

LAW ENFORCEMENT MANAGEMENT INSTITUTE

A REPORT WITH RECOMMENDATIONS CONCERNING

HOW TO STAFF A STOREFRONT FOR SUCCESS

A RESEARCH PAPER

SUBMITTED IN PARTIAL FULFILLMENT

OF THE REQUIREMENTS FOR

THE LAW ENFORCEMENT MANAGEMENT INSTITUTE

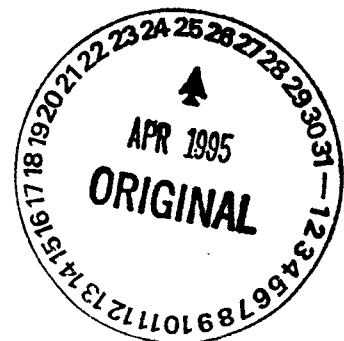
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## INTRODUCTION

THIS PAPER IS INTENDED FOR USE BY MANAGEMENT PERSONNEL CONCERNED ABOUT THE PROPER STAFFING OF "COMMUNITY BASED STOREFRONTS." THE INFORMATION PRESENTED IN THIS PAPER IS INTENDED AS A GUIDELINE FOR THE SUCCESSFUL SELECTION OF PERSONNEL BEST SUITED FOR COMMUNITY SERVICE AND CAPABLE OF FUNCTIONING IN A MANNER THAT DIFFERS FROM THE NORMAL LAW ENFORCEMENT OFFICER. PERSONAL OBSERVATIONS AND EXPERIENCES IN "COMMUNITY BASED POLICING" HAVE LED TO THE BELIEF THAT MANY POLICE DEPARTMENTS GO THROUGH THE MOTION OF INITIATING THESE PROGRAMS JUST TO STAY ABREAST OF THE NEIGHBORING DEPARTMENTS.

WHEN THE PHILOSOPHY OF THE HURST POLICE DEPARTMENT TOOK A NEW DIRECTION IN 1990, I WAS FORTUNATE TO PARTICIPATE IN THE FIRST OF WHAT BECAME TWO STOREFRONTS. BEING ABLE TO PARTICIPATE IN THE BEGINNING, WHICH ENTAILED CONDUCTING NEIGHBORHOOD SURVEYS AND REMODELING OUR BUILDING, GAVE ME AN OVERWHELMING FEELING OF OWNERSHIP IN AN "IDEA" THAT I FELT GOOD ABOUT.

AS A CHILD, I ALWAYS WANTED TO BE A POLICE OFFICER AND GREW UP WATCHING POLICE SHOWS WHICH HAD VERY ACTIVE CRIME FIGHTERS LIKE M-SQUAD, DRAGNET, ADAM 12 AND T.J. HOOKER. AS TIMES CHANGED OR AS I BECAME MORE COGNIZANT, I NOTICED THAT ADAM 12 AND T.J. HOOKER HAD A LITTLE DIFFERENT THEME THAN M-SQUAD AND DRAGNET, WHICH EXPOSED WHAT HAS BEEN REFERRED TO AS "CLIP BOARD COPS". THE TWO PREVIOUSLY MENTIONED SHOWS EXPOSED

THE NEW BREED OF STREET COPS THAT SHARED A COMMON TRAIT NOT OFTEN REVEALED BY LAW ENFORCEMENT OFFICERS. THAT TRAIT WAS COMPASSION; COMPASSION WHICH IS DEFINED BY WEBSTER AS HAVING SYMPATHY FOR SOMEONE. COMPASSION HAD VERY LITTLE EXPOSURE IN THE EARLY "COP" TV SHOWS.

AMONG POLICE OFFICERS, COMPASSION OR SENSITIVITY HAS OFTEN BEEN CONSIDERED A SIGN OF WEAKNESS WHICH WAS NOT A DESIRED TRAIT FOR A POLICE OFFICER TO POSSESS OR DISPLAY IN PUBLIC BUT TIMES HAVE CHANGED AND POLICE OFFICERS WITH COMPASSION AND SENSITIVITY ARE MORE DESIRABLE TODAY. THEIR EMERGENCE IS NONE TOO SOON BECAUSE STANDARD POLICE PRACTICES, A "REACTIVE" APPROACH TO CRIME FIGHTING, SEEMS TO HAVE FAILED OUR COMMUNITIES. CITIZENS WANT TO LIVE THEIR LIVES THEIR WAY, AND THEY WANT TO LIVE WITHOUT FEAR. BUT ALSO, THEY WANT TO LIVE WITHOUT HARASSMENT<sup>1</sup>. THE PRO-ACTIVE PHILOSOPHY, WITH A DIFFERENT BREED OF POLICE OFFICERS, IS MAKING AN IMPACT ON CRIME. BUT MORE IMPORTANT, IT HAS BEEN MOLDING COMMUNITIES AND POLICE DEPARTMENTS INTO A MORE EFFECTIVE CRIME FIGHTING TEAM. IT CAN BE SAID THAT BLENDING THE COMMUNITY AND THE POLICE HAS GIVEN BIRTH TO A NEW TYPE OF POLICE OFFICER. IT TAKES A CERTAIN BREED OF POLICE OFFICER TO STAND IN FRONT OF THE COMMUNITY AND ASK THE TWO FOLLOWING QUESTIONS.

1.WHAT CAN I DO FOR YOU?

2.WHAT DO YOU WANT ME TO DO?

### COMMUNITY POLICING: PAST & PRESENT

IN DECADES PAST, THE POLICE OFFICER IN THE NEIGHBORHOOD WAS VIRTUALLY EVER-PRESENT, ACTING AS AN ALL POWERFUL MEDIATOR AND LAW ENFORCER. COMMUNITY RESIDENTS CAME TO THEIR OFFICER WHENEVER THEY EXPERIENCED ANY TYPE OF PROBLEM, NOT ONLY BECAUSE HE WAS THE "NEIGHBORHOOD COP", BUT ALSO BECAUSE USUALLY HE, THROUGH DAILY CONTACT, HAD BECOME THEIR TRUSTED FRIEND. THE FOOT OFFICER OFTEN DID NOT NEED TO USE POWERS OF ARREST TO HANDLE PROBLEMS. AS PART OF THE COMMUNITY, THE BEAT PATROLMAN COULD DEAL WITH NEIGHBORHOOD PROBLEMS WITH COMPASSION AND UNDERSTANDING.

COMMUNITY POLICING HAS BEGUN ITS REBIRTH PRIMARILY BECAUSE OF THE DUBIOUS PATH THAT TRADITIONAL POLICE WORK HAS TAKEN OVER THE LAST FEW DECADES. DURING THE 1920'S AND 1930'S, THE POLICE WERE MOSTLY FOOT PATROL OFFICERS WHO ADMINISTERED "JUSTICE" WHILE WALKING A BEAT IN A PARTICULAR NEIGHBORHOOD. THIS ASSIGNED "FOOTBEAT" WAS, IN EFFECT, THE OFFICERS "REALM" AND, IN THE EYES OF THE COMMUNITY, HE WAS OMNIPOTENT IN HIS "REALM".

