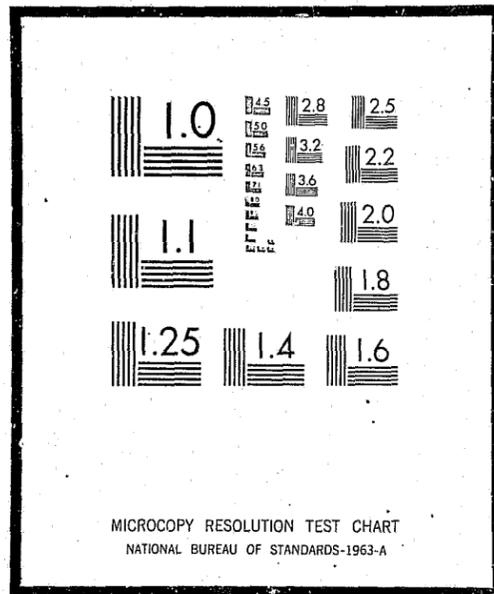


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LAW ENFORCEMENT ASSISTANCE ADMINISTRATION
NATIONAL CRIMINAL JUSTICE REFERENCE SERVICE
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2/25/76



Institute for the Study of Crime and Delinquency

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LAW ENFORCEMENT TRAINING PROGRAM

AN EVALUATION OF PARTICIPANT AND SUPERVISOR ATTITUDES

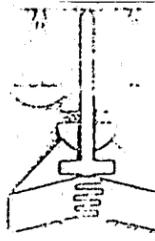
by

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Institute for the Study of Crime and Delinquency
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Conducted under a grant from the North Dakota Law Enforcement Council

July, 1973



Institute for the Study of Crime and Delinquency

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LETTER OF CORRECTION

This letter of correction should be inserted between the cover page and the table of contents of the publication entitled, Law Enforcement Training Program: An Evaluation of Participant and Supervisor Attitudes, by Boyd L. Wright, (Institute for the Study of Crime and Delinquency, Bureau of Governmental Affairs, University of North Dakota, July, 1973).

The survey instrument modified for use in this evaluation and noted on pages 9, 21, 34, 42, 51, 58, 70, 78, and 95, was originally developed by Dr. Kent Horne, for use in a Computer Information Institute presented at the State Law Enforcement Training Center, Bismarck, North Dakota, in February, 1973. Apologies are hereby extended to Dr. Horne for the unintentional use of his instrument without giving credit to him in the report. At the time the evaluation was conducted, the author was unaware that the instrument was developed by Dr. Horne, but rather was under the assumption that it was developed as an in-house instrument for use by the staff of the North Dakota Combined Law Enforcement Council.

Boyd L. Wright
Director

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INTRODUCTION

In December, 1972, the staff of the North Dakota Combined Law Enforcement Council requested that the Institute for the Study of Crime and Delinquency of the Bureau of Governmental Affairs at the University of North Dakota conduct an evaluation of two grants awarded to the North Dakota Highway Patrol. These two grants were awarded to the Highway Patrol for the purposes of conducting several law enforcement training courses at the North Dakota Law Enforcement Training Center in Bismarck, North Dakota. Grant #A2-40 in the amount of \$19,067 was awarded by the Law Enforcement Council on July 26, 1972. This grant was designated primarily to library and other resource materials. Grant #A2-45 in the amount of \$30,537 was awarded on September 28, 1972. These funds were to defray costs of salaries, travel and materials for the various courses. The combined application budget is presented in Appendix I.

The two grants together totaled \$49,604. As stated in the grant application these grants were directed towards providing training for personnel from both local law enforcement and state agencies. The application goes on to state that "the intensive and broad training to which these law enforcement officials are exposed should increase their effectiveness in preserving law and order. The added professionalism of these officers should serve the cause of crime control, deterrence, and community relations."

organization. An evaluation of course content, budgetary matters and related areas was to be conducted by persons secured under an L.E.A.A. Technical Assistance Grant. Therefore, the reader should keep in mind the limited nature of this evaluation as he reads the remainder of this report.

The remainder of this report will be divided into sections on the various courses held. Each section will give the course content, goals, persons attending, and results of the surveys of participants and supervisors. All survey materials were done by mail because of limited travel funds which precluded personal interviews.

NOTE: Comments made by participants and supervisors are exact quotes and have not been edited.

Police Records Management

September 4-8, 1972

GOAL OF THE COURSE AS STATED IN THE GRANT APPLICATION:

The course is designed to provide an explanation of the importance of police records, provide an outline of basic forms to be used in a records system and provide instructions for form completion and filing procedures resulting in a step-by-step process whereby a good workable system may be implemented.

COURSE CONTENT:

<u>Subject</u>	<u>Hours</u>	<u>Instructor</u>
Orientation	1	Staff
Centralization of Records & Recording Complaints	2	Mr. Bryce Hill
Complaint & Investigative Records	3	Lieutenant Stanley Lyson
Type of Crime & Location Indices	1	Lieutenant Richard Stephens
Stolen Property Indices	2	Lieutenant Richard Stephens
Fingerprint Records	4	Special Agent Sam Brecci, F.B.I.
Report Form - Flow & Documentary Value	1	Major Orlin Bensen
Arrest & Identification Records	1	Mr. Bryce Hill
Supplementary Records	1	Lieutenant Richard Stephens
Citation & Warning Ticket Flow	1	Lieutenant Jim Martin
Master Name Index & Miscellaneous Records	3	Mr. Norbert Sickler
Annual Police Reports	1	Lieutenant Ted Hewitt Lieutenant Bob Roscoe

<u>Subject</u>	<u>Hours</u>	<u>Instructor</u>
Calculation of Rates & Percentages	3	Lieutenant Bob Roscoe Lieutenant Ted Hewitt
Course Review	1	Staff
Examination	1	Staff
Graduation	1	Staff

PERSONNEL ATTENDING COURSE:

<u>Name</u>	<u>Department</u>
Robert Becker	Williston Police Department
Verna Evenson	Bottineau County Sheriff's Office
Earl Ferestad	Devils Lake Police Department
Henry Ghents	Dickinson Police Department
Linda Hambek	Williston Police Department
Cheryl Huffman	Williams County Sheriff's Office
Patrick Kalinowski	Devils Lake Police Department
Jack Ladbury	Valley City Police Department
Warren Larson	Minot Police Department
Dennis Metzger	Mandan Police Department
Lois Nelson	Williams County Sheriff's Office
DuWayne Nicholson	Valley City Police Department
Cecil Rohrer	Pierce County Sheriff's Office
George Swenson	Valley City Police Department
Wendell Wentz	Langdon Police Department

PARTICIPANT EVALUATION:

Thus, there were fifteen persons in attendance at this course. Survey forms were mailed to all fifteen persons. Six persons (40%)

returned their survey forms. The results of the survey are set forth below.

PARTICIPANT QUESTIONNAIRE RESULTS

	<u>Strongly Agree</u>	<u>Agree</u>	<u>Undecided</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
1. The instruction in this course was good.	2 (33%)	4 (67%)	0 (0%)	0 (0%)	0 (0%)
2. The content of the course was good.	2 (33%)	4 (67%)	0 (0%)	0 (0%)	0 (0%)
3. The materials used in this course were NOT good.	0 (0%)	0 (0%)	0 (0%)	5 (83%)	1 (17%)
4. The rate of presentation was satisfactory.	1 (17%)	4 (6%)	0 (0%)	1 (17%)	0 (0%)
5. I did NOT have enough opportunity to ask questions.	0 (0%)	0 (0%)	0 (0%)	3 (50%)	3 (50%)
6. I got answers if and when I had questions.	2 (33%)	4 (67%)	0 (0%)	0 (0%)	0 (0%)
7. Please list any of the subject areas of the course that were given <u>too much</u> time.					
a. None.					
b. Centralization of records and recording complaints.					
c. Fingerprint records.					
d. The courses that I felt were given too much time were: centralization of records and recording complaints and fingerprint records.					
e. Calculation of rates and percentages..					
8. Please list any of the subject areas of the course that were given <u>too little</u> time.					
a. Fingerprint records.					

- b. Fingerprint records (this only valuable to persons who have had fingerprint training). Special Agent Sam Brecci is a very qualified instructor but most persons taking this course had no prior fingerprint instruction.
- c. None.
- d. The courses that I felt were given too little time were: Master name index and miscellaneous records and complaint and Investigative records. I also wished we would have had more time while we were touring the Crime Bureau. I also wished we could have had time to tour communications.
- e. Fingerprint records; type of crime and location indices.
- f. Centralization of Records and Recording Complaints; fingerprint records; Master Name Index and Miscellaneous Records.
9. Please list the sections of the course which have been most helpful to you in your work as a law enforcement officer.
- a. Centralization of records and recording complaints.
- b. This would be difficult as a certain amount of knowledge is gained from each section.
- c. Complaint and investigation records. Master name index and miscellaneous records.
- d. The courses that were most helpful to me were the stolen property indices, types of crimes and location indices, complaint and investigation records, citation and warning ticket flow and master name index and miscellaneous records. Since we have returned from the Academy we have introduced several new files. We have a current telephone and radio log. A new complaint system and also a new traffic and radio log. A new complaint system and also a new traffic accident system. I am really happy that I attended the course because it has proved to be most helpful.
- e. Centralization of records and recording complaints; complaint and investigative records annual police reports; supplemental records.
- f. Centralization of records and recording complaints; type of crime and location indices; arrest and identification records; Master Name Index and miscellaneous records.

10. Please list sections of the course which have been least helpful to you in your work as a law enforcement officer.
- a. Calculation of rates and percentages; fingerprint records.
- b. Fingerprint records. The reason I say this is because we have never had anything to do with fingerprinting. The jailer who is on duty usually takes the fingerprints and I have never been introduced to this.
- c. Fingerprint records. Calculation of rates and percentages.
- d. The use of computer in record keeping for a department of our size would not be possible so I thought the time spent on this subject was a waste of time.
- e. Supplemental records; citation and warning ticket flow.
11. General Comments on the course:
- a. The course as a whole was very informative. Since attending this school our record system has been brought up more to date.
- b. I am very grateful that I attended the courses at the Law Enforcement Academy because it has made our office a more efficient office. Our records since we attended school have been more accurate and helpful. I hope that in the future we will be able to attend refresher courses to help us.
- c. The course was generally very good. The only things that weren't helpful to me at all were the fingerprinting lecture and calculation of rates and percentages. These two were interesting but I am not concerned with them in my job, so they didn't do me any good. As a whole I enjoyed the course very much.
- d. For the most part I thought the course was good.
- e. The course as a whole was very good for the first time of having this type of course. I would suggest if at all possible to have sample filing cabinets in classroom so the instructor won't have to talk about it and then have to go across town to see what he was talking about.

ANALYSIS:

Since the response to the survey was less than one-half of those attending it is not realistic to draw firm conclusions from the above responses. With that point in mind, however, it appears that all of

the respondents give a quite favorable rating to the course. They indicate that course materials and methods of instruction were good. These responses to the questions of the balance of the course contents as well as the two questions on the usefulness of the course are somewhat contradictory and, therefore, no firm conclusions can be drawn. The responses to question #11, "General Comments" are probably the best guide to the value of the course and they are decidedly favorable.

SUPERVISOR EVALUATION:

Separate evaluation questionnaires were sent to the immediate supervisors of thirteen of the fifteen persons attending the course. This reduced number is due to the fact that some participants are the head of their organization. Of the thirteen questionnaires mailed out, seven (54%) responded. The responses are set forth below.

