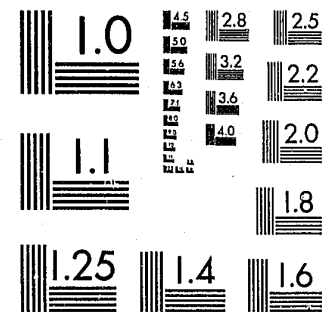


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Summertime Cops

U.S. Department of Justice
National Institute of Justice

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Seashore resort communities share common problems during the summer months. Because of the influx of vacationers and tourists who are attracted to warm, sunny beaches and invigorating surf, these resort communities must augment the size of their police departments to cope with this sudden increase in population.

Cape May County, N.J., is one such seashore resort whose population multiplies tenfold during the summer months. Located on the eastern side of the State, approximately 10 miles south of Atlantic City, Cape May County is often called Philadelphia's "summer playground." Ten of the 13 police departments within the county are in resort communities and employ more than 300 additional police officers during the summer. These seasonal officers more than double the size of the employing department's patrol division and can present monumental problems for the police administrator when considering the scope of their authority and responsi-

bility and the short time available for training.

Recruitment

Over the past 10 years, the upgrowth of criminal justice programs offered by colleges and universities has minimized the need for active recruitment. Highly motivated students seeking internships or work experience abound. Accustomed to the learning environment, they possess a basic understanding of the American system of criminal justice and rarely, if ever, present disciplinary problems, since such actions taken against them would have negative effects on their future career aspirations. Many, in fact, return after graduation to seek permanent positions.

Selection

Each year, early in March, letters are sent to previous seasonal officers to determine who is going to return to duty. Once this has been accomplished, the police administrator knows

how many new officers will be needed for the coming season. Applications are then reviewed by the chief of police and his executive officers for those best qualified for employment. Applications of criminal justice students reflect their courses of study in law enforcement, and in many cases, the training they may have received in firearms, emergency medical procedures, lifesaving, and water safety. Qualifications such as these often aid in selection.

Candidates receive letters informing them of the times and dates set for the various phases of the selection process (physical testing and interviewing, psychological evaluation, firearms training and qualification, and classroom instruction). Physical testing includes a timed 1-mile run and repetitions of various exercises. Candidates are also required to undergo a physical examination by a licensed physician at their expense, and the results of the examination must be recorded by the physician on the departmental form which accompanies the letter. This is

Summertime Cops

By
WILLIAM B. DONOHUE
Chief of Police
Stone Harbor, N.J.



Chief Donohue



Before being accepted into the program, candidates are required to complete repetitions of various exercises as part of their physical testing.

intended to discourage the unqualified from participating, and thereby, eliminates the need for rejection.

Candidates who successfully complete the physical testing are then interviewed by a board consisting of four officers representing all ranks within the department. Each board member has equal voting power. During the interviews, hypothetical situations are

presented which require discretionary answers. This process has proved invaluable in eliminating those who would make an arrest for every offense observed, regardless of the circumstances and the nature of the offense. The importance of including rank and file members on the interview board cannot be overemphasized. Years of sitting behind a desk can dull an officer's "street sense," and knowledgeable patrol officers contribute greatly in presenting timely and relevant hypothetical situations to the candidates. Their presence on the board also involves them in departmental decision-making, which maintains good morale.

The physical testing and interviews take place on a selected Saturday rather than a weekday, so as not to require absence from school.

Written tests designed to determine writing and reading ability and knowledge of law enforcement practices are not administered. Scoring in both the physical testing and interviews is determined mathematically and reduced to decimals to eliminate any ties.

