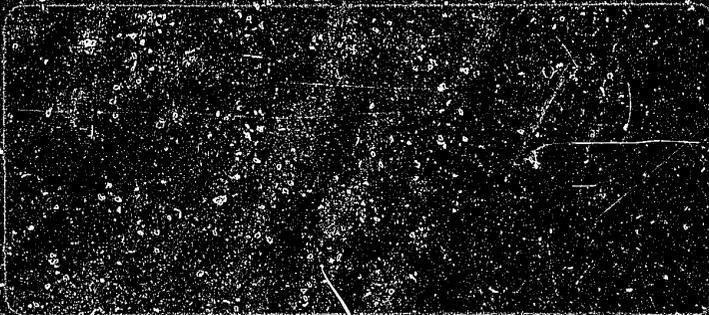


# POLICE EXECUTIVE INSTITUTE



*Executive development course for police  
leaders from the better jurisdictions in the  
United States, funded jointly by the Police  
Foundation and the Law Enforcement  
Assistance Administration.*

61096

78-FA-AX-0008

POLICE EXECUTIVE INSTITUTE

FINAL REPORT

PHASE II

Project Director:  
G. Patrick Gallagher  
August 23, 1979

NCJRS

AUG 31 1979

ACQUISITIONS

POLICE EXECUTIVE INSTITUTE

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PART I

Narrative

## PROGRAM SUMMARY

I As of July 1st 1979, The Police Executive Institute has been in existence for one year. Since the early stages of institutionalization, the expanded activities in addition to the regularly scheduled national courses have increased the Institute's response to the needs of participating agencies. The national courses, which were the program's main concern during the first two years, were augmented by increased technical assistance, a variety of specially developed regional courses, and even video tapes to maximize the benefits of the faculty's presentations.

Originally during Phase II The Police Executive Institute was committed to putting on 13 courses of 4 days each (52 course days for 25 persons per course, a total of 325 participants).

However, with judicious utilization of resources the executive development courses' benefits was spread further by lengthening one regular course and by conducting a second session of the course which generated the greatest demand: "The Executive and Managing Organizational Change."

By July of 1979, considering all extra courses, The Police Executive Institute had sponsored a total of 91 course days, 95% over the original commitment. Organizations and associations supported these extra courses by providing funds to totally or partially pay expenses. Certainly this indicated the interest of other executives, who may head up larger agencies in the future.

The courses which were conducted were as follows:

- Police Leadership Effectiveness
- The Executive and Personnel Administration
- Middle Manager Advanced Course
- The Executive and the Patrol Function
- Police Leadership Effectiveness II
- The Executive and Labor Relations
- The Executive Response to Police Misconduct
- Executives Roles and Time Use
- The Executive and the Criminal Investigation Function
- The Executive and Managing Organizational Change
- The Executive and Media Relations
- Executive Functions in Planning and Budgeting
- The Executive and Personnel Administration II
- The Executive and Managing Organizational Change II

Additional courses on a regional basis were conducted for:

- Oklahoma Chiefs Association
- Alaska Chiefs Association
- North Carolina Justice Academy
- Northern Indiana Executive Development Program
- New York City Police Department's Executive Development Program
- Utah Chiefs Association

## II Preparations for Phase III

Starting in January and running according to a strict time-table, the Phase III application to LEAA was completed and handed in on April 1st, 1979. It included requests to run not only national courses, but also some regional courses in order to counter the criticism voiced by some state chiefs associations that because of size limitations they were not included. (It should be noted that during Phase II the Police Executive Institute in response to these requests, did conduct courses for the Utah, Oklahoma, and Alaska State Chiefs Associations). After discussion with LEAA officials it was decided to expand the application to include a police personnel exchange program to allow middle manager personnel to experience brief stays with other agencies around the country.

## III Additional Programs

- The Police Executive Institute Intern Program:

An intern position on the Police Executive Institute staff has been created to provide the opportunity for a person recommended by a chief executive to contribute to the development of the Police Executive Institute. For two or three months, the intern would assist in preparing the executive and management courses, attend the courses, become aware of research in general, and make contacts with officials of many government agencies and with such groups as The National League of Cities, The International City Management Association, and many others. Under this concept the participating agency would release the officer from local duties and continue to carry him or her on the payroll, the same as if he or she had been granted permission for any type of special schooling. The Police Foundation would provide all office expenses and travel to and from courses, as well as expenses for local accommodations during his stay in Washington. The benefit to the Police Executive Institute would be to have a talented and experienced police officer who would be able to contribute to the development of the curriculum for the courses conducted during his or her stay at the Institute. The benefit to the cooperating agency would be that this officer would receive national exposure and intense involvement with some of the top law enforcement educators in the nation. As well as contacts with a number of government agencies and private interest groups, and greater familiarity with current research.

- The Police Personnel Exchange Program

It would seem a logical expansion of The Police Executive Institute to initiate a personnel exchange program. Some years ago the Police Foundation sponsored such a program in the Bay area of California, and it was judged to be quite successful. Several requests have been received to initiate this program. Under this concept the participating agencies would release one officer, preferably at the middle to top level management, who would spend two months working with another police agency. Both involved agencies would benefit immensely and the individuals themselves would experience rewarding involvement with the host agency and could contribute a fresh perspective to it.

- Public Officials' Participation in Executive Courses:

On a very limited basis, invitations will be extended to certain elected or appointed officials to attend a particular course with their chiefs. Past experience has shown this practice to be most beneficial for all participants. The local official and the chief share a common learning experience and return home better able to function as a team. Furthermore, the other participants even if their superiors are not present, learn from the different perceptions expressed. Finally, the elected or appointed official has the rare chance to spend four days with twenty-five police executives from across the nation. No more than two of these officials would be invited for any one course.

The above mentioned activities have been developed during the last quarter and will become operative during Phase III when the regular program commences. The personnel exchange would be assisted by additional funds from LEAA, but the other two programs would be run at no additional cost, and would be expansions of the activities of the Institute.

Finally, attempts have been made through the Intergovernmental Personnel Act (IPA) to acquire funding for a number of courses for executive teams consisting of city managers or mayors, and their police executives. Under this concept (a development of the public officials participation in executive courses as described above), twelve to fifteen teams would participate not in a team building program, but in a substantive discussion of relevant issues, such as labor relations or personnel administration.

#### IV Evaluations

Attached are evaluations received from courses conducted during this grant period. As will be noted all aspects of the program have been evaluated very highly. Moreover, Macro Systems, Inc. under contract with the National Institute for Law Enforcement and Criminal Justice evaluated one course entitled: "The Executive and Media Relations." (See attachment D)

**PART II**

**Attachment A - Instructor Ratings**

**Attachment B - Course Ratings**

**Attachment C - Summaries of Participant Evaluations  
for Phase II courses**

**Attachment D - Macro Systems Report**

ATTACHMENT A

INSTRUCTOR RATINGS (8.0 or higher)

<u>Instructor</u>	<u>Course Topic</u>	<u>Rating</u>
Gary Richards	Time Use	8.6
Dick Ayres	Labor Relations	8.6
Hogan/Hassinger	Criminal Investigation	8.6
Les Whitten	Media Relations	8.5
David Powis	Criminal Investigation	8.5
A. J. Brown	Managing Change I	8.5
John Harter	Media Relations	8.4
Pat Gallagher	Budgeting and Planning	8.4
Herman Goldstein	Managing Change II	8.4
Pierce Brooks	Criminal Investigation	8.3
Tony Bouza	Misconduct	8.3
A. J. Brown	Managing Change II	8.3
Ed Kiernan	Labor Relations	8.3
Pete Pitchess	Media Relations	8.3
Mary Ann Wycoff	Managing Change II	8.2
Bruce Baker	Time Use	8.2
Bob Edmonds	Criminal Investigation	8.2
Herman Goldstein	Managing Change II	8.2
Larry Schultze	Labor Relations	8.2
Pat Murphy	Labor Relations	8.2
Participants' Panel	Misconduct	8.2
Claude Colantoni	Budgeting and Planning	8.1
Dick Brzeczek	Personnel	8.1
George Kelling	Labor Relations	8.1
Herman Goldstein	Misconduct	8.1
Sherm Block	Budgeting and Planning	8.0
Bill Gentel	Labor Relations	8.0
Jim Fyfe	Misconduct	8.0
Jake Goodman	Managing Change II	8.0
Dale Carson	Managing Change II	8.0
Terry Eisenberg	Personnel	8.0

POLICE EXECUTIVE INSTITUTE COURSE RATINGS, PHASE II

"How satisfied were you with the relevance of this course to your executive and professional development?"

Key to rating:

- |  |   |
|--|---|
| 9 Completely satisfied                         | 4 A little more dissatisfied than satisfied |
| 8 Quite satisfied                              | 3 Moderately dissatisfied                   |
| 7 Moderately satisfied                         | 2 Quite dissatisfied                        |
| 6 A little more satisfied than dissatisfied    | 1 Completely dissatisfied                   |
| 5 Neither very satisfied nor very dissatisfied |   |

The Executive and Media Relations	April	Arlington	8.8
The Executive and Police Misconduct	November	Chicago	8.8
Executive Roles and Time Use	December	Tampa	8.7
The Executive and Labor Relations	October	Reston	8.7
The Executive and Managing Organizational Change II	April	Tampa	8.6
The Executive and the Criminal Investigation Function	February	San Diego	8.6
The Executive and Personnel Administration	June	Arlington	8.6
The Executive and Managing Organizational Change I	March	San Diego	8.5
Executive Functions in Planning and Budgeting	May	Tampa	8.4

ATTACHMENT C

POLICE EXECUTIVE INSTITUTE  
SUMMARY PARTICIPANT EVALUATION

POLICE LEADERSHIP EFFECTIVENESS

MARCH 1978

Leadership for Personal and Team Effectiveness - Lehner Group

Objective was:

Unsatisfactorily Covered	Uncertain	Well Covered
1	2	3

1. Objectives: (circle one number)

To develop skills to manage personal and team change.

2.6

To examine ways of motivating self and others.

2.6

To assess communication skills for more effective team functioning.

2.6

To explore the process of team goal setting for managing change.

2.5

To improve collaborative efforts to achieve both individual and team objectives.

2.5

2. How satisfied were you with the exercises, discussion and lecture material of the "Lehner Group"? (circle one number)

9 Completely satisfied

4 A little more dissatisfied than satisfied

8 Quite satisfied

3 Moderately dissatisfied

7 Moderately satisfied

2 Quite dissatisfied

6 A little more satisfied than dissatisfied

1 Completely dissatisfied

5 Neither very satisfied nor very dissatisfied

Average 7.05

Leadership for Personal and Team Effectiveness - Lehner Group  
continued

3. What could have been done to increase your satisfaction in respect to the Lehner portion of the workshop?

I would have added another half day to explore and have more explanations of these concepts.

George Lehner is an outstanding professional person. I have been with George in the past with outstanding results. I could not grasp the direction in this workshop, better the first day than the second. I would be inclined to believe the problem was my perception.

Koehler had more "hand outs" reminders we can use as refreshers for ourselves later - Lehner should do the same.

I thought George Lehner was outstanding!

I had the feeling that the class was being self taught. With all of Mr. Lehner's knowledge, I felt his involvement could have been more substantial. More often than not he acted as a moderator.

Increase time for interaction.

Nothing.

Mr. Lehner did an outstanding job. It was frustrating for him in that he was not reaching his objectives due to class interruptions.

George seemed to give up on this group. He may have been waiting for the group to develop a leader or a team effort, but what seemed to come across to me was that he thought to himself, "What the hell -- if they are going to continue to tell war stories, I'll just sit and listen."

Dr. Lehner could have reminded us more often that we were there to develop skills. Interest in the discussions frequently overshadowed course objectives. Lehner did not control the group. I am not sure whether we learned the most or Lehner learned the most.

The orientation segment could have been expanded to better define how group was to function to achieve training objectives; I felt some confusion and believe others felt same. Discussions tended to be dominated by a few individuals and in some instances became "bull sessions" which wasted time and accomplished little.

Leadership for Personal and Team Effectiveness - Lehner Group  
continued

3. What could have been done to increase your satisfaction in respect to the Lehner portion of the workshop? continued

Maybe, in our effort to cooperate with the Professor, we put him in a difficult position. We might have gotten even more, if our section, myself included, had been able to keep more direction. I still feel we reached most major objectives.

Uncertain

I personally felt that George left the group very unclear about many points, i.e. "develop skills to manage personal and team change, etc."

Enjoyed the sessions, but would have liked more time. Some individual problems were discussed, additional time would have allowed more coverage.

He was good until last afternoon and then seemed to "lose us". Three hour sessions morning and afternoon are about all you can cope with.

## OBSERVATIONS

1. The course was one of the strongest offerings of Phase I and was equally well received this year.
2. Dr. Koehler was able to develop an excellent rapport with the police executives.
3. The power of this course in eliciting personal information remains one of its strongest features. For example, Chief Hongisto spoke to the class openly and candidly about his relationship with his mayor and predicted his firing.
4. Participants at this course have performed helpful rolls at other courses as "gate-keepers" and "active listeners."

POLICE EXECUTIVE PROGRAM

PARTICIPANT EVALUATION

THE EXECUTIVE AND PERSONNEL ADMINISTRATION

San Diego, California

April 17-20, 1978

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The Police Executive Program provides evaluation instruments for each participant to rate his own input into the course and also our conduct of the course. You may include your name on this form if you wish.

Cappy Gagnon  
Assistant Director

# I THE LEARNING EXPERIENCE

This instrument is designed to give you the opportunity to evaluate your participation in the course, the training experience and the faculty.

Unsatisfactory Poor Satisfactory Good Excellent

- |   |            |
|---|------------|
| 1. To what degree were your expectations for this training experience achieved?           | <u>4.6</u> |
| 2. How much responsibility did you assume for your own learning?                          | <u>4.2</u> |
| 3. How satisfied were you with the hotel, travel and meal arrangements?                   | <u>3.8</u> |
| 4. To what extent do you feel that the course — taken as a whole — will be useful to you? | <u>4.4</u> |
| 5. Did the pace of the course keep your interest?   | <u>4.3</u> |
| 6. How satisfied were you with the readings for this course?                              | <u>4.4</u> |

## I THE LEARNING EXPERIENCE

What could the Police Executive Program do to improve any of the above areas?

1. This was the first program that required advance study and I feel that this contributed to the success of the session.
2. An excellent balance of personnel attending and presenting material. The best yet!
3. I enjoyed the course very much and got a lot from it. I am sure I would have gotten more if an opportunity had been provided for each participant to make a short presentation regarding his own area of expertise.
4. It would seem to me that the agenda's of both of the Police Foundation Program's have been too ambitious. More time could be allotted to provide time for more class discussion.
5. From time to time break up in smaller groups to discuss experiences and issues.
6. Outlines of presentations are very helpful for future reference and should be provided, especially resource material and source of such material.
7. The hotel left a lot to be desired, but if the rates were O.K. We can handle.
8. Item 3. Room at the hotel was not clean. Bed was not made each evening.
9. None, unless other programs were included.

## The Learning Experience (continued)

What could you have done to increase the benefits from this course?

1. If I would've had more advanced knowledge of course content I could've related to specific problems within our department.
2. I did not become as actively involved as I would have like to have done during the first day or two of the course. First time evaluation I suppose. Next time, I won't wait so long to get acquainted.
3. In addition to the required reading could have read some of the material that was referenced.
4. Perhaps shared more of my own personal experiences.
5. Spent more time reading the material provided prior to seminar.
6. Could have inquired of those who attended prior sessions as to format. As a result I would have brought multiple copies of items that would be of interest to the others.
7. Nothing. It was an excellent course. The group of executives was active, experienced and knowledgeable. The faculty and resource people were generally outstanding.
8. Benefits will increase with the full use of the material presented as they relate to everyday problems.

## II Course Topics

A. How were the course topics covered?

Extremely useful to me as a police executive--well covered (2.8 - 3.0)

Legal issues, Liability

Affirmative Action

Personnel Selection

Psychological Services and Screening

Well covered--useful to me as a police executive (2.5 - 2.7)

Civilianization

Promotion and Performance Appraisal

Assessment Centers

Satisfactory Treatment (2.0 - 2.4)

Stress

Not well covered (1.0 - 1.9)

Career Development

## Course Topics (continued)

### B. What could have been done to improve the presentation of any topics?

1. So many of these areas are in transition or upheaval. I would like to have had more substantive material in presentations by faculty or participants.
2. I felt the presentations were well done. Preparation was good; timing could have been handled a little better in some cases, but overall worked out nicely.
3. I have a problem with career development--too expensive--more research needs to be done in this area.
4. In legal issues more information on specific cases as examples for discussion.
5. Rather than planning for total module, presentations by instructors, a structure designed more to solicit group participation would probably yield greater results as a learning experience.
6. Let's nail down career development. What is it, myth or reality?
7. Nothing more considering that this course was to present an overview with highlights for chief executives.

III THE COURSE FACULTY

Outstanding (7.6 - 9.0)

Terry Eisenberg

(Course co-ordinator, personnel selection, stress, performance appraisal, assessment centers)

Kris Scouperdis

(Legal issues, liability)

Sherm Block

(Liability and negligence issues)

Ed Griggs

(Affirmative Action)

Bob Wasserman

(Course co-ordinator, stress, civilianization, assessment centers)

Good (6.0 - 7.5)

John Stratton

(Psychological services and screening)

Average (5.0 - 5.9)

Paul Whisenand

(Career development)

Fair (4.0 - 4.9)

Poor ( 0 - 3.9)

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The Course Faculty (continued)

B. What could any of the faculty have done to be more helpful to you?

1. The faculty was well chosen. Their expertise and knowledge was evident in their presentation. I enjoyed every minute of it.
2. Everyone tried. Some areas just need more research.
3. Possibly more in-depth discussions on some of the more current problems, i.e., No.'s 2 and 7.
4. The total faculty seemed to be sincere in wanting to assist. This was the most useful course of this type that I have had the opportunity to participate in. It covered issues that were extremely important to me at this point in time.
5. To me, the outstanding feature of the entire experience was the quality and pro-activeness of the faculty. They were the best I have experienced in this kind of setting.

POLICE EXECUTIVE PROGRAM

PARTICIPANT EVALUATION

MIDDLE MANAGER ADVANCED COURSE

Xerox International Training Center  
For Management and Development

Leesburg, Virginia

May 15 - 18, 1978

The Police Executive Program provides evaluation instruments for each participant to rate their own input into the course and also our conduct of the course. You may include your name on this form if you wish.

Cappy Gagnon  
Assistant Director

# I THE LEARNING EXPERIENCE

This instrument is designed to give you the opportunity to evaluate your participation in the course, the training experience and the faculty.

Unsatisfactory   Poor   Satisfactory   Good   Excellent

- |   |   |   |   |   |   |
|---|---|---|---|---|---|
| 1. To what degree were your expectations for this training experience achieved?             | 1 | 2 | 3 | 4 | 5 |
| 2. How much responsibility did you assume for your own learning?                            | 1 | 2 | 3 | 4 | 5 |
| 3. How satisfied were you with the hotel, travel and meal arrangements?                     | 1 | 2 | 3 | 4 | 5 |
| 4. To what extent do you feel that the course -- taken as a whole -- will be useful to you? | 1 | 2 | 3 | 4 | 5 |
| 5. Did the pace of the course keep your interest?   | 1 | 2 | 3 | 4 | 5 |
| 6. How satisfied were you with the readings for this course?                                | 1 | 2 | 3 | 4 | 5 |

7. What could the Police Executive Program do to improve any of the above areas?

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8. What could you have done to increase your benefits from this course?

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# I THE LEARNING EXPERIENCE

This instrument is designed to give you the opportunity to evaluate your participation in the course, the training experience and the faculty.

Unsatisfactory Poor Satisfactory Good Excellent

1. To what degree were your expectations for this training experience achieved? 4.6
2. How much responsibility did you assume for your own learning? 4.0
3. How satisfied were you with the hotel, travel and meal arrangements? 4.5
4. To what extent do you feel that the course -- taken as a whole -- will be useful to you? 4.6
5. Did the pace of the course keep your interest? 4.4
6. How satisfied were you with the readings for this course? 4.2

## I The Learning Experience, (continued)

What could the Police Executive Program do to improve any of the above areas?

1. Have the instructors deal more with the basics "how to do it" rather than the theories.
2. Allow, if possible, for members of this group to meet with the Chiefs periodically at their meetings and increase the number of meetings or seminars held for this group.
3. Maintain its sensitivity to the needs of middle and upper level management.
4. Add a session that would allow each participant to elaborate on new programs and approaches of their department. Let participants know ahead of time so they can prepare presentations.

What could you have done to increase your benefits from this course?

1. Participated on more papers. I find it still hard to get up in front of a large group of people and talk, even though I know what I'm talking about.
2. Read the material sent in advance in far more depth as is always my intention, however, rarely accomplished.
3. I regret I did not make sufficient time to complete all of the reading material.
4. If time permitted, devote more time to readings.

II EVALUATION OF FACULTY/COURSE TOPICS

Outstanding (7.6 - 9.0)

Kris Scoumperdis  
Hubert Williams  
William Hegarty  
Gerald Caiden  
Ronald Lynch

Personnel Issues  
Chiefs' Panel  
  
Police Revitalization  
The Assessment Center

Good (6.0 - 7.5)

Richard Grassie  
Earl Clark  
Robert Edmonds  
John Eck

Gary Hayes  
William Hamilton

Murle Hess  
William Bracey  
Lucius Riccio

Integrated Criminal Apprehension Program (ICAP)  
  
Executive Planning Council  
Burglary Investigation Decision Model  
Replication (BIDMOR)  
Professional Law Enforcement Organizations  
Prosecutors' Management Information  
System (PROMIS)  
Executive Planning Council  
Professional Law Enforcement Organizations  
Arrest Productivity

Average (5.0 - 5.9)

James P. Morgan, Jr.  
Hugo Masini

Labor Issues  
Professional Law Enforcement Organizations

Fair (4.0 - 4.9)

Helena Ashby

Pro-active Planning in Law Enforcement

Poor ( 0 - 3.9)

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## II Faculty/Course Topics (continued)

### B. What could any of the faculty have done to be more helpful to you?

1. I have nothing but high praise for the faculty and staff for the manner in which this session was put together. Every aspect was a tremendous improvement over phase I,
2. I am very sincere when I say that I don't believe any of the faculty "bombed."

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3. Hegarty & Williams: Review of major failings of middle and supervisory management in policing, why, how can the perceived crisis be overcome, do we have to live with it?
4. Gerald Caiden's presentation would have been much more valuable had he allowed more discussion; particularly in light of the fact that his material was part of the advance reading assignment. Jim Morgan seemed unprepared and had nothing new to offer. Beyond that the program was excellent and much better coordinated than last year's.

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5. Regarding Chief's Panel - William Hegarty and Hubert Williams  
After a slightly slow start, the presenters (particularly Hubert Williams) warmed to the task and provided extremely candid insights. A very worthwhile presentation.

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6. During both the Charleston and Leesburg training sessions I found the faculty and staff to be extremely helpful, flexible and professional in the educational environment created.
7. I was very pleased with the assistance given to me by the faculty. I am at a loss in providing information that would help the faculty to improve their performance.
8. Faculty was well selected.

## II Faculty/Course Topics (continued)

C. Please give us any comments you have which were not covered by the previous ratings or questions.

1. Regarding Professional Law Enforcement Organizations - Hugo Masini, William Bracey & Gary Hayes,

Lecturers did a competent job of presenting their respective organization's goals. The very nature of the subject matter makes this a difficult task however, I felt this was a worthwhile exposition. I thought Bill Bracey did an excellent job in handling some rather difficult questions posed by Kenny Harms.

2. Regarding ICAP - Earl Clark, Richard Grassie, Robert Heck & Frank Owens

Rich Grassie was extremely well prepared and it was unfortunate that he had to race through his presentation and not have time for any in-depth discussion on what promised to be an interesting and useful topic.

Earl Clark's presentation was most refreshing and he would be an asset to any future sessions.

3. Regarding PROMIS System - William Hamilton

A good job of presenting important subject matter.

4. Regarding The Assessment Center - Ronald Lynch

An excellent job in both content and delivery. Ron was a pleasure to listen to.

5. I sincerely hope that the future sessions include instructors of such high caliber. I honestly felt that the time commitment of 4 days was very beneficial to my career. Cappy and Pat are to be congratulated on a very well planned and meaningful agenda.

6. Cappy and Pat did an excellent job in setting up program. Site was excellent. Faculty even better. Probably the only mistake made was limiting session to 4 days and this I believe was decided by participants in Phase I. One more day to expand on the information of the first four days would have been great.

7. This course was excellent. I have never attended a better planned program. I wish that we could have had a little more time to discuss problems which I feel are vital to our profession.

II Faculty/course topics (continued)

C. Please give us any comments you have which were not covered by the previous ratings or questions - continued.

8. It has been a sincere pleasure and educational experience to have participated in the Police Foundation programs.
9. I was delighted and surprised which I received my invitation to attend the retraining conference. Through the Police Foundation, I have obtained knowledge and formed associates that are invaluable to my career in law enforcement. I had the feeling when I arrived in San Diego and Washington that I had neglected to keep up with changes in law enforcement. But I came away from both courses feeling that what I had learned would in some way help the Charlotte Police Department provide better service to its citizens. I know now that there are many classmates and faculty around the country that I can call on for assistance.
10. Enough time was not allocated to the Integrated Criminal Apprehension Program (ICAP).