THE PRESENT TREND IN LAW ENFORCEMENT IS TOWARD COMMUNITY POLICING, A RE-EMERGENCE OF A PAST PHILOSOPHY FOR CONDUCTING POLICE WORK. THE RETURN OF THIS CONCEPT IS AT LEAST PARTIALLY BASED UPON RESEARCH FINDINGS SHOWING THAT WHEN THE POLICE GET BACK INTO THE COMMUNITY, IDENTIFY PROBLEMS, AND IMPLEMENT COMMUNITY-BASED CHANGES THROUGH PRO-ACTIVE APPROACHES, THEY CAN SIGNIFICANTLY REDUCE CRIME IN A NEIGHBORHOOD.

THE BASIC CONCEPT OF COMMUNITY POLICING IS INVOLVING THE POLICE WITH THE COMMUNITY SO THAT TOGETHER THEY CAN SOLVE THE PROBLEMS THAT PLAGUE A NEIGHBORHOOD. THE PUBLIC AND THE POLICE NEED TO BE AWARE THAT UNDER COMMUNITY-ORIENTED POLICING CONCEPTS, THEY SHARE THE RESPONSIBILITY FOR ADDRESSING CRIME AND DISORDER IN THE COMMUNITY. THIS COORDINATION BETWEEN LAW ENFORCEMENT PERSONAL AND CITIZENS WILL HAVE A SIGNIFICANT IMPACT ON THE POLICE OFFICER AND THE COMMUNITY. TOGETHER THEY COME TO FEEL RESPONSIBILITY FOR SOLUTIONS TO NEIGHBORHOOD PROBLEMS. HOPEFULLY, THIS KIND OF COOPERATION WILL FOSTER THE MUTUAL RESPECT AND TRUST NEEDED TO GET COMMUNITY POLICING MOVING IN THE RIGHT DIRECTION.

MOREOVER, THIS SAME COMMITMENT MUST PERMEATE THE COMMUNITY ITSELF. IT IS A PARAMOUNT CONCERN THAT COMMUNITY MEMBERS UNDERSTAND THE NEED TO ACTIVELY PARTICIPATE FROM THE INCEPTION OF THE PROGRAM AND CONTINUE THAT PARTICIPATION THROUGHOUT COMMUNITY-ORIENTED PROBLEM-SOLVING ENDEAVORS.

POLICE MUST ONCE AGAIN BECOME THE BEAT OFFICER, THE PERSON WHO CAN BE CALLED UPON TO HELP THE NEIGHBORHOOD DEAL WITH ITS PROBLEMS. THESE PROBLEMS ENCOMPASS MORE THAN SERIOUS CRIMES AND INCORPORATE A RANGE OF ISSUES FELT BY THE COMMUNITY TO BE SIGNIFICANT. RECENT STUDIES HAVE SHOWN THAT MOST CITIZENS' CONCERNS WERE NOT DIRECTLY RELATED TO SERIOUS CRIMES. TRASH ON THE STREETS, NOISE, ABANDONED AND ILL-MAINTAINED BUILDINGS, BARKING DOGS AND THE LIKE FORM THE BULK OF THE REQUESTS FOR POLICE SERVICE AND REPRESENTED THE

MAJORITY OF PROBLEMS IDENTIFIED BY OFFICERS ASSIGNED TO STORE FRONTS, FOOT PATROL AND CRIME WATCH GROUPS. IN MANY AREAS, RESIDENTS JUDGED SUCH PROBLEMS TO BE MORE SERIOUS THAN STREET CRIME<sup>2</sup>. COMMUNITY POLICING IS TAILOR-MADE TO THE NEIGHBORHOOD IN WHICH IT IS IMPLEMENTED SO THAT THE OFFICER WORKING IN THE COMMUNITY AND THE RESIDENTS OF A PARTICULAR AREA EACH CONTRIBUTE SOLUTIONS AND ARRIVE AT EQUITABLE ANSWERS TO NEIGHBORHOOD-SPECIFIC ISSUES.

#### IMPORTANT QUALITIES OF EFFECTIVE STOREFRONT OFFICERS

PROPER STAFFING OF THESE POLICE STOREFRONTS CAN MAKE THEM HIGHLY SUCCESSFUL AND CAN REDIRECT POLICE AND COMMUNITY RELATIONS IN A MORE POSITIVE DIRECTION.

ON THE OTHER HAND, IMPROPER STAFFING COULD RESULT IN THE DECLINE OF POLICE AND COMMUNITY RELATIONS. MANAGERS WHO ARE ONLY TRYING TO STAY ABREAST OF NEIGHBORING DEPARTMENTS AND THEIR PROGRAMS MAY BE SABOTAGING THEIR OWN DEPARTMENTS IF STAFFING IS NOT ADEQUATE. THE BEST INTERESTS OF THE ORGANIZATION IS SUPPORTED WHEN EVERY POSITION IS FILLED BY THE MOST COMPETENT PERSON.

THE PURPOSE OF THIS PAPER IS TO SHOW THE IMPORTANCE OF PROPER STAFFING. EXPOSING THE PUBLIC TO CYNICAL OFFICERS DIMINISHES PUBLIC SUPPORT OF LAW ENFORCEMENT ENTITIES AND DESTROY THE HONEST AND SINCERE EFFORTS OF MANY WHO BELIEVE IN THIS WORTHWHILE ENDEAVOR.

I BELIEVE THAT THE LACK OF PARAMETERS FOR ANY LAW

ENFORCEMENT POSITION IS THE BEGINNING OF THE END FOR THAT POSITION. THE USE OF THE "GOOD OLE BOY" THEORY CAN ALSO INITIATE THE SAME FAILURE IF THAT PARTICULAR OFFICER DOES NOT BELIEVE IN, OR CARE ABOUT HIS ASSIGNMENT. ANY POSITION SHOULD HAVE AN ADEQUATE AND EXPLICIT JOB DESCRIPTION. WHENEVER POSSIBLE, STAFFING SHOULD BE ON THE BASIS OF AN OFFICERS INTEREST IN AND WILLINGNESS TO PERFORM THE JOB OF NEIGHBORHOOD POLICING. THE SELECTION OF COMMUNITY BASED OFFICERS IS THE MOST IMPORTANT ELEMENT IN THE IMPLEMENTATION OF THE PHILOSOPHY.

