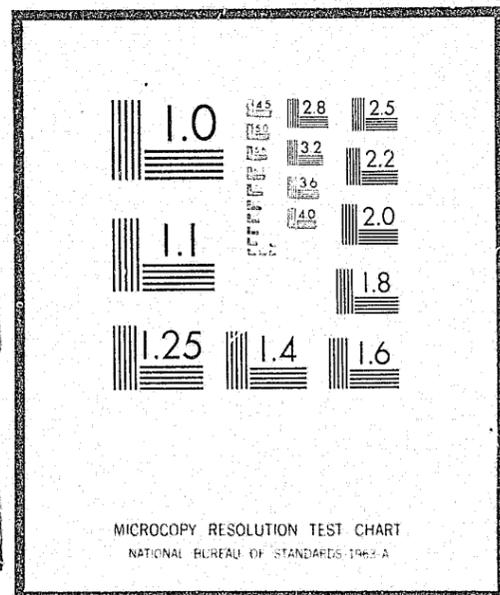


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FINAL NARRATIVE REPORT

MAJOR CITY POLICE DEPARTMENTS  
COMMAND OFFICER CONFERENCES  
GRANT NO. 338

JULY 1, 1968 to JANUARY 31, 1970



Conducted by

ADMINISTRATION OF CRIMINAL JUSTICE CURRICULUM  
UNIVERSITY OF ILLINOIS AT CHICAGO CIRCLE  
CHICAGO, ILLINOIS

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NCJ-00030 (ENC)

## PREFACE

In March, 1968, the Office of Law Enforcement Assistance, predecessor to the Law Enforcement Assistance Administration of the U. S. Department of Justice, awarded a grant to the University of Illinois at Chicago Circle to conduct a series of conferences for the command officers of 31 major city police departments and one major sheriff's department in the United States.

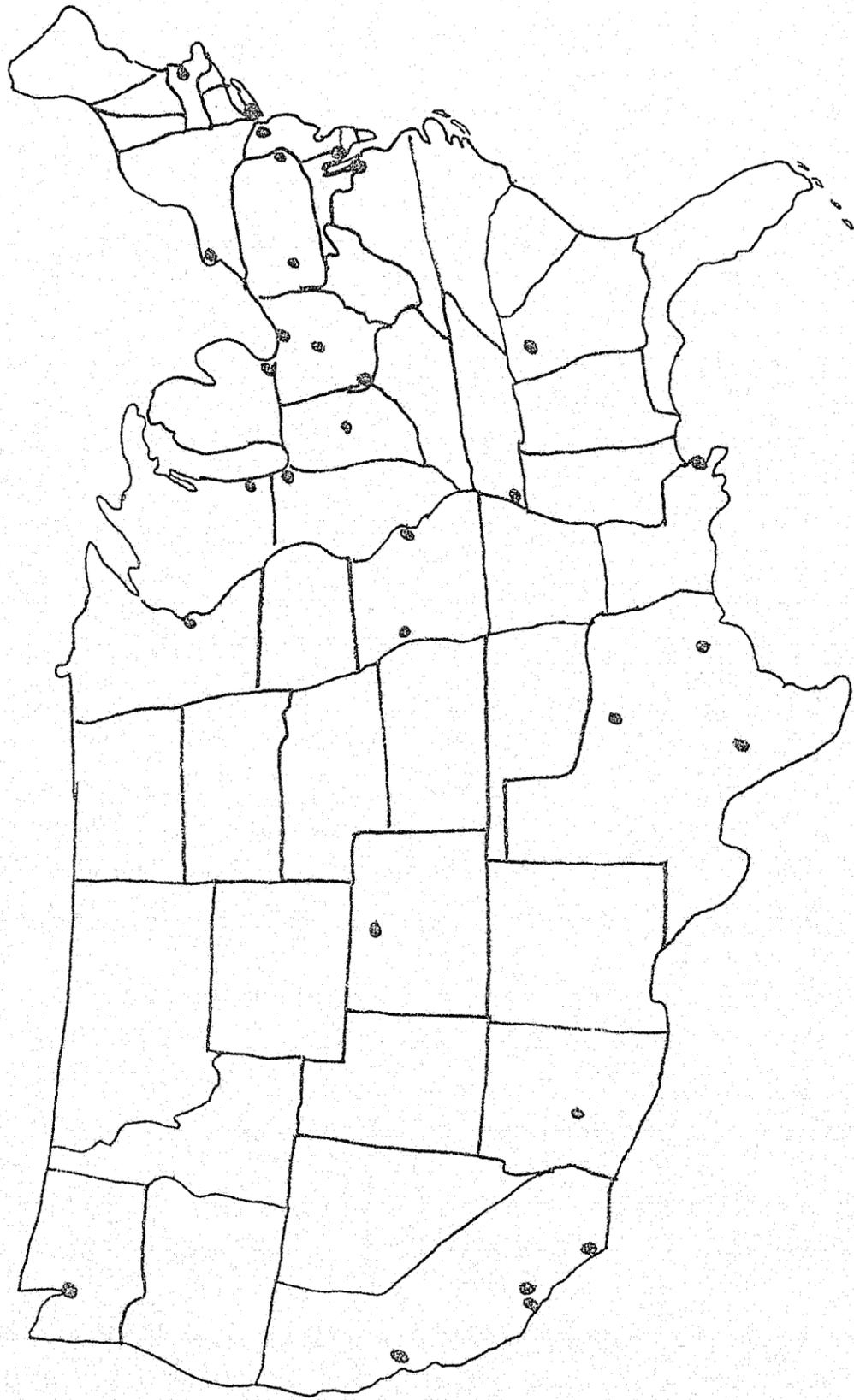
Five conferences were held on subjects suggested by the chiefs of the 32 departments. Each department was directed to send only the command officer most responsible for the subject matter to be covered at a conference; an exception to this rule was permitted only if unusual circumstances or needs existed which could be served by the attendance of additional officers at a specific conference.

Each conference was constructed along lines most conducive to the subject area. The program generally consisted of addresses, panels, and workshops; time was also allotted for general exchanges between conferees.

The Final Narrative Report on the results of this grant follows. It is hoped that this material will be of value and assistance to the law enforcement field.

Arthur J. Bilek  
Project Administrator  
Director, Administration of  
Criminal Justice Curriculum  
University of Illinois at  
Chicago Circle

Richard A. Wild  
Director, Major City Police  
Departments Command Officer  
Conferences



LOCATIONS OF PARTICIPATING DEPARTMENTS

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BACKGROUND

Municipal law enforcement has reached a degree of challenge and complexity unequalled throughout American history. The result is that it is neither feasible nor efficient for the chief law enforcement administrators of major cities to assume the entire burden of trying to develop what often need to be highly sophisticated solutions to the difficult problems they face. Maximum use, therefore, must be made of their senior staff officers.

Given the reasonably valid assumption that the major urban areas of this country suffer the problems faced by all municipal policing, it follows that assistance in finding solutions to the major urban problems will benefit almost all cities regardless of size. With this in mind, a proposal was drafted by Professor Arthur J. Bilek, Director, Administration of Criminal Justice Curriculum, University of Illinois at Chicago Circle, with the advice, assistance, and support of other interested persons, including at a later stage the chiefs of the 31 major city police departments in the United States. The intent of the project was to provide assistance to the major city police department chiefs in the administration of their departments and the maintenance of order in their cities. Application was made to the Office of Law Enforcement Assistance--the predecessor to the Law Enforcement Assistance Administration--for funding. As envisioned, the project was to extend over a two-year period but was to be divided into two one-year segments.

It was proposed that, in order to assist the staff officers in developing programs and procedures designed to relate meaningfully and

efficiently to their communities' needs, a series of five one-week conferences would be held during the first year of the grant and ten one-week conferences in the second year.

The selection of the departments to participate in this program was based upon three factors: (1) cities of over 400,000 population based on the 1960 U. S. Census; (2) police departments of over 1,000 employees; and (3) similarity of problems as indicated by their urban-oriented nature. One major county police department was included in this selection because the number of persons coming under it for law enforcement protection exceeded the population of most major cities and because its problems were similar to those of the cities. The city of Honolulu, because of its responsibilities for the policing of the entire Island of Hawaii, on which it is situated, was later added on a supernumerary basis; that is, officers could attend any conference if an officer of one of the original departments could not attend. Approval was obtained from the Law Enforcement Assistance Administration for this change; this decision, therefore, increased the eligible departments from the originally proposed 31 to 32.

As provided for in the grant, each chief would designate his command officer responsible for decision-making in the subject area of the conference to attend the session. During each five-day conference, there would be a concentrated discussion of a particular subject area including a definition of problems, an analysis of existing solutions, and an attempt to develop new approaches. Selected consultants and experts from many fields, both inside and outside of the field of law enforcement, would be used as resource people to present new ideas,

information, and challenges, and to generally assist in each of the conference subject areas.

The project itself was designed as a research and learning program through the media of structured conference sessions. The subject matter for each conference was to be based upon the results of inquiries sent to the chiefs of the 32 participating police departments and upon consultation with the International Association of Chiefs of Police and the faculty of the Administration of Criminal Justice Curriculum, University of Illinois at Chicago Circle.

The mechanics of the conferences were essentially to bring together for one week of discussions the senior command officers responsible for the particular subject matter of each specific conference. These officers were asked to define the problems which existed within their assignment area relative to the general subject of the conference. The conferees were then consulted to determine what solutions were presently available to these problems. Various resource people were also utilized during the conferences to present additional information and new viewpoints from a wide variety of sources, for example, business, industry, academic life, government, law enforcement, and private groups. An attempt, where possible, was made to find solutions to the problems presented or at least to make all participants aware of the many facets of the problem and the potential approaches to its resolution.

Under the terms of the grant, each of the eligible participating departments was required to pay a \$30 registration fee for attendance at each conference. All other expenses were assumed under the grant.

The police departments eligible to participate were:

Atlanta	Dallas	Los Angeles County	Phoenix
Baltimore	Denver	Memphis	Pittsburgh
Boston	Detroit	Milwaukee	St. Louis
Buffalo	Honolulu	Minneapolis	San Antonio
Chicago	Houston	Newark	San Diego
Cincinnati	Indianapolis	New Orleans	San Francisco
Cleveland	Kansas City	New York	Seattle
Columbus	Los Angeles City	Philadelphia	Washington, D. C.

The five specific goals or objectives of the project were:

1. Improvements in operating effectiveness, efficiency, and capability of police departments.
2. Application of the procedures found to be most effective by the participating police commanders with appropriate local adaptation.
3. Upgrading and professionalization of the individual command officers who participated through the association with counterparts from other states.
4. Development of a systematic body of knowledge and information regarding the needs and possible solutions to the major problems confronting municipal police in America.
5. Development of an awareness and sensitivity of the role and responsibility of the local law enforcement agency in terms of its relationship to the community and specifically to the heterogeneous needs and composition of our modern urban centers.

A grant from the Office of Law Enforcement Assistance (OLEA 338) was awarded to the University of Illinois at Chicago Circle on March 30, 1968. The grant was approved for the period from July 1, 1968 through June 30, 1969. Because of a delay within the University, an extension was requested. Approval was obtained from OLEA, and the grant period was extended to August 31, 1969.

A Director was hired in September 1968, but resigned in the middle of November because of family considerations. The new Director, Richard A. Wild, was not available until January 15, 1969 because of prior commitments. The Assistant Director, Thomas Anderson was hired in the latter part of February at which time a full-time secretary was also made a member of the staff.

Because of the desirability of avoiding the months of July and August as conference months due to their heavy use as vacation periods, and difficulties in obtaining qualified staff members for the project, two requests were made to extend the grant.

The Law Enforcement Assistance Administration approved a final extension of the grant to January 31, 1970 in order to provide time to complete the objectives of the first-year phase of the project.

#### CONFERENCE PREPARATION AND ORGANIZATION

In order to be responsive to the current needs of the participating departments, each of the 32 department chiefs was contacted by letter and requested to list the five areas of conference study which they felt "were most crucial in relation to the present and projected needs of law enforcement" in their areas. From these listings (see Appendix A), the subjects of the first three conferences were selected. A follow-up request was later made to identify the subject area choices for the fourth and fifth conferences. This was necessary because a clear subject area choice could not be made on the basis of the original returns for the fourth and fifth conferences. Close liaison was also maintained with many of the major city chiefs; visits were

made to major city departments; and the Director appeared at three major city police chief's meetings to report on the progress of the project and to discuss the officers' attitudes toward the subject areas and various other aspects of the conferences.

The conferences were, as much as possible, responsive to the stated needs of the participating departments. The one subject area which although high on the list was not presented at a conference was Community Relations. After considerable research, this subject was found to be an area in which there was already a good deal of activity across the country. It was felt that a new approach to this problem should be tried rather than an attempt to duplicate existing programs. Therefore, it was planned to have this area as a subject in the second year of the project, should it be instituted, to allow more time to evaluate the effects of programs presently in operation and to allow maximum time for preparation of this vital subject. Except for this one area, suggestions of the major city chiefs were followed when they met the objectives of the project.

Each conference subject was studied in advance in order to ascertain what previous research had been done in the subject area and in order to obtain additional background for selecting the specific approach of the conference.

Conferences began on Sunday afternoon and concluded at noon on Friday. In order to make maximum use of the time available, several night sessions were scheduled during the week in addition to the normal day classes. At least one night was left open for independent study.

Conferees were also provided with facilities so that they could talk among themselves in the evening during their rather limited free time.

The conferences were structured in a manner that would be most conducive to meeting the five specific goals of the project. This involved considerable balancing of each conference program to avoid completely missing any one of the goals, even though the subject matter might lend itself to one goal more than to the others. However, no attempt was made to insure that each conference was a "perfect" balance, devoting equal time and effort to each goal.

Each conference was tailored to fit the subject matter although there were a few standard items of procedure. One was to provide an opportunity for each conferee to state his three most pressing problems in the subject area of the conference; this number was selected because it permitted the airing of a variety of problems while limiting discussion to a manageable number of hours. In all cases other than the last conference, these items were written on large lecture pad paper and displayed during the conference on the meeting room walls. This procedure allowed resource people to obtain information about areas of concern to the conferees and was used as a reference item by the conferees themselves. From these listings were selected items to be used in the other standard portion of each conference, the workshop.

In order to insure maximum responsiveness to problems faced by the conferees, conferences were structured so that conferees would have a chance to work together on their mutual problems. This was done by scheduling a workshop session at which each officer was directly involved in trying to find solutions to these problems. A workshop was scheduled

from those submitted by the conferees. This practice was an attempt to make maximum use of the problem-solving ability and knowledge of the conferees in order to seek solutions to their own problems.

The specific workshop approach was to select certain problems mentioned most often by the conferees. From this set one problem was selected which would be given to all groups and several problems which would be assigned one to a group. This procedure varied from conference to conference but not to any significant extent. The conferees were divided into groups of four or five and were allotted time to seek solutions or recommendations to the problems presented to them. A discussion was held on each problem solution to try to arrive at a general consensus of opinion of the conferees.

Another important aspect of the conferences involved the use of resource people. The conferees were a selected group with varied but considerable experience in their area of responsibility, and the resource people were carefully selected with this fact in mind. It was also important to consider the different educational experiences and backgrounds of the conferees. The talks of the resource people would have to be interesting as well as informative to all the officers.

The selection of resource people was based upon their knowledge, views, and ability to project ideas. They represented a wide variety of backgrounds, and they were chosen to challenge, to motivate, or to inform the officers. In all, there were 63 different resource people utilized during the five conferences; some of these men were utilized more than once.

Throughout the conference development, a major concern involved the achieving of higher goals than simply providing an opportunity for police managers to learn a new technique or process. Considerable thought and planning were devoted to introducing into the programs philosophical questions and discussions of role definition and community relationships. It was felt that the American police were an extremely important segment of the democratic system. Accordingly, they must be both sensitive and responsive to the needs of the entire spectrum of the community in which they function. Law enforcement in this country presently has a somewhat confused identity in that it performs primarily a service-type function while being generally thought and held responsible for crime prevention and crime fighting.

Therefore, philosophical questions related to mission, goals, objectives, community involvement, and community relationship were introduced into each conference in a variety of ways. Resource people were selected who would challenge traditional concepts and beliefs. Conferees were asked to identify their potential functions, five, ten, and twenty-five years in the future. Discussions were held dealing with the criticism and antagonism that have been recently expressed toward the police.

It was felt that the University of Illinois at Chicago Circle had an important responsibility of contributing more to the project than simply the establishment of a vocational or technical short-course program of "how-to-do-it" sessions. To this end, first the faculty of the Administration of Criminal Justice Curriculum and later a university-wide committee composed of faculty, administration, and student rep-

representatives were utilized to assist in the development of conference philosophy, goals, approaches, and programs. This interaction among the university community, the project staff, the major city chiefs, and the conferees produced a series of conferences which represented a blend of philosophical and practical questions and, in some cases, answers relating to the significant police issues of our time.

In order to maintain a productive working atmosphere, a country setting was selected for the conferences. This allowed the creation of a serious working relationship and avoided outside distractions present in urban locations. The selection of an appropriate setting was considered to be most important in that the setting had to be one that would do the most to overcome the objections to the normal retreat location. The \$16 per diem grant allowance also had to be considered along with other budget items. The site selected, the Illinois Beach Lodge, Zion, Illinois, which is located about 45 miles north of Chicago, met all the requirements of modest price, excellent food and service, and attractive physical facilities. The appropriateness of this choice was verified by conferees in their ratings of the site.

During the five conferences, a total of 115 command officers representing 30 different police departments attended the conferences. In addition, there were two command officers from the Royal Canadian Mounted Police and from the New York Police Department who attended as special observers. No additional costs were incurred because of the attendance of the two observers.

## DESCRIPTION OF CONFERENCES

### Conference #1 - RECRUITMENT AND RETENTION OF LAW ENFORCEMENT PERSONNEL

The first conference was held during the period of May 25-30, 1969 at the Illinois Beach Lodge, Zion, Illinois. The conference was entitled, "Recruitment and Retention of Law Enforcement Personnel."

A copy of the program, list of conferees, resource people, evaluations summary, and list of major problems submitted by conferees are found in Appendix B.

The conferees arrived for a reception and dinner on Sunday evening during which time they were able to meet each other and become acquainted with the staff.

Arthur J. Bilek, Chairman of the Illinois Law Enforcement Commission, was the Sunday evening speaker. Chairman Bilek spoke about the necessary involvement of state commissions in the war on crime under the provisions of the Omnibus Crime Bill.

In his capacity as Director and Professor of the Administration of Criminal Justice Curriculum, University of Illinois at Chicago Circle, Prof. Bilek also appeared during the first session on Monday and welcomed the conferees to the first in the series of conferences under the grant.

An introduction and discussion of the purpose and scope of the conference were presented by the staff personnel, Richard A. Wild, Project Director, and Thomas H. Anderson, Assistant Director.

George O'Connor, then Director of the Professional Division, International Association of Chiefs of Police, presented information on the national recruitment and retention problems and gave future projections in both areas.

In particular, he discussed the problems of retaining qualified policemen under various adverse conditions that exist in many police agencies because of general promotion, advancement, and assignment procedures, and spoke about the ever increasing demand by other agencies for the type of person who is employed in the law enforcement field.

Thomas C. McArdle, Director of Labor Statistics, Chicago Region, U. S. Department of Labor, talked about the availability to police departments of the type of person who is already in great demand. He also presented some future projections which indicated that the manpower shortage will increase with the rise in education level among the general population.

Mr. O'Connor returned in the afternoon to talk about the subject of employment standards. He discussed some of the various standards now in existence, and stressed the necessity of reviewing these standards to insure that qualified persons are not systematically excluded from law enforcement.

The planned workshop was replaced by a general discussion of employment standards and their effect on recruiting and retention of police personnel.

During another afternoon session, the conferees were questioned as to major problem areas and difficulties they were facing within their areas of responsibility in personnel recruitment and retention. This information was used at the Tuesday night workshop.

Ivan Levin, Regional Director, Law Enforcement Assistance Administration, Washington, D. C., appeared at the Monday evening session to provide the conferees with a history and an up-to-date status report on

the Administration and what general role it might play in assisting in the problem of law enforcement recruitment and retention.

On Tuesday morning, Roger H. Hawk, Manager of Recruiting Development and Practice, General Electric Company, New York, commented on those techniques used by industry in their recruiting programs which might be adapted to police personnel recruitment. He spoke on the need for a well organized, sustained effort as opposed to a sporadic recruitment campaign.

F. A. Ludke, Assistant to the President, Campbell-Ewald Company, Detroit, spoke about the Detroit police recruitment campaign from the viewpoint of the advertising agency. He mentioned the methods used in this campaign to obtain support from the general business community, and suggested certain procedures which might be followed in any police recruitment effort.

Leon Dishlaccoff, Chief, Administrative Division, Denver Police Department, Denver, Colorado, presented information on his department's recruitment campaign and the use of professional advertising agencies to enhance this recruitment. Like the previous speakers, he pointed out the benefits of a professional approach to the recruitment effort.

Jack Welsh, Vice-President, Griswold-Eshleman Company, Chicago, Illinois, provided information about a new national law enforcement public relations program which is intended to better inform the public concerning the functions, duties, and responsibilities of law enforcement. This, he felt, would have an indirect effect on improving police recruitment in general.

James Stinchcomb, then Specialist in Public Service, American Association of Junior Colleges, Washington, D. C., discussed the junior and senior colleges in the United States as recruitment sources for law enforcement personnel, emphasizing the increasing number of people attending college and the potential interest of these people in a law enforcement career. Stinchcomb also discussed the newly evolving work-experience programs found at many colleges across the country and indicated how these programs could be of aid and assistance to local police departments in their recruitment efforts.

During the evening, a workshop discussion was held on problem areas of recruitment and retention. This workshop allowed the conferees to talk over their problems of concern using as points of discussion the problems submitted on Monday afternoon. The recruitment problems in general with a look at the police agent concept, the pros and cons of college recruitment, and the question of whether long-range college recruitment plans should be made because of the increased college population in the future were among the items discussed.

Although the conversations were of interest to those in attendance, the unstructured approach to the workshop was judged to have been unproductive by the staff, and a formal structure was instituted for all the following conferences.

Early Wednesday morning, the conferences were shown a newly released film on the police, "Our Man in The Middle", which was sponsored by the Sears, Roebuck Roundation. This film was an attempt to present the workings of law enforcement, and was shown because it was judged to have potential use as a public information device in recruiting efforts.

The rest of the day was devoted to the presentation of a major study entitled "Psychological Assessment of Patrolman Qualifications in Relation to Field Performance." This report, which was made possible by an LEAA Grant to the Chicago Police Department, was given by John Furcon, Director, Law Enforcement Manpower Research Project, and by Ernest Froemel, Measurement Research Division, Industrial Relations Center, University of Chicago. The project, undertaken at the University of Chicago, was a psychological assessment of patrolman qualifications. It is believed to be one of the most extensive such studies ever made in this area. The presentation was an in-depth look into the methodology and results of the study and its implications for the recruitment as well as the retention of law enforcement personnel.

