

TITLE: Criminal Enforcement Management
Intern Program

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CRIMINAL ENFORCEMENT MANAGEMENT INTERN PROGRAM

Would you consider allowing an intern to participate in a complex management support position for your Police Department? The answer most often expressed would be No!

During the past several months, the Fort Worth Police Department has sponsored an intern program designed to provide interested students in the field of Criminal Justice and related fields an impetus to enter the area of Law Enforcement Administration and police planning. Primary focus of the program has been toward graduate education for persons sincerely interested in careers in Law Enforcement. However, at this time undergraduate students of acceptable quality are also being utilized.

The students who are participating in this program are receiving valuable training in Police management and planning and hopefully from this program will have the opportunity to launch their professional careers. As a result of this program there will be a growing pool of a young, talented group of police administrators and planners available for employment in the law enforcement sector.

The objectives of this program have been designed to hopefully accomplish the following:

1. To provide an educational experience for the Criminal Justice graduate students who are interested in the area of police administration and planning.
2. To allow for greater input from a fresh and relatively untapped source, the academic environment, into the field of police administration and planning processes.

3. To provide additional quality manpower for our agency where we feel interns can be utilized.
4. To integrate more effectively the graduate course work of the student and the work situation in which he is participating.
5. To increase overall the number of Criminal Justice graduate students entering the police management and planning professions.
6. To increase the overall abilities of the participants in this program.
7. To help initiate an attitude of professionalism among participants enrolled in the internship program.

In recruiting for this project, announcements for the program were sent to all persons in charge of graduate programs in criminal justice, public administration, government, and urban studies. In addition copies were sent to all local Law Schools for the recruitment of para-legal aids. Emphasis is based upon those individuals who are sincerely interested in careers in law enforcement.

A screening process has been developed where the applicant's academic background is checked thoroughly. If for any reason as set out in our guidelines we feel the applicant will not be able to function in the capacity in which he or she will be called upon, we will not hesitate to reject the applicant. This is due primarily, because this applicant will be required to participate in a capacity that comes beset with a high degree of responsibility. It is essential to point out that not one of our interns will operate in a capacity anywhere closely related to a clerical function.

The work assigned to the interns is designed to be meaningful and consistent with the responsibilities of a beginning professional. An attempt has been made

to allow the intern to see the full scale of the assignment, even to the stage of adaption by the Fort Worth Police Department and eventual implementation. The interns, in our program, are assigned data gathering projects or research assignments, although their total task is not just data gathering. Responsibilities and assignments which broaden their knowledge and skills are greatly encouraged. Their supervisor looks upon the internship as a work situation in which he must have good performance and production. At the same time, the supervisor also looks upon the internship as a training period for the intern. Diversity in the assignments is important.

Upon acceptance into the program, the intern is sent through a brief (14 days) familiarization process, where he spends a brief time, two to three days, in the following Divisions:

1. Patrol Ride In - Is required to ride a full eight hours on all three shifts.
2. Youth Divisions - Observes how juveniles are handled by a police agency.
3. Vice and Narcotics - Is required to ride with teams in all phases of this Division operations.
4. Community Services - Participates in community relations programs.

Due to the short time frame the interns cannot realistically sit in and observe every Division. However we feel the exposure he receives from these four main Divisions will greatly enhance his understanding of a law enforcement agency. However the intern is encouraged to return to those divisions and become more familiar with these sections, on his own time.

After the interns have completed their familiarization, they are at that time assigned to the areas where their services can be utilized in the most efficient manner and are subject to removal by the Director of the Intern Program. The Director of the program is the Administrative Assistant to the Director of research and Planning.

Two Divisions which rely on the assistance of the intern are Research and Planning and the Legal Advisor's Office. Both of these Divisions operate as management support to the Chief of Police and answer solely to the Chief.

John C. West, the Legal Advisor for the Fort Worth Police Department, is utilizing his interns in the capacity of para-legal aids. This gives Mr. West an increased flexibility that very few Legal Advisors in cities of comparable size or larger have ever realized. He believes that with the proper utilization of these para-legal aids, the effectiveness of a police department Legal Advisors Office is substantially increased.

