVELOPMENT CENTER

REVIEWED BY:


LIEUTENANT A. T. OSBORNE, OFFICER-IN-CHARGE
MANAGEMENT DEVELOPMENT CENTER

FINAL SUMMARY
URBAN INSURRECTION SEMINAR

The URBAN INSURRECTION SEMINAR commencing January 21, 1971, was opened by Chief E. M. Davis. The program was held on two consecutive Thursdays, ending February 4, 1971.

I. PROGRAM DETAILS

The seminar was scheduled for staff personnel to complement their previous knowledge and training in the area of urban insurrection.

The program was designed to provide an opportunity for each participant to increase his knowledge of the ideologies, strategies, and tactics involved in the various forms of urban insurrection.

A total of 24 staff-personnel of the Department attended the seminar. The objectives of the program were to provide a workshop climate in which the participant would:

1. Increase his knowledge of negative ideologies, strategies, and tactics.
2. Increase his knowledge of positive ideologies, strategies, and tactics.
3. Develop recommendations for appropriate counter-strategies in the various forms of urban insurrection.

The seminar consisted of the following topics:

AN OVERVIEW OF IDEOLOGICAL COMBAT IN THE TWENTIETH CENTURY
PRINCIPAL PARTICIPANTS IN URBAN UNREST
STRATEGIES AND TACTICS IN URBAN DISORDER
METHODS OF ORGANIZATION AND FUNDING OF ANTI-GOVERNMENT GROUPS
THE CONSTITUTIONAL ENVIRONMENT
MILITANT INFILTRATION ACTIVITIES
USE OF THE NEWS MEDIA
DEVELOPING EFFECTIVE COUNTER-STRATEGIES

The closing portion of the final day was conducted by Assistant Chief Gates to discuss the program and its implications to the Department.

II. CONSULTANTS' SUMMARY

Dr. John R. Van de Water was the consultant engaged to coordinate the seminar which included his overview of IDEOLOGICAL COMBAT IN THE TWENTIETH CENTURY. Presentations were also made by the following consultants:

URBAN DISSENT AND PROFILES OF MILITANT LEADERS

Mr. Gerald Hopkins
Research Investigator

MILITANT INFILTRATION OF ORGANIZATIONS

Mrs. Joyce Wenger
Research Investigator

USE OF THE NEWS MEDIA AND PUBLICITY STRATEGIES

Mr. Michael Culbert
Editor of the Richmond Independent Newspaper

TACTICS AND STRATEGIES OF MILITANT ORGANIZATIONS

Mr. Richard Bloeser
Supervisor, F.B.I.

THE CONSTITUTIONAL ENVIRONMENT

Mr. George Franscell
Assistant City Attorney

TACTICS AND STRATEGIES OF LOCAL ORGANIZATIONS

Deputy Chief Louis Sporrer
Los Angeles Police Department

Due to various guest lecturers invited to speak and the consolidation of the second and third days because of the Chicano Moratorium, discussion time had to be limited after each presentation. The consultants commented that the participants were extremely knowledgeable of the problems encountered in urban insurrection and perceptive in their ability to ask objective questions when time permitted. In the opinion of Dr. Van de Water and the guest consultants, the objectives set forth in the program appeared to be met.

III. PARTICIPANT REACTION

The participants commented that the seminar itself did not reveal an abundance of new knowledge, but did reinforce their previous information received from other sources outside and inside the Department. The sessions presented by Deputy Chief Sporrer, George Franscell, Gerald Hopkins, and Michael Culbert were extremely interesting and informative. The session by Joyce Wenger had an abundance of information, but not enough time for discussion. The overall program was well received by the participants.

IV. STAFF REACTION

-A. Coordinator's Summary

The program coordinator encountered various difficulties in the initial stages of the program. Because of the critical nature of the topics to be discussed and the diversified fields of the participants, numerous meetings and changes were necessary. Because of other business commitments it was somewhat difficult to coordinate the program through Dr. Van de Water; however, his assistant, Derek Brewington, was assigned to work with the staff and no further difficulties arose. The original dates of October or November, 1970 were canceled because of the difficulty of scheduling Dr. Van de Water's guests. A new date of January 21, 28, and February 4, 1971 was approved by the Chief of Police, and with the assistance of Commander Janes, a new group of consultants were contacted and their participation was confirmed.