Thursday morning was devoted to a lecture by S. George Huneryager, Assistant Dean, College of Business Administration, University of Illinois at Chicago Circle. Dean Huneryager presented information on job satisfaction, attitudes, and morale factors within police departments, and on how these items affect employees.

In the afternoon, Irvin Heckmann, Dean, College of Business Administration, University of Illinois at Chicago Circle, spoke on internal management techniques and their relationship to employee retention.

That evening, a panel of four individuals discussed some of the resources of colleges and universities available to assist law enforcement and the methods and procedures for obtaining this assistance. Resource people on this panel were: . Pres. Wally Lonergan, University

of Chicago, and Prof. . . Leonard Goodall, Joseph D. Nicol, and Arthur J. Bilek, University of Illinois at Chicago Circle.

On Friday morning, Dean Dauw, psychologist and President, Human Resource Developers, Inc., Chicago, Illinois, discussed new developments in personnel selection and recruitment methods.

After a short resume and critique of the conference, the conferees' evaluation forms were collected, and the conference officially closed.

There were 17 resource people utilized at this conference. They were:

Arthur J. Bilek, Illinois Law Enforcement Commission

Dean C. Dauw, Human Resource Developers, Inc.

Leon Dishlaccoff, Denver Police Department

Ernest C. Froemel, University of Chicago

John Furcon, University of Chicago

Leonard Goodall, University of Illinois at Chicago Circle

Roger Hawk, General Electric Company

Ivan Levin, Law Enforcement Assistance Administration

Wally Lonergan, University of Chicago

F. A. Ludtke, Campbell-Ewald Company

Thomas C. McArdle, U. S. Department of Labor Statistics

Joseph D. Nicol, University of Illinois at Chicago Circle

George O'Connor, International Association of Chiefs of Police

James Stinchcomb, American Association of Junior Colleges

Jack Welsh, Griswold-Eshleman Company

Irvin Heckmann, University of Illinois at Chicago Circle

S. George Huneryager, University of Illinois at Chicago Circle

## Conference #2 - EFFECTIVE UTILIZATION OF FIELD PERSONNEL

The second conference was held during the period June 22-27, 1969 at the Illinois Beach Lodge, Zion, Illinois. This conference was on the subject of "Effective Utilization of Field Personnel." The purpose of the conference was to bring about more effective utilization of field personnel in police departments, in particular in the largest unit, the patrol unit.

A copy of the program, list of conferees, resource people, evaluation summary, and list of major problems as submitted by conferees are found in Appendix C.

The conference started with a reception and dinner on Sunday evening. Robert Whitmer, who was at that time the Associate Director, Illinois Law Enforcement Commission, gave an over-all view of resource allocation and deployment methods which have been used in the past and those which are being presently used. He also discussed some of the major features of any allocation and deployment method.

On Monday morning, there was a general briefing on the conference agenda by the project staff, Richard A. Wild, Director, and Thomas H. Anderson, Assistant Director.

Following the briefing, John Webster, Associate Professor, Administration of Criminal Justice Curriculum, University of Illinois at Chicago Circle, and Albert Bottoms, Director of Operations Research Task Force, Chicago Police Department, spoke about current research in the area of a police officer's job activities and the time allotted to these various tasks. Prof. . . Webster stressed the need for better and more valid data on what the patrolman actually does in order to maximize the allocation of department resources. Also discussed was a systems approach to the

problem of allocation of resources.

The early part of the afternoon was devoted to questioning the conferees concerning their problem areas and difficulties relating to effective utilization of field personnel. The remainder of the afternoon was devoted to discussion workshops on the following problem areas: 1): What can be done to solve the problem of the increasing number of service calls which take time and personnel away from preventive patrol? 2): What should the formula be to man each special unit? 3): How should police departments cope with special events and demands in order to maintain a near-normal patrol area order? 4): What percentage of the total force should be on patrol, and how should this percentage be arrived at? 5): What methods should be used for screening calls for service? 6): How can manpower needs be determined and what formula can be used? 7): What approach should be taken to help solve the problem of political control in departmental funding? The workshops were followed in the evening by a report from the various groups on possible solutions to these problems.

Tuesday's programs were devoted to a presentation by staff members from the St. Louis Police Department on "Allocation of Patrol Manpower Resources", an experiment conducted under the Office of Law Enforcement Assistance, Grant #39. This was an in-depth presentation to the conferees of an allocation method employed by one major city, a method which has been fairly well documented. The subject matter included a description of the original problem and a lecture on the "Pauly Area" system including its use of location code, crime reports, predicting calls for service, queueing table, and the screening board.

Part of the Wednesday program was also devoted to the St. Louis project, providing time for conferees to actually utilize this method in allocating personnel so that they could determine for themselves the applicability it might have in their departments and so that they could discuss any weaknesses that they found in the system.

On Wednesday, in addition to the workshop time, the problems of implementation of these allocation and deployment methods were presented and discussed. The staff from the St. Louis Police Department consisted of Major Atkins Warren, Commander, Area 3; Lieutenant Glenn Pauly, Director, Planning and Research; and Thomas McEwen, Resource Allocation.

During the Wednesday session, Grant Buby, Assistant Director, Governmental Research Institute, St. Louis, talked about evaluation and auditing methods for allocation and deployment methods. He presented material on procedures to assure that the reporting of crimes and dispositions by the police department personnel were accurate and, therefore, properly reflected department activities.

Thursday morning was devoted to a lecture by Roy Hollady, Assistant Director, Field Operations Division, International Association of Chiefs of Police, who spoke about manpower allocation and distribution as recommended by the IACP. Assistant Director Hollady described in detail the system which IACP usually suggests to be implemented in those departments surveyed by their professional staff, a system which varies from the one used in St. Louis and was presented to show different methods of allocation.

On Thursday afternoon, the conferees were transported to the Chicago Police Department to view command control operations and hear a talk on

the results of a study concerning utilization and deployment of personnel within a selected area of the city of Chicago.

On Friday morning, Louis Glinka, Federal Systems Division, IBM Corp., spoke on "Command Control Centers - A Look at the Future!" He described the role of command control centers, their effect on the allocation and deployment of field personnel, and the potential of more sophisticated devices which will increase the flexibility and timeliness of allocation and deployment.

After a short resume and critique of the conference, the conferees' evaluation forms were collected and the conference officially closed.

The nine resource people present at this conference were:

Al Bottoms, Chicago Police Department

Grant Buby, Governmental Research Institute

Louis Glinka, IBM Corp.

Roy Hollady, International Association of Chiefs of Police

J. Thomas McEwen, St. Louis Police Department

Glenn Pauly, St. Louis Police Department

Atkins Warren, St. Louis Police Department

John Webster, University of Illinois at Chicago Circle

Robert Whitmer, Illinois Law Enforcement Commission

Conference #3 - A CONTEMPORARY APPROACH TO POLICE PLANNING, RESEARCH,  
AND DEVELOPMENT

The third conference was held September 21-26, 1969 at the Illinois Beach Lodge, Zion, Illinois. The conference was entitled, "A Contemporary Approach to Police Planning, Research, and Development."

A copy of the program, list of conferees, resource people, evaluation

summary, and list of major problems submitted by the conferees are found in Appendix D.

Sunday evening was devoted to a get-acquainted time and dinner after which a presentation was made by Dean Dauw, a psychologist and President of Human Resource Developers, Inc., Chicago. Dr. Dauw talked about applying behavioral science research to the area of police planning, research and development, and pointed out the need for research and development people to use their imagination to seek solutions to problems.

The Monday morning program was a lecture by Samuel Chapman, Professor, Political Science, University of Oklahoma. Professor Chapman presented the philosophy and rationale of planning, research and development, and discussed a variety of functions which can be performed in this area.

The afternoon was devoted to three separate subject matters, all presented by Glen Murphy, Consultant, International Association of Chiefs of Police, Washington, D. C. Mr. Murphy first covered the subject of the appropriate and most effective location of the planning, research and development unit in the organizational structure, including the question of administrative control of this unit. His next topic was the appropriate rank and status of the planning, research and development director and the director's relationship with the other staff officers within the police department. The third item which was presented was the working relationship of the planning, research and development unit with other units of the police department. The problems of establishing good relationships, of having others make proper use of the facilities of the planning, research

and development unit, and of soliciting cooperation were discussed.

The evening was spent questioning the conferees on the major problem areas and difficulties relating to planning, research and development. This information was used later in the conference workshops.

On Tuesday, Glen Murphy, Consultant from IACP, served as a resource person and discussed the responsibilities and functions of a planning, research and development unit, the best ways to utilize such a unit, and the areas in which it should not function.

Early in the afternoon, Frank Dyson, Assistant Chief, Program Management, Dallas Police Department, talked about the role of the planning, research and development unit in relation to the mission of the police and how this unit's operations could affect the mission directly or indirectly.

Assistant Chief Dyson, in another session later in the afternoon, spoke on the role of the unit in developing long-range police planning. The problem of long-range police planning, the time needed to establish it, and what it really means were also discussed.

The last part of the afternoon was devoted to a presentation by A. C. Germann, Visiting Professor, Administration of Criminal Justice Curriculum, University of Illinois at Chicago Circle. Prof. Germann discussed what role the planning, research and development unit should take in police-community relations. The importance of this subject matter in relation to the need for systematic management was also discussed.

At the evening session, David Bordua, Professor, Sociology and Institute of Government and Public Affairs, University of Illinois at

Urbana, lectured on "A Social Scientist's View of the Police in Our Society." He reported his observations of police departments and the employees within those organizations.

Wednesday morning was devoted to workshops on selected subjects generated by the conferees. There were seven problems discussed at the workshops: 1): How can the "now" demands be accommodated so as to still have time for long range planning? 2): How can planning, research and development be sold to the department personnel and the chief? 3): How can non-planning functions be avoided? 4): What should be the criteria for selection of planning, research and development personnel in terms of training, experience and education? 5): How can necessary funding be obtained to achieve all the necessary goals and objectives of planning, research and development? 6): What is the "real" role of planning, research and development in relation to improving relations within all criminal justice agencies? 7): How can police departments get and keep qualified personnel in planning, research and development units? Suggested solutions for each of the problems were proposed by the conferees.

One Wednesday afternoon session was devoted to the suggested internal organizational structure of a planning, research and development unit. Noel Bufe, Director, Governor's Office for Highway Safety Planning, State of Michigan, Lansing, Michigan, discussed this subject matter and included suggestions on how to have a working structure that will be organized for maximum efficiency.

The remainder of the afternoon was devoted to the presentation by Bruce Olson, Associate Professor, Coordinator of Police Science, Depart-

ment of Sociology and Anthropology, University of Tulsa. Prof. Olson presented some problem identification techniques for planning, research and development unit personnel. He discussed various methods of identifying problems within police departments so that not only known but unknown problems might be discovered as soon as possible.

On Thursday morning, Robert P. Shumate, President, Systems Science Group, Inc., Silver Spring, Maryland, presented some guides for screening and selecting personnel. He suggested recruiting personnel from outside the organization when necessary and authorized, and spoke generally on what to expect from the officers who would be used in planning, research, and development units.

A late morning session devoted to the role of persuasion theory in planning, research and development was presented by Tom M. Calero, Associate Professor of Management, Illinois Institute of Technology, Chicago, Illinois. Prof. Calero spoke on the techniques of selling ideas and recommendations to others within the police agency.

The early afternoon presentation on "Evaluation and Reimplementation Methods of Planning, Research and Development Units" was given by Robert A. Bieber, Commander, Operational Analysis Section, Department of California Highway Patrol, Sacramento, California. Mr. Bieber discussed the problems of evaluation of new procedures and methods.

The remainder of the afternoon and evening was devoted to a second lecture by Mr. Bieber on the subject of various planning, research and development units in operation. He also discussed major projects undertaken by the Department of California Highway Patrol in planning, research

and development and the effect of these projects on the California Highway Patrol in areas of budget, manpower, and effectiveness.

The Friday morning session, which was the final session, was devoted to a talk by Ronald Jablonski, Associate Professor of Management, University of Illinois at Chicago Circle. Prof. Jablonski presented information on internal personnel management techniques in planning, research and development units. He discussed techniques for small unit operations and, in particular, the type of operation prevalent in planning, research and development type units.

After a short resume and critique of the conference, the conferees' evaluation forms were collected and the conference officially closed.

There were 12 resource people used at this conference. They were:

Robert A. Bieber, Department of California Highway Patrol

David Bordua, University of Illinois at Urbana

Noel Bufe, Governor's Office of Highway Safety, Michigan

Thomas M. Calero, Illinois Institute of Technology

Samuel Chapman, University of Oklahoma

Dean Dauw, Human Resource Developers, Inc.

Frank Dyson, Dallas Police Department

A. C. Germann, University of Illinois at Chicago Circle

Ronald Jablonski, University of Illinois at Chicago Circle

Glen R. Murphy, International Association of Chiefs of Police

Bruce Olson, University of Tulsa

Robert P. Shumate, Systems Science Group, Inc.

#### Conference #4 - POLICE "UNIONIZATION"

The fourth conference was held during the period October 26-31, 1969 at the Illinois Beach Lodge, Zion, Illinois. The conference was entitled "Police Unionization." It dealt with the emerging role and concern about police employee organizations. Within this broad topic, other discussion areas included:

1. The question of whether police employee organizations would follow traditional union organization structure;
2. The relationship between the police administrator and the police employee organization;
3. The potential role for the police employee organization in relationship to the administration, management and operations of the police department.

A copy of the program, list of conferees, resource people, evaluation summary, and list of major problems submitted by the conferees are found in Appendix E.

The conference began with a reception and dinner on Sunday evening. No speaker was scheduled so that the conferees could become better acquainted.

A general briefing and welcome by Richard A. Wild, Conference Director, was the first item on the Monday program.

Hervey Juris, Assistant Professor, University of Wisconsin at Madison, presented material on the "Implications of the Police 'Union' Movement on Policing." Prof. Juris pointed out the reasons why police are joining together, and he discussed their apparent aims and the possible effects of the movement on police management now and in the future.

The general theory behind the labor movement and a look at its history were the topics of a lecture by William J. Adelman, Assistant Professor, University of Illinois at Chicago Circle. Prof. Adelman discussed the reasons why people join unions, the problems which they face, and the status of the union movement today. This talk was presented in order to provide a better understanding of the movement and its implications to the law enforcement "union" movement.

The afternoon was devoted to a presentation and discussion of the historical development of the police "union" movement. This was presented by David A. Espie, Management Consultant with International Association of Chiefs of Police, Washington, D. C. Mr. Espie traced the police employee representation movement from its inception to the present day.

The evening session was devoted to having conferees questioned regarding major problems and difficulties in the area of police unionization. This information was utilized during the workshops on Thursday.

On Tuesday morning, A. C. Germann, Visiting Professor, Administration of Criminal Justice Curriculum, University of Illinois at Chicago Circle, presented a paper entitled "The Developing Mission and Role of the American Police." He discussed how the role is perceived by various persons, and reviewed the major changes in this role and the mission of the police.

The remainder of the morning and part of the afternoon were taken by Gerome Barrett, Assistant Director, Public Employee Disputes and Mediation Services, American Arbitration Association, Washington, D. C. Mr. Barrett presented information on various problems related to employee groups and management. He discussed methods to help avoid problems and to better understand both sides of the issues.

The remainder of the afternoon was divided into two presentations and discussions: the first on police responsiveness to citizens by Jay A. Miller, Executive Director, Illinois Division of the American Civil Liberties Union, Chicago, Illinois; and the second on the role of supervisory and operational officers in formulation of department policy, programs and procedures by Sergeant Kenneth Jones, Vice President, Cook County Police Officers' Association, Prospect Heights, Illinois. Mr. Miller discussed various types of police responses to citizens, problems caused by these responses, and suggested guides for avoiding citizen-police conflict. Sergeant Jones spoke on the part that supervisory and operational officers should play in department operations. He also discussed the means by which employee groups are seeking the necessary voice to make their feelings known on various issues.

Wednesday morning was allotted to a group discussion by the conferees on their experiences with police employee groups. This allowed an exchange of actual experiences so that others could better understand what has happened in the past and the possible future problems they may face. The general conclusion was that experienced people should be used in dealing with employee groups to avoid unnecessary problems.

In the afternoon lectures were presented by representatives of five different police employee organizations:

John Harrington, National President of the Fraternal Order of Police

Daniel Green, President, Confederation of Patrolmen, Chicago

Robert Sheedy, Vice President, International Conference of Police Associations

Ronald Turner, Spokesman, Black Police Officers Caucus, Detroit

Everett Shaw, Director, Connecticut Council 15, Representing American Federation of State, County and Municipal Employees, AFL-CIO

A discussion was held on material and ideas presented.

The evening was devoted to a panel discussion on how management and police employee organizations can best work together for the improvement of law enforcement. All employee representatives with the exception of President Harrington of the F.O.P., who had a previous commitment, presented their views on this subject. A general discussion followed.

On Thursday morning, Ronald Donovan, Associate Professor, Cornell University, Ithaca, New York, spoke on collective bargaining and the police. Prof. Donovan discussed methods of collective bargaining, problems faced by law enforcement in collective bargaining, and the manner in which some of these problems might be circumvented.

The afternoon was devoted to workshops on six problems generated by the conferees: 1): Should police departments create a formal position of "employee relations director" or other such title to work full time with employee groups both on negotiations and grievances? 2): How can the number of organizations with which departments have to negotiate be kept to a minimum? 3): What sort of officer is or should be a part of management for the purpose of prohibiting "union" or employee organization membership if such membership should be prohibited at all? 4): What criteria should be set to determine if an employee group is representative of the department? 5): What part should police departments play in negotiations with employee organizations on the issues of working conditions, wages, etc? 6): How can problems of employee groups getting

into "management areas" be controlled?

Suggested solutions for each of the six problems were made by the conferees.

During the evening session, Elmer Cone, Deputy Chief and Director of Personnel, New York Police Department, discussed management processing of employee grievances. Chief Cone discussed the importance of taking a real interest in employee grievances and of having formal procedures which allow for speedy results.

Friday morning was devoted to a lecture by Edward Palmer, Executive Director, Afro-American Police League of Chicago, Inc., on the "Emerging Role of the Black Police Officer in American Policing Today." Mr. Palmer gave his views on what part the black police officer is playing in influencing police policy and procedures. He discussed the reasons why black police officer groups are being founded and their hopes for having a voice in controlling police practices which they feel are not proper.

After a short resume and critique of the conference, the conferees' evaluation forms were collected, and the conference officially closed.

There were 16 resource people used at this conference. They were:

William J. Adelman, University of Illinois at Chicago Circle

Thomas Anderson, William Rainey Harper College

Gerome Barrett, American Arbitration Association

Elmer Cone, New York Police Department

Ronald Donovan, Cornell University

David Espie, International Association of Chiefs of Police

Kenneth Jones, Cook County Police Association

A. C. Germann, University of Illinois at Chicago Circle

Daniel Green, Confederation of Patrolmen

John Harrington, Fraternal Order of Police

Hervey Juris, University of Wisconsin

Jay A. Miller, Illinois Division of American Civil Liberties Union

Edward Palmer, Afro-American Police League of Chicago, Inc.

Robert Sheedy, International Conference of Police Associations

Ronald Turner, Black Police Officers' Caucus Against Racism and Discrimination in Law Enforcement

Everett Shaw, American Federation of State, County and Municipal Employees

#### Conference #5 - EFFECTIVE MANAGEMENT-CONTROL TECHNIQUES OF DETECTIVE UNITS

The fifth and final conference was entitled "Effective Management-Control Techniques of Detective Units." It was presented during the period November 16-21, 1969 at the Illinois Beach Lodge, Zion, Illinois.

A copy of the program, list of conferees, resource people, evaluation summary, and list of major problems submitted by the conferees are found in Appendix F.

The introduction and scope of the conference were explained by the Conference Director, Richard A. Wild.

Arthur J. Bilek, Director, Administration of Criminal Justice Curriculum, University of Illinois at Chicago Circle, welcomed the conferees to the fifth and last conference. He discussed with them the role of the university in helping police departments with various problems. Prof. Bilek also presented information on how the Law Enforcement

Assistance Administration could be of assistance to departments directly or through the state criminal justice planning activities.

John Klotter, Associate Director, Southern Police Institute, University of Louisville, discussed the role of the detective bureau in the criminal justice system.

The remainder of the day and the evening session were reserved for the conferees to present a short report on their detective unit operations following guidelines furnished. The reports were in response to questions concerning the following topics:

1. Authorized total strength of detective division;
2. Authorized total strength of police department;
3. Population of the policing jurisdiction;
4. Square miles of the policing jurisdiction;
5. Ratio of detectives (all ranks) to patrol division (all ranks);
6. Ratio of detective supervisors to detectives;
7. Rank structure of detective division and number in each rank;
8. Method of establishing the manpower requirements for the detective division;
9. Type of legal advisory assistance available to the detective division;
10. Measurement of performance of detectives;
11. Method used to assign cases to a detective;
12. Policy on investigative responsibility between patrolmen and detectives;
13. Method used to assign men to detective division;
14. Policy on having one or two-man detective teams;
15. Method for maintaining patrol-detective division cooperation;

16. Description of innovative ideas being used by the detective division.

The conferees were furnished with a copy of all the responses to this questionnaire.

As part of his report, each conferee suggested three problem areas which could be used at the workshop session on Thursday.

On Tuesday morning, John Kenney, Professor, Department of Criminology, California State College at Long Beach, lectured on the role of the police in general and the relationship of this role to the detective function. The need for policy guidelines was also discussed.

The afternoon was devoted to a talk on the legal and moral aspects of detective division operations by Stephen Schiller, Associate Professor, Administration of Criminal Justice Curriculum, University of Illinois at Chicago Circle. Prof. Schiller spoke about the necessity for criminal investigation units to be aware of the social trends which determine what the law will be, and he stated that detective units must be responsive to legal and moral guidelines if they are to meet the needs and desires of society.

An evening session of Tuesday was devoted to a presentation by Otto Kreuzer, former Chief of Detectives, Chicago Police Department. He discussed the interrelationship of detective to department mission, function and operation. The need for cooperation and recognition to those who aid the detective function was stressed.

On Wednesday morning, Ronald Jablonski, Associate Professor of Management, University of Illinois at Chicago Circle lectured on the management concepts which might be applied for determining proper use of

resources within detective units. Prof. Jablonski indicated that planning, research and development units could supply the technical knowledge and detective commanders the needed information to make the techniques workable.

During an early afternoon session, Samuel Chapman, Professor, Department of Political Science, University of Oklahoma, presented some criteria for the selection of people for assignment to detective operations.