III PURPOSE OF COURSE

A. Did we assist you in your managerial role by providing useful and/or new material in law enforcement? (Circle one number.)

Not at all

Somewhat

Fairly Well

Very Definitely

3.8

B. What presentations were new and/or particularly useful for you?

Personnel Issues

Kris Scoumperdis

Chiefs' Panel

Hubert Williams and William Hegarty

Police Revitalization

Gerald Caiden

The Assessment Center

Ronald Lynch

Integrated Criminal Appre-  
hension Program (ICAP)

Earl Clark, Richard Grassie, Robert Heck  
Frank Owens

Burglary Investigation

John Eck

Decision Model Replication

Additional Comments:

1. The material on (ICAP) and Patrol Productivity was particularly interesting to me because I feel that most police agencies do not measure all aspects of productivity.
2. The Assessment center was extremely informative and learning more about vicarious liability and other personnel issues helped.
3. The ICAP concept could have some application in our Department, with some modifications. Its implementation here, even in modified form, would require considerable change in administrative thinking. PROMIS is great but too political for our town.

C. Did we help prepare you for a possible future role as a police executive? (Circle one number.)

Not at all

Somewhat

Fairly Well

Very Definitely

3.9

D. Which faculty were most instructive in preparing you for the role of the chief?

Hubert Williams

William Hegarty

Dr. Gerald Caiden

Kris Scoumperdis

Ronald Lynch

Chiefs' Panel

Police Revitalization

Personnel Issues

The Assessment Centre

Additional Comments:

1. Affirmative action and labor relations are subjects that have been very prevalent to police administrators during the last several years, the ability to deal with these areas will play a large part on how successful a top administrator is in achieving his job.
2. I think without a doubt the Chiefs' panel presented by Chief Hegarty and Chief Williams were the most helpful. It was indeed inspirational to have men from another agency be as candid about their responsibilities and problems as well as their feelings and methods.
3. The candid response and openness shared by Chief Hegarty and Chief Williams. Dr. Caiden, Kris Scoumperdis and J. P. Morgan certainly provided additional insight for any future executive.

POLICE EXECUTIVE INSTITUTE  
SUMMARY PARTICIPANT EVALUATION

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THE EXECUTIVE AND THE PATROL FUNCTION

JUNE 1978

# I THE LEARNING EXPERIENCE

This instrument is designed to give you the opportunity to evaluate your participation in the course, the training experience and the faculty.

Unsatisfactory   Poor   Satisfactory   Good   Excellent

1                    2                    3                    4                    5

1. To what degree were your expectations for this training experience achieved?

4.5

2. How much responsibility did you assume for your own learning?

4.1

3. How satisfied were you with the hotel, travel and meal arrangements?

4.0

4. To what extent do you feel that the course -- taken as a whole -- will be useful to you?

4.7

5. Did the pace of the course keep your interest?

4.5

6. How satisfied were you with the readings for this course?

4.5

I THE LEARNING EXPERIENCE continued

7. What could the Police Executive Institute do to improve any of the above areas?

Encourage more "participatory" case studies.

Lab concept -- hold conference in city that employs concept that is major topic of course.

Overall, the program was excellent. However, thought might be given to more structured participation by individual members.

Visual aids might have helped in making some of the presentations more effectively transferred to the student.

Program had to be structured to the varied interests of the participants and it was very well handled. Would be hard to improve overall.

The program was excellent, it provided me with the motivation to make changes and initiate new goals and objectives for the department that were effective July 1, 1978/

Re. the readings - is it possible to summarize the salient points?

Realizing how busy we all are, I believe the attendees would appreciate a synopsis of the course readings including advocate positions if available.

More time for questions and answers.

I like the opportunity to meet with the attendees from throughout the nation. So far this has been done well.

Keep present trend.

Nothing!! I think the curriculum was excellent. I brought back several concepts that have already been implemented in my department on an experimental basis.

Ask each participant to identify the most pressing/troublesome problem area he/she faces from an executive perspective, in patrol and apply brain storming for alternative solutions.

I THE LEARNING EXPERIENCE continued

8. What could you have done to increase your benefits from this course?

I am still working to implement some of the ideas presented to me by the speakers and gathered from the other participants during the socializing process (meals, etc.). I read all of your material ahead of time! I don't think of more I could have done, except to have attended previous seminars when they were offered.

Listened more and talked less!

Pre-attendance preparation is obviously the key to receiving the full potential of the course.

I should have written the letters and made the phone calls that the course content stimulated me to do rather than waiting until my return. Now I must find the time in a very busy schedule.

Probably should have participated in some of the class discussions, but any questions I might have raised were usually answered either during the presentation or in out-of-class sessions.

Provided more time to the readings.

Interjected a few controversial questions which crossed my mind which may have resulted in some healthy give and take.

Spent more of the off-school time in association with the attendees.

The main benefit at most training sessions, on this level, is the association with other chiefs who have had or are having the same problems that I have. Perhaps I should have sought out those men and had some discussions with them.

From a practical stand point, any increase in benefits to me from this course would have to be initiated by me. The course offerings were excellent, each participant could build upon them.

A. EVALUATION OF FACULTY:

SUPERIOR: (8.1-9.0)

- 8.4 Pat Gallagher  
(Private Sector Alternatives)
- 8.3 Bob Allen  
(Field Training Officer Program)

OUTSTANDING: (7.6-8.0)

- 7.9 Edgar Martin  
(Course coordinator, overview of course, Alarm Ordinance)
- 7.8 John Church  
(Boise Team Policing)
- 7.7 Nicholas Valiante  
(Split Force)
- 7.6 Bill Hegarty  
(Community Service Worker)

GOOD: (6.0-7.5)

- 7.2 John Boydstun  
(San Diego Patrol Research)
- 7.2 Kai Martensen  
(Crime Analysis in Support of Patrol)
- 7.0 Bob Bradshaw  
(Patrol Allocation)
- 6.9 Richard Grassie  
(I.A.C.P.)
- 6.9 Lester Harris  
(Response Time Study)

B. What could any of the faculty have done to be more helpful to you?

No deficiencies were noted. Faculty was excellent.

Nothing more than you did -- it was great!

Not a thing -- the program, formal and informal, was very well taken care of. The concern for the individual made each of us feel very welcome.

The faculty members were most cooperative, indicating the desire to furnish additional information and material on subject matter, if needed.

I would have hoped that Col. Harris could have given us more insight into the K.C. Preventive Patrol Study.

You can't knock success. I thought the presenters did an outstanding job. Those subjects which of necessity require statistics and formulas in the course of presentation can get "stick and sometimes the listener can get lost," therefore, perhaps visual aids in these instances would be helpful.

I found members of the faculty of great assistance and the furthering of individual participation enhanced the programs.

C. What topics should we add to the curriculum?

Investigation Function (Detectives):

1. Centralized -vs- Decentralized in large departments.
2. Terrorism and Hostage efforts.

Patrol techniques - tandem delay, visible, discreet, parallel delays, clover leaf; etc.

Police liability, both from the individual standpoint and the departmental perspective.

Follow-up to the Kansas City Patrol Response study with directed patrol tactics to take advantage of the product of time management. Split-force was good, how about other tactics, including the benefits and cost of mock fencing operations.

Unions, labor negotiations, hostage/terrorist situations and responses, bomb/arson programs; particularly arson training.

Considering the time allotted, no further topics should be added, otherwise, what topics you do have will become diluted.

The success or failure of any police department rests solely with its personnel. Someone at the seminar said, "good programs will fail because of bad personnel and poor programs may succeed for the same reasons." I suggest that the Police Foundation institute use of all of its talent, influence and prestige to reform civil service procedures across the entire country both on an entrance and promotional level. I will have to admit this is an almost impossible task, but when you consider the alternatives, it's certainly worth a try. Perhaps this might make an interesting exploratory topic to add to the Institute's curriculum.

C. continued.....

All topics were very interesting, however, I would like to see more on resource management.

Shift and manpower allocation experiments specialized unit organizations and success.

For the time allotted, the subjects discussed were extensive enough to hold class attention and participation.

It appears that all of the areas that I can think of, that I need help on, are covered at other seminars.

How various departments arrange shifts, both for # of shifts, and hours of shift, to create work hours that are more satisfactory to both employees and management.

Productivity analysis in the patrol function; and, Prioritizing objectives in the patrol operation.

ADDITIONAL COMMENTS:

I found the "mix" of this group to be unusually good, i.e., a lot of extremely interesting diversity.

I thought it was extremely thorough. The areas covered were done well and "first hand" experiences were presented.

I liked the idea of advance preparation with source material.

The course provided answers and challenges I was looking for at that time.

A closer study of this department is being made in many areas as suggested in the curriculum. The timing of this course was ideal resulting in a three year program for this department.

Overall, a good program. Course content relevant, presentation good, other class participants very helpful. I hope to have the opportunity to attend future sessions.

POLICE EXECUTIVE INSTITUTE  
SUMMARY PARTICIPANT EVALUATIONS

THE EXECUTIVE AND LABOR RELATIONS

OCTOBER 1978

# THE EXECUTIVE AND LABOR RELATIONS

## SUMMARY

### PARTICIPANT EVALUATION

Key to rating:

- |   |  |   |  |
|---|--|---|--|
| 9 | Completely satisfied                         | 4 | A little more dissatisfied than dissatisfied |
| 8 | Quite satisfied                              | 3 | Moderately dissatisfied                      |
| 7 | Moderately satisfied                         | 2 | Quite dissatisfied                           |
| 6 | A little more satisfied than dissatisfied    | 1 | Completely dissatisfied                      |
| 5 | Neither very satisfied nor very dissatisfied |   |  |

1.	How satisfied were you with the format and style of the seminar?	8.4
2.	How satisfied were you with the information presented at the seminar?	8.2
3.	How satisfied were you with the materials made available to you?	8.3
4.	How satisfied were you with the opening presentation made by George Kelling of the Police Foundation?	8.1
5.	How satisfied were you with the presentation made by Chief Tom Heggy of Oklahoma City, Oklahoma?	7.8
6.	How satisfied were you with the presentation made by Dick Ayres of the FBI Academy?	8.6
7.	How satisfied were you with the presentation made by Ed Kiernan of the International Conference of Police Associations?	8.3
8.	How satisfied were you with the presentation made by Hilbert Bradley?	6.0
9.	How satisfied were you with the presentation made by L. Lawrence Schultz of the Federal Mediation and Conciliation Service?	8.2

Labor Relations Evaluation Continued....

- |  |     |
|--|-----|
| 10. How satisfied were you with the presentation made by William D. Gentel of Tri-Con Ltd.?                  | 8.0 |
| 11. How satisfied were you with the presentation made by Patrick V. Murphy of the Police Foundation?         | 8.2 |
| 12. How satisfied were you with the relevance of this course to your executive and professional development? | 8.7 |

13. What could have been done to increase your satisfaction at this course?

Can't think of a darn thing you could do to improve the course. It was the best labor relations course I have ever attended.

Perhaps some thought could be given to including role playing workshops in future courses, wherein trial runs could be experienced in handling a grievance from its inception through an arbitration proceeding and/or a negotiation session.

The encouragement to include labor leaders and city executives in this type of training was appropriate and should be applauded.

The total program was very well done--I was satisfied and impressed with the Police Executive Institute--I could not think of a change to make for this labor relations course.

The staff of the Police Executive Institute should be congratulated for assembling a fine array of talent and covering a broad range of relevant issues.

Other participants from strong union states might increase the flow of knowledge.

I can't think of a complaint on the structure or process. Some weakness in one or two instructors, but who can know that until the presentation. Outstanding!!

I was very satisfied with the course. The coordinators, Gallagher and Gagnon, ran a very pleasant and informative program. They seemed to be totally committed to the success of their program.

I personally would like to have more time devoted towards arbitration, specifically, grievance arbitration, decisions concerning timeliness issues, preparation of cases, etc. I truly enjoyed the seminar and friendships made, as well as the exchange of information outside the classroom. The field of labor relations in police work will continue to increase, as will the need for future seminars of this nature.

Maybe just a little more information on handling or getting along better with unions or associations. All material presented very useful to me--enjoyed.

ADDITIONAL COMMENTS:

Excellent give and take and relaxed atmosphere.

As usual, presentations were up-to-date, informative and eye opening.

The staff should be congratulated on the organization of the seminar's subject matter and its presentation.

Information was generally high calibre and instructors for the most part did a good job of delivery.

The seminar brought together an interesting mix of manager, labor people, academicians, and consultants. I feel that each was complimented by the other participants.

The variety and quality of materials was quite good.

The seminar was very well structured in design for the chiefs attending it.

The information presented was very informative and useful to all participants.

If a change in the students' attitude and understanding of new material were course objectives - the course was successful in my case.

I was extremely pleased with the overall content and how well the information fit my local circumstances.

Excellent give and take - diverse perspectives of participants.

COMMENTS REGARDING FACULTY:

Dr. George Kelling - Police Foundation - Washington, D. C.;

I found George very interesting, however, I felt our exposure to him was too brief. We need more candid and outspoken people like George.

Excellent presentation; forceful and enthusiastic presentation of provocative material.

Well prepared.

Kelling's presentation was a little too conceptual. It lacked the "meat" of operational perspectives.

Outstanding.

Good speaker - very knowledgeable.

Excellent presentation.

Bill Gentel would have been better...who needs philosophy at this point in our careers.

Mr. Kelling provided valuable insight into recognizing some of the pitfalls in labor relations.

His presentation was valuable and the points brought out in his presentation will be helpful.

Labor Relations Evaluation Continued....

(Dr. George Kelling continued)

Thought provoking perspective on the value of conflict and its relationship to creative change. Perhaps I can now milk a camel.  
Set the stage for what was to follow very effectively.  
I think the requests for information in dealing with city executives was appropriate.

Chief Tom Heggy - Oklahoma City, Oklahoma:

Good to hear from someone who has been through a strike.  
I believe Tom thought that most participants had less exposure in this area than was the case.  
Tom is a great speaker. His enthusiasm goes over to the group.  
Material on management prerogatives was too parochial and did not have universal application; fared much better on negotiation segment which provided a practical exposition of the subject.  
Personal exposure to the ever threatening problem of a police strike affording us an opportunity for an indepth inside view from the top of the ramifications of such an occurrence.  
Chief Heggy was candid and had a practical grasp on the dilemma inherent in managing and contemporary law enforcement agency.  
Apparent good relations with union, however, could have elaborated on problems prior to relationship.  
I believe more of this time should have been used by Mr. Gentel to make us more aware of the problems from the employee perspective, and how they would react to Chief Heggy's suggestions.  
Seemed in too much of a hurry. May have taken on too much material for the time allotted. The proposing of his personal rigid stances was really beyond the scope of the presentation.  
Energetic and on target - presentations suffer from uniqueness of the environment in which he operates.  
Chief Heggy is a very good speaker with a very good track record in police admin. Very impressive.  
Presentation o.k., but his (described) relationship with FOP President is not the "usual."  
Chief Heggy had his presentation very well prepared and had a great deal of useful information as usual.  
Very good information, I believe additional time for Chief Heggy's presentation would have been well spent.  
Tom was very informative, I enjoyed his presentation.  
Somewhat rigid - how we do it in Oklahoma City is how you ought to do it elsewhere.  
Most informative presentation on handling strike and preparing strike contingency plan.  
I thought his comments pertained more to his individual situation than general labor relations in law enforcement.

Special Agent Dick Ayres - FBI Academy - Quantico, Virginia:

He really knows his subject and it shows.  
A very informed, articulate turkey!  
Dick really knows his subject matter and presents it in an interesting style.  
First topic (labor relations continuum) rated a 9 with the following two a 7 & 8.  
Excellent presenter with persuasive delivery.  
Presentation most rewarding and beneficial to the program.  
Dick is witty and well informed. This presentation was quite effective. Perhaps more opportunity for interaction would have been helpful.

(Special Agent Dick Ayres continued)

Outstanding.

Continues to be well versed on subject. Outstanding speaker.

Mr. Ayres is well informed.

Outstanding! Well organized and presented.

Professional and pertinent information, skillfully presented.

Dick Ayres contributed some very valuable insights as to why police officers join unions. Presentation was very good.

Excellent.

His presentation was very informative in the area of identity and recognition of labor relations.

Top notch instructor, very knowledgeable - having Dick along with Bud Willoughby and Glen Greener should spark a lot of interest in similar symposiums.

Outstanding even if he has a perverted fascination for birds.

He's better now than he was five years ago when I first heard him on the same subject.

Dick is always up on the material he presents.

Dick can change police executives' attitudes and has done so in the past.

Dick is always not only informative, but very interesting.

Mr. Ed Kiernan - International Conference of Police Associations:

He knows his subject in a very different way.

For the last ten years I have been attending the League of California Cities Labor Relations institutes that are held each spring. They always have speakers from both labor and management. I thought I had heard some good ones from the labor side until I heard Ed. Ed is the best I have ever heard.

Forceful advocate of the union position; a prototype of an up-through-the-ranks union leader.

Enlightening, trade secrets gained will be put to good use in future negotiations.

Ed was refreshingly candid. His appearance was a very welcome addition to the seminar. Ed tells it like it is.

Typical union organizer.

Mr. Kiernan shocked many Chiefs. More role playing would have been beneficial.

His style and what he represents left me cold, but I think his input and insights he provided to "the other guys" was invaluable.

Good shock value.

We should be aware of various demands made around the country -- as is Ed. He proved that communications with each other pays.

His presentation was informative and interesting due to his position as President of the International Conference of Police Associations.

I reacted very negatively at first - which gave him the advantage. Excellent part of the seminar.

I didn't believe such accents still existed.

Enjoyed Ed very much. To me the ideal union representative, however, very informative. Old school -- but gets you raised up. Would have liked to hear more about productivity bargaining in law enforcement.

Provided food for thought, but not organized and did not stay with topic agenda.

I thought it gave the chief's an opportunity to deal with someone of vast experience in labor relations and be introduced to the style they may sometimes confront.

Mr. Hilbert Bradley - Attorney - Gary, Indiana:

I was disappointed with Hilbert's presentation.

His lack of preparation was obvious although he salvaged his presentation by meeting questions head on.

I'm sure that it was part of his down home courtroom act, but I thought it was a little too cornball for the group he was addressing.

Labor Relations Evaluation Continued....

(Mr. Hilbert Bradley continued)

Most disappointing segment of the seminar; too much self aggrandizement and parochial Indiana thrust; added little to the overall value of the course; never addressed unit determination and only lightly touched on employee concerns (recognition). It would seem that Mr. Bradley's presentation was not very timely. I personally feel that the problems he alluded to are no longer common place as they were during the era he was making reference to.

Desired more info on national cases and current state of case law.

Hilbert Bradley's perspective as a labor lawyer provided a useful and relevant perspective.

Very good.

Well versed, however, may be on ego trip.

More knowledgeable labor attorneys are available, i.e., Michael Ward of Kalamazoo.

Too many self-serving statements and not enough useful information.

Bradley was entertaining but not informative.

His presentation was very entertaining. He was more impressed with himself than the class was.

Presented the labor attorney perspective very well. Takes a while to get to the topic, but uses the time effectively to reel in his audience.

Mr. Bradley's presentation was more towards Affirmative Action than labor relations.

We don't need war stories.

He's good but covered the same ground too much to make his points.

Could have gone with the material a little more than what Bradley had done and how Bradley is black.

Got old after five minutes -- good opening, little substantive follow up.

Entertaining speaker but not very informative; did not cover scheduled topics.

Mr. L. Lawrence Schultz - Federal Mediation and Conciliation Service - Washington, D.C.:

Excellent! This is an area in which I have a limited knowledge. He provided some very good insight.

Very informative

Excellent material and delivery -- most informative aspect of the seminar.

Presentation was too formal.

Mr. Schultz gave participants a useful insight into the workings of the mediation/arbitration system.

Very good.

Material current and informative.

Very informative.

Very good -- good planning information for chief executive.

Very informative, very valuable.

Excellent.

His presentation was very informative and educational in the area of arbitration.

Insufficient time to develop this topic area. Did not resolve my frustration with the lack of consistence or justifiable rationale in arbitration awards.

Very informative -- well prepared.

Excellent! Best presenter. Useful comments to guide executive decision-making.

Good information on how mediation works.

I thought he was more protective of his profession than informative.

William D. Genter - Tri Con, Ltd. - Silver Spring, Maryland:

He has a good working knowledge of police strikes in the country.

I wish Bill had been given more time.

Good material and excellent presentation.

Segment on the "strike and its aftermath" rated a 7, while that on "contingency planning" rated a 9.

Labor Relations Evaluation Continued....

(William D. Gentel continued)

Mr. Gentel's research and his gracious offer to aid us in labor conflict related matters was well received.

Mr. Gentel needed more time. Executives should be more aware of real problems and not assume a knowledge they do not possess concerning employee dissatisfaction. Good, but would have appreciated more insights into the analysis conducted but only alluded to.

His material deserved more time. It had wide applicability and significance. He was well prepared in his presentation and brought out exceptional points reference the aftermath of a strike.

Seemed to require more time to relate the job action case histories that we were all interested in. My notes indicate that he was able to relate some excellent guidelines.

Enjoyed his presentation on the strike research.  
Informative and useful.

Patrick V. Murphy - President, Police Foundation - Washington, D. C.:

One of Murphy's better sessions.

Again, just not enough time.

Very informative as to the operations and functions of the Foundation.

A professional job of extemporaneously responding to questions posed by participants. Ability to respond to spontaneous questions handled with professionalism and composure.

I feel that the availability of Pat Murphy to respond to a wide range of questions and issues adds greatly to each of these seminars.

Godfather of the program - elevates incentive to continue.

Always provocative.

Very impressed with Mr. Murphy. Obviously has great insight into Police Administration and related problems.

I feel that Mr. Murphy made an outstanding presentation in reference to questions that were asked by the class.

He lacked sufficient time for complete communication. I sense a high degree of interest in Foundation programs and PERF but also a lack of knowledge about the future directions that might have been better explored during this exchange.

Questions may have been better conceived had notice of such an exchange been mentioned in the course curriculum or at least early in the week.

I had heard that Pat was a talker -- he showed this in his answers to questions. He did a very fine job.

Thought provoking and informative. Pat's philosophy should have a great impact on the advancement of law enforcement.

POLICE EXECUTIVE INSTITUTE  
SUMMARY PARTICIPANT EVALUATIONS

THE EXECUTIVE RESPONSE TO POLICE MISCONDUCT

NOVEMBER 1978

THE EXECUTIVE RESPONSE TO POLICE MISCONDUCT

SUMMARY

PARTICIPANT EVALUATION

Key to rating:

- |   |  |   |   |
|---|--|---|---|
| 9 | Completely satisfied                         | 4 | A little more dissatisfied than satisfied |
| 8 | Quite satisfied                              | 3 | Moderately dissatisfied                   |
| 7 | Moderately satisfied                         | 2 | Quite dissatisfied                        |
| 6 | A little more satisfied than dissatisfied    | 1 | Completely dissatisfied                   |
| 5 | Neither very satisfied nor very dissatisfied |   |   |

- |    |   |     |
|----|---|-----|
| 1. | How satisfied were you with the format, arrangements, and style of the seminar?                                     | 8.3 |
| 2. | How satisfied were you with the materials made available to you?  | 8.0 |
| 3. | How satisfied were you with the keynote presentation made by Herman Goldstein?                                      | 8.1 |
| 4. | How satisfied were you with the presentation made by Patrick V. Murphy of the Police Foundation?                    | 7.9 |
| 5. | How satisfied were you with the presentation made by James E. O'Grady, Supt. of Police, Chicago, Illinois?          | 7.4 |
| 6. | How satisfied were you with the presentation made by Anthony Bouza, Deputy Chief, New York City Transit Police?     | 8.3 |
| 7. | How satisfied were you with the presentation made by John Ball, Chief of Police, Charleston County, South Carolina? | 7.4 |

Misconduct Evaluation Continued....

8. How satisfied were you with the presentation made by David Burnham, reporter, New York Times	7.9
9. How satisfied were you with the presentation made by William Baker, Lieutenant, Los Angeles Sheriff's Office, California?	5.9
10. How satisfied were you with the presentation made by Lawrence W. Sherman?	5.9
11. How satisfied were you with the presentation made by James Fyfe, Lieutenant, New York City Police Department?	8.0
12. How satisfied were you with the participant presentations made by Chiefs' Rock, Hand, Mullen, Geagan, Lynch, and York?	8.2
13. How satisfied were you with the relevance of this course to your executive and professional development?	8.8

ADDITIONAL COMMENTS:

The material gain from the course, the group conversations out of class involving techniques used by other departments, will, hopefully, increase accountability of police personnel achieving greater operating efficiency within departmental orders and guidelines resulting from this seminar.

Don't make any major changes, I feel the seminar was excellent. I love your method of introducing participants.

My compliments to the staff of the Police Foundation for all of their efforts and hard work in putting a program together in a very difficult area.

