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## Police Science Book Reviews

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the collision deaths to be associated with alcohol. (JDN)

1-17 (July-Sept. 1961) A comprehensive survey. (JDN)

Nature of Fire, Determining the Origin, Determining the Cause; Notes on Spontaneous Ignition, Spontaneous Ignition and its Prevention—S. A. Pickard, *The Fire and Arson Investigator*, 12 (1):

Foreign Military Small Arms—Joseph E. Smith, *The American Rifleman*, 109 (12): 23 (Dec. 1961) A survey of arms used by major armies throughout the world. (JDN)

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## POLICE SCIENCE BOOK REVIEWS

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Edited by

Richard L. Holcomb\*

PATROL ADMINISTRATION. By G. Douglas Gourley and Allen P. Bristow, Charles C Thomas, Publisher, Springfield, Illinois. 1961. 373 Pages, \$11.50

This well-researched, well-organized, well-illustrated, and eminently practical book deals with the organization, management, and supervision of the police patrol function, and delineates a wide variety of policies and procedures which relate (1) to the operations of patrol as the major line activity of police, and (2) to the performance of the individual officer assigned to patrol duty.

The authors, Professors G. Douglas Gourley and Allen P. Bristow, indicate, throughout the work, a commitment to the development of a truly professional police service, and are highly qualified, both by experience and education, to evaluate the alternative methods of patrol which are presented for consideration.

The work contains the results of a nation-wide survey of patrol practices, and has, as appendixes, a procedure manual for one-man patrol, a proposal for a cadet program, a watch inspection procedure, a sick-time supervisory procedure, and vehicle purchase and lease specifications. Among the subjects discussed and illustrated are methods of patrol, special systems of patrol, supplementation of patrol, patrol planning, patrol distribution, patrol supervision, patrol reporting, patrol communications, patrol equipment, patrol facilities, and patrol public relations.

Of particular practicality and importance is the section devoted to distribution of the patrol force.

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The authors present a thoroughly researched plan for the medium or small department as a frame of reference. The model distribution is carefully detailed in twelve steps that any police administrator can easily apply to his own agency, regardless of its size.

The authors do not avoid the controversial: their strong support of the automatic pistol (as compared to the revolver) will, no doubt, elicit healthy discussions among those who are committed to one or the other; the motorcycle corps will, no doubt, be outraged, for the authors flatly assert that "The age of the police motorcycle would seem to be rapidly passing..." and "As sentimental administrators are replaced by realists... the motorcycle will be relegated to the police museum..."

The authors treat their subject matter with sensitivity, objectivity, and erudition, never dogmatic relative to minutiae, but ever uncompromising in dedication to legal, moral, and efficient patrol operations.

Law enforcement administrators will find criteria with which to judge agency operations; law enforcement supervisors will find stimulation, encouragement, and bases for evaluation of their subordinates; and law enforcement patrolmen will find guide lines for personal effectiveness. Academicians will find a frame of reference for research and class assignments; students will find forthright opinions on patrol practices; and citizens will find guidance and perspective for the evaluation of their own local agency.

The authors have provided a needed service to law enforcement, and this book should be con-

sidered "must" reading for anyone who would wish to consider himself informed relative to the tools and techniques, organization and management, and policy and procedure of the patrol function.

A. C. GERMANN

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**FIRST-LINE SUPERVISOR'S MANUAL.** Edited by Glenn D. King, Charles C Thomas, Publisher, Springfield, Illinois. 1961. 147 Pages, \$5.75.

This work unquestionably had its origin when a group of intelligent and efficient supervisors were unable to find a single text that adequately provided documented instructions throughout the wide range of new first-line supervisors' needs. There are many worthwhile texts which are content to explore single and multiple facets of the supervisors' problems; however, not one text has emerged that clearly highlights the broad scope of the supervision management area. This book is written in understandable terms and is quite devoid of excess verbiage. It truly captures a heretofore intangible objective of content over-all, and an initial exposure to the wide field of thinking and practice that meets a recently promoted "first-line" supervisor. The term "first-line" could probably have been expanded to include front-line.

Only one of the book's chapter contributors saw a need for a summary; however, this appears to be no great loss in other chapters because each deals with a specific phase of supervision and can be readily digested for future reference. Each chapter, throughout the wide range of supervision and management, is developed and presented in excellent, logical outline sequence. The newly promoted supervisor should be able to easily read and grasp the board philosophy integrated throughout the text. Later on, with supplemental reading and practice through experience, he can easily return to selected portions for quick review.