During part of the afternoon, Ronald G. Lynch, Police Management Consultant, Field Operations Division, IACP, discussed the relationship of caseload and types of cases to detective division efficiency. He spoke about the necessity of controlling case kind and volume to insure maximum efficiency in the detective unit.

John Mullen, Deputy Chief, Detective Division, Chicago Police Department, described the Chicago Police Department evaluation system used in the detective bureau. Problems associated with any type of evaluation system were also discussed.

Thursday morning was devoted to presentations by four panelists, each of whom gave his view on modernizing detective operations. Ronald Lynch, Police Management Consultant from IACP, presented observations on weaknesses noted in various cities during IACP surveys and suggested changes which might improve operations. Hillard J. Trubitt, Associate Professor of Police Administration, Indiana University, gave his observations on situations he found while a police administrator and suggested corrective measures for these situations. James Gramenos,

Assistant Public Defender of Cook County, Illinois, presented material on problems observed from the Public Defender viewpoint, detective methods or procedures which lead to court appeals, and other related topics. Joseph Nicol, Professor, Administration of Criminal Justice Curriculum, University of Illinois at Chicago Circle, spoke on the means by which detective units could make better use of scientific laboratory resources in their investigations.

The afternoon was spent in workshops dealing with the following problems submitted by the conferees earlier in the week: 1): What are the best methods for reducing detective caseloads? 2): What are some acceptable methods of selecting personnel for detective assignment? 3): What are the best methods for training detectives for their responsibilities? 4): How can the time lag of reports from patrol units to detective units be reduced? 5): What should be the specific limits of patrol investigation on felony cases and misdemeanor cases? 6): How can the manpower requirements of the detective unit be determined? 7): How can the detective unit best work within the guidelines of major court decisions?

During an evening session, Jack Forche, Director of Police Community Relations, Illinois Commission on Human Relations, talked on "The Relationship Between Detectives and the Community." He stressed the importance of the detective's understanding of the people with whom he is dealing, and explained that knowledge of the fears, desires and goals of the citizen is an important step to successful community relations.

Wayne Schmidt, Operating Director, Police Legal Advisor Program,

Northwestern University School of Law, Chicago, lectured on "Establishing a Philosophy and Policy on Detective Division, 'Investigative Detention', Arrests Without Warrants, and Searches With and Without Warrants." He discussed the legal status of various arrests and searches and guidelines which might be established. A general review of present appeal cases and some possible future trends brought about by various law suits on police departments were presented.

After a short resume and critique of the conference, the conferees' evaluation forms were collected, and the conference officially closed.

There were 14 resource people used at this conference. They were:

Arthur J. Bilek, University of Illinois at Chicago Circle  
Samuel Chapman, University of Oklahoma  
James Gramenos, Cook County Public Defenders Office  
Ronald Jablonski, University of Illinois at Chicago Circle  
John Kenney, California State College at Long Beach  
John Klotter, Southern Police Institute  
Otto Kreuzer, Formerly with Chicago Police Department  
Ronald G. Lynch, International Association of Chiefs of Police  
John Mullen, Chicago Police Department  
Joseph Nicol, University of Illinois at Chicago Circle  
Jack Porche, Illinois Commission on Human Relations  
Stephen Schiller, University of Illinois at Chicago Circle  
Wayne Schmidt, Northwestern University School of Law  
Hillard J. Trubitt, Indiana University

## CONCLUSIONS

One of the most obvious conclusions from the experiences of this project is that the undertaking in the Major City Police Departments Command Officer Conferences was significantly ambitious and demanding not only on the part of the project staff but also on the part of the eligible participants.

Insuring continuing interest from the participating departments so that they would be sufficiently motivated by the quality and timeliness of the program to send one of their top command officers to as many as possible of the conferences is no small task considering the demands presently being made upon the major urban police departments in the United States. Many of the eligible departments are consistently facing demands they are unable to meet under the best of conditions and to remove a top command officer for a week, places additional burdens on the agency. The restrictive criterion for attendance at the conference meant that on occasions, the participants did not send a qualified command officer to the conference, not because of lack of desire, but because of non-availability of that staff officer due to other commitments within the agency. At no time did any of the 32 eligible participants indicate that they were not sending an individual to a conference because of a lack of interest or because of low quality or inappropriateness of the conferences.

A list of the participating cities and the conferences attended is found in Appendix G. Some departments were able to participate in all or almost all conferences while others had varied participation. There were

only two eligible departments which were unable to send an officer to any of the conferences. All factors considered, attendance was very acceptable and lack of participants was not a problem.

Today, when the demand for law and order is at a high point, and at a time when criticism of the present operations of law enforcement in many parts of the country has never been more vocal or varied, new bold steps, new approaches, and techniques to urban problems are mandatory. Rarely has any project in American policing approached the magnitude of these conferences in variety, scope, goals, and responsiveness to the voiced needs of the major police departments in the United States.

After completion of the first year portion of the project, it was apparent to the project staff that the top command officers of these major cities, who have a major impact upon the operation of the departments and who are looked upon as experts in their area of responsibility by their respective chiefs, had never before been able to get together with many of their counterparts to discuss their major problems face to face. They had not been able to seek advice and assistance from selected resource people and to expose others to their views of the problems facing law enforcement in the setting and conditions that prevailed in these conferences. Indeed, there seemed to be a general lack of realistic communications among the major police departments of the United States on the staff command level.

Discussion at the conferences indicated that there exists a great desire for communication. This series of conferences has been a catalyst for an exchange of ideas, information, and cooperation among the major city

police agencies in the United States. Many ideas and methods which have been kept within the archives of individual police departments have been brought out into the open during these conferences. The working together on problems of mutual concern and the sharing of information have been highly beneficial. Complex problems which did not appear overnight or in one week will not be solved overnight or in one week, but these conferences have provided the stimulus and the laboratory as a start in seeking answers. Information which just did not seem to move from one department to another or at least on a scale and form that was most useful became available in these conferences. An example of this intercommunication occurred in the first conference, "Recruitment and Retention of Law Enforcement Personnel." Several agencies stated that they were unable to make improvements in selection and recruitment methods because of out-dated practices and procedures by their civil service commission; the information exchanged on successful methods used by others in changing the rules, attitudes, and procedures of their civil service commissions provided new hope for them.

It is clear that some of the goals set for these conferences can be evaluated only on a long-term basis. However, certain short-term goals or aspects of long-term goals can be commented on at this point.

The first goal--improvement in operating effectiveness, efficiency and capability of the police department--cannot be evaluated at this time. Generally speaking, the need, desire and drive for improvement were present at all the conferences, and this should be reflected in departmental operations.

The second goal--the application of philosophy and procedures found to be most effective by the participating police commanders with appropriate local adaptation--is one that also can be checked only after time has allowed changes to be suggested and implemented. Observations by the staff indicate that many new ideas and procedures will be studied and implemented in varying degrees by many of the departments. The avoidance of mistakes of others can be a part of this goal, and it was observed that the advice of those who have suffered by using certain procedures will help others. The exchange of specific information among conferees on procedures and the voiced indication of a willingness to modify these procedures were apparent.

The third goal--professionalization and upgrading of the individual command officer who participates through the association with counterparts from all parts of the country, the forging of links by the conferees providing a high degree of inter-department fluidity in terms of answer-seeking and problem-solving, and the providing of new insights--is a much easier one to evaluate, and positive results may be reported. The benefit of discussing ideas with one's colleagues was mentioned over and over by the conferees as a most worthwhile aspect of the conferences. The exchange of information following the conferences has been mentioned to the Project Director and Project Administrator in person and by letter. The communication lines have been opened up on a scale never before achieved among the participating conferees. The general attitude and comments made by the conferees indicated that new ideas and thoughts were being taken back with them which would influence their future thinking

and action.

The fourth goal--the development of a systematic body of knowledge and information regarding the needs and solutions to the major problems confronting municipal police departments in America--has at least been partially met through the development of source material and suggestions from conferees.

The fifth goal--the development of an awareness and sensitivity of the role and responsibility of local law enforcement to the community--has been an integral part of each conference. From comments made at the conferences, discussions and reactions of conferees, there is no doubt that the developing of an awareness and sensitivity was accomplished. Many conferees will find it increasingly difficult to ignore the experiences of these conferences. Reaction to law enforcement problems in each conferee's department will be the true test of the effectiveness of any new awareness and sensitivity to the community.

These series of conferences generated more questions and problems than were solved. It became apparent to all involved that there were too many problems to handle in one week even when the conference had been narrowed down to a specific area of police concern. The desired extensive research into each of the conference subjects by the staff was not accomplished because of lack of sufficient staff for that aspect of the project. Some prior research was done and documented. In other cases, this work was done only for the limited purpose of getting background for the conference subject in order to select the proper format and resource people for the conference. At present, the staff is considering the

possibility of making transcripts of the conferences which seem most important to interested persons. . . .

In an effort to make the conferences as meaningful as possible and to respond to changes that experience indicated were appropriate, an evaluation procedure was followed. The conference staff was alert to cues indicative of weak areas within the program, procedures that needed improvement, problems that were developing, and strong points that might be maintained or built upon. Informal conversations were held with the conferees on many aspects of the conference, and verbal suggestions made by the conferees to the staff were noted. Each conference was evaluated by the staff at the end of the conference, and necessary changes in the following conferences were made where possible.

In addition, because of the criteria established for the selection of conferees, it was a reasonable assumption that a considerable amount of competency in the subject field of the conference could be found in each of the conferees. It was felt, therefore, that they could be utilized by the staff as a major source of evaluation of each conference in the areas of subject matter, presentation and program content. Therefore, a questionnaire was utilized at each conference in which the conferees were asked to evaluate various aspects of the meeting. The evaluation form was modified after the first three conferences to improve information gathering from the conferees and to make the results as meaningful as possible; a sample of each form is found in Appendix H. The results of the conferee evaluations are shown after each conference in the appropriate appendix. In addition, a summary listing is presented here.

Conference	#1	#2	#3	#4	#5
Excellent	9	*	*	10	14
Good	10	15	18	8	9
Satisfactory	1	5	3	2	1
Poor	0	0	0	0	1
No Response	5	3	2	0	0

\* Not available as a choice on the form

Based upon the evaluations made by the conferees, it appears that the conferences were considered to be of considerable value to the participants. Some suggestions were made by the officers including the following: (1) More time should be allotted for the conferees to get together to discuss and exchange information in a very informal setting and not as a part of the recordings; (2) There should be fewer night sessions and more handout material; (3) More time should be allowed for each conferee to relate his department's operations, providing the participants with a better view of the police operations in other departments; and (4) More time should be allotted for workshops if they are well controlled.

Repeated throughout the evaluations and in general conversation with the conferees were enthusiastic comments on the opportunity during these conferences to meet with their associates from other major cities. Considering the tightness of the schedule and lack of free time, this remark did not reflect an approval of "social hours", as such periods simply were not available; these meetings were designed to be working conferences, and the conferees agreed that that is what they turned out to be.

In anticipation of the second-year funding, the major city chiefs had again been contacted for suggested topics for the second year con-

ferences. These were received and compiled for second-year planning, but were not utilized. They have been added to this report in Appendix I.

Several additional comments should be made regarding the first year of operation.

1. The \$16.00 per day diem rate was a very marginal amount for these conferences and was not in line with actual cost factors of today.
2. The rate of \$80.00 per day for consulting fees was not realistic in terms of what consultants could receive from other sources. Many consultants, fortunately, were willing to appear at the conferences out of civic interest in the police.
3. Increased costs of almost all items during the grant period placed an added burden on the grant budget.
4. One of the aspects of the conferences, which was not completed as anticipated in the original proposal, was the distribution of summaries at the completion of each conference. These summaries were not completed because of the lack of editorial staff. Funding for assistance in library research was also needed.
5. Some problems were encountered in trying to narrow down the subject matter of each conference into a meaningful five-day period. Had a follow-up conference been held on the same subject area, the experience from the first conference would have been of considerable benefit in making the follow-up conference even more meaningful.

All factors considered and based upon information now available, it is clear that the conferences accomplished most of the objectives stated in the grant. It is believed that they could be used as a pattern for similar projects within each state to assist in solving the problems facing law related to intra-state law enforcement.

The lack of exchange of ideas, information, and expertise has long been a major weakness in the attempts of police departments to alleviate or solve law enforcement problems. The exposure to ideas from outside the

field has also been slim as have the opportunities for open discussion. This series of conferences was an attempt to break down the barriers of communication in order to exchange ideas and solve problems. Time will write the degree of success of the conferences.

#### RECOMMENDATIONS

The following recommendations are divided into two parts: general suggestions and specific recommendations on improvement of conferences such as those presented in this project.

##### General Suggestions:

1. A project should be undertaken through LEAA or other agencies to set up a research data center where information on research projects pertaining to law enforcement interest areas can be stored and information made available to any requesting law enforcement agency. This center should provide information on projects which are being carried on and by whom, so that another agency can contact the proper department or departments for information. This will not only avoid duplication of research but will provide the means for communicating new ideas and research in the field of law enforcement. Results of studies and research are not presently available from one source. A police department has to contact, for example, the 31 other police departments involved in this project to find out if they are doing research on a particular subject. One contact point would not only save time and effort, but would also make the gathering of

information much easier. The present services of IACP and other agencies are not able to meet these current needs.

2. More research and studies should be undertaken in the area of construction of the written entrance test for police officers and validation of these examinations.
3. Increased information should be made available to police administrators on the police employee "union" movement. Conferences and meetings on the topics would assist management to better cope with this new phenomenon. A nationwide movement needs to be dealt with in a professional manner.
4. Serious consideration should be given to having each state establish a series of conferences patterned after this project for meeting their particular state problems. The concept in this project can easily be modified to meet state needs. The LEAA regional areas might undertake this project if the states were unable to provide funding.
5. Greater concern and more research must be devoted to the investigative functions of police departments in order to determine a better policy for utilization of resources. The investigative unit in major police departments is usually the second largest manpower unit, and yet very little has been done about improving or up-grading management and administrative control of this unit.
6. Those currently holding top command positions in police departments, as well as their predecessors, should write about their

operational methods for the benefit of their colleagues. The LEAA or other funding sources should assist those who need financial or editorial assistance in writing reports on their operations. The fear of criticism may inhibit many from publishing their management policy and operations, but it is doing more harm to law enforcement to keep this a department "secret".

7. Establishment of model police methods for a variety of police functions should be financed by the federal government or by the state law enforcement commission. Financial problems and other pressures have frequently prohibited the implementation of new concepts because demands for funds have been more critical elsewhere. Under this concept, the necessary costs involved would not come from the department budget. If the model program required early retirement of certain persons to get it into operation, then the cost of this early retirement would be a part of the cost of the project.
8. Greater use should be made of college and university resources to help solve police problems. In turn, those in the academic field should be more willing to work with police departments and help provide means to implement change.
9. Increased efforts on the part of all police departments to meet in various size groupings, such as those who serve populations of 400,000 and above, should be made. More open communication must be encouraged.

Recommendations Concerning Similar Conferences:

1. Any conferences of the type undertaken in this project should have no more than 35 participants and no fewer than 20 to maximize the control and exchange of information and yet provide sufficient "mix" to secure a variety of experiences, information, and ideas.
2. Greater time between conferences should be provided to allow for proper handling of details for conferences. A range of four or five conferences during a 12-month period would be most effective.
3. Any similar project should have increased staff by adding an editor and a research assistant.
4. Conferences should not be limited to one location if another location will enhance a particular subject area.
5. A reduction in formal night sessions and greater use of semi-controlled discussion periods during the evening would increase information exchange.
6. A close control over persons attending these types of conferences must be made. Unless all persons have almost equal responsibility for the subject area of the conference, there will be a significant loss in benefits to all conferees. Exceptions will have to be made, but they must be very limited.
7. In terms of total conference technique, greater benefits may be realized with narrower subject areas in order to pinpoint problem areas of greatest concern to those attending.

8. Maximum benefits can be realized if a second conference were held on the most significant problems generated which were not answered at the first conference.
9. LEAA should study the feasibility of carrying on another series of conferences patterned after this project to keep alive and reinforce the communications, learning process, and progress of the major cities police departments involved in this project. There are some projects which are local in nature and can be financed in that manner, but it would appear that the type of project just completed should be financed on a national basis to be most effective.



# MAJOR CITY POLICE DEPARTMENTS COMMAND OFFICER CONFERENCES

ADMINISTRATION OF CRIMINAL JUSTICE  
UNIVERSITY OF ILLINOIS AT CHICAGO CIRCLE

THIS IS TO CERTIFY THAT \_\_\_\_\_

HAS ATTENDED THE CONFERENCE ON \_\_\_\_\_

DATE \_\_\_\_\_

CONFERENCES DIRECTOR \_\_\_\_\_

Under a Grant from the Law Enforcement Assistance Administration of the U.S. Department of Justice

## APPENDIX A.

All responses listed must be read in light of the goals and procedures of the conferences. They reflect those major problems that appeared to the submitting police department as most appropriate and feasible for the conferences. The listed responses would not necessarily have been the same had they been submitted for another purpose.



Major City Police Departments  
Command Officer Conferences  
Administration of Criminal Justice Curriculum  
Box 4348, Chicago, Illinois 60680  
Telephone: 312-663-2250

TO:

SUBJECT: Major City Conferences Ballot

Please indicate below the five areas of conference study which you feel are the most crucial in relation to the present and projected needs of law enforcement in your area. Please keep in mind that the topic should be narrow enough to permit realistic attempts at resolution but broad enough to make a real contribution to the law enforcement problem. Be sure to list in order of priority from 1 through 5.

SUGGESTED CONFERENCE TOPICS FOR FIRST YEAR

Baltimore, Maryland Police Department

1. First-Line Police Supervision Problems.  
It is suggested that by use of scenario and case study methods, conferees can actually participate in decision-making and problem-solving at the first-line supervisory level. There is a real need for first-line supervisory training in patrol operations.
2. Programming the Police Budget Through 1975.  
One of the problems of police planning and budgeting is that due to the pressures of daily demands, long-term departmental planning and budgeting is non-existent. In spite of the workload, police administrators must learn to plan ahead and budget ahead not only for maximizing men and resources, but to identify weak spots in the organization.
3. Saving the City - The Police, The Prosecutors, and The Courts.  
For too long now, each segment of the criminal justice system has functioned independently. There needs to be a reappraisal and re-examination of each part of the system in an effort to see how we can work more effectively together. Two approaches may be considered:
  1. How the police, prosecutors and courts can operate more effectively under normal conditions.
  2. How the police, prosecutors and courts can operate more effectively under crisis or disaster-type situations.
4. New Horizons in Police Personnel Management.  
Much has occurred recently in the area of police personnel management that might be included under such topics as recruitment techniques and retention of the college-trained police officer, lateral entry into municipal law enforcement, police management and employee organizations, education and training curriculum for tomorrow's police officer.
5. Regional Planning for Problems in Law Enforcement and the Administration of Justice.  
With an expanding urban and suburban population, several problem areas are developing along the lines of police mutual aid over jurisdiction boundaries, exchange of intelligence information, crime analysis and data processing concepts, all as they apply to regional police jurisdictions.

Buffalo, New York Police Department

1. Collective Negotiation.
2. Police Unions.
3. Effects of Provisions of Title II, Safe Streets and Crime Control Act.

of 1968 on Police Policy in Arraignment of Defendants and Admission of Confessions in Evidence.

4. Criterias For Determining Distribution of Force Among Operational Division (Patrol, Investigative, Traffic).
5. Planning and Research for Training Needs.

#### Cleveland, Ohio Police Department

1. Constitutional Amendments and/or Effective Legislation to Counteract the Damaging Effect Upon Law Enforcement Created by Recent Supreme Court Decisions.
2. Improvement of the Police Image - re: relations with public, press, etc.
3. More Precise Delineation of Police Responsibility, Authority and Duties - re: current civil disorder problems and extent of sociological involvement of police.
4. Recruitment of Police Officers - both quantity and quality wise.
5. Broader Budgetary Allowances for Safety Forces.

#### Columbus, Ohio Police Department

1. Effective Police Planning and Research. Although a number of the larger police departments now have Planning and Research units, I believe much more could be accomplished in this area.
2. Effective Field Force Distribution and Utilization would be valuable not only to the larger departments but to smaller units as well.
3. A conference subject on Evaluation of Police Responsibilities would be worthwhile.
4. Explore New Crime Prevention Programs.
5. Elaborate on the Effective Use of Data For Administrative Guidelines and Ultimate Goals.

#### Dallas, Texas Police Department

1. Police Research and Planning.
2. Narcotics and Dangerous Drugs.
3. Police-Community Relations Programs.

4. Criminal Intelligence.
5. Create Citizens Support for Law Enforcement.

#### Denver, Colorado Police Department

1. Manpower Allocation for Patrol Operations.
2. Reduction of Police Services.
3. Police Planning and Research.
4. Closed Circuit TV in Police Departments.
5. Police Personnel Development.

#### Detroit, Michigan Police Department

1. Management Training Methods
  - a. Executive level personnel
  - b. First line supervisors.
2. Methods Of Involving The Community in Crime Prevention Activities.
3. Exploration of the Personal Contact Concept of Preventive Patrol - (Expansion of the foot patrol method to motorized means.)
4. Manpower Utilization
  - a. More efficient use of current complement
  - b. Merits and methods of retaining personnel beyond retirement age.
5. Role of the Police Department (or Public) in the Prevention or Control of civic Disorders.

#### Honolulu, Hawaii Police Department

1. A Comprehensive Study Into the Prevention and Solving of Burglary and Robbery Violations.  
This should include various feasible programs from many standpoints to make the magnitude of the burglary and robbery problem known to the members of the community; their responsibilities in prevention; positive steps which may be instituted by the citizens to discourage or prevent burglaries and robberies; recommendations as to a positive action program which is feasible for police departments to institute, looking toward the prevention and solving of burglaries and robberies.

2. Public Relations and Community Relations Units and Their Effective Functioning.  
This should include a discussion of the actual organizational structure of such units within a police department; all conceivable feasible programs to institute aimed at eliminating police and community problems and gaining public support should be recommended; proper training programs for recruits and incumbents in this field should be discussed.
3. Positive Steps Which May be Taken to Attract and Keep High Type Personnel in Law Enforcement.  
This should include a discussion of programs to recruit and attract; steps to take toward bringing police salaries and fringe benefits into a realistic structure to compete with private industry; qualifications for applicants; incentives for personnel to improve and develop in law enforcement.
4. The Administration and Handling of All "Paper Work".  
This should include all steps necessary to instill the "completed paper work" theory.
  - a. How to properly prepare memorandums, reports, correspondence, bulletins, material re: the operations of the department and any other pertinent items.
  - b. Consider feasible plans to properly execute the "flow of mail" and the methods of properly classifying the various items and then final filing under a system which makes them readily accessible and easy to find.
5. Training and Educational Aspects of Law Enforcement.  
The conference should determine how to set up proper training facilities and staffs for police officers and other personnel assigned to the department; recommendations for curricula to cover all phases of police work.