Very concise and informative presentations. Enjoyed overall seminar.

This course brings one back to the stark realities of the vulnerability of an administrator who fails to be constantly vigilant to the frailties of man.

Excellent seminar! I become more enthused as I continue my participation in the Police Executive Institute.

Very satisfied. As one who has to evaluate seminars my people attend, I look for items in addition to the quality of speakers. Sessions that begin on time, and keep to a schedule generally have something important to say. You were right on schedule.

Misconduct Evaluation Continued....

I was particularly pleased to see structured participation in this program.

Excellent blend of participants and speakers.

Well rounded - one of the better workshops about a difficult continuing problem.

There are certain areas concerning misconduct, that I intend to implement within our own department and others that I am considering. This executive session was most helpful to me.

Overall, I thought this was a good conference and one which helped me personally. As always, some speakers were better than others, however, I believe each had something to offer.

Presentations were very informative and well organized.

COMMENTS REGARDING FACULTY:

Herman Goldstein:

Realistic approach to the problem of combating police corruption.

A quality product, occasionally he lost sight of the setting (group orientation).

I found it thought producing and an asset to the seminar.

A knowledgeable individual who made an interesting presentation.

Good overview, especially appreciated his description of five types of reformers.

I feel that Bouza would have been a much stronger keynote speaker. Goldstein could have been used further along to break NYC emphasis.

Very good.

I have great respect and admiration for Mr. Goldstein. His presentation was first rate. Thoughtful in style and continuity.

Best speaker - substance.

Mr. Goldstein appeared a little weak in his credibility.

Appears to be a thoroughly honest man who believes in what he says.

The keynote speaker should have been someone from the police community.

He needed more time.

Patrick Murphy - Police Foundation - Washington, D. C.:

First hand, factual information was well presented, has a wealth of information related to today's law enforcement problems.

With a little preparation he would have been outstanding.

He was quite a surprise to me. I came to the seminar with a mental picture of a Anthony Bouza.

A seasoned veteran with unlimited information relative to the subject.

Needed more time with him in informal setting. Wanted to go much deeper with him in some areas but time and format did not permit.

I think he was too modest in his presentation. I felt he did not want to overshadow the other roles in the panel discussion.

Avoided real issues and direct answers.

I respect and admire Mr. Murphy, however, I think he thought we were more familiar with New York than we really are. Perhaps a little historial lead-in would have helped.

Misconduct Evaluation Continued....

(Pat Murphy continued)

I always enjoy Pat Murphy but this time he was better than some previous presentations.

How can you not be satisfied with experience and success?

I think Pat needs to take advantage of such occasions to indirectly overcome opposition to his philosophy.

Needed more time.

Superintendent James E. O'Grady - Chicago, Illinois:

The Superintendent and his staff were perfect hosts, making the visit to their city enjoyable and informative.

Presentation lacked direction - failed to establish a contract with us re: learning objectives.

I like a person who tells it like it is.

Repetitive of other presentations.

Appeared rushed and not up to his usual excellent presentations.

Did not even deal with topics of discussion. Simplistic overview and rhetoric.

Outstanding law enforcement official and very interesting.

Presentation was believable and relaxed.

~~eputy~~ Chief Anthony Bouza - New York City Transit Police:

An experienced police officer relating police experiences.

Words can't describe the abilities of this man.

Good story teller - practical application of the material limited.

Very entertaining, however, I don't agree with his policies towards complaints and methods he prescribes. Each complaint should be investigated.

Very dynamic and informative presentation.

Good speaker - holds attention well.

Clear, precise and interesting. He relates well to the problem and can get the point across.

Intelligent, clear, experienced, straight forward presentation.

The highlight of the session. You should have a ten on your score for him.

Excellent - the highlight of the program.

One of the best I have heard -- personality - professionalism - humor - extraordinary!

Dynamic, superarticulate, experienced, emotional, thoroughly enjoyed his presentation, however, I am not convinced he completely believes in everything he said.

Probably the best speaker.

Chief John Ball - Charleston County, South Carolina:

Excellent presentation that has been stored for future use.

War stories are fun, however, if unstructured provide little transferable "technology."

Does not relate to my concerns.

Attended an organized crime seminar with John so had heard presentation before.

He's a knowledgeable and courageous chief.

Needed more information on his plan of attack or did he just go by seat of pants?

Quite satisfied with presentation.

Mr. David Burnham - New York Times Reporter:

Not enough depth into his relationship as a reporter with police officials.

Returned to Rochester with a new view on the role of the media.

Limited Contribution.

Misconduct Evaluation Continued.

(David Burnham continued)

He should prepare himself for a longer presentation and not rely on answering questions from the group.

Refreshing dedication.

Presentation excellent - if he is not already a part of the program on media relations he should be.

Felt he could have alloted more time, perhaps with another investigative reporter in a panel forum.

Interesting report on what he has done but no help on how the police executives get media help on solving corruption problems.

He appeared to be unprepared. However, the casual discussion was excellent.

Realistic and practical - I will use him as reference in talks about news corruption.

A little dissatisfied - only because a man of Mr. Burnham's intelligence and experience could have given us a little more insight into the problems, as he sees it.

Lieutenant William Baker - Los Angeles Sheriff's Office:

Interesting approach to internal police discipline, many good ideas for internal investigations.

Found it to be a weak presentation.

Bill was interesting, however, he was intimidated by the group which detracted from his presentation.

He obviously know his job and was sincere while addressing the seminar. I am sure that his presentation will improve with experience.

Did not have his facts complete, although he had a good message.

Not directed to our particular needs.

Strained presentation. Thought he contradicted himself on several points, did not clearly support the need for an advocate or the role.

Could have been done in five minutes.

Being from Los Angeles County I was aware of their procedures. I felt Bill should have taken better control and gotten all of his material out.

Very personable, but he gave me the impression of not being thoroughly familiar with his presentation.

Professor Lawrence W. Sherman:

Was proven to have read material, but was not properly interpreted.

Dislike a speaker that has to back down on facts presented.

Quality product - should improve with age.

He insults the intelligence of experienced, knowledgeable administrators with, at best, heresay information. He suffers from a New York syndrome, "Let's talk about YOUR bad guys."

Do not agree with his philogophy of blackmail, smacks of Watergate, etc.

Presentation good, but its factual basis appeared questionable.

Failed to support statements about L.A.P.D. should avoid personalizing unless statements can be supported by fact.

After challenge I am not sure of the validity of his remarks.

I was a little disturbed by some of his inaccuracies with my idol, William H. Parker.

I then had to question other parts of his speech that I wasn't as familiar with.

A little too academic in relation to the other presentations. (There appeared to be a lack of practical knowledge.)

Disappointed - this speaker lost his credibility early in his presentation. He gave the appearance of being conceived in a textbook, and it showed.

Presentation was not accurate.

Presentation, as indicated, was not completely factual.

Misconduct Evaluation Continued....

Lieutenant James Fyfe - New York Police Department:

Too heavy on statistics, but high on value.  
He has a tendency to want to criticize his department superiors for all the weaknesses of the individual officers.  
Impressive and direct, has excellent style of presentation.  
Excellent.  
Excellent.  
Exceptional knowledge apparent.  
Fresh approach - honest perspective.  
Very competent.

Participant Presentation (Chiefs Rock, Hand, Mullen, Geagan, Lynch, and York):

All panel participants were knowledgeable of their subject matter, received good class feedback.  
I found it to be one of the highlights of the seminar.  
Disjointed - overall good effort - limited value.  
The best learning experience of the entire seminar.  
Geagan's was too short - required more explanation.  
By the diversity of backgrounds and philosophy, made for an interesting session.  
Like participant presentations - usually more recent experiences.  
All good, especially Travis Lynch.  
Very well done.  
Completely satisfied.  
As I remember this part of the program, it was extremely beneficial.

POLICE EXECUTIVE INSTITUTE  
SUMMARY PARTICIPANT EVALUATION

EXECUTIVE ROLES AND TIME USE  
DECEMBER 1978

# EXECUTIVE ROLES AND TIME USE

## SUMMARY

### PARTICIPANT EVALUATION

#### Key to rating:

9	Completely satisfied	4	A little more dissatisfied than satisfied
8	Quite satisfied	3	Moderately dissatisfied
7	Moderately satisfied	2	Quite dissatisfied
6	A little more satisfied than dissatisfied	1	Completely dissatisfied
5	Neither very satisfied nor very dissatisfied		

1. How satisfied were you with the format and style of the seminar? 8.6

#### Comments:

As usual the informal style and setting were very conducive to the learning process.

I consider this to be among the most useful of the Institute's seminars.

Taken as a whole - the finest seminar I have attended. (Three similar comments)

The format and style were well planned and implemented. (Six similar comments)

I enjoyed the progressive format. The special guests from the private sector added an important element to the overall flavor of the seminar.

Adequate time allowed for full participation of all present.

First seminar I have rated this high.

2. How satisfied were you with the information presented at the seminar? 8.1

#### Comments:

The information presented was certainly representative of the pre seminar billing. (Five similar comments)

I am utilizing some of the techniques now.

Mr. Richard's presentation was outstanding. I recommended to my boss that he be employed to make the presentation to the general staff of our Department.

The seminar was most informative and instilled an interest and desire to make changes. It also brought to mind techniques known but not used to their best advantage.

A good mix of public and private input.

Very timely.

3. How satisfied were you with the materials made available to you?

8.4

Comments:

All of the materials were relevant and helpful to me. I have used the Alec MacKenzie materials, both personally and by passing on certain portions of it to my subordinates.

Having read most of the material I was more receptive to what was said and therefore more ready to accept what was said.

The materials made available were all informative and timely. (Eight similar comments)

Perhaps a follow-up reflecting new materials should be considered six and twelve months after the fact. This could be accomplished by a review of the literature and compilation of a reading list.

4. How satisfied were you with the opening presentation made by Chief James W. York of Orlando, Florida?

6.4

Comments:

His presentation covered areas that will help in the better utilization of a police executive's time. His suggestion on office design to avoid eye contact was an invaluable one. Other techniques, such as staff decisions, delegation, removal of telephone bells, community task force, and hand-written notes on letters, have already proven valuable to me.

Jim was very straight forward and effective. (Two similar comments)

Had some good common sense tips.

Jim would at times talk with some one at the speakers table instead of projecting responses to the audience.

Had limited value. (Two similar comments)

5. How satisfied were you with the presentation made by Chief Bruce R. Baker of Portland, Oregon?

8.2

Comments:

Bruce is obviously a man of tremendous talent. Informative presentation, a lot of good tips. (Eight similar comments)

Chief Baker is no doubt a proven and experience police executive. For the first time I feel free to discuss my political role as he indicated, not as a member of a political party, but to be aware of the needs of the community, our elected officials; and that the chief is a manager, businessman, strategist, negotiator and a salesman. This is in addition to his responsibilities as a Chief of Police. As such he should be aware of the Proposition 13 syndrome.

6. How satisfied were you with the presentation made by Howard P. McClain, Director of Public Safety, Orlando, Florida?

6.2

Comments:

He was most informative in the role a chief plays with his boss; and how the boss relates to his chief. This reinforced my believe that it is necessary to be in close contact with my County Executive, so that he is always aware of important matters involving police and the community.

Typical Director of Public Safety position filled by retired military officer - policing tends to be secondary to maintaining good image.

Every police chief should be lucky enough to have such a boss.

This presentation had limited value. (Five similar comments)

OK.

7. How satisfied were you with the presentation made by Dr. Jerry Koehler, Professor, University of South Florida, Tampa, Florida?

8.1

Comments:

He makes it sound so easy.

He emphasized the organization principals relating to delegation; the creating of trust among my subordinates. He also emphasized the need to motivate my getting subordiantes involved, and in setting target dates to measure results of tasks.

Jerry did not cover his assigned topic. I believe I could give a better presentation on delegation. (Two similar comments)

This presentation was excellent as to content and method of presentation. (Eight similar comments)

A good performer, should be on the stage, terrific presentation, good material holds your attention.

8. How satisfied were you with the presentation made by Mr. Robert W. Wall, Senior Vice President, Florida Power and Light, Miami, Florida?

7.3

Comments:

I thought it was excellent and timely. I appreciated the copy of his remarks.

Mr. Wall, obviously a distinguished senior executive, certainly added prestige to the seminar but limited value as to presentation. (Two similar comments)

Good to hear what private industry does. Too bad we don't have their resources.

A very well prepared presentation on how industry deals with same problems.- delegating and training all employees to assume their responsibilities.

Reading of his material detracted somewhat from the effectiveness of an otherwise fine presentation. (Two similar comments)

In his discussions on managing management time, he brought out a major management problem in my department in the subordinate imposed time. I am reducing this problem by letting my staff keep the "monkey," then taking the necessary steps to complete goals and assignments. This subject also reminded me to measure and distribute the work load to my subordinates.

Excellent content. (Four similar comments)

9. How satisfied were you with the presentation made by Mr. Gary Richards, Financial/Management Consultants, Overland Park, Kansas?

8.6

Comments:

Handled a tough assignment very well. (Ten similar comments)

I think he should have been first on program as he provided motivation for subject at hand.

He redefined the management role for me in his code (BMANP) "Bring Me Answers Not Problems." In addition the use of the time log and sticking to the schedule. In the area of crises management he showed me a new way to say "no" without offense. He also helped me and my secretary better understand our roles. His entire presentation was excellent.

The best of all.

10. How satisfied were you with the relevance of this course to your executive and professional development?

8.7

Comments:

I am pleased - It was a better session than I expected.

I thought it was focused in very well on the problems of today's executives.

The ability to control one's time, and delegate without looking over your shoulder are two distinct and separate arts. The seminar has assisted in these areas to the point where they are more than relevant to my position.

This was my first experience in a seminar with the Police Executive Institute. The instructors were outstanding and covered areas that will have a significant impact in my work habits. My community, department, and myself will benefit substantially from the knowledge gained.

Due to my particular position and the unusually large number of unexpected interruptions, in my daily routine, I find it difficult to apply this newly acquired information and techniques.

Very timely - needed. A subject not dealt with in other seminars or schools for law enforcement executives.

Most useful.

Got to the heart of my problem.

Exactly what I needed.

A very profitable and informative session for me.

Overall, the total relevance of this course was excellent.

11. What could have been done to increase your satisfaction at this course?

Comments:

More involvement such as the session with Mr. Gary Richards. Overall, the course was excellent and in reality, needs little to increase satisfaction.

No recommendation for improvement. I am continuously impressed with the quality of the seminars - The staff certainly is to be commended for the efforts put forth to insure such a high quality training program for police executives - I am most appreciative.

I would liked to have seen more time for sharing time saving ideas. I'm sure many had their own little 'tricks' that may have helped some of us. Also, we were asked to prepare a short presentation on some aspect of time management but were not given any opprtunity to present or share it.

Reduce hours in class - i.e. 9 a.m. - 4 p.m. Six hours is plenty.

Can't think of anything! You've done it again! Provided a forum - well presented and managed that provided participation by students which I feel is very important. Congratulations! A job well done.

Send Richards and Koehler home with me - Richards' part of the program should have been expanded to permit more hands-on application of the principles involved.

I believe you covered it all.

Each presenter should distribute a paper at the beginning of his presentation. It would make it easier to follow and relieve the burden of taking notes.

More opportunity to interact in small groups with peer executives.

POLICE EXECUTIVE INSTITUTE  
SUMMARY PARTICIPANT EVALUATION

UTAH ASSOCIATION OF CHIEFS OF POLICE

January 31, February 1, 2, 1979

Salt Lake City, Utah

UTAH ASSOCIATION OF CHIEFS OF POLICE

SUMMARY

PARTICIPANT EVALUATION

Key to rating:

9	Completely satisfied	4	A little more dissatisfied than satisfied
8	Quite satisfied	3	Moderately dissatisfied
7	Moderately satisfied	2	Quite dissatisfied
6	A little more satisfied than dissatisfied	1	Completely dissatisfied
5	Neither very satisfied nor very dissatisfied		

1. How satisfied were you with the format, arrangements and style of the seminar?

7.4

Comments:

Good surroundings, very condusing to the learning process, scheduled well.

I would suggest preliminary coverage of subjects to generate input for later discussion.

Group participation was very good and small enough to get good input.

Arrangements good.

Somewhat distracted with the video taping.

Very well done. Excellent speakers.

Very good.

Smaller room.

2. What could have been done to increase your satisfaction at this course?

Comments:

More visual aid. Less lecture.

Persons covering media could have been sharper.

More down to local problems.

Cite examples - be more specific

Personally I wanted more case studies on internal affairs.

May have been fine for small departments from outlying areas.  
Waste of time for large department.

More preparation of students to reach common ground for  
interaction.

The handout from LAPD is beneficial. If possible more guide-  
lines as handouts would be very helpful.

Removed video tape and made person present more at ease.

Discussed new ideas instead of covered items of common  
knowledge.

Not filmed it. Smaller group.

I liked the work groups and would have liked more time there.

Everything was acceptable to me.

Some speakers less than dynamic.

- 
3. How satisfied were you with the materials made available to you?

7.3

Comments:

Very complete.

Instructors were good. I personally like more handouts and  
guidelines.

Excellent material.

4. How satisfied were you with the presentations made by George N.  
Beck, Deputy Chief of Police, Los Angeles Police Department?

7.3

Comments:

Information he could have supplied was not supplied. Got the  
feeling he was either not informed or held back.

Very outstanding.

I expected great things from a man of his position.

Appreciated his willingness to share his departmental resources.

Super, a cop's cop.

Put things on a level everyone could understand. Presented very helpful and meaningful information. Excellent participation discussion.

A very pleasant person to be around.

I really enjoyed him. He is knowledgable and candid, not over-bearing..

Very informative - presented in an understandable manner.

A great guy - a chief's chief.

Good material.

Not dynamic enough for opening.

5. How satisfied were you with the presentation made by Terry Eisenberg, Ph.D., President, Eisenberg & Associates? 6.0

Comments:

Terry failed to set stage of preliminaries assuming all, because they were top administrators, were into stress and related management problems. His knowledge is good.

Nothing new presented.

OK. but couldn't take him again.

Excellent, especially in the work group.

Very knowledgeable about material.

6. How satisfied were you with the presentations made by Kris Scoumperdis, Lieutenant, Portland Police Bureau? 7.9

Comments:

Should have had more time.

OK. Best of the group. Gave me personally the insight needed.

Kris impressed me because he is into police problems and appears to seek solutions rather than pitfalls.

Hung up on his own efforts.

Interesting. Good content.

A super young man - excellent presentation.

Good information and participation in discussion throughout course.

He is very good - I would liked to have had more time with him.

Very sharp.

Good, but too wordy - (as are most legal people)

Exceptional speaker. Well informed highly motivated. Really impressive.

Dynamic instructor.

7. How satisfied were you with the presentation made by Melvin L. Tucker, Chief of Police, Asheville, North Carolina?

5.8

Comments:

Not enough experience with a real press problem.

Did not provide adequate information from his illustrious career.

Utopian approach is like a sunday school lesson. Theory won't solve the practical problems.

Still nothing new.

He should return to the FBI to be assigned to Butte, Montana.

Seemed to have trouble getting started.

Not too impressive.

He had a tough subject. His ideas were not geared to my size department.

The subject matter was dry but so was Chief Tucker. Mel had a very difficult subject, particularly at this time and place.

8. How satisfied were you with the presentation made by Robert C. Benton, Lieutenant, Sacramento Police Department?

5.8

Comments:

Too protective of police position. Support is good but police off times are most of the problems because of this.

Appeared bored, lacked interest in what he was there for.

I feel that he had a good grasp of his material. Very practical.

Very practical.

9. How satisfied were you with the relevance of this course to your executive and professional development?

7.0

Comments:

~~It was relevant to the smaller departments. But less preficent to the larger ones. Because of specialization.~~

All subjects were relevant. To select pertinent material that needs addressing you did very well.

I think instructors were very good. But to repeat more guidelines would be helpful.

~~I expected to get new up-to-date information. You merely fortified what we are already doing.~~

The discussions about personnel matters were excellent.

Very good for me, information presented has been quite helpful.

Some of the things have already been implimented by our department.

Very good information - useful for any administrator.

Would like to have many more. Would look forward to participating in any future courses possible.

Designed for smaller department or less experienced command level officers.

POLICE EXECUTIVE INSTITUTE  
SUMMARY PARTICIPANT EVALUATIONS

THE EXECUTIVE AND THE CRIMINAL INVESTIGATION FUNCTION

FEBRUARY 1979

THE EXECUTIVE AND THE CRIMINAL INVESTIGATION FUNCTION

SUMMARY

PARTICIPANT EVALUATION

Key to rating:

9	Completely satisfied	4	A little more dissatisfied than satisfied
8	Quite satisfied	3	Moderately dissatisfied
7	Moderately satisfied	2	Quite dissatisfied
6	A little more satisfied than dissatisfied	1	Completely dissatisfied
5	Neither very satisfied nor very dissatisfied		

1. How satisfied were you with the format, arrangements and style of the seminar?

8.7

Comments:

The quality of the presentation and the material presented were outstanding. (Twelve similar comments)

Very good - well chosen topics.

It is always a pleasure to attend a program that starts on time and sticks to the program rather than see how much time can be wasted.

There was an excellent exchange of information due to preplanning and development of course content.

Needed more time for open discussion on some issues.

Enjoyed the relaxed format.

By far the best seminar I've been to. (Two similar comments)

Change seating pattern daily. (Two similar comments)

2. What could have been done to increase your satisfaction at this course?

Comments:

Very little, possibly a little more space per participant at the table.

The only possible suggestion would be to possibly provide some period of time for general and small group discussion by the participants concerning their experience and suggestions..

Shorter class time. (Two similar comments)

The seminar was very good, one of the best seminars I have attended. (Three similar comments)

I really cannot think of anything - this was my first Police Executive Institute function and I was impressed.

Name plates pinned on shirt or jacket with department would help in communication.

I have come to expect efficient logistics, crisp scheduling and high caliber staff and participants. I was not disappointed.

Application of methods etc. (Four similar comments)

Seating arrangements requiring you to look sideways at the presenter became quite tiresome. The open-box arrangement is satisfactory for discussion conferences but is not preferred for conference-type presentations.

3. How satisfied were you with the materials made available to you? 8.4

Extremely satisfied. (Six similar comments)

Pre course distribution of reading material enabled participants to become informed.

The material is very good and worthwhile. I have made it available to investigators who have reported back favorably.

Light reading, very interesting.

Good stuff - Most of it was appropriate - nothing really new. (Three similar comments)

I didn't get all the material - So I don't know. (Four similar comments due to mail delay)

4. How satisfied were you with the presentations made by Allen H. Andrews, Superintendent of Police, Peoria, Illinois?

7.2

Comments:

Well versed in subject matter and presented in a very understandable manner.

Less than convincing! but tough subject to handle.

Could have used more detailed handouts for future use by participants..

Agree on everything with the exception of who the "informant" belongs to - I maintain the "informant" is the officers.-

Ethical issues: Candid, exceptionally well done. Proposed orders. Policy statement, or code of conduct would have added. Burglary Proposal: Good presentation.

Chief Andrews is not the most stimulating speaker in the world, but the content of his talk was extremely important, thought provoking and worthy of careful consideration. (Eight similar comments)

This guy is one intelligent and sincere administrator. (Three similar comments)

5. How satisfied were you with the presentation made by J. Ernst Eck, Senior Research Analyst, Police Executive Research Forum?

7.0

Comments:

Good job with difficult subject. (Six similar comments)

Mr. Eck obviously knows his subject, but seems to lack self-confidence in the presentation. (Three similar comments)

The presentation was a little "dry" but the material presented and the content were very relevant. His subject has given me a great deal to think about in light of Proposition 13.

Generally excellent presentation. Mr. Eck presented this complex subject in an understandable manner than should generate interest in development and use of research materials.

His presentation was well covered in the advance reading materials. I accepted the validity of his study.

Provided alternatives to burglary investigations.

Good presentation. I was left hanging on just how to proceed from where he left off.

John has improved considerably since the last presentation I witnessed. He has a lot more confidence. I took his presentation as an objective statement of the SRI model and its availability for use. I don't agree with the Model but I appreciate knowing it exists and how it works.

6. How satisfied were you with the presentations made by Thomas F. Hastings, Chief of Police, Rochester, New York?

7.9

Comments:

The experience Chief Hastings has had with his Rochester System is very valuable to executives. (Eight similar comments)

This was an extremely satisfying presentation. I will contact Chief Hastings for more information about their senior citizen program and their early closure policies.

Presentation lacked specificity - but did give an adequate executive view.

Down to earth practical.

Obviously not afraid of change and experimentation.

Another alternative in dealing with crime.

Tom has empirical evidence that he is a progressive and imaginative Chief. His is a most believable person - Has a nice easy style.

Excellent handout material.

7. How satisfied were you with the presentations made by Robert A. Edmonds, Assistant Sheriff, Los Angeles Sheriff's Office, California?

8.2

Comments:

Bob Edmonds has a good presentation and is very knowledgeable. (Ten similar comments)

Excellent presentation, provided insight into the problems and operating procedures of the Los Angeles Sheriff's Office. (Two similar comments)

Bob Edmonds projects warmth and sincerity, stimulates interest.

