

File

PART II

73TA-99-0011

NATIONAL SHERIFFS' INSTITUTE

Sponsored by the
NATIONAL SHERIFFS' ASSOCIATION

and Conducted by the
Center for the Administration of Justice
School of Public Administration
UNIVERSITY OF SOUTHERN CALIFORNIA

FINAL REPORT
APPENDICES

NCJRS

JUL 14 1974

DUP.

35250

Submitted by
Steven M. Ward, Project Director
July 1, 1974

Funded by the
LAW ENFORCEMENT ASSISTANCE ADMINISTRATION

FINAL REPORT

73TA-99-0011

APPENDIX A

MASTER ROSTER

TABLE OF CONTENTS

APPENDIX A	MASTER ROSTER
APPENDIX B	POPULATION BY COUNTIES
APPENDIX C	PLANNING ADVISORY GROUP
APPENDIX D	TELEPHONE INTERVIEW INFORMATION
APPENDIX E	BIOGRAPHICAL STATEMENT
APPENDIX F	INFORMATIONAL MATERIALS AND READINGS MAILED TO SHERIFFS
APPENDIX G	CLASS SCHEDULES
APPENDIX H	FIELD TRAINING SESSION SCHEDULES
APPENDIX I	LIST OF TEXTBOOKS
APPENDIX J	FACULTY BRIEFING PACKET
APPENDIX K	EVALUATION SUMMARIES
APPENDIX L	FINAL EVALUATION REPORT
APPENDIX M	SUMMARY OF LOGISTICAL ASPECTS
APPENDIX N	STAFF POSITION SPECIFICATIONS

NATIONAL SHERIFFS' INSTITUTE

Sponsored by
NATIONAL SHERIFFS' ASSOCIATION

and Conducted by
Center for the Administration of Justice
School of Public Administration
UNIVERSITY OF SOUTHERN CALIFORNIA

MASTER ROSTER
1973 - 1974

Number following name denotes class attended.

Sheriff Chester E. Airhart - 3
Wood County
Sheriff's Department
Parkersburg, West Virginia 26101
304/422-3559

Sheriff Donald C. Alden - 2
Belknap County
64 Court Street
Laconia, New Hampshire 03246
603/524-3830

Sheriff Reymundo Alvarez - 2
Starr County
County Courthouse
Rio Grande City, Texas 78582
512/487-2488

Sheriff George W. Bailey - 4
Albemarle County
Sheriff's Office
Charlottesville, Virginia 22901
804/296-2112

Sheriff Pat Baker - 3
Gordon County
Piedmont Street
Calhoun, Georgia 30701
404/629-1244

Sheriff Robert H. Baker - 2
Doddridge County
Chancery Street
West Union, West Virginia 26456
304/873-1000

Sheriff D. Kermit Banks - 3
Yancey County
P.O. Box 6
Burnsville, North Carolina 28714
704/682-2124

Sheriff Charles Barker, Jr. - 3
Marshall County
County Courthouse
Moundsville, West Virginia 26041
304/845-1211 or 845-5711

Sheriff Harold R. Bass - 2
McKinley County
P.O. Box 1209
Gallup, New Mexico 87301
505/853-3132

Sheriff Robert J. Bassett - 2
Lincoln County
Sheriff's Department
Merrill, Wisconsin 54452
715/536-6272

Sheriff Richard Baumgartner - 3
Frederick County
County Courthouse
Frederick, Maryland 21701
301/662-9383

Sheriff Norman R. Bear - 1
Teton County
P.O. Box 1011
Jackson, Wyoming 83001
307/733-2331

Sheriff Robert P. Bertermann - 2
Racine County
730 Wisconsin Avenue
Racine, Wisconsin 53403
414/636-3211

Sheriff Guy C. Bliss - 1
Lake County
16 Texas Avenue
Tavares, Florida 32778
904/343-2101

Sheriff Paul E. Blubaum - 1
Maricopa County
102 West Madison
Phoenix, Arizona 85003
602/262-3112

Sheriff Rayburn L. Bonner - 1
DeKalb County
DeKalb County Courthouse
Decatur, Georgia 30032
404/371-2160

Sheriff Vance L. Boone - 1
Orangeburg County
P.O. Box 268
Orangeburg, South Carolina 29115
803/534-3550

Sheriff Richard E. Boyles - 4
Franklin County
1015 North Arthur
Pasco, Washington 99301
509/545-3501

Sheriff Louis R. Brandt - 4
Josephine County
P.O. Box 579
Grants Pass, Oregon 97526
503/476-4444

Sheriff Bill Brewer - 2
Park County
Park County Annex
Cody, Wyoming 82414
307/587-5524

Sheriff Peter Brockwell, Jr. - 3
Brunswick County
Sheriff's Department
Lawrenceville, Virginia 23868
804/848-3133

Sheriff Jerry Brooks - 4
Ogle County
5th & Washington
Oregon, Illinois 61061
815/732-2135

Sheriff John L. Brooks - 4
Toole County
P.O. Box 550
Shelby, Montana 59474
406/434-5585

Sheriff Don F. Brown - 4
San Juan County
P.O. Box 659
Friday Harbor, Washington 98250
206/373-4400

Sheriff Merle E. Brown - 2
Mills County
County Courthouse
Glenwood, Iowa 51534
712/527-4871

Sheriff Paul E. Brown - 1
Athens County
13 West Washington
Athens, Ohio 45701
614/592-1753

Sheriff John Browning - 3
Garrett County
203 South 4th Street
Oakland, Maryland 21550
301/334-2141

Sheriff John J. Buckley - 4
Middlesex County
Superior Court
Cambridge, Massachusetts 01821
617/354-5851

Sheriff Robert J. Budagher - 1
Sandoval County
County Courthouse
Bernalillo, New Mexico 87004
505/867-2931

Sheriff David N. Burks - 1
Lane County
125 E. 8th Street
Eugene, Oregon 97401
503/342-4941

Sheriff Cary L. Burns - 2
Greenbrier County
County Courthouse
Lewisburg, West Virginia 24901
304/645-2757

Sheriff Dean R. Burns - 4
Menominee County
Sheriff's Department
Menominee, Michigan 49858
906/863-5000

Sheriff Theodore B. Byus - 2
Union County
221 West Fifth Street
Marysville, Ohio 43040
513/644-8979

Sheriff William M. Callanan - 2
Lucas County
County Courthouse
Toledo, Ohio 43624
419/259-8979

Sheriff Robert D. Callaway - 1
Hardin County
12th & 14th Streets
Eldora, Iowa 50627
515/858-3453

Sheriff Orville Campbell - 2
Treasure County
Sheriff's Department
Hysham, Montana 59038
406/342-5211

Sheriff Bert Cantwell - 2
Wyandotte County
710 North 7th
Kansas City, Kansas 66101
913/371-1600

Sheriff Allen L. Capwell - 2
Wyoming County
145 North Main Street
Warsaw, New York 14569
716/796-2129

Sheriff Russell Carmichael - 3
Hendricks County
Sheriff's Department
Danville, Indiana 46122
317/745-6464

Sheriff Donald E. Carroll - 4
Hopkins County
Sheriff's Department
Madisonville, Kentucky 42431
502/821-5661

Sheriff George P. Castellini - 1
Cumberland County
54 W. Broad Street
Bridgeton, New Jersey 08302
609/451-8000 X277

Sheriff Bill J. Cauthron - 1
Sebastian County
County Courthouse
Fort Smith, Arkansas 72901
501/783-4161

Sheriff Allen J. Chandler - 1
Addison County
35 Court Street
Middlebury, Vermont 05753
802/388-2981

Sheriff Louis J. Clark - 1
Tuscarawas County
P.O. Box 614
New Philadelphia, Ohio 44663
216/343-7731

Sheriff Charles F. Coatney - 1
Blount County
County Courthouse
Maryville, Tennessee 37801
615/982-5263

Sheriff Gerald Conder - 3
Huerfano County
County Courthouse
Walsenburg, Colorado 81089
303/738-1600

Sheriff Quentin K. Conrad - 1
Smith County
Sheriff's Department
Smith Center, Kansas 66967
913/282-3541

Sheriff Lavon Cook - 3
Miller County
P.O. Box 386
Colquitt, Georgia 31737
912/758-3421

Sheriff Lewis Craven - 4
Tyler County
100 Courthouse, Room 106
Woodville, Texas 75979
713/283-2172

Sheriff Ronald Craven - 1
Jackson County
P.O. Box 919
Marianna, Florida 32446
904/482-2132

Sheriff Charles M. Cupp - 2
Richland County
181 West Seminary Street
Richland Center, Wisconsin 53581
608/647-2106

Sheriff Jack Dailey - 3
Cass County
P.O. Box 488
Fargo, North Dakota 58102
701/237-0300

Sheriff David E. Davis - 2
Green County
116 Depot Street
Greenville, Tennessee 37743
615/639-3181

Sheriff Marvin Davis - 3
Durham County
P.O. Box 170
Durham, North Carolina 27702
919/632-8282

Sheriff Roger R. Dean - 1
Calhoun County
212 South Grand Street
Marshall, Michigan 49068
616/781-9806

Sheriff William DePosier - 3
Lake County
613 3rd Avenue
Two Harbors, Minnesota 55616
218/834-3546

Sheriff William Ehinger - 3
Ogemaw County
806 West Wright Street
West Branch, Michigan 48661
517/345-3111

Sheriff Jerry G. English - 4
Marshall County
County Courthouse
Fenton, Kentucky 42025
502/527-2221

Sheriff Jerry L. Ervin - 1
Canadian County
302 North Evans
El Reno, Oklahoma 73036
405/262-3435

Sheriff Kenneth Etwiler - 3
Ashland County
Second Street
Ashland, Ohio 44805
419/322-3451

Sheriff Richard H. Evanson - 4
Martin County
Sheriff's Department
Fairmont, Minnesota 56031
507/235-3467

Sheriff Kenneth G. Farnham - 1
Hamilton County
County Courthouse
Webster City, Iowa 50595
515/832-3245

Sheriff William H. Ferris, Jr. - 2
Dane County
Gr 1, City County Building
Madison, Wisconsin 53709
608/266-4928

Sheriff Forrest A. Fisher - 1
Grundy County
115 East 8th Street
Trenton, Missouri 64683
816/359-2828

Sheriff Raymond A. Fjetland - 4
Whitman County
P.O. Box 470
Colfax, Washington 99111
509/397-4262

Sheriff Curtis Flanary - 3
Lee County
Sheriff's Department
Jonesville, Virginia 24263
703/346-1131

Sheriff Donald L. Forbush - 2
Lincoln County
531 Logan Street
Davenport, Washington 99122
509/725-3501

Sheriff James Fountain - 3
Reno County
210 West 1st
Hutchinson, Kansas 67501
316/665-6601

Sheriff Oren R. Fox - 4
Imperial County
P.O. Box 1040
El Centro, California 92243
714/352-3111

Sheriff Donald Franzen - 3
Platte County
County Courthouse
Columbus, Nebraska 68601
402/564-3229

Sheriff James M. Frost - 1
Wayne County
County Courthouse
Wooster, Ohio 44619
216/262-1931

Sheriff Joe H. Garza - 2
Brooks County
Sheriff's Department
Falfurrias, Texas 78355
512/325-3131

Sheriff Tom C. Gilmore - 4
Montrose County
P.O. Box 9
Montrose, Colorado 81401
303/249-6606

Sheriff Joe W. Girres - 2
Palo Alto County
P.O. Box 126
Emetsburg, Iowa 50536
712/852-3535

Sheriff Kenneth D. Goin - 1
Linn County
P.O. Box 100
Albany, Oregon 97321
503/926-1511

Sheriff Kenneth Goodspeed - 3
Essex County
Sheriff's Department
Elizabethtown, New York 12932
518/873-6321

Sheriff Mike Grady - 1
Prairie County
P.O. Box "E"
Des Arc, Arkansas 72040
501/256-4133

Sheriff Edward Graham - 3
Bollinger County
P.O. Box 104
Marble Hill, Missouri 63764
314/238-2633

Sheriff Merrill A. Greathouse - 1
Upson County
P.O. Box 766
Thomaston, Georgia 30786
404/547-7411

Sheriff Maynard O. Hahn - 4
Sibley County
County Courthouse
Gaylord, Minnesota 55334
612/237-2321

Sheriff A. Ryland Hall - 3
Middlesex County
Sheriff's Department
Deltaville, Virginia 23149
804/750-2779

Sheriff Eugene R. Hancock - 1
Cedar County
County Courthouse
Tipton, Iowa 52772
319/886-2121

Sheriff David A. Hanna - 2
Chippewa County
Sheriff's Department
Sault Ste. Marie, Michigan 49783
906/632-8931

Sheriff Tom E. Harden - 2
Morrow County
60 East High Street
Mount Gilead, Ohio 43338
419/946-4444

Sheriff William M. Harris - 4
Nelson County
Sheriff's Department
Lovington, Virginia 22949
804/263-4242

Undersheriff Laddle W. Harwood - 1
Sullivan County
P.O. Box 305
Blountville, Tennessee 37617
615/323-5121

Sheriff Henry Healey, Jr. - 3
New Haven County
County Courthouse
New Haven, Connecticut 06501
203/562-4134

Sheriff Roy L. Helton - 2
Dawson County
P.O. Box 213
Dawsonville, Georgia 30534
404/256-3333

Sheriff Carl Henderson - 3
Geauga County
13281 Ravenna Road
Chardon, Ohio 44024
216/285-2222 or 286-9577

Sheriff Larry A. Hickenbottom - 4
Ouster County
P.O. Box 411
Broken Bow, Nebraska 68822
308/372-2362

Sheriff Eugene A. Hoag - 1
Eaton County
117 W. Harris Street
Charlotte, Michigan 48813
517/543-3510

Sheriff Robert L. Holman - 1
Oconto County
300 Washington Street
Oconto, Wisconsin 54153
414/834-5333

Sheriff Mack Holley - 3
Utah County
County Building
Provo, Utah 84601
801/373-4690

Sheriff Richard Hongisto - 3
San Francisco County
#333 City Hall
San Francisco, California 94102
415/558-2411

Sheriff John Hoyt - 4
San Augustine County
County Courthouse
San Augustine, Texas 75972
713/275-2424

Sheriff Anthony A. Hufnagel - 4
Clinton County
Sheriff's Department
St. Johns, Michigan 48879
517/224-6791

Sheriff Gary Hughes - 1
Johnson County
P.O. Box 2014
Iowa City, Iowa 52240
319/338-7807

Sheriff Dave Jenkins - 3
Pike County
Sheriff's Department
Bowling Green, Missouri 63334
314/324-3335

Sheriff K. Grant Jeppesen - 3
Liberty County
P.O. Box K
Chester, Montana 59522
406/334-3161

Sheriff Gordon Johnson - 3
Orange County
Sheriff's Department
Orange, Virginia 22960
703/672-1200

Sheriff Paul Jones - 2
Umatilla County
P.O. Box 1068
Pendleton, Oregon 97801
503/276-0855

Sheriff Phil Jordan - 2
Mohave County
County Courthouse
Kingman, Arizona 86401
602/753-2141

Sheriff Henry Kalinowski - 3
Wayne County
318 Tenth Street
Honesdale, Pennsylvania 18431
717/253-2641

Sheriff Ronald E. Keim - 2
Kalamazoo County
1500 Lamont Street
Kalamazoo, Michigan 49001
616/383-8821

Sheriff Charles Keithley - 1
Taney County
P.O. Box 1005
Forsyth, Missouri 65653
417/546-2191

Sheriff Christopher W. Ketner - 1
Boundary County
P.O. Box 127
Bonners Ferry, Idaho 83805
208/267-3151

Sheriff L. L. "Butch" Kimmel - 4
Whiteside County
400 North Cherry Street
Morrison, Illinois 61270
815/772-4644

Sheriff Joseph C. Kindred, Jr. - 1
Sandusky County
622 Croghan Street
Fremont, Ohio 43420
419/332-2613

Sheriff Richard F. Kise - 2
Wayne County
Route 31
Lyons, New York 14489
315/946-9711

Sheriff Louis E. Kornahrens, Jr. - 2
Charleston County
P.O. Box 605
Charleston, South Carolina 29401
803/577-7800

Sheriff John Kozisek - 4
Pine County
Sheriff's Department
Pine City, Minnesota 55063
612/629-3930

Sheriff Mel Larson - 4
Pennington County
Sheriff's Department
Rapid City, South Dakota 57701
605/343-2251

Sheriff John S. Lawrence - 2
Grand Isle County
Sheriff's Department
North Hero, Vermont 05474
802/372-8350

Sheriff Raymond Lawrence - 2
Gulf County
P.O. Box 970
Port St. Joe, Florida 32456
904/227-2311

Sheriff Dean A. Lawton - 4
Moffat County
Sheriff's Department
Craig, Colorado 81625
303/824-5400

Sheriff Earl D. Lee - 2
Douglas County
P.O. Box 1182
Douglasville, Georgia 30134
404/942-2121

Sheriff Lee Lehman - 3
Forest County
Sheriff's Department
Tionesta, Pennsylvania 16353
814/755-3541

Sheriff Chuck Light - 2
Miami County
120 South Pearl
Paola, Kansas 66071
913/294-3232

Sheriff Raymond Lippold, Jr. - 3
Clare County
255 West Main
Harrison, Michigan 48625
517/539-7166

Sheriff William M. Lombard - 3
Monroe County
Public Safety Building
Rochester, New York 14614
716/232-1414

Sheriff Richard L. Lords - 1
Butte County
P.O. Box 130
Arco, Idaho 83213
208/527-8553

Sheriff Derold E. Lynskey - 2
Valley County
P.O. Box 529
Cascade, Idaho 83611
208/332-4202

Sheriff Percival Lyons - 3
Franklin County
3 Brewster Street
Malone, New York 12953
518/483-6401

Sheriff Patrick M. McFadden - 1
Garfield County
P.O. Box 1866
Enid, Oklahoma 73701
405/237-0244

Sheriff John H. McGann - 4
Newport County
County Courthouse
Newport, Rhode Island 02840
401/846-7550

Sheriff Dan McNair - 3
Mason County
P.O. Box 447
Shelton, Washington 98584
206/426-8244

Sheriff Richard R. Maiek - 4
Morris County
Sheriff's Department
Council Grove, Kansas 66846
316/767-5615

Sheriff George T. Malone - 1
Claiborne County
Route One
Tazwell, Tennessee 37879
615/626-3121

Sheriff Max B. Marston - 2
Licking County
46 South Third Street
Newark, Ohio 43055
614/345-9821

Sheriff Chester Martin - 3
Franklin County
160 Elm Street
Greenfield, Massachusetts 01301
413/774-4014

Sheriff Don F. Martin - 2
Cedar County
P.O. Box 158
Stockton, Missouri 65785
417/276-3211

Sheriff Virgil Mason, Sr. - 4
San Juan County
County Courthouse
Silverton, Colorado 81433
303/387-5531

Sheriff Donald L. Meek - 1
Johnson County
County Courthouse
Clarksville, Arkansas 72830
501/754-2200

Sheriff G. Kemp Melton - 3
Kanawha County
Virginia Street
Charleston, West Virginia 25301
304/348-6594

Sheriff James R. Metts - 2
Lexington County
105 South Lake Drive
Lexington, South Carolina 29072
803/359-6133

Sheriff Garth Meyer - 3
Roscommon County
Sheriff's Department
Roscommon, Michigan 48653
517/275-5101

Sheriff Jack R. Meyer - 1
Boone County
County Courthouse
Columbia, Missouri 65201
314/442-3147

Sheriff James Miller, Sr. - 3
Clear Creek County
705 6th Street
Georgetown, Colorado 80444
303/569-3232

Sheriff James Moore - 3
Williamsburg County
Sheriff's Department
Kingstree, South Carolina 29556
803/354-6381

Sheriff Don Moreland - 2
Marion County
P.O. Box 1987
Ocala, Florida 32670
904/732-8181

Sheriff Ronald L. Morrow - 1
Douglas County
Sheriff's Office
Armour, South Dakota 57313
605/724-2238

Sheriff Ralph R. Mouser - 1
Stoddard County
P.O. Box 336
Bloomfield, Missouri 63825
314/568-4654

Sheriff Eldon Moyers - 3
Wise County
County Courthouse
Decatur, Texas 76234
817/627-3311

Sheriff Gary R. Mulholland - 2
Clinton County
Clinton Law Center
Clinton, Iowa 52732
319/242-9211

Sheriff Norman G. Murnan - 4
Shelby County
106 West Taylor Street
Shelbyville, Indiana 46176
317/398-6661

Sheriff Paul Neblett - 1
Montgomery County
116 Commerce Street
Clarksville, Tennessee 37040
615/645-5611

Sheriff Raymond Nehring - 3
Lee County
Sheriff's Department
Dixon, Illinois 61021
815/284-6631

Sheriff Vernon D. Newbold - 2
Buffalo County
County Courthouse
Kearney, Nebraska 68847
308/237-5981

Sheriff Louie Noles - 3
Lamar County
119 North Main Street
Paris, Texas 75460
214/784-2568

Sheriff George Nourse - 3
Canyon County
P.O. Box 71
Caldwell, Idaho 83605
208/459-4688

Sheriff John P. O'Brien - 1
Genesee County
917 Beach Street
Flint, Michigan 48502
313/766-8630

Sheriff Jerry T. Olson - 4
Houston County
P.O. Box 106
Caledonia, Minnesota 55921
507/724-3379

Sheriff William "Scotty" Orr, Jr. - 3
Allegheny County
Sheriff's Office
Cumberland, Maryland 21502
301/722-4404

Sheriff Billy E. Paine - 4
Hardin County
P.O. Box 516
Kountze, Texas 77625
713/246-3441

Sheriff E. Chuck Palmer - 1
Ada County
P.O. Box 2815
Boise, Idaho 83706
208/342-4519

Sheriff James H. Pate - 4
Itawamba County
Sheriff's Department
Fulton, Mississippi 38843
601/862-3401

Sheriff William D. Pate - 1
Garland County
County Courthouse
Hot Springs, Arkansas 71901
501/623-5571

Sheriff Duane L. Payne - 2
Franklin County
P.O. Box 57
Hampton, Iowa 50441
515/456-2731

Sheriff Lyman Peace - 1
Gila County
P.O. Box 1311
Globe, Arizona 85501
602/425-4449

Sheriff Fred C. Pelzer - 4
Morrison County
Sheriff's Department
Little Falls, Minnesota 56345
612/632-9233

Sheriff Jack R. Pennybaker - 1
Muskingum County
28 North Street
Zanesville, Ohio 43701
614/452-3638

Sheriff Raymond Percich - 3
City of St. Louis
Civil Courts Building
St. Louis, Missouri 63101
314/453-4350

Sheriff William Peters - 3
Davis County
50 East Center
Farmington, Utah 84025
801/292-4493

Sheriff Gerhard R. Petersen - 1
Kearney County
304 West First Street
Minden, Nebraska 68959
308/832-2805

Sheriff Rayder Peterson - 3
Knox County
County Courthouse
Galesburg, Illinois 61401
309/343-3121

Sheriff Floyd N. Pinotti - 4
Chisago County
P.O. Box 274
Center City, Minnesota 55012
612/257-3321

Sheriff Frederick B. Plowfield - 1
Lancaster County
51 East King Street
Lancaster City, Pennsylvania 17601
717/394-0771

Sheriff Claude E. Porterfield - 4
Gunnison County
200 North Iowa Street
Gunnison, Colorado 81230
303/641-1113 or 641/2990

Sheriff Frederick J. Postill - 2
Washtenaw County
3143 Washtenaw Road
Ann Arbor, Michigan 48104
313/971-8400

Sheriff Joe Potter - 4
Jefferson County
Sheriff's Department
Rigby, Idaho 83442
208/745-6636

Sheriff Paul Puckett - 3
City of Roanoke
West Church Avenue
Roanoke, Virginia 24011
703/981-1164

Sheriff Dolph Reddish - 3
Bradford County
Sheriff's Department
Starke, Florida 32091
904/964-6280

Sheriff Don Redmond - 4
Thurston County
P.O. Box 1937
Olympia, Washington 98507
206/753-8100

Sheriff Richard P. Rensi - 2
Harrison County
114 Court Street
Cadiz, Ohio 43907
614/942-2197

Sheriff Joe Richards - 1
Coconino County
P.O. Box 39
Flagstaff, Arizona 86001
602/774-4523

Sheriff George Riley - 3
Pulaski County
Police Department
Winamac, Indiana 69996
219/946-3341

Sheriff Henry Robertson - 3
Hood County
Sheriff's Department
Granbury, Texas 76048
817/573-1366

Sheriff W. J. Robison - 1
Carroll County
P.O. Box 187
Carrollton, Georgia 30117
404/832-7711

Sheriff Lannie L. Roblee - 4
Frontier County
301 Center Avenue
Curtis, Nebraska 69025
308/367-4411

Sheriff Elmer E. Rogers - 4
Adams County
Sheriff's Department
Friendship, Wisconsin 53934
608/339-6515

Sheriff Clarence Roth - 3
Coffey County
Sheriff's Department
Burlington, Kansas 66839
316/364-2123

Sheriff Earl R. Sabo - 2
Bowie County
4th & Texas Avenue
Texarkana, Texas 75501
214/794-4062

Sheriff J. S. Scarborough, III - 2
Kleberg County
P.O. Box 1347
Kingsville, Texas 78363
512/592-4317 or 592-4318

Sheriff Ron Scheiderer - 1
Marion County
County Courthouse
Marion, Ohio 43302
614/382-0609

Sheriff Clarence A. Schwartz - 1
Washington County
432 East Washington Street
West Bend, Wisconsin 53095
414/334-3491

Sheriff John I. Scott - 1
Mercer County
P.O. Box 30
Princeton, West Virginia 24740
304/425-9571

Sheriff Donald Semmelman - 3
Barbour County
P.O. Box J
Philippi, West Virginia 26401
304/457-2881

Sheriff Charlie Senseney - 3
Howard County
Sheriff's Department
Ellicott City, Maryland 21043
301/465-5000 X303

Sheriff Jerry N. Shelton - 1
Navarro County
P.O. Box 718
Corsicana, Texas 75110
214/874-4901

Sheriff Joe Smith - 4
Butte County
Sheriff's Department
Belle Fourche, South Dakota 57717
605/892-4541

Sheriff Linwood H. Snow - 2
Plymouth County
Sheriff's Department
Plymouth, Massachusetts 02360
617/746-0610

Sheriff William Sobey - 3
Aitkin County
Sheriff's Department
Aitkin, Minnesota 56431
218/927-2138

Sheriff Gerald A. Soderbeck - 4
Burnett County
P.O. Box 22
Grantsburg, Wisconsin 54840
715/463-5441

Sheriff Duane E. Sorenson - 2
Custer County
P.O. Box 344
Challis, Idaho 83226
208/879-2232

Sheriff Leo Speer - 1
Haskell County
P.O. Box 394
Stigler, Oklahoma 74462
918/967-2400

Sheriff Johannes F. Spreen - 2
Oakland County
1201 North Telegraph
Pontiac, Michigan 48053
313/332-7438

Sheriff Richard V. Stokan - 2
Huron County
120 South Heisterman
Bad Axe, Michigan 48413
517/269-6421

Sheriff Cecil R. Strawser - 2
Preston County
Sheriff's Department
Kingwood, West Virginia 26537
304/329-1611

Sheriff James W. Sweeney - 4
Juneau County
Sheriff's Department
Mauston, Wisconsin 53948
608/843-1271

Sheriff Daniel Taylor - 3
Valley County
P.O. Box 66
Glasgow, Montana 59230
406/228-2421

Sheriff Jimmy A. Thulen - 4
Carroll County
P.O. Box 88
Mt. Carroll, Illinois 61053
815/244-2635

Sheriff Luther Tibbs - 3
Wayne County
Sheriff's Department
Greenville, Missouri 63957
314/224-3319

Sheriff John Tomasek - 3
Lyon County
611 West Main
Marshall, Minnesota 56258
507/532-3258

Sheriff Joseph Trizna - 3
Will County
14 West Jefferson Street
Joliet, Illinois 60431
815/729-8571

Sheriff Arthur Trujillo - 3
Taos County
P.O. Box 34
Taos, New Mexico 87571
505/758-3361

Sheriff Leonard Trushenski - 3
Benton County
Sheriff's Department
Foley, Minnesota 56329
612/968-7201

Sheriff Terry Twomey - 1
Carlton County
Sheriff's Department
Carlton, Minnesota 55718
218/384-4218

Sheriff Arthur Tyrrell - 3
McHenry County
2200 Seminary Avenue
Woodstock, Illinois 60098
815/338-2141

Sheriff Odell Wagner - 4
Tom Green County
County Courthouse
San Angelo, Texas 76901
915/655-8111

Sheriff Gordon Watros - 1
Howard County
County Courthouse
Cresco, Iowa 52136
319/547-3535

Sheriff Robert C. Watson - 4
Larimer County
P.O. Box 466
Fort Collins, Colorado 80537
303/482-6442

Sheriff Clarence H. Weatherford - 2
Monroe County
Sheriff's Department
Union, West Virginia 24983
304/772-8018

Sheriff Glenn Weatherholtz - 3
Rockingham County
60 Graham Street
Harrisonburg, Virginia 22801
703/434-0311

Sheriff Douglas J. Welch - 4
Livingston County
4 Court Street
Geneseo, New York 14454
716/243-1212

Sheriff George W. Westcott - 2
Iosco County
430 Lake Street
Tawas City, Michigan 48763
517/362-6164

Sheriff William Westendorf - 3
Bremer County
415 East Bremer Avenue
Waverly, Iowa 50677
319/352-2623

Sheriff John E. White - 2
Lincoln County
Sheriff's Department
Hamlin, West Virginia 25523
304/824-3535

Sheriff Robert Will - 3
Walworth County
P.O. Box 326
Selby, South Dakota 57472
605/649-7600

Sheriff Cash F. Williams - 2
Greenville County
County Courthouse
Greenville, South Carolina 29601
803/235-8585

Sheriff Dick Williams - 2
Mesa County
P.O. Box 88
Grand Junction, Colorado 81501
303/242-3322

Sheriff Norris B. Williams - 4
Salem County
94 Market Street
Salem, New Jersey 08079
609/935-3300

Sheriff James Wolford - 3
King William County
P.O. Box 98
King William, Virginia 23086
804/769-2169

Sheriff Maurice G. Wood - 1
Calhoun County
211 South Ann
Port Lavaca, Texas 77979
512/552-6767

Sheriff Jack L. Woodard - 1 *
Polk County
204 County Courthouse
Des Moines, Iowa 50309
515/284-6030

Sheriff Rick Woodring - 3
Phillips County
P.O. Box 394
Phillipsburg, Kansas 67661
913/543-2107

Sheriff Paul Work - 3
Morgan County
37 East Main Street
McConnelsville, Ohio 43756
614/962-3333

Sheriff Ralph Wrinkle - 1
Lea County
County Courthouse
Lovington, New Mexico 88260
505/396-3611

Sheriff Arvin R. Ziehlstorff - 2
Eau Claire County
728 Second Avenue
Eau Claire, Wisconsin 54701
715/834-4109

* Deceased

OFFICERS

CLASS ONE

President
Sheriff Paul E. Blubaum
Maricopa County, Arizona

1st Vice-President
Sheriff Vance L. Boone
Orangeburg County, South Carolina

2nd Vice-President
Sheriff Roger R. Dean
Calhoun County, Michigan

Secretary/Treasurer
Sheriff Louis J. Clark
Tuscarawas County, Ohio

CLASS TWO

President
Sheriff Orville Campbell
Treasure County, Montana

1st Vice-President
Sheriff Tom E. Harden
Morrow County, Ohio

2nd Vice-President
Sheriff Phil Jordan
Mohave County, Arizona

Secretary/Treasurer
Sheriff Charles M. Cupp
Richland County, Wisconsin

CLASS THREE

President
Sheriff Garth Meyer
Roscommon County, Michigan

1st Vice-President
Sheriff Lee Lehman
Forest County, Pennsylvania

2nd Vice-President
Sheriff Pat Baker
Gordon County, Georgia

Secretary/Treasurer
Sheriff James Miller, Sr.
Clear Creek County, Colorado

CLASS FOUR

President
Sheriff Oren R. Fox
Imperial County, California

1st Vice-President
Sheriff Floyd N. Pinotti
Chisago County, Minnesota

2nd Vice-President
Sheriff John Hoyt
San Augustine County, Texas

Secretary/Treasurer
Sheriff Richard E. Boyles
Franklin County, Washington

APPENDIX B

POPULATION BY COUNTIES

<u>State</u>	<u>County</u>	<u>Population</u>
Arizona	Cochise	52,300
	Gila	30,600
	Maricopa	1,010,000
	Mohave	28,000
Arkansas	Carland	54,131
	Johnson	13,630
	Prairie	10,249
	Sebastian	79,237
California	Imperial	77,000
	San Francisco	685,600
Colorado	Clear Creek	5,600
	Gunnison	8,100
	Huerfano	6,300
	Larimer	95,300
	Mesa	55,000
	Moffat	6,500
	Montrose	18,400
	San Juan	800
Connecticut	New Haven	744,948
Florida	Bradford	14,700
	Gulf	10,100
	Jackson	34,400
	Lake	70,900
	Marion	71,100

<u>State</u>	<u>County</u>	<u>Population</u>
Georgia	Carroll	47,500
	Dawson	3,600
	DeKalb	430,900
	Douglas	31,600
	Gordon	25,100
	Miller	6,100
	Upson	23,600
Idaho	Ada	116,500
	Boundary	5,700
	Butte	2,900
	Canyon	65,700
	Custer	3,100
	Jefferson	11,900
	Valley	3,700
Illinois	Carroll	19,276
	Knox	60,939
	Lee	37,947
	McHenry	111,555
	Ogle	42,867
	Whiteside	62,877
	Will	247,825
Indiana	Hendricks	53,974
	Pulaski	12,534
	Shelby	37,797

<u>State</u>	<u>County</u>	<u>Population</u>
Iowa	Bremer	22,737
	Cedar	17,655
	Clinton	56,749
	Franklin	13,255
	Hamilton	16,333
	Hardin	22,248
	Howard	11,442
	Johnson	72,127
	Mills	11,832
	Palo Alto	13,239
	Polk	286,130
Kansas	Coffey	7,397
	Miami	19,254
	Morris	6,432
	Phillips	7,888
	Reno	60,765
	Smith	6,757
	Wyandotte	186,845
Kentucky	Hopkins	38,424
	Marshall	20,819
Maryland	Allegany	84,040
	Frederick	86,960
	Garrett	21,740
	Howard	69,280

<u>State</u>	<u>County</u>	<u>Population</u>
Massachusetts	Franklin	59,210
	Middlesex	1,373,355
	Plymouth	333,314
Michigan	Calhoun	141,953
	Chippewa	32,412
	Clare	16,695
	Clinton	48,492
	Eaton	68,892
	Genesee	445,539
	Huron	34,033
	Iosco	24,095
	Kalamazoo	201,550
	Menominee	24,587
	Oakland	907,871
	Ogemaw	11,903
	Roscommon	9,892
Washtenaw	234,103	
Minnesota	Aitkin	11,372
	Benton	21,265
	Carlton	28,216
	Chisago	18,069
	Houston	17,659
	Lake	13,314
	Lyon	24,397
	Martin	24,141

<u>State</u>	<u>County</u>	<u>Population</u>
	Morrison	27,051
	Pine	16,937
	Sibley	15,834
Mississippi	Itawamba	16,547
Missouri	Bollinger	8,833
	Boone	34,459
	Cedar	9,497
	Grundy	11,826
	Pike	17,047
	St. Louis City	613,835
	Stoddard	25,556
	Taney	13,413
	Wayne	8,536
Montana	Liberty	2,359
	Toole	5,839
	Treasure	1,069
	Valley	11,471
Nebraska	Buffalo	31,222
	Custer	14,092
	Frontier	3,982
	Kearney	6,707
	Platte	26,544
New Hampshire	Belknap	32,367
New Jersey	Cumberland	125,705
	Salem	61,375

<u>State</u>	<u>County</u>	<u>Population</u>
New Mexico	Lea	49,600
	McKinley	45,000
	Sandoval	20,300
	Taos	18,700
New York	Essex	34,350
	Franklin	43,000
	Livingston	54,950
	Monroe	742,000
	Wayne	80,650
North Carolina	Wyoming	36,350
	Durham	132,681
North Dakota	Yancey	12,629
	Cass	73,653
Ohio	Ashland	43,303
	Athens	55,747
	Geauga	62,977
	Harrison	17,013
	Licking	107,799
	Lucas	484,370
	Marion	64,724
	Morgan	12,375
	Morrow	21,348
	Muskingum	77,826
	Sandusky	60,983
	Tuscarawas	77,211
	Union	23,786

<u>State</u>	<u>County</u>	<u>Population</u>
	Wayne	87,123
Oklahoma	Canadian	32,245
	Garfield	56,343
	Haskell	9,578
Oregon	Josephine	38,500
	Lane	227,200
	Linn	75,540
	Umatilla	45,450
Pennsylvania	Forest	5,000
	Lancaster	325,800
	Wayne	29,800
Rhode Island	Newport	96,400
South Carolina	Charleston	251,200
	Greenville	245,600
	Lexington	93,700
	Orangeburg	70,200
	Williamsburg	33,700
South Dakota	Butte	7,700
	Douglas	4,400
	Pennington	62,600
	Walworth	8,100
Tennessee	Blount	63,744
	Claiborne	19,420
	Greene	47,630
	Montgomery	62,721
	Sullivan	127,329

<u>State</u>	<u>County</u>	<u>Population</u>
Texas	Bowie	67,313
	Brooks	8,005
	Calhoun	17,831
	Hardin	29,996
	Hood	6,368
	Kleberg	33,166
	Lamar	36,062
	Navarro	31,150
	San Augustine	7,858
	Starr	17,707
	Tom Green	71,047
	Tyler	12,417
Wise	19,687	
Utah	Davis	103,000
	Utah	144,600
Vermont	Addison	24,400
	Grand Isle	3,600
Virginia	Albemarle	76,660
	Brunswick	16,172
	King William	7,497
	Lee	20,321
	Middlesex	6,295
	Nelson	11,702
	Orange	13,792
Roanoke City	92,115	

<u>State</u>	<u>County</u>	<u>Population</u>
Washington	Rockingham	62,495
	Franklin	26,000
	Lincoln	8,400
	Mason	21,200
	San Juan	3,900
	Thurston	80,500
	Whitman	38,900
West Virginia	Barbour	14,030
	Doddridge	6,389
	Greenbrier	32,090
	Kanawha	229,515
	Lincoln	18,912
	Marshall	37,598
	Mercer	63,206
	Monroe	11,272
	Preston	25,455
	Wood	86,818
Wisconsin	Adams	9,234
	Burnett	9,276
	Dane	290,272
	Eau Claire	67,219
	Juneau	18,455
	Lincoln	23,499
	Oconto	25,553
Racine	170,838	

<u>State</u>	<u>County</u>	<u>Population</u>
	Richland	17,079
	Washington	63,839
Wyoming	Park	17,752
	Teton	4,823

APPENDIX C

PLANNING ADVISORY GROUP

NATIONAL SHERIFFS' INSTITUTE

USC Management Training Program

PLANNING ADVISORY GROUP

William J. "Tony" Anthony
Assistant Sheriff of Los Angeles County
Los Angeles, California

Edmond Ayres
Director, National Sheriffs' Institute

Dr. Robert M. Carter
Director, Center for the Administration of Justice
and Delinquency Control Institute
University of Southern California

Michael Canlis
Sheriff of San Joaquin County
Stockton, California

Dr. Ross T. Clayton
Assistant Professor, Public Administration
University of Southern California

Dr. John D. Gerletti
Professor, Public Administration
University of Southern California

Dr. Bruce Olson
Regional Criminal Justice Training Center
Modesto, California

Gerald Townsend
Chief of Education and Training
State of California
Commission on Peace Officer Standards & Training

TRAINING ADVISORY BOARD

Part 2

Steven M. Ward
Director, National Sheriffs' Institute
NSI Management Training Program

Dr. Paul M. Whisenand
Chairman, Department of Criminology
California State University at Long Beach

Brooks Wilson
Southern California Bureau Chief
Commission on Peace Officer Standards & Training

APPENDIX D

TELEPHONE INTERVIEW INFORMATION

TELEPHONE INTERVIEW RECORD

NAME: _____ DATE OF FIRST CALL: _____

AGENCY: _____ TIME OF FIRST CALL: _____

AGENCY SIZE: _____ SWORN PERSONNEL _____ CIVILIAN PERSONNEL

What duties are assigned to your agency?

_____ Law Enforcement _____ Tax Collection

_____ Jail/Corrections _____ Coroner

_____ Court Services _____ Other

_____ Civil Process _____ Other

Will your family be accompanying you? _____ YES _____ NO

If yes, will it be: _____ wife

_____ Children (Number & Approximate Ages)

TELEPHONE INTERVIEW GUIDE

The Purpose of the Telephone Call is:

- a) to welcome the sheriff to the program
- b) to confirm that he will be attending
- c) to provide him with certain background information
- d) to answer any questions he may have

DATES: September 10th (Monday) through September 21st (Friday)

HOUSING & EXPENSES:

All sheriffs will be housed in private rooms at the Sheraton Inn, Los Angeles International Airport. The room cost of \$13/day (government rate) will be paid by the National Sheriffs' Association. If other accommodations are required, e.g. in the case of families, the additional cost beyond the \$13 must be paid by the sheriff.

A food allowance of \$12/day will also be paid by NSA. Expenditures in excess must be paid by the sheriff.

NSA will provide the \$25 per diem on a reimbursement basis; thus, the sheriffs must initially pay their own expenses.

Most classes will be held on the campus of the University of Southern California. Sheriffs will be transported between hotel and campus by bus.

CLASS HOURS & REQUIREMENTS:

The program's primary purpose is to provide training. Although there are many outside activities in Southern California which will be interesting to the sheriffs, these are not officially part of the program. We will be happy to provide information on tourist attractions and to arrange tours, etc., whenever possible.

The class will, generally, follow this schedule:

7:15	Bus from Hotel to Campus
8:00	Classes Convene
11:45	Lunch
1:00	Classes Reconvene
5:00	Classes End
5:15	Bus from Campus to Hotel

In addition, one or two evening classes will be held during each week. The weekend will be free time.

GENERAL:

In most instances, dress will be casual. The weather will likely be quite warm during the period of the class. Suits or sport coats and ties will be required on two or three occasions only.

FORMAL AFFAIRS:

There will be two formal affairs (suit/sport coat) during the program. The first will be a reception/dinner on the evening of Sunday, September 9 at the hotel. It will last from 6:00 p.m. until about 9 p.m.

The second affair will be the graduation dinner on Friday evening September 21. This will also last from 6:00 p.m. until about 9:00 p.m.

GENERAL PROGRAM BACKGROUND:

Classes will include both lecture and participative methods. There will be some reading assignments, but no examinations. Whenever possible, the sheriffs will be given a chance to choose between topics which might address specific problems they face in their agencies.

Following the campus portion of the program, we will mail additional reading materials and update information to the sheriffs on a monthly basis.

After six months, there will be regional refresher seminars of two (2) days duration. Expenses to these programs will also be paid by NSA.

We will be happy to do some administrative counseling with individual sheriffs as time permits. If a sheriff has a particular problem which he would like to discuss with a staff member, he should outline it briefly and bring it along; we will do what we can to help.

APPENDIX E

BIOGRAPHICAL STATEMENT

UNIVERSITY OF SOUTHERN CALIFORNIA
SCHOOL OF PUBLIC ADMINISTRATION
CENTER FOR THE ADMINISTRATION OF JUSTICE
NATIONAL SHERIFFS' INSTITUTE

BIOGRAPHICAL STATEMENT

The information requested on this form will be used by training staff for planning purposes only. It will remain confidential.

I. PERSONAL

I.1 Name _____

I.2 Social Security Number _____

I.3 Official Title _____

I.4 Name of Agency _____

I.5 Agency Address _____
Street Number

I.6 Agency Telephone _____
City State Zip

I.7 Home Address _____
A/C Number

I.8 Home Address _____
Street Number

I.9 Home Telephone _____
City State Zip

I.10 Marital Status: *A/C* _____ Married *Number* _____ Single

I.11 Number of Children _____

I.12 Date of Birth _____

I.13 Place of Birth _____

I.14 Who should be notified in case of emergency:

Name Telephone Number

Street Number

City State Zip

Please
Attach a Recent
2" x 2" Photo

II. CAREER EXPERIENCE

II.1 List all law enforcement agencies by which you have been employed and give the dates of your employment and the highest rank held by you.

<u>Agency</u>	<u>Dates</u>	<u>Rank</u>
_____	_____ to _____	_____
_____	_____ to _____	_____
_____	_____ to _____	_____
_____	_____ to _____	_____

Continue on Separate Sheet if Necessary

II.2 Indicate all law enforcement/sheriff's duties which you have performed during your law enforcement experience:

<u>Field Patrol</u>	<u>Civil Process</u>	<u>Communications</u>
<u>Investigations</u>	<u>Bailiff</u>	<u>Training</u>
<u>Jails/Corrections</u>	<u>Traffic</u>	<u>Planning</u>
<u>Juvenile</u>	<u>Records</u>	<u>Community Relations</u>
<u>Other</u> _____		
<u>Other</u> _____		
<u>Other</u> _____		

II.3 List all non-law enforcement employment in which you performed supervisory or management duties, including your title and the dates of the employment.

<u>Employer</u>	<u>Dates</u>	<u>Title</u>
_____	_____ to _____	_____
_____	_____ to _____	_____
_____	_____ to _____	_____
_____	_____ to _____	_____

Continue on Separate Sheet if Necessary

III. EDUCATION AND TRAINING

III.1 Check the highest level of education you have attained:

- High School Diploma Some Graduate Work
- Some College Master's Degree (*Specify Major* _____)
- Associate of Arts Professional Degree, e.g. LLB, JD, HSW, MPA, etc.
(*Specify Major* _____)
- Bachelor's Degree Doctorate (*Specify Major* _____)
- Other (*Specify* _____)

III.2 Indicate all training courses, institutes, seminars, etc. which you have attended and which apply either to law enforcement or to supervision and management generally:

<u>Course</u>	<u>Location/Sponsor</u>	<u>Date</u>
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

Continue on Separate Sheet if Necessary

IV. GENERAL

IV.1 List community or civic groups of which you are a member:

_____	_____
_____	_____
_____	_____

IV.2 List professional organizations of which you are a member:

_____	_____
_____	_____
_____	_____

IV.3 List any publications which you have authored:

IV.4 Please indicate the subjects which you feel are most important to you as a law enforcement executive. Rank the subjects from one through at least ten in order of importance.

<input type="checkbox"/> Supervision of Personnel	<input type="checkbox"/> Management by objectives
<input type="checkbox"/> Budgeting/Fiscal Management	<input type="checkbox"/> Law Enforcement Ethics
<input type="checkbox"/> Planning	<input type="checkbox"/> Leadership Techniques
<input type="checkbox"/> Labor Relations	<input type="checkbox"/> Cost/Benefit & Cost/Effectiveness
<input type="checkbox"/> Organizing Personnel & Work	<input type="checkbox"/> Cooperative Services (Regionalization, mutual aid, contract services)
<input type="checkbox"/> Decision-making	<input type="checkbox"/> Use of Management Information/Statistics
<input type="checkbox"/> Problem-solving	<input type="checkbox"/> Stimulating Organizational Change in response to emerging problems
<input type="checkbox"/> Use of Time	<input type="checkbox"/> Other _____
<input type="checkbox"/> Jail Administration	<input type="checkbox"/> Other _____
<input type="checkbox"/> Evaluation of Effectiveness	

IV.5 In your own words, indicate what you feel are the major managerial and administrative problems facing you as Sheriff.

Signature

Date

APPENDIX F

INFORMATIONAL MATERIALS AND READINGS
MAILED TO SHERIFFS

UNIVERSITY OF SOUTHERN CALIFORNIA
School of Public Administration
Center for the Administration of Justice

NATIONAL SHERIFFS' INSTITUTE
Management Training Program

MEMORANDUM

From: Steven M. Ward
Director, NSI Management Training Program

To: Members of the First Class, National Sheriffs' Institute

Subject: INFORMATION REGARDING FIRST CLASS

Once again, we are pleased to welcome you as members of the pioneering first class of the National Sheriffs' Institute. Since you are undoubtedly both confused and uncertain about what the immediate future holds in store, we would like to provide you with at least the following information to assist in making plans for your two-week stay in Los Angeles. Of course, additional information will be provided upon your arrival and during the program; if you need additional specifics prior to your arrival, please, call us at (213) 746-6717.

REGISTRATION

Registration will be held on Sunday, September 9, 1973, from 1:00 p.m. until 5:00 p.m. This will take place at the Sheraton Airport Hotel where you will be staying.

RECEPTION

Sunday evening following the registration period, a welcoming reception will be held, also at the hotel. Cocktails from 6:00 p.m. to 7:00 p.m. will be followed by an informal dinner and welcoming remarks from representatives of the University of Southern California, the National Sheriffs' Association, and others.

