58270
cop. 1

NATIONAL SHERIFFS' ASSOCIATION

SUITE 320 ● 1250 CONNECTICUT AVENUE ● WASHINGTON, D. C. 20036

TELEPHONE: CODE 202: 872-0422

NATIONAL SHERIFFS' INSTIUTE

LEAA Grant #77-DF-99-0063

October 1, 1977 - December 31, 1978

FINAL REPORT

March 31, 1979

U. S. DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION	CATEGORICAL GRANT PROGRESS REPORT		
GRANTEE National Sheriffs' Association 1250 Connecticut Ave. NW Washington, D.C. 20036	LEAA GRANT NO. 77-DF-99-0063	DATE OF REPORT 3-31-79	REPORT NO. 6
IMPLEMENTING SUBGRANTEE N/A	TYPE OF REPORT ☐ REGULAR ☐ SPECIAL REQUEST ☒ FINAL REPORT		
SHORT TITLE OF PROJECT National Sheriffs' Institute	GRANT AMOUNT $266,102.00		
REPORT IS SUBMITTED FOR THE PERIOD October 1, 1977	THROUGH December 31, 1978		
SIGNATURE OF PROJECT DIRECTOR	TYPED NAME & TITLE OF PROJECT DIRECTOR William H. Petersen, NSI Director		

COMMENCE REPORT HERE (Add continuation pages as required.)

I SUMMARY

This is the final report of the National Sheriffs' Institute for Grant
77-DF-99-0063 which covers the period from October 1, 1977 through December 31, 1978. The original grant period was to have terminated on September 30, 1978, but an extension of time without additional funds was
granted to December 31, 1978.

During the course of the grant period, the NSI conducted three two-week
classes for 91 first term sheriffs, one class for 17 tenured sheriffs,
and two classes for 73 undersheriffs and chief deputies. In addition,
regional update sessions of three days each were held in Quantico, Virginia; St. Charles, Illinois; Denver, Colorado; Salt Lake City, Utah;
and Cincinnati, Ohio. In cooperation with the Peace Officer Standards and
Training Commission of the State of California, in December 1978 a three-
day management orientation seminar was conducted for all newly-elected
sheriffs in California and a two-day seminar on budgeting was held for all
California sheriffs. A two-day budget seminar was conducted for all sheriffs in Colorado in July 1978. Finally, a one-day seminar was conducted
for 80 NSI graduates at Cincinnati, Ohio in June 1978.

During the fifteen-month grant period, the National Sheriffs' Institute
conducted all three two-week management training programs for newly-elected
sheriffs that were in the original grant plan; held the one two-week program scheduled for tenured sheriffs; and conducted two two-week programs
for undersheriffs and chief deputies when only one such class had been
planned in the original schedule. Further, the NSI held five regional
update sessions instead of the three originally planned. It conducted
the special programs in California and Colorado and participated in the
development of a one-week orientation program for New York sheriffs.

The objectives of the grant application were more than fulfilled during

NOTE: *No further monies or other benefits may be paid out under this program unless this report is completed and filed as required by existing
law and regulations (FMC 74-7; Omnibus Crime Control Act of 1976).*

RECEIVED BY GRANTEE STATE PLANNING AGENCY (Official)	DATE

LEAA FORM 4587/1 (REV. 2-77)　　　　REPLACES EDITION OF 10-75 WHICH IS OBSOLETE.

the grant period.

An independent evaluation was conducted by Mr. Steven Egger of Jackson, Michigan and copies of that evaluation report were submitted to LEAA in August 1978.

II. PROJECT ADMINISTRATION

The National Sheriffs' Institute is administered by the National Sheriffs' Association in Washington, D.C. by a project staff which consists of a Project Director and an Administrative Assistant. The Association provides the services of a bookkeeper and receptionist and maintains NSI student records on its computer system. The project staff is responsible for the scheduling and announceing of classes, for recruiting and enrolling students, for securing and monitoring instructional services, for fiscal management and control, and for the maintenance of student and project records. The Association has appointed a project advisory board which met once during the project period to review the curriculum and to assist in divising plans for the long-term continuation of the NSI.

During the first month of the grant period Mr. James P. O'Neil resigned as NSI Director to become the Executive Director of the County Sheriffs of Colorado, and with the approval of the LEAA project monitor, the Association named Mr. William Petersen of the Association staff to be the NSI Director.

A contract between the National Sheriffs' Association and the University of Southern California was signed under which the University agreed to provide all instructional staff, classroom facilities, and student materials and textbooks. This was a continuation of a prior contract and was entered into with the prior approval of LEAA.

The University of Southern California provided a staff which consisted of:

- Instructional Director
- Program Assistant
- Administrative Assistant
- Part-time student assistants as needed
- Faculty and visiting faculty

The University provided a suite of three offices, a classroom, reception room, and storage reproduction room in the John and Alice Tyler Building which houses the School of Public Administration's Center for the Administration of Justice.

Arrangements were made by the NSI Director to house students at a special room rate at the University Hilton hotel on the USC campus directly across the street from the Tyler Building.

Arrangements were made with the Sheriff of Los Angeles County for special class sessions at the Los Angeles County Central Jail, Communications Center, Academy and Womens' Detention Center.

Announcements for each class were prepared and distributed to sheriffs' departments by the Association's project staff and all applications were received and processed by the NSI Director.

III. CLASS SCHEDULE

National Sheriffs' Institute classes conducted during the project period included:

- Class # 15 for first-term sheriffs
  Los Angeles, November 6-18, 1977
- Class # 2 for tenured sheriffs
  Los Angeles, November 27-December 9, 1977
- Class # 2 for undersheriffs and chief deputies
  Los Angeles, January 9-20, 1978
- Regional update, FBI Academy
  Quantico, Virginia, February 22-24, 1978
- Class # 16 for first term sheriffs
  Los Angeles, March 12-24, 1978
- Regional update
  Denver, Colorado, April 3-5, 1978
- Regional update
  St. Charles, Illinois, April 17-19, 1978
- Class # 17 for first-term sheriffs
  Los Angeles, April 30-May 12, 1978
- Regional update
  Salt Lake City, Utah, May 31-June 1-2, 1978
- Regional update
  Cincinnati, Ohio, June 15-17, 1978
- Annual one-day seminar
  Cincinnati, Ohio, June 18, 1978
- Budget training for Colorado sheriffs
  Dillon, Colorado, June 14-15, 1978
- Class # 3 for undersheriffs and chief deputies
  Los Angeles, September 10-22, 1978
- Management orientation for newly-elected California sheriffs
  San Diego, December 4-6, 1978
- Budget seminar for California sheriffs
  San Diego, December 7-8, 1978

IV. **COURSE CONTENT**

Each two-week management training program is described in detail in the class schedule furnished to each student. A copy of the schedule for class # 15 for first-term sheriffs, class # 2 for tenured sheriffs, and class # 3 for undersheriffs and chief deputies are found in Appendix A of this report.

The course content has undergone considerable modification since the Institute was founded in 1972 and the first class conducted in 1973. Most modifications were based on the student internal evaluations and the independent evaluations conducted by private contractors.

V. **EVALUATION**

During each two-week management training session at USC in Los Angeles, each student was asked to rate each class on a scale of 1 (low) to 7 (high) for 4 variables:

- Amount learned in the class
- Relevance for the student
- Preparation of instructor and quality of materials
- Presentation by instructor

The evaluations for amount learned and relevance, as well as the averages for all four variables are summarized in the following tables. Each session is categorized into three content areas:

- Substantive
- Process
- Neutral

The elements of each content area are named in the tables. Results of the internal evaluation are presented here without further comment.

For identification, first-term sheriffs classes are numbered # 15, # 16, # 17. The class for tenured sheriffs is numbered I-03, and the two classes for under-sheriffs and chief deputies are I-04 and I-05.

TABLE 1

NSI PROGRAM ELEMENTS
AVERAGE FOR FOUR VARIABLES

CLASS	15	16	17	I-03	I-04	I-05
RANGE	4.82-6.55	4.17-6.56	3.04-6.31	5.71-6.48	5.33-6.39	4.67-6.73
MEAN	5.93	5.76	5.60	6.09	5.83	5.84
SD	.40	.63	.74	.23	.30	.48
MEDIAN	5.88	6.03	5.81	6.08	5.90	5.98
S MEAN	5.89	5.63	5.48	6.78	5.95	5.85
P MEAN	6.00	6.05	5.76	6.29	5.61	5.59
N MEAN	6.06	5.84	5.75	5.95	5.80	6.07
MEAN (A.M.)	6.06	5.69	5.48	6.11	5.80	5.84
MEAN (P.M.)	5.85	5.92	5.75	6.10	5.86	5.93
MEAN (1st week)	6.04	5.85	5.73	6.04	5.76	5.71
MEAN (2nd week)	6.08	5.60	5.37	6.16	5.95	6.00

S=SUBSTANTIVE   P=PROCESS   N=NEUTRAL

TABLE 2

NSI PROGRAM ELEMENTS
AVERAGE FOR AMOUNT LEARNED

CLASS	15	16	17	I-03	I-04	I-05
RANGE	4.64-6.48	3.75-6.45	3.17-611	6.33-6.26	4.97-6.16	4.27-6.44
MEAN	5.77	5.44	5.33	5.82	5.61	5.49
SD	.45	.70	.67	.28	.38	.51
MEDIAN	5.70	5.65	5.51	5.86	5.57	5.52
S MEAN	5.73	5.31	5.26	5.81	5.77	5.48
P MEAN	5.80	5.77	5.50	6.03	5.49	5.21
N MEAN	5.92	5.46	5.38	5.66	5.39	5.79
MEAN (A.M.)	5.88	5.39	5.23	5.81	5.60	5.51
MEAN (P.M.)	5.68	5.60	5.48	5.87	5.63	5.55
MEAN (1st week)	5.62	5.48	5.40	5.77	5.51	5.38
MEAN (2nd week)	5.97	5.37	5.21	5.89	5.83	5.62

S=SUBSTANTIVE   P=PROCESS   N=NEUTRAL

TABLE 3

NSI PROGRAM ELEMENTS
AVERAGE FOR RELEVANCE TO PARTICIPANTS

CLASS	15	16	17	I-03	I-04	I-05
RANGE	4.40-6.52	4.03-6.32	2.82-6.07	5.26-6.33	4.84-6.38	4.77-6.76
MEAN	5.75	5.51	5.36	5.82	5.56	5.79
SD	.48	.61	.74	.32	.50	.48
MEDIAN	5.70	5.76	5.55	5.84	5.62	5.82
S MEAN	5.70	5.39	5.30	5.80	5.71	5.86
P MEAN	5.80	5.70	5.44	6.06	5.24	5.59
N MEAN	5.96	5.61	5.44	5.67	5.59	5.78
MEAN(A.M.)	5.87	5.43	5.29	5.84	5.59	5.85
MEAN(P.M.)	5.68	5.67	5.49	5.85	5.58	5.81
MEAN (1st week)	5.61	5.55	5.90	5.96	5.45	5.63
MEAN (2nd week)	5.96	5.42	5.20	5.80	5.80	5.95

S=SUBSTANTIVE   P=PROCESS   N=NEUTRAL

TABLE 4

NSI PROGRAM ELEMENTS
AVERAGE FOR FOUR VARIABLES
FIRST TERM SHERIFFS' CLASSES 15-17

	ELEMENT	INSTRUCTOR	15	16	17	MEAN
S U B S T A N T I V E	Agency Goal Setting: Planning	King	5.66	4.72	5.91	5.43
	Agency Goal Setting: Budgeting	Ayres	5.73		5.91	5.82
		Williams		5.20		5.20
	Budget Presentations	Ayres	6.41		5.72	6.06
		Williams		6.04		6.04
	Civil Liability and the Sheriff	Schofield	6.55	6.30	6.22	6.36
	The Contemporary Sheriff	Knox	5.72			5.72
		Duffy		6.00	6.16	6.08
	Contract Services	Goin	4.82	4.17	3.04	4.01
	The Criminal Justice System	Edelstein	5.85	5.60	5.47	5.64
	Sheriff's Role in Improving System	Lucas	5.52	5.89	4.84	5.42
	Developments in Jail Law	Shaw	6.33	6.21	5.81	6.12
	Employee Relations	White	5.45	5.55	4.98	5.33
	Managing the Change Process	Ward	6.51			6.51
	Media Relations	Knox/Hazlett	5.84			5.84
		Knox		6.21	6.27	6.24
	Mobilizing Community Resources	Cooper	6.00			6.00
	Correctional Facilities Planning	Maxey	6.02			6.02

TABLE 5

NSI PROGRAM ELEMENTS

AVERAGE FOR FOUR VARIABLES

	ELEMENT	INSTRUCTOR	15	16	17	MEAN
P R O C E S S	Leadership	Ward	6.00	6.27		6.13
	Motivation	Ward	5.76			5.76
		Brown		5.25		5.25
	Management as Process	Ward	5.85	6.11	5.85	5.94
	Transactional Analysis	Ross	6.39	6.56	6.31	6.42
	Leadership Behavior of the Sheriff	Porter			5.12	5.12
N E U T R A L	Getting Acquainted	Ward/Petersen	6.18			6.18
		Ward		6.02	5.89	5.95
	Introduction to the Program	Ward	6.13	6.04	6.05	6.07
	LASD Tour			4.76	5.57	5.16
	Identifying Managerial Problems	Ward	5.88	6.12	5.70	5.9
	National Sheriffs' Association	Petersen		6.24	5.52	5.88

TABLE 6

NSI PROGRAM ELEMENTS
AVERAGE FOR AMOUNT LEARNED
FIRST TERM SHERIFFS' CLASSES 15-17

ELEMENT	INSTRUCTOR	15	16	17	MEAN
Agency Goal Setting: Planning:	King	5.42	4.09	5.53	5.01
Agency Goal Setting: Budgeting:	Ayres	5.53		5.74	5.63
	Williams		4.59		4.59
Budget Presentations	Ayres	6.40		5.66	6.03
	Williams		5.82		5.82
Civil Liability and the Sheriff	Schofield	6.48	6.09	6.00	6.19
The Contemporary Sheriff	Knox	5.40			5.40
	Duffy		5.58	5.81	5.69
Contract Serivces	Goin	4.64	3.75	3.17	3.85
The Criminal Justice System	Edelstein	5.52	5.45	5.21	5.39
Sheriff's Role in Improving System	Lucas	5.36	5.69	4.50	5.18
Developments in Jail Law	Shaw	6.32	6.13	5.39	5.95
Employee Relations	White	5.20	5.19	4.78	5.06
Managing the Change Process	Ward	6.45			6.45
Media Relations	Knox/Hazlett	5.70			5.70
	Knox		6.06	6.11	6.08
Mobilizing Community Resources	Cooper	5.84			5.84
Correctional Facilities Planning	Maxey	5.91			5.91

S
U
B
S
T
A
N
T
I
V
E

TABLE 7

NSI PROGRAM ELEMENTS
AVERAGE FOR AMOUNT LEARNED
FIRST TERM SHERIFFS' CLASSES 15-17

	ELEMENT	INSTRUCTOR	15	16	17	MEAN
P R O C E S S	Leadership	Ward	5.96	5.96		5.96
	Motivation	Brown	5.56	5.00		5.28
	Management as Process	Ward	5.66	5.70	5.51	5.62
	Transactional Analysis	Ross	6.03	6.45	6.07	6.18
	Leadership Behavior of the Sheriff	Porter			4.92	4.92
N E U T R A L	Getting Acquainted	Ward/Petersen Ward	6.03	5.52	5.51	6.03 5.51
	Introduction to the Program	Ward	6.03	5.61	5.51	5.72
	LASD Tour			4.59	5.35	4.97
	Identifying Managerial Problems	Ward	5.69	5.73	5.37	5.60
	National Sheriffs' Association	Petersen		5.84	5.18	5.51

TABLE 8

NSI PROGRAM ELEMENTS
AVERAGE FOR RELEVANCE FOR STUDENT
FIRST TERM SHERIFFS'CLASSES 15-17

ELEMENT	INSTRUCTOR	15	16	17	MEAN
Agency Goal Setting: Planning	King	5.38	4.27	5.60	5.08
Agency Goal Setting: Budgeting	Ayres	5.38		5.63	5.50
	Williams		4.74		4.74
Budget Presentations	Ayres	6.36		5.55	5.95
	Williams		5.89		5.89
Civil Liability and the Sheriff	Schofield	6.52	6.18	6.07	6.26
The Contemporary Sheriff	Knox	5.46		6.00	5.73
	Duffy		5.88		5.88
Contract Services	Goin	4.40	4.03	2.82	3.75
The Criminal Justice System	Edelstein	5.68	5.45	5.32	5.48
Sheriff's Role in Improving System	Lucas	5.36	5.66	4.78	5.27
Developments in Jail Law	Shaw	6.04	6.13	5.75	5.97
Employee Relations	White	5.28	5.09	4.75	5.04
Managing the Change Process	Ward	6.36			6.36
Media Relations	Knox/Hazlett	5.83			5.83
	Knox		5.97	6.03	6.00
Mobilizing Community Resources	Cooper	5.88			5.88
Correctional Facilities Planning	Maxey	5.83			5.83

S
U
B
S
T
A
N
T
I
V
E

TABLE 9

NSI PROGRAM ELEMENTS
AVERAGE FOR RELEVANCE FOR STUDENT
FIRST TERM SHERIFFS'CLASSES 15-17

	ELEMENT	INSTRUCTOR	15	16	17	MEAN
P R O C E S S	Leadership	Ward	5.70	5.90		5.80
	Motivation	Ward	5.58			5.58
		Brown		4.84		4.84
	Management as Process	Ward	5.66	5.76	5.59	5.67
	Transactional Analysis	Ross	6.26	6.32	6.03	6.20
	Leadership Behavior of the Sheriff	Porter			4.71	4.71
N E U T R A L	Getting Acquainted	Ward/Petersen	6.19			6.19
		Ward		5.88	5.40	5.64
	Introduction to the Program	Ward	6.00	5.75	5.70	5.82
	LASD Tour			4.63	5.46	5.04
	Identifying Managerial Problems	Ward	5.69	5.76	5.40	5.62
	National Sheriffs' Association	Petersen		6.03	5.25	5.64

TABLE 10

NSI PROGRAM ELEMENTS
AVERAGE FOR FOUR VARIABLES
CLASSES I03, I04, I05

	ELEMENT	INSTRUCTOR	I-03	I-04	I-05	MEAN
S U B S T A N T I V E	Agency Goal Setting: Planning	King	5.89	6.12		6.00
		Kirtley			5.38	5.38
	Agency Goal setting: Budgeting	Ayres	5.71	6.15		5.93
		Duncan			5.45	5.45
	Budget Presentation	Ayres	6.27	6.02		6.14
		Duncan			6.15	6.15
	Civil Liability and the Sheriff	Boutwell	6.19		5.99	6.09
		Schofield		6.02		6.02
	The Contemporary Sheriff	Duffy	5.86	5.92		5.89
	Mobilizing Community Resources	Cooper	5.79			5.79
	The Criminal Justice System	Edelstein	6.26	5.60	5.61	5.82
	Sheriff's Role in Improving System	Lucas	5.90	5.66	5.73	5.76
	Developments in Jail Law	Shaw	6.29	5.90	6.04	6.08
	Employee Relations	White	6.03		5.78	5.90
	Managing the Change Process	Ward	6.48	6.35	6.42	6.42
	Media Relations	Knox	6.16	6.39		6.27
		Knox/Hazlett			5.92	5.92
	Budget Workshop	Ward	6.38			6.38
	Developing Policies and Procedures	Ward/Boutwell	5.88			5.88
		Ward			6.11	6.11
	Effective Report Writing	Gould		5.37	5.67	5.52

TABLE 11

NSI PROGRAM ELEMENTS
AVERAGE FOR FOUR VARIABLES
CLASSES I03, I04, I05

	ELEMENT	INSTRUCTOR	I-03	I-04	I-05	MEAN
P R O C E S S	Leadership	Brown	6.26	5.50	4.92	5.56
	Motivation	Ward	6.38			6.38
		Brown		5.33	4.67	5.00
	Management as Process	Ward	6.14	5.67	6.06	5.95
	Transactional Analysis	Ward	6.37	5.93		6.15
		Ross			6.73	6.73
	In-Basket Exercise	Ward		5.61		5.61
N E U T R A L	Getting Acquainted	Ward	6.03	6.10	6.06	6.06
	Introduction to the Program	Ward	5.98	5.61	6.13	5.91
	LASD Tour			5.98	5.97	5.97
	Identifying Managerial Problems	Ward	5.99	5.62		5.80
	National Sheriffs' Association	Petersen	5.79	5.68	6.12	5.86

TABLE 12

NSI PROGRAM ELEMENTS
AVERAGE FOR AMOUNT LEARNED
CLASSES I03, I04, I05

	ELEMENT	INSTRUCTOR	I-03	I-04	I-05	MEAN
S U B S T A N T I V E	Agency Goal Setting: Planning	King	5.60	6.09		5.84
		Kirtley			5.02	5.02
	Agency Goal Setting: Budgeting	Ayres	5.33	6.00		5.66
		Duncan			5.00	5.00
	Budget Presentations	Ayres	6.13	6.03		6.08
		Duncan			5.92	5.92
	Civil Liability and the Sheriff	Boutwell	5.92		5.43	5.67
		Schofield		5.90		5.90
	The Contemporary Sheriff	Duffy	5.66	5.41		5.53
	Mobilizing Community Resources	Cooper	5.40			5.40
	The Criminal Justice System	Edelstein	6.00	5.43	5.33	5.59
	Sheriff's Role in Improving the System	Lucas	5.71	5.27	5.38	5.45
	Developments in Jail Law	Shaw	6.00	6.03	5.54	5.86
	Employee Relations	White	5.33		5.50	5.41
	Managing the Change Process	Ward	6.26	6.16	6.13	6.18
	Media Relations	Knox	5.86	6.09		5.97
		Knox/Hazlett			5.53	5.53
	Budget Workshop	Ward	6.09			6.09
	Developing Policies and Procedures	Ward/Boutwell	6.07			6.07
		Ward			5.79	5.79
	Effective Report Writing	Gould		5.03	5.20	5.11

