

A PLANNING PROJECT FOR THE IMPLEMENTATION OF NATIONAL ADVISORY
COMMISSION ON CRIMINAL JUSTICE STANDARDS AND GOALS

FEDERAL PROTECTIVE SERVICE DIVISION

GENERAL SERVICES ADMINISTRATION

by

Pete Samples

A project

submitted in partial fulfillment
of the requirements for the course of
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31358

to a country girl

CONTENTS

I	PROJECT PURPOSE	1
II	SIGNIFICANCE OF IMPLEMENTATION	1
III	PLANNING PROCESS	4
	Step 1 - Style of Leadership	4
	Step 2 - Areas of Concern	5
	Step 3 - Recommended Police Standards and Goals	5
	Step 4 - Divisional Profile	5
	Step 5 - Divisional Comparison to Recommended Standards and Goals	6
	Step 6 - Activities for Implementation	6
IV	PERT CHART (PROGRAM EVALUATION AND REVIEW)	18
V	GANTT CHART	19
VI	PATHS DETERMINED BY PERT	20
VII	TASK PLANNING SHEETS	21
VIII	STANDARDS AND GOALS COMPARISON WORKSHEETS	24
IX	REFERENCES	25

PROJECT PURPOSE

The purpose of this project is to establish the necessary procedures for a long-range plan by objectives whereby the Federal Protective Service Division, General Services Administration, United States Government, may be upgraded and professionalized by means of the implementation of appropriate police standards and goals as set forth by the National Advisory Commission on Criminal Justice Standards and Goals.

SIGNIFICANCE OF IMPLEMENTATION

Progress in the criminal justice system has been denied by few as an essential element for the development of a more preventive and responsive counterattack against crime in our highly industrialized and rapidly moving society. Forensic science in investigative procedures, training for the more disciplined professional, computer networks for speedier communication, and community based correctional programs for offenders, are but a touch of the surface in areas where change and progress has overthrown the more obsolete of anticriminal techniques, and has become the foundation for a completely new and exciting experience for leaders and practitioners within the criminal justice system.

This era of experimental and new-fangled ideas has contributed to the imperative need for change within the system. This project therefore is directed to the emphasis placed on standards and goals as reflected by a broad consensus that substantial change is needed in the

structure and operation of law enforcement agencies and in the process of formulating and carrying out police policy.

The National Advisory Commission on Criminal Justice Standards and Goals was established in 1971, "to formulate for the first time national criminal justice standards and goals for crime reduction and prevention at the state and local levels." However, under Recommendation 1.1, the Commission has urged the Federal Government to apply these standards and recommendations in its own planning. The Commission hopes that its standards and goals will influence the shape of the criminal justice system in this Nation for many years to come. And it believes that the implementation of these standards and goals will contribute to a measurable reduction of the amount of crime in America and at the same time advance the professionalization of the entire criminal justice system.

Numerous controversies filtrate the police sector of the criminal justice system. Many of these problems stem from a lack of proper and professional police guidelines and competent leadership within the police subsystem. A closer inspection of some of the areas of concern finds need for immediate action.

The primary function of the police in our society has long been established by tradition and by the authors of government to be the protection of life and property. Within this concept the police find themselves servants to their community, expected to be the living substance

of the statutes which outline the citizen's protection of life, liberty, and the pursuit of happiness. The police, on whom society calls when all else has failed, not only encounters the criminal elements of society, but also finds the missing child, locates the doctor, guides the lost, delivers the unborn child, etc. In essence, society demands and the police respond.

The police are expected to perform within the laws and regulations of their respective jurisdiction in the confrontation of the criminal, who thrives outside those same laws and regulations. The police profession demands that an officer react to all situations with the confidence and expertise of an attorney or judge, yet the education and training for such a demand is limited. The police profession demands that an officer play the role of a martyr without thought to the hour or the weather, yet he is rewarded with less than an adequate living salary.