CLASS COMMITMENT

The two weeks in which we must complete the campus phase of your training is indeed short. It requires that we provide an extensive program in a very few days. Thus, we must schedule some classes on evenings and during lunch hours.

The following tentative schedule is to aid in your planning. It may change, but we will inform you if changes are necessary; it is not expected.

Buses will depart from the hotel for the campus at 7:15 a.m.

Classes will start at 8:00 a.m. and generally last until 5:00 p.m.

Buses will return to the hotel at 5:15 p.m.

Lunch will be from 12:00 noon until 1:00 p.m.

Program lunches, requiring your attendance, will be held on Wednesday (September 12), Thursday (September 13), Tuesday (September 18), and Wednesday (September 19). A graduation luncheon will be held on Friday (September 21).

Evening classes will be held at the hotel. They will run from 7:00 p.m. until 10:00 p.m. Evening classes will be held on Tuesday (September 11), Wednesday (September 12), Monday (September 17) and Wednesday (September 19).

Class will end at noon on Friday, September 14 so that you have a two and a half day weekend.

Graduation should conclude at about 3:00 p.m. on Friday, September 21. Travel arrangements should be made accordingly.

We realize that this schedule is rigorous. However, the considerable amount of material to be covered requires a major time commitment from trainees and staff alike.

REQUIRED EXPENSES

Federal funding conditions require that trainees absorb the cost of luncheons and similar affairs. We would therefore like to collect these expenses at the registration desk. Itemized receipts will be provided at that time. Wives are cordially invited to attend the graduation luncheon and reception dinner.

PHOTOGRAPHS

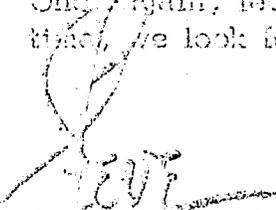
We will be happy to arrange both for class photos and for photos of individual sheriffs to be used for news release purposes. Expenses for the photos must be absorbed by the individual sheriffs.

READINGS

We are enclosing several readings with this memorandum. We would like you to read them prior to the beginning of class on Monday. No examinations

will be given during the training program; the readings are purely for your benefit. The sessions will be considerably more useful if we all have a common basis for our discussions.

Once again, feel free to call us if you have any questions. In the meantime, we look forward to seeing you on Sunday, September 8.



STEVEN M. WARD
Director

SMW:ej
Enclosures

UNIVERSITY OF SOUTHERN CALIFORNIA
SCHOOL OF PUBLIC ADMINISTRATION

CENTER FOR THE ADMINISTRATION OF JUSTICE
NATIONAL SHERIFFS' INSTITUTE

Management Training Program

INFORMATION SHEET

The information below should answer many of the questions you have about the management training program you will soon be attending in Los Angeles. A member of our staff will be calling you within the next few days to discuss your questions in greater detail. You might usefully jot them down as they occur to you so that they will be at hand when our staff calls.

DATES:

Registration will be held from 10 a.m. until 6 p.m. on Sunday, September 9, 1973, at the Sheraton Inn, Los Angeles International Airport.

Classes will convene on the morning of Monday, September 10 and continue through Friday, September 21.

TRAVEL:

Housing will be arranged at the Sheraton Inn Hotel near the Los Angeles International Airport. Those sheriffs arriving by plane may use the hotel's limousine service which runs between the terminal and the hotel every 15 minutes.

Sheriffs bringing members of their families should be aware that it is difficult to get around the Los Angeles area without a car. Bus service to the more popular tourist attractions is available from the hotel. At other times, it may be necessary to rent cars or make other travel arrangements.

Transportation between the hotel and the University of Southern California campus will be provided.

HOUSING & EXPENSES:

All sheriffs will be housed in private rooms at the Sheraton Inn, Los Angeles International Airport. The room cost of \$13/day (government rate) will be paid by the National Sheriffs' Association. If other accommodations are required, e.g. in the case of families, the additional cost beyond the \$13 must be paid by the sheriff.

HOUSING & EXPENSES:

A food allowance of \$12/day will also be paid by NSA. Expenditures in excess must be paid by the sheriff.

NSA will provide the \$25 per diem on a reimbursement basis; thus, the sheriffs must initially pay their own expenses.

Most classes will be held on the campus of the University of Southern California. Sheriffs will be transported between hotel and campus by bus.

The National Sheriffs' Association is coordinating all reimbursement through its Washington headquarters.

Please address all questions relating to per diem to them at (202) 872-0422.

CLASS HOURS & REQUIREMENTS:

The program's primary purpose is to provide training. Although there are many outside activities in Southern California which will be interesting to the sheriffs, these are not officially part of the program. We will be happy to provide information on tourist attractions and to arrange tours, etc., whenever possible.

The class will, generally, follow this schedule:

7:15	Bus from Hotel to Campus
8:00	Classes Convene
11:45	Lunch
1:00	Classes Reconvene
5:00	Classes End
5:15	Bus from Campus to Hotel

In addition, one or two evening classes will be held during each week. The weekend will be free time.

CLOTHING:

In most instances, dress will be casual. The weather will likely be quite warm during the period of the class. Suits or sport coats and ties will be required on two or three occasions only.

FORMAL AFFAIRS:

There will be two formal affairs (suit/sport coat) during the program. The first will be a reception/dinner on the evening of Sunday, September 9 at the hotel. It will last from 6:00 p.m. until about 9:00 p.m.

The second affair will be the graduation dinner on Friday evening September 21. This will also last from 6:00 p.m. until about 9:00 p.m.

GENERAL PROGRAM BACKGROUND:

Classes will include both lecture and participative methods. There will be some reading assignments, but no examinations. Whenever possible, the sheriffs will be given a chance to choose between topics which might address specific problems they face in their agencies.

Following the campus portion of the program, we will mail additional reading materials and update information to the sheriffs on a monthly basis.

After six months, there will be regional refresher seminars of two (2) day durations. Expenses to these programs will also be paid by NSA.

We will be happy to do some administrative counseling with individual sheriffs as time permits. If a sheriff has a particular problem which he would like to discuss with a staff member, he should outline it briefly and bring it along; we will do what we can to help.

Additional material on the program will be mailed to you in the near future.

WHAT I DON'T LIKE ABOUT PEOPLE WHO GO TO SEMINARS

By Martin M. Broadwell

Excerpt from the journal, Training in Business and Industry, September, 1973, Volume 10, Number 9.

There are many professional seminar-goers in this country. In this case, the word professional doesn't mean they are necessarily experts in how to learn at seminars. In fact, all seminar leaders and most seminar-goers (the non-professional kind) dislike having such a beast in the audience. The reasons for his or her being there are often nebulous--he wanted to visit a son in a nearby community; his company had something important going on, so they decided it was a good time to send our friend to the nearest (maybe the farthest) seminar center; he needed an opportunity to get away with (or from) the wife for a few days; there was a big game on the campus the weekend after the seminar, and many other reasons, none of which even slightly incline towards learning.

But the number of professional goers is far outnumbered by the vast number of people who want help and think they can get it at a certain seminar. There are some things that seminar leaders have observed over the years that can make the seminar more meaningful. Experience has shown that the average goer doesn't know these things, but he should in order to get the most from the experience. New seminar-goers, especially, could benefit from recognizing several important things about preparing for, getting to, participating in, and passing judgment on seminars. Let's look at some of these things, as seen from the vantage point of a seminar leader.

Make Sure the Seminar Is for You

It is still a sad fact, even in this enlightened age, that brochures don't tell the whole story. First of all, brochures are intended primarily to get people to come, not keep them away. This means they quite often have a something-for-everybody appearance. Secondly, how can two or three days be put into an envelope-sized brochure? An outline, a course description and even some expected outcomes are about all you can expect. But this doesn't tell you what's really going to happen. Then, under the who-should-attend column, there is again a touch of a promise of good things for everybody. It promises that "the newly appointed manager can benefit," but it also states that "the older, experienced supervisor will find an opportunity to update himself" and even that the "training director who has the responsibility for developing supervisors should attend." As a matter of fact, nothing really excludes the president nor the potential supervisor. How can you find out if this one's for you? Should you call the sponsor? Very few prospective candidates get turned off at this location. Here again there is the likelihood of a little over-anxious selling: "Sure, this is for you! We've had a lot of veterinarians attend and they really seem to like it?" Get the names of a few of them and call them directly for a reaction. Call the seminar leader and ask him what's actually covered. See what's on the program before you tell him what the problem is. Realize that no one's trying to be dishonest nor evasive. It's just that it's rare for a person to come to a seminar and not get something towards a solution to the problem plaguing him.

Accept Some Facts of Life

Next, it's important to be realistic about seminars. First, not everything is going to suit your needs. Your situation may be one of a large plant operation, but much of the seminar discussion may revolve around office situations. The subject will quite often be broad enough to meet the needs of different participants, who may be dealing with minorities or youth groups or technical people or skilled workers. You may be required to make interpretations and applications; don't be afraid to ask for help in making the application, but don't expect the entire session to be turned just to your needs. (The others paid their admission, too.)

Secondly, a seminar isn't a parallel situation with a training class run back home, and it probably won't be run like a class. It won't have quite as specific objectives as a class should have. (There are good reasons, too.) It won't have the restrictions that a regular course would have. There's little accountability, very little screening, no requirement on attitudes, no pre-course requirements, no control on previous experience, and no restrictions on behavior at the seminar (including attendance). The needs and motivation of the participants vary much more than in an in-house training program. The location is often of minimal quality- a motel with poorly kept chalkboards, projectors that won't function very well, bothersome noise and other interferences.

Thirdly, you may have to provide your own motivation. The leader may assume that paying money to attend a seminar places the motivation problem in the lap of the participant. This doesn't mean that the leader isn't going to do his job, nor that he's going to do it in a half-hearted manner. It just means that he probably won't feel inclined to baby the participants and try to sell them on the importance of the subjects. This may leave you with a slightly neglected feeling if you are the type who tends to want a lot of attention.

Leave Your Job Behind You

For some reason, there are still those people who haven't been able to delegate effectively enough to manage to be away from the office for more than one day without having to handle the job from the seminar center. This happens even though most of the time the participant has known about the seminar for several weeks or months. It stands to reason that you will get more out of the seminar if you can concentrate on it rather than worry about things back on the job. Make it clear that you can't accept calls during the day, and that you will make an effort to call late in the day, but no promises. In all candor, the bosses are the ones who make this problem as big as it is. They expect to have the employee call immediately, and they make a lot of noise about bringing the participant home if there is the slightest break in communications time. Participants running in and out of the session make poor learners and work a hardship on themselves, the other conferees (especially if they're a part of a subgroup assignment), and on the leader, who worries about the conferee losing out on the train of thought.

Leave the Boss at Home

Speaking of bosses, no matter what kind of relationship exists between you and your boss, there are problems that are hard to overcome when you both show up at the same seminar. You may not think it makes a difference, and it may not make much, but it does make some. It rarely makes the group comfortable, and it certainly causes the leader some concern. The only time it's advantageous is when the session is discussing a new program that you are planning to install in your operation and it's important that both you and the boss hear the same thing. (This assumes that you aren't able to communicate the message when you get back home if he doesn't attend). The leader, as well as the rest of the group, isn't always sure what the relationship is between boss and subordinate, so there's always some hesitancy about putting them together in a subgroup. There is always the danger that the boss will get overprotective, too. He becomes the spokesman. He rules whether or not this is a good point or a good exercise or a good use of the participant's time. In the evening, after the session is over, he passes judgment on the day's activity. The employees under him usually accept his judgment too, not because he's the boss but because he has the experience and they are accustomed to accepting his judgment on other things as well. There is a tendency to let him do some of the thinking and to let him collect the good ideas.

Come Prepared to Get One or Two Solid Ideas

How much is an idea worth, one good, solid, practical idea that will solve a sticky problem back on the job? If you learn to do one item of training better and multiply this over the training population that will be exposed to this new approach, then you have a pretty good idea of what the idea is worth. Solving one economic problem, or labor problem, or supervisory problem will be amortized over many employees, so the \$200 to \$300 spent for the seminar will amount to very little per person in the long run. The trick is to come looking for that one idea and then really look for it. Be excited when you find it. Write it down on a sheet headed: "That good idea I was looking for!" If you end up with two or three, you're ahead of the game.

Get to the Seminar Site Early

Try to arrive at the seminar in good time. Don't wait until the last flight, come in on the last limousine, get the last room, and get the last wake-up call to make up for the loss of sleep. Get in early enough to check on the location of the meeting room; ask someone who knows (quite a challenge in most hotels/motels) and find the room. If the seminar leader is there, meet him, show a little excitement, but don't use up too much of his time. Remember that the work he's doing in preparation for the morning session is for your benefit, so don't slow him down. Check with some of the people wandering around in the lobby. See if they're attending the same session. See what help you can expect from them. Find out what they're doing there, that is, what problems they have. Maybe you can help them and get help in return. Try to build excitement about what you can expect to get out of the seminar. Just remember that the more excitement the other attendees put into the sessions, the more ideas will be generated for your benefit, and maybe the better the leader will do. Don't end up the night staying

late in the bar or watching the late-late movie on television. Get your mind prepared and give your body a little help, too. Just remind yourself that you aren't used to sitting all day in a seminar, and, at best, there will be some adjustments to make.

Show up on Time

Somebody has to be the last one in the meeting room, but don't let it be you. Latecomers- -at break and lunchtime, as well as in the morning- -use up everyone's time, including the leader's. Make it a practice to be sitting down at the announced starting time, even if you have to break up a very valuable discussion with one of the other conferees. He'll still be around; you can talk to him later. In fact, to be sure that you do remember to talk to him, make a note that you can see often and get back to him at lunch or at the next break. Even if you don't like the direction the conference is going, others may, so don't keep them from getting their money's worth. And speaking of getting your money's worth, the best way is still to be there all the time with a very positive attitude. You don't learn as much if you go around feeling and looking as though you had just swallowed a dill pickle, and you might cause others not to learn as much.

Do Unto Others. . .

Be a good student. Do the exercises and other assignments, including the reading assignments. These exercises are designed to produce learning, just like the exercises in your training program back home. You aren't happy when your trainees do a superficial job of the assignments you have prepared for them. The same holds true at the seminar. Watching others do the assignments will rarely produce the intended learning. Part of being a good student is your attitude toward the entire operation. Don't open the first session with, "Is it possible to get off early tonight?" Avoid side conversations during the formal part of the program. Contribute examples when they are applicable, ask questions and answer questions, but avoid overparticipation- -others might have a worthwhile contribution, too. Check yourself at the end of the day: Have you offered anything worthwhile? Have you talked too much? Is the group better off from your having been there, or is it worse off? Has the leader had to make appreciable modification in the program and schedule because of your attendance? (Not something to be proud of, usually.)

Respect the Leader's Time

Making a learning experience out of a few days of concentrated effort is a challenge for any leader. Don't be fooled by his casual behavior. Very few leaders can remove themselves from the anxieties of the seminar atmosphere. He may appear casual, but he's got a lot on his mind: "Where do we stand now? Are we ready to go to the next exercise? Is that next one appropriate? Are the materials ready for that next exercise? Why does the projector keep getting out of focus? Will the lunch be ready on time? What's wrong with that sourfaced guy? Neither of the women have said a word; should I have a friendly put-them-at-ease chat with them? What should I do about the wrong impression I gave on that last question; bring it up again or forget it?" With all this on his mind, the last thing the

leader needs is for a conferee to say: "Here's a form I've been working on. I wonder if you'd take time at break to evaluate it for me?" If the next segment of the conference is going to go well, break time probably isn't the best time to corner the leader with idle conversation or prepared questions that pertain only to your own situation. There's a real danger in asking him to give you an immediate answer to a serious question, or ask for an overnight evaluation of an outline or course, or of a whole program you just happened to bring along. What's liable to happen is that you'll get a cursory viewpoint and interpret it as a studied opinion. (There's something about all of this that smacks of having the doctor in for a party at your house and then plying him with medical questions.) The problem with using up the leader's time, when he hasn't volunteered it, is that you may be distracting him from work that he needs to do to make the seminar go well. You may be causing him to give up a chance to restructure an exercise- -and make the seminar better for you as well as the other conferees- -just to get an answer to a question that could wait for a better time. There are others who may have questions, too. The point is that the leader has a lot to think about and watch over, not that he's too professional to talk about problems when he's not working for a fee- -although there is a point of ethics about asking him to "take this to your room tonight and give me an opinion," or even, "take this home with you and I'll call you in a few days and get your thoughts on how I can improve it." (It really does happen!)

Avoid Heavy Nightlife

The dropout rate for heavy boozers is pretty high. There is a certain immaturity about some seminar-goers that causes them to act as though they've never been away from home before. The night life becomes the whole of the conference. All day during the seminar there is talk about what's to be done that night and when the seminar will end. Any thought of night assignments is met with anguish and frowns. But the next day? It's a real chore to get to class. Sure, go out with the rest of the attendees. Talk with them about training problems, or about football. It helps the seminar the next day if the participants know each other better, if they've shared some common experiences and if they've let off a little frustration. But if the partying has been too loud or too long, the next day will always suffer. And this is where we mention TV again. Just going to the room early won't help if the beast in the box takes over until three in the morning. Remember, the reason for all of this is to see that you get the most out of what goes on in the seminar.

Avoid Early Departure

Don't crowd your flight time into the seminar. Take a later flight. If the next flight isn't until six, catch it instead of the one that leaves an hour before the seminar closes, meaning you have to leave at lunchtime. The seminar is designed to go all the way until the end. This means that it was designed to be all the way to the end with conferees there. Most leaders wrap up their seminars in a fairly nice package towards the end. This is when things are designed to fall together. This is when summaries are made and it is the time when conclusions are drawn. When you leave early, you have to put it together yourself, make your own conclusions,

make your own summary. And you might be doing it without all the information you need. Stick around and see how the show comes out. (The butler might not have done it.)

Save Your Evaluation

The sponsors will probably ask you to fill out an evaluation form. Do it. If you liked the leader and his style, say so. If you think things moved well, let the folks know. If you think you can use some of the information, check the "yes" block. But when it is over, remember the real judgment will have to wait until you get back in the real world. So save your evaluation until you've tried out some of the ideas. Wait until you've seen if you've really found the solution. It may take a week or a month or even months, but if you discover three weeks from it that nothing you're doing is being affected by the things that went on during the seminar, there's a chance it wasn't much good for you, no matter how well you liked it.

Use the Ideas

When you get back home, make a commitment to yourself and your boss or your people to use ideas you picked up. Get out that idea sheet and put ideas to work. Talk about the seminar. Get people together and tell them what went on. Give them some of the excitement you felt. Try ideas out on them. Don't just put the idea sheet on the shelf and promise to get back to it someday. Let's face it; you won't. But if you keep the ideas active, keep pushing yourself to make use of them, and really do use them, then you can honestly say, "It was a good seminar!"

POLICE MANAGEMENT:
THE ROLE AND THE VALUES

BY

Paul M. Whisenand, Ph.D. and R. Fred Ferguson, M.S.

Organizational excellence and managerial excellence are one and the same. Consequently, any attempt to improve one automatically involves the other. This book approaches organizational excellence through better management, more specifically, better police management. Thus, we focus on the need to increase the manager's understanding of police organizations so that he will be equipped to control and direct them in response to complex human purposes. In terms of concepts, strategies, and skills essential for achieving such managerial abilities, and methods of learning them and then putting them to work, the stage is set. Our text covers the prospects and the need for a modern police management that is capable of directing the modern police organization. Our major premise is that the police manager is undoubtedly capable of improving his organization so that it can accomplish its particular goals and at the same time meet the needs of its members. Our major hope is that one of the manager's most sought-after goals is within reach; namely, mastery of himself and thereby of his organization.

The remainder of Chapter I is devoted to defining the pertinent concepts and terms, discussing the basic conditions that create the need for a "new" police management, taking a quick look at the manager's future behavior, and giving a brief preview of the style and organization of the subsequent chapters. We believe that the following three recommendations can aid the reader in getting to the heart of the book: (1) The organizations' objectives will probably be attained more effectively by so managing the work and the people that their individual needs are met while on the job. We seek to provide the means for making our opening our opening sentences a reality--organizations can achieve excellence by helping their managers achieve excellence. (2) The book should be read as a study of managerial dynamics. It should not be read as a study of individual behavior. (3) Please keep in mind that the material is primarily for you--the potential or actual police manager. Most of the ideas and strategies presented, however, can also be applied in other organizations. (1)

Selected Definitions

Selecting a definition is similar to picking a winning horse at a race track--everyone has his own choice. As for the terms that are defined in this section, your definition may be as good or better than ours. The primary purpose is, therefore, to create some general agreement as to what we mean when certain ideas are discussed. Only those terms central to our thinking are reviewed at this time. Other terms receive consideration in the chapters that focus on their parameters and dynamics.

Let us begin by looking at the term police. We use it to identify a particular type of formal organization, and, for our purposes, it is a government organization. Hence, we define police as a formal government organization responsible for enforcing the laws of society and maintaining peace. (2) Our definition encompasses local (municipal and county), state, and federal policing agencies. It should be noted, however, that our focus is on local police organizations and that we will consider the term local law enforcement to be synonymous with the term police.

The term organization, so prevalent in the above paragraph, is so frequently used in conjunction with the term management that the two are often confused. Waldo offers a useful discussion on how to distinguish them:

Organization is the anatomy, management the physiology of administration. Organization is structure; management is functioning. But each is dependent upon and inconceivable without the other in any existing administrative system, just as anatomy and physiology are intertwined and mutually dependent in any living organism. We are close to the truth, in fact, when we assert that organization and management are merely convenient categories of analysis, two different ways of viewing the same phenomena. One is static and seeks for pattern; the other is dynamic and follows movement.

More precisely, organization may be defined as the structure of authoritative and habitual personal interrelations in an administrative system. (3)

Waldo defines management as "action intended to achieve rational cooperation in an administrative system." (4) The chapters that follow concentrate on the "action" part of the definition. This can also be referred to as the role of the manager, or the behavior that is expected of him in order to achieve universal cooperation. The role is comprised of a variety of functions or processes that the manager must promote and facilitate. More will be said about the manager's role in the subsequent section.

We are now in position to describe administration and administrative system. They are formal groupings deliberately constructed to seek specific goals. And, organization and management serve as the structure and the processes for arriving at the heart of any administrative system--the attainment of goals. A goal is a desired state of affairs which the administrative system attempts to realize. The primary responsibility of the police manager is, therefore, to use the organization as a tool for moving the administrative system toward goal attainment. Since administrative goals are so critical, let us examine them more closely.

The goal of a police organization serve many ends. First, goals provide direction by depicting a future state of affairs which the organization strives to realize. Second, goals also constitute a source of legitimacy which justifies the activities of an organization and, indeed, its very existence. Third, goals serve as bench marks by which members of an organization and outsiders can evaluate the success of the organization, that is, its effectiveness and efficiency.

Modern organizations usually have more than a single goal and tend to rank them in order of significance. Let us analyze the preceding sentence in light of our present-day police organizations. You will recall that we cited the two major goals of local law enforcement as law enforcement and order maintenance. While we advocate two basic goals, some lists are a lot longer. For example, a recognized source describes six goals, as follows (note that their listing of goals is prefaced by what they refer to as a "mission," which is another term for major goal):

The police mission, succinctly stated, is maintenance of social order within carefully prescribed ethical and constitutional restrictions. The mission as currently defined involves:

1. Prevention of Criminality. This activity views the police role in constructive terms and involves taking the police into sectors of the community where criminal tendencies are bred and individuals motivated to indulge in antisocial behavior, and includes seeking to reduce the causes of crime.
2. Repression of Crime. This activity stresses adequate patrol plus a continuous effort toward eliminating or reducing hazards as the principal means of reducing the opportunities for criminal actions.
3. Apprehension of Offenders. This activity views quick apprehension as the means to discourage the would-be offender. The certainty of arrest and prosecution has a deterrent quality which is intended to make crime seem less worthwhile. Additionally, apprehension enables society to punish offenders, lessens the prospects of repetition by causing suspects to be incarcerated, and provides an opportunity for rehabilitation of those convicted.
4. Recovery of Property. This activity seeks to reduce the monetary cost of crime, as well as to restrain those who, though not active criminals, might benefit from the gains of crime.
5. Regulation of Noncriminal Conduct. This aspect of the police mission involves sundry activities that are only incidentally concerned with criminal behavior, such as the enforcement of traffic and sanitary code provisions. The main purpose is regulation, and apprehension and punishment of offenders are means of securing compliance. Other methods used to obtain compliance are education (e.g., observance of laws) and the use of warnings, either oral or written, to inform citizens of the violations without taking punitive actions.
6. Performance of Miscellaneous Services. This involves many service activities peripheral to basic police duties and includes, for example, the operation of detention facilities, search and rescue operations, licensing, supervising elections, staffing courts with administrative and security personnel, and even such completely extraneous things as chauffeuring officials. (5)

In regard to the rank ordering of goals, we can surmise that the above list places emphasis on the law enforcement goals. Interestingly, James

O. Wilson and a few others differ with this priority. They suggest that the order maintenance goals (regulation of non-criminal conduct and performance of miscellaneous services) should be stressed. Wilson argues:

First, the police should recognize clearly that order maintenance is their central function--central both in the demands it makes on time and resources and in the opportunities it affords for making a difference in the lives of citizens. Hunting criminals both occupies less time (at least for the patrolmen) and provides fewer chances for decisive action. How well disputes are settled may depend crucially on how competent, knowledgeable, and sensitive the police are; how fast the crime rate mounts is much less dependent on the level and nature of police activity. (As will be argued below, other than by reducing the size of the lower class the best way society can affect the crime rate may be through the court and correctional systems rather than through the police.) (6)

More will be said later about the goals of police organizations.

We now examine a concept that is becoming increasingly more important--the criminal justice system, or the administration of criminal justice. The administration of criminal justice includes the following six components: law enforcement, prosecution, probation, courts, corrections, and parole. The concept of a criminal justice system is relatively new--it originated in the 1960's. Hence, there is very little literature about it and even less agreement as to its components and parameters. (7) While the phrase administration of criminal justice is often used, it is in fact a misnomer. In reality, a loose system of relationships prevails. Ackoff supplied a useful and simple definition of a system when he described it as "any entity, conceptual or physical, which consists of interdependent parts." (8) Dorsey provided a framework for operationalizing systems theory when he defined a system as

a bonded region in space and time, within which information and/or energy are exchanged among subsystems in greater quantities and/or at higher rates than the quantities exchanged or rates of exchange with anything outside the boundary, and within which the subsystems are to some degree interdependent.

(9)

An extensive vocabulary of systems theories exists and includes such terms as system, boundary, environment, homeostatic-equilibrium, interaction, interdependent, structural-functional relationship, input-output, exchanges, and open versus closed system. In the complete system block diagram (Figure 1-1), it is possible to identify the numerous interrelationships within the criminal justice system. The diagram makes it readily apparent that those working in criminal justice are placed in the middle of a system of relationships, out of which they must fashion an operating system that assists in accomplishing the objectives of many involved organizations. When local, state, and national law enforcement organizations are viewed as subsystems, it becomes possible to ascertain the basic significance and utility of improving the criminal justice system in total. The Omnibus Crime Control and Safe Streets Act of 1968 is a major step in making what has been called our nonsystem of criminal justice into a system. (10)

Basic Conditions That Create the Need for a "New" Police Manager

From an almost unrecognized position in 1900, management has risen today to be the central activity of our age and organizational society. And, as we become increasingly more an organizational society, the importance of effective management also grows. Etzioni aptly puts it:

Our society is an organizational society. We are born in organizations, educated by organizations, and most of us spend much of our lives working for organizations. We spend much of our leisure time paying, playing, and praying in organizations. Most of us will die in an organization, and when the time comes for burial, the largest organization of all--the state--must grant permission. (11)

Management is at one and the same time the determiner of our national progress, the supervisor of our employed, the amasser of our resources, the guide for our effective government, and the molder of our society. It is the focal point of our social as well as personal activities, and the way we manage ourselves and our organizations reflects with pertinent clarity what we and our society are in the process of observing.

Despite its importance and omnipresence, however, management is one of the least understood functions, being found in the homes, churches, governments, and economic undertakings of all societies. It is and always has been the crucial tool of a successful leader. But regretfully:

Accepted theory and conventional wisdom concerning leadership have a lot in common. Both seem to be saying that the success of a leader depends on the leader, the led, and the unique situation. This formulation--abstract and majestically useless--is the best that can be gleaned from over 100 years of research on "leadership." (12)

By implication or explicit recommendation the current literature suggests to the manager the utility of divergent managerial styles, organization structures and climates, and types of management training. For the behavioral and social scientists who devote their lives to understanding these topics, the apparent contradictions and ambiguities are confusing enough, but for the practicing manager who is responsible for this new knowledge as a guide in making organizational decisions, the confusion may at times seem insurmountable. If nothing else is understood, however, the manager is certainly aware that there is no one best way to manage or organize in all situations. The need for reducing this confusion is vital for one all-important reason. One of the major causes of management's concern with organizational issues is that the technical, social, economic, and geographical conditions facing their organizations are becoming more diverse and are constantly changing. The police are caught up in such diversity and change. (13) And the police may be more affected by it than are most other organizations in our society. Consequently, effective management is all the more critical to their organizations.

The "new" management that we refer to is fundamentally and primarily caused by change--change from one state of affairs to another. Our organizational

society is experiencing a rapid transition from the bureaucratic form (mechanistic) to the systems form (adaptive) of organizing and managing. There are two primary reasons for this phenomenon. First, the demise of our bureaucratic structures is close at hand. Second, certain factors are shaping our emerging administrative systems. To begin, bureaucracy consists of the following attributes:

1. A precise hierarchy of authority
2. A system of rules for dealing with all work activities
3. A detailed division of labor based on specialization
4. Established routines
5. Impersonality in human relations (14)

This form of organization which proved effective in the nineteenth century is under attack by twentieth century conditions. Many leading organizational theorists are predicting that the death of bureaucracy is but a matter of time. Their thinking is derived from the numerous sociotechnical changes that are occurring in our society. In referring to this prediction made in 1965 regarding the pending death of bureaucracy, Bennis now writes:

Ironically, the bold future I had predicted is now routine and can be observed wherever the most interesting and advanced practices exist. Most of these trends are visible and have been surfacing for years in the aerospace, construction, drug, and consulting industries as well as professional and research and development organizations, which only shows that the distant future now has a way of arriving before the forecast is fully comprehended. (15)

At least four reasons account for the disappearance of bureaucratic organizations, and combined they indicate an overt finding on the part of those wanting to make our organizations more effective- -bureaucracy either will not work at all or is highly ineffective in handling our contemporary problems: (1) We are experiencing rapid and unexpected change- -bureaucracy, with its precisely defined chain of command, its rules, and its rigidities is ill adapted to the rapid change the environment now demands; (2) we are experiencing constant growth in organizational size and number of activities performed- -bureaucracy with its overhead, tight controls, impersonality, and outmoded rules and organizational structures is incapable of meeting the demands of sustained growth; (3) we are experiencing greater degrees of diversity- -bureaucracy with its lack of integrating devices fails to interface the completion of modern technology with the competences of modern man; and (4) we are (thankfully!) experiencing a change in management behavior- -bureaucracy is not designed to accommodate new concepts of man, power, and human values. For those of you who are seeking more caustic or "gut level" reasons for destroying our bureaucratic structures, see the writings of Robert Townsend and Lawrence Peter. (16)

Now let us examine some of the conditions that either are now or in other cases will soon be molding our organizational structures. During your review of the conditions cited below, continually ask yourself, What is their potential impact on management? More specifically, What is their potential impact on police management? First, the environment in which the police

organization operates is undergoing significant transition. Perhaps the single most outstanding change is the increasing amount of complexity--social, economic, technological, and so on. Environmental complexity places a series of demands on the police organization for dealing with uncertainty and large-scale problems. This, in turn, creates the need for greater interdependence among organizations within and outside the criminal justice system. One example is seen in the number of relationships being established between police departments and data processing firms. Second, the characteristics of the population that the police serve are changing. The higher educational level as well as the growth in the number of educated people in our society is the most distinctive of all such related factors. Look at your own position as an illustration. What was required in the way of an education ten years ago for a police manager? How does it compare with current requirements? Moreover, what does the future indicate? A school dropout is now being defined as a person who has not attended an educational or a training program in the last year. The rate of professional obsolescence is considerably faster today. Third, related to the preceding point, is the shift in work values. The increased level of education will change the values we place on work. People will be more intellectually committed to their jobs and will probably require more involvement, participation, and autonomy. Police managers take note! Fourth, the tasks of the police organization will be more technical, complicated, and unprogrammed. They will rely more on intellect and less on muscle. And, in most instances, they will be too complicated for one person to comprehend, to say nothing of control. Essentially, they will call for the collaboration of specialists in a project or a team form of organization. Fifth, there will be a greater complication of goals. The police manager is already being confronted with this problem. Wilson provides testimony to this when he writes:

The dilemmas of police administration arise out of the difficulty confronting a chief who seeks policies which can guide his men in performing the order-maintenance function and a technique which will prove efficacious in serving the law-enforcement function. The conflict over how the police should behave in order-maintenance cases results from differing expectations as to the appropriate level of public or private order and differing judgments over what constitutes a just resolution of a given dispute. In a homogeneous community, where widely shared norms define both the meaning of order and the standards of justice (who is equal to whom and in what sense), the police role is comparatively simple. But where the community, usually because of differences of class or race, has no common normative framework, the police have no reliable guides to action and efforts to devise such guides will either be half-hearted or sources of important public controversy. The conflict that arises over the performance of the law-enforcement function, on the other hand, arises out of the lack of any technique by which crime can be reduced significantly and without incurring high costs in terms of other values--privacy, freedom, and so forth. The dispute about the law-enforcement function is, unlike the dispute over order maintenance, not over ends but over means. (17)

Sixth, the social structure of organizations of the future will have some

unique characteristics. The key work will be temporary. There will be adaptive, rapidly changing temporary systems. These will be task forces organized around problems to be solved by groups of individuals with diverse professional skills. "Adaptive, problem-solving, temporary systems of diverse specialists, linked together by coordinating and task-evaluating executive specialists in an organic flux--this is the organizational form that will gradually replace bureaucracy as we know it." (13) Again, police manager take note! Call it what you will. We choose to title these new-style organizations administrative systems. Seventh, and finally, administrative systems should increase motivation, and thereby effectiveness, because they generate situations under which the individual can gain increased satisfaction with the task itself. Thus, there should be a supportive relationship between the policeman's need for tasks that are significant, satisfying, and creative and the structure of the administrative system.

In conclusion, the future job requirements that we described are clearly not easily fulfilled. The police manager who decides to "hang-in-there" must anticipate and shape a number of profound changes in the ways he organizes his work and human relations. Change is equivalent to challenge, and that is what management must be prepared to meet and deal with effectively.

The Future Manager

The role of the future police manager will remain essentially the same as it is today (planning, organizing, communicating, etc.). The strategies for fulfilling the role requirement, however, will drastically change. To begin with, the role will be best served by a shift in management philosophy. The police manager will need (1) a new concept of man based on increased knowledge of his complex and shifting needs, which replaces an oversimplified, "rational animal" idea of man; (2) a new concept of power, based on cooperation and reason, which replaces a model of power based on coercion and threat; and (3) a new concept of organizational values, based on humanistic-democratic ideals, which replaces the depersonalized, mechanistic value system of bureaucracy. Such a philosophy automatically demands the selection of innovative strategies appropriate to its concepts.

A few progressive police managers have already discerned the need for a new philosophy and have thus taken action on the development of the necessary management strategies. These managers are continually working on the problems of how to develop police departments that can move with changing requirements and can be "proactive" (influencing the environment) rather than reactive. They are seeking ways to establish a work climate in which increasingly complex decisions can be made by personnel with the information, regardless of their location in department. Progressive police managers are looking for ways in which increasingly complex technologies can be managed and in which police officers who have an ever higher sense of freedom and autonomy can be encouraged to want to stay and work in their department. The search for ways of concurrently increasing collaboration among the members of criminal justice organizations and at the same time increasing the rationality of decisions occupies many hours of their time. The primary cause for a new philosophy and resultant strategies stems not from the bookshelf but from police managers themselves. The remainder of this text is devoted to a discussion of the emerging strategies for managing police organizations. To repeat, our major concern is the adoption of management strategies that further the movement toward organizational excellence.

The Outline and Approach of the Text

To reemphasize a recommendation made earlier, this book is best read and, therefore, comprehended as a study of managerial dynamics. It is not a text on individual behavior. Furthermore, the basic outline of this volume is straightforward. Each of the following chapters contains one or more learning exercises, some of which have been previously published. Learning exercises include (1) case studies, (2) structured experiences, and (3) miscellaneous material. Each of the lessons has a relatively sharp managerial focus, whether it be on the manager and his role or on the manager and his future problems (or problems with the future). These managerial focuses do not exhaust the field, but they do provide a wide-ranging familiarity with much of relevance to the police manager.

Business (e.g., the Harvard Business School) and, later, public administration discovered that learning exercises such as case studies improved the training experience of their students and practitioners. The development of case studies and structured experiences is particularly valuable in adding realism about "what goes on out there in the real world." But the training technology in business and public administration has only slowly assimilated the recent advances in the study of human behavior, that is, "what goes on in here." Police literature has yet to fully use the case study or the structured experience approach for training in either environmental or human administrative realities. It appears that this text is an initial attempt to tackle both dimensions: however, with a definite bias toward the human dimension.

Two essential yet often omitted supporting resources are also provided along with the learning exercise. First, each is introduced by a brief essay designed to highlight some of the intellectual learning opportunities offered by each exercise. Hence much attention is given to research findings, innovative practices, and theories that form managerial strategies of significance to police managers. Second, most chapters also contain a suggested learning design on how to best use the exercise. The simple learning design is meant to structure a situation useful for increasing the learner's awareness of what goes on within and outside himself as a police manager. Interestingly, the supporting resources in each chapter may be read before or after the case studies. Experimentation will tell you which is the most effective sequence for your particular training and educational objectives.

Chapters 1 and 2 treat the role and values of the police manager in a general sense. Chapters 3 through 11 analyze the specific job requirements that serve to form the manager's role. In other words, the police manager is expected to plan, communicate, organize, control, make decisions, coordinate, lead, and effectively handle people and machinery. Finally, Chapters 12 and 13 deal with existing and soon-to-be existing challenges to his successful fulfillment of the behavior expected of him to bring about organizational excellence.

VALUES AND VALUE ORIENTATIONS

In short, value differences are sometimes nothing more than differences in ways of looking at reality. Sometimes they consist of honest differences in opinion about the most effective way to achieve mutually agreed-upon goals. Sometimes they reflect fundamental differences in primary orientation to the world we live in. These differences may be as simple as a preference for the Martins over the Coys: they can be as complex as the choice between egoism and humanitarianism. (1)

If you want to know what makes a competent police manager, ask the man who is one. In most cases he will not be able to tell you. Police managers are, after all, men of action; they are too deeply involved in their daily tasks to introspect and contemplate on what makes them tick. To be sure, you do get some high-level generalities and abstractions. Once in a while a police leader does get the time to write or to articulate his ideas at some conference or other. But, in general, all that these utterances produce is a somewhat ambiguous emphasis on such qualities as courage, morality, broad-gauge thinking, and decisiveness--the attributes and symptoms, after all, of any emotionally mature individual and certainly not limited to police managers.

A variety of notions about reasons for a manager's successful behavior as compared with unsuccessful behavior has emerged. Some believe that the better manager is a generalist. This thinking proposes that he does not have to be a technical expert--he can hire specialists to perform these functions. His position, therefore, is to direct organizational activities. Some regard him as a coordinator, bringing divergent views together into an integrated set of goals. Others contend that he is a man who gets things done through others. All these viewpoints suggest that the police manager does not have to know anything--that his main responsibility is to coordinate the work and effort of the management team. In contrast, others see the manager as a man of superior intellect, understanding, and analytical ability who makes the ultimate decisions. He functions at the center of an information network and assesses conditions, and he decides accordingly. Still others see him as a man primarily concerned with maintaining the organization--both the work organization and the decision-making organization. Here the assumption is that if the organization is functioning efficiently and effectively, the manager is performing well. Finally, there are some who see the police manager simply as a figurehead who operates in the public eye and in general represents his organization in important community affairs. Obviously there is some truth in all the above mentioned ideas about what a police manager does to be effective. We can approach the question more systematically, however, by examining his values! To this end Drucker writes:

Direct results always come first. In the care and feeding of an organization, they play the role calories play in the nutrition of the human body. But any organization also needs a commitment to values and their constant reaffirmation, as a human body needs vitamins and minerals.

There has to be something "this organization stands for," or else it degenerates into disorganization, confusion, and paralysis. In a business, the value commitment may be to technical leadership or (as in Sears Roebuck) to finding the right goods and services for the American family and to procuring them at the lowest price and best quality.

Value commitments, like results, are not unambiguous.

The U.S. Department of Agriculture has for many years been torn between two fundamentally incompatible value commitments--one to agricultural productivity and one to the "family farm" as the "backbone of the nation." The former has been pushing the country toward industrial agriculture, highly mechanical, highly industrialized, and essentially a large-scale commercial business. The latter has called for nostalgia supporting a non-producing rural proletariat. But because farm policy--at least until very recently--has wavered between two different value commitments, all it has really succeeded in doing has been to spend prodigious amounts of money.

(2)

Furthermore:

The social and personal values of the law enforcement officer strongly condition the quality of service he delivers to different segments of the populace at large.

Underlying all the chapters in this volume is a basic assumption that the values, norms, and ideologies of society are important conditioners of managerial behavior. The effective police manager is the individual who has identified and operates according to a culturally preferred set of values. (4) For example, in modern democratic societies humanitarian behavior is much more desired in management than not. Golembiewski lists five organizational values which should guide human behavior.

1. Work must be psychologically acceptable, non-threatening.
2. Work must allow man to develop his faculties.
3. The task must allow the individual room for self-determination.
4. The worker must influence the broad environment within which he works.
5. The formal organization must not be the sole and final arbiter of behavior. (5)

Modern students of management, of course, follow Weber in emphasizing the importance of organizational values and norms for understanding the managerial process, but less attention has been paid to the relation of these to the values of the whole society. (6) Implicitly it seems to be assumed that in the long run, organizational values can continue successfully at odds with societal values. We firmly believe this assumption is in error. Moreover, we believe that professional skills, human empathy, and even the values of his organization unit are seemingly not enough to guide the action of the manager in the police department. Police management in our modern world is stagnated and at times threatened by organizational ideol-

ogies inappropriate to the goals of the whole society. Even the successful application of human relations knowledge requires identification with the goals of the organization and of the society. The point is the old one that administrative units do not act in isolation, but within a distinct cultural environment. An awareness of societal values and ideology constitute an additional and vital knowledge for all police managers. Boguslaw indirectly implies the central role of values when he writes that

The point, of course, is simply that values are not derived either scientifically, logically, or intellectually. They are simply prime factors. (7)

The remaining sections of this chapter deal, in turn, with (1) definitions, (2) the values of management, (3) the manager's value systems, and (4) a learning exercise.

A Few Basic Definitions

We designate values as those sentiments, or ethical principles, regarded as ultimate. Such values cannot be criticized concerning their appropriateness. A society as a whole may affirm certain values as its implicit assumptions, but so, too, do all the myriad of organizations within that society. Commonly, however, administrative units tend to affirm only some of the same values found in the larger society. Their values may be in partial conflict with those of the society and with one another (the learning experience exemplifies such a situation).

Norms are derived from the ultimate values as rules of conduct applicable under specified conditions. The distinction between norms and values is often a vague one in practice. The distinction rests on the assumption that it can be demonstrated that the norm is a rule of conduct derived from an ultimate value.

Ideology is a set of interrelated norms. Therefore, ideology becomes the mode of action for the individual.

Police Management As Value Laden

Among the most outstanding values in American culture of the twentieth century are progress, efficiency, science, rationality, goal achievement (effectiveness), and success. These values have helped to produce a highly dynamic society--a society in which the predominant characteristic is change. More specifically, they have served as both an ideology and a stimulus to action for our police organizations and their managers. By citing the above values, we are not recommending that organizations or managers "fall in line." We simply feel that there may be more appropriate and less appropriate values, and a police manager who would be effective would do well to be aware of such differences. Hence, it is not suggested that the manager adopt the societal ideology as his own; rather, he and his department should attempt to recognize that they must operate within the framework of societal values. It is more than a request to be aware of the "public interest"; it requires the organization and the manager to be aware of the relationship between their actions and societal values. (8)

If this is the case, it would seem of cardinal importance to examine the nature of police values so as to comprehend better the specific ways in which they affect police work. This is especially imperative since, in dealing with the diverse peoples they encounter, the police might be projecting values which may be either totally or partially inappropriate, or, at least irrelevant to such encounters. (9)

We would be more than a little presumptuous in telling you, the police managers, what your values are or ought to be. But at the same time we encounter a fairly well recognized general set of managerial values that are either in fact or in fantasy influencing the behavior of many managers today in a variety of organizations. Let us repeat those mentioned earlier:

- Progress
- Efficiency
- Science
- Rationality
- Success
- Goal Achievement (effectiveness)

Which is paramount? Well, preferably it would be that of "goal achievement," for the others are dependent on it for their very existence. Hence, "we shall term appropriate an ideology of administration which, if followed by an administrator, yields a high probability of achieving both organizational and societal goals." (10)

The above list is sorely remiss in a critical way--it fails to indicate the manager's "human" empathy for "humanity"--humanity in the dual sense of people within (the employees) and outside (the clientele) the organizational boundaries. Consequently, to the list we now add

Human empathy

The literature in support of this managerial value is vast, convincing, and growing at a rapid pace. (11) Regrettably, some managers approach the values of progress, efficiency, and so forth as being incongruous or, worse yet, in direct conflict with those of human bent. This is not only wrong, but it can significantly impede goal accomplishment! According to Bennis:

This is the paradigm: bureaucratic values tend to stress the rational, task aspects of the work and to ignore the basic human factors which relate to the task and which, if ignored, tend to reduce task competence. Managers brought up under this system of values are badly cast to play the intricate human roles now required of them. Their ineptitude and anxieties lead to systems of discord and defense which interfere with the problem-solving capacity of the organization. (12)

In a more concrete manner, he went on to state that a concern for the individual can be put into practice by:

1. Improvement in interpersonal competence of managers.
2. A change in values so that human factors and feelings come to be considered legitimate.
3. Development of increased understanding between and within working groups in order to reduce tensions.
4. Development of more effective "team management," i.e., the capacity for functional groups to work competently.
5. Development of better methods of "conflict resolution" rather than the usual bureaucratic methods of conflict resolution are to be sought after.
6. Development of organic systems. This normative goal, as outlined by Shepard and Blake, is a strong reaction against the idea of organizations as mechanisms, which, they claim, has given rise to false conceptions (such as static equilibria, frictional concepts like "resistance to change," etc.) and worse, to false notions of social engineering and change, e.g., pushing social buttons, thinking of the organization as a machine, etc. (13)

Three rather obvious though difficult managerial tasks result from the above thinking. Here is what must be done to assure yourself that you have a comprehensive set of values--organizational and individual. First, recognize that the most vital resource within a police department is its people--sworn and civilian. Second, recognize that these people have social and individual needs that, if met, allow them to experience greater job satisfaction and increased levels of work output. As Argyris puts it:

In order to experience psychological success, three requirements are essential. The individuals must value themselves and aspire to experience an increasing sense of competence. This, in turn, requires that they strive continuously to find and to create opportunities in which they can increase the awareness and acceptance of their selves and others.

The second requirement is an organization that provides opportunities for work in which the individual is able to define his immediate goals, define his own paths to these goals, relate these to the goals of the organization, evaluate his own effectiveness, and constantly increase the degree of challenge at work.

Finally, the society and culture in which he is embedded can influence the individual and the organization. It can influence the individual, through the process of acculturation, to place a high or low value on self-esteem and competence. The process of acculturation, in turn, is a function of the society's norms and values as well as its economic development. (14)

Third, through your position as a manager and your personal capacity for leadership, lead the organization in the direction of improved goal achievement and individual happiness. You have a responsibility to yourself, your department, and those who work for you to do both. If

you disagree (and we doubt that you do), perhaps it is time to compare your values with those expressed above. Better still, compare your values with those of other managers who you deem to be successful.

The next section discusses how and where managerial values are generated.

Value Systems

What is good for General Motors is good for the Nation. (15)

Societal values, norms, and ideologies vary from place to place and from situation to situation. Even within a society, institutional, organizational, and individual values, norms, and ideologies may differ. But if the police manager is to be effective in his efforts, he must attempt to forge an ideology that will synthesize the values and norms of his organization and society. The values that the manager must cope with are derived from a number of areas or systems. They are societal, historical, institutional, departmental, structural, professional, and personal.

Societal Values

If the police manager functioned like the TV detective of yesteryear, insisting only on "the facts, ma'am," he would be demoted to walking a beat. The most important value system in which the manager operates is that of society. A manager is a creature of our society; he operates in an organization that is a segment of our society; he is part of our ongoing history. He has risen to a key position in one of our most important social institutions. The decisions he makes will have important repercussions throughout society even though he may see them as affecting his own community alone.

