

U.S. DEPARTMENT OF JUSTICE
National Institute of Justice

PROSPECTUS

HIGH PERFORMANCE POLICING
Strategies for Mid-Level Managers



EST. 1980

Joint Program of the National Institute of Justice
and the Police Management Association
Washington, D. C.

May, 1988

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APPENDIX A



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EST. 1980

POLICE MANAGEMENT ASSOCIATION

1001 22nd Street N.W. Suite 200, Washington, D.C. 20037 (202) 833-1460

The Police Management Association
Professional Conference

HIGH PERFORMANCE POLICE MANAGEMENT

A Source Book

Prepared By

NCJRS

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Robert Wasserman

FEB 13 Rec'd

May 1988

ACQUISITIONS

This handbook was prepared for the Police Management Association with assistance from a grant from the National Institute of Justice, whose Director is the Hon. James K. Stewart, U.S. Department of Justice, Washington, D.C.

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**U.S. Department of Justice
National Institute of Justice**

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Prospectus

HIGH PERFORMANCE POLICING

Strategies for Mid-Level Managers

The Police Management Association's 1988 seminar High Performance Policing: Strategies for Mid-Level Managers is a comprehensive three-day seminar focusing on identifying action strategies that can impact police performance in a number of important areas. The seminar has been designed to bring to the police middle-manager a series of lectures, video-tapes, practical exercises, interviews and related activities providing broad exposure to state-of-the-art police management concepts being used in the United States today.

Seminar Topics

The seminar covers the following topics:

HIGH PERFORMANCE POLICE MANAGEMENT

The seminar provides an overview of the High Performance Police Management model. Participants will undergo a self-assessment of their own management style, review management problems related to the units they manage, and develop a management enhancement strategic plan they can follow when they return to their police agency.

DRUG ENFORCEMENT STRATEGIES

A review of key drug enforcement strategies is provided, with examples from police agencies that have shown success in impacting drug use. Programs to be reviewed include street interdiction programs, school drug education and peer action programs, asset forfeiture programs, utilization of regional task forces for high impact enforcement, career criminal targeting programs, and drug use forecasting as a planning tool.

RESOURCE ALLOCATION AND PERSONNEL SCHEDULING

The methodology for resource allocation is used. Participants will engage in a resource allocation and workload scheduling exercise that will prepare them to undertake word demands, scheduling and allocation efforts in their own agencies.

WORKLOAD MANAGEMENT STRATEGIES

The seminar reviews key workload management strategies, and sets forth the elements of several important workload management tactics, including targeting repeat calls for service, implementation of diagnostic policing, differential police response and managing criminal investigations. An overview of problem-oriented policing and community-oriented policing is provided, the detailed presentation of the elements of each of these concepts.

THE INVESTIGATIVE FUNCTION: ORGANIZING FOR THE 1990'S

A review is provided of the developing trend in decentralizing criminal investigations and integrating investigative activities into neighborhood policing operations. Presentation is also provided of new organizational patterns that can increase the impact of centralized investigative units, from major case units to pro-active investigations in the areas of vice, narcotics and organized crime.

What You Will Learn From This Seminar:

At the conclusion of this seminar, attenders will have knowledge of the following:

- Their own strengths and weaknesses as program managers in the police setting;
- The substance of key drug enforcement programs and how to implement those programs in their police agency;
- How drug education programs successfully operate in school settings;
- Current methods for conducting work demands analysis and work scheduling programs;
- The definition of neighborhood-oriented, community-oriented and problem-oriented policing programs, as well as how the key elements of these programs operate.

Program Format

The seminar is organized into a series of fast-paced modules, small group discussions and practical exercises. The seminar events include the following:

- A telephone interview with three national experts on drug enforcement programs;
- Video-tapes of successful drug enforcement efforts;
- A self-assessment of individual management styles;

- Audio tapes of police emergency calls where proper and improper procedures have been utilized;
- A sample promotional examination reinforcing the key points in the seminar;
- Mini-lectures covering program strategies and program impact in agencies having successful experiences;
- Small group discussions with experts on state-of-the-art concepts in police management and planning.

Who Should Attend this Seminar:

The seminar has been designed for police middle managers in medium to larger police agencies, and top level managers of smaller agencies. The material covered in the seminar will be of interest to mid-level managers in larger police agencies who have responsibility for patrol, investigative, or planning functions. The Seminar will also provide chief executives of smaller agencies with information on strategies they can use to deal with patrol management, investigative planning and field operations strategy selection. Police planners will find the course provides them with program information useful to developing operational plans. Attenders should have management responsibility for a unit's performance, be an executive in a smaller police agency, or be engaged in department-wide planning activities.

Seminar Instructors:

The instructors for this seminar have been drawn from well-known police managers and academics from throughout the United States. Each instructor has a unique combination of experience and research which provides him or her with broad knowledge of the subject area. All instructors have had extensive experience in teaching seminars for police managers. Key instructors include:

Dr. Phyllis McDonald, Program Manager, International Association of Chiefs of Police. Dr. McDonald is Director of the Policy Center at the IACP. She was formerly a Major, Dayton Police Department and has held positions with the Washington (D.C.) Metropolitan Police Department and the Montgomery County (MD) Police Department. She has served as Deputy Project Director of the Executive Training Program of the National Institute of Justice.

