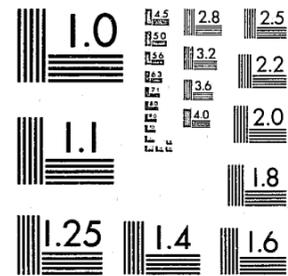


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INVESTIGATIVE TRAINING
FOR
UNIFORM SERVICES PERSONNEL

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WILLIAM H. CARBONE
SENIOR REGIONAL PLANNER
SOUTH CENTRAL CRIMINAL JUSTICE SUPERVISORY BOARD
DECEMBER 17, 1975

QUESTION I

WHAT RESULTS WILL HAVE BEEN ACCOMPLISHED BY THE END OF THE PROJECT'S SECOND YEAR?

ANSWER

The proposed project is designed to achieve five results, all of which are specifically intended to increase the investigative capabilities of patrol officers. However, by so doing, the successful completion of the project will have far-ranging implications.

Any organization is only as productive as the degree of communication and cooperation which exists between its various operational levels. A police agency, with its several autonomous, yet related, components, is no exception. Efficient operation depends upon rapid and free-flowing communication and exchange of ideas and information within the organization. Unfortunately, present police organizational structures and operational procedures involve a distinct demarcation between the functions and jurisdictions of the patrol and investigative services of the entire police service. Necessarily, this sharp delineation of roles and responsibilities precludes any attempt at establishing viable procedures to guarantee the free exchange of information or encourage constructive career development opportunities which are necessary for an effective police agency and productive personnel operations.

The patrol function is the largest and most visible police function; as such, it is the backbone of any police department and thus its most important unit. However, it has remained the most under-utilized and neglected. Instead of encouraging patrol service development, traditional police policies have viewed the patrol assignment as a stepping stone to more advanced and specialized assignments within the police service. In turn, the police agency itself remains inefficient in its operations, ineffective in its impact, and wasteful in its utilization of available personnel, technological, and financial resources.

This proposed project is designed to contribute towards an amelioration of this highly inefficient and ineffective system of police operations. As outlined below, investigative training of patrol officers will not only lead to the enhancement of the patrol function, but, concomitantly, to the overall improved effectiveness of the entire police agency. These results will be as follows:

Increased Investigative Skills of the Patrol Officers

The patrol officer is the first to respond to any calls for police service, the first to arrive at a crime scene, and the first to interview witnesses and process evidence. Unfortunately, improper or inadequate training has left the patrol officer ill-equipped to properly handle the specific requirements of criminal investigations. All too often, preliminary investigations are too cursory and superfluous, important facts remain unrevealed through incomplete witness interviews, and important evidence is either left untouched or is irretrievably contaminated through improper gathering and processing for future judicial and forensic examination. The inevitable result, of course, is an unsolved crime and an unproductive police service.

This project is designed to focus in on these particular problems facing the patrol officer deployed to any given crime scene. Through the training offered under the project's direction, all participating patrol officers will increase their investigative skills in evidence gathering (preservation), crime scene interviews (interrogation), and crime scene procedures (security). As a result, preliminary investigations will not only be more thorough and complete, but also properly conducted without undue delay. In addition, more facts will be reported, more evidence preserved and processed, and, ultimately, more cases successfully investigated and cleared by the police agency.

Enhance the Role and Responsibility of the Patrol Officer

This increased ability to perform investigative tasks will necessarily lead to the overall enhancement of the role and responsibility of the patrol officer. All too often, the involvement of a patrol officer in a criminal investigation ceases with the preliminary report. Subsequently, investigators become over-burdened with routine, non-specialized case work, valuable investigative resources remain untapped, and a large segment of the police force becomes alienated and detached from the other components of the department. Patrol force morale remains low and thus, the more talented and qualified personnel seek other and more highly specialized and recognized assignments within the police agency.

The investigative training provided through this project will rectify this extremely wasteful and self-defeating situation. Routine follow-up may effectively be handled by a properly trained patrol officer. In fact, relatively minor, non-serious cases may ultimately be solved by such a trained officer. The patrol officer is on the street; his day-to-day operations will necessarily closely involve him in the lives of the people of the community in which he works. Thus, properly trained in

investigative follow-up techniques he will add to the more complete fulfillment of his police role and that of the entire department. Afforded input into the investigative process, the patrol officer will enable more cases to be successfully solved, allow the department's investigators to spend more time on the more complex and serious cases, and, most importantly, will significantly enhance and solidify his important role in the provision of police service.

