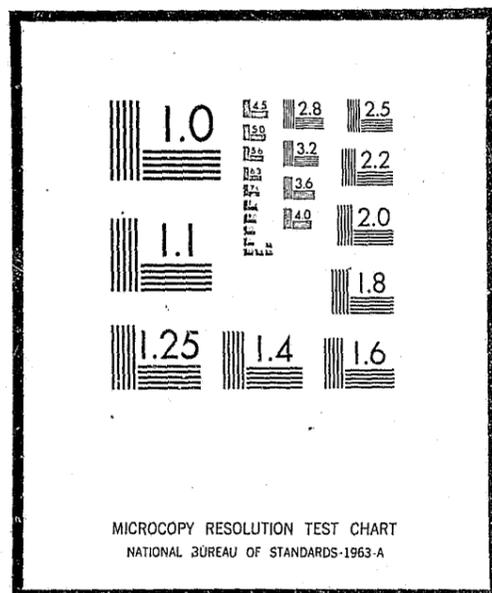


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(10)
WILMINGTON POLICE IN-SERVICE TRAINING AND EDUCATION

FA-17-73
74-039

A Project Evaluation

Submitted to the Executive Committee
of the
Delaware Agency to Reduce Crime

by
Thomas R. DeCamp

September 1975

29081

EVALUATION

TABLE OF CONTENTS

ABSTRACT	Page
	i
SUBGRANT APPLICATION	iii
Section	
I. Introduction	1
A. Purpose	1
B. Method of Operation	1
II. Budget	2
III. Project Objectives	3
IV. Approach	3
V. Observations and Conclusions	6
VI. Recommendations	7

ABSTRACT

The Wilmington Police In-Service Training and Education grants were designed to provide training monies to the Bureau of Police to enable them to upgrade the skills of their officers. Training consisted of; (a) attendance at schools, conferences and seminars and (b) local in-service training sessions. Few contractual restrictions were placed on the program and in the 24 months since July 1, 1973, the program has operated responsibly. Except for a few difficulties with its record keeping procedures and lack of measurable objectives, the program has functioned with relative ease and apparent efficiency.

This evaluation provides a measure of process but does not measure impact since the necessary data was not maintained. No assessment of the training by project participants was required, pre and post tests to determine the acquisition of new knowledge were not administered and reports by supervisors documenting the improvement of police personnel were not collected

During the 24 months under review, 100 schools, conferences and seminars were attended by 328 participants. This represented 161 individual officers or 63% of the 254 persons on the force. 59 of these persons attended more than one school, conference or seminar.

Regarding in-service training, a total of 4 sessions were held for 389* participants in addition to the regular Sunday police in-service training sessions not funded as part of this project.

A number of relevant findings were made as a result of this investigation:

- . Records indicated that training was not limited to a select few and that a large number of police personnel from all ranks participated in the program.
- . Training received at all schools, conferences and seminars was directly related to the officers' current assignment or aimed at preparing the officer for transfer or promotion.
- . Persons returning from schools, conferences and seminars frequently served as instructors at the regular Sunday in-service training sessions. In this way, members of the entire force were exposed to new concepts and techniques of law enforcement at a cost of training only a few officers.
- . Monies from these grants were expended on a continuous basis indicating an on-going application of the program with few periods of inactivity.

*Duplicate count.

The following recommendations were made to encourage program accountability:

1. A card catalogue which was developed as a result of this evaluation identifying each officer and the training received should be maintained and its content expanded.
2. The goals and objectives component of the project should be revised.
3. Assessments of the training programs attended by Bureau personnel should be compiled by the Division of Training and Personnel and maintained as a matter of record.
4. All requests for training should be processed through the Division of Training and Personnel before final approval by the Commissioner of Public Safety is granted.

SUBGRANT APPLICATIONS

A. FA-17-73 (original application)

1. Applicant: Wilmington Bureau of Police
2. Project Director: Capt. Harry Manelski
3. Project Period: July 1, 1973 to December 31, 1974
4. Project Cost:

\$20,700	Federal
<u>13,000</u>	Local
\$33,700	Total

B. 74-039 (current application)

1. Applicant: Wilmington Bureau of Police
2. Project Director: Capt. Harry Manelski
3. Project Period: July 1, 1974 to October 31, 1975
4. Project Cost:

\$15,000	Federal
<u>1,700</u>	Local
\$16,700	Total

I. Introduction

A. Purpose

The Wilmington Police In-Service Training and Education Program was initiated under a federal grant, for the period July 1, 1973 to December 31, 1974; and continued under a second grant from July 1, 1974 to October 31, 1975.¹ These grants were awarded to the Wilmington Bureau of Police to enable them to improve the capability of their personnel.

The project was designed to improve the ability of the individual police officer in his/her performance of duty. The opportunity to take courses, attend seminars and receive specialized and in-service training was made available to all bureau personnel. By upgrading the skills of the individual police officer, it was proposed that the efficiency and effectiveness of the entire department would be increased.