Robert Wasserman, Director of Public Safety, Massachusetts Port Authority. Mr. Wasserman previously served as Senior Assistant to Houston Chief of Police Lee P. Brown, Operations Assistant to the Police Commissioner of Boston and as Director of Training and Education in the Boston Police Department. He is currently a Research Fellow at Harvard University's Kennedy School of Government.

Dr. Victor G. Strecher, Professor of Criminal Justice, Sam Houston State University. Dr. Strecher has served as Director of the Criminal Justice Center at Sam Houston University, Director of the Criminal Justice Center at Arizona State University, and as Director of the St. Louis Metropolitan Police Academy.

Stanley Knee, Captain of Police, Garden Grove, California. Captain Knee was the program director of the Differential Police Response Field Test conducted in Garden Grove. He is a member of the Board of Directors of the Police Management Association and has lectured extensively throughout the United States.

Albert Sweeney, Lieutenant, Boston Police Department. Lieutenant Sweeney has previously served as a Superintendent of Police in Boston, Deputy Chief of Police for the Metropolitan Transit Authority (Boston) and has taught in numerous police training programs.

Edward J. Spurlock, Inspector of Police, Metropolitan Police Department, Washington, D.C. Inspector Spurlock is a veteran member of the Metropolitan Police Department where he is in charge of the department's Repeat Offenders Program, a program he designed some years ago. Inspector Spurlock is the President of the Police Management Association and has taught in numerous programs throughout the country.

Program Materials

As a part of this seminar, each participant will receive a set of materials, including the following:

- A Program Manual containing detailed guidelines on the strategies covered in the seminar;
- A Reading Manual containing selected readings explaining program concepts;
- A software disk for an IBM/Compatible computer providing basic work demands analytical tools.

For Information Contact:
Police Management Association

Suite 200; 1001 22nd Street N.W.
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(202) 833-1460

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Much of the material contained in this text builds upon the prior work and publications of the National Institute of Justice. Of particular importance have been the NIJ texts produced from 1973-1986 on such topics as "Differential Police Response" and "Managing Patrol Operations."

Updated information has been gleaned from other sources. These updates include information derived from recently published NIJ documents such as "Patrol Deployment" by Levine and McEwen (1985), "Synthesizing and Extending the Results of Police Patrol" Spelman and Eck (1987), as well as the draft papers from the Program in Criminal Justice at Harvard University's John F. Kennedy School of Government.

Other information and data contained in this Handbook is based on the unpublished research and study of the authors who, for over different executive training programs in advanced criminal justice practices.

We trust that this HANDBOOK and the materials used at the PMA Professional Conference will aid in the development of the next generation of senior police and law enforcement executives in the United States and abroad. After all, this is the specific mission and goal of the Police Management Association.

Phyllis P. McDonald
Robert Wasserman

About the National Institute of Justice

The National Institute of Justice is a research branch of the U.S. Department of Justice. The Institute's mission is to develop knowledge about crime, its causes and control. Priority is given to policy-relevant research that can yield approaches and information State and local agencies can use in preventing and reducing crime. Established in 1979 by the Justice System Improvement Act, NIJ builds upon the foundation laid by the former National Institute of Law Enforcement and Criminal Justice, the first major Federal research program on crime and justice.

Carrying out the mandate assigned by the Congress, the National Institute of Justice:

- Sponsors research and development to improve and strengthen the criminal justice system and related civil justice aspects, with a balanced program of basic and applied research.
- Evaluates the effectiveness of federally-funded justice improvement programs and identifies programs that promise to be successful if continued or repeated.
- Test and demonstrates new and improved approaches to strengthen the justice system and recommends actions that can be taken by Federal, State, and local governments and private organizations and individuals to achieve this goal.
- Disseminates information from research, demonstrations, evaluations, and special programs to Federal, State and local governments; and serves as an international clearinghouse of justice information.
- Trains criminal justice practitioners in research and evaluation findings, and assists the research community through fellowships and special seminars.

Authority for administering the Institute and awarding grants, contracts, and cooperative agreements is vested in the NIJ Director. An Advisory Board, appointed by the President, assists the Director by recommending policies and priorities and advising on peer review procedures.

Reports of NIJ-sponsored studies are reviewed by Institute officials and staff. The views of outside experts knowledgeable in the report's subject area are also obtained. Publication indicates that the report meets the Institute's standards of quality, but it signifies no endorsement of conclusions or recommendations.

