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## POLICE ADMINISTRATIVE TRAINING

FRANK D. DAY

Frank D. Day, Associate Director, Training, Southern Police Institute of the University of Louisville has had extensive experience in the law enforcement field. He retired from the New York City Police Department after twenty-one years service, and in the year immediately preceding his appointment to his present staff position served as a federal investigator. Since May of 1953 he has been on the staff of the Southern Police Institute. An earlier article dealing with the problem of one-man vs. two-man police patrol cars appeared in the last volume of this Journal.—EDITOR.

### THE PRESENT AND THE FUTURE

What does the future hold for law enforcement? Only twenty-five years ago policing was labeled as little more than unskilled labor. The intervening years have been fruitful. The accomplishments of law enforcement have elevated it to a skilled occupational classification. Today, law enforcement stands at the crossroads—it has reached adolescence. Flaws there are in the fabric of growth. Yet the weaknesses of an adolescent age can be overcome. Can we, or maybe might we ask, “should we seek full maturity”? The maturity of a professionalized police service! It has been said by some that the police will never emerge as a professional group. It is submitted that such statements are certainly false prophecy.<sup>1</sup>

The answer to professionalism, perhaps, reposes in the very nature of the tasks of law enforcement. An orderly society is dependent upon rules of conduct exemplified in the law. Law without enforcement would be a travesty as an aid in social progress. It is readily evident, from those premises, that law enforcement has a deep significance to society. Our goal then should be ever toward higher standards.

Where do we start in effecting a transition to the higher occupational objective? The impetus must come from the highest echelons—chiefs of police and their assistants in particular—all supervisory, command, and administrative officers in general. Our higher ranking officers must be prepared in their roles as leaders. The quality of law enforcement can be little better than the direction at the top.

The capable leader is not only a man endowed with intangible qualities of leadership; he is a man possessed with superior knowledge of his job. That knowledge must come from more sources than the hard school of experience. Formal training is requisite to efficient police administration. In fact, it is well established that training, to be successful, must begin at the top.<sup>2</sup>

<sup>1</sup> CHARLES OLDHAM, Commissioner of Kentucky State Police, from an address to the delegates of the Kentucky Peace Officers' Association, published in the July, 1953, issue, *ON GUARD*, magazine of the Kentucky Peace Officers' Association, p. 5.

<sup>2</sup> MUNICIPAL POLICE ADMINISTRATION, The International City Managers' Association, Chicago, Illinois, (4th edition, 1954), p. 206.

## TRENDS IN POLICE TRAINING

It must be quite evident, if past performance in training is a norm, that often there has been failure at the top in recognizing that fundamental principle. The record for the rank and file speaks out eloquently. Four years ago an eminent authority on policing wrote that only 10% of our law enforcement officers have had formal recruit training. The indictment of worthwhile in-service police training was more appalling: less than 1% having been exposed to it.<sup>3</sup>

However, training at the level of execution, has brightened considerably since then. The progress is a tribute to our professional-minded police administrators. Unfortunately, there are yet too many, whose qualifications fail to meet even minimum standards.

It is of the essence, to the future growth of policing, that the police administrator recognize that training is an essential for him—yes, even more so in these days, than it is for his subordinates.

No longer can we accept long years of successful police experience and a clear record, standing alone, as sufficient for the highest post in a police department. Neither can there be passive acquiescence to appointments motivated on partisan allegiances. The ideal police system must be absolutely divorced from politics.<sup>4</sup>

Adequate police training, for all ranks, will go far in the abolition of those practices. Efficient leadership will of itself eradicate many of the other ills now afflicting policing.

## CURRENT AND FUTURE TRAINING FOR THE POLICE ADMINISTRATOR

The police administrator deficient in administrative skills, though an excellent policeman, more often than not fails in his cardinal role as a leader. He is unsuccessful in selling police service to the public. The public is unwilling to reach deeper into its pocketbook to pay higher salaries. Law enforcement must first convince the public through high-level performance that the policeman is worth more than his present hire. To do otherwise is putting the cart before the horse. In doing so professionalism cannot be confused with materialism. There are professionals, particularly among the clergy, who would fall far short of that classification if high income could be considered as a characteristic of a profession.

The writer has been profoundly impressed as a police officer for over twenty-one years, and now as a police educator, by the apathy of many ranking police officers toward raising police standards. This must be changed. They must become imbued with a philosophy that policing is an honorable field of endeavor. This kind of thinking has marked the emergence of every professional,—a struggle by a hard core of idealists—believing what they espoused and setting an example for all to see.