SUPERVISOR QUESTIONNAIRE RESULTS

1. In general, do you believe the training this person received was beneficial to him?
 - 7 (100%) Yes 0 (0%) No
2. More specifically, how has the training benefitted this person?
 - 2 (15%) Generally made him a more knowledgeable officer.
 - 7 (100%) Improved his knowledge in the specific subject area covered by the course.
 - 1 (8%) Changed his attitudes towards police work.
3. Please indicate briefly what you understand to be the "major purpose" of this course.
 - a. The purpose of this course was to try to get a more uniform set of record keeping.
 - b. The major purpose of this course is to qualify an officer to keep accurate and easily accessible records and files.
 - c. Good records, and importance of them.

- d. Make available and show students different ways and methods of keeping, updating and maintaining adequate records systems and what should and could be made into records systems.
 - e. A better understanding of the numerical system and how it can be put to use in records keeping.
4. Please indicate generally what you understand was covered in this course.
 - a. This course was on record keeping and crime reporting.
 - b. I understand from the officer the above comments were covered. (See item b on question #3).
 - c. Records--files.
 - d. Most of the above question #3.
 - e. Criminal index file, fingerprint filing, complaint filing and the proposed record system being adopted by the BCI.
 5. Has the training that this person received had any impact on your organization?
 - 7 (100%) Yes 0 (0%) No
 - If yes, please indicate what impact!
 - 7 (100%) Better trained individual increases the capabilities of the whole department.
 - 5 (71%) Others in organization have learned indirectly from this person.
 - 1 (14%) This person has conducted in-service training for others in the organization.
 - 3 (43%) The fact that this person received training has encouraged others in the organization to seek additional training.
 6. General Comments.
 - a. I understand that visual aids for instructions were lacking and most of course taught was from lecture instructions.
 - b. It was a good course, but not long enough--I believe a course like this should be at least 80 hours. The one week was very good. Improved his record and filing very much.
 - c. Some requests for more demonstrating of records and filing.
 - d. Since the Girls in the office took this course they have updated our records keeping and have made some other improvements in the office.

ANALYSIS:

From the responses stated above it is clear that all of those supervisors responding felt that the persons attending the course benefited from the program and that the program has had a positive effect on their organization. Since the responses to questions three and four indicate a good level of understanding by the respondents of the materials covered and purposes of the course it would appear to be a valid measure of the effects of the course on the participants.

SUMMARY COMMENTS:

In reviewing the responses by both participants and their supervisors it appears that this course on Police Records Management is well organized and conducted. There is a good level of satisfaction with the course and an apparent desire to see it repeated periodically.

Basic Police Training Program

September 11 - October 13, 1972

GOAL OF THE COURSE AS STATED IN THE GRANT APPLICATION:

The Basic Police Training Program is designed to provide the student with elementary information, basic knowledge, and the development of the minimal skills necessary for supervised performance as a police officer.

COURSE CONTENT:

<u>Subject</u>	<u>Hours</u>	<u>Instructor</u>
Orientation	1	Staff
a. Introduction; overview of schedule, and rules and regulations governing training center operations.		
General		
a. Notetaking	1	Lieutenant Jim Martin
b. Public Relations	2	Lieutenant Lawrence Everson
c. Human Relations	3	Mrs. Audrey Lantz
d. Report Writing	2	Lieutenant Richard Stephens
e. Recognizing and Handling People	2	Dr. Olov Gardebring
f. Electrical Fires	2	Mr. Duane Poole Otter Tail Power Co.
g. Philosophy of Police and Ethics	2	Lieutenant Ted Huber
h. Radio Operations and Procedure	2	Lyle Gallagher, Chief Dispatcher
Technical		
a. First Aid	10	Captain John Herner Patrolman Richard Anagnost
b. Driver Training	8	Lieutenant Lawrence Everson Lieutenant Jim Martin
c. Weapons Training	12	Lieutenant Duane Kisse Sergeant Jerry Theisen

<u>Subject</u>	<u>Hours</u>	<u>Instructor</u>
Criminal Law and Procedure		
a. Criminal Law	20	Lester Schirado Morton County States Att'y. Major Orlin Bensen
b. Rules of Evidence	16	
c. Laws of Arrest, Search, and Seizure	12	F.B.I.
d. Arrest Techniques	2	Lieutenant Bob Harvey
e. Disposition of Prisoner Following Arrest	2	Lieutenant Harvey
Criminal Investigation		
a. Narcotics and Dangerous Drugs	4	Lieutenant Carrol Erickson Sergeant Norman Smith
b. Automobile Theft	1	F.B.I.
c. Robbery	2	F.B.I.
d. Burglary & Other Types of Theft	3	F.B.I.
f. Check Writing	1	F.B.I.
g. Homicide & Personal Assault	3	F.B.I.
h. Sex Crimes	4	F.B.I.
i. Admissions & Confessions	2	F.B.I.
j. Collection and Preservation of Evidence	1	Dr. John Juhala
k. Crime Scene Search and Sketching	10	Norbert Sickler Captain Leonard Wentz
Case Preparation and Testifying in Court	3	Captain Curtis Langness
Juvenile Court	2	Tom McGurren
Complaints and Warrants	2	Lester Schirado Morton County States Att'y.
Domestic Complaints	2	Sergeant Dick Peck
Patrol Operations	4	Lieutenant Stanley Lyson
Traffic Law Enforcement		
a. North Dakota Traffic Laws (General)	14	Sergeant Norman Evans Sergeant Robert Senger
b. Manslaughter and Negligent Homicide Violations	2	Sergeant Robert Senger

<u>Subject</u>	<u>Hours</u>	<u>Instructor</u>
c. Care Required, DWI, and Reckless Driving Violations	2	Sergeant Robert Senger
d. Citations and Arrests	1	Lieutenant Stanley Lyson
e. Stopping and Approaching the Violator	1	Lieutenant Stanley Lyson
f. Officer-Violator Relationships	1	Lieutenant Stanley Lyson
g. Traffic Direction and Control	1	Lieutenant Stanley Lyson
Accident Investigation		
a. Background for A.I.	7	Sergeant William Byram Lieutenant Arnold Schimke
b. Keeping the Accident From Getting Worse	4	Lieutenant Arnold Schimke Sergeant William Byram
c. Getting the Facts	12	Lieutenant Arnold Schimke Sergeant William Byram
d. Recording the Facts	15	Lieutenant Arnold Schimke Sergeant William Byram
Administration		
a. Examinations and Review	7	Lieutenant Jim Martin
b. Graduation	1	Colonel Ralph M. Wood
c. Law Enforcement Council	1	Director Ken Dawes
d. Court Administrator	1	Calvin Rolfson

PERSONNEL ATTENDING COURSE:*

<u>Name</u>	<u>Department</u>
William L. Allery	St. John Police Department
Kenneth W. Baenen	Jamestown Police Department
Gene Berger	Morton County Sheriff's Office
William H. Broer, Jr.	Grafton Police Department
Conrad J. Cichos	Jamestown Police Department
Richard L. Crawford	Wahpeton Police Department
James A. Deel	New Rockford Police Department
John A. Dickinson	Ward County Sheriff's Office
Corwin S. Effertz	Minot Police Department
Alvin Farstveet	Bowman Police Department
Melvin Fiechtner	Lehr Police Department
Albert Fischer	Morton County Sheriff's Office
Glenn R. Gietzen	Steele Police Department
Edwin E. Holzworth	Jamestown Police Department
Duane H. Houghton	Burleigh County Sheriff's Office
Ronald K Huff	Mandan Police Department
Ernie R. Larson	Tuttle Police Department

<u>Name</u>	<u>Department</u>
Paul J. Larson	Watford City Police Department
Victor Marshall	Crosby Police Department
Dennis H. Peterson	Cass County Sheriff's Office
Gerald Putnam	Bismarck Police Department
Richard J. Rodman	Velva Police Department
Cecil Rohrer	Pierce County Sheriff's Office
Leonard Rohrer	Bismarck Police Department
Guy S. Sivertson	Rolette County Sheriff's Office
Charles E. Slaven	Kenmare Police Department
Eugene Smith	Langdon Police Department
Larry H. Stockie	Richardton Police Department
Milton O. Weist	McIntosh County Sheriff's Office
Derald H. Weyrauch	Ray Police Department
Dennis M. Whitman	Hankinson Police Department

*As of final week of course, October 9-13, 1972.

PARTICIPANT EVALUATION:

Of the thirty-one participants, evaluation questionnaires were sent to twenty-nine. The other two persons were no longer working for that organization and thus were not surveyed. Eighteen persons (62%) returned the survey forms. The results are set forth as follows.

PARTICIPANT QUESTIONNAIRE RESULTS

	Strongly Agree	Agree	Unde- cided	Dis- agree	Strongly Disagree
1. The instruction in this course was good.	9 (50%)	7 (39%)	1 (6%)	1 (6%)	0 (0%)
2. The content of the course was good.	10 (56%)	7 (39%)	0 (0%)	1 (6%)	0 (0%)
3. The materials used in this course were NOT good.	0 (0%)	1 (6%)	1 (6%)	9 (50%)	7 (39%)
4. The rate of presentation was satisfactory.	5 (28%)	9 (50%)	2 (11%)	2 (11%)	0 (0%)
5. I did NOT have enough opportunity to ask questions.	0 (0%)	1 (6%)	0 (0%)	11 (61%)	6 (33%)
6. I got answers if and when I had questions.	11 (61%)	5 (28%)	2 (11%)	0 (0%)	0 (0%)
7. Please list any of the subject areas of the course that were given <u>too much</u> time.					
a. Driver training.					
b. North Dakota traffic laws.					
c. Electric fires; drivers training; human relations; philosophy of police ethics; examination and review.					
d. Notetaking and state 39 code.					
e. None.					
f. Rules of evidence.					
g. Accident investigation; rules of evidence.					
h. Criminal law; getting the facts; recording the facts.					
i. None.					

- j. Preventive driving.
- k. None.
- l. N.D. traffic laws.
- m. N.D. traffic law enforcement; some of the laws taught you do not use at all such as the law requirements for lights and tail-lights on vehicles and their measurements.
- n. Case preparation and testifying in court. Driver training.
- 8. Please list any of the subject areas of the course that were given too little time.
 - a. First aid; driver training; weapons training.
 - b. Criminal law and procedure.
 - c. Actual training in pursuit driving; more time for criminal investigation such as in drugs, interrogations and generally all criminal investigations; more time for juvenile delinquency and for problems of all juveniles.
 - d. Interrogations, confessions and admissions.
 - e. First aid.
 - f. Arrest techniques.
 - g. Juvenile delinquency problems; juvenile court.
 - h. Citations and arrests; juvenile court; burglary.
 - i. Complaints and warrants.
 - j. First aid; narcotics and dangerous drugs; sex crimes; homicide.
 - k. Recognizing and handling abnormal people; sex crimes.
 - l. Citations and arrests.
 - m. Radio operations and procedures.
 - n. The entire criminal investigations portion.
 - o. Public relations and human relations; burglary.
 - p. Accident investigations also crime search and seizure.
 - q. Laws of arrest, search and seizure, burglary.