Reduce the Need for Specialized Investigative Personnel

This increased investigative training of patrol officers, and the subsequent increased number of police personnel who will therefore be properly trained in investigative techniques, will necessarily result in a decreased need for specialized investigative personnel. Concomitant with the increased sophistication and technological advances in police science over the past decade, police agencies have indulged in overspecialization. However, effective this technical specialization may be in the targeted area, it too often has resulted in an inefficient utilization of manpower and less personnel available for general investigative activities.

Patrol officers trained in investigative techniques will be able to conduct preliminary investigations and follow-up themselves, at least in those cases which may not require specialized investigative expertise. Those complex and more serious cases which involve special investigation will therefore receive the specialized attention they deserve, and the investigative specialists of the department will thus be able to focus their attention and talent in the most efficient and effective way possible. Ultimately, with more cases being investigated by trained patrol officers, and less by specialized investigative personnel, the need for such personnel will necessarily be reduced.

Increase Information Exchange and Coordination Between Patrol and Investigative Services

The success of any organization in obtaining its stated goals and objectives is dependent upon communication and coordination. The traditional police practice of creating a sharp demarcation between the Patrol and Investigative Services has only resulted in the lack of communication between these two important components and a general fragmentation of police efforts.

With more patrol officers trained in investigative techniques, and an increased recognition of the patrolman's status within the department, this free exchange of information will not only be assured but also enhanced. In constant contact with the community and in touch with the potential sources of important criminal intelligence, the trained patrol officer will provide important information to the investigative function of

the department and encourage full coordination of effort between the Patrol and Investigative Services. At the same time, investigative leads will be immediately acted upon with the necessary follow-up and the overall patrol and investigative services will act as a unified, integrated unit.

Provide a Trained Pool of Resources for Rotation or Assignment to Investigative Services

With more patrol officers trained in investigative skills, more police personnel will necessarily be available for assignment to Investigative Services. For the most part, most investigated cases may only require limited personnel. However, should more complex cases develop, more such trained personnel may be needed. Fully trained patrol officers will only increase the available pool of those personnel trained for such investigative responsibilities and provide police management greater leeway and latitude in its assignments.

Increase Number of Cases Cleared by Arrest

Studies have indicated that increases in the number of cases successfully cleared by arrest received prompt and immediate police attention and investigation. These studies have shown that the most crucial element of the investigation is the witness/complainant interview; all facts subsequently revealed have proven secondary to those uncovered during the interview in the resolution of a given case.

The police patrolman is the first to be deployed, the first police official to reach the scene of a crime. It is at this point that the facts are fresh, that the witnesses, if any, are most available and most amenable to penetrating, yet disciplined, questioning. Thus, it is incumbent upon the attending patrol officer to appropriately and effectively obtain whatever facts are available through constructive interviewing and preliminary investigation.

The specialized training provided by the project in investigative skills - training which includes the proper techniques for witness interviews and crime scene security procedures - will significantly enhance the patrol officer's ability to conduct such investigations. In turn, this will likewise enhance the department's ability to uncover more facts, resolve more cases, and ultimately clear more cases by arrest and successful judicial prosecution.

The end result of the project will be a more complete and responsive police service. Police morale will be enhanced, police personnel will be used more efficiently and effectively, and the project's participating police departments will significantly improve their capabilities at providing a well-rounded and productive police service.

QUESTION II

WHAT SORT OF THINGS OR EVENTS WOULD BE HAPPENING IF THE PROJECT WERE MOVING TOWARD ACHIEVING THESE RESULTS?

ANSWER

Investigative Skills of the Patrol Officer

Training curriculums would be altered to include on-going instruction in investigative skills. Patrolmen would have a continual source of information which would serve to update the techniques used in the investigative process. Recruit orientation would also be changed to reflect the increased responsibility and greater expectations of the patrolman.

The development of skills in evidence gathering, evidence presentation, identification techniques, interview techniques, and surveillance techniques would be occurring and such skills being used by patrolmen in the investigative process.

• More useful computer systems - increases in awareness of the importance of detail in reporting of criminal incidents along with improved interviewing techniques used to compile such information will provide more useful, accurate and complete information as data input into computerized information systems. Concomitantly, such systems would receive more use in investigations of cases as a result of the improved quality of data being entered.

• Written reports would improve - the quality of reports in terms of the structure of elements and completeness of substance in the reports of criminal incidents would become greatly improved. Investigative reports would be constructed in a standard manner affording logical sequence and proper presentation of all informational elements relevant to a criminal incident. Solid reports would facilitate more detailed investigation. Improved preparation of warrants and affidavits would also take place.