The coordinator did not receive the program material in time to have it printed; therefore, most of it had to be xeroxed. Joyce Wenger reproduced her own material, and Commander Bradley was successful in obtaining other desired material for Dr. Van de Water.

There were 24 staff personnel from the Department scheduled to attend the seminar, but due to Department commitments, seven participants were unable to complete the program. Evaluation forms were distributed to the remaining 17 participants which were returned to the coordinator. (See attached charts.)

B. Project Director's Remarks

This seminar was the most difficult to present in the entire series due to the numerous problems encountered in selecting and coordinating the appearance of the various consultants, and the Chicano Moratorium which occurred during one of the scheduled days. These problems were compounded by frequent changes in content and the difficulties encountered in dealing with the primary consultant. The entire seminar was rescheduled three times due to these situations, and ultimately the third day was canceled altogether. In spite of these occurrences, however, it appeared the seminar was valuable and productive from the participants' point of view.

V. CONCLUSION

The URBAN INSURRECTION SEMINAR was probably a worthwhile and beneficial experience for the participants. The objectives set forth in

the program were generally achieved, but not with the same quality standards that marked other seminars conducted at the Management Development Center.

WILLIAM F. O'KEEFE, OFFICER
PROGRAM COORDINATOR
MANAGEMENT DEVELOPMENT CENTER

REVIEWED BY:

A handwritten signature in cursive script, appearing to read "A. T. Osborne".

A. T. OSBORNE, LIEUTENANT
OFFICER-IN-CHARGE
MANAGEMENT DEVELOPMENT CENTER

URBAN INSURRECTION SEMINAR
PARTICIPANT EVALUATION

Most favorable response indicated in columns at extreme right.

Seminar Content Evaluations Returned (17)	0	0	5 (30%)	8 (47%)	4 (23%)
Entire Program Evaluations Returned (17)	0	0	5 (30%)	8 (47%)	4 (23%)

Should other L.A.P.D. personnel attend this or a similar type program?

Not Sure	No	Yes
2 (12%)	1 (6%)	14 (82%)

What were the benefits received? (Participants could check more than one.) 44 were answered.

- 11 (25%) Helped confirm some of my own ideas.
- 10 (23%) Presented new knowledge, ideas, and approaches.
- 12 (27%) Helped me to better understand the urban insurrection problem.
- 9 (20%) Gave me specific suggestions for on-the-job application to develop and support the Los Angeles Police Department's counter-strategies.
- 2 (5%) Minimal Benefit.
- 0 No Benefit.

EVALUATION OF SEMINAR LEADERS

LECTURER	POOR	FAIR	GOOD	VERY GOOD	EXCELLENT	TOTAL
Dr. Van de Water Management Consultant	0	2 (13%)	4 (24%)	4 (24%)	6 (39%)	16
Gerald Hopkins Research Investigator	1 (6.5%)	1 (6.5%)	4 (24%)	6 (39%)	4 (24%)	16
Richard Bloeser F.B.I.	1 (7%)	4 (26%)	4 (26%)	5 (34%)	1 (7%)	15
Joyce Wenger Research Investigator	0	0	5 (31%)	8 (50%)	3 (19%)	16
Michael Culbert Newspaper Editor	0	0	3 (17%)	4 (24%)	10 (59%)	17
Deputy Chief Sporrer L.A.P.D.	0	0	1 (6%)	2 (13%)	13 (81%)	16
George Franscell Assistant City Attorney	0	1 (6%)	0	3 (17%)	13 (77%)	17

Note: Seven of the twenty-four participants were unable to complete the entire seminar because of Department commitments and did not return an evaluation