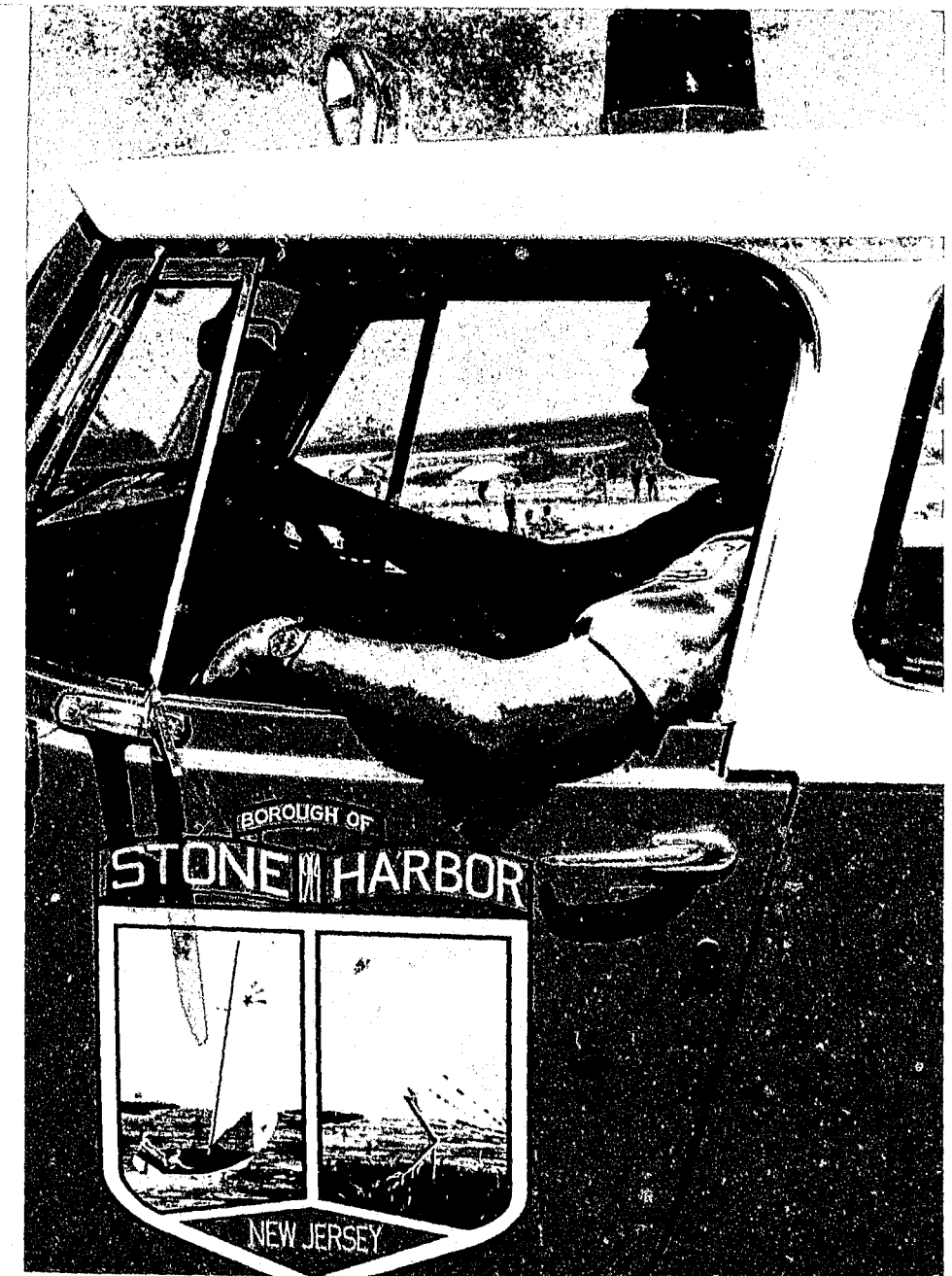
Times attained by candidates in the mile run and the number of repetitions achieved while doing the



Seasonal officers stand for roll call inspection by the shift commander.

various exercises are graded on a scale of one to five, as are personal appearance, demeanor, articulation, and other traits observed during interviewing. The results of all phases of selection are carefully documented and preserved in order to refute any claims of unfairness or discrimination that may arise at a later date. All candidates, plus an alternate, are now required to undergo psychological evaluations.