James K. Stewart
Director

About the Police Management Association

Formed at a Constitutional Convention in 1980 and incorporated in the District of Columbia, the Police Management Association (PMA) is a nonprofit, educational, and professional membership organization representing the international law enforcement community. Principles which guide the PMA are that:

1. Continual research, experimentation, and exchange of ideas through public discussion and debate are paths for development of a professional body of knowledge about policing;
2. Substantial and purposeful academic study is a prerequisite for acquiring, understanding, and adding to the body of knowledge of professional police management;
3. Maintenance of the highest standards of ethics and integrity is imperative to the improvement of policing;
4. The police must, within the limits of the law, be responsible and accountable to citizens as the ultimate source of police authority;
5. The principles embodied in the Constitution are the foundation of policing; and
6. It is necessary to inform and educate the public on police issues.

Four categories of membership are represented, which include sworn police practitioners ranging in rank from sergeant to agency chief executive, as well as nonsworn police managers, planners and academicians who specialize in police service. This structure ensures that representation is fair and equitable when voting on issues or electing the 16-person Board, which is comprised of four members in each rank category. Although represented predominantly by members from the United States, twelve other countries are represented in the membership. Corporate memberships in PMA are accepted; however, such memberships are accorded no voting privileges. Police Officers and Criminal Justice students are invited to join, at a reduced fee, as Associate Members with all privileges except voting.

PMA serves as a forum for the exchange of ideas and information sharing among its members and in the law enforcement community as a whole. It serves also as a vehicle through which views of police managers can educate the public and influence public policy in both police and criminal justice issues. To further these goals, PMA publishes a bi-monthly newsletter and conducts both regional and an annual meeting, as well as training seminars.

Now being funded for the fourth year by the National Institute of Justice, PMA's Professional Conferences are designed to offer a proven and cost-effective means of disseminating results of NIJ-sponsored research to middle managers and police executives throughout the United States.

For further information on the Police Management Association, please contact Ms. E. Roberta Lesh, Executive Director, at 1001 22nd Street, N.W. Suite 200, Washington, DC 20037. Telephone: (202) 833-1460.

Reading Materials

Attorney General's Guidelines on Seized and Forfeited Property; Washington:
U. S. Department of Justice, 1987.

Dickson, Clarence, Drug Stings in Miami; Washington: FBI Law Enforcement
Bulletin, January 1988.

Gay, William G. with Robert A. Bowers, Targeting Law Enforcement
Resources: The Career Criminal Focus; Washington, National
Institute of Justice, 1985.

Glazer, Nathan, "On Subway Graffiti in New York;" The Public Interest.

Goldstein, Herman, "Improving Policing: A Problem-Oriented Approach;" Crime
and Delinquency, 25 (1979)

Kelling, George L., "Conclusions" in The Newark Foot Patrol Experiment;
Washington: The Police Foundation, 1981.

Kelling, George L., Police and Communities: the Quiet Revolution; Cambridge:
Harvard University, Kennedy School of Government, 1988.

Kleiman, Mark A. R. and Christopher E. Petula, State and Local Drug Law
Enforcement: Issues and Practices; Unpublished Manuscript.

Kleiman, Mark A. R., Retail-Level Drug Crackdowns; Washington: Bureau of
Justice Assistance, 1987.

Mintz, John and Victoria Churchville, "Vice Officers Walk Thin Line Between
Crime and Law;" Washington: The Washington Post, 1987.

Nelson, Linda and Frank L. Burns, High Performance Programming: A
Framework for Transforming Organizations;

Oettmeier, T. N. and W. H. Bieck, Developing a Policing Style for
Neighborhood Oriented Policing; Houston: Police Department,
1987.

Sherman, Lawrence W., "Repeat Calls To Police in Minneapolis"; Washington:
Crime Control Reports, February 1987.

Spelman, William and John E. Eck, Problem-Oriented Policing; Washington:
National Institute of Justice, 1987.

Ward, Benjamin, Drug Abuse and Trafficking - NYCPD Meets the Challenge, in The Police Chief; Gaithersburg, MD: International Association of Chiefs of Police, October, 1987.

Wilson, James Q. and George L. Kelling, "Broken Windows;" in The Atlantic Monthly, March, 1982.

Zimmer, L., Operation Pressure Point: The Disruption of Street-Level Drug Trade on New York's Lower East Side; New York: Center for Research in Crime and Justice, NYU School of Law, 1987.

About This Seminar

and this

Source Book

High Performance Police Management brings together a series of training events laying the foundation for understanding the developing concepts in current day police management. The events reflect current issues being dealt with by the nation's best police executives.

The seminar is designed to move quickly. Rather than rely solely on lectures and student questioning, the seminar uses a series of "events," many of which replicate strategies used successfully in the television and radio media. Thus, there will be simulated games, talk-show format questioning via telephone of experts, a game show format questioning of individuals toward identifying which is telling the truth, presentation of creative video tapes and television news show items, and a replicated assessment center technique used widely in modern-day promotional examinations.

The participants --you-- must assume major responsibility for making this seminar successful. There are two requirements each participant must follow. First, each participant will be expected to complete the reading material designated to be read each day. Second, during the talk-show format sessions (there are two of them), participants must only ask questions of the telephone guests when the seminar facilitator points to them, to avoid having everyone speaking at once.

