

an **anderson** book

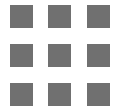
# Effective Police SUPERVISION

Seventh Edition



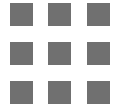
Harry W. More  
Larry S. Miller

ROUTLEDGE



# Effective Police Supervision

This page intentionally left blank



# Effective Police Supervision

Seventh Edition

Harry W. More PhD,  
*Professor Emeritus*  
*San Jose State University*

Larry S. Miller PhD,  
*Professor*  
*East Tennessee State University*

First published 2015 by Anderson Publishing

Published 2015 by Routledge  
2 Park Square, Milton Park, Abingdon, Oxon OX14 4RN

and by Routledge  
711 Third Avenue, New York, NY 10017, USA

*Routledge is an imprint of the Taylor & Francis Group, an informa business*

**Acquiring Editor:** Shirley Decker-Lucke

**Development Editor:** Ellen S. Boyne

**Project Manager:** Julia Haynes

**Designer:** Tin Box Studio, Inc.

Copyright © 2015 Taylor & Francis. All rights reserved.

Seventh Edition: 2015

Sixth Edition: 2011

Fifth Edition: 2007

No part of this book may be reprinted or reproduced or utilised in any form or by any electronic, mechanical, or other means, now known or hereafter invented, including photocopying and recording, or in any information storage or retrieval system, without permission in writing from the publishers.

#### Notices

No responsibility is assumed by the publisher for any injury and/or damage to persons or property as a matter of products liability, negligence or otherwise, or from any use of operation of any methods, products, instructions or ideas contained in the material herein.

Practitioners and researchers must always rely on their own experience and knowledge in evaluating and using any information, methods, compounds, or experiments described herein. In using such information or methods they should be mindful of their own safety and the safety of others, including parties for whom they have a professional responsibility.

Product or corporate names may be trademarks or registered trademarks, and are used only for identification and explanation without intent to infringe.

This book and the individual contributions contained in it are protected under copyright by the Publisher (other than as may be noted herein).

#### **Library of Congress Cataloging-in-Publication Data**

A catalog record for this book is available from the Library of Congress

#### **British Library Cataloguing-in-Publication Data**

A catalogue record for this book is available from the British Library

ISBN 978-1-4557-7760-0 (pbk)



# Contents

Online Resources	xiii
Preface	xv
<b>1. Supervision</b>	<b>1</b>
Transformation	7
The Need for Accountability Management	11
Five Levels of Accountability	13
Supervisory Skills Areas (Hu-TACK)	15
Human Skills (Hu)	17
Tactical Skills (T)	18
Affective Skills (A)	19
Conceptual Skills (C)	20
Knowledge-Based Skills (K)	22
Self-Appraisal	23
Management Expectations of the Supervisor	24
Subordinates' Expectations of the Supervisor	29
Peer Expectations of the Supervisor	34
References	35
<b>2. Community-Oriented Policing and Problem Solving</b>	<b>39</b>
Definition	44
Empowerment	47
Quality Supervision	50
Process Facilitation	51
Building Partnerships Within the Police Department	52
Identifying Stakeholders	58
Supervising Community Police Officers	66

Managing Failure	66
References	67
<b>3. Interpersonal Communications</b>	<b>69</b>
The Importance of Communication Skills	72
The Communication Process	74
Communication Patterns	79
Barriers to Communication	81
Overcoming Communication Barriers	83
Feedback	85
The Art of Listening	87
Communicating with Limited English Proficiency Individuals	92
Intercultural Communications	95
Communicating with Hearing-Impaired Individuals	96
References	100
<b>4. Motivation</b>	<b>103</b>
Why Officers Work	107
Motivation	111
Needs-Based Motivation	113
Motivation-Hygiene Theory	117
Theory X-Theory Y	119
Expectancy Theory	122
Equity Theory	123
Sensitivity Theory	125
How to Motivate	127
References	130
<b>5. Leadership</b>	<b>133</b>
Power	140
Theories of Leadership	143