Wayne G. Gay, the Director of Research and Planning, has found a unique opportunity in utilizing interns in his Division. The interns have found a wide and diversified spectrum facing them in this Division.

Research and Planning, serving in a support function, on management and administrative decisions, is the core of information processing for the Chief of Police. The interns have assisted in this capacity. The projects in which the interns have been utilized are of the same level as those conducted by the staff.

The first project undertaken by the interns was the preparation of the Technical Assistance Grant. In this project individual interviews were conducted with all Division heads. Research and the screening of needs for the acquisition of technical equipment designed primarily for the purpose of fighting and preventing crime was the main responsibility of the interns. After all the initial research and planning is finished, the function of the interns will be utilized to write the grant and justify its effectiveness.

The State Criminal Justice Plan was another area of participation by the interns. Their efforts in this area were to assist in the actual writing and coordination of the Department State Plan. Information on current projects, grants, statistics and graphs, were assimilated for the purpose of their implementation into the Plan.

One of the other large areas of participation by our interns has been in the preliminary stages of our Public Safety Information System (P.S.I.S.). We hope to utilize P.S.I.S. to completely rework our information flow and processing procedures. These preliminary studies are of a very important nature and from them we will determine the information needs of our department.

The interns assigned to Research and Planning have been placed under the direct supervision of professional staff members. In doing so this has enabled the staff members to gain valuable supervisory experience, plus it is helping the interns acquire the ability to adapt to a situation that may be foreign to most.

To effectively evaluate the program at this point may be premature but I would like to use the first two interns accepted into this program as an example, and hopefully this will become a trend followed by the other interns that are coming into the program.

David Garrett is a graduate student at the University of Texas at Arlington. His major was Criminal Justice with a specialization in court administration. David came into the program initially to develop a mathematical model for a cost study on all alcohol related crimes, the results of which should be ready for publication by this fall. In the process of conducting this study, David became actively involved in all aspects of police management. His interest and keen ability to respond to the demands made by the everyday operation of a law enforcement agency seem to whet his appetite for this very challenging and open field.

David has now redefined his career plan and upon completion of his master's thesis this fall, will pursue a career in law enforcement administration and planning. David can use the internship as a key to open many doors in this field. Whatever agency he chooses to start his professional career with will receive the benefits of the experience he acquired during his internship.

Todd Allen, the second individual to come into our program during its embryonic stage, is another example, we believe, of the success of the program. Todd was one of the very few undergraduates accepted into the program. He is an undergraduate student at the University of Texas at Arlington, majoring in Criminal Justice.

Todd has shown the same type of drive and interest during his internship as David. In fact, by the time this article is published, Todd Allen will have entered the Police Academy for the Fort Worth Police Department and will be beginning his career as a law enforcement officer. We believe the experience he has received because of his internship will be a tremendous benefit to him and the Department throughout his career.

Listed are some of the future projects that will be assigned to our intern staff.

1. Staff Resources Survey - This project will attempt to develop a central file listing all employees of the Fort Worth Police Department who have specialized skills useful to the operations of the agency.
2. Criminal Case Follow-Up - This project would attempt to develop policies and procedures necessary for follow-up on criminal case disposition filled by this agency.
3. Police Recruiting and Selection - This project would involve considerable analysis of current Fort Worth Police policy and procedures regarding recruitment and selection of Police Officers. Particular attention would be spent on analyzing current and future standards for police personnel as well as evaluation of current selection processes utilized in the Department. Different methods of selection will be studied to determine their usefulness and effectiveness to the Fort Worth Police Department. Last of all, special attention will be directed toward college and minority recruitment of personnel.

The final success of this program lies in the hands of both the agency and the interns involved. We, as a law enforcement agency, have a responsibility to ourselves and the community we serve to strive for continued improvement in the area of criminal activity prevention, interception, and apprehension. The ability to successfully fulfill these responsibilities lies in our striving to continually improve and update the daily operations of a Police Department. Unless we are willing to draw on all available sources to assist us in this monumental task, we cannot hope to curtail the wave of crime that has engulfed our country.

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Research & Planning

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