EXECUTIVE TRAINING PROGRAM
IN ADVANCED CRIMINAL JUSTICE PRACTICES

MANAGING CRIMINAL INVESTIGATIONS

ER'S
BOOK
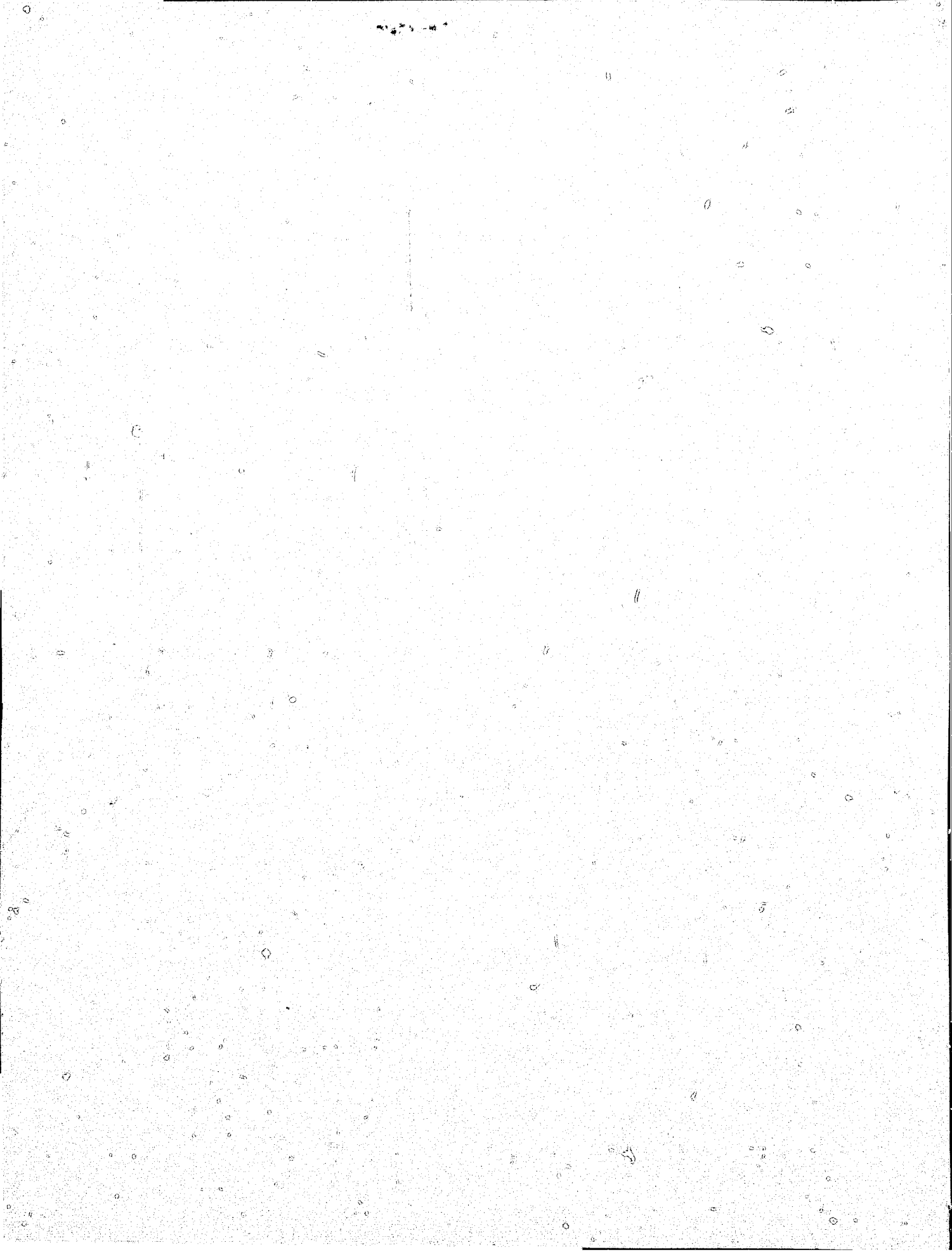
MANAGING CRIMINAL INVESTIGATIONS

TRAINER'S HANDBOOK

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MANAGING CRIMINAL INVESTIGATIONS

SCHEDULE OF WORKSHOP

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Opening Session	Welcome and Introductions	1:00 p.m. - 1:20 p.m.
Session 1	Orientation	1:20 p.m. - 1:35 p.m.
Session 2	Overview	1:35 p.m. - 2:05 p.m.
Session 3	Problem Oriented Planning	2:05 p.m. - 3:35 p.m.
	Break	3:35 p.m. - 4:00 p.m.
Session 4	Initial Investigation	4:00 p.m. - 6:00 p.m.
Session 5	Summary of DAY I	6:00 p.m. - 6:05 p.m.

DAY II

Session 6	Case Screening	8:45 a.m. - 10:45 a.m.
	Break	10:45 a.m. - 11:00 a.m.
Session 7	Managing the Continuing Investigation	11:00 a.m. - 1:00 p.m.
	Lunch	1:00 p.m. - 2:30 p.m.
Session 8	Police/Prosecutor Relations	2:30 p.m. - 4:15 p.m.
Session 9	Summary of DAY II	4:15 p.m. - 4:20 p.m.
Session 10	Peer Group Information	4:20 p.m. - 6:00 p.m.

THE EXECUTIVE TRAINING PROGRAM IN ADVANCED CRIMINAL JUSTICE PRACTICES

A.   Introduction

The Executive Training Program in Advanced Criminal Justice Practices is sponsored by the National Institute of Law Enforcement and Criminal Justice (NILECJ), the research center of the Justice Department's Law Enforcement Assistance Administration (LEAA). The program offers state and local jurisdictions the opportunity to learn about improved criminal justice procedures and to put them into operation.

The Executive Training Program is designed, conducted, and managed by University Research Corporation (URC), a national training organization based in Washington, D.C.

URC curriculum designers, trainers, and logistics staff are working with the National Institute, selected criminal justice experts, and local projects that have successfully carried out advanced practices. Some portions of the training are conducted under URC's supervision by consulting firms experienced in criminal justice training--including the Center for Community Justice and Bird Engineering-Research Associates.

B.   Goals

The primary goal of the Executive Training Program is to enable criminal justice executives and policy-shapers to bring about adoption of improved court, corrections, and police practices identified or developed by the National Institute. As LEAA's research, evaluation, and technology transfer arm, the Institute works to devise improved methods to control crime and strengthen the criminal justice system and to train law enforcement and criminal justice personnel to use these promising approaches.

To introduce the new practices throughout the nation, the Institute's Executive Training Program:

● Informs influential policymakers about new practices and their potential for improving the criminal justice system, and
● Gives them the knowledge and skills needed to apply these methods in their jurisdictions.

C.   Program Activities

Four types of activities are being carried out during the two-year program to facilitate the transfer of advanced practices to local jurisdictions.

1.   Regional Workshops.   Up to eight Workshops will be held in each Federal Region. Each Workshop will run for abou´ three days. It will be devoted to one topic and will be open to 60 top law enforcement criminal justice policymakers from throughout the Region. At the eight Workshops in each Region, participants will learn new techniques related to:

- Managing Criminal Investigations
- Juror Usage and Management
- Prison Grievance Mechanisms
- Rape and Its Victims.

Additional training topics have been selected from among the most promising models developed under NILECJ auspices. These include models derived from:

- Exemplary Projects--Projects that show documented success in controlling specific crimes or that have produced measurable improvement in criminal justice service.
- Prescriptive Packages--Synthesis of the most advanced techniques, including operational guidelines, that can be followed in locales throughout the country.
- Research Results--Improved criminal justice practices derived from research findings.

2.   Field Test Seminars.   The training topics selected for the year 1977 are:

Managing Patrol Operations
Developing Sentencing Guidelines
Victim/Witness Services
Health Care in Correctional Institutions.

Each year, two Workshop topics will be selected for field testing in up to ten jurisdictions. During 1976, "field test" sites will be selected to implement projects in Managing Criminal Investigations and Juror Usage and Management.

The field tests will focus national attention on the new procedures and evaluate their effectiveness and transferability to other jurisdictions throughout the country. The communities selected will be those considered most likely to be able to carry out model projects. The Field Test Seminars are designed to:

- Prepare the test site staff to operate or implement their projects,
- Identify needs for follow-on training, and
- Determine the most effective format for Regional Workshops.

3.   Special Conferences.   National conferences are being held for criminal justice policymakers on significant topics selected by the National Institute. The first conference, held in October 1976, focused on the Argersinger v. Hamlin case.

Recommendations for problem-solving will be provided by criminal justice experts and others who have already dealt with these problems or whose theoretical and analytical contributions can be helpful in the implementation effort.

The special conference topics selected for the year 1977 are:

Criminal Justice at the Crossroads
"Update '77"
Determinate Sentencing.

D.   About URC

For more than a decade, URC has managed federally-sponsored national training programs to encourage local development and implementation of human service delivery techniques that have been developed nationally or in outstanding local programs.

URC training programs are process-oriented, designed by nationally recognized experts who have already used new approaches to service. University Research Corporation has provided national training programs for LEAA as well as other Federal agencies, including the U.S. Departments of Health, Education, and Welfare; Housing and Urban Development; and Labor. All of these efforts have resulted in application of new concepts at the local and regional levels.
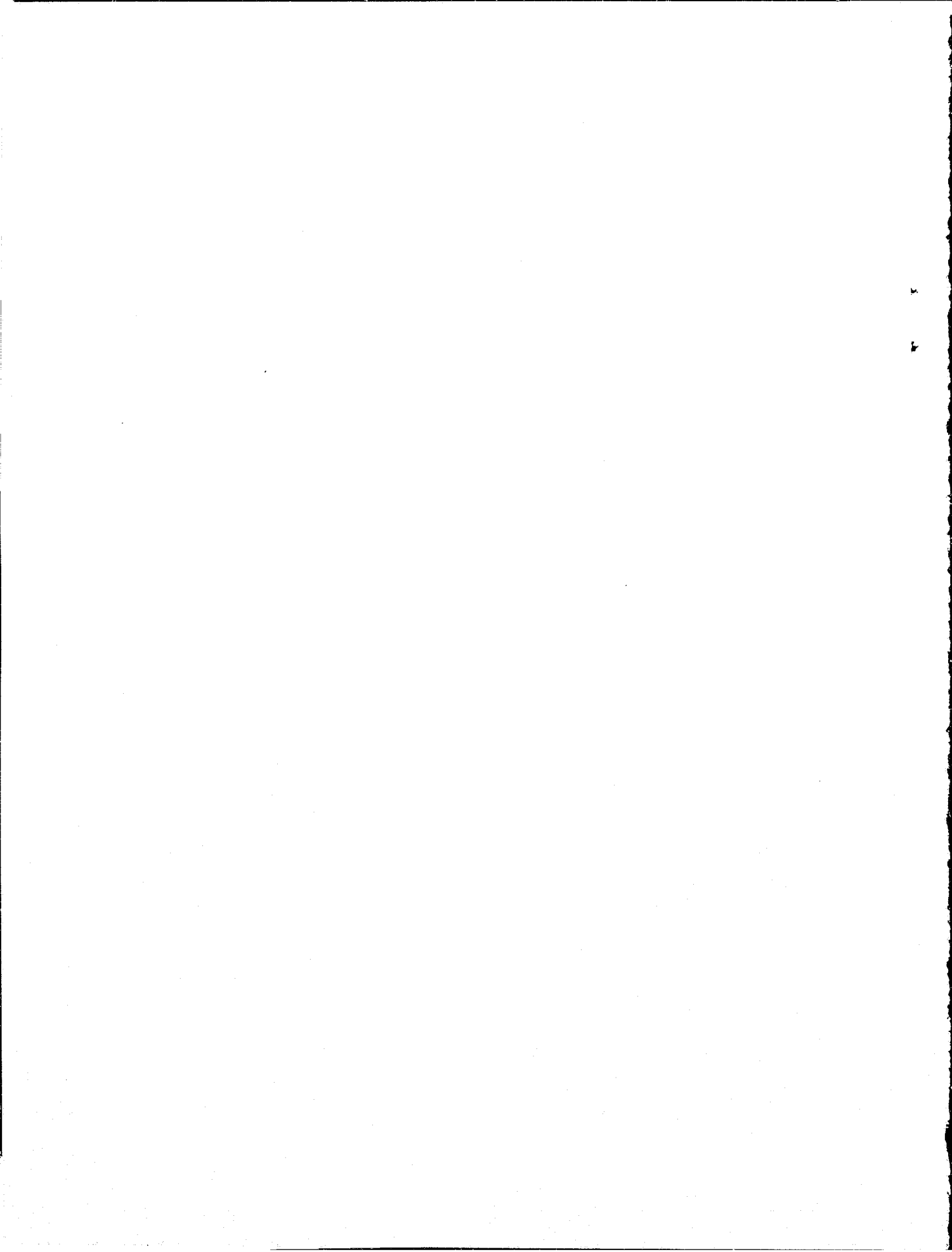
MANAGING CRIMINAL INVESTIGATIONS (MCI): WHAT'S IT ALL ABOUT?

Overview of the MCI Program

Managing Criminal Investigations (MCI) is a training program designed to assist police executives who are responsible for the overall management of the investigative process within their department. These executives are:

- Chiefs of Police

- Chiefs of Patrol or Patrol Commanders

- Chiefs of Investigations or Investigative Commanders

- Police Trainers

- Police Planners

The course is 17 hours long and consists of 15 sessions that last from a half-hour to two hours each. The program takes two and a half days to complete. However, the program can be rearranged to suit individual training needs. The MCI program has four resource components: a Trainer's Handbook, a Participant's Handbook, an MCI Manual (textbook), and the MCI Prescriptive Package. The program also uses other resource materials.

- Trainer's Handbook--Contains instructions and references for delivering the MCI program.

- Participant's Handbook--Provides participants with a program schedule, a summary of each session, copies of handouts and visuals, evaluation forms, a strategy outline, and work group forms.

- MCI Manual (textbook)--Provides participants with detailed information and references on literature, research, and experiments in MCI. This is the first textbook ever written on MCI, although many have been written on criminal investigations.

- MCI Prescriptive Package--Was published by NILECJ in 1975. The package provides a review of the literature and examples of several cities' MCI systems.

- Other Resource Materials-- Include Dallas Legal Liaison and Bronx Major Offender, both of which are publications of the National Institute and are available through the National Criminal Justice Reference Service (NJCRS).

This training program was developed by University Research Corporation (URC) specifically to help police executives broaden their knowledge of new technology and research in managing the criminal investigative process. It has been field tested and presented to over 600 police executives in all regions of the country.

It was designed to accommodate up to 60 participants and requires four to five trainers. The large group can be subdivided into four work groups to carry out the various activities. A large room and four break-away rooms are required by the training design.

The MCI Curriculum

The MCI curriculum is divided into ten major substantive sessions:

- Session 2--Overview of the Managing Criminal Investigations Program (½ hour). Participants are given a background overview and rationale for the new approach to MCI.

- Session 3--A Problem Oriented Group Planning Process (1½ hours). Participants are introduced to a process which will be used in task assignments during the remainder of the program.

- Session 4--The Patrol Role in the Initial Investigation (2 hours). This session discusses the implications of an enhanced role for patrol officers in the initial investigation.

- Session 6--Case Screening (2 hours). Participants are presented with the rationale, essential factors, and methodologies for a case screening system.

- Session 7--Managing the Continuing Investigation (2 hours). This session presents a well structured management approach to controlling the continuing investigation.

- Session 8--Police/Prosecutor Relations (1-3/4 hours). Participants are exposed to some of the problems and remedies suggested in the development of an effective police/prosecutor relationship.

- Session 10--Peer Group Information Exchange (1 hr. 40 mins.). Participants are provided with a structured session in which to exchange ideas and problems in MCI with their peers.

- Session 11--The Monitoring System (2 hours). After all the basic components of MCI are discussed, participants are provided with information on a monitoring system which can provide managers with timely and pertinent data on the effectiveness of the total MCI system.

- Session 12--Field Test Site Feedback and Opportunities for
  Change (1 hour). This session presents first-
  hand information on the progress of MCI systems
  operating in field test agencies.

- Session 13--Strategies for Implementation of the System (3/4
  hour). Participants develop a written strategy
  on the component of MCI they choose to implement
  in their agency.

Training Goals and Objectives

The major purpose of the criminal investigation process is to increase the
number of arrests for serious crimes that are prosecutable, ultimately leading
to an increased number of convictions. Criminal investigation policies and
procedures in a police department should be directed to accomplishing this outcome.

