

The Bill Blackwood
Law Enforcement Management Institute of Texas

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CSM

Team Building Training
For
Supervisors

A Policy Research Project
Submitted in Partial Fulfillment
of the Requirements for the Professional Designation
Graduate, Management Institute

by
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ABSTRACT

Training of law enforcement supervisors traditionally has not been provided or through on the job training. If training was conducted, it is ~~usually~~ limited to policy and procedures. Officers work every day with one or more persons to solve crimes. There is literature within the disciplines of criminal justice, psychology, and business to aid in the better understanding of individual officers and groups. The study of individuals and group dynamics has been limited within the law enforcement training. The police officers job requires of gathering facts and very little attention has been given to the training officers in human behavior as individuals and within groups. The traditional wisdom was left to learning human behavior on the job. The training should be directed to the police supervisors to help develop employee.

What type of training may be debated but some common threads should be presented in this training. The study of the individual in human behavior must be presented within the program. Providing training on different styles of management to supervisors within the organization and articulating the differences should provide better understanding. The law enforcement community is becoming more reliant upon networking. This network does include people within the agency and external sources. The group setting must be promoted throughout the organization. By providing a training program that includes members outside ones own agency increases the employee chances on observing different views. Many officers take the science of getting along with individuals and groups as common place until something goes wrong. This type of training will give supervisors the tools to internalize and produce a plan of action.

Introduction

The most important assets of any organization are the people. Managers continue to evaluate the employees for greater productivity. Getting people working in the same direction should produce more with less. The concept of team building is usually a result of understanding the people and groups of people working for the organizations and/or the supervisor. A review of the skills that the organization supervisors possess and the skills that will be needed in the future is necessary. There are numerous courses and seminars that include leadership, management, and motivation techniques provided by many different individuals and institutions throughout the world. The Law Enforcement Management Institute of Texas provides a model course that is called the Graduate Management Institute (GMI) and is suited for Texas law enforcement officers. This course includes all the building blocks for the manager.

The Department of Public Safety currently provides initial training to supervisors through a one-week school, which is required by the Texas Commission on Law Enforcement Education and Standards. The course identifies the basic management practices of reporting procedures, communication, counseling, leadership styles, planning and organizing. A one-hour course was taught on leadership to include ten minutes on team building. The 40-hour course does not provide the supervisors with concepts of group dynamics or some may call participation management. Most of the training that is provided is ^{ON} ~~to~~ how to deal with individuals that violate the rules. This is a proposal to implement a policy to require all supervisors, above the rank of lieutenant, within the Department of Public Safety to receive training in team building.

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The supervisor needs to recognize the group's influence in the way things get done; the influence may be positive or negative. The human element is very complex and there are no absolutes. We can learn some common characteristics of individuals and groups. Because the list of what influences can change and alter the individual and groups are so numerous this project will be limited in scope to the above components.

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The sources used in this project will include books, training materials, and journals dealing with leadership, to include group dynamics and team building. It is recognized that not all material will provide straightforward or conclusive evidence in this area.

The director and board of training for the Texas Department of Public Safety need to require that all supervisors, above the rank of lieutenant, within the department receive team-building training. The department will better serve the citizens of the State of Texas.

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Historical

The law enforcement community management structure has traditionally followed the models of the military (Oettmeier, 1992). The Emergency Medical Service (EMS) in many areas is still under the command of law enforcement officials and therefore follows the same management. Staten (1997) identifies the management style of most EMS operations as: "An autocratic system with well-defined chain of command, predicated on strict adherence to prescribed rules, regulations, policies, and procedures" (p.1). The law enforcement community has also been compared with the military. The obvious similarities may be drawn from the look and nature of the jobs performed. Two examples of arrest and the uniform provide the distinction from the general citizen. Most law

enforcement continues to employ prior military personnel. The Department of Public Safety will waive the educational requirements for military personnel. Some environment effects can provide influence. The industrial age provided the assembly line management to most private and public agencies. Agencies separated each area of responsibility into the smallest units (Staten, 1998). This continues to be a common thread to the law enforcement community. The review of over twenty law enforcement agency organizations has shown the compartmentalization.

