

CITY OF ALEXANDRIA - THE AMERICAN UNIVERSITY

EXECUTIVE DEVELOPMENT PROGRAM  
FOR LAW ENFORCEMENT OFFICERS

May, 1967 - January, 1968  
at  
Harpers Ferry, West Virginia

REPORT OF THE EVALUATION PHASE

Submitted to the Office of Law Enforcement Assistance,  
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Attention is invited to the following items:

- (1) Experimental Design of the Evaluation Phase (Tab A).
- (2) Questionnaire (Tab B).
- (3) Verbatim responses of some fifty participants to the questionnaire (all these replies are unedited and complete as submitted, with none omitted from all members of two classes which were asked to respond) (Tab C).
- (4) Summary of in-depth interviews with some twenty percent of randomly selected participants; these reactions are objectively reported, with no derogatory or critical observations omitted (Tab D).

The evaluation phase has been fully accomplished as specified in the experimental design (Tab A). The purpose was not to assess retention of isolated facts by a pencil-and-paper examination; rather, it has sought to ascertain whether the participants, as consequence of their experience in the seminar, have in fact experienced those desired attitudinal and motivational changes which the program had hoped to achieve (the objectives as listed in paragraph 1, page 2, Tab A). As stated in the final paragraph of this report, the participants have, in the evaluator's professional opinion, achieved the objectives to a remarkable and totally satisfactory degree.

In order to accomplish the contract's terms, the project evaluator has:

- (1) Made four all-day visits to the training site at Harpers Ferry.
- (2) Conferred at length several times with the program director, assistant director, American University coordinator, and the Alexandria Police Department representative.

- (3) Met with the entire program faculty at an evening dinner-discussion session.
- (4) Prepared and personally administered a detailed questionnaire (Tab B) to approximately half of the participants, with explanation of its purpose and to elicit full and frank cooperation. All respondents were assured of the confidential handling of their unsigned replies. Negative comments were invited.
- (5) Personally interviewed some twenty percent of randomly selected participants (Tab D).
- (6) Made an exhaustive search through pertinent professional literature relative to an evaluation of this nature.
- (7) Prepared and submitted this report to the Alexandria Police Department for transmission to the Office of Law Enforcement Assistance, U. S. Department of Justice.

TAB A

## EXPERIMENTAL DESIGN OF THE EVALUATION PHASE

An axiom in educational evaluation states: "Whatever exists, exists in some amount. If it exists in some amount, it can be measured."

The task addressed here is to measure the results of the Police Executive Development Program for command and high-level administrative police personnel in the Metropolitan Washington and Baltimore area, Fall-Winter, 1967-68, under auspices of The American University.

Attention is invited to the attached copy of the program's announcement entitled "Principal Topics Covered in Lectures and Discussions."

The degree of achievement of the objectives of the course through lectures, discussions and curriculum materials related to these topics is the evaluation task now under way.

A basic question has to be considered in any evaluation design: At the most optimistic level just what could be achieved if people were perfect and were exposed to this material?

(1) We must first specify the objectives to be sought before we can proceed to any next step in an evaluation design. (2) These objectives, stated in specific terms -- not glittering generalities -- should indicate the changes in behavior which the attainment of the objectives will realize.

(3) The experimental element -- the training -- is carried out. (4) An evaluation is then made to reveal the presence or absence of the achievement of the objectives. Have the desired changes in behavior in fact been effected, in the degree and manner specified by the objectives?

The specific objectives to be sought are in process of being carefully formulated by the evaluator (Dr. Robert N. Walker) at this writing (October 15, 1967). These objectives will include but not be restricted to the following: (1) to stimulate each participant to re-examine his customary ways of thinking and making decisions; (2) to defend his own views vigorously and to challenge the ideas of other participants about real-life managerial situations presented in case discussions and group seminars; (3) to listen with an open mind to other proposed solutions; and (4) to accept and apply improved methods and solutions when convinced of their soundness.

All educational measurement is based on human judgment, which in turn is based on somebody's observation of the learner's behavior and its products. In this type of learning project no use of a control group is possible. In addition, no objective test measures were made of the learning group either prior to or following the training sessions. An additional regrettable restriction in attempting to assess growth changes is that no evaluation of long term on-the-job modifications of performance which participants may relate to results of the training are likely to be possible in view of the short time span for the project.

The varied backgrounds of the participants and their disparate assignments (some in large urban departments, some in small suburban jurisdictions) makes evaluation of job performance changes difficult to equate.

A key idea of this evaluation design is to measure attitudinal changes in class members. Here the questionnaire response, which is admittedly a superficial and verbal level type of instrument, will be employed.

Both class members and faculty will be surveyed. Responses will be elicited in both structured (set questions) and unstructured (open-ended questions) form. In order to ascertain the degree of realization of the objectives of the training seminar, respondents will be asked to express qualitative judgments in respect to their appraisal of the program's strengths and weaknesses, success or failure.

Certain hard-to-measure outcomes -- attitudes, values, motivation -- are admittedly difficult to appraise objectively. The open-ended responses will seek to sample from this area. In addition, the interviews will provide opportunity for evaluative subjective judgments to be expressed.

It would seem a bit irrational to expect comprehensive changes in the target group on the basis of two weeks of intensive instruction, together with on-the-job review and parallel reading, both concurrent and post-seminar in time. All learning involves a change of behavior. Some of the changes in behavior which the participants have undergone may be not apparent through either retrospection or introspection, but nonetheless

have occurred. Some negative learnings or undesirable side-effects may be reported.

In-depth interviews with some 20 percent of randomly selected participants and all available faculty members will be heavily relied upon to define more clearly the degree of attainment of the objectives. The feed-back effect from the interviews is expected to make possible a sharper focus on the program's results. The interviews will take place before the final broad survey questionnaire is administered.

The benefits which we expected from the program at this writing have been succinctly stated by Chief John B. Layton, Metropolitan Police Department, Washington, D. C., in a letter to Director Evans, dated March 1, 1967.