The Role and Responsibility of the Patrol Officer

The role of the patrolman in the handling of criminal incidents would increase from simple duties such as crowd control or initial report writing to include advanced levels of activity in the investigative process. The patrolman would assume more responsibility for the resolution of a case from initial contact with the complainant through arrest of a suspect. He would become involved in such activities as evidence gathering and examination, intensive field interviews, follow-up investigation on intelligence information and leads developed in particular cases and the surveillance, questioning and arrest of suspects.

• Greater job satisfaction - greater productivity - as the image of the officer grows both in the community and within the police organization, the patrolman will begin to experience more

job satisfaction. In assuming a greater responsibility in investigative task performance, the patrolman would be moving to a level of needs previously unfulfilled. These needs would be those which he seeks to satisfy by maximizing his own self-potential. It is also expected that productivity would also increase and that absenteeism would decrease. Overall department morale would increase.

Need for Specialized Investigative Personnel

More serious cases would receive increased attention as patrolmen assume more responsibility in the investigative process, members of the investigative division would have more time to concentrate their efforts on more difficult or more serious cases. The investigative division members do possess a higher degree of skills which can be applied in the investigation of these selected cases.

Information Exchange and Coordination

Patrol unit members and investigative personnel would establish a more cooperative relationship, indicated by a more open sharing of information and better coordination of joint field operations. Patrolmen would begin to receive intelligence information and feedback on investigations currently in progress in a consistent and thorough manner. Management personnel from each unit would begin to jointly plan and coordinate their efforts.

Trained Pool of Manpower

Utilization of investigation trained patrolmen would increase as the pool of investigative skill resources develop through the training of patrolmen. The department would be able to use them in an effective manner. Patrolmen would be moved into the investigative services unit in rotation when their skills were most needed to augment the existing division manpower.

Clearance Rates

There would be more cases cleared by arrest and more cases resulting in convictions. As the gathering, handling and control of evidence improves, the number of cases cleared by arrest would increase. As the observance of suspect rights and legal procedures becomes more standard, the number of cases resulting in conviction would increase.

QUESTION III

WHAT SORT OF THINGS OR EVENTS WOULD NO LONGER BE HAPPENING IF THE PROJECT WERE MOVING TOWARD THE ACHIEVEMENT OF THIS RESULT?

ANSWER

Investigative Skills of the Patrol Officer

With more patrol officers trained in investigative skills, several formally established, yet inefficient and ineffective, procedures of criminal investigation will no longer be practiced.

Police officers will no longer enter a crime scene inadequately trained in the special requirements inherent in criminal investigations. Fully trained in investigative techniques, important evidence will no longer be left unidentified or improperly preserved. Crime scenes will no longer be left unsecured, or witnesses inappropriately interviewed. The attending patrol officer will no longer be unable to identify the relevant evidence or be unaware of the proper means to gather and accumulate it. In addition, he will no longer be lacking the knowledge or know-how to properly preserve such evidence found. Too often, evidence must be dismissed from court because of improper handling during the early investigative stages. With the training provided here, this evidence will no longer be improperly documented or controlled and thus, important pieces of evidence will no longer be excluded from the prosecution.

Most importantly, as a result of this training, patrol officers will no longer be conducting witness/complainant interviews which either violate important constitutional rights or alienate the individual interviewed sufficiently to discourage a full exploration of all the available facts. Patrol officers will no longer be unaware of the specific emotional needs of all the parties concerned and thus will no longer exacerbate the conflict between the police and the public.

Role and Responsibility of the Patrol Officer

As the role of the patrol officer is enhanced by the project, the patrol force will no longer be viewed as merely playing a limited role in the operation of the police service. Patrol officers will no longer be confined to performing only routine police or investigative duties; they will no longer be denied opportunities for input into the overall police process; they will no longer be viewed as the "weak link" in police operations. Specifically in the area of investigative services, the patrol officer will no longer be unable to conduct thorough preliminary investigations of investigative follow-up. He will no longer be unable to compile informative crime reports or be unaware of the specific facts needed for a successful investigation. He will no longer be unfamiliar with the possibilities

or capabilities of computer technology and will thus no longer not be able to take full advantage of the technological advances and developments in police science.

As a result of such enhanced capabilities, the patrol officer will no longer express the pervasive job dissatisfaction so prevalent in contemporary police operations and will no longer view the patrol force as only a stepping stone to other assignments within the department.