SAM SOURYAL HAS BROUGHT FORTH SOME INTERESTING OBSERVATIONS IN MANY OF HIS ARTICLES ABOUT "POLICE DEVIANCE AND CORRUPTION" AND THE IMPERATIVE OF ETHICS. IN SOURYAL'S WRITINGS, HE HAS INDICATED THAT POLICE ETHICS ARE STILL FRESH IN THE MINDS OF ROOKIE OFFICERS FROM THEIR ACADEMY TRAINING; IN MANY INSTANCES, THE YOUNG OFFICERS HAVE NOT RECOGNIZED THE "HYGIENE" FACTORS WHICH CAN AFFECT THEIR ATTITUDES. ANOTHER POINT IS THAT IF THEY HAVE ETHICS, THEY WILL NOT REQUIRE REGULATION AND CLOSE DIRECTION BECAUSE THEY ARE MORE SELF-GOVERNED. THEIR THOUGHT PROCESSES ARE MORE OPEN AND THEY ARE BETTER ABLE TO CONCEPTUALIZE. THEIR CHARACTER DOES NOT REQUIRE AS MUCH DIRECTION AS THAT OF VETERAN OFFICERS BECAUSE THEY HAVE NOT BECOME DEVIANT NOR ACCEPTING OF DEVIANT BEHAVIOR, BECAUSE THEY HAVE NOT SEEN IT ON A DAY-TO-DAY BASIS. IT IS IMPERATIVE THAT POLICE CADETS BE TAUGHT THAT ETHICS MUST COMPLIMENT THE LAW. THE IDEA IS TO RECRUIT MEN AND WOMEN OF



CHARACTER WHOSE VALUE SYSTEMS HAVE NOT BEEN TAINTED<sup>3</sup>. HOWEVER, THE MOST IMPORTANT ISSUE IS THAT THEY MUST CARE. THE POLICE OFFICER MUST ACT AS AN INITIATOR OF IMPROVEMENT, MEDIATOR OF CONFLICT, RESOURCE ALLOCATOR AND NEGOTIATOR. THESE OFFICERS WHO CAN SEE THEMSELVES AS PROFESSIONAL, SERVICE ORIENTED PUBLIC SERVANTS ARE THE DESIRED INDIVIDUALS, NOT THESE WHO SEE THEMSELVES AS TOUGH, HARD-LINED CRIME FIGHTER. OFFICERS MUST NOT PERCEIVE THEMSELVES AS UTILITY PLAYERS, BUT AS STARTERS, INNOVATORS AND LEADERS.

HOW DO YOU FIND THIS TYPE OFFICER FOR A COMMUNITY-BASED PROGRAM? ROBERT SHEEHAN, SUGGESTS THAT YOUNG POLICE OFFICERS NEED TO BE SOUGHT OUT BEFORE THEY ENTER THE FIRST LEVEL OF ATTITUDE CHANGES. ONCE THEY BECOME SUSPICIOUS, CYNICAL AND SKEPTICAL, THESE FEELINGS BECOME INGRAINED WHEN THEY EXTEND BEYOND NORMAL PATROL FUNCTIONS AND THEIR OWN LIVES. IT IS IMPORTANT TO RECRUIT OFFICERS BEFORE THEY BECOME MORE OR LESS DOGMATIC OR IRRITATED BY THE WORLD THEY SEE ABOUT THEM AT THIS STAGE, OFFICERS BECOME INTOLERANT, BIGOTED AND PUNITIVE, NOT BROAD-MINDED AND COMPASSIONATE. THEY BLAME NOT INDIVIDUALS, BUT AN INIQUITOUS SOCIAL HISTORY OR SOCIAL ENVIRONMENT NOT FULLY UNDERSTANDING THE BEHAVIOR THEY OBSERVE. IT IS BEST TO "ACCULTURATE" THE YOUNG OFFICERS PRIOR TO THEIR ACCEPTANCE OF NORMS WITHIN THE POLICE SUBCULTURE. THESE NORMS INCLUDE A DEROGATION OF THE SOCIAL SERVICES, BLATANT DISLIKE OF ETHNIC MINORITIES, VILIFICATION OF CERTAIN TYPES OF OFFENDERS, A DISLIKE OF THEORY AND A POSITIVE REGARD FOR COMMON SENSE AND

#### THE PRACTICAL MAN<sup>4</sup>.

THOMAS AMMAN HAS SUGGESTED THAT BY 1995, BETWEEN ONE THIRD AND ONE HALF OF THE ADULT POPULATION WILL HAVE AT LEAST TWO YEARS OF COLLEGE EDUCATION. THEREFORE, TO BE ABLE TO REASON AND COMMUNICATE WITH THE GENERAL PUBLIC, THE LEVEL OF EDUCATION FOR LAW ENFORCEMENT OFFICERS MUST ALSO INCREASE<sup>5</sup>. THE COLLEGE OF CRIMINAL JUSTICE, LOCATED AT THE UNIVERSITY OF SOUTH CAROLINA, IN COLUMBIA, SOUTH CAROLINA, CONDUCTED A SURVEY THAT REVEALED THAT 81.8% OF THE PEOPLE POLLED SUPPORTED INCREASED EDUCATION AND "PREVENTIVE POLICING". THUS, BY A 5:2 MARGIN, EDUCATION/PREVENTION WAS CHOSEN OVER REACTIVE LAW ENFORCEMENT METHODS AS THE MOST EFFECTIVE WAY TO COMBAT CRIME<sup>6</sup>. SIMILARITY, JACK B. MOLDEN, STATED: "THE FIELD TRAINING OFFICER IS THE MOST CRITICAL ELEMENT OF ANY FTO PROGRAM." IT IS ESSENTIAL TO GET THE RIGHT OFFICERS, THEN TRAIN AND COMPENSATE THEM<sup>7</sup>. THE SAME SHOULD BE SAID ABOUT COMMUNITY BASED POLICE OFFICERS. MULTI-CULTURAL SITUATIONS CAN BE COMPLEX THEREFORE BILINGUAL OFFICERS WILL BE IMPERATIVE. OFFICERS MUST HAVE ENOUGH INSIGHT TO BE ABLE TO DEFINE AND WORK WITHIN EACH CULTURE AND ITS SUB-CULTURES.

ONE TENANT OF COMMUNITY BASED POLICING STOREFRONTS IS THAT OFFICERS AND CITIZENS MUST BE GIVEN TIME TO WORK ON PROBLEMS IN A PROACTIVE WAY, AND THEY SHOULD BE ENCOURAGED TO USE NON-TRADITIONAL RESPONSES. IT IS ESSENTIAL THAT OFFICERS ARE FREED FROM MANY OF THE USUAL ORGANIZATIONAL CONSTRAINTS (SUCH AS ANSWERING PATROL CALLS) AND ARE ENCOURAGED TO MAKE

MAXIMUM USE OF THEIR KNOWLEDGE, SKILLS, AND CREATIVITY IN SOLVING PROBLEMS ON A FULL-TIME BASIS.