The list of frustrations within the police subsystem could go on and on. A few have been pointed out in order to bring light to the fact that many problems face the police in all locations and jurisdictions throughout our country. The National Advisory Commission's comprehensive Report on Police, developed by the Commission's Task Force on Police, contains a wealth of information in support of its recommended standards and goals and addresses issues of concern to police personnel at all levels. While it may be unnecessary to consider the implementation of all the standards and recommendations, it is believed that many of them should be implemented into the Federal Protective Service Division, thus

promoting its efforts in joining other law enforcement organizations in the development and implementation of national standards and goals for the fulfillment of professional goals, and help in the overall effort to see the criminal justice agencies of this country operating at performance levels which will maintain and increase the confidence of their clientele, the citizens.

PLANNING PROCESS

Step 1 - Style of Leadership

The success of this project will depend upon the recognition by top GSA officials that the General Services Administration is not a law enforcement minded agency. This point is recognized by most agencies within the federal family and by outside interests. By virtue of its various governmental functions, i.e., contracts, building management, communications, supplies, etc., the necessary attention to law enforcement functions and the proper knowledge of modern police administration is not possible under its present organizational system. Therefore it is recommended that the General Services Administration give way to its present organizational structure and place the Federal Protective Service into a branch of its own. The National Administrator of General Services Administration should seek out and appoint a competent, knowledgeable, and autocratic leader to carry out the project plans. The General Services Administration must place upon this individual, known as Executive

Director-FPS/Project Coordinator, the full trust, support, and authority, necessary to implement this plan on a national level. Upon the completion date of this plan, and upon the evaluation that the Federal Protective Service has reached the stag of professionalization and performance as expected through the implementation of the standards and goals, a participatory style of management should be employed on the national, regional, and local levels.

Step 2 - Areas of Concern

Those areas within the Federal Protective Service Division, now known under this plan as Federal Protective Service Branch, to which the recommended standards and goals will be applied for implementation are: administration, personnel, training, operations, support services, and extra-divisional cooperation. Each area is then divided into subareas of concern and the recommended standards listed.

Step 3 - Recommended Police Standards and Goals

The listing of recommended police standards and goals as given in this project was taken from the Report on Police and should be used in conjunction with that text.

Step 4 - Divisional Profile

A divisional profile should be prepared to serve as a data base for the evaluation efforts and to acquaint the executive director/project coordinator (and others involved) with the resources of the branch and

their organization and use. The development of a profile will provide the necessary base while contributing to other management decisions not directly associated with the plan itself. At a minimum, the profile should include:

- a) Jurisdictional legislation creating FPS
- b) Relationship to other federal law enforcement agencies
- c) Fiscal patterns (past your years)
- d) Organizational recapitulation
- e) Calls for service (past year)
- f) Crime rates (past your years)
- g) Clearance rates (past your years)
- h) Civil Service Commission (authority, staffing)
- i) Recruitment and promotion standards
- j) Personnel profile (education, training, age, etc.)
- k) Manpower allocation (by function, by time)
- l) Vehicle types and distribution
- m) Space allocation
- n) Other resources (assistance from U. S. Marshall Serv.)

Step 5 - Divisional Comparison to Recommended Standards and Goals

A sample of the comparison worksheets necessary for this project has been provided. Each appropriate standard and recommendation would be listed on a comparison worksheet as the standard and recommendation appears in the Report on Police. The comparison worksheets are arranged so that a person knowledgeable in the areas of administration and operation can determine whether or not the FPS is meeting, in whole or in part, each recommended standard.

Step 6 - Activities for Implementation

This is a step by step listing of the activities necessary for the implementation process. Included in this listing is the proposed

number of days for the completion of each activity and by whom the activity is carried out. The activity list is followed by a PERT(program evaluation and review) chart, a GANTT chart, and CPM(critical path method).