- "1. Participants had an opportunity to compare their own experiences as supervisors and managers with the experiences of others and with formal principles of management.
2. Participants gained an awareness and an appreciation of current thinking on the functions of management.
3. Participants had an opportunity to understand their own roles and their own responsibilities as a part of a total management team effort.
4. Participants were given a better understanding of the decision-making process and the fundamentals of improving decisions.

I would add that, from my personal observation, probably the most significant by-product of the Executive Development Training Courses was the opportunity the programs provided for our officials to develop personal interchanges among themselves."

The evaluator has visited the training site and will make a number of additional visits to attend training sessions and to talk with faculty and students. He will personally administer a detailed questionnaire at Harpers Ferry, to all members of the remaining classes to attend (November 13-17 and December 11-15). This short survey instrument will sample reactions to the nature and quality of the program. This will be in addition to the final broad survey to be administered to all participants as of the close of the program, on/about February, 1968. The purpose of both of these surveys will be to determine the relationship of the program to the participant's performance of his duties.

The purpose of this evaluation is not to justify the program, or to seek additional funds. It will try to determine what sort of educational pay-off resulted from the program. Has what was done with the class made any real or favorable difference in their job performance?

Robert N. Walker, Ph.D.  
Adjunct Professor  
Department of Psychology  
The American University  
October 15, 1967

THE AMERICAN UNIVERSITY  
COLLEGE OF CONTINUING EDUCATION  
EXECUTIVE DEVELOPMENT PROGRAM FOR  
LAW ENFORCEMENT OFFICERS

The contractual arrangement with the U. S. Department of Justice, OLEA, which provides the financial support for the management seminar you are now attending, requires that an evaluation be made relative to the accomplishment of the program's objectives. To this end, you are kindly asked to respond frankly to the following questions. Your name is not wanted, and your reply will be kept confidential. Without your help a valid evaluation would not be possible. Thank you.

Robert N. Walker  
Robert N. Walker, Ph. D.  
Adjunct Professor  
(Project Evaluator)

The evaluation's purpose is not to criticize or praise; rather, it will attempt to determine whether there has in fact been an achievement of the objectives of the program as follows:

1. "Stimulate the participants to examine objectively their job performance as managers;
2. "Provide knowledge of sound management principles and practices through lectures, discussions, and seminars directed toward the responsibilities of the participants;
3. "Increase the participants' interest and information about current and basic management literature and trends in management thinking and practices;
4. "Provide the environment for free and uninhibited interchange of participants' viewpoints and experiences for the solution of human relations and other management problems;
5. "Challenge the present thinking of the participants about the responsibilities of an executive at their level; encourage them to take a continuing interest in the specific ways in which they can broaden and improve their self-development plans and assist top management in attaining the goals set for the organization."

The methods and materials of instruction, and your application both during the two weeks here and in your home study phase, have effected changes in your knowledge, attitudes, skills, insights and interests. These changes are what we need to investigate.

Please respond to the following questions with brief comments in the space provided:

1. Did the program achieve the objectives to a reasonable degree in the time available?

2. Did you learn? Were the assignments clear? Was the instruction on a level you could assimilate? Have you "bought" the learning and do you intend to apply it on your job?

3. Do you see a possibility to apply this program to your present job and are you now predisposed to apply it if and when possible?

4. What changes would you recommend in future seminars if you were in charge of the program?

5. You have been introduced to new concepts in management and the literature of management through the book reports. Has this been valuable?

6. The seminar has attempted to be a vestibule, an introduction at a fairly sophisticated level to scientific management as a business specialization. Has it been successful in this goal?

I, Did the program achieve the objectives to a reasonable degree in the time available?

1. Yes  
I feel the program was well laid out in that class time as well as recreation time help to break any tired feeling.
2. It achieved too much more than a reasonable degree.
3. It did--and more.
4. Yes. Although I feel a lot of the training has been in use by the attendants for several years; just by dealing with people throughout our police careers--it was good to hear it from such qualified people as the various instructors have been.
5. Yes, there was ample time, in a very comfortable setting. With men who have similar problems to discuss. I have noticed a decided change in attitude during the intervening time 1st and 2nd session.
6. Yes, I found that we were given ample time insofar as group and class discussions.
7. Yes, but I think it needs more time, and more handouts by the lecturers.
8. More time and depth is needed.
9. I think it achieved the objectives in an outstanding manner.
10. Yes, I feel this program gave me a degree of knowledge. I feel this will help me understand more about management, people and job performance.
11. Yes, its value will be felt more as we get a chance to put it into practice.
12. I feel that this has been an excellent course. I have come to realize many of my own shortcomings. Much of what I have learned here will be of great value in my present position.
13. I think the programming was excellent. Ten days of highly accelerated instruction, intense and elaborate group discussion was indeed ample time. Additional time may have proved to only bore the students with undue repetition.
14. Yes! Very much so.
15. It pointed up the value of training in all phases of decision making, and challenged the participants to further efforts toward self improvement.

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16. The objectives were very definitely achieved but with the limited time--some were only surface-scratching. Specifically, we were all stimulated by our own personal inter-relationships and made aware of the large amounts of information available to further assist us in our possibilities.

More definite relationships of desirable management practices to actual law enforcement problems would probably increase enthusiasm.

17. The program did achieve the objectives by introducing differing viewpoints and profiting by the accumulated experience of students and lecturers.
18. This program gives me a very definite stimulating affect. Certainly makes one take a second look at himself, and ask the questions, "What am I contributing to the total effort in my department?" "Is my contribution to a degree that would be reasonably expected?"
19. Exceedingly well.
20. There is no doubt that objectives of the program have been accomplished. The format is excellent, the instructor in most instances is clear and informative and the discourse is generally valuable.