The assigned readings are all contained in this Source Book, and have been selected because they represent the best available statements on program or strategy issues that have been published. Many of these readings are recently published, but several represent classic statements of police policy and function.

At the end of the seminar, there will be a "test" that will be group graded just prior to the seminar conclusion. This "test" has been designed along the lines of multiple choice promotional examinations, so that participants will have the opportunity to practice using the information they have gained in the seminar.

Welcome to High Performance Police Management! Its where the action is in the 1980's and 1990's.

Seminar Facilitators

Stanley Knee is a Captain with the Garden Grove, California, Police Department. He was the director of the National Institute of Justice's Differential Police Response Program Field Test in Garden Grove and has lectured extensively as a part of the Differential Police Response National Executive Training Program. Captain Knee serves as a member of the Board of Directors of the Police Management Association.

Dr. Phyllis MacDonald is Director, Program in Policy Management at the International Association of Chiefs of Police. She previously served with the Dayton, Ohio, Police Department where she was a Major, responsible for management of the department's internal affairs, planning, inspections, personnel and training units. Dr. MacDonald was formerly Deputy Project Director of the National Institute of Justice's Executive Training Program, Director of Organizational Development for the Metropolitan Police Department (Washington, D.C.) and Director of Training for the Montgomery County (Maryland) Police Department. She has taught in numerous programs in police management and operations. She is a member of the Board of Directors of the Police Management Association.

Edward J. Spurlock is an Inspector with the Metropolitan Police Department, Washington, D.C., where he is the Commander of the department's Special Operations Division, the nationally recognized career offender/repeat offender program. Inspector Spurlock has broad exposure as an expert in the area of police strategic operations and career criminal programs. He has been featured on CBS's 60 Minutes program. He serves as the President of the Police Management Association.

Dr. Victor G. Strecher is Professor of Criminal Justice, Sam Houston State University, where he has served as Director of the Criminal Justice Center. He has previously served as Director of the Criminal Justice Center at Arizona State University and as Director of the Police Academy in the St. Louis Metropolitan Police Department. Dr. Strecher has broad experience as a police management trainer and has published several books and numerous articles on police management.

Albert J. Sweeney is presently in his eighteenth year of law enforcement serving as a lieutenant in the Boston Police Department. He has served in a number of positions throughout his career, including assignments as a police academy instructor commanding officer of training and education, liaison officer with the Mayor, commander of the mounted unit, and various other assignments. In 1981, he took a leave of absence to conduct supervisory and management training seminars for cities such as Minneapolis and Atlanta. In 1983, he was appointed Deputy Chief of Police of the Massachusetts Bay Transit Authority Police Department. He returned to the Boston Police Department in 1985 to head up the newly developed Bureau of Professional Standards, where he served as a Superintendent. Lieutenant Sweeney holds a B.A. in Psychology from the University of Massachusetts (Boston) and an M.S. in Public Administration from Northeastern University. He has previously hosted a weekly public service television segment on policing on Boston's Channel 2.

Program Facilitators (Continued)

Robert Wasserman is Special Assistant for Public Safety at the Massachusetts Port Authority. He serves as director of the Authority's fire and police agencies serving Boston's waterfront, bridges and airports. He also serves as a Fellow at the John F. Kennedy School of Government, Harvard University where he is a member of the Executive Session on Community Policing. Mr. Wasserman served as senior assistant to Houston Chief of Police Lee P. Brown from 1982 to 1985. He has previously served as Operations Assistant to the Police Commissioner in Boston (1976-78), Director of Training and Education, Boston Police Department (1973-76) and in management capacities with the Dayton, Ohio, Police Department and Massachusetts Department of Public Safety/State Police. He is a graduate of Antioch College and did his graduate work at Michigan State University. He is the author of numerous monographs on police management, criminal investigations and community policing.

HIGH PERFORMANCE POLICE MANAGEMENT

DAY I

1:00 PM Obstacles to Good Management

- The Program Anchors
- Self-Assessment Exercise

Theatre on High Quality Management; A sharp focus on why high performance management is a key ingredient to police manager survival; A self-assessment exercise for participants to assess their own sense of planning for and implementing change.

1:15 PM The Individual Manager: Key to Effective Policing

- Who We Are: Introductions
- Why We're Here

Introduction of participants and their experiences, perspectives and expected program outcomes; Review of why the program has been developed; the role of the National Institute of Justice and the Police Management Association; the biographies of the instructors; the objectives of the program.

1:45 PM Good Management: What it Means

- How This Event is Organized
- Lecturette on Policing in the 1980's and 90's

How the seminar is organized; Introduction to the subject of management from the perspective of the composition of the class.

2:00 PM High Performance Police Management

- Introduction to the Concepts
- Taking Your Management Temperature
- SuperPolice: The Video
- Managing Creativity: The Impact of Style

An introduction to the concepts of High Performance Police Management; completion of a High Performance Management self-assessment instrument; Presentation of a video tape of the Career Criminal Program of the Metropolitan Police Department

in Washington, D. C.; and A review of management style as it impacts program design and implementation efforts.