Houston, Texas Police Department.

1. Control of Civil Disturbances.
2. Offenses Against the Person.
3. Offenses Against Property.
4. Traffic Control.
5. Communications.

Indianapolis, Indiana Police Department

1. Residence Burglaries (prevention and apprehension).
2. Evaluation of Job Performance (all ranks).
3. Juvenile Rehabilitation (what must be done with juvenile offenders).
4. In-Service Training Programs.
5. Community Relations (all phases, techniques).

Kansas City, Missouri Police Department

1. Outline a Good Public Relations Program - staff and program.
2. Review the Purposes, Procedures and Number of Employees Needed for Planning and Research Operations.
3. A Discussion in Depth of the Various Types of Equipment Available.
4. Intelligence Units - How best to conduct their investigations with new techniques reviewed.
5. A Critique of Recent Riots with Emphasis on Needed Revisions in Planning.

Los Angeles County Sheriff's Department

1. Recruitment.
2. Selection and Training.
3. Police-Community Relations.
4. Supervision, Administration (Control - Staff).
5. Field Operations - Utilization of Personnel, Assignment of Personnel.

Memphis, Tennessee Police Department

1. Organization.
2. Administration.
3. Supervision.

Minneapolis, Minnesota Police Department

1. Research and Planning.
2. Human Relations.
3. Computer Utilization.
4. Burglary Prevention.
5. Credit Card Fraud.

Newark, New Jersey Police Department

1. Recruitment and Retention of Qualified Personnel.
2. Equipment, Determination and Selection of Proper Equipment.
3. Methods of Obtaining Cooperation From Local Universities, Social Agencies and Populus.
4. Training - both in-service and extra-departmental.
5. Legislation - getting cooperation from City Council and State Legislators for legislation which will define and describe the powers and duties and responsibilities of police officers, and model legislation which will assist policemen in greater efficiency in law enforcement.

New Orleans, Louisiana Police Department

1. Police Unions and the Effect This Will Have on Law Enforcement in General - in particular, there would be the problem of impartiality when police officers were summoned, or responsible for handling, a labor-management problem in their jurisdiction.
2. Community Relations.
3. Research and Planning.
4. Recruiting - problems in recruiting sufficient qualified personnel.
5. Legislation - some considerations should be given to proposing uniform legislation throughout the United States to assist the police in dealing with recidivists.

- a. One problem confronting the police is the availability of witnesses for a line up immediately after the arrest. It may be wise to propose legislation to enable police to hold an arrested felon for 5 days in police custody before he is eligible for bond.
- b. Also it may be wise to propose legislation to deny bond to any person arrested for multiple felonies (burglaries, robberies) or deny bond to a person who is arrested for another felony while out on bond awaiting trial.
- c. Think that some uniform legislation should be provided wherein law enforcement officers are furnished legal representation, without charge, in "false arrest matters". The representation could be similar to that which is offered persons, free of charge, when they file suit in federal court, alleging a violation of the "1964 Civil Rights Bill".

Phoenix, Arizona Police Department

1. Recruitment Standards, Retention of Employees Through Incentive Programs and Recruiting From Minority Groups.
2. The Function of Police Research and Planning Units.
3. The Police Role On School Campuses.
4. Improvement of Police-Court Relations.
5. New Technique in Police Community Relations Function.

St. Louis, Missouri Police Department

1. Department Administration.  
Administrative Structure.  
Principles of Administration.  
The Inspection Function.  
Chain of Command.
2. Personnel Management Practices, Motivation, and Control.
3. Effective Police Research and Planning.  
Research Principles.  
Administration of a Police Research Unit.
4. Selection and Training of Police Personnel.  
Commissioned Personnel.  
Civilian Personnel.  
(to encompass all phases of selection and training of personnel.)

5. The Police Patrol Function.  
Communications.  
Priorities - Resource Allocation.  
Equipment.  
Handling of Demonstrations and Assemblies.  
Command Structure.

San Diego, California Police Department

1. Development of a Comprehensive Method to Evaluate The Municipal Police Departments' Total Effectiveness, Including Utilization of Manpower.
2. Development of Programs to Enhance Law Enforcement's Ability to Recruit and Retain Qualified Officers.
3. Development of a Complete Range of Non-Lethal Police Weapons.
4. Development of a Variety of Sophisticated Communications Systems.
5. Development of Broad Scale Programs to Reduce the Level of Criminal Activity.

Seattle, Washington Police Department

1. What methods, procedures, formulas or operations are in existence or can be developed to bring to the legislative and judicial branches of government their responsibilities in maintaining law and order in a community. Without reference to the shopworn discussion of Supreme Court decisions, but with the realistic approach of dealing with persons involved in major disorders or avowed dissidents who intend to flaunt the law at colleges, it is obvious that existing laws or existing court attitudes prevent police agencies from effective action. Similarly, the major problem of crimes committed by persons out on bail, waiting trial or sentencing for other crimes, while undocumented, is of major proportions.
2. In the field of traffic, it is apparent to any informed police officer that drivers' attitudes and physical capabilities are a major portion of the accident problem. What, if any, action can be taken in these fields?
3. The problem of robberies, assaults, larcenies and violence on public transportation systems is becoming acute. It is the subject of a study financed partly by Transit Union funds and partly by federal funds. It is a relatively new problem with far reaching implications. I suggest that an in-depth examination would be fruitful and productive.

4. Municipal police agencies are in accord that the effectiveness of the department is directly related to the effectiveness of the uniform patrol. We frequently state that he is the most valuable, most exposed and hardest working member of the department upon whose integrity, decisions and actions, the department's efficiency and reputation rests. However, in most departments, we relegate him to a position of inferiority in comparison with other police personnel assigned to different functions. How can we change this obvious inequity?

Washington, D. C. Police Department

1. New Tactical Procedures For Coordination of Field Forces Under Emergency Conditions.
2. Policy Regarding Screening of Calls For Service Without Dispatch of Mobile Units.
3. Intelligence Gathering and Dissemination to Include Covert Operating Procedures.
4. Standard Procedure for Automation of Arrest Records to Ensure Rapid and Accurate Acquisition and Extraction.
5. Ways and Means to Reduce Police Motor Vehicle Accidents.

APPENDIX B

CONFERENCE ON  
RECRUITMENT AND RETENTION OF LAW ENFORCEMENT PERSONNEL

MAY 26-30, 1969

PRESENTED BY

MAJOR CITY POLICE DEPARTMENTS  
COMMAND OFFICER CONFERENCES

ADMINISTRATION OF CRIMINAL JUSTICE CURRICULUM  
UNIVERSITY OF ILLINOIS AT CHICAGO CIRCLE

Under a Grant from the Law Enforcement Assistance Administration of the  
U. S. Department of Justice

AGENDA

Sunday May 25, 1969

2:00 - 5:30 PM

Arrival and Check-in at Illinois Beach  
Lodge: Registration Desk - Main Lobby

6:30 - 8:30 PM

Reception and Dinner for Conferees:  
Terrace Room

Monday May 26

8:00 - 9:00 AM

Breakfast

9:00 - 9:45 AM

Welcome, Introduction, Purpose and  
Scope of the Conference: Terrace Room  
Richard A. Wild, Conference Director,  
Thomas Anderson, Assistant Conference  
Director.  
Arthur J. Bilek, Director, Administra-  
tion of Criminal Justice Curriculum,  
University of Illinois at Chicago  
Circle.

9:45 - 10:30 AM

National Recruitment and Retention  
Situation and Future Projections:  
George O'Connor, Director, Professional  
Standard Division, International  
Association of Chiefs of Police.

10:30 - 10:45 AM

Break

10:45 - 12:00 PM

Manpower-Wage Market for Recruiting -  
Present and Future:  
Thomas C. McArdle, Director, Labor  
Statistics, Chicago Region, U. S.  
Department of Labor.

12:00 - 1:30 PM

Lunch

1:30 - 2:30 PM

Employment Standards - Are They  
Realistic? George O'Connor, Director,  
Professional Standards Division,  
International Association of Chiefs  
of Police.

2:30 - 4:45 PM

Employment Standards-Workshop-  
Group and Recommendations.

4:45 - 5:30 PM

Conferees Questioned as to Major Problem Areas and Difficulties Existing Within Their Area of Responsibilities (to be used at Tuesday Workshop).

6:00 - 7:00 PM

Dinner (served): Marina Room

7:00 - 8:00 PM

LEAA -- Its Status Today and Its Role in Law Enforcement Recruitment Retention:  
Ivan Levin, Regional Director, Law Enforcement Assistance Administration, Washington, D. C.

Tuesday May 27

8:00 - 8:45 AM

Breakfast

9:00 - 9:15 AM

Overview of the Day's Program

9:15 - 11:15 AM

"The Organized Recruiting Effort":  
Roger H. Hawk, Manager of Recruiting Development and Practice, General Electric Co., New York.

11:15 - 12:15 PM

Detroit Police Recruitment Campaign - Advertising Agency View:  
F. A. Ludtke, Assistant to the President, Campbell-Ewald Company, Detroit, Michigan.

12:15 - 1:30 PM

Lunch

1:30 - 2:30 PM

Denver Recruitment Campaign:  
Leon Dishlcoff, Chief Administration Division, Denver Police Department.

2:30 - 3:30 PM

National Law Enforcement Public Relations - A New Effort:  
Jack Welsh, Vice President, Griswold - Eshleman Company, Chicago, Illinois.

3:30 - 3:45 PM

Break

3:45 - 5:00 PM

"College Recruitment and the Work Experience Program in the Criminal Justice System":  
James Stinchcomb, Specialist in Public Service, American Association of Junior Colleges, Washington, D. C.

5:30 - 6:30 PM

Dinner

7:00 - 9:30 PM

Workshop on Identified Problem Areas of Recruitment and Retention:  
Conference Staff.

Wednesday May 28

8:00 - 9:00 AM

Breakfast (served): Lincoln Room  
Showing newly released police film "Our Man in the Middle" - Sears-Roebuck Foundation.

9:00 - 12:00 PM

Psychological Assessment of Patrolman Qualifications in Relation to Field Performance - A Report and Discussion:  
Ernest C. Froemel, Measurement Research Divisor, Industrial Relations Center, University of Chicago, Chicago, Illinois.  
John Furcon, Director, Law Enforcement Manpower Research Project, Industrial Relations Center, University of Chicago, Chicago, Illinois.

12:00 - 1:30 PM

Lunch

1:30 - 5:30 PM

Continuation of Morning Program

5:30 --

Dinner and Open Evening

Thursday May 29

8:00 - 9:00 AM

Breakfast

9:00 - 9:15 AM

Overview of Day's Program - Employee Retention: Conference Staff.  
Terrace Room

9:15 - 12:00 PM

Manpower Management (Job Satisfaction, Attitudes, and Morale):  
S. George Huneryager, Assistant Dean, College of Business Administration, University of Illinois at Chicago Circle.

12:00 - 1:30 PM

Lunch

1:30 - 5:00 PM

Manpower Management (Internal Management Techniques and Its Relationship to Employee Retention):  
Irving L. Heckmann, Dean, College of Business Administration, University of Illinois at Chicago Circle.

5:30 - 6:30 PM

Dinner (served): Terrace Room

6:30 - 7:30 PM

Resources of Colleges and Universities Available to Law Enforcement:  
Wally Lonergan, Director, Industrial Relations Center, University of Chicago. Arthur J. Bilek, Director, Administration of Criminal Justice Curriculum, University of Illinois at Chicago Circle.  
Joseph D. Nicol, Professor in Criminal Justice Curriculum, University of Illinois at Chicago Circle.  
Leonard Goodall, Associate Dean of Faculties, Associate Professor of Political Science, University of Illinois at Chicago Circle.

Friday May 30

8:00 - 9:00 AM

Breakfast

9:00 - 10:00 AM

New Developments in Personnel Selection and Recruitment:  
Dean C. Dauw, Human Resource Developers, Inc., Chicago, Illinois.

10:00 - 11:00 AM

Resume, Critique and Conference  
Adjournment:  
Terrace Room

11:00 --

Lunch and Checkout

RECRUITMENT AND RETENTION OF LAW ENFORCEMENT PERSONNEL

May 25-30, 1969

Conferees

1. George N. Beck

Inspector of Police, Personnel Bureau  
Commander  
Los Angeles Police Department  
150 North Los Angeles Street  
Los Angeles, California 90012

2. Thomas R. Blair

Deputy Police Commissioner  
Buffalo Police Department  
74 Franklin Street  
Buffalo, New York 14202

3. Leonard V. Brucciani

Deputy Inspector  
Minneapolis Police Department  
City Hall Room #29  
Minneapolis, Minnesota 55415

4. John C. Bucher

Director of Personnel  
Chicago Police Department  
1121 South State Street  
Chicago, Illinois 60605

5. Earl A. Burmaster

Supervisor of Personnel and Records  
New Orleans Police Department  
Room 201, 715 South Broad Street  
New Orleans, Louisiana 70119

6. Casimir P. Chesley

Police Personnel Officer  
Philadelphia Police Headquarters  
8th and Race Streets  
Philadelphia, Pennsylvania 19146

7. Elmer C. Cone

Assistant Chief Inspector-In Command  
of Personnel Bureau  
New York City Police Department  
240 Centre Street Room #117  
New York, New York 10013

8. James W. Connole

Inspector  
San Diego Police Department  
801 West Market Street  
San Diego, California 92101

9. W. O. Crumby  
Captain  
Memphis Police Department  
128 Adams  
Memphis, Tennessee 38103
10. Arthur Dederick, Jr.  
Personnel Officer  
Honolulu Police Department  
1455 South Beretania Street  
Honolulu, Hawaii 96814
11. Leon Dishlacoff  
Division Chief  
Denver Police Department  
Police Building, 13th and Champa Streets  
Denver, Colorado 80204
12. Howard H. Earle  
Chief  
Los Angeles Sheriff's Department  
211 West Temple Street  
Los Angeles, California 90012
13. Richard L. Ehrhardt  
Personnel Unit Commander  
Kansas City Missouri Police Department  
1125 Locust  
Kansas City, Missouri 64106
14. Patrick Gerity  
Chief of Police  
Cleveland Police Department  
2001 Payne Avenue  
Cleveland, Ohio 44114
15. H. C. Kockos  
Director of Police  
Dallas Police Department  
210 South Harwood Street  
Dallas, Texas 75201
16. William O'Brien  
Director of Personnel and Training  
San Francisco Police Department  
850 Bryant Street  
San Francisco, California 94103
17. Walter V. Lawson  
Director: Personnel Division  
Seattle Police Department  
Public Safety Bldg.  
610 - 3rd Avenue  
Seattle, Washington 98104

18. Tilmon B. O'Bryant  
Deputy Chief  
Metropolitan Police Department  
300 Indiana Avenue, N.W.  
Washington, D. C. 20001
19. Edward Patterson  
Assistant Superintendent of Services  
Branch  
Pittsburgh Bureau of Police  
Pittsburgh, Pennsylvania 15219
20. Robert Quaid  
Director of Personnel  
Detroit Police Department  
1300 Beaubien  
Detroit, Michigan 48226
21. Howard L. Rogers  
Assistant Police Chief, Personnel Bureau  
Commander  
Cincinnati Police Department  
310 Lincoln Park Drive  
Cincinnati, Ohio 45214
22. Lon F. Rowlett  
Major, Director of Personnel  
Baltimore Police Department  
Fallsway and Fayette Streets  
Baltimore, Maryland 21202
23. Edward J. Rowley  
Assistant Personnel Director  
St. Louis Metropolitan Police Department  
1200 Clark Avenue  
St. Louis, Missouri 63103
24. Wayne D. Rugh  
Captain  
Columbus Police Department  
120 West Gay Street  
Columbus, Ohio 43215
25. Charles Strong  
Captain  
Phoenix Police Department  
17 South 2nd Avenue  
Phoenix, Arizona 85003

Resource

1. Arthur J. Bilek  
Chairman, Illinois Law Enforcement  
Commission  
134 North La Salle Street  
Chicago, Illinois 60602

2. Dean C. Dauw, Ph.D. Human Resource Developers, Inc.  
520 North Michigan, Suite 520  
Chicago, Illinois 60611
3. Ernest C. Froemel Industrial Relations Center  
University of Chicago  
Chicago, Illinois
4. John Furcon Director, Law Enforcement Manpower  
Research Project  
Industrial Relations Center  
University of Chicago  
Chicago, Illinois
5. Roger Hawk Manager, Recruiting and Development  
Practices  
General Electric Company  
570 Lexington Avenue  
New York, New York
6. Ivan Levin Regional Director  
Law Enforcement Assistance Administration  
U. S. Department of Justice  
Washington, D. C.
7. F. A. Ludtke Assistant to the President  
Campbell-Ewald Company  
3044 West Grand Blvd.  
Detroit, Michigan 48202
8. Thomas C. McArdle Regional Director, U. S. Department of  
Labor Statistics  
219 South Dearborn  
Chicago, Illinois
9. George O'Connor Director, Professional Standards Division  
International Association of Chiefs of  
Police  
1319 18th Street, N. W.  
Washington, D. C. 20036
10. James Stinchcomb Specialist in Public Service  
American Association of Junior Colleges  
1315 16th Street, N. W.  
Washington, D. C.

11. Jack Welsh Vice President  
Griswold-Eshleman Company  
1 East Wacker  
Chicago, Illinois
12. Irvin Heckmann, Ph.D, Dean College of Business Administration  
University of Illinois at Chicago  
Circle  
Chicago, Illinois 60680
13. S. George Huneryager, Ph.D.,  
Assistant Dean College of Business Administration  
University of Illinois at Chicago  
Circle  
Chicago, Illinois 60680
14. Leon Dishlaccoff Chief, Administration Division  
Denver Police Department  
13th and Champa  
Denver, Colorado

RATINGS FOR CONFERENCE # 1

RECRUITMENT AND RETENTION OF LAW ENFORCEMENT PERSONNEL

There were 25 conferees at the conference; 24 completed the evaluation form, but 4 of these did not give the conference an over-all rating. Based upon 4 rating choices that could have been selected to rate the over-all conference (other subject area ratings were also obtained) the choices and ratings were:

Excellent	9
Good	10
Satisfactory	1
Poor	None

Some of the written comments about the conference were:

1. Resources used for conference overall very good.
2. Good opportunity to get to know and exchange ideas with your counterparts.
3. Allow more time for individuals to discuss their problems and have them discussed by other departments.
4. I feel that it was well structured and well presented and certainly provided a little more insight into the problem areas.

RECRUITMENT AND RETENTION OF LAW ENFORCEMENT PERSONNEL May 26-30, 1969

MAJOR PROBLEM AREAS

CITY "A"

1. Recruiting is successful but it's hard to maintain standards.
2. Attracting qualified minority group members.
3. Outside agencies are recruiting 1 to 5 year police experience group. (Street conditions, legal restraints, and requirement to live in city causing older men to seek better jobs.)

CITY "B"

1. Recruiting blacks - no retention problems.

CITY "C"

1. Police effort in recruiting needed to compensate for inadequate civil service effort.
2. Losing men to fire department.

CITY "D"

1. Need to recruit on broader basis to improve quality.
2. Three year pre-service residency requirement.
3. A 25% turnover - increased retirement benefits - men leaving.

CITY "E"

1. Quality problems - meeting minimums.
2. Retention of officers with 1 to 5 years experience - turnover doubled.
3. White officers leaving central city for suburbs.

CITY "F"

1. To recruit enough qualified men to reach authorized level - maintaining but not growing fast enough.

CITY "G"

1. Finding enough qualified applicants - particularly black.

2. Losing officers to industry related work (moon-lighting full time).

CITY "H"

1. Recruiting lags - time between testing and appointment runs up to two years.

CITY "I"

1. Recruiting minority group members.
2. Hard to get all officers involved in recruiting.
3. Police not getting "fair share" of city personnel operations time.

CITY "J"

1. Salary too low.
2. Short on black officers (hard to retain beyond probation).
3. High loss of 1 to 5 year men to industry.

CITY "K"

1. Retention appears to be settling down.

CITY "L"

1. Getting sufficient applications - but too many "no-shows" for test.
2. Losing men to other agencies - out to smaller agencies, probation, fire, etc.

CITY "M"

1. Too few qualified applicants (overcome partly by increasing recruiting base).
2. Rigid civil service.
3. Lack of promotional opportunities (younger men leaving).

CITY "N"

1. Recruiting large number of undesirable candidates.
2. High turnover rate of personnel.

CITY "O"

1. Recruit - high expectations due to "over sell".

2. Retention - increased lateral mobility - federal funds, bad pension plan.

CITY "P"

1. Recruitment of Spanish speaking officers.

CITY "Q"

1. Getting public support on minority recruitment.

CITY "R"

1. Standards unrealistic.
2. Men leaving on "personal reasons" basis.
3. Early retirement to accept other jobs in security, teaching, etc.

CITY "S"

1. Civil service inadequate - concerned over quantity rather than quality.

CITY "T"

1. Getting enough black applicants.
2. Tests are inadequate.
3. Need to develop realistic career development program.

CITY "U"

1. Black applications are low in number.
2. Losing men to outside, similar jobs.

CITY "V"

1. Lowering of standards by civil service.
2. Lack of desire to pursue police profession.

CITY "W"

1. Lack of qualified applicants - black and Mexican.
2. Retention 13% turnover "expectation" problems.
3. Thefts by other agencies.

CITY "X"

1. Setting standards appropriate to the job - do you want to hire blacks or just say that you want to?

APPENDIX C

CONFERENCE ON  
EFFECTIVE UTILIZATION OF FIELD PERSONNEL

JUNE 22-27, 1969

PRESENTED BY

MAJOR CITY POLICE DEPARTMENTS  
COMMAND OFFICER CONFERENCES

ADMINISTRATION OF CRIMINAL JUSTICE CURRICULUM  
UNIVERSITY OF ILLINOIS AT CHICAGO CIRCLE

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AGENDA

Sunday June 22, 1969

2:00 - 5:00 PM Arrival and Check-in at Illinois Beach Lodge

6:30 - 7:30 PM Get-Acquainted Hour (Terrace Room)

7:30 - 8:30 PM Dinner (Terrace Room)

8:30 - 9:30 PM "Overview" of Resource Allocation and Deployment Methods:  
Robert Whitmer, Associate Director, Illinois Law Enforcement Commission, formerly Police Management Consultant, IACP.

Monday June 23

8:00 - 9:00 AM Breakfast

9:00 - 9:30 AM Welcome, Introduction, Purpose and Scope of the Conference:  
Richard A. Wild, Conference Director,  
Thomas H. Anderson, Assistant Conference Director. (Terrace Room)

9:30 - 10:30 AM Police Time and Task Study:  
John Webster, Associate Professor, Administration of Criminal Justice, University of Illinois at Chicago Circle.  
Albert Bottoms, Director, Operations Research Task Force, Chicago Police Department.