IN KEEPING THINGS IN PERSPECTIVE BEFORE A POLICE AGENCY DEDICATES ITSELF TO COMMUNITY BASED POLICING, THAT AGENCY MUST SUBMIT ITSELF TO A THOROUGH SELF-EXAMINATION TO DETERMINE IF IT HAS THE MANAGEMENT STAFF AND PERSONNEL TO ACCOMPLISH SUCH AN ENDEAVOR. IN SUCH AN ENDEAVOR, A MANAGEMENT STAFF COMPRISED OF "THEORY X" MANAGERS" COULD AUTOMATICALLY SABOTAGE ANY DESIRE FOR SUCCESSFULLY OPERATING ANY COMMUNITY BASED POLICING IDEOLOGY. IN DOUGLAS MCGREGOR'S WORK ON MANAGEMENT STYLES, HE INDICATED THAT THROUGHOUT MOST OF HISTORY, LEADERS HAD TREATED SUBORDINATES AS IRRESPONSIBLE AND LAZY. MCGREGOR CALLED THIS APPROACH TO MANAGEMENT, "THEORY X." MANAGERS TEND TO BE AUTOCRATIC, CONTROL-ORIENTED, AND DISTRUSTFUL BECAUSE "THEORY X" ASSUMPTIONS LEAD MANAGERS TO VIEW HUMAN NATURE PESSIMISTICALLY. TRADITIONALLY, POLICE MANAGERS HAVE HANDLED THEIR PERSONNEL ACCORDING TO MCGREGOR'S "X THEORY," WHICH PURPORTS THAT PEOPLE MUST BE FORCED TO WORK AND MUST BE CLOSELY SUPERVISED TO MAKE SURE THAT THEY DO WORK.

IN CONTRAST, MCGREGOR IDENTIFIED A SECOND PERSPECTIVE, "THEORY Y", THAT REVERSES THOSE EARLIER ASSUMPTIONS ABOUT HUMAN NATURE. "THEORY Y" MANAGERS VIEW SUBORDINATES OPTIMISTICALLY AS INDIVIDUALS WHO WANT THE CHALLENGE OF WORK, PREFER SELF-CONTROL AND ARE CAPABLE OF RESPONSIBLE, INDEPENDENT JUDGEMENT. ALTHOUGH THESE INSIGHTS MAY SEEM OBVIOUS TODAY, MCGREGOR POINTS OUT THAT MANAGEMENT HAS NOT

ACCEPTED "THEORY Y" IN PRACTICE. THOSE ENLIGHTENED MANAGERS WHO HAVE MADE THE TRANSITION TO "THEORY Y", HOWEVER, HAVE FOUND THAT SUBORDINATES HAVE ACCEPTED RESPONSIBILITY AND ARE QUITE CAPABLE OF INDIVIDUAL INITIATIVE. POLICE AGENCIES OPERATING A SUCCESSFUL COMMUNITY BASED POLICE PROGRAM ADMIT THAT THE KEY TO THEIR PROGRAM IS INDIVIDUAL INITIATIVE COUPLED WITH OFFICERS AND SUPERVISORS WHO CARE, HAVE OPEN MINDS, ARE NOT AGAINST CHANGE AND FIND CHANGE CHALLENGING.

ABRAHAM MASLOW'S STUDIES HAVE SUGGESTED THAT INDIVIDUALS WORK TO SATISFY UNFULFILLED NEEDS SUCH AS COMPLEX PSYCHOLOGICAL NEEDS AND SELF-ESTEEM. INDIVIDUALS ALSO WORK FOR SELF-FULFILLMENT, GROWTH, CREATIVITY, INNOVATION, RESPECT, PRESTIGE AND RECOGNITION. ACCORDING TO MASLOW'S STUDIES, INDIVIDUALS NEED LITTLE MOTIVATION AND GENUINELY CARE ABOUT OTHERS.

IF MANAGEMENT STAFF AND OTHER SUBORDINATES POSSESS "Y TYPE" PERSONALITIES, AND THE STAFF CONFORMS TO THE IDEA OF COMMUNITY BASED POLICING, INDIVIDUAL OFFICERS SHOULD EXPERIENCE SATISFACTION ON THE JOB AND A STRONG BOND SHOULD DEVELOP BETWEEN THE POLICE AND THE COMMUNITY. "THEORY Y" TYPE ATTITUDES WILL BETTER ACCEPT CLASS AND RACIAL DIVERSITY AND INTERACT IN THE COMMUNITY WITHOUT PREJUDICE<sup>8</sup>.

A MANAGEMENT COMMITTED TO CAREER DEVELOPMENT REFLECTS AN AWARENESS THAT THE POTENTIAL CAPABILITY OF AN ORGANIZATION CAN ONLY BE REALIZED IF EMPLOYEES ARE ALLOWED TO FULLY DEVELOP JOB-RELATED INTERESTS AND ABILITIES. THIS CONCEPT REQUIRES

POLICE MANAGERS TO ACCEPT MCGREGOR'S "THEORY Y" NOTIONS, A THEORY WHICH ADVOCATES THAT MOST PEOPLE WANT TO WORK, ARE WILLING TO ACCEPT A CHALLENGE IF THERE IS A REASONABLE CHANCE TO MEET THAT CHALLENGE. EFFECTIVE USE OF POLICE PERSONNEL REQUIRES MOVEMENT AWAY FROM THE PARA-MILITARY PHILOSOPHY OF MANY POLICE ADMINISTRATORS AND TOWARD A MORE EMPLOYEE-ORIENTED MODEL<sup>9</sup>.

SOME PRACTICAL SUGGESTIONS FOR IMPLEMENTING EFFECTIVE STOREFRONTS.

IMPROVING QUALITY PERSONNEL IS THE CORNERSTONE OF IMPROVED POLICE SERVICES. IMPROVING PERSONNEL MAY BE ACCOMPLISHED IN PART BY DEVELOPING AND IMPLEMENTING PROGRAMS DESIGNED TO ALLOW GROWTH AND ENHANCEMENT OF HUMAN RESOURCES TO MEET THE NEEDS OF THE DEPARTMENT AND THE EMPLOYEE. IT IS VERY IMPORTANT TO REMEMBER THAT TO BE SUCCESSFUL, THE MINDSET OF SOME POLICE OFFICERS AND THE PUBLIC WILL HAVE TO CHANGE AND THIS WILL REQUIRE STRONG POSITIVE LEADERSHIP.

FOR MANY YEARS, POLICE OFFICERS WERE INSTRUCTED TO BE VERY AMBIVALENT AND IMPARTIAL, TO FIRE OFF QUESTIONS AND TO LEAVE AS SOON AS POSSIBLE; THESE HAVE OFTEN BEEN REFERRED TO AS " CLIP-BOARD COPS." TO BE MORE COMMUNITY ORIENTED, AN OFFICER HAS TO SPEND MORE TIME, TO TELL VICTIMS WHAT IS GOING TO BE DONE FOR THEM AND WHAT HELP IS AVAILABLE FROM VARIOUS SOCIAL AGENCIES. THIS MAY MEAN MORE TIME PER CALL; HOWEVER, AN OFFICER WHO CARES CAN LESSEN NEGATIVE IMPACT AND THE IMAGE

OF CARELESS OFFICERS.