TABLE 13

NSI PROGRAM ELEMENTS
AVERAGE FOR AMOUNT LEARNED
CLASSES I03, I04, I05

	ELEMENT	INSTRUCTOR	I-03	I-04	I-05	MEAN
P R O C E S S	Leadership	Brown	6.07	5.57	4.61	5.42
	Motivation	Ward	6.07			6.07
		Brown		5.36	4.27	4.81
	Management as Process	Ward	5.86	5.14	5.51	5.50
	Transactional Analysis	Ward	6.14	5.88		6.01
		Ross			6.44	6.44
	In-Basket Exercise	Ward		5.51		5.51
	Getting Acquainted	Ward	5.80	5.66	5.83	5.76
	Introduction to the Program	Ward	5.53	5.20	5.85	5.53
	LASD Tour			5.71	5.56	5.63
	Identifying Managerial Problems	Ward	5.66	4.97		5.31
	National Sheriffs' Association	Petersen	5.64	5.40	5.94	5.66

TABLE 14

NSI PROGRAM ELEMENTS
AVERAGE FOR RELEVANCE FOR STUDENT
CLASSES I03, I04, I05

	ELEMENT	INSTRUCTOR	I-03	I-04	I-05	MEAN
	Agency Goal Setting: Planning	King	5.46	5.71		5.58
		Kirtley			5.41	5.41
	Agency Goal Setting; Budgeting	Ayres	5.46	5.71		5.58
		Duncan			5.41	5.41
	Budget Presentations	Ayres	6.20	5.90		6.05
		Duncan			6.23	6.23
S	Civil Liability and the Sheriff	Boutwell	5.92		6.28	6.10
U		Schofield		5.64		5.64
B						
S	The Contemporary Sheriff	Duffy	5.40	5.70		5.55
T						
A						
N	Mobilizing Community Resources	Cooper	5.26			5.26
T						
I						
V	The Criminal Justice System	Edelstein	5.92	5.30	5.46	5.56
E						
	Sheriff's Role in Improving the System	Lucas	5.42	5.55	5.53	5.5
	Developments in Jail Law	Shaw	6.33	5.73	6.03	6.03
	Employee Relations	White	5.83		5.54	5.68
	Managing the Change Process	Ward	6.20	6.19	6.38	6.26
	Media Relations	Knox	5.93	6.38		6.15
		Knox/Hazlett			6.08	6.08
	Budget Workshop	Ward	6.18			6.18
	Developing Policies & Procedures	Ward/Boutwell	5.71			5.71
		Ward			6.23	6.23
	Effective Report Writing	Gould		4.96	5.74	5.35

TABLE 15

NSI PROGRAM ELEMENTS
AVERAGE FOR RELEVANCE FOR STUDENT
CLASSES I03, I04, I05

	ELEMENT	INSTRUCTOR	I-03	I-04	I-05	MEAN
P R O C E S S	Leadership	Brown	6.07	5.06	5.07	5.40
	Motivation	Ward	6.15			6.15
		Brown		4.84	4.77	4.80
	Management as Process	Ward	5.73	5.41	5.79	5.64
	Transactional Analysis	Ward	6.28	5.47		5.87
		Ross			6.76	6.76
	In-Basket Exercise	Ward		5.41		5.41
N E U T R A L	Getting Acquainted	Ward	5.66	5.90	5.94	5.83
	Introduction to the Program	Ward	5.73	5.35	5.86	5.65
	LASD Tour			5.77	5.36	5.56
	Identifying Managerial Problems	Ward	5.46	5.30		5.38
	National Sheriffs' Association	Petersen	5.85	5.62	5.96	5.81

VI. CLASS PARTICIPANTS

The National Sheriffs' Institute is organized to provide classes to three separate and distinct groups:

> (1) Sheriffs who are newly elected and serving their first term in office as sheriff
>
> (2) Tenured sheriffs, or those serving beyond their first term in office as sheriff
>
> (3) Undersheriffs and chief deputies of sheriffs who are themselves graduates of the National Sheriffs' Institute

There are approximately 3,100 sheriffs in the United States, and at any given election between 500 and 600 new sheriffs will be elected nationwide. The concentration of effort, therefore, is on training newly-elected sheriffs.

Prior to the 1977 grant award, the NSI had trained 552 first-term sheriffs, 38 tenured sheriffs, and 38 undersheriffs and chief deputies. The current grant provided training to 91 first-term sheriffs, 17 tenured sheriffs, and 73 undersheirffs and chief deputies.

A maximum of 40 persons will be admitted to any one class and applications are processed in the order in which they are received. No qualified applicant is rejected for a class unless the class size reaches the maximum.

Every sheriff in the United States and the office of every state sheriffs' association receives the announcements of each class and copies of the application form. No preference is given nor is any person denied enrollment due to race, sex, national origin, age, political affiliation, place or residence, or any other factor than order of receipt of application.

The experience and education of those attending NSI is described in summary form in Tables 16, 17, and 18. Following those tables is the master roster of all participants in the two-week program of the current NSI grant period.

TABLE 16

PROFILE: FIRST TERM SHERIFFS' CLASSES

	CLASS 15	CLASS 16	CLASS 17	CUMULATIVE
N	28	36	29	
Average Age	43.8	43	44.30	43.7
No. of Yrs. in Law Enforcement	12.2	10.6	11.49	11.43
Educational Level:				
High School	2	1	0	3=3.2%
H.S. Diploma	13	19	14	46=49.5%
Some College	3	8	9	20=21.5%
A.A.	4	4	2	10=10.7%
B.A.	3	4	2	9=9.7%
Some Grad Work	2	0	1	3=3.2%
Masters	1	0	0	1=1.1%
Other	0	0	1	1=1.1%
% Attended Some College	46.4%	44%	51.9%	47.3%

TABLE 17

PROFILE: TENURED SHERIFFS' CLASS T-02

N	17
Average Age	47.4
No. of Yrs. in Law Enforcement	19.2
Educational Level:	
High School	1
H.S. Diploma	5
Some College	10
A.A.	1
% Attended Some College	65%

TABLE 18

PROFILE: UNDERSHERIFFS & CHIEF DEPUTIES CLASSES

	CLASS U02	CLASS U03	CUMULATIVE
N	36	39	
Average Age	39.20	38	38.6
No. of Yrs. in Law Enforcement	12.25	12.66	12.45
Educational Level:			
High School	0	0	0
H.S. Diploma	12	12	24=32%
Some College	11	13	24=32%
A.A.	7	7	14=28.7%
B.A.	2	5	7=9.3%
Some Grad Work	2	1	3=4.0%
Masters	1	0	1=1.3%
J.D.	0	1	1=1.3%
Other	1	0	1=1.3%
% Attended Some College	66%	69.2%	67.9%

-23-

THURMEN S. ADKINS
MIAMI COUNTY
WEST MAIN STREET
SAFETY BUILDING
TROY, OHIO 45373
(513) 335-8378/8379
N-16-01

JAMES E. ALANDAR, JR.
CHIEF DEPUTY
MARICOPA COUNTY
120 SOUTH FIRST AVENUE
PHOENIX, ARIZONA 85003
(602) 262-3112
I-04-01

GHAZEY HASHIM ALECK
CLARE COUNTY
255 WEST MAIN STREET
HARRISON, MICHIGAN 48625
(517) 539-7166
N-17-01

WILLIS HAROLD ALEXANDER
CHIEF DEPUTY
GILA COUNTY
P.O. BOX 1311
GLOBE, ARIZONA 85501
(602) 425-4449
I-04-02

DONALD D. ALLEN
JEFFERSON COUNTY
SHERIFF'S DEPARTMENT
WAURIKA, OKLAHOMA 73573
(405) 228-2375
N-14-01

JOSEPH R. ANTHONY
CHEBOYGAN COUNTY
COUNTY BUILDING
CHEBOYGAN, MICHIGAN 49721
(616) 627-3155
N-14-02

CHARLES H. APPLEWHITE
JACKSON COUNTY
P.O. BOX 919
MARIANNA, FLORIDA 32446
(904) 482-2132
N-17-02

DUANE A. BADDER
PRESQUE ISLE COUNTY
267 NORTH SECOND STREET
ROGERS CITY, MICHIGAN 49779
(517) 734-2156
N-17-03

WILLIAM R. BATES
MONTMORENCY COUNTY
M-32 BOX 415
ATLANTA, MICHIGAN 49709
(517) 785-3121 OR 4499
N-17-04

JOSEPH W. BAUER
REFUGIO COUNTY
P.O. DRAWER Y
REFUGIO, TEXAS 78377
(512) 526-2351
N-16-03

JAMES L. BELOW
CAPE GIRARDEAU
115 WEST WASHINGTON
JACKSON, MISSOURI 63755
(314) 243-3551
N-16-04

WILLIAM MAXWELL BENSINGER
IONIA COUNTY
100 LIBRARY STREET
IONIA, MICHIGAN 48846
(616) 527-0402
N-16-05

ALONZA T. BLACKMON
HUTCHINSON COUNTY
BOX 1426
BORGER,TEXAS 79007
(806) 274-6343
N-14-03

MAYNARD L. BLOOM
SULLY COUNTY
P.O. BOX 189
ONIDA, SOUTH DAKOTA 57564
(605) 258-2244
N-17-05

SALVATORE E. BONGIORNO
UNDERSHERIFF
MORRIS COUNTY
COUNTY COURTHOUSE
MORRISTOWN, NEW JERSEY 07960
(201) 285-6201
I-04-03

DONALD W. BROSSOW
RIO BLANCO COUNTY
P.O. BOX 647
MEEKER, COLORADO 81641
(303) 878-5023
N-17-06

TERRANCE L. BROST
UNDERSHERIFF
LARAMIE COUNTY
P.O. BOX 787
CHEYENNE, WYOMING 82001
(307) 634-7931
I-04-04

GARY BROWN
LIEUTENANT
MORGAN COUNTY
COURTHOUSE
JACKSONVILLE, ILLINOIS 62650
(217) 245-4143
I-04-05

JOHNNY MACK BROWN
GREENVILLE COUNTY
4 MCGEE STREET
GREENVILLE, SOUTH CAROLINA 29601
(803) 271-5280/5284
N-15-01

BILLY RAY CAIN
PARKER COUNTY
215 TRINTY
WEATHERFORD, TEXAS 76086
(817) 663-2031
N-16-06

KENNETH LLOYD CALVIN
DAVIESS COUNTY
BOX 121
GALLATIN, MISSOURI 64640
(816) 663-2031
N-16-07

ANTHONY J. CARDARELLI
SUMMIT COUNTY
CITY-COUNTY SAFETY BUILDING
53 EAST CENTER STREET
AKRON, OHIO 44308
(216) 379-5522
N-16-08

RUTH S. CARPENTER
HUNTERDON COUNTY
P.O. BOX 502
FLEMINGTON, NEW JERSEY 08822
(201) 782-4300, EXT. 168
N-16-09

JESSIE A. CARTER
WALTON COUNTY
WALTON COUNTY COURTHOUSE
DEFUNIAK SPRINGS, FLORIDA 32433
(904) 892-2721
N-16-10

LEROY E. CASE
CHIPPEWA COUNTY
331 COURT STREET
SAULT ST. MARIE, MICHIGAN 49783
(906) 635-1597
N-17-08

EDWIN BREWSTER COLEMAN
ALCORN COUNTY
BOX 1573
CORINTH, MISSISSIPPI 33834
(601) 286-5521
N-16-11

LUTHER COX
FAUQUIER COUNTY
50 LEE STREET
WARRENTON, VIRGINIA 22186
(703) 347-3300
I-03-01

OREN O. COX
CHEYENNE COUNTY
P.O. BOX 335
SIDNEY, NEBRASKA 69162
(308) 254-5878
N-15-02

LARRY V. CUMMINGS
UNDERSHERIFF
LINCOLN COUNTY
COURTHOUSE
LIBBY, MONTANA 59923
(406) 293-4112
I-04-06

PHILIP P. DAIGNEAULT
ASSISTANT SHERIFF
BELKNAP COUNTY
64 COURT STREET
LACONIA, NEW HAMPSHIRE 03246
(603) 524-3830
I-04-07