AREAS OF CONCERN

<u>ADMINISTRATION</u>	<u>PERSONNEL</u>	<u>TRAINING</u>	<u>OPERATIONS</u>	<u>SUPPORT SERVICES</u>	<u>EXTRA DIVISIONAL COOPERATION</u>
Policy	Policy	Policy	Policy	Policy	Policy
Procedure	Procednre	Procedure	Procedure	Procedure	Procedure
Police Role	Recruit & Select	Program Development	Patrol Development	Information Systems	Developing Community Relations
Organizational Structure	Personnel Development & Promotion & Advancement	Instruction Quality Control	Specialization	Property Systems	Professional Assistance
Fiscal Management		Preparatory Training	Criminal Investigation	Communications	Diversion
News Media Relations	Classification & Pay	Inservice Training	Juvenile Operations	Personnel Equipment	Combined Police Services
Community Relations				Transportation	
Internal Discipline	Personnel Utilization	Police Training Academy	Traffic Operations		Physical Planning
Inspections System	Education				Inter CJ Agency Coordination
Discretion	Employee Services	Interpersonal Communications Training	Special Crime Tactical Forces		
Employee Relations			Intelligence Operations		
Planning		Federal Legislation and Fiscal Assistance			
Unusual Occurrences		Training for Unusual Occurrences			

AREAS OF CONCERN

APPLICABLE STANDARDS (from Report on Police)

ADMINISTRATION

Policy	1.1, 1.2, 1.3, 1.4, 1.5, 1.6, 5.1, 5.5, 5.7, 18.1, 19.1, 19.3(3)
Procedure	1.4(1), 18.1, 18.2, 19.1, 19.2, 19.4(1)
Police Role	1.1, 1.5, 2.1
Discretion	1.2, 1.3
Community Relations	1.4, 1.6
News Media Relations	1.7
Inspections	2.3
Organization	5.1
Fiscal Management	5.7, 5.8
Employee Relations	18.1, 18.2
Internal Discipline	19.1, 19.2, 19.3, 19.4, 19.6, Rec. 19.1
Unusual Occurrences	7.1, 7.6

PERSONNEL

Policy	13.5, 13.6, 17.1
Procedure	13.5(4), 13.6(1)
Utilization	13.2(2)
Recruitment and Selection	13.1, 13.2, 13.3, 13.4, 13.5, 13.6, 20.2, Rec. 13.1
Classification and Pay	14.2

Education	15.1, 15.2, 15.3, Rec. 15.1
Development, Promotion and Advancement	17.1, 17.2, 17.3
Employee Service	20.1

TRAINING

Policy	
Procedure	
Program Development	16.2
Preparatory Training	16.3
Inservice Training	16.5
Instruction Quality Control	16.6
Police Training Academy	
Interpersonal Communications Training	
Federal Legislation and Fiscal Assistance	
Training for Unusual Occurrences	7.6

OPERATIONS

Policy	9.7, 9.11
Procedure	9.7(5), 9.7(6,a), 9.7(7,a),
Patrol	8.3
Specialization	9.3
Juvenile Operations	9.5

Traffic Operations	
Criminal Investigation	9.7
Special Crime Tactical Force	
Intelligence Operations	9.11

SUPPORT SERVICES

Policy	24.1 (2)
Procedure	24.1
Property System	12.3
Personal Equipment	
Transportation	22.2
Communications	23.1, 23.2, 23.3
Information Systems	24.1, 24.4

EXTRA DIVISIONAL COOPERATION

Policy	4.1 (2,b), 4.3, 4.4 (1), 4.5,
Procedure	4.2 (1), 4.5
Developing Community Relations	3.2
Inter-criminal Justice Agency Coordination	4.1, 4.2, 4.5
Combined Police Services	
Professional Assistance	11.1, 11.2

STANDARDS AND GOALS--(from Report on Police)

Chapter 1: The Police Role

Standards

- 1.1 Formulate policies governing police functions, objectives, and priorities.
- 1.2 Publicize and respect the limits of police authority.
- 1.3 Formalize police use of discretion.
- 1.4 Improve communication and relations with the public.
- 1.5 Enhance police officers' understanding of their role and of the culture of their community.
- 1.6 Publicize police policies and practices
- 1.7 Promote police relations with the media.

Chapter 2: Role Implementation

Standards

- 2.1 Develop workable agency goals and objectives.
- 2.2 Establish written policies to help employees.
- 2.3 Establish a formal inspection system

Chapter 3: Developing Community Resources

Standards

- 3.2 Involve the public in neighborhood crime prevention efforts.

