## **Chapter One - Historical Perspective**

## **AUTHOR COMMENTS**

This chapter traces the history of police management from earliest times to the present. The emphasis is on the major schools of management, drawing from main authors from public administration, business management and police management.

The main chart gives an historical overview of the various schools of management and how they have influenced modern day policing in terms of operational application. It is helpful to be able to understand these schools, their historical roots, and their major concepts. The chapter ends on a positive note with the recommendation that police managers need to add another approach to their historical roots, that is, the ability to plan ahead, marshall their resources for both present and future events and involve the community. This brings us to proactive police community management and 2lst century policing. We have also introduced some of the main historical figures who have contributed to police leadership and management.

**LEARNING OBJECTIVES**

1. Cite two major influences of the early English police system on American policing.
2. List the main historical periods of police management theory and give one major contribution for each period.
3. List at least five major figures who contributed to police management.
4. Discuss four main attributes of the proactive police management model.
5. Discuss two main reasons for overlapping police jurisdictions in the United States.

## **CHAPTER OUTLINE**

Modern police force based on creation of the Metropolitan Police

Social and economic conditions of Industrial Revolution

Various private police forces created to protect wealthy

Metropolitan Police Act approved in 1829

Organization based on military model from Rowan and Maynes

Periods of History in Police Management

Industrial Revolution – traditional management model

concept of local control

influence of the Magna Carta on police agencies in America

centralized administration

control from the top

limited decision-making at the operational level

Pendleton Act

attempt to limit political influence by the creation of a Civil Service to hire and promote personnel

Theodore Roosevelt

Appointed police commissioner from 1895-97

Instituted a number of reforms included adoption of

uniforms, centralized control, system of discipline, increased training

Formed the blueprint for administrative and operational standards

for major municipal police departments

Scientific Management – division of labor – according to purpose, process or

method

unity of command – eliminate multiple bosses

one-way authority – flows from the top

span of control – the ability of one man to effectively supervise and direct others

Max Weber – development of the characteristics of the bureaucracy

O. W. Wilson – committed to the professionalization of policing

basic administrative processes: planning, activating, controlling

separating policing from political influences

William H. Parker – reform police chief

scientific management to the LAPD

created a department modus operandi or methods of procedure

Human Relations and Participative Management Model

human relations – the police executive as a team leader

primus inter pares – police manager as a first among equals

management by wandering around – people oriented humanistic

approach

total quality management – progress teams addressing specific problems

empowerment – employees have power to make decisions and to take action without higher level approval

Behavioral Management – Systems Management

management by objectives

goal orientated philosophy and attitude

focus on results, less concern for method

program evaluation and review techniques

manner of determining goal achievement

flow chart to determine start, progress and finish times for a project

planned programed budgets

better identification of expenditures

tighter control of unit activities

organizational development

a process of building a sound organizational structure

zero-based budgeting

starting from scratch and building a budget on needs only

eliminates non-productive or unnecessary programs

Proactive Police Management – objective of policing

commitment to community policing

range of control techniques

communication models

modern budgeting and accounting systems

forward planning

consultative management

data-driven using modern technology

Notable Police Leaders

William Bratton

Comstat

Moved to Los Angeles and returned to New York

Lee P. Brown

community policing

Raymond Kelly

Anti-terrorism and intelligence

Served twice as police commissioner for New York

## **REVIEW QUESTIONS**

**1. Discuss the basic principles of the following managerial models: traditional, scientific, human relations, behavioral, systems, and proactive.**

Police Management Models From the chart on p. 3

Traditional Centralized hierarchy with strong leadership and a crime prevention objective

Scientific Modern bureaucracy with specialization, division of labor, civil service, unity of command and O.W. Wilson's omnipresent police officer brought about by random patrol

Human Relations Participatory management with team approach, TQM with a focus on motivational techniques for personnel management

Behavioral Systems Programming, Planning and Budgeting using California's STAR System stressing inputs and outputs with a balanced system efficiency

Systems Continuation of behavior system approach stressing zero based budgeting to justify the need for all interlocking subsystems

Proactive Forward planning with consultative management, data drove policies with emphasis on modern information technology and a global awareness of crime.

**2. Explain the significance of the following individuals to police management: Sir Robert Peel, Frederick Taylor, Theodore Roosevelt, O.W. Wilson, William H. Parker, William Bratton, and Lee Brown, Raymond Kelly.**

Sir Robert Peel Created the first modern police force in London in 1829. English “Bobbies” named after him.

Frederick Taylor Created t scientific management principles such as span of control, division of labor, and specialization that were later applied to American police organization by O.W. Wilson

Theodore Roosevelt Before being elected as president, appointed Commissioner of Police for New York City and instituted a number of reforms for organizational structure, hiring, and operations.

O.W. Wilson Author of first modern textbook Police Administration that dominated police management for many years and reform chief for Chicago.

William H. Parker Implemented scientific management in Los Angeles, which became the model of metropolitan police departments.

William Bratton Reform chief for New York City who successfully implemented a proactive, data driven approach to reducing crime activity through Comstat.

Lee Brown Used a successful problem solving community oriented approach to crime activities as police chief of Houston, Texas

Raymond Kelly First person to serve as Commissoner for New York Police Department for two separate terms; began department focus on anti-terrorism and personnel assigned to major capitals

**3. Discuss the contributions of the English police system to the American**

**system of policing.**

The English under the leadership of Sir Robert Peel, and such leaders as John

Fielding created the first modern police department with a rational bureaucracy

adopting a centralized administration. From this 19th century model, over hundred

years later, William Bratton in 20th century New York City successfully

implemented this model's traditional focus on crime detection and prevention.

The British have made many other contributions to law enforcement including

modern DNA systems used in forensics and extensive use of CCTV technology.

**4. Explain why the American system of policing has evolved into the existing**

**complex structure of overlapping authorities and jurisdictions.**

The modern complex system of overlapping jurisdiction of today's police

department is due to the nature of democratic government in America. Cities,

villages and towns are located in counties in states with the federal government having separate jurisdiction. We have a complicated federal system with police authority divided. Although there have been some consolidation of metropolitan police departments, most jurisdictions jealousy protect their police powers. Global crime and budget issues along with the extensive use of information technology is beginning to break down some of these artificial barriers. Meanwhile, the overlapping police management models adopted by various police departments also complicate the police management picture.