Need for Specialized Investigative Personnel

With more patrol officers trained in investigative skills, there will no longer be the pressing need of police departments to maintain permanent specialized investigative units. Most importantly, the patrol force will no longer be continuously depleted of talented manpower in order to staff such a specialized investigative unit. Thus, the patrol force will no longer lack qualified personnel within its ranks and thus no longer be unable to provide a meaningful and effective police patrol service. Moreover, as more police officers will be qualified to conduct basic investigative activities, the specialized investigators themselves will no longer be over-burdened with an excessive case load of routine, elementary or incomplete preliminary work. Thus, important cases will no longer not receive the specialized attention which they deserve and the specialized investigators of the department will no longer expend their efforts on cases which do not need their special expertise.

Inward Information Exchange and Coordination

With the training of patrol officers in investigative techniques, and the subsequent enhancement and recognition of the patrol officer, there will no longer be the present disunity within police departments and lack of communication and coordination between the investigative and patrol divisions which significantly impedes the provision of a fully effective police service. Patrolmen will no longer lack feedback into the investigative process; investigators will no longer lack the specific information needed to complete a conclusive investigation. Ultimately, there will no longer be a lack of dialogue between these two important components of the police service.

Trained Pool of Manpower

With more officers trained in investigative skills, police departments will no longer have a limited base of manpower available for investigative assignment. Qualified patrol personnel will no longer permanently leave the patrol force but will be assigned and re-assigned as needed to either the investigative or patrol service.

Police officials will no longer be limited in the personnel available for investigative assignment and will also no longer need to effectively strip the patrol force of experienced personnel during involved and complex investigations. There will no longer be undue shortages in manpower or delays in conducting and completing investigations; police personnel will no longer be confined to only one job function within the department.

Clearance Rates

Most important of all, with the enhanced ability of patrol officers to conduct informative investigations, gather, receive, and process evidence, and constructively interview all available witnesses, complainants, or suspects, police departments will no longer be clearing only a minimum of cases. The overall investigative process will no longer be ineffective, more facts will no longer be left uncovered and preserved, and more cases will ultimately no longer be left unsolved.

QUESTION IV

FOR EACH OF THE THINGS OR EVENTS CITED IN THE ABOVE, DESCRIBE IN AS MUCH DETAIL AS POSSIBLE WHAT IS CURRENTLY OCCURRING OR TAKING PLACE

ANSWER

Investigative Skills of the Patrol Officer

Police officers receive little, if any, training in investigative techniques. During recruit training the police student is exposed in a cursory manner to basic elements in investigation procedures. In-service training by individual police departments which is designed to enhance these skills is rarely provided. Some opportunities do exist for departments to send selected individual patrolmen to specialized courses but police management personnel are often unable to take advantage of such situations due to lack of finances and time constraints of manpower. As a result, in general, most police officers lack skills in some or all of the following areas:

- . Evidence gathering - Police officers do not possess the skills to properly accumulate relevant evidence. Not only is there a general lack of awareness of the type of evidence to be sought but there also exists a dearth of the knowledge of proper methods of obtaining such evidence. For example, techniques of examining for and obtaining latent fingerprints are not within the repertoire of patrolman's skills.
- . Evidence preservation - Police officers are not equipped with the knowledge or tools to preserve the evidence found at a crime scene. Proper encapsulation and identification of gathered evidence is an important link in the investigative process. Likewise, control of evidence and documentation of evidence responsibility are elements in proper investigation procedure, yet patrolmen receive little training in the important aspects of investigation.
- . Identification Techniques - The photographic documentation of the identification of suspects as well as photographic record of crime scenes is another skill which seems to be lacking in most police officers. Few policemen know how to fingerprint properly those persons who must have their prints recorded (i.e., arrestees, permit applicants, etc.) Presently when such skills are needed and the policeman present does not have these skills it is necessary to call in someone, usually a detective, who is capable of this type of assignment. This results in a loss of valuable manpower hours and increases overtime costs.

. Interview Techniques - The extraction of useful information with which to build a case can come from interviews of victims and witnesses. Police officers lack the skills necessary to conduct proper and thorough interviews. Very often this lack of skills is exacerbated by an unawareness of the emotional needs of victims. Being first on the scene, a patrolman must not only gather statements, but must be attentive to the immediate emotional needs of those people victimized by crime. Many complainants, witnesses and victims are often left with a feeling of dissatisfaction with the service they have received from their police. Citizens are not informed why such an array of questions are asked by the interviewer and are not given any indication of what measures will be taken to keep them aware of the progress in solving their case. Suspects may experience a violation of their rights when interviewed by an officer unskilled in proper techniques.