Goal

The overall training goal of the Managing Criminal Investigations program is
to improve the efficiency and effectiveness of the criminal investigation process
by providing police managers with sufficient knowledge to apply recent advances in
six key components of this process:

- Patrol role in the initial investigation

- Case screening

- Management of continuing investigations

- Police/prosecutor relationships

- Monitoring the investigation systems

- Police agency organization and management of resources.

Each of these elements must produce a result that will contribute to the
accomplishment of the major outcome of the criminal investigation process described
above. The outcomes of each element are described as follows:

- The initial investigation of a reported crime, assuming
  the report is "founded," should result in one of the
  following possible outcomes:

  --An on-scene arrest is made;

  --The investigation is continued because solvability
    factors are present or because there are exceptional
    reasons for continuing even though solvability
    factors are not present; or

  --The investigation is discontinued because solvability
    factors are not present and there are no exceptional
    reasons for continuing.

- The screening of cases should result in a supervisory
  review, verification, and approval of the continuation or
  non-continuation of the investigation.

- The management of the continuing investigation should result in one of the following outcomes:

  --An arrest;

  --Continuation of the investigation, based on sufficient information; or

  --Case closure after a determined number of days without additional promising informational leads.

- The working relationship between the police executive and the prosecutor should result in an improvement of the ratio of prosecutions to arrests.

- The continuous monitoring of the components of the system should facilitate an evaluation of the extent to which the initial investigation, case screening, case management, police/prosecutor relationships, organizational relationships, and the allocation of resources are meeting their individual objectives and contributing to the overall outcome of the criminal investigation process.

A necessary corollary to our thesis for MCI training is that improvements in managing the criminal investigation process will require that police managers have sufficient knowledge and skill to adapt the program elements to their local agency. This will necessitate establishing appropriate policy guidelines and procedures to achieve the overall objective.

Objectives

The Workshop is designed to increase the knowledge and skills of participants vis-a-vis managing the criminal investigation system in their local jurisdictions; to heighten participants' awareness of recent advances in alternative management policies and procedures; and to encourage the use of a team process for analyzing and solving problems and producing local agency action plans.

By the end of the training program, participants will understand:

- A systems approach to the management of the criminal investigation process.

- New policies and procedures for improving the initial investigation process; the implications of the policy changes within the agency; and the driving and restraining forces associated with achieving these changes.

- The rationale, essential factors, and methodologies for case screening systems, as well as the strategies for successfully implementing a case screening system.

- New policies and procedures for managing the continuing investigation by the detectives; the implications of policy changes within the detective force; the driving and restraining forces associated with achieving these changes; and the value and benefits of a case management system.

- The methods of developing an active, mutually beneficial working relationship between police management and the prosecutor's office.

- The objectives of a criminal investigation monitoring system and strategies for establishing and managing it.

- The rationale and strategy for changing a typical police agency's structure, policies, and procedures to effectuate a new MCI program.

Guidelines for Trainers

Preplanring

Trainer assignments and reporting back groups should be decided, as follows, before the Workshop begins:

a. Work Groups

Color	Assigned Trainer	Room No.
Blue	_____	_____
Green	_____	_____
Red	_____	_____
Gold	_____	_____

b. Reporting Back Groups

Session	Group	Trainer
Initial Investigation	____	_____
Case Screening	____	_____
Continuing Investigation	____	_____
Police/Prosecutor	____	_____
Monitoring	____	_____

c. Peer Groups

	Trainer
Chiefs	_____
Chief of Patrol	_____
Chief of Detectives	_____
Planners/Others	_____

Preparing for Processing the Small Groups

a. Each trainer should review the participant profiles of members in his/her group in order to know who is in the group.

b. Know to which group you are assigned.

c. Be sure you understand the objectives and content of each topic presented.

d. Be sure you understand the assigned task.

e. Know the room you are to work in and be sure it is properly set up (properly lighted, flip chart, magic marker, adequate seating, ash trays, clean table, and well ventilated).

f. List the task on the flip chart.

Processing the Small Group

a. Assemble the group.

b. Repeat the task and clarify, if necessary. If the group is to report back, a volunteer should be recruited.

c. Begin the self-introduction process. This is especially important for the first and second time the group meets. Ask each person to introduce himself or herself by name, title, department, size of department, years of service, size of city.

d. Ask the participants to take two to three minutes to identify the major problems as they see them for their agencies and make notes in their handbooks.

e. Ask someone to identify the major problem and begin to record on the flip chart.

f. Record the listing and encourage broad participation by the group.

g. Encourage general discussion of listed items.

h. Guide discussion to prioritized items.

i. Move on to next task's question and repeat steps "e" through "h."

j. Stop the process and review the products.

k. Give participants time to write the products in their own workbooks.

MANAGING CRIMINAL INVESTIGATIONS

DAY I

	Registration	9:00 a.m. - 1:00 p.m.
Opening Session	Welcome and Introductions	1:00 p.m. - 1:20 p.m.
Session 1	Orientation	1:20 p.m. - 1:35 p.m.
Session 2	Overview	1:35 p.m. - 2:05 p.m.
Session 3	Problem Oriented Planning	2:05 p.m. - 3:35 p.m.
	Break	3:35 p.m. - 4:00 p.m.
Session 4	Initial Investigation	4:00 p.m. - 6:00 p.m.
Session 5	Summary of DAY I	6:00 p.m. - 6:05 p.m.

Session Goals, Materials, and Logistics

Goals/Objectives:	1. To register all invited participants.
	2. To distribute to registered participants:

	a. Name tags
	   b. Participant's Handbook
	   c. Manual
	   d. Prescriptive Package.

	3. To answer questions relating to the start of the training and the place of the training.
	4. To advise trainees regarding logistical arrangements.
Time Required:	As needed
Equipment:	Registration table Registration sign
Materials:	MCI Participant's Handbooks MCI Prescriptive Packages MCI Manuals Name tags
Sequence of Activities:	1. Trainer assigned responsibility for overseeing that all arrangements for registration have been thoroughly prepared and checked.
	2. Name tags should be alphabetized and laid out on table with books so that a complete package is given to the registrant after sign-in.
	3. Directions should be given as to the time and place of the start of the opening session.

Session Goals, Materials, and Logistics

Goals/Objectives:	1. To welcome participants to the MCI workshop.
	2. To introduce the Chief of Police of the jurisdiction in which the conference is held (if available).
	3. To identify agencies in attendance.
	4. To introduce training staff.
	5. To explain the purpose and rationale for the selection of the training topic and its relationship to national goals and priorities.
Time Required:	20 minutes
Materials:	All materials and references are found in the MCI Participant's Handbook and Manual.
Primary Methods:	Lecture
Meeting Arrangements:	Classroom arrangement (see drawing of seating arrangements in the appendix of this Trainer's Handbook).
Sequence of Activities:	1. Initial Welcome
	2. Introduction of Training Staff
	3. Introduction of Prominent Officials
	4. Identify Agencies in Attendance at Workshop
	5. Remarks by Local Chief of Police
	6. Transition

Trainer Guide and Points for Discussion   Material/Notes

1. Initial Welcome

   a. Welcome to the Workshop on behalf of the team.
   b. Look forward to working with you.

2. Introduce Training Staff

3. Introduce Prominent Officials

4. Identify Agencies in Attendance

   a. Run down list of agencies.
   b. Ask them to acknowledge their presence.

5. Remarks by Local Chief of Police

6. Transition to Orientation

Session Goals, Materials, and Logistics

Goals/Objectives:	1. To establish an atmosphere conducive to learning.
	2. To familiarize the participants with the goals and sequence of activities for the Workshop.
	3. To compare participant profile with the Workshop design.
Time Required:	15 minutes
Equipment:	Overhead projector; transparencies.
Materials:	All materials and references are found in the MCI Participant's Handbook
Primary Methods:	Lecture
Meeting Arrangements:	Classroom arrangement
Sequence of Activities:	1. Expense and Related Logistical Matters
	2. Training Schedule
	3. Training Materials
	a. Ground rules
	b. Methodology
	4. Goals of the Workshop
	5. Transition to Overview of the MCI System

Trainer Guide and Points for Discussion   Material/Notes

1. Expenses·and Related Logistical Matters	Reference: P. Handbook, p. 13.
2. Training Schedule	Reference: P. Handbook, p. 13.
3. Training Materials	
a. Participant's Handbook	Reference: P. Handbook, p. 13

3. Training Materials

   a. Participant's Handbook
- Brief walk-through
- Guide for training
- Comprehensive--saves you time

   b. Manual
- Walk-through
- A new textbook
- Represents many departments
- Expands upon the training
- Read in depth when you get home
- Skim read while you are here

   c. Prescriptive Package--Managing Criminal Investigations (NILECJ)

   d. Training Ground Rules
- Adhere to schedule
- Will start promptly every morning
- Please hold your questions until the end of the lecture

   e. Training Methodology
- Group discussion and participation
- Lectures, readings, and group task activities
- Generally each session will consist of a two-hour block of time

      LECTURE - 30 minutes
      TASK - 75 minutes
      REPORT BACK - 5 minutes

Note: There is not enough time to do the task in depth. What is intended is that you begin to address a range of management issues.

Material/Notes for section b: MCI Manual

Material/Notes for section c: MCI Prescriptive Package

Trainer Guide and Points for Discussion   Material/Notes

• Key of task activities is that for the most
  part they develop a product which:

  -- IDENTIFIES PROBLEMS
  -- IDENTIFIES SOLUTIONS
  -- DEVELOPS A STRATEGY

• In short, the Workshop is designed to
  address real issues, assist in developing
  strategies for implementation, and assist
  in developing a written implementation
  product.

4. Goals of Workshop

   a. Overall Workshop Objective   Visual #2
       • To improve the effectiveness and efficiency
         of the managing criminal investigations
         process.

   b. Principal Objective   Visual #3
       • To assist in the development of action
         plans to make changes in the managing
         criminal investigations process.

   c. Scope of Workshop   Visual #4
       • To promote a better:

         -- understanding of a systems approach to
            managing the criminal investigations
            process.
         -- working knowledge of new methods and
            procedures in the key components of the
            MCI system that have been used success-
            fully.
         -- awareness of the problems involved in
            implementing an effective system.
         -- knowledge of methods that have been
            useful in resolving problems.

5. Transition to Overview of the MCI System

Session Goals, Materials, and Logistics

Goals/Objectives:	1. To introduce the major elements in MCI.
	2. To identify the program background and need.
Time Required:	30 minutes
Equipment:	Overhead projector, transparencies
Materials:	All materials and references are found in the MCI Participant's Handbook and MCI Manual.
Reference:	MCI Manual - pp. v-ix MCI Participant's Handbook - pp. 15-21
Primary Methods:	Lecture
Meeting Arrangements:	Classroom arrangement
Sequence of Activities:	1. Topic Selection
	2. Need to Upgrade the System
	3. Program Sources
	4. Order from Disorder
	5. System Walk-Through
	a. Activities b. Outcomes
	6. Goals, Objectives, and Outcomes of Training Program
	7. Conclusion

Trainer Guide and Points for Discussion   Material/Notes

1. Topic Selection--Process and Rationale

    a. MCI Performance Data
        ● Historical
          --1966 Presidential Commission--25% of Part
            I crimes cleared by arrest
          --Only 35% of that number convicted

        ● Today
          --Worse situation--reported crime rate up
            33%
          --Clearance rate down to 21%
          --Population increased in period 1970-75
            by 5%

2. Obvious Need to Upgrade the MCI System

    a. Performance and general consensus by: Visual #1
        ● Police experts
        ● Assessment visits
        ● Regional specialists--LEAA
        ● MCI Prescriptive Package

        IMPORTANT: A real impetus to re-examination is
        the final crunch which most municipalities face
        today--i.e., police will have to do more with
        less!

    b. Principal management concerns--to name only a
        few:
        ● Maximize levels of productivity
        ● Improve cost-effectiveness of.operations
        ● Improve the outcome percentages
        ● Control workloads
        ● Improve quality of performance
        ● Develop personnel
        ● Improve morale

3. Program Sources

    a. The program was based on these source materials: Visual #2
        ● NILECJ Managing Criminal Investigations
          Prescriptive Package
        ● Stanford Research Institute Study: Felony
          Investigation Decision Model
        ● Rand Corporation Study: Criminal
          Investigation Process

- Police Foundation Study: Managing Criminal Investigations: The Rochester System
- National Advisory Commission on Criminal Justice Standards and Goals
- Contacts with police administrators throughout the nation
- Dallas Police Legal Liaison Division--an NILECJ Exemplary Project
- Neighborhood Team Policing--NILECJ Prescriptive Package
- Police Crime Analysis Unit--NILECJ Prescriptive Package

4. Order from Disorder   Visual #3

    a. From the universe of issues in criminal   Visual #4
        investigations we have developed a systems
        approach to MCI.

    b. The key components--what to do in each. A   Visual #5
        close examination of key components can lead
        to:
        - Increasing uniformed personnel participation in a comprehensive initial investigation when crime is reported;
        - Establishing case screening system to cut out nonsolvable cases early in the process;
        - Developing police-prosecutor relationship that results in better case investigation and preparation and greater chance of successful prosecution;
        - Establishing a management process for the continuing investigation which will maximize successful outcomes and use of resources;
        - Establishing Management Information System to provide agency administrators with appropriate information for managing the investigation process and alert them to emerging problems;
        - Encouraging re-examination of agency structure to maximize use of personnel.

5. System Walk-Through--System Flow (activities and   Visual #3
    outcomes)

    a. Initial investigation
        - Better collection of information
        - Inclusion of solvability factors

• Enhanced role--matrix

b. Case screening
• Different models
• Identify solvability factors
• Task force approach
• Common elements

c. Managing the continuing investigation
• Supervisory decisions
• Investigative activities
• Adequate record
• Continuance decision

d. Police/prosecutor relations
• Formal liaison
• Two-way street
• Joint investigative guidelines

e. Monitoring
• Management Information System
• Information to management--regarding outcomes
• Identify outcomes we want to maximize   Visual #6

6. Major Outcome

a. One Major Outcome of Improved Management of the   Visual #7
    Criminal Investigations System

• To increase arrests for serious crimes that
    are prosecutable, ultimately leading to an
    increased number of convictions.

b. Other Outcomes
• Higher levels of investigative efficiency
• Better service to the community
• Opportunity to explore alternatives--
    reorganization and reallocation of resources

7. Conclusion

a. There is no single model--we are presenting a
    model of a system, not the system!

b. One thing appears clear--we can improve the
    performance if we upgrade the system (component
    parts).

c. Ask for questions.

Session Goals, Materials, and Logistics

Goals/Objectives:	1. To apply a problem oriented planning process in developing strategies for changing various components of the criminal investigation process;
	2. To understand some principles regarding the management of changes in the criminal investigation process;
	3. To develop and write a strategy outline for changes in at least one of the parts of your agency's criminal investigation process.
Time Required:	1 hour, 30 minutes
Equipment:	Overhead projector, transparencies
Materials:	All materials and references are found in the MCI Participant's Handbook and Manual
Reference:	Participant's Handbook, pp. 23-33
Primary Methods:	Lecture
Meeting Arrangements:	Classroom arrangement
Sequence of Activities:	1. Introduction
	2. Planning Group Task Statement
	3. Problem Identification a. Units b. Individuals c. Factors
	4. Problem Diagnosis a. Force Field Analysis b. Driving and Restraining Forces c. Equilibrium
	5. Problem Solution a. Unfreezing of equilibrium b. Change strategy

Session Goals, Materials, and Logistics

(Activities Cont.)	6. Problem Solution Worksheet a. Task b. Problem c. Solution d. Strategy 7. Some Principles for Managing Planned Changes in the Criminal Investigation System

1. Introduction by Team Leader and Transition to
    Problem Oriented Planning

    a. Need to conduct careful and effective planning

    b. Lasting change requires an investment in
        planning e.g., no planning vs. careful plan-
        ning in team policing projects

    c. Will discuss a simple planning process which
        we will be using over the next several days

    d. This session will introduce all participants
        to a problem solving planning process.   The
        purpose of this session is:
        • To introduce participants to a process
          which will be used in task assignments
          for color coded work groups during the
          training program.
        • To practice the process so that all parti-
          cipants can be familiar with the same
          concepts in order to facilitate group
          learning.
        • To enable participants to produce a
          strategy outline describing solutions to
          problems associated with changes in the
          management of the criminal investigation
          system.