9. Please list the sections of the course which have been most helpful to you in your work as a law enforcement officer.
- Traffic law enforcement; accident investigation.
 - Search and seizure.
 - Criminal law and procedure; patrol operations; traffic law enforcement; accident investigation.
 - Traffic law enforcement.
 - Accident investigating, citations and arrest, North Dakota laws, patrol operations, arrest techniques, public relations, preservation of evidence.
 - Arrest, search and seizure; criminal law; admissions and confession; rules of evidence.
 - Criminal law and procedure; Accident investigation.
 - Criminal law and procedures; Traffic law enforcement.
 - General; Criminal law and procedures; Traffic law enforcement; VI-accident investigation.
 - No comment.
 - First aid; public relations; accident investigation.
 - Human relations; larceny; domestic complaints.
 - Traffic law enforcement.
 - Criminal law and procedure; Traffic law enforcement.
 - Criminal law and procedure.
 - General; Technical; Criminal law and procedures; Traffic law enforcement; accident investigation.
 - Every section helpful in some aspect.
 - Public relations; interrogations, confessions and admissions; patrol operations; N.D. traffic laws.
10. Please list sections of the course which have been least helpful to you in your work as a law enforcement officer.
- They are all helpful.
 - Narcotics and dangerous drugs.

- None - all sections of the course has been helpful.
 - Driver training; Recognizing and handling abnormal people and Traffic Direction and Control.
 - Orientation.
 - Have used some of mostly everything.
 - Bank robbing - never used it.
 - I believe that all the courses given have been helpful.
 - No comment.
 - They all have been helpful in some way or time.
 - I cannot say that any course was not helpful; all courses given were helpful to me.
 - I feel that having had the opportunity to utilize all of the courses available that none were less helpful than others. However, the 39 code was over-emphasized as was Accident Investigation (parts on Getting and Recording the Facts).
 - They have all been helpful but some I have had no chance to use as yet.
 - Human relations.
 - N.D. traffic laws (we use city laws that are different than that of the state.
 - Orientation; General; Administration.
11. General comments on the course:
- The complete training program as presented is very helpful.
 - Entirely too much time was wasted between classes. Too large of classes for active student participation. A strong military attitude demoralized students (by 12 noon every day I was ready to walk out and go home). Crime scene search was the most unorganized bedlam I had recently experienced. The course could have been cut to three weeks considering all the time wasted. When I was sent to basic police training school I never realized the course was that basic! I lost interest in course, materials and methods of instruction the first week of attendance! I will not attend another course.
 - I thought that the course was excellent. The only complaints were that too much time was spent on N.D. Traffic Laws and the way of instruction. The instructor would read the material out

- of the book. It would have held more people's interest if the primary used traffic laws that are used more often would be brought up in an outline and discussed as a class. Most of the class would have received more that way than listening to someone read one law after another out of a book. I feel that there should be time spent in this area but change the method of teaching it.
- d. If possible, much more time should be spent on subjects like drugs, juvenile problems and criminal investigation. More practice problems in criminal investigation with smaller groups. More time should be spent in accident investigation. Regarding recreational activities - a recreation room should be added on to give the students something to do in the evening.
- e. In general the training given is a good introduction to law enforcement but the training is on a level that it should be a prerequisite before placing an officer on the street. The course program for in-service personnel should be expanded to include case study and evaluation of the factors involved. There should be much more group practical experience in simulated situations. This should be as close to field situations as possible especially the size of the police teams used.
- f. The school was very good. I feel that after attending this school I have become a better officer. The subject matter was good and also the instructors were very good in presenting the subject. Some instructors were better than others. The part that was hard to follow was when the instructor presented the subject and all of it was read. Some of the instructors may have had more experience and instead of reading from the book or their notes presented it more relaxed or casual. But in all I would recommend this school to anyone going into police work or anyone who is in police work and has never attended the school. I would also like to see some kind of refresher course offered such as a week of school.
- g. The course I feel was excellent but could possibly be segregated into two classes during the year. One for the advanced officer and one for the beginning officer. I would also like in the future to see courses covering more speech, tones and facial expressions while presenting yourself to the public due to the image we must all project in order to receive support from the people we serve. I should also include appearance of clothing and equipment.
- h. I have been going to Military Police Schools, and Security (Air Police) schools and the courses given at the training center, for basic training, were more complete and better qualified instructors. When I completed the training at the Center I felt more sure of myself and knew the role of a police officer and my duties and how to perform them better. I think the course was an outstanding one for basic course in police work.

- i. Arrest Techniques such as defense against chest attack, groin, the come alongs (1) sleeve guide; (2) front wrist lock, rear arm lock, neck drag, hip throw, shoulder throw, front wrist takedown, elbow takedown, more or less self defense all coming under Apprehension and Restraint, was not given and in a small department you have no way of learning them other than going to a bigger town where they have self defense training.
- j. This course over all taught me a lot of things that I did not know. The section on criminal law and procedures was most helpful and interesting to me. This section taught me many things that I did not know and things I did not understand were cleared up by this section. The course was very helpful to me when I returned to work, but could have been a little longer so we would have had time to cover some interesting subjects a little more in detail.
- k. I think the training program is a good thing. It sure makes working as a law officer a lot easier.
- l. I would like to see some training--self defense and proper use of the night stick, etc.
- m. I believe that they should have a week of refresher courses at the law enforcement center and make this course mandatory for all law enforcement officers in the state of North Dakota. This week should be mandatory for the officer to complete in one year. I know that they do have refresher courses but the police officer in a small town cannot seem to make the city fathers understand that these courses would help the police officer do a much better job in all law enforcement fields. Thank you for your concern in how our law enforcement center is operated.
- n. It was very good. I enjoyed it very much but some of the instructors didn't put enough effort into their subjects and it made the classes very boring.
- o. Good basic training but should have some refresher courses.
- p. The course was very good although I feel we should have more instructors from other agencies things get one-sided when they only come from the Highway Patrol.
- q. The most informative portions for me were N.D. criminal law and traffic laws. Note that I had in excess of 9 years and 9 months of law enforcement experience and training in the USAF, so much of the training course was review for me (it never hurts to be re-educated) and at times boring. My general evaluation is that the entire program was well administered and beneficial to those with minimal police experience.
- r. Training program was very well organized and the instructors were excellent. I feel that N.D. law officers would benefit by attending more training programs of this nature.

- s. The course I felt was very good and very useful and most of the instructors could get the point of instruction across very well.
- t. It's a very good course. I believe it brought out a lot of points that I was doing wrong. It gave me a better outlook on the job. I only wish it would be a longer course and in much more detail. I am very glad I had the chance to go for the courses. I hope I can be able to take a refresher course.

ANALYSIS:

Overall, the responses of the participants to this course are very good. One area that appears to need improvement is the quality of some of the instruction. Several respondents noted that some of the instructors simply read the material to the class instead of using examples, case studies, etc. A second theme which is apparent from the responses is that a number of the respondents feel too much emphasis is being given to traffic problems and related areas. However, it should be noted again that the responses as a whole indicate a very good level of satisfaction with the course.

SUPERVISOR EVALUATION:

Separate evaluation questionnaires were sent to twenty-three of the immediate supervisors of persons attending the course. The number is lower than the number of participants surveyed due to persons leaving the organization or the person attending is the head of the organization. Of the twenty-three questionnaires mailed out, fourteen (61%) were returned. The responses are set forth below.

SUPERVISOR QUESTIONNAIRE RESULTS

1. In general, do you believe the training this person received was beneficial to him?
13 (93%) Yes 1 (7%) No

2. More specifically, how has the training benefited this person?
 - 11 (79%) Generally made him a more knowledgeable officer.
 - 9 (64%) Improved his knowledge in the specific subject area covered by the course.
 - 4 (29%) Changed his attitudes towards police work.
3. Please indicate briefly what you understand to be the major purpose of this course!
 - a. We don't understand anything--because we asked him for a report on the five weeks of schooling he took. In answer to us, he summed it all up in a few minutes.
 - b. Basic general training of law enforcement, teaches traffic law enforcement, teaches how to protect crime scene and administer first aid. Also it teaches oral and written communications, search and seizures and how to conduct himself in court.
 - c. I believe it gives the officer in question a more basic knowledge of law enforcement as it is today.
 - d. It will give a New Man a general idea in police work.
 - e. Give the person a basic training in law enforcement.
 - f. To improve the officer's knowledge in becoming a professional person, and doing a professional job, in an individual in whom a Police Dept. has placed extraordinary authority.
 - g. I believe the major purpose of the course is to familiarize and educate the officer with the basic necessities in law enforcement work enabling him to go into the field without making unneeded blunders.
 - h. To obtain the fundamentals of police work.
 - i. To train new officers in the basics of law and procedure, to lay the foundation for more specialized training later.
 - j. To give a starting officer the basic tools to qualify him as a Law Enforcement Officer. Also to give officers that have been police officers for a few years a refresher course. Also to give a new officer more confidence.
 - k. To show an officer all aspects of police work in general.
 - l. To familiarize the new/young officers with all aspects of police work, not to make him an expert, but to give him enough knowledge to carry out, while he is on the job.

4. Please indicate generally what you understand was covered in this course.
- Oral and written communications, criminal law, search and seizures, etc.
 - As the course reads: BASIC POLICE TRAINING!!!
 - Accident investigation, criminal law and procedure of arrest.
 - The basic fundamentals of law enforcement.
 - Qualifications of an police officer, personal qualities, leadership qualities, integrity of character and willingness to accept responsibility, moral integrity and to become proficient law officer.
 - As I understand, all basic requirements, accident investigation, criminal investigation, courtroom procedures, search and seizure and domestic problems were covered. I believe there were others but the above-mentioned concern our department the most.
 - General police work. Basic police information and knowledge, and a degree of understanding which will enable him to perform the rudimentary duties of a police officer.
 - Basic laws, police procedure, first aid, defensive driving, court procedures.
 - Generally, all basic procedures that a law enforcement officer will encounter as his duties on the job.
 - Accident investigation, criminal law, arrest search and seizure.
 - I understand that the course covered traffic enforcement, accident investigation, criminal law, defensive driving, weapons and various other subjects concerning police work.
5. Has the training that this person received had any impact on your organization?
- 12 (86%) Yes 1 (7%) No 1 (7%) No Answer (If yes, indicate what impact.)
- 12 (100%) Better trained individual increases the capabilities of the whole department.
- 5 (42%) Others in organization have learned indirectly from this person.
- 1 (8%) This person has conducted in-service training for others in the organization.
- 5 (42%) The fact that this person received training has encouraged others in the organization to seek additional training.

6. General Comments:
- The personnel that have completed the training program, has helped this small police department to become a more professional organization, and to come more mentally and physically able to perform those duties as a law officer, as required by the state of North Dakota.
 - This man has 4-6 years of college but needs education in basics.
 - The basic police training program is an essential program for a police man working in the field. I think it should be mandatory that police should have a refresher course about once every 18 months.
 - I am well satisfied with the conduct of this officer since his training.
 - Upon completion of the basic course the officer has more confidence in his job and is more certain of what he is authorized and not authorized to do by law.
 - I would like to see a requirement that a refresher course be taken at least every two years; also some training in advanced subjects.
 - The training has enabled individuals to assume more duties on the force, therefore bettering the department as a whole.

ANALYSIS:

The overwhelming majority of supervisors responding indicate that the course has had a beneficial effect on both the participants and their organization. Since the responses to questions three and four indicate a good level of understanding of the purposes and contents of the course, the above-noted response appears to be reliable.