THE NORTHBROOK, ILLINOIS, POLICE DEPARTMENT RESPONDED TO THIS PROBLEM BY INITIATING A SERIES OF TRAINING PROGRAMS TO SENSITIZE OFFICERS TO THE NEEDS OF THE ELDERLY - THE FASTEST GROWING SEGMENT OF OUR SOCIETY<sup>10</sup>. EXECUTIVES WHO KNOW WHAT THEY WANT, ALLOW THEIR PEOPLE TO USE THEIR OWN CREATIVITY IN ACHIEVING PERIODIC GOALS, AND GIVE THEM AMPLE CREDIT WHEN THEY GET WHAT THEY HAVE ASKED FOR, WILL DEVELOP A LOYAL, DYNAMIC, PRODUCTIVE WINNING TEAM<sup>11</sup>. SUBORDINATES AND VOLUNTEERS WILL GLADLY ACCEPT CRITICISM AS EVIDENCE OF INTEREST, PARTICULARLY FROM A LEADER WHO HAD DEMONSTRATED FAIRNESS AND IS GENEROUS WITH PRAISE WHEN WORK IS WELL DONE. IT IS ESSENTIAL THAT BOTH OFFICERS AND VOLUNTEERS RECEIVE POSITIVE INTEREST FROM SUPERVISORS IN SUPPORT OF THEIR EFFORTS IN IMPLEMENTING A COMMUNITY BASED POLICING PROGRAM. IT IS ALSO ESSENTIAL THAT THE PARTICIPATING OFFICERS ASSIST IN CREATING THE "MISSION STATEMENT" AS WELL AS THE ESTABLISHING OF GOALS AND OBJECTIVES THAT ARE ATTAINABLE. FOR EXAMPLE, THE FOLLOWING MISSION STATEMENT WAS DRAFTED BY MEMBERS OF THE HURST POLICE DEPARTMENT.

THE HURST POLICE DEPARTMENT IS DEDICATED TO PROVIDING EXCEPTIONAL SERVICE TO ITS CITIZENS AND EMPLOYEES THROUGH A PROBLEM SOLVING APPROACH EMPHASIZING A COMMITMENT TO EXCELLENCE THROUGH TEAMWORK.

IN KEEPING WITH THE CONCEPT OF EXCELLENCE THROUGH TEAMWORK, LT. ALBERT VAIDA OF THE HURST POLICE DEPARTMENT,

CURRENTLY ASSIGNED TO THE COMMUNITY BASED STOREFRONT, EMPHASIZED THE IMPORTANCE OF ESTABLISHING VALID CRITERIA TO GUIDE THE SELECTION OF POLICE PERSONNEL IN STOREFRONT OPERATIONS. HE STATED THAT THE PRIMARY ATTRIBUTES DESIRED IN AN OFFICER ARE AN OUTGOING PERSONALITY AND A CARING, HELPFUL ATTITUDE. OTHER DESIRABLE TRAITS ARE CREATIVITY, SELF MOTIVATION AND NOT BEING AFRAID TO SEEK CHANGE IN TRADITIONAL LAW ENFORCEMENT METHODS. LT. VAIDA ADVISED THAT SENIORITY IS NOT A CONSIDERATION IN THE SELECTION PROCESS AND THAT THOSE SELECTED MUST DEMONSTRATE A STRONG WILLINGNESS TO BE A TEAM PLAYER AND MUST BELIEVE IN THE MISSION STATEMENT OF THE POLICE DEPARTMENT. HE ALSO STATED THAT OFFICERS MUST REALIZE THAT THE COMMUNITY BASED STOREFRONT IS NOT JUST A PROGRAM, STRESSING THAT A PROGRAM HAS BOTH A BEGINNING AND A END. THE STOREFRONT IS A VERY IMPORTANT LINK TO THE PUBLIC WHICH THE HURST POLICE DEPARTMENT WILL NOT RELINQUISH OR ELIMINATE. LT. VAIDA STRESSED THAT COMMUNITY POLICING IS A PERMANENT PHILOSOPHY OF THE DEPARTMENT AND MUST BE TAILORED TO EACH COMMUNITY INDIVIDUALLY.

BELOW ARE LT. VAIDA'S GUIDELINES FOR SELECTING PERSONNEL:

1. IF AT ALL POSSIBLE, OFFICERS SHOULD BE SELECTED FROM A POOL OF VOLUNTEERS INTERESTED IN THE TYPE OF SERVICES PERFORMED BY STOREFRONT PERSONNEL.
2. OFFICERS MUST BE VERSATILE AND FLEXIBLE. THEIR ABILITIES MUST RANGE FROM SPEAKING TO 4 AND 5 YEAR

OLD CHILDREN, TO ADULTS, AS WELL AS BEING ABLE TO MAKE ARRESTS ACCORDING TO PROCEDURES.

3. OFFICERS SHOULD BE PROBLEM SOLVERS. THE CORE OF THE CRIME PROBLEMS WITHIN A NEIGHBORHOOD SHOULD BE IDENTIFIED AND STRATEGIES SHOULD BE FORMULATED TO RID THE NEIGHBORHOOD OF THE PROBLEM(S).
4. HOURS AND TIMES MUST BE FLEXIBLE TO ACCOMMODATE EVENING AND WEEKEND CRIME WATCHES AS WELL AS ANNUAL TOWN HALL MEETINGS.
5. PHYSICAL FITNESS SHOULD HAVE SOME CONSIDERATION AS BICYCLE PATROL IS A RESPONSIBILITY OF THIS UNIT.
6. OFFICERS MUST BE GOOD LISTENERS. THEY MUST LISTEN TO CITIZENS AND MERCHANTS AND WELCOME THEIR INPUT AND NOT BE AFRAID TO TAKE ADVANTAGE OF THEIR IMAGINATION.
7. THE ABILITY TO KEEP ACCURATE RECORDS OF THE MANY AND VARIED ACTIVITIES IS ESSENTIAL FOR ACCOUNTABILITY AND JUSTIFYING MANPOWER AND NEW EQUIPMENT.
8. FRIENDLINESS IS ESSENTIAL.
9. LEADERSHIP SHOULD BE CONSTANTLY LOOKING TO OTHER AGENCIES AND PUBLICATIONS TO MAKE IMPROVEMENTS AND/OR ADJUSTMENTS TO INSURE CONTINUED SUCCESS.
10. OFFICERS WHO ARE ALREADY INVOLVED IN COMMUNITY AFFAIRS, CLUBS AND CIVIC ORGANIZATIONS OFTEN MAKE GOOD CHOICES.



11. OFFICERS MUST BE RESILIENT BECAUSE THEY WON'T BE ABLE TO SATISFY EVERYONE.

12. MOST IMPORTANT, THEY MUST BE THEIR "OWN PERSON"<sup>12</sup>.

AN ARTICLE IN THE NATIONAL INSTITUTE OF JUSTICE JOURNAL, DESCRIBES A COMMUNITY POLICE OFFICER'S DAY AS THE INCLUDING, IN ADDITION TO TRADITIONAL LAW ENFORCEMENT ACTIVITIES:

- \* OPERATING NEIGHBORHOOD SUBSTATIONS
- \* MEETING WITH COMMUNITY GROUPS
- \* ANALYZING AND SOLVING NEIGHBORHOOD PROBLEMS
- \* WORKING WITH CITIZENS ON CRIME PREVENTION PROGRAMS
- \* CONDUCTING DOOR-TO- DOOR SURVEY OF RESIDENTS
- \* TALKING WITH STUDENTS IN SCHOOLS
- \* MEETING WITH LOCAL MERCHANTS
- \* MAKING SECURITY CHECKS OF BUSINESSES
- \* DEALING WITH DISORDERLY PEOPLE<sup>13</sup>

THE DEFINITION OF THE PROGRAM IS BASED ON WHICH SEGMENT IS TOUCHED BY EACH PARTICULAR DEPARTMENT<sup>14</sup>.