Leadership Continuum	149
Supervisory Styles	154
Leadership Mistakes	156
References	157
<b>6. Team Building</b>	<b>161</b>
The Individual	165
The Individual and the Group	168
Role and Function of the Group	170
Group Development Process	173
Group Norms	175
The Group Process	179
Group Problem Solving	187
Conducting Meetings	189
Groupthink	191
References	192
<b>7. Change</b>	<b>195</b>
Factors that Foster Change	200
Positive Aspects of Change	205
Accepting Change	207
Resistance to Change	208
The Nature of Resistance	213
Working for Change	214
References	219
<b>8. Performance Appraisal</b>	<b>223</b>
People Power	225
Performance Appraisal	226
The Employee Evaluation Process	228
Frequency of Evaluation	229



The Sergeant's Role	231
Methods of Appraisal	233
The Human Factor	240
The Validity and Reliability of Performance Appraisal	243
The Evaluation Interview	244
Remediation	247
Follow-Up	248
Trends in Performance Appraisals	249
Performance Evaluation in Community-Oriented Policing	250
Evaluating the Performance of Supervisors and Managers	252
References	254
<b>9. Training, Coaching, Counseling, and Mentoring</b>	<b>257</b>
Teaching Officers	261
Formal Training	263
Civil Liability for Failure to Train Police Personnel	267
The Police Sergeant's Role as a Trainer	267
Coaching, Counseling, and Mentoring	270
Characteristics of an Effective Coach	272
Principles of Coaching/Counseling/Mentoring	273
The Supervisor as a Developmental Coach, Counselor, Mentor	278
Developmental Counseling	281
The Counseling Process	284
Mentoring	288
References	291
<b>10. Discipline</b>	<b>295</b>
The Nature of Discipline	297
Discipline in the Ranks	298
Positive Discipline	298

Negative Discipline	302
Sergeants as Disciplinarians	303
Fair and Equitable Discipline	304
The Use and Abuse of Discipline	305
Keys to Effective Discipline	307
The Hot Stove Revisited	310
Firm but Fair Disciplinary Action	312
Types of Disciplinary Actions	314
Making the Disciplinary Action Stick	318
Constructive Discharge	320
Results of Absent Discipline	320
Personal and Vicarious Liability	321
References	322
<b>11. Internal Discipline</b>	<b>323</b>
Police Work	325
Controlling the Police	329
Personnel Complaint Investigation Policy	330
Dealing with Police Occupational Deviance	332
Social Media Concerns	332
Personnel Complaints	333
Processing Personnel Complaints	335
Personnel Complaint Investigations	337
The Adjudication of Personnel Complaints	342
The Civilian Review Movement	348
Militarization of the Police	349
Forecasting and Dealing with Potential Disciplinary Problems	349
Discipline and the Employee Assistance Movement	350
References	351

<b>12. Supervising the Difficult Employee</b>	<b>353</b>
Value Statements	355
Employees as Individuals	356
Types of Employees	357
Problem Employees	360
The Marginal Performer	363
Millennial Generation	364
Work Stressors	365
Personal Problems	369
Early Warning Systems	372
Employee Assistance Programs	373
Critical-Incident Stress Management	374
Fitness-for-Duty Evaluations	376
References	376
<b>13. Supervising Minorities</b>	<b>379</b>
Coming to Grips with the Past	381
The Changing Face of America	388
Supervising Minorities	392
Dealing with Employees in a Protected Class	399
Handling Sexual Harassment in the Workplace	400
Supervising Gay and Lesbian Police Officers	403
Managing a More Educated Workforce	404
Training for the New Supervisor	407
References	411
<b>14. Tactical Operations</b>	<b>415</b>
Critical Incidents	417
Incident Command System	419
Role of the First-Line Supervisor in Critical Incidents	420
Critical Incident Management	422
Supervisory Span of Control	423