SUMMARY COMMENTS:

The responses to both questionnaires indicate a broad general approval of this course in Basic Police Training. There appears to be a need, however, for some improvement in the quality of instructional personnel as indicated by the responses of the participants.

Civil Disturbance Training Seminar

October 17-19, 1972

GOAL OF THE COURSE AS STATED IN THE GRANT APPLICATION:

This course was added after the application was approved and, therefore, no statement of goals is available.

COURSE CONTENT:

<u>Subject</u>	<u>Hours</u>	<u>Instructor</u>
Contemporary Social Unrest	2	Martin
Manifestations of Dissent	1	Benzinger
Legal Authority and Jurisdiction of State and Local Agencies	1	Rolfson
Policies Governing Involvement in Civil Disorder Management	1	
a. National Guard - 1/2		Benzinger
b. Highway Patrol - 1/2		Wood
Preparation for Disorder	3	
a. Planning - 2		Dehne
b. Training - 1		Bensen
Command and Supervision of Control Forces	1	Harvey
Control Force Intelligence	2	Wood
Control Force Equipment Demonstration	2	Dehne
Control Force Operations	2	Granrud
Control Force/Community/Media Relations	1	Everson

PERSONNEL ATTENDING COURSE:

<u>Name</u>	<u>Department</u>
Aldon G. Ault	Fargo Police Department
Wilbert Bier	Morton County Sheriff's Office
John Herner	North Dakota Highway Patrol

<u>Name</u>	<u>Department</u>
Ted W. Huber, Jr.	Williston Police Department
Darrell D. Kackman	Cass County Sheriff's Office
Arnold E. Kraft	Kidder County Sheriff's Office
Merwin G. Huntley	Williston Police Department
Allen B. Norstedt	Williston Police Department
Robert J. Paulson	Fargo Police Department
William Peters	North Dakota Highway Patrol

PARTICIPANT EVALUATION:

Questionnaires were sent to all ten participants. Five (50%) returned the questionnaires. The responses are set forth below.

PARTICIPANT QUESTIONNAIRE RESULTS

	<u>Strongly Agree</u>	<u>Agree</u>	<u>Undecided</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
1. The instruction in this course was good.	1 (20%)	2 (40%)	1 (20%)	1 (20%)	0 (0%)
2. The content of the course was good.	1 (20%)	4 (80%)	0 (0%)	0 (0%)	0 (0%)
3. The materials used in this course were NOT good.	0 (0%)	1 (20%)	0 (0%)	3 (60%)	1 (20%)
4. The rate of presentation was satisfactory.	1 (20%)	3 (60%)	0 (0%)	1 (20%)	0 (0%)
5. I did NOT have enough opportunity to ask questions.	0 (0%)	0 (0%)	1 (20%)	2 (40%)	2 (40%)
6. I got answers if and when I had questions.	0 (0%)	3 (60%)	0 (0%)	2 (40%)	0 (0%)
7. Please list any of the subject areas of the course that were given <u>too much</u> time.					
a. None					
b. OK					
c. None					

8. Please list any of the subject areas of the course that were given too little.
- None.
 - OK.
 - None.
9. Please list the sections of the course which have been most helpful to you in your work as a law enforcement officer.
- All.
 - All were helpful.
 - All.
 - Policies governing involvement in civil disorder. (Highway Patrol) Control Force Intelligence.
 - Control Force Intelligence; Legal Authority and Jurisdiction of State and Local Agencies.
10. Please list sections of the course which have been least helpful to you in your work as a law enforcement officer.
- None.
 - Command and supervision of control forces. Control forces equipment demo.
 - None.
11. General Comments on the course:
- None.
 - Most of the instructors seemed to know subject and were well prepared except as noted in #10 above.
 - The course should be offered again to insure and give an opportunity to those in the command level that missed this particular class a chance to attend.
 - Honestly I did not see any reasoning for the tear gas confrontation. All have experienced it in the service or police academy.
 - None.

ANALYSIS:

The responses noted above indicate a good level of satisfaction with the course. The comments are so few and limited that they are self-explanatory.

SUPERVISOR EVALUATION:

Separate evaluation questionnaires were sent to nine of the supervisors of persons attending. Three questionnaires (33%) were returned. The results are set forth below.

SUPERVISOR QUESTIONNAIRE RESULTS

1. In general, do you believe the training this person received was beneficial to him?
3 (100%) Yes 0 No
2. More specifically, how has the training benefited this person?
1 (33%) Generally made him a more knowledgeable officer.
2 (67%) Improved his knowledge in the specific subject area covered by the course.
0 (0%) Changed his attitudes towards police work.
3. Please indicate briefly what you understand to be the major purpose of this course!
 - a. To provide knowledge and understanding of contemporary social unrest and to review principals of effective control of social disorder.
 - b. To provide knowledge and understanding of contemporary social unrest and to review principals of effective control of social disorder.
4. Please indicate generally what you understand was covered in this course.
 - a. See attached copy of what was covered at the seminar.
5. Has the training that this person received had any impact on your organization?
3 (100%) Yes 0 No (If Yes, please indicate what impact!)
3 (100%) Better trained individual increases the capabilities of the whole department.

- 0 (0%) Others in organization have learned indirectly from this person.
- 3 (100%) This person has conducted in-service training for others in the organization.
- 0 (0%) The fact that this person received training has encouraged others in the organization to seek additional training.

6. General Comments:

- a. The course provided some new material and reviewed basic principals of intelligence operations and control force operations during civil disorders.

ANALYSIS:

Although the responses are very limited, they do indicate a good awareness on the part of these supervisors of the purpose and content of the course. The supervisors also indicate the course has had a positive effect on both the participant and the organization.

SUMMARY COMMENTS:

Of the limited responses to the two questionnaires used for this course on Civil Disturbance Training the overall impression is that the course was well conducted and has beneficial effects on both the participants and their organizations.

Animal Handling Training Seminar

October 24-25, 1973

GOAL OF THE COURSE AS STATED IN THE GRANT APPLICATION:

This course was added after the application was approved and, therefore, no statement of goals is available.

COURSE CONTENT:

<u>Subject</u>	<u>Hours</u>
Legal Requirements for the Handling of Animals	2
Recommended Equipment for Animal Capture	1
Common Animal Behavior	2
Rabies and Its Effects	1
Procedures for Handling Injured or Dead Animals	1
Course Review	1
	<u>8 Hours</u>

PERSONNEL ATTENDING COURSE:

<u>Name</u>	<u>Department</u>
Larry G. Anderson	Williams County Sheriff's Department
Roger M. Bakke	Williams County Sheriff's Department
Robert R. Becker	Williston Police Department
Wilbert Bier	Morton County Sheriff's Department
Martin E. Ehli	Bismarck Police Department
David A. Ell	Bismarck Police Department
Ambrose Gonshorawski	Grand Forks Police Department
Peter F. Graber, Jr.	Fargo Police Department
Ted W. Huber, Jr.	Williston Police Department
Allan B. Norstedt	Williston Police Department
Duane L. Ofsthun	Minot Police Department

PARTICIPANT EVALUATION:

Questionnaires were sent to all eleven participants. Four (36%) responded. The responses are set forth below.

PARTICIPANT QUESTIONNAIRE RESULTS

	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
1. The instruction in this course was good.	1 (25%)	2 (50%)	0 (0%)	1 (25%)	0 (0%)
2. The content of the course was good.	2 (50%)	1 (25%)	0 (0%)	1 (25%)	0 (0%)
3. The materials used in this course were NOT good.	0 (0%)	1 (25%)	2 (50%)	1 (25%)	0 (0%)
4. The rate of presentation was satisfactory.	2 (50%)	1 (25%)	0 (0%)	1 (25%)	0 (0%)
5. I did NOT have enough opportunity to ask questions.	0 (0%)	1 (25%)	0 (0%)	2 (50%)	1 (25%)
6. I got answer if and when I had questions.	0 (0%)	3 (75%)	0 (0%)	1 (25%)	0 (0%)
7. Please list any of the subject areas of the course that were given <u>too much</u> time.					
a. None.					
b. Procedures for handling injured and dead animals.					
8. Please list any of the subject areas of the course that were given <u>too little</u> time.					
a. Handling of animals in the city.					
b. Recommended equipment for animal capture; common animal behavior.					
c. None.					
9. Please list the sections of the course which have been <u>most helpful</u> to you in your work as a law enforcement officer.					
a. Rabies and its effects.					

- b. Legal requirements for handling of animals; recommend equipment; rabies and its effects; procedures for handling injured or dead animals.
- c. All.
- d. Rabies and its effects.
10. Please list sections of the course which have been least helpful to you in your work as a law enforcement officer.
- a. Recommended equipment for animal capture.
- b. None.
- c. Common animal behavior.
11. General comments on the course:
- a. In all sections but rabies and its effects the instructors were either not given enough time to prepare their class or they were uninterested.
- b. All law enforcement officers should take this course.
- c. The course on animal training seminar was very interesting what I attended but the methods of capturing and handling of stray animals or biting animals could include more ways and also show slides or movies on the subject. This would give a person a better idea or safer ways of handling them and include all animals what I have to deal with from day to day, such as biting dogs, cats, skunks, racoons and also how to handle wild deer when they enter the city or how to remove them without hurting them and also in what way would a tranquilizer gun help and handling of a tranquilizer gun.
- d. The course was good but it did not pertain to the handling animals in the city with the exception of rabies and its effects and common animal behavior.

ANALYSIS:

The responses are so few that it is hard to draw firm conclusions from the data. Overall the responses indicate general satisfaction. However, the responses to question #11, "General Comments," indicate a possible need for a more comprehensive course dealing with the broadest spectrum of animal handling problems.

SUPERVISOR EVALUATION:

Separate questionnaires were mailed to the supervisors of all eleven participants. Five (45%) returned the questionnaires. The results are set forth below.

SUPERVISOR QUESTIONNAIRE RESULTS

1. In general, do you believe the training this person received was beneficial to him?
5 (100%) Yes 0 (0%) No
2. More specifically, how has the training benefited this person?
2 (40%) Generally made him a more knowledgeable officer.
4 (80%) Improve his knowledge in the specific subject area covered by the course.
0 (0%) Changed his attitudes towards police work.
3. Please indicate briefly what you understand to be the major purpose of this course!
 - a. Handling of small animals, procedure of handling animal bites, and handling of injured animals.
 - b. To make the individual officer more knowledgeable to his job, work and personal contacts.
 - c. To improve the ability of the officer to better do his job in handling animals.
4. Please indicate generally what you understand was covered in this course.
 - a. Training in personal contact, treatment and apprehension of animals, latest in apprehension equipment and control.
 - b. The handling of animals.
5. Has the training that this person received had any impact on your organization?
2 (40%) Yes 3 (60%) No (If yes, indicate what impact.)
1 (50%) Better trained individual increases the capabilities of the whole department.
2 (100%) Others in organization have learned indirectly from this person.

- 1 (50%) This person has conducted in-service training for others in the organization.
- 0 (0%) The fact that this person received training has encouraged others in the organization to seek additional training.

6. General Comments:

- a. I believe this officer done good on his job and is now training a new man in his old position.
- b. Haven't noticed any change in this man.

ANALYSIS:

The responses by the supervisors indicates a good level of awareness of the purposes and contents of this course. The significant point the questionnaire shows is that of those five responding, three (60%) felt that the training received by the participant had not had any impact on the organization. This is not sufficient data to be able to state the reason for this response. Possibly it is due to the limited and somewhat specialized nature of the course.