. Investigative Report Writing - At present, patrol officers are not fully aware of the informational needs of investigative personnel. This very often results in incomplete and poorly structured reports on crime incidents. Patrolmen cannot write adequate investigative reports because they are not familiar with the structure of elements which forms a complete and accurate report. In most jurisdictions there exists a lack of definition of elements which do form such a structure, which results in a myriad of reporting styles often including either too little or too much information.

. Computer Capabilities - In those jurisdictions which do have the services of a computerized information system, the utilization of this system is often limited by the knowledge and skills of the users. Police officers are unaware of what kind of information can be retrieved from the system. Concomitantly, officers do not seek the kind of information which would be most valuable as input data to the system. The mechanical operations of the system are also an area in which patrolmen skills are lacking.

. Surveillance Techniques - Another important facet of investigative skill, which is not possessed by a great number of police officers is the most effective techniques of surveillance. Tracking of suspects, stake-outs of commercial buildings and other surveillance activities are not well developed skills in most police officers.

The Role and Responsibility of the Patrol Officer

The occupational responsibilities of the patrolmen are currently composed of servicing complaints by citizens and engaging in a large amount of random preventive patrol. It has been noted elsewhere that a patrolman's time is often divided between these two major demands but not always in an equal manner. When responding to a citizen call-for-service he may be entering any of an innumerable list of complaints, but very rarely are these criminal in nature. When an officer is assigned to respond to a call of a criminal nature, particularly one in which the crime has already occurred, he confronts a situation which initially usurps his full role as a law enforcement officer. He is no longer trusted to cope with the responsibilities connected with the proper procedural handling of this situation. Specialists are called in and the patrolman is relegated to a position of crowd control or simply dismissed from the scene.

Patrol cars, by virtue of their field deployment, are certain to be the first units to arrive at a scene. In some police departments, patrolmen perform initial investigative procedures upon arrival. They may, for example, interview complainants, victims or witnesses and may also question suspects. They would seek information such as when the event occurred, determine how it occurred and obtain a list of damages. However, for most patrolmen, this preliminary report on the crime will constitute the extent of his involvement in the investigative process.

Need for Specialized Investigative Personnel

As crime has steadily increased, the demand has grown for expanded investigative services. The work caseloads of investigators have exceeded manageable limits and new personnel have been sought to augment the overburdened unit. Unfortunately, the patrol division has always been perceived as a pool of resources from which to draw personnel needed for other permanent departmental assignments and has not been re-supplied with manpower. The men selected for these assignments are usually the best field officers in the division. Such action not only lowers the overall quality of personnel in the patrol division, but also diminishes available patrol manpower. The weakened patrol division has experienced a steady climb in the citizens calls-for-service workload. The combination of fewer, perhaps less skilled patrolmen and increased workload severely diminishes the patrol units crime prevention capacity. It is also noted here that departments which encounter a serious major criminal incident or a series of incidents cannot tap any ready source of additional expertise by drawing from the patrol division. As was noted earlier, most patrolmen have not developed effective investigative skills and cannot therefore be of any great assistance upon entering the investigative division.

Information Exchange and Coordination

An open dialogue between the detective unit and patrol unit is strained by the competitiveness and distrust which exists between these units in many departments. At present, detective units in many departments jealously guard information which they have either because they have a stake in solving the case unassisted or simply don't trust the security of such information with members of the patrol division. Patrol division members, aware of the attitudes and actions of investigative personnel in this regard, will reciprocate by choking off the flow of potentially useful information to investigative personnel. Follow-up by detectives in the form of feedback to patrolmen who have shared information is also an uncommon occurrence. The patrolman, non-reinforced for his efforts, may cease his exchange of information with investigative personnel.

The lack of an open dialogue diminishes the effective use of available manpower. Many police officers in many police departments would be unable to visually identify known criminals operating in their jurisdiction unless they had made an arrest of these individuals themselves. A "rogues gallery" of offenders is often maintained by detective units but rarely shared with the patrol division.

The promotional ladder of most police departments offers very few alternatives to the patrolman. Very often, the most desirable advancement perceived by police officers is assignment to the investigative services division of the department. Once a patrolman becomes a member of the detective unit he begins to assume his new status as one of the "chosen few" within the department. Investigative personnel in many departments view themselves (and very often are viewed) as an elite unit, unbridled by close supervision and free of stringent work performance accountability.