Tactical Teams	425
Critical Incident Debriefing	425
SWAT—Special Weapons and Tactics	428
References	431
<b>15. Labor Relations</b>	<b>433</b>
Sowing the Seeds of Unionism	435
Management Rights	442
Understanding Labor Relations	442
Selecting a Bargaining Agent	443
Collective Bargaining	446
Union Goals	450
Dealing with Grievances	453
Impasse Resolution Through Job Actions	454
Union–Management Relations	456
Contract Administration	458
Role of the Sergeant in Collective Bargaining	458
Interest-Based Bargaining Process	462
References	465
<b>16. Homeland Security and Terrorism</b>	<b>467</b>
The Nature of Terrorism	469
Domestic Terrorism	470
Foreign Terrorism	472
American Response to Terrorism	473
Local Response to Terrorism	475
Information Versus Intelligence	477
Identifying Potential Terrorist Targets	479
Police Supervisor’s Role	480
References	483
<b>Name Index</b>	<b>487</b>
<b>Subject Index</b>	<b>495</b>

This page intentionally left blank



# Online Resources

Thank you for selecting Anderson Publishing's *Effective Police Supervision*, 7th edition. To complement the learning experience, we have provided online tools to accompany this edition.

Interactive resources can be accessed for free by registering at: [www.routledge.com/cw/more](http://www.routledge.com/cw/more)

This page intentionally left blank



# Preface

When a police organization is identified as successful, it is because management/supervision is exceptional. Managerial experts acknowledge that the fulcrum of managerial effectiveness is at the level of the first-line supervisor. The best law enforcement agencies view the supervisor as an integral part of the managerial process.

In the preeminent police departments, the position of sergeant has merged into management slowly but surely and it is anticipated that this trend will continue. The early assumption that the sergeant was really an extension of line personnel has been soundly rejected. The outstanding law enforcement agency is one in which the first-line supervisor performs essential managerial activities.

When supervisors are engaged in activities that are best described as knowledge, human, conceptual, tactical, and affective based, they are applying skills that can only be described as integral parts of the management process. While it is acknowledged that supervisors apply the skills differently from police managers of higher rank, the fact remains that effective police organization integrates supervisors into the management team.

Police supervisors must develop behavioral and social skills in order to deal effectively with a rapidly changing society. Diversity is becoming an integral term in the police lexicon and offers a new challenge for the first-line supervisor. When police executives integrate the position of supervisor into the managerial process, the organization can improve both its internal and its external adaptive capabilities.

The primary aim of this text has been to help current or potential supervisors understand the differing beliefs and assumptions they hold about themselves, other officers, the organization, and society at large. The result is that the focus is on accountability and effectiveness as well as proficiency, and on how a supervisor can participate in the creation of a dynamic organization.

Each chapter has been updated to reflect current research and knowledge in areas that supervisors must understand if they are to make a significant contribution to the law enforcement agency and function as positive supervisors. This text addresses the supervisory process in community policing, which is a unique undertaking, and the extent and degree to which this becomes a realistic part of the American policing system is occurring at a rapid pace.

Effective community policing demands significant change in an organization; in particular, the operating style of each supervisor must change radically. Risk taking, originality, creativity, and problem solving must become part of the optimal operating style.

This text combines state-of-the-art behavioral theory with numerous cases that allow the reader to identify and resolve personal and organizational problems. Each chapter contains a case that translates theory into practice. The cases serve as a basis for classroom discussion



and bring reality into the learning process. Additionally, they provide the reader with a means of interpreting the behavioral theory discussed in each chapter. Tables and figures augment and strengthen important elements presented in each chapter. As a means of facilitating learning, each chapter contains an extensive list of references.

The design of the text is such that it is user-friendly, pragmatic, realistic, and, at the same time, transcends the difficult problem that many texts in this area have of describing current behavioral theory and demonstrating how it relates to an operating entity. The primary goal of this text has been to address vital topics of interest to every manager by questioning the traditional means of supervision.

*Effective Police Supervision* has become a vital tool in the preparation of officers for promotion and is on the recommended reading list of numerous police departments. Users of the last edition have provided important feedback, and numerous suggestions have been incorporated into the current edition.

