

Contents

<i>1 The Advent of Problem-Oriented Policing</i>	1
The “End Product” of Policing.....	3
Problems as Behavior Patterns.....	4
Evolution of the Problem-Oriented Approach.....	6
Timeliness of the Problem-Oriented Model	8
Old Wine with New Label?	10
From Native Wisdom to Problem Solving.....	16
A Hypothetical Example.....	20
Building on a Foundation	23
<i>2 Police Officers as Applied Social Scientists</i>	27
The Newport News Experiment	31
The Battle of New Briarfield	34
Expanding the Process	36
Applied Social Research.....	38
Science and Experience.....	41
Finding Researchable Problems	43
<i>3 Participation and Work Enrichment</i>	45
The Human Relations School.....	46
Climbing Maslow’s Hierarchy	49
Enriching Jobs.....	52
The Work Reform Movement	54
Who Does the Thinking and Planning?	56

The Police Officer as a Problem Solver.....	59
The Officer as "Intrapreneur"	62
<i>4 Problems of Planned Change</i>	65
Problems and Obstacles	65
Sources of Resistance.....	66
Force Field Analysis as a Requisite for Change.....	68
Garnering Community Support	68
Harnessing Human Resources	69
Supportive Concepts	71
Evolving a Paradigm	72
Strategies	72
Toward an Epidemiological Science of Problem- Oriented Policing	74
<i>5 The Oakland Project</i>	77
The Oakland Police Department.....	78
From Research to Reform.....	81
Inception of the Program	83
<i>6 Defining a Problem: First-Generation Change Agents</i>	87
Evolving a Joint Frame of Reference.....	90
Facing Larger Implications	91
The Inadequacies of the Academic Approach	94
Prelude to Action	95
The Travails of Planning	97
The Fruits of Labor.....	98
Review of Aims.....	100
Two Steps Forward.....	101
A Happening.....	101
A Rebirth of Anxiety	104
An Identity Crisis.....	105
Task Force Activity.....	106
Diminishing Returns	109
The Feel of Success.....	110
The Group Has a Guest.....	111
An Unsuccessful Exercise.....	112
Intensive Work	113

Stage Fright	114
A Full Measure of Success	116
A Profile of Morale	118
<i>7 Addressing the Problem: Inventing the Peer Review Panel</i>	<i>121</i>
The Interview Experience	121
Foundation Building	128
Germination	130
A Side Trip	133
Defining the Mission	134
Constructive Conflict	139
Tooling Up	141
The Opening Night	143
The Man Who Came to Dinner	147
A Command Appearance	152
A Study in Complexity	153
Back to the Drawing Board	157
Running Out of Steam	158
Accomplishment	159
An Interlude of Alienation	162
The Interviewer as Theorist	163
An Activity Profile	168
A General Comment	168
A Concluding Note	170
<i>8 Addressing the Problem: Designing Family Crisis Teams</i>	<i>171</i>
Preliminary Explorations	173
Tooling Up	174
Shaping a Group Mission	175
A Data-Processing Session	180
Foundation Building	182
Forging Links with Other Agencies	182
Loveless Labor	183
Fertilization and Cross-Fertilization	184
A Spontaneous Review Panel	186
Process and Product	187
A Tortuous Interlude: Part I	188
A Tortuous Interlude: Part II	190
The End of the Tunnel	191

A Loose End	192
Final Comment	193
<i>9 Implementing a Solution: Family Crisis Management</i>	<i>195</i>
Caveats and Rejoinders	196
Group Problem Solving	198
Peacekeepers as a Happy Breed	201
Consumer Reaction	206
The Referral Agencies: A View from the Bridge	207
The Police as Referral Agency	210
<i>10 Implementing a Solution: The Peer Review Panel</i>	<i>213</i>
The Walls of Jericho	214
Kill and Overkill	215
The New Man	216
The Change Sequence: A Retrospective View	217
From Changee to Changer	221
The Importance of Being Perfect	221
The Belated Rehabilitation of Officer White	228
More Convincing Documentation	231
The Incidence of Conflicts	232
Injuries to Officers and Citizens	233
Complaints against the Police	235
The Initiation of Interaction	235
The Type of Arrest	236
Individual Productivity and Violence	240
The Peer Review Panel	242
What Could We Conclude?	244
But Was It Problem-Oriented Policing?	245
<i>11 Community Problem-Oriented Policing</i>	<i>247</i>
Being One's Own Police Chief	250
Autonomy in Problem-Oriented Policing	252
Autonomy and Morale	253
But What of Quality Control?	255
Composite Strategies	256
How Does It Work?	258

Studying Problems.....	259
Linking Backyards	263
<i>12 A Problem-Oriented War on Drugs.....</i>	<i>267</i>
Toward a Problem-Oriented Process	267
Levels of Causation and Intervention.....	269
Barriers to Cumulating Knowledge	271
A War on What?	272
Formal Problem-Oriented Interventions	275
Sequencing.....	278
Choice of Problem-Oriented Interventions.....	279
Choice of Targets	281
The Political Context of Problem-Oriented Drug Policing...	283
<i>Postscript.....</i>	<i>287</i>
<i>Appendix</i>	<i>289</i>
<i>References.....</i>	<i>293</i>
<i>Author Index</i>	<i>299</i>
<i>Subject Index</i>	<i>301</i>