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Police Science Book Reviews

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Journal of Forensic Sciences, 15(2): 287-291 (April 1970). A gas chromatographic-infrared method for the isolation and identification of the three main cannabinoids of marihuana has been presented. The cannabinoids are collected directly onto potassium bromide powder from the gas chromatograph

effluent. The potassium bromide is pressed into a pellet and the infrared spectrum is obtained directly without the necessity of transfer as often required by other collection techniques. This method is applicable to identification of other substances separated by gas chromatography. (WEK)

POLICE SCIENCE BOOK REVIEWS

Edited by

Melvin Gutterman*

THE POLICE ENTERPRISE: ITS ORGANIZATION AND MANAGEMENT. By V. A. Leonard. Springfield, Illinois: Charles C Thomas, 1969. Pp x, 94. \$5.95.

This text, consisting of forty-five pages actually written by the author and fifty-one pages of appendices from other sources, provides a simplistic, normative approach to the "proper" organization and administration of a small municipal police agency. It reads like a *Reader's Digest* version of Leonard's earlier text, *Police Organization and Management* (The Foundation Press, 1964).

As in his previous publication, the author's basic assumption is that police responsibilities are analogous to an army's role in war. The difference between a social deviate and an enemy soldier; the difference between the objectives and tactics of a criminal in society and an enemy in combat; and the difference between the constitutional and legal limitations on a civil police agency in an American city and a military unit in combat, all significantly affect the appropriateness of this analogy. Hence, the analogy is of questionable value, particularly when applied as it is in this text, to small police agencies that are frequently concerned primarily with providing a variety of services to their communities.

However, consistent with his assumption of a similarity between the police and the military, Leonard advocates the vigorous application of the classical military model to the small municipal police operations. Perhaps the utilization of this organizational approach can be defended as the

most efficient method of directing speedy and forceful assaults in a riot or war situation, but its rigid implementation in a small city police operation is unrealistic and may cause many unnecessary personnel and community relations problems. Neither police employees nor citizens are likely to accept or tolerate the autocratic, impersonal techniques that characterize this method. The text would be much more useful if the author had taken contemporary administrative theories and research into consideration.

The author's profound confidence in autocratic methods biases his entire publication. It often caused him to ignore realities and consequences related to his recommendations. His recommendation of a task force to saturate high crime areas and suppress crime is one example of such myopia. The assumption that an area packed with police officers who aggressively enforce all laws will enjoy a reduction in crime may be valid. However, regular patrol officers and sophisticated administrators who have had experience with tactical mobile units and task forces have generally concluded that the amount of damage this type unit does to community relations outweighs its value in reducing crime.

A second illustration is the author's provincial perspective of police unionization. At one point he claims, "Judicial decisions have denied the application of the union mechanisms of collective bargaining, the closed shop, the check-off system, and the strike in the police forces of this country." While no doubt reflecting the author's prejudices, this statement is inaccurate. At least fourteen states require, by law or attorney general's opinion, municipalities to bargain collectively with police

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representatives, many jurisdictions have check-off systems, and the closed shop is a reality in several cities.

A major portion of the book is devoted to appendices which contain in many respects the most useful information in the publication. They include copies of:

1. The Professional Code of Ethics promulgated by the International Association of Chiefs of Police.
2. An ordinance establishing an integrated police and fire department in Oak Park, Michigan.
3. The agreement and policy related to the Connecticut Resident Trooper system.
4. The contract used by Los Angeles County Sheriff's Department to formalize their agreement to provide policing for smaller cities.
5. The rules and regulations of the Owosso (state not specified) Police Department.

It should be pointed out that with the exception of the Owosso rules and regulations all this material is also included as appendices in the author's earlier text.

The universalistic administrative approach presented in this text is time worn and simplistic. Where it has been used in the past it has at times facilitated the mechanistic efficiency of police organizations, but it usually has not improved the effectiveness of the organizations. Fresh and original approaches to police organization and management are needed by police managers. Dr. Leonard, who has made significant contributions to the police literature in the past, does not provide any new insights in this publication.

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