2. Planning Group Task Statement

    a. As part of this training program, color coded
        work groups will be assigned specific tasks
        to complete.   The work groups will act as a
        typical police agency Planning Task Force.
        An example of such a task assignment is
        listed below.   This session will use this
        example as a means to explain the problem
        solving planning process which work groups
        will be requested to utilize in accomplishing
        certain tasks during the remainder of the
        training program.

    b. Background to task:
        • The Research and Planning Division in your
          agency has conducted a study which reveals
          that a regular investigator's time is
          preponderantly spent--65%--in reviewing

reports, documenting files, and attempting
to locate and interview victims and wit-
nesses on cases that experience shows will
probably not be solved. The study also
shows that most cases--73%--are solved,
i.e., cleared by arrest or by exception,
by means of the information provided in the
early stages of the initial investigation
and not by sources developed by the
investigator.

- The Division <u>recommends</u> that a significant
  reduction in "follow-up" investigative
  efforts would be appropriate for all but
  the most serious offenses for which public
  confidence demands some type of response.
  The Division <u>also recommends</u> that a more
  thorough initial investigation be developed
  so that if, after such an initial investi-
  gation is implemented, a suspect's identity
  is not established, then the victim or
  complainant should be notified that an
  active continuing investigation is being
  suspended until new leads appear.

c. Task:
- If your agency were to implement these two
  recommendations, then:

   -- What problems would you need to
      identify?
   -- What solutions could you offer to meet
      these identified problems?
   -- What management strategies would you
      develop to implement selected solutions?

3. <u>Problem Identification</u>

a. As a member of the agency planning task force,
    you would as a first step in the planning
    process identify and list those organiza-
    tional problems which would have to be over-
    come in order to implement the task described
    in Part I. The following questions can act
    as a guide for your work in identifying
    problems:

   - LIST THE ORGANIZATIONAL UNITS WHICH WOULD
     BE AFFECTED BY THE CHANGES IN POLICY AND
     PROCEDURES.

<u>Participant's
Handbook</u>, p. 25

● LIST THE INDIVIDUALS WHO WOULD BE AFFECTED BY
THE CHANGES IN POLICY AND PROCEDURES.

● LIST THOSE FACTORS, EXTERNAL TO THE AGENCY,
WHICH WOULD BE AFFECTED BY THE CHANGE IN
POLICY AND PROCEDURES.

4. Problem Diagnosis

a. Many organizational problems require further
analysis and diagnosis since the solution to
a problem may be contained in the problem
itself. The following discussion outline
presents some ideas and techniques for diag-
nosing organizational problems.
● Force Field Analysis:

-- Force field analysis is a technique
utilized in management studies to
diagnose organizational problems. It is
also used to identify and isolate the
many variables which need to be consid-
ered in order to develop a management
plan for resolving organizational pro-
blems and for the effective planning of
policy and procedural changes.

-- Force field analysis assumes that, in any
organization for which change is being
planned, there are both driving forces
and restraining forces that will influ-
ence the change that is being considered.

● Driving and Restraining Forces:

-- <u>Driving forces are those which affect the
present situation and which push the
present situation in a particular
direction; these forces tend to initiate
change and keep it going.</u>

EXAMPLE: In the task given in Part I,
some of the driving forces are:
(1) agency decision to initiate changes
in policies; (2) management need to
establish quality control guidelines for
investigators; (3) improvements in re-
cruiting and training resulting in a
better cadre of patrol officers.

-- Restraining forces are those which affect
the present situation and which act to
restrain or decrease the driving forces.

EXAMPLE: In the task given in Part I,
some of the restraining forces are:
(1) management concern about public re-
action to early suspension of case in-
vestigations; (2) lack of training for
supervisors who are to review and check
on the quality of the continuing investi-
gation; (3) resistance of investigators
to expanding the role of the patrol
officer in the initial investigation;
(4) absence of formal communications
between detectives and patrol.

● Equilibrium:

-- According to this way of looking at the
nature of problems in an organization
which is planning to change policies and
procedures, change will not take place
so long as the sum of the driving forces
are equal to the sum of the restraining
forces.
-- If the driving and restraining forces
balance each other, the inference is
that the organization will remain as is--
i.e., in equilibrium and in a status quo
situation.
-- The graph listed on the next page is a   Visual #1
presentation of this state of equilibrium
or balance.

5. Problem Solution

a. Change is the "Unfreezing" of the Equilibrium: Participant's
   ● Change will take place when an imbalance   Handbook, p. 29
occurs between the sum of the driving forces
and the sum of the restraining forces.   Such
an imbalance "unfreezes" the present state
of equilibrium or "status quo."   Thus, in
examining the problems listed for the agency
in planning for changes in policies and pro-
cedures, the planning task force will have
to diagnose the nature of the present situ-
ation, identify the driving and restraining
forces, and seek to alter these forces so

that they are no longer in balance.

b. How "Unfreezing" Can Occur:
    ● There are three options available for the
      planning task force in choosing what could
      be done to alter the present status quo
      situation.

      -- Change the magnitude of any one force,
         e.g., increase the strength of a driving
         force or decrease the resistance of a
         restraining force.
      -- Change the direction of any one force,
         e.g., alter the resistance of a restrain-
         ing force by transfering the force into
         a driving force.
      -- Add a new force, either driving or re-
         straining.

c. Overall Strategy for Change:
    ● Combine the first two options listed above.
    ● In planning specific changes in a given
      situation, one should be aware that increas-
      ing the driving forces only to change the
      current status quo may also produce in-
      creased tension. One should also be aware
      that whatever change in the status quo
      has been accomplished will be lost in the
      future if the driving force is reduced.
    ● A relatively permanent change in the current
      status quo may be planned more effectively
      if one were to reduce the influence of the
      restraining forces while at the same time
      maintaining the strength of the driving
      forces.

6. Problem Solution Worksheet

    a. After the planning task force has completed its   Participant's
        work by: (1) identifying problems; (2) diagnos-   Handbook, p. 31
        ing the nature of the organizational situation
        and the organizational problems; and (3) devel-
        oping a change strategy which decreases the
        influence of the restraining forces while main-
        taining the level of influence of the driving
        forces, the task force should list its results
        on the following form. An example is given for
        each heading on the form.   Chart I

Trainer Guide and Points for Discussion   Material/Notes

• TASK:
  (Increase patrol role in initial investigation)
• PROBLEM:
  (Inadequate crime report form for use by patrol)
• SOLUTION:
  (Modify current form and use RPD form as model)
• STRATEGY:
  (Task force composed of detectives, patrol, and supervisors in order to overcome resistance of detectives by working together to develop new form)

7. Principles for Managing Change in the Criminal Investigation Process

a. A few principles for strategy development in planning for the management of organizational change may be formulated.
    • Planning changes in one part of a system will eventually involve consideration of changes in overlapping parts of the system.

      EXAMPLE: Changing a crime report form will involve changes in roles of patrol, detectives, data collection, etc.

    • To change behavior on any one level of a hierarchical organization, it is often necessary to achieve complementary and reinforcing changes in organization levels above and below that level.

      EXAMPLE: Assigning to a desk officer a new responsibility to review a crime report form for accuracy in reporting on solvability factors by the patrol officer may require clear statements of policy for both the patrol officer and the supervisor of the desk officer.

    • A place where one may begin introducing change may be at those points in the system where some stress and strain may exist. Stress may give rise to dissatisfaction with the status quo and thus may become a motivating factor (a driving force) for change

in the system.

EXAMPLE: An overload of non-solvable cases
            assigned to detectives may pre-
            vent them from having sufficient
            time to spend on solvable cases.
            This may cause stress to the
            detective. Introducing a case
            screening and case management
            system may enable management to
            eject or suspend "non-solvable"
            cases earlier in the system, re-
            duce the detective's case load,
            and free up more time for the
            detective to spend on "solvable"
            cases. The case management system
            may enable management to direct
            the time and resources of the
            agency more efficiently in support
            of the detective's new efforts.

● If significant changes in a hierarchically
  structured organization are desirable or
  necessary, change must ordinarily start with
  the chief policy-making officials.

EXAMPLE: Most, if not all, changes intro-
            duced into police stations occur
            where the chief of the agency
            first agreed to the change. Sub-
            sequent policy statements support-
            ing the change and subsequent re-
            fusal to panic at opposition have
            been crucial factors in acceptance
            of the change throughout the
            system and organization.

● Both the formal and informal organizations
  in a system should be considered in planning
  most processes of change.

EXAMPLE: Every system has a network of
            cliques and informal groupings
            which often exert strong restrain-
            ing forces and influences which
            will affect changes initiated by
            formal authority. The use of
            task forces composed of staff and
            line personnel (formal organi-
            zation) as well as other indivi-
            duals representing non-formal

Trainer Guide and Points for Discussion	Material/Notes
organizations which could affect the system change (e.g., union representatives) may have the effect of harnessing support for the change and guaranteeing some level of "buy-in" to the change which is being planned by the organization. ● The ultimate effectiveness of a planned change is often directly related to the degree to which members of all levels of an institutional hierarchy take part in the fact-finding and diagnosis of the planned change, as well as in the formulation and reality-testing of the planned program which is to be introduced as a change in "the way things once were." EXAMPLE: The effectiveness of a monitoring system depends on both the <u>users</u> of the data which are to be collected from the system AS WELL AS the <u>providers</u> of the data. Thus, if a monitoring system is to be planned in order to collect information about how management will allocate resources, be sure that those who are to <u>supply</u> the data (e.g., patrol officer reports) are knowledgeable about the why, how, and what of the system prior to installing the system. The use of a planning task force composed of monitoring system users and providers may enable management to lessen some of the restraining forces which could, after the system is in place, inhibit the effectiveness of the system.	

Session Goals, Materials, and Logistics

Goals/Objectives:	1. To understand the need for expanding the role of the patrol division in the investigation process,
	2. To understand the rationale, design, and use of a better information collection form to be used in the initial stage of a criminal investigation,
	3. To understand the several "models" of an enhanced uniformed participation in the criminal investigation process.
Time Required:	2 hours, 45 minutes
Equipment:	Overhead projector, transparencies, easel, newsprint, magic markers
Materials:	All materials and references are found in the MCI Participant's Handbook and MCI Manual
References:	MCI Manual, pp. 1-36 Participant's Handbook, pp. 35-57
Primary Methods:	Lecture, small group work, small group discussion, and reporting back
Meeting Arrangements:	Main room: classroom arrangement Break away rooms: Workshop set up with flip charts
Sequence of Activities:	1. Introduction
	2. Typical Role of the Patrol in Preliminary Investigation
	3. Review and Analyze a New Crime Report Form
	4. Information Collection Role of the Patrol
	5. Alternative Roles of the Patrol
	6. Definition of Initial Investigation
	7. Summary
	8. Questions
	9. Task Activity and Small Group Work

Session Goals, Materials, and Logistics

	10. Reporting back 11. Closure and linkage to next session

Trainer Guide and Points for Discussion	Material/Notes

1. Introduction

    a. This Session Will Deal With:
- Improved information collection by a uniformed officer;
- Inclusion of solvability factors in the initial investigation;
- Matrix of informative models for uniformed officer participation in investigation process.

    b. Management Issues:
- Productivity
- Effective use of resources
- Job enrichment
- Personnel development
- Morale

    c. Purpose:
- Alternative approaches to role of patrol in the initial investigation

Reference:
Participant's
Handbook, pp. 52-53
Manual, p. 10

    d. Thematic:
- Manner in which patrol officer collects and develops information in the earliest part of the investigation--Initial Investigator-- determines and affects the rest of the process. Improvements in managing the investigation process can be achieved by changes in the patrol role; optional roles will be presented based on recent experiments and research findings.

    e. Explain Matrix:
- Copy of matrix in Handbook

    f. Define Terms:
- Patrol Responsibility, Case Procedures, Consequences, Management Policies

2. Typical Role of Patrol

    a. Review Material on Matrix under Model A
- Define typical

    b. Emphasize problems listed in consequences

Visual #1

    c. Problems begin with report-taker role of patrol
        officer
      ● Patrol Responsibility

        -- Prepare and complete basic report form

      ● Case Referral Procedure

        -- Refer all cases, including preliminary
           investigations, to detectives

      ● Consequences

        -- Redundancy
        -- Insufficiency
        -- Low level of productivity
        -- Low morale in patrol

3. Revised Crime Investigative Report Form

    a. Several agencies have tried to resolve
        problems

    b. Use of new reporting form for patrol officers

    c. EXAMPLE: ROCHESTER FORM   Reference:
                                         Participant's
    d. Use of structured questions on form: Directed Handbook, p. 39
        search for answers to most questions
    e. List most important questions on form
      ● The new form developed by Rochester asked
        the field officer to answer the following
        solvability questions:

        -- Was there a witness to the crime?
        -- Can a suspect be named?
        -- Can a suspect be located?
        -- Can a suspect be described?
        -- Can a suspect be identified?
        -- Can the suspect vehicle be identified?
        -- Is the stolen property traceable?
        -- Is there a significant M.O. present?
        -- Is there significant physical evidence
           present?
        -- Has an evidence technician been called?
           Is the evidence technician's report
           positive?

Trainer Guide and Points for Discussion   Material/Notes

-- Is there a significant reason to believe
that the crime may be solved with a
reasonable amount of investigative
effort?
-- Was there a definite limited opportunity
for anyone except the suspect to commit
the crime?

f. These questions based on SOLVABILITY FACTORS

g. Define SOLVABILITY FACTORS:
- CATEGORIES OF INVESTIGATIVE INFORMATION
WHICH PREDICTABLY LEAD TO CASE SOLUTION

h. Management defines SOLVABILITY based on
analysis of previously cleared cases; more
on solvability factors in next session.
- Case Screening

i. Effect of form on role of patrol: change
from passive report-taker to participant in
search for solvability

j. Effect on detectives: investigative map,
screening out cases, use by case screening
officer; more on case screening in next
session.

4. Information Collection Role of Patrol Officer

a. One alternative for change in role of patrol
is to consider officer as an information
collection agent.

b. Consider this role from various perspectives.

c. Discuss items in Matrix B.   Visual #2
- PATROL RESPONSIBILITY
-- Conduct a complete initial investigation
and fill out revised initial investi-
gation report for selected categories
of crime

- CASE REFERRAL PROCEDURE
-- Refer the reports of the initial
investigations for selected categories
of crime to detectives for follow-up

investigation. (In these types of cases,
detectives do not conduct preliminary
investigations.)

- CONSEQUENCES
  -- Elimination of redundancy
  -- More complete data collected
  -- Productivity increased
  -- Improved case load for detectives
  -- Better morale

- MANAGEMENT POLICIES
  -- Define crime categories to be investi-
     gated by patrol
  -- Define exceptions
  -- Design new initial investigation form
  -- Train patrol and detectives in use of
     new forms
  -- Train supervisors

d. Reference management policies required:
  - Anticipate question of time-out-of-service
    by reference to "unstructured" or
    "unassigned" time of patrol.
  - Explain each of the management policies
    which need to be considered in Matrix
    Model B.

e. Summary of Model B:
  - If only this is done, i.e., revision or
    modification of crime investigative form
    and new role of patrol officer derived from
    the use of this form, predicted improve-
    ments will be made in managing at least
    this part of the criminal investigation
    process.

5. Alternative Roles of Patrol

a. Other alternatives are present and can be
    built, sequentially, upon Model B.

b. Discuss items in Model C--Patrol Recommen-
    dation.

c. Refer to management policies required.
  - PATROL RESPONSIBILITY

-- Conduct initial investigation and complete detailed investigation report.
-- Decide whether to call for forensic or evidence specialists.
-- Recommend closing or continuing case based on presence or absence of solvability factors.

- CASE REFERRAL PROCEDURE
  -- Supervisor reviews patrol recommendation;
  -- Case screening criteria are used to suspend cases when initial investigation reveals lack of solvability factors;
                OR
  -- Case screening criteria are used to refer cases for follow-up investigation by detectives.

- CONSEQUENCES
  -- Recommendation and screening, after initial investigation by patrol, focuses resources only on probably solvable cases;
  -- Increases productivity;
  -- Promotes interdependency between the detectives and patrol.

- MANAGEMENT POLICIES
  -- Establish policy and procedures for case screening;
  -- Establish policy and procedures detailing the role of patrol and follow-up role of detectives;
  -- Provide additional training for patrol and supervisors.

d. Summarize benefits of Model C; refer to notion that it can be built upon B; link to subsequent models.

e. Display Matrix Models D and E   Visual #3

f. Discuss items in Models D and E

g. Refer to management policies required
   - LIMITED INVESTIGATIVE ROLE OF PATROL

Patrol Responsibility
  -- Investigate selected categories of crime
     beyond initial investigation phase;
  -- Patrol continues and completes investi-
     gation of certain categories of crime
     which do not require the service of
     detective specialists.
Case Referral Procedure
  -- Crime cases in selected categories are
     not referred;
  -- Other cases are referred to detectives
     for follow-up investigation.
Consequences
  -- Reduces detective workload;
  -- Permits detective to increase specialty
     or to adopt new roles.
Management Policies
  -- Establish policy and procedures delineat-
     ing investigative roles of patrol in
     selected categories of crime;
  -- Provide additional training for patrol.