SUPPLEMENT
FINANCIAL REPORT



**U.S. DEPARTMENT OF JUSTICE
OFFICE OF LAW ENFORCEMENT
ASSISTANCE**

**GRANTEE'S
REPORT OF EXPENDITURES**

From: (Name and address of grantee)
 City of Los Angeles
 Los Angeles Police Dept.
 150 N. Los Angeles St.
 Los Angeles, California 90012

Grant No. DF-017	Date of Report June 30, 1971	Report No. 7
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Type of Report:
 Regular Quarterly
 Special Request
 Final Report (detailed schedules must be attached)

Report is submitted for the Period March 1, 1971 through March 31, 1971

I. Data on Expenditures from Grant Funds.

1. Amount of Grant Award:	\$50,000.00	4. Amount Expended During Report Period:	\$ 4,601.00
2. Total Advances Received to End of Report Period:	50,000.00	5. Total Amount Expended to Date:	47,874.00
3. Amount Expended to Beginning of Report Period:	43,272.00	6. Unexpended Cash Balance at End of Report Period:	2,126.00 ⁴

II. Summary Report and Budget Comparison.

Expenditure Items Grant Funds		Approved Budget	Expenditures During Period	Expenditures To Date
Personnel		\$38,683.00	\$ 4,578.00	\$38,038.00
Travel		1,937.00	None	1,433.00 ¹
Supplies, Communications, and Reproduction		855.00	18.00 ²	819.00
Other:	Equipment	8,525.00	5.00 ³	7,584.00
	Miscellaneous	None	None	None
	Indirect	None	None	None
Totals—Grant Fund Expenditures		\$50,000.00	\$ 4,601.00	\$47,874.00
Totals—Grantee Contribution Expenditures		\$45,882.00	\$ 4,852.00	\$51,638.00

The above data is correct, based on the grantee's official accounting records consistently applied, and expenditures shown have been made for the purposes of and in accordance with applicable grant conditions.

Signature

A. T. OSBORNE, Lieutenant
 Officer-in-Charge
 Management Development Center

Project Director

Title

*See attached sheet for footnotes.

*FOOTNOTES

1. City Controllers records indicate an additional \$4.00 was returned to the travel fund. This amount was subtracted from Expenditures to Date.
2. Expenditure on 4-09-70 was not reported on previous reports.
3. An audit of the Controller's records indicated item #4 was increased \$9.00 by the distributor and items #9 and 14 were decreased \$4.00 due to a 2% discount. Therefore, the expenditure of \$5.00 is noted during the period.
4. The Unexpended Cash Balance will be mailed to the United States Treasury by the City Controller's Officer.

SCHEDULE A
EXPENDITURES FOR PERSONNEL

I. Consultant Fees*

<u>Name</u>	<u>Organization</u>	<u>No. Days Devoted to Project</u>	<u>Total Fees Paid</u>
1. Walter Taylor, Jr.	Walter Taylor Jr.	83	\$20,120
2. James Delaney	James E. Delaney	3	1,400
3. Curtis Page	Page-Graham Associates	9	3,000
4. William Oncken	William Oncken Company	2	2,000
5. John Van de Water	Van de Water, White, Brewington Associates	2	4,900
6. Gunther Klaus	Institute for Advanced Planning, Inc.	3	<u>1,578</u>
TOTAL			\$32,998

*The number of days indicated above reflect days actually spent in classroom presentation. The cost figure paid to each consultant includes design, interview, and other preparation time which varied with each program and consultant, but averages three days preparation for each day of actual presentation.