REVIEW OF LITERATURE OR PRACTICE

Group culture within any business has to be accounted for by management. This could never be truer within law enforcement. Most states require some sort of formal training and mentoring for new police officers. The officer's mentor provides knowledge of the law enforcement language and mannerisms. This frequently moves and/or provides a shift of morality (Munro, 1974). This has lead some to opportunities to participate in illegal activities. Strong bonds could form to the point of willingness on the part of the officer to participate in any program of the group, over the personal objections of the individual (Zander, 1982). Placing the officer within close proximity of each other for sometimes-long periods of time and with constant stress can generate the sense of group. Psychology provides some background on how the individual responds to the group. As indicated by Zander with "An individual who frequently associates with specific others tends to be comfortable with them; one not in touch with these others develops cool relationships with them" (p 2).

The organization response to the culture group within organization structure can not be overstated. As Oettmeier (1992) stated, "Traditional management styles used

within numerous agencies across the country today could be characterized as reactionary in nature. There is little planning, coordination, or evaluation of efforts expended to accomplish specific short- or long-term results within respective communities. Officers generally work independently of one another with little, if any, discretionary decision-making authority" (p 47). This has provided the individual officer to be satisfied by the culture within the organization. The attitude of belonging to and identified as a police officer has attracted similar people or changed those attitudes as the person became a unit within the culture.

The research on team building, some may call participatory management, has been extensive, and no clear conclusions have been drawn. The common thread of increase of morale has been measured within the studies. The studies are drawn from psychology and business disciplines. The problem faced for each one of the areas stated has been the willingness of management to accept the input of it¹ employees. The complexity of this issue has provided more questions then answer, but provides a foundation to draw from and adapt to each organization.

The Hawthorne study that was conducted in the 1920's has been one of our first interests in the area of participative management (Mayo, 1945). Elton Mayo was in charge of certain experiments on human behavior carried out at the Hawthorne Works of the General Electric Company in Chicago between 1924 and 1927. His research findings have contributed to organization development in terms of human relations and motivation theory. The informal group within the work place does provide strong controls over the attitudes and habits of the worker. Group collaboration does not occur by accident; it must be planned and developed. If group collaboration is achieved the human relations

within a work plant may reach a cohesion which resists the disrupting effects of adaptive society (Mayo, 1945).

Abraham Maslow carried out his investigations into human behavior between 1939 and 1943. Maslow suggested that there are five sets of goals, which may be called basic needs. These are physiological, safety, love, esteem, and self-actualization (Maslow, 1970). The manager must strive to move each employee towards the self-actualization stage of identified by Maslow. To understand a group everyone must have an understanding of individual needs.

Dr. Rensis Likert (1967) has conducted much research on human behavior within organizations, particularly in the industrial situation. ^{IN EXAMINING} ~~He has examined~~ different types of organizations and leadership styles, ~~and~~ he asserts that to achieve maximum production, good labor relations, and high productivity, every organization must make optimum use of their human assets. The form of the organization that will make greatest use of the human capacity, Likert contends, is highly effective work groups linked together in an overlapping pattern by other similarly effective groups. Organizations have widely varying types of management style and Likert has identified four main systems. The first group is the exploitive which is an authoritative system. The decisions are imposed on subordinates and motivation is characterized by threats and high levels of management have great responsibilities but lower levels have virtually none. There is very little communication and no joint teamwork. Secondly, the benevolent which is an authoritative system. The leadership is by a condescending form of master-servant trust and where motivation is mainly by rewards. The managerial personnel feel responsibility but lower levels do not. There is little communication and relatively little teamwork.

Thirdly, ~~The~~ consultative system where leadership is by superiors who have substantial but not complete trust in their subordinates and where motivation is by rewards and some involvement. A high proportion of personnel, especially those at the higher levels, feel responsibility for achieving organization goals. There is some communication (both vertical and horizontal) and a moderate amount of teamwork. Fourthly, ~~The~~ participative is a group system and which is the optimum solution. Leadership is by superiors who have complete confidence in their subordinates. The motivation is by economic rewards based on goals which have been set in participation, where personnel at all levels feel real responsibility for the organizational goals, where there is much communication, and a substantial amount of cooperative teamwork. This fourth system is the one which is the ideal for the profit oriented and human-concerned organization, and Likert says that all organizations should adopt this system (Likert, 1960).

Miller and Pritchard (1992) recommend employee involvement in problem solving processes to improve the organization some areas would include quality control and self-managing teams. Lawer, Mohrman, and Ledford (1992) also promote the sharing of information with employees to increase the employee's knowledge and follow the knowledge with rewarding performance. The redistribution of power must be addressed when attempting participatory management.