This situation often leads to disunity among the personnel of the department. Investigative divisions become self-serving entities and often disdain assistance from ordinary patrolmen. A lack of cooperation, strained working relations and increased competitiveness between investigative division and patrol division is too often an accurate picture of current police department milieu.

In jurisdictions where relations are not quite so adversary, an exchange of information does take place but may lack structure (i.e., the inconsistent announcements made at a roll call) or may lack substance (i.e., some elements of an incident may be reviewed but might not constitute a useable set of information for the patrol officer).

Trained Pool of Manpower

In many jurisdictions in-service training of any type is very infrequent. Lack of staff, poor training techniques of staff and constraints upon the time which can be used for training all serve to limit the amount of in-service training which police officers receive. Among the many subject areas neglected in this situation

is investigative techniques. The patrolman promoted or assigned to the detective unit has had little or no preparation for his new responsibilities. Unfortunately few avenues exist other than on-the-job experience in his new role, by which he can obtain the background preparation needed to function as an investigator. Any knowledge or skills developed in recruit training have probably atrophied, or if still existant, are likely to be outmoded techniques no longer effective for investigative purposes.

Some in-service training opportunities do exist outside individual departments but these are also limited. Police Chiefs cannot often take advantage of such courses as MPTC offers because they are not able to afford the time and expense involved in sending a man. Those patrolmen who are fortunate enough to receive in-service investigative training are exposed to a traditional lecture format, perhaps supplemented by some audio-visual-aids. The participation of the student in the learning process is often neglected by police trainers.

Clearance Rates

Recently released statistics (FBI) indicate that levels of clearance for many crime categories is very low. For example, present clearance rates for burglary categories average around 18% of all incidents. Many factors contribute to low clearance rates but there is sound basis for a statement to the effect that poor evidence gathering, handling and control can contribute to a low clearance rate.

QUESTION V

WHAT ADMINISTRATIVE AND PROGRAM STRATEGIES WILL BE USED TO MOVE FROM THE PRESENT (QUESTION IV) TO THE RESULTS (QUESTION I) OVER THE ANTICIPATED TWO YEAR PERIOD OF THE PROJECT?

ANSWER

The following administrative and programmatic strategies have been developed to enable the project to achieve the intended results as stated in Question I. These strategies were designed to assure full coordination between actual project implementation and the stated project requirements of the 2.12, Improvement of Investigative Capacities of Law Enforcement Agencies, Connecticut Planning Committee on Criminal Administration program category.

These strategies, and the overall approach towards the project which they comprise, were designed to meet the following basic considerations:

- The training program should involve both patrol and police supervisory personnel.
- Program curricula should address the specific, practical needs of police patrol units.
- The program should establish a stable foundation on which more specialized training programs may be developed for other specialized police units and activities.
- Design and implementation of the program should meet the specific scheduling and manpower difficulties inherent in any comprehensive in-service training program.

In line with these considerations, the South Central Criminal Justice Supervisory Board considers that the established approach, as outlined below, is the most appropriate system by which to assure the design and implementation of a meaningful and realistic in-service training program which will both meet the needs of the project's selected departments and serve as a model for similar programs in other departments as well.

Administrative Strategies

A. Select Participating Departments

In order to support the demonstration nature and subsequent evaluation of the program, two or three local police departments, totalling approximately 100 patrol officers, will be selected for program participation. Criteria for department selection will be:

- size of the department (patrol force)

- willingness of department chiefs to participate in innovative programs
- union willingness to allow changes in scheduling to accommodate training program and altered working conditions
- availability of full time training officer to coordinate the program in each department
- an adaptability of present patrol deployment schemes to allow increase use of patrol officer's time.

Of course, it will be required that as part of the selection process; the chief of police of the selected departments provide a written commitment that a substantial percentage of his patrol and supervisory personnel will fully participate and complete the course within a given period of time.

Selection of departments will be made after a complete review of the above criteria by the South Central Criminal Justice Supervisory Board in conjunction with Connecticut Planning Committee on Criminal Administration Personnel.

B. Obtain Commitment from Chiefs of Police to Allow Expansion of Patrol Investigative Responsibilities

The stated intent of the project is the enhancement and expansion of the role and responsibility of the patrol officer both within the police department as a whole and in investigative services in particular. To assure as full project impact as possible, commitments from the participating chiefs of police will be obtained to assure the subsequent expansion of the patrol officer's role especially with regard to investigative services.