  ● ENHANCED INVESTIGATIVE ROLE OF PATROL

Patrol Responsibility
  -- Investigate crimes in increased number
     of categories;
  -- Suspension can occur on scene after
     initial investigation.
Case Referral Procedure
  -- Refer only those cases which require
     high level of skill or which are of an
     exceptional nature.
Consequences
  -- Maximal use of detectives by assigning
     them to follow-up only those cases with
     high probability of solution and/or those
     which require specialized skills;
  -- Maximal use of patrol resources in all
     investigations;
  -- Improved relationships between public
     and police;
  -- New roles and opportunities available
     for detectives.
Management Policies
  -- Establish policies detailing the differ-
     ing authority and relationships between
     patrol and detectives;

-- Adopt case screening system which incor-
porates early, on-scene, case-closure
criteria.

h. Summarize benefits of D and E

6. Definition of Initial Investigation

a. Generally the role of the patrol in investi-
gation has been keyed to the acronym PRE-
LIMINARY

b. Problem with PRELIMINARY:
- Investigative objective not clear
- Management problem: How to limit PRELIMI-
NARY role

c. Based on presentation thus far, the definition
of the patrol role can be described

d. DEFINITION OF INITIAL INVESTIGATION (DISPLAY
CHART #4)
- Investigative objective is clearer
- Role limited to what patrol should do--
search for solvability factor answers--
as defined and directed by management

7. Summary

a. Brief Overview of presentation
- Typical role
- Improvement in form
- Patrol becomes more active and less passive
- Solvability factors
- Variety of possible alternative roles 2-6

b. Outcomes on Initial Investigation: repeat
definition as listed on Chart #4

c. Relationship of presentation ideas to overall
goal of Workshop

8. Questions and Answers: Guided Discussion

a. Answer questions related directly to
presentation

b. As often as possible refer questions back to
    group for group answers

9. Task Activity and Small Group Work

a. Read the task activity to the group

PLANNING GROUP TASK STATEMENT

Your agency has decided to enhance the role of
the uniformed officer in the conduct of criminal
investigations. It has been decided that the
present initial investigation conducted by the
uniformed officer would be improved by intro-
ducing a more comprehensive crime report form
similar to the one listed on page 39 of this
Handbook. Your group has been requested to
submit a report to your agency which reflects
your group's discussion about:
   ● Problems which would be encountered in
      the agency by such a new form;
   ● Solutions to these problems;
   ● Outline of a strategy for implementing
      agreed upon solutions.
Your group may want to use the forms listed on
the next pages as an aid in your discussions.

At the completion of your group work, you should   Participant's
be able to complete, in writing, the worksheet   Handbook, pp. 56-57
form listed on pages 56-57 of this Handbook.
   ● Now comes time for application of some
      of the ideas offered in this session.
   ● Remind them that they are assigned, by
      color of name tag, to a specific study
      group
   ● Read instructions from Handbook for group
      task on case study.
   ● Assign different color groups to pre-
      viously set up small group work rooms.

RED   Room #   Trainer_____

BLUE   Room #   Trainer_____

GOLD   Room #   Trainer_____

GREEN   Room #   Trainer_____

   ● It is now ____p.m.; your groups are to
      assemble here at ____p.m. (one hour).

Trainer Guide and Points for Discussion   Material/Notes

10. Reporting Back Session

    a. One reporter from one of the groups is to
       make presentation of results of work:
       specifically, on the transparency prepare
       a list of some of the ideas of your group

    b. Discussion, Questions, and Answers from
       group to individual reporters

11. Closure and Linkage to Next Session

INITIAL INVESTIGATION

A. TRAINER'S LIST OF POSSIBLE PROBLEMS

PROBLEM SOLVING WORKSHEET: FOR USE BY INDIVIDUAL PARTICIPANTS

P R O B L E M S	S O L U T I O N S
• Capability	
• Employee Resistance (Uniform and Detectives)	
• Lack of Uniformed Time (Service Demands)	
• Lack of Expertise and Training	
• Collective Bargaining Agreement	
• Legal Constraints--Job Description	
• More Paperwork	
• Incompatibility with Computer (or State Requirements)	
• Supervisory Competence	
• Public Acceptance	
• Union Pressures	
• Employee Morale (Uniform Detective Conflict)	
• Lessen Status of Detectives	
• Too Detailed Report for All Crimes	
• Media Reaction	

Session Goals, Materials, and Logistics

Goals/Objectives:	1. To summarize for participants the activities, goals, and objectives of the sessions of Day I.
	2. To prepare participants for the goals, objectives, and activities of the next day's sessions.
	3. To gather participant information that will enable the trainers to understand:
	a. What the participants have learned
	b. What their reactions are to the training
	c. What changes they suggest in the training.
Time Required:	As needed
Equipment:	None
Materials:	Participant Questionnaire
Meeting Arrangements:	Classroom arrangement
Primary Methods:	Lecture
Sequence of Activities:	1. Introduction (review summary statements for each session of Day I in Participant's Handbook)
	2. Summary of Session 2-3 Objectives
	3. Summary of Group Task Results
	4. Summary of Instructions for Day II with Particular Reference to Simulation Exercise
	5. Explanation of Feedback Procedures
	6. Handing Out of Feedback Form which Participants Fill Out and Return to Trainer

MATTERS COVERED TODAY:

- Today we covered an overview of an MCI system and its component parts. It is only one model and is not the only model.

- We also discussed a planning process keyed to the identification of problems and solutions. This will be used throughout the training program.

- And finally, we covered our first component-- Initial Investigation. We talked about various models of enhancing the patrol officer's role in the initial investigation. We also saw one example of a collection instrument (crime report form) with an emphasis on solvability factors.

TOMORROW WE WILL COVER:

- Case Screening--The establishment of a formal case screening system for making a decision on whether or not to continue an investigation.

- Managing the Continuing Investigation--A structured management procedure.

- Police/Prosecutor Relations--The establishment of an effective relationship.

- Finally, we will have a peer group exchange session designed to provide a structured opportunity to discuss issues related to the investigative process from a common perspective.

- We will start promptly at 8:45 a.m. tomorrow-- here in this room.

MANAGING CRIMINAL INVESTIGATIONS

DAY II

Session 6	Case Screening	8:45 a.m. - 10:45 a.m.
	Break	10:45 a.m. - 11:00 a.m.
Session 7	Managing the Continuing Investigation	11:00 a.m. - 1:00 p.m.
	Lunch	1:00 p.m. - 2:30 p.m.
Session 8	Police/Prosecutor Relations	2:30 p.m. - 4:15 p.m.
Session 9	Summary of DAY II	4:15 p.m. - 4:20 p.m.
Session 10	Peer Group Information Exchange	4:20 p.m. - 6:00 p.m.

Session Goals, Materials, and Logistics

Goals/Objectives:	1. To understand the potential benefits of a case screening system.
	2. To apply the concept of "solvability factors" to the design of a case screening system.
	3. To understand the effect case screening may have on various units in the investigation process.
	4. To understand the planning steps required for designing and installing a case screening system.
Time Required:	2 hours
Equipment:	Overhead projector, transparencies, grease pencils, easel, newsprint, magic markers
Materials:	All materials and references are found in the MCI Participant's Handbook and MCI Manual
Reference:	MCI Manual - pp. 37-74 MCI Participant's Handbook - pp. 63-77
Primary Methods:	Lecture, small group work, small group discussion, and reporting back
Meeting Arrangements:	Main room: classroom arrangement

Sequence of Activities:	1. Introduction
	
	   a. Transition
	   b. Purpose
	
	2. Rationale
	
	3. Definition
	
	4. Leads
	
	5. Informal
	
	6. Formal
	
	7. Elements

Session Goals, Materials, and Logistics

Sequence of Activities (contd.):	8. Examples
	a. Rochester
	b. Multnomah
	c. Oakland/SRI
	d. Common elements
	9. The Planning Process
	10. Linkage to Other Elements
	11. Questions
	12. Task Assignment/Small Group Work
	13. Reporting Back
	14. Closure and Linkage

1. Introduction

    a. Transition
        ● Case Screening:
        --Second component of the system will deal
          with:
          - Several case screening models
          - Identification of solvability factors--
            common elements
          - Task force development process

        ● Management Issues:
        --Workload control
        --Economy of resources
        --Better direction of energy
        --Morale
        --Public credibility

    b. Purpose   Trainer begins
        ● We have discussed the INITIAL INVESTIGATION
          and the merits of making it COMPLETE and   Visual #1 - SYSTEM
          THOROUGH   OUTCOME FOR CASE
                                                       SCREENING
        ● We now explore the next MCI phase--CASE
          SCREENING

        ● The PURPOSE of this session is to provide
          you, the participant, with an understanding
          of case screening:
          --Its rationale (reasons)
          --Its essential factors (elements)
          --Its methodologies (rules for regulations)

2. Rationale

    a. A CRITICAL NEED in the reality of fiscal
        constraints that most municipalities face
        today is a MEANS OF MAXIMIZING the
        effectiveness of our personnel--both UNIFORM
        AND PLAINCLOTHES

    b. Based on both EXPERIENCE and RESEARCH EFFORTS,
        many police executives are looking at one of
        the latest tools to be introduced to the
        management of criminal investigations--CASE
        SCREENING

3. Definition

   a. What is case screening? Simply stated, it is
       a:
       ● FORMAL method for making a decision on
         whether to continue a case past the initial
         investigation
       ● BASED on the presence of sufficient
         solvability factors--or LEADS.

4. Leads

   a. Let's look at typical case situations:

       ● Sufficient Leads Exist,   Visual #2
         Additional Things to Be Done
       ● Insufficient Leads Exist,
         More Searching is Required
       ● No Leads Exist,
         Nothing Else to Be Done

   b. Typically, police departments follow-up a case
       automatically, regardless of how promising it
       is--

                        OR

   c. All cases are assigned to an investigator who
       INFORMALLY screens what he thinks are
       unproductive cases and works on the cases
       that appear--as a result of the initial
       investigation--to be most promising, most
       likely to be solved.

   d. So maybe, when we analyze it, CASE SCREENING
       is not so new

5. Informal

   a. The INFORMAL CONCEPT of case screening really
       isn't new, but a systematized management
       approach--an approach controlled by manage-
       ment policy--is new.

Trainer Guide and Points for Discussion   Material/Notes

6. Formal

    a. The case screening we refer to is a FORMAL
        process which allows a SOUND DECISION to be
        made on the desirability of deploying
        investigative resources in a case, at the
        earliest possible moment, i.e., AFTER THE
        INITIAL INVESTIGATION.

7. Elements of Case Screening (SOLVABILITY FACTORS and
    SUPERVISORY REVIEW)

    a. Solvability factors are PIECES of information
        concerning a crime that have (in the past)
        proven important in determining the likelihood
        of solving a case.

    b. Solvability factors are solid leads which
        should produce (after further investigation)
        a solved case.

    c. Case screening then is a:
        • SUPERVISORY REVIEW to verify the presence   Visual #3
          of SOLVABILITY FACTORS FOR A DECISION ON:

          --CASE CONTINUATION BY FOLLOW-UP FIELD
            ·INVESTIGATION

                          OR

          --CASE SUSPENSION FROM A FOLLOW-UP FIELD
            INVESTIGATION.

    d. We have talked about what case screening is,
        now let's talk about what it is NOT.

    e. Case screening is NOT case closure.

    f. Cases "screened" from a field follow-up should
        result in an OFFICE review for:
        --M.O. pattern
        --Time/location patterns

Trainer Guide and Points for Discussion   Material/Notes

g. For PRO-ACTIVE PATROL or other "desk" linkages
    to FIELD investigation

    ● Screened "away from field follow-up" cases
      are no longer round filed, as with an
      informal system, but reviewed by analysts
      (or computer) for:
      --PRO-ACTIVE PATROL
      --Links with FIELD investigation.

h. The RESULT of a case screening system (or   Visual #3
    methodology) will be either:
    --Early suspension of unpromising cases with
      an office review

                      OR

    --Field follow-up of promising cases.

i. We have discussed the RATIONALE (reasons) for
    case screening as well as its essential
    factors (or elements).

j. Let's now look at some of the methodologies.

k. Various police departments nationally have
    been experimenting with means of regulating
    a case screening process.

8. Examples

a. We will now look at a few of them--OFFERING
    THEM AS EXAMPLES OF WHAT HAS BEEN TRIED,
    NOT WHAT YOU NECESSARILY SHOULD ADOPT FOR
    YOUR AGENCY.

    ● Screening Model, Rochester Police Depart-   Visual #4
      ment. The new form developed by Rochester
      asks the field officer to answer the
      following solvability questions:
      --Was there a witness to the crime?
      --Can a suspect be named?
      --Can a suspect be located?
      --Can a suspect be described?
      --Can a suspect be identified?
      --Can the suspect vehicle be identified?
      --Is the stolen property traceable?
      --Is there a significant M.O. present?

--Is there significant physical evidence
  present?
--Has an evidence technician been called?
  Is the evidence technician's report
  positive?
--Is there a significant reason to believe
  that the crime may be solved with a
  reasonable amount of investigative effort?
--Was there a definite limited opportunity
  for anyone except the suspect to commit
  the crime?

● ROCHESTER POLICE DEPARTMENT
--The Rochester Police Department, after an
  analysis of cases from the files,
  developed 12 "Solvability Factors,"
  listed above, and incorporated them into
  the crime report we have seen.
--OVERVIEW

  General Categories   Visual #4

  You will note factor #11, a general
  question, which allows flexibility to the
  other specific ones.

● MULTNOMAH COUNTY POLICE DEPARTMENT   Visual #5
  (Multnomah County, Oregon)
--Employs a "weighted" system, which
  assigns a numerical value to each element
  in four categories:
  (1) GRAVITY OF OFFENSE
  (2) PROBABILITY OF SOLUTION
  (3) URGENCY FOR ACTION
  (4) SUPERVISORY JUDGMENT
--The element scores are totaled and a
  priority assigned for the investigation
  indicating the period within which an
  investigator must report his/her findings.
  An example of the scoring system used in
  Multnomah County, Oregon, is described on
  page 69 of the Participant's Handbook.

● OAKLAND POLICE DEPARTMENT
--The Stanford Research Institute developed
  "investigation decision" models for the
  Oakland, California, Police Department:
  (1) Robbery Investigation Decision   Visuals #6 and #7
  (2) Burglary Case Disposition Decision
       Rule

Trainer Guide and Points for Discussion   Material/Notes

--Both models are "weighted" and search for
  crime specific information
--In each case, a certain numerical total
  is necessary to indicate a follow-up

● Common Elements of the Three Case Screening
  Systems
  --We have seen three variations of screening
    systems, developed by police agencies
    scattered throughout our nation.
  --When we "pool" the resources, we can see   Visual #8
    a commonality of information that had been
    identified as viable case screening
    components. A listing of the common
    elements is contained on page 71 of the
    Participant's Handbook.
  --These common elements are offered as a
    basis for beginning an assessment of your
    agency's screening criteria.
  --Your needs in such a system can only be
    identified by your staff.

9. The Planning Process for Developing a Case
    Screening System

    a. We have discussed the rationale, the essential
        elements, and various methodologies: now, how
        is such a system designed?

    b. A case screening planning process does not   Planning Process,
        differ from the process we discussed yesterday.   Visual #9

                    THE PLANNING PROCESS:
              DEVELOPING A CASE SCREENING SYSTEM

                           Form a
                            Task
                            Force
                              |
                              ▼
                    What Crime Categories
                     Will be Addressed?
                              |
                              ▼
                    Solvability Analysis
                              |
                              |
                              ▼

From Experience
or
Statistical Analysis

▼

Screening Decision Model

▼

Test Model
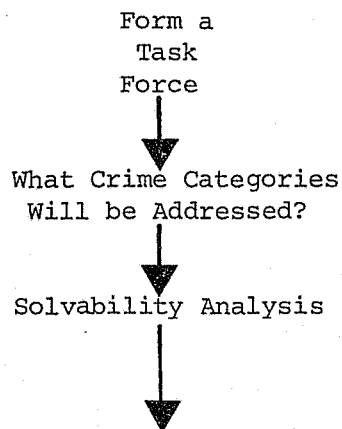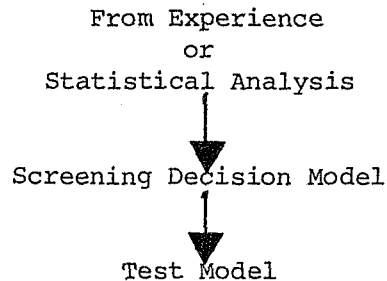
10. Linkage to Other Elements

a. Case screening is totally dependent upon what was done in the preliminary investigation and impacts what is to be done after/during the continuing investigation.

b. Therefore, there must be effective management control over both the initial investigation and the follow-up for case screening to be effective.