In a text of this nature, some illustrations or exhibits would have served a good purpose. Unfortunately, the authors did not include a single chart, graph, table, photograph, or other illustration. There are areas where graphic illustration would have proved of great value.

The chapter on personnel complaints has been treated very effectively and in a concise manner has outlined the crux of a major problem in the field of police supervision. Too often, the beginning supervisor is required to learn true values by exposing himself to time-consuming and often

exasperating experiences. While a whole text could be devoted to this, as well as other chapters, the author has very skillfully dovetailed the highlights into phase with the other abbreviated chapters.

In summation, *First-Line Supervisor's Manual* is a very welcome addition to the police science series. It far excels the average book published in this series and effectively explodes the time-worn myth that experience is the only way to train supervisors.

Glenn D. King has done an excellent job of editing the book; however, much credit must be given to C. E. Talbert, D. A. Byrd, L. W. Rucker, W. F. Dyson, T. D. Cain, and E. L. Cunningham, all of whom are command personnel of the Dallas, Texas, Police Department. Each has made an important contribution to this work. It is truly a "primer" for new supervisors and if properly introduced and supplemented with other selected instructions will quickly place the patrolman in step with management's problems on that day when he is confronted with making one of the most important transitions of his career.

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**DOGS IN POLICE WORK.** By Samuel G. Chapman, Public Administration Service, Chicago, Illinois. 1960. 107 Pages, 17 Illus., \$3.00.

Mr. Chapman in his book, *Dogs in Police Work*, brings together the experiences and history of both foreign and domestic uses of Man's Best Friend as applied to police work and points out the careful planning needed prior to undertaking such a program. The author has assembled and focused in one book the Beginning and Growth of the use of Dogs in Police Work, ranging from the peace time uses of dogs, tracking dogs, hunting dogs, guide dogs, hearing dogs, to the use of dogs from early wars through World Wars I and II. Man's use of dogs also indicates the varied police uses to which this animal is adaptable, such as the tracking dog and the all-purpose dog.

One section of the book deals with the use of dogs by the British Police. It is interesting to note the care and caution the British used in laying out their dog program. The British home office set-up several advisory committees to consider the multiple problems involved. Information was gathered on dog programs not only in English but also in Germany where this facet of police work has

been carried on for many years. Such things as criteria for assignment, when to use them, how to use them and legal implications and insurance are discussed in this chapter. The breeds used, the selection of the animal and the available supply, as well as the cost of the overall operation are quite enlightening. Due consideration must also be given to the dog handler and the trainer, which factor is sometimes overlooked before a program is begun. The Use of Dogs in America is discussed in Part III of the book. It is interesting to note that the first use of dogs in this country was as early as 1907, according to the author. From here he traces the *ups* and *downs* of the use of the dog to the present time.

The chapter, Departmental Planning for the Use of Dogs should be the high point of the book from the administrators point of view, in the opinion of this reviewer. Herein is delineated the basis upon which the decision to adopt a police dog program is evaluated. This chapter includes a comprehensive list of advantages and disadvantages. Most of the advantages are pretty well known to the field, such as the psychological effect in preventing disorderly behavior of crowds and the effect on potential criminals; the aid to police officers in detecting the presence of and capturing suspects, especially at night; in searching alleys, backyards, warehouses and wooded areas; the protection of the officer against assault and the favorable effect on public relations. However, there are disadvantages which are not readily

recognized, such as the interference with essential duties of the officer. The dog is an additional duty for him to account and care for, watch, and control.

There are also unique administrative problems not readily discernible, such as one man handling and problems arising from annual leave and sick leave. Dog bites leave the department open to criticism and even suit, and the law abiding citizen may become afraid of the police because of apprehension concerning the action of the dog. A Dog Program involves a number of costs which do not readily reflect themselves. Trained dogs are expensive to buy, the cost of food and veterinary care are hidden items as are the costs of handlers, training equipment, special vehicles and communication devices. Also the grooming, feeding, exercising, cleaning and maintaining of kennels, as well as clerical needs compound the cost of such a program. The annual cost per dog of a typical 12-dog program for example is, \$3,612. A budget item of \$43,334 is no small sum; therefore, the police administration must decide the relative value of such a program before adopting it. To forestall the likelihood of failure, it would be well for the decision-making group to critically read this book before engaging in such an undertaking.

The book is well documented and the bibliography is a gold mine of information sources for the person wishing to further pursue this subject.

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