Because of the demand for this service, it is difficult to obtain appointments that are not scheduled several weeks in advance, and it usually takes 2 to 3 weeks before test results are received. Accordingly, appointments can be made well in advance by supplying the examiner with the number of candidates to be tested and providing the names as soon as they are known, which is usually only a matter of days before the actual examination date. This practice allows the police administrator to reject an applicant before he is hired, if test results indicate the individual is not suited for employment. The police executive is placed in an awkward and embarrassing position if he is forced to dismiss a seasonal officer upon the recommendation of the psychologist, if the officer has been working for any length of time. Additionally, the time and monies invested for training purposes are lost. More importantly, however, dismissing the officer at this time and for this reason is extremely unfair to him. Not only must he now carry the burden of having



been dismissed from a police department, but he will also find it very difficult, if not impossible, to obtain other employment once the summer season has begun. In all likelihood, he will have to return home, angry and alienated.

In order to reduce cost, psychologists are instructed to administer only those parts of the examination which are intended to measure emotional stability. Career interest, intelligence quotient, mathematical ability, and other tests administered for full-time positions are eliminated. The examiner

should be told that the department's only interest is in the candidate's predicted reaction to stress, e.g., whether he can be trusted to carry a firearm.

At this same time, the names of those selected for psychological evaluation are forwarded to the detective division for the purpose of conducting background investigations. This gives investigators time to complete background checks before appointment to the department is made.

Firearms Training

The next step is firearms training and qualification. This has been placed ahead of the 40-hour classroom training program because experience has shown that it is a waste of time if the trainee, after having undergone the entire training program, fails to qualify with the service revolver and is dismissed.

Contrary to popular belief, it is possible to train an intelligent, physically fit individual to become proficient in the use of a police service revolver in 2 days. Since FBI statistics continue to show that the majority of slain law enforcement officers are killed from a distance of less than 5 feet, the FBI double-action course, with its 7-, 15-, and 25-yard positions, is ideal for seasonal officer qualification.¹ It also provides for a greater number of shooters to participate at one time since the firing line moves in unison, as opposed to the tactical revolver course (the generally accepted qualification course) which requires wide lane separation and consequently fewer participants, due to the individual forward movement of the shooter. The double-action course, administered by well-trained, competent instructors, usually results in all students attaining scores of 90 or above out of a possible 100, well within the prescribed time limits, by the afternoon of the second and final day of firearms training.

Although time is of the essence, sufficient training time must be devoted to safe handling and cleaning of the firearm and the legal, moral, and personal implications of the use of deadly force. Departmental policy concerning the use of warning shots and accountability for discharge must be presented and fully understood by all. A written test, administered to prove and document this knowledge, is mandatory.

American police officers have traditionally depended on firearms for self-protection. To require an officer, even a seasonal one, to function without a sidearm would be dangerous and unfair to him, his fellow officer, and the citizens he is sworn to protect. Conversely, to arm him without benefit of training would be absurd.

Training Program

With the limited amount of time available for training purposes (7 days), training subjects, therefore, must be pragmatic and carefully chosen. For instance, it would be a complete waste of valuable training time to instruct the seasonal officer in collecting, preserving, and marking crime scene evidence since it is highly unlikely that he would ever be called upon to perform these tasks.

Initially, the trainee should be acquainted with environmental concerns. That is, he should have an understanding of the environment in which he will work, including the community, the type and nature of the local governmental body, and the organizational structure of the police department.

