

NINTH EDITION

# PROACTIVE POLICE MANAGEMENT

Edward A. Thibault  
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Lawrence M. Lynch  
Gregory Walsh

# Proactive Police Management

**Richard N. Holden**



## **Proactive Police Management:**

*Proactive Police Management* Edward A. Thibault, Lawrence M. Lynch, R. Bruce McBride, 2004 Our approach to police organizational management is proactive rather than reactive with police managers anticipating events through planning using police personnel and resources effectively and delivering a whole range of police services to the community This proactive concept is not new In the preface of the 1829 duty manual of the recently organized London Metropolitan Police Commissioners Rowan and Mayne wrote It should be understood at the outset that the object to be obtained is the prevention of crime To this great end every effort of the police is to be directed The security of person and property the preservation of public tranquility and all other objects of a police establishment will thus be better effected than by the detection and punishment of the offender after he has succeeded in committing the crime Every member of the police force as the guide for personal and professional conduct should constantly keep this in mind Officers and police constables should endeavor by such vigilance and activity as may render it impossible for anyone to commit a crime within that portion of the town under their charge Thus proactive policing is a grand and noble tradition of the first modern police force and policing throughout the ages Based on the authors experience in education policing and management three important considerations must be made before discussing proactive management for American policing First we believe that sound management is management based on a combination of theory and practice Practice without analysis causes us to repeat the mistakes of history so our theoretical analysis must be directed toward the practical for implementation into the day to day rigors of operating a police department Second we reject complete adherence to the authoritarian as well as to the purely participatory styles of management In the authoritarian model which dominates many police organizations important elements of planning and communications are eliminated or lost In the full participatory model response to emergency and life threatening situations is hampered because too many people are involved and decisions take too long In crisis management for example one person has to be in charge of the crisis management team with subordinates responding to this top administrator Third we rely to a great extent on the consultative style of management As will be shown the consultative style leaves room for change and doors open throughout all elements of the police organization It can be an efficient and dynamic style of management provided that the necessary elements of a well run law enforcement agency are met Consultation also includes discussions with the community on law enforcement and safety problems It is one of the key ingredients for community oriented and problem oriented policing which are being publicly advanced by police and community leaders Proactive planning to deal with an infrastructure attack or activity by a spree sniper has to be done in consultation with private and public agencies and the community This new edition of *Proactive Police Management* provides a review analysis and synthesis of the various approaches to police management including traditional scientific management the behavioral systems approach and the human relations approach There is enough detail concerning basic organization and

management skills that police managers and students of police management will find the text useful At the same time major conceptual contributions from the behavioral sciences and human relations are explored in the context of police management Most important is the constant theme of being proactive planning ahead anticipating the future and attempting to establish some control by police managers over those future events Community policing is emphasized Overall community policing echoes the relationship between police and the community before automobiles and wireless radios Much attention is also paid to evolving theories such as total quality management and reengineering along with new applications of computer technology such as the spatial and time analysis of crime events This combination of new proactive management concepts and the application of new technology continues to revolutionize policing as well as other private and public services in the United States In the first edition we wrote that most police departments operate on traditional organization principles as stated in O W Wilson s classic police administration text from the 1950s Since the 1990s college educated and professionally trained managers have become concerned with twenty first century proactive communication advances and organizational theories that can be readily applied to their departments Policing today remains in the limelight in terms of ethics the use of authority and force the crime problem as related to increased drug use and trafficking and repeated calls by state and national leaders for dealing with crime and terrorism problems Correspondingly many police managers complain that they must do more with less under the burden of antiquated civil service and collective bargaining rules and reduced budgets From the viewpoint of the general public there is widespread support for police to contain crime Communities will no longer tolerate corruption and brutality as shown by the response to police brutality and racism in Los Angeles New York City and Cincinnati along with the racial profiling issues in New Jersey and Maryland The events of September 11 2001 have had a profound impact on American policing Departments of all sizes and types are now taking on additional responsibilities related to homeland security and emergency planning It is against this background that we present the proactive style of management This book is widely used both as a textbook for college and university classes in police management and as a reference text for police managers in dealing with operational issues in their departments It is also used for training police supervisors and administrators and is required reading for civil service promotional examinations