11. Open for Questions

12. Introduce Task

a. Read the task to the participants

Task Ref.:
Participant's Handbook, p. 74

Planning Group Task Statement

Your agency has decided to establish a case screening system to suspend follow-up investigations of the "non-solvable" residential burglaries which are reported to the agency.

Problems

(1) Identify the problems the agency would have to overcome in order to implement the task. Review the organizational units, individuals, and external factors that would be affected by changes in policy and procedures required to accomplish the task.

(2) Diagnose the problems in terms of the nature of the situation, the influence of driving and restraining forces, and

Trainer Guide and Points for Discussion   Material/Notes

selection of those restraining forces
which the planning group agrees must be
overcome in order to accomplish the task.

(3) State the solution and state the strategy
by which the solution will be implemented
in order to accomplish the task. Use the
Problem Solution Worksheet on the next
page.

(4) One group will report its findings to the
full training assembly by briefing the
assembly on the information contained in
Problem Solution Worksheet.

b. Remind participants that they are assigned to
a specific group.

c. Assign different color groups to previously
set up small group work rooms:

● RED   Room #   Trainer_____

● BLUE   Room #   Trainer_____

● GOLD   Room #   Trainer_____

● GREEN   Room #   Trainer_____

d. It is now 9:30 a.m.; your groups are to
assemble here at 10:30 a.m. You have one hour.

13. Reporting Back Session

a. A reporter from one of the groups is to make a
presentation of results of work: specifically,
on a transparency, prepare a list of some of
the problems, solutions, and strategies your
group identified.

b. Discussion, Questions, and Answers from group
to individual reporters.

14. Closure and Linkage to Next Session

a. Later in the workshop, you will be using some
of the ideas you have generated here--as you
work on other issues as well as the strategy
outline.

Trainer Guide and Points for Discussion   Material/Notes

b.   Many of the ideas, questions, and issues you
     have raised will be dealt with in subsequent
     training sessions. (For example, select an
     issue which relates to the next session.)

c.   The next session will consider the issues of
     managing the continuing investigation and will
     begin at 11:00 a.m.

CASE SCREENING

A. TRAINER'S LIST OF IDENTIFIED PROBLEMS

P R O B L E M S	S O L U T I O N S
• Difficult to Identify Solvability Factors	
• Selection of Crime Categories	
• Who Will Decide the Case Suspension	
• When Will Suspension Decision be Made (wide difference here)	
• Which Solvability System Best	
• Cases May Get Lost	
• Question Regarding Statistical Accuracy	
• Identification of Patterns and Trends	
• Public Acceptance	
• Political Realities	
• "Story Line" for Officer	
• Media Coverage	
• Supervisory Judgment	
• Exceptional Cases	

Session Goals, Materials, and Logistics

Goals/Objectives:	1. To understand the need for improved management control and direction over the continuing investigation process. 2. To know the three major activities of a management directed continuing investigation process. 3. To know several of the determinants which should be considered before making a decision re: the continuance of investigations.
Time Required:	2 hours
Equipment:	Overhead projector, transparencies, grease pencils, easel, newsprint, magic markers
Materials:	All materials and references are found in MCI Participant's Handbook and Manual
Reference:	MCI Manual - pp. 75-106 Participant's Handbook - pp. 79-95
Primary Methods:	Lecture, small group work, small group discussion, and reporting back
Meeting Arrangements:	Main room: classroom arrangement Break-away rooms: workshop set up with flip charts

Sequence of Activities:	1. Introduction
	
	    a. MCI flow chart
	    b. Scope of session
	    c. Resources committed
	    d. Performance facts
	
	2. National Advisory Commission on Standards and Goals
	
	    a. Recommendations
	    b. Questions
	
	3. State of the Art
	
	    a. Literature
	    b. Research

Session Goals, Materials, and Logistics

Sequence of Activities (Contd.):	c. MCI Prescriptive Package
	d. Chiefs' comments
	e. Problems
	
	4. Management Control
	
	    a. What is needed?
	    b. Why?
	    c. How?
	
	5. The Continuing Investigation Management System
	
	    a. Records
	    b. Case folder
	    c. Decision determinants
	
	6. Benefits of a Managed System
	
	7. Outcomes
	
	8. Questions and Answers
	
	9. Task Activity/Small Group Work
	
	10. Reporting Back
	
	11. Closure and Linkage to Next Session

Trainer Guide and Points for Discussion   Material/Notes

1. Introduction
 	
   a. MCI Flow Chart
     • Refer to page 4 of <u>Participant's Handbook</u>
     • Identify where the continuing investigation fits into the flow chart
 	
   b. Scope of Session. This session will address:
     • Management direction
     • Supervisory decisions
     • Investigator activities
     • Decision determinants
     • Adequate management records
 	
   c. Resources Committed to the Investigative Function
     • The number of investigators assigned varies
     • The <u>MCI Prescriptive Package</u> gives a range of 8-22% of resources
 	
      -- Fremont had 8%
      -- Cincinnati had 22%
 	
     • "Experts" speculate and arrive at a range of 11-14%
     • Rand study gives 17% as an average
     • There is no single answer--there is no model percentage
     • It is clear, however, that most agencies make a <u>sizeable</u> investment in their Criminal Investigation Division. Considering the highest salaries for investigators, the budget commitment is higher than the personnel percentage.
 	
   d. Performance Facts--1975
     • Crime and population growth
 	
      -- 21% of Part I cleared by arrests
      -- Over the last three years crime has increased
      -- Clearances have remained flat
      -- In 1975, 11 million Part I crimes
 	
     • Most of the arrests made by uniformed division
	Reference: <u>P. Handbook</u>, pp. 79-95
	
	Manual, pp. 75-106
	
	Visual #1

-- SRI, Rand, and other studies indicate
that 90% of arrests are by the uniformed
force
-- Those crimes cleared by detectives may
amount to only 7-10%

• In light of this, a growing number of
researchers and police administrators are
looking at the management of the investi-
gative process.
• Management has to ask questions about the
level of return on this investment. This
is not a new question!

2. National Advisory Commission on Standards and
Goals

a. Recommendations
• In 1973, the National Advisory Commission
on Criminal Justice Standards and Goals
recommended that:

"Every police agency should establish
quality control procedures to insure
that every reported crime receives
the investigation it warrants. These
procedures should include:

-- A Follow-up report of each open
investigation every ten days and
command approval of every continuance
of an investigation past thirty days;

-- Constant inspection and review of
individual team and unit criminal
investigation reports and investi-
gator activity summaries; and

-- Individual team and unit performance
measures based at least on arrests
and dispositions, crimes cleared,
property recovered, and caseload."

b. Questions for Audience on Recommendations
• These recommendations strongly suggest
that management did not have sufficient
control or direction of the investigative
effort in 1973.

Trainer Guide and Points for Discussion   Material/Notes

● Do you believe that the same recommendations could be made today?

● To what extent have police agencies responded to those recommendations? Should they? If not, why not?

3. State of the Art

a. National Advisory Commission--1973

b. Rand

c. MCI Prescriptive Package

d. Chief's comments: "I'm satisfied if they sign in and out."

e. Problems in detective work are traceable to management inefficiency (Boston and New York are much the same). The issue raised seems to be that management is not in control of the continuing investigation process.

4. Management Control

a. What is needed?
● Well structured management practices which govern the continuing investigation

b. Why is it needed?
● To establish management control of:

-- Assignment of cases
-- Investigative priorities
-- Investigative approaches (game plans) to concentrate on the attainable
-- Review of continuance decision points-- point of diminishing returns
-- Evaluation of:
- quality of effort
- performance of individual and units

c. How do you achieve managerial control?   Visual #2
● Conduct organizational analysis
● Establish assignment and deployment policies
● Determine investigative priorities   Reference: P.
● Coordinate and direct unit activities   Handbook, p. 83

Trainer Guide and Points for Discussion   Material/Notes

● Install appropriate records ● Evaluate performance	
5. The Continuing Investigation Management System	Visual #3
Note: Walk through the flow chart. Tie in the linkages to other MCI activities.	Reference: P. Handbook, p. 90
a. What records are needed? ● Case assignment and decision review ● Daily activity plan ● Investigator's checklist ● Investigator's monthly workload report ● Unit arrest/clearance performance--monthly case report ● Unit arrest performance--prosecutor acceptances	
b. Case Folder ● Contents	Reference: P. Handbook, p. 85
-- Copy of the initial investigation -- Case analysis -- Copy of the investigative plan -- Investigator's checklist -- Review dates for continuance decision -- Supplementary reports	
● Why? Management flexibility	
-- Reassignment -- Continuity -- Team approach -- Continuance review by management (decision to go or not)	
c. Decision Determinants ● Solvability factors ● Prosecutor's needs	Reference: P. Handbook, pp. 66-71
-- Rand 39 Questions--in the Police Prosecutor Component	Reference: P. Handbook, pp. 102-103
● Untapped sources	
-- Confidential informant -- Community -- Police	

Trainer Guide and Points for Discussion   Material/Notes

- Sensitivity of case

  -- Public notoriety
  -- Political pressures

- Caseloads (trade-offs)
- Cost-effectiveness

  -- Pursuit of folly and point of
     diminishing returns

- Patterns/trends

6. Benefits of a Managed System

   a. Sensible and intelligent division of work

   b. Improve clearance outcomes

   c. Better direction of resources

   d. Reduce wasteful practices

   e. Make effort cost-effective

   f. Alternative resource allocation opportunities
      - Personnel development
      - Others

7. Outcomes

   a. Why bother to improve the management of the
      continuing investigation?

   b. "To improve the quality of case investigations   Outcome Visual #4
      to increase the number of cases cleared by
      arrest that are prosecutable."

   c. Other Outcomes
      - To improve levels of investigative
        efficiency
      - To permit allocation alternative decisions
      - To attain higher levels of personal
        satisfaction for detectives
      - To be more responsive to the community's
        needs

Trainer Guide and Points for Discussion   Material/Notes

8. Questions and Answers

9. Task Activity and Small Group Work   Reference: P.
                                                      Handbook, p. 93

    a. Read Task Activity to group

    Planning Group Task Statement

    Your agency has decided to establish stricter
    management supervision of the continuing
    investigation. The planning task force has
    been asked to write a draft of a departmental
    order which will implement a review process
    of the continuing investigation by supervisors.
    Specifically, this draft departmental order
    will clearly address the following questions:

        ● Who will conduct the review:
        ● For what categories of crimes will the
          review be conducted?
        ● How frequently will the review be conducted?
        ● What information will be considered by the
          supervisor in making decisions to continue
          or discontinue the investigation?*

        * IMPORTANT - This is the element which should
                      be developed.

    b. Remind participants that they are assigned to
        a specific group. One group will report back!

    c. Assign color groups to previously set up small
        group work rooms:

        ● RED   Room #____   Trainer_____
        ● BLUE   Room #____   Trainer_____
        ● GOLD   Room #____   Trainer_____
        ● GREEN   Room #____   Trainer_____

    d. It is now 11:45 a.m., your groups are to
        assemble here at 12:45 p.m. One hour from
        now!

10. Reporting Back

    a. One group will report back on the task (same
        format as other sessions)

Trainer Guide and Points for Discussion   Material/Notes

b. Discussion, questions, and answers

11. Closure and Linkage to Next Session

a. Summarize major points

b. Introduce next topic--Police/Prosecutor
    Relations

DRAFT DEPARTMENT ORDER

SUBJECT: PROCEDURES FOR REVIEW OF THE CONTINUING INVESTIGATION

1. Who will review?

    Depends to some extent upon the size of the organization and the
    workload. However, the best person to conduct this review would
    be the immediate supervisor of the detective. This assignment
    would be supportive of lowering the decisionmaking to its lowest
    component level--the person who should be held accountable for
    the decision.

2. & 3. Category of crimes and frequency?

    The ideal is that a review process will be instituted for all Part I
    crimes. While the frequency of review might be different for
    categories of crimes, e.g., murder might be reviewed every 30 days
    for a continuance decision (it would undoubtedly be reviewed each
    day concerning progress), the case of the residential burglary could
    be reviewed in five to 10 days as to the decision to close. A
    standardized program could be established with exceptions built in
    (e.g., review all cases at 10, 20, and 30 day intervals). Flexibility
    is appropriate for agencies. The thrust of the program is to insti-
    tutionalize a pre-determined review schedule.

4. Determinants.

    This is the critical part of the exercise. What should be considered
    in making the continuance decision?

    a. Review of solvability factors

    b. Assessment of work to be done
        ● Productive return analysis

    c. Untapped resources
        ● Confidential informants
        ● Other department sources
        ● Independent sources

    d. Cost-effectiveness of investigative effort
        ● e.g., what is the ratio between the investivative budget and
          the number of arrests by detectives?

    e. Sensitivity of investigation (exceptional case pressures)

    f. Legal prohibitions

g. Pattern considerations

h. Workload trade-offs

i. Prosecutor priorities

Participants should be encouraged to add to this listing of determinants.

Session Goals, Materials, and Logistics

Goals/Objectives:	1. To know the benefits accrued by developing a police/prosecutor relationship. 2. To understand the process of developing an inactive two-way feedback system between police management and the prosecutor's office. 3. To list at least three responsibilities which a police/prosecutor liaison office could assume.
Time Required:	1 hour, 45 minutes
Equipment:	Overhead projector, transparencies, grease pencils, easel, newsprint, magic markers
Materials:	All materials and references are found in the MCI Participant's Handbook and Manual
Reference:	MCI Manual - pp. 107-143 Participant's Handbook - pp. 97-106
Primary Methods:	Lecture, small group work, small group discussion, and reporting back
Meeting Arrangements:	Main room: classroom arrangement Break-away rooms: workshop set up with flip charts
Sequence of Activities:	1. Introduction 2. Major Outcome of an Improved Relationship 3. Problems with the Current Relationship 4. Methods to Improve the Relationship 5. The Relationship as Two-Way Street 6. Reciprocal Feedback on Case Disposition 7. Developing Investigative Guidelines Jointly--The RAND Example--39 questions 8. Liaison Models 9. Benefits of a Formalized Relationship

Session Goals, Materials, and Logistics

Sequence of Activities (contd.):	10. Summary
	11. Task Activity
	12. Reporting Back
	13. Closure and Summary of Content

Trainer Guide and Points for Discussion   Material/Notes

1. Introduction	Reference: P. Handbook, p. 97

a. Overview of police/prosecutor element
     ● Establish formal liaison
     ○ Two-way feedback system
     ● Joint investigative guidelines	

b. Management issues
     ● Quality improvement
     ● Communications improvement with the
      criminal justice system
     ● Evaluation of performance
     ● Higher levels of performance	

c. Police/prosecutor element in relation to the rest of the MCI system	MCI System Visual #1
2. Major Outcome of an Improved Relationship	
a. Improvement in the ratio of successful prosecutions to arrests	
3. Problems with the Current Relationship	
a. Wrong people	
b. Wrong methods	
c. Wrong attitudes	
4. Methods to Improve the Relationship	
a. Jointly prepared investigative guidelines	
b. Reciprocal feedback system	
c. Assigned responsibility for relationship	
5. The Relationship is a Two-Way Street	Two-Way Street Visual #2
a. Discuss the meaning of the terms on the visual	Reference: P. Handbook, p. 100
6. Reciprocal Feedback on Case Disposition	
a. Reasons for prosecutor rejections	
b. Reasons for court dismissals	

Trainer Guide and Points for Discussion   Material/Notes

    c.   Factors in plea negotiations

    d.   Commendations for winners

7. Developing Investigative Guidelines Jointly--The
    Rand 39 Questions

    a.   Review checklist

    b.   Categories of information concerning:
       • Offense
       • Subject
       • Victim Witness
       • Arrest

8. Liaison Models

    a.   Within the prosecutor's office (e.g., Bronx)

    b.   Within the police department as a separate
       unit or office (e.g., Dallas)

    c.   Established jointly as a separate operation/
       office

9. Benefits of a Formalized Relationship

    a.   Problem identification

    b.   Evaluate performance

    c.   Improve training programs

    d.   Improve practice and procedures

    e.   Improve case preparation

10. Summary of Ways to Improve Relationships

    a.   Reciprocal feedback system

    b.   Jointly prepared investigative guidelines

    c.   Assigned Responsibility for relationship

    d.   Liaison models

Reference: P.
Handbook, pp. 102-
103

11. Task Activity and Small Group Work
 	
    a. Read Task Activity to group
 	
    Planning Group Task Statement
 	
    Your agency has decided that a formal working relationship should be established between your agency and the office of the prosecutor. Your group should provide a written statement listing the:
 	
    • Benefits to be derived from such a formal relationship;
    • Information which should be exchanged between the prosecutor and the police chief through this formal relationship;
    • Organizational placement of the responsibility for this formal relationship.
 	
    b. Remind participants that they are assigned to a specific group. One of the groups will report back.
 	
    c. Assign previously set-up color groups to break-away rooms and trainers:
 	
    • RED   Rm. #_____   Trainer:_____
    • BLUE   Rm. #_____   Trainer:_____
    • GOLD   Rm. #_____   Trainer:_____
    • GREEN Rm. #_____   Trainer:_____
 	
    d. It is now 3:00 p.m., your groups are to assemble here at 4:00 p.m. One hour from now!
 	