Harry W. More, PhD

Larry S. Miller, PhD

# Supervision

## The Management Task

### KEY TERMS

affective skills	officer behavior
conceptual skills	participation
dynamic organization	performance
Hu-TACK	positive attitude
human skills	responding to
integrity	management
knowledge-based	self-appraisal
skills	subordinate
loyalty	expectations
management	supervisory skill areas
expectations of the	tactical skills
supervisor	transition

### CASE STUDY

*Sergeant Willa Dawson*

#### DEPARTMENT

The city manager has been appointed recently and is still becoming acquainted with the city council, department heads, business leaders, union officials, residents, and interest groups. The former chief, Ralph Turner, retired after 18 years at the helm of the department, and during his tenure he has taken a **laissez-faire** approach to management. He took the position that many of the things used in other departments were faddish and would pass. The new chief, Ralph Kruger, had previously worked in a department, where he attained the rank of assistant chief, that had successfully implemented community policing and was in the process of evaluating information-led policing, one of the latest police innovations. Kruger has only been in office for six months and he moved slowly because he anticipated resistance to any change that altered the status quo. He privately expressed the opinion that many of the older patrol officers felt that change was not needed and they should continue to do what they had always done. There are 158 sworn personnel who are full time and 16 auxiliary officers. Seven percent of the officers are female, 3 percent of the officers are African-American, and 26 percent are Hispanic. There are three major divisions—investigations, patrol, and administrative services. The patrol division has the majority of the sworn officers in the department. Officers conduct the preliminary investigation, and the investigative division conducts follow-up investigations.

## 2 EFFECTIVE POLICE SUPERVISION

The organization is traditional in nature, and very few of the officers will be eligible to retire in the foreseeable future. Officers, upon graduation from the academy, are assigned to either the swing shift or the midnight shift, and transfers are based upon seniority. There is a police union within the department, but they have taken few stands on important issues of concern to the line officers or the department.

### **CRIME**

During the last year the crime index for the city exceeded that of cities of comparable population. There were 13 murders that were mostly gang-related occurrences. There were 37 forcible rapes, 211 robberies, 345 aggravated assaults, 622 burglaries, 1678 larceny/thefts, and 571 auto thefts. Overall crime has trended down slightly for the last three years, with the exception of gang homicides, which continue to plague the community. In arrests of burglary suspects, two-thirds of them were found to be non-residents. The vast majority of the burglaries are committed in areas readily accessible from thoroughfares, and the majority of such offenses are residential rather than commercial in nature. Many residents are indifferent about protecting their property because they are reasonably well insured. In numerous instances perpetrators enter residences through unlocked doors and windows. About one-quarter of the residents commute to a metropolitan city about 48 miles to the west, and many of the residents feel that they live in a safe area of the city and do not view gang activity as a real problem. Very few of the homes have a security system, and there are only three neighborhood watch programs in the city.

### **COMMUNITY**

The Sierra Police Department serves a community that has a population of 136,665 and is located in a county in the eastern part of the state. There are 78,241 residents in the county area surrounding the community, and the city of Sierra is the county seat. The sheriff's office in the county has 228 sworn personnel. Most of them work in the jail or for the court system and 43 officers are assigned to field operations. The city has a high concentration of small businesses, although there seems to be a trend toward the creation of numerous strip malls. There is little vacant land for expansion, and property taxes are lower than those found in the nearby metropolitan city. Sierra has a cultural/entertainment center for the area that attracts many families to sponsored events. It has long been a bedroom community for those who commute to major nearby cities. A major north/south highway which is adjacent to the city provides easy access to other areas. Its population is 43 percent Caucasian, 31 percent Hispanic, 23 percent African-American, 15.6 percent Asian, 0.5 percent American Indian, and 0.2 percent of the members of the community are Native Hawaiian or other Pacific Islanders. Additionally, more and more residents are describing themselves as belonging to two or more races. The community has a city manager and an elected city council. It is a weak mayor system and council members are elected at large. The city has considerable transportation that includes a bus service and a major airport 54 miles west of the city.

