

~~CONFIDENTIAL~~

74-5/2-6  
SCC#74-75-26

FACULTY SENATE  
CURRICULUM COMMITTEE  
Course Approval Form

Department Law/Justice  
Title POLICE SUPERVISION (2105.A20)  
Sponsor(s) Prof. Kathleen Cronin No. of Credits 3

Approved by the department  Yes Graduate ( )  
Not recommended by the department Undergraduate (x)

Information copies forwarded: Academic Dean; Chairman; Curriculum Committee

[Signature]  
Signature: Department Chairman

ACADEMIC DEAN

Consultation on proposal has been held

Comments: This course is needed for major program

[Signature]  
Signature: Academic Dean

CURRICULUM COMMITTEE

Proposal received

Open Hearing held

Returned to the department for the following reason(s):

Approved by the Curriculum Committee

Presented to Executive Committee of the Faculty Senate as information

Notifications forwarded: Academic Dean; Department Chairman

[Signature]  
Signature: Chairman, Curriculum Committee

FORM 100-1

I have reviewed the final documents as approved and concur with same.  
Budget, faculty and library resources are adequate for immediate implementation.

I have reviewed the final documents as approved and concur with same.  
Budget, faculty and/or library allocations for the current academic year  
are inadequate for immediate implementation or implementation in the next  
fiscal year. The earliest that the proposal might be implemented would be

HEGIS Taxonomy Number: \_\_\_\_\_

\_\_\_\_\_  
Signature: Academic Dean

Copies forwarded: Chairman, Curriculum Committee; Department Chairman;  
Provost; Registrar

REGISTRAR

Approved course description received

\_\_\_\_\_  
Signature: Registrar

PROVOST

Official copy and approval sheet filed

\_\_\_\_\_  
Signature: Provost (or designee)

- Note:
- 1) Course proposal format is attached
  - 2) A copy of this approval form should accompany each proposal
  - 3) A copy of a proposed catalogue description of the course must accompany the proposal as a separate page.

COURSE PROPOSAL  
POLICE SUPERVISION

SUBMITTED BY  
K. CRONIN  
LAW/JUSTICE DEPT.  
GLASSBORO STATE COLLEGE  
OCTOBER, 1974

GLASSBORO STATE COLLEGE

COURSE PROPOSAL: POLICE SUPERVISION

1. INTRODUCTION

It is important that every student pursuing law enforcement as a career have an understanding of the police supervisor's role. This course will give to those students an insight into many of the problems they will encounter in their supervisory activities. It will assist the students in their transition into a position of authority. This course will specify the techniques of leadership, command presence, and will help the supervisor avoid some common errors in supervision of personnel.

2. DEPARTMENT CHAIRMAN'S STATEMENT

A. Study of the professional requirements of a student preparing for a career in law enforcement indicates the need for specialized education in effective supervisory performance. In-Service students report a great need among middle management personnel for specialized study in this area. The quasi-military organizational structure of the law enforcement field requires an approach unique in the area of management functions, and thus necessitates development of a specialized course for this field.

B. SUGGESTED TIME OF OFFERING

Fall, 1975

C. ADEQUACY OF STAFF AND RESOURCES FOR IMPLEMENTATION

To be implemented within present resources of the Department.

## CUTLINE OF THE PROPOSAL

### A. OBJECTIVES OF THE COURSE

1. To develop supervisory capabilities in police personnel with emphasis upon humanistically oriented techniques.
2. To develop an understanding of personnel techniques and changes that are occurring in personnel management.
3. To identify and study special problems that confront the police supervisor.
4. To develop a critical awareness of supervisory problems and their solutions.
5. To convey through group interaction the traits and techniques necessary for the successful supervisor.

### TOPICAL OUTLINE FOR EACH OF THE AFOREMENTIONED SUBJECTS

1. The Supervisor's role.
2. The Supervisor's function in Organization, Management and Administration.
3. Distribution and Development of Field Forces.
4. The Essentials of Communicating.
5. Elements of Leadership, Supervision and Command Presence.
6. The Training Function: Problems and Approaches.
7. The Instruction Process.
8. Conference Leading.
9. Principles of Interviewing.
10. Personnel Evaluation Systems.
11. Performance Rating Standards and Methods.
12. Principles of Discipline.
13. Discipline: Policies and Practices.
14. Personnel Complaint Investigation Procedures and Techniques.
15. Some Psychological Aspects of Supervision.

## COURSE CONTENT

### A. Introduction to Supervision

1. Supervision defined
2. Leadership defined
3. Synonymity of leadership and supervision in the police service
4. The three supervisory attitudes: Democratic-laissez faire-authoritarian

### B. Brief History of Management

1. The basis of administration
2. Law enforcement as a profession
3. Problems unique to the supervisor in civil service

### C. Introduction to Leadership

1. The police supervisor/leader
2. Analysis of similarities in military and civilian leadership

### D. Police Leadership

1. Supervisor-Leader-Commander
2. Problems unique to the police supervisor
3. The concept of leadership
4. Objective of police leadership

### E. Police Leadership Continued

1. Lecture and discussion of leadership
  - a. Traits
  - b. Bearing
  - c. Courage-moral and physical
  - d. Decisiveness
  - e. Dependability
  - f. Endurance
  - g. Enthusiasm
  - h. Initiative
  - i. Integrity
  - j. Judgement
  - k. Justice
  - l. Knowledge
  - m. Loyalty
  - n. Tact
  - o. Unselfishness

F. Development of Leadership Traits

1. Necessity of leadership training for all
2. Barriers to effective leadership in a police department
3. Moonlighting

G. Theory and Practice of Communications

1. Motivation
  - a. What do leaders expect of personnel?
  - b. What do personnel expect of leaders?
2. Techniques of conference leadership
3. Espirit de Corps

H. Planning

1. Necessity
2. Inclusion of opinions etc., of first line supervisors
3. Organization of police
4. Problems of acceptance of gratuities

I. Selection and Training of Personnel

- a. The selection process
- b. Probation and the supervisor
- c. Training of police personnel
1. Analysis of personnel evaluation and efficiency report system
2. Police organization and professionalization

J. Work Production Improvement Techniques

- a. Application of leadership traits
- b. Motivation techniques (application)
- c. Analysis of problems affecting production
- d. How aloof the supervisory?
- e. Intimacy breeds contempt

K. Internal Pressure Groups

- a. Fraternal organizations
- b. Religious organizations
- c. Effect on supervision
- d. Effect on administration
- e. Effect on policy

SUGGESTED BIBLIOGRAPHY

Jannone, N.F. Supervision of Police Personnel, 1970 Prentice-Hall Publisher, Englewood Cliffs, New Jersey.

Weston, Paul, Supervision in the Administration of Justice-Police Corrections, Courts, 1970, Charles C. Thomas Publisher, Springfield, Illinois.