SCHEDULE B
EXPENDITURES FOR TRAVEL

<u>Last Name of Traveler</u>	<u>Dates of Travel</u>	<u>Point of Origin and Destination</u>	<u>Travel Costs</u>
1. Gaunt	3-30-70 to 4-3-70	Los Angeles to Chicago	See Below
2. Brown	3-30-70 to 4-3-70	Los Angeles to Chicago	See Below
3. Conroy	3-30-70 to 4-3-70	Los Angeles to Chicago	See Below
4. Osborne	3-30-70 to 4-3-70	Los Angeles to Chicago	See Below

GROUP LISTINGS

<u>Type of Training Institute or Conference</u>	<u>Number Participants</u>	<u>Transporation Charges</u>	<u>Other Travel Allowances</u>	<u>Total Travel Costs</u>
1. National Symposium on Law Enforcement Science and Technology, Chicago, Ill. March 30, April 1, 2, 1970	4	\$856	\$577	\$1433
TOTAL				\$1433

SCHEDULE C

EXPENDITURES FOR CONSUMABLE SUPPLIES, COMMUNICATIONS AND REPRODUCTION

I. Consumable Supplies

	<u>Description of Item</u>	<u>Cost*</u>
1.	1 - Roll Velco-Hook Tape	\$ 18
2.	782 - Three-ring Binders @\$.975 each plus 5% tax	<u>801</u>
	TOTAL	\$819

*Includes 5% Tax

SCHEDULE - D

OTHER EXPENDITURES

I. Equipment

	<u>Description of Item</u>	<u>Cost*</u>
1.	50 - Rotary Chairs @\$50.73 each	
	1 - Posture Chair @\$44.27	\$2,710
2.	22 - Tables @\$51.75 each	1,195
3.	5 - Desks @\$125.268 each	
	1 - Typing Stand @\$46.1065	
	1 - Table @\$63.107	
	2 - Tables @\$53.8065 each	885
4.	1 - Tape Recorder	150
5.	3 - Four-Drawer Files @\$97.50 each	
	1 - Bookcase @\$62.50	374
6.	1 - Projector - Sound @\$494.50	
	2 - Lamps 1000 watt @\$6.35 each	532
7.	1 - Slide Projector @\$126.80	
	5 - Slide Trays @\$2.36 each - 2% discount	143
8.	1 - Overhead Projector	115
9.	1 - Typewriter - Electric I.B.M.	491
10.	2 - Tables @\$53.8065 each	113
11.	2 - Screens @\$40.78 each - 2% discount	84
12.	13 - Tables @\$58.00 each	792
	TOTAL	\$7,584

*Includes 5% Tax

SCHEDULE D

OTHER EXPENDITURES

II. Miscellaneous Expenditures

<u>Description</u>	<u>No. Days Devoted to Project</u>	<u>Cost</u>
1. Consultant Fees - Lockheed-California Company*	20	\$ 5,040
TOTAL		\$ 5,040
<u>TOTAL SCHEDULE D</u>		<u>\$12,624</u>

*See asterisk explanation under Schedule A (I. Consultant Fees)

FINAL SUMMARY OF THE LOS ANGELES POLICE DEPARTMENT'S
MANAGEMENT DEVELOPMENT DISCRETIONARY GRANT DF-017

I. THE NEED FOR MANAGEMENT DEVELOPMENT

The unprecedented advances in science and technology and equally unparalleled implications of social upheaval have resulted in an environment that can be characterized by the single word, change. In order to succeed in its mission, the modern law enforcement agency must not only adapt to these changes, but acquire organizational expertise in managing change. We have created technological and social systems that challenge man for control of the very environment in which these systems operate. At the same time, we have produced systems and hardware "tools" which, in their sophistication, cannot merely be used. They must be managed with all the skill and expertise a system-oriented, change-dominated environment demands. The applications of science and technology to the law enforcement function will increasingly depend on the development of more advanced management technology within the police organization. In our zeal to take advantage of technical "hardware" and systems, we must remain mindful that success in the final analysis will depend more on our ability to develop our most critical asset, our human resource. To maximize the full potential of science and technology requires greater management skill than ever before. In this complex situation of change, one axiom remains true: The strength of any organization lies not in its systems, procedures, or products, but in its people. The modern law enforcement agency must take innovative steps to achieve greater development and utilization of their personnel resources as a prerequisite to achieving success in any other program, project, or endeavor.