Chapter 4: Criminal Justice Relations

Standards

- 4.1 Coordinate planning and crime control efforts with other components of the criminal justice system.
- 4.2 Develop cooperative procedures with courts and corrections agencies.
- 4.3 Formalize diversion procedures to insure equitable treatment.
- 4.4 Utilize alternatives to arrest and pretrial detention.
- 4.5 Develop court followup practices for selected cases.

Chapter 5: Planning and Organizing

Standards

- 5.1 Establish a police service that meets the needs of the community.

- 5.4 Assign responsibility for agency and jurisdictional planning.
- 5.5 Participate in any community planning that can affect crime.
- 5.7 Develop fiscal management procedures.
- 5.8 Derive maximum benefit from government funding.

Recommendations

- 5.1 Formalize relationships between public and private police agencies.

Chapter 7: Unusual Occurrences

Standards

- 7.1 Plan for coordinating activities of relevant agencies during mass disorders and natural disasters.
- 7.6 Implement training programs for unusual occurrence procedures.

Chapter 8: Patrol

Standards

- 8.3 Develop a responsive patrol deployment system.

Chapter 9: Operations Specialization

Standards

- 9.3 Review agency specializations annually.
- 9.5 Formulate policies governing delinquents and youth offenders
- 9.7 Train patrol officers to conduct preliminary investigations.
- 9.11 Develop an intelligence network that has privacy safeguards.

Chapter 11: Support Services/Professional Assistance

Standards

- 11.1 Establish working relationships with outside professionals.
- 11.2 Acquire legal assistance when necessary.

Chapter 12: Support Services

Standards

- 12.3 Establish a secure and efficient filing system for evidential items.

Chapter 13: Recruitment and Selection

Standards

- 13.1 Actively recruit applicants.
- 13.2 Recruit college-educated personnel.
- 13.3 Insure nondiscriminatory recruitment practices.
- 13.4 Implement minimum police officer selection standards.
- 13.5 Formalize a nondiscriminatory applicant screening process.
- 13.6 Encourage the employment of women.

Recommendations

- 13.1 Develop job-related applicant tests.

Chapter 14: Classification and Pay

Standards

- 14.2 Establish a merit-based position classification system.

Chapter 15: Education

Standards

- 15.1 Upgrade entry-level educational requirements.
- 15.2 Implement police officer educational incentives.
- 15.3 Affiliate training programs with academic institutions.

Recommendations

- 15.1 Outline police curriculum requirements.

Chapter 16: Training

Standards

- 16.2 Develop effective training programs.

- 16.3 Provide training prior to work assignment.
- 16.5 Establish routine inservice training.
- 16.6 Develop training quality-control measures.

Chapter 17: Development, Promotion, and Advancement

Standards

- 17.1 Offer self-development programs for qualified personnel.
- 17.2 Implement formal personnel development programs.
- 17.3 Review personnel periodically for advancement.

Chapter 18: Employee Relations

Standards

- 18.1 Maintain effective employee relations.
- 18.2 Formalize policies regulating police employee organizations.

Chapter 19: Internal Discipline

Standards

- 19.1 Formulate internal discipline procedures.
- 19.2 Implement misconduct complaint procedures.
- 19.3 Create a specialized internal discipline investigative unit.
- 19.4 Insure swift and fair investigation of misconduct.
- 19.6 Implement positive programs to prevent misconduct.

Recommendations

- 19.1 Study methods of reducing police corruption.

Chapter 20: Health Care, Physical Fitness, Retirement, and Employee Services

Standards

- 20.2 Establish continuing physical fitness standards.