RONALD D. DANIELS, JR.
MERRIMACK COUNTY
163 NORTH MAIN STREET
CONCORD, NEW HAMPSHIRE 03301
(603) 225-5451
I-03-02

DOUGLAS JACK DAVIS
WHITFIELD COUNTY
P.O. BOX 652
DALTON, GEORGIA 30720
(404) 278-1233
N-15-03

JOHN G. DINGER
JEFFERSON COUNTY
MAIN STREET, COURTHOUSE
BROOKVILLE, PA 15825
(814) 849-8031
N-16-12

ARTHUR I. DOUGHERTY
OURAY COUNTY
P.O. BOX 585
OURAY, COLORADO 81427
(303) 325-4384
I-03-03

RONALD DAVID DUELL
CHITTENDEN COUNTY
BOX 1042
BURLINGTON, VERMONT 05401
(802) 863-4341
N-16-13

NOLAN DUGAN
MOWER COUNTY
LAW ENFORCEMENT CENTER
AUSTIN, MINNESOTA 55912
(507) 433-3411
N-15-04

STEVEN P. DURHAM
CHIEF DEPUTY
LATAH COUNTY
FIFTH & VAN BUREN
MOSCOW, IDAHO 83848
(208) 882-2216
I-04-08

GARY E. EFAW
ATHENS COUNTY
13 WEST WASHINGTON STREET
ATHENS, OHIO 45701
(614) 593-6633
N-17-09

FRED H. ELLERD
SAN MIGUEL COUNTY
P.O. BOX 455
TELLURIDE, CO. 81435
(303) 728-3931
N-16-14

WILLIAM C. FAUST
OTTAWA COUNTY
320 JEFFERSON STREET
PORT CLINTON, OHIO 43452
(419) 734-4404
N-14-04

WILLIAM F. FERRELL
SCOTT COUNTY
P.O. BOX 143
BENTON, MISSOURI 63736
(314) 545-3525
N-15-05

GARLAND LEE FORRESTER
LANCASTER COUNTY
SHERIFF'S DEPARTMENT
LANCASTER, VIRGINIA 22503
(804) 462-2330
I-03-04

WILLIAM G. FOUST
LT. CHIEF DEPUTY
ASHTABULA COUNTY
NORHT CHESTNUT STREET
JEFFERSON, OHIO 44047
(216) 576-4901
I-04-09

DONALD J. GASPARINI
EXECUTIVE CHIEF
WINNEBAGO COUNTY
COURTHOUSE
ROCKFORD, ILLINOIS 61102
(815) 987-5920
I-04-10

KENNETH T. GEORGE
DENTON COUNTY
301 EAST MCKINNEY
DENTON, TEXAS 76201
(817) 382-2313
N-15-06

BERNARD W. GIBSON
MUSKINGUM COUNTY
SHERIFF'S DEPARTMENT
ZANESVILLE, OHIO 43701
(614) 452-3637
N-14-05

DONALD E. GILMAN
MARION COUNTY
220 EAST MARYLAND
INDIANAPOLIS, MARYLAND 46204
(317) 633-5181, EXT. 201
N-16-15

ELMER J. GILMORE
MERCER COUNTY
125 WEST LIVINGSTON
CELINA, OHIO 45822
(419) 586-7724
N-14-06

BENJAMIN L. GOINS
CITY OF ST. LOUIS
12th & CHESTNUT STREETS
ST. LOUIS, MISSOURI 63101
(314) 453-4851
N-15-05

ROBERT GOMEZ
GREENLEE COUNTY
P.O. BOX 998
CLIFTON, ARIZONA 85533
(602) 865-4149
N-17-10

JOHN R. GONDAL
INDIANA COUNTY
P.O. BOX 606
INDIANA, PA. 15701
(412) 465-2661
N-17-11

WILLIAM GRAHAM
WINDHAM COUNTY
225 MAIN STREET
BRATTLEBORO, VERMONT 05346
(802) 254-2950
I-03-05

HARRY L. GRAVES
LOGAN COUNTY
P.O. BOX 749
STERLING, COLORADO 80751
(303) 522-1373
N-17-12

IRBY I. "HUMKO" GRAVES
MADISON COUNTY
SHERIFF'S DEPARTMENT
JACKSON, TENNESSEE 38301
(901) 422-6626
N-15-08

NORRIS RAY GRISSOM
MISSISSIPPI COUNTY
COURTHOUSE
CHARLESTON, MISSOURI 63834
(314) 683-2111
N-16-16

WILLIAM H. HACKEL
MACOMB COUNTY
43565 ELIZABETH ROAD
MT. CLEMENS, MICHIGAN 48043
(313) 469-5547
N-15-09

LOUIS W. HARPER, SR.
LOWNDES COUNTY
2503 BELL AVENUE
COLUMBUS, MISSISSIPPI 39701
(601) 328-6781
N-16-17

L. DUANE HARRELL
CHIEF DEPUTY
SEMINOLE COUNTY
301 NORTH PARK AVENUE
SANFORD, FLORIDA 32771
(305) 322-5115
I-04-11

CHARLES W. HARROD
ALLEN COUNTY
P.O. BOX 1243
LIMA, OHIO 45802
(419) 227-3535
N-16-18

LEONARD RAY HATAWAY
GRANT PARISH
P.O. BOX 187
COLFAX, LOUISIANA 71417
(318) 627-3261
N-16-19

JACK HAUGE
UNDERSHERIFF
MASON COUNTY
P.O. BOX 1037
SHELTON, WASHINGTON 98584
(206) 426-9766
I-04-12

BILLY D. HAVENHILL
LOUISA COUNTY
503 FRANKLIN
WAPELLO, IOWA 52653
(319) 523-4371
N-14-07

DONALD T. HICKEY
LUCAS COUNTY
1622 SPEILBUSCH
TOLEDO, OHIO 43624
(419) 259-8623
N-15-10

BERTRAND R. HIGGINS
BENZIE COUNTY
BOX 116
BEULAH, MICHIGAN 49617
(616) 882-4484
N-14-08

LYNN M. HOLT
CHIEF DEPUTY
COBB COUNTY
P.O. BOX 649
MARIETTA, GEORGIA 30061
(404) 427-0123
I-04-13

MARSHALL E. HONAKER
CITY OF BRISTOL
417 CUMBERLAND STREET
BRISTOL, VIRGINIA 24201
(703) 466-2115
I-03-06

FRANK A. HOWARD
VERNON PARISH
P.O. BOX 649
LEESVILLE, LOUISIANA 71446
(318) 238-1311
N-16-20

JOHN L. HOWARD
TETON COUNTY
BOX 429
CHOTEAU, MONTANA 59422
(406) 466-5781
N-15-11

GEORGE R. HUBBARD
KIT CARSON COUNTY
P.O. BOX 267
BURLINGTON, COLORADO 80807
(303) 346-8934
I-03-07

P. PHIL HUFF
HOLMES COUNTY
1 COURT STREET
MILLERSBURG, OHIO 44654
(216) 674-1936
N-14-09

ROSS D. HUNT
BAKER COUNTY
BOX 350
BAKER, OREGON 97814
(503) 523-6416
N-14-10

CLEVE D. HUNTER
CHIEF OF OPERATIONS
WHITMAN COUNTY
P.O. BOX 470
COLFAX, WASHINGTON 99111
(509) 397-4262
I-14-14

FRANK HUSH, JR.
CHIEF DEPUTY
SANDUSKY COUNTY
622 CROGHAN STREET
FREMONT, OHIO 43420
(419) 332-2613
I-04-15

YALE HUBERT JARVIS
WASHINGTON COUNTY
806 SOUTH MARION
WASHINGTON, IA 52353
(319) 653-2107
N-16-21

RICHARD ALAN JENEMA
MISSAUKEE COUNTY
120 PINE STREET
LAKE CITY, MI 49651
(616) 839-4338
N-16-22

L. "PIE" DWAYNE JETT
BRACKEN COUNTY
P.O. BOX 264
BROOKSVILLE, KENTUCKY 41004
(606) 735-3233
N-17-13

JOHN W. JOHNSEN
UNDERSHERIFF
WILL COUNTY
14 WEST JEFFERSON
JOLIET, ILLINOIS 60431
(815) 727-8656
I-04-16

RICHARD F. JOHNSON
BOONE COUNTY
SHERIFF'S DEPARTMENT
ALBION, NEBRASKA 68620
(402) 395-2113
N-14-11

ROBERT LEE JOHNSON
CAPTAIN
CATAWBA COUNTY
P.O. BOX 392
NEWTON, NORTH CAROLINA 28658
(704) 464-5241
I-04-17

THOMAS DALE JOHNSON
P.O. BOX 392
NEWTON, NORTH CAROLINA 28658
CATAWBA COUNTY
(704) 464-5241
I-03-08

WILLIAM K. JOHNSTON
ASHTABULA COUNTY
NORTH CHESTNUT STREET
JEFFERSON, OHIO 44047
(216) 576-4901
N-15-12

RICHARD A, KANE
LIVINGSTON COUNTY
4 COURT STREET
GENESEO, NEW YORK 14454
(716) 243-1212
N-15-13

HAROLD KEENA
UNDERSHERIFF
EATON COUNTY
117 WEST HARRIS
CHARLOTTE, MICHIGAN 48813
(517) 543-3510
I-14-18

A. LEE KENNEDY
JUNIATA COUNTY
BOX 42, 3rd & BRIDGE
MIFFLINTOWN, PA 17059
(717) 436-2213
N-17-14

RICHARD E. KIENAST
PITKIN COUNTY
506 E. MAIN
ASPEN, COLORADO 81611
(303) 925-3232
N-15-14

NOBLE E. KLEVEN
TREMPEALEAU COUNTY
1719 PARK AVENUE
WHITEHALL, WISCONSIN 54773
(715) 538-4351 OR 2263
N-14-12

DOUGLAS A. KNIPP
CHIEF DEPUTY
COCHISE COUNTY
P.O. BOX DRAWER F
BISBEE, ARIZONA 85603
(602) 432-2267
I-04-19

BERNARD CARL LAHR
CLARION COUNTY
MADISON STREET
CLARION, PA. 16214
(814) 226-7611
N-17-15

KENNETH LANDIS
STEPHENS COUNTY
COURTHOUSE
DUNCAN, OKLAHOMA 73533
(405) 255-3131
I-03-09

CARL EUGENE LANGLEY
LAPEER COUNTY
2408 WEST GENESSE STREET
LAPEER, MI 48446
(313) 664-1801
N-16-23

WILLIAM J. LAWRENCE
DAVIS COUNTY
50 EAST STATE STREET
FARMINGTON, UT. 84025
(801) 292-4496
N-16-24

RUSSELL C. LOWREY
CALEDONIA COUNTY
BOX 422
ST. JOHNSBURY, VERMONT 05819
(802) 748-9207
N-14-13

WILLIAM T. MAHONEY
UNDERSHERIFF
ALBANY COUNTY
COUNTY COURTHOUSE
ALBANY, NEW YORK 12207
(518) 445-7515
I-04-20

THOMAS A. MALE
ALPENA COUNTY
320 JOHNSON STREET
ALPENA, MICHIGAN 49707
(517) 354-4128
N-17-16

GARDNER G. MANOSH
LAMOILLE COUNTY
P.O. BOX 96
HYDE PARK, VERMONT 05655
(802) 888-3502
I-03-10

A.D. MANZANO
GRANT COUNTY
BOX 289
SILVER CITY, NM 88061
(505) 538-3797
N-16-25

JERRY MAPLE
DOUGLAS COUNTY
P.O. BOX 218
MINDEN, NEVADA 89423
(702) 782-2211, EXT. 243
N-15-15

MALCOLM V. MCCALL
LAKE COUNTY
315 WEST MAIN STREET
TAVARES, FLORIDA 32778
(904) 343-9505
N-17-17

M.L. "BUTCH" MCCUE
KEARNY COUNTY
305 NORTH MAIN, BOX P
LAKIN, KANSAS 67860
(316) 355-6211
N-14-14

JAMES K. MCINTOSH
PERSHING COUNTY
P.O. BOX 147
LOVELOCK, NEVADA 89419
(702) 273-2641
N-17-18

MELVIN E. MCKELLIPS
WICHITA COUNTY
P.O. BOX 328
LEOTI, KANSAS 62821
(316) 375-2723
N-17-19

NEIL MCKINNEY
MORRIS COUNTY
500 BROADNAX
DANGERFIELD, TEXAS 75638
(214) 645-2232
N-14-15

MICHAEL R. MCMEEKIN
LINCOLN COUNTY
COURTHOUSE
LIBBY, MONTANA 59923
(406) 293-4112
N-15-16

JAMES R. MCNUTT
MIDLAND COUNTY
SHERIFF'S DEPARTMENT
MIDLAND, MICHIGAN 48640
(517) 631-0410
N-14-16

JOE M. MEDINA, JR.
CHIEF DEPUTY
KLEBURG COUNTY
P.O. BOX 1347
KINGSVILLE, TEXAS 78363
(512) 592-4317 or 4318
I-04-21

DAVID J. MICHEL
HANCOCK COUNTY
855 STATE
GARNER, IOWA 50438
(515) 923-2745
N-14-17

RAYMOND A. MILLER
OSWEGO COUNTY
R.D. #4, P.O. BOX 5
OSWEGO, NEW YORK 13126
(315) 243-2088
N-17-20

FRANKIE L. MILLS
OKALOOSA COUNTY
OKALOOSA COUNTY COURTHOUSE ANNEX
SHALIMAR, FLORIDA 32579
(904) 242-4176 INTERCOM 6
N-16-26

JACK L. MILLSAP
ATCHISON COUNTY
511 WEST CLAY
ROCK PORT, MISSOURI 64482
(816) 744-2887
N-15-17

LOUIE T. MIMS
POLK COUNTY
P.O. BOX 1219
BARTOW, FLORIDA 33830
(813) 533-0444
N-15-18

ROBERT G. MITCHELL, JR.
CHIEF DEPUTY
UNION COUNTY
221 WEST FIFTH STREET
MARYSVILLE, OHIO 43040
(513) 644-5010
I-04-22

DENVER E. MOCK, JR.
WILLIAMS COUNTY
218 WEST BRYAN STREET
BRYAN, OHIO 43506
(419) 636-3151
I-03-11

JAMES MONROE MONTGOMERY
GALLIA COUNTY
BOX 243
GALLIPOLIS, OHIO 45631
(614) 446-1221
N-16-27

GOLDEN F. MOORE, JR.
LONOKE COUNTY
P.O. BOX 164
LONOKE, ARKANSAS 72086
(501) 676-3492
N-14-18

HAROLD E. MOORE
YAVAPAI COUNTY
COURTHOUSE
PRESCOTT, ARIZONA   86301
(602) 445-2231
N-15-19

NEWTON H. MURDOCK
HARDEE COUNTY
120 SOUTH 9th AVE.   SHERIFF'S DEPT.
WAUCHULA, FLORIDA 33873
(813) 773-4144
I-03-12

JAMES G. MURPHY
ORLEANS COUNTY
4 COURT SQUARE
NEWPORT, VERMONT 05855
(800) 334-6818
N-14-19

ALOYSIUS ANTHONY NAES
SALINE COUNTY
P.O. BOX 1606
SALINE, KS. 67401
(913) 825-5487
N-16-28

PHILIP W. NELSON
CLAY COUNTY
P.O. BOX 1207
SPENCER, IOWA 51301
(712) 262-3221
N-17-21

ELMER R. NIEBERG, JR.
MAJOR
CHARLOTTE COUNTY
2400 AIRPORT ROAD
PUNTA GORDA, FLORIDA 33950
(813) 639-2101
I-04-23

MICHAEL E. NORRIS
ALEXANDRIA CITY
CITY HALL, ROOM 214
ALEXANDRIA, VIRGINIA 22313
(703) 750-6581
N-17-22

ALFRED P. O' NEILL
JEFFERSON COUNTY
311 NORTH MASSEY STREET
WATERTOWN, NEW YORK 13601
(315) 788-1441
N-17-23

ROBERT HARVEY ORR, JR.
CHESTER COUNTY
P.O. BOX 723
CHESTER, SOUTH CAROLINA 29706
(803) 385-5131/5132
N-16-29

DUANE H. OTTO
CHIEF DEPUTY
POTTAWATTAMIE COUNTY
LAW ENFORCEMENT CENTER
228 PEARL STREET
COUNCIL BLUFFS, IOWA 51501
(712) 328-4780
I-04-24

TONY MCCOY OWENS
CHIEF DEPUTY
WILSON COUNTY
P.O. BOX 344
WILSON, NORTH CAROLINA 27893
(919) 237-2118
I-04-25

DAN L. PAGE
WINN PARISH
P.O. BOX 950
WINNFIELD, LA. 71483
(318) 628-4611
N-16-30

FRED PEEL
WASHINGTON COUNTY
SHERIFF'S DEPARTMENT
CHIPLEY, FLORIDA 32428
(904) 638-0610
N-14-20

RONALD D. PETERS
UNDERSHERIFF
BUTLER COUNTY
121 SOUTH GORDY
ELDORADO, KANSAS 67042
(316) 321-1650
I-04-26

CLAIR PILLARD
PHILLIPS COUNTY
BOX 185
HOLYOKE, CO. 80734
(303) 854-3144
N-16-31

CHARLES N. POAG
MURRAY COUNTY
115 FORT STREET
CHATSWORTH, GEORGIA 30705
(404) 695-4592
N-15-20

JOHN E. POLK
SEMINOLE COUNTY
301 NORTH PARK AVENUE
SANFORD, FLORIDA 32771
(305) 322-5115
I-03-13

REVIS CARLTON POWELL
THOMAS COUNTY
P.O. BOX 588
THOMASVILLE, GA. 31792
(912) 226-5454
N-16-32

ROBERT V. PRICE
UNION COUNTY
UNION COUNTY COURTHOUSE
LAGRANDE, OREGON 97850
(503) 963-5112
N-14-21

BILLY JOE PURDOM
MARION COUNTY
SHERIFF'S DEPARTMENT
YELLVILLE, ARKANSAS 72687
(501) 449-4236
N-14-22

G. RILEY REDDISH
WAYNE COUNTY
P.O. BOX 286
JESUP, GA. 31545
(912) 427-4211
N-17-24

BOB E. RICE
POLK COUNTY
204 COURTHOUSE
DES MOINES, IOWA 50309
(515) 284-6030
N-15-21

ALFRED C. RIERSON
FLATHEAD COUNTY
BOX 1076
KALISPELL, MONTANA 59901.
(406) 755-3691
N-15-22

LEON RIGGS
HARRISON COUNTY
P.O. BOX 169
BETHANY, MISSOURI 64424
(816) 425-3199
N-15-23

BILL F. ROSS
MASON COUNTY
226 SUTTON STREET
MAYSVILLE, KENTUCKY 41056
(606) 564-3309
N-17-25

GLENN R. SCHLEVE
CHIEF DEPUTY
BUFFALO COUNTY
COUNTY COURTHOUSE
KEARNEY, NEBRASKA 68847
(308) 237-5981
I-04-27

WILBUR R. SCHMIDT
HENRY COUNTY
SHERIFF'S OFFICE
CLINTON, MISSOURI 64735
(816) 885-4951
I-03-14

DONALD L. SCHOSSOW
POCOHONTAS COUNTY
COURT HOUSE
POCAHONTAS, IOWA 50574
(712) 335-3308
N-17-26

MURL L. SHAVER
CHIEF DEPUTY
MOHAVE COUNTY
301 WEST BEALE
KINGMAN, ARIZONA 86401
(602) 753-2141
I-04-28

M. BLAIR SHEPHERD
VALLEY COUNTY
P.O. BOX 529
CASCADE, IDAHO 83611
(208) 382-4202
N-17-27

ELMER C. SIEMON
HARDIN COUNTY
125 EAST CARROL STREET
KENTON, OHIO 43326
(419) 673-1268
N-15-24

BILL WAYNE SKINNER
CALLAHAN COUNTY
CALLAHAN COUNTY COURTHOUSE
BAIRD, TEXAS 79504
(915) 854-1444
N-16-33

CARL FRANK SMITH
CAPTAIN
GALLATIN COUNTY
P.O. BOX 1025
BOZEMAN, MONTANA 59715
(406) 586-2315
I-04-29

JAMES B. SMITH
SMITH COUNTY
P.O. BOX 90
TYLER, TEXAS 75710
(214) 593-8434
N-14-23

RONALD SMITH
CHIEF DEPUTY
GEAUGA COUNTY
13281 RAVENNA ROAD
CHARDON, OHIO 44024
(216) 285-2222/9577
I-04-30

HOWARD A. SODERBERG
TOWNER COUNTY
SHERIFF'S OFFICE
CANDO, NORTH DAKOTA 58324
(701) 968-3723
I-03-15

D.L. STEDMAN
UNDERSHERIFF
CANADIAN COUNTY
302 NORTH EVANS
EL RENO, OKLAHOMA 73036
(405) 262-3434
I-04-31

LEROY MELVIN STEPHEN
PHILLIPS COUNTY
P.O. BOX 177
PHILLIPSBURG, KANSAS 67661
(913) 543-2107
N-16-34

GARY A. STEWART
ONTARIO COUNTY
74 ONTARIO STREET
CANANDAIGUA, NEW YORK 14424
(716) 394-4560, EXT. 14
N-17-28

WILLIAM E. STOUT, JR.
BUTLER COUNTY
BUTLER COUNTY COURTHOUSE
POPLAR BLUFF, MO. 63901
(314) 785-2636 OR 686-1020
N-16-35

DONALD R. STUBBS
CHIEF DEPUTY
LAMOILLE COUNTY
P.O. BOX 96
HYDE PARK, VERMONT 05655
(802) 888-3502
I-04-32

MIKE SULLIVAN, JR.
EL PASO COUNTY
P.O. BOX 125
EL PASO, TEXAS 79941
(915) 543-2885
I-03-16

WAYNE TAYLER
UNDERSHERIFF
ARAPAHOE COUNTY
5686 S. COURT PLACE
LITTLETON, COLORADO
(303) 798-8381
I-04-33

THOMAS THOMPSON
IREDELL COUNTY
P.O. BOX 287
STATESVILLE, NORTH CAROLINA 28677
(704) 872-4151
N-15-26

CLAYTON R. THURMAN
HARPER COUNTY
115 EAST STEDMAN
ANTHONY, KANSAS 67003
(316) 842-5135
I-03-17

RUSSELL R. TIMMRECK
CHIEF DEPUTY
WILLIAMS COUNTY
512 4th AVENUE EAST
WILLISTON, NORTH DAKOTA 68801
(701) 572-6739
I-04-34

CLIFTON QUINN TOWERY
CARTER COUNTY
BOX 367
VAN BUREN, MO. 63965
(314) 323-4510
N-16-36

JOHN R. VAN CAMP
CLERMONT COUNTY
270 MAIN STREET
BATAVIA, OHIO 45103
(513) 732-2231
N-17-29

WESLEY C. WALRAVEN, JR.
FORSYTH COUNTY
P.O. BOX 41
CUMMING, GEORGIA 30130
(404) 887-4330
N-15-27

ROCKY J. WATSON
KOOTENAI COUNTY
P.O. BOX 369
COEUR D'ALENE, IDAHO 83814
(208) 664-9225
N-17-30

LARRY L. WHITTEN
CAMDEN COUNTY
P.O. BOX 507
CAMDENTON, MISSOURI 65020
(314) 346-2243
N-15-28

ELWIN WILCOX
ANTRIM COUNTY
P.O. BOX 525
BELLAIRE, MI. 49615
(616) 533-8627
N-16-37

RAYMOND L. WILKES
BIBB COUNTY
4645 SPRUCEWOOD DRIVE
MACON, GEORGIA 31204
(912) 745-6871
N-14-24

DAVID E. WILSON
COLONEL
LEE COUNTY
2055
ANDERSON AVENUE
FT. MYERS, FLORIDA 33902
(813) 332-3456
I-04-35

MELVIN S. WILSON
GRANT COUNTY
210 EAST CENTRAL
ULYSSES, KANSAS 67880
(316) 356-3500
N-14-25

ROBERT WOOD
BAY COUNTY
SHERIFF'S DEPARTMENT
BAY CITY, MICHIGAN 48706
(517) 895-5505
N-14-26

PHILIP F. ZITO
UNDERSHERIFF
MERCER COUNTY
P.O. BOX 8068
TRENTON, NEW JERSEY 08650
(609) 989-6125
I-04-36

APPENDIX A

REPRESENTATIVE CLASS SCHEDULES

AND COURSE CONTENT DESCRIPTIONS

NATIONAL SHERIFFS' INSTITUTE

Sponsored by the
NATIONAL SHERIFFS' ASSOCIATION

and Conducted by the
Center for the Administration of Justice
School of Public Administration
UNIVERSITY OF SOUTHERN CALIFORNIA

SCHEDULE

CLASS FIFTEEN

<u>Sunday, November 6, 1977</u>

9 a.m. to Noon   REGISTRATION

Registration requires approximately 20-30 minutes of time.
Be sure to complete necessary travel forms (or at least
receive a set for later completion). Notebooks are issued
during registration.

Following registration, the morning is free. Please feel
free to visit with the staff and other participants.

_____

1 to 3 p.m.   GETTING ACQUAINTED

Tyler Building, Room 5

The success of this training program will depend to a
considerable degree upon the extent of individual involve-
ment of the sheriffs attending. The exercises this after-
noon introduce people and facilitate getting right into the
swing of things on Monday.

In addition to getting acquainted, these activities will
aid in focusing on some of the processes involved in commun-
icating, an issue of major concern to all, both as members of
this training program and as managers.

Resource persons:

                          Steven M. Ward, *Director*
                          NSI Management Training Program

                          James P. O'Neil, *Director*
                          National Sheriffs' Institute

                          John P. Montgomery, *Program Assistant*
                          National Sheriffs' Institute
                          University of Southern California

_____

3 to 5 p.m.   INTRODUCTION TO THE PROGRAM

Tyler Building, Room 5

The activities of the next two weeks may seem a bit confusing to the casual observer. As you will learn, however, they have a logical relationship to one another and to the objectives of this training program. Program staff will take this early opportunity to explain the philosophy and objectives of the program so that participants are aware of the underlying reasons for many of the scheduled activities.

Resource person: Steven M. Ward

Reading: *"The Johari Window"* Reprint

5:00 p.m.   ADJOURN

6:00 p.m.   SOCIAL HOUR
                                               Cocktails (No Host)

University Hilton
West Ballroom

7:00 p.m.   RECEPTION DINNER

University Hilton
West Ballroom

   Welcoming remarks by:

        James P. O'Neil

        Steven M. Ward

        William "Tony" Anthony
        Assistant Sheriff of Los Angeles County

Monday,   November 7, 1977

8 to 8:30 a.m.   WELCOME
                                        ATTEND TO ADMINISTRATIVE DETAILS

Room 5, Tyler Building

    The majority of the training occurs in the Tyler Building
which houses the Center for the Administration of Justice on
the University of Southern California campus. The relation-
ship of the NSI Management Training Program with other justice
programs at USC will be discussed and significant staff members
with whom you will be working will be introduced.

Resource person:

                        Steven M. Ward

_____

8:30 to 9:30 a.m.   IDENTIFY THE MANAGERIAL
                                        PROBLEMS OF THE SHERIFF
Room 5, Tyler Building

    The job of the sheriff is becoming increasingly complex.
He is essentially a problem-solver. He deals with law enforce-
ment problems, service problems, fiscal problems, and on and
on.   It is helpful at the onset of a training program such
as this to identify as many of the managerial problems the
sheriff faces as possible. This will facilitate addressing
them during the many hours of classroom work that follow.

Small Groups

_____

9:30 to 10:30 a.m.   CATEGORIZE MANAGERIAL PROBLEMS

Room 5, Tyler Building

    The remainder of the training program is comprised of a
number of specific subjects. At this time, staff analyzes
the managerial problems confronting the sheriff and links
them with that area of the program which might usefully
address their resolution.

Resource persons:

                        Steven M. Ward

_____

10:30 a.m. to Noon	THE CONTEMPORARY SHERIFF: MAN OF MANY ROLES

Room 5, Tyler Building

Depsite many public perceptions of a "two-fisted, six gun packing peacemaker," the sheriff of today fills a truly complex place in society.It is important to identify many of th roles the sheriff plays; for they are not always congruent; many conflict (at least in part), and the conflicts must be resolved to be truly effective.

Faculty: Sheriff John Duffy
San Diego County, California

Reading: Hersey and Blanchard, *THE MANAGEMENT OF ORGANIZATIONAL BEHAVIOR, Chapter 1*

Noon to 1 p.m.	LUNCH (open)

---

1 to 5 p.m.	MANAGEMENT AS PROCESS

Room 5, Tyler Building

The successful manager appears to be one who is able to combine an appropriate level of technical knowledge and skill with an ability to deal sensitively with people. Technical knowledge in an organization is transformed into constructive action through the processes of communication, decision-making, conflict resolution, leading, and motivating. This segment of the program examines certain of these processes as they relate both to individual and to organizational effective-ness and competence.

Faculty: Steven M. Ward

Readings: Hersey and Blanchard, Chapter 1
Drucker, *"What Communication Means"* Reprint
Rogers and Roethlisberger, *"Barriers and Gateways to Communication"* Reprint
Sigband,*"Do You Listen When You Hear?"*
Holmen, *"Techniques for Observing Behavior and Giving Feedback"* mimeo
Knutson, *"Interpersonal Communication within Organizations"* mimeo

Howe, *"The Problem of Communication"* mimeo
Pfeiffer, *"Conditions which Hinder Effective Communication"* Reprint
"Listening Skills and Responses" mimeo
"Irritating Listening Habits of Others" mimeo
Fenn and Yankelovich, *"Responding to the Employee Voice"* mimeo

5:00 p.m.	CLASSES ADJOURN

Tuesday, November 8,1977

8 to 8:30 a.m.   ADMINISTRATION

Room 5, Tyler Building

   The NSI Management Training Program for Newly Elected
Sheriffs exists to serve you. In order to do so in a logical
and useful manner, feedback about the program is necessary.
Each morning therefore, participants complete a written
evaluation form covering the preceding day's activities.
The data provided in this manner will be used in planning
future programs.

8:30 to 9:30 a.m.

Room 5, Tyler Building

             TO BE ANNOUNCED.

9:30 to Noon   TRANSACTIONAL ANALYSIS: A
                                    FRAMEWORK FOR UNDERSTANDING
                                    INTERPERSONAL RELATIONSHIPS
Room 5, Tyler Building

   One popular and useful perspective from which to view
interpersonal relationships is that known as transactional
analysis. An examination of TA in the superior-subordinate
context can provide useful insights into many employee-
centered problems.

Faculty: Richard Ross, *Director, Human Resources
                              Dept., San Diego*
Reading: *"Transactional Analysis" mimeo*

Noon to 1 p.m.   LUNCH (open)

---

1 to 5 p.m. · Room 5, Tyler.   TRANSACTIONAL ANALYSIS (cont.)