Initial Research

To ensure greater personnel development and the application of advanced management technology within the Los Angeles Police Department, the Management Development Unit was created to research the needs of the organization and develop programs to meet those needs. Since a systematic program of management development had never been applied to a police agency in great depth, considerable research was undertaken to study the area in terms of principles and practices. Bibliographical data was collected and reviewed and visits were made to numerous corporate management development programs such as those conducted by: the Ford Motor Company, the North-American Rockwell Corporation, the Union Oil Company, the Pacific Telephone Company, the Pacific-Security Bank, and the IBM Corporation. In addition, the management and executive development programs at local colleges and universities; such as the California Institute of Technology, the University of Southern California, and the University of California at Los Angeles, were researched and evaluated for application to the Department's needs.

Research within the Department was directed toward a quantitative analysis of training, development, and education needs. Several sample groups were surveyed and numerous conferences held to obtain corroborative opinion in these areas. A joint research study of such needs was also undertaken by the Department and Pepperdine University to determine present strengths and weaknesses in the organization in terms of training and education. Further data was gathered when an education and career objectives questionnaire was distributed to all sworn personnel in the Department from policeman through captain.

Principles and Objectives

The research conducted into the field of management and personnel development revealed in the following principles that were applicable in instituting such a program:

1. Development must necessarily be self-development. The organization can only provide the climate and opportunities for development to take place.
2. The total support of the top staff of an organization is essential for such a program to succeed.
3. If a Management Development Program is successful, there should exist a correlation to promotional success.
4. Development needs differ widely with groups and individuals; therefore, no single program or "package" will meet all the needs of an individual or organization.
5. An attempt to develop everyone usually results in the development of no one; however, extreme care must be exercised in any selection system to avoid adverse morale problems.
6. Programs and opportunities must be provided which meet the technical, managerial, and conceptual needs of the individual.
7. The opportunity to apply what has been learned in any program is essential for real or lasting development.

Based on the research conducted internally, the following preliminary objectives were established for the Department:

1. To provide a reservoir of management-oriented personnel for future organization needs.
2. To provide increased opportunities for personal and professional achievement.
3. To provide services and programs to assist personnel in obtaining academic degrees.

4. To improve management skills of personnel in their present assignments.

Original Programs

In an attempt to meet the initial objectives and also to acquire experience in this field, several new programs were instituted and numerous existing programs incorporated into the first phase of implementation. These activities fell generally into two categories. The first consisted of programs administered internally; while the second, comprised programs conducted externally by another organization, or by the Department in conjunction with another organization. Internal programs included:

1. Publication of the Management Bulletin, a newsletter which reports on management activities and regularly features articles on major developments in management theory and practice.
2. Presentation of special seminars on selected management topics of current interest.
3. Presentation of the Management Development Institute, a series of eight modular workshops and seminars designed to develop personal, managerial, and conceptual skills at the middle-management level.
4. Presentation of a variety of career and management development classes to recruits, supervisory, and command officers of the Department.
5. Provision of career and academic counselling services to all officers.

External programs included:

1. Coordination of an internship study program for foreign police officers.
2. Coordination of Department participation in outside management and executive development courses offered at local colleges and universities.
3. Coordination of Department participation in programs presented by the City Personnel Department, including the City-sponsored tuition reimbursement program.
4. Coordination of Department participation in the F.B.I. National Academy and Northwestern University Traffic Institute.
5. Coordination of Department participation in public and private scholarship programs, including those offered by the Law Enforcement Assistance Administration and the Parker Memorial Scholarship Foundation.

6. Joint administration and coordination of the Pepperdine University Police Management-Degree program designed specifically for personnel of the Department.

The Institute Concept

An evaluation of the various programs conducted during the first year revealed that the greatest success was achieved with the Management Development Institute. The Police Management Program at Pepperdine University was also proving successful and appeared to meet the needs of both the participants and the organization in terms of academic quality and relevancy. As an experimental model, however, the institute method proved most promising in terms of programs that could be conducted in-house. Several design refinements were made when the program was conducted a second time, and again we were able to validate the results previously obtained. It was felt that the modular or self-contained seminars and workshops offered in this program had the highest potential in terms of influencing behavior change on the job. The approach to increased development of the personal skills of the participants followed by emphasis on specific managerial skills was a combination unusually well received by the participants. The program was conducted on both occasions by a very dynamic consultant from the private sector which undoubtedly added to the receptivity level.