### **OFFICER**

Sergeant Willa Dawson is 29, married, and lives in the county south of the city. She has been married to Harry for five years and they have one child. She and her husband have an understanding that the best arrangement is to have two children. She completed a four-year degree in sociology and she minored in Spanish. She has returned to school, and has successfully finished 12 units toward a master's degree in management that is totally conducted online. The demands placed upon her by the job have limited her ability to attend regularly scheduled classes on campus.

After serving in the patrol division for five years on the midnight shift, Dawson took the sergeant's examination for the first time. There was no doubt in her mind that she would easily pass the examination. After completing the assessment center that was part of the promotional process, she thought that she had done an exceptional job. On the written examination, she came out first. Her total score for the examination process resulted in her being placed number one on the promotion list. She was so elated that she and her husband took a week's vacation and toured the Grand Canyon and other national parks.

Upon receiving her coveted stripes she was assigned to the day shift where she supervises four veteran officers. With guidance from her lieutenant and the departmental records, she interviewed the potential 12 candidates. She selected four out of the 12 officers that were approved by the chain of command. Two of the officers were from patrol and the other two were veteran detectives from the burglary and auto details. This special team was given three months to arrive at a recommendation for problem resolution. She explained the situation and the mandate she had received from the chief, and at the initial team meeting the ground rules were established in order to meet the deadline. In this new assignment she has been directed to address the burglary and automobile theft problems in high-frequency areas. She has been given free rein to deal with the problem, and departmental executives want her to utilize the research and statistical skills she has learned in her college classes. As the first woman to attain the rank of sergeant in the department, she anticipated that she could receive some resistance from line officers, especially with reference to any potential recommendation(s). She was happy to find that the selected officers were ready and willing to work within a positive problem-solving frame of reference to deal with the problem and utilize all available departmental resources. The planning unit was preparing documents that could be utilized by the team.

### **PROBLEM**

Sergeant Dawson received the assignment from the new chief of police with the understanding that it was a temporary detail and that she would in all probability return to the field as a first-line supervisor. It was to be a test unit to see if interested community members and selected officers could address the problem. This was the first time such a team had been directed to deal with the burglary and auto theft problems. Sergeant Dawson, with the assistance of the team, created a research design for dealing with the charge.

Officers working with Sergeant Dawson attended a special three-day research class given by the local college and a planning unit civilian was assigned to the team as a resource person. Each member of the team had a minimum of two years' college education, and everyone had completed a problem-solving seminar.

### **WHAT WOULD YOU DO?**

If you were Sergeant Dawson, what would be the first thing you would do after the initial planning meeting when you got together with your team? Why? What information would you want from the resource person? Why? What information would you want from other city departments? How would you integrate the investigators into the team? Why? Would you utilize human skills when addressing the problem? Explain. How important are conceptual skills in this situation? Explain. How would you use tactical skills?

#### 4 EFFECTIVE POLICE SUPERVISION

The changeable nature of our police agencies demands a viable and doable response to the dynamism of public and managerial transformation. In a law enforcement organization, the first-line supervisor is the crucial managerial point where policy is transmitted into action. All levels of police administration from the top down must acknowledge the challenge of making the first-line supervisory position a key managerial part of the agency. Crime, disorder, and the desire of members of the community to reside in neighborhoods that truly represent the best aspects of our democratic society call for an enduring mandate to serve the public and enhance the quality of life. This requires accepting the dynamics of continuing and constant change and developing an organizational capability to take action that fulfills the mandate of every professional law enforcement agency. The position of first-line supervisor must evolve into a position where decisions are made in the best interests of the organization and community members through the attainment of goals and objectives. Supervisors must be given the training and skills needed to create a working milieu that energizes each member and that allows for a multi-skilled response. A common denominator present in police departments that do extremely well, throughout our nation, is the creation of a work environment that fosters the development of good supervisors. In exemplary agencies, the first-line supervisor is not apart from but is a viable component of management, and is directly responsible for augmenting the positive attributes of working life. Human resources are at a premium in every part of a police organization and the task of a supervisor is to assist employees to become productive members of the organization. It is a truism that an effectively performing supervisor makes things happen through the efforts of those supervised. Moreover, departmental and personal goals become achievable through the interaction between an emphatic supervisor and subordinates. As a result, the community is better served and officers find themselves working in a viable organization that emphasizes the enhancement of the working quality of life. An agency committed to excellence is one that challenges each member of the organization to grow daily and contribute to the realization of departmental objectives/goals.