---

5 p.m.   CLASSES ADJOURN

Wednesday, November 9, 1977

8 to 8:30 a.m.   ADMINISTRATION

Room 5, Tyler Building

8:30 to 10:30 a.m.   INTRODUCTION TO LEADERSHIP
                                                 THEORIES OF LEADERSHIP
Room 5, Tyler Building

   The modern sheriff plays several leadership roles. He is
political and community leader, criminal justice system
leader, and leader in an organizational sense. It is the
latter role which we will examine most closely today, although
our consideration will have applicability to the others.
While it is extremely difficult to construct a definition of
leadership which everyone will accept, it is nonetheless
possible to consider several relevant theories which help to
outline the dimensions of this elusive phenomenon. These
theories are particularly sueful in understanding the elements
of leadership as a process.

Faculty: Steven M. Ward

Readings: Hersey and Blanchard, Chapter 4
                                                 McGregor, *"The Human Side cf
                                                 Enterprise." Mimeo*

10:30 to Noon   ADMINISTRATION OF THE STYLES OF
                                                 LEADERSHIP INSTRUMENT

                                                 CONSTRUCTING A LEADERSHIP
Room 5, Tyler Building   PROFILE FOR THE SHERIFF

   That a sheriff leads is inherent in his role. How he leads,
however, and whether he is followed or supported are matters
which require careful scrutiny. This portion of the program
will use a self-rating instrument to ascertain certain leader-
ship styles and to facilitate consideration of what appear
to be useful leadership traits for the sheriff.

Faculty:

Readings: .   Tannenbaum and Schmidt, *How to Choose
                                                 a Leadership Pattern" Mimeo*
                                                 "A Summary of the Managerial Grid" Reprint

---

Noon to 1 p.m.   LUNCH (open)

---

1 to 2 p.m.   AGENCY GOAL SETTING AND GUIDANCE:
Room 5, Tyler Building   AN OVERVIEW TO BUDGETING

The budgeting process and its final product-- the budget--
are tangible reflections of an agency's goals and the means
by which it endeavors to accomplish those goals. The budget
can be a most useful component of agency planning and guidance.
Too often, however, it is regarded as an onerous chore which
must be performed once a year to obtain funds from the board
of supervisors or other governing body. This session examines
the budget process with an eye toward capitalizing upon its
planning and guidance potential.

Faculty: Doug Ayres
                      Professor of Public Administration
                      California State University at Long Beach

Readings: Pappas et. al., *"Budgeting and Program
                        Planning" Reprint*
                      Schick, *"A Death in the Bureaucracy: The
                        Demise of the Federal PPB" (mimeo)*
                      Hatry, *"Issues in Productivity Measurement
                        for Local Government" (mimeo)*
                      Murphy, *"Grant Development" Reprint*
                      Sherwood and Best, *"The Local Administrator
                        as Budgeter" Reprint*
                      *"Program Budget Categories for Police
                        Services" mimeo*

---

2 to 5 p.m.   BUDGET EXERCISE

Rooms 1,4, and 5 Tyler Building

   The remainder of this afternoon will be spent in a small
group budgeting exercise. Exercise materials will be provided
and the details of the exercise will be explained in class.

Resource persons: Doug Ayres

                  Steven M. Ward

5:00 p.m.   CLASSES ADJOURN

Thursday, November 10, 1977

8 to 8:30 a.m.   ADMINISTRATION

Room 5, Tyler Building

8:30 a.m. to Noon   MOTIVATION: FACT AND FICTION

Room 5, Tyler Building

    Virtually every organizational problem with which the
sheriff must deal includes a significant "people" element.
Some students of administration suggest that up to 70 percent
of a manager's time is spent in dealing with personal and
interpersonal problems. Quite often, these problems are
characterized as stemming from a "lack of proper motivation."

    The concept of motivation is often used and abused in
explaining people's behavior on the job. This segment of
the program examines some of the fact and fiction surrounding
this critical element of organizational life to determine
who motivates and how.

Faculty: Steven M. Ward

Readings: Hersey and Blanchard, Chapters 2&3
                                Pfeiffer, *"The Maslow Need Hierarchy"* Mimeo
                                Herzberg, *"One More Time: How Do You
                                    Motivate Employees?"* mimeo.

Noon to 1 p.m.   LUNCH

---

1 to 3:30 p.m.   CONTRACT SERVICES

Room 5, Tyler Building

    Contracting for government services has proven to be a
viable alternative for many municipalities. One facet of
contracting includes law enforcement services. The Los
Angeles County Sheriff's Department, for example, provides
law enforcement services to some 30 cities under contract.
The potential for contracting exists in any county with
multiple law enforcement agencies; this segment of the
program will examine the nature of contracting: costing,
administration, issues and problems.

Faculty: Jack Goin, *Consultant
                                National Sheriffs' Association*

Readings: Nathans, *"Contracting for Law
                                 Enforcement Services"* mimeo
                                Scholten, *"Advantages and Dis-
                                 advantages in Contract Law Enforcement"*

3:30 to 5:00 p.m.   BUDGET WORKSHOP

Room 5, Tyler Building

     Budget teams will work on their submittals and
presentations for Wednesday.

Resource person: Steven M. Ward

5:00   CLASSES ADJOURN

Friday, November 11, 1977

8 to 8:30 a.m.   ADMINISTRATION

Room 5, Tyler Building

_____

8:30 to Noon   THE CRIMINAL JUSTICE SYSTEM
                                        System Cross-Impact Exercise
Room 5, Tyler Building

        Today's module focuses on the systemic processes in
the administration of justice. Our form of government has
evolved to the point where today we have a justice system
(or as some say, a "non-system") comprised of three major
elements: law enforcement, judiciary, and corrections. The
sheriff, in most states, is the only governmental official
who has responsibilities in all three of these areas. It
is crucial, therefore, that the sheriff carefully analyze
how the justice system is constructed, what its dynamics
are, and what problems exist in its current operations.
Only through such careful analysis can understanding and
improvements be brought about.

        The morning segment comprises a system cross-impact
simulation which focuses attention on how decisions in one
sub-system affect the operations of others.

Faculty: Dr. Charles Edelstein
                                *Formerly: Director, Judicial Administration
                                        Program, USC*
                                *Currently: Professor of Criminal Justice,
                                        Florida Atlantic University*

_____

Noon to 1 P.M.   LUNCH

_____

1:00 to 3:00 p.m.   THE SHERIFF'S ROLE IN
                                        IMPROVING THE SYSTEM
Room 5, Tyler Building

        The sheriff can be a leader in creating and maintaining
an effective criminal justice system. The unique character
of the sheriff's office, and the sheriff's special standing
in relation to the major sub-systems make him a logical
leader for system improvement.

Faculty: Sheriff William Lucas
                                Wayne County, Michigan

3:00 p.m.   ADJOURN FOR THE WEEKEND

This segment of the program is not designed, scheduled programmed, structured, or otherwise tampered with by the training staff.   ENJOY!!!!!!!

Monday, November 14, 1977

8 to 8:30 a.m.   ADMINISTRATION

Room 4, Tyler Building

8:30 to Noon   CIVIL LIABILITY AND
                                            THE SHERIFF

Room 4, Tyler Building

     The civil liability of the elected sheriff for the
actions of deputies will be examined during this segment
of the program. Recent decisions affecting the sheriff's
liability will be discussed and their implications for
policy development and management considered.

Faculty: Dan Schofield, *F.B.I.*
                                   Legal Counsel Staff
                                   Quantico, Virginia

Reading: *"Civil Liability for Police Training"* mimeo.

Noon to 1 p.m.   LUNCH (open)

---

1 to 5:00 p.m.   EMPLOYEE RELATIONS

Room 4, Tyler Building

     It is often said that the need for labor relations
begins where good employee relations end. The implication
of this statement are well worth examining, as are the
facts surrounding the increasing spread of employee orani-
zations as bargaining units in law enforcement. This segment
of the program examines relationships between the sheriff
and employee groups and considers a variety of issues and
problems which these relationships engender, including
concepts of organization, recognition, lobbying and bargaining,
grievance procedures, and others.

Faculty: H. Edward White
                                   Consultant in Industrial Relations

Reading: ·   Bower, *"Police Administrators and
                                    the Labor Relations Process,"* mimeo.

5:00	DINNER (open)

6:30 to 9:30 p.m.	NAMEX: A SYSTEM SIMULATION

Group A: Room 4, Tyler Building

      The effective coordination of effort among diverse unites within an agency, as well as among diverse agencies within the criminal justice system, is a major managerial responsiblity of the sheriff. Problems such as communication. breakdown, competitiveness, lack of planning, and lack of clear goals often afflict coordinative efforts. This exercise simulates a typical problem-oriented system and highlgihts the character of many inter-unit dysfunctions.

Faculty: Group A: Steven M. Ward

9:30 p.m.	CLASSES ADJOURN

Tuesday, Nobember 15, 1977

8 to 8:30 a.m.   ADMINISTRATION

Room 4, Tyler Building

8:30 to Noon   AGENCY GOAL-SETTING AND
                                        GUIDANCE: PLANNING
Room 4, Tyler Building

        Planning is one of the most important aspects of the
manager's job. Unless both he and his administrative system
have a proper sensitivity to changing needs -- a future-
oriented perspective -- there is little chance of long-range
success. This is particularly true in today's turbulent
environment.

Faculty: Mal King, *Executive Director*
                                        Ventura County Regional Criminal
                                            Justice Planning Commission
                                        Ventura, California

Readings: King, *"Criminal Justice Planning"*
                                               (Mimeo)
                                        Knowles,*"WHAT Techniques for*
                                               Statistics" (Mimeo)
                                        "How to Simplify a Problem"
                                               (Mimeo)
                                        Felkenes, *"Police Planning: A*
                                               Stimulus for Needed Org-
                                               anizational Change"
                                               (Mimeo)

Noon to 1 p.m.   LUNCH (open)

---

1 to 5 p.m.   SELECTED ISSUES IN
                                        CORRECTIONAL FACILITIES
Room 4, Tyler Building   PLANNING

The corrections role of the sheriff includes reponsibility for pre-trial prisoners as well as those who have been convicted and sentenced to terms in county facilities. The collection of persons and problems which characterize county jail operations have created what is frequently called a "jail crisis." Central to this crisis are the facilities available for housing and programs. Optimum use of facilities--old or new--is critical to the success of the sheriff's mission.

Faculty: William Maxey
                                  Assistant Director
                                  National Clearinghouse on Criminal
                                                Justice
                                  Planning and Architecture

5:00 to 6:30 p.m.   DINNER (open)

6:30 to 9:30 p.m.   NAMEX SECTION B

Room 4, Tyler Building

Faculty: Steven M. Ward

9:30   CLASSES ADJOURN

Wednesday, November 16, 1977

8 to 8:30 a.m.   EVALUATION AND ADMINISTRATION

Room 4, Tyler Building

8:30 to Noon   DEVELOPMENT IN CORRECTIONAL
                                                                             LAW
Room 4, Tyler Building

        Many persons hold that there has been a virtual
revolution in the laws governing jail operations in recent
years. There has indeed been an increase in the willing-
ness of the courts to examine jail operations and to provide
a variety of due process rights to jailed persons. The basis
for these decisions, as well as some indication of what the
future may hold regarding jail law, are examined during this
segment of the program.

Faculty: John Shaw
                                                 Staff Counsel
                                                 Federal Bureau of Prisons

---

Noon to 1 p.m.   LUNCH (open)

---

1 to 3:30 p.m.   BUDGET PRESENTATIONS

Rooms 4 & 5, Tyler Building

    The budget assignments prepared during the previous
week will be presented to mock boards of supervisors. These
boards will perform as actual boards would at budget hearings.

Resource persons: Doug Ayres

                                                 Art Stoyanoff, *Chief, Special Services*
                                                 Los Angeles Sheriff's Department

Bill Kirtley, *Captain*
Los Angeles Sheriff's Department

Jon Schorle, *Chief of Campus Police*
California State University - Dominguez Hills

Sheriff Al Loustalot (NSI Class 8)
Kern County, California

3:30 to 5:00 p.m.   CRITIQUE BUDGET PRESENTATIONS

Rooms 4 and 5, Tyler Building

    The boards will provide an overall critique of the presen-
tations. They will also discuss the implications of budgeting
as a planned activity for the sheriff.

5:00   CLASSES ADJOURN

Thursday,   November 17, 1977

8 to 8:30 a.m.   EVALUATION AND ADMINISTRATION

Room 4, Tyler Building

8:30 to 11:30 a.m.   MOBILIZING COMMUNITY RESOURCES

Room 4, Tyler Building

      There are a variety of ways in which the public can become usefully involved in performing the many tasks assigned to the sheriff. Virtually every sheriff's department must rely upon part-time officers in accomplishing its mission. Whether these persons are called reserve officers, auxiliary officers, possemen, or special deputies, they comprise a significant part of the department's operation. In light of this, it is imperative that careful consideration be given to the selection, training, use, and management of part-time personnel. This segment of the program considers such questions through two specific topics:

> Administration of Reserve Forces
> Use of Citizen Volunteers

Faculty:

> Inspector George Cooper
> *Los Angeles County Sheriff's Department*

Readings:

> Cooper, *"Selected Reserve Forces
>   Administration Papers" (mimeo)*

11:30 a.m.   BUS DEPARTS AT TYLER BUILDING

Noon   LUNCH WITH COMMAND STAFF OF
                                        LOS ANGELES SHERIFF'S DEPARTMENT
                                        at Sybil Brand Correctional
                                        Institution for Women.

2:00   BUS DEPARTS TO SHERIFF'S ACADEMY

2:00 to 5:00 p.m.   MEDIA RELATIONS

The news media represent a primary source of information
people receive about the operations of the sheriff's depart-
ment. They can be either valuable allies or formidable foes
of the sheriff: this is especially true in light of the
elective nature of the office. It is imperative, therefore,
that news media relationships be based on strategies which
comprehend the full array of problems and responsibilities
on each side. This segment of the program examines sheriff-
media relationships with that in mind.

Faculty: Chief John Knox
                                Los Angeles County Sheriff's Department

                                Bill Hazlett
                                Los Angeles Times

5 p.m.   BUS DEPARTS FOR HOTEL

<u>Friday, November 18,1977</u>

8 to 8:30 a.m.

Room 4, Tyler Building

ADMINISTRATION

8:30 to Noon

Room 4, Tyler Building

MANAGING THE CHANGE PROCESS IN THE SHERIFF'S DEPARTMENT

Change, which is inherent in almost everything we have talked about this week, can be either threatening and damaging or rewarding and growth-producing. It is crucial that the manager be aware of the dynamics of the change process if he is to make it successful in his agency. Aspects of the change process are discussed.

A useful concept which has evolved over the past several years is that of organization development. The applicability of this concept to modern law enforcement organization is discussed in the context of fostering a healthy organization capable of a high level of both goal accomplishment as well as individual personal satisfaction.

Faculty:

Steven M. Ward

Readings :

Hersey and Blanchard, Chapter 9
Gilbert and Reisel, "Organization Develop-
ment: An Applied Philosophy for Managers
of Public Enterprise" Reprint
Golembiewski, "Organization Development in
Public Agencies: Perspectives on Theory
and Practice" Reprint
Chin, "The Utility of System Models and
Developmental Models for Practitioners"
(mimeo)

Noon to 1 p.m.

LUNCH (open)

1:00 to 2:30 p.m.

Room 4, Tyler Building

FINAL DEBRIEF

Resource person

Steven M. Ward

2:30 p.m.	CLASSES ADJOURN
6:00 p.m. Faculty Center	COCKTAILS (No Host)
7:00 p.m. Faculty Center	GRADUATION DINNER

NATIONAL SHERIFFS' INSTITUTE

Sponsored by the
NATIONAL SHERIFFS' ASSOCIATION

and Conducted by the
Center for the Administration of Justice
School of Public Administration
UNIVERSITY OF SOUTHERN CALIFORNIA

SCHEDULE

November 27 - December 9, 1977

TENURED SHERIFFS' CLASS

Sunday,   November 27, 1977

9 a.m. to Noon   REGISTRATION

   Registration requires approximately 20-30 minutes of time.
Be sure to complete necessary travel forms (or at least
receive a set for later completion). Notebooks are issued
during registration.

   Following registration, the morning is free. Please feel
free to visit with the staff and other participants.

---

1 to 3 p.m.   GETTING ACQUAINTED

Tyler Building, Room 4

   The success of this training program will depend to a
considerable degree upon the extent of individual involve-
ment of the sheriffs attending. The exercises this after-
noon introduce people and·facilitate getting right into the
swing of things on Monday.

   In addition to getting acquainted, these activities will
aid in focusing on some of the processes involved in commun-
icating, an issue of major concern to all, both as members of
this training program and as managers.

Resource persons:

                        Steven M. Ward, *Director*
                        NSI Management Training Program

                        Bill Peterson,   *Director*
                        National Sheriffs' Institute

                        John P. Montgomery, *Program Assistant*
                        National Sheriffs' Institute
                        University of Southern California

---

3 to 5 p.m.   INTRODUCTION TO THE PROGRAM

Tyler Building, Room 4

The activities of the next two weeks may seem a bit confusing to the casual observer. As you will learn, however, they have a logical relationship to one another and to the objectives of this training program. Program staff will take this early opportunity to explain the philosophy and objectives of the program so that participants are aware of the underlying reasons for many of the scheduled activities.

Resource person: Steven M. Ward

Reading: *"The Johari Window"* Reprint

5:00 p.m.   ADJOURN

6:00 p.m.   SOCIAL HOUR
                                     Cocktails (No Host)

University Hilton
West Ballroom

7:00 p.m.   RECEPTION DINNER

University Hilton
West Ballroom

   Welcoming remarks by:

                   Bill Peterson

                   Steven M. Ward

                   William "Tony" Anthony
                   Assistant Sheriff of Los Angeles County

Monday,   November 281977

8 to 8:30 a.m.   WELCOME
                                           ATTEND TO ADMINISTRATIVE DETAILS

Room 4, Tyler Building

   The majority of the training occurs in the Tyler Building
which houses the Center for the Administration of Justice on
the University of Southern California campus. The relation-
ship of the NSI Management Training Program with other justice
programs at USC will be discussed and significant staff members
with whom you will be working will be introduced.

Resource person:

                       Steven M. Ward

8:30 to 9:30 a.m.   IDENTIFY THE MANAGERIAL
                                           PROBLEMS OF THE SHERIFF
Room 4, Tyler Building

   The job of the sheriff is becoming increasingly complex.
He is essentially a problem-solver. He deals with law enforce-
ment problems, service problems, fiscal problems, and on and
on. It is helpful at the onset of a training program such
as this to identify as many of the managerial problems the
sheriff faces as possible. This will facilitate addressing
them during the many hours of classroom work that follow.

Small Groups

9:30 to 10:30 a.m.   CATEGORIZE MANAGERIAL PROBLEMS

Room 4, Tyler Building

   The remainder of the training program is comprised of a
number of specific subjects. At this time, staff analyzes
the managerial problems confronting the sheriff and links
them with that area of the program which might usefully
address their resolution.

Resource persons:

                       Steven M. Ward

10:30 a.m. to Noon   THE CONTEMPORARY SHERIFF:
            MAN OF MANY ROLES

Room 4, Tyler Building

  Depsite many public perceptions of a "two-fisted, six
gun packing peacemaker," the sheriff of today fills a truly
complex place in society.It is important to identify many of
th roles the sheriff plays; for they are not always congruent;
many conflict (at least in part), and the conflicts must
be resolved to be truly effective.

Faculty: Sheriff John Duffy
          San Diego County, California

Reading: Hersey and Blanchard, *THE MANAGEMENT OF
          ORGANIZATIONAL BEHAVIOR, Chapter 1*

Noon to 1 p.m.   LUNCH (open)

---

1 to 5 p.m.   MANAGEMENT AS PROCESS

Room 4, Tyler Building

  The successful manager appears to be one who is able to
combine an appropriate level of technical knowledge and skill
with an ability to deal sensitively with people. Technical
knowledge in an organization is transformed into constructive
action through the processes of communication, decision-
making, conflict resolution, leading, and motivating. This
segment of the program examines certain of these processes as
they relate both to individual and to organizational effective-
ness and competence.

Faculty: Steven M. Ward

Readings: Hersey and Blanchard, Chapter 1
         Drucker, *"What Communication Means" Reprint*
         Rogers and Roethlisberger, *"Barriers and
         Gateways to Communication" Reprint*
         Sigband, *"Do You Listen When You Hear?"*
         Holmen, *"Techniques for Observing Behavior
          and Giving Feedback" mimeo*
         Knutson, *"Interpersonal Communication
          within Organizations" mimeo*

Howe, *"The Problem of Communication"* mimeo
Pfeiffer, *"Conditions which Hinder Effective
    Communication"* Reprint
"Listening Skills and Responses" mimeo
"Irritating Listening Habits of Others" mimeo
Fenn and Yankelovich, *"Responding to the
    Employee Voice"* mimeo

| 5:00 p.m. | CLASSES ADJOURN |

Tuesday, November 29 ,1977

8 to 8:30 a.m.   EVALUATION AND ADMINISTRATION

Room 4, Tyler Building

   The NSI Management Training Program for Tenured
Sheriffs exists to serve you. In order to do so in a logical
and useful manner, feedback about the program is necessary.
Each morning therefore, participants complete a written
evaluation form covering the preceding day's activities.
The data provided in this manner will be used in planning
future programs.

8:30 to 9:30 a.m.   NATIONAL SHERIFFS'
                                       ASSOCIATION

Room 4, Tyler Building

   The National Sheriffs' Association provides a wide range
of services to member sheriffs; this training program is
only one of them. This segment of the program outlines these
many services and provides an opportunity to obtain additional
information regarding the Association.

Faculty: Bill Peterson

9:30 to Noon   TRANSACTIONAL ANALYSIS: A
                                       FRAMEWORK FOR UNDERSTANDING
                                       INTERPERSONAL RELATIONSHIPS

Room , Tyler Building

   One popular and useful perspective from which to view
interpersonal relationships is that known as transactional
analysis. An examination of TA in the superior-subordinate
context can provide useful insights into many employee-
centered problems.