10:30 - 10:45 AM Break

10:45 - 12:00 PM Continuation

12:00 - 1:30 PM Lunch

1:30 - 3:00 PM Conferees Questioned as to their Major Problem Areas and Difficulties Relating to Effective Utilization of Field Personnel:  
Conference Staff

3:00 - 3:15 PM

3:15 - 5:00 PM

5:00 - 6:30 PM

6:30 - 8:30 PM

Tuesday June 24

8:00 - 9:00 AM

9:00 - 9:15 AM

9:15 - 10:30 AM

10:30 - 10:45 AM

10:45 - 12:00 PM

12:00 - 1:30 PM

1:30 - 3:00 PM

3:00 - 3:15 PM

3:15 - 5:00 PM

5:00 - 6:30 PM

6:30 - 8:30 PM

Break

Workshops on Selected Subjects  
Generated by Conferees:  
Conference Staff

Dinner

Report of Workshop Groups to  
Conferees - General Discussion  
Conclusions:  
Conference Staff

Breakfast

Overview of Day's Program (Terrace Room)  
Major Atkins Warren, Commander Area #3  
St. Louis Police Department.

Description of the Allocation -  
Deployment Problem:  
Lt. Glenn Pauly, Director, Planning and  
Research, St. Louis Police Department.

Break

Continuation

Lunch

The "Pauly Area" System:  
Lt. Glenn Pauly.

Break

Location Code, Crime Reports and  
Predicting Calls for Service:  
Thomas McEwen, Resource Allocation  
St. Louis Police Department.

Dinner

Queueing Tables and the Screening  
Board:  
Major Atkins Warren and Thomas McEwen.

Wednesday June 25

8:00 - 9:00 AM

Breakfast

9:00 - 9:15 AM

Overview of Day's Program

9:15 - 10:15 AM

Evaluation and Auditing Methods for Allocation and Deployment:  
Grant Buby, Assistant Director,  
Governmental Research Institute,  
St. Louis.

10:15 - 10:30 AM

Break

10:30 - 11:00 AM

Continuation

11:00 - 12:00 PM

Workshop - St. Louis Staff

12:00 - 1:30 PM

Lunch

1:30 - 3:00 PM

Workshop - St. Louis Staff

3:00 - 3:15 PM

Break

3:15 - 5:00 PM

Implementation of Allocation -  
Deployment Methods:  
St. Louis Staff

5:00 - 7:00 PM

Dinner

7:00 - 9:00 PM

Implementation of Allocation -  
Deployment Methods - Continued:  
St. Louis Staff

Thursday June 26

8:00 - 9:00 AM

Breakfast

9:00 - 9:15 AM

Overview of Day's Program (Terrace Room)

9:15 - 10:30 AM

Manpower Allocation and Distribution -  
International Association of Chiefs of  
Police Recommended System:  
Roy Hollady, Assistant Director, Field  
Operations Division, IACP.

10:30 - 10:45 AM

Break

10:45 - 12:00 PM

Continuation

12:00 - 1:00 PM

Lunch

1:00 - 2:30 PM

Travel to Headquarters, Chicago Police  
Department

2:30 - 4:00 PM

Special Briefing and Tour  
(Crime Laboratory Auditorium)

4:00 - 10:00 PM

Open

10:00 - 11:00 PM

Return to Lodge

Friday June 27

8:00 - 9:00 AM

Breakfast

9:00 - 9:15 AM

Overview of Day's Program (Terrace Room)

9:15 - 10:30 AM

Command and Control Centers - A Look at  
the Future:  
Louis Glinka, Federal Systems Division,  
IBM Corporation.

10:30 - 11:00 AM

Resume, Critique and Conference  
Adjournment:  
Conference Staff

11:00 - 11:45 AM

Lunch: (Marina Room)

11:45 --

Depart for Airport

EFFECTIVE UTILIZATION OF FIELD PERSONNEL June 22-27, 1969

1. Franklin G. Ashburn, Ph.D. Director - Planning and Research Division  
Baltimore Police Department  
Fayette and Fallsway Streets  
Baltimore, Maryland 21202
2. Leo T. Callaghan Inspector of Police  
Buffalo Police Department  
74 Franklin Street  
Buffalo, New York 14202
3. M. Stanley Cayou Division Chief of Patrol Division  
Denver Police Department  
13th and Champa Streets  
Denver, Colorado 80204
4. Lewis Wm. Coffey Inspector of Police  
Cleveland Police Department  
2001 Payne Avenue  
Cleveland, Ohio 44114
5. Edward B. Cummins, Jr. Supervising Captain  
San Francisco Police Department  
Hall of Justice  
850 Bryant Street  
San Francisco, California 94103
6. Eugene B. Fletcher Police Commander  
Honolulu Police Department  
1455 South Beretania Street  
Honolulu, Hawaii 96814
7. George W. Harge District Inspector  
Detroit Police Department  
1300 Beaubien  
Detroit, Michigan 48226
8. Raymond L. Hoobler Inspector  
San Diego Police Department  
801 West Market Street  
San Diego, California 92101
9. Carl Johnson Major  
Kansas City Police Department  
1125 Locust Street  
Kansas City, Missouri 64106

10. Dwight W. Joseph Deputy Chief  
Columbus Police Department  
120 West Gay Street  
Columbus, Ohio 43215
11. John P. Kelly Assistant Superintendent  
Pittsburgh Bureau of Police  
Operations Branch  
136 Public Safety Building  
Pittsburgh, Pennsylvania 15219
12. Luther N. Lanier Inspector, Patrol Division  
Los Angeles County Sheriff's Department  
211 West Temple, Hall of Justice  
Los Angeles, California 90012
13. Frank Ward Assistant to Task Force Commander,  
Patrol Division  
Chicago Police Department  
1121 South State Street  
Chicago, Illinois 60605
14. W. F. Moore Major, Commanding Officer, Patrol  
Division  
Seattle Police Department  
610 Third Avenue  
Seattle, Washington 98104
15. Herbert F. Mulloney Superintendent, Chief, Bureau of  
Field Operations  
Boston Police Department  
154 Berkeley Street  
Boston, Massachusetts 02116
16. Richard H. Newton Deputy Chief  
Division Field Operations  
Phoenix Police Department  
Phoenix, Arizona 85003
17. Raymond S. Pyles Deputy Chief of Police  
Commander, Patrol Division  
Metropolitan Police Department  
300 Indiana Avenue, N. W.  
Room 5074  
Washington, D. C. 20001

18. Robert F. Rock  
Assistant Commander, Patrol Bureau  
Los Angeles Police Department  
150 North Los Angeles Street  
Los Angeles, California 90012
19. James M. Souter  
Deputy Chief of Police  
Dallas Police Department  
106 South Harwood  
Dallas, Texas 75201
20. John H. Spann, Jr.  
Supervisor, Patrol Bureau  
New Orleans Police Department  
715 South Broad Street  
New Orleans, Louisiana 70150
21. Raymond Stratten  
Deputy Chief  
Indianapolis Police Department  
50 North Alabama  
Indianapolis, Indiana 46204
22. Jack F. Wallace  
Chief Inspector  
Memphis Police Department  
128 Adams  
Memphis, Tennessee 38103
23. Irving J. Zillmier  
Deputy Chief of Police - Patrol  
Newark Police Department  
22 Franklin Street  
Newark, New Jersey 07102

Resource

1. Al Bottoms  
Director, Operations Research Task  
Force  
Chicago Police Department  
54 West Hubbard  
Chicago, Illinois
2. Grant Buby  
Assistant Director  
Governmental Research Institute  
1016 Arcade Building  
St. Louis, Missouri 63103
3. Louis Glirka  
Federal Systems Division  
IBM Corporation  
18100 Frederick Pike  
Gaithersburg, Maryland 20760

4. Roy Hollady  
Assistant Director, Field Operations  
Division  
International Association of Chiefs  
of Police  
1319 18th Street N. W.  
Washington, D. C. 20036
5. J. Thomas McEwen  
Resource Allocation  
St. Louis Police Department  
1200 Clark Avenue  
St. Louis, Missouri 63103
6. Glenn Pauly  
Director, Planning and Research  
St. Louis Police Department  
1200 Clark Avenue  
St. Louis, Missouri
7. Atkins Warren  
Major, Commander, Area #3  
St. Louis Police Department  
1200 Clark Avenue  
St. Louis, Missouri
8. John Webster, D. Crim.  
Associate Professor, Administration  
of Criminal Justice, University of  
Illinois at Chicago Circle  
Box 4348, Chicago, Illinois 60680
9. Robert Whitmer  
Associate Director  
Illinois Law Enforcement Commission  
134 North La Salle Street  
Chicago, Illinois

RATINGS FOR CONFERENCE #2

EFFECTIVE UTILIZATION OF FIELD PERSONNEL

There were 23 conferees registered at the conference, 20 of which returned completed evaluation forms.

Based upon 3 rating choices (Good, Satisfactory, and Poor) that could have been selected to rate the overall conference, the choices and ratings were:

Good	15
Satisfactory	5
Poor	None

It should be noted that on this evaluation form, Good was the highest rating that could be given in contrast with the Excellent rating which was listed on the evaluation form for the first conference.

Some of the written comments made about the conference were:

1. Interchange of ideas and problems was more valuable than the conference itself.
2. Some of the presentations made could have been more adequately prepared allowing for questions and answers at the end.
3. From my personal standpoint, I have obtained a lot of new ideas from both the speakers and members - I'm sure that I will be more effective in my assignment.
4. Considerable information gained from presentations and group discussions.
5. New ideas were picked up by me.
6. Many good thoughts, the association with other departments is always worth the trip.
7. I consider the drawing together of persons from diverse departments and all sections of the country of great value.
8. If it were possible, and not too unfeasible, I think a recording of each principal speaker's remarks should be transcribed and then forwarded to each member attending the conference.
9. Each department should be allowed to present their system of patrol, personnel assignment, field supervision, etc., thereby affording everyone an opportunity to select the best from each presentation which could be incorporated into their operations.

10. I don't believe that at this type of conference (or any other type) that the lecturers should come obviously not prepared.

EFFECTIVE UTILIZATION OF FIELD PERSONNEL June 22-27, 1969

THREE MAJOR PROBLEM AREAS

Chicago:

1. How do you handle arrest procedures in mass arrests?
2. How to overlap problem areas when there are control problems?

Kansas City:

1. Dissipating police effort because of non-police demands.
2. Unusual demands on content of report writing.
3. Inconsistency in budget allocations.
4. Under state control.

Buffalo:

1. State regulations in regard to patrol practices.
2. "Unionization" of personnel. Conflicts brought by union restrictions.

Honolulu:

1. Time-response problems.
2. Increased calls-for-service, thus lessening preventive patrol time.

Columbus:

1. Problem in formulating a meaningful (but short) traffic accident form.
2. Problems in over-speculation of traffic bureau's personnel.
3. Morale problems due to civil rights investigation.

Newark:

1. Problems created by civil disorders.

2. "High-rise" policing problems. Must handle "inside" security.

Boston:

1. How to place greater responsibility on public in reporting crimes, etc. by coming to police department.
2. Can detectives handle calls - if so, how?

Seattle:

1. Priority for assignment of personnel. How do you keep "good" patrol personnel?
2. Pro and con of foot patrol. When and where needed?
3. Cut-back on funds for over-time and additional personnel.

Indianapolis:

1. How do you prevent special bureaus (i.e., detectives) from drawing away from patrol force?
2. How to utilize policewomen within department (51 policewomen).

New Orleans:

1. Lack of manpower (unauthorized).
2. Significant budgetary cuts contributed directly to crime increase.

Denver:

1. Service calls and preventive patrol.
2. New problems requiring additional manpower.

Memphis:

1. Unable to cope with emergency situations, civil, etc.
2. Over-specialization problem. Proposed reduction in traffic contemplated.

San Francisco:

1. Special units drawing away manpower from patrol area.
2. What is order of importance of demands?
3. Advantages or disadvantages of foot patrol to meet with juvenile, etc., problems.

Cleveland:

1. Criteria for deploying personnel? High crime versus low crime areas? Residential versus commercial areas?
2. De-emphasis of specialized units, thereby, increasing patrol force, but increasing specialized problems.

Washington, D. C.:

1. How to reduce calls-for-service to allow for preventive patrol.
2. Conflicts in operations because of political make-up.
3. How to reduce the follow-up investigation.

Dallas:

1. Cannot handle all calls and maintain preventive force.

Phoenix:

1. Formula for screening calls. What problems are involved?
2. How do you effectively use and control "reserve" officers? (75 men working four hours)

Pittsburgh:

1. Inability to use maximum deployment at peak hours.

San Diego:

1. Criteria for output per patrol officer.
2. How to correlate patrol personnel to needs.
3. Introduce rotating detective policy.

Los Angeles:

1. Inability to handle demand for calls and to maintain preventive force.
2. Inability to cope with unusual occurrences.

Detroit:

1. Political problems in controlling finances.
2. Turn-over of personnel.

**CONTINUED**

**1 OF 2**

Baltimore:

1. How do you deploy special units - traffic, etc.?
2. How do you respond to employee organizations -- in making deployment requests?
3. How do you limit patrol involvement in non-police activities?
4. How should lateral entry be resolved to department needs and interest?

Los Angeles County:

1. Low level of experience of field personnel.
2. What incentives can be used to keep personnel in field?
3. How do you keep patrol personnel?

APPENDIX D

CONFERENCE ON  
A  
CONTEMPORARY APPROACH  
TO POLICE  
PLANNING, RESEARCH AND DEVELOPMENT

SEPTEMBER 21-26, 1969

PRESENTED BY

MAJOR CITY POLICE DEPARTMENTS  
COMMAND OFFICER CONFERENCES

ADMINISTRATION OF CRIMINAL JUSTICE CURRICULUM  
UNIVERSITY OF ILLINOIS AT CHICAGO CIRCLE

Under a Grant from the Law Enforcement Assistance Administration of the  
U. S. Department of Justice

AGENDA

Sunday September 21, 1969

2:00 - 4:00 PM Arrival at O'Hare Airport and Departure for Illinois Beach Lodge

5:00 - 5:30 PM Registration and Check-in at Lodge Desk

6:00 - 7:00 PM Get-Acquainted Hour (Pay Bar): Terrace Room

7:00 - 8:00 PM Dinner: Terrace Room

8:00 - 9:00 PM Applying Behavioral Science Research to Planning, Research and Development Management:  
Dean C. Dauw, President of Human Resource Developers, Inc., Chicago, Illinois.

Monday September 22

8:00 - 9:00 AM Breakfast: Main Dining Room

9:00 - 9:30 AM Welcome, Introduction, Purpose and Scope of the Conference: Terrace Room:  
Richard A. Wild, Conference Director.

9:30 - 10:30 AM Philosophy - Rationale of Planning, Research and Development:  
Samuel Chapman, Professor of Political Science, University of Oklahoma, Norman, Okla.

10:30 - 10:45 AM Break

10:45 - 12:00 PM Continuation

12:00 - 1:30 PM Lunch: Main Dining Room

1:30 - 2:30 PM Appropriate Location of the Planning, Research and Development Unit in the Departmental Organization Structure:  
Glen Murphy, Consultant and Project Director, Model City Program - Research Division International Association of Chiefs of Police.

2:30 - 3:30 PM

Appropriate Rank or Status of the Planning, Research and Development Director and His Relationship with the Other Staff Officers:  
Glen Murphy, IACP.

3:30 - 3:45 PM

Break

3:45 - 5:00 PM

Working Relationship of the Planning, Research and Development Unit With Other Units of the Department:  
Glen Murphy, IACP.

5:00 - 7:00 PM

Dinner: Main Dining Room

7:00 - 9:00 PM

Conferees Questioned as to their Major Problem Areas and Difficulties Relating to Planning, Research and Development:  
Conference Staff

Tuesday September 23

8:00 - 9:00 AM

Breakfast: Main Dining Room

9:00 - 9:15 AM

Overview of the Day's Program - Announcements:  
Richard A. Wild, Conference Director.  
Terrace Room

9:15 - 10:15 AM

What should Be the Responsibilities and Functions of a Planning, Research and Development Unit?:  
Glen Murphy, IACP.

10:15 - 10:30 AM

Break

10:30 - 12:00 PM

Continuation

12:00 - 1:30 PM

Lunch

1:30 - 2:30 PM

Role of the Planning, Research and Development Unit in Relation to the Mission of the Police:  
Frank D. Dyson, Assistant Chief, Program Management, Dallas Police Department.

2:30 - 3:30 PM

Role of the Planning, Research and Development Unit in Developing Long Range Police Planning:  
Frank D. Dyson, Assistant Chief, Program Management, Dallas Police Department.

3:30 - 3:45 PM

Break

3:45 - 5:00 PM

Role of the Planning, Research and Development Unit in Relation to Police-Community Relations:  
A. C. Germann, Visiting Professor, the Administration of Criminal Justice Curriculum, University of Illinois at Chicago Circle.

5:00 - 7:00 PM

Dinner: Main Dining Room

7:00 - 8:00 PM

A Social Scientist's View of the Role of the Police in Our Society:  
David Bordua, Professor, Sociology and Institute of Government and Public Affairs, University of Illinois at Urbana.

Wednesday September 24

8:00 - 9:00 AM

Breakfast: Main Dining Room

9:00 - 9:15 AM

Overview of Day's Program -  
Announcements:  
Conference Staff: Terrace Room

9:15 - 10:30 AM

Workshops on Selected Subjects  
Generated by Conferees:  
Richard A. Wild, Conference Director.

10:30 - 10:45 AM

Break

10:45 - 12:00 PM

Continuation

12:00 - 1:30 PM

Lunch: Main Dining Room

1:30 - 3:00 PM

Internal Organizational Structure of a Planning, Research and Development Unit:  
Noel Bufe, Director of Governor's Office for Highway Safety Planning - State of Michigan.

3:00 - 3:15 PM

Break

3:15 - 5:00 PM

Problem Identification Technique for Planning, Research and Development Unit Personnel:  
Bruce Olson, Associate Professor and Coordinator of Police Science, Department of Sociology and Anthropology, University of Tulsa.

5:00 - 7:00 PM

Dinner: Main Dining Room

7:00 --

Independent Study

Thursday September 25

8:00 - 9:00 AM

Breakfast

9:00 - 9:15 AM

Overview of the Day's Program -  
Announcements:  
Conference Staff

9:15 - 10:15 AM

Guides for Selecting Planning, Research and Development Unit Personnel:  
Robert P. Shumate, President, Systems Science Group, Inc., Silver Spring, Maryland.

10:15 - 10:30 AM

Break

10:30 - 11:00 AM

Continuation: Shumate

11:00 - 12:00 PM

The Role of Persuasion Theory in Planning, Research and Development:  
Tom M. Calero, Associate Professor of Management, Illinois Institute of Technology, Chicago, Illinois.

12:00 - 1:30 PM

Lunch: Main Dining Room

1:30 - 2:30 PM

Evaluation and Reimplementation Methods for Planning, Research and Development Units:  
Robert A. Bieber, Commander Operational Analysis Section, Department of California Highway Patrol, Sacramento, California.

2:30 - 3:30 PM Break

3:30 - 5:00 PM An Example of a Planning, Research and Development Unit Operation and Some Results:  
Robert A. Bieber.

5:00 - 7:00 PM Dinner: Main Dining Room

7:00 - 8:00 PM Continuation: Bieber

Friday September 26

8:00 - 9:00 AM Breakfast: Main Dining Room

9:00 - 9:15 AM Overview of the Day's Program - Announcements:  
Richard A. Wild, Conference Director.

9:15 - 10:45 AM Internal Personnel Management Techniques in Planning, Research and Development Units:  
Ronald Jablonski, Associate Professor of Management, University of Illinois at Chicago Circle.

10:45 - 11:00 AM Critique and Conference Adjournment:  
Richard A. Wild, Conference Director.