Police work is without question an intricate undertaking. Current demands and the consequences of responding to them in new and innovative ways intensify the critical role played by the police in American society. It involves the use of an enormous amount of discretion and the use of criminal and civil law and the needs of citizens to sort out a myriad of problems. Today's police supervisor deals with problems and challenges totally unheard of several years ago and it is anticipated that the complexity of enforcement will occur at a rapid pace. This is evident in the fact that law enforcement in recent years has used the concepts and processes of intelligence-led policing and predictive policing in their efforts to improve the quality of life in communities and facilitate crime reduction, disruption, and prevention (Ratcliffe, 2008; National Institute of Justice, 2012).

External forces have a strong influence on every aspect of a contemporary police agency. The rapid proliferation of computer systems, telecommunications networks, and other related technologies presents concomitant widespread vulnerabilities compelling law enforcement to respond with highly trained and qualified officers (Stambaugh et al., 2000). The new millennium requires police personnel to be better prepared than ever before. Line officers and first-line supervisors of the future must be primed to confront and deal with a variety of diverse

issues. For example, officers are increasingly expressing a desire to become more involved in the decision-making process and the creation of operational procedures. At the same time some recruits into the police service have a lesser degree of commitment, and set goals for themselves that in some instances transcend their commitment to the organization, but with appropriate supervision this can be changed.

Additionally, police departments have become increasingly urbane, and more reflective of the ethnic composition of the community. Diversity is apparent when one realizes that three states and the nation's capital have seen non-whites gain majority status. This is illustrated by the state of California where white non-Hispanics make up 43 percent of the population (Bureau of the Census, 2007). The United States population is one-third non-white and those groups accounted for 83 percent of national population growth from 2000 to 2008. Now nearly one-quarter of American children have at least one immigrant parent (Frey, 2010). Demography has become increasingly significant as new minorities alter almost every aspect of our life, ranging from geographical regions to exurbs (Frey, 2008). This diversity plays an increasingly important part, not only in enforcement activities but in the internal aspects of a department in terms of recruitment, selection, and operational implementation. It also involves the need for supervisors to respond to officers who retain vestiges of another culture with differing values and norms as they become members of the department. Population distribution and change during a 10-year period are of special interest, as the 10 most populous states contain 54 percent of the United States population, with one-quarter of the United States population living in three states: California, Texas, and New York (Mackun & Wilson, 2011).

There are also intensifying demands for police services, along with the public's dissatisfaction with police service, especially with the use of deadly force, and, more recently, the police use of racial profiling. Race and policing continue to be a lightning rod, and bias-free policing is a goal for which everyone is striving. Currently, officers are prohibited from discriminating on the basis of race, ethnicity, national origin, religion, gender, disability, or sexual orientation (Jerome, 2006). Racial profiling has become the object of increasing concern and civil rights activists have urged the collection of data on subjects stopped for traffic infractions. Almost every state has taken some steps to address the problem of racial profiling and it has become a political issue with extensive legislation introduced in the halls of Congress.

In the past a large number of local law enforcement agencies did not have a written policy regarding the progressive use of force, but this has changed dramatically as the police have responded to public and political pressure. Today, nearly all larger law enforcement agencies have a written policy pertaining to the use of deadly force (Reaves & Hickman, 2004). It is anticipated that these policies will become more conditional over the years and the search will go on to find less than lethal alternatives. Policies should focus on prevention and ensure that the use of force is used only to protect the officer and the public (Webb, 2011). Other less-lethal weapons have become increasingly popular, and more than 15,000 law enforcement and military agencies have adopted Tasers—conducted energy devices (CEDs)—and the use of pepper spray has provided a way to reduce injuries (Alpert et al., 2011).