All these theories and studies have not provided straightforward answers. The individual needs models take only into account the individual. The individual performance gains do not provide gains in-group and organizational performance (Schneider & Klein, 1994). Other models suggest that the workers be better informed than the manager is and the workers are committed to the organization objectives and

have relevant knowledge. This assumes the manager will accept the employee's influence and information. Some of the models suggest the employee that has direct participation on decision making will foster commitment to the action that the employee opposes fundamentally.

Discussion of Relevant Issues

The organization must continue to search for more understanding of the issues when dealing with individual/group morale and productivity. The first thing that needs to be present in any organization is the willingness of management to study the areas of improvement objectively. Secondly, management must also be willing to address the individual needs of employees. The third issue would be to the study of group behavior within the organization. The final area would be the alternatives, other than the standard operating procedures, that would benefit individuals, groups, citizens, and organizations.

The change cycles have continued at ever-increasing rates. As the system requires more efficient and effective law enforcement, the manager must look for innovative ways of doing things. The business industry has adapted to the pressure with innovating ideas. It is recognized that the public and private sectors do have differences, but also many similarities. Management and leadership principles have universal appeal for all businesses. To develop a vision for the organization is essential for all of management. The accomplishment of this goal requires training of individuals and groups.

The organization is the sum of its individuals. All training provided to employees must cover basic individuals needs. Because of no straight forward answers a more broad view of human behavior. To evaluate the training programs objectively requires the

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evaluation of each course for any pattern emerging covering individual needs. The study of Maslow (1970) of basic needs should be used a guide to ensure conformity.

The study of group behavior within the organization must be priority of management training. One of the greatest impacts on moral and production has been the group. The training should identify at least the four types of management presented by Rensis Likert (1967). This would include the exploitive, benevolent, consultative, and participative groups. The organization is going to be better serve when supervisors have more understanding of the group and its impact.

How to go about prioritizing and searching for alternatives of the needs of the organization requires vision. The training of personnel should be conducted with individuals outside the agency. The training of management personnel with outside agency personnel can help eliminate groupthink. This type of training should provide many alternative views.

The survey conducted by Roland V. del Carmen (1999) indicates that over four million dollars was paid to officers from lawsuits against chiefs of police, the city, or the department. Also indicated in the survey was preventing police lawsuits. The top two strategies were "treat people fairly" and "better training" (Carmen, 1999). This training is provided free of charge from the Law Enforcement Management Institute. The cost of this training would only equal the time away from the duty station. If the ^{loss} of salaries by attending training ^{WAS totalled} ~~then the total~~ for all lieutenants within the service, ^{IT} would equal approximately \$425,000 or \$10,125 per person. The average of \$42,329 was paid to the employee. This training may reduce the amount of lawsuits paid to citizens. The average cost paid to citizens was \$76,755. The benefit to reduce these large sums paid should be

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pursued. The annual budget of the Texas Department of Public Safety of over 34 million dollars indicates only 1% cost of the budget. This is only if ^{ONE CONSIDERS} you consider the employee salary while attending the training. _{USE PASSIVE VOICE}

CONCLUSION/RECOMMENDATIONS

The most important assets of any organization are the people. Managers continue to evaluate the employees for greater productivity. Getting people working in the same direction should produce more with less. The concept of team building is usually a result of understanding the people and groups of people working for the organizations and/or the supervisor. A review of the skills that the organization supervisors possess and the skills that will be needed in the future is necessary. There are numerous courses and seminars that include leadership, management, and motivation techniques provided by many different individuals and institutions throughout the world.

The current law enforcement agency is searching for alternative sources to do more with less. The intra- and inter-agency cooperation is promoted from numerous sources but little or no training is being provided to the employees. The manager must be given the tools to internalize and produce a plan of action to optimize individuals and groups. Providing training on different styles of management to supervisors within the organization and articulating the differences to employees should provide better understanding to all effected.

The law enforcement community is becoming more reliant upon networking. This network does include people within the agency and external sources. The group setting must be promoted throughout the organization. The understanding of group dynamics

will come from training. The manager must continue to strive to learn more of the complexity of individuals within the group setting.

The more knowledge each employee possesses the more options to handle individuals and groups become available. The more interactions each employee has with persons with other agencies should increase potential for broader understanding. The Graduate Management Institute course does provide all the above identify areas of training. The continued learning of employees will help promote new ideas and improved the Texas Department of Public Safety.

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del CARMEN, ROLANDO

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