I would suggest that this program become a continuing one financed by O.L.E.A. I also feel that this group should be called together in six months for a program entitled "Six Months after Harpers Ferry," a review and accomplishments. Also that before any federal funds of any type are granted to any states for law enforcement purposes that the heads of departments making the request for federal aid should be required to attend a school of this stature. We must get the course content of this program to the department heads to progress.

II. Did you learn? Were the assignments clear? Was the instruction on a level you could assimilate? Have you "bought" the learning and do you intend to apply it on your job?

1.
  - a. I did learn
  - b. Very much so
  - c. Yes
  - d. Yes, wherever and at the proper time.
2. I did learn, the assignments were crystal clear. It was on a level that I could assimilate. I believe it will help me on my job.
3.
  - a. Yes
  - b. Yes
  - c. Yes--except for one subject
  - d. I buy it and will apply it if possible or if given the chance.
4. Yes.  
I will apply it as best my department allows.
5. Yes, the assignments were clear and easily assimilated. I would need more thought as to buying the learning in full, in most aspects yes. I will apply that which can be applied in my present position.
6. Yes, I have learned considerable knowledge as the topics selected were clear in relation to improving myself on my job.
7. Yes, the level of instruction was well presented. I intend to apply it as I'm permitted by top management.
8.
  - a. Yes
  - b. Yes
  - c. Very clear
  - d. I will apply
9. I did learn. The assignments were more than clear. The instructions were on the proper level. I think the instructions will assist me in my further assignment in the police force.
10. Yes, I do feel the assignments were clear and the instructors were wonderful and helpful.
11. Yes, I did learn. Some of the assignments were not clear as to what answers were expected. This was, I feel, desirable in that it made us work all the harder on the case studies and come up with a better answer.
12. Assignments were clear--instructors and choice of instruction matter excellent.

I sincerely believe what I have learned will benefit me as a supervisor and my department as a service giving organization.

13. Learning was exhibited in the students attitudes and thinking. This was clearly evident in the group sessions where ideas and methods often clashed, however resolving the issues in the end. Many if not most of the managerial ideas were bought by the students. Whether or not they can physically apply some managerial techniques and methods will depend on their position within the organization. But their thinking has been improved and their knowledge is broader.
14. I feel all instructors did a very excellent job, and spoke in language we could understand. It is impossible to apply some of the information due to my position.
15. The assignments were clear and with minor exceptions the instructions were given in a manner that I could understand.
16. "Bought" some of the learning and questioned some. Assignments were clear after initial entry and on an acceptable level.

Intend to apply those concepts which seem appropos to present assignment; most of the instruction can be applied to every day functions.

17. The assignments were very clear, and my intention is to apply these new found concepts and ideas, and skills wherever I am able on my return to duty.
18. The knowledge, and in some incidents, entirely new was clearly given. As a receiver, accepted. It definitely promoted "thinking," Fully intend to apply many of the principles learned.
19. Yes, to each question.
20. Affirmative to all questions.

III. Do you see a possibility to apply this program to your present job and are you now predisposed to apply it if and when possible?

1. Yes, to both parts of question.
2. Definitely.
3. Yes--but I only feel that it will be acceptable if the higher brass have been given the chance to buy it. Our presentation is based on a limited exposure and possibly not presented in proper manner.
4. Not at the present time.
5. Yes, to both questions, if allowed to by present administration.
6. a. Yes.  
b. Yes.
7. No, but I do have a little insight to management and I also am restricted. My boss has been through this training before me and is from the old school. (P.S. Closed mind.)
8. a. Yes.  
b. Yes.
9. I will be able to apply some parts of the program within the unit. I am in charge of and would be predisposed to use it at other times if possible.
10. Yes, some of this right now.
11. Yes.
12. (Answered in No.'s 1 and 2.)  
I intend to use as much as I feel I am qualified and permitted to use.
13. At present the techniques can be applied, however, better managerial methods can only be introduced through change in the table or organization.
14. Can apply a portion, and feel the entire program will benefit me and my department in the future.
15. I am disposed to apply the program wherever possible and in instances where I fail to achieve the desired result I may be able to understand the reason.
16. As indicated above, definitely yes.
17. I do intend to apply aspects of this program to all phases of my work which is applicable, pending approval of my superiors.

18. Yes, there are many principles, now recognizable and I intend to apply these principles when possible.
19. I see infinite possibilities for application of the principles I have learned and I have every intention of putting them into practice.
20. Yes.

IV. What changes would you recommend in future seminars if you were in charge of the program?

1. I feel several instructors were a little dry as they did not hold the class attention.
2. None, a very complete course.
3. At the moment I cannot truthfully say that I could recommend any changes for the better since I am not critical of any part of it.
4. None--I don't feel qualified to make any.
5. I can think of no particular change at this time. This I think was one of the best I have ever attended, and I got more out of it.
6. A better selection of instructors during the 2nd week.
7. I would use more visual aids and take more time on instruction in management.
8. One or two of the instructors were not too clear in their presentation as we could apply as police officers, 2nd week only.
9. I think for the most part the program is very good. The second week seemed to be a little slow. It might be well to have something different during the second week which might go along with the regular studies.
10. I could not recommend any changes. I feel and hope this has helped me.
11. Only one--give us more of it! (Extend time that is)
12. I do feel that subject matter involving operation of a police department should be included to a greater degree.
13. Although there may be some deficiencies in this seminar, there were no vocal complaints evident from student attitude and behavior. I would know of no recommendation that would improve the study and dress environment.
14. None. Very well planned. I feel more police officials should have the opportunity to attend.
15. In my opinion it is an excellent program but is more oriented to the top levels of management.
16. a. More case discussions of a police nature, during the second week.  
b. Greater coordination of management principles to police oriented problems.

17. I can offer no suggestions for improvement, mainly because this is my first experience in this type learning and have no comparisons to make with other programs of other type.
18. I cannot at this time suggest any changes in this program. I do seem to get a thought that such a course could well be followed up with at least a week of similar study once in a years period following this first two week period or at least one week within a two years period following the initial two weeks.
19. No change in the existing format. However, an annual one or two day refresher course would be extremely useful.
20. Reduce the number of case studies and devote time to a more detailed analysis.