Faculty: Steven M. Ward

Reading: *"Transactional Analysis" mimeo*

Noon to 1 p.m.   LUNCH (open)

---

1 to 5 p.m. . Room , Tyler.   TRANSACTIONAL ANALYSIS (cont.)

---

5 p.m.   CLASSES ADJOURN

Wednesday, November 30, 1977

8 to 8:30 a.m.	EVALUATION AND ADMINISTRATION
Room 4, Tyler Building	

_____

8:30 to Noon	AGENCY GOAL-SETTING AND
Room 4, Tyler Building	GUIDANCE: PLANNING

Planning is one of the most important aspects of the manager's job. Unless both he and his administrative system have a proper sensitivity to changing needs -- a future-oriented perspective -- there is little chance of long-range success. This is particularly true in today's turbulent environment:

Faculty:

Mal King, *Executive Director*
Ventura County Regional Criminal
    Justice Planning Commission
Ventura, California

Readings:

King, *"Criminal Justice Planning"*
        (Mimeo)
Knowles, *"WHAT Techniques for*
        Statistics"   (Mimeo)
"How to Simplify a Problem"
        (Mimeo)
Felkenes, *"Police Planning: A*
        Stimulus for Needed Org-
        anizational Change"
        (Mimeo)

_____

Noon to 1 p.m.	LUNCH (open)

_____

1 to 5 p.m.	AGENCY GOAL SETTING AND
	GUIDANCE:
Room 4, Tyler Building	AN OVERVIEW TO BUDGETING

The budgeting process and its final product-- the budget-- are tangible reflections of an agency's goals and the means by which it endeavors to accomplish those goals. The budget can be a most useful component of agency planning and guidance. Too often, however, it is regarded as an onerous chore which must be performed once a year to obtain funds from the board of supervisors or other governing body. This session examines the budget process with an eye toward capitalizing upon its planning and guidance potential.

Faculty: Doug Ayres
                    Professor of Public Administration
                    California State University at Long Beach

Readings: Pappas et. al., *"Budgeting and Program
                      Planning" Reprint*
                    Schick, *"A Death in the Bureaucracy: The
                      Demise of the Federal PPB" (mimeo)*
                    Hat·y, *"Issues in Productivity Measurement
                      for Local Government" (mimeo)*
                    Murphy, *"Grant Development" Reprint*
                    Sherwood and Best, *"The Local Administrator
                      as Budgeter" Reprint*
                    *"Program Budget Categories for Police
                      Services" mimeo*

---

2 to 5 p.m.   BUDGET EXERCISE

Rooms 1,4, and 5 Tyler Building

The remainder of this afternoon will be spent in a small group budgeting exercise. Exercise materials will be provided and the details of the exercise will be explained in class.

Resource persons: Doug Ayres

             Steven M. Ward

5:00 p.m.   CLASSES ADJOURN

Thursday, December 1 ,1977

8 to 8:30 a.m.	EVALUATION AND ADMINISTRATION

Room 4, Tyler Building

8:30 a.m. to Noon	MOTIVATION: FACT AND FICTION

Room 4, Tyler Building

Virtually every organizational problem with which the sheriff must deal includes a significant "people" element. Some students of administration suggest that up to 70 percent of a manager's time is spent in dealing with personal and interpersonal problems. Quite often, these problems are characterized as stemming from a "lack of proper motivation."

The concept of motivation is often used and abused in explaining people's behavior on the job. This segment of the program examines some of the fact and fiction surrounding this critical element of organizational life to determine who motivates and how.

Faculty: Steven M. Ward

Readings: Hersey and Blanchard, Chapters 2 & 3
                                  Pfeiffer, *"The Maslow Need Hierarchy"* mimeo
                                  Herzberg, *"One More Time: How Do You
                                       Motivate Employees?"* mimeo

---

Noon to 1 p.m.	LUNCH (open)

---

1 to 3 p.m.	INTRODUCTION TO LEADERSHIP THEORIES OF LEADERSHIP

Room 4, Tyler Building

The modern sheriff plays several leadership roles. He is political and community leader, criminal justice system leader, and leader in an organizational sense. It is the latter role which we will examine most closely today, although our consideration will have applicability to the others. While it is extremely difficult to construct a definition of leadership which everyone will accept, it is nonetheless possible to consider several relevant theories which help to outline the dimensions of this elusive phenomenon. These theories are particularly useful in understanding the elements of leadership as a process.

Faculty: Robert M. Brown, Jr.

Readings: Hersey and Blanchard, Chapter 4
                                  McGregor, *"The Human Side of Enterprise"*
                                     mimeo.

---

3 to 5 p.m.   ADMINISTRATION OF THE STYLES
                                                 OF LEADERSHIP INSTRUMENT

                                                 CONSTRUCTING A LEADERSHIP
Room 4, Tyler Building   PROFILE FOR THE SHERIFF

    That a sheriff leads is inherent in his role. How he leads,
however, and whether he is followed or supported are matters
which require careful scrutiny. This portion of the program
will use a self-rating instrument to ascertain certain leader-
ship styles and to facilitate consideration of what appear
to be useful leadership traits for the sheriff.

Faculty: Robert M. Brown, Jr.

Readings: Tannenbaum and Schmidt, *"How to Choose
                                     a Leadership Pattern"* mimeo
                                  "A Summary of the Managerial Grid" Reprint

---

5:00 p.m.   CLASSES ADJOURN

Friday, December 2, 1977

8 to 8:30 a.m.   EVALUATION AND ADMINISTRATION

Room 4, Tyler Building

8:30 to Noon   THE CRIMINAL JUSTICE SYSTEM
                                       System Cross-Impact Exercise
Room 4, Tyler Building

        Today's module focuses on the systemic processes in
the administration of justice. Our form of government has
evolved to the point where today we have a justice system
(or as some say, a "non-system") comprised of three major
elements: law enforcement, judiciary, and corrections. The
sheriff, in most states, is the only governmental official
who has responsibilities in all three of these areas. It
is crucial, therefore, that the sheriff carefully analyze
how the justice system is constructed, what its dynamics
are, and what problems exist in its current operations.
Only through such careful analysis can understanding and
improvements be brought about.

        The morning segment comprises a system cross-impact
simulation which focuses attention on how decisions in one
sub-system affect the operations of others.

Faculty: Dr. Charles Edelstein
                            *Formerly: Director, Judicial Administration
                                     Program, USC*
                            *Currently: Professor of Criminal Justice,
                                      Florida Atlantic University*

Noon to 1 P.M.   LUNCH

1:00 to 3:00 p.m.   THE SHERIFF'S ROLE IN
                                       IMPROVING THE SYSTEM
Room 4, Tyler Building

        The sheriff can be a leader in creating and maintaining
an effective criminal justice system. The unique character
of the sheriff's office, and the sheriff's special standing
in relation to the major sub-systems make him a logical
leader for system improvement.

Faculty: Sheriff William Lucas
                            Wayne County, Michigan

3:00 p.m.   ADJOURN FOR THE WEEKEND

This segment of the program is not designed, scheduled programmed, structured, or otherwise tampered with by the training staff.   ENJOY!!!!!!!

Monday, December 5, 1977

8 to 8:30 a.m.	EVALUATION AND ADMINISTRATION

Room 4, Tyler Building

8:30 to Noon	IN-BASKET EXERCISE

Room 4, Tyler Building

      The sheriff is unable to deal personnally with all problems. It is often necessary to delegate responsibility and authority to others. The in-basket exercise helps to focus discussion on such areas of concern as the prioritizing of issues and work, delegation of responsibility and authority, staff communication, and perceptions of staff competence.

FACULTY: Steven M. Ward

Noon to 1 p.m.	LUNCH (open)

---

1 to 1:30 p.m.	DEVELOPING POLICIES AND PROCEDURES: AN INTRODUCTION

      The articulation of sound policies and procedures is at the core of effective management. There is considerable misunderstanding about what constitutes policies and procedures as well as about how to develop and implement such guidelines. This module examines the hierarchy of policies, procedures, rules, and regulations in light of two areas of critical concern, namely, the civil liability of the sheriff for the acts of deputies and recent developments in jail law.

FACULTY: Steven M. Ward

READINGS: Handouts to be provided

1:30 to 5:00 p.m.	CIVIL LIABILITY AND THE SHERIFF: IMPLICATIONS FOR POLICY AND PROCEDURE
Room 4, Tyler Building	DEVELOPMENT

      The civil liability of the elected sheriff for the actions of deputies is examined. Recent decisions affecting the sheriff's liability are highlighted and their implications for policy development and management considered.

FACULTY: Paul Boutwell
                            Legal Counsel Staff
                            Federal Bureau of Investigation
                            Quantico, Virginia

READINGS: *"Civil Liability for Police Training"* *(Handout)*

---

5 to 6 p.m.   DINNER (open)

---

6 to 8:30 p.m.   BUDGET WORKSHOPS

Room 4 & 5, Tyler Building

8:30   CLASSES ADJOURN

Tuesday, December 6, 1977

8 to 8:30 a.m.	ADMINISTRATION AND EVALUATION
Room 4, Tyler Building	

8:30 to Noon	DEVELOPMENTS IN JAIL LAW: IMPLICATIONS FOR POLICY AND
Room 4, Tyler	PROCEDURE DEVELOPMENT

        Many persons believe there has been a virtual revolution
in the laws governing jail operations in recent years. There
has indeed been an increase in the willingness of the courts to
examine jail operations and to provide a variety of due process
rights to jailed persons. The bases for these decisions, as
well as some indication of what the future may hold regarding
jail law, are examined during this segment of the program.

FACULTY: John Shaw
                                Staff Counsel
                                Federal Bureau of Prisons

Noon to 1 p.m.	LUNCH (open)

---

1 to 5 p.m.	DEVELOPING POLICIES AND PROCEDURES

        Based upon the information generated during the
previous two presentations, the process by which effective
policy and procedure statements may be developed is examined.
A workshop will allow policy statements to be written by
participants and to be critiqued by faculty and resource
persons.

FACULTY: Steven M. Ward

RESOURCE PERSONS: Paul Boutwell
                                John Shaw

READINGS: Handouts to be provided.

5:00	CLASSES ADJOURN

Wednesday, December 7, 1977

8 to 8:30 a.m.   EVALUATION AND ADMINISTRATION

Room 4, Tyler Building

8:30 to Noon   EMPLOYEE RELATIONS

Room 4, Tyler Building

        It is often said that the need for labor relations
begin where good employee relations end. The implication
of this statement are well worth examining, as are the
facts surrounding the increasing spread of employee organi-
zations as bargaining units in law enforcement. This segment
of the program examines relationships between the sheriff
and employee groups and considers a variety of issues and
problems which these relationships engender, including
concepts of organization, recognition, lobbying and
bargaining, grievance procedures, and others.

Faculty: H. Edward White
                             Consultant in Industrial Relations

Reading: Bower, *"Police Administration and
                             the Labor Relations Process," mimeo.*

Noon to 1:00   LUNCH (open)

---

1 to 3:30 p.m.   BUDGET PRESENTATIONS

Rooms 4, 5, Tyler Building

        The budget assignments prepared during the previous
week will be presented to mock boards of supervisors. These
boards will perform as actual boards would at budget hearings.

Resource persons: Doug Ayres

                             Art Stoyanoff, *Chief, Special Services
                             Los Angeles Sheriff's Department*

                             Bill Peterson

Bill Kirtley, *Captain*
Los Angeles Sheriff's Department

Jon Schorle, *Chief of Campus Police*
California State University - Dominguez Hills

Sheriff Al Loustalot (NSI Class 8)
Kern County, California

3:30 to 5:00 p.m.   CRITIQUE BUDGET PRESENTATIONS

Rooms 4 and 5, Tyler Building

   The boards will provide an overall critique of the presentations. They will also discuss the implications of budgeting as a planned activity for the sheriff.

5:00   CLASSES ADJOURN

Thursday, December 8, 1977

8 to 8:30 a.m.	EVALUATION AND ADMINISTRATION
Room 4, Tyler Building	

8:30 to 11:30 a.m.　　　　　　　　MOBILIZING COMMUNITY RESOURCES

Room 4, Tyler Building

There are a variety of ways in which the public can become usefully involved in performing the many tasks assigned to the sheriff. Virtually every sheriff's department must rely upon part-time officers in accomplishing its mission. Whether these persons are called reserve officers, auxiliary officers, possemen, or special deputies, they comprise a significant part of the department's operation. In light of this, it is imperative that careful consideration be given to the selection, training, use, and management of part-time personnel. This segment of the program considers such questions through two specific topics:

Administration of Reserve Forces
Use of Citizen Volunteers

Faculty:

Inspector George Cooper
Los Angeles County Sheriff's Department

Readings:　　　　　　　　　Cooper, *"Selected Reserve Forces
　　　　　　　　　　　　　　　Administration Papers"* (mimeo)

11:30 a.m.　　　　　　　　BUS DEPARTS AT TYLER BUILDING

Noon　　　　　　　　　　LUNCH WITH COMMAND STAFF OF
　　　　　　　　　　　　LOS ANGELES SHERIFF'S DEPARTMENT
　　　　　　　　　　　　at Sybil Brand Correctional
　　　　　　　　　　　　Institution for Women.

2:00　　　　　　　　　BUS DEPARTS TO SHERIFF'S ACADEMY

2:00 to 5:00 p.m.   MEDIA RELATIONS

   The news media represent a primary source of information
people receive about the operations of the sheriff's depart-
ment. They can be either valuable allies or formidable foes
of the sheriff: this is especially true in light of the
elective nature of the office. It is imperative, therefore,
that news media relationships be based on strategies which
comprehend the full array of problems and responsibilities
on each side. This segment of the program examines sheriff-
media relationships with that in mind.

Faculty: Chief John Knox
                              Los Angeles County Sheriff's Department

                              Bill Hazlett
                              Los Angeles Times

---

5 p.m.   BUS DEPARTS FOR HOTEL

Friday,   December 9 , 1977

8 to 8:30 a.m.

Room 4, Tyler Building

EVALUATION AND ADMINISTRATION

8:30 to Noon

Room 4, Tyler Building

MANAGING THE CHANGE PROCESS IN
THE SHERIFF'S DEPARTMENT

Change, which is inherent in almost everything we have talked
about this week, can be either threatening and damaging or
rewarding and growth-producing. It is crucial that the manager
be aware of the dynamics of the change process if he is to
make it successful in his agency. Aspects of the change process
are discussed.

A useful concept which has evolved over the past several years
is that of organization development. The applicability of this
concept to modern law enforcement organization is discussed in
the context of fostering a healthy organization capable of a
high level of both goal accomplishment as well as individual
personal satisfaction.

Faculty: Steven M. Ward

Readings :   Hersey and Blanchard, Chapter 9
                                  Gilbert and Reisel, *"Organization Develop-
                                      ment: An Applied Philosophy for Managers
                                      of Public Enterprise" Reprint*
                                  Golembiewski, *"Organization Development in
                                      Public Agencies: Perspectives on Theory
                                      and Practice" Reprint*
                                  Chin, *"The Utility of System Models and
                                      Developmental Models for Practitioners"*
                                      (mimeo)

Noon to 1 p.m.

LUNCH (open)

1:00 to 2:30 p.m.

Room 4, Tyler Building

FINAL DEBRIEF

Resource person   Steven M. Ward

2:30 p.m.	CLASSES ADJOURN
6:00 p.m. Faculty Center	COCKTAILS (No Host)
7:00 p.m. Faculty Center	GRADUATION DINNER

NATIONAL SHERIFFS' INSTITUTE

Sponsored by the
NATIONAL SHERIFFS' ASSOCIATION

and Conducted by the
Center for the Administration of Justice
School of Public Administration
UNIVERSITY OF SOUTHERN CALIFORNIA

SCHEDULE

KNOWLEDGE AND SKILLS

FOR THE SECOND LEVEL MANAGER

September 10 - 22, 1978

Sunday, September 10, 1978

9 a.m. to noon   REGISTRATION

        University Hilton

    Registration requires approximately 20-30 minutes of time.
Following registration, the morning is free. Please feel free
to visit with the staff and other participants.

---

1 to 3 p.m.   GETTING ACQUAINTED

Tyler Building, Room 4

    The success of this training program depends to a considerable
degree upon the extent of individual involvement of the officers
attending. The exercises this afternoon, introduce people and
facilitate getting right into the swing of things on Monday.

    In addition to getting acquainted, these activities aid
in focusing on some of the processes involved in communicating,
an issue of major concern to all, both as members of this
training program and as managers.

Resource persons: Steven M. Ward, *Director*
                     NSI Management Training Program

                     Bill Petersen,   *Director*
                     National Sheriffs' Institute

                     Barry K. Lander
                     Program Assistant, NSI

---

3 to 5 p.m.   INTRODUCTION TO THE PROGRAM

Tyler Building, Room 4

    The activities of the next two weeks may seem a bit
confusing to the casual observer. However, they have a logical
relationship to one another and to the objectives of this
training program. Program staff will take this early oppor -
tunity to explain the philosophy and objectives of the program
so that participants are aware of the underlying reasons for

many of the scheduled activities.

Resource person: Steven M. Ward

Reading: *The Johari Window*   (mimeo)

5:00 p.m.   ADJOURN

6:00 p.m.   SOCIAL HOUR
                                             Cocktails   (No Host)

University Hilton
West Ballroom

7:00 p.m.   RECEPTION DINNER

University Hilton
West Ballroom

    Welcoming remarks by :

                                             Bill Petersen

                                             Steven M. Ward

                                             William "Tony" Anthony
                                             Assistant Sheriff of
                                             Los Angeles County

---

Monday, September 11, 1978

8 to 8:30 a.m.   WELCOME
                                        ATTEND TO ADMINISTRATIVE DETAILS

Room 4, Tyler Building

    The majority of the training occurs in the Tyler Building
which houses the Center for the Administration of Justice on
the University of Southern California campus. The relationship
of the NSI Management Training Program with other justice
programs at USC will be discussed and significant staff members
will be introduced.

Resource person: Bill Petersen

                    Steven M. Ward

8:30 to 9:30 a.m.   IDENTIFY THE MANAGERIAL PROBLEMS
                                        OF THE SECOND LEVEL EXECUTIVE

Room 4, Tyler Building

    Successful management is a complex combination of art and
science. It is complicated by many factors, not the least of
which is the organizational level at which a manager resides.
The second level manager, serving immediately below the top
executive, confronts many of the same problems as do all other
managers. However, this person must also deal with the reality
of being second in command and very much in the middle on
issues of policy development and interpretation. It is useful
at the onset of a training effort to identify as many of the
managerial problems the second level manager faces as possible.
This will facilitate addressing them during the many hours of
classroom work to follow.

9:30 to 10:30 a.m.   CATEGORIZE MANAGERIAL PROBLEMS

Room 4, Tyler Building

    The remainder of the training program is comprised of a
number of specific subjects. At this time, staff analyzes the
managerial problems confronting the second level manager. Each
problem is linked with that area of the program which will
address it.

Resource persons: Bill Petersen

                     Steven M. Ward

10:30 a.m. to noon

Room 4, Tyler Building

ROLES AND RELATIONSHIPS
OF THE EXECUTIVE TEAM

    Despite the different perceptions that people have of the
second level manager, few really understand the complex nature
of the roles that the incumbent in such a position must play.
It is important to identify many of these roles and to consider
their demands, for they are not always congruent; many conflict
(at least in part), and one must resolve the conflicts to be
truly effective.

Faculty: Sheriff John Duffy
                          Undersheriff Don Oliver
                          San Diego County, California

Reading: Hersey and Blanchard, *The Management of
                          Organizational Behavior*, Capter 1

Noon to 1 p.m.   LUNCH (open)

---

1 to 5 p.m.   MANAGEMENT AS PROCESS

Room 4, Tyler Building

    The successful manager appears to be one who is able to
combine an appropriate level of technical knowledge and skill
with an ability to deal sensitively with people. Technical
knowledge in an organization is transformed into constructive
action through the processes of communication, decision-making,
conflict resolution, leading, and motivating. This segment of
the program examines certain of these processes as they relate
both to individual and to organizational effectiveness and
competence.

Faculty: Steven M. Ward

Readings: Hersey and Blanchard, Chapter 1
                          Drucker, *"What Communication Means"* (reprint)
                          Rogers and Roethlisberger, *"Barriers and
                                    Gateways to Communication"* (reprint)
                          Sigband, *"Do You Listen When You Hear?"* (Reprint)
                          Holmen, *"Techniques for Observing Behavior and
                                    Giving Feedback"* (mimeo)
                          Knutson, *"Interpersonal Communication within
                                    Organizations"* (mimeo)

Howe, *"The Problem of Communication"* mimeo
Pfeiffer, *"Conditions which Hinder Effective
    Communication"* Reprint
"Listening Skills and Responses" mimeo
"Irritating Listening Habits of Others" mimeo
Fenn and Yankelovich, *"Responding to the
    Employee Voice"* mimeo

5:00 p.m.   CLASSES ADJOURN

Tuesday, September 12, 1978

8 to 8:30 a.m.   EVALUATION AND ADMINISTRATION

Room 4, Tyler Building

    The NSI Management Training Program for Second Level
Managers exists to serve. In order to do so in a logical and
useful manner, feedback about the program is necessary. Each
morning, therefore, participants complete a written evaluation
form covering the preceding day's activities. The data provided
in this manner will be used in planning future programs.

8:30 to 9:30 a.m.   NATIONAL SHERIFFS' ASSOCIATION

Room 4, Tyler Building

    The National Sheriffs' Association provides a wide range of
services to its members; this training program is only one of
them. This segment of the program outlines these many services
and provide an opportunity to obtain additional information
regarding the Association.