Currently there is great concern over the influence of law enforcement, particularly that of large-scale police organizations, on the emerging social character of our urban centers. This is an important value consideration because the ultimate test of the usefulness of any organization lies in the kind of services it provides and the people it produces.

Historical Values

Today's police manager operates not only within the evolving values of our own time but also within a historical framework of past values that have become embodied in our institutions. His forebears were often deeply religious men who saw in work, organization, and in use of capital the practice of God's will on earth. Formal organizations in this country are in a very real sense the institutional embodiment of the Puritan mind. Even though they may not be consciously aware of the origin of their beliefs, many police managers are deeply convinced of the essential morality of discipline, service, efficient organization, and work. We are not saying this is wrong or right, but merely drawing it to the attention of the reader. (However, if asked, we would be quick to defend such an ethic.) It is therefore important to recognize that the police manager operates in this kind of value environment whether he is aware of it or not. The decisions he makes, whether they come out of his own thinking,

the FBI Bulletin, or the International Association of Chiefs of Police, all have ethical implications. He may not know it, but as he guides his department in its task of improving laws and maintaining order, he is shaping the history of his community and the nation.

Institutional Values

The police manager is usually aware that he differs from other institutions in our society- -religious and educational institutions, unions, government, communities, and so on. He may see some of these other institutions as obstacles. Society is characterized, however, by a web of institutions that represents a network of differing values as well as cooperative relationships. Each institution is constantly striving to promote its own values. Each institution, in a sense, views society from its own value system and seeks to universalize its objectives, ideologies, and functions. Moreover, police departments have taken on more functions than they ever dreamed of twenty-five years ago. In fact, most departments today perform the functions not only of law enforcement but also of general community service. Many are now wondering whether all the time being spent by departments in this manner might not better be used to bolster our existing organizations (social welfare, recreation, counseling service, etc.).

This is not the place, however, to enter into arguments about the functions of the various institutions in our society. It is enough to make the point that interinstitutional differences constitute an important environment in which the police manager functions and one with which he must come to grips. He must have a broad understanding of the way a great society runs and the roles and functions of the various institutions that comprise it, and a statesmanlike knowledge of the special values and place of local law enforcement in the "big picture."

Departmental Values

A fourth important value system in which the police manager operates is the culture, or character, of his department. Each police organization has a way of doing things- -a set of conventions, customs, and social habits that constitutes its unique character. Managerial development in many police organizations represents a kind of socialization whereby the new officer is taught how this particular department functions- -what its philosophy is, what its character is, what kinds of things it will do, what kinds of things it positively will not do, what its policies and common values are.

The difference between the new employee, the fellow who does not know his way around, and the older one is often simply a difference in the degree of socialization that has occurred.

The culture of a department and the understanding that police managers and employees within the organization have of this culture are important controls. (16) As a consequence, determining the character of a police organization, which really means determining who you are, where you are going, and how you operate in this complex world, is likely, and rightfully so, to absorb a great deal of the attention of the management team.

Structural Values

Related to the departmental valuesystem is that of structural values, particularly in its hierarchical character. Every organization is a hierarchical system in which each individual operates within an interacting triad of relationships in which some people are viewed as being in higher positions to him, some as being in lower, subordinate positions, and some as being at the same level. Dealing with these various levels and modifying behavior in appropriate ways in terms of the hierarchical system is one of the important skills of the police manager. He has to learn how to get things done through the boss, how to approach him at the right time, how to avoid getting a definite no, how to sell ideas to him, how to motivate him, and so on. The police manager who lacks these skills fails to get much done. Every individual has to be a promoter of ideas; he has to be "selling" all the time.

The manager also has to learn how to deal with subordinates as well as with those at his own level. With his subordinates he has to learn how to sell the sometimes unpopular notion of work and change, he has to learn how to translate organizational values into goals that have meaning to those under him; he has to learn to balance the impersonal values of the organization against the personal values of his people.

Consequently, one of the major problems of police management is achieving some kind of integration of the myriad of values that are being pushed by the various members of the management team and the subordinate personnel. Nothing is more stultifying than the neat balance that some uninspired (or retired on-the-job) managers achieve. We believe that a dynamic imbalance is best. At least there is movement; at least some are motivated and pleased, even if others may be dissatisfied. Perhaps their disaster function will serve as an impetus to "try harder."

Professional Values

The police manager also functions within a professional value system. Such values are most obvious in the so-called professions of the medical doctors, engineers, scientists, and others. These men owe allegiance not only to an organization of which they are a part but also to their profession.

Many occupational groups strive for professional status as a kind of way out--a means of achieving the security or recognition that would normally come from their particular organizations. It is suspected that some of these efforts toward professionalization are the result of the employee's not getting this kind of recognition from his organization, or in any event, not getting the degree of recognition he expects. Under such circumstances, a man finds the recognition he needs, the sense of collegueship and support, the feeling of understanding, of status, and of worth in his professional group.

Even those police managers who do not see themselves as members of professional groups often think of themselves as professionals. A profession is more than a function; it is frequently a way of life. It directs the interests of those engaged in it, shapes their values, determines their relationships with others, and pulls people of similar interests and

often similar personalities together and thus enhances the interaction among them. The manager often identifies with his job. He is not merely Captain Blayback, police manager; he is a leader, a controller of resources, a personnel man, an instructor. An attack on his specialty is an attack on him. Moreover, he tends to generalize the special interests and values of his field and wonders why others are so ignorant and so impervious to his philosophy. For example, the police manager is dedicated to goal fulfillment- -goal fulfillment with efficiency, rationality, and so forth. The police officer, however, is dedicated to goal fulfillment but usually cares less about efficiency. In other words, the manager would say, "Catch the crook at so much cost," while the policeman would say, "Catch the crook at all costs." Simply put, the manager is primarily "hung up" on economy, efficiency, and rationality of operation. The police officer continues to focus on getting the job done, "hang the expenses." The reason for renouncing the above thinking is simple, but pertinent- -police managers and police practitioners (while members of the same department) possess similar and dissimilar values. Thus, we find that police managers and police officers frequently differ in their thinking on not what but how the job ought to be done.

Personal Values

At this point we have little to offer in the way of advice or comments because personal values are exactly that- -personal. Your heredity, early learning experiences, and general environment have caused you (or us) to be shaped in certain ways that tend to be reflected in job relationships and task orientation. Sufficient at this point is the knowledge that we- -all of us- -have certain values. And, by recognizing them, we find that "to thine own self be true" becomes a reality and an invaluable help in solving our daily problems. Although we would welcome the invitation to continue with our analysis of what you ought to cherish or value, we feel it not only proper but circumspect to stop here. Hence, let us proceed with the learning exercise.

Learning Exercise

Learning exercises or case studies are especially useful for re-examining an individual's or an organization's values, as noted above, and the following selection attempts to sensitize the reader to this very significant perspective of the job of the police manager. At its best, the approach to police management as an applied social science can simply suggest ways to achieve what it is the manager values by understanding and appropriately manipulating his environment. But if an applied social science provides useful tactics and a working idea of what the world is like, an enormous question remains unanswered: What should the "good" administrative state be? In dealing with immediate subordinates, similar to formulating policy for others, the police manager is forced to consider his values and those of others. This requirement cannot be avoided. Therefore, no alternative exists to facing and working through the difficult and frustrating personal and institutional issues of value. (17)

The following learning exercise clearly shows that the problems in police work reside not so much in the statutes or in the tacit norms controlling police management and enforcement as in a "value confrontation" between one form of management (police) and another (city manager). (18) As Sherwood states:

1. Unlike a number of other municipal functions, the administration of the police service inevitably involves community value questions. The manager must realize that norms other than efficiency enter into these behavior patterns. It is also of some interest that the manager often enjoys a certain degree of flexibility with regard to his role in these matters; and in this sense his own value system may determine his perception of his responsibilities.
 2. The guildism of the police, which is the product of a great many factors, is to be seen in a variety of ways. Even where closed promotions are not prescribed, the community desire for a "local boy" in this sensitive position places important limitations on the manager's ability to deal with the police department as "cleanly" as he can with others. From the standpoint of the theory, these experiences seem to indicate how difficult it is to legislate human behavior. It may suggest the desirability of a more flexible organization structure to permit greater accommodation to the demands of the individual situation.
 3. Finally, it is important for the manager to recognize that simple occupancy of the top of an administrative hierarchy does not automatically accord him the power capacity required to wield effective authority. The municipal government is an open system; power is obtained outside as well as inside the structure. The police chief is one of the most powerful figures in city government, but such informal factors of the authority relationship do not normally appear as a part of traditional council-manager theory.
- (19)

Basically, the case, a true story, portrays a value conflict situation between two managers--one city and the other police. (20)

SINCE YOU WILL BE RECEIVING THE BOOK FROM WHICH THIS ARTICLE WAS TAKEN, THE CASE STUDY AND AN EXPLANATION OF THE FOOTNOTES HAS BEEN OMITTED.

APPENDIX C

CLASS SCHEDULES

CLASS ONE

MANAGEMENT TRAINING FOR NEWLY ELECTED SHERIFFS

Presented by the
CENTER FOR THE ADMINISTRATION OF JUSTICE
School of Public Administration
UNIVERSITY OF SOUTHERN CALIFORNIA

September 9, 1973 - September 21, 1973

PROGRAM DIRECTOR
Steven M. Ward

A Cooperative Effort of the
NATIONAL SHERIFFS' ASSOCIATION
and the
UNIVERSITY OF SOUTHERN CALIFORNIA

UNIVERSITY OF SOUTHERN CALIFORNIA
School of Public Administration
Center for the Administration of Justice

NATIONAL SHERIFFS' INSTITUTE
Management Training Program

SCHEDULE

September 10, 1973 - September 21, 1973

Sunday
September 9

1 - 6 p.m.	REGISTRATION	Sheraton Inn
6 - 7 p.m.	COCKTAILS	Dickens Square
7 - 9 p.m.	DINNER	Dickens Square

Welcoming Remarks:

Steven M. Ward, Director
Management Training Program

Dr. E.K. Nelson, Dean
School of Public Administration

Courtney Evans, Esq.
Representing, National Sheriffs' Association

Edmond Ayres, Director
National Sheriffs' Institute

Dr. Robert M. Carter, Director
Center for the Administration of Justice

William "Tony" Anthony, Assistant Sheriff
Los Angeles County Sheriff's Department

Michael Canlis, Sheriff
San Joaquin County

NATIONAL SHERIFFS' INSTITUTE
University of Southern California

Schedule
Page 2

Monday
September 10

7:15 a.m.	BUS DEPARTS FROM HOTEL TO CAMPUS	
8 - 9 a.m.	WELCOME ATTEND TO ADMINISTRATIVE DETAILS Steven M. Ward Dr. Robert M. Carter Edith Light Fred DeVega	Tyler Building Room 6
9 - 10 a.m.	THE CONTEMPORARY SHERIFF: MAN OF MANY ROLES Sheriff Michael Wolke Milwaukee County, Wisconsin	Waite-Phillips Hall Lecture Room 27
10 - 11 a.m.	THE ENVIRONMENT OF MODERN PUBLIC ADMINISTRATION Dr. John Gerletti, Director International Public Administration Center, USC	Waite-Phillips Hall Lecture Room 27
11 - 11:45 a.m.	MANAGEMENT AS PROCESSES Dr. John Gerletti	Waite-Phillips Hall Lecture Room 27
11:45 - Noon	TOUR OF CENTRAL CAMPUS Kurt Gattmann Jeffrey Shinn	
Noon - 1 p.m.	LUNCH	
1 - 1:15 p.m.	EXPLANATION OF EVALUATION PLANS & PURPOSES Dr. Milton G. Holmen, Associate Dean School of Business Administration, USC	Tyler Building Room 6
1:15 - 3 p.m.	GET ACQUAINTED Dr. Milton G. Holmen Steven M. Ward	Tyler Building
3 - 5 p.m.	LAW ENFORCEMENT VALUES EXERCISE Dr. Milton G. Holmen	Tyler Building Room 6
5:15 p.m.	BUS DEPARTS CAMPUS FOR HOTEL	

NATIONAL SHERIFFS' INSTITUTE
University of Southern California

Schedule
Page 3

Tuesday
September 11

7:15 a.m.	BUS DEPARTS HOTEL FOR CAMPUS	
8 - 10 a.m.	FOUNDATIONS OF ORGANIZATION STRUCTURE Dr. Paul M. Whisenand, Chairman Department of Criminology California State University at Long Beach Victor Cizanckas, Chief of Police City of Menlo Park, California	Tyler Building Room 4
10 - 11 a.m.	THE CONTEMPORARY LAW ENFORCEMENT ORGANIZATION Dr. Paul M. Whisenand Chief Victor Cizanckas	Tyler Building Room 4
11 - Noon	ANALYZING ORGANIZATIONS: MODELS & OVERLAYS Dr. Paul M. Whisenand	Tyler Building Room 4
Noon - 1 p.m.	LUNCH	
1 - 3 p.m.	MOTIVATION Dr. Milton G. Holmen	Tyler Building Room 4
3 - 5 p.m.	COMMUNICATION NETWORKS Dr. Milton G. Holmen	Tyler Building Room 4
5:15 p.m.	BUS DEPARTS CAMPUS FOR HOTEL	

Wednesday
September 12

7:15 a.m.	BUS DEPARTS HOTEL FOR CAMPUS	
8 - 9 a.m.	PEOPLE IN ORGANIZATIONS: VALUES & BEHAVIORS Steven M. Ward Steven M. Neel, Administrative Assistant to the Chief of Police, Beverly Hills, Ca.	Tyler Building Room 5

NATIONAL SHERIFFS' INSTITUTE
University of Southern California

Schedule
Page 4

Wednesday
September 12 (Continued)

9 - Noon	LEADERSHIP Steven M. Ward Steven M. Neel	Tyler Building A - Room 1 B - Room 6
Noon - 1 p.m.	LUNCH WITH DCI CLASS	Tyler Building Room 4
1 - 3 p.m.	SUPERVISION OF PERSONNEL: THE LAW ENFORCEMENT STYLE Steven M. Ward Steven M. Neel	Tyler Building Room 5
3 - 5 p.m.	MANAGERIAL STYLE EXERCISE Steven M. Ward Steven M. Neel	Tyler Building A - Room 1 B - Room 6
5:15 p.m.	BUS DEPARTS CAMPUS FOR HOTEL	
7 - 10 p.m.	A REPORT ON PROJECT STAR Dr. Charles P. Smith, Director Project STAR, American Justice Institute	Sheraton Hotel Dickens Square

Thursday
September 13

7:15 a.m.	BUS DEPARTS HOTEL FOR CAMPUS	
8 - 8:30 a.m.	INTRODUCTION TO NAMEX EXERCISE Dr. Milton G. Holmen	Hoffman Hall Room 2
8:30 - Noon	NAMEX EXERCISE Dr. Milton G. Holmen Steven M. Ward	Hoffman Hall A - Room 302 B - Bridge Hall Room 4
Noon - 1 p.m.	LUNCH	

NATIONAL SHERIFFS' INSTITUTE
University of Southern California

Schedule
Page 6

Monday
September 17

7:15 a.m. BUS DEPARTS HOTEL FOR CAMPUS

8 - 10 a.m. INFORMATION: KINDS, SOURCES, & Tyler Building
APPLICATIONS Room 4
George M. Medak, Project Manager
Long Beach Public Safety Information System

10 - Noon STATISTICS AS A MANAGEMENT TOOL Tyler Building
Professor Judy Hails Room 4
California State University at Long Beach

Noon - 1 p.m. LUNCH

1 - 5 p.m. BUDGETING & FISCAL MANAGEMENT Tyler Building
Dr. William Petak Room 4
Department of Political Science
California State University at Fullerton

5:15 p.m. BUS DEPARTS CAMPUS FOR HOTEL

7 - 10 p.m. PROFESSIONALIZATION: THE CASE FOR Dickens Square
MINIMUM STANDARDS
Ron Allen, Assistant to the Executive Officer
Commission on Peace Officer Standards & Training
State of California

Tuesday
September 18

7:15 a.m. BUS DEPARTS HOTEL FOR COSTA MESA
POLICE DEPARTMENT

8 - 8:15 a.m. WELCOME TO THE COSTA MESA POLICE DEPT.
Roger E. Neth, Chief of Police, Costa Mesa

8:15 - 9 a.m. TOURS OF THE FACILITY

9 - Noon PLANNING IN THE CRIMINAL JUSTICE SYSTEM
Mai King, Director, Ventura County Criminal
Justice Planning Commission

NATIONAL SHERIFFS' INSTITUTE
University of Southern California

Schedule
Page 7

Tuesday
September 18 (Continued)

- Noon - 1 p.m. RELATIONSHIPS IN THE LEAA FUNDING SYSTEM
Richard Green, State Liaison Officer, Region Seven
Law Enforcement Assistance Administration
U.S. Department of Justice
- 3 - 5 p.m. BASIC GRANTSMANSHIP
Ronald F. Weber, Executive Director
Region Criminal Justice Planning Board, Los Angeles
- 5:15 p.m. BUS DEPARTS COSTA MESA FOR HOTEL

Wednesday
September 19

- 7:15 a.m. BUS DEPARTS HOTEL FOR SYBIL BRAND INSTITUTE
& SHERIFF'S ACADEMY
- 8 - 9 a.m. Group A
TOUR OF SYBIL BRAND INSTITUTE
L.A. County Sheriff's Department Personnel
- Group B
TOUR OF SHERIFF'S ACADEMY
L.A. County Sheriffs' Department Personnel
- 9 - 10 a.m. Group A
OVERVIEW OF JAIL ADMINISTRATION
Nick Pappas, Correctional Specialist
Law Enforcement Assistance Administration
Washington, D.C.
- 10 - 11 a.m. SPECIALIZED PROBLEMS & PROGRAMS IN
JAIL ADMINISTRATION
Dr. Robert M. Carter
- 11 - Noon DEVELOPING TRENDS IN JAIL LAW
Dr. Fred Cohen, School of Criminal Justice
State University of New York at Albany

NATIONAL SHERIFFS' INSTITUTE
University of Southern California

Schedule
Page 8

Wednesday
September 19 (Continued)

- 9 - Noon Group B
TRAINING & PERSONNEL DEVELOPMENT
- Noon - 1:15 p.m. Groups A & B
LUNCH AT BISCAILUZ CENTER
- THE LOS ANGELES COUNTY SHERIFF'S DEPARTMENT'S
JAIL & CORRECTIONAL PROGRAMS
William "Tony" Anthony, Assistant Sheriff
Los Angeles County Sheriff's Department
- 1:15 - 2 p.m. Group A
TOUR OF SHERIFF'S ACADEMY
Los Angeles County Sheriffs Department Personnel
- Group B
TOUR OF SYBIL BRAND INSTITUTE
Los Angeles County Sheriff's Department Personnel
- 2 - 5 p.m. Group A
TRAINING & PERSONNEL DEVELOPMENT
- 2 - 3 p.m. Group B
DEVELOPING TRENDS IN JAIL LAW
Dr. Fred Cohen, School of Criminal Justice
State University of New York at Albany
- 3 - 4 p.m. OVERVIEW OF JAIL ADMINISTRATION
Nick Pappas, Correctional Specialist
Law Enforcement Assistance Administration
Washington, D.C.
- 4 - 5 p.m. SPECIALIZED PROBLEMS & PROGRAMS IN
JAIL ADMINISTRATION
Dr. Robert M. Carter
- 5:15 p.m. BUSES DEPART SYBIL BRAND & ACADEMY FOR HOTEL

NATIONAL SHERIFFS' INSTITUTE
University of Southern California

Schedule
Page 9

Wednesday
September 19 (Continued)

7 - 10 p.m. ETHICS IN LAW ENFORCEMENT Dickens Square
Dr. J. Wesley Robb
Professor of Philosophy & Religion, USC

Thursday
September 20 WORKSHOPS TO BE ANNOUNCED

Friday
September 21

8 - 10 a.m. CRIME PREVENTION Tyler Building
Ray Bray, Crime Prevention Officer Room 4
Concord, California Police Department

10 - 11 a.m. CRIME PREVENTION PLANNING Tyler Building
Steven M. Ward Room 4

11 - Noon MOBILIZING COMMUNITY RESOURCES Tyler Building
James Fisk, Adjunct Professor, UCLA Room 4
AND
Police Commissioner, City of Los Angeles

Noon - 12:30 p.m. EVALUATION

1:30 - 3 p.m. GRADUATION

NATIONAL SHERIFFS' INSTITUTE

Sponsored by the
NATIONAL SHERIFFS' ASSOCIATION

Conducted by the
CENTER FOR THE ADMINISTRATION OF JUSTICE
SCHOOL OF PUBLIC ADMINISTRATION
UNIVERSITY OF SOUTHERN CALIFORNIA

Class Two
Schedule

November 25 to December 7, 1973

Edmond Ayres, Director
National Sheriffs' Institute

Steven H. Ward, Director
Management Training Program

Funded by the
LAW ENFORCEMENT ASSISTANCE ADMINISTRATION

Monday

Tuesday

Wednesday

Thursday

Friday

8	Welcoming Remarks	Finding a Value Construct Suitable to the Modern Sheriff	Motivation	Trends in Criminal Law	The Criminal Justice System
9	Contemporary Sheriff				
10	Role of the Sheriff			Management Impact	
11	Management as Processes	Analytical Matrix	BUFFET LUNCH Tyler Building	Introduction: Leadership	LUNCH Free Time
12	Campus Tour	LUNCH Free Time	Transactional Analysis	LUNCH Free Time	NAMEX Exercise
1	LUNCH Free Time				
2	Law Enforcement Values Exercise	Effective Organization	Case Study in Motivation	Leadership	FREE TIME
3	Process Observation				
4	Developing Case Studies	FREE TIME		FREE TIME	
5				FREE TIME	

6:00	FREE TIME	Study Teams Critique Structures	FREE TIME (Movies and Video Tape Playback-- Room to be Announced)	Bridges: Exercise in Leadership	FREE TIME
7:00	(Movies and Video Tape Playback-- Room to be announced)				
8:00					
9:00					

Monday

Tuesday

Wednesday

Thursday

Friday

8

9

10

11

12

1

2

3

4

5

6:30

7:30

8:30

9:30

Planning	Jail Administration (Group A Morning. Group B Afternoon.)	Tours to be Announced	Special Blocks to be Announced	Purposes of Back-home Training Phase and Organization Development
LUNCH Free Time	LUNCH Free Time	LUNCH and Tour at Los Angeles County Sheriff's Academy		LUNCH Free Time
Budgeting	Mobilizing Community Resources (Group A afternoon. Group B morning.)			Setting Objectives and Final Debrief
				FREE TIME
Budget Simulation	FREE TIME (Movies and Video Tape Playback-- Room to be Announced)	FREE TIME	FREE TIME	GRADUATION DINNER AND CEREMONY

Sunday, November 25, 1973

9 a.m. to noon REGISTRATION

Dickens Square A, Sheraton Airport Hotel

Registration requires approximately 15 minutes of time. Be sure to complete necessary travel forms (or at least receive a set for later completion). Books are issued during registration.

Following registration, the morning is free. You may take advantage of it by visiting with staff or other arriving sheriffs, if you wish.

1 to 2:30 p.m. GETTING ACQUAINTED

Assemble in Dickens Square D (move to Rome and Sydney Rooms as needed)

The success of this training program will depend to a considerable degree upon the extent of individual involvement by the sheriffs attending. To optimize this involvement, we have divided you into ten study teams according to the size of your agencies. For the first few hours this afternoon, the teams will go through some get acquainted exercises so that you will be better able to get right into the swing of things on Monday.

In addition to getting acquainted, these activities will aid in focusing on some of the processes involved in communicating, an issue of major concern to all of us, both as members of this training program and as managers.

Resource persons: Steven M. Ward
Director
NSI Management Training Program

Robert M. Brown, Jr.
Associate Director
Correctional Administration Institute, USC

Monday, November 26

7:15 a.m. BUS DEPARTS HOTEL FOR USC CAMPUS

8 to 9 a.m. WELCOME
ATTEND TO ADMINISTRATIVE DETAILS

Room 4, Tyler Building

The majority of the training will take place in the Tyler Building which houses the Center for the Administration of Justice on the University of Southern California campus. The relationship of the MSI Management Training Program with the other justice programs at USC will be discussed and significant staff members with whom you will be working will be introduced.

Resource persons: Steven H. Ward
Dr. Robert M. Carter
Edith Light
Fred DeVega

9 to 10 a.m. THE CONTEMPORARY SHERIFF: MAN OF MANY ROLES

Room 4, Tyler Building

Despite many public perceptions of a "two-fisted, six-gun packing peacemaker," the sheriff of today fills a truly complex place in society. It is important to identify many of the roles you are asked to play, for they are not always congruent; many conflict (at least in part), and you must resolve the conflicts if you wish to be truly effective.

Faculty: Herbert Brown
Chief Deputy Sheriff
Winnebago County, Illinois

Reading: Drucker, The Effective Executive, Chapter I

Sunday, November 25, 1973

3:30 to 5:30 p.m. THE DYNAMIC WORLD OF THE MODERN SHERIFF, OR
WHY YOU ARE HERE INSTEAD OF WHERE YOU WOULD
NORMALLY BE ON THE FIRST SUNDAY AFTER
THANKSGIVING

Dickens Square A

The world of the modern sheriff is constantly changing. This dynamic state creates many problems and demands careful analysis and understanding. One of the reasons you are here is to make you better able to anticipate the needs created by dynamic change and, further, to make you better able to respond appropriately to these needs. This presentation will consider many of the change-stimulating factors with which you must cope.

Faculty: Dr. John D. Gerletti, Director
International Public Administration Center
and
Professor, School of Public Administration, USC

Readings: Whisenand and Ferguson, The Managing of Police Organizations, Chapters 1 and 2

5:30 p.m. ADJOURN

6 p.m. SOCIAL HOUR
Cocktails (No Host)

7 p.m. DINNER

San Diego Room

Welcoming remarks by:

Edmond Ayres, Director, National Sheriffs' Institute

Steven M. Ward, Director, Management Training Program

Dr. Robert M. Carter, Director,
USC Center for the Administration of Justice

The Honorable Michael Canlis
Sheriff of San Joaquin County

William Anthony, Assistant Sheriff, Los Angeles County

Monday, November 26

10 to 11 a.m. ANALYZING THE ROLE OF THE SHERIFF

Room 4, Tyler Building

It is not enough merely to identify the many facets of the sheriff's role. It is also important to put them in a context which facilitates making some considered judgments about their effectiveness and appropriateness. This is accomplished through the construction of a role model of the sheriff.

Faculty: Steven M. Ward

Reading: Wallen, "The Three Types of Executive Personality"
(mimeographed handout)

11 a.m. to noon PERSPECTIVE: MANAGEMENT AS PROCESSES

Room 4, Tyler Building

This training program focuses primarily on the managerial element of the sheriff's role. In order to make the training meaningful to the entire group, it is necessary to find those components of the managerial role which are common to all regardless of size of agency, state of origin, or breadth of duties. We accomplish this by focusing on the "processes" of management which are similar regardless of the preceding characteristics. For example, all managers must make decisions, solve problems, communicate, resolve conflicts, plan, and so forth. These are the central themes of management and they comprise the central themes of the next two weeks.

Faculty: Steven M. Ward

11:30 to 12:30 p.m. TOUR OF CENTRAL CAMPUS
CLASS AND INDIVIDUAL PHOTOS

A brief tour of USC's central campus area will orient you to the bookstore, cafeterias, and similar services. Additionally, we will take a class photo as well as individual photos for news release purposes.

Resource persons: Jeffrey Shinn
Kurt Gattmann

Monday, November 26

12:30 to 1:30 p.m. LUNCH (Free time)

1:30 to 3 p.m. LAW ENFORCEMENT VALUES EXERCISE

Room 4, Tyler Building

There are reasons for everything we do. Ultimately, these reasons are based upon our values, the "rights and wrongs" which govern our behavior. It is useful to consider some of the values which we hold regarding law enforcement, law enforcement officers, and the ways the latter do the former. This exercise facilitates such a consideration. It also provides an opportunity to examine how we make decisions in a group setting.

Faculty: Dr. Milton G. Holman, Associate Dean
School of Business Administration, USC

Resource persons: Steven M. Ward
Robert M. Brown, Jr.

Readings: Pfiffner and Sherwood, Administrative Organization, Chap. 3
Whisenand and Ferguson, Chapter 2
Leavitt, Managerial Psychology, Chapters 1-4
Knowles and Saxberg, Personality and Leadership Behavior, Chapter 1

3 to 4 p.m. INTRODUCTION TO PROCESS OBSERVATION

Room 4, Tyler Building

In focusing on managerial processes, our training approach makes maximum use of games, simulations, case studies, and similar exercises designed to provide actual experiences which we can analyze in the learning environment. It is important, however, to know what to look for in your analyses. It is equally important to be an astute observer in the everyday performance of the managerial role. This session will outline some helpful techniques and targets for such observations.

Faculty: Dr. Milton G. Holman

Resource persons: Steven M. Ward
Robert M. Brown, Jr.

CONTINUED

1 OF 3

Monday, November 26

Readings: Holmen, "Techniques for Observing Behavior and Giving Feedback" (mimeo handout)
Holmen, "What to Observe in a Group" (mimeo handout)
Harvey, "Some Dynamics of Intergroup Competition" (mimeo)
Knutson, "Interpersonal Communication Within Organizations" (mimeo handout)
Howe, "The Problem of Communication" (mimeo handout)
Pfeiffer, "Conditions which Hinder Effective Communication" (mimeo handout)

4 to 5 p.m. DEVELOPING CASE STUDIES

Rooms 1, 4, and 5, Tyler Building

Learning is more likely to occur if the lessons have relevance to the learners. One way of ensuring this is to use real life case examples from the experiences of the learners, in this case, you. The study teams will have an opportunity during this time period to develop some case studies for use later in the program.

Resource persons: Dr. Milton G. Holmen
 Steven M. Ward
 Robert M. Brown, Jr.
 Edith Light
 Kurt Gattmann
 Jeffrey Shinn
 John Timko

5:15 p.m. BUS DEPARTS TYLER BUILDING FOR HOTEL

7:30 p.m. FILM AND VIDEO TAPE REVIEW

There is no required evening schedule. However, we will be showing law enforcement and management films and playing back video tapes made during the day's session for those who are interested. The room location will be announced.

Tuesday, November 27

1 to 4 p.m. ORGANIZING FOR EFFECTIVENESS

Room 4, Tyler Building

This training module focuses on organizing men, material, and tasks in a fashion calculated to accomplish goals. Many of the problems facing the law enforcement manager have structural ramifications. It is important that the manager understand structural principles if he is to usefully attack such problems.

The module itself is divided into three subtopics and an exercise. The subtopics are:

Foundations of Organization Structure (1-2 p.m.)
The Contemporary Law Enforcement Organization (2-3 p.m.)
Moving Beyond the Traditional Model (3-4 p.m.)

Faculty: Dr. Paul M. Whisenand, Professor of Criminology
and Chairman, Department of Criminology
California State University at Long Beach

R. Fred Ferguson
Chief of Police
Riverside, California

Resource persons: Steven M. Ward
Robert M. Brown, Jr.

Readings: Whisenand, "Future Direction and Administration of
Community Relations Programs: Police Organizations
for Tomorrow," Parts I and II. (mimeo handout)
Whisenand and Ferguson, Chapters 5 and 6
Kenney, "Police Administrative Organization" (mimeo)

4:15 p.m. BUS DEPARTS TYLER BUILDING FOR HOTEL

6:30 to 8:30 p.m. STUDY TEAMS CRITIQUE LAW ENFORCEMENT STRUCTURES

San Diego and San Francisco Rooms, Sheraton Airport Hotel

This exercise involves study team critiques of various law enforcement structural patterns.

Resource persons: Dr. Paul Whisenand
Chief Fred Ferguson
Steven M. Ward
Robert M. Brown, Jr.

Reading: Pfiffner and Sherwood, Chapters 2 and 3

Tuesday, November 27

8:30 to 9:30 p.m. TECHNIQUES FOR ANALYZING ORGANIZATION STRUCTURE

San Diego Room, Sheraton Airport Hotel

A discussion of how the manager can identify structural elements and make some informed judgments about their relationships to organizational dynamics.

Faculty: Steven M. Ward

Resource persons: Dr. Paul M. Whisenand
Chief Fred Ferguson
Robert M. Brown, Jr.

Wednesday, November 28, 1973

7:15 a.m. BUS DEPARTS HOTEL FOR TYLER BUILDING

8 to 11 a.m. MOTIVATION

Room 4, Tyler Building

This training module considers employee satisfaction and productivity and the methods by which managers endeavor to achieve an optimum balance between the two. The module consumes the entire day. In the morning, it comprises the following general topics and approximate times:

Introduction to People in Organizations: --
Values and Behaviors (8-9 a.m.)
Motivational Theory (9-10 a.m.)
Motivational Feedback Questionnaire/Exercise (10-11 a.m.)

Faculty: Steven M. Ward

Resource person: Robert M. Brown, Jr.

Readings: Pfiffner and Sherwood, Chapter 3
Whisenand and Ferguson, Chapter 2
Leavitt, Chapters 8, 9, and 10
Knowles and Saxberg, Chapters 2 and 3
Fenn and Yankelovich, "Responding to the Employee Voice"
(mimeo handout)
Ulrich, "The Human Factor in Fire Department
Management" (mimeo handout)

11 a.m. to noon EARLY BUFFET LUNCH

Room 5, Tyler Building

Families of the sheriffs, members of the Center for the Administration of Justice staff, members of the USC Justice Committee, and faculty will be joining us for an informal, get-acquainted, buffet lunch.

Wednesday, November 28

11:00 to 2:30 p.m. INTRODUCTION TO TRANSACTIONAL ANALYSIS
TRANSACTIONAL ANALYSIS EXERCISE

Room 4, Tyler Building

One popular and useful perspective from which to view interpersonal relationships is that known as transactional analysis. An examination of TA in the superior-subordinate context can provide useful insights into many employee-centered problems.

Faculty: Ms. Joyce Ross, Associate Director
Center for Training and Development
University of Southern California

Reading: "Transactional Analysis (mimeo handout)"

2:30 to 4 p.m. CASE STUDY

Rooms 4 and 5, Tyler Building

Cases having a motivational base will be discussed.

Resource persons: Steven M. Ward
Robert M. Brown, Jr.

4 to 5 p.m. HOW TO RECOGNIZE AND ANALYZE MOTIVATIONAL
PROBLEMS

Room 4, Tyler Building

Techniques for identifying and understanding problems which have a motivational flavor will be presented and discussed, particularly in the context of the Holmen analytical matrix.

Faculty: Steven M. Ward

Resource person: Robert M. Brown, Jr.

Wednesday, November 28

5:15 p.m.

BUS DEPARTS TYLER BUILDING FOR HOTEL

7:30 p.m.

FILM AND VIDEO TAPE REVIEW

There is no required evening schedule. However, we will be showing law enforcement and management films and playing back video tapes made during the day's session for those who are interested. The room location will be announced.

Thursday, November 29, 1973

7:15 a.m. BUS DEPARTS HOTEL FOR TYLER BUILDING

8 to 10 a.m. TRENDS IN CRIMINAL LAW

Room 4, Tyler Building

One of the most dynamic forces in the ever-changing world of the modern law enforcement administrator is that of the criminal law. Forces causing changes in the law are diverse; they range from changing community values through interest and pressure groups to legislatures and the courts. In many respects, law enforcement finds itself both stimulating and resisting these changes. It is useful to examine for a short time some of the "whats" and "whys" in the criminal law field.

Faculty: Professor Martin Levine
School of Law
University of Southern California

10 to 11 a.m. IMPACT OF LEGAL TRENDS ON LAW ENFORCEMENT MANAGEMENT

Room 4, Tyler Building

Too often law enforcement administrators view changes in the criminal law--either substantive or procedural--as isolated developments independent of their managerial problems. This is a self-defeating perspective, for the law enforcement organization can only adapt to such changes effectively if the responsible manager is continuously aware of what he must do to satisfy new requirements and is able to implement needed changes smoothly and effectively. This adaptability to changing demands is the crux of management in a dynamic environment, and a consideration of issues in criminal law offers an opportunity to consider what the manager's role is.

Faculty: Steven M. Ward

Thursday, November 29, 1973

11 a.m. to Noon INTRODUCTION TO LEADERSHIP

Room 4, Tyler Building

We examined the problems of motivation during yesterday's session. Today, the opposite side of the coin will be examined, namely, that of leadership. The modern sheriff, as our role profile has indicated, plays several leadership roles. He is political and community leader, criminal justice system leader, and leader in an organizational sense. It is the latter role which we will examine most closely today, although our consideration will extend to the others.

Faculty: Dr. Eli Glogow
Professor of Public Administration
and
Director
Comprehensive Health Program
University of Southern California

Readings: Whisenand and Ferguson, Chapters 6 and 7
Leavitt, Chapters 12 and 17
Pffiffner and Sherwood, Chapter 19

Noon to 1 p.m. LUNCH

Free time.

1 to 2 p.m. THEORIES OF LEADERSHIP

Room 4, Tyler Building

While it is extremely difficult to construct a definition of leadership which everyone will accept, it is nonetheless possible to consider several relevant theories which help to outline the dimensions of this elusive phenomenon. These theories are particularly useful in understanding the elements of leadership as a process.

Faculty: Dr. Eli Glogow

Thursday, November 29, 1973

2 to 4 p.m. ADMINISTRATION OF THE STYLES OF LEADERSHIP INSTRUMENT
CONSTRUCTING A LEADERSHIP PROFILE FOR THE SHERIFF

Room 4, Tyler Building

That a sheriff leads is inherent in his role. How he leads, however, and whether he is followed or supported are matters which require careful scrutiny. This portion of the program will use a self-rating instrument to ascertain certain leadership styles and to facilitate consideration of what appear to be useful leadership traits for the sheriff.

Faculty: Dr. Eli Glogow

Resource persons: Steven M. Ward
Robert M. Brown, Jr.

Reading: Tannenbaum and Schmidt, "How to Choose a Leadership Pattern," (mimeo handout)

4:15 p.m. BUS DEPARTS TYLER BUILDING FOR HOTEL

6:30 to 8:30 p.m. BRIDGES: AN EXERCISE IN LEADERSHIP

Group A Assemble in Rome Room, Sheraton Airport Hotel
Group B Assemble in Madrid Room, Sheraton Airport Hotel

This is an exercise to simulate organizational effect. It will assist in analyzing leadership patterns and typical reactions to various patterns.

Faculty: Steven M. Ward
Robert M. Brown, Jr.

8:30 to 9:30 p.m. STUDY TEAMS

Rome, Sydney, Madrid, and Berlin Rooms, Sheraton Airport Hotel

The study teams will use this time to debrief the program to date and for other purposes which may arise.

Resource persons: Steven M. Ward
Robert M. Brown, Jr.

Friday, November 30, 1973

7:15 a.m. BUS DEPARTS HOTEL FOR HOFFMAN HALL

Note: Classes today will not be in the Tyler Building.
They will be held in Hoffman Hall.

8 to 11 a.m. THE CRIMINAL JUSTICE SYSTEM

Lecture Hall One, Hoffman Hall (Lower level)

Today's module will focus on the systemic processes in the administration of justice. Our form of government has evolved to the point where today we have a justice system (or perhaps more accurately a "non-system") comprised of three major elements: law enforcement, judiciary, and corrections. The sheriff, in most states, is the only governmental official who has responsibilities in all three of these areas. It is crucial, therefore, that the sheriff carefully analyze how the justice system is constructed, what its dynamics are, and what problems exist in its current operations. Only through such careful analysis can understanding and improvements be brought about.

The morning segment will include generally the following general topics and time sequence:

Introduction to Systems Thought (8-8:30)
Elicit Examples of Systemic Problems (8:30-9)
Conceptual Framework of Systems Theory (9-10)
Debugging the Criminal Justice System (10-11)

Faculty: Dr. Bruce Olson
Associate Director
Center for the Administration of Justice/Sacramento
University of Southern California

Readings: Churchman, The Systems Approach, Chapters 1, 6, 7, 8,
9, and 10
Chin, "The Utility of System Models and Developmental
Models for Practitioners," (Mimeo handout)

11 a.m. to Noon EARLY LUNCH

Free Time.

Friday, November 30, 1973

Noon to 3 p.m. THE CRIMINAL JUSTICE SYSTEM (contd)

Section A Assemble in Hoffman Hall, Room 301
Section B Assemble in Hoffman Hall, Room 304

At approximately 1:30 p.m. we will return to Lecture Hall One

The afternoon portion of the program will open with the NAMEX exercise. This will last until approximately 1:30 and will facilitate discussion of system-related problems. Following NAMEX we will identify and discuss analytical tools for identifying and responding to system problems.

Faculty: Dr. Milton G. Holmen
Dr. Bruce Olson

Resource persons: Steven M. Ward
Robert M. Brown, Jr.

3 p.m. ADJOURN FOR THE WEEKEND

This segment of the program is not designed, scheduled, programmed, structured, or otherwise tampered with by training staff. Enjoy!

NATIONAL SHERIFFS' INSTITUTE

Class Two
Week Two Schedule

Monday, December 3, 1973

7:15 a.m. BUS DEPARTS HOTEL FOR TYLER BUILDING

8 a.m. to Noon AGENCY GOAL-SETTING AND GUIDANCE

Room 4, Tyler Building

Today's activities will examine certain key elements in the way organizations set their goals and then guide themselves toward those goals. This will be accomplished primarily through examinations of two processes, planning and budgeting. The morning will consider planning and the afternoon will consider budgeting. There will be considerable small group activity. The morning schedule will generally encompass:

An Overview of the Agency Planning Function (8-9)
The Planning Process (9-10:30)
Planning Exercise (10:30-Noon)

Planning is one of the most important aspects of the manager's job. Unless both he and his administrative system have a proper sensitivity to changing needs--a future-oriented perspective--there is little chance of long-range success. This is particularly true in today's turbulent environment.

Faculty: Mal King
Executive Director
Ventura County Regional Criminal Justice Planning Agency
Ventura, California

Resource person: Paul Blubaum
Sheriff
Maricopa County, Arizona (Phoenix)

Readings: King, "Criminal Justice Planning" (mimeo handout)
Knowles, "Knowles' WHAT Techniques for Statistics" (mimeo handout)
Huff, How to Lie with Statistics
Churchman, Chapters 9 and 10
Pfiffner and Sherwood, Chapter 13
Whisenand and Ferguson, Chapter 3
"How to Simplify a Problem" (mimeo handout)

Monday, December 3, 1973

Noon to 1 p.m. LUNCH

Free time.

1 to 5 p.m. AGENCY GOAL-SETTING AND GUIDANCE (contd)

Rooms 4 and 5, Tyler Building

The budgeting process and its final product--the budget--are tangible reflections of an agency's goals and the means by which it endeavors to accomplish those goals. The budget can be a most useful component of agency planning and guidance. Too often, however, it is regarded as an onerous chore which must be performed once a year to obtain funds from the board of supervisors or other governing body. The afternoon and evening sessions will examine the budget process with an eye toward capitalizing upon its planning and guidance potential. The schedule will generally include:

Overview of Budgeting (1-2 p.m.)

Elements of Program Budgeting (2-3:30 p.m.)

Budget Exercise (3:30-5 p.m.)

The class will be divided into two sections for the afternoon session.

Faculty: Dr. William Petak
Professor of Political Science
California State University, Fullerton

Second faculty member to be announced

Resource persons: Sheriff Paul Blubaum

Stephen C. Duncan
Administrative Officer
Correctional Administration Institute
University of Southern California

Steven M. Ward
Robert M. Brown, Jr.

Readings: Schick, "The Road to PPB: The Stages of Budget Reform" (mimeo handout)
Schick, "A Death in the Bureaucracy: The Demise of Federal PPB" (mimeo handout)
Churchman, Chapter 6
Hatry, "Issues in Productivity Measurement for Local Government" (mimeo handout)

Monday, December 3, 1973

Readings (cont'd): Smithies, "Budgeting and the Decision-Making Process" (mimeo handout)

5:15 p.m. BUS DEPARTS TYLER BUILDING FOR HOTEL

6:30 to 9:30 p.m. BUDGET SIMULATION

San Diego and San Francisco Rooms, Sheraton Airport Hotel

The presentation of a budget to a mock board of supervisors will culminate the day's activities. Both the budgets and the presentations will be critiqued.

Resource persons: Dr. William Petak
Sheriff Paul Blubaum
Stephen C. Duncan
Steven M. Ward
Robert M. Brown, Jr.

Tuesday, December 4, 1973

Note: The Group A schedule is shown.
Group B schedule is the reverse (morning and afternoon). Group B in Room 5.

7:15 a.m. BUS DEPARTS HOTEL FOR TYLER BUILDING

8 a.m. to Noon JAIL ADMINISTRATION

Room 4, Tyler Building

The morning program focuses on jail administration and related problems. It is divided into four segments, approximately as follows:

Overview of Jail Administration (8-9)
Selected Programs in Jail Settings (9-10)
Trends in Jail Law (10-11)
Assuming a Proactive Stance in Jail Administration (11-Noon)

Faculty: Nick Pappas
Correctional Specialist
Law Enforcement Assistance Administration

Professor David Wexler
University of Arizona Law School
Tucson, Arizona

Readings: To be assigned

Noon to 1 p.m. LUNCH

Free time.

1 to 5 p.m. MOBILIZING COMMUNITY RESOURCES

Room 4, Tyler Building

It is virtually impossible to cope with crime and provide the myriad other services demanded of law enforcement without help from a broad range of persons and institutions in the community. Thus, it is imperative that the administrator be aware of what these community resources are and further that he know how to mobilize them in meaningful responses to mutual problems. This module will discuss in general terms the concept of resource mobilization and will then consider some potential mobilizing tactics. The overall schedule includes:

Tuesday, December 4, 1973

The Sheriff as Community Mobilizer (1-3)
Crime Prevention: A Mobilizing Tactic (3-5)

Faculty: James Fisk
Adjunct Professor
University of California, Los Angeles
and
Police Commissioner
City of Los Angeles

Ray A. Bray
Crime Prevention Officer
Concord, California, Police Department

Resource person: Steven M. Ward

Readings: To be announced

5:15 p.m. BUS DEPARTS TYLER BUILDING FOR HOTEL

7:30 p.m. FILM AND VIDEO TAPE REVIEW

There is no required evening schedule. However, we will be showing law enforcement and management films and playing back video tapes made during the day's session for those who are interested. The room location will be announced.

Wednesday, December 5

TOURS

Today's schedule will include tours to various law enforcement facilities in the Los Angeles area. The exact schedule will depend upon group interests. It will be published and distributed later in the week.

Thursday, December 6, 1973

SPECIAL SUBJECTS

The subjects to be covered on this day will be determined by the members of the class. They will address specific problems which you would like to have included in the program. The schedule will be published and distributed later in the week.

Friday, December 7, 1973

NO BUS -- ALL CLASSES WILL BE HELD AT THE HOTEL

8 to 8:30 a.m. PURPOSES OF THE BACK-HOME TRAINING PERIOD

San Diego Room, Sheraton Airport Hotel

During the next several months, we will be working with the sheriffs of the first two classes in an effort to help you apply and test many of the things which have been set forth in the classroom. This period will also serve as a bridge to the regional sessions to be held in the spring, at which time your experiences may be critically analyzed. In order to make the back-home portion of the program more useful, we will spend today looking at the implications of attempting to bring about organizational change.

Faculty: Steven M. Ward
Dr. Milton G. Holmen

8:30 to 10 a.m. OVERVIEW OF ORGANIZATION DEVELOPMENT

San Diego Room, Sheraton Airport Hotel

A useful concept which has evolved over the past several years is that of organization development. The applicability of this concept to the back-home training phase will be explored.

Faculty: Steven M. Ward
Dr. Milton G. Holmen

Readings: Gilbert and Reisel, "Organization Development: An Applied Philosophy for Managers of Public Enterprise," (mimeo handout)
Golembiewski, "Organization Development in Public Agencies: Perspectives on Theory and Practice," (mimeo handout)

10 a.m. to Noon COMMITMENT TO CHANGE: WHAT IT MEANS
RESISTANCE TO CHANGE: HOW TO RECOGNIZE AND DEAL WITH IT

Friday, December 7, 1975

San Diego Room, Sheraton Airport Hotel

Change, which is inherent in almost everything we have talked about this week, can be either threatening and traumatic or rewarding and successful. It is crucial that the manager be aware of the change process if he is to make it successful in his agency. Aspects of the change process will be discussed.

Faculty: Steven M. Ward
Dr. Milton G. Holmen

Readings: To be announced

Noon to 1 p.m. LUNCH.

Free time.

1 to 2:30 p.m. STUDY TEAMS DEVELOP OBJECTIVES FOR BACK-HOME

San Diego Room, Sheraton Airport Hotel

Each sheriff should set certain objectives he wishes to accomplish during the back-home phase of the training. This period will be spent in helping you to do so.

Resource persons: Steven M. Ward
Dr. Milton G. Holmen

2:30 to 3:30 FINAL DEBRIEF

San Diego Room, Sheraton Airport Hotel

Tell it like it is, wasn't, or should have been.