Many ranking officers evince blindness to the needs of pre-employment training for prospective policemen. A lackadaisical attitude has been most pronounced in their reluctance to avail themselves of existing opportunities in administrative police training.

<sup>3</sup> V. A. LEONARD, *POLICE ORGANIZATION AND MANAGEMENT*, The Foundation Press, Inc., Brooklyn, N. Y., 1951, pp. 137 and 149.

<sup>4</sup> BARNES AND TEETERS, *NEW HORIZONS IN CRIMINOLOGY*, Prentice-Hall, Inc., New York, N. Y. (9th Printing, 1950), p. 264.

Recruit training never turns out a finished policeman; that is well known. Continuation training must be provided. Law enforcement cannot become complacent with the establishment of these training programs in reaching for higher standards. These programs are not the complete answer to the training requirements of the police service. In-service training is only a stop-gap until professionally trained men become available. It has been said that a four year University or College course in police administration is deficient in properly training a professional police administrator. An additional year of graduate study is recommended.<sup>5</sup> The recruit of today is the administrator of tomorrow.

The need for pre-employment training for police officers must not only be recognized, but active support must be extended in the development of such studies. Higher education needs police help and must be encouraged to fulfill its obligation to the future of a professionalized police service. Standardization must be evolved in the police curriculums of higher education. Police administrators must work toward the establishment of an accrediting agency to function with higher education. The future demands this type of police leadership.

A police leadership cooperating with higher education may cope with the future requirements of policing. But what about current needs for training and the in-service training which must be provided for even the college trained man of tomorrow? The objective now must be in terms of administrative training for the higher ranks of today. Trained administrators will solve tomorrow's training problems. It is not enough to train subordinates!

A large number of chiefs, and members of their immediate official families, must be brought up to date too on modern police techniques. They cannot take refuge in a doctrine of indispensability. A subordinate assumes command during vacations; one takes the helm during sick leaves. An assistant can do the same during a leave for educational purposes. Let's quit playing hide-and-seek! Let's face up to reality! Let's commence taking advantage, limited though they may be, of existing training programs for the higher ranks.

The Southern Police Institute, University of Louisville, is designed to offer advanced training to law enforcement officers on active service in city, county, or state units of government. Preference is given to applicants holding commanding, supervisory, and administrative positions in those law enforcement agencies.<sup>6</sup> The Institute's training combines instruction and practical work. The program has been carefully planned to give each student a working knowledge of the latest methods of law enforcement and to enhance his value to his department on the administrative and command level.<sup>7</sup> The forerunner for this type of program is the National Academy of the Federal Bureau of Investigation, which has served as a great stimulus to police training in this country.

There are other excellent training programs in advanced and specialized police

<sup>5</sup> VERNON C. BRANHAM, M.D., AND SAMUEL B. KUTASH, Ph.D., *ENCYCLOPEDIA OF CRIMINOLOGY*, Philosophical Library, New York, N. Y. (1949), p. 502.

<sup>6</sup> DAVID A. MCCANDLESS, Southern Police Institute at the University of Louisville, *JOURNAL OF CRIMINAL LAW AND CRIMINOLOGY*, vol. 42, no. 1, May-June 1951, p. 107.

<sup>7</sup> *Ibid.*

training. The police administrator interested in quality police work needs but seek them out. They have been established to serve him and are at his command for the asking.

#### CONCLUSION

There is nothing unique in proposing a stepped-up training program for police administrators. It is a recognized necessity in industry. "The General Electric Company, world's largest electrical manufacturer, also is, in a sense, one of the world's largest education institutions. . . . General Electric has become acutely aware of the need for management training in recent years. . . . Next January, a \$2,000,000 advanced-management center will swing into action. . . . A dozen experts in academic and business fields will instruct some 300 executives every year. . . . The course will last 13 weeks and will be given four times a year. Seventy-five executives will study at each semester."<sup>8</sup> We, in the police service, can well emulate the example of big business.

The training of police chiefs, command, and supervisory personnel must be shaped to fit the needs of police administration. The training must embrace a review of basic principles. That is necessary to enable proper evaluation of performance at lower levels. The emphasis in their training, however, must be in areas which will make them better administrators. In this larger and better sense, we may take the words of Polonius: "To thine own self be true, And it must follow as the night the day, Thou canst not then be false to any man."

<sup>8</sup> THE COURIER JOURNAL, Louisville, Ky., Sunday, August 28, 1955.