Faculty: Bill Petersen

9:30 a.m. to noon   TRANSACTIONAL ANALYSIS: A FRAME-
                                        WORK FOR UNDERSTANDING INTER-
                                        PERSONAL RELATIONSHIPS
Room 4, Tyler Building

    One popular and useful perspective from which to view
interpersonal relationships is that known as transactional
analysis. An examination of TA in the superior-subordinate
context can provide useful insights into many employee-centered
problems.

Faculty: Dr. Richard Ross, *Director*
                       Human Resources Department
                       City of San Diego

Reading: *"Transactional Analysis"* (Reprint)

Noon to 1 p.m.   LUNCH (open)

---

1 to 5 p.m.   TRANSACTIONAL ANALYSIS (cont.)

Room 4, Tyler Building

5:00 p.m.   CLASSES ADJOURN

Wednesday, September 13, 1978

8 to 8:30 a.m.   EVALUATION AND ADMINISTRATION

Room 4, Tyler Building

8:30 a.m. to Noon   MOTIVATION: FACT AND FICTION

Room 4, Tyler Building

    Virtually every organizational problem with which the
sheriff must deal includes a significant "people" element.
Some students of administration suggest that up to 70 percent of
a manager's time is spent in dealing with personal and inter-
personal problems. Quite often, these problems are character-
ized as stemming from a "lack of proper motivation."

    The concept of motivation is often used and abused in
explaining people's behavior on the job. This segment of the
program examines some of the fact and fiction surrounding this
critical element of organizational life to determine who
motivates and how.

Faculty: Robert M. Brown, Jr., *USC*

Readings: Hersey and Blanchard, Chapters 2 and 3
                            Pfeiffer, *"The Maslow Need Hierarchy"* (mimeo)
                            Herzberg, *"One More Time: How Do You Motivate
                                Employees?"* (Reprint)

Noon to 1 p.m.   LUNCH (open)

---

1 to 3 p.m.   INTRODUCTION TO LEADERSHIP
                                       THEORIES OF LEADERSHIP

Room 4, Tyler Building

    The modern law enforcement administrator plays several
leadership roles. He may be a political and community leader,
a criminal justice system leader, and a leader in an organiza-
tional sense. It is the latter role which will be examined
most closely today. While it is extremely difficult to
construct a definition of leadership which everyone will accept,
it is nonetheless possible to consider several relevant theories
which help to outline the dimensions of this elusive phenomenon.
These theories are particularly useful in understanding the
elements of leadership as a process.

Faculty: Robert M. Brown, Jr.

Readings: Hersey and Blanchard, Chapter 4
                             McGregor, *"The Human Side of Enterprise"*(mimeo)
                                 "The Human Factor in Fire Department
                                 Management" (mimeo)

---

3 to 5 p.m.   ADMINISTRATION OF THE STYLES OF
                                     LEADERSHIP INSTRUMENT
                                     CONSTRUCTING A LEADERSHIP PROFILE

Room 5, Tyler Building

     That a second level manager leads is inherent in the role.
How one leads, however, and whether one is followed or supported,
are matters which require careful scrutiny. This portion of
the program will use a self-rating instrument to ascertain
certain leadership styles and to facilitate consideration of
what appear to be useful leadership styles and to facilitate
consideration of what appear to be useful leadership traits.

Faculty:

Readings: Tannenbaum and Schmidt, *"How to Choose a*
                                 Leadership Pattern" (reprint)
                             "A Summary of the Managerial Grid" (mimeo)

5:00 p.m.   CLASS ADJOURN

Thursday, September 14, 1978

8 to 8:30 a.m.	EVALUATION AND ADMINISTRATION
Room 4, Tyler Building	

8:30 to Noon	AGENCY GOAL-SETTING AND GUIDANCE: PLANNING
Room 4, Tyler Building	

Planning is one of the most important aspects of the manager's job. Unless both he and his administrative system have a proper sensitivity to changing needs -- a future-oriented perspective -- there is little chance of long-range success. This is particularly true in today's turbulent environment.

Faculty: Captain Billy Kirtley
                                  Commander Personnel Bureau
                                  Los Angeles Sheriff's Department

Readings: King, *"Criminal Justice Planning"*
                                       (Mimeo)
                                  Knowles, *"WHAT Techniques for*
                                       Statistics"   (Mimeo)
                                  "How to Simplify a Problem"
                                       (Mimeo)
                                  Felkenes, *"Police Planning: A*
                                       Stimulus for Needed Org-
                                       anizational Change"
                                       (Mimeo)

Noon to 1 p.m.	LUNCH (open)

1 to 5 p.m.	AGENCY GOAL SETTING AND GUIDANCE:
Room 4, Tyler Building	AN OVERVIEW TO BUDGETING

The budgeting process and its final product-- the budget--
are tangible reflections of an agency's goals and the means
by which it endeavors to accomplish those goals. The budget
can be a most useful component of agency planning and guidance.
Too often, however, it is regarded as an onerous chore which
must be performed once a year to obtain funds from the board
of supervisors or other governing body. This session examines
the budget process with an eye toward capitalizing upon its
planning and guidance potential.

Faculty: Stephen C. Duncan
                        Management Consultant
                        National Sheriffs' Association

Readings: Pappas et. al., *"Budgeting and Program
                          Planning"* Reprint
                        Schick, *"A Death in the Bureaucracy: The
                          Demise of the Federal PPB"* (mimeo)
                        Hatry,   *"Issues in Productivity Measurement
                          for Local Government"* (mimeo)
                        Murphy, *"Grant Development"* Reprint
                        Sherwood and Best, *"The Local Administrator
                          as Budgeter"* Reprint
                        *"Program Budget Categories for Police
                          Services"* mimeo

---

2 to 5 p.m.   BUDGET EXERCISE

Rooms 1,4, and 5 Tyler Building

    The remainder of this afternoon will be spent in a small
group budgeting exercise. Exercise materials will be provided
and the details of the exercise will be explained in class.

Resource persons: Stephen C. Duncan

                   Steven M. Ward

5:00 p.m.   CLASSES ADJOURN

Friday, September 15, 1978

8 to 8:30 a.m.	EVALUATION AND ADMINISTRATION
Room 4, Tyler Building	

8:30 to Noon   THE CRIMINAL JUSTICE SYSTEM
                                      System Cross-Impact Exercise
Room 4, Tyler Building

        Today's module focuses on the systemic processes in
the administration of justice. Our form of government has
evolved to the point where today we have a justice system
(or as some say, a "non-system") comprised of three major
elements: law enforcement, judiciary, and corrections. The
sheriff, in most states, is the only governmental official
who has responsibilities in all three of these areas. It
is crucial, therefore, that the sheriff carefully analyze
how the justice system is constructed, what its dynamics
are, and what problems exist in its current operations.
Only through such careful analysis can understanding and
improvements be brought about.

        The morning segment comprises a system cross-impact
simulation which focuses attention on how decisions in one
sub-system affect the operations of others.

Faculty: Dr. Charles Edelstein
                            *Formerly: Director, Judicial Administration
                                    Program, USC*
                            *Currently: Professor of Criminal Justice,
                                    Florida Atlantic University*

Noon to 1 P.M.   LUNCH

1:00 to 3:00 p.m.   THE SHERIFF'S DEPARTMENT'S ROLE IN
                                      IMPROVING THE SYSTEM
Room 4, Tyler Building

        The sheriff can be a leader in creating and maintaining
an effective criminal justice system. The unique character
of the sheriff's office, and the sheriff's special standing
in relation to the major sub-systems make him a logical
leader for system improvement.

Faculty: Sheriff William Lucas
                            Wayne County, Michigan

CONTINUED

1 OF 2

3:00 p.m.   ADJOURN FOR THE WEEKEND

This segment of the program is not designed, scheduled programmed, structured, or otherwise tampered with by the training staff.   ENJOY!!!!!!!

Monday, September 18, 1978

8 to 8:30 a.m.   EVALUATION AND ADMINISTRATION

Room 4, Tyler Building

8:30 to Noon   EFFECTIVE MANAGEMENT REPORT
                                                      WRITING

Room 4, Tyler Building

        The writing of letters, memoranda, policies, and
reports is often regarded as a tedious chore by managers. People
who are comfortable communicating verbally find themselves
frustrated when they try to put their thoughts in writing.
Despite this, written reports remain a critical element of
successful management and, in turn, of organizational effective-
ness. Report writing is a skill which can be analyzed. The
elements of successful report writing -- and hence of successful
reports -- can be identified and studied. Such considerations
comprise this segment of the program.

Faculty: Dr. John Gould
                      Professor of Business Administration
                      University of Southern California

Readings: *"Management Report Writing,"* Gould
                      "Reports: Vital Tool in Management
                      Decision Making," Sigband

Noon to 1 p.m.   LUNCH (open)

---

1 to 3:30 p.m.   DEVELOPING POLICIES AND
                                           PROCEDURES: AN INTRODUCTION

        The articulation of sound policies and procedures is
at the core of effective management. There is considerable
misunderstanding about what constitutes policies and pro-
cedures as well as about how to develop and implement such
guidelines. This module examines the hierarchy of policies,
procedures, rules and regulations in light of two areas of
critical concern, namely, the civil liability of the sheriff
for the acts of deputies and recent developments in jail law.

Faculty: Steven M. Ward

1:30 to 5:00 p.m.

Room 4, Tyler Building

CIVIL LIABILITY AND THE
SHERIFF: IMPLICATIONS FOR
POLICITY AND PROCEDURE
DEVELOPMENT

     The civil liability of the elected sheriff for the actions of deputies is examined. Recent decisions affecting the sheriff's liability are highlighted and their implications for policy development and management considered.

Faculty:

Paul Boutwell
Legal Counsel Staff
Federal Bureau of Investigation
Quantico, Virginia

Readings:

"Civil Liability for Police
Training" (Handout)

5:00

CLASSES ADJOURN

Tuesday, September 19, 1978

8 to 8:30 a.m.   ADMINISTRATION AND EVALUATION

Room 4, Tyler Building

8:30 to Noon   DEVELOPMENTS IN JAIL LAW:
                                       IMPLICATIONS FOR POLICY AND
Room 4, Tyler   PROCEDURE DEVELOPMENT

      Many persons believe there has been a virtual revolution
in the laws governing jail operations in recent years. There
has indeed been an increase in the willingness of the courts to
examine jail operations and to provide a variety of due process
rights to jailed persons. The bases for these decisions, as
well as some indication of what the future may hold regarding
jail law, are examined during this segment of the program.

FACULTY: John Shaw
                                  Staff Counsel
                                  Federal Bureau of Prisons

Noon to 1 p.m.   LUNCH (open)

---

1 to 5 p.m.   DEVELOPING POLICIES AND
                                        PROCEDURES

      Based upon the information generated during the
previous two presentations, the process by which effective
policy and procedure statements may be developed is examined.
A workshop will allow policy statements to be written by
participants and to be critiqued by faculty and resource
persons.

FACULTY: Steven M. Ward

RESOURCE PERSONS: John Shaw

READINGS: Handouts to be provided.

5:00   CLASSES ADJOURN

Wednesday, September 20, 1978

8 to 8:30 a.m.   EVALUATION AND ADMINISTRATION

Room 4, Tyler Building

_____

8:30 to 11:30 a.m.   NEWS MEDIA RELATIONS

Room 4 Tyler Building

          The news media represent a primary source of
information people receive about the operations of the sheriff's
department. They can be either valuable allies or formidable
foes; this is especially true in light of the elective nature
of the office of sheriff. It is imperative, therefore, that
news media relationships be based on strategies which compre-
hend the full array of problems and responsibilities on each
side. This segment of the program will examine sheriff-
media relationships with that in mind.

FACULTY: Chief John Knox
                                  Los Angeles County Sheriff's Department

                                  Bill Hazlett
                                  Los Angeles Times

READINGS: *News Media Relations*

_____

11:30 am.   BUS DEPARTS FOR SYBIL
                                                 BRAND INSTITUTE

                                                 LUNCH WITH COMMAND STAFF
Noon

_____

1 - 5 p.m.   TOUR OF LASD FACILITIES

_____

5   BUS DEPARTS FOR HOTEL

                                  CLASS ADJOURN

_____

Thursday, September 21, 1978

8 to 8:30 a.m.	EVALUATION AND ADMINISTRATION

Room 4, Tyler Building

8:30 to Noon	EMPLOYEE RELATIONS

Room 4, Tyler Building

     It is often said that the need for labor relations begin where good employee relations end. The implication of this statement are well worth examining, as are the facts surrounding the increasing spread of employee organizations as bargaining units in law enforcement. This segment of the program examines relationships between the sheriff and employee groups and considers a variety of issues and problems which these relationships engender, including concepts of organization, recognition, lobbying and bargaining, grievance procedures, and others.

Faculty: H. Edward White
                                Consultant in Industrial Relations

Reading: Bower, *"Police Administration and the Labor Relations Process,"* mimeo.

Noon to 1:00	LUNCH (open)

---

1 to 3:30 p.m.	BUDGET PRESENTATIONS

Rooms 4, 5, Tyler Building

     The budget assignments prepared during the previous week will be presented to mock boards of supervisors. These boards will perform as actual boards would at budget hearings.

Resource persons: Stephen C. Duncan

                            Art Stoyanoff, *Chief, Special Services Los Angeles Sheriff's Department*

                            Bill Petersen

                            AJ Loustalot, *Sheriff Kern County, California*

Bill Kirtley, *Captain*
Los Angeles Sheriff's Department

Jon Schorle, *Chief of Campus Police*
California State University - Dominguez Hills

Don Fuller,   , *Director,*
Delinquency Control Institute
University of Southern California
and Judicial Administration Program

3:30 to 5:00 p.m.   CRITIQUE BUDGET PRESENTATIONS

Rooms 4 and 5, Tyler Building

   The boards will provide an overall critique of the presen-
tations. They will also discuss the implications of budgeting
as a planned activity for the sheriff.

5:00   CLASSES ADJOURN

Friday, September 22, 1978

8 to 8:30 a.m.   EVALUATION AND ADMINISTRATION

Room 4, Tyler Building

8:30 to 11:30 a.m.   MANAGING THE CHANGE PROCESS IN THE
                                 SHERIFF'S DEPARTMENT
Room 4, Tyler Building

     Change, which is inherent in almost everything we have
talked about this week, can be either threatening and damaging
or rewarding and growth-producing. It is crucial that the
manager be aware of the dynamics of the change process if he
is to make it successful in his agency.

     A useful concept which has evolved over the past several
years is that of organization development. The applicability
of this concept to the modern law enforcement organization will
be discussed in the context of fostering a healthy organization
capable of a high level of both goal accomplishment as well
as individual personal satisfaction.

Faculty: Steven M. Ward

Readings: Hersey and Blanchard, Chapter 9
                 Gilbert and Reisel, *"Organization Development:
                      An Applied Philosophy for Managers of
                      Public Enterprise"* (Reprint)
                 Golembiewski, *"Organization Development in
                      Public Agencies: Perspectives on Theory
                      and Practice"* (Reprint)
                 Chin*"The Utility of System Models and Develop-
                      mental Models for Practitioners"* (mimeo)

11:30 a.m. to 12:30 p.m.   PLANNED CHANGE WORKSHOP

12:30 to 1:30 p.m.   FINAL DEBRIEF

Faculty: Steven M. Ward

                 Bill Petersen

1:30 p.m.   CLASSES ADJOURN

6:00 p.m.   COCKTA**
University Hilton
Room 1880

7:00 p.m.   GRADUATION DINNER
Room 1880

University Hilton

HAVE A NICE TRIP HOME!!!!!!!

NATIONAL SHERIFFS' INSTITUTE

STAFF

BILL PETERSEN

DIRECTOR

NATIONAL SHERIFFS' INSTITUTE
WASHINGTON, D.C.

STEVEN M. WARD

DIRECTOR

NSI, MANAGEMENT TRAINING
PROGRAM, USC

BARRY K. LANDER

PROGRAM ASSISTANT

NATIONAL SHERIFFS' INSTITUTE
USC

CHERYL R. MURPHY

ADMINISTRATIVE ASSISTANT

NATIONAL SHERIFFS' INSTITUTE
USC

TONY HILL

STAFF AIDE

USC

CORNELIUS PETTUS

STAFF AIDE

USC

APPENDIX B

EVALUATION OF

NATIONAL SHERIFFS' INSTITUTE

BY

STEVEN A. EGGER

THIRD YEAR EVALUATION
OF
NATIONAL SHERIFFS' INSTITUTE

Sponsored by the
National Sheriffs' Association
and conducted by the
Center for the Administration of Justice
School of Public Administration
University of Southern California

For the National Sheriffs' Association

by

Steven A. Egger

Independent Consultant

3450 Loren Dr.
Jackson, Michigan

August 1978

TABLE OF CONTENTS

ACKNOWLEDGEMENT

SUMMARY OF MAJOR CONCLUSIONS AND RECOMMENDATIONS

Conclusions

It would appear from participant evaluations of the programs process dimensions that <u>all primary objectives of the National Sheriffs' Institute are being achieved</u>. Participant sheriffs are being exposed to current management practices and resources are being identified to help sheriffs better perform their management tasks throughout the National Sheriffs' Institute (NSI). This was evident to the evaluator by examination and analysis of curricula elements, presentation materials, notebook handouts and faculty and resource personnal background and education.

NSI is providing an opportunity for the participant sheriffs to obtain new knowledge in pertinent areas of management. This was particularly evident in the Transactional Analysis, News Media and Civil Liability program elements. NSI is providing an <u>excellent opportunity</u> for the participant sheriffs to practice certain key management skills common to their responsibilities. Evidence supporting this conclusion was seen in Budgeting, Managerial Grid and Leadership exercises in the program.

NSI is emphasizing to participants that education is an ongoing process and in many respects a cornerstone of successful management. References to training materials, publications and techniques with which to implement changes in the participants' organizations was integrated throughout the program. Efforts to obtain University of Southern California educational credits for the NSI program lend credibility to this emphasis by NSI faculty and staff.

This process evaluation of NSI <u>compares very favorably to previous evaluations</u> conducted in the first and second year of the program.

The value of NSI to the governments of this country should not be underestimated! There are no other training programs for newly elected sheriffs in this country. Add to this fact the excellent quality of the NSI program and it becomes imperative that all newly elected sheriffs attend NSI.

Other conclusions of secondary importance to NSI are as follows:

-There appears to be no significant differences in the relationship between location of participants' jurisdiction, age of participant, law enforcement experience of participant or last position held by participants prior to their election and the participants' perception of the process dimensions of NSI program elements. A causal relationship could not be statistically established for these variables and participants perceptions.

-The following program elements were cumulatively ranked as receiving the highest scores by participants.

1. Transactional Analysis

2. News Media

3. Civil Liability

4. Contemporary Sheriff

-Fifteen of the eighteen NSI program elements evaluated by participants received average scores of no less than 5.185 (on Likert scale of 1 to 7) for the four process dimensions.

-Only one of the NSI program elements received an average score by participants of less than 4.0.

Recommendations

The delivery system and curricula content of NSI should continue as currently designed. Only minor modifications appear to be necessary in order to correct for irregular faculty deficiencies.

when they occur and to assure curricula content remains up-to-date with management science and law enforcement practices in the future.

NSA should continue efforts in employing evaluation methodology strategy to better assess behavior impact of the program upon graduates and their work environment.

Efforts by NSA to obtain University of Southern California academic credit for NSI graduates should be continued.

Professional Opinion of the Evaluator

It is the opinion of the evaluator (having conducted two previous evaluations of NSI) that the termination of the National Sheriffs' Institute would constitute a severe blow to the professionalization of the role of the sheriff in this country and a detriment to community responsiveness of local law enforcement.

INTRODUCTION

Scope of Evaluation

The purpose of this final report is to provide the National Sheriffs' Association with the results of a third year evaluation of the National Sheriffs' Institute (NSI). NSI is a two week management training program for newly elected sheriffs. The administration and coordination of this program is a cooperative effort of the National Sheriffs' Association and the Center for the Administration of Justice, University of Southern California. Funding for the program is provided by the Law Enforcement Assistance Administration, U.S. Department of Justice.

Steven A. Egger*, independent consultant, was requested by the National Sheriffs' Association to conduct the third year evaluation concentrating on the following:

-An analysis of the degree to which the goals and objectives of NSI have been achieved.

-Development of a design for the evaluation of the impact on the management behavior of sheriffs who have attended NSI.

This report is presented in sections and subsections. A summary of major conclusions and recommendations was presented in the first section to provide an overview for the reader. The remainder of this section presents the objectives and purpose of NSI, a summary description of the management program and previous evaluation efforts. Section III describes the evaluation design to include program rationale, process evaluation efforts and comments on the behavioral impact evaluation design which is presented in a separate monograph. The evaluation results are presented in Section IV with a summary profile of the sample used, program module evaluations by participants and the results of hypothesis testing. Section V presents the evaluators conclusions supported by the data and recommendations.

---

* Mr. Egger conducted the first and second year evaluation of NSI while employed as Principal Consultant for PRC Public Management Services, Inc.

Objectives and Purpose of National Sheriffs' Institute

The design of the National Sheriffs' Institute is directed toward making new sheriffs better administrators. The primary objectives of the National Sheriffs' Institute are to:

(1) Expose sheriffs to current management practices and trends;

(2) Identify resources available to help the sheriffs better perform their management tasks;

(3) Provide an opportunity for the sheriffs to obtain new knowledge (new to them individually) in pertinent areas of management; and

(4) Provide an opportunity for the sheriffs to practice certain key management skills which are common to the wide range of responsibilities which they hold.

In addition to the primary objectives, the training model is intended to accomplish an additional and important purpose:

o To emphasize for the new sheriff that education is an on-going process which is in many respects cornerstone of successful management.