The selection base for potential law enforcement officers has narrowed as more and more individuals have experimented with or in the past were part of the drug culture. Screening of

applicants for past and current drug use has become the norm. This includes a consideration of such things as the time that has elapsed since drug use and the exact nature of the involvement. Assuming a candidate has been hired, a police supervisor must respond to the use of drugs by officers after they are on the job. In one department approximately one-quarter of all suspensions and dismissals of police officers were for drug use. Consequently, a supervisor must be alert to signs of drug use on the part of police personnel and under no circumstances should it be tolerated.

Many police tasks, in many instances, must be performed in a very violent environment where increasing numbers of officers have been injured on the job. Hostages are being taken more frequently, altering the way officers respond to this type of conflict. Barricaded suspects are becoming increasingly common, and many departments utilize SWAT teams to make arrests and serve search warrants. Gangs have become a major problem in many cities and are starting to emerge in rural communities. Overall violent crimes are too prevalent throughout the nation. This is especially true for child and spousal abuse, and it remains a perennial law enforcement problem in many communities. Even though the homicide rate has declined over the last three decades it has risen in the last reported statistical year. For years violent crime has represented an intolerable level in terms of the loss of human life and injuries sustained during a criminal offense, whether we like it not in our civilized society—in the eyes of some life has become cheap. One cannot ignore the fact that violence is a fundamental component of our culture, but an alert supervisor should work diligently at ensuring that it does not dominate an officer's perspective. Cynicism can be a by-product of enforcement activities and is something that should be anticipated and not allowed to spread like a virus (Henchey, 2005).

Civil disturbance can also be a factor, as indicated by the May Day melee that took place in 2007 in MacArthur Park, in which the Los Angeles Police Department allegedly used excessive force during an immigration gathering and march. Batons and rubber bullets were used to disperse the gathering, and the police action was recorded by photographers and television crews in the park. The incident received considerable media attention throughout the nation. Two years later, Los Angeles City Council approved a settlement that resulted in a \$12.85 million payment and the police department submitted to court oversight (Reston & Rubin, 2009).

A first-line manager must communicate constantly with each officer supervised by allaying rumors, interpreting policy, coaching, mentoring, or utilizing persuasion when the situation dictates. A viable supervisor must work closely with each officer to ensure that they are aware of departmental policy involving personal conduct and ensure their adherence to that policy. Ethical behavior must be the standard that governs every public contact. All employees must know what is expected of them, and they must be held accountable for their actions (Martin & Matthews, 2000). Continuing contact with people who have criminal inclinations makes it essential that each supervisor cultivate a working environment that acknowledges and reinforces the fact that the vast majority of the members of our society are law abiding—not “gutter punks” or “scumbags.”

In other instances, the failure to train officers can lead to civil liability. Like it or not a first-line supervisor is a trainer, a mentor, a guide, and the one in the best position to identify individual weaknesses and needs. Supervisors should be ever watchful and strive to identify areas

of weakness where training can be improved and where closer control is essential. It is a never-ending process and calls for initiative, imagination, and resourcefulness. In most instances, the first-line supervisors are the initial ones to observe training inadequacies and top management should recognize them as a vital resource.

Our culture presents new challenges to the first-line supervisor, and it seems reasonable to assume that problems will not only increase in number, but that they will become more diverse. This means, then, that the supervisor must respond to these critical issues as they arise, and address them with a great deal of imagination and innovation, as well as anticipating problems. The supervisor is at the organizational focal point between officers and other managerial levels and supervisory duties must be performed with absolute confidence and situational adaptation. If the police organization is to become more effective, the first-line supervisor must play a major role in responding to change that affects the organization. Isolation must be rejected and organizational rigidity must be refuted. Supervisors are the most transparent in the organization and have greater contact with the public than any other police managerial position.