This gave me a much closer view of STING possibilities having only been familiar with Washington, D.C. STING operation.

Contributed as a student to several discussions but his presentation was lacking.

Well done - I have many good notes from his remarks.

8. How satisfied were you with the presentations made by Pierce R. Brooks, Chief of Police, Eugene, Oregon?

8.3

Comments:

Outstanding presentation. Pierce Brooks' presentation was unsurpassed for quality of material as well as candor and effectiveness in his presentation. (Eight similar comments)

We almost got into the "war story" made, but it was most interesting and there were some helpful hints. (Two similar comments)

The only thing needed was to tie his war stories into the need for management review of important criminal investigations. (Three similar comments)

War stories (Two similar comments)

Good tips re officer-involved shootings.

Pierce is what some people call a cops cop. He has been there and has done it well - He is the kind of a person that other people can relate to. (Two similar comments)

Truly a very interesting speaker. Plain English, very knowledgeable.

9. How satisfied were you with the presentation made by David Powis, Deputy Assistant Commissioner, Scotland Yard?

8.5

Comments:

Very professional and entertaining presentation. (Eleven similar comments)

Very professional person - very knowledgeable and excellent representative for England. I do not agree with his comments relative to the English system re: drugs.

Interesting - somewhat dated.

An outstanding portion of the program because of his experience, qualifications and insight concerning problems of police executives.

Very broadening.

David Powis brought a refreshing perspective which I found helpful.

David Powis is an extremely interesting and competent police executive. I do not concur completely with many of his observations, but his talk had a visible impact on the group.

10. How satisfied were you with the presentation made by William D. Hassinger, Lieutenant Colonel, and Philip Hogan, Lieutenant, both of Michigan State Police?

8.6

Comments:

They are very knowledgeable and have much to offer in such a seminar. (Twelve similar comments)

Lieutenant Hogan was an excellent speaker and it was obvious he had done his homework. (Three similar comments)

It was a fascinating application of computer technology.

The best of all presentations. Very well done. Not only informative but educational.

I especially appreciated their handout material.

Lt. Colonel Hassinger and Lt. Hogan provided valuable information regarding the organization of a major crime investigating team. Opened my eyes to the capabilities of a mini-computer.

11. How satisfied were you with the presentation made by Michael C. Borkowski, Chief of Police, South Bend, Indiana?

7.7

Comments:

Chief Borkowski's down-to-earth, straight-forward presentation was very interesting and valuable to those considering a sting type operation. (Seven similar comments)

Excellent practical information for those interested in STINGs. We are using this information now in planning some similar projects.

I think we needed more nitty-gritty details of program operation.

Mike impressed me a good street cop who had made the jump to Chief. Hard guy to fool - he had been around.

The chief presented some difficult problems of a police administrator.

Didn't gain much from his presentation.

12. How satisfied were you with the relevance of this course to your executive and professional development?

8.6

Comments:

I feel that it helped me develop added insight into the options available to improve the efficiency/effectiveness of the investigative function.

Perhaps future courses could contain one day for the participants, if they so desire, to present some insights into new approaches to old problems. A general discussion regarding where we have been, and where are we going - "think tank" type of program.

Very interesting - lots of information. However my career will probably not benefit greatly!

I feel a little too much time was consumed on detailed case history, although I found it interesting.

The associations I developed. Powis' presentation, and the Michigan State Police presentation were the most beneficial to me.

Extremely satisfied.

A very innovative and fresh approach to old problems. Very pertinent to today's police problems of budget, administration, discipline, etc.

Of many I have attended, I would have to honestly rate this above the others. This is the first course I have taken presented by the Police Executive Institute.

Crammed a lot of learning into a short period of time.

I came with an open mind and I was impressed - I got a good amount of useful information - I am satisfied that the trip was well worth the effort - I would like to attend again someday.

Course was of great value in broadening my perspective and answering questions I had in the area under study.

Time well spent. An enjoyable exchange of information and renewal of friendships.

I was particularly interested in the manner some of the department executives reorganized their investigative priorities, reducing the concentration of just clearing cases, and concentrating more on those offenses which are more likely to result in conviction. I have since reorganized our C.I.D. (effective 3-1-79) incorporating all misdemeanor and property crimes into a General Investigations Section. All Crimes Against Persons Felony Crimes will be handled by the Major Felony Unit.

Primarily because of the contacts and mixing with real professionals. The only low spot was the presentation made by the St. Louis man. It was not relevant to this course, and I strongly disagree with their discipline philosophy, they dump all the blame on a bad program established by command officers in their street caps.

Cappy, you and Pat always put on an interesting program.

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This course, its content was relevant, timely and above all my time was well utilized. So many times in other schools and seminars I feel that the time was not properly utilized and I was not earning my pay. That was not the case in this course. Outstanding course all the way around. You are all to be congratulated in the manner the course and content were presented.

Once again the best seminar ever. We only needed more time.

My criminal investigation operation (about 180 agents) is seriously lacking, compared to the 1800 man detective bureau I commanded in LAPD. This course was broadening and would be beneficial to some of my command officers.

Many good ideas. It will help me personally.

Problems discussed are very significant and solutions and various methods are very crucial to police executives and their development.

This course, once again, struck the correct balance between theory - practical problems facing police executives. This balance of topics and blend of leadership styles has been the key to the outstanding success and the superb reputation of the police executive development programs.

Insight on other operations is always excellent.

Outstanding relevancy, learned a great deal from formal and informal contact with the seminar participants. Atta boy, Cappy!

POLICE EXECUTIVE INSTITUTE  
SUMMARY PARTICIPANT EVALUATIONS

THE EXECUTIVE AND MANAGING ORGANIZATIONAL CHANGE

MARCH 1979

# THE EXECUTIVE AND MANAGING ORGANIZATIONAL CHANGE

## SUMMARY

### PARTICIPANT EVALUATION

#### Key to rating:

9	Completely satisfied	4	A little more dissatisfied than satisfied
8	Quite satisfied	3	Moderately dissatisfied
7	Moderately satisfied	2	Quite dissatisfied
6	A little more satisfied than dissatisfied	1	Completely dissatisfied
5	Neither very satisfied nor very dissatisfied		

1. How satisfied were you with the format, arrangements, and style of the seminar?

8.3

#### Comments:

Interaction between the participants themselves, and with lecturers, was excellent.

Excellent

An effective composite of the structured and non-structured which encouraged a relaxed atmosphere while gaining productive participation.

Super!

The staff did an outstanding job.

After the first day (room problems) it was superior.

In future, would recommend that more general discussion time be made available throughout the program.

Rating would be lower if you had continued the same seating arrangements you had the first day.

Very satisfied with format. Seating arrangements were not the best - real hard chairs to sit on for 3/4 hour periods. No problems with the style.

Well planned, professionally styled.

2. How satisfied were you with the information presented at the seminar?

8.0

Comments:

Timely and pertinent. Provided an appreciation of the complexities of organizational change.

Well worth the time and money spent on the seminar.

Perhaps the most valuable element was the frankness with which information was imparted by both formal presenters and informal participants.

The Dallas plan and related discussions created considerable interest.

Some presentations could have been tighter.

Would suggest more examples, on a smaller scale, where major change efforts have failed. The Dallas situation was monumental, overwhelming and a bit too complex to properly assess in the short time available.

I practically always find that I can learn from both seminars and association with police managers.

The best to date.

The information was very timely and comprehensive.

Wish there were more solutions! Most informative, and interesting to note similarity of issues affecting my organizational change.

3. How satisfied were you with the materials made available to you?

8.1

Comments:

Continue to mail readings prior to seminar. Be selective to limited amount of suggested material to that essential for course.

I wish you had included a good text on organizational change.

The Dallas material is a textbook that should be in everyone's library. The Bittner piece was thought provoking, but unnecessarily long and pedantic.

First seminar I've ever attended that I got reading material early enough to read it.

Good information.

The materials were excellent.

I thought there was a little too much presented at meeting without being able to read before the meeting.

The materials were useful and enhanced the seminar discussions.

Complete, up-to-date, and interesting readings, especially the Dallas experiment and its organizational change.

4. How satisfied were you with the presentations made by Herman Goldstein?

8.2

Comments:

Herman always "has his act together."

Summary of points regarding change excellent, needed better time slot than last hour of program.

Interesting, informative, captivating presentations. Very impressive.

He was somewhat redundant on the last day.

I had hoped that Herman would spend more time articulating his own views rather than making general commentary on the ideas presented by others.

Perhaps more time should be given for additional discussion.

I personally enjoyed the remarks by Herman more than any other speaker, in particular, his observations of the Dallas experiment. He was clear, honest and to-the-point in all his comments and did an excellent job in summing up the entire program.

Good material - a good facilitator - relates well with police practitioners - an interesting and informative blend of the academic and practicing world.

Outstanding person and knew his subjects.

I think Herman Goldstein presents a fresh non-police approach to problems. I find him very enjoyable to listen to.

Absolutely outstanding - got good delivery and rapport.

His comments about organization change regarding personal feelings, change relating to working environment and demilitarization of the police organization were well received. His emphasis that measuring law enforcement productivity cannot be compared to the assembly line of a factory is well taken.

5. How satisfied were you with the presentations made by Vernon Hoy?

7.6

Comments:

Not enough time.

Covered a great deal of material re: police executive in short time.

No similar PCE study has been done in Canada, therefore I found the presentation extremely interesting.

Excellent presentation.

This presentation was most helpful.

Vernon was fine in his presentation, but I suspect that the Police Chief Executive Report contents were already known in detail to most of the participants.

Stats are always difficult, but Hoy knows his subject.

Did not have sufficient time to present and discuss topic.

Chief Executive Report did not seem to lend itself to the nature of the program.

Perhaps because I was already familiar with his material, I wasn't too impressed.

Disliked turning to pages to promote presentation - the book had been read by most of us.

He has a major task to accomplish his organizational change with a department that is spread so far apart in the state of Arizona. He is a very determined and experienced professional.

6. How satisfied were you with the presentations made by Egon Bittner?

7.6

Comments:

Egon's ability to use the language often causes the listener to reflect on points which might be missed.

Rather repetitious in making several points and failed to control group discussions.

His thoughts regarding the "para-military" made could be the basis for a course in itself.

He wore thin as he rambled on and on - he could say all of his in two hours!

Good subject matter. Would enjoy more open discussion with him.

I only agree with Egon about half the time and he is fond of working his central theme into most discussions, but I thoroughly enjoyed his presentation.

Egon's views seem to be projection of the future - We should analyze them closely.

Should do some homework. He talks down to people.

Nothing personal - he rambled no direction - I find discussion of philosophy theory fun, but not very useful.

Even if you disagree with some points, you enjoy the presentation and exchange.

Had a tendency to become overly esoteric at times, but enjoyable.

Much repetition in trying to defend his points.

I believe less time could be spent with Dr. Bittner. I simply did not get that much out of his presentations.

He made me understand much better why there is resistance to change, which, of course, was an important element in the seminar.

He accomplished his objective in massaging our minds.

Very good lecturer -- gained respect from a hard line group. He appeared to be somewhat swayed by information not necessarily supported with hard evidence ("the troops say, etc")

I agree that there is need for change in organization discipline and the so-called military model in police work is not required in all cases. Our present structure of police organization is a barrier to making change, although when the police officer is recognized more as a practitioner, this change will come about and enhance the role police officers play.

7. How satisfied were you with the presentations made by Mary Ann Wycoff?

7.6

Comments:

An interesting presentation by an "outsider" which was complimented by the presentation of A. J. Brown.

Good job considering she was observer, not participant in project. Would prefer "autopsy" by panel of Dallas PD participants.

The review of "The Dallas Experience" was somewhat overdone in view of the pre-course reading on the subject.

Her introductory remarks could have been shortened, after her second hour of presentation she did a great job.

I had difficulty understanding the main points of her presentation.

Mary Ann is knowledgeable and presents her topics very well. However, I feel that her experience and credentials do not support the depth of some of her conclusions and convictions.

I do not think anyone else could have presented the Dallas plan with the interest and sincerity that Mary Ann did.

She needs to move off the Dallas incident.

Too much to say - too defensive, felt the need to "respond."

Well qualified - perhaps the "Dallas" lead in was too long, i.e. selection, preparation, etc. Other efforts were good.

I sincerely believe that Mary Ann, in some cases, avoided the real, underlying issues in the Dallas experiment.

Too much time spent on the text which we had already read.

I thought her comments re Daryl Gates and the L.A. Team Police were inappropriate and without foundation.

I have the feeling that Mary Ann would have been more effective in the informal setting of the last session. Her suggestion that someone should have challenged Daryl Gates was a good one.

Very articulate -- had keen insights, but did lack police administrative experience that may bias her observations. Brilliant person who one can easily relate to.

She was most knowledgeable and deeply involved in her presentation of the Dallas experiment. She also indicated the need for open lines of communication and proper planning for organizational change; and to anticipate resistance and other problem areas such as political and special interest groups.

8. How satisfied were you with the presentation made by A. J. Brown?

8.5

Comments:

Most interesting - a perspective from one who was involved, and you might say, a victim.

Good to hear constructive analysis from person who was there as it was happening.

This added "personal touch" made the Dallas situation even more intriguing!

Excellent presentation I learned a great deal from his remarks.

Good, concise description of the problems that can develop during major organizational changes.

A. J. complimented Mary Ann's presentation excellently. To hear about the experiences from two perspectives gave valuable insights to this important discussions.

More time should be given for "change factors" and less for Dallas recollections after basic information.

Good presentation on the Dallas experiment from a true "insider."

The best of all. A.J. was super - a great presentation. Full of management insights, human concerns and real nitty, gritty people problems.

His critical appraisal of the organizational change in Dallas was interesting and knowledgeable, and will assist other police departments with similar goals of change. He emphasized the need to plan ahead, know your goal, and thoroughly research your objective.

9. How satisfied were you with the presentation made by Daryl Gates?

7.7

Comments:

Probably not too well prepared but would like to have heard him for at least one full day.

In view of this department's current fears an insight into LAPD was invaluable.

A little rushed but information was useful and interesting.

I wish we could have had a longer time with Chief Gates. It was my impression that we didn't get much past the refined and canned presentation phase.

I would have benefited from additional time to discuss all of the dynamics involved in implementing team/policing in an organization fairly accustomed to change.

Not colloquial - LA even "planned for doubt and confusion."

Hearing the chief there added a great deal to your conference.

Insufficient time for presentation and questions.

Clear, complete and concise.

Chief Gates was not telling the whole story.

Really was in a tight spot considering his former role and his role today - some things were not said.

He is a man with great responsibility in commanding a very large police department, and one who recently inherited the operation of a department which already was far advanced in organizational change while headed by Chief Edward Davis. His implementation of team policing appears to be well received by his subordinate supervisors and is continuing with the high achievement standards of the LA police department.

10. How satisfied were you with the presentation made by Carl Fulgenzi, Thomas Delaney and J. Robert Dolan?

6.5

Comments:

Not well prepared or presented - three speakers did not jell as constructive group.

From a Canadian's point of view, more political than police, but still interesting.

Typical politicians, funny and a lot of B.S. They made some interesting points.

Dealt too much with partisan political problems of their country and not enough discussion about attitudes of the line personnel, supervisors, and managers of the two agencies.

It was interesting to listen between the lines of this presentation, but the Westchester situation is so atypical (and downright peculiar) as to seriously lessen the applicability to other jurisdictions.

Presentation was OK but the action is 150 years late.

The gentlemen were all sincere. The accomplishment was questionable.

Somewhat disorganized and, in some respects, it was difficult to follow an overall theme or thread of continuity with the three individuals making one presentation.

I thought it too loose. Didn't really explain what has been happening there.

In addition to being a little humorous, their presentation was a good example of why some consolidation is necessary and difficult to achieve.

Perhaps too provincial for the entire group.

11. How satisfied were you with the presentation made by Pierce R. Brooks?

7.8

Comments:

With this kind of material, his book is overdue!

Pierce's presentation should be required listening for any police commander who contemplates applying for the chief's position in a smaller community.

We all have "Sea stories"

Enjoyed his sharing of his experiences with us.

Insufficient time for topic and discussion.

Seemed to be used to fill up the program.

Chief Brooks' discussion of Eugene and Lakewood were outstanding. The problems were described by someone who has experienced them.

Excellent real life stuff in police management - gained new insights in political concerns and awareness.

I admired his determination to be chief of police of a number of police departments. The fact that he was able to accomplish most of his goals and objectives through proper planning, seeing his goals come to fruition before moving on to his present position.

12. How satisfied were you with the relevance of this course to your executive and professional development?

8.5

Comments: \_\_\_\_\_

A most rewarding experience. I am not convinced that there is much more to the subject than is generally appreciated.

The benefits/problems of change were directly related to my own organizations and its change difficulties.

This course was particularly applicable to my own situation in that we are expecting a substantial budget reduction, are discussing ICAP transitioning and are faced with several major personnel program implementations.

Should be updated.

It added a new dimension - the concept is worthy of additional research and course presentation.

Extremely relevant to the operation of any medium-to-large police department.

The seminar gave me some valuable dos and donts in our own consolidation efforts in Santa Barbara County.

The course was right on - really enjoyed the group, the instructors and the staff - extremely helpful.

As in my previous session, this seminar had a significant impact on me and in the ideas that I perceived for change. It will assist me in the consolidation move that is taking place in Westchester County, and above all it has given me a better understanding of the problems encountered by other police chief executives throughout the country.

13. Additional Comments and Recommendations:

Leave as is -- a very good course

One of the best courses I have attended. Very informative

It has been some time since I attended a course that actually inspired me a bit while providing me with some new perspectives. Thank you for the opportunity.

There was a lot of executive talent in attendance, and I would have liked to have had more exposure to their total ideas, philosophies, etc., rather than just one-third of them.

Have the participants send you three major changes they have made in their departments in the past twelve months. It may be of interest and the chiefs can discuss some change they are contemplating with a chief who possibly has just completed the same type of innovation.

I must conclude that the Institute has designed an insidious and diabolical plan aimed at destroying the morale of Canadian police executives. The success of your plan guarantees that I will make every effort to participate in your future programs. Thank you!!!

Need slightly more focusing in on issues, e.g. barriers to change, response of union groups, selling city fathers and news media, etc.

Have some presentations by departments that have had successful change.

I find that you have an important management responsibility to explain to all of us. Additional "human factors" should be considered and incorporated -- if not now, then in future courses. The staff - as usual - was super. I enjoyed the program and look forward to new administrative horizons that you will help us explore.

Either increase the amount of material or shorten the program. Some of the program seemed to be used to fill up the gaps. Improve structure of work group exercises with clearly defined goals or problems to solve.

Eliminate the Westchester County program and have Mary Ann Wycoff use a different approach and not review the Dallas project page by page.

The practical experiences of Brooks, Fulgenzi, Delaney, and Dolan were good, and should be included in future sessions. Maybe a shortening of the Dallas experience would permit more of the above.

Westchester plan should be more comprehensive.

The entire program was well planned and executed and I am certain that the Dallas experiment, along with any discussions of how organizational changes have taken place in various departments with different political structures would be interesting.

These comments should not be taken as any indication of real dissatisfaction. I found the program stimulating and useful. The thoughts expressed here are only intended to improve the product, if that's possible, as a result of its maiden run. In my judgment, it would have been more useful to break up into small groups to discuss the implementation of the team/policing program in LAPD, rather than the proposed consolidation of the Westchester County Sheriff's Office with the Parkway Police. While consolidation is a timely and important issue, this kind of consolidation is rather unique in that the merged components are not similar law enforcement agencies. One is primarily custodial and investigative, while the other provides a patrol function; the rationality of their union is really not in dispute. Moreover, the dynamics involved, because of the peculiar nature of these agencies, are somewhat different than would be encountered in the merger of one or more general law enforcement agencies.

I liked Herman Goldstein's suggestion that an intuitive model for change might have been developed somewhere near the end of the program to crystalize the concepts, which were developed earlier, into some kind of usable method of approach.

Whenever the program seemed to falter, it did so, in my judgment, when we became unduly concerned with the particulars and/or personalities involved in the illustrative examples which we were discussing. As police, I suppose there is a natural tendency to get bogged down in details. If we were forced to concentrate more on the forces which operate in situations undergoing change, we would have been able to generate some useful principles applicable to general situations from those particular experiences. Having said that, I recognize that it is much easier said than done. All in all, I think the program was outstanding, and appreciate the opportunity to have been a part of it.

POLICE EXECUTIVE INSTITUTE

PARTICIPANT EVALUATION

THE EXECUTIVE AND MEDIA RELATIONS

Arlington, Virginia

April 2 - 5, 1979

The Police Executive Institute provides evaluation instruments for each participant to rate his own input into the course and also our conduct of the course. You may include your name on this form if you wish.

For the questions listed below, please refer to this key for your rating:

- 9 Completely satisfied
- 8 Quite satisfied
- 7 Moderately satisfied
- 6 A little more satisfied than dissatisfied
- 5 Neither very satisfied nor very dissatisfied

- 4 A little more dissatisfied than satisfied
- 3 Moderately dissatisfied
- 2 Quite dissatisfied
- 1 Completely dissatisfied

1. How satisfied were you with the format, arrangements, and style of the seminar? \_\_\_\_\_

Comments: \_\_\_\_\_  
\_\_\_\_\_

2. How satisfied were you with the information presented at the seminar? \_\_\_\_\_

Comments: \_\_\_\_\_  
\_\_\_\_\_

3. How satisfied were you with the materials made available to you? \_\_\_\_\_

Comments: \_\_\_\_\_  
\_\_\_\_\_

4. How satisfied were you with the presentations made by Peter Pitchess? \_\_\_\_\_

Comments: \_\_\_\_\_  
\_\_\_\_\_

5. How satisfied were you with the presentations made by Patrick V. Murphy? \_\_\_\_\_

Comments: \_\_\_\_\_  
\_\_\_\_\_

6. How satisfied were you with the presentations made by  
V. M. Mishra, Ph.D.

Comments: \_\_\_\_\_  
\_\_\_\_\_

7. How satisfied were you with the presentation made by  
Les Whitten?

Comments: \_\_\_\_\_  
\_\_\_\_\_

8. How satisfied were you with the presentation made by  
Robert Rabe?

Comments: \_\_\_\_\_  
\_\_\_\_\_

9. How satisfied were you with the presentation made by  
Carl Stern, J.D.?

Comments: \_\_\_\_\_  
\_\_\_\_\_

10. How satisfied were you with the presentation made by  
Melvin Tucker?

Comments: \_\_\_\_\_  
\_\_\_\_\_

11. How satisfied were you with the presentation made by  
Richard O'Connell

Comments: \_\_\_\_\_  
\_\_\_\_\_

12. How satisfied were you with the presentation made by  
Homer Broome \_\_\_\_\_

Comments: \_\_\_\_\_  
\_\_\_\_\_

13. How satisfied were you with the presentation made by  
John Harter? \_\_\_\_\_

Comments: \_\_\_\_\_  
\_\_\_\_\_

14. How satisfied were you with the presentation made by  
Jerry Tabin? \_\_\_\_\_

Comments: \_\_\_\_\_  
\_\_\_\_\_

15. How satisfied were you with the presentation made by  
David Burnham? \_\_\_\_\_

Comments: \_\_\_\_\_  
\_\_\_\_\_

16. How satisfied were you with the relevance of this course to  
your executive and professional development? \_\_\_\_\_

Comments: \_\_\_\_\_  
\_\_\_\_\_

THE EXECUTIVE AND MEDIA RELATIONS

Summary of Responses to the Participant Evaluation Form

# THE EXECUTIVE AND MEDIA RELATIONS

## SUMMARY

### PARTICIPANT EVALUATION

#### Key to rating:

- |   |   |   |   |
|---|---|---|---|
| 9 | Completely satisfied                      | 4 | A little more dissatisfied than satisfied |
| 8 | Quite satisfied                           | 3 | Moderately dissatisfied                   |
| 7 | Moderately satisfied                      | 2 | Quite dissatisfied                        |
| 6 | A little more satisfied than dissatisfied | 1 | Completely dissatisfied                   |
| 5 | Neither very satisfied nor dissatisfied   |   |   |

1. How satisfied were you with the format, arrangements, and style of the seminar:

8.2

#### Comments:

Should consider more small group sessions.

Efficiently organized and operated.

An improvement in arrangements such as an evening social hour or two would help build the network and enhance the presentations themselves.

Accommodations and hospitality were as usual, great.

Excellent format and speakers. (four other similar comments)

One of the best I have attended.

Similar to others I have attended. Pre arranged seating was good.

Everything excellent except the meal arrangements - chits are not suitable, economical or practical. (seven other similar comments)

Quite satisfied except for the meal chit system, made attendees captives of the hotel.

2. How satisfied were you with the information presented at the seminar?

8.5

#### Comments:

Program presentations were well balanced and well thought out.

Helpful in understanding both sides of the conflict between police and media.

Information presented was timely and relevant to contemporary problems encountered between the police and media.

An excellent cross section of the police/media environment.

Much of the info, while good input, should not be accepted as gospel.

Very informative and valuable, the best in two years.