This expanded role may be incorporated into the investigative function along one or more of the following operational parameters:

- selected categories of crime - a series of crime categories i.e., burglary, vandalism, auto theft, can be selected in which patrol officers can assume the entire investigatory role. Investigative services personnel would not engage in these activities except in extreme circumstances.
- selected investigative functions - specific investigative functions i.e., complainant interview, fingerprinting, evidence gathering, can be selected as the prime responsibility of patrol officers in any given criminal investigations. Concomitantly, other specialized investigative functions will be assigned to the investigative services personnel.

- established follow up procedures - selected follow up procedures i.e., neighborhood questioning, fencing investigation, surveillance, additional complainant/witness questioning can be assigned the particular responsibility of patrol officers for any given crime.
- detective/patrol team approach - a detective(s) can be assigned to a patrol unit (squad, shift, etc) to fully coordinate their efforts with each sharing investigatory function, thereby providing a team approach towards any criminal investigation. Assignments would necessarily be given to the investigative personnel and functions assigned to patrol personnel as the situation dictates.

Of course, these suggestions are not exhaustive; other alternatives may be formulated to fit the specific needs and requirements of any given police agency.

C. Select Project Consultants

Due to the sophisticated nature of instructional topics and in order to derive a quality training program and curriculum, the South Central Criminal Justice Supervisory Board will procure the assistance of professional consultants to conduct the program. RFP's and contracts will be prepared by the Criminal Justice Supervisory Board designed to elicit consultants experienced in the establishment of police training programs. The prime responsibility of the consultants will be:

1. develop an initial or basic curriculum outline consistent with the needs of the participating police departments in future use of patrol officers.
2. establish instructional methods i.e., lecture, crime scene rooms, actual on-site training.
3. monitoring of overall program.
4. establish a hierarchy of informational needs required of certain investigations and analysis of most efficient investigative methods.
5. provide instruction in identified subject areas.
6. design and implementation of project evaluation components.

D. Select Training Site

As the project will involve the participation of two or three individual police departments, it will be necessary to assure that a central and easily accessible site is selected. Moreover, this site will need to be easily adaptable to the specific requirements of an investigation training program and those of the project itself. All necessary arrangements for the selection of an appropriate site will be coordinated by the South Central Criminal Justice Supervisory Board.

E.. Select Training Subjects

In order to assure an as comprehensive a training program as possible, it will be necessary to select those specific topical areas of police operations which address the specific practical problems inherent in any investigatory activity. The training subjects offered, then, will be designed to meet these problem areas.

A project team consisting of project consultants, South Central Criminal Justice Supervisory Board staff, chiefs of police and training officers of the participating police departments will select the specific subject areas which will comprise the overall project curriculum.

They will include, but will not be limited to:

1. crime scene procedures
2. evidence gathering and preservation
3. identification techniques
 - a. photography
 - b. fingerprinting
4. legal issues
5. interview procedures
 - a. complainant
 - b. witness
 - c. suspect
6. computer operations
7. crime specific investigations
 - a. burglary
 - b. robbery
 - c. rape
 - d. etc.
8. investigative report writing
9. surveillance techniques
10. supervisory techniques - command at crime scene
11. special investigative techniques - crime labs, etc.

Programmatic Strategies

F. Prepare Individual Curricula

Once the necessary topical subject areas have been established, the appropriate curricula and scheduling requirements will be designed in order to most coherently and comprehensively provide the intended training services. Priorities will be established, areas requiring special emphasis will be determined, and an appropriate curriculum developed by project consultants to fully communicate this specialized information and focus in on the pre-determined training needs.

G. Obtain Instructors

To provide as comprehensive a training program as possible, all available pools of instructional resources will be fully utilized. These resources will be drawn from both in-house and outside, professional services. Specifically, instructional expertise will be drawn from the Federal Bureau of Investigation; Police Foundation, International Association of Chiefs of Police, Connecticut State Police, local police experts (i.e., crime lab technician, identification specialist, legal advisor, etc.) and private personnel (i.e., local university instructors, specialized technicians, project consultants). This large pool of instructional resources will assure that, to the maximum extent possible, sufficient and adequate training will be provided to meet the specific requirements of contemporary, police criminal investigation. The South Central Criminal Justice Supervisory Board will be responsible with the project consultant for identification and acquiring this resource of instructional expertise.