6:30 p.m. DINNER AND GRADUATION CEREMONY

9:00 p.m. SOCIAL HOUR
No Host Cocktails

Dickens Square, Sheraton Airport Hotel

NATIONAL SHERIFFS' INSTITUTE

Sponsored by the
NATIONAL SHERIFFS' ASSOCIATION

Conducted by the
CENTER FOR THE ADMINISTRATION OF JUSTICE
SCHOOL OF PUBLIC ADMINISTRATION
UNIVERSITY OF SOUTHERN CALIFORNIA

Class Three
Group A
Schedule

February 10 to February 22, 1974

Edmond Ayres, Director
National Sheriffs' Institute

Steven M. Ward, Director
Management Training Program

Funded by the
LAW ENFORCEMENT ASSISTANCE ADMINISTRATION

NATIONAL SHERIFFS' INSTITUTE

Class Three

8
9
10
11
12
1
2
3
4
5
6
7
8
9

Sunday - 10

Monday - 11

Tuesday - 12

Wednesday - 13

Thursday - 14

Friday - 15

Sunday - 10	Monday - 11	Tuesday - 12	Wednesday - 13	Thursday - 14	Friday - 15
	EVAL - ADMIN	EVAL - ADMIN	EVAL - ADMIN	EVAL - ADMIN	EVAL - ADMIN
REGISTRATION	THE CONTEMPORARY SHERIFF: MAN OF MANY ROLES	DESERT SURVIVAL-- DECISION-MAKING IN GROUPS	TRANSACTIONAL ANALYSIS	TRENDS IN CRIMINAL LAW	THE CRIMINAL JUSTICE SYSTEM
	DYNAMIC WORLD OF MODERN SHERIFF			IMPACT OF TRENDS ON MANAGEMENT	
LUNCH		LUNCH	LUNCH	LUNCH	LUNCH
INTRODUCTION	LUNCH	ORGANIZING FOR EFFECTIVENESS	MOTIVATION	LEADERSHIP	NAMEX EXERCISE
GET ACQUAINTED IN STUDY GROUPS	CONSOLIDATED LAW ENFORCEMENT				
	VALUE CONSTRUCT	GROUP DINNER	GROUP DINNER		
ATTITUDE ADJUSTMENT	FILM REVIEW	CRITIQUE OF ORGANIZATION STRUCTURES	FILM REVIEW	BRIDGES: AN EXERCISE IN LEADERSHIP	
DINNER					

NATIONAL SHERIFFS' INSTITUTE

Class Three

	Monday - 18	Tuesday - 19	Wednesday - 20	Thursday - 21	Friday - 22
8	EVAL - ADMIN	EVAL - ADMIN	EVAL - ADMIN	EVAL - ADMIN	EVAL - ADMIN
9	PLANNING	JAIL ADMINISTRATION	MOBILIZING COMMUNITY RESOURCES	SPECIAL BLOCKS: CONTRACT SERVICE ** MEDIA RELATIONS ** RESERVE FORCES	OVERVIEW OF ORGANIZATION DEVELOPMENT
10					CHANGE
11			BUS		
12	LUNCH	LUNCH	LUNCH	LUNCH	LUNCH
1	BUDGETING	LABOR RELATIONS	LASD CORRECTIONAL FACILITY	SPECIAL BLOCKS: CONTRACT SERVICE ** MEDIA RELATIONS *** RESERVE FORCES	INDIVIDUAL OBJECTIVES
2			TOUR LASD ACADEMY		DEBRIEF
3					
4	BUFFET DINNER	/	/	/	/
5					
6	BUDGET	/	/	/	GRADUATION DINNER
7	EXERCISE				
8		FILM REVIEW			
9					

Sunday, February 10, 1974

9 a.m. to noon REGISTRATION

Registration requires approximately 15 minutes of time. Be sure to complete necessary travel forms (or at least receive a set for later completion). Books are issued during registration.

Following registration, the morning is free. Please feel free to visit with the staff and other arriving sheriffs.

1 to 2 p.m. INTRODUCTION TO THE PROGRAM

The next two weeks will be filled with activities which may seem to the casual observer to be a bit confusing. As you will learn, however, they have a logical relationship to one another and to the objectives of this training program. We will take this early opportunity to explain the philosophy and objectives of the program so that you will be aware of the underlying reasons for many of the things we will be doing.

Resource person: Stephen M. Ward
Director
NSM Management Training Program

2 to 5:30 p.m. GETTING ACQUAINTED

The success of this training program will depend to a considerable degree upon the extent of individual involvement by the sheriffs attending. To optimize this involvement, we have divided you into study teams according to the size of your agencies. For the next few hours this afternoon, the teams will go through some get acquainted exercises so that you will be better able to get right into the swing of things on Monday.

In addition to getting acquainted, these activities will aid in focusing on some of the processes involved in communicating, an issue of major concern to all of us, both as members of this training program and as managers.

Resource persons: Stephen M. Ward
Director
NSM Management Training Program

Robert M. Brown, Jr.
Associate Director
National Administration Institute, USC

5:30 p.m. ADJOURN

6 p.m. SOCIAL HOUR
Cocktails (No Host)
"Winners Circle"

7 p.m. DINNER
"Triple Crown"

Welcoming remarks by:

Edmond Ayres, Director, National Sheriffs' Institute

Steven M. Ward, Director, NSI Management Training Program

Dr. E. K. Nelson, Dean, School of Public Administration, USC

Dr. Robert M. Carter, Director
USC Center for the Administration of Justice

William Anthony, Assistant Sheriff, Los Angeles County

Monday, February 11

7:15 BUS DEPARTS HOTEL FOR USC CAMPUS

8 to 8:30 a.m. WELCOME
ATTEND TO ADMINISTRATIVE DETAILS

Room 4, Tyler Building

The majority of the training will take place in the Tyler Building which houses the Center for the Administration of Justice on the University of Southern California campus. The relationship of the NSI Management Training Program with the other justice programs at USC will be discussed and significant staff members with whom you will be working will be introduced.

Resource persons: Steven M. Ward
Dr. Robert M. Carter
Edith Light
Fred DeVega

8:30 to 10:30 a.m. THE CONTEMPORARY SHERIFF: MAN OF MANY ROLES

Room 4, Tyler Building

Despite many public perceptions of a "two-fisted, six-gun packing peacemaker," the sheriff of today fills a truly complex place in society. It is important to identify many of the roles you are asked to play, for they are not always congruent; many conflict (at least in part), and you must resolve the conflicts if you wish to be truly effective.

Faculty: Courtney Evaris
Attorney at Law

Reading: Drucker, The Effective Executive, Chapter 1

Monday, February 11

10:30 to 12:30 p.m. THE DYNAMIC WORLD OF THE MODERN SHERIFF, OR
WHY YOU ARE HERE INSTEAD OF WHERE YOU WOULD
NORMALLY BE ON THE SECOND MONDAY OF FEBRUARY

Room 4, Tyler Building

The world of the modern sheriff is constantly changing. This dynamic state creates many problems and demands careful analysis and understanding. One of the reasons you are here is to make you better able to anticipate the needs created by dynamic change and, further, to make you better able to respond appropriately to these needs. This presentation will consider many of the change-stimulating factors with which you must cope.

Faculty: Dr. John D. Gerletti, Director
International Public Administration Center
and
Professor, School of Public Administration, USC

Readings: Whisenand and Ferguson, The Managing of Police Organizations,
Chapters 1 and 2
McCarthy, The Faulty School Buses

+

12:30 to 1:30 p.m. LUNCH

There are a number of eating places near the Tyler Building as well as on the USC campus. Menus and directions for several of these are available on the bulletin board in Room 4.

1:30 to 3 p.m. CONSOLIDATED LAW ENFORCEMENT: THE JACKSONVILLE-DUVAL
COUNTY EXPERIENCE

Room 4, Tyler Building

A fine example of the changing demands placed on the modern sheriff involves the issue of consolidating agencies and services. A number of areas are studying consolidation, while others have already tried it in various forms. This afternoon, a sheriff who has gone through the consolidation experience will share his perspectives with you.

Faculty: Sheriff Dale Carson
Jacksonville, Florida

Monday, February 11

3 to 5 p.m. FINDING A VALUE CONSTRUCT SUITABLE TO THE MODERN SHERIFF

Room 4, Tyler Building

There are reasons for everything we do. Ultimately, these reasons are based upon our values, the "rights and wrongs" which govern our behavior. This presentation will consider the value dilemma which faces the modern sheriff as a political figure and a public servant.

Faculty: Dr. J. Wesley Robb
Professor of Philosophy and Religion
University of Southern California

Reading: Knowles and Saxberg, Chapters 2 and 3

5:15 BUS DEPARTS TYLER BUILDING FOR HOTEL

7:30 p.m. FILM AND VIDEO TAPE REVIEW

"Belmont Room"

There is no required evening schedule. However, we will be showing law enforcement and management films and playing back video tapes made during the day's session for those who are interested. One film obtained for this evening is "Future Shock."

Tuesday, February 12, 1974

7:15 a.m. BUS DEPARTS HOTEL FOR TYLER BUILDING

8 to 8:30 a.m. EVALUATION AND ADMINISTRATION

Room 4, Tyler Building

The NSI Management Training Program for Newly Elected Sheriffs exists only to serve you. In order that we may do so in a logical and useful manner, we need feedback on your feelings about the program. Each morning, therefore, we will ask you to complete a written evaluation form covering the preceding day's activities. The data provided in this manner will be used in planning future programs.

Evaluator: Dr. Milton G. Holmen
Professor of Business Administration
University of Southern California

8:30 a.m. to noon DESERT SURVIVAL EXERCISE: AN INTRODUCTION TO DECISION-
MAKING IN GROUPS

Room 4, Tyler Building (Room 6, Tyler Building)

One defining characteristic of the modern manager's world is the extent to which he must work with and through groups in accomplishing his many tasks. The committee, staff, task force, and commission have become institutionalized. Whether it is the county board, the sheriff's command staff and deputies, the local planning agency, or the chamber of commerce, important decisions are made in group settings. It is important, therefore, that the manager be aware of how groups make decisions as well as of what the decision is. This morning, via an exercise and discussion, we will consider group decision-making.

Faculty: Robert M. Brown, Jr. (Steven M. Ward)

Readings: Pfflner and Sherwood, Administrative Organization, Chap. 3
Whisenand and Ferguson, Chapter 2
Leavitt, Managerial Psychology, Chapters 1-4
Knowles and Saxberg, Personality and Leadership Behavior, Chap. 1
Holmen, "Techniques for Observing Behavior and Giving Feedback"
(mimeo handout)
Holmen, "What to Observe in a Group" (mimeo handout)
Harvey, "Some Dynamics of Intergroup Competition" (mimeo)
Knutson, "Interpersonal Communication Within Organizations"
(mimeo handout)
Howe, "The Problem of Communication" (mimeo handout)
Pfeiffer, "Conditions which Hinder Effective Communication"
(mimeo handout)

Tuesday, February 12

Noon to 1 p.m. LUNCH (free time)

1 to 4 p.m. ORGANIZING FOR EFFECTIVENESS

Room 4, Tyler Building

This module focuses on organizing men, material, and tasks in a fashion calculated to accomplish goals. Many of the problems facing the law enforcement manager have structural ramifications. It is important that the manager understand structural principles if he is to usefully attack such problems.

The module itself is divided into three subtopics and an exercise. The subtopics are:

Foundations of Organization Structure (1-2 p.m.)
The Contemporary Law Enforcement Organization (2-3 p.m.)
Moving Beyond the Traditional Model (3-4 p.m.)

Faculty: Dr. Paul M. Whisenand, Professor of Criminology
and Chairman, Department of Criminology
California State University at Long Beach

R. Fred Ferguson
Chief of Police
Riverside, California

Readings: Whisenand, "Future Direction and Administration of Community Relations Programs: Police Organizations for Tomorrow," Parts I and II. (mimeo handout)
Whisenand and Ferguson, Chapters 5 and 6
Kenney, "Police Administrative Organization" (mimeo handout)
Pursley, "Traditional Police Organization: A Portent of Failure?" (mimeo handout)

Tuesday, February 12

4:30 to 5 p.m. FREE TIME

Representatives of a tour agency will be here to sign up those who wish to take advantage of the tours arranged for this weekend.

5 to 6:30 p.m. DINNER

Dinner will be served in the Commons Dining Room, Student Union Building.

6:30 to 8:30 p.m. STUDY TEAMS CRITIQUE LAW ENFORCEMENT STRUCTURES

Room 4, Tyler Building

This exercise involves study team critiques of various law enforcement structural patterns.

Resource persons: Dr. Paul Whisenand
Chief Fred Ferguson
Steven M. Ward
Robert M. Brown, Jr.

Reading: Pfiffner and Sherwood, Chapters 2 and 3

8:45 p.m. BUS DEPARTS TYLER BUILDING FOR HOTEL

Wednesday, February 13

7:15 a.m. BUS DEPARTS HOTEL FOR TYLER BUILDING

8 to 8:30 a.m. EVALUATION AND ADMINISTRATION

Room 4, Tyler Building

8:30 to 11:30 a.m. INTRODUCTION TO TRANSACTIONAL ANALYSIS
TRANSACTIONAL ANALYSIS EXERCISE

Room 4, Tyler Building

One popular and useful perspective from which to view interpersonal relationships is that known as transactional analysis. An examination of TA in the superior-subordinate context can provide useful insights into many employee-centered problems.

Faculty: Ms. Joyce Ross, Associate Director
Center for Training and Development
University of Southern California

Reading: "Transactional Analysis" (mimeo handout)

11:30 to 1 p.m. LUNCH (free time)

1 to 4 p.m. MOTIVATION

Room 4, Tyler Building

This training module considers employee satisfaction and productivity and the methods by which managers endeavor to achieve an optimum balance between the two. The module comprises the following general topics and approximate times:

Introduction to People in Organizations:
Values and Behaviors (1-2 p.m.)
Motivational Theory (2-3 p.m.)
Motivational Feedback (3-4 p.m.)

Faculty: Steven M. Ward

Readings: Pfiffner and Sherwood, Chapter 3
Whisenand and Ferguson, Chapter 2

Leavitt, Chapters 8, 9, and 10
Knowles and Saxberg, Chapters 2 and 3
Herzberg, "One More Time, How Do You Motivate Employees?"
(mimeo handout)
Fenn and Yankelovich, "Responding to the Employee Voice"
(mimeo handout)
Ulrich, "The Human Factor in Fire Department Management"
(mimeo handout)

4 to 5 p.m. STUDY GROUPS

Rooms 1, 4, 5, and 6, Tyler Building

The study groups will meet during this hour to work on assignments for the coming sessions.

5:15 p.m. BUS DEPARTS TYLER BUILDING FOR HOTEL

7:30 p.m. FILM AND VIDEO TAPE REVIEW

"Belmont Room"

Films to be shown cover the subject of motivation.

Thursday, February 14

7:15 a.m. BUS DEPARTS HOTEL FOR TYLER BUILDING

8 to 8:30 a.m. EVALUATION AND ADMINISTRATION

8:30 to 10:30 a.m. TRENDS IN CRIMINAL LAW

Room 4, Tyler Building

One of the most dynamic forces in the ever-changing world of the modern law enforcement administrator is that of the criminal law. Forces causing changes in the law are diverse; they range from changing community values through interest and pressure groups to legislatures and the courts. In many respects, law enforcement finds itself both stimulating and resisting these changes. It is useful to examine for a short time some of the "whats" and "whys" in the criminal law field.

Faculty: Professor Martin Levine
School of Law
University of Southern California

10:30 to 11:30 a.m. IMPACT OF LEGAL TRENDS ON LAW ENFORCEMENT MANAGEMENT

Room 4, Tyler Building

Too often law enforcement administrators view changes in the criminal law—whether substantive or procedural—as isolated developments independent of their managerial problems. This is a self-defeating perspective, for the law enforcement organization can only adapt to such changes effectively if the responsible manager is continuously aware of what he must do to satisfy new requirements and is able to implement needed changes smoothly and effectively. This adaptability to changing demands is the crux of management in a dynamic environment, and a consideration of issues in criminal law offers an opportunity to consider what the manager's role is.

Resource persons: Dr. Milton G. Holmen
Steven M. Ward
Robert M. Brown, Jr.

Thursday, February 14

11:30 to 1 p.m. LUNCH (free time)

1 to 2:30 p.m. INTRODUCTION TO LEADERSHIP
THEORIES OF LEADERSHIP

Room 6, Tyler Building

The modern sheriff plays several leadership roles. He is political and community leader, criminal justice system leader, and leader in an organizational sense. It is the latter role which we will examine most closely today, although our consideration will have applicability to the others. While it is extremely difficult to construct a definition of leadership which everyone will accept, it is nonetheless possible to consider several relevant theories which help to outline the dimensions of this elusive phenomenon. These theories are particularly useful in understanding the elements of leadership as a process.

Faculty: Steven M. Ward

Readings: Whisenand and Ferguson, Chapters 6 and 7
Loavitt, Chapters 12 and 17
Pfflner and Sherwood, Chapter 19

2:30 to 4:30 p.m. ADMINISTRATION OF THE STYLES OF LEADERSHIP INSTRUMENT
CONSTRUCTING A LEADERSHIP PROFILE FOR THE SHERIFF

Room 6, Tyler Building

That a sheriff leads is inherent in his role. How he leads, however, and whether he is followed or supported are matters which require careful scrutiny. This portion of the program will use a self-rating instrument to ascertain certain leadership styles and to facilitate consideration of what appear to be useful leadership traits for the sheriff.

Faculty: Steven M. Ward

Resource person: Robert M. Brown, Jr.

Readings: Tannenbaum and Schmidt, "How to Choose a Leadership Pattern"
(mimeo handout)

Thursday, February 14

4:30 to 5 p.m. FREE TIME

5 to 6:30 p.m. DINNER

Dinner will be served in the Commons Dining Room, Student Union Building.

6:30 to 8:30 p.m. BRIDGES: AN EXERCISE IN LEADERSHIP

Room 4, Tyler Building

This is an exercise to simulate organizational effect. It will assist in analyzing leadership patterns and typical reactions to various patterns.

Resource persons: Steven M. Ward
Robert M. Brown, Jr.

8:45 p.m. BUS DEPARTS TYLER BUILDING FOR HOTEL

Friday, February 15

7:15 a.m. BUS DEPARTS HOTEL FOR HOFFMAN HALL

Note: Classes today will not be in the Tyler Building. They will be held in Hoffman Hall.

8 to 8:30 a.m. EVALUATION AND ADMINISTRATION

8:30 to 11 a.m. THE CRIMINAL JUSTICE SYSTEM

Lecture Hall One, Hoffman Hall (Lower Level)

Today's module will focus on the systemic processes in the administration of justice. Our form of government has evolved to the point where today we have a justice system (or perhaps more accurately a "non-system") comprised of three major elements: law enforcement, judiciary, and corrections. The sheriff, in most states, is the only governmental official who has responsibilities in all three of these areas. It is crucial, therefore, that the sheriff carefully analyze how the justice system is constructed, what its dynamics are, and what problems exist in its current operations. Only through such careful analysis can understanding and improvements be brought about.

The morning segment will include the following general topics:

Description of the Criminal Justice System

System Rates: An Analytical Perspective

Panel Discussion: The Sheriff's Role in Improving the System

Faculty: Dr. Robert M. Carter

Resource persons: Nick Pappas
Correctional Specialist
Law Enforcement Assistance Administration

Sheriff William Lucas
Wayne County
Detroit, Michigan

Readings: Churchman, The Systems Approach, Chapters 1, 6, 7, 8, 9, and 10
Chin, "The Utility of System Models and Developmental Models for Practitioners" (mimeo handout)

11 to noon LUNCH (free time)

Friday, February 15

Noon to 3 p.m. THE CRIMINAL JUSTICE SYSTEM (cont.)

Section A Assemble in Management Lab, Bridge Hall
Section B Assemble in Bridge Hall, Room 302

The afternoon portion of the program will be the NAMEX exercise. It will facilitate discussion of system-related problems. Following NAMEX we will examine analytical tools for identifying and responding to system problems.

Faculty: Dr. Milton G. Holmen

Resource persons: Steven M. Ward
Robert M. Brown, Jr.

3 to 4 p.m. DEBRIEF

4 p.m. ADJOURN FOR THE WEEKEND

This segment of the program is not designed, scheduled, programmed, structured, or otherwise tapered with by training staff. Enjoy!

Monday, February 18

7:15 a.m. BUS DEPARTS HOTEL FOR TYLER BUILDING

8 to 8:30 a.m. EVALUATION AND ADMINISTRATION

8:30 to noon AGENCY GOAL-SETTING AND GUIDANCE

Room 4, Tyler Building

Today's activities will examine certain key elements in the way organizations set their goals and then guide themselves toward those goals. This will be accomplished primarily through examinations of two processes, planning and budgeting. The morning will consider planning and the afternoon will consider budgeting. There will be considerable small group activity. The morning schedule will generally encompass:

An Overview of the Agency Planning Function (8:30-9:30 a.m.)
The Planning Process (9:30-10:30 a.m.)
Planning Exercise (10:30-noon)

Planning is one of the most important aspects of the manager's job. Unless both he and his administrative system have a proper sensitivity to changing needs--a future-oriented perspective--there is little chance of long-range success. This is particularly true in today's turbulent environment.

Faculty: Mal King
Executive Director
Ventura County Regional Criminal Justice Planning Agency
Ventura, California

Readings: King, "Criminal Justice Planning" (mimeo handout)
Knowles, "Knowles WHAT Techniques for Statistics"
(mimeo handout)
Huff, How to Lie with Statistics
Churchman, Chapters 9 and 10
Pfliffner and Sherwood, Chapter 13
Whisenand and Ferguson, Chapter 3
"How to Simplify a Problem" (mimeo handout)

Monday, February 18

Noon to 1 p.m. LUNCH (free time)

1 to 5 p.m. AGENCY GOAL-SETTING AND GUIDANCE (cont.)

Rooms to be announced

The budgeting process and its final product--the budget--are tangible reflections of an agency's goals and the means by which it endeavors to accomplish those goals. The budget can be a most useful component of agency planning and guidance. Too often, however, it is regarded as an onerous chore which must be performed once a year to obtain funds from the board of supervisors or other governing body. The afternoon and evening sessions will examine the budget process with an eye toward capitalizing upon its planning and guidance potential. The schedule will generally include:

Overview of Budgeting (1-2 p.m.)
Elements of Program Budgeting (2-3:30 p.m.)
Budget Exercise (3:30-5 p.m.)

Faculty: Roy Holland
California Taxpayers Association

Sheriff George Papadopoulos
Stark County
Canton, Ohio

Stephen C. Duncan
Administrative Officer
Correctional Administration Institute
University of Southern California

Steven M. Neal
Administrative Assistant
Beverly Hills Police Department

Other faculty to be announced

Readings: Pappas et. al., "Budgeting and Program Planning"
(mimeo handout)
Schick, "The Road to PPB: The Stages of Budget Reform"
(mimeo handout)
Schick, "A Death in the Bureaucracy: The Demise of
Federal PPB" (mimeo handout)
Churchman, Chapter 6
Hatry, "Issues in Productivity Measurement for Local
Government" (mimeo handout)

Monday, February 18

5 to 6:30 p.m. DINNER

Dinner will be catered in the Tyler Building so that groups working on the budget exercise can continue through the meal period.

6:30 to 8:30 p.m. PRESENTATION AND CRITIQUE OF BUDGET PRODUCTS

Rooms to be announced

8:45 p.m. BUS DEPARTS TYLER BUILDING FOR HOTEL

Tuesday, February 19

7:15 a.m. BUS DEPARTS HOTEL FOR TYLER BUILDING

8 to 8:30 a.m. EVALUATION AND ADMINISTRATION

8:30 to noon JAIL ADMINISTRATION

Room 4, Tyler Building

The morning program focuses on jail administration and related problems. It is divided into four segments, approximately as follows:

- Overview of Jail Administration
- Selected Programs in Jail Settings
- Trends in Jail Law
- Assuming a Proactive Stance in Jail Administration

Faculty: Lt. Wayne Miller
Jail Commander
San Joaquin County Sheriff's Department
Stockton, California

Fred Volz
Chief of Social Services
San Joaquin County Sheriff's Department
Stockton, California

Dr. Fred Cohen
School of Criminal Justice
State University of New York at Albany

Readings: To be announced

Noon to 1 p.m. LUNCH (free time)

1 to 5 p.m. LABOR RELATIONS

Room 4, Tyler Building

Organized employee groups, whether recognized as bargaining agents or not, are a fact of life in modern law enforcement. They are becoming increasingly involved in negotiating with management on a wide range of issues. This segment of the program will examine relationships between the sheriff and employee groups and will consider a variety of problems which these relationships engender.

Faculty: John Burpo
Supervising Attorney
Labor Relations Center
International Association of Chiefs of Police

Readings: To be announced

5:15 p.m. BUS DEPARTS TYLER BUILDING FOR HOTEL

7:30 p.m. FILM AND VIDEO TAPE REVIEW

"Belmont Room"

Wednesday, February 20

7:15 a.m. BUS DEPARTS HOTEL FOR TYLER BUILDING

8 to 8:30 a.m. EVALUATION AND ADMINISTRATION

8:30 to 10 a.m. COMMUNITY RESOURCE MOBILIZATION: THE CONCEPT

Room 4, Tyler Building

It is virtually impossible to cope with crime and provide the myriad other services demanded of law enforcement without help from a broad range of persons and institutions in the community. Thus, it is imperative that the administrator be aware of what these community resources are and further that he know how to mobilize them in meaningful responses to mutual problems. This module will discuss in general terms the concept of resource mobilization and will then consider some potential mobilizing tactics.

Faculty: James Fisk
Adjunct Professor
University of California, Los Angeles
and
Police Commissioner
City of Los Angeles

Readings: To be announced

10 to 11:30 a.m. TACTICS FOR OBTAINING CITIZEN INVOLVEMENT IN
LAW ENFORCEMENT

Room 4, Tyler Building

There are a variety of ways in which the public can become usefully involved in performing the many tasks assigned to the sheriff. This segment of the program will examine some of these which have proved successful.

Faculty: Sheriff Paul Blubaum
Maricopa County
Phoenix, Arizona

Wednesday, February 20

11:40 a.m. BUS DEPARTS TYLER BUILDING FOR LOS ANGELES COUNTY
SHERIFF'S ACADEMY

Noon LUNCH WITH COMMAND STAFF OF LOS ANGELES COUNTY SHERIFF'S
DEPARTMENT Host: Assistant Sheriff Tony Anthony

2 to 5 p.m. TOUR OF LOS ANGELES COUNTY SHERIFF'S ACADEMY

The afternoon will be spent as guests of the Los Angeles County Sheriff's Department, touring their training facility and discussing the operations of the country's largest sheriff's department.

5 p.m. BUS DEPARTS ACADEMY FOR HOTEL

Thursday, February 21

7:15 a.m. BUS DEPARTS HOTEL FOR USC CAMPUS

8 to 8:30 a.m. EVALUATION AND ADMINISTRATION

Special Note

Today's program consists of three subjects, each of which will be given twice- -once in the morning and once in the afternoon. You will be able to attend only two of these subject sessions. Rooms will be announced.

It is hoped that the relatively small size of these sessions will allow them to follow a workshop format. Each of you should come out of the session with a number of ideas applicable to your own situation.

8:30 to noon NEWS MEDIA RELATIONS
1:30 to 5 p.m.

The news media represent a primary source of information people receive about the operations of the sheriff's department. They can be either valuable allies or formidable foes of the sheriff; this is especially true in light of the elective nature of the office. It is imperative, therefore, that news media relationships be based on strategies which comprehend the full array of problems and responsibilities on each side. This segment of the program will examine sheriff-media relationships with that in mind.

Faculty: John Knox
Chief, Jail Division
Los Angeles County Sheriff's Department

Bill Hazlett
Staff Writer
Los Angeles Times

Readings: To be announced

Thursday, February 21

8:30 to noon CONTRACT SERVICES
1:30 to 5 p.m.

Contracting for government services has proven to be a viable alternative for many municipalities. One facet of contracting includes law enforcement services. The Los Angeles County Sheriff's Department, for example, provides law enforcement services to some 30 cities under contract. The potential for contracting exists in any county with multiple law enforcement agencies; this segment of the program will examine the nature of contracting: costing, administration, issues, and problems.

Faculty: Inspector Gilbert Scholten
Los Angeles County Sheriff's Department

Readings: Nathans, "Contracting for Law Enforcement Services"
(mimeo handout)
Scholten, "Advantages and Disadvantages in Contract
Law Enforcement" (mimeo handout)

8:30 to noon ADMINISTRATION OF RESERVE FORCES
1:30 to 5 p.m.

Virtually every sheriff's department must rely upon part-time officers in accomplishing its mission. Whether these persons are called reserve officers, auxiliary officers, possemen, or special deputies, they comprise a significant part of the department's operation. In light of this, it is imperative that careful consideration be given to the selection, training, use, and management of part-time personnel. This segment of the program will consider such questions.

Faculty: Inspector George Cooper
Los Angeles County Sheriff's Department

Readings: Walters, "Civil Liability for Improper Police Training"
(mimeo handout)
Murray, "Reviewing Probationary Officers" (mimeo handout)

Noon to 1:30 p.m. LUNCH (free time)

5:15 p.m. BUS DEPART CAMPUS FOR HOTEL

Friday, February 22

NO BUS-- -ALL CLASSES HELD AT THE HOTEL

8 to 8:30 a.m. EVALUATION AND ADMINISTRATION

8:30 to 10 a.m. OVERVIEW OF ORGANIZATION DEVELOPMENT

"Belmont Room"

A useful concept which has evolved over the past several years is that of organization development. The applicability of this concept to the modern law enforcement organization will be discussed in the context of fostering a healthy organization capable of a high level of both goal accomplishment as well as individual personal satisfaction.

Faculty: Dr. Milton G. Holmen
Steven M. Ward

Readings: Gilbert and Reisel, "Organization Development: An Applied Philosophy for Managers of Public Enterprise" (mimeo handout)
Golembiewski, "Organization Development in Public Agencies: Perspectives on Theory and Practice" (mimeo handout)

10 to noon . COMMITMENT TO CHANGE: WHAT IT MEANS
RESISTANCE TO CHANGE: HOW TO RECOGNIZE AND DEAL WITH IT

Change, which is inherent in almost everything we have talked about this week, can be either threatening and damaging or rewarding and successful. It is crucial that the manager be aware of the dynamics of the change process if he is to make it successful in his agency. Aspects of the change process will be discussed.

Faculty: Steven M. Ward
Dr. Milton G. Holmen

Readings: To be announced

Friday, February 22

Noon to 1 p.m. LUNCH (free time)

1 to 2:30 p.m. STUDY TEAMS DEVELOP OBJECTIVES FOR BACK-HOME

"Belmont Room"

Each sheriff should set certain objectives he wishes to accomplish during the back-home phase of training. This period will be spent in helping you to do so.

Resource persons: Steven M. Ward
Dr. Milton G. Holmen

2:30 to 3:30 p.m. FINAL DEBRIEF

"Belmont Room"

Resource persons: Steven M. Ward
Dr. Milton G. Holmen

6 p.m. GRADUATION DINNER

"Triple Crown Room"

9 p.m. COCKTAILS

"Winners Circle"

NATIONAL SHERIFFS' INSTITUTE

Sponsored by the
NATIONAL SHERIFFS' ASSOCIATION

Conducted by the
CENTER FOR THE ADMINISTRATION OF JUSTICE
SCHOOL OF PUBLIC ADMINISTRATION
UNIVERSITY OF SOUTHERN CALIFORNIA

Class Three
Group B
Schedule

February 10 to February 22, 1974

Edmond Ayres, Director
National Sheriffs' Institute

Steven M. Ward, Director
Management Training Program

Funded by the
LAW ENFORCEMENT ASSISTANCE ADMINISTRATION

NATIONAL SHERIFFS' INSTITUTE

Class Three

Sunday - 10	Monday - 11	Tuesday - 12	Wednesday - 13	Thursday - 14	Friday - 15
	EVAL - ADMIN	EVAL - ADMIN	EVAL - ADMIN	EVAL - ADMIN	EVAL - ADMIN
REGISTRATION	THE CONTEMPORARY SHERIFF: MAN OF MANY ROLES	DESERT SURVIVAL-- DECISION-MAKING IN GROUPS	MOTIVATION	TRENDS IN CRIMINAL LAW	THE CRIMINAL JUSTICE SYSTEM
	DYNAMIC WORLD OF MODERN SHERIFF			IMPACT OF TRENDS ON MANAGEMENT	
LUNCH	LUNCH	LUNCH	LUNCH	LUNCH	LUNCH
INTRODUCTION	LUNCH	LEADERSHIP	TRANSACTIONAL ANALYSIS	ORGANIZING FOR EFFECTIVENESS	NAMEX EXERCISE
GET ACQUAINTED IN STUDY GROUPS	CONSOLIDATED LAW ENFORCEMENT				STUDY GROUPS
	VALUE CONSTRUCT	FREE TIME		FREE TIME	
	/	GROUP DINNER	/	GROUP DINNER	/
ATTITUDE ADJUSTMENT		BRIDGES: AN EXERCISE IN LEADERSHIP		CRITIQUE OF ORGANIZATION STRUCTURES	
DINNER	FILM REVIEW		FILM REVIEW		

NATIONAL SHERIFFS' INSTITUTE

Class Three

	Monday - 18	Tuesday - 19	Wednesday - 20	Thursday - 21	Friday - 22
8	EVAL - ADMIN	EVAL - ADMIN	EVAL - ADMIN	EVAL - ADMIN	EVAL - ADMIN
9	PLANNING	LABOR RELATIONS	MOBILIZING COMMUNITY RESOURCES	SPECIAL BLOCKS: CONTRACT SERVICE ** MEDIA RELATIONS *** RESERVE FORCES	OVERVIEW OF ORGANIZATION DEVELOPMENT
10			BUS		CHANGE
11	LUNCH	LUNCH	LUNCH	LUNCH	LUNCH
12	BUDGETING	JAIL ADMINISTRATION	LASD CORRECTIONAL FACILITY	SPECIAL BLOCKS: CONTRACT SERVICE ** MEDIA RELATIONS *** RESERVE FORCES	INDIVIDUAL OBJECTIVES
1			TOUR LASD ACADEMY		DEBRIEF
2	BUFFET DINNER	/	/	/	/
3					
4	EXERCISE	/	/	/	/
5	FILM REVIEW				
6					
7					
8					
9					

Sunday, February 10, 1974

9 a.m. to noon REGISTRATION

Registration requires approximately 15 minutes of time. Be sure to complete necessary travel forms (or at least receive a set for later completion). Books are issued during registration.

Following registration, the morning is free. Please feel free to visit with the staff and other arriving sheriffs.

1 to 2 p.m. INTRODUCTION TO THE PROGRAM

The next two weeks will be filled with activities which may seem to the casual observer to be a bit confusing. As you will learn, however, they have a logical relationship to one another and to the objectives of this training program. We will take this early opportunity to explain the philosophy and objectives of the program so that you will be aware of the underlying reasons for many of the things we will be doing.

Resource person: Steven M. Ward
Director
NSI Management Training Program

2 to 5:30 p.m. GETTING ACQUAINTED

The success of this training program will depend to a considerable degree upon the extent of individual involvement by the sheriffs attending. To optimize this involvement, we have divided you into study teams according to the size of your agencies. For the next few hours this afternoon, the teams will go through some get acquainted exercises so that you will be better able to get right into the swing of things on Monday.

In addition to getting acquainted, these activities will aid in focusing on some of the processes involved in communicating, an issue of major concern to all of us, both as members of this training program and as managers.

Resource persons: Steven M. Ward
Director
NSI Management Training Program

Robert M. Brown, Jr.
Associate Director
Correctional Administration Institute, USC

Monday, February 11

7:15 BUS DEPARTS HOTEL FOR USC CAMPUS

8 to 8:30 a.m. WELCOME
ATTEND TO ADMINISTRATIVE DETAILS

Room 4, Tyler Building

The majority of the training will take place in the Tyler Building which houses the Center for the Administration of Justice on the University of Southern California campus. The relationship of the NSI Management Training Program with the other justice programs at USC will be discussed and significant staff members with whom you will be working will be introduced.

Resource persons: Steven M. Ward
Dr. Robert M. Carter
Edith Light
Fred DeVega

8:30 to 10:30 a.m. THE CONTEMPORARY SHERIFF: MAN OF MANY ROLES

Room 4, Tyler Building

Despite many public perceptions of a "two-fisted, six-gun packing peacemaker," the sheriff of today fills a truly complex place in society. It is important to identify many of the roles you are asked to play, for they are not always congruent; many conflict (at least in part), and you must resolve the conflicts if you wish to be truly effective.

Faculty: Courtney Evans
Attorney at Law

Reading: Drucker, The Effective Executive, Chapter 1

Monday, February 11

10:30 to 12:30 p.m. THE DYNAMIC WORLD OF THE MODERN SHERIFF, OR
WHY YOU ARE HERE INSTEAD OF WHERE YOU WOULD
NORMALLY BE ON THE SECOND MONDAY OF FEBRUARY

Room 4, Tyler Building

The world of the modern sheriff is constantly changing. This dynamic state creates many problems and demands careful analysis and understanding. One of the reasons you are here is to make you better able to anticipate the needs created by dynamic change and, further, to make you better able to respond appropriately to these needs. This presentation will consider many of the change-stimulating factors with which you must cope.

Faculty: Dr. John D. Gerletti, Director
International Public Administration Center
and
Professor, School of Public Administration, USC

Readings: Whisenand and Ferguson, The Managing of Police Organizations,
Chapters 1 and 2
McCarthy, The Faulty School Buses

12:30 to 1:30 p.m. LUNCH

There are a number of eating places near the Tyler Building as well as on the USC campus. Menus and directions for several of these are available on the bulletin board in Room 4.

1:30 to 3 p.m. CONSOLIDATED LAW ENFORCEMENT: THE JACKSONVILLE-DUVAL
COUNTY EXPERIENCE

Room 4, Tyler Building

A fine example of the changing demands placed on the modern sheriff involves the issue of consolidating agencies and services. A number of areas are studying consolidation, while others have already tried it in various forms. This afternoon, a sheriff who has gone through the consolidation experience will share his perspectives with you.

Faculty: Sheriff Dale Carson
Jacksonville, Florida

Monday, February 11

3 to 5 p.m. FINDING A VALUE CONSTRUCT SUITABLE TO THE MODERN SHERIFF

Room 4, Tyler Building

There are reasons for everything we do. Ultimately, these reasons are based upon our values, the "rights and wrongs" which govern our behavior. This presentation will consider the value dilemma which faces the modern sheriff as a political figure and a public servant.

Faculty: Dr. J. Wesley Robb
Professor of Philosophy and Religion
University of Southern California

Reading: Knowles and Saxberg, Chapters 2 and 3

5:15 BUS DEPARTS TYLER BUILDING FOR HOTEL

7:30 p.m. FILM AND VIDEO TAPE REVIEW

"Belmont Room"

There is no required evening schedule. However, we will be showing law enforcement and management films and playing back video tapes made during the day's session for those who are interested. One film obtained for this evening is "Future Shock."

Tuesday, February 12, 1974

7:15 a.m. BUS DEPARTS HOTEL FOR TYLER BUILDING

8 to 8:30 a.m. EVALUATION AND ADMINISTRATION

Room 4, Tyler Building

The NSI Management Training Program for Newly Elected Sheriffs exists only to serve you. In order that we may do so in a logical and useful manner, we need feedback on your feelings about the program. Each morning, therefore, we will ask you to complete a written evaluation form covering the preceding day's activities. The data provided in this manner will be used in planning future programs.

Evaluator: Dr. Milton G. Holmen
Professor of Business Administration
University of Southern California

8:30 a.m. to noon DESERT SURVIVAL EXERCISE: AN INTRODUCTION TO DECISION-
MAKING IN GROUPS

Room 4, Tyler Building

(Room 6, Tyler Building)

One defining characteristic of the modern manager's world is the extent to which he must work with and through groups in accomplishing his many tasks. The committee, staff, task force, and commission have become institutionalized. Whether it is the county board, the sheriff's command staff and deputies, the local planning agency, or the chamber of commerce, important decisions are made in group settings. It is important, therefore, that the manager be aware of how groups make decisions as well as of what the decision is. This morning, via an exercise and discussion, we will consider group decision-making.

Faculty: Robert M. Brown, Jr. (Steven M. Ward)

Readings: Pfiffner and Sherwood, Administrative Organization, Chap. 3
Whisenand and Ferguson, Chapter 2
Leavitt, Managerial Psychology, Chapters 1-4
Knowles and Saxberg, Personality and Leadership Behavior, Chap. 1
Holmen, "Techniques for Observing Behavior and Giving Feedback"
(mimeo handout)
Holmen, "What to Observe in a Group" (mimeo handout)
Harvey, "Some Dynamics of Intergroup Competition" (mimeo)
Knutson, "Interpersonal Communication Within Organizations"
(mimeo handout)
Howe, "The Problem of Communication" (mimeo handout)
Pfeiffer, "Conditions which Hinder Effective Communication"
(mimeo handout)

Tuesday, February 12

Noon to 1 p.m. LUNCH (free time)

1 to 2:30 p.m. INTRODUCTION TO LEADERSHIP
THEORIES OF LEADERSHIP

Room 6, Tyler Building

The modern sheriff plays several leadership roles. He is political and community leader, criminal justice system leader, and leader in an organizational sense. It is the latter role which we will examine most closely today, although our consideration will have applicability to the others. While it is extremely difficult to construct a definition of leadership which everyone will accept, it is nonetheless possible to consider several relevant theories which help to outline the dimensions of this elusive phenomenon. These theories are particularly useful in understanding the elements of leadership as a process.

Faculty: Robert M. Brown, Jr.

Readings: Whisenand and Ferguson, Chapters 6 and 7
Leavitt, Chapters 12 and 17
Pffifner and Sherwood, Chapter 19

2:30 to 4:30 p.m. ADMINISTRATION OF THE STYLES OF LEADERSHIP INSTRUMENT
CONSTRUCTING A LEADERSHIP PROFILE FOR THE SHERIFF

Room 6, Tyler Building

That a sheriff leads is inherent in his role. How he leads, however, and whether he is followed or supported are matters which require careful scrutiny. This portion of the program will use a self-rating instrument to ascertain certain leadership styles and to facilitate consideration of what appear to be useful leadership traits for the sheriff.

Faculty: Robert M. Brown, Jr.

Reading: Tannenbaum and Schmidt, "How to Choose a Leadership Pattern"
(mimeo handout)

Tuesday, February 12

4:30 to 5 p.m. FREE TIME

Representatives of a tour agency will be here to sign up those who wish to take advantage of the tours arranged for this weekend.

5 to 6:30 p.m. DINNER

Dinner will be served in the Commons Dining Room, Student Union Building.

6:30 to 8:30 p.m. BRIDGES: AN EXERCISE IN LEADERSHIP

Room 6, Tyler Building

This is an exercise to simulate organizational effect. It will assist in analyzing leadership patterns and typical reactions to various patterns.

Resource persons: Steven M. Ward
Robert M. Brown, Jr.

8:45 p.m. BUS DEPARTS TYLER BUILDING FOR HOTEL

Wednesday, February 13

7:15 a.m. BUS DEPARTS HOTEL FOR TYLER BUILDING

8 to 8:30 a.m. EVALUATION AND ADMINISTRATION

Room 4, Tyler Building

8:30 to 11:30 a.m. MOTIVATION

Room 6, Tyler Building

This training module considers employee satisfaction and productivity and the methods by which managers endeavor to achieve an optimum balance between the two. The module comprises the following general topics and approximate times:

Introduction to People in Organizations:
Values and Behaviors (8:30-9:30 a.m.)
Motivational Theory (9:30-10:30 a.m.)
Motivational Feedback Questionnaire/Exercise (10:30-11:30 a.m.)

Faculty: Dr. Eli Glogow
Professor of Public Administration
and
Director
Comprehensive Health Program
School of Public Administration

Readings: Pfiffner and Sherwood, Chapter 3
Whisenand and Ferguson, Chapter 2
Leavitt, Chapters 8, 9, and 10
Knowles and Saxberg, Chapters 2 and 3
Herzberg, "One More Time, How Do You Motivate Employees?"
(mimeo handout)
Fenn and Yankelovich, "Responding to the Employee Voice"
(mimeo handout)
Ulrich, "The Human Factor in Fire Department Management"
(mimeo handout)

11:30 to 1 p.m. LUNCH (free time)

Wednesday, February 13

1 to 4 p.m. INTRODUCTION TO TRANSACTIONAL ANALYSIS
TRANSACTIONAL ANALYSIS EXERCISE

Room 6, Tyler Building

One popular and useful perspective from which to view interpersonal relationships is that known as transactional analysis. An examination of TA in the superior-subordinate context can provide useful insights into many employee-centered problems.

Faculty: Ms. Joyce Ross, Associate Director
Center for Training and Development
University of Southern California

Reading: "Transactional Analysis" (mimeo handout)

4 to 5 p.m. STUDY GROUPS

Rooms 1, 4, 5, and 6, Tyler Building

The study groups will meet during this hour to work on assignments for the coming sessions.

5:15 p.m. BUS DEPARTS TYLER BUILDING FOR HOTEL

7:30 p.m. FILM AND VIDEO TAPE REVIEW

"Belmont Room"

Films to be shown cover the subject of motivation.

Thursday, February 14

7:15 a.m. BUS DEPARTS HOTEL FOR TYLER BUILDING

8 to 8:30 a.m. EVALUATION AND ADMINISTRATION

8:30 to 10:30 a.m. TRENDS IN CRIMINAL LAW

Room 4, Tyler Building

One of the most dynamic forces in the ever-changing world of the modern law enforcement administrator is that of the criminal law. Forces causing changes in the law are diverse; they range from changing community values through interest and pressure groups to legislatures and the courts. In many respects, law enforcement finds itself both stimulating and resisting these changes. It is useful to examine for a short time some of the "whats" and "whys" in the criminal law field.

Faculty: Professor Martin Levine
School of Law
University of Southern California

10:30 to 11:30 a.m. IMPACT OF LEGAL TRENDS ON LAW ENFORCEMENT MANAGEMENT

Room 4, Tyler Building

Too often law enforcement administrators view changes in the criminal law--either substantive or procedural--as isolated developments independent of their managerial problems. This is a self-defeating perspective, for the law enforcement organization can only adapt to such changes effectively if the responsible manager is continuously aware of what he must do to satisfy new requirements and is able to implement needed changes smoothly and effectively. This adaptability to changing demands is the crux of management in a dynamic environment, and a consideration of issues in criminal law offers an opportunity to consider what the manager's role is.

Resource persons: Dr. Milton G. Holmen
Steven M. Ward
Robert M. Brown, Jr.

Thursday, February 14

11:30 to 1 p.m. LUNCH (free time)

1 to 4:30 p.m. ORGANIZING FOR EFFECTIVENESS

Room 4, Tyler Building

This module focuses on organizing men, material, and tasks in a fashion calculated to accomplish goals. Many of the problems facing the law enforcement manager have structural ramifications. It is important that the manager understand structural principles if he is to usefully attack such problems.

The module itself is divided into three subtopics and an exercise. The subtopics are:

Foundations of Organization Structure (1-2 p.m.)
The Contemporary Law Enforcement Organization (2-3 p.m.)
Moving Beyond the Traditional Model (3-4:30 p.m.)

Faculty: Professor Raymond S. Olsen
Department of Police Science and Administration
California State University, Los Angeles

Sheriff John Carpenter
Santa Barbara, California

Readings: Whisenand, "Future Direction and Administration of Community Relations Programs: Police Organizations for Tomorrow," Parts I and II. (mimeo handout)
Whisenand and Ferguson, Chapters 5 and 6
Kenney, "Police Administrative Organization" (mimeo handout)
Pursley, "Traditional Police Organization: A Portent of Failure?" (mimeo handout)

Thursday, February 14

4:30 to 5 p.m. FREE TIME

5 to 6:30 p.m. DINNER

Dinner will be served in the Commons Dining Room, Student Union Building.

6:30 to 8:30 p.m. STUDY TEAMS CRITIQUE LAW ENFORCEMENT STRUCTURES

Room 6, Tyler Building

This exercise involves study team critiques of various law enforcement structural patterns.

Resource persons: Raymond S. Olsen
Sheriff John Carpenter

Reading: Pfiffner and Sherwood, Chapters 2 and 3

8:45 p.m. BUS DEPARTS TYLER BUILDING FOR HOTEL

Friday, February 15

7:15 a.m. BUS DEPARTS HOTEL FOR HOFFMAN HALL

Note: Classes today will not be in the Tyler Building. They will be held in Hoffman Hall.

8 to 8:30 a.m. EVALUATION AND ADMINISTRATION

8:30 to 11 a.m. THE CRIMINAL JUSTICE SYSTEM

Lecture Hall One, Hoffman Hall (Lower Level)

Today's module will focus on the systemic processes in the administration of justice. Our form of government has evolved to the point where today we have a justice system (or perhaps more accurately a "non-system") comprised of three major elements: law enforcement, judiciary, and corrections. The sheriff, in most states, is the only governmental official who has responsibilities in all three of these areas. It is crucial, therefore, that the sheriff carefully analyze how the justice system is constructed, what its dynamics are, and what problems exist in its current operations. Only through such careful analysis can understanding and improvements be brought about.