Would like to have known more about the problems of the other chiefs -- day to day problems of releasing information, practical problems.

One of the most thought provoking seminars I have ever attended.

I'm using several ideas pertinent to the course and several on other topics generated by after hours discussion during the week.

3. How satisfied were you with the materials made available to you?

8.0

Comments:

Materials were relevant and current. Re-reading provided additional guidance. (two similar comments)

The material filled the voids in oral presentations.

Excellent: we will develop a new media policy from the material.

I feel your practice of sending material to participants to review before the course begins is excellent and enables the participants to contribute more fully.

Dr. Mishra's written material tended toward scholarly dissertation a bit too much.

The presentations were the highlight.

Good material but could have been more press policies from departments that were represented for a broader exchange of ideas.

4. How satisfied were you with the presentations made by Peter Pitchess?

8.3

Comments:

One of the best law enforcement leaders going -- have him back on other topics, 2 pages of notes from his presentation.

Enjoyed the comments based upon his experience.

Pete was his usual straightforward self. Strictly law enforcement oriented.

Pete is a "one of a kind" and an asset to any professional police group.

Although I didn't agree with all of his comments, his active interest stimulated interaction among participants.

He brings great experience and a successful track record to a complex topic.

His usual charming but incisive presentation.

Humor, easy flow facilitated class discussion.

He is well informed, direct and controversial.

An able statesman.

Political, am not sure Peter lives in the same problem world, due to size of his agency.

Pete is always well informed. Has a good research staff that keeps him up to date. Good presentation.

5. How satisfied were you with the presentations made by Patrick V. Murphy?

7.7

Comments:

Some advice was used since my return to duty -- proved to be the best course of action for me to take.

Pat as usual, covers his subject in an excellent manner.

Excellent blend of practical experience and administrative knowledge.

His style of encouraging group participation made his session interesting and informative.

His pragmatic evaluation of the relationship's advantages and disadvantages was excellent.

We need to remember and use some of this if city managers and police chiefs work session gets established.

Pat always makes a good presentation and is always timely with his subject material.

Not very dynamic.

6. How satisfied were you with the presentations made by V.M. Mishra, Ph.D.?

7.8

Comments:

The research data presented offered a foundation at our seminar. His "L.E. Image" discussion was well prepared.

One of the best courses of the seminar (except the jokes).

Mishra provided the necessary academic input. An essential part of successful Police Foundation programs.

Repeated the same material that was included in the preseminar handout which was read prior to attending.

Dr. Mishra's research was impressive and his knowledge of the topic extensive.

His analysis was well researched and persuasively presented. (two other comments)

Excellent! He can prove what we have all had a gut feeling about.

There were some comments about Vic being too academia oriented. I disagree.

Content was good but not a good speaker.

I appreciate the style and format of a researcher.

Believe two days is a bit too long as his material gets redundant.

Good theorist, but somewhat difficult to grasp his major points during the presentation. Might be better understood with visual aids. "Toad Mode" and "Three Tailors of Tooley Street" were major points that were very well made and internalized by the students.

7. How satisfied were you with the presentation made by Les Whitten?

8.5

His insight and recommendations for law enforcement were worthwhile.

The best of the non police presentations. He came across as sincere, effective and knowledgeable.

Interesting to note how being an investigative reporter, dependent on leaks, etc. for news items, makes one less arrogant.

Extremely informative and I would rate him as an outstanding resource for whose appearance you deserve great credit.

Hearing where media people come from is vital to law enforcement.

He was honest in his remarks and alerted participants to serious problems presented by investigative reporters.

He relates very well to police officers and helps build the bridge of understanding that we need.

Candidness was appreciated, came across as sincere, dedicated person.

Clearly exemplified commonality of personal characteristics in police/investigative reporter.

His candid comments and direct approach were informative, interesting and refreshing.

An honest and forthright presentation - a reporter with a conscience.

Came out with solid information, gave good examples, has a great sense of humor.

Unusual to be given the secrets of what some would call routinized unethical conduct.

8. How satisfied were you with the presentation made by Robert Rabe?

7.3

Comments:

Good information from a man who works in the "trenches".

Needs polish but the subject was extremely well presented.

He is a gentleman of the first order, and is knowledgeable, but his presentation left something to be desired.

The individual accounts were interesting but only informative as examples of what not to do, rather than positive suggestions.

Reflects excellent experience and background.

Good police perspective. (another similar comment)

Very well received.

Bob is a pro. His presentation was very good.

War stories.

Little to contribute.

Bob is from the old school, "tell 'em nothing".

Liked his style. He gave some very vivid examples of problems.

Illustrated problems very well, changed my hard headed mind on total media permissiveness at some scenes.

9. How satisfied were you with the presentation made by Carl Stern, J.D.?

7.8

Comments:

Well done - without notes - good response to group - good information in two hours. He was honest when we needed it.

an honest, forthright statement - the way it really is.

Abrasive personality - he probably typified the arrogant news reporter.

Although I disagree with Carl Stern, I felt he was more than adequate in expressing his views (two other similar comments)

His presentation was good, even though I didn't agree with him.

In spite of his arrogance, he clarified the conflict by advising the police to fulfill their obligation to control but not expect him to agree.

His apparent arrogance notwithstanding, he may have been the most value to the seminar - hearing where media people come from is vital to law enforcement.

Although I don't particularly agree with his views, the balance he brought to the program was welcomed.

He was honest in his remarks and presented true image of the arrogant reporter who will protect "media" rights regardless of cost or consequences.

Good example of the arrogant network media. He serves his purpose very well.

Very defensive and arrogant concerning his media role.

Valuable speaker to bring balance and provoke thought.

He may be controversial, but he argues logically and convincingly.

He displayed that he was a pompous ass.

Carl showed the group an example of network thinking.

I always respect the enemy. Carl tells it like it is. Really stands his ground. Takes a position and stands by it. Gave good examples.

Served the purpose in the minds of most students of exemplifying media arrogance. He told us they were pros, Whitten said craftsmen, good contrast.

10. How satisfied were you with the presentation made by Melvin Tucker?

5.9

Comments:

Interesting - mutual problems were well defined.

Interesting, but not totally applicable to all situations.

Excellent.

Mel did a nice job of synthesizing the issues and views expressed by both the police and media.

Essentially a summary and although group interaction was productive, there was insufficient time allocated.

MeI is a credit to law enforcement and a valuable participant at this type of seminar because of experience he has had to be as young as he is.

Good definition of issues and perspectives.

I think we learned that the law enforcement and media problems are universal and much the same everywhere.

Too short.

Out of place .

It's hard to present to peers especially if there are larger departments involved.

MeI sure had good notes for recall of important points.

The group exercise might have been less valuable than having MeI use his material (which was excellent) to lead a total group discussion.

11. How satisfied were you with the presentation made by Richard O'Connell?

6.0

Comments:

For informational purposes - appeared to be limited otherwise.

Interesting and informative but academically inferior.

Excellent - did an excellent selling job.

Informative.

His emphasis seemed to be commercial sale of his product.

He and his publication are valuable resources.

You could do better in covering trade journals as a means of "getting your message out".

I already subscribe to several of his publications -- didn't need the pitch.

Depth?

I don't really like or trust people that over do the "good old boy" routine.

Sales pitch for Crime Control Digest.

12. How satisfied were you with the presentation made by Homer Broome?

6.2

Comments:

LEAA information of interest to all of us. (another similar comment)

Presentation was probably necessary, but not valuable to course content.

Not yet knowledgeable to speak for LEAA.

I'm sure we're all concerned about LEAA funding and he gave us some insight into their problems.

I'm not sure he knows what his job is.

His information while interesting was not relevant to the subject topic.

Broome will do even better when his feet are wetter.

Fresh air into the LEAA bureaucracy but I don't expect great changes for some time yet.

ICAP will continue.

Not relevant.

Homer is obviously new to the job. Depth not there.

Felt sorry for Homer because he's so new at the job. Thought he did a good job in fielding the questions.

I've quoted him several times. LEAA is on the way up with people like him -- though the bureaucrats will be hard for him to deal with.

13. How satisfied were you with the presentation made by John Harter?

8.4

Comments:

A very unique presentation. All of us must have gained something.

This was the best of presentations made by news personnel. Very likeable man.

Excellent - once again - balance. John Harter presented the practical considerations.

Excellent presentation - good participation.

I felt he was knowledgeable, informative and the most sincere of media representatives present.

His suggestions on how best to project a tv image were most useful.

I was very impressed with his objectivity and candor:  
He did an excellent job and his hand-out material extremely valuable.  
Most relevant and practical presentation in the seminar.  
Was sincere in his efforts to impart knowledgeable and useful info.  
I appreciated the little pointers he gave us.  
Enjoyed and especially helpful.  
He is strictly Madison Ave. and sells what he thinks.  
Extremely well done.  
Very good, honest.  
Good - video examples are always excellent tools.  
Not as forceful and interesting as other media people.  
Helped me identify some techniques the media have used on me to get  
me to talk more - then cut and piece 30 seconds out of context for  
the show.

14. How satisfied were you with the presentation made by  
Jerry Tobin?

5.7

Comments:

The PIO information was well prepared. The special case review  
was rare, and certainly beneficial to all of us.

Too much emphasis on the individual, rather than procedures.

An ego trip - could have played the video tape without speaking.

His presentation was well prepared and delivered and the problems  
discussed were representative.

Small time operator, that talks big.

Some of the suggestions could well have adverse impact and generally  
too self promoting.

I fear Jerry went too far with the media, some of the things he did  
came too close to staging for them.

Good for "how to" on multi-jurisdictional relationships. Tobin may  
have become too open with media and worked at cross purposes to the  
investigation.

Could not relate presentation to our circumstances.

Waste of time.

Jerry should not play up "Jerry" so much... Turns people off, but his presentation was good.

Good background, well spoken, had good information and examples.

Very interesting, but a little more war story about the tragic unsolved cases than the imparting of relevant material to the student.

15. How satisfied were you with the presentation made by David Burnham?

7.5

Comments:

Presentation was thoughtful. The professionalism was obvious.

Okay.

The usual fine performance by David Burnham.

What he had to say was ok, how he said it was poor.

As with Whitten, he really knows the territory but ultimately does not relate as well.

One of the better insights into investigative reporting. A good exchange of viewpoints.

Interesting presentation.

He proved the point that investigative reporters and police detectives use the same techniques.

Did not show enthusiasm for appearance that was evident in Chicago.

I like him, he is a really straight guy.

Good - like Les Whitten, always good to hear the other side.

Dave deals with reality. Told us that "certain things are impossible" with which I agree. The world needs more reporters like him.

Several good points.

16. How satisfied were you with the relevance of this course to your executive and professional development?

8.8

Comments:

This course was exceptional. The expertise of the faculty was very impressive. As usual, Pat Gallagher and Cappy Gagnon performed in a superior fashion. I feel positive much was gained by all participants.

Good media relations courses are difficult to find — this one met my expectations.

Extremely valuable.

The course was excellent. The quality of speakers and their depth and knowledge of the four areas broadened my perspective and will enable me to deal more effectively with media representatives.

It exceeded my expectations in every way and can be judged in the context of being "The Most Important Evaluation of a Police Executive."

Informative, enlightening, and interesting.

The topics in this series are extremely important in managing a police department today. This program was very well balanced and informative.

Excellent course and very vital to police executives.

Excellent exposure to a continuum of viewpoints in working with the media.

Always have obtained very useful and worthwhile information that has helped my department and myself.

I think the course bolstered one of my weak managerial areas.

The best course I have attended since becoming municipal police executive.

Very meaningful.

On target.

Of great help.

It was nice to learn other agencies have some of the same problems we do. Course overall was very good. Recommend a time for each participant to discuss in front of the group his or her particular problem dealing with the media. This should not be done on the 1st day as everyone is not that relaxed to open up to strangers.

I have had the opportunity to attend many seminars, training conferences and workshops during the last 12 years. This course, without a doubt, was one of the most thought provoking ones that I have ever attended. The wide and varied spectrum of police executives (age, experience, size of department) that attended made for an excellent exchange of information during breaks, at meals and in the bar.

A real weakness in law enforcement addressed very well by this course -- helpful to me and my department.

This course was the best, bar none, I have ever attended in my police career. It was so germane not only to the issues of today but to the problems that plague all law enforcement institutions. If there was any shortcoming to the course it would be the shortness of same and not enough time to interact with others.

POLICE EXECUTIVE INSTITUTE  
SUMMARY PARTICIPANT EVALUATION

THE EXECUTIVE AND MANAGING ORGANIZATIONAL CHANGE II

April 30, May 1, 2, 3, 1979

Tampa, Florida

# THE EXECUTIVE AND MANAGING ORGANIZATIONAL CHANGE II

## SUMMARY

### PARTICIPANT EVALUATION

#### Key to rating:

- |  |   |
|--|---|
| 9 Completely satisfied                         | 4 A little more dissatisfied than satisfied |
| 8 Quite satisfied                              | 3 Moderately dissatisfied                   |
| 7 Moderately satisfied                         | 2 Quite dissatisfied                        |
| 6 A little more satisfied than dissatisfied    | 1 Completely dissatisfied                   |
| 5 Neither very satisfied nor very dissatisfied |   |

1. How satisfied were you with the format, arrangements and style of the seminar?

8.5

#### Comments:

Four sessions during the day with evenings free is excellent. The group needs to break more often into two or three sub-groups for discussion immediately following a presentation since discussion did not develop in the large group.

Easy, logical and smooth flow of presentation ideas.

Very thought provoking. I was impressed that the staff did not try to over-sell any area

Group sessions not very beneficial or informative

Excellent location. Well planned format. As with any seminar the exchange of ideas was most helpful.

Informal style conducive to open commentary.

Very good accommodations

Well thought out - well planned

A real outstanding, productive seminar. Gained many new insights into managing change.

The seminar was very well planned and the course was very well organized.

The structuring of the format and the placing of the instructors provided for maximum interest and inter-action between all members of the group. Boredom was minimum, style was excellent.

2. What could have been done to increase your satisfaction at this course?

Comments:

Provide more opportunity for structured discussion among participants of their work in managing organizational change.

Possibility of further use of graphic aids (slide presentations, charts, etc.)

Stress the methods/experience of "managing change" in smaller departments more

Nothing

Unknown - courses continue to be administered at high level of expertise

Possibly more small groups with opportunity to interchange thoughts in final large group

I find it hard to suggest any improvement

Eliminate split session on Thursday morning and keep class together

Having return police officers make presentations are great

Individual sessions seemed rather long at the time (1-1/2 hours). However, due to the superior quality of instructors, and in retrospect, I experienced no significant discomfort.

Would have liked to hear from other participants in their successes/failures in effecting change

I was very much pleased with the course and cannot think of any improvement

The course was very satisfactory

Since we were dealing with organizational change, perhaps a better insight could have been gained by inviting Chief Dyson himself to speak at one of the sessions.

3. How satisfied were you with the materials made available to you? 8.1

Comments:

The materials need to be integrated into the lectures. At the very least the faculty members should explain why they included particular readings.

Valuable to me. I promise to finish reading every word. (Soon as I get time...)

The materials helped a great deal to better understand the presentations.

Most informative and in my case extremely relative.

Material on Dallas had a tendency to be repetitious.

Excellent

Would have been great to have Ray Davis present to discuss the Santa Ana Report.

The material that was supplied was adequate for the presentation of the program.

I appreciated the thoughtfulness of providing materials sometime ahead of the seminar so they could be thoroughly perused. The material was excellent, informative and worth saving as reference.

4. How satisfied were you with the presentations made by Egon Bittner, Ph.D., Professor, Brandeis University? 7.5

Comments:

Although he provides a different perspective, it is not accurate or practical

Thought provoking

I don't necessarily buy what he had to say but it was very interesting.

Very difficult to relate his comments to the reality of our experience or goals

My personal biases conflicted with his position

Was not sure just where he was coming from

I don't support his recommendation or idela on the future organization of law enforcement (demilitarize)

I think he needs to go back on the street again - things have improved.

I must say he was excellent as he opened one's mind to thoughts that certainly were new.

A little outdated in material and presentation

Great theory - makes you think

I enjoyed his presentations. He offers some provoking thoughts, much of which I agreed with.

His morning lecture was cogent and inspiring, while his afternoon discussion directly answered the questions asked.

I've heard his lectures before, but never met him in person -- he's much more exciting in person! What he says makes some sense.

Idealistic but certainly not in keeping with practical application of present resources.

Left us with challenge although admittedly idealistic. Middle class values of status an promotion challenge.

Did not agree with certain statements, but enjoyed dissertation.

Not very prgamatic; utopian visions - while worth exploring - had no likely solutions/answers.

I feel that Mr. Bittner was well qualified and his ideas were unique; however, more time by Mr. Bittner on a one to one basis would have been very beneficial to each attendee.

Dr. Bittner is an extremely intelligent individual with a somewhat narrow viewpoint of the policeman's task. He appears to have close identification with street policemen and draws his overall perception of the woes and ills of the profession from them. Conversely, his insight into some of the more common problems of police work and his ability to concisely outline the public viewpoint was appreciated.

5. How satisfied were you with the presentations made by Mary Ann Wycoff, Project Director, Police Foundation?

8.2

Comments:

Mary Ann is knowledgeable and personable and is a good speaker. However, on topics other than the Dallas Experience, she espouses theory as fact, but is not too convincing to experienced administrators.

Presentation was ok but material redundant in view of reading assignments.

This young lady is very knowledgeable in her field.

Very good.

Excellent presentations, very thoughtful comments; found time to informally discuss issues with participants. A good listener

Very well versed - enjoyed her part of program

Too much loyalty to Dallas Chief

I found Ms. Wycoff to be a bright and stimulating person. Her presentations were professional in every sense and contributions to the subject development were major.

After Bittner's abstract lecture, the course needed some factual substance. As single lecture on Dallas could make the points carried by the implementation lecture. Her lecture on implementation was far superior to the reading that gave the framework.

Mary Ann Wycoff is a fantastic person -- really knows her stuff --  
Excellent, candid speaker

Ms. Wycoff exhibited her abilities as a research person of professional  
standing.

Possibly the best presentation given at this program. Was concise  
and certainly important. Clarified issues in program needs and  
assessment. Well organized and repeated important areas as  
appropriate.

Very knowledgeable, candid, pleasing delivery.

Very bright, perceptive researcher. Her presentation made the  
Dallas report "come alive" and therefore more meaningful. Enjoyed  
her candor about issues not published...

Mary Ann Wycoff is a very unique person. She was very well  
prepared in her presentation. She is well qualified and I am sure  
an asset to the Foundation.

Mrs. Wycoff is an excellent speaker and obviously knows her material.

6. How satisfied were you with the presentations made by Herman  
Goldstein, Professor, University of Wisconsin?

8.4

Comments:

Very knowledgeable

One of my favorites!

He was the best.

Highlight of the seminar

Very realistic, has his program together

He's been around

Professor Goldstein presented interesting organized lectures.

His lecture on change was a perceptive and well organized. His  
summary comments after Murphy's talk were delightful as review of  
the course and advice to a future chief.

His message was a stabilizing one for me - I liked what he had to say.

Professor Goldstein imparted meaningful experience in a practical,  
interesting and humorous manner.

Preferred second presentation and found useful info in that.

No nonsense type delivery, very good

Right on target! Herman too was informative and dealt with the issues in a most realistic way.

Professor Goldstein was very well qualified and his knowledge and background was beneficial to the group.

Mr. Goldstein was very informative. Some of his experiences drawn from O.W. Wilson, were interesting but dated.

7. How satisfied were you with the presentations made by A.J. Brown, Chief of Police, Fort Worth, Texas?

8.3

Comments:

Excellent - very beneficial

Excellent presentation, a real wit.

Good to have someone who had been through the change

Inside view very infomative

Very good presentation on the Dallas problem

I think he did real well explaining why the several projects were doomed to failure almost from the beginning.

Traitor - how could he join the ranks of city managers?

Enjoyed this aspect very much. He presented a valuable "inside" aspect of the Dallas Experience that complemented Ms. Wycoff's material.

The details on the Dallas experience were gripping, but it would have been good to know what the legacy of that experience is today.

A fine man -- I'd like to work for him (my greatest compliment)

City Manager Brown gave an excellent presentation. His capabilities are evidenced by his confidence.

Appreciated honesty and disagreement with traditional thoughts about organization.

Excellent - easy going - would not evade difficult questions.

Very little info on "Dallas from the inside." Would like to hear more about his role as a change agent.

Mr. Brown was very well qualified for the presentations he made also seemed to have more communication with the Chiefs at the seminar.

Chief Brown is a personable and intelligent and easy to understand individual. His abilities should be taken advantage of more often.

8. How satisfied were you with the presentation made by Jacob C. Goodman, Chief of Police, Charlotte, North Carolina:

8.0

Comments:

Excellent - very beneficial

Would have appreciated more detail

Great

Interesting on the building of his department

Should have a separate course to discuss the secrets of his long tenure.

Chief Goodman's presentation was excellent. He should be a part of each organizational change seminar for the material and experience he possesses is extremely valuable.

Here was a wise man quietly explaining in fresh detail what he did and why.

I've known Jake for 12 years - he's a chief to be emulated and is very, very effective.

Chief Goodman was handicapped by a cold. Material was very basic and applied to a local situation

Enjoyed his experiences and candor

Well done - good sense of timing and delivery.

Would have been more informative if he discussed tangible success/failure of program.

Chief Goodman was well prepared for his presentation. His knowledge and background was a good experience for the group.

Chief Goodman was informative and presented his material well. It was just that his material was not that new to me.

9. How satisfied were you with the presentation made by Dale Carson, Sheriff, Jacksonville, Florida? 8.0

Comments:

His presentation was fair; for some reason, I expected more from Dale

Interesting from standpoint of consolidation

Very good job on consolidation

Good, also entertaining

Would have appreciated more detail on individual programs

Had heard he would make a good presentation -- enjoyed him.

Should have a separate course to discuss the secrets of his long tenure.

He presented certain aspects of organizational change that were valuable.

The detail on the problems of the Jacksonville consolidation should have been used to draw some conclusions by Carson or by others.

His experience rubbed off on me. I like him as a person, speaker and administrator.

Sheriff Carson gave a good account of how the merge between the Jacksonville P.D. and Sheriff's office was accomplished.

Useful in terms of supporting outline given by Wycoff and Goldstein

Very good - friendly - good sense of humor - gets information across

New insights were gained on how he managed consolidation - very informative

He was very well prepared. His experience and knowledge was very beneficial to the group.

Sheriff Carson presents his subject well. He obviously knows the politics of his county and the internal workings of his department intimately. Metropolitan policing is gaining more favor in urban areas and Sheriff Carson very really has a message for others to listen to.

10. How satisfied were you with the presentation made by Patrick V. Murphy, President, Police Foundation?

7.7

Comments:

I can't buy his style of administration

Pat Murphy always comes up with an interesting presentation (two other similar comments)

Evasive. Very few of the questions asked were answered forthrightly...

Appeared very relaxed and gave some insight into political realities.

Have heard similar presentation several times. Appreciate his perspective.

Interesting presentations -- I wouldn't want to work for him.

Refreshing that he, alone among speakers, recommended some books to read. It is a privilege to get a first hand sense of how a transition looks.

It was very valuable to me to be able to interact and question Mr. Murphy regarding his views on organizational change. His presence is important to this seminar.

Spoke with forked tongue

Mr. Murphy always appears willing to answer any question on any subject given him.

Pat was in an exceptional mood and projected well

Better than usual due to possible new position

The general discussion with Pat after his presentation was excellent

Better than usual

Best he's ever been

11. How satisfied were you with the presentation made by Dorothy Guyot?

6.8

Comments:

Doesn't seem to understand police work

Dr. Guyot was very knowledgeable and had a unique method of extracting information from the group.

Too brief to make an objective evaluation

Didn't really have enough time to explore her presentation. Supportive experiences.

Dottie only had a half an hour but she made her points well.

I can't recall exactly the presentation. I felt it was more of guiding a group discussion which is always a learning process.

Typical academician - needs more real life experience.

Needs more experience and expertise in public speaking. Specifically, does not project well.

Placed on the agenda in a poor spot to retain attention and elicit comments.

Too clinical

If Dorothy had a bigger role, I would be better able to evaluate her

Wondered what she was doing there

Dorothy Guyot was a tremendous help throughout the class and participation and her final presentation did much to give me the overall feeling I have about the course.

12. How satisfied were you with the relevance of this course to your executive and professional development?

8.6

Comments:

A damn good course - my sincere thanks

The course was very enlightening and I am sure that every executive in attendance gained a great deal of knowledge and information to help develop their professionalism.

Probably one of the most important in preparing me for assuming command of my own department (hopefully) two years hence.

Once again I would say that the course was right on target. Keep up the good work, this type of course vitally needed for police executives!

Exceptionally relevant to experiences here in Charleston. Should have had it sooner. Would be helpful to have evaluations provided while material still "fresh." Thanks for excellent program

I've never been to a more relevant course in my life. Thanks for a fine experience.

The course precisely met my needs to rethink some basics and to meet people who are involved in the struggles to bring about change.