V. You have been introduced to new concepts in management and the literature of management through the book reports. Has this been valuable?

1. Yes.
2. Yes.
3. Yes to both questions.
4. Yes--it opened up a lot of new thoughts--also the fact of associating with officers of other departments and realizing that we all have different problems and different ideas as to how to handle them.
5. Extremely valuable and has stimulated my interest for further information on these subjects, and shown me where it is available.
6. Yes, I think it has proved most valuable.
7. Yes. Its value to me will be that I will be applying myself to reading more books on management.
8. This has been most valuable.
9. The book reports made me take time to read which I hadn't done in a long time. The information I got from the book was very good.
10. Yes, I have several more now that I will read.
11. Yes on both counts. A little reading made me realize how big the field is and how little I know about it.
12. This has been especially important to me. The book reports dealing with communication and dealing with personnel as individuals with individual problems and limitations has, I feel, brought many new thoughts and ideas into mind that should make my job easier and at the same time make my leadership more effective.
13. Yes. At least twenty book reports or reviews were made available to our group. Many were well done and added greatly to the accumulative knowledge of the student.
14. Have been introduced well and feel it is very valuable. Especially liked Ron Lee. I feel he is well qualified.
15. I had inadequate prior knowledge of the subject to do more than get a slight understanding of the book I selected.
16. Yes, since more reading in this field is a definite requirement for effective participation.

If practical, more reading should be required before the individual actually participates in the program.

17. It has increased my knowledge of the subject. Were it not for this course and program, I probably would not have been exposed to this valuable information.
18. Yes it has been valuable, had the effect of getting once again into the reading habit.
19. Yes. I intend to read more extensively since my introduction to the specialized field of management.
20. Generally, yes.

VI. The seminar has attempted to be a vestibule, an introduction at a fairly sophisticated level to scientific management as a business specialization. Has it been successful in this goal?

1. I feel it has been very successful.
2. Yes, very much so.
3. I would like to have the opportunity to continue through the "vestibule" and into the "house".
4. Yes--with the type of instructors and personnel associated with this program it could not help but be successful.
5. My interest has been stimulated to the point of seeking further knowledge on the subjects.
6. Yes, providing that supervisors above, may have the opportunity to gain the benefits of this program.
7. Yes. But I would like to see it applied more to police management as it is changing today.

It gives a fast and clear picture of the Executive Task.

8. a. Yes.  
b. I think this program should be continued, every person at the managers level should and must be exposed to this type of training.
9. I think it was a good start for policemen in the management field. It should be followed up with an additional program of a week in 12 months.
10. Yes, all of the instructors made this understandable. I feel I will benefit from my two week's here.
11. Yes it has. All of the instructors made their subjects understandable. That is, they spoke on a level which we could understand.

The only real improvement I could suggest is to bring the same group back in a year or so for another "injection of learning".

12. I feel that dealing with the type of instructors that we have had the opportunity to be with has given me a greater inward feeling of determination to try and conduct myself and my procedures in a more understanding and professional manner.
13. I believe yes. The tenor and demeanor of the students during class and group discussion indicated this program was successful.

14. Yes, I feel it has been very successful. It has opened my eyes to several areas of which I was unaware.
15. Yes, but perhaps too sophisticated for the group involved.
16. The seminar seems to be the most desirable method. Free exchange and consideration of other's viewpoints are very valuable in arriving at fair and more effective decisions.
17. I feel it has whetted my appetite and I plan to further my exposure to this subject by additional reading of recommended books, pamphlets and literature on managerial concepts, skills and techniques.
18. In my opinion this seminar has accomplished this goal.
19. Yes. The persons by whom the subjects were presented were little short of inspirational. Their enthusiasm and very apparent expertise could not help but lead us past the point of limited knowledge to a state of considerable understanding.
20. Yes.

I. Did the program achieve the objectives to a reasonable degree in the time available?

1. Yes. I regret that more time could not be allowed to pursue further the doors that were opened in these discussions.

The first week I came here "under protest". Upon returning to my job I looked forward to returning for the second week.

2. Yes. Although there wasn't enough time to discuss everything in its entirety, which would have been a long time program, there was enough to stimulate thinking which I believe was the objectives in the time allowed.
3. Most certainly stimulated me to examine job performance as a manager and note many areas for improvement. So much so, that I fully intend to continue my quest for knowledge in this direction. A well rounded program.
4. To a larger degree, if not completely, the program achieved its purpose.
5. The objectives did achieve themselves to a very reasonable but if more police problems in management were explored it would be more interesting to Police in higher positions.
6. I feel the program did achieve the objectives to a reasonable degree. Of the basic principles of administration I don't think I really learned anything new but do think I was reminded of several things I have been lax in for lack of use.
7. The program did achieve the objectives with me more than a reasonable degree.
8. Yes. I have been to short sessions in the past where they try to cram everything down your throat at once and from lectures at that. I didn't take away much from them. Here I found an atmosphere where one had no choice but to learn and easily at that without being driven like a mule. I wasn't too crazy about studying a "dry" management book when I came here but now management to me has "come alive". This learning was the next thing to reality.  
  
Also when I came here I lacked confidence in my ideas, and in general my management techniques. Now I find I can hold my own with any of them.
9. I felt that the program did accomplish its objectives. I was impressed with the material and discussions and have benefited from it.
10. The program did achieve the objectives to a reasonable degree in the time available. Perhaps another week would help.