SUMMARY COMMENTS:

The responses to the two questionnaires used on this Animal Handling Training Seminar are too limited to draw very firm conclusions from. However, it does appear that the course content needs some adjustment to meet the points raised by the participants relative to information on the handling of a wider variety of animals.

Sheriff's Civil Process and Administration School

November 13-17, 1972

GOAL OF THE COURSE AS STATED IN THE GRANT APPLICATION:

No goal for this course is stated in the application. However, in a letter from Deputy Sheriff E. W. Heilmann, Administrator for the North Dakota Sheriff's Association, he states that the school was set up to provide instruction in civil process for sheriff's and deputies in North Dakota.

COURSE CONTENT:

<u>Subject</u>	<u>Hours</u>
Orientation	1
History of Sheriff and the Many Changes in His Duties	1
The Sheriff's Duties - Criminal and Civil	1
Transportation - Juvenile Criminals, Mentals & Retards	1
Jail Management, Juvenile Detention-Responsibility of Juvenile Confinement	1
Jail Inspections and Qualifications	1
Jail Courses and Training Offered	1
Sheriff's Duties in Civil Matters and Civil Process Forms	4
Liability of a Sheriff in His Civil Functions	1
Emercement	1
Extradition	2
Crime and the Mental Types - Tips, Safeguards, etc.	1
Handling and Treatment of Juvenile Mental Cases	1
Drug Addicts and Drug Problems in and out of the Institution	1
Crime and Alcoholics Treatment---Half-Way Houses etc.	2
Probation and Parole	1
Mobil Home Tax and How the Sheriff Enters Into State Tax	2
Fee Schedules and Uniform Billing Recourse	1
Record Keeping, Office Procedure, Reference Sheriffs	2
Sales, etc.	1
Claim and Delivery of Warrants of Seizure	1
Execution Levies, Seizures and Sheriffs Sales	1
Garnishment In Aid of Execution	1
Other Special Process - Sheriffs Deeds, etc.	1
Mechanics of a Service of Legal Process	1
Sheriffs Duties in Collection of Taxes	1
Display and Completion of Sample Forms	2
Procedure of Handling and Selling Abandoned Cars	1
Awarding of Certificates	1
	<u>36 Hours</u>

PERSONNEL ATTENDING COURSE:

<u>Name</u>	<u>Department</u>
Marlene Beranck	Ramsey County Sheriff's Office
LeRoy Boschee	Morton County Sheriff's Office
Steven R. Brown	Morton County Sheriff's Office
Joseph L. Faller	Stark County Sheriff's Office
Carol Goertel	Morton County Sheriff's Office
Kenneth M. Hanson	Cass County Sheriff's Office
Burton Havens	Grant County Sheriff's Office
Ray Helton	Ramsey County Sheriff's Office
Kenneth H. Johnson	Griggs County Sheriff's Office
Paul M. Matthews	McLean County Sheriff's Office
Michael A. Reep	Ransom County Sheriff's Office
Glenn E. Wells	Pembina County Sheriff's Office
Milton O. Weist	McIntosh County Sheriff's Office
Ed Wingenbach	Morton County Sheriff's Office

PARTICIPANT EVALUATION:

Questionnaires were sent to all fourteen participants. Seven (50%) participants returned the questionnaires. The responses are set forth below.

PARTICIPANT QUESTIONNAIRE RESULTS

	<u>Strongly Agree</u>	<u>Agree</u>	<u>Unde-cided</u>	<u>Dis-agree</u>	<u>Strongly Disagree</u>
1. The instruction in this course was good.	2 (29%)	5 (71%)	0 (0%)	0 (0%)	0 (0%)
2. The content of the course was good.	2 (29%)	5 (71%)	0 (0%)	0 (0%)	0 (0%)
3. The materials used in this course were NOT good.	0 (0%)	0 (0%)	0 (0%)	7 (100%)	0 (0%)
4. The rate of presentation was satisfactory. *	0 (0%)	6 (86%)	0 (0%)	0 (0%)	0 (0%)
5. I did NOT have enough opportunity to ask questions.	0 (0%)	0 (0%)	0 (0%)	6 (86%)	1 (14%)
6. I got answers if and when I had questions.	1 (14%)	6 (86%)	0 (0%)	0 (0%)	0 (0%)
(* - One questionnaire was blank on this question.)					
7. Please list any of the subject areas of the course that were given <u>too much</u> time.					
a. No complaints.					
8. Please list any of the subject areas of the course that were given <u>too little</u> time.					
a. No complaints.					
b. Handling of mental patients - drug problems.					
c. Jail managment; execution levies, seizures and sheriff's sales; garnishment in aid of execution; juvenile problems.					
9. Please list the sections of the course which have been <u>most helpful</u> to you in your work as a law enforcement officer.					
a. All of them.					

- b. Sheriff's duties in civil matters and civil process forms; liability of a sheriff in his civil function; transportation of juveniles, mentals and retards.
 - c. Executions, fee schedules, handling of mental patients, drug problems.
 - d. Sheriff's duties in civil matters; crime and the mental types, tips, safeguards, etc.
10. Please list sections of the course which have been least helpful to you in your work as a law enforcement officer.
- a. None.
 - b. All helpful.
11. General comments on the course:
- a. In general the school was good although I do believe there should be more subjects covered, such as handling domestic problems, etc.
 - b. In all a fairly good cause.
 - c. I was well satisfied with course.
 - d. Very good.
 - e. This was the first meeting I have ever attended. I enjoyed it very much and more knowledge was gained for my work here in the office.
 - f. I attended only part of the course which included the following subjects: Handling and treatment of juvenile mental cases; liability of a sheriff in his civil functions; emercement; crime and the mental types; other special process--sheriffs decds, etc.; record keeping. Those were very well presented.

ANALYSIS:

The responses of the participants are uniformly high in their evaluation of this course. Two responses to question eight indicate some interest in expanding certain sections of the course, but these are strictly minority viewpoints.

SUPERVISOR EVALUATION:

Separate questionnaires were sent to the supervisors of eleven of the participants. The remaining three were not surveyed because the participant is the head of the department.

Nine (82%) questionnaires were returned. The responses are set forth below.

SUPERVISOR QUESTIONNAIRE RESULTS

1. In general, do you believe the training this person received was beneficial to him?
 - 9 (100%) Yes 0 (0%) No
2. More specifically, how has the training benefited this person?
 - 5 (56%) Generally made him a more knowledgeable officer.
 - 9 (100%) Improved his knowledge in the specific subject area covered by the course.
 - 0 (0%) Changed his attitudes towards police work.
3. Please indicate briefly what you understand to be the major purpose of this course!
 - a. I believe it to give the sheriff a better understanding of civil process, etc.
 - b. Officers learn to handle civil process and get an understanding of what this is. Also learned about county jails and handling of prisoners and patients to other institutions.
 - c. This course was mainly on Civil Process which is done by sheriffs departments besides their other law enforcement duties. This course made the sheriff more knowledgeable and efficient in the civil process work.
4. Please indicate generally what you understand was covered in this course.
 - a. I believe it to give the sheriff a better understanding of civil process, etc.
 - b. What Civil Process is: How to handle it: Sheriffs responsibilities.
 - c. General sheriffs duties that pertain to their department more than other law enforcement agencies.

5. Has the training that this person received had any impact on your organization?

- 9 (100%) Yes 0 (0%) No (If yes, please indicate what impact!)
- 9 (100%) Better trained individual increases the capabilities of the whole department.
- 5 (56%) Others in organization have learned indirectly from this person.
- 0 (0%) This person has conducted in-service training for others in the organization.
- 3 (33%) The fact that this person received training has encouraged others in the organization to seek additional training.

6. General comments:

- a. No responses!

ANALYSIS:

The supervisors have a good understanding of the course content and purpose and indicate a very high level of satisfaction with the positive effects on both the participant and the organization.

SUMMARY COMMENTS:

The responses of both the participants and the supervisors indicate a very high level of satisfaction with the course, its contents and instruction, and the beneficial effects on both participants and their organizations.

Narcotics and Dangerous Drugs Course

November 27 - December 1, 1972

GOALS OF THE COURSE AS STATED IN THE GRANT APPLICATION:

This course is designed to provide the student with a general knowledge of the history and development of narcotic drugs and how to recognize them. Special emphasis will be placed on detecting and apprehending drug abusers.

COURSE CONTENT:

<u>Subject</u>	<u>Hours</u>
Orientation	1
History of National and International Drug Traffic	2
Recognizing a Drug Abuser	2
Drug Identification and Enforcement	8
Legal Trends	2
Investigation of A Drug Caused Death	2
Abuse of Non-controlled Substances	1
Informer Development	2
Drug Testing and Identification	2
Undercover Techniques	2
Surveillance Techniques	8
Evidence Handling and Courtroom Procedures	1
Drug Concealment	1
Initiation and Development of A Drug Case	1
Fraudulent and Deceptive Practices	1
Inter-agency Functions Available to Local Agencies	2
Course Review and Critique	1
Graduation Exercises	1
	<u>40 Hours</u>

PERSONNEL ATTENDING COURSE:

<u>Name</u>	<u>Department</u>
Roger Bakke	Williams County Sheriff's Office
Dale Collins	Park River Police Department
Raymond Erickson	Golden Valley Sheriff's Office
Charles Feland	Bismarck Police Department
Kenneth Feldner	Devils Lake Police Department
William Flesch	Minot Police Department
Warren Gilbraith	Fargo Police Department
Scott Gilman	Fargo Police Department
Ted Huber, Jr.	Williston Police Department
Leo Keelan	Minot Police Department
Robert Kind	Fargo Police Department

Stephen Molinari, Jr.
Leonard Olson
Vaile Pender
Carl Sandahl
Donald Schneider
Donald Summers
Phillip Walker
Donald Wentz
Eugene Workman

Williston Police Department
Minot Police Department
Dickinson Police Department
Minto Police Department
Minot Police Department
Devils Lake Police Department
Dickinson Police Department
Williston Police Department
Fargo Police Department

PARTICIPANT EVALUATION:

Questionnaires were sent to all twenty participants. Eleven (55%) participants returned the questionnaires. The responses are set forth below.

PARTICIPANT QUESTIONNAIRE RESULTS

	<u>Strongly Agree</u>	<u>Agree</u>	<u>Undecided</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
1. The instruction in this course was good.	4 (37%)	7 (61%)	0 (0%)	0 (0%)	0 (0%)
2. The content of the course was good.	3 (27%)	8 (73%)	0 (0%)	0 (0%)	0 (0%)
3. The materials used in this course were NOT good.	0 (0%)	0 (0%)	0 (0%)	4 (37%)	7 (61%)
4. The rate of presentation was satisfactory.	2 (18%)	9 (82%)	0 (0%)	0 (0%)	0 (0%)
5. I did NOT have enough opportunity to ask questions.	0 (0%)	0 (0%)	0 (0%)	4 (37%)	7 (61%)
6. I got answers if and when I had questions.	4 (37%)	7 (61%)	0 (0%)	0 (0%)	0 (0%)

7. Please list any of the subject areas of the course that were given too much time.
- Telling of off colored jokes by the highway patrol on abuse of non-controlled substances rather than talking about what was listed to talk about.
 - Cannot think of any that were given too much time (not enough time, really.)
 - I feel that the BNDD portion of the course was a waste of time.
 - Abuse of non-controlled substances. History of national and international drug traffic.
 - I believe that section G (abuse of non-controlled substances) was given too much time and the instructor was very poor and unprepared.
 - None (possibly the one subject the highway patrol put on, the subject was good but he was telling his experience and not anything that really did any one any good and really didn't teach the subject he was supposed to).
 - Abuse of non-controlled substance.
8. Please list any of the subject areas of the course that were given too little time.
- Legal trends. Interagency functions available to local agencies.
 - Legal trends; undercover techniques; surveillance techniques; evidence handling.
 - Undercover techniques; if this course could be changed to a two week course, surveillance techniques and initiation and development of a drug case, more time could be used for these. These were very interesting and I felt we all benefited because everyone was taking part.
 - I would have liked more information from the undercover agents which were most interesting. I would like a more advanced class.
 - Investigation of a drug caused death; legal trends; also drug concealment; initiation of drug case; interagency functions available to local agencies; undercover techniques evidence handling, legal trends.