12. Reporting Back
 	
    a. One group will report back on the task (same format as other sessions)
 	
    b. Discussion, questions, and answers
 	
13. Closure and Summary of Session Content
	Reference: P. Handbook, pp. 105-106

Police/Prosecutor Task Worksheet

ASK: Do any agencies here have a formal police/prosecutor relationship now?

1. Benefits:

   Major Benefit (Participant's Handbook, p. 106)--To establish a two-way feedback system:

   a. Problem identification
   b. Evaluate performance (police and prosecutor)
   c. Assist in training efforts
   d. Improve investigative practice
   e. Improve case preparation
   f. Develop joint guidelines
   g. Establish mutual priorities
   h. Receive legal interpretations and publications
   i. Preliminary review of cases
   j. Review of search/ex parte orders
   k. Department advocate

2. Information:

   a. Case preparation information
   b. Case presentation information
   c. Case disposition information (category, unit, individual)
   d. ADA performance
   e. Prioritize case performance (e.g., street robbery, etc.)

3. Organizational Placement:

   a. Where to place?
   b. Level of staffing?
   c. Who should get what pieces of information?

Session Goals, Materials, and Logistics

Goals/Objectives:	1. To summarize and briefly review the major points of the day. 2. To provide an overview of activities for Day III. 3. To receive formal feedback from participants.
Time Required:	As needed
Equipment:	None
Materials:	Participant's Handbook and questionnaire (in Participant's Handbook or as a handout)
Primary Methods:	Lecture, individual task
Meeting Arrangements:	Classroom arrangement

Sequence of Activities:	1. Review Major Management Issue Covered for Each Component
	
	    a. Case screening
	    b. Continuing investigation
	    c. Police/Prosecutor
	
	2. Explain Peer Group Information Exchange Session
	
	3. Review Tomorrow's Sessions

1. Review Major Management Issues Covered for Each Component

    a. Case Screening
        ● Models
        ● Solvability identification
        ● Task force--planning process

    b. Continuing Investigation
        ● Supervisory decisions
        ● Investigator activities
        ● Decision determinants
        ● Investigative review/screening
        ● Records

    c. Police/Prosecutor
        ● Liaison
        ● Two-way street
        ● Joint investigative guidelines

2. Explain Peer Group Information Exchange Session
    (see Session 10 for background and process)

3. Review Day III Sessions

    a. Monitoring (promptly at 8:45 a.m. we will begin)

    b. Field Test Agency feedback (tell what agency will be here)

    c. Implementation strategies

    d. Close by 1:15 p.m.

Session Goals, Materials, and Logistics

Goals/Objectives:	1. To provide a structured opportunity for participants to discuss various issues related to the investigative process from a common perspective.
	2. To exchange program ideas and solutions to common problems.
	3. To learn about new programs and the current state of developing new approaches.
Time Required:	1 hour, 40 minutes
Equipment:	None
Materials:	Participant's Handbook--the list of participants by peer group
Primary Methods:	Small group discussion
Meeting Arrangements:	Workshop arrangement
Sequence of Activities:	1. Introduction and Background
	2. Purpose
	3. Introductions
	4. Peer Group Meeting Methods

1. Introduction and Background

    a. In previous MCI workshops, participants have
        requested the time and the structured
        opportunity to meet with and discuss various
        issues relating to the investigation process
        from the perspective of common job titles.

    b. In order to provide such an opportunity for
        this Workshop, we have structured a PEER GROUP
        INFORMATION EXCHANGE SESSION.

2. Purpose

    a. This session will provide those participants
        who share the same job title--Chiefs of
        Departments, Chiefs of Uniformed Officers,
        Chiefs of Detectives, and Regional, State,
        and Local Department Planning Staff--an
        opportunity to:

        ● Meet with one another;
        ● Discuss mutual problems, from a common
          perspective, about aspects of the criminal
          investigation process;
        ● Exchange program ideas and solutions to
          common problems; and
        ● Learn of new programs and the current state
          of developing programs in individual
          agencies within the region.

3. Instructions

    a. A listing of peer groupings by job titles is
        attached.

    b. A room and a member of the training staff have
        been assigned for this session as follows:

Group	Trainer	Room
Police Chiefs	_____	_____
Chiefs of Patrol	_____	_____
Chiefs of Detectives	_____	_____
Planners/Others	_____	_____

4. Peer Group Meeting Methods

   a. Each person will give a self-introduction by
       name, agency, number of personnel, telephone
       number, and state one problem or issue
       regarding the criminal investigation process
       which is of principal concern.

   b. After introductions are completed, any
       participant in the group who can provide
       information to another participant's stated
       problem or issue is invited to do so. Trainer
       should raise the major issues.

   c. The meeting can continue for as long as the
       group wishes.

   d. Individuals may leave the meeting at any time.

   e. Trainers are there to provide any assistance,
       as needed, for the group discussion.

   f. This session can be used for feedback on any
       new programs, such as Managing Patrol
       Operations.

Police Chiefs   Phone Number

Chiefs of Patrol   Phone Number

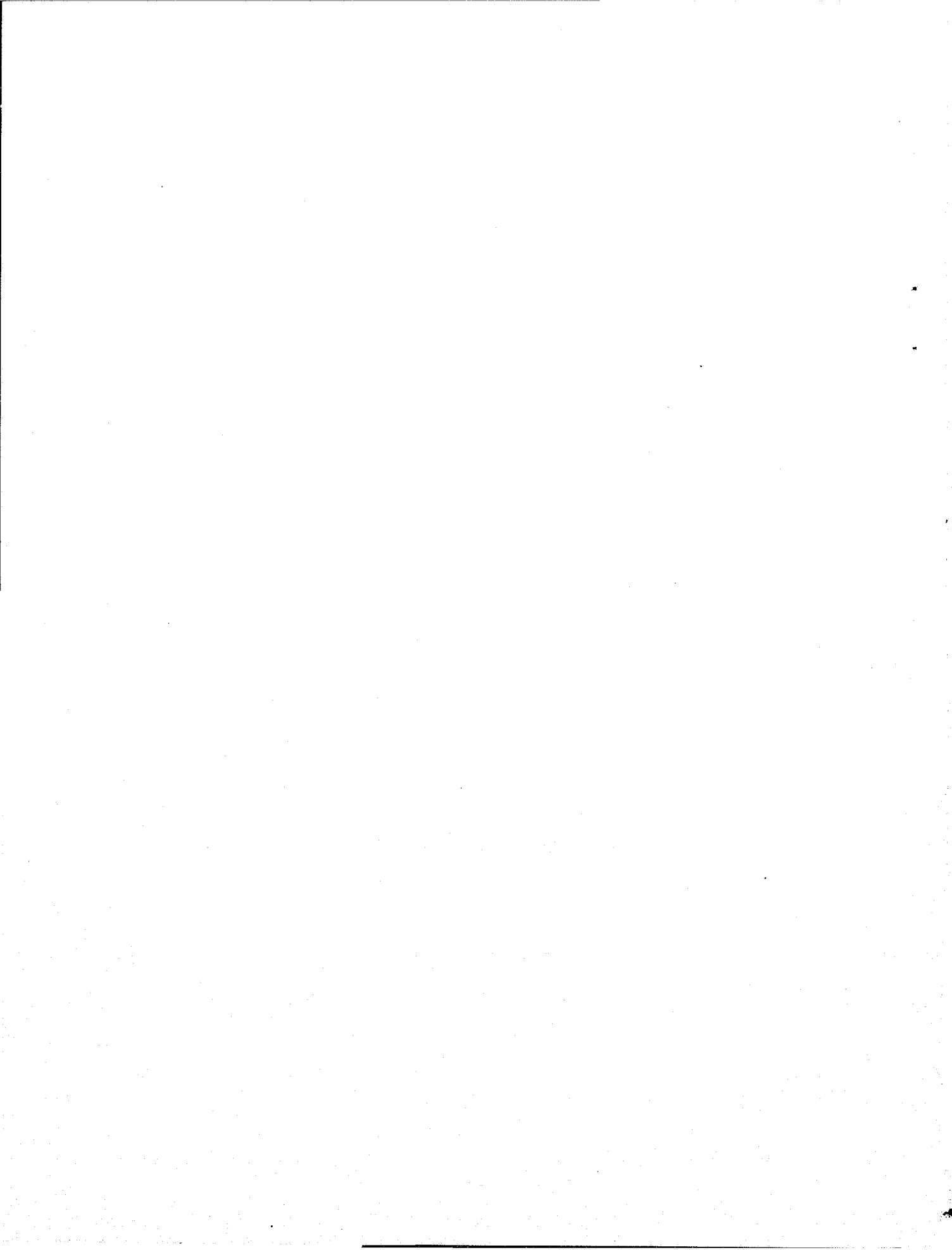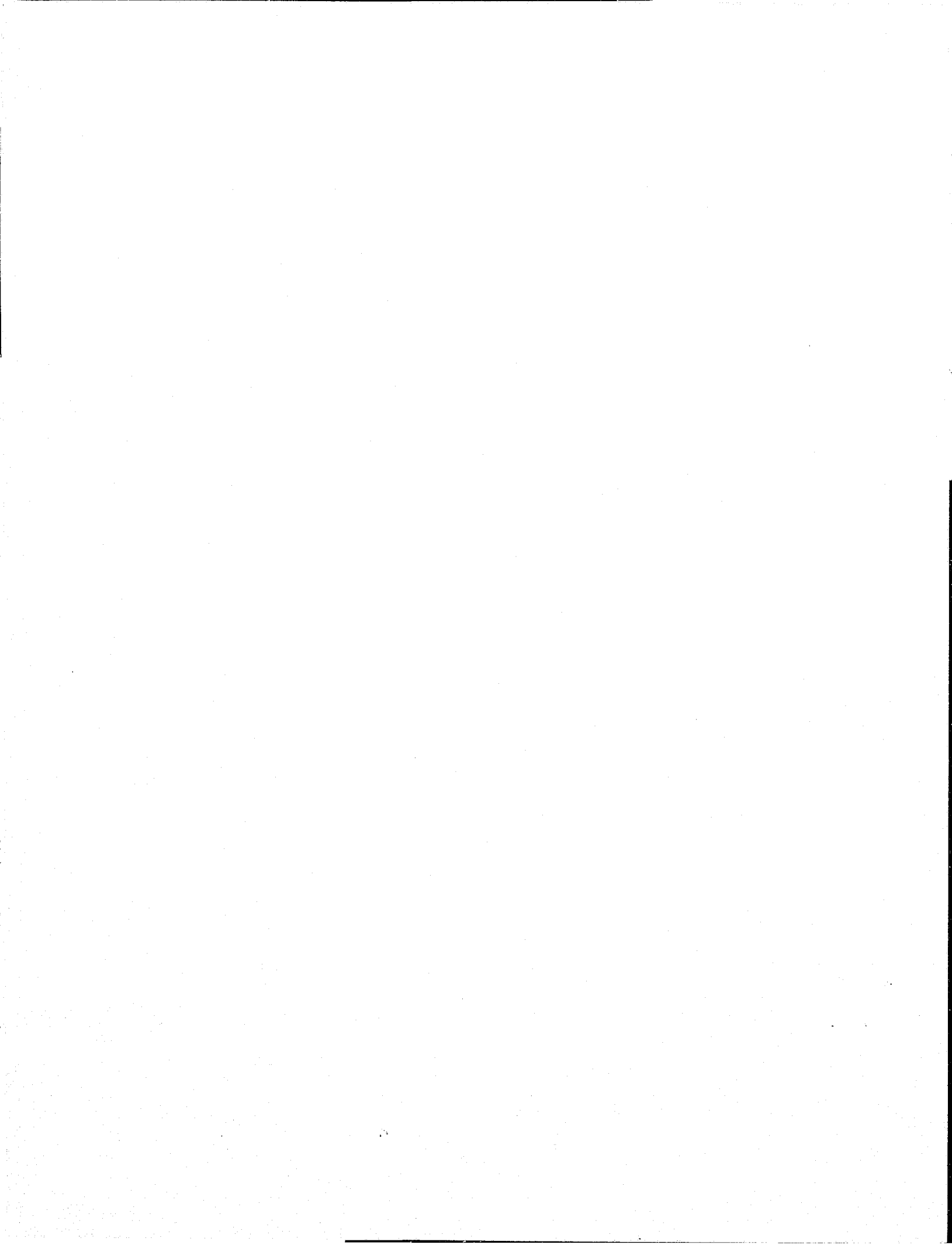Chiefs of Detectives   Phone Number

Planners/Trainers/Others   Phone Number

Note: This list should be prepared in advance of the program for
       inclusion in the Participant's Handbook.

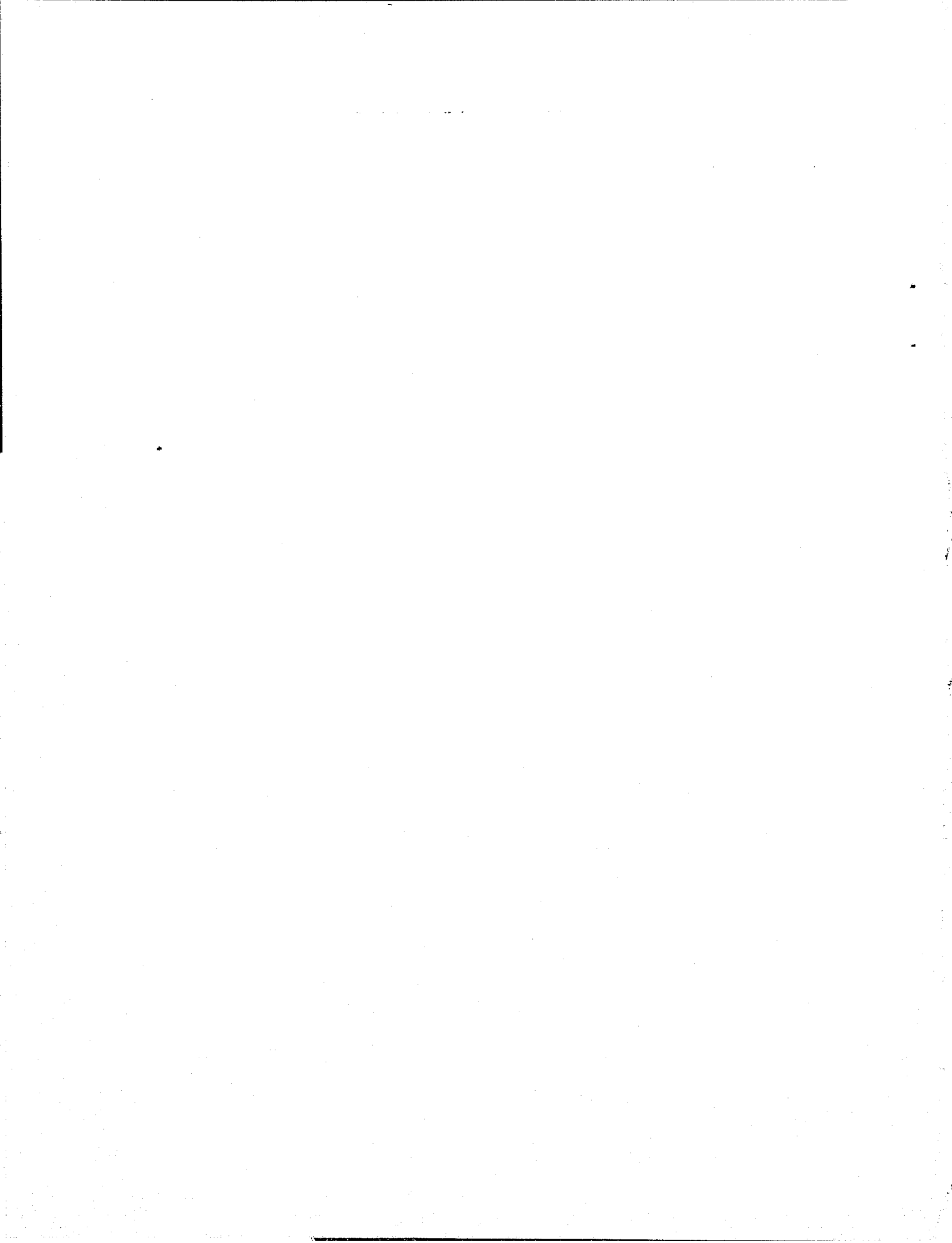DAY III

Session 11	Monitoring	8:45 a.m. – 10:45 a.m.
	Break	10:45 a.m. – 11:00 a.m.
Session 12	Field Test Feedback/ Change Opportunities	11:00 a.m. – 12:00 noon
Session 13	Implementation Strategies	12:00 p.m. – 12:45 p.m.
Session 14	Close of Training	12:45 p.m. – 1:00 p.m.