ONE OF THE WAYS OF FINDING THE TYPE OF DESCRIBED OFFICER IS THROUGH ASSESSMENT CENTERS. AN ASSESSMENT CENTER IS A COMPREHENSIVE STANDARDIZED PROCEDURE IN WHICH MULTIPLE ASSESSMENT TECHNIQUES ARE USED TO EVALUATE INDIVIDUAL EMPLOYEES FOR VARIOUS PURPOSES. HOWEVER, ASSESSMENT CENTERS ARE ONLY SUCCESSFUL WHEN THE ASSESSORS ARE THOROUGHLY TRAINED. THIS IS THE ONLY DISADVANTAGE, OTHER THAN THEY ARE COSTLY IF ASSESSORS ARE TO BE PAID AND HOUSED. FURTHERMORE, IT APPEARS

THAT ASSESSMENT CENTERS HAVE A MINIMAL ADVERSE IMPACT ON PROTECTED CLASSES. THE ASSESSMENT CENTER IS ONE OF THE FAIREST PREDICTORS AVAILABLE. NUMEROUS EXERCISES ARE AVAILABLE TO CHOOSE FROM AND THE CHOICE OF EXERCISE CAN BE TAILORED MADE TO THE DESIRED SKILLS NECESSARY TO ACCOMPLISH THE DESIRED SELECTION<sup>15</sup>.

ANOTHER EFFECTIVE TOOL IN PERSONNEL SELECTION IS PSYCHOLOGICAL TESTING. PSYCHOLOGICAL TESTING DOES NOT EFFECTIVELY MEASURE POTENTIAL HOWEVER, SUCH TESTS DO MEASURE SOCIABILITY, A VERY DESIRABLE TRAIT. ACCORDING TO L.J. CRONBACH, IT IS MORE IMPORTANT TO STRIVE TO MEASURE TRAITS WHICH REFLECT MAJOR DIMENSIONS OF PERSONALITY, NOT JUST "THE PERSONALITY." PERSONALITY TESTS HAVE SHOWN TO REVEAL THE FOLLOWING ELEMENTS:

1. BEHAVIOR IS CONSISTENT: A PERSON TENDS TO SHOW THE HABITUAL REACTION OVER A RANGE OF SIMILAR SITUATIONS.
2. PEOPLE VARY IN THE DEGREE OF FREQUENCY OF ANY TYPE BEHAVIOR.
3. PERSONALITIES HAVE SOME STABILITY.

PSYCHOLOGICAL ASSESSMENTS HAVE BEEN TAILORED TO MEASURE THE FOLLOWING:

1. COGNITIVE ABILITY.
2. APTITUDES.
3. THE PERSONALITY AS IT IS RELATED TO LAW ENFORCEMENT.<sup>16</sup>

PROFESSOR GENE STEPHENS STATED THAT THE INQUIRY MODE QUESTIONNAIRE WOULD BE AN EXCELLENT TOOL TO UTILIZE IN THE SELECTION OF STOREFRONT PERSONNEL. THE QUESTIONNAIRE HAS NO RIGHT OR WRONG ANSWERS. IT IS A TOOL WHICH CAN HELP IDENTIFY PREFERRED MODES OF THINKING, ASKING PROPER QUESTIONS AND MAKING DECISIONS. STEPHENS INDICATED THAT INDIVIDUALS THAT SCORED HIGHEST IN "S.I.P.," IDENTIFIED BELOW, WOULD BE IDEAL PERSONNEL. HE ALSO INDICATED THAT IN HIS OPINION, HE WOULD PREFER THAT OFFICERS SCORE HIGHEST IN "P", WHICH ARE THE IDENTIFIED PRAGMATIC THINKERS. QUESTIONS IN THE INQUIRY MODE QUESTIONNAIRE ARE BASED ON THE FOLLOWING TERMS AND CONCEPTS:

**SYNTHESIS**

**IDEALIST**

**PRAGMATIST**

**ANALYST**

**REALIST<sup>17</sup>**

THE PERSONAL PROFILE SYSTEM WOULD ALSO BE AN EXCELLENT TOOL TO UTILIZE IN THE SELECTION OF STOREFRONT OFFICERS. THE PERSONAL PROFILE SYSTEM IS NOT A TEST IN THAT ONE CANNOT PASS OR FAIL. THERE ISN'T A BEST PATTERN. RESEARCH EVIDENCE SUPPORTS THE CONCLUSION THAT THE MOST EFFECTIVE PEOPLE ARE THOSE WHO KNOW THEMSELVES, KNOW THE DEMANDS OF THE SITUATION, AND ADAPT STRATEGIES TO MEET THOSE NEEDS. IN SUMMARY, THE PERSONAL PROFILE SYSTEM ENABLES MANAGEMENT TO:

- \* IDENTIFY AN APPLICANT'S WORK BEHAVIORAL STYLE
- \* CREATE THE MOTIVATIONAL ENVIRONMENT MOST CONDUCTIVE

## TO SUCCESS

- \* INCREASE THE EMPLOYEE'S APPRECIATION OF DIFFERENT WORK STYLES
- \* IDENTIFY AND MINIMIZE POTENTIAL CONFLICTS WITH OTHERS<sup>18</sup>.

PERFORMANCE APPRAISALS SHOULD BE REVIEWED, BUT AN INDIVIDUAL'S POTENTIAL FOR A DIFFERENT POSITION CAN NOT BE TRULY JUDGED BY THE CURRENT ASSIGNMENT. NOT EVERYONE WHO IS A POLICE OFFICER IS INTERESTED IN PATROL, CRIME SCENE, TRAINING, INVESTIGATIONS OR COMMUNITY SERVICE. DIFFERENT THINGS AFFECT ATTITUDE, MOTIVATION, INTEREST AND COMMITMENT, AND THESE FACTORS SHOULD BE TAKEN INTO CONSIDERATION. REMEMBER THAT PERFORMANCE APPRAISALS CAN BE EXTREMELY BIASED AND SHOULD NOT CARRY TOO MUCH WEIGHT IN A MULTIPLE SELECTION PROCESS.