I was very pleased with the course. I was able to look at myself, my organizational philosophies, and my style of leadership and compare it with theory, past experiences, and practicing associates. I learned a great deal and consider this one of the best seminars I have ever attended.

Thought provoking.

The small discussion in individual problems and change, very good. Enjoyed meeting the people.

The course was well designed for "new" administrators but several years too late for me! Seriously, I found it to be most helpful and picked up a number of good suggestions.

One of the better courses

A good course with many thought provoking presentations/discussions

Can never be exposed to too many ideas of change and solutions.

I have attended many courses over the years but have never attended one as professional and well organized as this one. It was superior and I greatly appreciate being afforded the opportunity to attend.

Courses of this type allow a police executive to "grow." Also it widens your scope of experience and contacts. This is perhaps as important as the course itself.

Most of this session dealt with concepts tried in departments much larger than mine. My personal participation or contribution was limited because of the size variance factor along with this being my first session. I do feel that I have benefited a great deal by attending.

Both courses that I have been fortunate enough to attend have been head and shoulders above the many courses I have taken in the last ten years.

Much knowledge obtained listening to trials and problems of other chiefs.

An excellent topic, very informative and timely.

Overall, very good

POLICE EXECUTIVE INSTITUTE  
SUMMARY PARTICIPANT EVALUATION

EXECUTIVE FUNCTIONS IN PLANNING AND BUDGETING

May 7, 8, 9, 10, 1979

Tampa, Florida

# EXECUTIVE FUNCTIONS IN PLANNING AND BUDGETING

## SUMMARY

### PARTICIPANT EVALUATION

#### Key to rating:

9	Completely satisfied	4	A little more dissatisfied than satisfied
8	Quite satisfied	3	Moderately dissatisfied
7	Moderately satisfied	2	Quite dissatisfied
6	A little more satisfied than dissatisfied	1	Completely dissatisfied
5	Neither very satisfied nor very dissatisfied		

1. How satisfied were you with the format, arrangements, and style of the seminar?

8.5

#### Comments:

Very good - instructors should be held to their time limit and stay on schedule.

Excellent arrangements, motel etc.

Fine motel and good style.

Outstanding - however lack of time to expand upon the subject material was the only problem during the entire program.

My only comments would pertain to the weather which was not within the realm of control.

Well satisfied with format, professionally styled.

Good location, one of the better experiences.

A little too much concentration on the California experience.

Accommodations, seating, mix of participants, etc. made for good exchange and sharing of ideas and knowledge.

California P.D. dominated, therefore, the thinking was too slanted.

We all told one or two too many war stories.

Excellent - as usual I was treated well - the style/format gets better all the time.

Completely satisfied. I have always liked discussion type seminars.

Good format.

Hospitality, concern and general attitude of Police Foundation staff members.

2. How satisfied were you with the information presented at the seminar?

7.8

Comments:

Timely - real need in today's conservative mood.

Well rounded with excellent balance.

Information was all on subject and well presented.

Good and informative seminar.

The information presented appeared to be up to date and was extremely informative. However, the limited amount of time did not allow for complete discussion of all topics, and I strongly feel that had additional discussion been possible, I personally could have obtained more information or at least added details on the information discussed and presented.

Timely and informative, but too much emphasis on California problem, which is not unique to all police departments.

Very timely and beneficial.

Completely satisfied

Give me plenty of ammunition and I've already started a couple of projects based on ideas presented.

Overall the content was excellent. The Proposition 13 stuff got a bit redundant - but then for non-California folks I am sure it was informative.

Would like to see more situations that are police oriented, that have been tried and proven successful.

Too much time spent dwelling on California's dilemma with Proposition 13 - Many agencies wish we could just get in their arena.

Satisfaction varied greatly with different presentations.

Somewhat basic.

3. How satisfied were you with the materials made available to you?

8.0

Comments:

Good pre-seminar reading material.

Materials were up to date and will be of immediate use within my Police Division, especially in regards to scheduling and manpower distribution as well as some facets of revenue producing budget ideas.

Good reference material, and was appropriate to the discussions of the seminar.

Good background.

Completely satisfied.

Top notch.

Particularly the information from Nelson Heller.

Hardly any given.

4. How satisfied were you with the presentation made by George Kelling, Ph.D. Evaluation Field Staff Director, Police Foundation?

7.8

Comments:

Very informative.

His view point was provocative and of course controversial - However I appreciate different perspectives.

I enjoyed the discussion. It was definitely mind provoking. However, I tend to disagree more than agree with the general presentation; extremely philosophical and somewhat impractical, however, quite interesting.

Well satisfied in that the deployment and full use of our patrol cars and personnel to measure and monitor productivity is an important management function, especially in these times of Proposition 13.

Did cause one to examine the mix.

Suggest you give him more time. He challenges the students.

Good command of his subject - not afraid to go out on limb - good give and take session.

If Dr. Kelling's objective was to stimulate the participants' thought process, he accomplished his objective.

Stimulating - well done.

I started out convinced I was against whatever he said, however, I admit I found his presentation very interesting.

Very provocative - and that was needed plus he was correct.

Provocative - conveys research perspective in an easily understandable style.

Very good presentation.

Much theory, little practical knowledge of what its like to survive under plain theory. Just talk.

Very thought provoking presentation. Dr. Kelling is probably 5 - 10 years ahead of the times.

Controversial. Out of left field.

5. How satisfied were you with the presentation made by Douglas Cunningham, Director, California Office of Criminal Justice Planning?

7.3

Poor Delivery - Had good information but lacks "interesting" or "imaginative" presentation.

"So-so." Doug is a nice bright person but as charismatic as chinese arithmetic!

From a planning perspective, the topic was timely, however, it zeroed in far more on problems on the West Coast that in many aspects will not lend themselves legally or politically to the State of Virginia. However, from a historial base and general information standpoint; extremely interesting.

Satisfied in that police management must recognize that with Proposition 13 there is a call for innovations, consolidation, and time for some sacrifices; and that this is the ned of which makes a false property.

One of his better presentations.

Good command of his subject, but a hard subject to keep group interest.

Thought he had an excellent common sense approach.

A little slow in getting to the point.

Veered away from his topic - appeared disorganized in spite of his displays.

What information Mr. Cunningham had was good. I believe Bailouts systems has kept them from really knowing what Project 13 is going to do to the Criminal Justice system.

Not a dynamic speaker but knows his business.

6. How satisfied were you with the presentations made by Claude Colantoni, Chairman, Dept. of Accounting, Wharton School?

-8.1

Comments:

Really knew his subject.

Claude's presentation started slowly but as he warmed up it improved steadily - very valuable, clear - concise - realistic.

Needed more time with him.

The majority of the information supplied was of a basic nature and could be best categorized as a basic revenue of budgeting and budget concepts presently available.

Well satisfied, presented some excellent ideas in getting resources and allocating them appropriately.

We could have used more time with him.

I would like to hear him get away from the basics.

Good mind and real nice style - If you take this man on you had better know what you're talking about - real nice fellow.

Would have been more productive if his presentations would have been law enforcement related instead of other agencies.

Would have enjoyed hearing more of his presentation.

Too basic. Let's get more sophisticated, but nevertheless he knows his stuff.

Too basic! Nice guy with good style but nothing too new was presented. More practical (I/E) example would have helped.

Very good presentation.

Good material - well presented.

Knows subject. Did a good job.

7. How satisfied were you with the presentations made by Sherman Block, Undersheriff, Los Angeles County?

8.0

Comments:

Had it all together - good practical experience to relate to.

Excellent practical approach - an extremely competent police administrator.

Very informative - has excellent credentials, communicates effectively!

Presentation took on the format of an open discussion primarily concerning Proposition 13 and personnel problems related directly to California law enforcement. Again, quite informative but not too pertinent to the State of Virginia, although extremely useful from a theoretical perspective.

A very interesting and knowledgeable speaker. He and other California departments are addressing Proposition 13 now. We in the east have lived with similar problems for a number of years and are struggling.

Very interesting.

Sherm impressed me as one good administrator who keeps up with the times. He is low key and comes over in a nice fashion.

Sherm Block was very good in his presentation and discussion relative to the many kinds of problems he addressed.

His continuing comments and observations were most informative.

Obviously knows his business.

An obvious professional.

Even though LASO is big - Sherm can still related to the smaller organizations - he is effective.

Picked up some good information from his past experiences.

Entertaining.

8. How satisfied were you with the presentations made by Captain Billy Kirtley, Los Angeles County Sheriff's Office?

7.4

Comments:

Lacked a feeling of easiness! Up tight! Not polished in presentation.

Very good staff presentation. Complimented Sherm Block's presentation. - added balance to program.

Somewhat overshadowed by Block - Possessed some unique observations - seemed awkward for him to function in that specific environment!

The topic again surrounded Proposition 13; however, the underlying value was one of planning through the use of participatory management as well as a basic method of immediate implementation through the use of planners, a concept I have long been in favor of.

Knowledgeable - he brought out that there was excess fat in his department, which came about as a result of Proposition 13. Through good planning, police services continued.

Once again, good command and knowledge - has new ideas and presents them effectively - nice fellow.

Bill tried but I felt he was poorly prepared or lacked the ability to get his point across.

Wish he'd work for me.

Excellent technical background - effective presentation.

Billy had some good informative. Times will have to get extremely hard for the public to accept some of his ideas.

Totally out of touch with what the public wants.

Fairly good presentation.

9. How satisfied were you with the presentations made by Nelson B. Heller, Ph.D., Institute for Public Program Analysis?

7.9

Comments:

Did good job.

Dr. Heller's presentation was extremely interesting and promoted interest in application of low cost computers.

"Super good" needed more time to further project his experiences and perspectives.

My comments on this subject are that far more time could have been used in this area, especially as it would pertain to budget strategy, let alone manpower, deployment, and scheduling. My immediate intentions are to expand my Police Division's knowledge in this area, hopefully through the use of the institute which Dr. Heller represented.

Covered a great deal of material which requires much review and research. Brought out the need to review present allocation of resources and the need for new design.

We could have used more time ... extremely beneficial.

Too much sales pitch - however very good.

Good man excellent knowledge, etc., but a lot of his material is over the head of most chiefs, including yours truly.

Very informative and to the point. Good presentation.

Needed more of him.

Most impressive - could have used more time in this area. I'm working with a programmable calculation - using his models - also appreciated his materials.

Very good information. In fact I plan to contact Mr. Heller for the information that his lecture was on.

A bit too basic and too oriented toward "canned" mini computer programs.

Very simplistic. No depth.

10. How satisfied were you with the presentation made by Patrick Gallagher, Director, Police Executive Institute?

8.4

Comments:

Good combination of practical experience and academic approach.

Pat always has thought provoking ideas. An excellent wrap up to the meeting.

Again - needed more time.

Pat's presentation was, as always, mind stimulating and could have well taken up the entire program. I have read some of Pat's research pertaining to Public Safety concepts and strongly feel that he is not only innovative, but a literal encyclopedia of knowledge in the area of progressive police management.

Always interesting and informative. I continue to learn from his suggestions which are constructive and easily understood.

What can you say. Pat always comes across well.

Informative.

Second exposure to Pat. Good easy style, back up by good preparation and knowledge. New ideas and new why of doing things - ready to defend his ideas - Gets good involvement.

Pat's presentation was right on target in view of the current status of law enforcement and the keen competition for funds.

Pat's innate civility precluded the forceful - blunt approach which would have been required to keep the ship on course given the strange waters he was traversing.

Don't mean to butter the teacher, but Pat's comments were on the mark considering the purpose of the seminar.

Pat did his usual A-1 job.

I've heard it before, but it's a good presentation.

As always, Pat came up with some good ideas and are very informative.

Did a good job. Stimulated interest.

11. How satisfied were you with the relevance of this course to your executive and professional development?

8.4

Comments:

The program was well thought out and presented. Your sense of timing in this topical area is consistent with the continually high quality we have come to expect from the Foundation. As always my sincere thanks.

As usual, the course content, caliber of instructors and the recommendations were excellent. Subject most useful to police executives.

Excellent and very timely course.

Out of the five courses I have attended this one has been the most productive for me.

Too early to evaluate - enjoyed meeting and talking to different executives.

More seminars on this topic should be developed.

A needed part of current package of "need to know" areas. Better prepared to respond to challenges of Board of Supervisors and County Administration

Timely and constructive.

Very timely - very relevant - very informative and most worthwhile!

The course exceeded my expectations and gave me the opportunity to discuss in an informal atmosphere many pertinent problems facing law enforcement management with men that I highly respect. I would like to take this opportunity to thank the Police Foundation and the Chiefs and Sheriffs from the various law enforcement agencies represented for allowing me to participate. I am sure that the knowledge gained will be of assistance in my personal career and hopefully will benefit my organization and law enforcement in general.

As usual, it was a rewarding experience and relevant to the operation of my department.

Very relevant ... as we all experience post-Prop 13 and beyond, workshops that keep us ahead of the impact will be extremely beneficial.

I found the California experience very interesting, however it was to a degree a repeat of the 1st day. Thanks, still it was a super quality presentation.

Completely satisfied - a real learning experience.

This was the first conference I have attended where many types of problems were discussed openly, and some real meaningful information was conveyed through the discussion. Thanks for the excellent opportunity.

Best damn learning process for a police administrator.

Need more of it.

Having been through the trauma of Prop 13 I felt I was able to contribute - both in and out of class. The course was one of the more enlightening.

One of the best courses that I have had the pleasure of attending in the past few years. I picked up a lot of good information that will assist me in my job.

It was worth a 6 to me. But I think it had greater value to at least half the remainder of the group.

Would like to attend others offered.

POLICE EXECUTIVE INSTITUTE  
SUMMARY PARTICIPANT EVALUATION

THE EXECUTIVE AND PERSONNEL ADMINISTRATION II

June 4, 5, 6, 7, 1979

Arlington, Virginia

THE EXECUTIVE AND PERSONNEL ADMINISTRATION II

SUMMARY

PARTICIPANT EVALUATION

Key to rating:

- |  |   |
|--|---|
| 9 Completely satisfied                         | 4 A little more dissatisfied than satisfied |
| 8 Quite satisfied                              | 3 Moderately dissatisfied                   |
| 7 Moderately satisfied                         | 2 Quite dissatisfied                        |
| 6 A little more satisfied than dissatisfied    | 1 Completely dissatisfied                   |
| 5 Neither very satisfied nor very dissatisfied |   |

1. How satisfied were you with the format, arrangements and style of the seminar?

8.4

Comments:

My only complaint was the poor service at the hotel. Everything else was fine.

Material was pertinent and interesting.

Well organized, professionally done, and material presented beneficial.

Excellent arrangement, I enjoyed the format.

Probably the most professionally-oriented course I have ever attended - both in content, format, and presentation.

A little too much of one person.

Very satisfied, especially the informal roundtable style. Arrangements were excellent and ideal having the meetings easily accessible to our rooms.

Set up at hotel left a lot to be desired.

I would suggest that more time be allocated to general discussion time for participants so that we might discuss and analyze presentations regarding subject matter.

2. What could have been done to increase your satisfaction at this course?

N/A

Comments:

Shorten the sessions by 30 minutes.

A little more attention to time allocation.

Everything met the standards I have come to expect from the Police

## Foundation Courses.

More systematic questioning of participants to see what the Agencies they represented were doing.

The temperature in the conference room was uncomfortable - too cold and noisy.

Not enough time spent on some subjects. I realize that if more time was allotted, some material had to be dropped.

Increase the capacity to hear.

A little more structure in the Eisenberg presentations.

I would have given more time to Richard Brzeczek of Chicago. I feel that he needed at least another two hours or maybe 3.

Any improvements would be minor as I was very satisfied with the course.

This was my first course and I was pleased - there were possibly too many subjects covered for the time.

Provide at least 2 breaks for morning and afternoon sessions.

The segments on legal liabilities could have been blocked together.

Increased time on "Police Administrative Law" and less time on "Assessment Center".

Maybe take one half day longer. The sessions all moved fast, but I would like to have heard a little more from two speakers.

3. How satisfied were you with the materials made available to you?

8.3

Comments:

Could have been a bit more organized and grouped by topic area.

Great.

Excellent resource material.

Ample material to cover topics.

Materials made available added to discussions of topics.

I received additional material by mail today from Richard Brzeczek which I appreciated.

Generally good handouts and received another one this morning from Brzeczek.

Same as above, there were some subjects I felt were important enough to warrant more time.

I appreciated having received the relevant reading material several weeks in advance.

I have read most of the material and found it to be quite helpful in assisting me in my present assignment.

4. How satisfied were you with the presentations made by Terry Eisenberg, Ph.D?

8.0

Comments:

I felt that Mr. Eisenberg had more time allotted to him than was necessary for the material he presented.

Excellent presentation well versed in police work.

Academic Professional with down to earth good advice on how to handle the issues.

Although I did not totally agree on his assessments of future importance of some of the topics he presented, his overall presentations were excellent.

A talented, articulate, knowledgeable man.

Too much for one person.

His presentations were as much info-gathering as dissemination.

Terry Eisenberg's presentation on Personnel Selection and Screening was poor and his presentation on Training was poor. I thought he did an excellent job on talking about promotions and performance appraisal and a good job on stress and psychological services. I also enjoyed the assessment center presentation, as they were very beneficial. I feel that he was out of his league on the other two sections.

He was good at getting group participation, handled course outline well, timewise.

Presentations thought provoking and of excellent quality.

Was better in the informal group session, wealth of information.

My first look at the outline made me think I was going to be tired of this guy Eisenberg, not so. He was outstanding.

Terry was very knowledgeable in his area of expertise and made good presentations.

5. How satisfied were you with the presentations made by Richard Brzeczek, J.D.?

8.1

Comments:

The second presentation during the course was far superior to the first presentation.

I would like to have heard more from him.

Wish we had more time with him.

Clear, concise delivery. I am partial to legal aspects of the administration of personnel.

Instructor knew his material and was able to communicate his knowledge to participants.

Informative, sincere speaker.

Excellent presentation; needed more time.

Well prepared and excellent delivery.

He came on slowly, but was very knowledgeable on his material.

He had good information on relevant topics my Department is having problems with. Case histories he presented will be very useful to us, particularly on grooming standards, residency, sex privacy and affirmative action.

Not enough time for him - Too much "lawyer" talk and not enough advice as to how to handle problems.

I was very pleased to receive a recap on cases cited in the mail from Dick.

The material presented by Mr. Brzeczek was very informative.

Refers to item 2 - Was looking forward to in depth discussion on Vicarious Liability which we did not really cover at all.

6. How satisfied were you with the presentation made by Wesley Pomeroy?

6.8

Comments:

Good. He made sense.

I felt he really didn't have enough time.

No real solutions were offered for the topic area.

Very poorly handled. One of the worst presentations in the entire section and nearly a complete waste of time.

Excellent presentation.

Have known and enjoyed his presentation.

Don't think he really covered the topic as well as it should have been.

His time could have been better used by anyone of the other speakers.

Not enough time reserved for him. His approach seemed quite practical.

7. How satisfied were you with the presentation made by Al Reiss, Ph.D.?

7.0

Comments:

Appeared to be somewhat disorganized and too esoteric for my conservative background.

Outstanding character.

Very satisfied. He is one whom I would like to have heard more from and talked with.

Smooth delivery.

Controversial but handled in a professional manner.

Mannerisms distracting, had difficulty hearing him.

I enjoyed his presentation. I thought it was timely, well-prepared and he knows his business.

Somewhat of a heavy reliance on "war story".

Good presentation.

He had good information on prevention of police corruption. He presented an outsider's point of view with interesting revelations.

Hoped he would have talked more about successful dept.'s methods of combating corruption.

He was very interesting.

8. How satisfied were you with the presentation made by Henry Morse?

7.1

Comments:

Very good.

He was very candid and open in New York City's strengths and weaknesses.

Should have attempted to show how NYPD methodology could apply to smaller PDs.

Good presentation.

Somewhat altruistic.

He gave a weak presentation, possibly because of his personality, but I did find it useful.

Enjoyed presentation - Good comparative view based on this participants previous experience.

Don't think career development and inherent problems and conflicts with traditional civil service systems was handled very well.

Very good.

Provided good examples to group in making his point. Gave the impression of being knowledgeable in his area.

9. How satisfied were you with the presentation made by Gary Leonard?

7.9

Comments:

Good policeman's approach and presentation to other policemen.

I would like to hire him.

Good case study.

Gary comes across as a knowledgeable professional and portrays a common sense approach to the areas discussed.

Interesting presentation, well-presented. He knew his business.

Good presentation - I really enjoyed the assessment center workshop very informative. I feel more time should have been given in this area.

I like the idea of using students. I think it should be expanded upon.

Very good.

10. How satisfied were you with the presentation made by J. Dene Balmer, Jr. and Catherine Helms?

6.1

Comments:

OK.

This topic was new to me. I think it was very appropriate.

Interesting - I'm ordering a resume from Cathy.

Good presentation.

Best new area - a subject in which every director is under prepared.

I left during Balmer presentation and missed Ms. Helms. Found subject interesting and informative - wish I could have heard it all.

Information beneficial and enlightening. Presented in a professional manner.

Informative.

Interesting.

Handicapped by time.

Interesting!

11. How satisfied were you with the relevance of this course to your executive and professional development?

8.6

Comments:

I deal with these issues as presented on a daily basis --- extremely relevant.

This was my third course. All of them were good, but this was the best. It hit right at the heart of the kinds of problems law enforcement has today and provided some good answers.

Outstanding course. Look forward to participating in others.

Cannot know too much about this subject.

I thoroughly enjoyed participating in the seminar and the areas discussed should prove beneficial. I sincerely enjoyed the opportunity to be a participant in this seminar. I was also impressed with the knowledge and background of the other participants involved and their noted differences added an enlightening dimension to the seminar. (i.e., good mix).

The time was well spent. It was worth the investment and I brought back a great deal of information that I can use.

Probably the most professionally-oriented course I have ever attended - both in content, format, and presentation.

Again I feel too much good! Material was given, and not enough time was available to really get involved. As always I am very pleased, and feel honored to be a part of these seminars put on by the Police Foundation.

This was one of the most personally productive seminars I have attended. Materials and topics covered were right on target of my new assignment in recruiting, testing, training, promotional, personnel problems, management.

Well done - interesting seminar - good exchange between participants - good facility - acoustics in meeting room poor.

Course, as usual, was very beneficial.

I always feel a little more confident to perform my duties after attending a Police Foundation workshop. I only wish there was more time for interaction between the participants.

The interaction between individuals was very good and worthwhile.

I discovered a few new ideas and answers to current problems on the local level.

POLICE FOUNDATION/POLICE EXECUTIVE INSTITUTE  
WASHINGTON, D.C.

A. Data Management Information

1. Data Sources. Data sources consisted of interviews, review and analysis of program documents, and direct observation of program sessions. Interviewees included core program staff, senior Police Foundation officers, seven program instructors, all current program trainees, and LEAA personnel responsible for monitoring the program. Pre-program and post-program follow-up interviews were also conducted with program staff. Documents that were reviewed and analyzed included pre-program readings, class handouts, program brochures, needs assessment and participant evaluation forms, application forms, a roster of current trainees containing background information on individuals and their departments, and an article on a research project analyzing attitude change among participants of a past program in the Police Executive Institute series. All seventeen program sessions were observed (25 hours). Follow-up face-to-face interview was conducted to revise the site visit report.

2. Classes Observed. Classes and other program sessions observed included: The Police and the News Media; The Most Important Evaluation of a Police Executive; Law and Disorder and the TV Network News; Investigative Reporting and the Police; TV and the Image of Law Enforcement; Cooperating with the Media on Major Crimes; Reflections on the News Media and Comments on the Police; Police and Media Perceptions of One Another; Taking Full Advantage of the Trade Press; New Directions at LEAA; The Television News Report; The Public Information Officer; The News Media and the Police Executive Change Agent; group discussion sessions; program receptions; and the closing evaluation and summary.

3. Investigator on Site. Mark Shanley.

4. Dates on Site. April 1-5, 1979; follow-up interviews at the Police Foundation on April 20 and 26.

5. Problems in Acquisition or Interpretation of Data. The investigator faced these problems in acquiring or interpreting data:

It is unclear how representative the observed program was of other programs in the Police Foundation's sequence, due to the particularized nature of the subject matter and the topical basis for all the Foundation's programs for police executives.

Due to the program's crowded schedule, it was occasionally difficult to mix extended interviews of participants, staff, and lecturers with ongoing classes.

- . Differentiating the believed/intended from the actual/observed model is difficult because even direct observation and instructor interviews only generate belief, albeit another level of belief, about the nature of the intervention.
- . It is difficult to determine whether the interaction of program participants and the apparent unanimity of their beliefs regarding the values of the program offered by the Police Foundation are due more to the success of the program or to the selectivity of the process by which program participants are chosen.
- . Since most of the participants in the observed program had attended previous programs in the Police Foundation sequence, it was not possible to obtain an adequate sampling of opinion from individuals who were new to the program and uninitiated to the Police Executive Program's "network" of past participants.
- . The close involvement of core staff in actual program operations made it especially difficult for the investigator to differentiate between the believed/intended and the actual/observed program model.
- . The ability of the investigator to conduct candid participant interviews was partially hindered by participant expectations of freedom from outside observation, and by their prior bad experiences with outside observers.