- Legal trends; evidence handling and courtroom procedures.
 - Legal trends; drug testing and identification; evidence handling and courtroom procedures; drug concealment.
 - Undercover and surveillance techniques.
 - I believe this course should be 80 hours maybe more on drug identification and initiation and development of a drug case plus a little more time on each subject. More teachers from the Bureau of Narcotics.
 - Surveillance techniques; evidence handling; initiation development of a case; informer development; legal trends; fraudulent and deceptive practices.
 - Undercover techniques; surveillance techniques; drug concealment.
9. Please list the sections of the course which have been most helpful to you in your work as a law enforcement officer.
- History of national and international drug traffic; Legal trends; undercover techniques; surveillance techniques.
 - Legal trends; undercover and surveillance techniques; evidence handling and courtroom procedures.
 - All but orientation, abuse of a non-controlled substance; evidence handling; initiation and development of a drug case.
 - Would be hard to separate.
 - Informer development.
 - Most all sections were of some help.
 - Recognizing a drug abuser; drug identification and enforcement; legal trends; drug testing and identification; evidence handling and courtroom procedures; drug concealment.
 - Drug identification and enforcement; legal trends; investigation of a drug caused death; undercover techniques; drug concealment; initiation and development of a drug case; fraudulent and deceptive practices.
 - Legal trends; drug identification and enforcement (but I would say they all were).

- j. Undercover techniques; surveillance techniques; evidence handling; initiation and development of a drug case; informer development.
 - k. Recognizing a drug abuser and drug concealment.
10. Please list sections of the course which have been least helpful to you in your work as a law enforcement officer.
- a. Laboratory procedures performed by drug abusers.
 - b. Interagency functions available to local agencies; history of national and international drug traffic.
 - c. I would say that there wasn't a subject taught that it wasn't helpful in some way.
 - d. Abuse of non-controlled substance; informer development; surveillance techniques; evidence handling; interagency functions available to local agencies have been the least helpful.
 - e. History of National and international drug traffic. Abuse of non-controlled substance B.N.D.D.; organization and policy.
 - f. The portion of the B.N.D.D. to me was a waste of time; history was interesting but not of any value in today's situation.
 - g. Surveillance techniques.
 - h. Drug testing and identification by state lab.
 - i. History of drug traffic; recognizing a drug abuser.
 - j. Recognizing a drug abuser; abuse of non-controlled substance.
11. General comments on the course:
- a. A very good course. At least 3 or 4 hours should be spent in the search for concealed drugs in a motor vehicle; more time for drug concealment in general and also undercover techniques and informer development.
 - b. It would have been better if more courses were taught by B.N.D.D. agents.

- c. The only comments I have is this: I realize the highway patrol run the school and they are a fine bunch of gentlemen but why do they put a fellow in to teach a subject that really don't know for sure what he is teaching. I believe a little more time taken to find a teacher who is actually trained in this line of work and not some one who just comes off the road to put on something he actually don't know anything about and this actually confuses the students. I believe it should be less highway patrol and more qualified teachers, after all our counties and cities send us to school to learn and I believe it should be taught by someone that knows the subject and not someone put in to take up an hour, like sometime happens. The course and the school were real good and I hope you keep on with this course--it sure has helped me in several ways. I believe we should have a judge there to tell us what their ideas and what they want. Again, a fine job.
- d. I feel that if more qualified instructors such as Robert Helms were made available the course and the material presented would be better and more would be gotten out of the class. Also need to have more preparation for the course in advance so as to be well prepared to give the class.
- e. I think that in order to have a more comprehensive evaluation that this questionnaire should have been sent out sooner after the completion of this course. I do not feel that B.N.D.D. added anything to this course. Also I feel that the surveillance techniques (8 hours) should have been better planned. I would have thought there would have been much to be learned from this instruction. The instruction put out by the North Dakota Crime Bureau was done quite well.
- f. Was a good course, with the deletion of the B.N.D.D. and more from the undercover agents of the N.D.C.B. I feel more could have been gotten out of the school.
- g. I believe the subjects of the course were well chosen but feel that all the instructors had problems in getting all information across that they had to present, because of lack of time. I believe more films would be a help in regards to getting facts through to students when there is not ample time allotted for certain topics. I sincerely feel that there should have been at least 2 hours of study work assigned each night. This way you gain about 10 more hours during the week to digest more information. Also felt and expected a written final examination. This did not happen but should have.
- h. Course is real fine for beginning officers without prior training, not of real value for those with considerable training.

- i. This 40 hour course was very helpful in our work as we are becoming more aware of the drug problem in our area. Would like very much to see this given as a two week course.
- j. I thought the course was well set up and most of all the instructors were good. But, don't think enough of the police that are on the beat get the training they should have.
- k. I believe the course was too general, thereby just skimming the material trying to be covered. I would like to see courses like this designed to cover a subject in more specific areas.

ANALYSIS:

Several points emerge from an analysis of the responses to this questionnaire. First, there appears to be a strong opinion that the level of instruction needs to be strengthened in some areas, especially that on the abuse of non-controlled substances. Second, the respondents indicate that more time should be spent on certain areas such as surveillance and undercover techniques; evidence handling; legal trends; and initiation and development of a drug case. Such areas seem to be the ones most helpful to the participants. Third, the respondents indicate that consideration should be given to a longer, more detailed course on this subject matter.

SUPERVISOR EVALUATION:

Evaluation questionnaires were sent to the supervisors of eighteen of the participants. This number is less than the number of those attending due to the fact that the participant is the head of his department. Fourteen (78%) returned the questionnaire. The results are set forth below.

SUPERVISOR QUESTIONNAIRE RESULTS

1. In general, do you believe the training this person received was beneficial to him?
 - 14 (100%) Yes 0 (0%) No
2. More specifically, how has the training benefited this person?
 - 8 (57%) Generally made him a more knowledgeable officer.
 - 12 (86%) Improved his knowledge in the specific subject area covered by the course.
 - 0 (0%) Changed his attitudes towards police work.
3. Please indicate briefly what you understand to be the major purpose of this course!
 - a. This course was on the arresting and investigation of drugs.
 - b. To get a better understanding of drugs and their affects.
 - c. To train officers in the recognition of various drugs of abuse.
 - d. Expand the officers knowledge on narcotics and dangerous drugs, and on the latest techniques for investigation and apprehension related to drug crimes.
 - e. To further familiarize the officer-student with the drug abuse scene, detailed instruction on drug and user identity and various unknown elements that accompany.
 - f. Instruct officers of problems of drug abuse in short and long terms of usage and abuse. To show officers what to look for, how to make a drug case, surveillance problems and related problems.
 - g. To give the police officer a better understanding of the investigation procedures involving Narcotics and Dangerous Drugs.
4. Please indicate generally what you understand was covered in this course.
 - a. Drugs!
 - b. Information on how to identify and on the affects of drugs on people. Also how to identify drug users.
 - c. To acquaint the officer with illegal drugs and reactions from abuse.

- d. Latest techniques on drug investigation and general knowledge of drugs most commonly used in drug abuse.
- e. Investigative techniques, identification of drugs, informants, shadowing, etc.
5. Has the training that this person received had any impact on your organization?
- 14 (100%) Yes 0 (0%) No (IF yes, please indicate what impact)
- 12 (86%) Better trained individual increases the capabilities of the whole department.
- 7 (50%) Others in organization have learned indirectly from this person.
- 2 (14%) This person has conducted in-service training for others in the organization.
- 5 (36%) The fact that this person received training has encouraged others in the organization to seek additional training.
6. General Comments:
- a. The officer stated that this was one of the better courses he has attended.
- b. There should be a difference in the courses of drug information taught such as for new officers and advanced for others which have had most of what was taught.
- c. It is apparent that the feelings of those who work with drug abusers and the drug abuse scene, that the training and interest should continue.
- d. Any training or knowledge that an officer can gain to expand his capabilities is beneficial to him and his fellow employees and employer.
- e. Drug traffic in this area is relatively new and investigation of drug cases is different from other investigations; therefore, education is a necessity to acquaint our people in handling drug cases.

ANALYSIS:

The responses of the supervisors indicate that the course has had a strong beneficial effect on both the participants and their organizations. Since these supervisors indicate a good level

of understanding of the purposes and contents of the course the above data would appear to be soundly based.

SUMMARY COMMENTS:

In general, this course on Narcotics and Dangerous Drugs is given a good rating by both participants and supervisors. However, as detailed earlier, there are several areas such as instructional levels and course content which appear to need review and possible revision.

Police Command Management Training Program

December 18-22, 1973

GOALS OF THE COURSE AS STATED IN THE GRANT APPLICATION:

The course objective is to enable the police administrator to recognize and better understand the principles of managerial processes. Furthermore, to develop an appreciation, knowledge, understanding, and skill in improving the police administrator's techniques and methods of effective police management within his organization.

COURSE CONTENT:

<u>Subject</u>	<u>Hours</u>	<u>Instructor</u>
Police Planning - Lecture & Exercises	20	Ron Estes Montana State University
Supervisory Management Course, Part I Planning Organizing Controlling Standards and Appraisals Communications Motivation Decision-making	20	Jim Volk Mary College
Total hours	<u>40</u>	

PERSONNEL ATTENDING COURSE:

<u>Name</u>	<u>Department</u>
Captain Duane Bergen	North Dakota Highway Patrol
Captain Harold Brusletten	North Dakota Highway Patrol
Sheriff Jack Dailey	Cass County Sheriff's Office
Lieutenant Lawrence Everson	North Dakota Highway Patrol
Captain John Herner	North Dakota Highway Patrol
James Kraft	North Dakota Law Enforcement Council
Lieutenant James Martin	North Dakota Highway Patrol
Captain Mylo Mehlhoff	North Dakota Highway Patrol
Captain William Peters	North Dakota Highway Patrol
Lieutenant Arnold Schimke	North Dakota Highway Patrol
Chief Leon Timboe	Devils Lake Police Department
Captain Harold Welch	North Dakota Highway Patrol
Captain Leonard Wentz	North Dakota Highway Patrol
Colonel Ralph Wood	North Dakota Highway Patrol

PARTICIPANT EVALUATION:

Questionnaires were mailed to all fourteen participants. Nine (64%) returned the questionnaires. The responses are set forth below.