Chapter 22: Transportation

Standards

22.2 Acquire and maintain necessary transportation equipment.

Chapter 23: Communications

Standards

23.1 Develop a rapid and accurate telephone system.

23.2 Insure rapid and accurate police communication.

23.3 Insure an efficient radio communications system.

Chapter 24: Information Systems

Standards

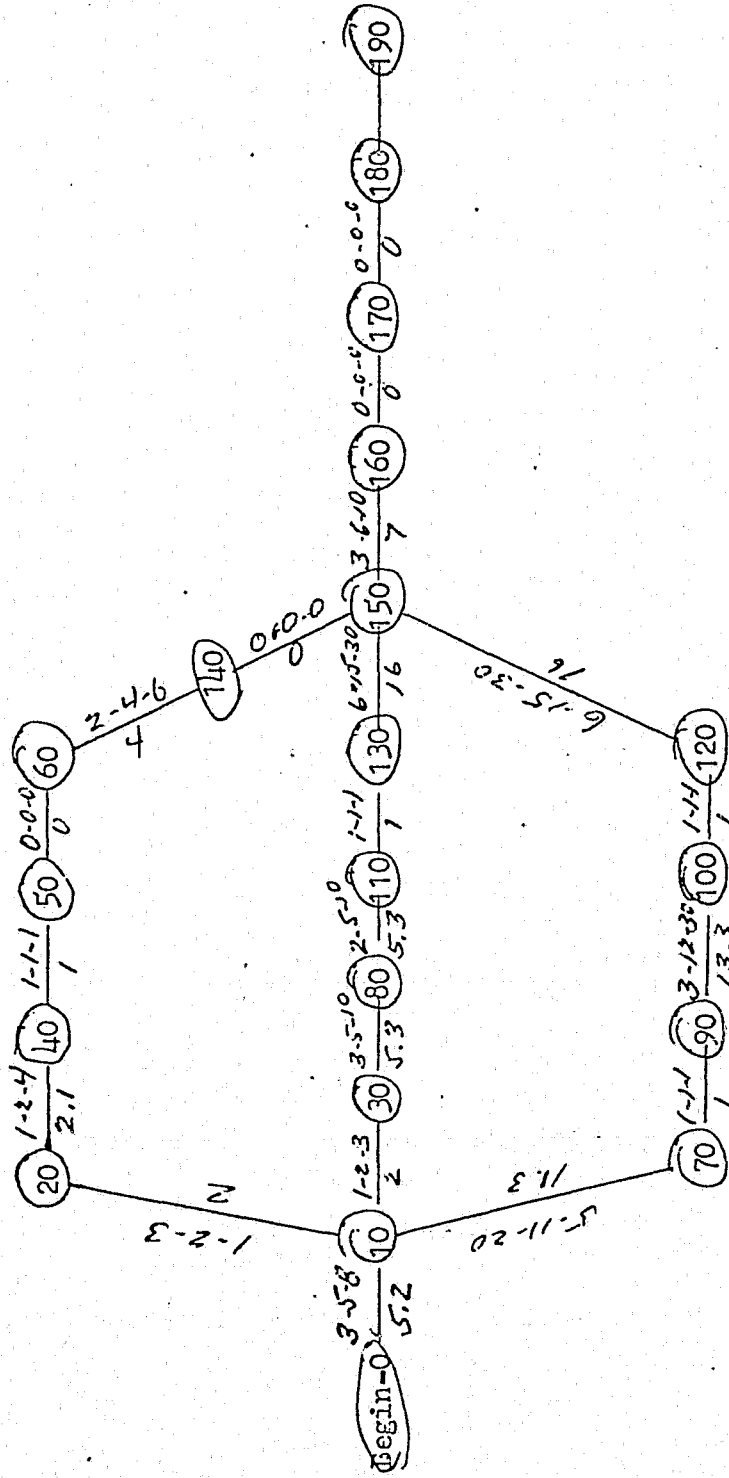
24.1 Standardize reports for criminal activity.