## B. Program Profile

1. Full Name of Program. The Police Executive Program of the Police Executive Institute, Phase II, "The Executive and Media Relations".
2. Institutional Setting. The observed program took place at the Sheraton National Hotel in Arlington, Virginia, a suburb of Washington, D.C. Other programs in the sequence have been held in San Diego, California; Tampa and Orlando, Florida; and Chicago, Illinois. The Police Executive Institute is headquartered at the Police Foundation in Washington, D.C.
3. Auspices. The program is formally sponsored by the Police Foundation and is funded by Police Foundation and LEAA money, along with participant tuition.
4. Training Providers. Guest media and police lecturers (non-paid), a privately contracted academic expert, and two selected current trainees.
5. Level of Training. The observed program was on the executive level.
6. Rank of Trainees. Twenty-one program participants were chief executives of their departments and eight were assistant or deputy chief executives.
7. Jurisdiction of Trainees. In the observed program, participants came from throughout the United States, representing 25 municipal departments, two county departments, and two State departments. To date, the Police Executive Program's offerings have been attended by more than 400 police executives from over 160 jurisdictions in approximately 41 States.

8. Incentives for Participation. The only formal incentive for program participation is a certificate of completion.

9. First Offered. The observed program on police/media relations has not been previously offered. The first program in Phase I was offered in late 1976. The first program in Phase II, which includes the observed program, was offered in March 1978.

10. Persons Trained in an Average Session. Approximately 25.

11. Hours Training in an Average Session. Programs in Phase II are four days in length and comprise approximately 25 hours of formal training, along with introductory and closing sessions.

12. Times Offered in an Average Year. Approximately 9 programs are offered each year in Phase II. Approximately 10-12 programs were offered each year in Phase I (e.g., 8 in 1978, 10 in 1979).

13. Persons Trained in an Average Year. Approximately 280.

14. Hours Training in an Average Year. Approximately 250.

15. Sources of Program Funds. Program operating funds come from the Police Foundation, LEAA, and the \$200 tuition charged to participants.

16. Training Expenses Met by Participants' Departments. Tuition and salaries are met by participants' departments. All other expenses are handled by the program.

17. Budget Allocation. Approximately \$700,000 for the 18-month Phase II of the program. This comprises approximately \$450,000 of LEAA funds and \$250,000 of Police Foundation funds.

18. Bases for Program Scheduling. Programs are scheduled more than a year in advance on the basis of anticipated interest and funds available. Additions and cancellations in the program schedule, along with the implementation of special programs, are made as interest, funds, and prior commitments warrant.

19. Trainee Selection Standards. Minimum trainee selection standards require that program participants be police executives from departments with at least 200 total personnel or serving a minimum population of at least 100,000. Assistant or deputy chief executives may attend from departments having at least 500 total personnel, with one assistant executive being allowed for every 500 department employees. Because of limited class sizes in relation to the number of applications for participation, program staff exercises considerable discretion in selecting participants according to the quality of their completed applications, level of expressed interest, and prior contacts with the program. In the observed program, only half of the applicants were accepted. Minimum trainee selection standards are strictly adhered to, although occasional exceptions are made.

20. Trainer Credential Requirements. There are no formal requirements in the selection of trainers and lecturers. Experience, expertise, and national recognition are the only requirements.

21. Training Providers. The trainers in the observed program were mostly guest lecturers who had donated their time to the program. These consisted of police executives who had particular expertise in police/media relations and local and national newsmen who had reported on police and law enforcement activities. One academic expert who had recently completed a major study on television coverage of law enforcement was privately contracted to prepare background readings for the program and present two lectures. Trainer backgrounds were split evenly between police and the media.

22. Requirements to Obtain Certificate of Completion. Attendance is the only requirement for obtaining a certificate of successful course completion.

23. Requirements to Obtain Academic Credit. There was no academic credit option available and none is anticipated.

24. Program Aspects Requiring POST Certification. None.

25. Classes Offered. Classes offered in the observed program consisted of a series of lectures and related presentations. These included:

- . Introductory Session
- . The Police and the News Media
- . The Most Important Evaluation of a Police Executive
- . Law and Disorder and the TV Network News
- . Investigative Reporting and the Police
- . TV and the Image of Law Enforcement
- . Cooperating with the Media on Major Crimes
- . Reflections on the News Media and Comments on the Police
- . Police and Media Perceptions of One Another
- . Taking Full Advantage of the Trade Press
- . New Directions at LEAA
- . The Television News Report
- . The Public Information Officer
- . The News Media and the Police Executive Change Agent
- . Group Discussions and Reports
- . Evaluation, Summary, Close

26. Personnel Responsible for the Coordination of Training. Mr. G. Patrick Gallagher, the Director of the Police Executive Institute, has overall responsibility for the coordination of training. Mr. Cappy Gagnon, the Assistant Director of the Police Executive Institute, assists in most aspects of training coordination and has primary responsibility for program development and modification.

27. Other Levels or Types of Management Training Offered. The Police Executive Institute has offered limited training to specially selected middle managers and expects to continue these programs. This middle management training began with a two-week workshop for 59 outstanding middle managers, whose chiefs had already attended Police Foundation executive level programs. These middle managers were identified by their chiefs as likely candidates for future promotion to executive

positions. A second four-day advanced program was held for these same 59 middle managers to review and update topics covered in the first program. The requirement that the chiefs of these middle managers be Police Executive Program graduates was strictly adhered to with few exceptions. All other Police Executive Institute programs have been on the executive level. All of these programs followed similar formats with the exception of programs on Police Leadership Effectiveness, which emphasized intensive personal discussion groups to a much greater extent than have other programs in the sequence. These programs will not be offered again.

28. Relationship of Other Levels or Types to the Program. The middle manager programs were designed to provide middle management training to individuals who were deemed likely to be promoted to executive positions. Although they emphasized middle management, they also included an emphasis on executive development and were seen as preliminary to later executive training.

29. Relative Priority Given to Program. The executive programs offered by the Police Executive Institute have clear priority over the middle management programs.

30. Differences in Thrust of Expectations. Both the executive and middle management programs emphasize personal management styles and roles over operational and organizational techniques which can be applied in all management situations. Both emphasize increased job effectiveness, along with personal and career development.

31. Importance of the Program to the Target Population. The program is the only one of its kind intended specifically for police executives from major jurisdictions. It is similar to the National Executive Institute of the FBI, but more oriented to specific topical areas of interest to police executives.

### C. Origins and History

1. Key Personnel in Design and Implementation. A key person in the original implementation of the program was Patrick V. Murphy, the President of the Police Foundation and the former chief executive of the police departments in Detroit, Washington, D.C., and New York City. He had been promoting the idea of such a program for several years and was able, in late 1975, to gain sufficient support from the Board of Directors of the Police Foundation to further proceed with the idea. William H. Smith, a former assistant chief in New York under Murphy and presently a senior staff member at the Police Foundation, also provided significant assistance in the program's initiation. Pat Gallagher, the program's present director, joined the Police Foundation in September 1976 and has directed the program in all but its initial needs assessment stages. John Lucey, the program's initial and present monitor at LEAA, also provided significant support to the program's initial development.

2. Impetus for Program Development. The impetus for program development came from a longstanding generally-recognized need for a program to accommodate the development needs of police executives from major departments. This need was recognized by Patrick Murphy and Clarence Kelley, then Director of the FBI, and the two met at the IACP convention in Denver in May 1975 to discuss the idea. The Police Foundation, through Murphy, offered to sponsor such a program but encountered opposition from the Major Cities Chiefs of Police, a subgroup within the IACP. As a

result of the IACP convention, the FBI went ahead to develop its National Executive Institute and the Police Foundation developed the Police Executive Program on its own. Both programs obtained funding and began operations in late 1976.

3. Similar Programs Accessible at Implementation. None.

4. Model Programs Influencing Program Development. The program appears to have been developed from scratch, without the influence of other programs.

5. Key Resources Utilized at Implementation. The advocacy of Murphy and the assistance of John Lucey appear to have been key factors in the program's initial development. LEAA and Police Foundation money has been used since the programs inceptions.

6. Original Development Process. Initial needs assessment was made in early 1976, through consultation with 10 prominent police executives, who later became the National Advisory Board for the program. This input was supplemented by formal and informal meetings with experts from police, academic, management, civic, and public interest organizations involved with either police or city management, such as the International City Management Association. Additional intensive needs assessment, starting in June 1976, was accomplished through extended interviews with 50 police executives and middle managers, including 28 executives from major departments. The original schedules and curricula were developed by committee consultation until the September 1976 arrival of Pat Gallagher, who then assumed direction of the program. The overall goals of executive development and the promotion of innovation were specified early through consultation with the various sources mentioned above. Faculty composition has always been approximately 50-60 percent practitioner-oriented. Participant reaction surveys have been employed since the program's inception and have been used to modify program contents, instructors, format, and administrative arrangements. The first formal needs assessment survey was administered in March 1977. Program development procedures for Phase II shifted from consultation with committees to increased reliance on the results of needs assessment surveys and participant evaluations. The program was developed from the start with a long-term phased approach. Program performance objectives have never been specified. Trainees have never been pretested. The program was monitored once by the Ford Foundation, as part of an overall assessment of programs funded by the Foundation; substantial Police Foundation funds come from the Ford Foundation.

7. Major Changes in the Program. Major changes since inception include:

- . Shift from three-day to four-day program
- . Organization and integration of program curricula into three areas-- administration, operations, and executive development
- . Refinement and standardization of the program development process, including a formalized needs assessment survey and the collection of information on the individual and departmental backgrounds of program participants

. Institution of limited middle manager training programs

. Institution of customized regional programs for local law enforcement organizations available on a contract basis

D. Current Process for Program Development and Management

1. Relationship of Program Development to Management of Departments Served.

The Police Executive Institute is a private institution completely independent of the agencies it serves, and deals with police executives as private individuals and not in any official capacity.

2. Coordination of the Program to Others Under the Same Auspices or Sponsor.

The limited middle management training offered by the Police Executive Institute is fully coordinated with the executive training programs that constitute the majority of Police Executive Institute offerings. Although they focus on middle management roles and issues, they also are intended to serve as executive development programs for future police executives.

3. Central Availability of Information about Training History of the Target Population. There is no centrally available source of information about the training histories of the target population.

4. Obtaining Broad Input in Development of Program Goals. Broad input was obtained for the initial development of program goals through consultation with police, academic, management, civic, and public interest groups. Program goals have changed little since the program's inception.

5. Assessment of Training Needs. Trainee reaction evaluations, annual formal needs assessment surveys, and informal participant comments constitute the primary needs assessment procedures. Needs assessment surveys provide a listing of possible program topics along with space for additional suggestions for topics.

6. Setting and Operationalizing Objectives. The results of needs assessment surveys and participant feedback are synthesized through staff consultations. Objectives are not explicitly stated and are not operationalized beyond the very general level of program topics and major subtopics.

7. Designing a Program to Serve Objectives. Once the topics and objectives of a program have been identified, program staff obtain recognized experts in a topic area to appear as program lecturers. Efforts are made to obtain guests who will donate their time to the program, although the program will pay top fees to appropriate experts when necessary. Instructor presentations are well coordinated by program staff to ensure that the most important points in a topic area will at least be touched upon. The curriculum is highly flexible to respond to variable trainee needs, both on the general substantive level and on the level of particular concerns of specific agencies. The possibility of productive digressions into related areas is recognized and anticipated. The curriculum of each course changes considerably each time the course is repeated. The curriculum for each program is developed from scratch to cover the needs identified in needs assessment procedures. The use of relevant training aids is considered for each program, although the use

of many conventional management training aids is limited due to the necessity of maintaining the professional "executive" or "summit conference" atmosphere which the staff considers as extremely important for the program's success.

8. Pretesting Trainees. Trainees are not pretested.

9. Conducting a Program that Meets Objectives and Serves Needs. Advance information is available to program staff regarding the rank and department, department size, particular departmental problems, law enforcement experience, educational attainment, and prior training of trainees. This information is used by program staff to focus program instruction, promote and structure trainee interaction, "seed" classes and discussion groups so that less experienced participants will actively mix with and learn from their more experienced colleagues, and continually monitor individual and group progress to ensure that trainee needs are met to the extent possible. Trainee selection is strictly controlled and the staff attributes much of the program's success to the quality of trainee that has been attracted to date. Trainees are required to pay a \$200 tuition so that they will have a stake in successfully completing and getting the most from the program. Facilities are selected to provide the most professional atmosphere possible and to discourage trainees from leaving the facilities during the course of the program. After program sessions, participants are encouraged to socialize with each other, and the results of the socialization are seen as important to both program learning and the development of the "network" of program participants that is a major goal of program staff. To facilitate aftersession interaction, the staff schedules social activities for participants. The closeness of trainees, most of whom have attended past sessions, facilitates an apparent peer pressure which guarantees regular attendance and full participation by all trainees. Trainers exercise some discretion in instruction, although considerable supervision is exercised by program staff to ensure that minimum points of interest are covered in presentations. Trainers are evaluated by staff and participants and are changed if found to be unsatisfactory. Teaching methods are highly participative, in line with program goals. Trainees do not draw up an implementation plan and doing so would be inappropriate, considering the status of trainees as police executives from major departments.

10. Evaluating In-program Outcomes. Trainee reaction to the quality and usefulness of the program and of its individual components is assessed at the completion of training.

11. Evaluating Transfer and Impact. Trainees are surveyed regarding program usefulness and impact 90 days after the completion of the program. Apart from these individual surveys of trainees, no other attempts are made to measure transfer and impact.

12. Utilization of Program Evaluations. Participant program evaluations, both in-program and after 90 days, are used to modify all aspects of the program, including course topics, instructors, teaching techniques, staff composition and orientation, administrative arrangements, and program goals and objectives.

13. Major Anticipated Changes in the Developmental Process. None.

## E. Exogenous Factors Affecting Program Development

Several exogenous factors have affected both the continuity and nature of the executive training programs of the Police Executive Institute.

1. Availability of Trainees. Since all trainees are either chief or assistant chief executives within their departments, getting them to attend programs is difficult due to their departmental commitments. Program staff has attempted to compensate for this by scheduling programs far in advance, often more than a year, so that participants can adequately plan to attend.

2. Location of Trainees. Since the program's target population includes executives from police departments throughout the nation, the amount of traveling necessary to attend training is a factor which has hindered attendance for some programs. To compensate for this, program staff rotates the location of programs so that executives will be able to attend selected programs with a minimum of travel.

3. Status of Trainees. The status of trainees as executives from major departments influences the choice of trainers, the content of training sessions, the environment within which the program must operate, and the amount of evaluation which can be expected both of trainees and of the program as a whole. Trainers are selected for their stature in their field of expertise and trainees expect exposure to top experts. Training sessions are focused on the particular needs of police executives and program staff attempts to avoid any indication of "talking down" to trainees. Trainees are occasionally unwilling to be evaluated and competition or ranking of trainees is avoided due to their stature. The program's environment is structured to be as professional as possible so that trainees do not view the program as "mere training". Trainees expect that their feedback to the program will be considered and appreciated, and program staff makes considerable efforts to do this.

4. Availability of Program Lecturers. The objective of program staff to obtain top experts for lecturers results in difficulties in obtaining desired personnel. Top management experts must often be contacted more than a year in advance to obtain their participation, often well before program schedules have been fixed. This is a continuing problem with which core staff has to deal.

5. Public Demand for Demonstrated Usefulness and Effectiveness. Since trainees occupy important and highly visible positions within their departments and their communities, they are often concerned that attendance at these programs would be seen as an unreasonable or extravagant expense, a "junket." Because of this, trainees are concerned that programs be oriented towards their job situations and that they leave the program with something they can apply to demonstrate the program's effectiveness. Program staff recognizes this problem and counsels participants on dealing with it through the promotion of favorable publicity, the quality of the participants, and the heavy work load and professional environment of the program as justifications for participation. To further reduce these concerns, the program picks up all expenses of trainees with the exception of salaries and the \$200 tuition.

## F. Client Flow Models

The process of drawing out expectations in the those-in-charge sector to reflect the rhetorical or intended program can theoretically be differentiated from the process of observing and describing actual program operations. In practice, many data sources will contribute to construction of both the intended and actual program descriptions. Many interviewees and documents will shuttle back and forth between the intended and actual model in their description of the program. Other might be familiar only with the intended program (funding agencies generally fall into this category) or the actual one. Probably no individual should be expected to fully address how the intended and actual program are linked.

What makes the process of differentiating the intended from the actual model of this Management Training Program difficult is that both the intended and actual program consist almost entirely of abstract symbols. As a result, it is impossible to make an assumption necessary for differentiating the two: that is, that the intended program represents belief about what the intervention entails, while the actual program reflects observed operations. In other words, that even the actual or observed model merely reflects another level of belief about what the intervention involves; while closer to the phenomenon, and hence more complex than the rhetoric, it nonetheless moves only slightly closer to "the real."

1. Intended (Testable) Model. The rhetorical/intended/testable model is derived from these sources: brochures, articles, interviews with funding agencies, initial interviews with core staff, and initial interviews with program participants.

a. Underlying assumptions. The intended program reflects these underlying assumptions:

- . Police departments are managed with less than optimal effectiveness because police managers lack skills in modern management practices and interpersonal relations.
- . Police executives face particular difficulties beyond those of the police manager because they must also cope with substantial community and political demands on their departments.
- . Police executives from major departments face additional problems due to the multiplicity of problems they face and the size and complexity of the departments they must manage.
- . Police executives have traditionally been isolated in their positions as "captain of the ship."
- . The problems, roles, and responsibilities of police chief executives vary so much from department to department that no standardized answers are available for the problems they encounter.

Police executives can profit from exchanging information on common problems and possible solutions with other police executives.

A concentrated short-term training session, bringing together executives from major police agencies to consider topical areas of particular interest to them will be the most effective way of improving police executive effectiveness.

b. Logical chain of assumptions. The underlying assumptions above give rise to the chain of operational assumptions that follows. The inputs to the intervention are selected police executives from major police agencies and a faculty that is recognized for its expertise in police/media relations. These inputs provide the ingredients needed for a program exploring aspects of police/media relations of particular importance and relevance to police chief executives to provide the necessary knowledge and personal and managerial practices necessary for effective executive management of media relations. Instruction is provided through lectures, discussions, and informal exchange of information among program participants. The outcomes of this instruction and discussion are: knowledge of the problems, perspectives, and values of police and the media in dealing with each other; alternative approaches which have been tried and found effective by other police executives in their dealings with the media; personal and organizational resources for obtaining additional information on police/media relations; and reassessed personal perspectives on personal and management approaches to media relations. These outcomes lead to refined or innovative departmental approaches to media relations and improved individual performance by police executives in dealing with the media. These impacts lead to the longer term impacts of improved departmental media relations and improved police executive development, which lead to improved departmental performance and effectiveness. This logical chain of assumptions is graphically represented in Exhibit 1.

2. Observed (Equivalency) Model. The actual/observed/equivalency, model is derived primarily from these sources: observation of classes; review and analysis of program documents; and interviews with core program staff, instructors, participants.

a. Underlying assumptions. The observed model reflects these underlying assumptions:

A professional residential setting in a non-stressful environment is extremely important for executive development and training.

Instruction of police executives will be most effective when oriented directly towards their individual training needs in a particular area.

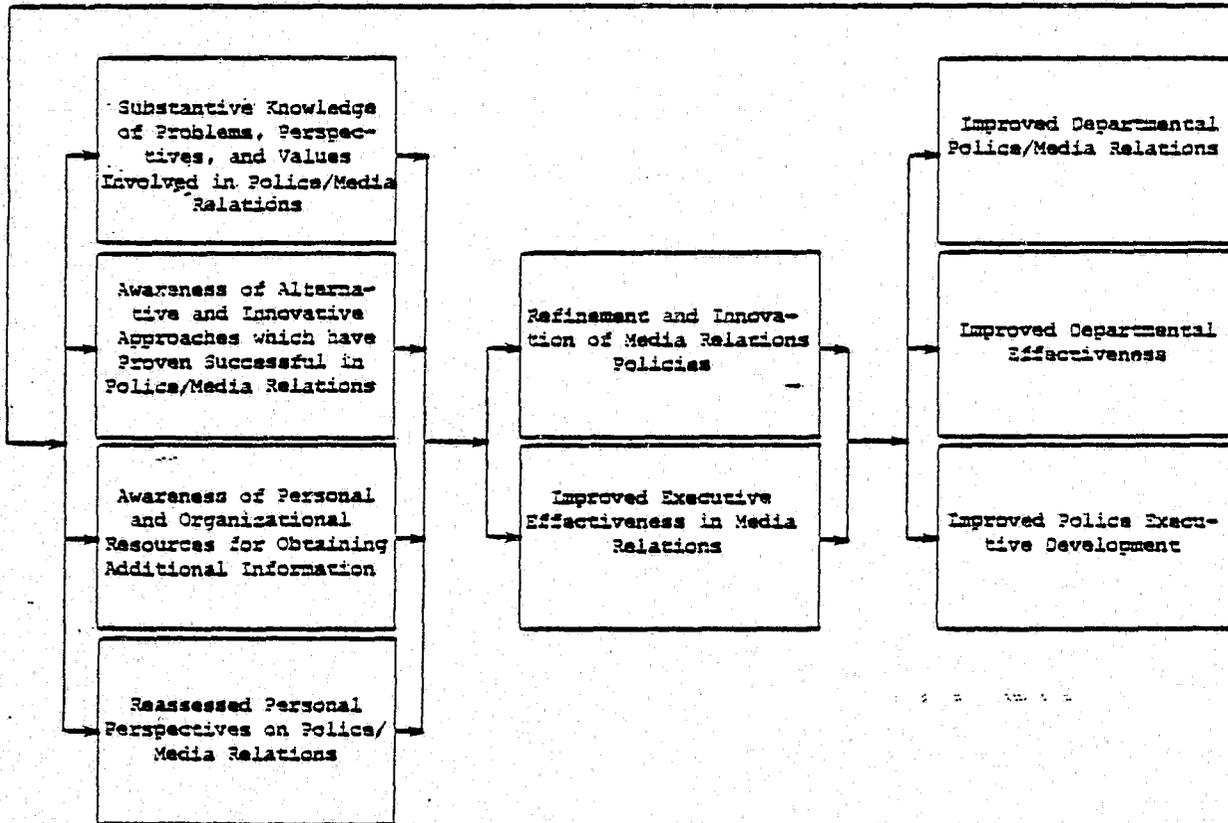
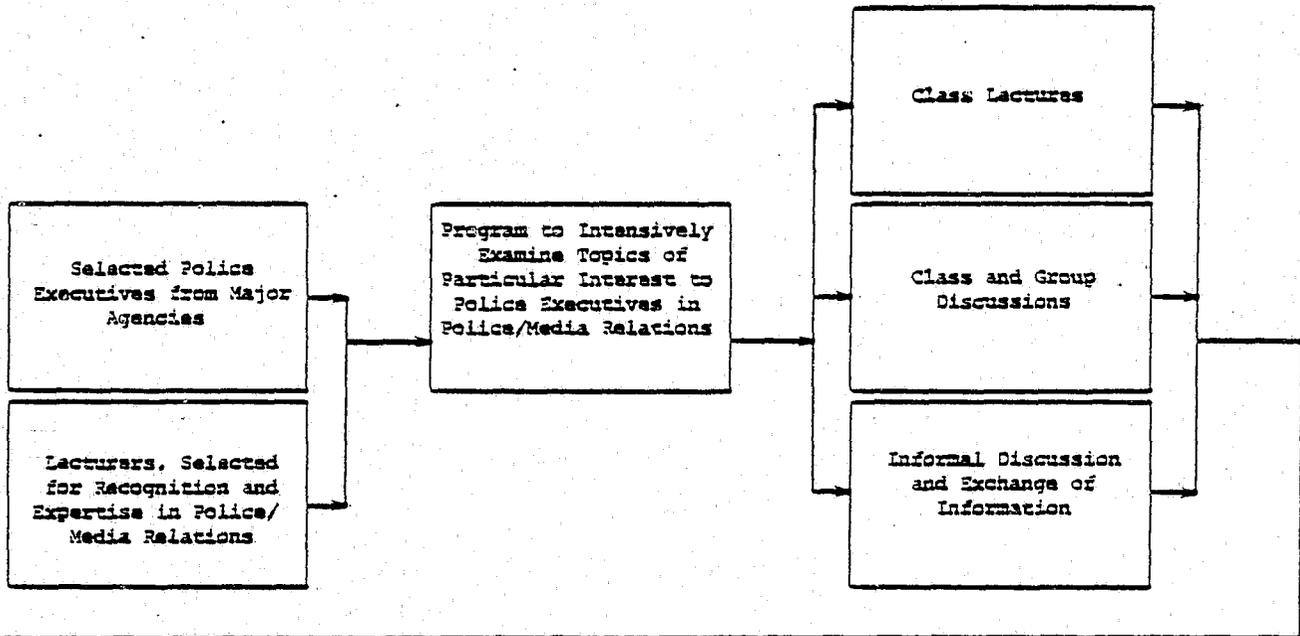
In a short-term concentrated program, the close supervision of staff is essential for maximum learning to occur.