PARTICIPANT QUESTIONNAIRE RESULTS

	<u>Strongly Agree</u>	<u>Agree</u>	<u>Unde- cided</u>	<u>Dis- agree</u>	<u>Strongly Disagree</u>
1. The instruction in this course was good.	3 (33%)	6 (67%)	0 (0%)	0 (0%)	0 (0%)
2. The content of the course was good.	2 (22%)	7 (78%)	0 (0%)	0 (0%)	0 (0%)
3. The materials used in this course were NOT good.	0 (0%)	0 (0%)	0 (0%)	7 (78%)	2 (22%)
4. The rate of presentation was satisfactory.	0 (0%)	8 (89%)	0 (0%)	1 (11%)	0 (0%)
5. I did NOT have enough opportunity to ask questions.	0 (0%)	0 (0%)	2 (22%)	5 (56%)	2 (22%)
6. I got answers if and when I had questions.	2 (22%)	7 (78%)	0 (0%)	0 (0%)	0 (0%)
7. Please list any of the subject areas of the course that were given <u>too much</u> time.					
a. None.					
b. Organizing.					
c. None.					
d. None.					
e. None.					

- f. Too much time was devoted to the planning portion but this was because of the instructors lack of knowledge regarding the various phases of police type planning procedures. Had he covered more of the various plans necessary in law enforcement administration he may not have had enough time.
- g. Communications.
- h. I felt the second phase of the course was very good. The first part presented by Mr. Estes I did not feel was too good. Mr. Volk did an excellent job in his area.
8. Please list any of the subject areas of the course that were given too little time.
- a. None.
- b. Communications.
- c. Motivation and decision making because of importance of these two areas to my occupation.
- d. Communications.
- e. Through no fault of the instructor, the course material seemed to be too much for a 40 hour course.
- f. More time could have been devoted to decision making.
- g. Decision making.
- h. Motivation; standards and appraisals.
9. Please list the sections of the course which have been most helpful to you in your work as a law enforcement officer.
- a. All.
- b. Communications; motivation; decision-making.
- c. Planning.
- d. Communication, planning, motivation, decision-making, standards and appraisals.
- e. All of them.
- f. Planning, motivation, communications.
- g. Planning, organizing, controlling, communications and decision-making.
- h. Police planning.
- i. Planning, controlling, communications.

10. Please list sections of the course which have been least helpful to you in your work as a law enforcement officer.
- Standards and appraisals, organizing.
 - Communications.
 - Standards and appraisals and motivation.
 - Organizing and controlling.
 - None.
 - Motivation and decision-making.
 - Organizing; standards and appraisals.
 - None.
11. General comments on the course:
- I do not feel that Mr. Estes part of the course was too well received. It is intended more for a large corporation structure. He lacks some in his ability to present some of the material. Mr. Volk did an outstanding job in his area and presenting the material. In general, I feel the course was good but some of the material should be shortened in the course - not enough classroom time to cover all that was presented.
 - A very informative course with well qualified instructors.
 - In the future courses of this type, we will attempt to obtain an instructor who is more knowledgeable in the area of police planning. The segment of the program taught by the American Management Association was excellent and we will attempt to get them back again.
 - See #8 on other side (through no fault of the instructor, the course material seemed to be too much for a 40 hour course).
 - Very good instructor. Lesson outlines were very good. Able to follow instructor at all times. Level of instruction was very good.
 - Well presented and worthwhile. Instruction would like to have some instruction on establishing standard of performance coupled with motivation techniques. Courses generally very good.
 - Excellent presentation by Mr. James Volk.
 - None.

ANALYSIS:

Generally, the responses of the participants are quite favorable to this course. One area which the respondents indicate needs some improvement is that of police planning. Several respondents felt that the instructor was not familiar enough with the specific area of police planning.

SUPERVISOR EVALUATION:

Evaluation questionnaires were sent to the supervisors of ten of the participants. Again this number is less than the total number of participants due to the fact that several of the participants are the heads of their departments. All ten supervisors responded for a 100% response rate. The responses are set forth below.

SUPERVISOR QUESTIONNAIRE RESULTS

- In general, do you believe the training this person received was beneficial to him?
10 (100%) Yes 0 No
- More specifically, how has the training benefited this person?
10 (100%) Generally made him a more knowledgeable officer.
10 (100%) Improved his knowledge in the specific subject area covered by the course.
0 Changed his attitudes towards police work.
- Please indicate briefly what you understand to be the major purpose of this course!
a. To view old material and to learn new in the field of management.
- Please indicate generally what you understand was covered in this course.
a. Principles of management. PERT - Critical Path Approach to Planning. (Noted 10 times)

5. Has the training that this person received had any impact on your organization?

10 (100%) Yes . 0 No (If Yes, please indicate what impact!)

10 (100%) Better trained individual increases the capabilities of the whole department.

0 Others in organization have learned indirectly from this person.

0 This person has conducted in-service training for others in this organization.

0 The fact that this person received training has encouraged others in the organization to seek additional training.

6. General comments:

a. Both instructors did an outstanding job and as a result students gained a great deal. (NOTED 10 times.)

ANALYSIS:

The responses to this questionnaire are all from the same supervisor. Therefore, although the responses are most favorable to the course, they are too limited to draw conclusions from.

SUMMARY CONTENTS:

Generally, the responses to the questionnaires on this Police Command Management Training Program are very favorable. The only area of concern is the expressed need for an instructor more knowledgeable in the precise area of police planning.

Supervision of Police Personnel Course

January 29 - February 9, 1973

GOALS OF THE COURSE AS STATED IN THE GRANT APPLICATION:

This program can enhance the supervisor's ability to improve his men's efficiency. Emphasis is placed on developing ability to provide leadership, to communicate ideas and to direct and evaluate personnel.

COURSE CONTENT:

<u>Subject</u>	<u>Hours</u>
Orientation	1
Notetaking and Study Habits	1
Role of the Supervisor	4
Study and Discussion	1
Planning	4
Supervisor-Subordinate Relationships (Human Relations)	14
Evaluation	4
Improving Personnel	3
Directing	3
Reporting	3
Leadership	2
Case Studies in Supervision	7
Discipline	2
Concept of Staff	3
Decision Making	4
Philosophy of Police Service	2
Project Review	5
Examination and Review	4
Course Closing	1

PERSONNEL ATTENDING COURSE:

<u>Name</u>	<u>Department</u>
Richard Anagnost	North Dakota Highway Patrol
Richard Bjornson	North Dakota Highway Patrol
Cleo N. Brown	Truck Regulatory (Highway Dept.)
Robert R. Drenth	Fargo Police Department
Oliver N. Fredrich	Minot Police Department
Harrison Grantham	North Dakota Highway Patrol
Jerold G. Hoirup	Bismarck Police Department

<u>Name</u>	<u>Department</u>
David Hungness	North Dakota Highway Patrol
Carroll M. Larson	Minot Police Department
Gerald E. Liebelt	Bismarck Police Department
Kenneth H. Mikula	Fargo Police Department
Laddie D. Morrow	Fargo Police Department
Curtis Ness	North Dakota Highway Patrol
Leonard A. Palmer	Jamestown Police Department
Gerald E. Rudnick	Jamestown Police Department
Ralph L. Schwenke	Minot Police Department
Gerald F. Shafer	McKenzie County Sheriff's Office
Pius Ternes	North Dakota Highway Patrol
Julius J. Wedman	Jamestown Police Department
Wendell A. Wentz	Langdon Police Department
Robert Willenbring	North Dakota Highway Patrol

PARTICIPANT EVALUATION:

Evaluation questionnaires were mailed to all twenty-one participants. Fourteen (67%) participants returned their questionnaires. The responses are set forth below.

PARTICIPANT QUESTIONNAIRE RESULTS

	<u>Strongly Agree</u>	<u>Agree</u>	<u>Undecided</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
1. The instruction in this course was good.	3 (21%)	11 (79%)	0 (0%)	0 (0%)	0 (0%)
2. The content of the course was good.	2 (14%)	12 (86%)	0 (0%)	0 (0%)	0 (0%)
3. The materials used in this course were NOT good.	0 (0%)	1 (7%)	0 (0%)	11 (79%)	2 (14%)
4. The rate of presentation was satisfactory.	0 (0%)	13 (93%)	1 (7%)	0 (0%)	0 (0%)
5. I did NOT have enough opportunity to ask questions.	1 (7%)	0 (0%)	2 (14%)	11 (79%)	0 (0%)
6. I got answers if and when I had questions.	3 (21%)	11 (79%)	0 (0%)	0 (0%)	0 (0%)

7. Please list any of the subject areas of the course that were given too much time.

- a. None. (7 responses)
- b. All areas could have used more time.
- c. I don't believe there was enough time on any subjects.
- d. Reporting - possible subtract 1 hour from this subject and add to evaluation.

8. Please list any of the subject areas of the course that were given too little time.

- a. Philosophy of police service.
- b. Evaluation.
- c. Evaluation.
- d. Evaluation. Human Relations.
- e. All of them.
- f. All.
- g. Concept of staff.
- h. Case studies in supervision.
- i. Planning; concept of staff, project review.
- j. Maybe a little more time on concept of staff.
- k. Evaluation - could have 1 more hour.
- l. Possibly more time spent on each subject.
- m. Leadership; reporting.

9. Please list the sections of the course which have been most helpful to you in your work as a law enforcement officer.

- a. Supervisor-subordinate relationships.
- b. All areas.
- c. Role of the supervisors; introduction of principles of management; planning and leadership.
- d. Supervisor - subordinate relationships (Human relations; role of the supervisor; case studies in supervision.)

e. Evaluation; improving personnel; human relations; planning; decision making.

f. Supervision-subordinate relationship; human relations.

g. Supervision-subordinate relations; human relations; reporting.

h. Planning and role of the supervisor.

i. Planning; supervisor-subordinate relationships; directing; leadership; discipline; philosophy of police service.

j. Supervisor-subordinate relationships.

k. The role of the supervisor and planning.

l. Role of the supervisor-subordinate relations; evaluation; directing; leadership; decision-making; planning.

m. Supervisor-subordinate relationships.

n. Case studies in supervision; improving personnel; decision-making.

10. Please list sections of the course which have been least helpful to you in your work as a law enforcement officer.

a. All helpful.

b. None.

c. Planning.

d. Note taking and study habits.

e. Planning.

f. It was all helpful.

g. None.

h. Examination.

i. Going over the course I believe all sections are helpful. It appears all sections an officer, supervisor, deals with in his line of duty.

j. I am not in a supervisory position as yet, so have not been able to apply most of the sections in the course.

k. Concept of staff; discipline.

11. General comments on the course:

- a. I feel that the content of the course and its presentation was very good, however, I would like to have seen more time devoted to the subjects of leadership and reporting.
- b. Very good but possibly should be extended to a three-week course.
- c. Very good presentation...clear and understandable. Mr. James Kean of N.W. University and Major Benson, N.D.H.P. very capable.
- d. I enjoyed this course very much. I think the instructors were very good.
- e. This course gave me a much better understanding of the integral working parts of an organization and how a goal is reached through the proper use of the principles in the leading of the course outline. It has taught me the right and wrong ways of managing people and further given me a much better understanding in handling people's problems from a human relations standpoint.
- f. I feel that this course would be mandatory for anyone in the supervision field.
- g. No comments.
- h. Too much material in too short of time.
- i. I think this is a good course however I believe 2 weeks is not enough time to go over all these subjects.
- j. I enjoyed the course as it was interesting and will be a benefit to me in my career of law enforcement.
- k. I felt that the course material was very helpful to me. It gave me a better understanding of management and supervision.
- l. None.