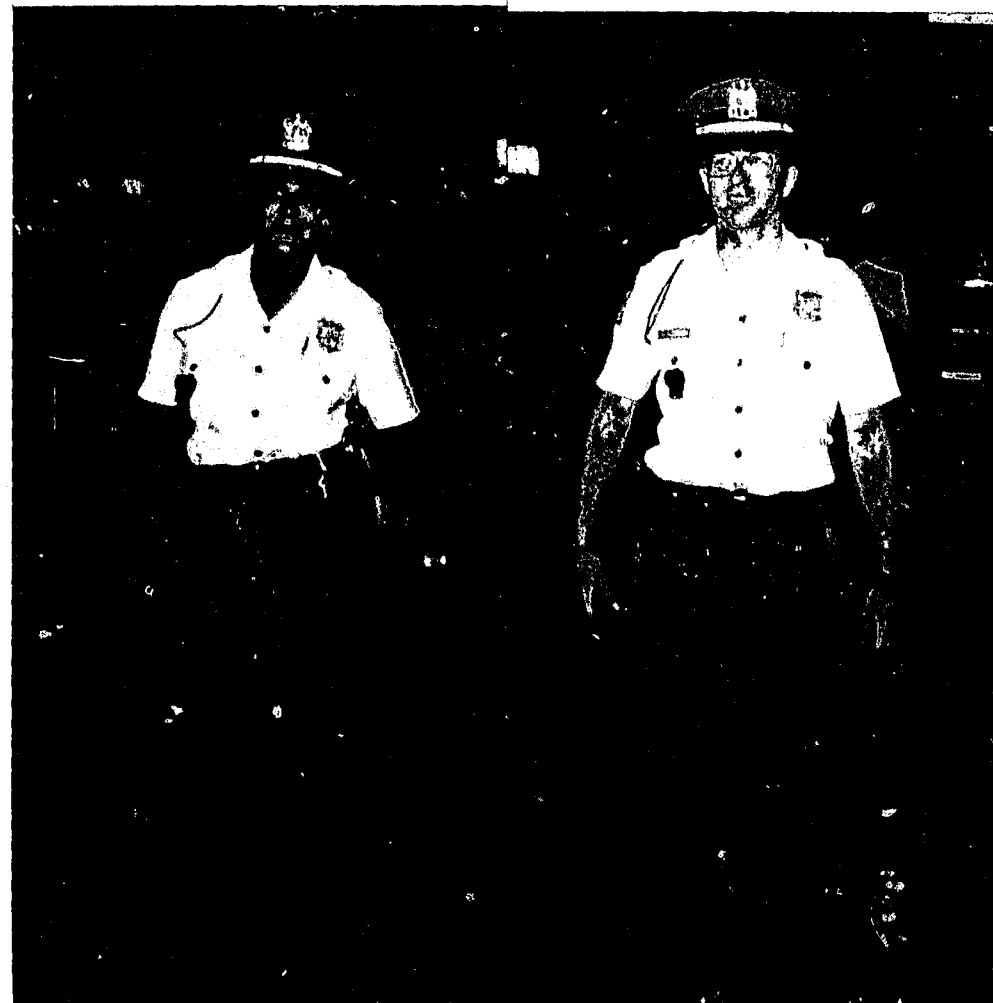
A large part of the program, of course, must be devoted to developing skills. However, the proper application of those skills is equally important and subjects such as human relations, the use of force, and police ethics must also be included in the training.



One phase of training is 5 days of classroom instruction.

Classroom Training Schedule Seasonal Police Officers Stone Harbor, N.J., Police

TIME	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
8:00 am to 8:50 am	Environmental Concerns Table of Organization	Patrol Operations Motor-Foot Traffic Marine	Motor Vehicle Stops— Criminal and Traffic	Handling the Juvenile Offender	Radio Communications Systems
9:00 am to 9:50 am	Policy—Rules & Regs	Investigative Division Investigations Raids, Crime Prevention	The Drunk Driver	Crimes in Progress	Police Reports
10:10 am to 11:00 am	Human Relations Enforcement Attitudes	The Use of Force	Summons Issuance Traffic & Borough	Evidence Locker Procedure	Police Equipment Familiarization
11:10 am to Noon	Basic Police Practices and Procedures	Prisoner Transportation and Processing	Testifying in Court	Crime Scene Responsibilities	Work—Schedule Recall Procedure Personal Appearance
	LUNCH	LUNCH	LUNCH	LUNCH	LUNCH
1:00 pm to 1:50 pm	N.J. Criminal Law	Prisoner Fingerprinting and Photographing	Responsibilities of Foot Patrol Duty	Controlled Dangerous Substance	City Orientation
2:00 pm to 2:50 pm	N.J. Criminal Law	N.J. Motor Vehicle Law	Emergency Medical Procedures	Arrest Search and Seizure	City Orientation
3:10 pm to 4:00 pm	N.J. Criminal Law	Accident Investigations	Police Ethics	Defensive Tactics Disarming Demonstration	Final Examination



Seasonal officers complete their walk-through check of a teen recreation area.

Foot patrol is one capacity in which seasonal officers are used.

Seasonal personnel assist full-time officers with routine patrol duties.



