
Contents

Illustrations	xi
Preface	xiii
Acknowledgments	xv
Contributors	xvii
Chapter 1	Organizing the Police Response
	<i>William G. Doerner</i>
	The American Police System
	The Rank Structure
	Organizational Structure
	An Overview of the Book
	Conclusion
	Discussion Questions
	References
Chapter 2	The Police Executive
	<i>M. L. Dantzker</i>
	Leadership or Management?
	Leadership
	The Police Leader
	Qualifications and Skills
	Requirements, Skills, and Tasks
	The Community Policing Role
	Characteristics of Successful Leadership
	Intelligence
	Interests and Aptitudes
	Communication
	Mental and Emotional Stability
	Drive and Motivation
	Cooperation
	Administrative Skills
	Changing Police Leadership
	Developing Leadership
	The Future of Police Leadership
	Discussion Questions
	References

Chapter 3	Bumps in the Road to Advancement: A Chief's Perspective	29
	<i>Michael J. Heidingsfield</i>	
	The Supervisor Selection Process	30
	The Appointment Process	30
	The Competitive Process	31
	Managing One's Police Career	33
	The Anticipatory Stage	33
	The Self-Assessment Stage	37
	The "Guardian Angel"	39
	Getting into the Mainstream	40
	The Metamorphosis of Perspective	41
	Embarking on the New Assignment	43
	Training the Rookie Supervisor	43
	The First Supervisory Assignment	45
	Supervisory Responsibilities	45
	Supervisory Roles	46
	Supervisory Traps and Pitfalls	48
	Role Convolution	49
	The Union Steward Mentality	49
	Crime Fighting	49
	The Collegiality Syndrome	49
	Role Satisfaction and Career Success	50
	Conclusion	50
	Discussion Questions	51
	References	51
Chapter 4	Ethical Leadership	53
	<i>Barbara J. Hauptman</i>	
	Leadership	53
	Walking the Talk	54
	Skills and Abilities	55
	Ethics	56
	Core Values	56
	Leaders as Change Agents	57
	Shaping the Organization's Culture	58
	The Work Environment	58
	Decision Making	59
	The Role of Politics	60
	Conclusion	61
	Discussion Questions	62
	References	62
Chapter 5	Communication: An Agency Imperative	65
	<i>Mittie D. Southerland</i>	
	Nature of Executive Communication	66

	Accountability for the Vision and Values	69
	Developing the Vision	70
	Organizational Values	71
	The Right Type of Values	72
	Hidden Messages	73
	Handling Conflict in Organizations:	
	Disagreements versus Misunderstandings	76
	Communicating Organizational Expectations	78
	Policy Development and Implementation	79
	Communication Style and Structure	82
	Conclusion	86
	Discussion Questions	87
	References	87
Chapter 6	Productivity and Performance Evaluation	89
	<i>James W. Golden</i>	
	A Historical Backdrop	90
	Productivity and Performance Measures	94
	Reported Crime Rate	94
	Arrests	96
	Clearance Rate	99
	Response Time	100
	A Final Note	101
	Individual Performance Measures and Appraisal	101
	Employee Performance Evaluations	102
	Sources of Error	103
	Evaluation Interview and Remediation	104
	The Impact of Community Policing on Performance	
	Evaluation	106
	Evaluating Individual Performance	108
	Evaluating Agency Performance	109
	Conclusion	110
	Discussion Questions	111
	References	112
Chapter 7	Civil Liability: Executive Preparation	115
	<i>Damon D. Camp, Jr.</i>	
	The Civil Lawsuit Arena	116
	Attaching Liability	117
	An Overview of Major Issues	119
	Civil Liability Under State Law	119
	Intentional Torts	120
	Negligence in General	122
	Negligence and Motor Vehicles	122
	Negligent Failure to Protect	123
	Negligent Failure to Prevent Suicide	124

	Civil Liability Under Federal Law	125
	Claims Made by the General Public	125
	Claims Made by Employees	128
	Problems and Solutions	134
	Defenses	135
	Preventive Measures	136
	Conclusion	138
	Acknowledgments	139
	Discussion Questions	139
	References	139
Chapter 8	Wellness: A Matter of Health	143
	<i>Richard H. Martin</i>	
	The Health Toll of Police Work	145
	The Reality of Police Work	147
	Cost of Absenteeism	148
	Trends in Police Fitness Requirements	148
	Measuring Fitness	149
	Failure to Comply	150
	The Hazards of Tobacco Ingestion	151
	The Hazards of Alcohol Ingestion	152
	Use of Force and Stress	153
	Controlling Stress	154
	Self-Confidence to Reduce Stress	155
	Conclusion	155
	Discussion Questions	157
	References	157
Chapter 9	Labor Relations	159
	<i>Ronald D. Hunter and James B. Merritt</i>	
	Labor Relations and Its Components	159
	Civil Service	160
	Fair Labor Standards	160
	Equal Employment Opportunity and Affirmative Action	160
	Occupational Safety and Health Reform Act of 1970	162
	Family and Medical Leave Act of 1993	162
	Collective Bargaining	163
	A Brief History of the Labor Movement in the Private Sector	164
	A Brief History of the Labor Movement in the Public Sector	165
	A Brief History of the Labor Movement in Law Enforcement	166
	Police Labor Organizations	168
	Nonunion Management Organizations	169

