Learning Objectives

Upon completion of this unit, students should be able to:

1. Explain the five ways in which police agencies organize their personnel activities.
2. Explain Frederick Taylor’s scientific management theory.
3. Explain the S.A.R.A. process.
4. Describe and analyze each of Mintzberg's three main roles of the chief executive officer.
5. Explain the steps taken by an assessment center to obtain the most capable chief executive and the skills the executive must possess.
6. Explain the roles and tasks performed by middle managers and first-line supervisors.
7. List and explain the twelve qualities imperative for entry-level officers.

Unit Summary

To perform as smoothly as possible, police agencies are organized to enhance the accomplishments of their basic mission and goals. This unit is designed to examine contemporary police organization and operations.

In this unit, you will consider how police agencies are defined and how they operate as organizations. Traditional bureaucratic as well as contemporary organizations will also be reviewed. The need to develop appropriate policies, procedures, rules, and regulations will be studied.

Prevalent concepts in police operations, community oriented policing and problem solving that is known as COPPS is covered. As a result of COPPS, the many changes in the traditional organization and administration of police agencies are studied. The problem-solving process with emphasis on evaluating outcomes will be analyzed. This unit reviews what must occur in order for police organizations to change, including the roles of chief executives, mid-level managers, and first-line supervisors.

Some of the most important and challenging positions in our society are those of a police administrator, manager, or supervisor. The roles and functions of law enforcement chief executives, captains, lieutenants, sergeants, and patrol officers will be examined. The assessment center process, which is a means for hiring and promoting people into police positions, will be presented. Managing the use of force, border issues, vehicular pursuits, racial profiling, missing persons and issues concerning women and minorities is covered in detail.