B. Method of Operation

A complete file of announcements of schools, conferences and seminars pertaining to law enforcement related topics was maintained in the Training and Personnel Office. When an announcement was received, it was routed to all Division Commanders who selected officers for training. This selection procedure was entirely subjective since no formal objective, selection criteria were established. The request describing the nature of the training for the appropriate officer and/or officers was then screened by the Division of Personnel and Training and forwarded to the Commissioner of Public Safety for approval. Prior approval by the Commissioner was required before funds could be released.

In addition to being selected by a Division Commander, personnel were frequently selected directly for training by the Commissioner and/or the Chief of Police, based on the needs of the overall department.

The selection process for the in-service training sessions was similar to that used for the schools, conferences and seminars. Persons were selected primarily by the Division Commanders, but on occasion, an individual officer was specifically named for training by the Commissioner or the Chief.

¹The six month overlap represents the period in which the remaining monies from FA-17-73 were expended before those from 74-039 were used.

II. Budget

Of the \$50,400 allocated for the Wilmington Police In-Service Training and Education project, \$44,007 was expended as of August 27, 1975. Over 80% of the funds expended were spent for costs associated with outside schools, conferences and seminars as opposed to local in-service training. Allocation and expenditure figures are provided in Figure I.

FIGURE I

FA-17-73; 74-039

July 1, 1973 to October 31, 1975

Categories	Original Allocation	Amended Allocation	Expenditure
Personnel	\$ 9,700	\$10,200	\$ 4,200
Consultants	6,800	2,975	2,975
Travel	22,000	23,645	23,441
Supplies	200	955	956
Operating Expenses	-0-	-0-	-0-
Equipment	1,000	1,000	940
Other ²	10,700	11,625	11,495
Total	\$50,400	\$50,400	\$44,007

²Includes tuition.

III. Project Objectives

The project applications listed five objectives which identified the original intent of the Wilmington Police In-Service Training and Education Project. They were:

1. To institute innovative in-service training projects.
2. To improve supervisory techniques.
3. To provide training in the areas of better management.
4. To enhance the operational capabilities of the Wilmington Bureau of Police by contracting with consultants to train members of the bureau.
5. To establish a fund of overtime monies to allow officers working odd shifts to attend regular department administered training sessions.

The stated objectives of the project were not quantifiable and measurable and therefore could not be used as the basis for this evaluation. They did not describe specifically what was to be accomplished, when it was to be accomplished or the minimum levels of acceptable performance. For instance, what was "innovative" in-service training and what was the minimum number of sessions that needed to be conducted for the project to be successful? How many persons were to receive in-service training and how would one know if anyone benefitted from such training. Consequently, the lack of measurable objectives necessitated an analysis of the project on the basis of the two seemingly essential factors of the project; (1) the relationship of training received to police assignment and (2) the number of police by rank who received training.

IV. Approach

1. Between July 1, 1973 and June 30, 1975, 100 schools, conferences and seminars were attended by 328³ Wilmington police officers representing 161 separate individuals. An analysis was made of each officer's participation in the project. His assignment before and after training was compared with the instruction he received. The comparison included a breakdown by rank of those officers

³ 328 represents a duplicated count (i.e., 1 officer attending 2 or more training sessions).

receiving training, the number of training sessions attended, the number of different individuals trained and those officers attending more than one training session. A summary of the officers attending schools, conferences and seminars by rank is provided in Table I. These schools, conferences and seminars were attended by as few as one and as many as twenty-four officers at a time.

2. Four in-service training sessions were conducted for a total of 389 participants. This figure represents a duplicated count since it was impossible to determine the number of separate individuals receiving in-service training from the projects' current record keeping procedures. The four sessions consisted of the following:
 - a. Management Training Seminars
Department Firing Range - May 20 to June 5, 1974
118 officers received 4 hours of training
 - b. Report Writing
Department Training Room - July 31, 1974 and August 7, 14, & 21, 1974
120 members of the Bureau received 3 hours of training
 - c. New Criminal Code
Brandywine College - September 16-19, 1974
31 members of the Bureau attended over a 4 day period.
 - d. Bomb and Explosive Devices
Department Assembly Room - October 27, November 3, 10, & 17, 1974
120 members of the Bureau received 3 hours of training
3. The following materials and equipment were purchased with project funds:
 - a. A movie entitled "Searching Female Prisoners"
 - b. 300 copies of Legal Points, Volume 3
 - c. 25 First Aid Manuals
 - d. 275 ring binders
 - e. A Fannon Model IN-404 intercom system
 - f. New lights for the Bureau's television facilities.