*Proactive Police Management* Edward Thibault, Lawrence Lynch, Bruce McBride, Gregory Walsh, 2014 This is the widely used text for criminal justice and police science programs that emphasizes a contemporary and proactive approach to police management Various police management styles are addressed throughout from traditional scientific management to the behavioral systems approach to the human relations approach Its chapters take a realistic look at operational problems that can occur within a police department and how a consultative proactive management style can help solve and resolve them Fully updated in this edition its goal is to reveal how proactive management techniques and new technology are revolutionizing police management today

**Proactive Police Management** Thibault, 1999-12-01 *Proactive Police Management Study Guide*

Davis Publishing Company, Montgomery, Ala,1991      *Police Management Beyond 2000* ,2001 In the field of police management there is a great need for material that is specific to south Africa and that covers the new and challenging issues found in the SAPS management training programmers      A Review of Proactive Police Management, Second Edition DH. Scoopmire,1991 To make an initial assessment of this volume I decided first to review the chapters that related directly to management assignments I had held in the past eleven years as a police officer in a management position After reading four chapters Basic Line Functions Patrol Operations Administrative Staff Functions and Training Policies I was surprised and impressed with both the material and the approach of the authors This book has now replaced O W Wilson s Police Administration as my favorite police management text      Proactive Police Management Study Guide Robert Fischer,Ronald Moser,1995-07-01      **Police Leadership and Administration** William F. Walsh,Gennaro F. Vito,2018-07-04 William Walsh and Gennaro Vito have adapted the strategic management process to the police organizational world in this innovative new text Police Leadership and Administration A 21st Century Approach Focusing principally on the police executive this book covers pioneering management techniques for leaders facing the challenges of today s complex environment providing the police practitioner instruction in planning setting direction developing strategy assessing internal and external environments creating learning organizations and managing and evaluating the change process It also tackles how to handle the political economic social and technical considerations that differ from one community to the next Police Leadership and Administration trains individuals to search for solutions rather than relying on old formulas and scientific management principles It shows how to tailor responses to the unique problems and issues that professionals are likely to face in the field of law enforcement providing a foundation with which to adapt to an ever changing criminal justice climate This book is essential for forward thinking police leadership courses in colleges and professional training programs      **EFFECTIVE POLICE MANAGEMENT** Harry W. More,Terry L. More,2012-09-01 The law enforcement profession is well aware of the need for performance based management Results are what count and programs are increasingly required to demonstrate that activities and programs are viable and worthy of budgetary support This emphasizes the necessity of ensuring that the managerial processes foster accountability To ensure success it is essential that organizational leaders encourage and constantly supervise this management process Performance improvement occurs when there is an ongoing process that creates strategic performance objectives such as measures performance collects and analyses which result in the reporting of performance data that can focus on improvement The key chapter in the text is entitled Accountability for Performance inasmuch as it circumscribes the remainder of the concepts discussed and reviews the necessity of creating an accountability environment fostered by positive communications The pivotal aspects of accountability are discussed and each of the five levels reviewed Chapters deal with a range of potential evaluation tools to include logic models crime mapping program evaluation techniques and problem solving Considerable attention is given to performance measurement the different types

of measurement and commonly used measures in law enforcement There is also a brief discussion of CompStat and its four principles with special emphasis on relentless follow up and assessment In addition attention is given to the utilization of performance information and the research measurements that create process improvements Within the proactive problem solving process the reader will find basic questions for the scanning process objectives means of defining a problem environmental surveys and the recognized sequence of analysis Consideration is given to the discussion of data quality verification validation and information sources Law enforcement professionals researchers planners policymakers and stakeholders at all levels can use this text as a significant resource in the development of performance based management that stresses accountability competence and performance Principles of Leadership and Management in Law Enforcement Michael L. Birzer, Gerald J. Bayens, Cliff Roberson, 2012-06-18 Effective police organizations are run with sound leadership and management strategies that take into account the myriad of challenges that confront today's law enforcement professionals Principles of Leadership and Management in Law Enforcement is a comprehensive and accessible textbook exploring critical issues of leadership within police agencies Proactive Police Management Im+Tif Sup Thibault, 2003-11-01