11:00 - 11:30 AM Lunch

11:30 - 11:45 AM Depart for Airport

A CONTEMPORARY APPROACH TO POLICE PLANNING; RESEARCH AND DEVELOPMENT

September 21-26, 1969

1. Warren G. Morrison  
Assistant Chief  
San Diego Police Department  
801 West Market Street, P. O. Box 1431  
San Diego, California 92101
2. A. C. Aaron  
Captain of Police, Planning and Research Division  
Houston Police Department  
61 Reischer Street, Suite 401  
Houston, Texas 77002
3. Robert M. Beck  
Captain, Planning and Research Division  
Phoenix Police Department  
17 South 2nd Avenue, Room 303  
Phoenix, Arizona 85003
4. William J. Craven, Jr.  
Captain  
Memphis Police Department  
128 Adams Avenue  
Memphis, Tennessee 38103
5. Lester N. Harris  
Captain, Commander of Planning and Research Unit  
Kansas City Police Department  
Kansas City, Missouri 64106
6. Charles J. Minor  
Lieutenant, Commanding Officer  
Budget Office  
Denver Police Department  
13th and Champa Streets  
Denver, Colorado 80202
7. Daniel D. Lee  
Captain of Police  
Honolulu Police Department  
1455 South Beretania Street  
Honolulu, Hawaii 96814
8. Cornelius J. Behan  
Deputy Inspector  
Commanding Officer, Planning Division  
New York Police Department  
400 Broome Street, Room 704  
New York, New York 10013

9. Edward A. Flynn  
Director, Planning Division  
Chicago Police Department  
1121 South State Street  
Chicago, Illinois 60605
10. Troy F. Moore  
Director, Research and Development  
Division  
Dallas Police Department  
106 S. Harwood Street  
Dallas, Texas 75201
11. Wayne M. Hartley  
Captain, Research and Planning  
Minneapolis Police Department  
Room 7, Minneapolis Court House  
Minneapolis, Minnesota 55415
12. Theodore R. Zanders  
Inspector  
Director of Planning and Development  
Metropolitan Police Department  
300 Indiana Avenue, N.W.  
Washington, D. C. 20001
13. Leo T. Callaghan  
Inspector of Police  
Buffalo Police Department  
Police Headquarters, 74 Franklin Street  
Buffalo, New York 14202
14. John W. Graham  
Inspector, Administrative Division  
Los Angeles County Sheriff's Department  
211 West Temple  
Los Angeles, California 90012
15. Steven D. Rosenberg  
Director, Planning and Research Division  
Boston Police Department  
154 Berkeley Street  
Boston, Massachusetts 02116
16. Henry P. Roth  
Lieutenant  
Baltimore City Police Department  
Fayette Street and Fallsway  
Baltimore, Maryland 21202
17. Wayne D. Rugh  
Captain of Police  
Columbus Police Department  
P. O. Box 15458  
Columbus, Ohio 43215

18. Richard E. Schuermann  
Supervisor, Research and Development  
Section  
Cincinnati Police Division  
310 Lincoln Park Drive  
Cincinnati, Ohio 45214
19. Ford E. Long  
Director, Planning and Research  
San Francisco Police Department  
850 Bryant Street, Room 500  
San Francisco, California 94103
20. Clifton D. Grubb  
Inspector  
Research and Development Bureau, Room 206  
Detroit Police Department  
1300 Beaubien  
Detroit, Michigan 48226
21. James Birmingham  
Captain, Planning Unit  
Cleveland Police Department  
2001 Payne Avenue  
Cleveland, Ohio 44114
22. Douglas Lawrence  
Lieutenant, Planning and Research  
Indianapolis Police Department  
50 North Alabama Street  
Indianapolis, Indiana 46204

Resource Persons

1. Robert A. Bieber  
Commander, Operational Analysis Section  
Department of California Highway Patrol,  
Box 800  
Sacramento, California 95804
2. David Bordua, Ph.D.  
Professor of Sociology and Institute of  
Government and Public Affairs  
University of Illinois  
Sociology Annex, 1204 Oregon  
Urbana, Illinois 61801
3. Noel Bufe  
Director of Governor's Office of  
Highway Safety Planning, State of  
Michigan  
541 East Grand River Blvd.  
East Lansing, Michigan

4. Thomas M. Calero  
Associate Professor of Management  
Department of Business and Economics  
Illinois Institute of Technology  
3101 South Dearborn  
Chicago, Illinois
5. Samuel Chapman  
Professor Political Science  
Department of Political Science  
University of Oklahoma  
Norman, Oklahoma
6. Dean Dauw, Ph.D.  
President  
Human Resource Developers, Inc.  
520 North Michigan, Suite 520  
Chicago, Illinois
7. Frank D. Dyson  
Assistant Chief of Program Management  
Dallas Police Department  
Dallas, Texas 75201
8. A. C. Germann, Ph.D.  
Professor, (Visiting from California  
State College at Long Beach)  
Administration of Criminal Justice  
University of Illinois at Chicago  
Circle, Box 4348  
Chicago, Illinois 60680
9. Ronald Jablonski, D.B.A.  
Associate Professor of Management  
College of Business Administration  
University of Illinois at Chicago  
Circle, Box 4348  
Chicago, Illinois 60680
10. Glen R. Murphy, J.D.  
Consultant, Field Operation  
Division and Project Director of  
Model City Program Research Division  
International Association of Chiefs of  
Police  
1319 18th Street, N.W.  
Washington, D. C. 20036
11. Bruce Olson  
Associate Professor and Coordinator of  
Police Science  
Department of Sociology and Anthropology  
University of Tulsa  
Tulsa, Oklahoma 74104

12. Robert P. Shumate

President  
Systems Science Group, Inc.  
1104 Spring Street  
Silver Spring, Maryland 20910

Special Observer Status

1. Peter Bazowski

Superintendent, Planning Research  
Royal Canadian Mounted Police  
Ottawa, Ontario  
Canada

### RATINGS FOR CONFERENCE #3

#### A CONTEMPORARY APPROACH TO POLICE PLANNING, RESEARCH AND DEVELOPMENT

There were 22 regular conferees and one special observer for a total of 23. Twenty-one of the conferees turned in an evaluation form. Based upon 3 rating choices that could have been selected to rate the overall conference, the choices and ratings were:

Good	18
Satisfactory	3
Poor	None

Some of the written comments were:

1. While some presentations were doubtful in their value, the overall conference was good. As in all conferences the personal contacts will, I am sure, be of extreme value.
2. Good but not enough how and why - maybe this hasn't been established as P, R. & D is a young police tool.
3. I gained a lot of knowledge, and more importantly, had the opportunity to exchange view points with a group of contemporaries.
4. I have the feeling that the more meaningful information came from those instructors who were business oriented rather than from the academic society.
5. It was a very worthwhile experience. The accommodations were beyond reproach and the level of instruction appropriate.
6. I have attended a number of conferences, and this can be rated on the top.
7. Worth the time spent.
8. The conference was excellent, informal and cordial, yet very informative.
9. As usual, and as can be expected, and should be expected, the information gathered in informal, out of class discussions, is as valuable or more valuable than class room presentations.
10. I would like more answers - less questions.
11. Good, should leave some method for perpetuating PRD Conference - this facilitates information exchange as well as problems solved.
12. Consider possibility of providing each of us a full transcript of the conference, not merely a summary.
13. I found the conference stimulating and rewarding - the choice of Illinois State Beach Lodge for conference was a stroke of genius!
14. Time should be set aside for each person to tell what is new or what the future plans are in their department.

A CONTEMPORARY APPROACH TO POLICE PLANNING, RESEARCH AND DEVELOPMENT  
September 21-26, 1969

#### MAJOR PROBLEM AREAS

##### PHOENIX

1. The need of a national source for Planning, Research and Development information (systems development, new management techniques, etc.)
2. Need to define the role of each of the participants in the entire criminal justice system, and develop the necessary coordination between participants for effective program design and implementation.
3. Goals and objectives of the police must be related to goals and objectives of the courts.
4. What is the role of the various criminal justice agencies to better plan police operations, where the police fit in, where they stop, where the social agency takes over, etc.?

##### SAN DIEGO

1. The need for motivating line and staff officers toward the necessity for change in long standing but out-dated procedures.
2. Simple EDP system that can accept change in limited time.

##### MINNEAPOLIS

1. How do you sell Planning, Research and Development to the department without animosities?
2. How do you best design a new system?

##### LOS ANGELES COUNTY

1. How to recruit people for Planning, Research and Development with the proper formal education, practical experience, and initiative to produce innovative ideas to solve the complex problems we face.
2. Need to clear away immediate and trivial PRD demands so personnel can devote necessary time to long-range planning.

##### HOUSTON

1. How do you get a policy against dumping non-planning jobs on Planning, Research and Development personnel?

2. How do you anticipate long-range planning needs, especially advance preparation for possible emergencies?

#### WASHINGTON, D. C.

1. How do you determine what functions should be assigned a PRD unit, and get rid of the ones that aren't?
2. Should a fiscal affairs unit be a part of planning? If not, what do you do with long-range planning?

#### DALLAS

1. What should planning include?

#### KANSAS CITY

1. The "crisis to crisis" problem. All personnel are fully loaded with projects, and then new projects are assigned.
2. How do you keep projects from being assigned to planning that really belong to other departments?

#### CHICAGO

1. How do you gain acceptance for necessary changes?
2. Complete overhaul of the criminal justice system. How do police fit into the criminal justice system in relation to courts and penal institutions?

#### CINCINNATI

1. How do you get rid of established "non-planning functions"?
2. What can be done to eliminate or nullify resistance to change?

#### SAN FRANCISCO

1. How do you overcome local police department objections to regional operations?
2. How do you use program budget techniques to get a per item cost?

#### BUFFALO

1. Money - not enough.
2. Manpower - not enough.
3. How do you overcome the resistance to change?

#### HONOLULU

1. What about the feasibility of combining Planning, Research and Development with data processing and fiscal functions?
2. To what extent should the Planning, Research and Development Unit become involved in actual field operations?

#### CLEVELAND

1. How to keep non-planning functions from interfering with operation of planning unit?
2. How to gain acceptance from administrators for dry run field operations?

#### INDIANAPOLIS

1. Need to eliminate crisis or non-planning functions from planning functions.
2. Lack of understanding of management principles by some administrative personnel. How do you get closer to the chief? There are too many levels between planning unit and the chief.

#### BOSTON

1. How to acquire qualified personnel and retain them and reward them.
2. How to be able to devote enough time to do long-range planning and research instead of just doing day-to-day activities.

#### DETROIT

1. How do you effectively plan to control assaultive type street crimes?
2. How do you plan and implement procedures to avoid and relieve community tensions?

#### BALTIMORE

1. Insufficient time for long-range planning.
2. How do you have qualified personnel assigned to planning?

#### NEW YORK

1. What are the techniques for setting up and planning long-range planning?
2. How do you convince budget to appropriate money for worthwhile programs?

COLUMBUS

1. How can planning function within the department "informal" power structure?
2. How can you get the staff of Planning, Research and Development Unit to recognize and accept change themselves?

DENVER

1. We need some long-range planning on the purchase and turnover of our equipment and buildings. Better capital investment planning.
2. Research into economy measures for more efficient use of men and equipment.

MEMPHIS

1. Co-ordination and communication between local and state levels with regard to federal grants, funds, etc.
2. Should planning, research and development units include or be closely aligned with staff inspections, training, and budget units?

APPENDIX E

Conference on

POLICE "UNIONIZATION"

OCTOBER 26-31, 1969

PRESENTED BY

MAJOR CITY POLICE DEPARTMENTS  
COMMAND OFFICER CONFERENCES

ADMINISTRATION OF CRIMINAL JUSTICE CURRICULUM  
UNIVERSITY OF ILLINOIS AT CHICAGO CIRCLE

Under a Grant from the Law Enforcement Assistance Administration of the  
U. S. Department of Justice

FINAL AGENDA

Sunday October 26, 1969

2:00 - 4:00 PM Arrival at O'Hare Airport and Departure for Conference Site  
5:00 - 5:30 PM Registration and Check-in at Lodge  
6:00 - 7:00 PM Get-Acquainted Hour  
7:00 - 8:00 PM Dinner: Terrace Room  
8:00 -- Independent Study

Monday October 27

8:00 - 9:00 AM Breakfast  
9:00 - 9:30 AM Welcome, Introduction, Purpose and Scope of the Conference: Terrace Room  
Richard A. Wild, Conference Director.  
Frank Tachau, Associate Professor, Chairman Advisory Committee to the Major City Police Departments Command Officer Conferences, University of Illinois at Chicago Circle.  
9:30 - 10:30 AM Implications of the Police "Union" Movement on Policing:  
Hervey Juris, Assistant Professor, School for Workers, University of Wisconsin at Madison.  
10:30 - 10:45 AM Break  
10:45 - 12:00 PM General Theory and History of the Labor Movement:  
William J. Adelman, Assistant Professor, Program Associate of Chicago Labor Program, Division of University Extension, University of Illinois at Chicago Circle.  
12:00 - 1:30 PM Lunch

1:30 - 3:15 PM

3:15 - 3:30 PM

3:30 - 5:00 PM

5:00 - 7:00 PM

7:00 - 9:00 PM

Tuesday October 28

8:00 - 9:00 AM

9:00 - 9:15 AM

9:15 - 10:30 AM

10:30 - 10:45 AM

10:45 - 12:00 PM

12:00 - 1:30 PM

1:30 - 2:30 PM

2:30 - 5:30 PM

Historical Development of the Police "Union" Movement:  
David A. Espie, Management Consultant, Highway Safety Division, International Association of Chiefs of Police.

Break

Continuation: Espie

Dinner

Conferees Questioned as to their Major Problems and Difficulties Relating to Police Employee Organizations:  
Tom Anderson, Coordinator Law Enforcement Program, Palatine, Illinois.

Breakfast

Overview of the Day's Program - Announcements:  
Richard A. Wild, Conference Director

What is the Developing Mission and Role of The American Police?:  
A. C. Germann, Visiting Professor, Administration of Criminal Justice Curriculum, University of Illinois at Chicago Circle.

Break

Some Experience in Dealing with Public and Private Employee Unions and Management:  
Gerome Barrett, Assistant Director, Public Employee Disputes and Mediation Services, American Arbitration Association, Washington, D. C.

Lunch

Continuation: Barrett

Panel Session

(2:30 - 3:15)

Police Responsiveness to Citizens:  
Jay A. Miller, Executive Director,  
Illinois Division, American Civil  
Liberties Union, Chicago, Illinois.

(3:30 - 4:30)

Role of Supervisory and Operational  
Officers in the Formulation of  
Department Policy, Programs and  
Procedures:  
Kenneth Jones, Vice President, Cook  
County Police Officers' Association,  
Prospect Heights, Illinois.

(4:30 - 5:30)

Questions and Answers - Discussion

5:30 - 7:00 PM

Dinner

7:00 --

Independent Study

Wednesday October 29

8:00 - 9:00 AM

Breakfast

9:00 - 9:15 AM

Overview of Day's Program -  
Announcements:  
Conference Staff

9:15 - 12:30 PM

Selected Experience With Police  
"Unionization":  
Conferees

12:30 - 1:30 PM

Lunch

1:30 - 5:00 PM

Goals and Philosophy of Selected  
Police Employee Organizations:  
Fraternal Order of Police, John  
Harrington, Philadelphia Police  
Department, National President.

Confederation of Patrolmen, Daniel  
Green, President, Chicago Police  
Department.

International Conference of Police  
Associations, Robert Sheedy, Lt.  
Detroit Police Department, Vice President.

American Federation of State, County  
and Municipal Employees, Everett Shaw,  
Director, Connecticut Council 15,  
New Haven, Connecticut.

Black Police Officers Caucus Against  
Racism and Discrimination in Law  
Enforcement, Ronald Turner, Patrolman,  
Spokesman, Detroit Police Department.

Dinner

How Can Management and Police Employee  
Organizations Best Work Together for  
the Improvement of All of Law Enforcement?:  
Panel (Afternoon Resource Group)

5:00 - 7:00 PM

7:00 - 9:00 PM

Thursday October 30

8:00 - 9:00 AM

Breakfast

9:00 - 9:15 AM

Overview of Day's Program -  
Announcements:  
Conference Staff

9:15 - 12:00 PM

Collective Bargaining and the Police:  
Ronald Donovan, Associate Professor,  
New York School of Industrial and  
Labor Relations, Cornell University,  
Ithaca, New York.

(10:30 - 10:45 AM)

Break

12:00 - 1:30 PM

Lunch

1:30 - 5:00 PM

Workshop on Selected Subjects Generated  
by Conferees:  
Richard A. Wild, Conference Director.

5:00 - 6:30 PM

Dinner

6:30 - 8:00 PM

Management Processing of Employee  
Grievances:  
Elmer Cone, Director of Personnel, New  
York Police Department, New York.

Friday October 31

8:00 - 9:00 AM Breakfast

9:00 - 9:15 AM Overview of Day's Program -  
Announcements:  
Richard A. Wild, Conference Director.

9:15 - 10:45 AM The Emerging Role of the Black Police  
Officer in American Policing Today:  
Edward Palmer, Executive Director,  
Afro-American Police League of Chicago,  
Inc., Chicago, Illinois.

10:45 - 11:00 AM Critique and Conference Adjournment:  
Richard A. Wild, Conference Director.

11:00 - 11:30 AM Lunch

11:30 -- Depart for Airport

POLICE "UNIONIZATION"

October 26-31, 1969

Zion, Illinois

Conferees

1. James D. Bannon  
District Detective Inspector  
Detroit Police Department  
1300 Beaubien  
Detroit, Michigan 48231
2. Thomas R. Blair  
Deputy Police Commissioner  
Buffalo Police Department  
74 Franklin Street  
Buffalo, New York 14202
3. Earl Burden, Jr.  
Deputy Chief  
Columbus Police Department  
100 West Gay Street  
Columbus, Ohio 43215
4. James Louis Burgess  
Captain  
Memphis Police Department  
Memphis, Tennessee 38122
5. Elmer C. Cone  
Chief of Personnel  
New York Police Department  
240 Centre Street  
New York, New York 10013
6. James R. Flannigan  
Lieutenant  
Pittsburgh Police Department  
100 Grant Street  
Pittsburgh, Pennsylvania 15219
7. Manfred W. Guenther  
Captain, Administrative Aid to Chief  
Kansas City Police Department  
1125 Locust  
Kansas City, Missouri 64106
8. Glen D. King  
Assistant Chief of Police  
Dallas Police Department  
106 South Harwood Street  
Dallas, Texas 75201
9. Basil (Jerry) Lutz  
Chief of Police  
City Court House  
Minneapolis Police Department  
Minneapolis, Minnesota 55410

10. John F. Kreckler  
 Captain, Special Assistant to Commissioner  
 Boston Police Department Headquarters  
 154 Berkeley Street  
 Boston, Massachusetts 02116
11. Irving J. Moore  
 Inspector of Police  
 Police Headquarters  
 Newark Police Department  
 Newark, New Jersey 07106
12. Edward Harper  
 Captain  
 St. Louis Police Department  
 1200 Clark Street  
 St. Louis, Missouri 63103
13. Ralph G. Murdy  
 Deputy Commissioner  
 Baltimore Police Department  
 100 Fallsway  
 Baltimore, Maryland 21202
14. James M. Murray  
 Director of Personnel  
 Metropolitan Police Department  
 Municipal Center, 300 Indiana Avenue, N. W.  
 Washington, D. C. 20001
15. Herbert B. Neal  
 Deputy Chief  
 Phoenix Police Department  
 17 South 2nd Avenue  
 Phoenix, Arizona 85003
16. William J. O'Brien  
 Director of Personnel  
 San Francisco Police Department  
 575 Hall of Justice  
 850 Bryant Street  
 San Francisco, California 94103
17. William R. O'Brien  
 Department Liaison Officer  
 Chicago Police Department  
 1121 South State Street, Room 405  
 Chicago, Illinois 60605
18. George David O'Connor  
 Inspector of Police  
 Honolulu Police Department  
 Honolulu, Hawaii 96814

19. Michael A. Sgobba  
 Police Captain, Training and Personnel  
 Director  
 San Diego Police Department  
 801 West Market Street  
 San Diego, California 92101
20. Dale H. Speck  
 Deputy Chief, Commander of Personnel  
 and Training Bureau  
 Los Angeles Police Department  
 150 North Los Angeles Street  
 Los Angeles, California 90012

Resource Persons

1. William J. Adelman  
 Assistant Professor, Program Associate of  
 Chicago Labor Program  
 Division of University Extension  
 University of Illinois at Chicago  
 Circle, Box 4348  
 Chicago, Illinois
2. Gerome Barrett  
 American Arbitration Association  
 1819 H. Street, N. W.  
 Washington, D. C. 20005
3. Elmer Cone  
 Director of Personnel  
 New York Police Department  
 New York, New York
4. Ronald Donovan  
 Associate Professor  
 New York School of Industrial and Labor  
 Relations  
 Cornell University  
 Ithaca, New York 14850
5. David A. Espie  
 Management Consultant  
 Highway Safety Division, IACP  
 1319 18th Street, N. W.  
 Washington, D. C.
6. Kenneth Jones  
 Sgt., Cook County Sheriff's Department  
 Vice President, Cook County Police  
 Association  
 P. O. Box 38  
 Prospect Heights, Illinois

7. Dr. A. C. Germann  
Visiting Professor, Administration of  
Criminal Justice Curriculum,  
University of Illinois at Chicago  
Circle  
P. O. Box 4348  
Chicago, Illinois 60680
8. Daniel Green  
President, Confederation of Patrolmen  
Chicago Police Department  
4148 North Albany  
Chicago, Illinois 60618
9. John Harrington  
National President, Fraternal Order  
of Police  
1336 Spring - Graden Street  
Philadelphia Lodge #3  
Philadelphia, Pennsylvania 19123
10. Hervey Juris  
Assistant Professor  
School for Workers  
University of Wisconsin  
Madison, Wisconsin
11. Jay A. Miller  
Executive Director  
Illinois Division American Civil  
Liberties Union  
6 South Clark Street  
Chicago, Illinois 60603
12. Edward Palmer  
Executive Director  
Afro-American Police League of Chicago,  
Inc.  
7522 Oglesby  
Chicago, Illinois 60649
13. Robert Sheedy  
Vice President, International  
Conference of Police Associations  
c/o Detroit Police Lt.'s and Sgt.'s  
Association  
1529 Broadway Room 210  
Detroit, Michigan
14. Ronald Turner  
Patrolman  
Spokesman - Black Police Officers  
Caucus Against Racism and Discrimination  
in Law Enforcement  
c/o Detroit Police Department  
Detroit, Michigan

15. Everett (Deke) Shaw  
Director, Connecticut Council 15  
American Federation of State, County  
and Municipal Employees - AFL-CIO  
185 Church Street Room 711  
New Haven, Connecticut 06510
16. Thomas Anderson  
Coordinator, Law Enforcement  
William Rainey Harper College  
Palatine, Illinois

RATINGS FOR CONFERENCE #4

POLICE "UNIONIZATION"

There were 20 conferees at the conference. Each conferee turned in a rating form using one of the four overall rating choices to rate the conference. The results were as follows:

Excellent	10
Good	8
Satisfactory	2
Poor	None

Some of the written comments were:

1. Less Theory - more work on concrete problems.
2. Exchange of information among participants.
3. Experiences of others most valuable.
4. Some subjects don't appear related to the Conference topic.
5. More free time needed.
6. Presence of leaders of various police association was a strong aspect of the Conference.

POLICE "UNIONIZATION" OCTOBER 26-31, 1969

THREE MAJOR PROBLEM AREAS

DALLAS

1. Dissatisfaction by officers with promotional process.
2. Opposition from the association to incentive pay for education.

PITTSBURGH

1. How to establish and maintain an open line of communication with the Fraternal Order of Police?
2. How can you discourage "command" officers from holding elected offices in the Fraternal Order of Police?
3. How to minimize the number of organizations that the department will negotiate with.

BOSTON

1. How do you deal with committees that were formed by, and set up in, contracts? The committees tend to operate at negotiation beyond the contract settlement date.
2. Dealing with the attitudes of the men toward upper-management.
3. Selling the idea that you must "live" and "operate" within the contract.
4. How do you solve the problem of conveying information to patrolmen regarding contract points and department rules and regulations?

KANSAS CITY

1. Formal police association seeks payroll "check-off".
2. How do you restrict supervisors from joining police associations?
3. What should be the department's responsibilities in supplying facilities for employee associations?

ST. LOUIS

1. How to "handle" command personnel who join an employee association.

2. Should the department subsidize any employee organization?
3. Lack of support and cooperation of personnel in going through department grievance procedure.

#### NEW YORK

1. Need for more department direct involvement in negotiation proceedings.
2. Delay in activating agreement of negotiation causes retro-active problems.
3. Problem in clarifying the contents of the contract to the department's satisfaction and need, (fringe concepts are often not clarified).

#### SAN FRANCISCO

1. The police association does not have equal distribution of personnel. It is totally patrolman controlled, although other ranking officers belong.
2. Employee organizations interfere in administrative operations.
3. Problem of the black officer group wanting a say in department operations, yet not representing all black officers.

#### BUFFALO

1. Problems of compulsory organization when city budget director negotiates to the extent that problems are created for department operations.
2. The attitude of executive and legislative branches of government to maintain parity between police and fire personnel.

#### LOS ANGELES

1. How do you encourage "responsible" personnel to participate in employee organizations?
2. Keeping employee organizations from interfering with department organizational procedures, i.e., discipline.
3. Lack of formal preparation of individuals who represent department groups.