Considerable attention was thus directed to the possibility of using a series of modular workshops and seminars for all rank levels. Subsequent design efforts resulted in a plan to continue the Management Development Institute for sergeants and lieutenants; add an Advanced Management Institute for captains; and an Executive Management Institute for commanders.

II. THE MANAGEMENT DEVELOPMENT CENTER

A concept had been formulated by this time which dealt with the creation of a separate facility for a Management Development Center. The possibility for incorporating this concept into the plans for the new Police Academy was explored; however, it was felt that a separate facility would not be economically feasible within the limited funding provided for the new Police Academy. Early in 1969, however, the Department was informed that it would receive \$100,000 in discretionary funds from the Law Enforcement Assistance Administration. A grant request for the establishment of a Management Development Center was subsequently approved by the General Staff of the Department and the Police Commission. The amount of \$50,000 was ultimately awarded to the Department for this purpose. This grant provided funds to equip such a center with the necessary training equipment and furniture and to engage the services of outside training consultants to conduct both general and specialized management training and personnel development courses at the center. Excellent facilities were made available for this purpose at the new Valley Police Headquarters Building in Van Nuys, consisting of two offices, two conference rooms, and two classrooms. The Management Development Center was thus established and staffed by an enlarged Management Development Unit.

The final plan established two series of programs which eventually formed the core of the Department's Management Development Program. The first of these was the Management Institute Series designed to increase a participant's general management skills and enhance his personal effectiveness. The three separate institutes previously mentioned comprised this series according to the needs of the organization at different rank levels. The Management Development Institute was presented to sergeants and lieutenants; the Advanced Management Institute to captains; and the Executive Management Institute to commanders.

The second series of programs was titled the Management Seminar Series. They were designed as problem-solving workshops dealing with specific management problems encountered in the Department. Recent research revealed approximately 30 topics worthy of presentation in these short-term intensive seminars. It was conceived that a limited number of these could be conducted within the framework of the grant. In both series of programs, outside resource experts were utilized to provide instruction.

The programs thus contemplated suggested a refinement or refocusing of the original objectives for management development. Simply stated, the Management Development Center exists for the purpose of:

(1) providing greater emphasis on the personal development of the individual, (2) providing greater emphasis on the development of managerial skills, and (3) establishing a problem-solving vehicle for identified management problems. Since such problems tend to be both generic and universal, a major feature in both series was to be the regional benefits that would accrue from invitations distributed to other police agencies. Plans were completed to include representatives from law enforcement agencies in the Los Angeles Region.

The Management Institute Series

The Management Institute Series consisted of the following programs:

1. Management Development Institute

A mid-management level seminar that consisted of meetings two full days a week for four weeks. The eight-session program was intended for lieutenants and sergeants to complement their technical training under the academy system by enhancing and increasing their personal, managerial, and conceptual skills. Ten of these programs were presented under the grant.

Topics covered in this program included:

- (1) Creative Thinking
- (2) Effective Memory Techniques
- (3) Speed Reading
- (4) Managerial Communications
- (5) Implementing Organization Change

- (6) Organization Dynamics
- (7) Management by Objectives
- (8) Motivation in Theory and Practice

2. The Advanced Management Institute

An operating management-level seminar which consisted of five full days with two topics being covered on the final session. This institute was designed for captains to increase their managerial effectiveness and enhance their conceptual awareness of the dynamics of multi-level organizational behavior. Four of these programs were conducted.