24.4 Coordinate Federal, State, and local information system.

ACTIVITIES FOR IMPLEMENTATION PROCESS

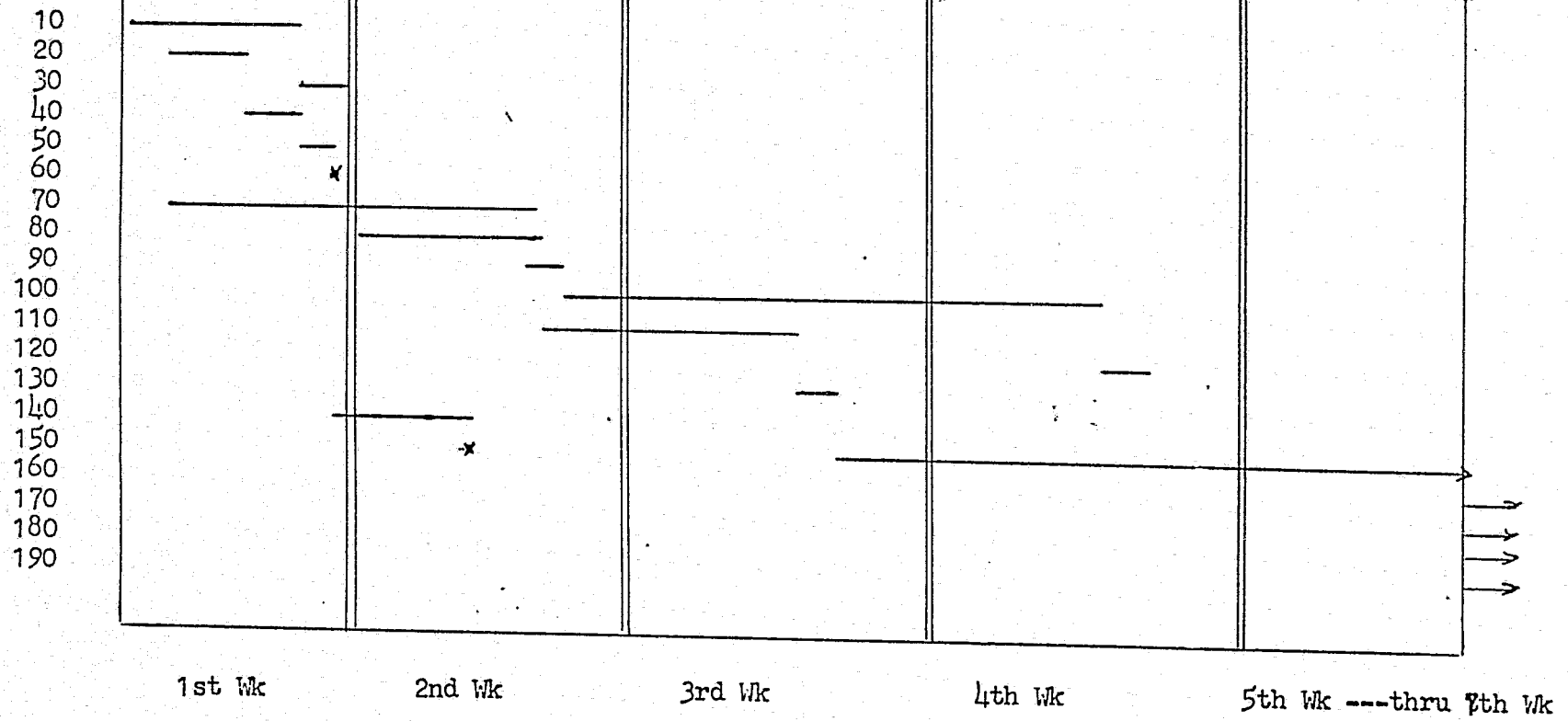
Activity No:	Description of Activity	Time	By Whom
10	Decision to implement	3-5-8	Central Office
20.	Approaches to staffing	1-2-3	Central Office
30	Select appropriate Standards	1-2-3	Central Office
40	Develop time phase schedule	1-2-4	Central Office
50	Branch Staff Meeting	1-1-1	C & Reg Offices
60	Time phase schedule acceptance	0-0-0	C & Reg Offices
70	Develop Profile	5-11-20	Central Office
80	Overview of appropriate Standards	2-5-10	Central Office
90	Branch Staff Meeting	1-1-1	C & Reg Offices
100	Develop five-year profile	3-12-30	Central Office
110	Anticipate costs & Regional responsibility for implementation	2-5-10	C & Reg Offices
120	Branch Staff Meeting	1-1-1	C & Reg Offices
130	Acceptance of staff of anticipated costs and Regional responsibility for implementation	1-1-1	C & Reg Offices
140	Develop evaluation criteria	2-4-6	Central Office
150	Develop plan for submission to GSA Administrator for review and budgetary approval	6-15-30	Central Office
160	Submit plan to GSA Administrator for review, approval, & briefing to congressional members	3-6-10	Central Office
170	Adopt budgetary plans into normal budget process	0-0-0	Central Office
180	Begin implementation	0-0-0	C & Reg Offices
190	Determine Effectiveness of implementation	—	C & Reg Offices

