## SUPERVISION OF POLICE PERSONNEL

## SUPERVISION OF POLICE PERSONNEL

NINETH EDITION

#### Nathan F. Iannone

Inspector (Ret.) Los Angeles Police Department Professor Emeritus Fullerton College, Fullerton, California

Marvin D. Iannone

Chief of Police (Ret.) Beverly Hills, California Assistant Chief of Police (Ret.) Los Angeles Police Department

Jeff Bernstein President, Bernstein and Associates Sergeant (Ret.) Miami Beach Police Department



Vice President, Portfolio Management: Andrew Gilfillan Portfolio Manager: Gary Bauer Editorial Assistant: Lynda Cramer Vice President, Product Marketing: Brad Parkins Product Marketing Manager: Heather Taylor Product Marketing Assistant: Liz Bennett Director, Digital Studio and Content Production: Brian Hyland Managing Producer: Jennifer Sargunar Content Producer: Rinki Kaur Manager, Rights Management: Johanna Burke Manufacturing Buyer: Deidra Headlee
Creative Digital Lead: Mary Siener
Full-Service Management and Composition: Integra Software Services Pvt. Ltd.
Full-Service Project Manager: Yohalakshmi Segar
Cover Design: Studio Montage
Cover Photos: To come
Printer/Binder: LSC Communications, Inc.
Text Font: 10/12 Times LT Pro-Roman
Cover Printer: Phoenix Color

# Copyright © 2020, 2014, 2009 by Pearson Education, Inc. 221 River Street, Hoboken, NJ 07030, publishing as Prentice Hall. All Rights Reserved. Manufactured in the United States of America. This publication is protected by copyright, and permission should be obtained from the publisher prior to any prohibited reproduction, storage in a retrieval system, or transmission in any form or by any means, electronic, mechanical, photocopying, recording, or otherwise. For information regarding permissions, request forms, and the appropriate contacts within the Pearson

Acknowledgments of third-party content appear on the appropriate page within the text.

Education Global Rights and Permissions department, please visit www.pearsoned.com/permissions/.

PEARSON and ALWAYS LEARNING are exclusive trademarks owned by Pearson Education, Inc. or its affiliates in the U.S. and/or other countries.

Unless otherwise indicated herein, any third-party trademarks, logos, or icons that may appear in this work are the property of their respective owners, and any references to third-party trademarks, logos, icons, or other trade dress are for demonstrative or descriptive purposes only. Such references are not intended to imply any sponsorship, endorsement, authorization, or promotion of Pearson's products by the owners of such marks, or any relationship between the owner and Pearson Education, Inc., authors, licensees, or distributors.

#### Library of Congress Cataloging-in-Publication Data

Names: Iannone, N. F., author. | Iannone, Marvin D., author. | Bernstein, Jeff, author.
Title: Supervision of police personnel / Nathan F. Iannone, Marvin D. Iannone, Jeff Bernstein.
Description: [Ninth edition] | Boston : Pearson Education, Inc., [2019] | Includes index.
Identifiers: LCCN 2018042708 | ISBN 9780135186237
Subjects: LCSH: Police—Supervision of—United States. | Police administration—United States.
Classification: LCC HV7936.S80 I2 2019 | DDC 363.2/20973—dc23 LC record available at https://lccn.loc.gov/2018042708

1 18



ISBN-10: 0-13-518623-4 ISBN-13: 978-0-13-518623-7

# Brief Contents

FOREWORD XIX

| PREFACE XX           |   |  |
|----------------------|---|--|
| ACKNOWLEDGMENTS XXIV |   |  |
| Chapter 1            | The Supervisor's Role 1   |  |
| Chapter 2            | The Supervisor's Function in Organization,<br>Administration, and Management 12 |  |
| Chapter 3            | Leadership, Supervision, and Command<br>Presence 29                             |  |
| Chapter 4            | The Training Function: Problems and Approaches to the Instructional Process 63  |  |
| Chapter 5            | Interpersonal Communications 94   |  |
| Chapter 6            | Principles of Employee Interviewing 114   |  |
| Chapter 7            | Some Psychological Aspects of Supervision 133                                   |  |
| Chapter 8            | Special Problems in Counseling and<br>Remediation 150                           |  |
| Chapter 9            | Employee Dissatisfaction and Grievances 173                                     |  |
| Chapter 10           | Discipline: Principles, Policies, and Practices 182                             |  |
| Chapter 11           | Personnel Complaint Investigation Procedures and Techniques 196                 |  |
| Chapter 12           | Personnel Evaluation Systems and Performance<br>Rating Standards 219            |  |
| Chapter 13           | Tactical Deployment of Field Forces 254   |  |
| Chapter 14           | Legal Knowledge Every Supervisor and Manager<br>Should Have 299                 |  |
| Chapter 15           | Other Important Supervisory and Management<br>Topics 325                        |  |
| INDEX 348            |   |  |