"... with proper training and guidance, these young men and women can provide valuable assistance to the police departments and the communities that employ them."

Written and oral tests end each training day, and a final test which embraces all subjects is administered at the end of the program. Officers returning from past seasons of employment should also be required to participate in all phases of training. Experience has shown that the length of time between employments and the constant changes in the criminal law and its application mandate this practice.

Successful candidates are now sworn in and presented their badges by the chief of police and the appropriate representative of the governing body. Also at this time the new officers are given an "orientation packet" which contains the city directory,

copies of the police radio code, frequently used city ordinances and criminal and motor vehicle statutes, departmental policy and rules and regulation manuals, and the various forms required to be filled out for insurance, payroll, and other administrative purposes. Additionally, each officer is given a "check off" list, which he must complete and return within 2 weeks. Certain routine tasks are listed, such as lighting and placing road flares which, because of time restraints, were not addressed during the training program. He is required to have his skill in performing these tasks checked and documented by the full-time officers he will be working with during this period. By allowing nonsupervisory members

to grade these items, the supervisor's burden is lightened and some degree of job enrichment and enlargement is provided for the grading officer.

Legal Issue

Seasonal officers, until recently, were classified as special officers under N.J.S.A. 40A: 14-146, which provides for the appointment of police personnel not to exceed 1 year and removal from office without cause or hearing. They serve under the supervision of the chief of police and are required to conform to rules and regulations, but are not considered to be members of the police force and are not permitted to carry weapons during off-duty hours.² The statute provides



While patrolling the beach front, a seasonal officer encounters a young man with a question.

Conclusion

Seasonal officers can be used for a myriad of duties. During those hours when the workload is the heaviest, they can perform tasks that will allow regular officers to be free to handle more serious matters. They are used mainly to provide two-officer patrol units and to relieve regular officers of foot patrol and routine traffic-related responsibilities. They also assist in routine "booking" procedures, thereby allowing more full-time officers to remain on patrol. However, as with all law enforcement personnel, adequate supervision is the key to success.

Performance evaluations should be conducted monthly, and a final "end-of-the-season" evaluation requiring the evaluator to state why the officer should, or should not, be rehired the following summer is recommended.

Seasonal officers will continue to be used by resort communities to assist their police forces in dealing with the many problems associated with the seasonal increase in population. However, there is, at present, a negative philosophy concerning the use of seasonal officers. Police administrators who consider these officers to be a "necessary evil" must become more positive in their outlooks and recognize that with proper training and guidance, these young men and women can provide valuable assistance to the police departments and the communities that employ them.

FBI

little guidance regarding the scope of their duties and is even less relative to their training.

The use of untrained special officers has been greatly abused and this practice became the subject of litigation brought by the members of the police union who were protesting this misuse. The New Jersey Superior Court ruled that only police officers who had been trained under the State's Police Training Commission's guidelines, which require 13 weeks of formalized recruit training, could carry a weapon and effect arrest. This decision shocked and bewildered resort officials. Thirteen weeks of training would be cost prohibitive and totally impracticable, since the time spent in training would now exceed the time employed. Many officials, realizing that their "winter-sized" police departments

would be unable to cope with the huge summer populations, demanded that State police be assigned to patrol their communities since a summer season was rapidly approaching. On appeal, this decision was modified in favor of resort communities. The appellate court ruled that the decision did indeed apply to special officers but not seasonal officers, since it held that seasonal officers were "regular officers on temporary appointments." Since only regular officers on permanent appointments are required by law to successfully complete the 13 weeks of recruit training, police academy attendance is not required for seasonal officers. The question of seasonal officer training was left for future litigation since the court believed it was not an issue at this time.³

Footnotes

¹ *Law Enforcement Officers Killed*, Federal Bureau of Investigation (Washington, D.C.: U.S. Government Printing Office, 1981), p. 14.

² Seasonal officers are required to leave their weapons in the gun locker at the end of each shift and retrieve them at the beginning of the next tour of duty.

³ *Belmar Policemen's Benevolent Association v. Borough of Belmar*, Decided by the New Jersey Superior Court Appellate Division, April 22, 1981, Docket number A 4065-79, p. 4.

END