ANALYSIS:

The overall response of the participants to this course is quite favorable. The single most significant comment made by the respondents is that the course should be expanded over a longer time period, possibly three weeks instead of the two weeks currently scheduled.

SUPERVISOR EVALUATION:

Separate evaluation questionnaires were mailed to the supervisors of nineteen of the participants. The remaining two participants are the heads of their organizations and, therefore, were not surveyed. Fourteen (74%) of the supervisors returned the questionnaires. The responses are set forth below.

SUPERVISOR QUESTIONNAIRE RESULTS

1. In general, do you believe the training this person received was beneficial to him?
13 (93%) Yes 0 No 1 (7%) No Answer
2. More specifically, how has the training benefited this person?
13 (93%) Generally made him a more knowledgeable officer.
11 (79%) Improved his knowledge in the specific subject area covered by the course.
7 (50%) Changed his attitudes towards police work.
3. Please indicate briefly what you understand to be the major purpose of this course!
 - a. To teach supervisors to handle subordinates fair and impartially. To accept and be a more responsible supervisor. To perform duties etc., through the chain of command. Teaches supervisor to plan, research and train in different programs, etc. Teaches supervisors how to handle and understand subordinates.
 - b. How to plan your work and how to do reports and also to carry on leadership with the department. Also to plan ahead on working details.
 - c. To make an individual a better supervisor.
 - d. To point out to the individual officer what his duties and responsibilities are within his organization, and then to train the individual officer to a point where he will be able to function within his organization with a minimum of day-to-day supervision.
 - e. Develops leadership ability--training responsibilities also to teach one how to best evaluate your people so as to improve personnel. Also the role of staff.

- f. Acquaint the officer with the problems of supervision and the command problems arising in a department and teach the officer to supervise personnel under him.
 - g. A better trained officer.
 - h. Improving police relations between a supervisor and his fellow officer.
 - i. Develop leadership ability.
 - j. The work of an officer in the above field is very demanding. Good supervisors are an important factor to the administrator level. Without it one cannot operate at a level to attain goals that are set by the respective organization. The purpose is to know the functions of the organization and how they contribute to the total mission.
 - k. Broaden the officers knowledge and understanding in the area of supervision, human relations, utilization of manpower and evaluation of personnel he is assigned to supervise.
4. Please indicate generally what you understand was covered in this course.
- a. Research, planning and training. Working thru the chain of command. Administrative duties. Delegating responsibility. Understanding administrative problems and how the administration functions. Understanding problems of supervisors and subordinates.
 - b. How to be a good supervisor in all types of daily activities.
 - c. Role of the supervisor--planning, supervisor-subordinates relationship, directing, evaluation, reporting, leadership, decision-making, discipline, and others.
 - d. To teach the individual officer how to: direct, improve, evaluate and report.
 - e. How to become a better supervisor and what the responsibilities are for this job. Also how to improve yourself and your subordinates. Also your relationship with your supervisors. Also the planning and delegating of a supervisor.
 - f. Police supervision should cover all the problems of supervising police personnel and the problems that commanding officers may have within the department.
 - g. Middle command supervisor.
 - h. Officer relationship, introduction to police management, the role of a supervisor officer, planning of utilizing manpower on hand.

- i. Role of supervisor: planning, directing, evaluating, reporting, communication.
 - j. Determining the over-all picture of the man as a supervisor, such as planning, directing, determining performance requirements, developing workers and self improvement.
 - k. That the curriculum of the course covered the necessary subjects to train the officer in the field of supervision.
5. Has the training that this person received had any impact on your organization?
- 11 (79%) Yes 1 (7%) No 2 (14%) No answer (If Yes, please indicate what impact!
- 11 (100%) Better trained individual increases the capabilities of the whole department.
 - 7 (64%) Others in organization have learned indirectly from this person.
 - 1 (9%) This person has conducted in-service training for others in the organization.
 - 6 (55%) The fact that this person received training has encouraged others in the organization to seek additional training.
6. General comments:
- a. This officer has not yet acted or been in the position of a supervisor. (He will start about July 1, 1973). I'm sure the course will be very beneficial to him in the future.
 - b. I personally feel that this was a very complete course with very talented and well qualified instructors.
 - c. Has improved to a point where subject is at the top of the promotional list, due to this type of training.
 - d. Will be promoted to rank of Sergeant due to this type of training.
 - e. Officer reported the course has been very beneficial in reference to his daily tasks. The writer has attended this course previously and also believes this is one of the better courses provided to the local law enforcement. Although the writer feels the course should be extended to provide a more in-depth study.
 - f. This officer made a lateral transfer from Sgt. in the traffic bureau to investigator in the detective bureau. Because of this he is no longer in a supervisor position but there is no doubt that he personally has benefited from the school.

- g. Supervisory training should be standard procedure in all police departments. Training gives our officers more capabilities in the job of law enforcement that is very necessary today.
- h. Officer reports that this training was beneficial. Also this school was conducted in a very professional way.
- i. I believe that a course such as this one is an absolute must for anyone either being considered or anyone being promoted to a supervisory capacity, especially within a police organization. Also from past experience would say that after an officer has served in a supervisory capacity for a year or so he should be required to take this course again.
- j. No change.
- k. None, comments.
- l. The officer stated that he had problems understanding the training course until he was in the second week of the training. He stated that instructors instructed at too fast of a pace to understand, grasp and take notes.

ANALYSIS:

The supervisors who responded to this questionnaire indicate a good level of awareness of the purposes and content of this course. Furthermore, they indicate a favorable opinion on the beneficial effects on both the participant and the organization. This is especially evidenced by the comments that several of the participants are or have recently been promoted due, at least in part, to this type of training.

SUMMARY COMMENTS:

The responses by both participants and supervisors indicates a good level of satisfaction with this course, including course content and level of instruction. One point should be reviewed by the appropriate persons and that is the comment by several of the participants that the course should be expanded to three weeks from the present two week limit.

SUMMARY AND CONCLUSIONS

Over approximately a seven month period, nine courses were conducted at the North Dakota Law Enforcement Training Center in Bismarck, North Dakota, under these two grants. Eight of those courses were included in this evaluation of participants attitudes. Some 136 persons attended these eight courses. Of these, 32 were from county sheriff's offices, 75 from city police departments, 15 from the North Dakota Highway Patrol, and 2 from other agencies. (These numbers total less than 136 due to some persons attending more than one course.)

As was noted earlier, this evaluation was limited solely to the attitudes of participants and their immediate supervisors towards the areas of course content, level and quality of instruction, and the usefulness of the course to their performance of duties as a law enforcement officer. In reviewing the evaluation questionnaires of the eight courses the overall attitude of both participants and their supervisors is that the courses are well designed and conducted. Furthermore, the courses appear to be very helpful, generally, to these persons in performing their duties as law enforcement officers.

There does appear to be a need for the responsible officials who organize and conduct these courses to review several of the courses in such areas as quality of instruction and course balance of subject areas. Specifically, the Narcotics and Dangerous Drugs Course should be reviewed and revised in light of the comments of the participants on the evaluation questionnaire. Overall, however, the results of these evaluation

questionnaires indicate a good level of satisfaction by both participants and their supervisors with these courses.

APPENDIX I

Combined Application Budget

COMBINED APPLICATION BUDGET

Grants A2-40 and A2-45

<u>Item</u>	<u>Applicant's Share</u>	<u>Federal Share</u>
Personnel	\$119,875.00	\$ 6,370.00
Travel	0.00	26,209.00
Other	0.00	17,025.00
	<hr/>	<hr/>
TOTAL	\$119,875.00	\$49,604.00

APPENDIX II

Evaluation Questionnaires Used

PARTICIPANT EVALUATION QUESTIONNAIRE

Check ONLY One Box Per Question

- | | <u>Strongly</u>
<u>Agree</u> | <u>Agree</u> | <u>Unde-</u>
<u>cided</u> | <u>Dis-</u>
<u>Agree</u> | <u>Strongly</u>
<u>Disagree</u> |
|--|---------------------------------|--------------|------------------------------|-----------------------------|------------------------------------|
| 1. The instruction in this course was good. | | | | | |
| 2. The content of the course was good. | | | | | |
| 3. The materials used in this course were NOT good. | | | | | |
| 4. The rate of presentation was satisfactory. | | | | | |
| 5. I did NOT have enough opportunity to ask questions. | | | | | |
| 6. I got answers if and when I had questions. | | | | | |
| 7. Please list any of the subject areas of the course that were given <u>too much</u> time. (See attached course outline.) | | | | | |
| 8. Please list any of the subject areas of the course that were given <u>too little</u> time. (See attached course outline.) | | | | | |

9. Please list the sections of the course which have been most helpful to you in your work as a law enforcement officer. (See attached course outline.)
10. Please list sections of the course which have been least helpful to you in your work as a law enforcement officer. (See attached course outline.)
11. General comments on the course.

PLEASE RETURN TO: Institute for the Study of Crime and Delinquency
Bureau of Governmental Affairs
University of North Dakota
Grand Forks, North Dakota 58201

SUPERVISOR EVALUATION QUESTIONNAIRE

Person Attending: _____

Course Attended: _____
(Title)_____
(Dates)

1. In general, do you believe the training this person received was beneficial to him?

 Yes No (Please specify)

2. More specifically, how has the training benefited this person?

 Generally made him a more knowledgeable officer. Improved his knowledge in the specific subject area covered by the course. Changed his attitudes towards police work.3. Please indicate briefly what you understand to be the major purpose of this course!

4. Please indicate generally what you understand was covered in this course.

5. Has the training that this person received had any impact on your organization?

 Yes NoIf Yes, please indicate what impact! Better trained individual increases the capabilities of the whole department. Others in organization have learned indirectly from this person. This person has conducted in-service training for others in the organization. The fact that this person received training has encouraged others in the organization to seek additional training.

6. General Comments:

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Bureau of Governmental Affairs
University of North Dakota
Grand Forks, North Dakota 58201

EVALUATION STATUS

Date 19/April/74 (of review)

1. Grant # A2-40, A2-45

2. Program D-1.1

3. Title Law Enforcement Training

4. Grantee North 10 State Highway Patrol

5. Projected completion date of project (#of months left) 0

6. How was the project to be evaluated?

- a) The subgrantee with the assistance of objective consultants will conduct an in-house evaluation of the project according to a pre-determined objective research design.
- b) Technical assistance will be furnished by staff members of the Law Enforcement Council or by the Technical Assistance Division of the Law Enforcement Assistance Administration to conduct the evaluation.
- c) The evaluation will be completed by an individual, an educational institution or organization that has been contracted to provide this service to the subgrantee.
- d) Does not apply - D N/A
- e) Unknown

7. Procedure:

- a) Project will be evaluated on an individual basis.
- b) The evaluation of the project will be part of a more comprehensive evaluation.
- c) The responsibility for evaluation has not been assigned yet.
- d) The project will not be evaluated.
- e) Unknown

8. Was the project set aside in the evaluation plan as a project to be evaluated?

- a) Yes
- b) No
- c) D N/A

9. Has an evaluation been completed?

- a) Yes
- b) No
- c) None proposed
- d) D N/A
- e) Unknown

10. If not completed, number of months till evaluation is due to be completed.

- a) Months
- b) D N/A

COMMENTS:

END