Nelson, Linda and Frank L. Burns, **High Performance Programming: A Framework for Transforming Organizations**;

4:30 PM **The Leaderless Group: A Case Study of Management**

Review of the Leaderless Group Exercise to be conducted on Day II. Presentation of reading assignments for Day II.

5:00 PM **Conclusion**

DAY II

8:30 AM **Remembering Our Past: Review**

A review of the events of the first day of the seminar.

8:40 AM **Dealing with the Big Problem: Drug Enforcement**

- The Leaderless Group Exercise
- Program Shopping: The Inventory

Operation Pressure Point
Operation Clean Sweep
Career Criminal Programs
Asset Forfeiture
School Education Programs
The Duf Program

Engaging in a Leaderless Group Exercise as a means of thinking about the strategy options for drug enforcement efforts; Creation of a program inventory list from the results of the exercise; For each inventory option, history of the program, impact in test sites, police manager perspectives of program value, implementation issues and problems, and how additional information can be obtained.

Kleiman, Mark A. R. and Christopher E. Petula, **State and Local Drug Law Enforcement: Issues and Practices**; Unpublished Manuscript.

Ward, Benjamin, **Drug Abuse and Trafficking - NYCPD Meets the Challenge**, in The Police Chief; Gaithersburg, MD: International Association of Chiefs of Police, October, 1987.

Zimmer, L., **Operation Pressure Point: The Disruption of Street-Level Drug Trade on New York's Lower East Side**; New York: Center for Research in Crime and Justice, NYU School of Law, 1987.

Gay, William G. with Robert A. Bowers, **Targeting Law Enforcement Resources: The Career Criminal Focus**; Washington, National Institute of Justice, 1985.

Dickson, Clarence, **Drug Stings in Miami**; Washington: FBI Law Enforcement Bulletin, January 1988.

Attorney General's Guidelines on Seized and Forfeited Property; Washington: U. S. Department of Justice, 1987.

10:00 AM Characteristics of Successful Programs

A brief lecturette about the program variables, planning and implementation characteristics that make a program successful.

10:45 AM DRUG Talk: Day Line Interviews

Simulation of a live talk show; Actual telephone interviews with three experts on drug enforcement strategy; Guests will include some of the following: Dr. Mark Kleiman, Kennedy of School of Government, Harvard University; Deputy Chief Howard Rasmussen, Deputy Chief of Police, Miami; Reuben Greenberg, Chief of Police, Charleston South Carolina; Paul Cascarano, National Institute of Justice.

1:00 PM Field Enforcement: A Panel Discussion.

- The Boston Video: Do You Really Wanna Be On TV?
- Panel Discussion of the Impacts

After watching a video tape of the Boston Drug Control Unit in action, a discussion of the issues involved in highly visible street level enforcement programs, the danger of drugs raids, and the role of the media.

Mintz, John and Victoria Churchville, "Vice Officers Walk Thin Line Between Crime and Law;" Washington: The Washington Post, 1987.

Kleiman, Mark A. R., Retail-Level Drug Crackdowns; Washington: Bureau of Justice Assistance, 1987.

2:30 PM Management Issues in Drug Program Administration

Discussion of the management issues that impact the success of drug programs; strategies for the police manager, both Chief of Police and middle manager.

2:45 PM Managing Workload: Three Areas for Action

- Workload Analysis: Resource Allocation
- Managing Investigations as Problem Solvers

Presentation of work demands analysis and resource allocation methodology; discussion of how micro-computer technology can assist a department in resource allocation; presentation of the Houston data disks; Managing Criminal Investigations as a problem solving exercise; describing the developing investigative structures and orientation.

4:30 PM Communicating About Fear Reduction

The Houston Police Department's Fear Reduction videotape; Overview of the third day. Presentation of reading assignments to prepare for Day III.

5:00 PM Conclusion

DAY III

8:30 AM Remembering Our Past: Review

A review of the events of the first day of the seminar.

8:40 AM Community Oriented Policing: What's New

- Community-Oriented Policing: The Concepts
- Neighborhood-Oriented Policing
- Problem-Oriented Policing

Presentation of the key elements of these three programs; charting the differences between them; examples of application of the program elements in selected cities.

Wilson, James Q. and George L. Kelling, "Broken Windows;" in The Atlantic Monthly, March, 1982.

Sherman, Lawrence W., "Repeat Calls To Police in Minneapolis"; Washington: Crime Control Reports, February 1987.

Goldstein, Herman, "Improving Policing: A Problem-Oriented Approach;" Crime and Delinquency, 25 (1979)

Spelman, William and John E. Eck, Problem-Oriented Policing; Washington: National Institute of Justice, 1987.

Glazer, Nathan, "On Subway Graffiti in New York;" The Public Interest.

Oettmeier, T. N. and W. H. Bieck, Developing a Policing Style for Neighborhood Oriented Policing; Houston: Police Department, 1987.

Kelling, George L., Police and Communities: the Quiet Revolution; Cambridge: Harvard University, Kennedy School of Government, 1988.