Session Goals, Materials, and Logistics

Goals/Objectives:	1. To know the purpose and benefits of a management information/monitoring system.
	2. To understand the major steps in the design of a monitoring system.
	3. To understand and apply the terms "evaluative criteria" and "data requirements" to the design of a monitoring program to at least one component of the criminal investigation process.
Time Required:	2 hours
Equipment:	Overhead projector, transparencies, grease pencils, easels, newsprint, magic markers
Materials:	All materials and references are found in the MCI Manual and Participant's Handbook.
Reference:	MCI Manual--pp. 145-163 Participant's Handbook--pp. 113-130
Primary Methods:	Lecture, small group work, small group discussion, and reporting back
Meeting Arrangements:	Main room: classroom arrangement Break-away rooms: workshop set up with flip charts

Sequence of Activities:	1. Introduction
	
	    a. Administrative matters
	    b. Linkage and introduction
	    c. Purpose of session
	
	2. Definition of a Monitoring System
	
	3. Rationale for Monitoring
	
	4. Who Should Develop and Use the System
	
	5. How to Develop the System
	
	6. System Support Requirements
	
	7. Review

Session Goals, Materials, and Logistics

Sequence of Activities (contd.)	8. Examples
	9. Questions and Answers
	10. Task Activity
	11. Reporting Back
	12. Closure and Summary

Trainer Guide and Points for Discussion   Material/Notes

1. Introduction

   a. Administrative matters
       ● Check out time extended
       ● Luggage check room
       ● Expense vouchers
       ● Limo service
       ● Participant list to be prepared

   b. Linkage and Introduction to Monitoring   Reference: P.
       ● Lead trainer will introduce it as a   Handbook, pp. 113-
         critical element   130
       ● Introduce trainer for this session
       ● Trainer will use MCI outcome chart to   MCI System Visual
         identify where this component fits into   # 1; reference:
         the system   P. Handbook, p. 115

   c. Purpose of Session
       ● This session will discuss:
         --WHAT a monitoring system is and what
                 its components are
         --WHY   a method of monitoring the criminal
                 investigation process is necessary
         --HOW   to develop that system
         --WHO   should develop and who should
                 utilize the system

2. Definition of a Monitoring System

   a. A monitoring system is essentially a Management
       Information System which provides police
       administration and managers with timely
       and pertinent data concerning the effectiveness
       of the components of their investigative
       system.

   b. Its aim is to evaluate a broad range of
       indicators which are critical to effective
       management decisionmaking within a police
       organization.

   c. A monitoring system must generate outputs
       which CLEARLY reflect what the police
       administrator needs to know.

d. Unless the data provided are meaningful and
    useful to the system's users, there is no
    point in developing a monitoring system.

e. This session will describe a representative
    system which monitors criminal investigation
    activities in a typical police agency.

f. There is, however, no absolute format for all
    monitoring systems. The police administrator
    must establish his or her own criteria upon
    which to base judgments about the effectiveness
    of his or her agency's criminal investigation.

g. Our session will stress the importance of
    management's inputs in the design of a monitor-
    ing system and how that system should be
    related to organizational, productivity, and
    procedural issues.

h. A monitoring system can be broken down into   System Component
    five components: Visual
    ● Data Collection

        --Identify types of data
        --Identify how gathered
        --Identify who enters data

    ● Data Analysis

        --By hand or computer
        --It can be done by your data personnel

    ● Reporting

        --Formats

    ● Data Validation

        --Quality control
        --Planning and research unit

    ● Evaluation Criteria

        --Agency must decide

3. Rationale for Monitoring

    a. A monitoring system provides the administrator   MCI System and
        with qualified and quantified data from which   Outcome Visual #1
        judgments can be made on the effectiveness of
        key issues.

    b. Issues
        ● Organizational issues:

          Finding the best way to organize police
          resources for the most effective criminal
          investigation and to evaluate structural
          changes which may affect the efficiency
          and effectiveness of criminal investiga-
          tions.

        ● Productivity issues:

          Workload analysis, investigative outcomes,
          and the evaluation of investigative
          performance.

        ● Procedural issues:

          The methods of criminal investigations which
          can affect outcomes and productivity--

          THOROUGH INITIAL INVESTIGATION

          CASE SCREENING

          MANAGING THE CONTINUING INVESTIGATION

          POLICE/PROSECUTOR RELATIONSHIPS

    c. Let us take a moment to complete the "SELF   Reference: P.
        ANALYSIS FORM" on investigative operations   Handbook, p. 118
        data, which appears on page MP-148 of our
        Manual.

        GIVE INSTRUCTIONS FOR COMPLETION

        ● How many of us could answer True or False
          to questions one to five?
        ● How many of us could answer six through 11?

Trainer Guide and Points for Discussion   Material/Notes

* If we don't know the answer, then we would
  not be able to make sound judgments on:

  -- procedure
  -- productivity

        or

  -- organizational ISSUES within our
     agencies

4. WHO Should Develop and Use the System   MCI System and
                                                   Outcome Visual #1

    a. Let us look first at who should use a
        monitoring system.

    b. Trainer ties in all MCI concepts with
        monitoring system.

    c. Now, turn to page 157 of the Manual, to   Reference: P.
        the Self-Analysis form which IDENTIFIES system   Handbook, p. 20
        users, the users of a Monitoring System, and
        quickly list what benefits each of the follow-
        ing people would receive from the (monitoring)
        system.
        * As we answered those questions, we saw a
          "user" at every level of our agency
        * We identified the system developers--a TASK
          FORCE type development committee of:

          -- CHIEF OF POLICE
          -- CHIEF OF PATROL
          -- CHIEF OF DETECTIVES
          -- PRECINCT/DISTRICT/SECTION COMMANDERS
          -- INVESTIGATIVE SUPERVISORS
          -- INDIVIDUAL INVESTIGATORS

5. HOW to Develop the System

    a. By TASK FORCE/SYSTEM USER input, we:
        * DESIGN THE SYSTEM REQUIREMENTS

          -- What is it to tell us?

        * IDENTIFY REQUIRED INPUTS AND OUTPUTS

    ● DEVELOP EVALUATIVE CRITERIA

      -- What level of performance meets the
         objectives set by management?

    ● PREPARE "TEST" REPORTING FORMATS
    ● TEST SYSTEM
    ● REFINE SYSTEM

6. **System Support Requirements**

   a. But the system has other needs.
    ● ADMINISTRATIVE COMMITMENT
    ● TASK FORCE PROCESS
    ● SUPERVISION
    ● TRAINING

7. **Review**

   a. We have discussed:
    ● What
    ● Why
    ● How
    ● Who

8. **Examples**

   a. Let's take a look at the sample monitoring
     reports currently being used by a police
     department. (Investigative outcome assess-
     ment for Burglary, Rochester)
    ● It shows:

      -- A category of crime
      -- The workload of that category in each
         of that agency's sections (or precincts)
      -- If that crime is cleared, and how it is
         cleared

    ● From this report, I can make:

      -- Organizational,
      -- Productivity, and
      -- Procedural judgments

    ● Page 127 in the Handbook points out some
     specific questions which can be raised

Reference: P.
Handbook, p. 123

Reference: P.
Handbook, p. 127

from a similar report. Let's review
that for a moment.

-- In Maple Section, 3% of larcenies are
   cleared by on-scene arrest; in Atlantic
   Section, 15% of larcenies are cleared
   by on-scene arrest. What factors might
   account for the difference in performance?

-- In Lake Section, 15% of all larceny
   clearances are multiple clearances. This
   is far more than in any other Section.
   What factors might account for the
   differences in performance?

-- In Lake Section, 4% of larceny cases are
   closed by advising the complainant to get
   a warrant against the suspected offender;
   in Genesee Section, 14% of all larcenies
   were not cleared and administratively
   closed (Office). What factors might
   account for differences in performance?

b. Investigative assessment report is an expansion
    of the previous report, which looks at:
    ● Case Screening

        -- Of the cases followed up by
           investigators, how many were solved?

    ● Investigate effectiveness

        -- Of the cases we cleared by arrest,
           were they successful in court?
        -- Do I have a problem in case preparation
           and presentation that we can solve by
           training?

    ● Cases that are:

        -- Immediately cleared
        -- Field
        -- Office

Reference: P.
Handbook, p. 123

Trainer Guide and Points for Discussion   Material/Notes

* Prosecutor's information

    -- Dispositions
    -- Dismissals
    -- Convictions
    -- Etc.

* These reports are not a complete system, but are representative of what can be done to point out our successes, our failures, and our needs.

9. Questions and Answers

    a. Open the floor for questions

10. Task Activity and Small Group Work

    a. Read Task Activity to the group.

    Planning Group Task Statement

    Your agency has decided to establish a monitoring program to provide regular reports about the performance of several components of the criminal investigation system your agency has recently installed. One major objective of this new session is to reduce the investigative case load of detectives; a success indicator for achieving this objective is to clear more of those cases assigned to the specialized investigative units. Your team is to design a monitoring program which will provide feedback to management on the actual performance of the case screening system. Since the objective of this system as well as the success indicator of this objective are given, your principal tasks are to:

    * Identify the information which your agency will need to collect in order to know whether the case screening system is working;
    * Identify the information which the head of the agency will require;
    * Describe how this collected information is to be displayed for use by management; and

Reference: P. Handbook, pp. 128-130

Trainer Guide and Points for Discussion   Material/Notes

    ● Describe how these two types of reports
      will be tested throughout the agency so
      that adequate information will be:
      (a) collected and (b) used by management.

b.   Remind participants that they are assigned
    to a specific group. One of the groups will
    report back.

c.   Assign previously set up color groups to
    break-away rooms and trainers.

    ● RED   Room #_____   Trainer_____
    ● BLUE   Room #_____   Trainer_____
    ● GOLD   Room #_____   Trainer_____
    ● GREEN   Room #_____   Trainer_____

d.   It is now 9:30 a.m., your groups are to
    assemble here at 10:30 a.m. One hour
    from now!

11. Reporting Back

a.   One group will report back on the task
    (same format as other sessions)

b.   Discussion, questions, and answers

12. Closure and Summary of Session Content

TRAINER'S ANSWER SHEET FOR TASK

DESIGN OF MONITORING PROGRAM

(Approach indirectly and work up to the actual needs)

1. IDENTIFY THE INFORMATION WHICH YOUR AGENCY WILL NEED TO COLLECT IN ORDER TO KNOW WHETHER THE CASE SCREENING SYSTEM IS WORKING.

   a. Before and after comparisons--may want a three-year history

   b. Program

      ● Total offenses reported--agency-wide
        -- Geographical breakdown

      ● Broken down by category of crime--same information

      ● Number screened out
        -- Referred to detectives for investigation or to uniformed police officers
        -- Retrieved after "hold" category

      ● Number of arrests
        -- On-scene
        -- As result of investigation: by detective or by uniformed officer (agency-wide and geographic distribution)

      ● Number of cases
        -- Closed by arrest
        -- Cleared by investigation
        -- Multiple clearances and exceptional clearances
        -- Accepted for prosecution
        -- Unfounded

      ● Case load of detectives (before and after)

      ● Citizen satisfaction survey (may not be practical to place in the computer on MIS system)

      ● Conviction percentage by category (before and after)--agency-wide and geographic distribution, and the other "conviction" data

      ● Others

2. <u>IDENTIFY THE INFORMATION WHICH THE HEAD OF THE AGENCY WILL REQUIRE</u>.

    a. What information does the Chief of Police want?

    b. Clearly, all of the above is too much to handle.

Goals/Objectives:	1. To receive first-hand information concerning the MCI system as it is operating in a field test agency.
	2. To share successes and failures.
	3. To understand allocation alternatives.
Time Required:	1 hour
Equipment:	Overhead projector, transparencies, easel, newsprint, magic markers
Materials:	Materials and references are to be found in the MCI Manual and Participant's Handbook
Primary Methods:	Lecture
Meeting Arrangements:	Classroom arrangement
Sequence of Activities:	1. Introduction
	2. Description of Field Test Program
	3. Field Test Agency Update and State of the Art
	4. MCI System Walk-Through
	5. Organization and Allocation Alternatives
	6. Questions and Comments
	7. Conclusion

Trainer Guide and Points for Discussion   Material/Notes

1. Introduction

    a. Purpose of Session   Ref.: Participant's
        ● To share experiences of the field test   Handbook, p. 131
           agencies
           --Success
           --Failure
        ● To convey allocation alternatives

    b. Identify field test agencies--chiefs and   Ref.: Participant's
        project directors   Handbook, p. 132

2. Description of Field Test Program

    a. Funding level

    b. Thirty (30) days follow-on training by ETP

    c. Field test agency role as host and disseminator
        ● They all would be pleased to share with
           you their experiences and products
        ● They can't pay your expenses but they will
           help by sharing their program outputs

    d. Introduce field test agency representative and
        give background on person and agency

3. Field Test Agency--Update and State of the Art
    (by representative)

    a. Program implementation
        ● Internal problems
        ● External problems

    b. Performance improvements

    c. Scars associated with program development

    d. Successes and failures

4. MCI System Walk-Through--Potential to Do More with
    Less (Lead Trainer)

    a. Tie in field test agency with each MCI
        component
        ● Rochester
           --Decentralized detectives
           --Major felony unit

                    --Police/prosecutor component
                    --Victim/witness project
                ● Birmingham
                    --New initial investigation form
                    --Decentralized detectives
                    --Major felony unit
                    --Anti-fencing operation
                    --Training program
                    --Stake-out/street unit in robbery
                       (substantial reduction in street robbery--
                       40%)
                ● Santa Monica
                    --New initial investigation form
                    --Case screening eliminates--
                       33% Part I crimes
                       70% burglary
                ● Monitoring system
                    --Rochester has the most advanced
                    --Santa Monica and Birmingham have begun
                       to develop one

5.   Organization and Allocation Alternatives

     a.   Decentralization
          ● Some departments are moving toward
             decentralization
          ● Five of six in the MCI Prescriptive Package
          ● Rationale
             --Closer to crime occurrence
             --Improved information sources
             --Better rapport between uniformed officers
                and detectives
             --Closer to and more knowledge of the
                community

     b.   A critical examination of current operations
          can lead to reallocation

     c.   There is a wave of innovation
          ● Many new approaches have been made possible
             by critically examining the commitment to
             criminal investigations
          ● Some of the new programs:
             --MAJOR OFFENDER UNITS
             --STREET CRIME UNITS
             --SEX CRIME UNITS
             --ANTI-FENCING OPERATIONS

          --CRIME AGAINST ELDERLY
          --LEGAL ADVISOR
          --CRIME PREVENTION PROGRAM
          --CRIME ANALYSIS IMPROVEMENT
          --TEAM POLICING
          --ETC.
- You have these opportunities too!
- These are opportunities that must be seized upon

6. Questions and Comments

7. Conclusion

   a. Ask the following question:
      "If we do, in fact, upgrade the overall MCI system, what will the clearance by arrest percentage be in 1980?"

   b. Will we substantially improve upon present performance levels?

   c. Will the level of improvement be:
      - Cost-effective?
      - Responsive to the increase in crime?
      - Sufficient in your judgment?

   d. Or are we confronted with the impossible task?

   e. Have we expected too much from our detectives?

   f. If we have--
      - What are the alternative strategies?
      - Which course of action and strategy is best?

   g. These are the questions which must be wrestled with

   h. Next session--Implementation Strategies

Session Goals, Materials, and Logistics

Goals/Objectives:	1. To enable participants to produce an outline strategy for implementing one MCI component.
Time Required:	45 minutes
Equipment:	None
Materials;	Strategy outline for each participant, sample strategy
Primary Methods:	Individual task
Meeting Arrangements:	Classroom arrangement
Sequence of Activities:	1. Introduction
	2. Instructions
	3. Individual work
	4. Collect strategy papers

Trainer Guide and Points for Discussion   Material/Notes

1. Introduction	
a. We have examined each component of the MCI system.	Reference: P. Handbook, p. 135
b. The purpose of this session is to: • Work together as agency teams to produce a strategy outline for one MCI component.	
2. Instructions	
a. Working as an agency team or individually, select one component your agency team agrees (or you decide) is the most feasible to implement in your agency at this time.	Reference: P. Handbook, p. 136
b. Use the form, "Summary of Strategy Outline," which is in your Participant's Handbook, page 139.	
c. Write an outline of your agency's implementation strategy for that component.	
d. We will provide you with sample strategy outlines from previous workshops.	
e. You have approximately 45 minutes to develop your strategy.	
f. You can go wherever you are most comfortable to work.	
g. It is now 12:00 noon. Please return here by 12:45 p.m.	
3. Individual Work	
4. Collect Strategy Papers	

TOPIC: STRATEGIES FOR IMPLEMENTATION OF SYSTEM

At the completion of this session, participants are
requested to complete and hand in to the trainers a
copy of the implementation strategy paper which your
agency has developed.