The morning segment will include the following general topics:

Description of the Criminal Justice System

System Rates: An Analytical Perspective

Panel Discussion: The Sheriff's Role in Improving the System

Faculty: Dr. Robert M. Carter

Resource persons: Nick Pappas
Correctional Specialist
Law Enforcement Assistance Administration

Sheriff William Lucas
Wayne County
Detroit, Michigan

Readings: Churchman, The Systems Approach, Chapters 1, 6, 7, 8, 9, and 10
ChIn, "The Utility of System Models and Developmental Models for Practitioners" (mimeo handout)

11 to noon LUNCH (free time)

Friday, February 15

Noon to 3 p.m. THE CRIMINAL JUSTICE SYSTEM (cont.)

Section A Assemble in Management Lab, Bridge Hall
Section B Assemble in Bridge Hall, Room 302

The afternoon portion of the program will be the NAMEX exercise. It will facilitate discussion of system-related problems. Following NAMEX we will examine analytical tools for identifying and responding to system problems.

Faculty: Dr. Milton G. Holmen

Resource persons: Steven M. Ward
Robert M. Brown, Jr.

3 to 4 p.m. DEBRIEF

4 p.m. ADJOURN FOR THE WEEKEND

This segment of the program is not designed, scheduled, programmed, structured, or otherwise tampered with by training staff. Enjoy!

Monday, February 18

7:15 a.m. BUS DEPARTS HOTEL FOR TYLER BUILDING

8 to 8:30 a.m. EVALUATION AND ADMINISTRATION

8:30 to noon AGENCY GOAL-SETTING AND GUIDANCE

Room 6, Tyler Building

Today's activities will examine certain key elements in the way organizations set their goals and then guide themselves toward those goals. This will be accomplished primarily through examinations of two processes, planning and budgeting. The morning will consider planning and the afternoon will consider budgeting. There will be considerable small group activity. The morning schedule will generally encompass:

An Overview of the Agency Planning Function (8:30-9:30 a.m.)
The Planning Process (9:30-10:30 a.m.)
Planning Exercise (10:30-noon)

Planning is one of the most important aspects of the manager's job. Unless both he and his administrative system have a proper sensitivity to changing needs--a future-oriented perspective--there is little chance of long-range success. This is particularly true in today's turbulent environment.

Faculty: To be announced

Readings: King, "Criminal Justice Planning" (mimeo handout)
Knowles, "Knowles WHAT Techniques for Statistics"
(mimeo handout)
Huff, How to Lie with Statistics
Churchman, Chapters 9 and 10
Pfliffner and Sherwood, Chapter 13
Whisenand and Ferguson, Chapter 3
"How to Simplify a Problem" (mimeo handout)

Monday, February 18

Noon to 1 p.m. LUNCH (free time)

1 to 5 p.m. AGENCY GOAL-SETTING AND GUIDANCE (cont.)

Rooms to be announced

The budgeting process and its final product--the budget--are tangible reflections of an agency's goals and the means by which it endeavors to accomplish those goals. The budget can be a most useful component of agency planning and guidance. Too often, however, it is regarded as an onerous chore which must be performed once a year to obtain funds from the board of supervisors or other governing body. The afternoon and evening sessions will examine the budget process with an eye toward capitalizing upon its planning and guidance potential. The schedule will generally include:

Overview of Budgeting (1-2 p.m.)
Elements of Program Budgeting (2-3:30 p.m.)
Budget Exercise (3:30-5 p.m.)

Faculty: Roy Holland
California Taxpayers Association

Sheriff George Papadopoulos
Stark County
Canton, Ohio

Stephen C. Duncan
Administrative Officer
Correctional Administration Institute
University of Southern California

Steven M. Neal
Administrative Assistant
Beverly Hills Police Department

Other faculty to be announced

Readings: Pappas et. al., "Budgeting and Program Planning"
(mimeo handout)
Schick, "The Road to PPB: The Stages of Budget Reform"
(mimeo handout)
Schick, "A Death in the Bureaucracy: The Demise of
Federal PPB" (mimeo handout)
Churchman, Chapter 6
Hatry, "Issues in Productivity Measurement for Local
Government" (mimeo handout)

Monday, February 18

5 to 6:30 p.m. DINNER

Dinner will be catered in the Tyler Building so that groups working on the budget exercise can continue through the meal period.

6:30 to 8:30 p.m. PRESENTATION AND CRITIQUE OF BUDGET PRODUCTS

Rooms to be announced

8:45 p.m. BUS DEPARTS TYLER BUILDING FOR HOTEL

Tuesday, February 19

7:15 a.m. BUS DEPARTS HOTEL FOR TYLER BUILDING

8 to 8:30 a.m. LABOR RELATIONS

Room 6, Tyler Building

Organized employee groups, whether recognized as bargaining agents or not, are a fact of life in modern law enforcement. They are becoming increasingly involved in negotiating with management on a wide range of issues. This segment of the program will examine relationships between the sheriff and employee groups and will consider a variety of problems which these relationships engender.

Faculty: John Burpo
Supervising Attorney
Labor Relations Center
International Association of Chiefs of Police

Readings: To be announced

Noon to 1 p.m. LUNCH (free time)

1 to 5 p.m. JAIL ADMINISTRATION

Room 6, Tyler Building

The afternoon program focuses on jail administration and related problems. It is divided into four segments, approximately as follows:

Overview of Jail Administration
Selected Programs in Jail Settings
Trends in Jail Law
Assuming a Proactive Stance in Jail Administration

Faculty: Lt. Wayne Miller
Jail Commander
San Joaquin County Sheriff's Department
Stockton, California

Fred Volz
Chief of Social Services
San Joaquin County Sheriff's Department
Stockton, California

Dr. Fred Cohen
School of Criminal Justice
State University of New York at Albany

Readings: To be announced

5:15 p.m. BUS DEPARTS TYLER BUILDING FOR HOTEL

7:30 p.m. FILM AND VIDEO TAPE REVIEW

"Belmont Room"

Wednesday, February 20

7:15 a.m. BUS DEPARTS HOTEL FOR TYLER BUILDING

8 to 8:30 a.m. EVALUATION AND ADMINISTRATION

8:30 to 10:00 a.m. TACTICS FOR OBTAINING CITIZEN INVOLVEMENT IN LAW ENFORCEMENT

Room 6, Tyler Building

There are a variety of ways in which the public can become usefully involved in performing the many tasks assigned to the sheriff. This segment of the program will examine some of these which have proved successful.

Faculty: Sheriff Paul Blubaum
Maricopa County
Phoenix, Arizona

10 to 11:30 a.m. COMMUNITY RESOURCE MOBILIZATION: THE CONCEPT

Room 6, Tyler Building

It is virtually impossible to cope with crime and provide the myriad other services demanded of law enforcement without help from a broad range of persons and institutions in the community. Thus, it is imperative that the administrator be aware of what these community resources are and further that he know how to mobilize them in meaningful responses to mutual problems. This module will discuss in general terms the concept of resource mobilization and will then consider some potential mobilizing tactics.

Faculty: James Fisk
Adjunct Professor
University of California, Los Angeles
and
Police Commissioner
City of Los Angeles

Readings: To be announced

Wednesday, February 20

11:40 a.m. BUS DEPARTS TYLER BUILDING FOR LOS ANGELES COUNTY
SHERIFF'S ACADEMY

Noon LUNCH WITH COMMAND STAFF OF LOS ANGELES COUNTY SHERIFF'S
DEPARTMENT Host: Assistant Sheriff Tony Anthony

2 to 5 p.m. TOUR OF LOS ANGELES COUNTY SHERIFF'S ACADEMY

The afternoon will be spent as guests of the Los Angeles County Sheriff's Department, touring their training facility and discussing the operations of the country's largest sheriff's department.

5 p.m. BUS DEPARTS ACADEMY FOR HOTEL

Thursday, February 21

7:15 a.m. BUS DEPARTS HOTEL FOR USC CAMPUS

8 to 8:30 a.m. EVALUATION AND ADMINISTRATION

Special Note

Today's program consists of three subjects, each of which will be given twice- -once in the morning and once in the afternoon. You will be able to attend only two of these subject sessions. Rooms will be announced.

It is hoped that the relatively small size of these sessions will allow them to follow a workshop format. Each of you should come out of the session with a number of ideas applicable to your own situation.

8:30 to noon NEWS MEDIA RELATIONS
1:30 to 5 p.m.

The news media represent a primary source of information people receive about the operations of the sheriff's department. They can be either valuable allies or formidable foes of the sheriff; this is especially true in light of the elective nature of the office. It is imperative, therefore, that news media relationships be based on strategies which comprehend the full array of problems and responsibilities on each side. This segment of the program will examine sheriff-media relationships with that in mind.

Faculty: John Knox
Chief, Jail Division
Los Angeles County Sheriff's Department

Bill Hazlett
Staff Writer
Los Angeles Times

Readings: To be announced

Thursday, February 21

8:30 to noon CONTRACT SERVICES
1:30 to 5 p.m.

Contracting for government services has proven to be a viable alternative for many municipalities. One facet of contracting includes law enforcement services. The Los Angeles County Sheriff's Department, for example, provides law enforcement services to some 30 cities under contract. The potential for contracting exists in any county with multiple law enforcement agencies; this segment of the program will examine the nature of contracting: costing, administration, issues, and problems.

Faculty: Inspector Gilbert Scholten
Los Angeles County Sheriff's Department

Readings: Nathans, "Contracting for Law Enforcement Services"
(mimeo handout)
Scholten, "Advantages and Disadvantages in Contract
Law Enforcement" (mimeo handout)

8:30 to noon ADMINISTRATION OF RESERVE FORCES
1:30 to 5 p.m.

Virtually every sheriff's department must rely upon part-time officers in accomplishing its mission. Whether these persons are called reserve officers, auxiliary officers, possemen, or special deputies, they comprise a significant part of the department's operation. In light of this, it is imperative that careful consideration be given to the selection, training, use, and management of part-time personnel. This segment of the program will consider such questions.

Faculty: Inspector George Cooper
Los Angeles County Sheriff's Department

Readings: Walters, "Civil Liability for Improper Police Training"
(mimeo handout)
Murray, "Reviewing Probationary Officers" (mimeo handout)

Noon to 1:30 p.m. LUNCH (free time)

5:15 p.m. BUS DEPART CAMPUS FOR HOTEL

Friday, February 22

NO BUS-- ALL CLASSES HELD AT THE HOTEL

8 to 8:30 a.m. EVALUATION AND ADMINISTRATION

8:30 to 10 a.m. OVERVIEW OF ORGANIZATION DEVELOPMENT

"Belmont Room"

A useful concept which has evolved over the past several years is that of organization development. The applicability of this concept to the modern law enforcement organization will be discussed in the context of fostering a healthy organization capable of a high level of both goal accomplishment as well as individual, personal satisfaction.

Faculty: Dr. Milton G. Holmen
Steven M. Ward

Readings: Gilbert and Reisel, "Organization Development: An Applied Philosophy for Managers of Public Enterprise" (mimeo handout)
Golombiewski, "Organization Development in Public Agencies: Perspectives on Theory and Practice" (mimeo handout)

10 to noon COMMITMENT TO CHANGE: WHAT IT MEANS
RESISTANCE TO CHANGE: HOW TO RECOGNIZE AND DEAL WITH IT

Change, which is inherent in almost everything we have talked about this week, can be either threatening and damaging or rewarding and successful. It is crucial that the manager be aware of the dynamics of the change process if he is to make it successful in his agency. Aspects of the change process will be discussed.

Faculty: Steven M. Ward
Dr. Milton G. Holmen

Readings: To be announced

Friday, February 22

Noon to 1 p.m. LUNCH (free time)

1 to 2:30 p.m. STUDY TEAMS DEVELOP OBJECTIVES FOR BACK-HOME

"Belmont Room"

Each sheriff should set certain objectives he wishes to accomplish during the back-home phase of training. This period will be spent in helping you to do so.

Resource persons: Steven M. Ward
Dr. Milton G. Holmen

2:30 to 3:30 p.m. FINAL DEBRIEF

"Belmont Room"

Resource persons: Steven M. Ward
Dr. Milton G. Holmen

6 p.m. GRADUATION DINNER

"Triple Crown Room"

9 p.m. COCKTAILS

"Winners Circle"

NATIONAL SHERIFFS' INSTITUTE

Sponsored by the
NATIONAL SHERIFFS' ASSOCIATION

Conducted by the
CENTER FOR THE ADMINISTRATION OF JUSTICE
SCHOOL OF PUBLIC ADMINISTRATION
UNIVERSITY OF SOUTHERN CALIFORNIA

Class Four
Group A
Schedule

March 24 to April 5, 1974

Edmond Apres, Director
National Sheriffs' Institute

Steven M. Ward, Director
Management Training Program

Funded by the
LAW ENFORCEMENT ASSISTANCE ADMINISTRATION

Sunday, March 24

9 a.m. to noon REGISTRATION

Registration requires approximately 15 minutes of time. Be sure to complete necessary travel forms (or at least receive a set for later completion). Books are issued during registration.

Following registration, the morning is free. Please feel free to visit with the staff and other arriving sheriffs.

1 to 2:30 p.m. INTRODUCTION TO THE PROGRAM

The next two weeks will be filled with activities which may seem to the casual observer to be a bit confusing. As you will learn, however, they have a logical relationship to one another and to the objectives of this training program. We will take this early opportunity to explain the philosophy and objectives of the program so that you will be aware of the underlying reasons for many of the things we will be doing.

Resource person: Steven M. Ward
Director
NSI Management Training Program

2:30 to 5:30 p.m. GETTING ACQUAINTED

The success of this training program will depend to a considerable degree upon the extent of individual involvement by the sheriffs attending. To optimize this involvement, we have divided you into study teams according to the size of your agencies. For the next few hours this afternoon, the teams will go through some get acquainted exercises so that you will be better able to get right into the swing of things on Monday.

In addition to getting acquainted, these activities will aid in focusing on some of the processes involved in communicating, an issue of major concern to all of us, both as members of this training program and as managers.

Resource persons: Steven M. Ward
Director
NSI Management Training Program

Edith Light
Executive Assistant
NSI Management Training Program

To be announced

Sunday, March 24

5:30 p.m. ADJOURN

6 p.m. SOCIAL HOUR
Cocktails (No Host)
"Winners Circle"

7 p.m. DINNER

"Triple Crown"

Welcoming remarks by:

Edmond Ayres, Director, National Sheriffs' Institute

Steven M. Ward, Director, Management Training Program

Dr. Robert M. Carter, Director
USC Center for the Administration of Justice

Sherman Block, Assistant Sheriff, Los Angeles County

Monday, March 25

7:15 BUS DEPARTS HOTEL FOR USC CAMPUS

8 to 8:30 WELCOME
ATTEND TO ADMINISTRATIVE DETAILS

Room 4, Tyler Building

The majority of the training will take place in the Tyler Building which houses the Center for the Administration of Justice on the University of Southern California campus. The relationship of the NSI Management Training Program with the other justice programs at USC will be discussed and significant staff members with whom you will be working will be introduced.

Resource persons: Steven M. Ward
Dr. Robert M. Carter
Edith Light
Fred DeVega

8:30 to 10 a.m. THE CONTEMPORARY SHERIFF: MAN OF MANY ROLES

Room 4, Tyler Building

Despite many public perceptions of a "two-fisted, six gun packing peacemaker," the sheriff of today fills a truly complex place in society. It is important to identify many of the roles you are asked to play, for they are not always congruent; many conflict (at least in part), and you must resolve the conflicts if you wish to be truly effective.

Faculty: Chief Deputy Herbert Brown
Winnebago County Sheriff's Department
Rockford, Illinois

Reading: Drucker, The Effective Executive, Chapter 1

Monday, March 25

10 to noon THE DYNAMIC WORLD OF THE MODERN SHERIFF OR WHY YOU ARE
HERE INSTEAD OF WHERE YOU WOULD NORMALLY BE ON THE LAST
MONDAY IN MARCH

Room 4, Tyler Building

The world of the modern sheriff is constantly changing. This dynamic state creates many problems and demands careful analysis and understanding. One of the reasons you are here is to make you better able to anticipate the needs created by dynamic change and, further, to make you better able to respond appropriately to these needs. This presentation will consider many of the change-stimulating factors with which you must cope.

Faculty: Dr. John D. Gerletti, Director
International Public Administration Center
and
Professor, School of Public Administration, USC

Readings: Whisenand and Ferguson, The Managing of Police Organizations,
Chapters 1 and 2
McCarthy, The Faulty School Buses

Noon to 1 p.m. LUNCH

There are a number of eating places near the Tyler Building as well as on the USC campus. Menus and directions for several of these are available on the bulletin board in Room 4.

1 to 2 p.m. NATIONAL SHERIFFS' ASSOCIATION

Room 4, Tyler Building

The National Sheriffs' Association provides a wide range of services to member sheriffs; this training program is only one of them. This segment of the program will outline these many services and provide an opportunity to obtain additional information regarding the Association.

Faculty: Courtney Evans
Attorney at Law

Monday, February 25

2 to 5:30 p.m. DESERT SURVIVAL EXERCISE: AN INTRODUCTION TO DECISION-
MAKING IN GROUPS

Room 4, Tyler Building

One defining characteristic of the modern manager's world is the extent to which he must work with and through groups in accomplishing his many tasks. The committee, staff, task force, and commission have become institutionalized. Whether it is the county board, the sheriff's command staff and deputies, the local planning agency, or the chamber of commerce, important decisions are made in group settings. It is important, therefore, that the manager be aware of how groups make decisions as well as of what the decision is. This afternoon, via an exercise and discussion, we will consider group decision-making.

Faculty: Steven M. Ward

Reading: Knowles and Saxberg, Personality and Leadership Behavior,
Chapter 1
Pfiffner and Sherwood, Administrative Organization, Chap. 3
Whisenand and Ferguson, Chapter 2
Leavitt, Managerial Psychology, Chapters 1-4
Holmen, "What to Observe in a Group" (mimeo handout)
Harvey, "Some Dynamics of Intergroup Competition" (mimeo)

5:45 p.m. BUS DEPARTS TYLER BUILDING FOR HOTEL

7:30 p.m. FILM AND VIDEO TAPE REVIEW

"Triple Crown Room"

There is no required evening schedule. However, we will be showing law enforcement and management films and playing back video tapes made during the day's session for those who are interested.

Tuesday, March 26

7:15 a.m. BUS DEPARTS HOTEL FOR TYLER BUILDING

8 to 8:30 a.m. EVALUATION AND ADMINISTRATION

Room 4, Tyler Building

The NSI Management Training Program for Newly Elected Sheriffs exists only to serve you. In order that we may do so in a logical and useful manner, we need feedback on your feelings about the program. Each morning, therefore, we will ask you to complete a written evaluation form covering the preceding day's activities. The data provided in this manner will be used in planning future programs.

Evaluator: Dr. Milton Holmen
Professor of Business Administration
University of Southern California

8:30 to 10:30 a.m. FINDING A VALUE CONSTRUCT SUITABLE TO THE MODERN SHERIFF

Room 4, Tyler Building

There are reasons for everything we do. Ultimately, these reasons are based upon our values, the "rights and wrongs" which govern our behavior. This presentation will consider the value dilemma which faces the modern sheriff as a political figure and a public servant.

Faculty: Dr. J. Wesley Robb
Professor of Philosophy and Religion
University of Southern California

Reading: Knowles and Saxberg, Chapters 2 and 3

10:30 to 11:30 a.m. To Be Announced

11:30 to 1 p.m. LUNCH (free time)

Approximately ten minutes will be allocated for taking class pictures immediately following dismissal.

Tuesday, March 26

1 to 4:30 p.m. INTERPERSONAL COMMUNICATION

Room 4, Tyler Building

Every relationship between people is founded upon means of communication. This is true both within and outside the work setting. While it may seem a cliché, lack of communication remains perhaps the single greatest source of problems encountered by the manager. This segment of the program examines the processes of communication as they relate both to individual and organizational effectiveness and competence.

Faculty: Dr. Morris Womack
Professor of Communication
Pepperdine University

Readings: Holmen, "Techniques for Observing Behavior and Giving Feedback" (mimeo)
Knutson, "Interpersonal Communication within Organizations" (mimeo)
Howe, "The Problem of Communication" (mimeo)
Pfeiffer, "Conditions which Hinder Effective Communication" (mimeo)

4:30 to 5 p.m. FREE TIME

At this time a light snack will be provided.

5 to 7:30 p.m. INTERPERSONAL COMMUNICATION EXERCISES

Room 4, Tyler Building

Good interpersonal communication is an art, and as with other art forms it must be practiced. The evening session will provide an opportunity to examine communication processes through the media of exercises involving each class member.

Faculty: Dr. Norman Sigband
Professor of Business Communications
University of Southern California

Dr. Morris Womack

7:45 p.m. BUS DEPARTS TYLER BUILDING FOR HOTEL

Wednesday, March 27

7:15 a.m. BUS DEPARTS HOTEL FOR TYLER BUILDING

8 to 8:30 a.m. EVALUATION AND ADMINISTRATION

Room 4, Tyler Building

8:30 to noon INTRODUCTION TO TRANSACTIONAL ANALYSIS
TRANSACTIONAL ANALYSIS EXERCISE

Room 4, Tyler Building

One popular and useful perspective from which to view interpersonal relationships is that known as transactional analysis. An examination of TA in the superior-subordinate context can provide useful insights into many employee-centered problems.

Faculty: Dr. Richard Ross
Professor of Public Administration
California State College, Dominguez Hills

Reading: "Transactional Analysis" (mimeo)

Noon to 1:30 LUNCH (free time)

1:30 to 5 p.m. MOTIVATION

Room 4, Tyler Building

This training module considers employee satisfaction and productivity and the methods by which managers endeavor to achieve an optimum balance between the two. The module comprises the following general topics:

Introduction to People in Organizations: Values and Behaviors
Motivational Theory
Motivational Feedback

Faculty: Dr. David Nicoll
Organization Development Consultant

Readings: Pfiffner and Sherwood, Chapter 3
Whisenand and Ferguson, Chapter 2

5:15 p.m. BUS DEPARTS TYLER BUILDING FOR HOTEL

Wednesday, March 27

7:30 p.m. FILM AND VIDEO TAPE REVIEW

"Belmont Room"

Thursday, March 28

7:15 a.m. BUS DEPARTS HOTEL FOR TYLER BUILDING

8 to 8:30 a.m. EVALUATION AND ADMINISTRATION

Room 4, Tyler Building

8:30 to noon ORGANIZING FOR EFFECTIVENESS

Room 4, Tyler Building

This module focuses on organizing men, material, and tasks in a fashion calculated to accomplish goals. Many of the problems facing the law enforcement manager have structural ramifications. It is important that the manager understand structural principles if he is to usefully attack such problems.

The module itself is divided into three subtopics as follows:

Foundations of Organization Structure
The Contemporary Law Enforcement Organization
Moving Beyond the Traditional Model

Faculty: Dr. Paul M. Whisenand, Professor of Criminology
and Chairman, Department of Criminology
California State University at Long Beach

Sheriff John Carpenter
Santa Barbara County, California

Readings: Whisenand, "Future Direction and Administration of Community
Relations Programs: Police Organizations for Tomorrow,"
Parts I and II (mimeo)
Whisenand and Ferguson, Chapters 5 and 6
Kenney, "Police Administrative Organization" (mimeo)
Pursley, "Traditional Police Organization: A Portent of
Failure" (mimeo)

Noon to 1 p.m. LUNCH (free time)

Thursday, March 28

1 to 2:30 p.m. INTRODUCTION TO LEADERSHIP
THEORIES OF LEADERSHIP

Room 4, Tyler Building

The modern sheriff plays several leadership roles. He is political and community leader, criminal justice system leader, and leader in an organizational sense. It is the latter role which we will examine most closely today, although our consideration will have applicability to the others. While it is extremely difficult to construct a definition of leadership which everyone will accept, it is nonetheless possible to consider several relevant theories which help to outline the dimensions of this elusive phenomenon. These theories are particularly useful in understanding the elements of leadership as a process.

Faculty: Dr. Milton Holmen

Readings: Whisenand and Ferguson, Chapters 6 and 7
Leavitt, Chapters 12 and 17
Pfiffner and Sherwood, Chapter 19

2:30 to 4:30 p.m. ADMINISTRATION OF THE STYLES OF LEADERSHIP INSTRUMENT
CONSTRUCTING A LEADERSHIP PROFILE FOR THE SHERIFF

Room 4, Tyler Building

That a sheriff leads is inherent in his role. How he leads, however, and whether he is followed or supported are matters which require careful scrutiny. This portion of the program will use a self-rating instrument to ascertain certain leadership styles and to facilitate consideration of what appear to be useful leadership traits for the sheriff.

Faculty: Dr. Milton Holmen

Reading: Tannenbaum and Schmidt, "How to Choose a Leadership Pattern"
(mimeo)

4:30 to 5 p.m. FREE TIME

At this time a light snack will be provided.

Thursday, March 28

5 to 8 p.m. BRIDGES: AN EXERCISE IN LEADERSHIP

Room 4, Tyler Building

This is an exercise to simulate organizational effect. It will assist in analyzing leadership patterns and typical reactions to various patterns.

Resource person: Robert M. Brown, Jr.
Associate Director
Correctional Administration Institute

8:15 p.m. BUS DEPARTS TYLER BUILDING FOR HOTEL

Friday, March 29

7:15 a.m. BUS DEPARTS HOTEL FOR TYLER BUILDING

8 to 8:30 a.m. EVALUATION AND ADMINISTRATION

Lecture Hall Two, Hoffman Hall (Lower Level)

8:30 to 11:30 a.m. THE CRIMINAL JUSTICE SYSTEM

Lecture Hall Two, Hoffman Hall (Lower Level)

Today's module will focus on the systemic processes in the administration of justice. Our form of government has evolved to the point where today we have a justice system (or perhaps more accurately a "non-system") comprised of three major elements: law enforcement, judiciary, and corrections. The sheriff, in most states, is the only governmental official who has responsibilities in all three of these areas. It is crucial, therefore, that the sheriff carefully analyze how the justice system is constructed, what its dynamics are, and what problems exist in its current operations. Only through such careful analysis can understanding and improvements be brought about.

The morning segment will include the following general topics:

Description of the Criminal Justice System
System Rates: An Analytical Perspective
The Sheriff's Role in Improving the System

Faculty: Dr. Robert M. Carter
Director, Center for the Administration of Justice
University of Southern California

Sheriff Dale Carson
Duval County, Florida

Readings: Churchman, The Systems Approach, Chapters 1, 6, 7, 8, 9 and 10
Chin, "The Utility of System Models and Developmental Models for Practitioners" (mimeo)

11:30 to 12:30 p.m. LUNCH (free time)

Friday, March 29

12:30 to 3:30 p.m. THE CRIMINAL JUSTICE SYSTEM- -NAMEX

Bridge Hall, Room 302

The afternoon portion of the program will be the NAMEX exercise. It will facilitate discussion of system-related problems. Following NAMEX we will examine analytical tools for identifying and responding to system problems.

Faculty: Dr. Milton Holmen
Steven M. Ward

3:30 to 4:30 p.m. DEBRIEF

4:30 p.m. ADJOURN FOR THE WEEKEND

This segment of the program is not designed, scheduled, programmed, structured, or otherwise tampered with by the training staff. Enjoy!

Monday, April 1

7:15 a.m. BUS DEPARTS HOTEL FOR TYLER BUILDING

8 to 8:30 a.m. EVALUATION AND ADMINISTRATION

Room 4, Tyler Building

8:30 to 10 a.m. JAIL ADMINISTRATION: PROGRAMS

Room 4, Tyler Building

Jail administration is a responsibility which has long caused difficulties for the sheriff. This has become increasingly true in recent years. This segment of the program examines jail administration from two perspectives: Programs and Operations.

"Programs," in the context of jail administration, includes those activities undertaken to accomplish objectives beyond mere security. They may include vocational training, remedial education, counseling, and so forth. "Operations" includes the other responsibilities of the jail administrator, including such things as security, booking, and controlling prisoner movement.

Faculty: Fred Volz
Chief of Social Services
San Joaquin County Sheriff's Department
Stockton, California

10 to noon JAIL ADMINISTRATION: OPERATIONS

Room 4, Tyler Building

Faculty: Lt. Wayne Miller
Jail Commander
San Joaquin County Sheriff's Department
Stockton, California

Readings: To be announced

Noon to 1 p.m. LUNCH (free time)

CONTINUED

2 OF 3

Monday, April 1

1 to 5 p.m. JAIL & CORRECTIONAL LAW

Room 4, Tyler Building

Many persons hold that there has been a virtual revolution in the laws governing jail operations in recent years. There has indeed been an increase in the willingness of the courts to examine jail operations and to provide a variety of due process rights to jailed persons. The basis for these decisions, as well as some indication of what the future may hold regarding jail law, will be examined during this segment of the program.

Faculty: Professor David Wexler
University of Arizona Law School
Tucson, Arizona

5:15 p.m. BUS DEPARTS TYLER BUILDING FOR HOTEL

7:30 p.m. FILM AND VIDEO TAPE REVIEW

"Belmont Room"

Tuesday, April 2

7:15 a.m. BUS DEPARTS HOTEL FOR TYLER BUILDING

8 to 8:30 a.m. EVALUATION AND ADMINISTRATION

Room 4, Tyler Building

8:30 to 10:30 a.m. BUDGETING

Room 4, Tyler Building

The budgeting process and its final product--the budget--are tangible reflections of an agency's goals and the means by which it endeavors to accomplish those goals. The budget can be a most useful component of agency planning and guidance. Too often, however, it is regarded as an onerous chore which must be performed once a year to obtain funds from the board of supervisors or other governing body. This session will examine the budget process with an eye toward capitalizing upon its planning and guidance potential.

Faculty: Sheriff George Papadopoulos
Stark County, Ohio

Readings: Pappas et. al., "Budgeting and Program Planning" (mimeo)
Schick, "The Road to PPB: The Stages of Budget Reform"
(mimeo)
Schick, "A Death in the Bureaucracy: The Demise of Federal
PPB" (mimeo)
Churchman, Chapter 6
Hatry, "Issues in Productivity Measurement for Local
Government" (mimeo)

10:30 to 12:30 p.m. MEDIA RELATIONS

Room 4, Tyler Building

The news media represent a primary source of information people receive about the operations of the sheriff's department. They can be either valuable allies or formidable foes of the sheriff; this is especially true in light of the elective nature of the office. It is imperative, therefore, that news media relationships be based on strategies which comprehend the full array of problems and responsibilities on each side. This segment of the program will examine sheriff-media relationships with that in mind.

Faculty: John Knox
Chief, Jail Division
Los Angeles County Sheriff's Department

Tuesday, April 2

12:30 to 1:30 p.m. LUNCH (free time)

1:30 to 5:30 p.m. AGENCY GOAL-SETTING AND GUIDANCE

Room 4, Tyler Building

Planning is one of the most important aspects of the manager's job. Unless both he and his administrative system have a proper sensitivity to changing needs- -a future-oriented perspective- -there is little chance of long-range success. This is particularly true in today's turbulent environment.

Faculty: Mal King
Executive Director
Ventura County Regional Criminal Justice Planning Agency
Ventura, California

Readings: King, "Criminal Justice Planning" (mimeo)
Knowles, "Knowles WHAT Techniques for Statistics" (mimeo)
Huff, How to Lie with Statistics
Churchman, Chapters 9 and 10
Pfiffner and Sherwood, Chapter 13
Whisenand and Ferguson, Chapter 3
"How to Simplify a Problem" (mimeo)

5:45 p.m. BUS DEPARTS TYLER BUILDING FOR HOTEL

Wednesday, April 3

7:15 a.m. BUS DEPARTS HOTEL FOR TYLER BUILDING

8 to 8:30 a.m. EVALUATION AND ADMINISTRATION

Room 4, Tyler Building

8:30 to 11:30 a.m. TACTICS FOR OBTAINING CITIZEN INVOLVEMENT IN
LAW ENFORCEMENT

Room 4, Tyler Building

There are a variety of ways in which the public can become usefully involved in performing the many tasks assigned to the sheriff. Virtually every sheriff's department must rely upon part-time officers in accomplishing its mission. Whether these persons are called reserve officers, auxiliary officers, possemen, or special deputies, they comprise a significant part of the department's operation. In light of this, it is imperative that careful consideration be given to the selection, training, use, and management of part-time personnel. This segment of the program will consider such questions.

Faculty: Sheriff Paul Blubaum
Maricopa County, Arizona

Inspector George Cooper
Los Angeles County Sheriff's Department

Readings: Walters, "Civil Liability for Improper Police Training"
(mimeo)
Murray, "Reviewing Probationary Officers" (mimeo)

11:40 a.m. BUS DEPARTS TYLER BUILDING FOR LOS ANGELES COUNTY
SHERIFF'S ACADEMY

Noon LUNCH WITH COMMAND STAFF OF LOS ANGELES COUNTY SHERIFF'S
DEPARTMENT Host: Assistant Sheriff Tony Anthony

2 to 5 p.m. TOUR OF LOS ANGELES COUNTY SHERIFF'S ACADEMY

This afternoon will be spent as guests of the Los Angeles County Sheriff's Department, touring their training facility and discussing the operations of the country's largest sheriff's department.

5 p.m. BUS DEPARTS ACADEMY FOR HOTEL

Thursday, April 4

7:15 a.m. BUS DEPARTS HOTEL FOR TYLER BUILDING

8 to 8:30 a.m. EVALUATION AND ADMINISTRATION

Room 4, Tyler Building

8:50 to noon CONTRACT SERVICES

Room 4, Tyler Building

Contracting for government services has proven to be a viable alternative for many municipalities. One facet of contracting includes law enforcement services. The Los Angeles County Sheriff's Department, for example, provides law enforcement services to some 30 cities under contract. The potential for contracting exists in any county with multiple law enforcement agencies; this segment of the program will examine the nature of contracting: costing, administration, issues, and problems.

Faculty: Inspector Gilbert Scholten
Los Angeles County Sheriff's Department

Readings: Nathans, "Contracting for Law Enforcement Services" (mimeo)
Scholten, "Advantages and Disadvantages in Contract Law Enforcement" (mimeo)

Noon to 1:30 p.m. LUNCH (free time)

1:30 to 5 p.m. LABOR RELATIONS

Room 4, Tyler Building

Organized employee groups, whether recognized as bargaining agents or not, are a fact of life in modern law enforcement. They are becoming increasingly involved in negotiating with management on a wide range of issues. This segment of the program will examine relationships between the sheriff and employee groups and will consider a variety of problems which these relationships engender.

Faculty: John Burpo
Supervising Attorney
Labor Relations Center
International Association of Chiefs of Police

Readings: To be announced

Thursday, April 4

5:15 p.m. BUS DEPARTS TYLER BUILDING FOR HOTEL

Friday, April 5

7:15 a.m. BUS DEPARTS HOTEL FOR TYLER BUILDING

8 to 8:30 a.m. EVALUATION AND ADMINISTRATION

Room 4, Tyler Building

8:30 to 10:30 a.m. COMMITMENT TO CHANGE: WHAT IT MEANS
RESISTANCE TO CHANGE: HOW TO RECOGNIZE AND DEAL WITH IT

Room 4, Tyler Building

Change, which is inherent in almost everything we have talked about this week, can be either threatening and damaging or rewarding and successful. It is crucial that the manager be aware of the dynamics of the change process if he is to make it successful in his agency. Aspects of the change process will be discussed.

Faculty: Steven M. Ward
Dr. Milton Holmen

Readings: To be announced

10:30 to 12:30 p.m. OVERVIEW OF ORGANIZATION DEVELOPMENT

Room 4, Tyler Building

A useful concept which has evolved over the past several years is that of organization development. The applicability of this concept to the modern law enforcement organization will be discussed in the context of fostering a healthy organization capable of a high level of both goal accomplishment as well as individual personal satisfaction.

Faculty: Steven M. Ward
Dr. Milton Holmen

Readings: Gilbert and Reisel, "Organization Development: An Applied Philosophy for Managers of Public Enterprise" (mimeo)
Golembiewski, "Organization Development in Public Agencies: Perspectives on Theory and Practice" (mimeo)

12:30 to 1:30 p.m. LUNCH (free time)

Friday, April 5

1:30 to 2:30 p.m. DEVELOPING OBJECTIVES FOR BACK-HOME

Room 4, Tyler Building

Each sheriff should set certain objectives he wishes to accomplish during the back-home phase of training. This period will be spent in helping you to do so.

Resource persons: Steven M. Ward
Dr. Milton Holmen

2L30 to 3:30 p.m. FINAL DEBRIEF

Room 4, Tyler Building

Resource persons: Steven M. Ward
Dr. Milton Holmen

3:45 p.m. BUS DEPARTS TYLER BUILDING FOR HOTEL

6 p.m. GRADUATION DINNER

"Derby Room"

9 p.m. COCKTAILS

"Winners Circle"

NATIONAL SHERIFFS' INSTITUTE

Sponsored by the
NATIONAL SHERIFFS' ASSOCIATION

Conducted by the
CENTER FOR THE ADMINISTRATION OF JUSTICE
SCHOOL OF PUBLIC ADMINISTRATION
UNIVERSITY OF SOUTHERN CALIFORNIA

Class Four
Group B
Schedule

March 24 to April 5, 1974

Edmond Ayros, Director
National Sheriffs' Institute

Steven M. Ward, Director
Management Training Program

Funded by the
LAW ENFORCEMENT ASSISTANCE ADMINISTRATION

Sunday, March 24

9 a.m. to noon REGISTRATION

Registration requires approximately 15 minutes of time. Be sure to complete necessary travel forms (or at least receive a set for later completion). Books are issued during registration.

Following registration, the morning is free. Please feel free to visit with the staff and other arriving sheriffs.

1 to 2:30 p.m. INTRODUCTION TO THE PROGRAM

The next two weeks will be filled with activities which may seem to the casual observer to be a bit confusing. As you will learn, however, they have a logical relationship to one another and to the objectives of this training program. We will take this early opportunity to explain the philosophy and objectives of the program so that you will be aware of the underlying reasons for many of the things we will be doing.

Resource person: Steven M. Ward
Director
NSI Management Training Program

2:30 to 5:30 p.m. GETTING ACQUAINTED

The success of this training program will depend to a considerable degree upon the extent of individual involvement by the sheriffs attending. To optimize this involvement, we have divided you into study teams according to the size of your agencies. For the next few hours this afternoon, the teams will go through some get acquainted exercises so that you will be better able to get right into the swing of things on Monday.

In addition to getting acquainted, these activities will aid in focusing on some of the processes involved in communicating, an issue of major concern to all of us, both as members of this training program and as managers.

Resource persons: Steven M. Ward
Director
NSI Management Training Program

Edith Light
Executive Assistant
NSI Management Training Program

To be announced

Sunday, March 24

5:30 p.m. ADJOURN

6 p.m. SOCIAL HOUR
Cocktails (No Host)
"Winners Circle"

7 p.m. DINNER

"Triple Crown"

Welcoming remarks by:

Edmond Ayres, Director, National Sheriffs' Institute

Steven M. Ward, Director, Management Training Program

Dr. Robert M. Carter, Director
USC Center for the Administration of Justice

Sherman Block, Assistant Sheriff, Los Angeles County

Monday, March 25

7:15 BUS DEPARTS HOTEL FOR USC CAMPUS

8 to 8:30 WELCOME
ATTEND TO ADMINISTRATIVE DETAILS

Room 4, Tyler Building

The majority of the training will take place in the Tyler Building which houses the Center for the Administration of Justice on the University of Southern California campus. The relationship of the NSI Management Training Program with the other justice programs at USC will be discussed and significant staff members with whom you will be working will be introduced.

Resource persons: Steven M. Ward
Dr. Robert M. Carter
Edith Light
Fred DeVega

8:30 to 10 a.m. THE CONTEMPORARY SHERIFF: MAN OF MANY ROLES

Room 4, Tyler Building

Despite many public perceptions of a "two-fisted, six gun packing peacemaker," the sheriff of today fills a truly complex place in society. It is important to identify many of the roles you are asked to play, for they are not always congruent; many conflict (at least in part), and you must resolve the conflicts if you wish to be truly effective.

Faculty: Chief Deputy Herbert Brown
Winnebago County Sheriff's Department
Rockford, Illinois

Reading: Drucker, The Effective Executive, Chapter 1

Monday, March 25

10 to noon THE DYNAMIC WORLD OF THE MODERN SHERIFF OR WHY YOU ARE
HERE INSTEAD OF WHERE YOU WOULD NORMALLY BE ON THE LAST
MONDAY IN MARCH

Room 4, Tyler Building

The world of the modern sheriff is constantly changing. This dynamic state creates many problems and demands careful analysis and understanding. One of the reasons you are here is to make you better able to anticipate the needs created by dynamic change and, further, to make you better able to respond appropriately to these needs. This presentation will consider many of the change-stimulating factors with which you must cope.

Faculty: Dr. John D. Gerletti, Director
International Public Administration Center
and
Professor, School of Public Administration, USC

Readings: Whisenand and Ferguson, The Managing of Police Organizations,
Chapters 1 and 2
McCarthy, The Faulty School Buses

Noon to 1 p.m. LUNCH

There are a number of eating places near the Tyler Building as well as on the USC campus. Menus and directions for several of these are available on the bulletin board in Room 4.

1 to 2 p.m. NATIONAL SHERIFFS' ASSOCIATION

Room 4, Tyler Building

The National Sheriffs' Association provides a wide range of services to member sheriffs; this training program is only one of them. This segment of the program will outline these many services and provide an opportunity to obtain additional information regarding the Association.

Faculty: Courtney Evans
Attorney at Law

Monday, February 25

2 to 5:30 p.m. DESERT SURVIVAL EXERCISE: AN INTRODUCTION TO DECISION-
MAKING IN GROUPS

Room 5, Tyler Building

One defining characteristic of the modern manager's world is the extent to which he must work with and through groups in accomplishing his many tasks. The committee, staff, task force, and commission have become institutionalized. Whether it is the county board, the sheriff's command staff and deputies, the local planning agency, or the chamber of commerce, important decisions are made in group settings. It is important, therefore, that the manager be aware of how groups make decisions as well as of what the decision is. This afternoon, via an exercise and discussion, we will consider group decision-making.

Faculty: Dr. David Nicoll
Organization Development Consultant

Readings: Knowles and Saxberg, Personality and Leadership Behavior,
Chapter 1
Pfeiffer and Sherwood, Administrative Organization, Chap. 3
Whisenand and Ferguson, Chapter 2
Leavitt, Managerial Psychology, Chapters 1-4
Holmen, "What to Observe in a Group" (mimeo handout)
Harvey, "Some Dynamics of Intergroup Competition" (mimeo)

5:45 p.m. BUS DEPARTS TYLER BUILDING FOR HOTEL

7:30 p.m. FILM AND VIDEO TAPE REVIEW

"Triple Crown Room"

There is no required evening schedule. However, we will be showing law enforcement and management films and playing back video tapes made during the day's session for those who are interested.

Tuesday, March 26

7:15 a.m. BUS DEPARTS HOTEL FOR TYLER BUILDING

8 to 8:30 a.m. EVALUATION AND ADMINISTRATION

Room 4, Tyler Building

The NSI Management Training Program for Newly Elected Sheriffs exists only to serve you. In order that we may do so in a logical and useful manner, we need feedback on your feelings about the program. Each morning, therefore, we will ask you to complete a written evaluation form covering the preceding day's activities. The data provided in this manner will be used in planning future programs.

Evaluator: Dr. Milton Holmen
Professor of Business Administration
University of Southern California

8:30 to 10:30 a.m. FINDING A VALUE CONSTRUCT SUITABLE TO THE MODERN SHERIFF

Room 4, Tyler Building

There are reasons for everything we do. Ultimately, these reasons are based upon our values, the "rights and wrongs" which govern our behavior. This presentation will consider the value dilemma which faces the modern sheriff as a political figure and a public servant.

Faculty: Dr. J. Wesley Robb
Professor of Philosophy and Religion
University of Southern California

Reading: Knowles and Saxberg, Chapters 2 and 3

10:30 to 11:30 a.m. To Be Announced

11:30 to 1 p.m. LUNCH (free time)

Approximately ten minutes will be allocated for taking class pictures immediately following dismissal.

Tuesday, March 26

1 to 4:30 p.m. INTERPERSONAL COMMUNICATION

Room 5, Tyler Building

Every relationship between people is founded upon means of communication. This is true both within and outside the work setting. While it may seem a cliché, lack of communication remains perhaps the single greatest source of problems encountered by the manager. This segment of the program examines the processes of communication as they relate both to individual and organizational effectiveness and competence.

Faculty: Dr. Norman Sigband
Professor of Business Communications
University of Southern California

Readings: Holmen, "Techniques for Observing Behavior and Giving Feedback" (mimeo)
Knutson, "Interpersonal Communication within Organizations" (mimeo)
Howe, "The Problem of Communication" (mimeo)
Pfeiffer, "Conditions which Hinder Effective Communication" (mimeo)

4:30 to 5 p.m. FREE TIME

At this time a light snack will be provided.

5 to 7:30 p.m. INTERPERSONAL COMMUNICATION EXERCISES

Room 5, Tyler Building

Good interpersonal communication is an art, and as with other art forms it must be practiced. The evening session will provide an opportunity to examine communication processes through the media of exercises involving each class member.

Faculty: Dr. Morris Womack
Professor of Communication
Pepperdine University

Dr. Norman Sigband

7:45 p.m. BUS DEPARTS TYLER BUILDING FOR HOTEL

Wednesday, March 27

7:15 a.m. BUS DEPARTS HOTEL FOR TYLER BUILDING

8 to 8:30 a.m. EVALUATION AND ADMINISTRATION

Room 5, Tyler Building

8:30 to noon MOTIVATION

Room 5, Tyler Building

This training module considers employee satisfaction and productivity and the methods by which managers endeavor to achieve an optimum balance between the two. The module comprises the following general topics:

Introduction to People in Organizations: Values and Behaviors
Motivational Theory
Motivational Feedback

Faculty: Dr. David Nicoll
Organizational Development Consultant

Readings: Pfiffner and Sherwood, Chapter 3
Whisenand and Ferguson, Chapter 2

Noon to 1:30 p.m. LUNCH (free time)

1:30 to 5 p.m. INTRODUCTION TO TRANSACTIONAL ANALYSIS
TRANSACTIONAL ANALYSIS EXERCISE

Room 5, Tyler Building

One popular and useful perspective from which to view interpersonal relationships is that known as transactional analysis. An examination of TA in the superior-subordinate context can provide useful insights into many employee-centered problems.

Faculty: Dr. Richard Ross
Professor of Public Administration
California State College, Dominguez Hills

Reading: "Transactional Analysis" (mimeo)

5:15 p.m. BUS DEPARTS TYLER BUILDING FOR HOTEL

Wednesday, March 27

7:30 p.m. FILM AND VIDEO TAPE REVIEW

"Belmont Room"

Thursday, March 28

7:15 a.m. BUS DEPARTS HOTEL FOR TYLER BUILDING

8 to 8:30 a.m. EVALUATION AND ADMINISTRATION

Room 5, Tyler Building

8:30 to 10 a.m. INTRODUCTION TO LEADERSHIP
THEORIES OF LEADERSHIP

Room 5, Tyler Building

The modern sheriff plays several leadership roles. He is political and community leader, criminal justice system leader, and leader in an organizational sense. It is the latter role which we will examine most closely today, although our consideration will have applicability to the others. While it is extremely difficult to construct a definition of leadership which everyone will accept, it is nonetheless possible to consider several relevant theories which help to outline the dimensions of this elusive phenomenon. These theories are particularly useful in understanding the elements of leadership as a process.

Faculty: Dr. Milton Holmen

Readings: Whisenand and Ferguson, Chapters 6 and 7
Leavitt, Chapters 12 and 17
Pfliffner and Sherwood, Chapter 19

10 to noon ADMINISTRATION OF THE STYLES OF LEADERSHIP INSTRUMENT
CONSTRUCTING A LEADERSHIP PROFILE FOR THE SHERIFF

Room 5, Tyler Building

That a sheriff leads is inherent in his role. How he leads, however, and whether he is followed or supported are matters which require careful scrutiny. This portion of the program will use a self-rating instrument to ascertain certain leadership styles and to facilitate consideration of what appear to be useful leadership traits for the sheriff.

Faculty: Dr. Milton Holmen

Reading: Tannenbaum and Schmidt, "How to Choose a Leadership Pattern"
(mimeo)

Thursday, March 28

Noon to 1 p.m. LUNCH (free time)

1 to 4:30 p.m. ORGANIZING FOR EFFECTIVENESS

Room 5, Tyler Building

This module focuses on organizing men, material, and tasks in a fashion calculated to accomplish goals. Many of the problems facing the law enforcement manager have structural ramifications. It is important that the manager understand structural principles if he is to usefully attack such problems.