Instruction of adults will be most effective when they are actively involved in the training process.

EXHIBIT I

Law Enforcement Assistance  
Administration

INTENDED PROGRAM  
POLICE EXECUTIVE INSTITUTE



In a short-term program, relatively little can be accomplished in terms of learning and the most enduring learning will be of particular practices which the trainee can implement in his particular department.

Informal interaction and socializing among trainees in a short-term executive development program is extremely important for learning to take place.

Insight into the human dimension of management situations is just as important as substantive knowledge for police executive development and provides a necessary basis for the full utilization of substantive management knowledge.

Because only limited results can be expected from a short-term program, executive development should properly consist of a series of interrelated programs.

Trainees can benefit from the varied experiences of their colleagues in shared problem areas.

Acquaintances made during intensive training programs can persist and provide a continuing source of executive development through a "network" of past program participants.

Sensitivity to law enforcement values and concerns, coupled with expertise in a particular topic area, is of more importance and value in police executive training than mere extensive experience in the operational aspects of law enforcement.

Personal confidence is an important factor in police executive effectiveness and can be strengthened through interaction with other police executives.

Police executives often lack sensitivity to alternative and conflicting values of other parties in police management situations.

Police executives can benefit from a familiarity with empirical research and its uses in law enforcement topic areas.

b. Logical chain of assumptions. The observed model reflects the logical chain of assumptions that follows. The inputs to the intervention are: specially selected police executives from major police agencies, most of whom have attended past Police Foundation executive training programs; a core program staff thoroughly familiar with the program, knowledgeable about police management, and acquainted with most of the program participants; program lecturers, selected for their recognition and expertise in police/media relations; specially selected residential facilities; and class materials, which include background readings, class handouts, and audio-visual presentations. These provide the ingredients for a program which attempts to thoroughly explore a wide range of topics in police/media relations of particular

relevance and interest to program participants. Instruction is provided and learning takes place through pre-program preparation that includes extensive reading and contact with program staff; lectures by law enforcement, media, and academic experts on police/media relations and selected program participants, some utilizing instructional aids in their presentations; class discussion and questioning, which builds upon materials presented in lectures; small group discussions that focus upon the particular media problems of particular program participants; informal discussions among participants, lecturers, and program staff on police/media topics; informal exchanges of information among trainees on police executive concerns; participant interaction and socializing; staff promotion of a professional "summit conference" atmosphere, to facilitate maximum learning; and staff promotion of participant interaction through formal introductory sessions, "seeded" classes and discussion groups, and social activities for program participants. These processes can be seen in terms of formal processes taking place within program sessions, informal processes occurring outside of program sessions, and other staff-induced processes that occur throughout the course of the program. Program processes are interrelated, and both formal and informal processes lead to participant discussion.

The formal processes, comprising participant preparation, lectures, class discussions, and informal discussions centered on class activities, are expected, first of all, to lead to knowledge of the problems, perspectives, and values of law enforcement and the media in dealing with each other and knowledge of current empirical research on what law enforcement and the media actually do in relations with each other. These processes are also expected to lead to familiarity with general principles and theoretical frameworks that can aid in the full understanding of police/media relations and exposure to alternative approaches, policies, and procedures that have been implemented and proven successful in improving police/ media relations. Finally, the program's formal processes are expected to lead to a recognition of new personal and organizational resources for obtaining additional information on police/media relations and an improved appreciation of the need for planning and proactive approaches in both media relations and general police management, including an appreciation of the value of empirical research for law enforcement management.

Program informal processes include participant socializing and informal interaction, informal exchanges of information among program participants on police management concerns, and informal discussions among program participants, core staff, and program lecturers whether such discussions stem from class activities or informal socializing. These processes are expected to lead to knowledge of the problems, perspectives, and values of law enforcement and the media; knowledge of attempted and successful alternative approaches to police/media relations, and other management concerns; and personal and organizational resources for obtaining additional information. Along with these expected outcomes, which are similar to those expected from the formal program processes, it is anticipated that these informal processes will result in a number of attitude changes in the participant. These include: reassessed personal perspectives on police/media relations; increased sensitivity to alternative police and media perspectives; and increased sensitivity to the human dimension of police management situations with a resultant increase in

interpersonal skills. Finally, informal program processes are expected to result in the initiation of new members to the "network" of past participants in Police Executive Institute programs; the reinforcement and development of the existing "network" through the continued association of its members; and the general refreshment of program participants, so that they finish the program with improved confidence and "recharged batteries."

Finally, the staff-induced processes of promoting a professional atmosphere and promoting participant interaction contribute to the outcomes of both formal and informal processes.

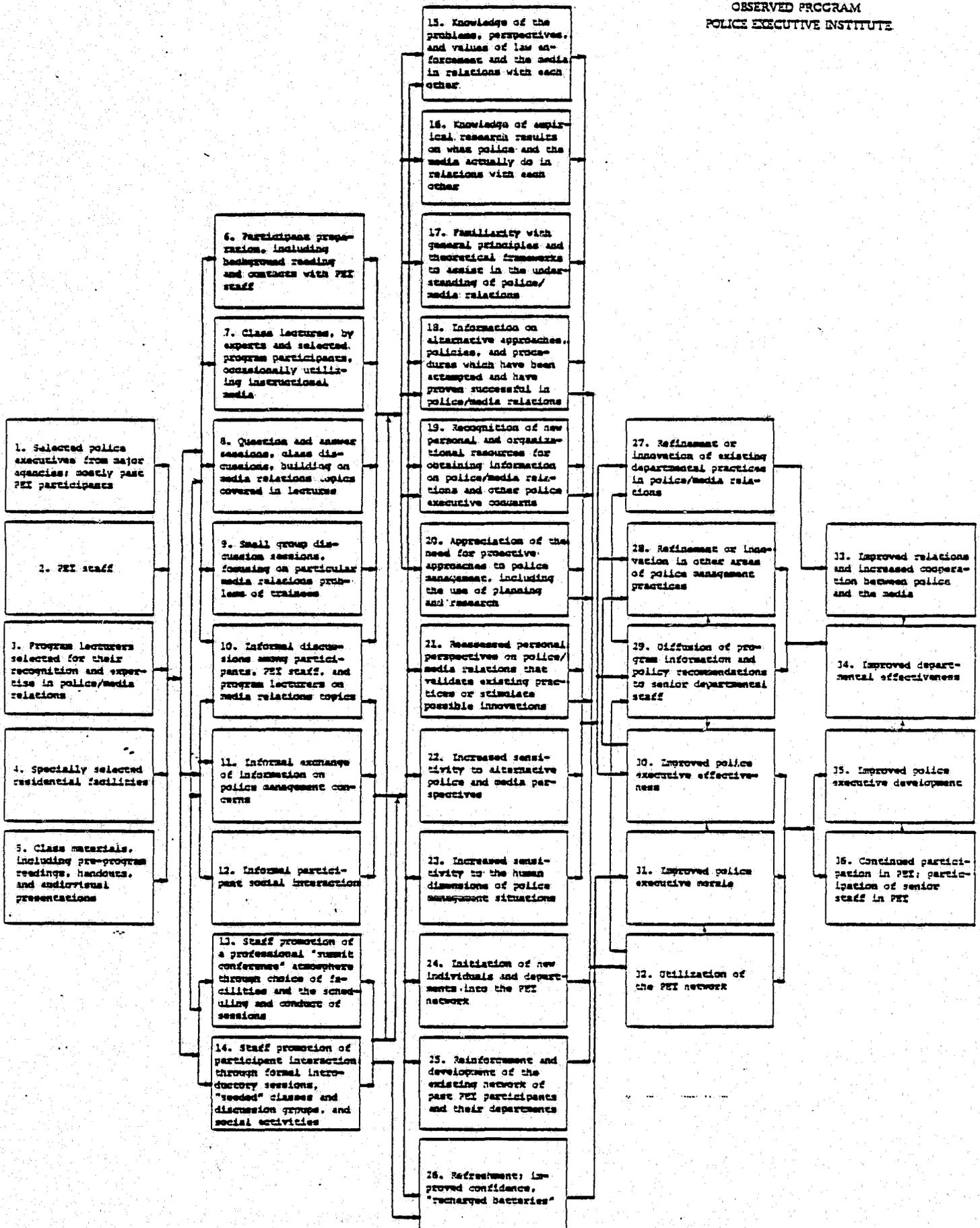
The program outcomes which center on increased knowledge or changed individual attitudes lead to four short-term impacts--refinement of or innovation in department media relations practices; refinement of or innovation in department management practices; increased police executive effectiveness, through increased knowledge and changed attitudes; and diffusion of program knowledge from the executive to the members of his senior staff. The post-program refreshment and improved confidence of trainees leads to improved police executive morale, once he returns to the job. Finally, the information on the implementation and success of alternative media relations and police management practices; the recognition of new information resources; the increased appreciation of the need for planning, research, and a proactive mode of operation; reassessed personal perspectives on the value of innovation; and the strengthening of the Police Executive Institute "network" all lead to the utilization of that "network".

The short-term program impacts listed above lead to four longer-term program impacts. The refinement of an innovation in departmental media relations practices leads to improved agency media relations. The refinement of and innovation in existing departmental management practices lead to improved departmental effectiveness. The diffusion of program information to senior staff also results in increased departmental effectiveness. Improved police executive effectiveness, improved police executive morale, and the utilization of the Police Executive Institute lead to improved police executive development and continued participation in Police Foundation executive development programs. Improved media relations, already mentioned above, also leads to improved departmental effectiveness.

Along with the relationships described above, program impacts also relate to each other. The utilization of the Police Executive Institute network improves executive morale and effectiveness and increases the diffusion of program knowledge to senior departmental staff. The improvement of individual police executive effectiveness promotes the refinement of an innovation in departmental management practices. Finally, the diffusion of knowledge to senior departmental staff enhances police executive effectiveness and stimulates the refinement of an innovation in existing police management practices, which, in turn, helps to improve the existing police media relations practices. This logical chain of assumptions is graphically represented in Exhibit 2.

c. Explication of and commentary on observed model. A fuller description of the project operations is contained in this explication and commentary on the observed model.

OBSERVED PROGRAM  
POLICE EXECUTIVE INSTITUTE



(1) Selected police executives from major agencies. The minimum trainee selection standards described above were strictly adhered to in the observed program and appear to be generally observed. In the observed program, the large majority of participants either had attended prior Police Executive Institute programs or came from departments that had sent prior participants.

(2) Police Executive Institute staff. The director and assistant director of the Police Executive Institute, along with their secretary, were the only Police Foundation staff members directly connected with the delivery of training with the exception of Patrick V. Murphy, who appeared as a program lecturer.

(3) Program lecturers. Describe in B4 and B21 above.

(4) Specially selected residential facilities. Described in B2 above.

(5) Class materials. Class materials are specially prepared for the program in a special binding which includes a program schedule, a roster of trainees, and staff and lecturer information and credentials.

(6) Participation preparation. Although some participants admitted that they had not completely finished the pre-program readings, it was evident in discussion that the trainees were generally familiar with the readings and regarded them as a valuable resource both during and after the program.

(7) Class lectures. Lectures were general in content and direction, most often serving as the basis for the discussion sessions that followed. All of the lecturers specifically mentioned the supervision of program staff in the preparation of their comments and in the presentation of their major points. The message contained in class lectures was that problems in police/media relations are caused by a misunderstanding of the conflicting values of police and the media in the performance of their jobs. If police could understand the values and perspectives of the media and why media personnel act as they do, they could realize that effective police/media relations could only develop on the basis of mutual understanding and mutual respect of each other's positions. Once police understood the reasons behind police/media problems, they would benefit not only through improved media relations, but also through cooperation with the media and use of the media as a positive resource that could actually aid police operations.

(8) Question and answer sessions; class discussions. Discussions were quite lively and constructively oriented. There appeared to be a tension in many discussion sessions between the development of the discussion and temptation to engage in the telling of "war stories" which had little relevance to the actual topic at hand. The "war stories" seldom predominated, however, and by the end of the program, all of the trainees had become involved in discussions. The discussions were especially lively when the speaker vigorously presented a "media point of view" that differed sharply with the values and preferences of the trainees. Most of the trainees interviewed appreciated those discussions most of all and found them especially valuable in understanding the media's orientation to law enforcement.

(9) Small group discussion sessions. Midway through the observed program, trainees were broken up into small discussion groups of approximately six people. These groups were "seeded" by program staff so that each contained trainees of varying degrees of experience, education, and training, as well as a variety of department sizes and organizational structures. Small group discussions were based upon a list of major issues in police/media relations that had been compiled by program staff. Each group was instructed to discuss selected issues using their individual experiences and information that had already been presented in class as a basis for arriving at group conclusions about the issues being discussed. A spokesman for each group then compiled the conclusions and presented them to the class as a whole, along with a summary of the reasons which the group had for arriving at those conclusions. Most trainees saw this exercise as one of the most productive parts of the program and hoped that more would be included in future programs. There was a greater propensity for "war stories" in the small group discussions than in discussions involving the entire class.

(10) Informal discussions among participants, staff, and lecturers. These occurred throughout the program. There appeared to be little, if any warm-up period for most of the trainees. Media relations was the primary topic of discussion, although many other police management topics were also discussed. One discussion of this kind lasted more than two hours after the completion of the day's programmatic activities. All of the trainees interviewed cited informal discussions with experts and with their colleagues as one of the most important elements of the program, several citing these discussions as the primary elements of the program's success.

(11) Informal exchange of information. This exchange was evident in several areas unrelated to police/media relations, such as manpower allocation strategies and disciplinary procedures.

(12) Participant interaction and socializing. This socializing appeared to have two values--the forming and reinforcing of friendships and the appreciation of other police executives not only in terms of rank and department size, but also in terms of their personalities. Several trainees interviewed saw socializing as a means of coming to appreciate the human elements and sensitivities of their colleagues, and this appreciation reinforced their understanding of themselves in relation to their positions.

(13) Staff promotion of a professional atmosphere. The administrative diligence of the core staff was evident in their attempt to foster an atmosphere where trainees would have nothing to distract them from the aims of the program and from getting the most out of the program.

(14) Staff promotion of participant interaction. Formal trainee interaction, down to the seating arrangements in the program rooms, was thoroughly structured to the extent that one staff individual claimed that it was as if the arrangements had been designed by a computer. Staff monitored the conduct of each program session, keeping track of who had participated to date and who had yet to contribute to discussions.

(15) Knowledge of problems, perspectives, and values of law enforcement and the media in police/media relations. The overall result of several of the lectures was the presentation of either a law enforcement or a media perspective by the speaker, with the particular details of the position being fleshed out in the course of the follow-up discussions by consideration of problems and experiences of special interest to trainees. By understanding the values of the media, trainees would be better able to cooperate with the media to their own advantage.

(16) Knowledge of empirically-based research on police/media relations. Two lectures were devoted to the exposition and discussion of the results of a major study on the manner in which the television networks covered law enforcement stories. The aim of core staff in scheduling these presentations was not only to familiarize trainees with the results of this study, but also to make trainees more aware of the value of empirical research for law enforcement management.

(17) Familiarity with general principles and theoretical frameworks. These principles and frameworks were intended to provide trainees with a systematic way of organizing information about police/media relations to improve the way in which they considered available options in this area.

(18) Information on alternative approaches, policies, and procedures which have been attempted and proven successful in improving police/media relations. This information included the following: model press and media relations policies of major relations; different approaches towards filling the office of the public information officer; alternative strategies for working with the media in the investigation of major crimes, emergencies, and civil disorders; suggestions on different skills needed and personal styles that have been assumed by police executives in appearing to the media; options for dealing with irresponsible media personnel; and particular solutions which police executives have found to special police/media problems. This information was provided by program lecturers and participants.

(19) Recognition of new personal and organizational resources for obtaining additional information. These resources included trade publications, personal contacts, information organizations, and particular departments.

(20) Increased appreciation of the need for planning, research, and proactive approaches.

(21) Reassessed personal perspectives.

(22) Increased sensitivity to alternative police and media perspectives. This result is seen arising primarily from the opportunity for trainees to actually discuss problems with individuals holding these diverse perspectives.

(23) Increased sensitivity to the human dimensions of police management.

(24) Initiation of new members to the network. In the observed program, few new members were initiated.

(25) Reinforcement and development of the existing network.

(26) Refreshment, improved confidence, "recharged batteries." This outcome was evident after discussions with several trainees and was heavily emphasized by program staff.

(27) Refinement of existing practices and implementation of innovations in police/media relations. All the trainees expressed an interest in implementing some practices which were discussed during the program. The first evaluation that was returned from a trainee's department upon his return listed the new practices that had already been implemented.

(28) Refinement or innovation in other areas of police management. Intentions to implement practices not related to police/media relations as a result of the observed program were not as evident as were intentions for implementation of media relations practices, although the latter was discussed by a few trainees.

(29) Diffusion of program information and policy alternatives to senior departmental staff. Four of the trainees interviewed indicated that they held regular briefings for senior staff upon their return from Police Foundation programs.

(30) Improved police executive effectiveness. Several of the suggestions offered during the program referred to matters that the police executive could do himself, without involving his entire department.

(31) Improved police executive morale.

(32) Utilization of the Police Executive Institute network. The use of this network was strongly promoted throughout the program by staff and participants. It includes not only training and information resources, but also includes special programs liaison functions with other police departments and with Federal agencies.

(33) Improved relations and increased cooperation between police and the media. The program, by express intent and because of the variety of lecturers and participants, does not propound a single unified view of ideal police/media relations. Most of the solutions recommended during the program tended to emphasize the direction described above with due recognition given by all lecturers to the delineation and the maintenance of the proper domain of police authority and control in media relations.

(34) Improved departmental effectiveness. Not only was this ultimate impact emphasized through the prospects of better publicity and improved community support but the positive role of the press in aiding the police to perform their duties was also emphasized in terms of the improved access to circulation of important information, to the advantage of the police, that would result from improved media relations.

(35) Improved police executive development. The program attempts to develop executives from larger departments by giving them the knowledge and skill necessary to manage change and introduce innovation within their departments.

3. Differences between the Intended and Observed Program. The major differences between the intended and observed programs include these:

The intended program focuses on formal learning processes. The observed program focuses much more heavily upon informal learning processes and participant socializing.

The intended program looks towards the immediate implementation of practices discussed and presented. The observed program still emphasizes implementation, but in a much more limited sense. Any implementation, no matter how small, is taken as indicative of the program's benefits.

The intended program emphasizes the presentation and discussion of techniques for improving media relations. The observed program also emphasizes techniques but concentrates much more heavily upon understanding police/media problems and the differing perspectives and values which form the basis for these problems. The observed program attempts to provide reasons for police/media problems. Many of its techniques are based upon police understanding of the media so that they can be used.

The intended program works on the basis of discrete programmatic interventions. The observed program heavily stresses the Police Executive Institute as a continuing resource and intervention to reinforce each individual program, as well as the entire sequence of Police Foundation programs.

The intended program emphasizes the development of administrative, operational, and executive skills to improve executive performance. The observed program places much more emphasis on the personal development of executives and the development of capabilities to find the most appropriate response to executive problems that are largely situationally determined.

The intended program devotes little attention to the informal political, community, and organizational factors which influence the performance of the police executive. The observed program devotes considerably more attention to these informal factors of "survival".

The intended program emphasizes the transfer of substantive knowledge. The observed program, while emphasizing knowledge transfer, also emphasizes anticipated changes in trainee attitudes and personal changes in trainees as a result of participation, for example, improved confidence and better morale.

4. Implications for Construction of an Evaluable Model. The disparities between the intended and observed models and other factors suggest several considerations in the construction of an evaluable model:

The effects of input factors, especially those concerning trainee selection, upon program processes, outcomes, and impacts, need clarification.

The formal and informal processes of instruction, discussion, and trainee social interaction have neither been clarified nor sufficiently distinguished from each other so that the outcomes and impacts of each might be identified and assessed. The staff design and control of the processes that generate intensive trainee interaction and discussion intensifies the need for a clarification of the results that can be expected from this interaction.

Program expectations regarding outcomes and impacts, in terms of learning, personal change, and improved performance, have not been defined, except at a very general level.

The role of program lecturers as providers of information versus their role as catalysts for discussion has not been clarified and needs further clarification so that the intended effects of lectures can be specified.

Although it is plausible that intensive staff control of the program will lead to maximum results from the program, the range of results that can be realistically expected needs to be clarified so that the effects of staff supervision can be adequately specified and assessed.

A distinction needs to be made between results that can be attributed to the topical focus of each program (e.g., Police/Media Relations) and those that are attributable to the general formal and informal processes that are expected to occur in all PEI programs.

The range of anticipated implementation efforts at improving police/media relations is not clear and should be further specified, along with a realistic time frame within which such efforts could be expected.

The operations of the "network," along with its role within program objectives and goals, should be specified so that its impact could be assessed within appropriate circumstances.

Assuming the primary need to develop means for measuring in-program outcomes and impacts it is important to explore means of measuring changes in trainee attitudes towards managerial roles in general and police/media relations in particular. Sherwood's research, which will be discussed in Section G, provides some indications of how this might be accomplished and provides evidence of its feasibility in PEI programs.

. The effects of continued program participation should be explored to determine if any changes effected by the program reach the point of deminishing returns through repeated participation.

. It is plausible that the program really is unevaluable, due to the importance of informal program processes and the "network." To introduce more structure and formality to the program, such as would be necessary to make the program more accountable, might eliminate or greatly reduce the values of the informal interaction of trainees and the "network."

. If the "network" and the informal program processes are as important as suggested above, it is also plausible that the use of participant evaluations is an acceptable means of obtaining useful feedback on program outcomes and impacts.

. It is also plausible that an intensive evaluation is not necessary for the program at present, due to the apparent wide support which the program enjoys.

. The program funding agency views the program on the basis of the intended model and not on the observed model. This situation might cause problems if an evaluation was required that considered only the formal processes, while the informal processes and the PEI network appear to play significant parts in the program and would probably be damaged if more formalization were introduced into the program.

. With funding agencies reducing their grant allocations, there is a need for some kind of evaluation beyond reaction surveys, which would justify program operations. Such a situation could arise if a consolidation of the PEI programs with the FBI National Executive Institute were proposed, to use one of several possible scenarios.

#### G. Evidence of Effectiveness

1. Measures Used. The measures of effectiveness the program has used include:

. In-program trainee reaction to quality and usefulness of presentations

. Follow-up reaction surveys regarding usefulness of the program and the implementation of training

2. Assessment of Measures Used. Although the program posits diverse effects, none have been adequately measured. There is not even a knowledge examination given at the end of the program, as is the case in programs offering a credit option.

3. Available Evaluation Data. Apart from regular in-program and post-program 90-day reaction surveys, no evaluations of the program have been conducted. Mr. Frank Sherwood, a staff member of the program at the time of its initial implementation, conducted diagnostic research as part of the initial program development process which might be of interest in evaluating the program. Sherwood's research occurred

in two stages: the first, an investigation into the training needs of police executives from major departments; and the second, a series of self-assessment exercises for participants in the early programs that served as part of the actual training session, while providing data to researchers. The first stage of research involved intensive interviews with 28 selected chief executives, while the second stage involved the design, implementation, and analysis of results of a self-assessment survey to test management attitudes. The survey was developed on the results of the initial interviews, utilizing the management theories of McGregor and Likert. It was administered to program participants, to determine their basic management orientation, and to their subordinates, to determine how the executives tested were actually perceived by members of their departments. The research did not attempt to measure attitude change as a result of the program. Such research raises the possibility that similar efforts could be applied to an evaluation of the program. No follow-up on Sherwood's efforts has been considered by program staff.

4. Assessment of Available Evaluation Data. The use of intensive interviews as an evaluation technique would not be feasible due to the cost involved. The use of attitude surveys might be cost-effective, but a number of questions would have to be considered before they could be implemented. An instrument would have to be designed measuring attitudes that are susceptible to change by program activities, rather than relatively stable long-term attitudes. Since PEI programs cover a wide range of topics, an appropriate instrument would have to be designed to measure the appropriate attitudes involved in each of several differing topical areas. The agreement of program participants would have to be obtained. Such a survey would be especially difficult to implement with valuable results since many participants regularly attend programs and their continuous participation would minimize any attitude changes that had been engendered by their initial participation. Similar problems arise in the consideration of subordinate surveys such as those employed by Sherwood. Finally, the use of such surveys would only measure a limited portion of program outcomes and might even hinder program results in areas not measured, such as the PEI "network."

5. Salient Questions Reflected in Client Flow Models. Among the most important theoretical and policy-related questions are these:

- . What do trainees learn in the program?
- . Do trainees develop management and interpersonal skills or learn new practices during the program?
- . Does trainee morale and confidence improve as a result of participation in the program?
- . Does trainee informal social interaction contribute to learning in the program?
- . Does staff control and supervision of the program have any significant effect on program outcomes and impacts?
- . Does the "professional" residential atmosphere of the program contribute to trainee learning?

- . Do the learning processes and outcomes vary among differing topical programs?
- . How does the "network" operate and impact upon program results?
- .. Do trainees implement new practices as a result of participation in the program?
- . Do the personal activities and job performance of trainees change as a result of training?

**END**