#### NEWARK

1. State legislation allows employees to determine who arbitrates on their behalf. There is also the jurisdictional dispute as to who will represent the department.
2. All groups, thus far, are inadequate to represent other department members at the bargaining table.
3. Problem of the state subsidizing police salaries in that the present raise lasts for one year only.

#### DETROIT

1. The problems of compulsory arbitration which is initiated through legislation.
2. How do you formulate a "civil rights" clause for police in contractual language?
3. The union subverts the negotiating team in dealing with the city, and not through the department.

#### WASHINGTON D.C.

1. What is the role of management in acknowledging employee groups within the department as representatives of larger employee groupings?
2. Who is a part of "management"?

#### BALTIMORE

1. How do you get "reasonable" men elected to office in employee organizations?
2. How do you keep the union out of police administration?

#### HONOLULU

1. Change of uniforms.
2. Generating the support needed to get department members to go through grievance procedures.
3. How do you overcome the difficulty in explaining the procedure for promotion?

PHOENIX

1. How do you convince city administrators of the potential problems from unionization?

COLUMBUS

1. How do you recognize "seniority" problems?
2. How do you gain support from organizations representing department employees to support department policy?

CHICAGO

1. How do you resolve or prevent conflicts between representative employee organizations and department policy?
2. How do you prevent any one employee group from speaking for the entire department and not just for its limited group?
3. Should court action be taken on residence requirements?

MINNEAPOLIS

1. Dissatisfaction with TAF "rated" personnel in the police officers' association.
2. Low pay differential in promotional ranks.

MEMPHIS

1. No "unions", only fraternal organizations.

SAN DIEGO

1. Militancy among younger officers in the police association.
2. The dissatisfaction with present disciplinary procedures on the part of department personnel (potential problem).

APPENDIX F

Conference on  
EFFECTIVE MANAGEMENT-CONTROL OF DETECTIVE UNITS  
NOVEMBER 16-21, 1969

PRESENTED BY

MAJOR CITY POLICE DEPARTMENTS  
COMMAND OFFICER CONFERENCES

ADMINISTRATION OF CRIMINAL JUSTICE CURRICULUM  
UNIVERSITY OF ILLINOIS AT CHICAGO CIRCLE

Under a Grant from the Law Enforcement Assistance Administration of the  
U. S. Department of Justice

AGENDA

Sunday November 16, 1969

1:00 - 4:00 PM Arrival at O'Hare Airport and travel to Conference Site

5:00 - 5:30 PM Registration and Check-in at Lodge

6:00 - 7:00 PM Get-Acquainted Hour

7:00 - 8:00 PM Dinner: Terrace Room

Monday November 17

8:00 - 9:00 AM Breakfast

9:00 - 9:30 AM Welcome, Introduction, Purpose and Scope of Conference:  
Richard A. Wild, Conference Director,  
Arthur J. Bilek, Director,  
Administration of Criminal Justice Curriculum, University of Illinois at Chicago Circle, Chicago, Illinois.

9:30 - 10:30 AM The Role of the Detective Bureau in the Criminal Justice System:  
John Klotter, Associate Director, Southern Police Institute, University of Louisville, Louisville, Kentucky.

10:30 - 10:45 AM Break

10:45 - 5:30 PM Each Conferee will be Given 20 Minutes to Report His Detective Division Operation Using Prior Questionnaire Form as a Guide (Completed questionnaire will be given to each conferee for permanent reference):  
Richard A. Wild, Conference Director.

(12:00 - 1:30 PM) Lunch

5:30 - 7:00 PM Dinner

7:00 - 9:00 PM Reports continued

Tuesday November 18

8:00 - 9:00 AM Breakfast

9:00 - 9:15 AM Overview of Day's Program - Announcements:  
Richard A. Wild, Conference Director.

9:15 - 10:30 AM What should be the Goal or Function of the Detective Division in Contemporary Society:  
John Kenney, Department of Criminology, California State College at Long Beach, Long Beach, California.

10:30 - 10:45 AM Break

10:45 - 12:00 PM Continuation

12:00 - 1:30 PM Lunch

1:30 - 5:00 PM Legal and Moral Aspects of Detective Division Operations (Operational Guides):  
Stephen A. Schiller, Associate Professor, Administration of Criminal Justice Curriculum, University of Illinois at Chicago Circle, Chicago, Illinois.

(3:00 - 3:15) Break

5:00 - 7:00 PM Dinner

7:00 - 9:00 PM Inter-Relationship of Detectives to Department Mission, Function and Operations:  
Otto Kreuzer, Former Chief of Detectives, Chicago Police Department, Chicago, Illinois.

Wednesday November 19

8:00 - 9:00 AM Breakfast

9:00 - 9:15 AM Overview of the Day's Program - Announcements:  
Richard A. Wild, Conference Director.

9:15 - 12:00 PM

Management Concepts That Can Be Applied to Detective Division  
Operational Goals:  
Ronald Jablonski, Associate Professor of Management, College of Business Administration, University of Illinois at Chicago Circle, Chicago, Illinois.

(10:15 - 10:30)

Break

12:00 - 1:30 PM

Lunch

1:30 - 2:45 PM

Criteria for Assignment to Detective Division:  
Samuel Chapman, Professor, Department of Political Science, University of Oklahoma, Norman, Oklahoma.

2:45 - 3:00 PM

Break

3:00 - 4:00 PM

Operational Efficiency and Its Relationship to Detective Division Case Responsibility:  
Ronald G. Lynch, Police Management Consultant, Field Operations Division, International Association of Chiefs of Police.

4:00 - 5:30 PM

Evaluation of Detective Performances:  
John Mullen, Deputy Chief Detective Division, Chicago Police Department, Chicago, Illinois.

5:30 - 7:00 PM

Dinner

7:00 --

Independent Study

Thursday November 20

8:00 - 9:00 AM

Breakfast

9:00 - 9:15 AM

Overview of Day's Program - Announcements:  
Richard A. Wild, Conference Director.

9:15 - 12:00 PM

Observations on Modernizing Detective Operations (25 minutes presentation each) Panel:

International Association of Chiefs of Police

Ronald G. Lynch, Police Management Consultant, Field Operations Division, IACP.

Former Police Administrator

Hillard J. Trubitt, Associate Professor of Police Administration, Indiana University, Bloomington, Indiana.

Public Defender Representative

James N. Gramenos, Assistant Public Defender, Office of Public Defender of Cook County, Illinois.

University Police Professor

Joseph Nicol, Administration of Criminal Justice Curriculum, University of Illinois at Chicago Circle, Chicago, Illinois.

(10:15 - 10:30)

Break

12:00 - 1:30 PM

Lunch

1:30 - 5:30 PM

Workshops on Subjects Generated by Conferees (Morning Panel used as resource during workshop):  
Richard A. Wild, Conference Director.

5:30 - 7:00 PM

Dinner

7:00 - 9:00 PM

Interrelationship Between Detectives and the Community:  
Jack Porche, Director, Police Community Relations, Illinois Commission on Human Relations, Chicago, Illinois.

Friday November 21

8:00 - 9:00 AM

Breakfast

9:00 - 10:45 AM

Establishment of a Philosophy and Policy on Detective Division, "Investigative Detention", Arrests without Warrants, and Searches with and without Warrants:  
Wayne Schmidt, Operating Director, Police Legal Advisor Program  
Northwestern University School of Law, Chicago, Illinois.

10:45 - 11:00 AM

Closing Remarks and Critique:  
Richard A. Wild, Conference Director.

11:00 - 11:30 AM

Lunch

11:30 --

Depart for Airport

EFFECTIVE MANAGEMENT-CONTROL OF DETECTIVE UNITS

November 16-21, 1969

Conferees

1. James D. Bannon  
District Detective Inspector  
Detroit Police Department  
1300 Beaubien  
Detroit, Michigan 48231
2. Harry Berkemer  
Captain, Vice Bureau  
Columbus Police Department  
P. O. Box 15458  
Columbus, Ohio 43215
3. Sherman Block  
Inspector, Detective Division  
Los Angeles County Sheriff  
211 West Temple Street  
Los Angeles, California 90012
4. Walter C. Fannin  
Deputy Chief of Police  
Dallas Police Department  
Room 313, Police and Courts Building  
Dallas, Texas 75201
5. Ralph V. Degenhart  
Chief of Detectives  
Buffalo Police Department  
Franklin & Church Streets  
Buffalo, New York 14202
6. Joseph S. Gagliano  
Chief of Detectives  
Memphis Police Department  
128 Adams Avenue  
Memphis, Tennessee 38103
7. William J. Gilmore  
Assistant Superintendent  
Public Safety Building  
Pittsburgh Bureau of Police  
110 Grant Street  
San Diego, California 92101
9. Jack Hutton  
Chief of Detectives  
San Antonio Police Department  
P. O. Box 9346  
San Antonio, Texas 78204

10. Lloyd Jamerson  
Division Chief, Investigation Division  
Denver Police Department  
13th and Champa Streets  
Denver, Colorado 80204
11. James Walter Kruebbe  
Captain, Operations Commander,  
Detective Bureau  
New Orleans Police Department  
715 South Broad Avenue  
New Orleans, Louisiana
12. Martin M. Lee  
Chief of Inspectors  
San Francisco Police Department  
850 Bryant Street, Room 400  
San Francisco, California
13. K. J. McCauley  
Inspector of Police  
Assistant Commander of Detective Bureau  
Los Angeles Police Department  
150 North Los Angeles Street, Room 311  
Los Angeles, California 90012
14. James F. McCarthy  
Lieutenant (Commander of Detective Squad)  
Evaluation and Analysis Unit, Office of  
Chief of Detectives,  
New York Police Department  
400 Brooms Street, Room 404  
New York, New York 10013
15. Neil W. Moloney  
Major, Commander of Criminal  
Investigation Division  
Seattle Police Department  
610 Third Avenue  
Seattle, Washington 98104
16. Captain Thomas J. Moran  
Acting Assistant Chief of Detectives  
St. Louis Police Department  
1200 Clark Avenue  
St. Louis, Missouri 63103
17. John Mullen  
Deputy Chief of Detectives -  
Administration  
Chicago Police Department  
1121 South State Street  
Chicago, Illinois 60605

18. Itsuku Murakami  
Assistant Chief of Police  
Honolulu Police Department  
1455 South Beretania Street  
Honolulu, Hawaii 96814
19. Rocco J. Paradiso  
Captain  
Newark Police Department  
22 Franklin Street  
Newark, New Jersey 07106
20. Jerome Poelking  
Captain, Chief of Detectives  
Cleveland Police Department  
Cleveland, Ohio 44114
21. George M. Sanders  
Bureau Commander  
Phoenix Police Department  
17 South 2nd Avenue  
Phoenix, Arizona 85003
22. Mark Ruckel  
Major of Detectives  
Kansas City Police Department  
1125 Locust  
Kansas City, Missouri 64106
23. Joseph Rusinko  
Deputy Chief - Investigation  
Minneapolis Police Department  
Room 7, City Hall  
Minneapolis, Minnesota 55415
24. John Barnold  
Captain  
Baltimore Police Department  
100 Fallsway  
Baltimore, Maryland 21202
25. Henry H. Wesley  
Captain, Crimes Against Persons  
Criminal Investigations Division  
Metropolitan Police Department  
300 Indiana Avenue, N. W.  
Washington, D. C.
- Special Observer  
Charles F. Peterson  
Captain, Planning Division  
New York Police Department  
400 Broome Street  
New York, New York 10013

Resource

1. Arthur J. Bilek  
Director, Administration of Criminal Justice Curriculum  
University of Illinois at Chicago Circle, Box 4348  
Chicago, Illinois 60680
2. Sam Chapman  
Professor of Political Science  
Department of Political Science  
University of Oklahoma  
Norman, Oklahoma
3. James Gramenos  
Assistant Public Defender, Cook County  
1124 County Building  
118 North Clark Street  
Chicago, Illinois 60602
4. Ronald Jablonski, D.B.A.  
Associate Professor of Management  
College of Business Administration  
University of Illinois at Chicago Circle  
Box 4348  
Chicago, Illinois 60680
5. Dr. John Kenney  
Department of Criminology  
California State College at Long Beach  
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6. John Klotter  
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8. Ronald G. Lynch  
Police Management Consultant  
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9. Joseph Nicol  
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Box 4348  
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10. Jack Porche  
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160 North La Salle  
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11. Stephen Schiller  
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12. Wayne Schmidt  
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Police Legal Advisor Program  
Northwestern University School of Law  
710 North Lake Shore Drive  
Chicago, Illinois
13. Hillard J. Trubitt  
Associate Professor  
Department of Police Administration  
Indiana University  
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Bloomington, Indiana 47401
14. John Mullen  
Deputy Chief of Detectives - Administration  
Chicago Police Department  
112 South State Street  
Chicago, Illinois

RATINGS FOR CONFERENCE #5

EFFECTIVE MANAGEMENT-CONTROL OF DETECTIVE UNITS

There were 25 regular conferees and one special observer. One conferee had to return to his department on Tuesday; thus, 25 conferees completed the week.

All conferees returned the evaluation forms. There was a choice of four ratings upon which to rate the overall conference. The results were as follows:

Excellent	14
Good	9
Satisfactory	1
Poor	1

Some written comments were:

1. Need more time on interchange of ideas from the various departments.
2. More control by the Director over conferees' presentations.
3. Bringing together of detective commanders to discuss mutual problems was terrific.
4. Days were too long.
5. Too much material for the time allotted.
6. Speakers appeared well qualified.

EFFECTIVE MANAGEMENT-CONTROL TECHNIQUES OF DETECTIVE UNITS November 16-21, 1969

THREE MAJOR PROBLEM AREAS

San Diego:

1. With limited manpower, is it necessary to lower the level of service? Which cases do you stop investigating?
2. How do you dispose of the detectives' accumulated overtime when there is no provision for paid overtime?
3. How do you evaluate the individual detective's workload and standard of performance?

Buffalo:

1. Grave crime problem created by felony repeaters. Many instances where felons are released on as many as seven different felony bails before even coming to trial on the first case.
2. Overall increase in crimes of all categories during the past five years with no increase in manpower.
3. Difficulty getting sufficient funds for much technical equipment that we would like to purchase in the bureau: new polygraph machine; automatic stenographic system; equipment for our evidence unit (cameras, lights, etc.); surveillance instruments.

Seattle:

1. Assignment of criminal cases in which juveniles are involved:
  - a. What, if any, felony follow-up investigation should be conducted by the Juvenile Investigation Unit?
  - b. Should case responsibility be determined by age of offender or by type of crime?
  - c. At what stage in the investigation should a case be transferred from a detective unit to a juvenile unit?
2. Misdemeanor follow-up case responsibility: should the patrol division or the detective division follow up on misdemeanor cases?
3. Manpower allocations: what methods can be used to determine the manpower strength of the detective division as compared to the total strength of the department and within the detective division, how does a commander allocate manpower between the various follow-up sections?

Denver:

1. Difficulty and complexity of conducting an investigation and preparing a case which will be acceptable to the District Attorney and the courts in light of the Supreme Court rulings on search and seizure, interrogation, police line-ups, etc.
2. The steadily diminishing effectiveness of most detective divisions in terms of percentages of total crimes cleared by arrest.
3. Selecting the best qualified officers for the position of detective, maintaining proper deployment, and a necessary revision of case assignment procedure.

Washington, D. C.:

1. As a result of the mobilization of the patrol force from foot patrol to mobile patrol, we have lost contact with the citizens by losing best source information, the foot patrol, who used to make contact daily with all citizens in the area and pass on any information to the plainclothes force.
2. Unrealistic caseloads - different types of crimes having different investigative time by the very nature of the crime.
3. Inexperienced personnel - lowered standards have caused departments to accept personnel with less than ideal qualifications; rapid turnover depletes the actual experience of many men, and experienced men are often taken out of investigative work to train and teach men coming in.

St. Louis:

1. Method of selecting police officers for detective duty; method of measuring the performance of detectives; and curriculum for in-service training for detectives.
2. Cooperation of witnesses and news media; are witnesses adequately reimbursed?
3. Has the Miranda Decision proven any difficulty in the clean-up of cases?

Minneapolis:

1. Lack of personnel.
2. Lack of trained technical personnel that are able to make use of present day investigative aids.

3. Lack of a staffed laboratory.

Phoenix:

1. Caseload vs manpower -- example, for the month of September there were 7,419 cases for 74 investigators (100.25 per investigator).
2. Need to develop a method similar to N.C.I.C. to record stolen property that does not have serial numbers in order to identify stolen property from Phoenix and other locations and make court cases and return property to owners.
3. Need for a faster method of reducing the time it takes to get the reports to the detective division.

Chicago:

1. Dissatisfaction with present perpetrator identification by micro-film viewing.
2. Lack of area detention facilities.
3. Total utilization of third watch detective work hours.

Memphis:

1. Housing - office space - housing not designed to hold the number of people now in the detective division.
2. Equipment - everything from automobiles to typewriters to walkie-talkies to office supplies.
3. Personnel - uniform division short on personnel and time required to train and recruit, affect our status of personnel.

Baltimore:

1. Continuing investigations-- problem arises when it is not practical to break off investigation to allow men to go home or feasible to assign case to other detectives.
2. At what point does the responsibility in the investigation become that of the detective division?
3. Need to improve liaison between the detective division and outside agencies, such as, correctional institutions and probation department.

San Francisco:

1. In an understaffed department, getting sufficient replacements to cope with rising crime.
2. Means of inaugurating recruiting methods that will screen all but the most qualified.
3. Means of acquiring authority to remove members unable to keep up to minimum production standards.

Dallas:

1. Inability to keep multiple offenders in custody.
2. Communication - with our own to other officers in the metropolitan area.
3. Acquisition and retention of sufficient personnel.

Los Angeles Police Department:

1. Training and selection.
2. Provide investigation time.
3. Develop pay structure for specialists and to retain experienced investigators.

Cleveland:

1. Shortage of manpower.
2. The continuing procedural changes brought about by recent Supreme Court decisions.
3. Department morale.

New Orleans:

1. The selection and in-service training of personnel.
2. A system to ensure quality control of investigative effort.
3. An equitable grading system to evaluate case load and production.

Newark:

1. Manpower.
2. Building space.
3. Training.

Honolulu:

1. Manpower needs.
2. Selection, training, and in-service training of detective personnel.
3. The rigidity of the Miranda decision.

Los Angeles Sheriff's Department:

1. Involved budgetary procedures and limited funds are causes for problems in obtaining modern equipment in adequate quantities to supply detectives involved in field operations.
2. Lack of time away from an increasing workload to carry out the rapidly expanding need for training due to need for procedural adjustment to conform to judicial mandates.
3. Need for increased manpower to enable detective division to expand its legitimate clearance of cases and to implement and experiment with innovative techniques designed to improve efficiency.

San Antonio:

1. Narcotic addiction and drug abuse.
2. Delay in prosecution of cases.
3. Recent Supreme Court decisions.

Pittsburgh:

1. Non-sufficient personnel being added in relation to increase in case-load: possibility of selectivity in investigation of cases; need for more efficient performance of assigned personnel; emergencies, such as, civil disorders.
2. Personnel selection - possibility of "favoritism" because of no formal assessment of individual's capability.

3. Restrictions of court decisions resulting in clearance rate going down due to relative rise in crime and also court decisions.

Kansas City:

1. The constant problem of attempting to maintain a good working relationship and atmosphere of cooperation between detectives and officers of the patrol division.
2. Constantly increasing demand for more reports and forms of various kinds that, in a sense, has reduced our detectives to the status of clerical workers and is extremely time consuming.
3. Problem of developing good informants and sources of information regarding criminal activity. A lack of interest in such matters seems to be particularly apparent among our younger detectives, and attempts to stimulate their interest in this type of activity has been generally unsuccessful.

Detroit:

1. Manpower allocations which are basically unchanged in the past 20 years shows need for new techniques, such as modus operandi inputs into computers which require more man hours in terms of inputs. Need space which has remained unchanged despite over 100% increase in manpower; unpaid overtime which is accumulated and accumulated leave days.
2. Constitutional requirements force greater work upon the detectives without a concurrent increase in total manpower; continued rise in crimes committed by those who are on bail for one offense.
3. Excessive paper work; insufficient civilian help.

APPENDIX G

CITIES ATTENDING CONFERENCES

<u>City</u>	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	<u>4th</u>	<u>5th</u>
Atlanta					
Baltimore	x	x	x	x	x
Boston	x	x	x	x	
Buffalo	x	x	x	x	x
Chicago	x	x	x	x	x
Cincinnati	x		x		
Cleveland	x	x	x		x
Columbus	x	x	x	x	x
Dallas		x	x	x	x
Denver	x	x	x		x
Detroit	x	x		x	x
Honolulu	x	x	x	x	x
Houston			x		
Indianapolis		x	x		
Kansas City	x	x	x	x	x
Los Angeles City	x	x		x	x
Los Angeles County	x	x	x		x
Memphis	x	x	x	x	x
Milwaukee					
Minneapolis	x		x	x	x
Newark		x		x	x

New Orleans	x	x			x
New York	x		x	x	x
Philadelphia	x				
Pittsburgh	x	x		x	x
Phoenix	x	x	x	x	x
St. Louis	x	x		x	x
San Antonio					x
San Diego	x	x	x	x	x
San Francisco	x	x	x	x	x
Seattle	x	x			x
Washington, D. C.	x	x	x	x	x

APPENDIX H  
ORIGINAL FORMAT

EFFECTIVE UTILIZATION OF FIELD PERSONNEL  
June 22 - 27, 1969

Conference Evaluation Form  
(To be turned in at end of Conference on Friday)

In order to provide the most meaningful conferences, we need your appraisal of the adequacy of what has been provided in the Conference.

Not expecting perfection, we solicit constructive comments about any aspect of the Conference. In addition to checking the appropriate answer to each of the listed questions, space has been provided for additional comments of your choice. It is suggested that you rate each day's program during each evening while the material is still fresh in your mind.

Please check the appropriate answer that best describes your evaluation of the item requested. Make any comments you wish in the space provided so that we can have as much specific information about problems or outstanding features as much as possible for future planning.