The module itself is divided into three subtopics as follows:

Foundations of Organization Structure
The Contemporary Law Enforcement Organization
Moving Beyond the Traditional Model

Faculty: Dr. Paul Whisenand, Professor of Criminology
and Chairman, Department of Criminology
California State University at Long Beach

Sheriff John Carpenter
Santa Barbara County, California

Readings: Whisenand, "Future Direction and Administration of Community
Relations Programs: Police Organizations for Tomorrow,"
Parts I and II (mimeo)
Whisenand and Ferguson, Chapters 5 and 6
Kenney, "Police Administrative Organization" (mimeo)
Pursley, "Traditional Police Organization: A Portent of
Failure" (mimeo)

4:30 to 5 p.m. FREE TIME

At this time a light snack will be provided.

5 to 8 p.m. BRIDGES: AN EXERCISE IN LEADERSHIP

Room 5, Tyler Building

This is an exercise to simulate organizational effect. It will assist in analyzing leadership patterns and typical reactions to various patterns.

Resource person: Steven M. Ward

8:15 p.m. BUS DEPARTS TYLER BUILDING FOR HOTEL

Friday, March 29

7:15 a.m. BUS DEPARTS HOTEL FOR TYLER BUILDING

8 to 8:30 a.m. EVALUATION AND ADMINISTRATION

Lecture Hall Two, Hoffman Hall (Lower Level)

8:30 to 11:30 a.m. THE CRIMINAL JUSTICE SYSTEM

Lecture Hall Two, Hoffman Hall (Lower Level)

Today's module will focus on the systemic processes in the administration of justice. Our form of government has evolved to the point where today we have a justice system (or perhaps more accurately a "non-system") comprised of three major elements: law enforcement, judiciary, and corrections. The sheriff, in most states, is the only governmental official who has responsibilities in all three of these areas. It is crucial, therefore, that the sheriff carefully analyze how the justice system is constructed, what its dynamics are, and what problems exist in its current operations. Only through such careful analysis can understanding and improvements be brought about.

The morning segment will include the following general topics:

Description of the Criminal Justice System
System Rates: An Analytical Perspective
The Sheriff's Role in Improving the System

Faculty: Dr. Robert M. Carter
Director, Center for the Administration of Justice
University of Southern California

Sheriff Dale Carson
Duval County, Florida

Readings: Churchman, The Systems Approach, Chapters 1, 6, 7, 8, 9 and 10
Chin, "The Utility of System Models and Developmental Models
for Practitioners" (mimeo)

11:30 to 12:30 p.m. LUNCH (free time)

Friday, February 15

12:30 to 3:30 p.m. THE CRIMINAL JUSTICE SYSTEM- -NAMEX

Bridge Hall, Management Lab

The afternoon portion of the program will be the NAMEX exercise. It will facilitate discussion of system-related problems. Following NAMEX we will examine analytical tools for identifying and responding to system problems.

Faculty: Dr. Milton Holmen
Steven M. Ward

3:30 to 4:30 p.m. DEBRIEF

4:30 p.m. ADJOURN FOR THE WEEKEND

This segment of the program is not designed, scheduled, programmed, structured, or otherwise tampered with by the training staff. Enjoy!

Monday, April 1

7:15 a.m. BUS DEPARTS HOTEL FOR TYLER BUILDING

8 to 8:30 a.m. EVALUATION AND ADMINISTRATION

Room 5, Tyler Building

8:30 to noon JAIL & CORRECTIONAL LAW

Room 5, Tyler Building

Many persons hold that there has been a virtual revolution in the laws governing jail operations in recent years. There has indeed been an increase in the willingness of the courts to examine jail operations and to provide a variety of due process rights to jailed persons. The basis for these decisions, as well as some indication of what the future may hold regarding jail law, will be examined during this segment of the program.

Faculty: Professor David Wexler
University of Arizona Law School
Tuscon, Arizona

Noon to 1 p.m. LUNCH (free time)

1 to 2:30 p.m. JAIL ADMINISTRATION: PROGRAMS

Room 5, Tyler Building

Jail administration is a responsibility which has long caused difficulties for the sheriff. This has become increasingly true in recent years. This segment of the program examines jail administration from two perspectives: Programs and Operations.

"Programs," in the context of jail administration, includes those activities undertaken to accomplish objectives beyond mere security. They may include vocational training, remedial education, counseling, and so forth. "Operations" includes the other responsibilities of the jail administrator, including such things as security, booking, and controlling prisoner movement.

Faculty: Fred Volz
Chief of Social Services
San Joaquin County Sheriff's Department
Stockton, California

Monday, April 1

2:30 to 5 p.m. JAIL ADMINISTRATION: OPERATIONS

Room 5, Tyler Building

Faculty: Lt. Wayne Miller
Jail Commander
San Joaquin County Sheriff's Department
Stockton, California

Readings: To be announced

5:15 p.m. BUS DEPARTS TYLER BUILDING FOR HOTEL

7:30 p.m. FILM AND VIDEO TAPE REVIEW

"Belmont Room"

Tuesday, April 2

7:15 a.m. BUS DEPARTS HOTEL FOR TYLER BUILDING

8 to 8:30 a.m. EVALUATION AND ADMINISTRATION

Room 5, Tyler Building

8:30 to 10:30 a.m. MEDIA RELATIONS

Room 5, Tyler Building

The news media represent a primary source of information people receive about the operations of the sheriff's department. They can be either valuable allies or formidable foes of the sheriff; this is especially true in light of the elective nature of the office. It is imperative, therefore, that news media relationships be based on strategies which comprehend the full array of problems and responsibilities on each side. This segment of the program will examine sheriff-media relationships with that in mind.

Faculty: John Knox
Chief, Jail Division
Los Angeles County Sheriff's Department

10:30 to 12:30 p.m. BUDGETING

Room 5, Tyler Building

The budgeting process and its final product--the budget--are tangible reflections of an agency's goals and the means by which it endeavors to accomplish those goals. The budget can be a most useful component of agency planning and guidance. Too often, however, it is regarded as an onerous chore which must be performed once a year to obtain funds from the board of supervisors or other governing body. This session will examine the budget process with an eye toward capitalizing upon its planning and guidance potential.

Faculty: Sheriff George Papadopoulos
Stark County, Ohio

Readings: Pappas et. al., "Budgeting and Program Planning" (mimeo)
Schick, "The Road to PPB: The Stages of Budget Reform" (mimeo)
Schick, "A Death in the Bureaucracy: The Demise of Federal PPB" (mimeo)
Churchman, Chapter 6
Hatry, "Issues in Productivity Measurement for Local Government" (mimeo)

Tuesday, April 2

12:30 to 1:30 p.m. LUNCH (free time)

1:30 to 5:30 p.m. AGENCY GOAL-SETTING AND GUIDANCE

Room 4, Tyler Building

Planning is one of the most important aspects of the manager's job. Unless both he and his administrative system have a proper sensitivity to changing needs--a future-oriented perspective--there is little chance of long-range success. This is particularly true in today's turbulent environment.

Faculty: Mal King
Executive Director
Ventura County Regional Criminal Justice Planning Agency
Ventura, California

Readings: King, "Criminal Justice Planning" (mimeo)
Knowles, "Knowles WHAT Techniques for Statistics" (mimeo)
Huff, How to Lie with Statistics
Churchman, Chapters 9 and 10
Pfiffner and Sherwood, Chapter 13
Whisenand and Ferguson, Chapter 3
"how to Simplify a Problem" (mimeo)

5:45 p.m. BUS DEPARTS TYLER BUILDING FOR HOTEL

Wednesday, April 3

7:15 a.m. BUS DEPARTS HOTEL FOR TYLER BUILDING

8 to 8:30 a.m. EVALUATION AND ADMINISTRATION

Room 4, Tyler Building

8:30 to 11:30 a.m. TACTICS FOR OBTAINING CITIZEN INVOLVEMENT IN
LAW ENFORCEMENT

Room 4, Tyler Building

There are a variety of ways in which the public can become use-fully involved in performing the many tasks assigned to the sheriff. Virtually every sheriff's department must rely upon part-time officers in accomplishing its mission. Whether these persons are called reserve officers, auxiliary officers, possemen, or special deputies, they comprise a significant part of the department's operation. In light of this, it is imperative that careful consideration be given to the selection, training, use, and management of part-time personnel. This segment of the program will consider such questions.

Faculty: Sheriff Paul Blubaum
Maricopa County, Arizona

Inspector George Cooper
Los Angeles County Sheriff's Department

Readings: Walters, "Civil Liability for Improper Police Training"
(mimeo)
Murray, "Reviewing Probationary Officers" (mimeo)

11:40 a.m. BUS DEPARTS TYLER BUILDING FOR LOS ANGELES COUNTY
SHERIFF'S ACADEMY

Noon LUNCH WITH COMMAND STAFF OF LOS ANGELES COUNTY SHERIFF'S
DEPARTMENT Host: Assistant Sheriff Tony Anthony

2 to 5 p.m. TOUR OF LOS ANGELES COUNTY SHERIFF'S ACADEMY

This afternoon will be spent as guests of the Los Angeles County Sheriff's Department, touring their training facility and discussing the operations of the country's largest sheriff's department.

5 p.m. BUS DEPARTS ACADEMY FOR HOTEL

Thursday, April 4

7:15 a.m. BUS DEPARTS HOTEL FOR TYLER BUILDING

8 to 8:30 a.m. EVALUATION AND ADMINISTRATION

Room 5, Tyler Building

8:30 to noon LABOR RELATIONS

Room 5, Tyler Building

Organized employee groups, whether recognized as bargaining agents or not, are a fact of life in modern law enforcement. They are becoming increasingly involved in negotiating with management on a wide range of issues. This segment of the program will examine relationships between the sheriff and employee groups and will consider a variety of problems which these relationships engender.

Faculty: John Burpo
Supervising Attorney
Labor Relations Center
International Association of Chiefs of Police

Readings: To be announced

Noon to 1:30 p.m. LUNCH (free time)

1:30 to 5 p.m. CONTRACT SERVICES

Room 5, Tyler Building

Contracting for government services has proven to be a viable alternative for many municipalities. One facet of contracting includes law enforcement services. The Los Angeles County Sheriff's Department, for example, provides law enforcement services to some 30 cities under contract. The potential for contracting exists in any county with multiple law enforcement agencies; this segment of the program will examine the nature of contracting: costing, administration, issues, and problems.

Faculty: Inspector Gilbert Scholten
Los Angeles County Sheriff's Department

Readings: Nathans, "Contracting for Law Enforcement Services" (mimeo)
Scholten, "Advantages and Disadvantages in Contract Law Enforcement" (mimeo)

Thursday, April 4

5:15 p.m. BUS DEPARTS TYLER BUILDING FOR HOTEL

Friday, April 5

7:15 a.m. BUS DEPARTS HOTEL FOR TYLER BUILDING

8 to 8:30 a.m. EVALUATION AND ADMINISTRATION

Room 4, Tyler Building

8:30 to 10:30 a.m. COMMITMENT TO CHANGE: WHAT IT MEANS
RESISTANCE TO CHANGE: HOW TO RECOGNIZE AND DEAL WITH IT

Room 4, Tyler Building

Change, which is inherent in almost everything we have talked about this week, can be either threatening and damaging or rewarding and successful. It is crucial that the manager be aware of the dynamics of the change process if he is to make it successful in his agency. Aspects of the change process will be discussed.

Faculty: Steven M. Ward
Dr. Milton Holmen

Readings: To be announced

10:30 to 12:30 p.m. OVERVIEW OF ORGANIZATION DEVELOPMENT

Room 4, Tyler Building

A useful concept which has evolved over the past several years is that of organization development. The applicability of this concept to the modern law enforcement organization will be discussed in the context of fostering a healthy organization capable of a high level of both goal accomplishment as well as individual personal satisfaction.

Faculty: Steven M. Ward
Dr. Milton Holmen

Readings: Gilbert and Reisel, "Organization Development: An Applied Philosophy for Managers of Public Enterprise" (mimeo)
Golembiewski, "Organization Development in Public Agencies: Perspectives on Theory and Practice" (mimeo)

12:30 to 1:30 p.m. LUNCH (free time)

Friday, April 5

1:30 to 2:30 p.m. DEVELOPING OBJECTIVES FOR BACK-HOME

Room 4, Tyler Building

Each sheriff should set certain objectives he wishes to accomplish during the back-home phase of training. This period will be spent in helping you to do so.

Resource persons: Steven M. Ward
Dr. Milton Holmen

2:30 to 3:30 p.m. FINAL DEBRIEF

Room 4, Tyler Building

Resource persons: Steven M. Ward
Dr. Milton Holmen

3:45 p.m. BUS DEPARTS TYLER BUILDING FOR HOTEL

6 p.m. GRADUATION DINNER

"Derby Room"

9 p.m. COCKTAILS

"Winners Circle"

APPENDIX H

FIELD TRAINING SESSION SCHEDULES

NATIONAL SHERIFFS' INSTITUTE

Sponsored by
NATIONAL SHERIFFS' ASSOCIATION

and Conducted by
Center for the Administration of Justice
School of Public Administration
UNIVERSITY OF SOUTHERN CALIFORNIA

Field Training Session
Ramada Inn
Charleston, South Carolina
April 24 - 26, 1974

This is one of three renewal sessions being conducted for the graduates of the first two classes of the National Sheriffs' Institute. It is designed to provide a forum for our graduates to further evaluate the training program now that they have been back on their jobs for several months. It is also designed to provide supplemental instruction in certain topics which graduates have indicated would be useful.

Two primary topics will be covered. The first essentially covers participatory or contingency management. During the two week USC program, participatory management was discussed many times. A variety of participatory techniques was considered. Many sheriffs who have tried to increase the extent to which their subordinates participate in managerial decision-making have found, however, that it is much more difficult to put into operation than to talk about in the classroom setting. A major portion of the renewal session is devoted to a further analysis of participatory or contingency management issues.

The second area to be covered is that of communications. The overwhelming majority of managerial problems include a major communications element. Therefore, considerable time will be spent in examining the impact communication has on a manager's success. Additionally, we will consider the issue of persuasive communication to promote the sheriff's image and "sell" the office of sheriff.

Wednesday, April 24, 1974

3-6 p.m. REGISTRATION

6-7 p.m. DINNER Room 3

7-7:30 p.m. FILM - "HERITAGE OF AN UNCOMMON MAN" Room 3

7:30-9 p.m. GETTING ACQUAINTED
Faculty: Steven H. Ward Rooms 2 & 3

9 p.m. COCKTAILS

Thursday, April 25, 1974

8-12 noon MANAGEMENT COMMUNICATIONS
Faculty: Dr. James George Room 3

1-5 p.m. MANAGEMENT COMMUNICATIONS (Cont.)
Faculty: Dr. James George Room 3

Friday, April 26, 1974

9-1 p.m. PARTICIPATORY MANAGEMENT
Faculty: Dr. Milton G. Holmen Room 3

1-2:30 p.m. PROGRAM LUNCHEON
Speaker: Sheriff I. Byrd Parnell
 President, National Sheriffs' Association
Topic: "HOW TO STRENGTHEN THE SHERIFF'S IMAGE"

NATIONAL SHERIFFS' INSTITUTE

Sponsored by
NATIONAL SHERIFFS' ASSOCIATION

and Conducted by
Center for the Administration of Justice
School of Public Administration
UNIVERSITY OF SOUTHERN CALIFORNIA

Field Training Session

Ramada Inn, East
Phoenix, Arizona
May 1-3, 1974

This is one of three renewal sessions being conducted for the graduates of the first two classes of the National Sheriffs' Institute. It is designed to provide a forum for our graduates to further evaluate the training program now that they have been back on their jobs for several months. It is also designed to provide supplemental instruction in certain topics which graduates have indicated would be useful.

Two primary topics will be covered. One essentially covers participatory or contingency management. During the two week USC program, participatory management was discussed many times. A variety of participatory techniques was considered. Many sheriffs who have tried to increase the extent to which their subordinates participate in managerial decision-making have found, however, that it is much more difficult to put into operation than to talk about in the classroom setting. A major portion of the renewal session is devoted to a further analysis of participatory or contingency management issues.

The second area to be covered is that of communications. The overwhelming majority of managerial problems include a major communications element. Therefore, considerable time will be spent in examining the impact communication has on a manager's success. Additionally, we will consider the issue of persuasive communication to promote the sheriff's image and "sell" the office of sheriff.

NATIONAL SHERIFFS' INSTITUTE

Sponsored by
NATIONAL SHERIFFS' ASSOCIATION

and Conducted by
Center for the Administration of Justice
School of Public Administration
UNIVERSITY OF SOUTHERN CALIFORNIA

Field Training Session
Lansing, Michigan
Capitol Park Motor Hotel
May 8 - 10, 1974

This is one of three renewal sessions being conducted for the graduates of the first two classes of the National Sheriffs' Institute. It is designed to provide a forum for our graduates to further evaluate the training program now that they have been back on their jobs for several months. It is also designed to provide supplemental instruction in certain topics which graduates have indicated would be useful.

Two primary topics will be covered. One essentially covers participatory or contingency management. During the two week USC program, participatory management was discussed many times. A variety of participatory techniques was considered. Many sheriffs who have tried to increase the extent to which their subordinates participate in managerial decision-making have found, however, that it is much more difficult to put into operation than to talk about in the classroom setting. A major portion of the renewal session is devoted to a further analysis of participatory or contingency management issues.

The second area to be covered is that of communications. The overwhelming majority of managerial problems include a major communications element. Therefore, considerable time will be spent in examining the impact communication has on a manager's success. Additionally, we will consider the issue of persuasive communication to promote the sheriff's image and "sell" the office of sheriff.

Wednesday, May 8, 1974

3-6 p.m. REGISTRATION
 Hunt Room

6-7 p.m. DINNER
 Regimental Room

7-7:30 p.m. FILM: "HERITAGE OF AN UNCOMMON MAN"
 Regimental Room

7:30-9 p.m. GETTING ACQUAINTED
 Hunt Room & Park Room
 Faculty: Steven M. Ward

9 p.m. COCKTAILS (No-host)
 Regimental Room

Thursday, May 9, 1974

8-8:30 a.m. WELCOMING REMARKS ON BEHALF OF
 MICHIGAN STATE SHERIFFS' ASSOCIATION
 Regimental Room
 Sheriff Kenneth Preadmore
 Ingham County, Michigan

8:30-12 noon PARTICIPATORY MANAGEMENT
 Regimental Room
 Faculty: Dr. Richard Ross

12-1:30 p.m. LUNCHEON
 Regimental Room
 Speaker: Sheriff Donald Grein
 Osceola County, Michigan
 Topic: "How to Strengthen the Sheriff's Image"

1:30-5 p.m. PARTICIPATORY MANAGEMENT (Cont.)
 Regimental Room
 Faculty: Dr. Richard Ross

Friday, May 10, 1974

8:30-12 noon

COMMUNICATING THE ROLE OF THE SHERIFF
Regimental Room

Faculty: Dr. Morris Womack

12-1 p.m.

LUNCH (Free Time)

1-3 p.m.

COMMUNICATING THE ROLE OF THE SHERIFF (Cont.)
Regimental Room

Faculty: Dr. Morris Womack

APPENDIX I

LIST OF TEXTBOOKS

NATIONAL SHERIFFS' INSTITUTE

TEXTBOOKS

Administrative Organization	Pfiffner & Sherwood
The Effective Executive	Drucker, Peter
How to Lie with Statistics	Huff, Darrell
The Jail: Its Operation & Management	U.S. Government
Management Communications for Decision Making*	Sigband, Norman B.
Managerial Psychology	Leavitt, Harold
The Managing of Police Organizations	Whisenand & Ferguson
A Manual for Administrative Analysis	Pfiffner, John
Personality & Leadership Behavior	Knowles & Saxberg
The Sheriff and the Media*	Reinforcement Packet
The Systems Approach	Churchman, C. West
Task Force Report: Corrections	U.S. Government
Task Force Report: The Courts	U.S. Government
Task Force Report: The Police	U.S. Government

* Follow-up Materials

APPENDIX J

FACULTY BRIEFING PACKET

NATIONAL SHERIFFS' INSTITUTE

Sponsored by
THE NATIONAL SHERIFFS' ASSOCIATION

and Conducted by
The Center for the Administration of Justice
School of Public Administration
UNIVERSITY OF SOUTHERN CALIFORNIA

FACULTY BRIEFING PACKET
Class Two
November 25, 1973 - December 7, 1973

Contents

1. Memorandum
2. Instructor Briefing Sheet
3. Tentative Schedule
4. Program Rationale
5. Roster of Sheriffs
6. Profile of Class Two

To Faculty Consultants:

We are pleased that you will be working with us in the Management Training Program for Newly Elected Sheriffs. This briefing package provides a picture of the overall program as well as specific details about the segment in which you are participating. We hope you find it both informative and useful.

A few general comments about inputs are in order at this time. First, you will note that we occasionally refer to "modules" in the attached material. Simply put, the modules are sequences of specific topic elements which have a common theme. Thus, the module titled "Agency Goal-Setting and Guidance" is comprised of specific inputs in planning and budgeting. Not all elements are part of modules; this is particularly true of specialized subjects such as legal trends.

Second, on certain occasions more than one faculty member will be involved in a module or topic element. When this occurs, we will make every effort to put the involved persons in touch with one another for planning and coordination purposes.

Third, we provide the sheriffs with a basic library of texts. Additionally, we provide a wide variety of fugitive material to supplement the texts. Reading assignments appropriate to each topic are made in advance and a study team (the class is divided into 10 six or seven-man teams) is assigned responsibility for leading discussions based on the readings. If you have additional readings you would like the sheriffs to have, please send them to us for duplication.

Fourth, whenever possible, we ask that you consider the following sequence of steps in your presentation. This is not always possible, but we strive to follow it when the time frame for a module allows.

Six Aspects Governing Each Training Block

1. Statement of target problem.
2. Elicit examples of problem.
3. Brief conceptual framework.
4. Provision of common experience.
 - a. Game
 - b. Simulation
 - c. Case Study
5. Provision of analytical tools which lead back to the concept.
6. Discuss related problems and relationships to apparently unrelated problems.

Finally, we have found that the sheriffs have great difficulty in taking notes. We ask, therefore, that you provide us with a topic or similar skeleton outline of any lecture that you intend presenting to the group. We will reproduce this outline, provide space for note-taking, and distribute it to the sheriffs to ensure that they get as much information as possible from your presentation.

If you have any questions, or if you require audio-visual equipment or other classroom aids, please call us and let us know. Our number is (213) 746-6717.

NATIONAL SHERIFFS' INSTITUTE

Sponsored by
THE NATIONAL SHERIFFS' ASSOCIATION

and Conducted by
The Center for the Administration of Justice
School of Public Administration
UNIVERSITY OF SOUTHERN CALIFORNIA

Instructor Briefing Sheet

Title of Module:

Module Purpose:

Title of Instructor's Input:

Objectives of Input:

Special Requests:

Readings Assigned to Date:

CLASS TWO

MANAGEMENT TRAINING FOR NEWLY ELECTED SHERIFFS

Presented by the
CENTER FOR THE ADMINISTRATION OF JUSTICE
SCHOOL OF PUBLIC ADMINISTRATION
UNIVERSITY OF SOUTHERN CALIFORNIA

TENTATIVE SCHEDULE

November 25, 1973 - December 7, 1973

PROGRAM DIRECTOR
Steven M. Ward

A COOPERATIVE EFFORT OF THE
NATIONAL SHERIFFS' ASSOCIATION
and the
UNIVERSITY OF SOUTHERN CALIFORNIA

Sunday, November 25

9 a.m. - Noon REGISTRATION

Noon - 1 p.m. LUNCH (free)

1 - 1:15 p.m. BRIEF INTRODUCTORY AND WELCOMING REMARKS
Steven M. Ward, Director,
Management Training Program

1:15 - 1:30 p.m. SHERLOCK WARD

1:30 - 2:30 GET ACQUAINTED (Study Teams)
Steven M. Ward
Robert M. Brown, Jr., Associate Director
Correctional Administration Institute

2:30 - 3:30 p.m. STUDY TEAM DEVELOPMENT

3:30 - 5:30 p.m. THEY DYNAMIC WORLD OF THE MODERN SHERIFF, OR
WHY YOU ARE HERE INSTEAD OF WHERE YOU WOULD
NORMALLY BE ON THE FIRST SUNDAY AFTER THANKS-
GIVING
Dr. John D. Gerletti, Director
International Public Administration Center
University of Southern California

5:30 p.m. ADJOURN

6 - 7 p.m. SOCIAL HOUR

7 - 9 p.m. DINNER

Monday, November 26

7:15 a.m. BUS DEPARTS FROM HOTEL

8 - 9 a.m. WELCOME
ATTEND TO ADMINISTRATIVE DETAILS
Steven M. Ward
Dr. Robert M. Carter, Director
Center for the Administration of Justice
Edith Light
Fred DeVega

9 - 10 a.m. THE CONTEMPORARY SHERIFF: MAN OF MANY ROLES
Herbert Brown, Chief Deputy Sheriff
Winnebago County, Illinois

- 10 - 11 a.m. DEPICTING THE ROLE OF THE SHERIFF
Steven M. Ward
- 11 - 12 a.m. PERSPECTIVE: MANAGEMENT AS PROCESSES
Steven M. Ward
- Noon - 12:30 p.m. TOUR OF CENTRAL CAMPUS
Jeffrey Shinn
Kurt Gattmann
- 12:30 - 1:30 p.m. LUNCH (free)
- 1:30 - 3 p.m. LAW ENFORCEMENT VALUES EXERCISE
Dr. Milton G. Holmen, Associate Dean,
School of Business Administration
University of Southern California
Steven M. Ward
Robert M. Brown, Jr.
- 3 - 4 p.m. INTRODUCTION TO PROCESS OBSERVATION
Dr. Milton G. Holmen
- 4 - 5 p.m. DEVELOPING CASE STUDIES
Dr. Milton G. Holmen
Steven M. Ward
Robert M. Brown, Jr.
Edith Light
Jeffrey Shinn
Kurt Gattmann
John Timko
- 5:15 p.m. BUS DEPARTS FROM TYLER BUILDING

Tuesday, November 27

- 7:15 a.m. BUS DEPARTS FROM HOTEL
- 8 - 11 a.m. FINDING A VALUE CONSTRUCT SUITABLE TO THE
MODERN SHERIFF
Dr. J. Wesley Robb
Professor of Philosophy and Religion
University of Southern California
- 11 - Noon INTRODUCTION TO THE ANALYTICAL MATRIX
Dr. Milton G. Holmen
- Noon - 1 p.m. LUNCH
- 1 - 2 p.m. FOUNDATIONS OF ORGANIZATION STRUCTURE
Dr. Paul Whisenand, Chairman
Department of Criminology
California State University at Long Beach

- 2 - 3 p.m. THE CONTEMPORARY LAW ENFORCEMENT ORGANIZATION
Dr. Paul Whisenand
Chief Fred Ferguson, Riverside Police Department
- 3 - 4 p.m. MOVING BEYOND THE TRADITIONAL MODEL
Chief Fred Ferguson
- 4:15 p.m. BUS DEPARTS TYLER BUILDING
- 6:30 - 8 p.m. STUDY TEAMS CRITIQUE LAW ENFORCEMENT STRUCTURES
Steven M. Ward
Robert M. Brown, Jr.
Dr. Paul Whisenand
Chief Fred Ferguson
- 8 - 9:30 p.m. TECHNIQUES FOR ANALYZING ORGANIZATION STRUCTURE
Steven M. Ward

Wednesday, November 28

- 7:15 a.m. BUS DEPARTS FROM HOTEL
- 8 - 8:30 a.m. INTRODUCTION TO PEOPLE IN ORGANIZATIONS:
VALUES AND BEHAVIORS
Steven M. Ward
- 8:30 - 9 a.m. ELICIT EXAMPLES OF EMPLOYEE-CENTERED PROBLEMS
Steven M. Ward
Robert M. Brown, Jr.
- 9 - 10 a.m. MOTIVATIONAL THEORY
Steven M. Ward
- 10 - 11 a.m. MOTIVATIONAL FEEDBACK QUESTIONNAIRE
Steven M. Ward
Robert M. Brown, Jr.
- 11 a.m. - Noon EARLY BUFFET LUNCHEON, TYLER BUILDING
- Noon - 1 p.m. INTRODUCTION TO TRANSACTIONAL ANALYSIS
- 1 - 2:30 p.m. TRANSACTIONAL ANALYSIS EXERCISE
- 2:30 - 3:30 p.m. CASE STUDY
Steven M. Ward
Robert M. Brown, Jr.
- 3:30 - 5 p.m. DISCUSSION OF HOW TO RECOGNIZE AND ANALYZE
MOTIVATIONAL PROBLEMS
Steven M. Ward
- 5:15 p.m. BUS DEPARTS TYLER BUILDING

Thursday, November 29

- 7:15 a.m. BUS DEPARTS FROM HOTEL
- 8 - 10 a.m. TRENDS IN CRIMINAL LAW
Professor Martin Levine
School of Law
University of Southern California
- 10 - 11 a.m. IMPACT OF LEGAL TRENDS ON LAW ENFORCEMENT
MANAGEMENT
Steven M. Ward
- 11 - 11:30 a.m. INTRODUCTION TO LEADERSHIP
Steven M. Ward
Dr. Eli Glogow
School of Public Administration
University of Southern California
- 11:30 - Noon ELICIT EXAMPLES OF LEADER-CENTERED PROBLEMS
Steven M. Ward
Robert M. Brown, Jr.
Dr. Eli Glogow
- Noon - 1 p.m. LUNCH (free)
- 1 - 2 p.m. THEORIES OF LEADERSHIP
Steven M. Ward
Dr. Eli Glogow
- 2 - 3 p.m. STYLES OF LEADERSHIP INSTRUMENT
Steven M. Ward
Robert M. Brown, Jr.
Dr. Eli Glogow
- 3 - 4 p.m. CONSTRUCTING A LEADERSHIP PROFILE FOR THE SHERIFF
Steven M. Ward
Robert M. Brown, Jr.
Dr. Eli Glogow
- 4:15 p.m. BUS DEPARTS TYLER BUILDING
- 6:30 - 8:30 p.m. BRIDGES: AN EXERCISE IN LEADERSHIP
Steven M. Ward
Robert M. Brown, Jr.
- 8:30 - 9:30 p.m. STUDY TEAMS

Friday, November 30

- NO BUS- -CLASSES HELD AT HOTEL
- 8 - 8:30 a.m. INTRODUCTION TO SYSTEMS THOUGHT
Dr. Bruce Olson, Associate Director
Center for the Administration of Justice
University of Southern California
- 8:30 - 9 a.m. ELICIT EXAMPLES OF SYSTEMIC PROBLEMS
Dr. Bruce Olson
- 9 - 10 a.m. CONCEPTUAL FRAMEWORK OF SYSTEMS THEORY
Dr. Bruce Olson
- 10 - 11 a.m. DEBUGGING THE CRIMINAL JUSTICE SYSTEM
Dr. Bruce Olson
- 11 - Noon EARLY LUNCH (free)
- Noon - 1:30 p.m. NAMEX EXERCISE
Dr. Milton G. Holmen
Dr. Bruce Olson
Steven M. Ward
Robert M. Brown, Jr.
- 1:30 - 3 p.m. ANALYTICAL TOOLS FOR IDENTIFYING AND RESPONDING
TO SYSTEM PROBLEMS
Dr. Bruce Olson
Dr. Milton G. Holmen
Steven M. Ward
Robert M. Brown, Jr.
- 3 p.m. ADJOURN FOR WEEKEND

Monday, December 3

- 7:15 a.m. BUS DEPARTS FROM HOTEL
- 8 - 9 a.m. OVERVIEW OF AGENCY PLANNING FUNCTION
Mal King, Director
Ventura County Criminal Justice Planning Commission
Sheriff Paul Blubaum
Maricopa County, Arizona
- 9 - Noon PLANNING PROCESS
Mal King
- Noon - 1 p.m. LUNCH (free)

- 1 - 5 p.m. BUDGETING (In two size groups)
Dr. William Petak
Department of Political Science
California State University at Fullerton
- 5:15 p.m. BUS DEPARTS TYLER BUILDING
- 6:30 - 9:30 p.m. BUDGET SIMULATION

Tuesday, December 4

- 7:15 a.m. BUS DEPARTS FROM HOTEL (Group A schedule shown-
-Group B is reverse)
- 8 - 9 a.m. OVERVIEW OF JAIL ADMINISTRATION
Nick Pappas, Correctional Specialist
LEAA, Washington, D.C.
- 9 - 10 a.m. SELECTED PROGRAMS IN JAIL SETTINGS
Nick Pappas
- 10 - 11 a.m. TRENDS IN JAIL LAW
Dr. Fred Cohen
School of Criminal Justice
State University of New York at Albany
- 11 - Noon ASSUMING A PROACTIVE STANCE IN JAIL ADMINISTRATION
Dr. Fred Cohen
- Noon - 1 p.m. LUNCH (free)
- 1 - 3 p.m. THE SHERIFF AS COMMUNITY MOBILIZER
James Fisk, Adjunct Professor, UCLA
Police Commissioner, City of Los Angeles
- 3 - 5 p.m. CRIME PREVENTION: A MOBILIZING TACTIC
Ray Bray, Crime Prevention Officer
Concord Police Department, Concord, California
Steven M. Ward
- 5:15 p.m. BUS DEPARTS FROM TYLER BUILDING

Wednesday, December 5

TOURS

Thursday, December 6

7:15 a.m. BUS DEPARTS FROM HOTEL
SPECIAL BLOCKS--TO BE ARRANGED

Friday, December 7

NO BUS--CLASSES HELD AT HOTEL

8 - 8:30 a.m. PURPOSES OF THE BACK-HOME TRAINING PERIOD
Steven M. Ward
Dr. Milton G. Holmen

8:30 - 10 a.m. OVERVIEW OF ORGANIZATION DEVELOPMENT
Steven M. Ward

10 - 11 a.m. COMMITMENT TO CHANGE: WHAT IT MEANS
Steven M. Ward

11 - Noon RESISTANCE TO CHANGE: HOW TO RECOGNIZE AND DEAL
WITH IT
Steven M. Ward

Noon - 1 p.m. LUNCH (free)

1 - 2:30 p.m. STUDY TEAMS DEVELOP OBJECTIVES FOR BACK-HOME
Steven M. Ward
Dr. Milton G. Holmen

2:30 - 3:30 FINAL DEBRIEF
Steven M. Ward
Dr. Milton G. Holmen

3:30 p.m. ADJOURN

6 - 7 p.m. SOCIAL HOUR

7 - 9 p.m. DINNER AND GRADUATION CEREMONY

NATIONAL SHERIFFS' INSTITUTE

Sponsored by
THE NATIONAL SHERIFFS' ASSOCIATION

and Conducted by
The Center for the Administration of Justice
School of Public Administration
UNIVERSITY OF SOUTHERN CALIFORNIA

The University of Southern California, under contract to the National Sheriffs' Association, is providing four management training institutes for newly elected sheriffs from throughout the United States. The training is provided by the School of Public Administration, Center for the Administration of Justice. It is financed by a grant from the Law Enforcement Assistance Administration. Two hundred-fifty sheriffs will be trained in four groups of from sixty to sixty-five each.

PROGRAM RATIONALE

The American sheriff is a unique member of the criminal justice profession. By virtue of his widely varied duties, he commonly acts both as "gate-keeper" to the system and as a bridge connecting its other elements. The sheriff is variously law enforcement officer, jailer and correctional officer, administrative officer of the courts, and provider of myriad other services (depending upon the state, the sheriff may be tax collector, coroner, or probation officer). Additionally, the sheriff as a personality is an independently elected official of the county government who performs certain leadership functions external to the justice system.

Despite the crucial nature of the institution of sheriff, little attention has focused on the demands of his role in modern America. This is due partly to his elective status. It is also likely due to the diversity of "hats" he wears in response to the imperatives of state constitutions, statutes, and local values and norms. Obviously, these reasons are hardly sufficient to ignore the office of sheriff. In fact, in concert they comprise a compelling rationale for concentrating our best efforts on helping the modern sheriff to better understand and perform his roles.

The management training program planned by the Center for the Administration of Justice, School of Public Administration, University of Southern California, is in direct response to this rationale. In concert with the National Sheriffs' Association, USC recognizes the centrality of the sheriff to the processes of justice in so many communities in our country and proposes to provide an educational experience designed to help him become more aware of his duties and responsibilities and to respond appropriately to these duties and responsibilities.

Despite those diverse duties assigned to sheriffs which are functions of law, geography, and time, there is at least one common element which unites these key enforcement executives. This common element is the not-

so-simple fact that they are all managers. Despite agency size, location, or complexity of substantive duties, sheriffs are by definition heads of government agencies and further by definition they must manage and administer these agencies.

It is an unfortunate fact that too many sheriffs have received little training or education focused on their management duties. While they may have considerable law enforcement experience, they have too often not been prepared for the other side of their jobs. It is this side, the management side, which in many respects determines the success of law enforcement operations. When management and administration fail, the best field practices can break down.

In response to this problem, USC provides an intensive educational experience in management and administration for newly elected sheriffs from throughout the country. This experience is designed to maximize the impact of the educational process by combining structured laboratory experiences with reinforcement experiences while the sheriff is actually on the job in his agency. The primary objectives of the training are to:

- (1) Expose sheriffs to current management practices and trends
- (2) Identify resources available to help the sheriffs better perform their management tasks
- (3) Provide an opportunity for the sheriffs to obtain new knowledge (new to them individually) in pertinent areas of management
- (4) Provide an opportunity for the sheriffs to practice certain key management skills which are common to the wide range of responsibilities which they hold

The training model is designed to have impact in three basic areas, each related to the individual sheriff/trainee. First, the experience provides the sheriff/trainees with an understanding of the relationship between personal educational efforts and successful management. They will be exposed to the myriad resources available to key executives. In order to assist the sheriff/trainees in improving their management skills and in solving managerial problems, this is combined with continued reinforcement of the value of using these resources as part of their individual managerial styles.

Second, the training provides a laboratory setting in which sheriff/trainees can practice key managerial skills and obtain immediate feedback about their performance. The environment is non-threatening, emphasizing the value of being self-analytical and of obtaining performance feedback from peers. Attention is paid to the applicability of such self-analysis in the agency environment.

Third, the sheriff/trainees are exposed to several thematic elements common to all managerial enterprises which play a crucial role in determining their success as managers. These elements include communication, conflict resolution, problem identification and evaluation and feedback. The applicability of these key elements to almost every managerial or organizational issue is developed.

Ultimately, it is envisioned that the combination of these three manager-oriented impact areas in a highly supportive, learning environment will result in the development by the sheriff/trainees of a managerial style or model which is appropriate to the turbulent environment in which they work. While each sheriff/trainee will internalize the training experiences differently, the intent is to develop executives who are attuned to the demands of the managerial components of their roles and who are capable of capitalizing on the many resources available to aid them in performing that component. The individual sheriff should become more adept at resolving management problems and ultimately should be able to design managerial strategies which stress the problem-solving nature of his job.

The training model draws heavily upon that developed by another USC training team for the National Institute of Corrections' Summer Institute for Criminal Justice Executives. It comprises five phases designed to stress learning as an ongoing, self-generated process which is a crucial part of modern management theory. Since the model will be replicated on four occasions during the coming year, there will be considerable overlapping of these phases. The following narrative, therefore, describes in sequential fashion how the phases will occur for one class of some sixty (60) sheriff/trainees.

PHASE ONE is a trainee analysis and preparation period involving both project staff and the sheriffs accepted for participation in a particular class. This period precedes each class by an estimated 45 - 60 days and includes four components.

Component One, at this time, is primarily a telephone contact and interview with each sheriff as USC is notified of his selection (selection is made by the National Sheriffs' Association). Either the Project Director or the Senior Faculty Advisor personally calls and talks with each selected sheriff. The calls accomplish several purposes. First, they congratulate the sheriff and welcome him to the program. Second, they provide initial answers to some of the many questions he will have. Third, they set forth the sequence of events so that the sheriff will be prepared for the action he will have to take. Fourth, they gather certain descriptive information about the sheriff's background and his agency. Finally, they ascertain any specific agendas he may wish to have considered for inclusion in the training program.

PHASE TWO comprises the on-site training program at the University of Southern California. It is based on a number of considerations.

First, considerable attention is paid to developing the concept of learning as an integral part of good management. The sheriff/trainees are exposed to the relevance of lifetime learning and its applications in organizational settings. Additionally, the applicability of various training techniques (games, simulations, role plays, lecturettes, etc.) to the sheriff/trainees' home agencies are stressed.

Second, every effort is made to identify those common themes which pervade most management enterprises and to discuss these themes in the context of substantive subjects. For example, the processes of leadership, communication, conflict management, decision-making, planning, and problem-solving are basic to all management. They have relevance whether the specific topic under consideration is budgeting, resource allocation, selection of personnel, use of information, or any of myriad other management-related tasks. These various thematic processes are identified to the sheriff/trainees early in the program.

Third, these thematic processes are treated as management skills of which every manager should be aware and which require practice and refinement. There is a well developed body of knowledge and practice in the professional training and development field which uses participative techniques to attain awareness and understanding of these basically human relations processes. Many of these techniques are used, allowing the sheriff/trainees to participate in the practice of skills, to receive feedback on their performance, and to analyze how others approach similar problems.

Fourth, continuity between process skills and substantive knowledge is maintained at all times. The relationship of the thematic skills to the various subjects under consideration is continually referred to and reinforced.

Fifth, continuity between various segments of the training program is consciously maintained. One major fault of training programs which rely heavily upon part-time faculty has been the lack of continuity between various subject blocks and resulting confusion and loss of vital information. The presence of full-time staff members in each learning group will facilitate continuous attention to maintaining continuity.

Sixth, teaching resources emphasize persons who combine management and administrative theory with sound experience in their practical application. The majority of faculty members are academicians who have attained a solid reputation for their knowledge of the subjects they are asked to cover. Practitioners, including both law enforcement and general management persons, are included in the faculty, but their use will be judiciously controlled in order to maximize exposure of the sheriff/trainees to the kinds of persons with whom they likely have had the least contact.

Finally, the "wholeness" of the entire training experience is stressed. The relationship of the campus training phase to the reinforcement and regional field training phases is explained. Sheriff/trainees are kept aware of the fact that their learning experience cannot be successful if

it is viewed as terminating at the end of their two weeks at USC. Their honest commitment to the continuing nature of the program is solicited.

PHASE THREE of the training model is comprised of the backhome reinforcement process and preparation for the field training experience. At regular intervals following completion of the campus training experience, packages of learning material will be mailed to each sheriff/trainee at his agency. These materials will consist primarily of three types of information. First will be readings, either original or reprints, which expand upon subjects covered during the campus training experience. These readings will be selected to logically extend the consideration of subjects provided in the classroom. Second will be information on how to apply specific skills or techniques covered during the campus training to real problems in the workday worlds of the sheriff/trainees. Third will be information designed to prepare the sheriff/trainees for the field training experience. In addition, there may be some individualized material for those persons who availed themselves of administrative counseling by project staff.

A second component of the backhome reinforcement phase is occasional telephone conversations with the sheriff/trainees to provide them with opportunities to provide feedback on the program, to ask questions, or to respond to issues raised in the mailings. These conversations also serve to reinforce the project training staff's interest in and commitment to the sheriff/trainees and their progress.

PHASE FOUR is comprised of the field training experience. There will be three additional training programs regionally located at various sites throughout the country (to minimize travel) which will bring the sheriff/trainees back together for two days of additional training. (NOTE: The budget for this initial year provides only for field training for the sheriff/trainees attending the first two classes. These sessions will be held in the spring some six to eight months following the campus experience. Field training for the campus classes held in the spring will occur following the termination of this initial budget period and will require separate funding.)

Sheriff/trainees will attend the geographic site nearest their homes. For two days, they will receive additional training based upon the problems and issues they have encountered since completing the campus portion of the program. Additionally, they will be given an opportunity, in retrospect, to critique the overall training process.

PHASE FIVE will consist of another reinforcement process. For a period of at least three months following the field training, sheriff/trainees will again receive learning materials relating to their two group experiences and to the issues raised during the field training phase.