INDEX 348

# Contents

FOREWORD XIX PREFACE XX ACKNOWLEDGMENTS XXIV

| Chapter 1 | The Supervisor's Role 1<br>Supervisory Position 1<br>Technical and Supervisory Competence 3<br>Organizational Knowledge 4<br>Basic Supervisory Responsibilities 4<br>Planner 4<br>Personnel Officer 5<br>Trainer 5<br>Coach 6<br>Counselor 6<br>Controller 7<br>Decision Maker and Communicator 7<br>Leader 8   |
|-----------|---|
|           | Transition from Officer to Supervisor 8   |
|           | Summary 11 • Review Questions 11 •<br>Exercises 11 • Endnotes 11  |
| Chapter 2 | The Supervisor's Function in Organization,<br>Administrative Functions 13<br>Planning 13<br>Organizing 15<br>Staffing 16<br>Directing 16<br>Coordinating 16<br>Basic Organizational Structures 18<br>Line Organization 18<br>Functional Organization 19<br>Line and Staff Organization 20<br>Division of Work 21<br>Unity of Command 22<br>Span of Control 22<br>Delegation 23<br>Delegation Failures 24<br>Delegation Process 24<br>Personnel Development by Delegation 25<br>The Exception Principle 25 |

#### Delegation of Staff Projects 26 Researching Projects 26 Planning Projects 26 Summary 27 • Review 27 • Exercises 28 • Endnotes 28 **Chapter 3** Leadership, Supervision, and Command Presence 29 Development of Leadership Ability 30 Types of Leaders 31 Autocratic Leader 31 Democratic or Participatory Leader 31 Free Rein or Laissez-Faire Leader 32 Situational Leadership 32 Transformational Leadership and Empowerment 34 Selection of a Leadership Style 35 Command Presence and Leadership 35 Elements of Leadership 36 Discipline 36 Ethics 36 Common Sense 36 Psychology 36 Motivation of Employees 37 Situational Analysis and Self-Appraisal 38 Leadership Characteristics 39 Personality of a Leader 40 Human Relations and Leadership 40 Manner of the Leader 41 Language of the Leader 42 Commendations and Praise by the Leader 42 Criticism and Reprimands by the Leader 43 Knowledge of Subordinates 44 Supervision of the Marginal Employee 44 Order Giving 45 Direct Commands 45 Requests 45 Implied or Suggested Orders 46 Requests for Volunteers 46 Method of Communication 46 Follow-Up 47 Decision-Making 47 Drawing of Conclusions 48 Moderation in Supervision 48 Fraternization 49 Example Setting 49 Female Supervisors 50 Supervising a Diverse Workforce 50 Supervising the Multigenerational Workforce 52 Avoidance of Gender Bias and Harassment 53

Symptoms of Leadership Failure 54 Leadership Issues in Community Policing 55 Magnifying Community Policing through Social Media 57 Summary 58 • Review Questions 59 • Exercises 59 • Endnotes 60 **Chapter 4 The Training Function: Problems and** Approaches to the Instructional Process 63 Importance of Training 64 Causes and Effects of Training Failure 64 Remedy for Failure 64 Instructor's Approach to Teaching 65 Instruction as a Supervisory Responsibility 66 Need for Training 66 Principles of Learning 67 Principle of Readiness 67 Principle of Effect 67 Principle of Repetition 68 Principle of Primacy 68 Principle of Recency 69 Principle of Intensity 69 Learning Process Variables 69 Learning Rate 69 Andragogy 70 Adult Learner Differences 71 Motivation 71 Interest and Learning Effectiveness 71 Learning Patterns 72 Instructional Goals and Specific Objectives 72 Analysis of Job Tasks and Material Selection 73 Lesson Plan 73 Form 74 Teaching Sequence 74 Learning by Association 76 Five Steps of Teaching 76 Introduction 76 Presentation 77 Review 77 Application 78 Test 78 General Problems Affecting Teaching Method 79 Common Causes of Teacher Ineffectiveness 79 **Teaching Methods** 80 Lectures 80 Roll Call Training 81 Guest Speakers 82 Online Training 82 Role Playing and Field Problems 83

> Contents IX ▼

Stress Management Simulations 83 Virtual Training Simulators 84 Workshops 85 Demonstrations 85 Group Discussions 85 Panel Discussions 86 Conferences 86