1. Quality and quantity of advance information about the Conference:

Good  
 Satisfactory  
 Poor

Comments: \_\_\_\_\_

2. Air transportation arrangements were:

Good  
 Satisfactory  
 Poor

Comments: \_\_\_\_\_

3. Ground transportation arrangements were:

Good  
 Satisfactory  
 Poor

Comments: \_\_\_\_\_

4. Room Accommodations were:

Good  
 Satisfactory  
 Poor

Comments: \_\_\_\_\_

5. Meeting rooms were:

- Good
- Satisfactory
- Poor

Comments: \_\_\_\_\_

6. The served meals were:

- a) Quality
- Good
  - Satisfactory
  - Poor

Comments: \_\_\_\_\_

- b) Quantity
- Good
  - Satisfactory
  - Poor

Comments: \_\_\_\_\_

- c) Variety
- Good
  - Satisfactory
  - Poor

Comments: \_\_\_\_\_

- d) Service
- Good
  - Satisfactory
  - Poor

Comments: \_\_\_\_\_

7. The dining room meals were:

- a) Quality
- Good
  - Satisfactory
  - Poor

Comments: \_\_\_\_\_

- b) Quantity
- Good
  - Satisfactory
  - Poor

Comments: \_\_\_\_\_

- c) Variety
- Good
  - Satisfactory
  - Poor

Comments: \_\_\_\_\_

d) Service

- Good
- Satisfactory
- Poor

Comments: \_\_\_\_\_

8. Recreation facilities were:

- Good
- Satisfactory
- Poor

Comments: \_\_\_\_\_

9. How would you rate the overall accommodations (rooms, food, location, etc.) ?

- Good
- Satisfactory
- Poor

Comments: \_\_\_\_\_

Please rate each day of the conference program as listed below:

Sunday evening --

1. Did you have a check-in and registration problem?

Yes  No Comments: \_\_\_\_\_

2. Did the reception and dinner provide sufficient opportunity to get acquainted with fellow Conferees?

Yes  No Comments: \_\_\_\_\_

3. "Overview" of Resource Allocation and Deployment Methods - Robert Whitmer:

- Good
- Satisfactory
- Poor

Comments: \_\_\_\_\_

Monday ---

1. Welcome, Introduction, Purpose and Scope of the Conference was:

- Good
- Satisfactory
- Poor

Comments: \_\_\_\_\_

2. Police Time and Task Study - Webster and Bottoms' information was:

- Good
- Satisfactory
- Poor

Comments: \_\_\_\_\_

3. Conferees queried on their problems:

a) Was sufficient opportunity given to present your problems?

Yes  No Comments: \_\_\_\_\_

b) Do you believe advance written solicitation of the Conferees before their arrival would have been better?  Yes  No

Comments: \_\_\_\_\_

c) Would you have been able to take the time to answer the request in item B if this method were used?  Yes  No

Comments: \_\_\_\_\_

4. Workshops on selected subjects (Afternoon):

a) Was sufficient time allotted to this technique?  Yes  No

Comments: \_\_\_\_\_

b) How would you rate the workshops?

- Good
- Satisfactory
- Poor

Comments: \_\_\_\_\_

5. Report of workshop groups and general discussion (evening):

- Good
- Satisfactory
- Poor

Comments: \_\_\_\_\_

Tuesday --

1. St. Louis Presentation was:

- Good
- Satisfactory
- Poor

Comments: \_\_\_\_\_

Wednesday --

1. St. Louis Presentation was:

- Good
- Satisfactory
- Poor

Comments: \_\_\_\_\_

Thursday --

1. Manpower Allocation and Distribution, Roy Hollady, presentation was:

- Good
- Satisfactory
- Poor

Comments: \_\_\_\_\_

2. Briefing and Tour at Chicago Police Department was:

- Good
- Satisfactory
- Poor

Comments: \_\_\_\_\_

3. Considering the free time allotted to you in Chicago, was sufficient information given to you about Chicago facilities to make it useful?

Yes  No Comments: \_\_\_\_\_

Friday --

1. Command and Control Centers - A Look At The Future - Lewis Glinka presentation was:

- Good
- Satisfactory
- Poor

Comments: \_\_\_\_\_

10. How would you rate the total Conference?

- Good
- Satisfactory
- Poor

Comments: \_\_\_\_\_

11. Would you have rather arrived on Saturday with the program starting on Sunday and closing on Thursday?

Yes  No Comments: \_\_\_\_\_

12. Would you have preferred more workshop time during the Conference?

Yes  No Comments: \_\_\_\_\_

13. Do you believe enough relaxation time was provided to avoid being "worn down" by the Conference pace?

Yes  No Comments: \_\_\_\_\_

14. Are there any changes you feel should be made to the Conference structure to make it more productive?

Comments: \_\_\_\_\_

15. If there were to be another Conference dealing with the problem of Effective Utilization of Personnel, what additional aspects of the problem do you feel should be covered?

Comments: \_\_\_\_\_

16. Please make any comments you wish about any aspect of the Conference.

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APPENDIX H

REVISED FORMAT

EFFECTIVE MANAGEMENT-CONTROL OF DETECTIVE UNITS  
NOVEMBER 16-21, 1969

Conference Evaluation Form  
(To be turned in at end of conference on Friday)

In order to provide the most meaningful conferences, we need your appraisal of the adequacy of what has been provided in the conference.

Not expecting perfection, we solicit constructive comments about any aspect of the Conference. In addition to checking the appropriate answer to each of the listed questions, space has been provided for additional comments of your choice. It is suggested that you rate each day's program during each evening while the material is still fresh in your mind.

Please check the appropriate answer that best describes your evaluation of the statement given. If you "strongly agree" you will put an "X" in that column. If you agree but not "strongly", put an "X" in the column, etc. You have five choices for each item. Make any comments you wish in the space provided so that we can have as much specific information about problems, ideas, or outstanding features as possible for future planning.

These ratings are very valuable to the conference evaluation system, so your cooperation is very much appreciated.

1. Sufficient advance information about the conference was furnished.  
Comments: \_\_\_\_\_
2. Air transportation arrangements were satisfactory.  
Comments: \_\_\_\_\_
3. Ground transportation arrangements were satisfactory.  
Comments: \_\_\_\_\_
4. Room accommodations were conducive to rest and study.  
Comments: \_\_\_\_\_
5. Meeting rooms were well suited to a conference learning situation.  
Comments: \_\_\_\_\_
6. The meals were of sufficient quality and quantity.  
Comments: \_\_\_\_\_
7. The service at the Conference location was satisfactory.  
Comments: \_\_\_\_\_
8. The general accommodations (food, room, service, recreation and services) were satisfactory.  
Comments: \_\_\_\_\_

Please rate each day of the Conference program as listed below.

Sunday

9. I found the check-in and registration procedure to be satisfactory.  
Comments: \_\_\_\_\_
10. The reception and dinner provided sufficient opportunity to get acquainted with others.  
Comments: \_\_\_\_\_

Monday

11. The Welcome, Introduction, Purpose and Scope of the Conference was sufficient to properly guide me throughout the conference.  
Comments: \_\_\_\_\_
12. The advance questionnaire on the detective division operations was a worthwhile part of the Conference.  
Comments: \_\_\_\_\_

	STRONGLY AGREE	AGREE	UNCERTAIN	DISAGREE	STRONGLY DISAGREE
1. Sufficient advance information about the conference was furnished. Comments: _____					
2. Air transportation arrangements were satisfactory. Comments: _____					
3. Ground transportation arrangements were satisfactory. Comments: _____					
4. Room accommodations were conducive to rest and study. Comments: _____					
5. Meeting rooms were well suited to a conference learning situation. Comments: _____					
6. The meals were of sufficient quality and quantity. Comments: _____					
7. The service at the Conference location was satisfactory. Comments: _____					
8. The general accommodations (food, room, service, recreation and services) were satisfactory. Comments: _____					
Please rate each day of the Conference program as listed below.					
<u>Sunday</u>					
9. I found the check-in and registration procedure to be satisfactory. Comments: _____					
10. The reception and dinner provided sufficient opportunity to get acquainted with others. Comments: _____					
<u>Monday</u>					
11. The Welcome, Introduction, Purpose and Scope of the Conference was sufficient to properly guide me throughout the conference. Comments: _____					
12. The advance questionnaire on the detective division operations was a worthwhile part of the Conference. Comments: _____					

13. The oral reporting of each conferee's detective operations in the afternoon and evening:  
 A. Provided sufficient opportunity to present meaningful information.  
 B. Was a worthwhile part of the conference.  
 Comments: \_\_\_\_\_

STRONGLY AGREE  
 AGREE  
 UNCERTAIN  
 DISAGREE  
 STRONGLY DISAGREE

Tuesday

14. The presentation on the Goals or Function of the Detective Division in a Contemporary Society:  
 A. Was well presented  
 B. Was a worthwhile part of the conference.  
 Comments: \_\_\_\_\_

15. The presentation on Legal and Moral Aspects of Detective Division Operations:  
 A. Was well presented  
 B. Was a worthwhile part of the conference.  
 Comments: \_\_\_\_\_

16. The presentation on the Interrelationship of Detectives to Department Mission, Function and Operations:  
 A. Was well presented  
 B. Was a worthwhile part of the conference.  
 Comments: \_\_\_\_\_

Wednesday

17. The session on Management Concepts That Can Be Applied to Detective Division Operations Goals:  
 A. Was well presented  
 B. Was a worthwhile part of the conference.  
 Comments: \_\_\_\_\_

18. The presentation on the Criteria for Assignment to the Detective Division:  
 A. Was well presented  
 B. Was worthwhile part of the conference  
 Comments: \_\_\_\_\_

19. The presentation on Operational Efficiency and its Relationship to Detective Division Case Responsibility:  
 A. Was well presented  
 B. Was a worthwhile part of the conference  
 Comments: \_\_\_\_\_

20. The presentation of Evaluation of Detective Performance:  
 A. Was well presented  
 B. Was a worthwhile part of the conference  
 Comments: \_\_\_\_\_

Thursday

21. Observations on Modernizing Detective Operations:  
 IACP  
 A. Was well presented  
 B. Was a worthwhile part of the conference  
 Comments: \_\_\_\_\_

Former Police Administrator  
 A. Was well presented

- B. Was a worthwhile part of the conference  
 Comments: \_\_\_\_\_

STRONGLY AGREE  
 AGREE  
 UNCERTAIN  
 DISAGREE  
 STRONGLY DISAGREE

STRONGLY AGREE  
AGREE  
UNCERTAIN  
DISAGREE  
STRONGLY DISAGREE

Public Defender Representative  
A. Was well presented

B. Was a worthwhile part of the conference  
Comments: \_\_\_\_\_

University Criminal Justice Professor  
A. Was well presented

B. Was a worthwhile part of the conference  
Comments: \_\_\_\_\_

22. The above panel presentation was in general:  
A. Well presented and controlled

B. Was a worthwhile part of the conference  
Comments: \_\_\_\_\_

23. The workshop on Selected Subjects Generated by Conferees:  
A. Was well controlled

B. Was a worthwhile part of the conference  
Comments: \_\_\_\_\_

24. The session on Interrelationship Between Detectives and the  
Community:  
A. Was well presented

B. Was a worthwhile part of the conference  
Comments: \_\_\_\_\_

Friday

25. Presentation on Establishment of a Philosophy and Policy on  
Detective Division - "investigative detention," arrests without  
warrants, and searches with and without warrants:  
A. Was well presented

B. Was a worthwhile part of the conference  
Comments: \_\_\_\_\_

STRONGLY AGREE  
AGREE  
UNCERTAIN  
DISAGREE  
STRONGLY DISAGREE

26. More workshop time should be allotted in the conference  
Comments: \_\_\_\_\_

27. Sufficient time was provided for relaxation to avoid a "worn out"  
feeling.  
Comments: \_\_\_\_\_

28. Sufficient opportunity was provided for me to gather and  
exchange information with others.  
Comments: \_\_\_\_\_

29. If there were to be another conference dealing with this  
subject matter, what additional specific aspects would you  
like to have covered?  
Comments: \_\_\_\_\_

30. Are there any changes which you feel should be made in any  
aspect of this conference to make it more productive?  
\_\_\_\_\_  
\_\_\_\_\_

31. The STRONGEST aspects of the conference were:  
\_\_\_\_\_  
\_\_\_\_\_

32. The WEAKEST aspects of the conference were:  
\_\_\_\_\_  
\_\_\_\_\_

33. I would rate the total conference as: (check your choice)  
\_\_\_ Excellent  
\_\_\_ Good  
\_\_\_ Satisfactory  
\_\_\_ Poor



Major City Police Departments  
Command Officer Conferences  
Administration of Criminal Justice Curriculum  
Box 4348, Chicago, Illinois 60680  
Telephone: 312-663-2250

APPENDIX I

All responses listed must be read in light of the goals and procedures of the conferences. They reflect those major problems that appeared to the submitting police department as most appropriate and feasible for the conferences. The listed responses would not necessarily have been the same had they been submitted for another purpose. This list does not include the responses of departments which did not return their lists in time for their utilization in conference planning.

To:

Subject: Major City Conference Ballot

Note: Return Deadline, September 15, 1969 (self addressed envelope has been furnished)

Please list below in order of importance to you the TEN areas of conference study which you feel are the most crucial in relation to the present and future needs of law enforcement. Please keep in mind that the topic should be narrow enough to permit realistic attempts at resolution but broad enough to make a real contribution to law enforcement. Some areas that might be selected (you do not have to select any of these) are: Prevention of armed robbery; intelligence units; community involvement in crime prevention activities; violence on public transportation systems; the role of the staff officer; role of administrative aids; evaluation of job performance (all ranks); testing methods for selecting recruits; internal investigation units; vice enforcement techniques; evaluation of training programs; effective utilization of inspection unit; crime laboratory operation.

Please feel free to make any special comments about any topic you list. Use back of form if additional space is required.

SUGGESTED CONFERENCE TOPICS FOR SECOND YEAR

Baltimore, Maryland Police Department

1. Employee Organizations in Law Enforcement
2. The Role of the Staff Officer and Lateral Entry Considerations
3. Police, Community and Political Interface in Crime Prevention Activities
4. Policing the Vertical City and Public Transportation System
5. Testing, Selection, Training and Retention of the Police Recruit
6. Police Education and Training: In-Service and Beyond
7. Internal Investigation and Police Plant Security
8. Application of Data Processing Techniques to Police Operations and Administration
9. Police Intelligence Units and Organized Crime.

Boston, Massachusetts Police Department

1. Internal Investigation Units
2. Intelligence Units
3. Prevention of Armed Robbery
4. Vice Enforcement Techniques
5. Testing Methods for Selecting Recruits
6. Effective Utilization of Inspection Unit
7. Crime Laboratory Operations
8. Evaluation of Training Programs
9. Evaluation of Job Performance (all ranks)
10. Role of the Staff Officer

Chicago, Illinois Police Department

1. Community Relations Programs
2. Youth Gang Activity
3. General Lawlessness and the Rising Crime Rates

4. Management Information System
5. Reaction by Police to Civil Disobedience
6. Police Youth Division Concept
7. Human Resource Allocation
8. The Role of the Intelligence Division Officer
9. Effectiveness of Rotation of Personnel
10. How Should Checks and Balances Best Be Effected?

Cincinnati, Ohio Police Department

1. Grant Application
2. Research and Development
3. Modern Patrol Tactics
4. Effective Utilization of Inspectional Units
5. Modern Upkeep of Police Records and Computerization
6. Intelligence Units
7. Role of the Staff Officers
8. Role of Administrative Assistants
9. Police Unions
10. Police Budgetary Practices

Cleveland, Ohio Police Department

1. Community Involvement in Crime Prevention
2. Public Information Center Unit and the Police Image
3. Effective Recruitment Programs - Testing Methods and Selection Process
4. Evaluation of Training Programs - Evaluation of Job Performances
5. Position Classifications and Job Descriptions
6. Role of Staff Officers and Administrative Aids
7. Utilization of Inspection Unit

8. Police Planning and Research
9. Internal Investigation Units and Intelligence Units

Columbus, Ohio Police Department

1. Role of the Staff Officer
2. Role of Administrative Aids and Aides
3. Testing Methods of Selecting Recruits
4. Evaluation of Job Performance
5. Internal Investigative Units
6. Intelligence Units
7. Evaluation of Training Programs
8. Police Reports and Records Keeping
9. Police Communications (all types)

Dallas, Texas Police Department

1. The Role of Staff Officer
2. Program Budgeting
3. Effective Utilization of Inspection Units
4. Evaluation of Training Programs
5. Internal Investigation Units
6. Intelligence Units
7. Community Involvement (in crime prevention activities)
8. Vice Enforcement Techniques
9. Utilization of Non-Sworn Personnel
10. Evaluation of Job Performance Standards

Denver, Colorado Police Department

1. Evaluation of Job Performance
2. Internal Investigation Units

3. Crime Laboratory Operations
4. Developing Supervisory Training Programs
5. Control of Crime Through Community Participation Programs
6. Computer Access for the Administrator
7. Developing a Systems Analysis for a Police Agency
8. Police Personnel Administration
9. Performance Budgeting
10. Delinquency Control Programs

Detroit, Michigan Police Department

1. Suppression of Street Crime
2. Abating Community Tensions
3. Traffic Direction and Control
4. Manpower Allocation Systems
5. Selection, Testing, Recruiting, Training and Professional Development of Police Personnel
6. Involvement of Criminal Justice System (prosecutor, courts and corrections)
7. Suppression of Organized Crime
8. Technology Improvements in Police Field
9. Federal Programs Related to Police
10. Patrol Vehicle Locator Systems

Honolulu, Hawaii Police Department

1. Intelligence Units
2. Vice Enforcement Techniques
3. Prevention of Armed Robbery
4. Crime Analysis Methods
5. The Role of the Staff Officer

6. Effective Utilization of Inspection Unit
7. Internal Investigation Units
8. Evaluation of Training Programs
9. Testing Methods for Selecting Recruits
10. Evaluation of Job Performance (all ranks)

Houston, Texas Police Department

1. Prevention of Armed Robbery
2. Community Involvement in Crime Prevention
3. Evaluation of Job Performance (all ranks)

Kansas City, Missouri Police Department

1. Effective Police-Community Relations - both from the standpoint of decreasing existing tensions and increasing public involvement in the fight against crime
2. Qualifications for Police Recruits - first of all, an accurate determination of the qualifications needed, and secondly a means of accurate measurement of same
3. Regional Consolidation of Police Services - in the interest of both increased effectiveness and economy of operation
4. Evaluation of Job Performance (all ranks) - development of clearly defined job standards and a method of meaningful evaluation according to those standards
5. Recruitment - means of recruiting college graduates into the police service, also recruiting qualified members of minority groups
6. Promotional Policies and Procedures - determination of needed traits, accurate measurement of these traits, and a system which is fair and fully supported by department personnel
7. Comprehensive Training Curriculum and Facilities
8. Police Unions and Fraternal Organizations
9. Meaningful Restructure of the Police Service - probably along the lines recommended by the Presidential Commission, i.e., community service officer, police officer, and police agent.

10. Adequate Legal Guidelines - in view of increasing legal restrictions, officers are sorely in need of understandable guidelines, including assurance that they are constantly kept up-to-date.

Los Angeles Sheriff's Department

1. Public Relations - Community Relations
2. Recruitment
3. Funding
4. Civil Disorders
5. Training
6. Recent Court Decisions
7. Public Involvement
8. Technological Utilization
9. Retention of Qualified Personnel
10. Juveniles

Memphis, Tennessee Police Department

1. Effective Utilization of Inspection Unit
2. Evaluation of Training Programs
3. Evaluation of Job Performance (all ranks)
4. Community Involvement in Crime Prevention Activities
5. Testing Methods for Selecting Recruits
6. Internal Investigation Units
7. Intelligence Units
8. The Role of the Staff Officer
9. Crime Laboratory Operation
10. Vice Enforcement Techniques

New Orleans, Louisiana Police Department

1. Training Programs for Supervisors
2. Evaluation of Job Performance
3. Utilization of Inspection Units
4. Planning and Research
5. Internal Investigation Units
6. Prevention of Armed Robbery
7. Vice Enforcement Techniques
8. Intelligence Units
9. Organized Crime
10. Evaluation of Training Programs

Phoenix, Arizona Police Department

1. Community Involvement in Crime Prevention Activities
2. Communications and Information Systems
3. Improvement of Police-Court Relations
4. Grantsmanship - development of federally funded programs
5. Testing Methods for Selection of Recruits
6. Evaluation of Training Programs
7. Disciplinary Standards
8. Function of Intelligence Units
9. Effective Utilization of the Inspection Unit
10. Role of Internal Investigation Units

San Antonio, Texas Police Department

1. Reduction of Radio Patrol Commitments to Increase Crime Prevention Potential (example: Can some other agency - insurance or otherwise - assume the burden of accident investigation?)

2. Prevention of Armed Robbery
3. Prevention of Residential Burglary
4. Community Involvement in Crime Prevention
5. Evaluation of Job Performance by Data Processing
6. Permanent Federal Registration and Plates for all Motor Vehicles
7. Testing Methods for Selecting Recruits
8. Evaluation of Training Programs
9. Effective Utilization of Inspection Units
10. New Guidelines for General In-Service Training to Up-Date Police Officers Every Five Years

San Diego, California Police Department

1. Representation of Law Enforcement Point of View Before the U.S. Supreme Court
2. Development of Non-Lethal Weapon
3. Police Salaries - how they may be increased
4. How May Private Industry Be Encouraged to Assist Police With Their Problems
5. The Hippie Movement.
6. Availability of Federal Financial Assistance
7. Development of Intelligence Among Minority Militants
8. Retention of Police Officer Personnel
9. The Most Effective Police Organizational Structure Toward Crime Prevention
10. Community Involvement in Police problems

San Francisco, California Police Department

1. Communications
2. Testing Methods for Selecting Recruits
3. Intelligence Units

4. Community Involvements in Crime Prevention Activities
5. The Role of Administrative Aids
6. Evaluation of Job Performance
7. Evaluation of Training Programs
8. Effective Utilization of Inspection Units
9. Vic Enforcement Techniques
10. Role of the Staff Officer

Seattle, Washington Police Department

1. Community Relations Programs -- their role and effectiveness of easing tensions in the black communities, university communities, etc. (this subject may have been covered in earlier conferences. I do not have that information available)
2. Community Involvement in Crime Prevention Programs
3. Federal Involvement and Funding For Local Law Enforcement Programs - this could probably be combined with some study of the budget process (I think most departments are trying to get the benefit of Federal funds, where available, but many people are beginning to wonder if it's worth the trouble.)
4. Effective Utilization of Research and Development Units -- especially:
  - a. how they fit into the chain of command
  - b. selection of personnel
  - c. rotation of personnel
5. Testing Methods for Selecting Recruits
6. Evaluation of Job Performance (all ranks)
7. Evaluation of Training Programs - should include programs for training and preparation of supervisory and mid-management personnel for higher positions
8. Effective Utilization of Inspections Units
9. Internal Investigations Units
10. Police Unions

Washington, D. C. Police Department

1. Organization and Functions of a Police Intelligence Unit
2. Organization and Functions of a Police Community Relations Unit
3. Methods of Evaluation of Police Community Relations
4. Methods of Preventing Street Crime
5. Evaluation of Recruit and In-Service Training Programs
6. Effective Methods of Deploying the Patrol Force
7. The Significance of a Vast Increase in Juvenile Crime
8. Internal Communications in a Police Headquarters Staff
9. The Proper Role of an Internal Inspections Unit
10. A Career Development Program for Police Officers and Civilian Employees

**END**

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