FOR STOREFRONT OFFICERS, INTERVIEWS MAY BE THE MOST ACCURATE ASSESSMENT, PARTICULARLY IF DONE BY SUPERVISORS WITHIN THE DEPARTMENT WHO KNOW THE BACKGROUND OF THE OFFICER. DURING AN INTERVIEW, AN APPLICANT'S EXPRESSED ORGANIZATIONAL COMMITMENT IS GAUGED. PERHAPS BY COMMITTING THEMSELVES TO THE DEPARTMENT, APPLICANTS DEMONSTRATES THEIR WILLINGNESS TO SHARE THE RISKS OF POLICE WORK, ATTACHMENT AND CONCERN FOR THE WELFARE OF FELLOW OFFICERS, AND APPRECIATION/INVOLVEMENT FOR THE EXPRESSED GOALS OF THE ORGANIZATION. TO GAUGE THESE FACTORS, SOME OF THE FOLLOWING QUESTIONS COULD BE ASKED IN THE

## INTERVIEW.

1. WHAT INTERESTS YOU ABOUT YOUR CURRENT ASSIGNMENT?
2. WHAT DO YOU NOT LIKE ABOUT YOUR CURRENT ASSIGNMENT?
3. WHAT DO YOU KNOW ABOUT COMMUNITY BASED POLICING?
4. CAN YOU WORK WITH THE COMMUNITY AND FEEL THAT YOU ARE PART OF A TEAM?
5. WHAT DO YOU FEEL IS AN OFFICER'S MOST IMPORTANT DUTY?
6. WHAT IS THE POLICE OFFICER'S ROLE IN THE COMMUNITY?

CORPORAL MARGARET CHANDLER OF THE DALLAS POLICE DEPARTMENT (D.P.D.) CRIME PREVENTION UNIT, AN ELEMENT OF THE COMMUNITY BASED POLICING UNIT, ADVISED THAT THEIR DEPARTMENT UTILIZED ORAL INTERVIEWS TO SELECT OFFICERS FOR THEIR COMMUNITY POLICE OFFICER POSITIONS. THEIR INTERVIEWERS LOOK FOR THE FOLLOWING TYPE OF OFFICERS:

- \* OFFICERS THAT ARE TRULY INTERESTED IN THE PROGRAM
- \* OFFICERS THAT ARE "PEOPLE PERSONS"
- \* OFFICERS THAT ARE COMPASSIONATE, SENSITIVE, ENTHUSIASTIC AND CARING
- \* OFFICERS THAT HAVE JOB MATURITY
- \* OFFICERS THAT LIKE CHILDREN
- \* OFFICERS THAT LIKE TO APPEAR IN FRONT OF THE PUBLIC AND PRESENT PROGRAMS.

OTHER FACTORS THAT ARE TAKEN INTO CONSIDERATION BY D.P.D.

ARE ABUSE OF SICK LEAVE, PERSONNEL COMPLAINTS AND COMMENDATIONS. AGE IS NOT CONSIDERED; HOWEVER, OLDER OFFICERS ARE OFTEN FOUND TO BE COMPLACENT AND THEIR MINDSET IS OFTEN HARD TO CHANGE<sup>19</sup>.

LT. BOYCE OF THE HOUSTON POLICE DEPARTMENT, CURRENTLY COMMANDER OF THE SOUTHEAST COMMAND STATION, STATES THAT HE LOOKS FOR THE FOLLOWING CHARACTERISTICS WHEN ASSESSING OFFICERS FOR STOREFRONT ASSESSMENTS:

- \* OFFICERS WHO UNDERSTAND THE PURPOSE OF COMMUNITY POLICING
- \* OFFICERS WHO HAVE JOB MATURITY (BETWEEN 5 TO 10 YEARS EXPERIENCE)
- \* OFFICERS WHO HAVE A TAKE CHARGE ATTITUDE
- \* OFFICERS WHO LIKE TO WORK WITH CHILDREN AND WHO ARE NOT HESITANT TO PRESIDE OVER COMMUNITY PROGRAMS
- \* OFFICERS WHO CAN MAKE DECISIONS AND CAN WORK WITHOUT SUPERVISION
- \* OFFICERS WHO ARE BILINGUAL SPEAKING OFFICERS.

LT. BOYCE FURTHER NOTES THAT COMMUNITY BASED OFFICERS POSITIONS ARE HIGHLY SOUGHT AFTER BECAUSE OF THE DAYS OFF AND HOURS. LT. BOYCE SAYS HE FEELS THAT IT IS VERY IMPORTANT TO KNOW EACH SUBORDINATE'S STRONG AND WEAK POINTS IN ORDER TO MAKE HIS SELECTION PROCESS QUICKER WITH FEWER INTERVIEWS<sup>20</sup>.

CAPTAIN DANNY SUSTAIN OF THE ARLINGTON POLICE DEPARTMENT ADVISED THAT THEIR DEPARTMENT'S PHILOSOPHY IS TO START IN THE

RECRUITMENT STAGE AND HIRE PEOPLE WHO ALREADY HAVE A BASIC UNDERSTANDING OF COMMUNITY BASE POLICING CONCEPTS. THE ARLINGTON POLICE DEPARTMENT PHILOSOPHY IS THAT "EVERY OFFICER IS A COMMUNITY BASED OFFICER, AND THE DEPARTMENT DESIRES THAT OFFICERS HAVE MEANINGFUL ACTIVITY DEALING WITH NEIGHBORHOOD PROBLEMS. IN ORDER TO PERFECT THEIR PROGRAMMATIC APPROACH, OTHER CITY DEPARTMENTS, (HOUSING, CODE ENFORCEMENT, TRANSPORTATION AND SOCIAL SERVICES) ARE CALLED UPON TO SOLVE PROBLEMS IN ADDITION TO MORE TRADITIONAL LAW ENFORCEMENT APPROACHES<sup>21</sup>.

DURING THE JANUARY, 1994, COMBINED LAW ENFORCEMENT ASSOCIATION OF TEXAS CONVENTION IN AUSTIN, TEXAS, GOVERNOR ANN RICHARDS STATED THAT THE MAJOR CITIES IN TEXAS HAVE REPORTED THAT THEIR PART ONE OFFENSES WERE DOWN IN RECENT MONTHS<sup>22</sup>. IT IS INTERESTING TO NOTE THAT THE MAJOR CITIES OF TEXAS( SAN ANTONIO, DALLAS, FORT WORTH, AUSTIN AND HOUSTON) ALL HAVE STRONG COMMUNITY BASED POLICE PROGRAMS.

IN CONCLUSION, THIS AUTHOR BELIEVES THAT THE BEST METHOD FOR SELECTING OFFICERS FOR HIGH PROFILE POSITIONS LIKE COMMUNITY BASED POLICE OFFICERS, WOULD BE BY DEPARTMENTAL INTERVIEWS. SEVERAL NEGATIVES AGAINST ASSESSMENT CENTERS ARE THE COST, TIME INVOLVED, AND OFTEN THAT ASSESSORS DON'T HAVE TIME TO BREAK THROUGH THE POSITIVE FACADE THAT CANDIDATES CAN PRESENT DURING INTERVIEWS<sup>23</sup>. HOWEVER, IF INTERVIEWS ARE CONDUCTED BY DEPARTMENTAL STAFF WHO ARE WITHIN THE SAME DISTRICT AS THE OFFICER AND AS THE SUPERVISORS WHO ARE GOING

TO COMMAND THE OPERATION, A GOOD JUDGEMENT OF THE CANDIDATE SHOULD EMERGE.