If supervisors are successful in the performance of their duties, it follows that the organization will become more effective and the potentiality of attaining goals will be enhanced. Good supervision does not just happen: it has to be cultivated. Until recently, newly appointed supervisors were left to fend for themselves, but supervisory training courses are becoming more prevalent and an essential component of career development. In some states, improved performance has resulted because each newly appointed supervisor must complete a training program within a specified period after being promoted. Supervisory performance can be improved by establishing a mentoring relationship with others in the organization, conducting online research on leadership skills and other related topics, reading supervisory periodicals, taking courses at local colleges, and consulting with other supervisors. This is a long way from the time when newly promoted individuals had to fend for themselves. "Sink or swim" used to be the cliché of the day.

In the future, the new supervisor will have to work in a viable and dynamic police organization that is ever changing and is constantly creating new demands on everyone in the organization. The new supervisor will have to be more accommodating and open to change. Figure 1.1 sets forth an array of attributes that describe a viable police organization of the future.

## Transformation

The conversion from a line position to first-line supervisor brings numerous rewards, but it also exacts a price. These factors are set forth in Figure 1.2. However, in addition to an increase in pay, the supervisory position is marked by prestige both within and outside the department, as well as the recognition that one has attained a supervisory rank, a new title, and added responsibilities. Administratively, the supervisor usually heads a given unit or operation, is more involved in the decision-making process, and at the same time becomes a part of management. If there is any issue that causes a new supervisor a great deal of difficulty, it usually





**FIGURE 1.1** Attributes of a viable and dynamic organization—a place where officers want to work.

is learning how to be an effective disciplinarian, especially when having to discipline a former fellow line officer. Does one maintain social relationships built up over the years or does one discontinue this type of interaction? There is not an easy answer to these dilemmas and each situation must govern the dictated reaction.

Further adaptation may be required as the new supervisor finds it necessary to attain objectives through the efforts of subordinates, while being held responsible for their success or failure. Accountability is fast becoming the byword of the day. The transition from being responsible primarily for oneself to slowly becoming a more integral part of administration requires a greater degree of commitment to the managerial process and furthering the success of the organization. This is an especially difficult transformation requiring the balancing of goal attainment and the development of personnel. It is normally not acceptable to take the time-honored position that “I would rather do it myself.”

The conversion to the position of first-line supervisor may be fraught with difficulty, depending on the individual, but most agree it presents a challenge and demands the ability to accept and adapt to change. Historically, police executives have taken the position that prospective supervisors would intuitively know how to manage people, but such is usually not

the case. A new supervisor may be placed in a situation that demands an expertise that has not been acquired from experience or training and if either of these conditions have not been fulfilled the new supervisor becomes a member of the “sink-or-swim” school of management (Frazier & Reintzell, 1997). In some instances, old ways and habits have to be overcome if one is to succeed in a new position. Traditional coping mechanisms can prove to be ineffective as one begins to work in new territory. It might be that a feeling of helplessness arises and if that happens one should seek out counsel from other supervisors, a mentor, or other managers. Above all a new supervisor should realize that it takes time to learn how to cope with new challenges. A new supervisor should realize the importance of immediately acknowledging the importance of the ecology of the organization and the fact that the department is a dynamic social system.

Officers have personal needs and objectives that the supervisor should help to fulfill while simultaneously ensuring they do not conflict with the attainment of organizational objectives. Interaction with employees is what most first-line supervisors deal with in the workplace. The greater the supervisor’s knowledge in this area, the greater the likelihood that both individual and organizational goals will be attained. Based on their experience of conflict between

**Advantages:**

1. Additional training.
2. Broader perspective of the department’s overall operation.
3. Commitment to success.
4. Develop rapport with peers, managers/subordinates.
5. Different assignments.
6. Feeling of accomplishment.
7. Gained reputation within and outside the department.
8. Greater chance of providing input into the decision-making process.
9. Increase in pay.
10. Interpreter of policy.
11. More control over the type of police service provided to the community.
12. Obligation to be more integrative.
13. Opportunity to be in charge of an operation.
14. Opportunity to influence and develop personnel.
15. Part of management.
16. Prestige of rank.
17. Required to foster innovation.
18. Step up in the organization.
19. Training/mentoring of personnel.
20. Work constructively under stress.

**FIGURE 1.2** Transformation from a line officer to first-line supervisor.