11. Yes. More so in regards to the cases that we had to work with. This being in the group method.
  12. Yes. I welcomed the opportunity to exchange views and opinions with officials from various other jurisdictions. Occasionally we as police managers feel that our problems are isolated until we have an opportunity to exchange views, such as we have had at Harpers Ferry. Much of the management training was repetitious but, I feel that with the material presented and the frank discussion following on case records even the repetition was worth while.
- The other three points can only be answered in the affirmative.
13. The discussions gave me concern about many phases of my job which I was more or less taking for granted. It had brought back many principles which I had been short changing. It did achieve the objectives to a very reasonable degree.
  14. Yes.
  15. The program achieved its objectives to a very high degree. The length of the program and the depth with which the subject material was treated were ideal. It was realized that the objective was not to exhaustively explore the management field but rather to become "acquainted" with some. This was accomplished.
  16. Definitely. The main thing I derived from this course is it started me to think about management and management responsibilities.
  17. In my opinion the objectives were all achieved to more than a reasonable degree. Although I have received management and supervision training in the past two weeks spent in the Executive Development Program have given me a different approach to my present position. I feel that all of the objectives have been reached extremely well in the time available.
  18. Very definitely yes.
  19. Yes, to a large degree and the program achieved its objectives in time.
  20. I feel the program achieved the objectives to a reasonable degree for the time available, but I also feel more time was needed. I feel we just got a touch of some basic information we need so bad in police work, I therefore feel it could hurt us as well as help us in some areas.

I would like to see the program kept in operation.

II. Did you learn? Were the assignments clear? Was the instruction on a level you could assimilate? Have you "bought" the learning and do you intend to apply it on your job?

1. I did learn because I thought the leadership led rather than "hammered." The assignments were clear. I feel that I did assimilate. I have "bought" and do intend to apply it. I have a B.S. and an LL.B and some work toward an M.A. All has been in liberal arts, business, teachers school and law. It's a pity that "Management" concepts were not incorporated long before this in my past training.
2. I did learn. The assignments were clear. The instruction was on a level that everyone could understand. (There were definitely different levels of education and experience within this group.) I have bought the principals of the instruction and intend to apply some to my present position.
3. I have been exposed to much knowledge--have learned--and have been stimulated to continue on my own. The instruction was clear and easily understood. Have bought a good portion of the instruction and have applied some at this time.
4.
  - a. I learned a great deal.
  - b. The assignments were clear.
  - c. The instruction for the most part was on a level I could assimilate.
  - d. I intend to use the parts of the program instruction that can be applied to my position and department.
5. I feel I have learned much in management in the case reports. Indeed the assignments were clear and in some of the case reports it could be applied to problems in the police profession.
6. I did learn, the assignments were generally clear. Most instruction was on a level that I could understand. I will probably use the learning to the extent to which I'm allowed to use it.
7. Yes, I bought the learning and I do intend to apply any part of it that will be suited for my job.
8. I learned; assignments were clear and in my opinion (rating our instructors with ones I have had in the past) we couldn't have had a better group of men for instructors. They could talk in the language of the little man also. I have bought it to this extent--I'll try it; if it works then you've sold me a bill of goods. I feel sure my employer and myself will reap benefits from this course however and I am confident it will work.

9. I have always strived to apply human factors whenever I deal with people. Whether it be on the job or off. And I have learned much that I intend to apply upon my return.
10. I learned a lot from the program. All the assignments were clear. All the instructors spoke at a level you could assimilate after this course I have bought the learning and do intend applying it on the job.
11. I feel that the assignment that I now have with my department this "development program" has helped in learning and understanding management. Assignments were clear. I also intend to put to use what I have learned to my job.
12. Yes, to all of the above.
13. There was no difficulty in understanding the assignments and were to my thinking on an understandable level. I have had courses in these same subjects on previous occasions and find the method used here better than the lecture type course which involves little group participation.
14. The instruction was very clear. I intend to use the knowledge I have learned here on my job, when I return. I was glad to know I was not too far wrong in the way I have been working and thinking in my work.
15. The assignments were clear, the subjects were expertly presented. So well that the class was at all times attentive. It was obvious from the informal conversations after hours that the learning level was high. Also that the members of the class were already making plans to incorporate the principals taught into their jobs.
16. You had to learn, the assignments were clear. I bought most of teaching.
17. I learned many things. Probably the most important item was that I actually took a real hard look at my present position and discovered many ways in which I could do a better job. The assignments were very clear and the instruction, without exception, was on a level that I found easy to assimilate. I "bought" the learning and intend to apply as much as I can in my present job. I also hope that I will be able to apply more of it when I hold a higher position.
18. **Yes**, I did learn.  
The assignments were clear and at a level all participants could understand. I have had previous similar instruction and I try to apply the knowledge.
19. I believed that I learned a lot and the assignments were clear. The instructors were on a straight and clear level. I intend to apply all of it that I can to my job.
20. I feel I did learn, the assignments were clear and just right for this type of program. I do not feel you should add assignments, it should take time more time in the class room. I feel the instruction was on my level but the instructors should try to obtain more knowledge of the police programs. I feel you taught, and I learned, but I bought nothing. I feel some of this can be used in the police field, but I can only apply certain parts of same.

III. Do you see a possibility to apply this program to your present job and are you now predisposed to apply it if and when possible?

1. Emphatically, it will be applied because not only is there a possibility but there is an urgent NEED to apply it.
2. Yes--I have never had this type of training. I went into my present position only with experience from others. I intend to use the knowledge to great advantage when possible.
3. There are many applications to my present job and as stated above have already applied some. Has cleared many areas of management that were previously clouded. Instruction was practicable.
4. As answered in "d" above, when and where applicable, I intend to use what I have learned in this program.
5. Many of the phases of this program could be applied if top management would permit. So often communication is broken down and does not follow both ways up and down the structure.
6. There is some question as to being allowed to use it, however some of it will undoubtedly be used.
7. I am unable to answer at this time.
8. Yes--I definitely see the possibility of application and I intend to apply it if I possibly can.
9. I most certainly see a place for the application of the teachings in this course to my job. I am thankful that others see that a need exists in management for the kind of teachings that were presented throughout the course.
10. I feel that a lot of it can be applied to my present job and will apply it if any when possible to the best of my ability.
11. I feel that from top management down in my department which has been to this program will put together what we have learned and will apply when at all possible.
12. The results of the free exchange of information obtained here can ~~not~~ certainly be of value. Due to ~~the~~ size of my department it is impossible to physically apply the program in its entirety. In the event the program is presented again at a later date I would welcome the opportunity to send at least one of my supervisors to each session (Vernon S. Jones, Vienna Police Department.)
13. The principles involved can be applied to any type of management and at present I have some plans to implement segments of this course.