*Handbook of Police Administration* James Ruiz, Don Hummer, 2017-09-25 As figureheads of the most visible segment of criminal justice today's police administrators are forced to tackle challenges never faced by their predecessors Heightened local and global threats advanced technologies and increased demands for procedural transparency require new levels of flexibility innovative thinking and the ability to foster and maintain relationships within the community It is more crucial than ever to recruit and retain capable leaders to guide law enforcement agencies at this pivotal time in history Covering areas such as leadership in policing use of force and understanding how the law shapes police practice Handbook of Police Administration examines the key topics that must be considered by law enforcement professionals Recognizing that police leaders need the skills and traits of a politician accountant attorney field lieutenant and futurist the authors cover a variety of contemporary issues surrounding police administration and management Divided into five thematic sections it considers the legal aspects of overseeing a public sector organization as well as how research technology and training can assist modern police leaders in performing their duties more effectively and efficiently The book covers problematic issues such as officers accepting gratuities undercover work and the time criteria required for promotional consideration It concludes with a chapter comparing administrative issues in Australia with many of the subjects previously addressed with regard to U S protocol Using a range of perspective differing viewpoints and controversial issues Handbook of Police Administration provides a springboard to stimulate discussion at the cutting edge of debate in the dynamic field of policing **Police Education and Training in a Global Society** Peter C. Kratcoski, Dilip K. Das, 2007-01-01 Police officers working in the 21st century must not only possess vast technical knowledge but also be able to respond with logic and reason when under pressure Producing a highly professional police officer requires the right combination of formal education and technical

training Police Education and Training in a Global Society explores the similarities and differences in officer training around the world     **Police Management for the 1990s** John Bizzack,1989     Entrepreneurship in Policing and Criminal Contexts Robert Smith,2021-03-25 Entrepreneurship in Policing and Criminal Contexts explores the contemporary and under researched themes of entrepreneurial policing and entrepreneurialism in criminal justice contexts which are emerging topics of both theoretical and practical interest in the current rapidly changing criminal justice environment     **Modern Police Management** Richard N. Holden,2000-05-19     **Effective Police Supervision** Larry S. Miller,Harry W. More,Michael C. Braswell,2017-02-17 Outstanding first line supervisors are essential to the success of any law enforcement agency yet many officers lack the supervision training necessary to excel Effective Police Supervision immerses readers in the group behaviors and organizational dynamics supervisors must master in order to lead their teams and to help create an effective police department Combining behavioral theory and updated case studies this core text now in its eighth edition is a vital tool for all college students pursuing criminal justice courses on supervisory practices as well as police officers preparing for promotional exams     *Effective Police Supervision* Harry W. More,Larry S. Miller,2014-02-13 Good police officers are often promoted into supervisory positions with little or no training for what makes a good manager Effective Police Supervision is a core text used in college level classes on supervisory practices in criminal justice This popular book combines behavioral theory with case studies that allow the reader to identify and resolve personal and organizational problems It provides readers with an understanding of the group behaviors and organizational dynamics with a focus on effectiveness as well as proficiency and on how a supervisor can help to create an effective organization This book is also a vital tool in the preparation of police officers for promotional exams This revised and updated edition includes new material throughout on police accountability police involvement with news media dealing with social media and avoiding scandals Each chapter includes important key terms and opens with a case study to illustrate important concepts     *Managing Public Services* Richard Common,Norman Flynn,Elizabeth Mellon,2016-06-06 Managing Public Services Competition and Decentralization is intended for public sector managers to help them assess their situation and assist them to think creatively about different approaches for the future The book begins on the general principle that business is good and bureaucracy is bad This topic is followed by detailed studies of organizations whether these are in a competitive environment victims of market rhetoric or in another competitive spectrum Public sector managers are then encouraged to analyze their own organizations so appropriate actions can be applied into their situation The extent to which competition is happening is explained and if competition does not work well then the concept of decentralization may be adopted To what extent decentralization can then be used to increase the motivation and commitment of their employees is explained The authors believe that new ways and methods of working will follow But any successes of these changes have to be measured by an important gauge the impact upon the recipients of the new and improved services In any undertaking failures are bound to happen and the authors suggest that

public sector managers should be more tolerant Finally the book notes that to achieve delivery of quality service whether these are for customers or clients an important approach to managerial action is the design towards a good experience Public administrators heads and CEOs of public institutions and private firms professors and students in public administration policymakers and sociologists will find this book valuable *FBI Law Enforcement Bulletin* ,1998



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