Topics covered in this institute included:

- (1) Implementing Organization Change
- (2) Organization Dynamics
- (3) Management by Objectives
- (4) Managerial Communications
- (5) Managing Management Time
- (6) Personnel Development

3. The Executive Management Institute

This was an intensive policy and command-level seminar designed for commanders to increase their executive effectiveness as top-level managers and provided workshop climates for practical approaches to universal executive problems. It was a three-day seminar with two topics discussed each day. Three of these programs were conducted with the following topic areas covered in each program:

- (1) Implementing Organization Change
- (2) Organization Dynamics
- (3) Management by Objectives
- (4) Managerial Communications
- (5) Managing Management Time
- (6) Personnel Development

It will be noted that some of the same classes appear in each institute. This was designed as the research indicated similar or corresponding needs at each level of management. It should also serve to strengthen the overall continuity of the program by reinforcing those areas that have such a traditional impact on the organization. In this manner, each level of management was assured that the levels above and below were all expected to function according to similar ground rules and standards of managerial performance.

It must be remembered that seminars were scheduled only on the basis of participant availability. In the police organization, this frequently posed serious problems; thus, flexibility in holding classes on consecutive days as well as one day a week became a necessary feature of the program.

The Management Seminar Series

In the institutes, the Department has attempted to provide a theoretical base for the development of personal and managerial skills. In the Management Seminar Series, we have taken a practical approach to management problem-solving. Forty-four managers of the Department were selected from a broad range of assignments and rank levels to be interviewed in an attempt to identify specific management problems confronting them specifically or the Department in general. These interviews were primarily unstructured and resulted in the identification of 30 topics. Analysis of the data gathered consisted of isolating the problems identified and consolidating interviewee commentary on each problem and from that consolidation tabulating frequency of problem identification by rank. Determinations were then made as to which topics or problems were amenable to this type of training vehicle. Conferences were held to determine priorities which formed the basis for selecting the topics.

The Management Seminar Series consisted of the following programs:

1. Morale and Motivation Seminar

A mid-management level seminar consisted of meetings for three consecutive days. The seminar was intended for lieutenants to complement the technical training provided under the academy system and consisted of the following topics:

- (1) Theory of Motivation and Human Needs.
- (2) Identification of Personal and Departmental Motivation Problems.
- (3) Methods of Vertical and Horizontal Motivation.
- (4) Personal Inspirational Ideas.

2. Managing Management Time Seminar

A one-day program for staff and commanding officers designed to increase the personal and managerial effectiveness of each participant in the critical area of time, management, and delegation.

3. Managing Change Seminar

This was a staff-level seminar which consisted of meetings on three consecutive days. The program was designed for commanders to increase their understanding of the process of change and their ability to manage change for more effective results. The following topics were discussed:

- (1) The Nature of Organization Change and Conflict.
- (2) Strategies and Planning of Organization Change.

- (3) Change and Leadership Styles.
- (4) The Leadership Role in Managing Change.

4. Urban Insurrection Seminar

This staff-level seminar was intended for commanders through assistant chiefs and consisted of meetings on three consecutive Thursdays. The program was designed to complement previous knowledge and training by providing a workshop climate in which the participants discussed the following topics:

- (1) An overview of Ideological Combat in the Twentieth Century.
- (2) Principal Participants in Urban Unrest.
- (3) Strategies and Tactics in Urban Disorder.
- (4) Methods of Organization and Funding of Anti-Government Groups.
- (5) The Constitutional Environment.
- (6) Militant Infiltration Activities.
- (7) Use of the News Media.
- (8) Developing Effective Counter-Strategies.

5. The Dynamics of Executive Communications Seminar

A top-management level program which consisted of three full-day meetings. The seminar, intended for assistant chiefs and deputy chiefs, dealt with managing management relationships through an analysis of the dynamics of executive communication. The following was discussed:

- (1) Individual managerial style, its implications, and impact for the individual and the organization.
- (2) Methods to increase personal and managerial effectiveness in each style.
- (3) The management of communications relationships in the executive hierarchy.

III. PROBLEMS IN PROGRAM ADMINISTRATION

For the most part, the administration of the programs ran smoothly and only slight problems were occasionally encountered. These were usually centered around the scheduling of participants which occasionally conflicted with other Department commitments. Employing substantial lead time usually permitted the participant to adjust

his calendar to avoid time conflicts.