14. I will be able to apply some parts of this program to my work.
15. Very definitely I will apply this program to my present job. During the three weeks between sessions, I implemented ideas that I was taught during the first session into my job.
16. Yes.
17. Yes--both now and in future assignments.
18. Within the level I hold in the chain of command I can and will adopt many of the assignments.
19. I intend to apply this program to my present job.
20. I agree to certain parts of the information, but I cannot apply some of this program at the present time, due to the fact I have to get the people above me to start same. "I feel it only fair to say," they have been to this school also. I only hope they will apply some of these principles.

IV. What changes would you recommend in future seminars if you were in charge of the program?

1. The introduction of someone of high calibre from practical law enforcement to round out the discussion leader concept.
2. The time to study the cases before coming to the two weeks.
3. None.
4. Although the headings of the subject matter differed, in some cases, the instructors were duplicating other lecturers or seminar leaders but with different interpretations and approaches.  

I would try to get more lecturers that are in the field of law enforcement so that they could relate more to the program participants.
5. If there were future seminars having a continuous course of two weeks there would be better participation in the course.
6. Additional time on each subject may be helpful.
7. For Police seminars I would like to see more instructors on the program that have dealt in Police Department service.
8.
  - a. Get Mr. Grady to put some better punch lines in his jokes.
  - b. Put a DAMN reducing machine in the place somewhere, this good food has ruined me.
  - c. Hattery could show some emotion once in awhile, even if he forces himself.
9. NONE.
10. As all the instructors were excellent it is hard to recommend any changes but if possible an instructor or two from the Police Departments might be of help.
11. I felt that this should be more on a level as to the group in question. Such as how this would be to police functions as to Telephone Company.
12. I would like to see the program extended for at least one additional week. It is very difficult to cover management in 2 weeks or two years. I do feel this break between sessions, for application is most necessary. I feel we should devote several additional hours for a more complete review of the books read. I also feel more time should be devoted to the possibilities offered through data processing.
13. None.
14. No changes for men taking a course like this for the first time.

15. I would have the group assembled the Sunday evening prior to the first Monday of the first week. It would enable the group to get settled in their rooms, get acquainted the evening before the classes start. The major benefit however would be that everyone would get a full night's rest and be alert for the classes the following day. Under the present plan a member is required to get up very early to arrive at the required time on Monday morning. As a result most students are dull and inattentive the first day.
16. I would cut out the December seminars because as we in law enforcement know this is our high crime rate month.
17. No suggestions for changes in program. Would like to have this type of training every two or three years.
18. No extensive one.  
Reduce lecture time and replace with audience participation.
19. I do not see any need of changes. I think the program was very well handled.
20. The program is "ok", but I can only recommend that the instructors obtain more knowledge of the police program. I know this is very hard to do but they will have to live with us for long periods of time to see the operations--then the instructors will better understand us and our replies to them.

V. You have been introduced to new concepts in management and the literature of management through the book reports. Has this been valuable?

1. It has been valuable. I was unaware that there was such a wealth of informational literature on the subject of Management. The book report put INQUIRY to the TEST. The exchange of reports prompted all to "outdo the other guy" and thereby came up with a better product.
2. Yes--the reports on the various books of management have been valuable. The book reports that you take home can be very valuable at any time you desire.
3. Yes, to some degree--Gained knowledge from reading the literature--gained little from listening to book reports--they were too brief to convey much knowledge.
4. I did not place too much value on the book report other than getting an idea of how other persons view subject matter.
5. The book reports have been a valuable experience but more time is needed for the review of all reports before the real value can be experienced.
6. Yes.
7. Yes, the book reports were very interesting and were of great value.
8. Yes--I don't have the time to read 21 books but in a couple of hours I can read the heart of those 21 books by reading the reports.
9. Definitely so--my problem will be applying these concepts upon my return since supervisors often thwart attempts to change methods and incorporate new ideas and techniques.
10. I feel that through the book reports, I have received some knowledge from each of the other participants of the course.
11. Yes, not only to the book that I read but it is felt that I have now twenty reports that bring out important points from the other books read.
12. Yes.
13. Yes.
14. I was surprised at the knowledge I learned from my book and it sure will be valuable to me.

15. Yes, the preparation of the students, our book report, and the reading of the others are very valuable. It is an excellent way to become familiar with the writings and thinking of the several authors on the management field. There is a guarantee that each student will read at least one book on the subject. However, I have read three of the other reports and will in time read all of the remainder.
16. Yes, it has urged me on to further research through books, papers, etc.
17. Some of the book reports helped me to some extent. I did learn several new concepts in the book on which I reported. I also plan to look at some of the books that were reported and at some that were not reported.
18. Definitely yes.
19. The book reports have been very constructive and has been of great value.
20. I feel the book reports were very valuable, because anytime you read this can only add to help broaden your knowledge in any field. But please give more time to this type of project.

VI. The seminar has attempted to be a vestibule, an introduction at a fairly sophisticated level to scientific management as a business specialization. Has it been successful in this goal?

1. It has been successful. Realization that scientific management can be applied in law enforcement should be followed up and explored to its full capabilities.

NOTE:

Academic training and schooling toward a professionally oriented goal has long been neglected in law enforcement.

Such a concept should have been germinated many years ago. In other words the marriage of college--plus education and law enforcement has been long overdue. Their adultery will forever be a community and national scandal.