NATIONAL SHERIFFS' INSTITUTE

Sponsored by
THE NATIONAL SHERIFFS' ASSOCIATION

and Conducted by
The Center for the Administration of Justice
School of Public Administration
UNIVERSITY OF SOUTHERN CALIFORNIA

Class Two

1. Donald Alden, Belknap County, New Hampshire
2. Reymundo Alvarez, Starr County, Texas
3. Robert H. Baker, Doddridge County, West Virginia
4. Harold R. Bass, McKinley County, New Mexico
5. Robert J. Bassett, Lincoln County, Wisconsin
6. Robert P. Bertermann, Racine County, Wisconsin
7. Joe Bill Brewer, Park County, Wyoming
8. Merle F. Brown, Mills County, Iowa
9. Cary L. Burns, Greenbrier County, West Virginia
10. Theodore B. Byus, Union County, Ohio
11. William M. Callanan, Lucas County, Ohio
12. Orville Campbell, Treasure County, Montana
13. Allen L. Capwell, Wyoming County, New York
14. Lewis E. Craven, Tyler County, Texas
15. David Edward Davis, Green County, Tennessee
16. William H. Ferris, Jr., Dane County, Wisconsin
17. Donald L. Forbush, Lincoln County, Washington
18. Joe H. Garza, Brooks County, Texas
19. Joe W. Girres, Palo Alto County, Iowa
20. David A. Hanna, Chippewa County, Michigan
21. Tom E. Harden, Morrow County, Ohio

22. Roy L. Helton, Dawson County, Georgia
23. Paul Jones, Umatilla County, Oregon
24. Phil Jordan, Mohave County, Arizona
25. Ronald E. Keim, Kalamazoo County, Michigan
26. Gus O. Krausse, Cameron County, Texas
27. Richard F. Kise, Wayne County, New York
28. Louis E. Kornahrens, Jr., Charleston County, South Carolina
29. Raymond Lawrence, Gulf County, Florida
30. Earl D. Lee, Douglas County, Georgia
31. Chuck Light, Miami County, Kansas
32. Max B. Marston, Licking County, Ohio
33. James R. Metts, Washington County, South Carolina
34. Larry Morris, Clarendon County, Arkansas
35. Don R. Moreland, Marion County, Florida
36. Gary Mulholland, Clinton County, Iowa
37. Duane L. Payne, Franklin County, Iowa
38. Frederick J. Postill, Washtenaw County, Michigan
39. Richard Paul Rensi, Harrison County, Ohio
40. Earl R. Sabo, Bowie County, Texas
41. J. S. Scarborough, III, Kleberg County, Texas
42. George W. Smith, Collin County, Texas
43. Linwood H. Snow, Plymouth County, Massachusetts
44. Duane E. Sorenson, Custer County, Idaho
45. Johannes F. Spreen, Oakland County, Michigan
46. Richard V. Stokan, Huron County, Michigan
47. Cecil R. Strawser, Preston County, West Virginia
48. Clarence H. Weatherford, Monroe County, West Virginia

49. George Westcott, Iosco County, Michigan
50. Cash F. Williams, Greenville County, South Carolina
51. Clarence C. Williams, Montezuma County, Colorado
52. Leslie Richard Williams, Mesa County, Colorado
53. Arvin R. Ziehlstorff, Eau Claire County, Wisconsin
54. John White, Lincoln County, West Virginia
55. Don F. Martin, Cedar County, Missouri
56. Derold E. Lynskey, Valley County, Idaho
57. Julius B. Seller, St. Charles Parish, Louisiana
58. Verne Newbold, Buffalo County, Nebraska
59. John S. Lawrence, Grand Isle County, Vermont
60. Charles M. Cupp, Richland County, Wisconsin
61. Bert Cantwell, Wyandotte County, Kansas
62. J. Al Amiss, East Baton Rouge Parish, Louisiana
63. Frank White, Monroe County, Tennessee

NATIONAL SHERIFFS' INSTITUTE

PROFILE OF CLASS II
(Tentative)

Agency Size

Number of Sworn Personnel

1 to 5	-	5 departments
6 to 10	-	17 departments
11 to 20	-	20 departments
21 to 30	-	6 departments
31 to 40	-	1 department
41 to 50	-	2 departments
51 to 80	-	6 departments
81 to 100	-	3 departments*
120	-	1 department
125	-	1 department
155	-	1 department
200	-	1 department
375	-	1 department

* one department has 50 part-time sworn personnel

Age of Students

20 to 29 years	-	2
30 to 39 years	-	17
40 to 49 years	-	15
50 to 59 years	-	12
60+ years	-	2

Education

2	-	Masters Degree
3	-	Some Graduate Work
1	-	Senior Undergraduate Student
21	-	2 yr. Degree or 2 yrs. college
20	-	High School Diploma
2	-	Other

Years in Criminal Justice System

30+ years	-	3
21-30 years	-	5
11-20 years	-	15
6-10 years	-	9
1- 5 years	-	13
0 years	-	4*

*Prior to being elected Sheriff

States Represented

53 students reporting
23 states represented

7	from	Texas
6	from	Michigan
5	from	Ohio
4	from	Iowa, West Virginia, Wisconsin
3	from	South Carolina
2	from	Colorado, Florida, Georgia, New York
1	from	Arizona, Arkansas, Idaho, Kansas, Massachusetts, Montana, New Mexico, New Hampshire, Oregon, Tennessee, Washington, Wyoming

APPENDIX K

EVALUATION SUMMARIES

PRELIMINARY ANALYSIS

National Sheriffs' Institute

Two-Week Session

September 10-21, 1973

University of Southern California

Los Angeles, California

AVERAGE FOR THE PROGRAM ELEMENT OVER THE FOUR VARIABLES

(29)	Wesley Robb- -Ethics in Law Enforcement	6.47
(34)	Ray Bray- -Crime Prevention	6.40
(30)	Gilbert Sholton- -Contract Services	6.15
(31)	George Cooper- -Administration of Reserve Program	6.07
(5)	Victor Cizanckas- -Contemporary Law Enforcement Organization	6.05
(9)	Steven Ward, Steven Neel- -Bridges Exercise on Leadership Style	6.04
(12)	Steven Ward, Milton Holmen- -Namex Exercise	6.00
(2)	John Gerletti- -Environment of Modern Public Administration	5.94
(7)	Steven Ward- -Lecture on Leadership and Supervision	5.79
(10)	Steven Ward- -Managerial Style Exercise	5.74
(32)	John Knox- -Media Relations	5.74
(16)	Martin Levine- -Developing Trends in Criminal Law	5.70
(26)	Fred Cohen- -Developing Trends in Jail Law	5.70
(20)	Gerald Townsend- -Professionalization: The Case for Minimum Standards	5.69
(14)	Herbert Brown- -Criminal Justice Systems	5.68
(4)	Paul Whisenand- -Foundations of Organization Structure	5.58
(25)	Robert Carter- -Specialized Problems & Programs in Jail Administration	5.58
(21)	Mal King- -Planning in the Criminal Justice System	5.45
(19)	William Petak- -Budgeting and Fiscal Management	5.40
(24)	Nick Pappas- -Overview of Jail Administration	5.36
(3)	Steven Ward, Milton Holmen- -Law Enforcement Values Exercise	5.14
(8)	Steven Neel- -Lecture on Leadership and Supervision	5.14
(1)	Michael Wolke- -The Contemporary Sheriff	5.12
(28)	Bill Funkhouser- -Training and Personnel Development	5.12
(35)	James Fisk- -Mobilizing Community Resources	5.12
(13)	Bruce Olson- -Criminal Justice Systems	5.08
(17)	George Medak- -Information: Kinds, Sources & Applications	5.00
(27)	Mel LaBaron- -Training and Personnel Development	4.99
(18)	Judy Hails- -Statistics as a Management Tool	4.75
(33)	Mary Harrison- -Getting the Most out of Group Meetings	4.74
(6)	Steven Ward, Milton Holmen- -Communication and Motivation	4.70
(22)	Richard Green- -Relationships in the LEAA Funding System	4.48
(11)	Charles Smith- -A Report on Project STAR	4.27
(23)	Dick Birmele- -Basic Grantsmanship	4.21
(15)	Wilbur Hutchins- -Criminal Justice Systems	3.75

1. KNOWLEDGE & PREPARATION

(29)	Wesley Robb- -Ethics in Law Enforcement	6.72
(34)	Ray Bray- -Crime Prevention	6.63
(30)	Gilbert Sholton- -Contract Services	6.49
(2)	John Cerletti- -Environment of Modern Public Administration	6.45
(31)	George Cooper- -Administration of Reserve Program	6.37
(20)	Gerald Townsend- -Professionalization: The Case for Minimum Standards	6.31
(16)	Martin Levine- -Developing Trends in Criminal Law	6.25
(14)	Herbert Brown- -Criminal Justice Systems	6.23
(9)	Steven Ward, Steven Neel- -Bridges Exercise on Leadership Style	6.21
(5)	Victor Cizanckas- -Contemporary Law Enforcement Organization	6.17
(26)	Fred Cohen- -Developing Trends in Jail Law	6.11
(4)	Paul Whisenand- -Foundations of Organization Structure	6.10
(7)	Steven Ward- -Lecture on Leadership and Supervision	6.08
(10)	Steven Ward- -Managerial Style Exercise	6.07
(32)	John Knox- -Media Relations	6.05
(21)	Mal King- -Planning in the Criminal Justice System	6.00
(25)	Robert Carter- -Specialized Problems & Programs in Jail Administration	6.00
(19)	William Petak- -Budgeting and Fiscal Management	5.98
(12)	Steven Ward, Milton Holmen- -Namex Exercise	5.96
(35)	James Fisk- -Mobilizing Community Resources	5.85
(3)	Steven Ward, Milton Holmen- -Law Enforcement Values Exercise	5.83
(11)	Charles Smith- -A Report on Project STAR	5.81
(17)	George Madak- -Information: Kinds, Sources & Applications	5.77
(1)	Michael Wolke- -The Contemporary Sheriff	5.75
(24)	Nick Pappas- -Overview of Jail Administration	5.72
(13)	Bruce Olson- -Criminal Justice Systems	5.67
(18)	Judy Hails- -Statistics as a Management Tool	5.67
(6)	Steven Ward, Milton Holmen- -Communication and Motivation	5.58
(28)	Bill Funkhouser- -Training and Personnel Development	5.55
(8)	Steven Neel- -Lecture on Leadership and Supervision	5.54
(27)	Mel LeBaron- -Training and Personnel Development	5.51
(22)	Richard Green- -Relationships in the LEAA Funding System	5.36
(33)	Mary Harrison- -Getting the Most out of Group Meetings	5.29
(23)	Dick Birmele- -Basic Grantsmanship	4.94
(15)	Wilbur Hutchins- -Criminal Justice Systems	4.71

2. PRESENTATION & DISCUSSION

(29)	Wesley Robb- -Ethics in Law Enforcement	6.63
(5)	Victor Cizanckas- -Contemporary Law Enforcement Organization	6.47
(34)	Ray Bray- -Crime Prevention	6.47
(2)	John Gerletti- -Environment of Modern Public Administration	6.40
(30)	Gilbert Sholton- -Contract Services	6.39
(14)	Herbert Brown- -Criminal Justice Systems	6.25
(31)	George Cooper- -Administration of Reserve Program	6.25
(9)	Steven Ward, Steven Neel- -Bridges Exercise on Leadership Style	6.11
(10)	Steven Ward- -Managerial Style Exercise	6.07
(20)	Gerald Townsend- -Professionalization: The Case for Minimum Standards	6.07
(7)	Steven Ward- -Lecture on Leadership and Supervision	6.02
(16)	Martin Levine- -Developing Trends in Criminal Law	6.02
(32)	John Knox- -Media Relations	5.96
(12)	Steven Ward, Milton Holmen- -NameX Exercise	5.87
(4)	Paul Whisenand- -Foundations of Organization Structure	5.75
(26)	Fred Cohen- -Developing Trends in Jail Law	5.75
(25)	Robert Carter- -Specialized Problems & Programs in Jail Administration	5.70
(1)	Michael Wolke- -The Contemporary Sheriff	5.66
(19)	William Petak- -Budgeting and Fiscal Management	5.63
(21)	Mal King- -Planning in the Criminal Justice System	5.63
(6)	Steven Ward, Milton Holmen- -Communication and Motivation	5.58
(24)	Nick Pappas- -Overview of Jail Administration	5.37
(3)	Steven Ward, Milton Holmen- -Law Enforcement Values Exercise	5.35
(8)	Steven Neel- -Lecture on Leadership and Supervision	5.33
(13)	Bruce Olson- -Criminal Justice Systems	5.30
(28)	Bill Funkhouser- -Training and Personnel Development	5.29
(17)	George Medak- -Information: Kinds, Sources and Applications	5.25
(35)	James Fisk- -Mobilizing Community Resources	5.22
(27)	Mel LeBaron- -Training and Personnel Development	5.15
(18)	Judy Hails- -Statistics as a Management Tool	5.04
(22)	Richard Green- -Relationships in the LEAA Funding System	4.80
(11)	Charles Smith- -A Report on Project STAR	4.77
(33)	Mary Harrison- -Getting the Most out of Group Meetings	4.69
(23)	Dick Birmele- -Basic Grantsmanship	4.55
(15)	Wilbur Hutchins- -Criminal Justice Systems	4.05

3. RELEVANCE FOR ME

(34)	Ray Bray- --Crime Prevention	6.40
(29)	Wesley Robb- --Ethics in Law Enforcement	6.39
(12)	Steven Ward, Milton Holmen- --Namex Exercise	6.12
(9)	Steven Ward, Steven Neel- --Bridges Exercise on Leadership Style	5.95
(30)	Gilbert Sholton- --Contract Services	5.93
(31)	George Cooper- --Administration of Reserve Program	5.91
(32)	John Knox- --Media Relations	5.66
(2)	John Gerletti- --Environment of Modern Public Administration	5.65
(26)	Fred Cohen- --Developing Trends in Jail Law	5.62
(7)	Steven Ward- --Lecture on Leadership and Supervision	5.59
(16)	Martin Levine- --Developing Trends in Criminal Law	5.53
(5)	Victor Cizanckas- --Contemporary Law Enforcement Organization	5.49
(10)	Steven Ward- --Managerial Style Exercise	5.47
(4)	Paul Whisenand- --Foundations of Organization Structure	5.37
(25)	Robert Carter- --Specialized Problems & Programs in Jail Administration	5.37
(24)	Nick Pappas- --Overview of Jail Administration	5.34
(20)	Gerald Townsend- --Professionalization: The Case for Minimum Standards	5.33
(21)	Mal King- --Planning in the Criminal Justice System	5.30
(19)	William Petak- --Budgeting and Fiscal Management	5.29
(14)	Herbert Brown- --Criminal Justice Systems	5.24
(8)	Steven Neel- --Lecture on Leadership and Supervision	5.00
(28)	Bill Funkhouser- --Training and Personnel Development	4.97
(35)	James Fisk- --Mobilizing Community Resources	4.93
(1)	Michael Wolke- --The Contemporary Sheriff	4.83
(13)	Bruce Olson- --Criminal Justice Systems	4.82
(27)	Mel LeBaron- --Training and Personnel Development	4.77
(3)	Steven Ward, Milton Holmen- --Law Enforcement Values Exercise	4.74
(33)	Mary Harrison- --Getting the Most out of Group Meetings	4.69
(17)	George Medak- --Information: Kinds, Sources and Applications	4.53
(6)	Steven Ward, Milton Holmen- --Communication and Motivation	4.38
(18)	Judy Hails- --Statistics as a Management Tool	4.37
(22)	Richard Green- --Relationships in the LEAA Funding System	4.13
(23)	Dick Birmele- --Basic Grantsmanship	3.92
(11)	Charles Smith- --A Report on Project STAR	3.47
(15)	Wilbur Hutchins- --Criminal Justice Systems	3.24

4. AMOUNT LEARNED

(29)	Wesley Robb- -Ethics in Law Enforcement	6.13
(34)	Ray Bray- -Crime Prevention	6.12
(12)	Steven Ward, Milton Holmen- -Namex Exercise	6.08
(5)	Victor Cizanckas- -Contemporary Law Enforcement Organization	6.06
(9)	Steven Ward, Steven Neel- -Bridges Exercise on Leadership Style	5.89
(30)	Gilbert Sholton- -Contract Services	5.80
(31)	George Cooper- -Administration of Reserve Program	5.77
(7)	Steven Ward- -Lecture on Leadership and Supervision	5.48
(10)	Steven Ward- -Managerial Style Exercise	5.35
(26)	Fred Cohen- -Developing Trends in Jail Law	5.33
(32)	John Knox- -Media Relations	5.29
(2)	John Gerletti- -Environment of Modern Public Administration	5.27
(25)	Robert Carter- -Specialized Problems & Programs in Jail Administration	5.26
(4)	Paul Whisenand- -Foundations of Organization Structure	5.10
(20)	Gerald Townsend- -Professionalization: The Case for Minimum Standards	5.04
(14)	Herbert Brown- -Criminal Justice Systems	5.00
(24)	Nick Pappas- -Overview of Jail Administration	5.00
(16)	Martin Levine- -Developing Trends in Criminal Law	4.98
(21)	Mal King- -Planning in the Criminal Justice System	4.89
(19)	William Petak- -Budgeting and Fiscal Management	4.70
(28)	Bill Funkhouser- -Training and Personnel Development	4.68
(8)	Steven Neel- -Lecture on Leadership and Supervision	4.67
(3)	Steven Ward, Milton Holmen- -Law Enforcement Values Exercise	4.65
(13)	Bruce Olson- -Criminal Justice Systems	4.54
(27)	Mel LeBaron- -Training and Personnel Development	4.54
(35)	James Fisk- -Mobilizing Community Resources	4.47
(17)	George Medak- -Information: Kinds, Sources and Applications	4.44
(33)	Mary Harrison- -Getting the Most out of Group Meetings	4.29
(1)	Michael Wolke- -The Contemporary Sheriff	4.23
(18)	Judy Halls- -Statistics as a Management Tool	3.95
(6)	Steven Ward, Milton Holmen- -Communication and Motivation	3.87
(22)	Richard Green- -Relationships in the LEAA Funding System	3.64
(23)	Dick Birmele- -Basic Grantsmanship	3.41
(11)	Charles Smith- -A Report on Project STAR	3.04
(15)	Wilbur Hutchins- -Criminal Justice Systems	3.00

NATIONAL SHERIFFS' INSTITUTE

Sponsored by
THE NATIONAL SHERIFFS' ASSOCIATION

and Conducted by
The Center for the Administration of Justice
School of Public Administration
UNIVERSITY OF SOUTHERN CALIFORNIA

PRELIMINARY ANALYSIS

Two-Week Session

November 25, 1973 - December 7, 1973

CLASS TWO

AVERAGE FOR THE PROGRAM ELEMENT OVER THE FOUR VARIABLES

(17)	Joyce Ross- -Introduction to Transactional Analysis; Transactional Analysis Exercise	6.28
(4)	John Gerletti- -The Dynamic World of the Modern Sheriff	6.22
(33)	Ray Bray- -Mobilizing Community Resources	6.21
(11)	J. Wesley Robb- -Finding a Value Construct Suitable to the Modern Sheriff	6.14
(14)	R. Fred Ferguson- -Organizing for Effectiveness; Study Teams Critique Law Enforcement Structures	6.13
(13)	Paul Whisenand- -Organizing for Effectiveness; Study Teams Critique Law Enforcement Structures	6.08
(38)	Steven Ward, Milton Holmen- -Commitment to Change: What It Means; Resistance to Change: How to Recognize & Deal with It	6.06
(5)	Herbert Brown- -The Contemporary Sheriff: Man of Many Roles	6.05
(21)	Eli Glogow- -Administration of the Styles of Leadership Instrument; Constructing a Leadership Profile for the Sheriff	6.03
(20)	Eli Glogow- -Theories of Leadership	6.01
(22)	Steven Ward- -Bridges- -An Exercise in Leadership	6.01
(37)	Steven Ward, Milton Holmen- -Overview of Organization Development	6.00
(19)	Eli Glogow- -Introduction to Leadership	5.96
(25)	Milton Holmen- -Namex	5.92
(23)	Robert Brown- -Lego	5.84
(7)	Steven Ward- -Perspective: Management as Processes	5.82
(3)	Steven Ward- -Getting Acquainted- -Introductions	5.80
(2)	Robert Brown- -Getting Acquainted- -Introductions	5.77
(36)	Gilbert Scholten- -Contract Services	5.76
(34)	George Cooper- -Administration of Reserve Program	5.74
(16)	Robert Brown- -Motivation	5.72
(35)	John Knox- -Media Relations	5.72
(15)	Steven Ward- -Motivation	5.70
(31)	David Wexler- -Jail Administration	5.69
(6)	Steven Ward- -Analyzing the Role of the Sheriff	5.68
(1)	Steven Ward- -Getting Acquainted	5.66
(10)	Developing Case Studies	5.55
(30)	Nick Pappas- -Jail Administration	5.54
(29)	Steve Neel- -Agency Goal-Setting and Guidance	5.50
(18)	Martin Levine- -Trends in Criminal Law	5.39
(26)	Mal King- -Agency Goal-Setting and Guidance	5.39
(9)	Milton Holmen- -Introduction to Process Observation	5.38
(27)	Paul Blubaum- -Agency Goal-Setting and Guidance	5.37
(12)	Milton Holmen- -Introduction to the Analytical Matrix	5.30
(8)	Milton Holmen- -Law Enforcement Values Exercise	5.25
(32)	James Fisk- -Mobilizing Community Resources	5.24
(28)	William Petak- -Agency Goal-Setting and Guidance	5.20
(24)	Bruce Olson- -The Criminal Justice System	5.17

KNOWLEDGE & PREPARATION

(4)	John Gerletti- -The Dynamic World of the Modern Sheriff	6.56
(17)	Joyce Ross- -Introduction to Transactional Analysis; Transactional Analysis Exercise	6.50
(11)	J. Wesley Robb- -Finding a Value Construct Suitable to the Modern Sheriff	6.49
(13)	Paul Whisenand- -Organizing for Effectiveness; Study Teams Critique Law Enforcement Structures	6.46
(14)	R. Fred Ferguson- -Organizing for Effectiveness; Study Teams Critique Law Enforcement Structures	6.44
(33)	Ray Bray- -Mobilizing Community Resources	6.34
(22)	Steven Ward- -Bridges- -An Exercise in Leadership	6.26
(20)	Eli Glogow- -Theories of Leadership	6.25
(21)	Eli Glogow- -Administration of the Styles of Leadership Instrument; Constructing a Leadership Profile for the Sheriff	6.25
(37)	Steven Ward, Milton Holmen- -Overview of Organization Development	6.22
(25)	Milton Holmen- -Namex	6.21
(38)	Steven Ward, Milton Holmen- -Commitment to Change: What It Means; Resistance to Change: How to Recognize & Deal with It	6.21
(5)	Herbert Brown- -The Contemporary Sheriff: Man of Many Roles	6.20
(19)	Eli Glogow- -Introduction to Leadership	6.17
(2)	Robert Brown- -Getting Acquainted- -Introductions	6.14
(1)	Steven Ward- -Getting Acquainted	6.12
(7)	Steven Ward- -Perspective: Management as Processes	6.10
(36)	Gilbert Scholten- -Contract Services	6.10
(23)	Robert Brown- -Lego	6.05
(6)	Steven Ward- -Analyzing the Role of the Sheriff	6.00
(31)	David Wexler- -Jail Administration	5.98
(3)	Steven Ward- -Getting Acquainted- -Introductions	5.97
(16)	Robert Brown- -Motivation	5.95
(35)	John Knox- -Media Relations	5.92
(34)	George Cooper- -Administration of Reserve Program	5.88
(15)	Steven Ward- -Motivation	5.87
(9)	Milton Holmen- -Introduction to Process Observation	5.86
(8)	Milton Holmen- -Law Enforcement Values Exercise	5.85
(10)	Developing Case Studies- -	5.82
(18)	Martin Levine- -Trends in Criminal Law	5.81
(29)	Steve Neel- -Agency Goal-Setting and Guidance	5.76
(12)	Milton Holmen- -Introduction to the Analytical Matrix	5.74
(26)	Mal King- -Agency Goal-Setting and Guidance	5.73
(30)	Nick Pappas- -Jail Administration	5.71
(32)	James Fisk- -Mobilizing Community Resources	5.71
(24)	Bruce Olson- -The Criminal Justice System	5.66
(27)	Paul Blubaum- -Agency Goal-Setting and Guidance	5.64
(28)	William Petak- -Agency Goal-Setting and Guidance	5.45

PRESENTATION & DISCUSSION

(17)	Joyce Ross- -Introduction to Transactional Analysis; Transactional Analysis Exercise	6.50
(4)	John Gerletti- -The Dynamic World of the Modern Sheriff	6.44
(14)	R. Fred Ferguson- -Organizing for Effectiveness; Study Teams Critique Law Enforcement Structures	6.33
(11)	J. Wesley Robb- -Finding a Value Construct Suitable to the Modern Sheriff	6.24
(33)	Ray Bray- -Mobilizing Community Resources	6.23
(22)	Steven Ward- -Bridges- -An Exercise in Leadership	6.20
(38)	Steven Ward, Milton Holmen- -Commitment to Change: What It Means; Resistance to Change: How to Recognize & Deal with It	6.18
(21)	Eli Glogow- -Administration of the Styles of Leadership Instrument; Constructing a Leadership Profile for the Sheriff	6.16
(37)	Steven Ward, Milton Holmen- -Overview of Organization Development	6.15
(20)	Eli Glogow- -Theories of Leadership	6.14
(5)	Herbert Brown- -The Contemporary Sheriff: Man of Many Roles	6.13
(13)	Paul Whisenand- -Organizing for Effectiveness; Study Teams Critique Law Enforcement Structures	6.10
(19)	Eli Glogow- -Introduction to Leadership	6.10
(36)	Gilbert Scholten- -Contract Services	6.03
(23)	Robert Brown- -Lego	5.98
(25)	Milton Holmen- -Namex	5.98
(7)	Steven Ward- -Perspective: Management as Processes	5.95
(3)	Steven Ward- -Getting Acquainted- -Introductions	5.90
(6)	Steven Ward- -Analyzing the Role of the Sheriff	5.87
(1)	Steven Ward- -Getting Acquainted	5.86
(2)	Robert Brown- -Getting Acquainted- -Introductions	5.86
(16)	Robert Brown- -Motivation	5.84
(15)	Steven Ward- -Motivation	5.82
(34)	George Cooper- -Administration of Reserve Program	5.82
(31)	David Wexler- -Jail Administration	5.79
(35)	John Knox- -Media Relations	5.76
(30)	Nick Pappas- -Jail Administration	5.66
(10)	Developing Case Studies	5.65
(26)	Mal King- -Agency Goal-Setting and Guidance	5.59
(29)	Steve Neel- -Agency Goal-Setting and Guidance	5.55
(18)	Martin Levine- -Trends in Criminal Law	5.52
(9)	Milton Holmen- -Introduction to Process Observation	5.44
(12)	Milton Holmen- -Introduction to the Analytical Matrix	5.42
(32)	James Fisk- -Mobilizing Community Resources	5.41
(28)	William Petak- -Agency Goal-Setting and Guidance	5.36
(27)	Paul Blubaum- -Agency Goal-Setting and Guidance	5.35
(8)	Milton Holmen- -Law Enforcement Values Exercise	5.23
(24)	Bruce Olson- -The Criminal Justice System	5.14

RELEVANCE FOR ME

(33)	Ray Bray- -Mobilizing Community Resources	6.16
(17)	Joyce Ross- -Introduction to Transactional Analysis; Transactional Analysis	6.13
(38)	Steven Ward, Milton Holmen- -Commitment to Change: What It Means; Resistance to Change: How to Recognize & Deal with It	6.03
(5)	Herbert Brown- -The Contemporary Sheriff: Man of Many Roles	6.02
(4)	John Gerletti- -The Dynamic World of the Modern Sheriff	5.98
(11)	J. Wesley Robb- -Finding a Value Construct Suitable to the Modern Sheriff	5.97
(13)	Paul Whisenand- -Organizing for Effectiveness; Study Teams Critique Law Enforcement Structures	5.95
(14)	R. Fred Ferguson- -Organizing for Effectiveness; Study Teams Critique Law Enforcement Structures	5.92
(37)	Steven Ward, Milton Holmen- -Overview of Organization Development	5.92
(21)	Eli Glogow- -Administration of the Styles of Leadership Instrument; Constructing a Leadership Profile for the Sheriff	5.91
(20)	Eli Glogow- -Theories of Leadership	5.86
(19)	Eli Glogow- -Introduction to Leadership	5.83
(22)	Steven Ward- -Bridges- -An Exercise in Leadership	5.78
(35)	John Knox- -Media Relations	5.75
(25)	Milton Holmen- -Namex	5.74
(3)	Steven Ward- -Getting Acquainted- -Introductions	5.73
(23)	Robert Brown- -Lego	5.73
(7)	Steven Ward- -Perspective: Management as Processes	5.69
(34)	George Cooper- -Administration of Reserve Program	5.67
(15)	Steven Ward- -Motivation	5.61
(2)	Robert Brown- -Getting Acquainted- -Introductions	5.57
(16)	Robert Brown- -Motivation	5.55
(6)	Steven Ward- -Analyzing the Role of the Sheriff	5.53
(31)	David Wexler- -Jail Administration	5.51
(36)	Gilbert Scholten- -Contract Services	5.50
(30)	Nick Pappas- -Jail Administration	5.44
(1)	Steven Ward- -Getting Acquainted	5.42
(10)	Developing Case Studies	5.40
(29)	Steve Neal- -Agency Goal-Setting and Guidance	5.39
(18)	Martin Lovine- -Trends in Criminal Law	5.23
(27)	Paul Blubaum- -Agency Goal-Setting and Guidance	5.23
(9)	Milton Holmen- -Introduction to Process Observation	5.21
(12)	Milton Holmen- -Introduction to the Analytical Matrix	5.18
(26)	Mal King- -Agency Goal-Setting and Guidance	5.14
(28)	William Petak- -Agency Goal-Setting and Guidance	5.13
(8)	Milton Holmen- -Law Enforcement Values Exercise	5.04
(32)	James Fisk- -Mobilizing Community Resources	5.00
(24)	Bruce Olson- -The Criminal Justice System	4.98

AMOUNT LEARNED

(33)	Ray Bray- -Mobilizing Community Resources	6.12
(17)	Joyce Ross- -Introduction to Transactional Analysis; Transactional Analysis Exercise	6.00
(4)	John Gerletti- -The Dynamic World of the Modern Sheriff	5.91
(5)	Herbert Brown- -The Contemporary Sheriff: Man of Many Roles	5.86
(11)	J. Wesley Robb- -Finding a Value Construct Suitable to the Modern Sheriff	5.86
(14)	R. Fred Ferguson- -Organizing for Effectiveness; Study Teams Critique Law Enforcement Structures	5.82
(21)	Eli Glogow- -Administration of the Styles of Leadership Instrument; Constructing a Leadership Profile for the Sheriff	5.82
(38)	Steven Ward, Milton Holmen- -Commitment to Change: What It Means; Resistance to Change: How to Recognize & Deal with It	5.81
(20)	Eli Glogow- -Theories of Leadership	5.80
(22)	Steven Ward- -Bridges- -An Exercise in Leadership	5.80
(13)	Paul Whisenand- -Organizing for Effectiveness; Study Teams Critique Law Enforcement Structures	5.79
(25)	Milton Holmen- -Namex	5.74
(19)	Eli Glogow- -Introduction to Leadership	5.73
(37)	Steven Ward, Milton Holmen- -Overview of Organization Development	5.72
(34)	George Cooper- -Administration of Reserve Program	5.62
(23)	Robert Brown- -Lego	5.61
(3)	Steven Ward- -Getting Acquainted- -Introductions	5.60
(16)	Robert Brown- -Motivation	5.55
(7)	Steven Ward- -Perspective: Management as Processes	5.54
(15)	Steven Ward- -Motivation	5.53
(2)	Robert Brown- -Getting Acquainted- -Introductions	5.50
(31)	David Wexler- -Jail Administration	5.48
(35)	John Knox- -Media Relations	5.44
(36)	Gilbert Scholten- -Contract Services	5.42
(30)	Nick Pappas- -Jail Administration	5.34
(10)	Developing Case Studies	5.32
(6)	Steven Ward- -Analyzing the Role of the Sheriff	5.30
(29)	Steve Neel- -Agency Goal-Setting and Guidance	5.29
(27)	Paul Blubaum- -Agency Goal-Setting and Guidance	5.28
(1)	Steven Ward- -Getting Acquainted	5.26
(26)	Mal King- -Agency Goal-Setting and Guidance	5.09
(9)	Milton Holmen- -Introduction to Process Observation	5.00
(18)	Martin Levine- -Trends in Criminal Law	5.00
(24)	Bruce Olson- -The Criminal Justice System	4.91
(8)	Milton Holmen- -Law Enforcement Values Exercise	4.87
(12)	Milton Holmen- -Introduction to the Analytical Matrix	4.87
(28)	William Petak- -Agency Goal-Setting and Guidance	4.85
(32)	James Fisk- -Mobilizing Community Resources	4.85

NATIONAL SHERIFFS' INSTITUTE

Sponsored by
NATIONAL SHERIFFS' ASSOCIATION

and Conducted by
Center for the Administration of Justice
School of Public Administration
UNIVERSITY OF SOUTHERN CALIFORNIA

PRELIMINARY ANALYSIS

Two-Week Session
February 10 - 22, 1974
CLASS THREE

AVERAGE FOR THE PROGRAM ELEMENT OVER THE FOUR VARIABLES

(19)	Rick Ross- -INTRODUCTION TO TRANSACTIONAL ANALYSIS; TRANSACTIONAL ANALYSIS EXERCISE- -GROUP A	6.77
(18 & 19)	Rick Ross- -INTRODUCTION TO TRANSACTIONAL ANALYSIS; TRANSACTIONAL ANALYSIS EXERCISE- -GROUPS A & B	6.50
(27)	Dr. Robert Carter- -THE CRIMINAL JUSTICE SYSTEM	6.43
(17)	Dr. Eli Glogow- -MOTIVATION	6.41
(6)	Dr. John Gerletti- -THE DYNAMIC WORLD OF THE MODERN SHERIFF	6.32
(30)	Steven M. Ward- -NAMEX	6.31
(29)	NAMEX (Instructor unnamed)	6.29
(25)	Steven M. Ward- -ADMINISTRATION OF THE STYLES OF LEADERSHIP INSTRUMENT; CONSTRUCTING A LEADERSHIP PROFILE FOR THE SHERIFF	6.23
(2)	Steven M. Ward- -GETTING ACQUAINTED	6.20
(15)	R. Fred Ferguson- -ORGANIZING FOR EFFECTIVENESS	6.19
(47)	Dr. Milton Holmen- -COMMITMENT TO CHANGE: WHAT IT MEANS RESISTANCE TO CHANGE: HOW TO RECOGNIZE AND DEAL WITH IT	6.15
(13)	Robert M. Brown, Jr.- -DESERT SURVIVAL EXERCISE: AN INTRO- DUCTION TO DECISION-MAKING IN GROUPS	6.14
(31)	Dr. Milton Holmen- -NAMEX	6.13
(14)	Dr. Paul Whisenand- -ORGANIZING FOR EFFECTIVENESS	6.09
(13)	Rick Ross- -INTRODUCTION TO TRANSACTIONAL ANALYSIS; TRANSACTIONAL ANALYSIS EXERCISE- -GROUP B	6.08
(24)	Steven M. Ward- -INTRODUCTION TO LEADERSHIP; THEORIES OF LEADERSHIP	6.07
(46)	Dr. Milton Holmen- -OVERVIEW OF ORGANIZATION DEVELOPMENT	6.06
(26)	BRIDGES: AN EXERCISE IN LEADERSHIP- -GROUP A	6.05
(43)	John Knox, Bill Hazlett- -MEDIA RELATIONS	5.99
(4)	Edith Light- -GETTING ACQUAINTED	5.98
(1)	Steven M. Ward- -INTRODUCTION TO THE PROGRAM AND THE JCHARI WINDOW	5.95

(3)	Steven M. Ward- -DESERT SURVIVAL EXERCISE: AN INTRODUCTION TO DECISION-MAKING IN GROUPS	5.83
(11)	Robert M. Brown, Jr.- -INTRODUCTION TO LEADERSHIP; THEORIES OF LEADERSHIP	5.82
(41)	Steven M. Ward- -COMMUNITY RESOURCE MOBILIZATION: THE CONCEPT	5.82
(12 & 26)	BRIDGES: AN EXERCISE IN LEADERSHIP- -GROUPS A & B	5.77
(28)	William Lucas- -THE SHERIFF'S ROLE IN THE CRIMINAL JUSTICE SYSTEM	5.77
(22)	Raymond Olsen, John Carpenter- -ORGANIZING FOR EFFECTIVENESS	5.76
(5)	Courtney Evans- -THE CONTEMPORARY SHERIFF: MAN OF MANY ROLES	5.75
(11)	Robert M. Brown, Jr.- -ADMINISTRATION OF THE STYLES OF LEADERSHIP INSTRUMENT; CONSTRUCTING A LEADERSHIP PROFILE FOR THE SHERIFF	5.75
(42)	Paul Blubaum- -TACTICS FOR OBTAINING CITIZEN INVOLVEMENT IN LAW ENFORCEMENT	5.70
(3)	Robert M. Brown, Jr.- -GETTING ACQUAINTED	5.66
(36)	George Papadopoulos- -AGENCY GOAL-SETTING AND GUIDANCE	5.61
(32)	Mal King- -AGENCY GOAL-SETTING AND GUIDANCE	5.51
(45)	George Cooper- -ADMINISTRATION OF RESERVE FORCES	5.47
(12)	BRIDGES: AN EXERCISE IN LEADERSHIP- -GROUP B	5.45
(20)	Steven M. Ward- -MOTIVATION	5.37
(23)	STUDY TEAMS CRITIQUE LAW ENFORCEMENT STRUCTURES- -GROUP B	5.33
(33)	AGENCY GOAL-SETTING AND GUIDANCE (Instructor Unnamed)	5.31
(30)	Wayne Miller- -JAIL ADMINISTRATION: OPERATIONS	5.30
(44)	Gilbert Scholten- -CONTRACT SERVICES	5.29
(3)	Dr. J. Wesley Robb- -FINDING A VALUE CONSTRUCT SUITABLE TO THE MODERN SHERIFF	5.21
(37)	Dr. Fred Cohen- -JAIL ADMINISTRATION: LAW	5.20
(16 & 23)	STUDY TEAMS CRITIQUE LAW ENFORCEMENT STRUCTURES- -GROUPS A & B	5.18
(40)	John Burpo- -LABOR RELATIONS	5.12
(16)	STUDY TEAMS CRITIQUE LAW ENFORCEMENT STRUCTURES- -GROUP A	5.10

(39)	Fred Volz- -JAIL ADMINISTRATION: SUPPORT	5.01
(37)	Ray Holland- -AGENCY GOAL-SETTING AND GUIDANCE	4.88
(7)	Dale Carson- -CONSOLIDATED LAW ENFORCEMENT: THE JACKSONVILLE- DUVAL COUNTY EXPERIENCE	4.62
(34)	Steven M. Neel- -AGENCY GOAL SETTING AND GUIDANCE	3.68
(21)	Martin Levine- -TRENDS IN CRIMINAL LAW	3.14

KNOWLEDGE AND PREPARATION

(19)	Rick Ross- -INTRODUCTION TO TRANSACTIONAL ANALYSIS: TRANSACTIONAL ANALYSIS EXERCISE- -GROUP A	6.84
(27)	Dr. Robert Carter- -THE CRIMINAL JUSTICE SYSTEM	6.69
(18) & (19)	Rick Ross- -INTRODUCTION TO TRANSACTIONAL ANALYSIS: TRANSACTIONAL ANALYSIS EXERCISE- -GROUPS A & B	6.64
(6)	Dr. John Gerletti- -THE DYNAMIC WORLD OF THE MODERN SHERIFF	6.60
(17)	Dr. Eli Glogow- -MOTIVATION	6.59
(2)	Steven Ward- -GETTING ACQUAINTED	6.52
(15)	R. Fred Ferguson- -ORGANIZING FOR EFFECTIVENESS	6.46
(25)	Steven M. Ward- -ADMINISTRATION OF THE STYLES OF LEADERSHIP INSTRUMENT; CONSTRUCTING A LEADERSHIP PROFILE FOR THE SHERIFF	6.45
(47)	Dr. Milton Holmen- -COMMITMENT TO CHANGE: WHAT IT MEANS RESISTANCE TO CHANGE: HOW TO RECOGNIZE AND DEAL WITH IT	6.45
(14)	Dr. Paul Whisenand- -ORGANIZING FOR EFFECTIVENESS	6.44
(46)	Dr. Milton Holmen- -OVERVIEW OF ORGANIZATION DEVELOPMENT	6.43
(30)	Steven M. Ward- -NAMEX	6.41
(18)	Rick Ross- -INTRODUCTION TO TRANSACTIONAL ANALYSIS: TRANSACTIONAL ANALYSIS EXERCISE- -GROUP B	6.37
(8)	Dr. J. Wesley Robb- -FINDING A VALUE CONSTRUCT SUITABLE TO THE MODERN SHERIFF	6.36
(13)	Robert M. Brown, Jr.- -DESERT SURVIVAL EXERCISE: AN INTRODUCTION TO DECISION-MAKING IN GROUPS	6.35
(29)	NAMEX (Instructor Unnamed)	6.29
(24)	Steven M. Ward- -INTRODUCTION TO LEADERSHIP; THEORIES OF LEADERSHIP	6.28
(43)	John Knox, Bill Hazlett- -MEDIA RELATIONS	6.24
(5)	Courtney Evans- -THE CONTEMPORARY SHERIFF: MAN OF MANY ROLES	6.23
(1)	Steven M. Ward- -INTRODUCTION TO THE PROGRAM AND THE JOHARI WINDOW	6.21

(26)	BRIDGES: AN EXERCISE IN LEADERSHIP- -GROUP A	6.17
(33)	AGENCY GOAL-SETTING AND GUIDANCE (Instructor Unnamed)	6.15
(32)	Mal King- -AGENCY GOAL-SETTING AND GUIDANCE	6.12
(4)	Edith Light- -GETTING ACQUAINTED	6.11
(42)	Paul Blubaum- -TACTICS FOR OBTAINING CITIZEN INVOLVEMENT IN LAW ENFORCEMENT	6.11
(41)	Steven M. Ward- -COMMUNITY RESOURCE MOBILIZATION: THE CONCEPT	6.09
(22)	Raymond Olsen, John Carpenter- -ORGANIZING FOR EFFECTIVENESS	6.08
(36)	George Papadopoulos- -AGENCY GOAL-SETTING AND GUIDANCE	6.07
(31)	Dr. Milton Holmen- -NAMEX	6.06
(28)	William Lucas- -THE SHERIFF'S ROLE IN THE CRIMINAL JUSTICE SYSTEM	6.03
(40)	John Burpo- -LABOR RELATIONS	5.89
(45)	George Cooper- -ADMINISTRATION OF RESERVE FORCES	5.86
(10)	Robert M. Brown, Jr.- -INTRODUCTION TO LEADERSHIP THEORIES OF LEADERSHIP	5.83
(12) & (26)	BRIDGES: AN EXERCISE IN LEADERSHIP- -GROUPS A & B	5.82
(9)	Steven M. Ward- -DESERT SURVIVAL EXERCISE: AN INTRODUCTION TO DECISION-MAKING IN GROUPS	5.77
(11)	Robert M. Brown, Jr. - -ADMINISTRATION OF THE STYLES OF LEADERSHIP INSTRUMENT; CONSTRUCTING A LEADERSHIP PROFILE FOR THE SHERIFF	5.76
(20)	Steven M. Ward- -MOTIVATION	5.76
(38)	Wayne Miller- -JAIL ADMINISTRATION: OPERATIONS	5.75
(3)	Robert M. Brown, Jr.- -GETTING ACQUAINTED	5.74
(37)	Dr. Fred Cohen- -JAIL ADMINISTRATION: LAW	5.72
(44)	Gilbert Scholten- -CONTRACT SERVICES	5.71
(16)	STUDY TEAMS CRITIQUE LAW ENFORCEMENT STRUCTURES- -GROUP A	5.55
(7)	Dale Carson- -CONSOLIDATED LAW ENFORCEMENT: THE JACKSONVILLE-DUVAL COUNTY EXPERIENCE	5.53

(16) & (23)	STUDY TEAMS CRITIQUE LAW ENFORCEMENT STRUCTURES GROUPS A & B	5.51
(35)	Roy Holland- -AGENCY GOAL-SETTING AND GUIDANCE	5.48
(23)	STUDY TEAMS CRITIQUE LAW ENFORCEMENT STRUCTURES- -GROUP B	5.43
(39)	Fred Volz- -JAIL ADMINISTRATION: SUPPORT	5.41
(12)	BRIDGES: AN EXERCISE IN LEADERSHIP- -GROUP B	5.40
(34)	Steven M. Neel- -AGENCY GOAL-SETTING AND GUIDANCE	4.82
(21)	Martin Levine- -TRENDS IN CRIMINAL LAW	4.04

PRESENTATION AND DISCUSSION

(19)	Rick Ross- -INTRODUCTION TO TRANSACTIONAL ANALYSIS; TRANSACTIONAL ANALYSIS EXERCISE- -GROUP A	6.81
(6)	Dr. John Gerletti- -THE DYNAMIC WORLD OF THE MODERN SHERIFF	6.65
(27)	Dr. Robert Carter- -THE CRIMINAL JUSTICE SYSTEM	6.62
(18) & (19)	Rick Ross- -INTRODUCTION TO TRANSACTIONAL ANALYSIS; TRANSACTIONAL ANALYSIS EXERCISE- -GROUPS A & B	6.59
(15)	R. Fred Ferguson- -ORGANIZING FOR EFFECTIVENESS	6.46
(17)	Dr. Eli Glogow- -MOTIVATION	6.41
(13)	Robert M. Brown, Jr.- -DESERT SURVIVAL EXERCISE: AN INTRODUCTION TO DECISION-MAKING IN GROUPS	6.36
(30)	Steven M. Ward- -NAMEX	6.33
(47)	Dr. Milton Holmen- -COMMITMENT TO CHANGE: WHAT IT MEANS RESISTANCE TO CHANGE: HOW TO RECOGNIZE AND DEAL WITH IT	6.33
(1)	Steven M. Ward- -INTRODUCTION TO THE PROGRAM AND THE JOHARI WINDOW	6.30
(18)	Rick Ross- -INTRODUCTION TO TRANSACTIONAL ANALYSIS; TRANSACTIONAL ANALYSIS EXERCISE- -GROUP B	6.30
(25)	Steven M. Ward- -ADMINISTRATION OF THE STYLES OF LEADER- SHIP INSTRUMENT: CONSTRUCTING A LEADERSHIP PROFILE FOR THE SHERIFF	6.28
(2)	Steven Ward- -GETTING ACQUAINTED	6.23
(46)	Dr. Milton Holmen- -OVERVIEW OF ORGANIZATION DEVELOPMENT	6.23
(14)	Dr. Paul Whisenand- -ORGANIZING FOR EFFECTIVENESS	6.22
(24)	Steven M. Ward- -INTRODUCTION TO LEADERSHIP: THEORIES OF LEADERSHIP	6.19
(29)	NAMEX (Instructor Unnamed)	6.19
(43)	John Knox, Bill Hazlett- -MEDIA RELATIONS	6.16
(26)	BRIDGES: AN EXERCISE IN LEADERSHIP- -GROUP A	6.14
(28)	William Lucas- -THE SHERIFF'S ROLE IN THE CRIMINAL JUSTICE SYSTEM	6.13

(37)	Dr. Fred Cohen- -JAIL ADMINISTRATION: LAW	5.37
(20)	Steven M. Ward- -MOTIVATION	5.33
(12)	BRIDGES: AN EXERCISE IN LEADERSHIP- -GROUP B	5.24
(39)	Fred Volz- -JAIL ADMINISTRATION: SUPPORT	5.12
(7)	Dale Carson- -CONSOLIDATED LAW ENFORCEMENT: THE JACKSONVILLE-DUYAL COUNTY EXPERIENCE	4.81
(35)	Roy Holland- -AGENCY GOAL-SETTING AND GUIDANCE	4.70
(34)	Steven M. Neel- -AGENCY GOAL-SETTING AND GUIDANCE	3.82
(21)	Martin Levine- -TRENDS IN CRIMINAL LAW	2.84

RELEVANCE FOR ME

(19)	Rick Ross- -INTRODUCTION TO TRANSACTIONAL ANALYSIS: TRANSACTIONAL ANALYSIS EXERCISE- -GROUP A	6.75
(17)	Dr. Eli Glogow- -MOTIVATION	6.52
(18) & (19)	Rick Ross- -INTRODUCTION TO TRANSACTIONAL ANALYSIS: TRANSACTIONAL ANALYSIS EXERCISE- -GROUPS A & B	6.49
(2)	Steven Ward- -GETTING ACQUAINTED	6.32
(27)	Dr. Robert Carter- -THE CRIMINAL JUSTICE SYSTEM	6.30
(29)	NAMEX (Instructor Unnamed)	6.29
(30)	Steven M. Ward- -NAMEX	6.25
(25)	Steven M. Ward- -ADMINISTRATION OF THE STYLES OF LEADERSHIP INSTRUMENT: CONSTRUCTING A LEADERSHIP PROFILE FOR THE SHERIFF	6.21
(6)	Dr. John Gerletti- -THE DYNAMIC WORLD OF THE MODERN SHERIFF	6.17
(31)	Dr. Milton Holmen- -NAMEX	6.17
(4)	Edith Light- -GETTING ACQUAINTED	6.11
(47)	Dr. Milton Holmen- -COMMITMENT TO CHANGE: WHAT IT MEANS RESISTANCE TO CHANGE: HOW TO RECOGNIZE AND DEAL WITH IT	6.07
(24)	Steven M. Ward- -INTRODUCTION TO LEADERSHIP: THEORIES OF LEADERSHIP	6.03
(10)	Robert M. Brown, Jr.- -INTRODUCTION TO LEADERSHIP THEORIES OF LEADERSHIP	6.00
(14)	Dr. Paul Whisenand- -ORGANIZING FOR EFFECTIVENESS	5.97
(26)	BRIDGES: AN EXERCISE IN LEADERSHIP- -GROUP A	5.96
(15)	R. Fred Ferguson- -ORGANIZING FOR EFFECTIVENESS	5.95
(43)	John Knox, Bill Hazlett- -MEDIA RELATIONS	5.95
(46)	Dr. Milton Holmen- -OVERVIEW OF ORGANIZATION DEVELOPMENT	5.95
(18)	Rick Ross- -INTRODUCTION TO TRANSACTIONAL ANALYSIS: TRANSACTIONAL ANALYSIS EXERCISE- -GROUP B	5.93

(9)	Steven M. Ward- -DESERT SURVIVAL EXERCISE: AN INTRODUCTION TO DECISION-MAKING IN GROUPS	5.34
(13)	Robert M. Brown, Jr.- -DESERT SURVIVAL EXERCISE: AN INTRODUCTION TO DECISION-MAKING IN GROUPS	5.82
(12) & (26)	BRIDGES: AN EXERCISE IN LEADERSHIP- -GROUPS A & B	5.81
(1)	Steven M. Ward- -INTRODUCTION TO THE PROGRAM AND THE JOHARI WINDOW	5.77
(11)	Robert M. Brown, Jr.- -ADMINISTRATION OF THE STYLES OF LEADERSHIP INSTRUMENT: CONSTRUCTING A LEADERSHIP PROFILE FOR THE SHERIFF	5.72
(41)	Steven M. Ward- -COMMUNITY RESOURCE MOBILIZATION: THE CONCEPT	5.72
(12)	BRIDGES: AN EXERCISE IN LEADERSHIP--GROUP B	5.64
(5)	Courtney Evans- -THE CONTEMPORARY SHERIFF: MAN OF MANY ROLES	5.60
(36)	George Papadopoulos- -AGENCY GOAL-SETTING AND GUIDANCE	5.59
(3)	Robert M. Brown, Jr.- -GETTING ACQUAINTED	5.58
(22)	Raymond Olsen, John Carpenter- -ORGANIZING FOR EFFECTIVENESS	5.56
(28)	William Lucas- -THE SHERIFF'S ROLE IN THE CRIMINAL JUSTICE SYSTEM	5.55
(42)	Paul Blubaum- -TACTICS FOR OBTAINING CITIZEN INVOLVEMENT IN LAW ENFORCEMENT	5.39
(20)	Steven M. Ward- -MOTIVATION	5.33
(45)	George Cooper-- -ADMINISTRATION OF RESERVE FORCES	5.30
(32)	Mal King- -AGENCY GOAL-SETTING AND GUIDANCE	5.27
(23)	STUDY TEAMS CRITIQUE LAW ENFORCEMENT STRUCTURES- -GROUP B	5.19
(38)	Wayne Miller- -JAIL ADMINISTRATION: OPERATIONS	5.17
(37)	Dr. Fred Cohen- -JAIL ADMINISTRATION: LAW	5.08
(44)	Gilbert Scholten- -CONTRACT SERVICES	5.03
(16) & (23)	STUDY TEAMS CRITIQUE LAW ENFORCEMENT STRUCTURES GROUPS A & B	5.02

(39)	Fred Volz- -JAIL ADMINISTRATION: SUPPORT	4.97
(16)	STUDY TEAMS CRITIQUE LAW ENFORCEMENT STRUCTURES- -GROUP A	4.92
(33)	AGENCY GOAL-SETTING AND GUIDANCE (Instructor Unnamed)	4.85
(8)	Dr. J. Wesley Robb- -FINDING A VALUE CONSTRUCT SUITABLE TO THE MODERN SHERIFF	4.82
(40)	John Burpo- -LABOR RELATIONS	4.60
(35)	Roy Holland- -AGENCY GOAL-SETTING AND GUIDANCE	4.44
(7)	Dale Carson- -CONSOLIDATED LAW ENFORCEMENT: THE JACKSONVILLE-DUVAL COUNTY EXPERIENCE	3.74
(34)	Steven M. Neel- -AGENCY GOAL-SETTING AND GUIDANCE	3.41
(21)	Martin Levine- -TRENDS IN CRIMINAL LAW	3.29