Kelling, George L., "Conclusions" in The Newark Foot Patrol Experiment; Washington: The Police Foundation, 1981.

10:00 AM Ask the Experts!

Telephone discussion with three principals in the development of these programs; David Couper, Chief of Police, Madison; Elizabeth Watson, Deputy Chief, Houston; Neil Behan, Chief of Police, Baltimore County; and Clyde Cronkhite, Chief of Police, Santa Ana.

10:45 AM Will the Real COP Stand Up?

What's for real? Can the participants guess which member of a panel is the "real community-oriented police officer" after listening to his brief presentation and asking questions?

11:15 AM Wadda Ya Know?

A self-administered promotional test focusing on the key elements of the program; self-grading; discussion of correct answers; evaluation of the program and resources provided; review of how to use the software sample provided.

12:00 N Conclusion

SESSION 1

Obstacles to Good Management

The Program Anchors Self-Assessment Exercise

This session provides the grounding for the seminar. Beginning with a brief overview of some important principles of bad and good management, the participant is provided with a basic understanding of the conceptual basis of High Performance Management.

Following this very brief overview event, the participant will complete a self-assessment form in which they will be asked about their own management style. The assessment is actually an inventory of management style, and will be an important tool for personal discovery later in the seminar.

As with all sessions, this session moves quickly. Time frames will be carefully respected, so all points of the training are covered.

SESSION 2

The Individual Manager: Key to Effective Policing

Who We Are: Introductions
Why We're Here

This greatest strength of the seminar is the experience of the participants who come from a variety of backgrounds and communities. In this session, we will spend some time getting to know who we are; our own experiences, the characteristics of our communities and our police agencies, as well as what we expect to get out of the seminar.

The format of the introductions will be Phil Donahue or Oprah Winfrey style; that is, a seminar facilitator will roam the room, interviewing individual participants and following up on the answers they give to the questions: who are you, what do you think is happening in American policing today, what makes an effective manager, what is your police agency like and what problems does your community face?

Following these introductions, the seminar facilitators will review their own backgrounds and perspectives on the field. These comments will be followed by a description of the role of the National Institute of Justice and the Police Management Association in producing the seminar.

SESSION 3

Good Management: What It Means

How This Event Is Organized Policing in the 1980's and 90's

This session moves on to the substance of policing in our current age. Beginning with an overview of how the seminar is organized, the topics covered and the happenings which are scheduled for the following two and a half days, the participants will understand the seminar sequence. The events scheduled are reflective of current and past media events as a means of increasing participant interest in the subject matter. The events move quickly.

Policing in the 1980's and 90's focuses on police management. Even with all the textbooks on police management, the exposure to a number of significant happenings in police research and the involvement of a new generation of police leadership, change in police management is slow. This session reviews why change is slow, and explores the dynamics of the change process. Seeking to answer the question: Why does it take so long for police managers to adopt modern concepts? the session identified several important characteristics of resistance to change in most American police agencies.

This session is a lecturette; no more than 15 minutes of talk and no chance for questions. The groundwork for later discussion is being set down.

SESSION 4

High Performance Police Management

Introduction to the Concepts
Taking Your Management Temperature

SuperPolice: The Video

Managing Creativity: The Impact of Style

This session provides an introduction to High Performance Police Management. The elements of the high performance model are presented, with examples of corporations and police departments achieving high levels on the performance scale are provided. A method for assessing where a police agency stands on the scale is presented.

Following the presentation, a self-assessment instrument will be provided participants permitting them to determine where their own police agency stands on the scale, identifying organizational strengths and weaknesses. Participants will also have the opportunity to assess where their own unit stands in relationship to the overall police department.

Toward the end of the session, a video tape of the career criminal program of the Washington Metropolitan Police Department will be viewed. A following discussion will focus on the elements of high performance model referenced in the tape. Finally, participants will discuss ways of moving their own organizations or units toward higher places on the high performance management matrix.

Nelson, Linda and Frank L. Burns, **High Performance Programming: A Framework for Transforming Organizations;**

Reading: The article associated with this session is an overview of the High Performance Programming Model developed by Frank Burns and his associates. While the model will be presented in detail during the session, the article provides an excellent description of the model's elements and will be useful to participants for later consideration of application of the model to their own police agency.

SESSION 5

The Leaderless Group

A Case Study of Management

This session provides an overview of the initial session on Day II: the leaderless group exercise.

The leaderless group exercise has been selected because it provides a unique perspective on problem solving. The objective of the Day II exercise is to develop a consensus for action, the action being a recommendation to the division commander about how to best deal with a typical urban policing problem. The assessors will be evaluating the members of the group on both the substance of their recommendations as well as the quality of participation in reaching a group decision.

Each participant should carefully read the following case study after class the first evening. Being prepared to discuss this case study at the beginning of the second day is important to the success of the enterprise.

Reading: To prepare for the session on Day II, participants should read the following:

Attorney General's Guidelines on Seized and Forfeited Property; Washington: U. S. Department of Justice, 1987.