2. Yes--it has opened the doors to successful management practices which I need in my position.
3. Very much so. Have never been exposed to management instruction previously. Would recommend every official of my department be exposed to this training. Certainly gives one a fresh look at problems faced every working day. Intend to implement this knowledge into my working routine.
4. Yes--it has been very enlightening in many respects. It has certainly increased my awareness of my responsibilities and how to approach difficult and routine problems.
5. The seminar has been a break through of scientific management to assist the police profession in their many problems in this everyday tour of dealing with the general public and its own personnel.
6. I think so.
7. Yes, and I found it very successful and interesting.
8. Yes, we have got our feet in the door. It's up to us to move on inside. I'm convinced one can if we try. I'm also convinced that Police Departments have as good if not better potential for development of good managers as any phase of Government of Business. We have the men with the potential and the future will show we can do it.
9. I feel that the course itself was good. That it covered much ground in the short span of time that it lasted.

I have had a similar course in the past and although many of the ideas were not new to me I still have gained much from participating in this program.

10. The seminar has been a vestibule, and has given me an insight at a fairly sophisticated level to scientific management as a special specialization. I feel the course has been very successful and that each one will leave the course after 2 weeks than when we first arrived.
11. It is felt that I have learned a lot about management and this has been a successful goal.
12. I feel it has been more than successful. I also feel that the case studies reference private industry was most valuable in that it gave me the opportunity to realize that the two, private industry and police management are closely related. Management is management regardless of the profession, industry or concern. I feel the sophisticated level was most necessary due to the length of service represented by class members. Basic management, I feel would have been a waste of time.
13. Yes--made me more aware of what is expected of managers and the methods to be used in determining how to accomplish what is expected.
14. I feel this seminar has been most successful.
15. Yes, it has definitely attained that goal. Many of the principles and procedures discussed have already been used by the writer. Now, however, I know why they should be continued and the reasons why the technique or procedure is preferable over others. In some case, I have found that some revision is needed. Naturally this will be done as soon as practical. In some areas, the instruction received has shown me that some of the principles I've been applying are not the best. Proper changes and substitutes will be promptly made.
16. Yes.
17. As far as I am concerned this goal has been achieved.
18. Yes. There is no reason why the graduate could not assimilate more advanced training.
19. This seminar has been very valuable to me in my dealing in management. It has me thinking in the right way to examine my job performance as a manager. It provided the knowledge of sound management practices through the lectures from the excellent instructors.
20. I feel it reached its goals.

I would like to say a few words about Mr. Grady and Mr. Hattery--they are two of the best as far as I am concerned--they knew how to handle the group. I feel very proud to have been taught by them. I only hope I have another chance to be in some way connected with these very fine gentlemen. They have a large amount of knowledge that we could use in our programs, and the police need all the help they can get.

TAB D

SUMMARY OF IN-DEPTH INTERVIEWS

A way to summarize the general reactions of the participants who were interviewed is to quote a complete response from one participant to the six questionnaire items (which were used as a guide) and to add the evaluator's comments to each question.

1. Did the program achieve the objectives to a reasonable degree in the time available?

"Yes, I believe the program did achieve the objectives to a reasonable degree, but the time available did not allow for much more than a scratching of most areas. However, the program did 'whet the appetites' of most of the participants to the degree that we are doing follow-up reading towards self-development and maintaining a continuing interest in the areas which the program pointed out our main deficiencies. The program included so much that, to properly pursue and utilize all the material provided, more actual time would have been desirable for the program."

Unanimous positive responses to this question indicate the seminar's success in unequivocal terms. The evaluator places great weight on this kind of reply to this key question for it is the central finding in any appraisal of a program such as this. In fact, the evaluator was not prepared to expect such agreement on the part of all concerned (the faculty was queried also on this question). This finding indicates that

a clear concept of the program had been envisioned; that the "doings" of the seminar - the subject-matter content - related directly to its objectives; that the physical environment, in a setting away from distractions, was ideal; that the pedagogic methodology was psychologically and educationally correct; and that the net after-effect seems to have left the participants favorably disposed to maximize and apply their new insights to the extent that their job situations will permit.

The program's success undoubtedly is related to the considerable experience with similar seminars which the director and assistant director have conducted in the past several years. The obvious need for further education and professionalization of the police would appear to call for the continued use of the expertise of this program's staff, in this or similar training programs. The surface has merely been scratched in this connection; society demands, and the police need, this kind of education in order to cope with escalating crime statistics and to remain abreast of changing social conditions in a time of social revolution. A quote from one participant is apropos here: "Academic training and schooling toward a professionally oriented goal has long been neglected in law enforcement. Such a concept should have been germinated many years ago. In other words the marriage of college-plus education and law enforcement has been long overdue. Their adultery will forever be a community and national scandal."

Mention should be made concerning the quality and dedication of the instructional staff. As is the case with urban universities, highly competent part-time instructors are available who could not normally be secured for full-time teaching because of salary differential and disinclination to teach full time; this seminar's faculty is without exception of this high quality. In addition to their outstanding qualifications, as shown by their business assignments, the instructors impressed the evaluator with their instructional competence and deep personal commitment to the program. This observation was shared by a number of participants who were outspoken in appreciation of this fortunate fact. In this connection, the director and assistant director likewise deserve commendation for their sincere dedication and commitment to the program, which was clearly evident.

2. Did you learn? Were the assignments clear? Was the instruction on a level you could assimilate? Have you "brought" the learning and do you intend to apply it on your job?

"The instruction was geared to a level which made it fairly easy for my ability to assimilate. Most assignments were clear, after an initial period of skepticism, which was quickly dispelled by the ability of the instructors and discussion leaders. Mr. Grady's and Dr. Hattery's patience and surprising knowledge of police problems helped to clear the few doubts I had about the purpose of the program. I 'bought' most of the

learning but not all of it. I feel that police organizations, by the nature of their objectives, must necessarily have more authoritarianism and discipline imposed on them than most agencies in government and private industries."