ONE FACTOR THAT SHOULD BE CONSIDERED IS ALLOWING THE COMMUNITY TO PARTICIPATE IN THE SELECTION PROCESS IN ORDER TO ELIMINATE ANY DEPARTMENTAL BIAS. WE MUST REMEMBER THAT WORKING WITH IS THE KEY, NOT WORK FOR; THEREFORE, COMMUNITY ACCEPTANCE IS VITAL.

IF AN OFFICER IS GOING TO BE STATIONED AT A MALL, IT MAY BE WISE TO ALLOW THE MALL MANAGER TO PARTICIPATE IN THE SELECTION. I FEEL THAT IT WOULD BE PRACTICAL IN ALLOWING OFFICERS TO SELECT MEMBERS OF THE DEPARTMENT WHO THEY FEEL WOULD BE GOOD COMMUNITY SERVICE OFFICERS. AFTER ALL, FELLOW OFFICERS KNOW THE REPUTATION, WORK HABITS AND THE OTHER DESIRABLE TRAITS OF THEIR PEERS. IN ORDER TO FACILITATE THE IDEA OF COMMUNITY BASED POLICING, THE DEPARTMENT NEEDS TO UTILIZE THE MEDIA AND AS MANY COMMUNITY SERVICES AS POSSIBLE TO INFORM THE COMMUNITY OF THE DEPARTMENT'S COMMITMENT AND ITS DESIRE FOR THE COMMUNITY TO PARTICIPATE.

THEREFORE, IF MANAGEMENT IS LOOKING FOR PEOPLE WITH COMMITMENT, IMPROVING THEIR SELECTION PROCESS DEMANDS COMMITMENT. THOSE WHO WILL BE CONDUCTING THE INTERVIEWS WOULD BE TRAINED IN EFFECTIVE INTERVIEWING PROCESSES. IT IS GENERALLY RECOGNIZED THAT STRUCTURED INTERVIEWS ARE PREFERABLE TO INFORMAL ONES, BUT NO CONSENSUS EXISTS ABOUT HOW MUCH STRUCTURE IS NEEDED. THAT DEPENDS UPON ORGANIZATIONAL CIRCUMSTANCES. SOME SELECTION DECISIONS POTENTIALLY HAVE MORE



SERIOUS CONSEQUENCES THAN OTHERS, AND ENTITIES HAVE VARYING AMOUNTS OF TIME, MONEY AND EXPERTISE TO DEVOTE TO INTERVIEWING. THEREFORE, IT IS IMPORTANT TO HAVE TRAINED INTERVIEWERS AND CONVENTIONAL WISDOM SUGGESTS THAT THREE INTERVIEWS ARE BETTER THAN ONE<sup>24</sup>. FOR EXAMPLE, A SUPERVISOR, A PEER AND AN OUTSIDER INTEREST IN THE PROCESS WOULD CONSTITUTE A GOOD INTERVIEW TEAM. IT IS ESSENTIAL THAT ALL PARTIES INVOLVED HAVE A THOROUGH UNDERSTANDING OF THE JOB, IT'S DESCRIPTION AND REQUIREMENTS.

#### CONCLUSIONS

AS PREVIOUSLY STATED, THE MOST IMPORTANT ELEMENT IN THE SUCCESS OF COMMUNITY ORIENTED POLICING ENDEAVORS IS THE SELECTION OF PERSONNEL WHO POSSESSES INITIATIVE, BELIEVE IN THE PROGRAM AND ARE COMMITTED TO ITS SUCCESS. THE SELECTION OF PERSONNEL IS BY NO MEANS AN EXACT SCIENCE SINCE MANAGERS AND SUPERVISORS ARE ONLY HUMAN. A PROBLEM WITH MANY POSITIONS IN A POLICE DEPARTMENT, OTHER THAN PATROL, IS THE AUTONOMY EMPLOYEES ARE OFTEN FACED WITH AFTER ACCEPTING NEW ASSIGNMENTS. POLICE RECRUITS OFTEN WORK UNDER VERY STRICT SUPERVISION FOR MANY YEARS UNTIL THEY HAVE THE OPPORTUNITY TO TRANSFER. IN TWENTY YEARS OF LAW ENFORCEMENT, THIS AUTHOR HAS SEEN MANY INDIVIDUALS' CAREERS COME TO AN END OR OTHER DISCIPLINARY PROCEDURES COME ABOUT BECAUSE OFFICERS CANNOT ALWAYS HANDLE AUTONOMY.

WHAT IS NEEDED IN COMMUNITY POLICING ARE MATURE PEOPLE

WHO CAN WORK ON THEIR OWN WITHIN THE GUIDELINES OF THE DEPARTMENT IN ORDER TO DO A JOB WHICH THE OVERALL MAJORITY OR THE DEPARTMENT MAY NOT WANT AND MAY NOT BELIEVE IN. BUILDING A DEPARTMENT'S REPUTATION CANNOT BE LEFT IN THE HANDS OF INDIVIDUALS WHO CANNOT GOVERN THEMSELVES. POLICE DEPARTMENTS CANNOT TAKE THE EMBARRASSMENT OF OFFICERS WHO LAPSE INTO ILLEGALITY OR EVEN FROM OFFICERS BEING LATE FOR SOMETHING AS SIMPLE AS MAKING A PRESENTATION TO A COMMUNITY GROUP.

IN ORDER FOR COMMUNITY POLICING TO FULFILL ITS MANY PROMISES, CONSTANT RE-EVALUATION OF THE SOCIAL AND ORGANIZATIONAL PROCESSES IS NECESSARY. THIS REVIEW WOULD HELP THE OFFICERS KEEP THE PROPER MIND-SET ABOUT THE MULTI-DIMENSIONAL ROLE THEY PLAY. THE PERIODIC REVIEWS CAN IDENTIFY THE FOLLOWING:

- \* HOW EFFECTIVE WERE THE OFFICERS IN IMPLEMENTING THEIR ROLES?
- \* WHAT OBSTACLES DID THEY ENCOUNTER?
- \* HOW DID THE COMMUNITY RESPOND?

THIS FEEDBACK CAN HELP OFFICERS KEEP UP THEIR ENTHUSIASM FOR THEIR ASSIGNMENT, OR, IF THE FEEDBACK COMES BACK IN A MORE NEGATIVE FASHION, ADDITIONAL TRAINING OR ROTATION OF ASSIGNMENTS SHOULD BE CONSIDERED. THE FUNDAMENTAL QUESTION FOR MANAGEMENT IS WHETHER COMMUNITY POLICING IS ON THE ROAD TO FULFILLING ITS MANY PROMISES. THE INTEREST OF AN ORGANIZATION IS BEST SERVED WHEN EVERY POSITION IS FILLED BY THE MOST COMPETENT PERSON.

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