TABLE I
 Summary of Training
 Schools, Conferences, Seminars (100)

Category	Rank	Total Number on Force	Total Number Enrolled in Training Sessions	Number of Individuals Receiving More Than One Training Session	Number of Different Individuals Trained
Line Staff	Patrolman	157	128	19	91
	Detective	20	31	7	14
	Det. Sgt.	9	23	5	8
Middle Management	Sargeant	41	35	10	23
	Det. Lt.	3	14	3	3
	Lieutenant	10	18	2	8
Administrative	Captain	8	44	7	8
	Inspector	4	20	4	4
	Chief	1	9	1	1
	Commissioner	1	6	1	1
Total All Ranks		254	328	59	161

V. Observations and Conclusions

1. Training was provided to a large number of officers and not limited to only a few individuals or to one particular division. Of the 254 officers on the Wilmington police force as of June 30, 1975, 63% or 161 separate individuals received training.
2. The Wilmington Bureau of Police was not required contractually to see that course work was relevant to the individual officers' police assignment. A review of the records by the evaluator indicated that in all cases, the instruction received was related to the officers specific police function at the time of training or aimed at future duties that would be assigned through promotion or transfer.

In several instances, it was found that officers were trained in areas that appeared to bear no relationship to their assignment. However, close examination revealed that officers were sometimes assigned to one unit but had other responsibilities in addition to those listed. For example, one officer was assigned to the radio room and another to the community crime prevention unit, but both were members of the tactical bomb squad and received training related to that function. In the event of a bomb scare, one or both officers were alerted to search a building or perform other bomb related functions as needed. Another officer was assigned to the patrol division and received drug training. This officer was responsible for the on-the-spot testing of drugs in addition to his regular patrol duties and was frequently called in at the time of a local drug arrest. A fourth officer was assigned to the robbery division, but also served as a polygraph operator. This officer received training related to both robbery and the operation of polygraph equipment.

3. Officers who attended schools, conferences and seminars often served as instructors for in-service training sessions.

The Wilmington Bureau of Police has an established procedure for providing continuous in-service training sessions in addition to the four in-service training sessions funded by monies under the Wilmington Police In-Service Training and Education Project. Regular in-service training sessions are held every Sunday. Platoons A, B, C, and D are assigned to day work every fourth week on a rotating basis so that during the first week of a month, for example, Platoon A would be on day work and receive in-service training. The second week, Platoon B would be on day work and receive in-service training and so on for Platoons C and D. On the appropriate Sunday when a training session is conducted, one-half of

Platoon A would attend class in the morning while the other half "covered the streets". In the afternoon, the two groups would exchange places so that all members of Platoon A would receive a minimum of 4 hours of in-service training each month. During the second week, Platoon B would follow the same procedure so that at the end of the month, all platoon members would receive a minimum of 4 hours of in-service training. Officers returning from training at schools, conferences and seminars funded under the Wilmington Police In-Service Training and Education Project frequently served as instructors for these on-going in-service training sessions. In this way, a local officer became and established resource for the force and members of the Bureau were exposed to new techniques and concepts of law enforcement at a cost of training only one or a few officers.

As of June 30, 1975, 208 in-service training sessions (2 per Sunday) were conducted. At least 96 of these sessions were conducted by officers who received their training under this grant.

4. Officers participating in the Wilmington Police In-service Training and Education Project were not required to submit reports regarding the training they received. Therefore, no formal assessment by the participants of the course content, the instructors or the institution was available for evaluation.
5. No efforts were made to determine if any knowledge was gained by those officers receiving training. Pre and post tests would have been helpful in determining the acquisition of new knowledge.
6. No assessment was made by supervisory personnel. Documentation was not ascertained regarding improvement in the performance of the officer attending training, the application of new techniques to law enforcement or evidence of increased professionalism generated as a result of the training.
7. It appeared as if a conscious effort was made to minimize travel costs by sending officers to the nearest location at which the instruction was offered. Records indicated that the large majority of schools, conferences and seminars attended were in Delaware, Maryland, New Jersey or Pennsylvania.

VI. Recommendations

1. As a result of this evaluation, a card catalogue was developed which identified the participating officers'

name, rank, and assignment before training, the schools, conferences and seminars attended, and the officers assignment following training. This file should be maintained and, in consultation with the project director, its content expanded.

2. The goals and objectives of the project need to be revised. As currently stated, they are vague and not measurable. In quantifying the objectives, efforts should be made to specify at least those recurring training programs to be attended by Bureau personnel.
3. In conducting this evaluation, no determination of impact was possible since only data relating to process was maintained. While it is recognized that the effects of training projects are unusually difficult to measure, assessments by the participating officer and his/her supervisor would provide at least minimal indicators of the value of the training. For this reason separate forms for the officer receiving training and his/her supervisor should be developed which would document the value of training sessions. The content of these forms should be determined by the Wilmington Bureau of Police in consultation with DARC staff and be completed by all participants. They should be compiled by the Division of Training and Personnel and maintained as a matter of record.
4. All requests for training should be processed through the Division of Training and Personnel. In conducting the evaluation, several instances were discovered in which requests for training were forwarded from a Division Commander directly to the Commissioner of Public Safety, effectively by-passing the Division of Training and Personnel. In the future, it should be required that all requests for training be routed through the Division of Training and Personnel before being forwarded to the Commissioner for final approval. This will enable the Division to maintain complete records of all training and at the same time afford an effective and consistent screening apparatus.

END