The evaluator, a life-long professional in teacher training and educational psychology, saw nothing which was less than ideal in his visits to Harpers Ferry, in observing instruction, and small group sessions during discussions, and in detailed conversations with instructors and participants. This finding was frankly surprising to the evaluator. The subject matter content apparently related to real-life problems faced by the class; visual aids were properly used; a maximum of class participation and an exceptional level of self-involvement was noted; the classroom learning climate appeared to be ideal; and rapport remained uniformly high between instructors and class. The fact that all participants completed the course satisfactorily is significant as showing close attention to individual differences and adjustment of expectations to the ability of each learner.

The "group dynamics" concept in pedagogy was fully exploited; participants were "involved" promptly and continuously in small group discussions and in whole class give-and-take resolution of case studies. No "approved" solution was presented; open-ended questions and situations permitted multiple decisions to be considered.

3. Do you see a possibility to apply this program to your present job and are you now predisposed to apply it if and when possible?

"Definitely - yes! This is a daily process and much value has been placed upon the training received in the every-day affairs of this department."

Some concern has been voiced by several participants relative to the possibility that some thwarts and restrictions may be encountered in putting into operation the new concepts acquired in the seminar. Some ideas may not be fully assimilated and understood, with their caveats, and this may result in misapplication on the job; this may occur with all new learnings, and is not a serious hazard here. More in-depth education is, of course, desirable, in a technical area such as scientific management. A clear indication was gathered to the effect that participants intended to use their learning insights on the job, where possible for them to do so.

4. What changes would you recommend in future seminars if you were in charge of the program?

"I think the seminar should be doubled in length to enable the participants to really 'dig in' and obtain maximum instruction and benefits. I would suggest that the program include more actual police-oriented problems in the discussions and case work - realizing that the management principles are still basic for complete understanding by police officials of their designated tasks."

Several participants suggested that it would be preferred if the seminar had started on Sunday afternoon or evening: the Monday morning start resulted in a very long and fatiguing day for the officers, many of whom had to arise very early on Monday morning to arrive at Harpers Ferry by eight o'clock. A start on Sunday afternoon would have permitted leisurely orientation and a full-night's rest.

Some comment was made relative to a desire to have more of the casework related to examples in a police setting, and for one or more professional police officers to be on the faculty, if possible. A police-knowledgeable faculty, they say, could perhaps better understand the questions the officers raise; this was not a serious objection, merely a thought, they said. At the same time, several officers commented relative to their appreciation of the amount of police know-how which the faculty displayed. Basic principles on management apply to police as well as to other lines of endeavor, they agreed. December is a busy month for police to be away from their posts. In view of the limited time participants have had back on their jobs, some effects of the program, both positive and negative, may not yet be felt on their part. One officer wanted a "reducing machine" - the meals were too good!

5. You have been introduced to new concepts in management and the literature of management through the book reports. Has this been valuable?

"While no startling new concepts were introduced thru the literature and reports, they did serve to reinforce my personal views

in most instances - and caused me to re-examine my views in others. This process of re-examination has proved valuable to me as an individual and more directly - as a supervisor of men."

A number of respondents have been outspoken in praise of the book report procedure: they liked the reports, and gained from preparing their own report carefully, in a competitive setting with the others, each trying to do a creditable review. This overview of the literature of management would perhaps never have been possible for most of the participants to get in any other arrangement. To stimulate reading is a most valuable outcome of any educational program, and may well have been one of the main gains from this seminar. Many stated they were intending to read a number of the references they had now learned about through the reviews of their classmates.

6. The seminar has attempted to be a vestibule, an introduction at a fairly sophisticated level to scientific management as a business specialization. Has it been successful in this goal?

"This introduction to scientific management as a business specialization to me seemed the most important overall theme through the whole seminar. I believe most police officials are unaware of this similarity (of management problems as related to law enforcement).

The seminar was successful in its goal and hopefully, many more law enforcement personnel will be exposed to this type training. It is almost necessary if the current desire to 'professionalize' police work is to make any headway in our society."

No pretensions were made by the directors or faculty to the effect that anything more than an introduction was intended in the time allotted for the seminar. It would be irrational to expect more; it appears to the evaluator that the objective in this question has been adequately met. A need was expressed for a follow-up program, perhaps after a year, and for a longer program, if possible to arrange. Almost without exception the concepts of management were novel to the class; however, they saw the value of the concepts and took a sincere interest in learning more. A fresh look was gained for dealing with real problems they faced everyday, was a comment made by a number of participants. Many claimed they have had an inspiration to learn more of management's know-how. Many wished their supervisors could attend such a program.

This type of managerial training could well be extended in the future to include the following personnel in the Washington, D. C. environs (perhaps in a radius of 50 miles):

(1) Commanders and assistant commanders of both police and fire departments.

(2) Upward-mobile lieutenants (e.g., those now enrolled in college police science curricula).

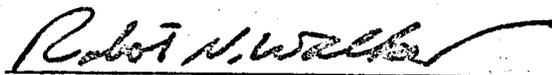
(3) State police personnel.

Personnel engaged in managerial, inspectorial, protective and law enforcement assignments will, it is believed, profit greatly from this type of overview course. The opportunity for them to receive it should be made available in the public interest.

One difficult-to-measure factor in the success of this program is the depth of commitment on the part of each participant to the opportunity presented to learn; how deep is their set toward receptivity? If the participants are "ordered" to attend, a handicap may be involved which would require a "selling job" on the part of the director and faculty. The evaluator saw no evidence to indicate any such problem existed in the program.

The application on-the-job of the newly acquired concepts will depend upon each participant's (1) ability; (2) motivation; and (3) working environment to which they return. The program's possibility to change these factors is, of course, minimal. It is even conceivable that some participants may find their management tasks made harder where they see how procedures could be improved but are not permitted to effect them.

In summary, this evaluator feels confident that a superior program has been carried out at Harpers Ferry, West Virginia with each seminar class involved. The directors and faculty are to be commended for the excellence of their management of these seminars on management.



Robert N. Walker, Ph.D.