AMOUNT LEARNED

(19)	Rick Ross- -INTRODUCTION TO TRANSACTIONAL ANALYSIS; TRANSACTIONAL ANALYSIS EXERCISE- -GROUP A	6.68
(29)	NAMEX (Instructor Unnamed)	6.40
(18) & (19)	Rick Ross- -INTRODUCTION TO TRANSACTIONAL ANALYSIS; TRANSACTIONAL ANALYSIS EXERCISE- -GROUPS A & B	6.28
(30)	Steven M. Ward- -NAMEX	6.24
(31)	Dr. Milton Holmen- -NAMEX	6.17
(17)	Dr. Eli Glogow- -MOTIVATION	6.11
(27)	Dr. Robert Carter- -THE CRIMINAL JUSTICE SYSTEM	6.11
(13)	Robert M. Brown, Jr.- -DESERT SURVIVAL EXERCISE: AN INTRODUCTION TO DECISION-MAKING IN GROUPS	6.02
(25)	Steven M. Ward- -ADMINISTRATION OF THE STYLES OF LEADERSHIP INSTRUMENT: CONSTRUCTING A LEADERSHIP PROFILE FOR THE SHERIFF	6.00
(26)	BRIDGES: AN EXERCISE IN LEADERSHIP- -GROUP A	5.93
(15)	R. Fred Ferguson- -ORGANIZING FOR EFFECTIVENESS	5.90
(6)	Dr. John Gerletti- -THE DYNAMIC WORLD OF THE MODERN SHERIFF	5.85
(9)	Steven M. Ward- -DESERT SURVIVAL EXERCISE: AN INTRODUCTION TO DECISION-MAKING IN GROUPS	5.77
(24)	Steven M. Ward- -INTRODUCTION TO LEADERSHIP: THEORIES OF LEADERSHIP	5.77
(10)	Robert M. Brown, Jr.- -INTRODUCTION TO LEADERSHIP THEORIES OF LEADERSHIP	5.75
(47)	Dr. Milton Holmen- -COMMITMENT TO CHANGE: WHAT IT MEANS RESISTANCE TO CHANGE: HOW TO RECOGNIZE AND DEAL WITH IT	5.75
(12) & (26)	BRIDGES: AN EXERCISE IN LEADERSHIP- -GROUPS A & B	5.74
(18)	Rick Ross- -INTRODUCTION TO TRANSACTIONAL ANALYSIS: TRANSACTIONAL ANALYSIS EXERCISE- -GROUP B	5.74
(2)	Steven Ward- -GETTING ACQUAINTED	5.73
(14)	Dr. Paul Whisenand- -ORGANIZING FOR EFFECTIVENESS	5.72

(11)	Robert M. Brown, Jr.- -ADMINISTRATION OF THE STYLES OF LEADERSHIP INSTRUMENT: CONSTRUCTING A LEADERSHIP PROFILE FOR THE SHERIFF	5.67
(43)	John Knox, Bill Hazlett- -MEDIA RELATIONS	5.61
(46)	Dr. Milton Holmen- -OVERVIEW OF ORGANIZATION DEVELOPMENT	5.61
(3)	Robert M. Brown, Jr.- -GETTING ACQUAINTED	5.58
(4)	Edith Light- -GETTING ACQUAINTED	5.58
(41)	Steven M. Ward- -COMMUNITY RESOURCE MOBILIZATION: THE CONCEPT	5.54
(1)	Steven M. Ward- -INTRODUCTION TO THE PROGRAM AND THE JOHARI WINDOW	5.53
(12)	BRIDGES: AN EXERCISE IN LEADERSHIP- -GROUP B	5.52
(28)	William Lucas- -THE SHERIFF'S ROLE IN THE CRIMINAL JUSTICE SYSTEM	5.37
(42)	Paul Blubaum- -TACTICS FOR OBTAINING CITIZEN INVOLVEMENT IN LAW ENFORCEMENT	5.34
(22)	Raymond Olsen, John Carpenter- -ORGANIZING FOR EFFECTIVENESS	5.32
(23)	STUDY TEAMS CRITIQUE LAW ENFORCEMENT STRUCTURES- -GROUP B	5.29
(5)	Courtney Evans- -THE CONTEMPORARY SHERIFF: MAN OF MANY ROLES	5.15
(36)	George Papadopoulos- -AGENCY GOAL-SETTING AND GUIDANCE	5.14
(45)	George Cooper- -ADMINISTRATION OF RESERVE FORCES	5.11
(20)	Steven M. Ward- -MOTIVATION	5.05
(32)	Mal King- -AGENCY GOAL-SETTING AND GUIDANCE	4.95
(44)	Gilbert Schoiten- -CONTRACT SERVICES	4.86
(16) & (23)	STUDY TEAMS CRITIQUE LAW ENFORCEMENT STRUCTURES- -GROUPS A & B	4.76
(38)	Wayne Miller- -JAIL ADMINISTRATION: OPERATIONS	4.75
(37)	Dr. Fred Cohen- -JAIL ADMINISTRATION: LAW	4.65
(33)	AGENCY GOAL-SETTING AND GUIDANCE (Instructor Unnamed)	4.62

(39)	Fred Volz- -JAIL ADMINISTRATION: SUPPORT	4.53
(40)	Jenn Burpo- -LABOR RELATIONS	4.48
(16)	STUDY TEAMS CRITIQUE LAW ENFORCEMENT STRUCTURES- -GROUP A	4.47
(7)	Dale Carson- -CONSOLIDATED LAW ENFORCEMENT: THE JACKSONVILLE-DUVAL COUNTY EXPERIENCE	4.41
(8)	Dr. J. Wesley Robb- -FINDING A VALUE CONSTRUCT SUITABLE TO THE MODERN SHERIFF	4.20
(35)	Roy Holland- -AGENCY GOAL-SETTING AND GUIDANCE	4.07
(34)	Steven M. Neel- -AGENCY GOAL-SETTING AND GUIDANCE	2.65
(21)	Martin Levine- -TRENDS IN CRIMINAL LAW	2.40

NATIONAL SHERIFFS' INSTITUTE

Sponsored by
NATIONAL SHERIFFS' ASSOCIATION

and Conducted by
Center for the Administration of Justice
School of Public Administration
UNIVERSITY OF SOUTHERN CALIFORNIA

PRELIMINARY ANALYSIS

Two-Week Session

March 24 - April 5, 1974

CLASS FOUR

CONTINUED

3 OF 4

AVERAGE FOR THE PROGRAM ELEMENT OVER THE FOUR VARIABLES

(12)	Dr. Morris Womack- -INTERPERSONAL COMMUNICATION	6.57
(6)	Dr. John Gerletti- -THE DYNAMIC WORLD OF THE MODERN SHERIFF	6.42
(13)	Dr. Norman Sigband- -INTERPERSONAL COMMUNICATION	6.35
(38)	Steven M. Ward & Dr. Milton Holmen- -COMMITMENT TO CHANGE: WHAT IT MEANS; RESISTANCE TO CHANGE: HOW TO RECOGNIZE AND DEAL WITH IT; OVERVIEW OF ORGANIZATION DEVELOPMENT	6.23
(39)	Steven M. Ward & Dr. Milton Holmen- -DEVELOPING OBJECTIVES FOR BACK-HOME	6.22
(18)	Steven M. Ward- -LEADERSHIP (Group A)	6.19
(10)	Dr. J. Wesley Robb- -FINDING A VALUE CONSTRUCT SUITABLE TO THE MODERN SHERIFF	6.15
(32)	John Knox- -MEDIA RELATIONS	6.13
(25)	Dr. Robert Carter- -THE CRIMINAL JUSTICE SYSTEM	6.12
(37)	Gilbert Scholten- -CONTRACT SERVICES	6.09
(8)	David Nicoll- -DESERT SURVIVAL EXERCISE: AN INTRODUCTION TO DECISION-MAKING IN GROUPS	6.08
(14)	Dr. Richard Ross- -INTRODUCTION TO TRANSACTIONAL ANALYSIS; TRANSACTIONAL ANALYSIS EXERCISE	6.04
(27)	THE CRIMINAL JUSTICE SYSTEM- -NAMEX	6.04
(9)	Steven M. Ward- -DESERT SURVIVAL EXERCISE: AN INTRODUCTION TO DECISION-MAKING IN GROUPS	6.00
(21)	Steven M. Ward- -ADMINISTRATION OF THE STYLES OF LEADERSHIP INSTRUMENT; CONSTRUCTING A LEADERSHIP PROFILE FOR THE SHERIFF (Group B)	5.95
(2)	Steven M. Ward- -GETTING ACQUAINTED	5.92
(5)	Herbert Brown- -THE CONTEMPORARY SHERIFF: MAN OF MANY ROLES	5.75
(3)	Edith Light- -GETTING ACQUAINTED	5.73
(1)	Steven M. Ward- -INTRODUCTION TO THE PROGRAM AND THE JOHARI WINDOW	5.72

(33)	Mal King- -AGENCY GOAL-SETTING AND GUIDANCE	5.68
(35)	George Cooper- -TACTICS FOR OBTAINING CITIZEN INVOLVEMENT IN LAW ENFORCEMENT	5.64
(4)	Kurt Gattmann & Jeffrey Shinn- -GETTING ACQUAINTED	5.61
(16)	Dr. Paul Whisenand- -ORGANIZING FOR EFFECTIVENESS (Group A)	5.58
(28)	Professor David Wexler- -JAIL & CORRECTIONAL LAW	5.57
(19)	Robert M. Brown, Jr.- -BRIDGES: AN EXERCISE IN LEADERSHIP	5.55
(31)	George Papadopoulos- -BUDGETING	5.51
(34)	Paul Blubaum- -TACTICS FOR OBTAINING CITIZEN INVOLVEMENT IN LAW ENFORCEMENT	5.47
(15)	David Nicoll- -MOTIVATION	5.39
(36)	John Burpo- -LABOR RELATIONS	5.34
(11)	Dr. Robert Carter- -MEDIA IMAGE OF LAW ENFORCEMENT (SUPERcop)	5.30
(24)	Steven M. Ward- -BRIDGES: AN EXERCISE IN LEADERSHIP	5.21
(30)	Wayne Miller- -JAIL ADMINISTRATION: OPERATIONS	5.20
(20)	Dr. Milton Holmen- -INTRODUCTION TO LEADERSHIP; THEORIES OF LEADERSHIP (Group B)	5.01
(22)	Dr. Paul Whisenand- -ORGANIZING FOR EFFECTIVENESS (Group B)	4.96
(17)	John Carpenter- -ORGANIZING FOR EFFECTIVENESS (Group A)	4.92
(29)	Fred Volz- -JAIL ADMINISTRATION: PROGRAMS	4.78
(26)	Richard Germond- -THE CRIMINAL JUSTICE SYSTEM	4.70
(7)	Courtney Evans- -NATIONAL SHERIFFS' ASSOCIATION	4.45
(23)	John Carpenter- -ORGANIZING FOR EFFECTIVENESS (Group B)	3.74

I. KNOWLEDGE & PREPARATION

(12)	Dr. Morris Womack- -INTERPERSONAL COMMUNICATION	6.83
(6)	Dr. John Gerletti- -THE DYNAMIC WORLD OF THE MODERN SHERIFF	6.78
(13)	Dr. Norman Sigband- -INTERPERSONAL COMMUNICATION	6.57
(38)	Steven M. Ward & Dr. Milton Holmen- -COMMITMENT TO CHANGE: WHAT IT MEANS; RESISTANCE TO CHANGE: HOW TO RECOGNIZE AND DEAL WITH IT; OVERVIEW OF ORGANIZATION DEVELOPMENT	6.54
(10)	Dr. J. Wesley Robb- -FINDING A VALUE CONSTRUCT SUITABLE TO THE MODERN SHERIFF	6.50
(39)	Steven M. Ward & Dr. Milton Holmen- -DEVELOPING OBJECTIVES FOR BACK-HOME	6.44
(18)	Steven M. Ward- -LEADERSHIP (Group A)	6.38
(25)	Dr. Robert Carter- -THE CRIMINAL JUSTICE SYSTEM	6.36
(2)	Steven M. Ward- -GETTING ACQUAINTED	6.33
(32)	John Knox- -MEDIA RELATIONS	6.31
(37)	Gilbert Scholten- -CONTRACT SERVICES	6.30
(14)	Dr. Richard Ross- -INTRODUCTION TO TRANSACTIONAL ANALYSIS; TRANSACTIONAL ANALYSIS EXERCISE	6.28
(27)	THE CRIMINAL JUSTICE SYSTEM- -NAMEX	6.28
(5)	Herbert Brown- -THE CONTEMPORARY SHERIFF: MAN OF MANY ROLES	6.26
(9)	Steven M. Ward- -DESERT SURVIVAL EXERCISE: AN INTRODUCTION TO DECISION-MAKING IN GROUPS	6.26
(21)	Steven M. Ward- -ADMINISTRATION OF THE STYLES OF LEADERSHIP INSTRUMENT; CONSTRUCTING A LEADERSHIP PROFILE FOR THE SHERIFF (Group B)	6.26
(33)	Mal King- -AGENCY GOAL-SETTING AND GUIDANCE	6.20
(16)	Dr. Paul Whisenand- -ORGANIZING FOR EFFECTIVENESS (Group A)	6.17
(8)	David Nicoll- -DESERT SURVIVAL EXERCISE: AN INTRODUCTION TO DECISION-MAKING IN GROUPS	6.05
(1)	Steven M. Ward- -INTRODUCTION TO THE PROGRAM AND THE JOHARI WINDOW	6.02

(4)	Kurt Gattmann & Jeffrey Shinn- -GETTING ACQUAINTED	6.00
(35)	George Cooper- -TACTICS FOR OBTAINING CITIZEN INVOLVEMENT IN LAW ENFORCEMENT	5.98
(3)	Edith Light- -GETTING ACQUAINTED	5.91
(34)	Paul Blubaum- -TACTICS FOR OBTAINING CITIZEN INVOLVEMENT IN LAW ENFORCEMENT	5.91
(31)	George Papadopoulos- -BUDGETING	5.89
(28)	Professor David Wexler- -JAIL & CORRECTIONAL LAW	5.87
(19)	Robert M. Brown, Jr.- -BRIDGES: AN EXERCISE IN LEADERSHIP	5.79
(15)	David Nicoll- -MOTIVATION	5.77
(36)	John Burpo- -LABOR RELATIONS	5.76
(11)	Dr. Robert Carter- -MEDIA IMAGE OF LAW ENFORCEMENT (SUPERcop)	5.66
(24)	Steven M. Ward- -BRIDGES: AN EXERCISE IN LEADERSHIP	5.59
(17)	John Carpenter- -ORGANIZING FOR EFFECTIVENESS (Group A)	5.58
(30)	Wayne Miller- -JAIL ADMINISTRATION: OPERATIONS	5.53
(20)	Dr. Milton Holmen- -INTRODUCTION TO LEADERSHIP: THEORIES OF LEADERSHIP (Group B)	5.47
(7)	Courtney Evans- -NATIONAL SHERIFFS' ASSOCIATION	5.35
(22)	Dr. Paul Whisenand- -ORGANIZING FOR EFFECTIVENESS (Group B)	5.22
(29)	Fred Volz- -JAIL ADMINISTRATION: PROGRAMS	5.22
(26)	Richard Germond- -THE CRIMINAL JUSTICE SYSTEM	5.03
(23)	John Carpenter- -ORGANIZING FOR EFFECTIVENESS (Group B)	4.21

(33)	Mal King- -AGENCY GOAL-SETTING AND GUIDANCE	5.75
(3)	Edith Light- -GETTING ACQUAINTED	5.73
(31)	George Papadopoulos- -BUDGETING	5.67
(4)	Kurt Gattmann & Jeffrey Shinn- -GETTING ACQUAINTED	5.64
(34)	Paul Blubaum- -TACTICS FOR OBTAINING CITIZEN INVOLVEMENT IN LAW ENFORCEMENT	5.64
(16)	Dr. Paul Whisenand- -ORGANIZING FOR EFFECTIVENESS (Group A)	5.61
(28)	Professor David Wexler- -JAIL & CORRECTIONAL LAW	5.61
(11)	Dr. Robert Carter- -MEDIA IMAGE OF LAW ENFORCEMENT (SUPERCOP)	5.60
(36)	John Burpo- -LABOR RELATIONS	5.52
(19)	Robert M. Brown, Jr.- -BRIDGES: AN EXERCISE IN LEADERSHIP	5.50
(15)	David Nicoll- -MOTIVATION	5.44
(30)	Wayne Miller- -JAIL ADMINISTRATION: OPERATIONS	5.37
(24)	Steven M. Ward- -BRIDGES: AN EXERCISE IN LEADERSHIP	5.29
(20)	Dr. Milton Holmen- -INTRODUCTION TO LEADERSHIP; THEORIES OF LEADERSHIP (Group B)	5.00
(22)	Dr. Paul Whisenand- -ORGANIZING FOR EFFECTIVENESS (Group B)	5.00
(17)	John Carpenter- -ORGANIZING FOR EFFECTIVENESS (Group A)	4.94
(29)	Fred Volz- -JAIL ADMINISTRATION: PROGRAMS	4.89
(26)	Richard Germond- -THE CRIMINAL JUSTICE SYSTEM	4.79
(7)	Courtney Evans- -NATIONAL SHERIFFS' ASSOCIATION	4.48
(23)	John Carpenter- -ORGANIZING FOR EFFECTIVENESS (Group B)	3.74

2. PRESENTATION & DISCUSSION

(12)	Dr. Morris Womack- -INTERPERSONAL COMMUNICATION	6.78
(6)	Dr. John Gerletti- -THE DYNAMIC WORLD OF THE MODERN SHERIFF	6.67
(38)	Steven M. Ward & Dr. Milton Holmen- -COMMITMENT TO CHANGE: WHAT IT MEANS; RESISTANCE TO CHANGE: HOW TO RECOGNIZE AND DEAL WITH IT; OVERVIEW OF ORGANIZATION DEVELOPMENT	6.38
(39)	Steven M. Ward & Dr. Milton Holmen- -DEVELOPING OBJECTIVES FOR BACK-HOME	6.34
(25)	Dr. Robert Carter- -THE CRIMINAL JUSTICE SYSTEM	6.33
(10)	Dr. J. Wesley Robb- -FINDING A VALUE CONSTRUCT SUITABLE TO THE MODERN SHERIFF	6.32
(18)	Steven M. Ward- -LEADERSHIP (Group A)	6.31
(13)	Dr. Norman Sigband- -INTERPERSONAL COMMUNICATION	6.29
(32)	John Knox- -MEDIA RELATIONS	6.27
(9)	Steven M. Ward- -DESERT SURVIVAL EXERCISE: AN INTRODUCTION TO DECISION-MAKING IN GROUPS	6.13
(37)	Gilbert Scholten- -CONTRACT SERVICES	6.12
(14)	Dr. Richard Ross- -INTRODUCTION TO TRANSACTIONAL ANALYSIS; TRANSACTIONAL ANALYSIS EXERCISE	6.05
(21)	Steven M. Ward- -ADMINISTRATION OF THE STYLES OF LEADERSHIP INSTRUMENT; CONSTRUCTING A LEADERSHIP PROFILE FOR THE SHERIFF (Group B)	6.05
(5)	Herbert Brown- -THE CONTEMPORARY SHERIFF: MAN OF MANY ROLES	6.02
(27)	THE CRIMINAL JUSTICE SYSTEM- -NAMEX	6.00
(8)	David Nicoll- -DESERT SURVIVAL EXERCISE: AN INTRODUCTION TO DECISION-MAKING IN GROUPS	5.95
(2)	Steven M. Ward- -GETTING ACQUAINTED	5.94
(1)	Steven M. Ward- -INTRODUCTION TO THE PROGRAM AND THE JOHARI WINDOW	5.80
(35)	George Cooper- -TACTICS FOR OBTAINING CITIZEN INVOLVEMENT IN LAW ENFORCEMENT	5.80

(28)	Professor David Wexler- -JAIL & CORRECTIONAL LAW	5.55
(33)	Mal King- -AGENCY GOAL-SETTING AND GUIDANCE	5.53
(35)	George Cooper- -TACTICS FOR OBTAINING CITIZEN INVOLVEMENT IN LAW ENFORCEMENT	5.53
(5)	Herbert Brown- -THE CONTEMPORARY SHERIFF: MAN OF MANY ROLES	5.52
(19)	Robert M. Brown, Jr.- -BRIDGES: AN EXERCISE IN LEADERSHIP	5.50
(16)	Dr. Paul Whisenand- -ORGANIZING FOR EFFECTIVENESS (Group A)	5.39
(31)	George Papadopoulos- -BUDGETING	5.36
(34)	Paul Blubaum- -TACTICS FOR OBTAINING CITIZEN INVOLVEMENT IN LAW ENFORCEMENT	5.27
(15)	David Nicoll- -MOTIVATION	5.26
(24)	Steven M. Ward- -BRIDGES: AN EXERCISE IN LEADERSHIP	5.12
(36)	John Burpo- -LABOR RELATIONS	5.12
(11)	Dr. Robert Carter- -MEDIA IMAGE OF LAW ENFORCEMENT (SUPERCop)	5.07
(20)	Dr. Milton Holmen- -INTRODUCTION TO LEADERSHIP; THEORIES OF LEADERSHIP (Group B)	5.06
(30)	Wayne Miller- -JAIL ADMINISTRATION: OPERATIONS	5.03
(22)	Dr. Paul Whisenand- -ORGANIZING FOR EFFECTIVENESS (Group B)	5.00
(17)	John Carpenter- -ORGANIZING FOR EFFECTIVENESS (Group A)	4.74
(26)	Richard Germond- -THE CRIMINAL JUSTICE SYSTEM	4.59
(29)	Fred Volz- -JAIL ADMINISTRATION: PROGRAMS	4.57
(7)	Courtney Evans- -NATIONAL SHERIFFS' ASSOCIATION	4.22
(23)	John Carpenter- -ORGANIZING FOR EFFECTIVENESS (Group B)	3.68

3. RELEVANCE FOR ME

(12)	Dr. Morris Womack- -INTERPERSONAL COMMUNICATION	6.61
(13)	Dr. Norman Sigband- -INTERPERSONAL COMMUNICATION	6.29
(8)	David Nicoll- -DESERT SURVIVAL EXERCISE: AN INTRODUCTION TO DECISION-MAKING IN GROUPS	6.27
(6)	Dr. John Gerletti- -THE DYNAMIC WORLD OF THE MODERN SHERIFF	6.26
(39)	Steven M. Ward & Dr. Milton Holmen- -DEVELOPING OBJECTIVES FOR BACK-HOME	6.18
(18)	Steven M. Ward- -LEADERSHIP (Group A)	6.13
(38)	Steven M. Ward & Dr. Milton Holmen- -COMMITMENT TO CHANGE: WHAT IT MEANS; RESISTANCE TO CHANGE: HOW TO RECOGNIZE AND DEAL WITH IT; OVERVIEW OF ORGANIZATION DEVELOPMENT	6.11
(32)	John Knox- -MEDIA RELATIONS	6.04
(10)	Dr. J. Wesley Robb- -FINDING A VALUE CONSTRUCT SUITABLE TO THE MODERN SHERIFF	6.02
(37)	Gilbert Scholten- -CONTRACT SERVICES	6.02
(14)	Dr. Richard Ross- -INTRODUCTION TO TRANSACTIONAL ANALYSIS; TRANSACTIONAL ANALYSIS EXERCISE	6.00
(25)	Dr. Robert Carter- -THE CRIMINAL JUSTICE SYSTEM	5.97
(27)	THE CRIMINAL JUSTICE SYSTEM- -NAMEX	5.97
(21)	Steven M. Ward- -ADMINISTRATION OF THE STYLES OF LEADERSHIP INSTRUMENT; CONSTRUCTING A LEADERSHIP PROFILE FOR THE SHERIFF (Group B)	5.89
(9)	Steven M. Ward- -DESERT SURVIVAL EXERCISE: AN INTRODUCTION TO DECISION-MAKING IN GROUPS	5.83
(2)	Steven M. Ward- -GETTING ACQUAINTED	5.76
(3)	Edith Light- -GETTING ACQUAINTED	5.73
(1)	Steven M. Ward- -INTRODUCTION TO THE PROGRAM AND THE JOHARI WINDOW	5.64
(4)	Kurt Gattmann & Jeffrey Shinn- -GETTING ACQUAINTED	5.57

(35)	George Cooper- -TACTICS FOR OBTAINING CITIZEN INVOLVEMENT IN LAW ENFORCEMENT	5.27
(28)	Professor David Wexler- -JAIL & CORRECTIONAL LAW	5.26
(33)	Mal King- -AGENCY GOAL-SETTING AND GUIDANCE	5.23
(4)	Kurt Gattmann & Jeffrey Shinn- -GETTING ACQUAINTED	5.21
(5)	Herbert Brown- -THE CONTEMPORARY SHERIFF: MAN OF MANY ROLES	5.18
(16)	Dr. Paul Whisenand- -ORGANIZING FOR EFFECTIVENESS (Group A)	5.17
(31)	George Papadopoulos- -BUDGETING	5.11
(15)	David Nicoll- -MOTIVATION	5.10
(34)	Paul Blubaum- -TACTICS FOR OBTAINING CITIZEN INVOLVEMENT IN LAW ENFORCEMENT	5.07
(36)	John Burpo- -LABOR RELATIONS	4.95
(11)	Dr. Robert Carter- -MEDIA IMAGE OF LAW ENFORCEMENT (SUPERCop)	4.89
(30)	Wayne Miller- -JAIL ADMINISTRATION: OPERATIONS	4.89
(24)	Steven M. Ward- -BRIDGES: AN EXERCISE IN LEADERSHIP	4.82
(22)	Dr. Paul Whisenand- -ORGANIZING FOR EFFECTIVENESS (Group B)	4.61
(20)	Dr. Milton Holmen- -INTRODUCTION TO LEADERSHIP; THEORIES OF LEADERSHIP (Group B)	4.50
(29)	Fred Volz- -JAIL ADMINISTRATION: PROGRAMS	4.46
(17)	John Carpenter- -ORGANIZING FOR EFFECTIVENESS (Group A)	4.42
(26)	Richard Germond- -THE CRIMINAL JUSTICE SYSTEM	4.38
(7)	Courtney Evans- -NATIONAL SHERIFFS' ASSOCIATION	3.74
(23)	John Carpenter- -ORGANIZING FOR EFFECTIVENESS (Group B)	3.32

4. AMOUNT LEARNED

(13)	Dr. Norman Sigband- -INTERPERSONAL COMMUNICATION	6.24
(8)	David Nicoll- -DESERT SURVIVAL EXERCISE: AN INTRODUCTION TO DECISION-MAKING IN GROUPS	6.05
(12)	Dr. Morris Womack- -INTERPERSONAL COMMUNICATION	6.04
(6)	Dr. John Gerletti- -THE DYNAMIC WORLD OF THE MODERN SHERIFF	5.98
(18)	Steven M. Ward- -LEADERSHIP (Group A)	5.94
(39)	Steven M. Ward & Dr. Milton Holmen- -DEVELOPING OBJECTIVES FOR BACK-HOME	5.92
(32)	John Knox- -MEDIA RELATIONS	5.91
(37)	Gilbert Scholten- -CONTRACT SERVICES	5.91
(27)	THE CRIMINAL JUSTICE SYSTEM- -NAMEX	5.90
(38)	Steven M. Ward & Dr. Milton Holmen- -COMMITMENT TO CHANGE: WHAT IT MEANS; RESISTANCE TO CHANGE: HOW TO RECOGNIZE AND DEAL WITH IT; OVERVIEW OF ORGANIZATION DEVELOPMENT	5.89
(14)	Dr. Richard Ross- -INTRODUCTION TO TRANSACTIONAL ANALYSIS; TRANSACTIONAL ANALYSIS EXERCISE	5.83
(25)	Dr. Robert Carter- -THE CRIMINAL JUSTICE SYSTEM	5.82
(9)	Steven M. Ward- -DESERT SURVIVAL EXERCISE: AN INTRODUCTION TO DECISION-MAKING IN GROUPS	5.78
(10)	Dr. J. Wesley Robb- -FINDING A VALUE CONSTRUCT SUITABLE TO THE MODERN SHERIFF	5.75
(2)	Steven M. Ward- -GETTING ACQUAINTED	5.65
(21)	Steven M. Ward- -ADMINISTRATION OF THE STYLES OF LEADERSHIP INSTRUMENT; CONSTRUCTING A LEADERSHIP PROFILE FOR THE SHERIFF (Group B)	5.58
(3)	Edith Light- -GETTING ACQUAINTED	5.55
(19)	Robert M. Brown, Jr.- -BRIDGES: AN EXERCISE IN LEADERSHIP	5.43
(1)	Steven M. Ward- -INTRODUCTION TO THE PROGRAM AND THE JOHARI WINDOW	5.41

APPENDIX L

FINAL EVALUATION REPORT

Evaluation Of
National Sheriffs' Institute
Management Training for Newly Elected Sheriffs
September, 1973 - June, 1974

A Cooperative Effort of the
National Sheriffs' Association
and the
University of Southern California

Milton G. Holmen

June, 1974

I. The overall evaluation plan, as agreed upon between the Program Director and the Evaluator, and as announced to the participants on the first day of each class of the Institute, was the following:

A. Purposes

1. To make improvements in the series of Institute programs offered during the year.
2. To help determine whether to repeat the Institute Management Program next year.
3. If the program is repeated next year, how to make it more effective.
4. To help direct attention of the participants to the purposes of various program elements and the learning from them.

B. Methods

1. Participant reporting
 - a. Regularly administered evaluation forms filled out by each participant. Each of these asked six questions about each program element--the first four of which called for circling one number on a seven-point Likert Scale, with a favorable response getting the higher number. The fifth question was asked in order to get additional information for

understanding the first four questions. The sixth question was to evoke responses which made it possible to compare what was actually learned with the purposes of each program element. The six questions were:

- (1) Knowledge and Preparation
- (2) Presentation and Discussion
- (3) Relevance for Me
- (4) Amount Learned
- (5) Comments
- (6) Facts, Ideas or Insights Gained

- b. End of residence-phase reporting by participants on fifteen administrative and logistical aspects of the program, followed by suggestions for material to be included in the later phases (learning reinforcement, action research, and renewal sessions) of the program.
- c. End of program reports by participants on what actions they had taken as a result of their participation in the Institute program and an overall rating of the program.

2. Reports by program administrators, faculty, trainers, and observers of all aspects of the program.

C. Analytic Procedures

1. All Likert Scale items were keypunched and computer tallied producing for each class a rating and ranking of program elements on each of the four sub scales. These were averaged to produce an overall rating and ranking for each program element.
2. Comments were categorized and tallied, providing information to help interpret the ratings.
3. End of session and renewal session debriefing recordings were summarized.
4. The responses to the activity questionnaire administered at the renewal sessions were categorized and tallied.

II. Results

A. Participant Evaluations of Program Elements

1. As the table below indicates, there was an improvement in median and mean ratings after the first class, which stayed about the same for the last three classes.

TABLE I
EVALUATION OF PROGRAM ELEMENTS

Class Number	Median	Mean
I	5.45	5.37
II	5.76	5.74
III	5.77	5.67
IV	5.72	5.68

2. After each class, recommendations were made for dropping of program elements or instructors which appeared to contribute least to the objectives for the Institute. Eight program elements were dropped or substantially changed before Class II, which undoubtedly accounts for the higher ratings given instructors for that and subsequent classes. After Class II, six more program elements were dropped or changed, which resulted in better program integration. Two program elements were dropped after Class III.
3. Participant Evaluation of Instructors
 Instructors were drawn from university faculties, sheriffs' departments, and other organizations. Table II shows how each class rated each group of instructors. The "Sheriffs" column includes both sheriffs and deputy sheriffs; the "other" column includes police chiefs, law enforcement research persons, etc.

TABLE II
EVALUATION OF INSTRUCTORS

Class Number	Faculty	Sheriffs	Other
I	5.53	5.59	5.12
II	5.75	5.71	5.75
III	5.91	5.50	5.24
IV	5.82	5.38	4.99

B. Participant Evaluations of Program Administration

1. Table III shows how each of the four classes rated various aspects of administration of the Institute.

TABLE III
EVALUATION OF PROGRAM ADMINISTRATION

	<u>Class I</u>	<u>Class II</u>	<u>Class III</u>	<u>Class IV</u>	
1. Housing (Sheraton or PSA)	4.34	5.11	6.89	6.51	
2. Meals (Hotel)	4.97	5.07	6.11	4.61	
3. Meals (USC Area)	5.03	5.18	5.72	5.67	
4. Transportation (Hotel to USC)	4.97	4.64	2.32	5.33	
5. Materials Provided: Books/Handouts	5.47	6.12	6.58	6.67	
6. Classroom Facilities (Tyler Building)	4.93	4.79	5.67	5.64	
7. Classroom Facilities (Other USC Locations)	5.97	6.09	5.97	6.11	
8. Classroom Facilities (Hotel)	5.56	5.43	6.57	6.16	
9. Field Trip	5.61	5.89	6.34	6.32	
10. Administration of Program	5.91	5.93	6.13	6.27	
11. Scheduling	5.10	5.18	5.88	5.36	
12. Overall Evaluation	5.98	5.73	6.38	6.19	
13. Program Length					
	Too Long	8	10	24	1
	Too Short	14	6	1	2
	Just Right	37	27	34	34

2. As a result of the low ratings given the Airport Sheraton Hotel by the first two classes, the last two classes were housed at the PSA Hotel at Hollywood Park. This also resulted in improved ratings for hotel meeting rooms. Transportation from the hotel to USC and back was never rated very highly, but reached almost a crisis level with Class III. Changing bus drivers raised the rating on transportation.

There was a steady increase in ratings given materials provided, as the Institute staff responded to feedback during and following each class. The overall evaluation of the program administration and of the Institute as a whole increased with successive classes.

C. Program Length

As indicated in Table III, most of the participants (132) thought that the program was about the right length, while 43 felt it was too long and 23 felt it was too short. Participants in the renewal sessions felt that the renewal sessions were too short, and should be lengthened to three or four days.

D. Renewal Session Feedback

1. Participants in the three regional renewal sessions provided several kinds of feedback. Their presence at the sessions indicated their interest in the Institute, as did their comments, which were almost uniformly enthusiastic about both the two-week residence program and the two-day renewal sessions.

2. Post session and renewal session evaluation debriefings indicated the participants wanted more of:
 - a. Information on different ways of handling contract law enforcement
 - b. Effects of consolidation of law enforcement agencies
 - c. Relationships with news media
 - d. How to hire better employees
 - e. How to evaluate the abilities and training of their personnel
 - f. Effects of changing wage-hour laws and their administration
 - g. Jail management, including inmate personnel and property records
 - h. Budgeting
 - i. Alternative organization structures
 - j. Changes and trends in the Sheriff's job
 - k. How to influence legislation
 - l. Improvement of their abilities in addition to their knowledge

3. A problem raised by all classes was obtaining college credit for the Institute. As alternatives, they requested cooperative credit arrangements with other schools, which is already being done with some state colleges. They also requested plans for cooperative programs with local colleges, with USC providing

a framework, central administration, and evaluation, and the local colleges providing facilities, most of the instructional staff, and college credit. USC is considering offering four units of credit for the Institute, provided participants who want the credit complete a term project and report in addition to present activities.

Programs for top deputies (undersheriffs and chief deputies) were also requested.

Ideas for evaluation of sheriffs' departments were requested, both in the area of crime prevention and in its control.

There were also requests for exchange of standard operating procedures, organization charts, personnel specifications, and model procedural manuals. (Arizona State University at Tempe has some LEAA funding for work in this area). Also requested was development of standard reporting forms and department data forms, as a basis for budget planning and comparisons.

E. Actions Taken As a Result of Attending the Institute

The most important criterion against which the Institute should be measured is: what effect did it have on its participants and their organizations? We have data from about one third of the participants which indicates a wide variety of actions taken.

Responses from 73 sheriffs who attended the renewal sessions of the NSI to the question: What have you done since attending the Institute that you probably would not have done if you had not participated in the Institute?

<u>Rank</u>	<u>Action</u>	<u>Frequency</u>
1.	Involved more people in decision making	12
2.	Started or improved a training program	11
3.	Delegated more responsibility	11
4.	Improved press and/or other media relations	8
5.	Began or increased reserve or auxiliary forces	8
6.	Contracted for law enforcement with cities or towns	8
7.	Reorganized by department	8
8.	Improved goal setting, planning, or budgeting	7
9.	Added new equipment or facilities	7
10.	Getting more information input from subordinates	7
11.	Improved public relations	7
12.	Installed better control, reporting, and record systems	6
13.	Published a new manual of operations	5
14.	Developed new specialists or groups of them	5
15.	Involved high school students as cadets or ride-arounds	5
16.	Developed regular staff meetings	5
17.	Developed new program for personnel promotions	4
18.	Got funding for new facilities and programs	4

19.	Added new personnel	4
20.	Added women personnel to staff	4
21.	Improved pay of staff	3
22.	Improved crime prevention	3
23.	Expanded county-wide operations	2
24.	Improved management and communications	2
25.	Began or increased education for inmates of jail	2
26.	Began or increased recreation for inmates of jail	2
27.	Improved internal communication	2
28.	Conducted audit of manpower ability and training	1
29.	Conducted audit of equipment	1
30.	Received additional responsibility from Commissioners	1
31.	Made better use of statistics available	1
32.	Improved relations with county commissioners	1
33.	Tried new 1-man patrol procedures	1
34.	Developed a neighborhood watch program	1
35.	Improved relations with lawyers and judges	1
	Total	160

III. Recommendations for Next Year

- A. It is recommended that the Institute continue next year with the same objectives as for this year and similar format and content.

- B. It is recommended that the program continue to integrate the program elements into modules of one-half day to two days in length, organized around major problems of managing a sheriff's department.
- C. It is recommended that Sheriffs' Management Case Studies be developed prior to the first class next year. The needed material can be obtained from sheriffs who attended the 1973-74 Institute. The material on actions taken can provide the core of such cases, as most of the sheriffs who filled out the questionnaire indicated their material could be used in the future.
- D. More sessions (especially in the evenings) should focus on problems about which the sheriffs present want to exchange information with faculty assistance in structuring the discussions and providing additional information from the public administration literature.
- E. There should be more material sent after the residence phase to sustain motivation to take action based on learning at the Institute.
- F. The renewal sessions should be increased to three or four days and should focus primarily on what sheriffs have tried to do since attending the Institute and how it has worked out.

APPENDIX M

SUMMARY OF LOGISTICAL ASPECTS

NATIONAL SHERIFFS' INSTITUTE

SUMMARY OF LOGISTICAL ASPECTS

Two-Week Session

September 10-21, 1973

CLASS ONE

PROGRAM LOGISTICS OVERALL EVALUATION

	Poor					Excellent			N	AVG
	1	2	3	4	5	6	7			
1. HOUSING: SHERATON INN	6	3	10	7	18	9	6	59	4.34	
2. MEALS: SHERATON INN	3	2	4	13	13	13	11	59	4.97	
3. MEALS: USC AREA	1	2	4	10	20	14	8	59	5.03	
4. TRANSPORTATION: FROM HOTEL TO USC	1	3	2	12	22	9	9	58	4.97	
5. MATERIALS PROVIDED: BOOKS/HANDOUTS	1	0	4	9	12	17	16	59	5.47	
6. CLASSROOM FACILITIES: TYLER BUILDING	2	1	5	10	19	13	7	57	4.93	
CLASSROOM FACILITIES: OTHER USC LOCATIONS	0	0	2	4	11	19	23	59	5.97	
8. CLASSROOM FACILITIES: SHERATON INN	0	0	5	5	14	22	13	59	5.56	
9. FIELD TRIPS: COSTA MESA	0	0	2	4	7	13	27	53	6.11	
10. FIELD TRIPS: SYBIL BRAND INSTITUTE	0	1	2	5	9	15	27	59	5.97	
11. FIELD TRIPS: L.A. SHERIFF'S ACADEMY	0	0	2	3	5	15	34	59	4.76	
12. ADMINISTRATION OF RESIDENCE PROGRAM:	0	0	4	1	10	24	19	58	5.91	
14. SCHEDULING:	0	0	2	16	17	15	8	59	5.10	
15. OVERALL EVALUATION OF RESIDENCE PHASE OF PROGRAM:	0	0	0	5	8	19	17	49	5.98	

PROGRAM LOGISTICS OVERALL EVALUATION

	<u>Too Long</u>	<u>Too Short</u>	<u>Just Right</u>
13. WAS RESIDENCE PROGRAM LENGTH:	8	14	37

NATIONAL SHERIFFS' INSTITUTE

SUMMARY OF LOGISTICAL ASPECTS

Two-Week Session

November 25, 1973 - December 7, 1973

CLASS TWO

PROGRAM LOGISTICS OVERALL EVALUATION

	Poor					Excellent			N	AVG.
	1	2	3	4	5	6	7			
1. HOUSING: SHERATON INN	1	1	2	8	12	16	4	44	5.11	
2. MEALS: SHERATON INN	0	2	3	12	9	9	9	44	5.07	
3. MEALS: USC AREA	1	2	3	5	13	11	9	44	5.18	
4. TRANSPORTATION: FROM HOTEL TO USC	4	3	5	5	12	6	9	44	4.64	
5. MATERIALS PROVIDED: BOOKS/HANDOUTS	0	0	1	2	5	17	17	42	6.12	
6. CLASSROOM FACILITIES: TYLER BUILDING	3	3	3	6	11	8	8	42	4.79	
7. CLASSROOM FACILITIES: OTHER USC LOCATIONS	0	0	1	4	5	14	20	44	6.09	
8. CLASSROOM FACILITIES: SHERATON INN	0	1	1	8	12	12	10	44	5.43	
9. FIELD TRIP: L.A. SHERIFF'S COMMUNICATION CENTER & ACADEMY	1	0	1	5	7	10	20	44	5.89	
10. ADMINISTRATION OF RESIDENCE PROGRAM:	0	0	0	3	12	13	15	43	5.93	
12. SCHEDULING:	0	0	2	10	10	13	4	39	5.18	
13. OVERALL EVALUATION OF RESIDENCE PHASE OF PROGRAM	0	0	1	4	10	11	11	37	5.73	
14. WAS RESIDENCE PROGRAM LENGTH:	<u>Too Long</u>			<u>Too Short</u>			<u>Just Right</u>			
	10			6			27			

NATIONAL SHERIFFS' INSTITUTE

SUMMARY OF LOGISTICAL ASPECTS

Two-Week Session

February 10 - 22, 1974

CLASS THREE

PROGRAM LOGISTICS OVERALL EVALUATION

	Poor					Excellent		N	AVG.
	1	2	3	4	5	6	7		
1. HOUSING: PSA HOTEL	0	0	0	1	0	4	59	64	6.89
2. MEALS: PSA HOTEL	0	0	1	6	10	14	32	63	6.11
3. MEALS: USC AREA	0	0	4	9	14	11	26	64	5.72
4. TRANSPORTATION: FROM HOTEL TO USC	28	12	8	7	4	1	2	62	2.32
5. MATERIALS PROVIDED: BOOKS/HANDOUTS	0	0	0	0	6	15	43	64	6.58
CLASSROOM FACILITIES: TYLER BUILDING	1	2	1	6	18	11	25	64	5.67
7. CLASSROOM FACILITIES: OTHER USC LOCATIONS	0	0	0	4	17	14	23	58	5.97
8. CLASSROOM FACILITIES: PSA HOTEL	0	0	0	1	4	15	40	60	6.57
9. FIELD TRIP: LOS ANGELES COUNTY SHERIFF'S ACADEMY	0	0	3	3	4	10	39	59	6.34
10. ADMINISTRATION OF RESIDENCE PROGRAM	0	0	0	5	12	13	30	60	6.13
12. SCHEDULING	0	0	2	6	12	17	23	60	5.88
13. OVERALL EVALUATION OF RESIDENCE PHASE OF PROGRAM	0	0	0	1	8	12	29	50	6.38
14. WAS RESIDENCE PROGRAM LENGTH:	<u>Too Long</u>			<u>Too Short</u>			<u>Just Right</u>		
	24			1			34		

NATIONAL SHERIFFS' INSTITUTE

SUMMARY OF LOGISTICAL ASPECTS

Two-Week Session

March 24 - April 5, 1974

CLASS FOUR

PROGRAM LOGISTICS OVERALL EVALUATION

	Poor					Excellent			AVG.
	1	2	3	4	5	7	8		
1. HOUSING: PSA HOTEL	0	0	0	2	2	9	26	39	6.51
2. MEALS: PSA HOTEL	1	2	4	11	10	6	4	38	4.61
3. MEALS: USC AREA	0	0	1	7	7	13	11	39	5.67
4. TRANSPORTATION: FROM HOTEL TO USC	2	1	1	3	11	13	8	39	5.33
5. MATERIALS PROVIDED: BOOKS/HANDOUTS	0	0	0	0	2	9	28	39	6.67
6. CLASSROOM FACILITIES: TYLER BUILDING	0	0	3	5	6	14	11	39	5.64
7. CLASSROOM FACILITIES: OTHER USC LOCATIONS	0	0	0	1	7	15	13	36	6.11
8. CLASSROOM FACILITIES: PSA HOTEL	0	0	1	0	7	14	16	38	6.16
9. FIELD TRIP: LOS ANGELES COUNTY SHERIFF'S ACADEMY	0	1	1	3	3	1	28	37	6.32
10. ADMINISTRATION OF RESIDENCE PROGRAM	0	0	0	1	5	14	17	37	6.27
11. SCHEDULING	0	0	2	7	10	10	7	36	5.36
12. OVERALL EVALUATION OF RESIDENCE PHASE OF PROGRAM	0	0	0	0	7	12	13	32	6.19
13. WAS RESIDENCE PROGRAM LENGTH:									
				<u>Too Long</u>		<u>Too Short</u>		<u>Just Right</u>	
				1		2		34	

APPENDIX N

STAFF POSITION SPECIFICATIONS

NATIONAL SHERIFFS' INSTITUTE
Project Staff Position Specifications

Project Director

The Project Director will be responsible for the training program through all phases. His primary tasks will include planning the training program; coordinating the development of the applied training model; coordinating development of curriculum; selection of appropriate texts and readings; selection of training staff; supervision of administrative staff and activities; liaison with sheriff/trainees; and participation in the program as a trainer. Additionally, he will maintain liaison with the evaluation consultants throughout their efforts. He will supervise on-site the follow-up training sessions in Phase IV. One hundred percent of his time will be devoted to program administration.

Executive Assistant to the Director

The Executive Assistant to the Director will serve as the primary staff aide supervising all administrative activities of the remainder of the project staff. In addition, this person will be responsible for coordinating correspondence with prospective trainees; coordinating the collation and distribution of follow-up learning packages; editing written materials provided by faculty; editing project reports; making logistical arrangements for field trips, program lunches, etcetera; and providing liaison with pertinent NSA and USC administrative personnel. This person will devote 100 percent to the position.

Senior Faculty Adviser

The Senior Faculty Adviser will assist the Project Director in the planning and development of the training model and the selection of curriculum. Additionally, he will assist the evaluation of the training. He will also teach in the campus and field segments of the training program.

Secretary

The Secretary to the project will be needed to assist the Project Director and the Executive Assistant. The Secretary will devote 100 percent of her time to typing correspondence for staff, assembling and typing training materials for the program and its participants, answering telephone calls, taking messages, maintaining accurate records and files, and other general office duties.

Project Staff Position Specifications
Page 2

Research Assistants (2)

The two Research Assistants will perform liaison duties with the sheriff/trainees while they are attending the program at the USC campus. One RA will be assigned to each training group (each class of 60 sheriff/trainees will be divided into two training groups). He will be with the group at all times during the training to provide both administrative and substantive continuity; to assist in training exercises; to assist in finding solutions to administrative problems which may arise; and to provide information and other assistance to the sheriff/trainees. During the periods when there is no on-site training taking place, RA's will assist the project staff in administrative details relating to the project.

Administrative Officer/Fiscal

An institutional bookkeeper (Administrative Officer/Fiscal) from the Center for the Administration of Justice, School of Public Administration, University of Southern California, will provide bookkeeping services relating to the project. This person will maintain precise financial records on a day-to-day basis, expedite processing of all fiscal matters and payroll allocations, and maintain all forms and documents pertaining to institutional processing of personnel and purchasing of supplies and equipment. Twenty-five percent of this person's time will be devoted to the project.

Administrative Officer/Administration

Internal staff functions of the Center for the Administration of Justice are centralized and supervised by an Administrative Officer/Administration. This person oversees workroom operations (reproduction, issuance of supplies), provides secretarial pool assistance in times of staff overload, coordinates interviews with prospective employees, maintains liaison with appropriate business and service agencies in the metropolitan area, and provides basic research assistance in arranging housing, meeting facilities, classrooms, etcetera. Twenty-five percent of this person's time would be devoted to the project.

Workroom and Receptionist Services

Workroom (reproduction) and receptionist/information services are centrally provided by the Center for the Administration of Justice. Twenty-five percent each of two persons will be devoted to the project for these services.

END

7. 11. 1941