It is anticipated that these instructors will have previously developed curriculum for their particular training areas. These may have to be only modified for the purposes of the overall project. For those subject areas for which quality curriculum is not already developed, the project consultant will perform this specific curriculum development.

The development of individual curriculum must necessarily conform to the overall outline of the program.

H. Schedule Program

Actual program implementation will involve 100 hours of training for 100 officers. Such extensive training will necessarily precipitate scheduling and manpower conflicts and difficulties. To meet these problems, two alternative approaches towards program implementation will be considered. Both approaches will be designed around a class size of 20 officers for 100 hours, thus creating five individual classes for training during the project's duration. These two suggested approaches are:

1. One day per month per officer resulting in five days per month of training and sixth day for make up.
2. One week per month per group of officers (20) resulting in five days per month for training with each group's training completed in two months.

Through such an implementation design, it is expected that the training provided will be evenly distributed throughout all levels of patrol and supervisory personnel without effectively depleting the patrol strength of any one patrol shift. As a result, patrol officers will gradually be incorporated into the overall investigatory function as this training progresses.

The above training systems may necessitate changes in present scheduling systems. Both can be accommodated easily by union waiver of the present system until project completion. The project will be completed after one year in system one and after ten months in system two. (see previous page)

These already established scheduling procedures are immensely preferable to the large scale overtime payment to officers receiving training. This approach will be avoided at all costs.

The South Central Criminal Justice Supervisory Board will work with union leaders and departmental personnel to effect the necessary waivers.

J. Conduct Program

With the final preparation of all training material, establishment of organized program schedules and manpower allotments, and curricula and instructional capabilities, actual training and evaluation will commence. Concomitant with this training, however, it will also be necessary to set up the required control departments and design the appropriate criteria to determine ultimate program effectiveness.

As identified in Question I, one result of this enhanced investigative training will be increased clearance rates by each respective participating police department. In addition, it is also intended that, with such training, more patrol officers will be spending more time performing specific investigatory functions. Thus, two forms of evaluation criteria will consist of:

- . clearance rates;
- . percent patrol time spent on investigation.

Through the analysis of this and other criteria, program effectiveness will be thoroughly and continuously evaluated. Weaknesses, if any, will be identified, problem areas documented, and specific investigative techniques addressed. The end result will be the conduct of a training program continuously responsive to the specific needs of patrol officers faced with the specific requirements of criminal investigations.

The on-street use of the acquired techniques and revision of the patrolman's role will begin as soon as possible during the training period and not be delayed until a conclusion of the entire program.

QUESTION VI

HOW WILL THE PROJECT DIRECTOR (SENIOR REGIONAL PLANNER) COLLECT INFORMATION TO KEEP TRACK OF THE PROJECT'S PROGRESS? IN OTHER WORDS, HOW WILL THE DIRECTOR KNOW WHETHER OR NOT THE STRATEGIES SELECTED ARE, IN FACT, WORKING EFFECTIVELY?

ANSWER

In order to conduct accurate evaluation and monitoring of the project in the attainment of its stated goals, the project director will require specific kinds of information which would directly reflect the extent of this progress. This information will need to be easily quantifiable and amenable to continuous and regular collection and analysis. A viable mechanism for the collection of such data will need to be established along with the means by which to take any corrective measures if necessary.

This criteria will primarily consist of three items:

1. Percent of patrol officers' time spent on investigation

If basic changes in the amount of time that patrol officers spend on investigative functions are to be accomplished, specific information on the amount of patrol time vs. investigatory time of an officer must be obtained. It is anticipated that a patrol officer's time spent on investigation should be increased from the present 10 - 15 percent to a realistic 50 percent level.

The present CIRRS system of utilizing coded dispatch cards can be readily adaptable to providing this information. Specific codes for general patrol functions and general investigatory functions can be developed, allowing computerized compilation for analysis by the South Central Criminal Justice Supervisory Board. This information, generated by a simple computer program, will be obtained on a monthly basis for analysis and corrective action.

2. Departmental clearance rates

Departmental arrests and clearance rates will be obtained and analyzed against previous year departmental records and against selected control departments during the same time frame. It is anticipated that departmental clearance rates can be increased through program methods from an average 20 percent to a realistic 30 percent.

3. Reduction of detective caseload

Information will be obtained from the project director on a monthly basis on the caseload of departmental investigative services personnel. The increase in patrol officer responsibility should account for a significant reduction in the amount of cases carried by any one detective in the participating police departments. The caseload will be evaluated against previous years caseload and patrol departmental caseloads in the project year.

END