Dickson, Clarence, Drug Stings in Miami; Washington: FBI Law Enforcement Bulletin, January 1988.

Gay, William G. with Robert A. Bowers, Targeting Law Enforcement Resources: The Career Criminal Focus; Washington, National Institute of Justice, 1985.

Kleiman, Mark A. R. and Christopher E. Petula, State and Local Drug Law Enforcement: Issues and Practices; Unpublished Manuscript.

Kleiman, Mark A. R., Retail-Level Drug Crackdowns; Washington: Bureau of Justice Assistance, 1987.

Mintz, John and Victoria Churchville, "Vice Officers Walk Thin Line Between Crime and Law;" Washington: The Washington Post, 1987.

Ward, Benjamin, Drug Abuse and Trafficking - NYCPD Meets the Challenge, in The Police Chief; Gaithersburg, MD: International Association of Chiefs of Police, October, 1987.

Zimmer, L., Operation Pressure Point: The Disruption of Street-Level Drug Trade on New York's Lower East Side; New York: Center for Research in Crime and Justice, NYU School of Law, 1987.

SESSION 6

Dealing with the Big Problem: Drug Enforcement

The Leaderless Group
Identifying the Need
Program Shopping: The Inventory

This session begins with the leaderless group exercise described in the previous session sheet. The exercise will engage the entire class, with different roles being assumed by different members of the group.

This session also provides a review of the issues involved in developing a drug enforcement policy and program for a police agency. The issues include management, community relations, media relations, inter-agency coordination and audit and control mechanisms.

Following this discussion of issues, participants will be provided with a current inventory of drug enforcement and strategies that have been successfully implemented in police jurisdictions across the country. The inventory includes Operation Pressure Point, Operation Clean Sweep, Career Criminal Programs, Asset Forfeiture Programs, School Education Programs, and the Drug Use Forecasting programs (DUF).

Following the inventory description, participants will discuss strategies for developing a city-wide plan utilizing a number of individual program elements. An introduction to problem-solving planning will be provided.

SESSION 7

Characteristics of Successful Programs

This session provides a brief lecturette about successful program characteristics. Implementation strategies are reviewed and a checklist for participant guidance in program implementation is reviewed.

The key issues reviewed in this session focus on answering the question: What makes strategic programs work? How does the manager get involvement and commitment from operating personnel? These and related questions will be answered in this session.

Attorney General's Guidelines on Seized and Forfeited Property; Washington: U. S. Department of Justice, 1987.

Dickson, Clarence, Drug Stings in Miami; Washington: FBI Law Enforcement Bulletin, January 1988.

Gay, William G. with Robert A. Bowers, Targeting Law Enforcement Resources: The Career Criminal Focus; Washington, National Institute of Justice, 1985.

Kleiman, Mark A. R. and Christopher E. Petula, State and Local Drug Law Enforcement: Issues and Practices; Unpublished Manuscript.

Ward, Benjamin, Drug Abuse and Trafficking - NYCPD Meets the Challenge, in The Police Chief; Gaithersburg, MD: International Association of Chiefs of Police, October, 1987.

Zimmer, L., Operation Pressure Point: The Disruption of Street-Level Drug Trade on New York's Lower East Side; New York: Center for Research in Crime and Justice, NYU School of Law, 1987.

SESSION 8

DRUG TALK: Day Line Interviews

Using the format of "Night Line," this session provides the participants with the opportunity to hear from experts in the field talk about their own drug enforcement program efforts. Beginning with a video taped statement by three experts in drug enforcement programs, a live talk show format will provide participants with the opportunity to ask questions of the experts via a live telephone hook-up.

The seminar facilitator will serve as the moderator of the session. Participants will indicate their desire to ask a question by raising their hand; the facilitator will bring the microphone to them, at the appropriate time, and they will ask their question. The telephone guest will then answer the question. Following that answer, other guests may add information, if they so desire.

The actual expert participants will be announced at the beginning of the session, after actual connections have been arranged for the day.

SESSION 9

Field Enforcement: A Panel Discussion

The Boston Video
(Do You Really Wanna Be On Television?)

Panel Discussion of Impacts

This session begins with participants viewing a television broadcast about the operations of the Boston Police Department Drug Control Unit. This broadcast, produced by local Boston public television, shows the Drug Control Unit in actual street operations. The film has generated substantial controversy in Boston.

Following the television presentation, participants will engage a panel of their peers who react to what they have viewed in the television program. Key questions to be addressed by the panel members will include questions about the strategies used by the unit, the probable impact of the strategies on drug control efforts and the impact of the media on the public's perception of the Boston Police Department's effectiveness.

Using the following worksheet, participants should note their reactions to the Boston video. Take careful note of how you think the public would react to the situations on the tape.

Following the video, using the Nelson/Burns Table on the following page, rank the police unit according to the criteria in the Nelson/Burns article covered in Session 4 of the seminar.

Reading: The following article will be discussed in light of the material contained in the Boston video tape.

Mintz, John and Victoria Churchville, "Vice Officers Walk Thin Line Between Crime and Law;" Washington: The Washington Post, 1987.