Another area of some concern was the expenditure and accounting of grant funds. The Police Accountant and the City Controller kept the official financial records, but their systems differed from the budget categories in the grant to the extent that it was necessary to keep a separate set of records based on the two systems for use by the project staff in order to insure total accuracy in monitoring the financial aspects of the grant.

IV. PROGRAM EVALUATIONS

In general, the training programs have been evaluated according to the degree with which they met the stated objectives. More specifically, after brief experimentation with various evaluation techniques, the Multiple Reaction Appraisal System was used. This method included program evaluations from participants, program coordinators, the project director, and the instructors. However, later findings indicated that perhaps the sole reaction of the participant is the most reliable, for it is possible that his evaluation reflects more accurately the extent to which he will utilize, on the job, what he learned during the program.

In the end, all training directors agree that the most difficult problem any department will encounter in this type of endeavor is how to effectively and accurately measure the results of a training program.

The programs were successful from the standpoint that they accomplished the objectives of the subject matter. They created an environment for more effective management thinking within the Department in addition to acquainting our managerial personnel with the newest management theories and methods. Summary evaluations of the programs and seminars presented are listed below. More detailed evaluations are included in the appendices.

The Management Institute Series

In terms of participant response, the Management Development Institutes were the most enthusiastically received by the largest audience, (sergeants and lieutenants). The dynamic approach to increasing the personal skills of the participants as well as their managerial capabilities was probably responsible for this general reaction. Endorsement of this program resulted in a continual stream of requests for admission into the program from dozens of officers who were not fortunate enough to have been selected by the Department.

The Advanced Management Institutes were also well received by the captains and proved to be a most beneficial experience that was high in job applicability, particularly in the area of management by objectives.

The Executive Management Institutes presented to commanders were in the form of Organization Development Workshops which appeared to

be less successful, but the results of this method of training are difficult to measure and frequently take many months to become evident.

The Dynamics of Executive Communications Seminar was conducted for a highly sophisticated audience of assistant and deputy chiefs. This seminar was essentially a diagnostic workshop on management styles and the favorable response of the participants was encouraging. The participants felt the material was attuned to their interests and needs and their time was well spent.

The Management Seminar Series

The MORALE AND MOTIVATION SEMINAR was a successful management-level seminar presented to Patrol Lieutenants. The participants identified specific problems and developed a list of recommendations to the Department for increasing the morale and motivation levels of line policemen.

The MANAGING CHANGE SEMINAR was a staff-level program well received by the commanders due to the timeliness of the topic and the effect it had on increasing their ability to more effectively manage change.

Of the various special seminars presented, the greatest effects on the job seemed to result from the seminar on MANAGING MANAGEMENT TIME. This program for commanding officers appeared by far to be the most successful of the entire series of programs in terms of participant reaction and results on the job.

The URBAN INSURRECTION SEMINAR offered to various commanding officers, assistant and deputy chiefs was difficult to coordinate, but was judged valuable due to the increased knowledge gained of positive and negative ideologies, strategies, and tactics employed in urban disorder by militant individuals and groups.

V. CONCLUSION

In spite of the ambitions and pioneering nature of this project, the Department feels that significant results, however difficult to scientifically measure, were achieved. These benefits from this project have been identified as follows:

1. Increased application on the job of more effective management methods in:
 - (1) Managing by objectives and results
 - (2) Management Communications Systems
 - (3) Personnel management and development
 - (4) Managing the effects of change

2. Increased ability throughout the organization in problem identification, analysis, and diagnosis which resulted in more effective decision making and planning.
3. Increased results in major departmental programs through the creation of a team management environment which reduced the lack of understanding about objectives and methods in various projects.
4. Increased individual productivity and effectiveness which synergistically resulted from the emphasis on understanding various managerial styles and the attention to the personal development of the individual.

In summary, the Department feels it has taken a major step in equipping the organization to more effectively cope with the challenge of change, the advances of science and technology, and in insuring future growth and development of the organization through this program of increased development of our primary assets, our human resources.