PERT CHART



GANTT CHART
Days/wks

Activity: 0-1-2-3-4-5-6-7-8-9-10-11-12-13-14-15-16-17-18-19-20-21-22-23-24-25-26-27-28-29-30-thru 54



PATHS DETERMINED BY PERT

Figure #1 (Path 0-10-20-40-50-60-140-150-160-170-180-190)

to	tm	tp	te
3	5	8	5.2
1	2	3	2
1	2	4	2.1
1	1	1	1
0	0	0	0
2	4	6	4
0	0	0	0
<hr/>			
8	14	22	14.3

Figure #2 (Path 0-10-30-80-110-130-150-160-170-180-190)

to	tm	tp	te
3	5	8	5.2
1	2	3	2
2	5	10	5.3
2	5	10	5.3
1	1	1	1
6	15	30	16
3	6	10	7
0	0	0	0
0	0	0	0
<hr/>			
18	39	72	41.8

Figure #3 (Path 0-10-70-90-100-120-150-160-170-180-190)

to	tm	tp	te
3	5	8	5.2
5	11	20	11.3
1	1	1	1
3	12	30	13.3
1	1	1	1
6	15	30	16
3	6	10	7
0	0	0	0
0	0	0	0
<hr/>			
22	51	100	54

CPM(Critical Path Method)=54days

TASK PLANNING SHEETS

A task planning sheet for each of the recommended standards and goals should be prepared for the implementation process. These sheets should be completed while referring to the comments and notations made on the standards and goals worksheets. The task planning sheets provide the fundamental information areas required to indicate planning area, product, timing, priority, and cost.

Description of Required Information

Budget Program - This space is for the inclusion of a budget program where program budgeting is planned.

Development Schedule - Place a check in the year or years in which research or the various alternatives or actions required to meet or exceed the standards considered in this topic area will begin.

Implementation Schedule - Place a check in the year or years in which implementation of the actions necessary to meet the standards under this topic area will begin.

Review Schedule - Place a check in the year or years in which review of status and progress in this topic area is required.

Priority - Indicate the year this topic is to be considered and its priority in relation to the other topic areas that fall in the same year.

Technical Assistance - The estimated expenditures for bringing a person in for technical assistance should be indicated by year.

Contractual Support - The estimated amount necessary for the ex-

pense of consultants when required should be determined by year.

Travel - The implementation process will probably require some travel. Estimate funds and indicate them by year.

Other - This is for any anticipated miscellaneous expenses.

Standards and Goals Task Planning Sheet

Area of Concern: (list area here)

Topic Area: (List subarea here)

Applicable Standards:

(List Standards here)

Budget Program:

Purpose: (State purpose here)

Products: (State products here)

	1st Yr	2nd Yr	3rd Yr	4th Yr	5th Yr
Development Schedule					
Implementation Schedule					
Review Schedule					
Priority					
Fiscal Requirements					
Technical Assistance					
Contractual Support					
Travel					
Other					
Total					

STANDARDS AND GOALS	Present	1st Yr	2nd Yr	3rd Yr	4th Yr	5th Yr	Remarks
LIST STANDARD HERE AS IT APPEARS IN <u>REPORT ON POLICE</u>							

REFERENCES

I wish to extend my deepest appreciation to those individuals who have contributed to my ability to formulate this project.

Donald T. Shanahan, Associate Director, Southern Police Institute and Assistant Professor of Criminal Justice, University of Louisville, and author of the criminal justice text, Patrol Administration: Management by Objectives. Boston: Holbrook Press, Inc., 1975, along with the entire staff of the School of Police Administration, University of Louisville, was instrumental in providing me with the educational ability.

Legal overview for implementation of this project into the Federal Protective Service was provided through the concerned efforts of Richard A. Dennis, Attorney-at-Law, Louisville, Kentucky.

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