Overview of the National Sheriffs' Institute

The National Sheriffs' Institute is a cooperative effort between the National Sheriffs' Association (NSA) and the Center for the Administration of Justice (CAJ) School of Public Administration, University of Southern California(USC). NSA is the recipient of grant funds from LEAA. USC is under contract to NSA to manage and administer the Institute program.

The National Sheriffs' Association is a private non-profit service organization dedicated to assisting counties and cities in attaining the highest standards of excellence in planning and implementing modern professional law enforcement programs. The Association was founded in 1940 and its current membership includes over 60,000 members and associate members.

The Center for the Administration of Justice was created in 1971 as part of the School of Public Administration in response to increasing demands for more effective performance of the justice system in the United States. The Center is organized into three components: Academic, research and continuing education programs. The National Sheriffs' Institute (NSI) is a program element of the Center's continuing education component, which provides for professional and personal development for justice administrators and practicioners. Other program elements of this component include the Delinquency Control Institute, Correctional Administration Institute, and the Criminal Justice Planning Institute.

NSI is a two-week management training program for newly elected sheriffs. The program is conducted four times a year on USC campus in Los Angeles, California. The program is limited to 45 sheriffs per session. Selection of sheriffs to attend the NSI has been appropriately the responsibility of NSA. In order to attend NSI, a sheriff must be in his first term of office and indicate availability to attend a specific scheduled session.

A general mailing is sent out to all eligible sheriffs by NSA announcing each of the four institutes during the calendar year. Upon receipt of an application, NSA notifies CAJ and each eligible sheriff is contacted by the Center. Two contacts are made with the selected sheriffs prior to their attending the institute. Telephone interviews are conducted with each sheriff to officially notify him of acceptance to the program, briefly describe and answer questions regarding the program and to gather basic descriptive information regarding the organization and services provided by his department.

A second contact with the selected sheriff involves the completion of a questionnaire sent to each sheriff from CAJ. This questionnaire is designed to elicit biographical information, career experience, education and training and a ranking of sub-

6

jects considered most important by the selected sheriff. Each
sheriff is also requested to indicate the major managerial and
administrative problems he is facing. Results of this second
contact are compiled in a profile of each class.

The primary purpose of the telephone interviews and ques-
tionnaire is to gather, in the most usable fashion, a base of in-
formation for making crucial program planning decisions prior to
and during the Institute training program. Decisions on dividing
the class members into small learning groups and specific instruc-
tional material are also based upon this information.

Registration for the Institute is normally conducted on the
Sunday prior to the first full day of the program. Registration
is completed in the morning and the afternoon is devoted to class
members becoming acquainted with one another and the objectives
and format of the program. This is followed by a reception din-
ner Sunday evening. NSI is conducted over a two-week period end-
ing with graduation on the second Friday.

NSA provides per diem and travel reimbursement to attending
sheriffs consistent with LEAA guidelines. All authorized reim-
bursement is coordinated by NSA through its Washington, D.C.
headquarters. Housing for all sheriffs is profided at the Hilton
Hotel in close proximity to USC. Attendance for the entire sea-
son of the Institute is mandatory. Absences must be approved in
special circumstances.

Institute classes are normally scheduled in the following
manner:

8:00 a.m.	Classes convene
11:45 a.m.	Lunch
1:00 p.m.	Classes reconvene
5:00 p.m.	Classes end

Dress is casual during the institute except for class picture,
reception and graduation. Firearms are not permitted, since it

is illegal for out-of-state sheriffs to carry them unless involved in extradition.

Most of the classes are held on the campus of the University of Southern California. The primary classrooms are located within the Center for Administration of Justice. Some instruction is held off campus. Usually a class is held at the Los Angeles Sheriff's Training Academy or at the Los Angeles County Sybill Brand Correctional Institute during each session.

During each evening of the program (excluding Sunday and Monday of the first week and Friday of the second week) sheriffs have the opportunity to observe the operations of the Los Angeles Sheriff's Department. The ride-along program is coordinated by a Liaison Officer of the Department who meet individually with each sheriff at registration, schedules the program and maintains a day-to-day liaison with the USC and NSA Directors throughout the two-week program. Most of the sheriffs take advantage of this opportunity at least once during the session.

The NSA Project Director of the Institute and the USC Director work very closely on all phases of administering and coordinating the Institute program. The USC Director coordinates and directs the day-to-day curriculum delivery of the program. Both directors provide instruction in the program. The NSA Project Director attends each session of the Institute and is the formal NSA representative during the session.

Specifically, the USC Director has primary responsibility for the following activities:

o   Liaison with NSI and NSA Washington;
o   Administration of the contract requirements between USC and NSA;
o   Curriculum planning;
o   Faculty selection;
o   Logistical planning and management;

8

o   On-site direction of training activities;

o   Ongoing evaluation of project activities;

o   Supervision of development of reading materials
     and other appropriate educational aids;

o   Adherence to grant management requirements of the
     University;

o   Continuing liaison with sheriffs prior to, during
     and following their attendance at the on-site
     training program.

NSA Project Director monitors these activities and provides assistance and necessary input.

In addition, the NSA Project Director provides liaison and staff assistance to the National Sheriffs Institute Advisory Board. This Board provides advice to NSA and USC Directors and makes all major decisions regarding Administration and coordination of the Institute.

NSI Advisory Board is composed of the following members:

o   Assistant Sheriff William Anthony, Los Angeles
     County Sheriff's Department, California

o   Sheriff Donald Omodt, Hennepin County Sheriffs
     Department, Minnesota

o   Sheriff Joseph Kindred, Sandusky County Sheriffs
     Department, Ohio

o   Dr. Gilbert Seigel, Associate Dean, School of Public
     Administration, University of Southern California

o   Dr. John D. Gerletti, School of Public Administra-
     tion, University of Southern California

Previous Evaluation Efforts

Two evaluations are regularly conducted of NSI program activities. The first is conducted by USC staff and provides

data to indicate the quality of faculty and classroom presentations and methodology to include the value of material as perceived by participants. These data are compiled and analyzed following each program session to facilitate program management decisions throughout the grant year.

In addition to internal efforts, NSA has contracted for an independent evaluation for the past two years. These independent evaluations have focused on the extent to which the programs stated objectives are being accomplished. The results of this evaluation provide NSA with an "outside look" and provide added input to program planning, necessary revisions and implementation.

The first year evaluation of NSI concentrated heavily on process analysis. Most of the evaluation resources were allocated to an assessment of project attributes, exposed population and the situational content in which the project occurred. An assessment of the types of effects provided by the project was addressed through the use of mail questionnaires and telephone interviews.

In addition to the collection and analysis of data and perceptual information from multiple sources and data collection instruments during the first year evaluation, the evaluator was a participant observer of the entire two week program of the seventh session of the Institute. This analytical technique proved to be extremely beneficial in the first year effort and provided the evaluator with the necessary understanding and familiarity during the second year evaluation.

All instruments (preprogram, evaluation for improvement and post-program) utilized by the evaluator during the first year evaluation were used again during this second year evaluation. Only necessary minor revisions were made to these instruments relating to structure and NSI curriculum changes. No direct

observation of program delivery was made. The sample of sessions and attendees was expanded during this evaluation to include two two-week sessions and a one-week experimental program.

Inclusive of sample expansion, major modifications to second year evaluation design were: on-site visits to four sheriffs departments represented in Class #7 to better assess post-program effects of NSI; a comparative analysis of first and second year results; and an assessment of the extent to which first year recommendations had been implemented by NSI.

The program rationale developed during the initial states of the first year evaluation was again utilized during this evaluation with no revision or modification.

Major conclusions resulting from the first year evaluation were as follows:

-NSI was considered by the evaluator to be an <u>exceptional educational experience for newly elected sheriffs</u>.

-NSI was considered to be a <u>successful program.</u>

- <u>All primary objectives</u> of NSI were acheived in the sample session.

Of the nine specific recommendations resulting from the first year evaluation: five have been totally complied with, two were complied with to a limited degree or efforts are on-going to reach compliance and only two (revise evaluation instrument and change specific time for administering instrument) were not complied with.

Major conclusions resulting from the second year evaluation were as follows:

-NSI was <u>again</u> considered by the evaluator to be an <u>exceptional educational experience for newly elected sheriffs</u>.

-<u>Delivery problems</u> of sequencing and interrelationship of program elements <u>have been overcome.</u>

-<u>Substantial impact</u> was identified and documented in
a stratified sample <u>of graduates as a direct result of
their graduation from NSI.</u>

-All <u>primary objectives</u> of NSI were <u>achieved</u>.

Of the eight major recommendations resulting from the second
year evaluation: four have been implemented, one is in the
process of implementation (academic credit for NSI graduates),
and three have not been implemented.

EVALUATION DESIGN

NSI Program Rationale

The ultimate objective of the National Sheriffs' Institute
is making new sheriffs better administrators. Evaluating the
achievement of this objective is beyond the scope of this por-
tion of the evaluation effort, which is impact oriented. Rather
this portion of the evaluation is concentrating upon programmed
inputs, immediate outcomes and post-program effects as they re-
late to the primary objectives of NSI and its additional purpose
cited earlier. In order to place these concepts in perspective
and depict their relationship to the National Sheriffs' Institute,
a program rationale was developed during the planning phase of
the first year evaluation effort. The development and documenta-
tion of this program rationale provides three critical functions
to this evaluation.

    (1)   Provides the evaluator with the necessary frame-
          work to devise a responsive evaluation design;

    (2)   Establishes a common frame of reference and term-
          inology for the evaluator and the National Sheriffs'
          Association to provide for consistent expectations,
          and

    (3)   Identifies methods of data analysis and documenta-
          tion of results in order to generate useful action
          oriented recommendations.

This rationale provides a conceptual and realistic view of
the National Sheriffs' Institute as a sequence of specific,
successive events.

    Program Input. At the beginning of the sequence, action
    steps are taken that implement the program - selection
    of first term sheriffs and their entry into the manage-
    ment training program. These steps lead to certain in-

teractions with faculty, resources persons and sheriffs,
which lead to the sheriff's completion of the training
program.

Immediate Outcomes. The results of these interactions
are tangible changes in certain attitudes or approaches,
which are reflected in changed behaviors - management
priorities and implementation intentions of the grad-
uating class of sheriffs.

Post-Program Effects. These changes engender others
which are integral to the ultimate objective - implemen-
tation of change and the utilization of new management
practices, new resources and program input materials.

Ultimate Objective. The last link of the chain may occur
weeks, months or possibly years after the initial action
steps - sheriffs becoming better administrators.

Process Evaluation Efforts

In order to provide the evaluator with the necessary time
and resources to research and prepare a monograph on a prelimin-
ary behavioral impact evaluation design of NSI, evaluation instru-
ments already designed and tested by NSI were utilized in this
evaluation.

Computer programs were prepared by the USC data center to
present the results of these instruments from the 17th NSI
session (the sample selected for this evaluation) as well as the
results of cross tabulation and testing of preliminary hypothe-
sis relationship of variables. Printouts resulting from these
programs were provided to the evaluator for analysis and genera-
tion of conclusions.

As mentioned above, the evaluation instrument designed and
tested in previous sessions was utilized for process evaluation.
This program element evaluation instrument was administered
every morning to 17th session participants regarding the elements
presented the previous day. The instrument utilized a Likert
Scale of 1 to 7, measuring a central tendency of participant

14

perceptions of the following four process dimensions for each element of the program:

    1- The instructor's knowledge and preparation.
    2- The instructor's presentation and discussion.
    3- The relevance of the subject to the participant.
    4- The amount learned by the participant

The seven point scale generated data for the various program elements individually and cumulatively. Section IV summarizes the results of this data for the reader.

In addition to program element evaluation instrument, participants on the last day of the program are requested to fill out a second evaluation instrument relating to sequence, methodology, logistics and program length on a Likert Scale.

The sequence and methodology elements evaluated were:

    1- Materials provided (books, handouts)
    2- Field trips
    3- Scheduling
    4- Administration of program
    5- Overall evaluation of two week program

The program logistics elements evaluated were:

    1- Housing (University Hilton)
    2- Meals (University Hilton)
    3- Meals (USC Area)
    4- Classroom Facilities (Tyler Bldg.)
    5- Classroom Facilities (other USC locations)

In evaluating the residence program length, participants were asked to choose from the following:

    - too short
    - too long
    - just right

Data generated by participants using the program element

evaluation instrument and the sequence - methodology - logistics-program length evaluation instrument are presented in program module evaluation subsection of Section IV.

In addition to tabulating and analyzing results of process evaluation instruments described above, specific propositions were tested. This testing focused on determinants of participant perception by examining the relationship between this perception and four independent variables: location of participants jurisdictions, ages of participants, years of experience of participants, and participants last position prior to election as sheriff. Specific propositions generated from these and tested through computer analysis were as follows:

- The location of the participants' jurisdiction does make a difference in their perception of program elements.

- The age of participants does make a difference in their perception of program elements.

- The extent of the participants' law enforcement experience does make a difference in their perception of program elements.

- The last position held by participants prior to their election as Sheriff does make a difference in their perception of program elements.

Various statistical tests were used to test each proposition (hypothesis) and the results are presented briefly in Section IV.

Behavioral Impact Evaluation Design

As indicated in the introduction, in addition to a process evaluation, NSA requested the evaluator to develop a design for the evaluation of the impact on the management behavior of sheriffs who have attended NSI. A monograph of this preliminary design is presented in a separate document.

16

A brief summary of this design monograph may be of interest to the reader. Through extensive literature search and frequent consultation with the USC Director and NSI Project Director, three program constructs were selected from the eleven constructs integrated within the NSI program. Budgeting, communicating and leadership were selected for measurement of management behavioral change in NSI graduates.

Pretraining evaluation of these constructs would be administered to candidates three to four weeks prior to the program, and to participants' subordinates during the first week of the program. Paper and pencil instruments were designed for this pretraining measurement. During the first three days of the program the participants would be interviewed by NSI to verify results of pretraining instrument for each participant.

Approximately four months following the NSI program, graduates would be requested to complete a post-training evaluation instrument measuring the extent of change perceived in the selected program constructs. Graduates' subordinates would also be requested to complete an evaluation instrument measuring their perceptions of this change in their Sheriffs. Following returns and preliminary analysis of these instruments, telephone interviews would be conducted with a sample of graduates and subordinates, stratified as to department size. These telephone interviews would be conducted to validate responses and clarify perceptions of respondents.

All participants in the NSI program would be measured through their perceptions of questions relating to the three program constructs prior to and following training at the times specified. Subordinates of participants (managers, commanders and supervisors) would be selected on the basis of participant agency size. Four would be selected from small agencies, seven would be selected from medium size agencies and ten would be selected from large agencies.

Attempting to assess presence and extent of behavioral impact of a training program upon trainees and their work environment requires that certain risks be assumed. While there is some evaluation literature regarding behavioral impact, little consensus as to a proscriptive design exists. The selection and development of this evaluation design should certainly be considered as experimental and preliminary in nature. It is hoped that subsequent testing, revisions and analysis of the design will result in a practical and economical method for assessing behavioral impact of NSI upon the management skills of NSI graduates.

EVALUATION RESULTS

Summary Profile of Sample

This subsection provides a summary profile of the partici-
pants in the seventeenth session of the management training
program. A complete profile of the seventeenth session is pre-
sented in Appendix A.

The class of the seventeenth session was composed of twenty-
eight sheriffs representing sixteen states. The largest group of
participants representing a single state were from Michigan (5).

The average age of attending sheriffs was 39 years. The
largest age group represented nine sheriffs from 45 to 49 years
of age or 32.1%. Only one attending sheriff was under 30 years
of age.

The class show an average of almost ten years of law enforce-
ment experience prior to becoming sheriff. Forty-three percent
had from 12 to 24 years experience as a sheriff. Eighty-six per-
cent of the attending sheriffs had worked in county, state or
municipal law enforcement prior to their election as sheriff.
Three sheriffs (10.7%) had been employed in the private sector
prior to their election.

Thirteen of the sheriffs (46.4%) had completed their highschool
education. The remainder had completed some college credits
from 60 college credits to graduate work. Of those sheriffs
with college credit, eight were pursuing or had completed a
police science AA or bachelors degree. Of those sheriffs in-
dicating college credit, only seven or 25% had taken college
courses within the last two years.

Agency size of those attending the course ranged from one
to one hundred personnel. Forty-three percent of the partici-
pants represented agencies with from eleven to twenty five per-
sonnel. The range of population within agency jurisdictions
represented was also very diverse ranging from less than 2,500
to 250,000. Sixty-four percent represented jurisdictions of
from 2,501 to 50,000 with the largest group of sheriffs (9)
from jurisdictions of 10,000 to 25,000.

The vast majority of counties represented in the class were
of a rural nature (89.3%). The remaining counties (3) were
either considered to be urban or suburban in nature. The areas
of counties represented in the class ranged from 100 square miles
to over 5,000 square miles. The largest group of sheriffs (10)
represented counties of 501 to 1,000 square miles in area.

All but two of the agencies represented provided a law en-
forcement service. Only five did not provide court services
and three were not involved in jail services. Only one of the
participants did not provide civil process services. Eighteen
of the twenty eight were not involved in tax collection. Three
of the sheriffs provided coroner services. Only four of the
sheriffs did not provide search and rescue services.

Program Module Evaluations

The USC computer center profided the evaluator with computer
tabulation and analysis of participant evaluations for the four
process dimensions relating to eighteen major program elements
presented during session seventeen.

For purposes of brevity each process dimension will be
identified in the following data presentation by the number 1
through 4. Process dimension identification numbers are as.
follows:

1. The instructor's knowledge and preparation
2. The instructor's presentation and discussion
3. The relevance of the element to participant
4. The amount learned by participant

The following data presentation will indicate the program element and instructor. Then the average score of participants for each of the four process dimensions relating to that element will be presented. The reader should be reminded that these average scores relate to a Likert Scale in which 1 is equal to very poor and 7 is equal to excellent.

Getting Acquainted - Steve Ward, Bill Petersen and John Montgomery

1. 6.185
2. 6.481
3. 5.407
4. 5.519

Introduction to Program - Steve Ward

1. 6.444
2. 6.556
3. 5.704
4. 5.519

Identifying Managerial Problems - Steve Ward

     1. 6.037
     2. 6.037
     3. 5.407
     4. 5.370

Contemporary Sheriff - John Duff

     1. 6.481
     2. 6.370
     3. 6.000
     4. 5.815

Management as Process - Steve Ward

     1. 6.111
     2. 6.222
     3. 5.593
     4. 5.519

National Sheriffs' Association - Bill Petersen

    1. 6.000
    2. 5.667
    3. 5.259
    4. 5.185

Transactional Analysis - Dr. Richard Ross

    1. 6.593
    2. 6.556
    3. 6.037
    4. 6.074

Budgeting - Doug Ayres

    1. 6.296
    2. 6.000
    3. 5.630
    4. 5.741

Planning - Mal King

      1. 6.393
      2. 6.143
      3. 5.607
      4. 5.536

Criminal Justice System - Dr. Charles Edelstein

      1. 5.786
      2. 5.607
      3. 5.321
      4. 5.214

The Sheriff's Role - William Lucas

      1. 5.071
      2. 5.036
      3. 4.786
      4. 4.500

Contract Services - Jack Goin

1. 4.143
2. 2.036
3. 2.821
4. 3.179

Employee Relations - Ed White

1. 5.286
2. 5.143
3. 4.750
4. 4.786

Civil Liability - Dan Schofield

1. 6.464
2. 6.357
3. 6.071
4. 6.000

Budget Presentations - Doug Ayres, et. al.

1. 5.963
2. 5.741
3. 5.556
4. 5.667

By totalling the average scores of participants for each of the four process dimensions relating to each program element a cumulative ranking of the elements was determined. The following is a cumulative ranking of program elements for all four process dimensions.

1. Transactional Analysis
2. News Media
3. Civil Liability
4. Contemporary Sheriff
5. Introduction to Program Planning
6. Planning
7. Budgeting
8. Getting Acquainted
9. Management as Process
10. Jail Law
11. Budget Presentations
12. Identifying Managerial Problems
13. Sybill Brand Corrections Tour
14. National Sheriffs' Association
15. Criminal Justice System
16. Employee Relations
17. Sheriff's Role
18. Contract Services

It should be noted that for all program elements ranked 1 through 15, none of average scores for any of the process dimensions were rated lower than 5.185. On the Likert Scale this indicates that none of these program elements were rated lower than a high"average" tending toward a "very good."

The program element rated 16, Employee Relations, received two average scores below 5. (relevance - 4.75, amount learned - 4.786). However, these scores are still certainly within the range of "average" on the Likert Scale. The same is true for the element rated at 17, The Sheriff's Role (relevance - 4.786, amount learned - 4.5), which still falls within "average" range.

The only program element which appears to have definately presented a problem in the program was Contract Services. In this case, three of the process dimensions received an average score barely exceeding the 2.0 rating on the Likert Scale. It would appear that instructional presentation and rapport with participants was not well received and possibly caused a negative effect upon the other process dimensions measured for this element.

Considering all average scores for four process dimensions for each of the program elements it was determined that eight average scores were below 5.0 on the Likert Scale. Only three of these average scores were below 4.0 and they occurred in one program element.

Hypothesis Testing

The following four hypothesis were tested to determine statistical significance and their validity (given class seventeen as the sample):

- The location of the participants jurisdiction does make a difference in their perception of program elements.

28

- The age of participants does make a difference in their perception of program elements.

- The extent of the participants law enforcement experience does make a difference in their perception of program elements.

- The last position held by participants prior to their election as sheriff does make a difference in their perception of program elements.

Testing of these propositions was accomplished through cross tabulation of the four variables (location, ages, experience and last position) in correlation to the four process dimensions of the program utilized in the program element evaluation instrument. Cross tabulations were accomplished by the USC computer center.