To assist you in this task, we have selected three
examples of strategy papers which were developed from
previous MCI workshops.

These papers follow.

MCI COMPONENT SELECTED FOR IMPLEMENTATION: <u>Case Screening - selected based</u>
<u>on Parsons remarks that without good initial commitment and accuracy system</u>
<u>will not work.</u>

AGENCY: <u>SPA</u>   DATE: <u>1/7/77</u>

<u>OUTLINE OF STRATEGY</u>:

1. Establish task force to study concept of case screening. Select all
    ranks--be sure to include those ranks (officer and detective) which will
    be most affected by system.

2. Examine recommendations and seek support from entire department--also
    city administration--may be important to keep press informed throughout
    development of case screening system to facilitate citizen support.

3. Develop detailed data stats on present efficiency.

4. Develop necessary reports, forms to respond to program objectives.

5. Develop written procedural manual as resource document and to ensure
    no misunderstanding of responsibilities exists.

6. Develop ongoing training program for <u>all</u> officers involved--line officer,
    detective, supervisor, clerical.

7. Develop data for control time, area and particular crime. ALTERNATE--
    develop control data for entire city and all crimes.

8. Develop criteria to evaluate and refine program--include time, workload,
    clearance, morale, acceptance.

9. Include D.P. personnel at early stages to ensure possible needed data is
    available and to gain their acceptance through participation in develop-
    ment of program.

10. Maintain flow of development and success information to city administra-
    tion and public.

Evaluation and refinement should take place at each stage of development and
be continuous.

MCI COMPONENT SELECTED FOR IMPLEMENTATION: Enhancing the role of the Patrol Officer in the Initial Investigation

AGENCY: County-Wide Sheriff's Office   DATE: 1/7/77

OUTLINE OF STRATEGY:

If the patrol officer is given more responsibility and plays a more active part in the initial investigation the following problems will be incurred:

1. Backlog of calls.
   Solutions:
   A. revising the reports
   B. additional training for supervisors and deputies in the use of the form
   C. Call screening (limited duty people used in this area)
   D. utilization of cadets in handling of traffic and other minor complaints
   E. utilization of community relations unit in neighborhood disputes
   F. setting up guidelines, so that the responsibilities of the uniform and investigative units are defined

2. Increased report writing, taking away patrol time.
   Solutions:
   A. revised form
   B. training in the area of reporting the facts in a more precise way
   C. call screening will reduce number of reports
   D. cadets used on certain reports
   E. increasing the number of officers during peak complaint hours

3. Lack of response from the road supervision who believe follow-up is a function of the investigations division, also conflict.
   A. meeting and training programs explaining why the information is necessary; how it affects the outcome of the case
   B. sharing in the credit for the solution of a crime
   C. stimulating interest, competitive atmosphere between watches in developing solvable factors
   D. giving the patrol officer more responsibility, stimulating interest in his or her work

MCI COMPONENT SELECTED FOR IMPLEMENTATION: Case Screening (modified)

AGENCY: LARGE CITY POLICE DEPARTMENT   DATE: 1/7/77

OUTLINE OF STRATEGY:

Overview: Since implementation of case screening must be modified in
           larger agencies to overcome problems inherent in answering
           large numbers of calls for police service, the following
   modified strategy is suggested:

1. Identification of solvability factors compatible with existing
    offense report forms.

2. Design and preparation of a solvability check-off list as an addenda
    to existing field report forms.

3. Extensive re-training to emphasize:
         a. purpose of case screening
         b. method of implementation by:
             1. patrol officers
             2. criminal investigators
             3. supervisors (patrol and criminal investigations)
         c. re-emphasis of key role of initial investigation in
             success of system

4. Utilization of modified case screening check-off form as a basis
    for assignment of case for continuing investigation.
         a. investigative decision will be made by criminal
             investigation supervisors

5. Initial investigation sufficiency and solvability factors reports
    will be screened on a random basis by professional standards division
    to determine if departmental policies and procedures are being followed.

Implementation Schedule:

         A. Appoint task force to draft overall strategy   4 weeks
         B. Examination of T.F. recommendation to
             determine how they interface with existing
             policies and procedures   2 weeks
         C. Implementation   --------
         D. Evaluation   3 months
                                                                6 months
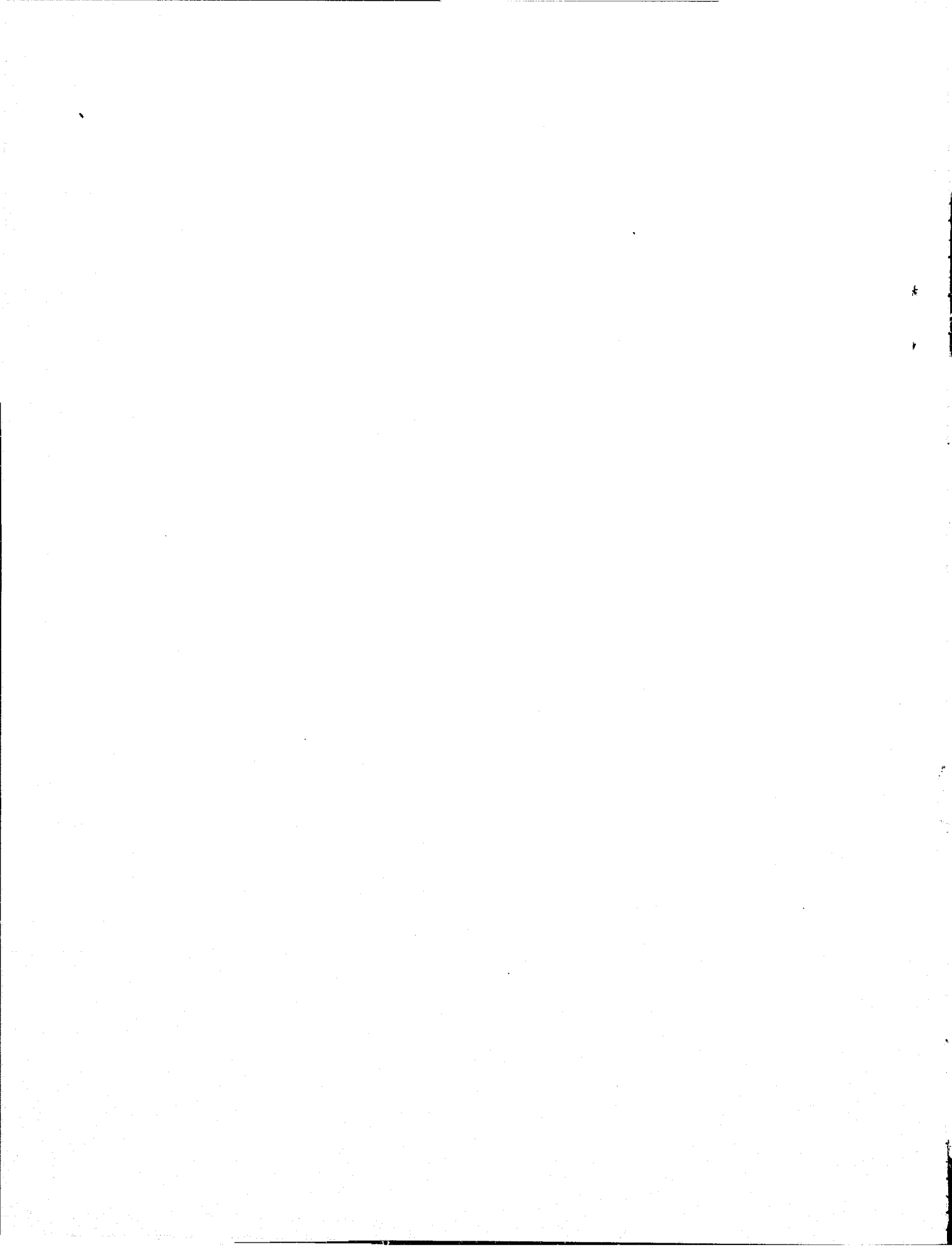   1 year

Session Goals, Materials, and Logistics

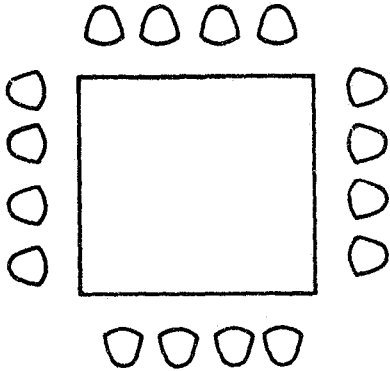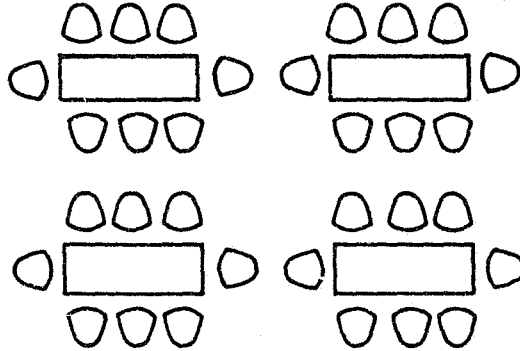|	
Goals/Objectives:	To provide a sense of satisfaction and completion to participants.
Time Required:	15 minutes
Equipment:	None
Meeting Arrangements:	Classroom arrangement
Sequence of Activities:	Concluding Remarks and Thanks
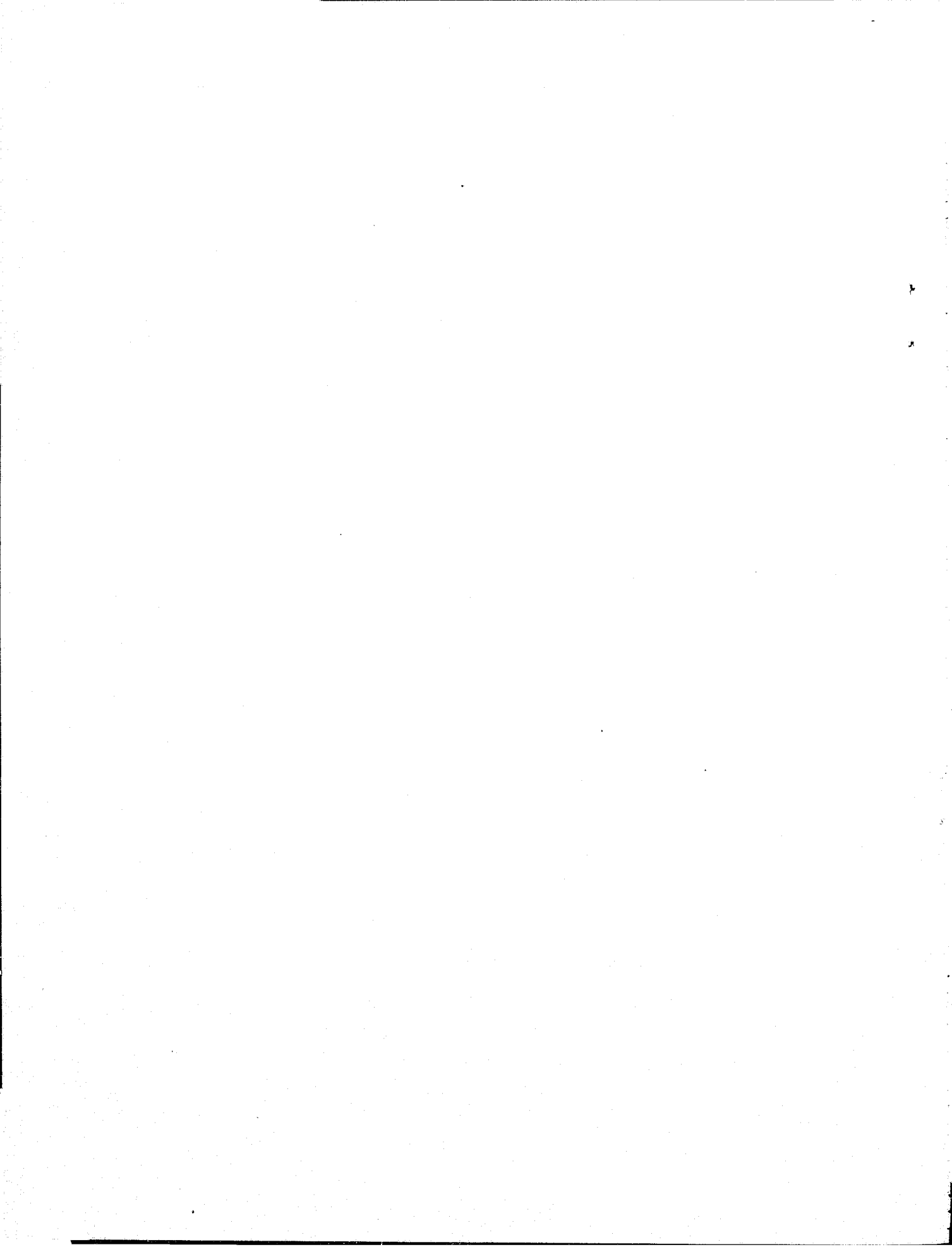
A P P E N D I X

ILLUSTRATION OF VARIOUS ARRANGEMENTS

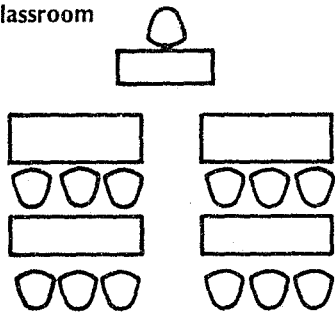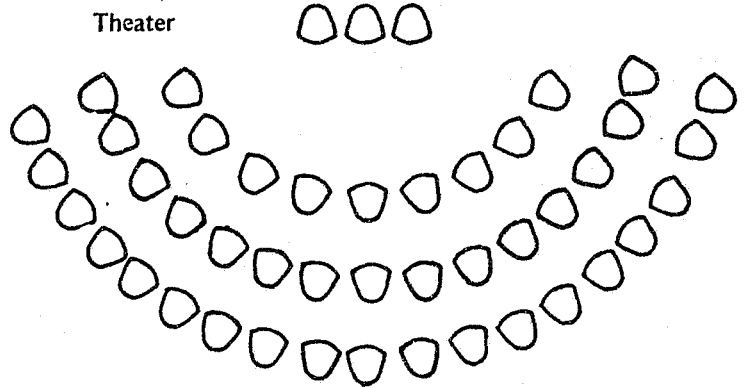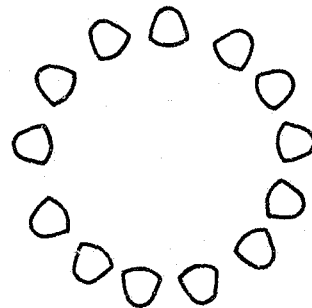# Illustrations of Various Meeting Arrangements

Round Table Discussion
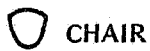
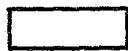**Workshop**

Classroom

Theater

Auditorium
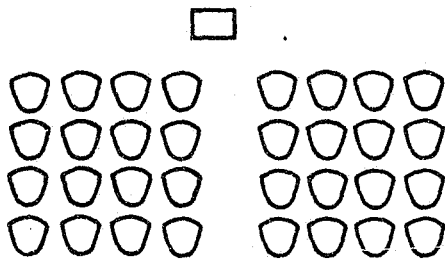
Informal Discussion

SYMBOLS: ⬠ CHAIR   ▭ DESK or TABLE   ▢ PODIUM

END