	Nonunion State Peace Officer Associations	171
	Nonunion Job Assignment Organizations	171
	Fraternal Organizations and Local Unions	171
	National Unions and Labor Federations	172
	Independent Unions and Self-Help Organizations	173
	Membership and Benefits of Police Labor Organizations	174
	Membership	174
	Benefits	175
	Opposition to Police Labor Organizations	178
	Government Opposition	178
	Officer Opposition	181
	Impact of Unions and Labor Relations on Law Enforcement	182
	Conclusion	184
	Discussion Questions	185
	References	185
Chapter 10	Accreditation: Agency Professionalization	187
	<i>Kimberly A. McCabe</i>	
	Accreditation	188
	Commission on Accreditation for Law Enforcement	
	Agencies	189
	Standards	189
	The Accreditation Process	192
	The CALEA Certification Program	194
	Characteristics of Accredited Agencies	194
	Benefits of Accreditation	195
	Recognition	195
	Reduction in Legal Liability Costs	196
	Enhanced Employee Development	196
	Criticisms of Accreditation	197
	View of Policing	197
	Cost	197
	Assessor Observations	198
	State Accreditation Programs	199
	Cost	200
	Smaller Agencies	200
	Number of Standards	200
	Jurisdiction	201
	Conclusion	201
	Discussion Questions	202
	References	203
Chapter 11	Financing Police Services	205
	<i>David Olson</i>	
	The Funding Process	206
	The Budgeting Cycle	207

Funding Sources	207
Levels and Trends in Police Expenditures	209
Differences in Levels of Police Expenditures	
Across Jurisdictions	209
Trends by Level of Government	211
Current Operating versus Capital Expenditures	211
Trends in Police Expenditures Relative to	
Other Government Services	212
Trends in Police Expenditures Relative to	
Other Components of the Justice System	213
Federal Funding of State and Local Police Activities	214
The Process of Getting Federal Funds to State and	
Local Police Departments	215
Federal Criminal Justice Block Grants to State	
Administrative Agencies	215
State Support for Local Police Activities	218
Nontraditional Funding	218
Fees and Fines	218
Private Donations	220
Asset Forfeiture	221
Conclusion	223
Discussion Questions	225
References	225
Chapter 12	229
Policing in a Multicultural Society	
<i>Benjamin S. Wright</i>	
Uniculturalism and Multiculturalism	229
What Is Multicultural Policing?	230
Why Multicultural Policing?	231
The Need for Multicultural Police Training	236
Difficulties of Policing in a Multicultural Society	237
Defeating Stereotypes	237
Recruitment and Selection	239
Change Agents and Multicultural Policing	240
Affirmative Action	240
Community Policing	241
Cultural Diversity Training	242
Conclusion	246
Discussion Questions	247
References	247
Index	251

Illustrations

Figures

1-1	An Organizational Chart for a Hypothetical Police Agency	5
1-2	A Detailed Internal Organizational Chart for a Hypothetical Police Agency	6
11-1	Total 1994 State and Local Police Expenditures and Index Offense Rate	210
11-2	Distribution of Total State and Local Justice Expenditures, by Component, 1982-1994	214

Boxes

1-1	An Example of Policy Guidelines Regarding Span of Control	7
3-1	An Example of Agency Policy Regarding a Career Development Program for Officers	34-35
3-2	Announcement of the Selection Process for Police Sergeant	37-39
3-3	Levels of Supervisor Training	44
4-1	Goodwin's Ten Leadership Lessons	55
5-1	A Scenario Illustrating the Conflict Between Explicit and Implicit Communication	74
5-2	Four Strategic Steps for Handling Conflict	76-77
5-3	Standard Format for a Model Policy Statement	81-82
6-1	An Example of an Agency Mission Statement	89
6-2	An Example of Policy Guidelines Regarding Progressive Discipline	105-106
8-1	An Example of Graduated Disciplinary Guidelines	150
8-2	An Example of Policy Guidelines Regarding Smoking While on Duty	152
9-1	Key Equal Employment Opportunity Landmarks	161-162
9-2	Selected Internet Sites Pertaining to Police Labor Organizations	169
9-3	The International Association of Chiefs of Police Official View on Collective Bargaining	170
9-4	An Example of the Types of Services Offered to Members of a Police Labor Association	176

9-5	Examples of Actual Recent Cases Regarding "At-Will" Employment	177-178
9-6	Georgia Laws Regarding the Right of Public Employees to Strike	179-180
9-7	Minimimed Out	180
9-8	Don't Feel Pressured	182
10-1	An Example of a Mandatory CALEA Standard	191
10-2	An Example of an Optional CALEA Standard	191
11-1	An Example of a Municipal Ordinance Regarding Fees for Repeat False Alarms	219
12-1	Cultural Diversity Training Requirements for Florida Law Enforcement Officers	243
12-2	An Example of Agency Policy Regarding the Rationale for Cultural Diversity In-Service Training: The Values of the Baltimore Police Department	244
12-3	Selected Internet Sites Pertaining to Multicultural Policing	245

Tables

10-1	Selected Characteristics of Nationally Accredited Agencies as of April 1997	195
11-1	Sources of Government Revenue, 1994-1995	208
11-2	Direct Police Expenditures by Level of Government, 1980 and 1994	211
11-3	Proportion of Total Direct Government Expenditures Allocated to Police Activities by Level of Government	213
12-1	Resident Population, by Hispanic or Non-Hispanic Origin, 1980-1996 and Projections for 1997-2050	232