Using the Chi Square statistical test there appears to be no significant difference in relationship between the four variables when compared individually to each of the process dimensions for every program element of the NSI management training program. Thus, a causal relationship could not be statistically established for the variables tested.

CONCLUSIONS FROM DATA

Conclusions

<u>All data available to the evaluator indicates that all the primary objectives of NSI are being achieved.</u>

This major conclusion, central to NSA concern and the primary consideration of the evaluation scope and emphasis, is based upon the following evaluation activities:

- -Content analysis of pre-program and program study materials;

- -Examination and analysis of each curriculum element in the program;

- -Computer analysis of the results of NSI program element evaluation instrument;

- -Frequent discussion and questioning of NSA Project Director and USC Program Director;

- -Preview and analysis of notebook handout material;

- -Group discussion with program participants;

- -Examination of faculty and resource personnel background, education and practical experience in their specific topic areas; and

- -Final analysis and documentation of evaluation results

Participant sheriffs are being exposed to current management practices and trends. The achievement of this primary objective can be substantiated directly in the following program elements:

- -Developments in Correctional Law
- -Civil Liability
- -Employee Relations
- -Contract Services
- -Media Relations
- -Planning
- -Budgeting
- -Leadership Styles

Available resources are being identified to help participant sheriffs to better perform their management tasks. This primary objective achievement appears to be the direct result of exposure to the following program elements:

- Agency Goal-Setting and Guidance - Budgeting
- Civil Liability and the Sheriff
- Contract Services

NSI provides an opportunity for participant sheriffs to obtain new knowledge (new to them individually) in pertinent areas of management. This is seen as directly resulting from an exposure to the following program elements:

- Transactional Analysis
- Budgeting
- Developments in Correctional Law
- Correctional Strategies
- Civil Liability
- Employee Relations
- Contract Services
- Media Relations

It should also be noted, based upon the evaluator's previous experience and exposure to NSI programs, that the achievement of the afore mentioned NSI objectives are also accomplished indirectly through participant exposure on an interpersonal level with sheriffs from across the country. The sharing and learning experiences of NSI participants occur outside the classroom as well as in direct formal exposure to program elements.

NSI provides participant sheriffs with an opportunity to practice certain dey management skills which are common to the wide range of responsibilities which they hold. This was particularly evident in the following program element exercises:

- Budget Presentations

31

-Construction of a Leadership Profile

-Planned Change Workshop

-Budget "Tools" Workshop

There is a great deal of emphasis throughout the program on education as an on-going process. Frequent reference is made to training materials and publications of assistance to the participants. Utilizing local educational programs is also stressed to the participants.

Frequently, graduate sheriffs of the program receive academic credit from local educational institutions for having completed the NSI program. Efforts are currently underway by the USC Program Director to obtain academic credit from the University of Southern California for NSI graduates.

All program elements, with the exception of the Contract Services, were perceived by program participants in the sample as valuable to them and the overall program. The only average scores falling below 4.0 on a 7 point Likert Scale occurred in the Contract Services element. There are a number of intervening variagles to account for this unfavorable perception of Contract Services. Faculty-student rapport, faculty teaching methods, prejudices and biases of students could have contributed to this low score. Previous evaluations would suggest that the scores received for this element were unique to the sample selected and not endemic to the substantive issues or material presented in the program element.

Problems depicted in a single program element are, however, overshadowed by the participant's responses to the remainder of the program. It was considered for more noteworthy that fifteen of the eighteen element evaluations analyzed by computer were rated no lower than 5.185 on a 7 point Likert Scale. This certainly indicates strong support for overall program quality.

There would appear to be no significant difference in the relationships between variables tested and the participants' perception of the process dimensions of program elements. As referenced in Section IV, a causal relationship could not be statistically established for the variables tested.

Recommendations

The delivery system and curricula content of NSI should continue as currently designed. Only minor modifications appear to be necessary in order to correct for irregular faculty deficiencies when they occur and to assure curricula content remains up-to-date with management science and law enforcement practices in the future.

NSA should continue efforts in employing evaluation methodology strategy to better assess behavior impact of the program upon graduates and their work environment.

Efforts by NSA to obtain University of Southern California academic credit for NSI graduates should be continued.

Professional Opinion of the Evaluator

It is the opinion of the evaluator (having conducted two previous evaluations of NSI) that the termination of the National Sheriffs' Institute would constitute a severe blow to the professionalization of the role of the sheriff in this country and a detriment to community responsiveness of local law enforcement.

33

APPENDIX A

Profile – Seventeenth Session

States Represented

State	No
Arizona	1
Colorado	2
Florida	1
Georgia	1
Indiana	1
Idaho	2
Iowa	1
Kansas	1
Kentucky	2
Michigan	5
Nevada	1
New York	3
Ohio	2
Pennsylvania	3
South Dakota	1
Virginia	1
	28

Age of Participants

Age	No.	Per Cent
Under 30	1	3.6
30-34	5	17.9
35-39	4	14.3
40-44	6	21.4
45-49	9	32.1
50-59	3	10.7
	28	100

Mean (average) Age = 39 years

Years of Law Enforcement Experience

Years	No.	Per Cent
Less than 2	1	3.6
2-4	4	14.3
5-9	9	32.1
10-14	5	17.9
15-19	4	14.3
20-24	3	10.7
Over 25	2	7.1
	28	100

A 3

Experience as Sheriff

Years	No.	Per Cent
Less than 12	12	42.9
12-24	12	42.9
25-36	1	3.6
37-48	3	10.7
	28	100

Last Position Prior to Election

Job Area	No.	Per Cent
County	14	50
State	6	21.4
Municipal	4	14.3
Other Government	1	3.6
Private Sector	3	10.7
	28	100

A 4

Education Level

Level	No.	Per Cent
Highschool	13	46.4
60 College Credits	10	35.7
A.A. Degree	1	3.6
120 College Credits	1	3.6
Bachelors Degree	1	3.6
Graduate Work	2	7.1
	28	100

Educational Major

Major	No.	Per Cent
Police Service	8	28.6
Business Administration	3	10.7
Public Administration	1	3.6
Criminal Justice	1	3.6
Other	1	3.6
NA	14	50
	28	100

A 5

Time of Last College Course

Years	No.	Per Cent
Less than 1 year	2	7.1
1-2	5	17.9
3-5	4	14.3
6-10	2	7.1
11 or more	3	10.7
None	12	42.9
	28	100

Agency Size

Total Personnel	No.	Per Cent
1-5	3	10.7
6-10	5	17.9
11-15	6	21.4
16-25	6	21.4
26-50	2	7.1
51-100	6	21.4
	28	100

Population of Agency Jurisdiction

Population	No.	Per Cent
Less than 2,500	1	3.6
2,501-10,000	6	21.4
10,000-25,000	9	32.1
25,001-50,000	3	10.7
50,001-100,000	5	17.9
100,000-250,000	4	14.3
	28	100

Type of County Represented

Type	No.	Per Cent
Urban	2	7.1
Suburban	1	3.6
Rural	25	89.3
	28	100

County Area

Square Miles	No.	Per Cent
Less than 100	1	3.6
100-250	2	7.1
251-500	6	21.4
501-1,000	10	35.7
1,001-2,500	5	17.9
2,501-5,000	3	10.7
Over 5,000	1	3.6
	28	100

Services Provided

Law Enforcement

Yes	26
No	2

Court Services

Yes	23
No	5

Jails

Yes	25
No	3

Civil Process

Yes	27
No	1

Tax Collection

Yes	10
No	18

Coroner

Yes	3
No	25

Search and Rescue

Yes	24
No	4

National Sheriffs' Institute
Schedule of Sample - 17th Session
April 30 - May 12, 1978

Sunday, April 30

9 am to noon   Registration

1 to 3 pm   Getting Acquainted
                       -Steve Ward, Bill Petersen,
                        John Montgomery

3 to 5 pm   Introduction to Program
                       -Steve Ward

7 pm   Reception Dinner

Monday, May 1

8 to 8:30 am   Welcome
                       -Bill Petersen, Steve Ward

8:30-9:30 am   Identify Managerial Problems of
                      Sheriff
                       -Bill Petersen, Steve Ward

9:30-10:30 am   Categorize Managerial Problems
                       -Bill Petersen, Steve Ward

10:30-noon   Contemporary Sheriff: Man of
                      Many Roles
                       -Sheriff John Duffy

1-5 pm   Management as Process
                       -Steve Ward

Tuesday, May 2

8 to 8:30 am

8:30 to 9:30 am   Evaluation and Administration

National Sheriffs' Association
-Bill Petersen

9:30 to noon   Transactional Analysis
-Dr. Richard Ross

1 to 5 pm   Transactional Analysis (cont.)

Wednesday, May 3

8 to 8:30 am

8:30 to noon   Evaluation and Administration

Motivation: Fact and Fiction
-Robert M. Brown, Jr.

1 to 3 pm   Introduction to Leadership
-Steve Ward

3 to 5 pm   Constructing a Leadership Profile
-Steve Ward

Thursday, May 4

8 to 8:30 am

8:30 to noon   Evaluation and Administration

Agency Goal Setting and Guidance:
Planning
-Mal King

1 to 5 pm   An overview to Budgeting
-Douglas W. Ayers

Budget Exercise
-Steve Ward

Friday, May 5

8 to 8:30 am	Evaluation and Administration
8:30 to noon	Criminal Justice System -Dr. Charles Edelstein
1 to 3 pm	Sheriffs' Department's Role in Improving the System -Sheriff William Lucas

Monday, May 8

8 to 8:30 am	Evaluation and Administration
8:30 to noon	Employee Relations -H. Edward White
1 to 1:30 pm	Developing Policies and Proceedures: An Introduction -Steve Ward
1:30 to 5 pm	Civil Liability and the Sheriff -Dan Schofield

Tuesday, May 9

8 to 8:30 am	Evaluation and Administration
8:30 to noon	Developments in Jail Law -John Shaw
1 to 5 pm	Developing Policies and Procedures -Steve Ward, John Shaw

Wednesday, May 10

8 to 8:30 am	Evaluation and Administration
8:30 to 11:30 am	Contract Services -Jack Goin
1 to 5 pm	Tour of Los Angeles Sheriff's Department Facilities

Thursday, May 11

8 to 8:30 am	Evaluation and Administration
8:30 to noon	News Media Relations -Chief John Knox
1 to 3:30 pm	Budget Presentations -Doug Ayers, Art Stoyanoff, Bill Petersen
3:30 to 5 pm	Critique Budget Presentations

Friday, May 12

8 to 8:30 am	Evaluation and Administration
8:30 to noon	Managing the Change Process in the Sheriff's Department -Steve Ward
1 to 2:30 pm	Final Debrief -Steve Ward
7:00 pm	Graduation

APPENDIX C

National Sheriffs' Institute
Faculty and Resource Persons
17th Session

Bill Petersen, Director, National Sheriffs' Institute

Steven M. Ward, Director, NSI Management Training Program

John P. Montgomery, Program Assistant, NSI

William Anthony, Assistant Sheriff of Los Angeles County

Sheriff John Duffy, San Diego County

Dr. Richard Ross, Director Haman Resources Dept., City
    of San Diego

Robert M. Brown, University of Southern California

Mal King, Executive Director, Ventura County Regional
    Criminal Justice Planning Commission

Douglas W. Ayres, School of Public Affairs, U.S.C.

Dr. Charles Edelstein, Florida Atlantic University

Sheriff William Lucas, Wayne County, Michigan

H. Edward White, Industrial Relations Consultant

Dan Schofield, Federal Bureau of Investigation

John Shaw, Federal Bureau of Prisons

Jack Goin, National Sheriffs' Association

Chief John Knox, Los Angeles County Sheriffs' Department

Bill Hazlett, Los Angeles Times

Art Stoyanoff, Los Angeles County Sheriffs Dept.

Bill Kirtley, Los Angeles County Sheriffs Dept.

Jon Schorle, Chief of Campus Police, California State Univ.

Don Fuller, Director, Delinquency Control Institute

APPENDIX D

CIRRICULUM SUMMARY (TWO WEEK SESSION)

The following cirriculum summary describing the elements of the program is based upon the class schedule and instructor briefing sheets and additional descriptive materials provided by NSI regarding sessions seventeen.

> REGISTRATION (3 hours): Period in which necessary travel forms are completed, books and materials are issued, Los Angeles County Sheriff's Department ride-along program is explained, and check-in procedures at hotel are completed.

> GETTING ACQUAINTED (2 hours): A series of getting acquainted exercises are conducted in three separate groups.

> INTRODUCTION TO THE PROGRAM (2 hours): The philosophy and objectives of the training program and interrelatedness of activities and program elements are explained. The concept of a helping relationship between instructors and sheriffs and among sheriffs is introduced by means of the Johari Window exercise.

> IDENTIFY THE MANAGERIAL PROBLEMS OF THE SHERIFF (1 hour): At the onset of the program, the sheriffs (in small groups) reach a consensus on the top five managerial problems facing them.

> CATEGORIZE MANAGERIAL PROBLEMS(1 hour): Managerial problems identified in previous program element are collated and then linked to that area of the program which might usefully address their resolution.

> THE CONTEMPORY SHERIFF: MAN OF MANY ROLES (1 1/2 hour): Lecture and discussion centers upon the many managerial roles of the sheriff, identifying congruency and conflict. Resolutions to identified conflicts are

explored. This element provides background and rationale for the remainder of the training experience.

EVALUATION AND ADMINISTRATION (1/2 hour at the beginning of each day): During this period, sheriffs are asked to complete an evaluation instrument covering the preceding day's activities. Necessary administrative matters are also taken care of at this time.

NATIONAL SHERIFFS' ASSOCIATION (1 hour): The range of services provided by NSA to member sheriffs is explained.

TRANSACTIONAL ANALYSIS: A FRAMEWORK FOR UNDERSTANDING INTERPERSONAL RELATIONSHIPS (6 1/2 hours): Transactional Analysis is explained in layman terms using law enforcement and common everyday examples as a useful perspective from which to view interpersonal relationships. Emphasis is placed upon class members understanding and identifying the ego states (Parent, Adult and Child) which occur during transactions when people talk or act with one another. Common supervisor/subordinate communication problems are related in these terms.

AGENCY GOAL-SETTING AND GUIDANCE: PLANNING (3 1/2 hours): Planning is described as one of the most important aspects of the manager's job. Relationships between planning, policy-making and budgeting as key factors of goal-setting and agency guidance are identified. The planning process with a future-oriented perspective is described.

AGENCY GOAL-SETTING AND GUIDANCE: BUDGETING (1 1/2 hours): The budget process from development to their agency size into either small and large sized agencies for the exercise. They are then divided into teams and the sheriff's role of a hypothetical sheriff's department is assigned to a member of each team. Teams are given the following information on a hypothetical county:

-community data base

-population growth and concentration

-description of sheriff's department

-role profiles on the sheriff and county supervisors

-fiscal information

-synopsis of recent budget history of the department

-historical workload indices

Teams are required to prepare a budget based upon this information and plan for a budget request presentation.

GROUPS PRESENT BUDGETS TO BOARD OF SUPERVISORS (2 hours);
Budgets prepared during the previous days exercise are presented to mock boards of supervisors by each team. The boards (professionals role playing) perform as actual boards would at a budget hearing.

CRITIQUE BUDGET PRESENTATIONS (1 1/2 hours): An overall critique of the presentations emphasized strong and weak points of each teams presentation is made by the respective mock boards.

DEVELOPMENTS IN CORRECTIONAL LAW (3 1/2 hours): The basis of judicial decisions in the corrections area, as well as some indication of what the future may hold regarding jail law, is examined during this element. An overview of the most significant legal issues relating to jail operations is provided.

THE CRIMINAL JUSTICE SYSTEM (3 1/2 hours): This element is broken into two segments: an analytical perspective of the system followed by the sheriff's role in improving the system. The first segment describes the system and provides a perspective for understanding the system using the systems rate model. Second segment emphasizes the sheriff's unique role as a member of all three subsystems; identifies the coordination role of the sheriff within the system and provides suggested techniques in the performance of this role.

D 3

CIVIL LIABILITY AND THE SHERIFF (3 1/2 hours): This element
     provides an overview of the most significant legal
     issues confronting the sheriff today and specifies the
     basis for many of the civil suits recently brought
     against sheriffs. Major legal developments in specific
     areas of liability are discussed and their impact on
     the operations of the sheriff are identified.

DEVELOPING POLICIES AND PROCEDURES (4 1/2 hours): This
     element is broken into two segments: the first segment
     defines policy and procedure and clarifies how to
     develop and implement such guidelines. The hierarchy
     of policies, procedures, rules and regulations is
     examined in reference to civil liability and jail law.
     Second segment covers actual development of policy and
     procedure statements through a workshop with critique
     from faculty and resource persons.

INTRODUCTION TO LEADERSHIP - THEORIES OF LEADERSHIP (1 1/2
     hours): Several leadership theories are described in
     -order to outline the dimensions of leadership. These
     theories are utilized to provide an understanding of
     the elements of leadership as a process. A general
     definition of leadership is explained as a process in-
     volving multiple behaviors.

ADMINISTRATION OF THE STYLES OF LEADERSHIP INSTRUMENT -
CONSTRUCTING A LEADERSHIP PROFILE FOR THE SHERIFF (2 1/2 hours):
     This element is directly linked to the previous ele-
     ment. An overview of the Blake and Mouton grid theory
     of leadership is provided and explained. During this
     element, the sheriffs individually complete the Styles
     of Leadership Survey (a self-rating instrument) and
     then score their own answers and develop a profiles
     and graphs from their scores. Following this general
     interpretation of the scores, profiles and graphs is
     provided.

SHERIFF'S DEPARTMENT ROLE IN IMPROVING THE SYSTEM (2 hours):
     This element emphasizes the leadership potential of
     the sheriff in creating and maintaining an effective
     criminal justice system. The unique character of the
     sheriff's office and the sheriff's special standing in
     relation to the major sub-systems of the criminal
     justice system is stressed.

EMPLOYEE RELATIONS (3 1/2 hours): Examines relationships
     between sheriff and employee groups and the impact of
     collective bargaining on the managerial role of the
     sheriff. An explanation of the current state of
     collective bargaining nationally is given and common
     subjects for bargaining are identified.

CONTRACT SERVICES (3 hours): This element examines the
     nature of law enforcement contracting by the sheriff
     including costing, administration, issues and problems.
     Utilizing the experiences of the Los Angeles County
     Sheriff's Department in providing law enforcement
     services by contract, element focuses on various
     kinds of contractual services, major elements of a
     contract and major problems which arise in contract
     negotiation and administration.

MEDIA RELATIONS (3 1/2 hours): Major elements of a news
     media relations program is explained. Critical pro-
     blems which arise between press and sheriff are identi-
     fied with an explanation of prevention and corrective
     strategies as part of a well-planned news media re-
     lations program.

MANAGING THE CHANGE PROCESS IN ORGANIZATIONS - RECOGNIZING
AND COPING WITH RESISTANCE TO CHANGE (3 hours): This pro-
     gram element provides a culmination of the training
     program in that it focuses upon change, which has been
     an underlying thread throughout the entire program.
     Emphasis is placed upon the change as either a threat-
     ening and damaging process or a rewarding and success-
     ful process. Various strategies and tactics are dis-
     cussed and reinforced by restating many of the major
     points relating to change covered in previous program
     elements.

PLANNED CHANGE WORKSHOP (2 hours): During this element,
     each sheriff is asked to individually set sertain ob-
     jectives he wishes to accomplish in his department.
     The sheriffs are asked to define problems of their
     organization and the means to resolve them as a method
     of arriving at objectives (formerly entitled Back Home
     Impact).

CORRECTIONAL STRATEGIES (4 hours): This program element
     is conducted at the Los Angeles County Sybill Brand
     Institute and focuses on the findings and experience
     of correctional programs.

MOTIVATION: FACT AND FICTION (3 1/2 hours): Virtually
     every organizational problem with which the sheriff
     must deal includes a significant "people" element.
     Some students of administration suggest that up to
     70 percent of a manager's time is spent in dealing
     with personal and interpersonal problems. Quite
     often, these problems are characterized as stemming
     from a "lack of proper motivation."

     The concept of motivation is often used and abused
     in explaining people's behavior on the job. This
     segment of the program examines some of the fact and
     fiction surrounding this critical element of organi-
     zational life to determine who motivates and how.

MANAGEMENT AS PROCESS (4 hours): The successful manager
     appears to be one who is able to combine an appro-
     priate level of technical knowledge and skill with an
     ability to deal sensitively with people. Technical
     knowledge in an organization is transformed into con-
     structive action through the processes of communica-
     tion, decision-making, conflict resolution, leading,
     and motivation. This segment of the program examines
     certain of these processes as they relate both to
     individual and to organizational effectiveness and
     competence.

BUDGET "TOOLS" WORKSHOP (Variable Time) Resource person
     on NSI staff provides individualized assistance to
     Sheriffs in preparation of budget for budget presen-
     tation exercise.

EFFECTIVE MANAGEMENT REPORT WRITING (4 hours): The writing
     of letters, memoranda, policies, and reports is often
     regarded as a tedious chore by managers. People who
     are comfortable communicating verbally find themselves
     frustrated when they try to put their thoughts in
     writing. Despite this, written reports remain a crit-
     ical element of successful management and, in turn, of

organizational effectiveness. Report writing is a
skill which can be analyzed. The elements of success-
ful report writing--and hence of successful reports--
can be identified and studied. Such considerations
comprise this section of the program (Replaced Organi-
zing for Effectiveness in Session 10).

FINAL DEBRIEF (1 1/2 hours): During this period, the
sheriffs are asked to comment upon the management
training program verbally. These comments are record-
ed and utilized as an avaluative feedback mechanism
for course refinement.

GRADUATION: Class members who have completed the two-week
course are issued two diplomas: one from the National
Sheriffs' Association for completion of the National
Sheriffs' Institute and one from the University of
Southern California for continuing education credits.

END