SESSION 10

Management Issues in Drug Program Administration

This session provides participants with an understanding of the management issues that surround selection of drug enforcement programs. These management issues form the basis of program planning and implementation strategy selection. In this session, a brief lecturette will review each of the important issues, followed by participant discussion of their own experiences and perceptions of issue impact.

Two perspectives will be covered in this session. First, these management issues will be covered from the perspective of the police middle manager. The issues will then be covered from the perspective of the Chief of Police. A matrix will be presented comparing the two perspectives.

Kleiman, Mark A. R., Retail-Level Drug Crackdowns; Washington: Bureau of Justice Assistance, 1987.

Reading: The Kleiman article provides a valuable perspective on the dynamics of the retail drug market and the program options available to impact that market.

SESSION 11

Managing Workload Three Areas for Action

Workload Analysis Managing Investigations as Problem Solvers

This session focuses on the management of police workload, from three distinct perspectives. The initial perspective is from patrol work demands. The session provides a review of current patrol workload analysis methods. A computerized workload analysis and work scheduling methodology used by the Houston Police Department and others is presented.

The second area of workload analysis is presented focusing on criminal investigations management. Reviewing the models of criminal investigations management used in the past, a developing criminal investigative structure and orientation is provided which is grounded in the new community policing orientation.

Materials provided participants for this session will include micro-computer disks permitting participants to use the workload analysis methods in their own departments on readily available computers.

SESSION 12

Communicating About Fear Reduction

This session presents the Houston Police Department's Fear Reduction Video Tape. This video tape reviews the department's Fear Reduction Program undertaken during 1984 and 1985 with National Institute of Justice research assistance.

Following the viewing of the video tape, participants will address several concerns arising from the fear reduction experiments and the video tape, including the program development strategy, techniques for involvement of line personnel, empowerment of employees and integration of the lessons learned into normal department procedures.

On the following page is a ranking table from the Nelson/Burns High Performance Management article covered in Session 4. Rank the Houston fear reduction program as it reflects on the police department, using the criteria on the table.

SESSION 13

Community-Oriented Policing: What's New

Neighborhood-Oriented Policing Problem-Oriented Policing Community-Oriented Policing: The Concepts

This session provides an overview of three programmatic concepts closed linked and an important part of the developing orientation in American policing during the late 1980's. The initial presentation provides an overview of the neighborhood-oriented policing programs that have evolved during the first half of the 1980's. Program elements, examples of how the programs worked in selected cities and lessons learned from the programs are presented.

The second part of the session will provide an overview of problem-oriented policing. A description of the differences between this style of policing and neighborhood-oriented policing will be provided. Examples of program implementation will be provided.

Finally, the session will review the work on community-oriented policing generating from the Executive Sessions on Community Policing at Harvard University. A description of program elements and the linkages to both neighborhood-oriented and problem-oriented policing will be provided. The participant will know from this presentation how to identify the key elements of each of these policing orientations.

Glazer, Nathan, "On Subway Graffiti in New York;" The Public Interest.

Goldstein, Herman, "Improving Policing: A Problem-Oriented Approach;" Crime and Delinquency, 25 (1979)

Kelling, George L., "Conclusions" in The Newark Foot Patrol Experiment; Washington: The Police Foundation, 1981.

Kelling, George L., Police and Communities: the Quiet Revolution; Cambridge: Harvard University, Kennedy School of Government, 1988.

Oettmeier, T. N. and W. H. Bieck, Developing a Policing Style for Neighborhood Oriented Policing; Houston: Police Department, 1987.

Sherman, Lawrence W., "Repeat Calls To Police in Minneapolis"; Washington: Crime Control Reports, February 1987.

Spelman, William and John E. Eck, Problem-Oriented Policing; Washington: National Institute of Justice, 1987.

Wilson, James Q. and George L. Kelling, "Broken Windows;" in The Atlantic Monthly, March, 1982.

SESSION 14

Ask The Experts!

This session provides the opportunity for participants to ask questions of experts on community-oriented policing. Three experts will be linked telephonically. The seminar facilitators will moderate the discussion.

Each of the participating experts have either managed a successful community-oriented or neighborhood-oriented policing program or have been deeply involved in program development and conceptualization activities.

SESSION 15

Will The REAL Cop Stand Up?

This session provides an opportunity for participants to engage in a test of their understanding of community-oriented policing. Three participants, prepared in advance, will face the group and answer questions. Only one of the three will present themselves as a true community-oriented police manager.

Participants will seek to determine which member comes from which type of police agency. The three participants will only answer questions posed by the group; they will not offer comments beyond what is generated through class questions.

SESSION 16

Whadda Ya Know?

This session ends the seminar. Participants will be asked to engage in a sample examination that tests their understanding of the material covered. The format of the "test" will be that of a promotional examination, much like that experienced in Session 13.

Following the taking of the "test," the scoring of the "test," and discussion of the correct answers, participants will be asked to complete an evaluation instrument detailing their perceptions of the strengths and weaknesses of the seminar.