#### Staff Meetings 86

Planning 87 Follow-Up 87 Use and Misuse of Procedures 87

#### Use of Questions 87

#### Use of Teaching Aids 88

#### Types of Teaching Aids 88

Display Aids 89 Duplicated Aids 89 Projected Aids 89 Three-Dimensional Aids 90 Electronic Media Devices 90 Field Trips 90 Additional Training Resources 90

#### Summary 91 • Review Questions 92 • Exercises 92 • Endnotes 93

#### Chapter 5 Interperson

### Interpersonal Communications 94

#### Cultural, Environmental, and Psychological Factors 95 Processes of Communications 95 Barriers to Effective Communications 95

Failure to Listen 95 Status Differences 96 Psychological Size 96 Noise 96 Language Barriers 97 Fear of Criticism 97 Jumping to Conclusions 97 Filtering 98 Individual Sentiments and Attitudes 98 Intentional Suppression or Manipulation of Communications 99 Complexity of Communications Channels 99 Overloading of Communications Channels 99 Overstructuring of Communications Channels 100

#### Overcoming Communication Barriers 100

Determine Objectives 100 Practice Empathy 101 Obtain Feedback 101 Keep Subordinates Informed 102 Be Consistent in Communicating 103 Make Actions Speak Louder than Words 103 Listen, Understand, and Be Understood 103

Characteristics of Communications 104 Autocratic Communications 104 Democratic Communications 105 Free Rein Communications 105 Types of Communicators 105 Written Communications 105 Clarity of Expression 106 Simplicity 106 Accuracy 106 Arrangement 106 Style 107 Summary, Conclusions, Recommendations, and Plan of Action 107 Format 107 Email 107 Effectively Managing Your Email 108 The Four Ds for Decision-Making Model 108 Manuals—Orders 110 Briefing 111 Proofreading and Editing 111 Typical Deficiencies in Writing 111 Summary 111 • Review Questions 112 • Exercises 112 • Endnotes 113 **Chapter 6** Principles of Employee Interviewing 114 Interrogation versus Interview 115 Major Functions of the Interview 115 Preparation for an Employee Interview 115 Preliminary Planning 115 Privacy 116 Types of Questions 116 Conducting an Interview 116 Interview Opening 117 Use of Questions 117 Interviewer Attitude 118 Employee-Centered Approach 119 Active Listening 119 Elimination of Bias 121 Confidential Agreements 121 Advice Giving 121 Psychological Reactions in the Interview 122 Types of Personnel Interviews 122 Informal Interview 122 Employment Interview 123 Progress Interview 124 Grievance Interview 126 Problem-Solving Interview 127 Disciplinary Action Interview 127 Separation Interview 128

Contents XI

Recording of Results 129 Evaluation of Results 129 Causes of Unsuccessful Interviews 129 Summary 130 • Review Questions 130 • Exercises 131 • Endnotes 132 **Chapter 7** Some Psychological Aspects of Supervision 133 Drives, Satisfactions, and Needs 134 Drives 134 Satisfactions 134 Needs 134 Inferiority Complex 135 Catharsis 135 Fixation and Regressive Behavior 136 Supervisory Problem: The Frustrated Employee 136 Nature of Frustration 137 **Barriers Causing Frustration** 138 External Barriers 138 Internal Barriers 138 Frustration and Performance 138 Some Common Reactions to Frustration 139 Aggression 140 Attitude of Resignation 141 Escape 142 Excuses and Rationalizations 143 Regression 144 Fixations 144 Frustration Prevention 145 **Relief for Frustration: Some Commonsense** Approaches 146 Summary 147 • Review Questions 148 • Exercises 148 • Endnotes 148 **Chapter 8 Special Problems in Counseling and Remediation 150** Nature of Problem Drinking 150 Development and Symptoms of Problem Drinking 152 Development of the Problem 152 Symptoms of the Problem 152 Some Options in Treating the Problem Drinker 154 Off-the-Job Problem Drinking 155 Indirect Solicitation for Help 155 Job-Related Problem Drinking 155 Drinking and Deteriorating Job Performance 156 Counseling for the Problem Drinker 156 Preliminary Action 157 Counseling Sessions 157 Note Taking 159

> Contents XII ▼

Referral 159 Objective of Professional Counseling 160 Emotional and Personal Problems 160 Psychological Symptoms 160 Physiological Symptoms 160 Supervisory Role 160 Counseling for the Emotionally Troubled Subordinate 161 Management and Remediation of Emotional Distress 162 Occupational Stress 162 Depression 164 Suicide Awareness and Prevention 165 Family Discord 166 Trauma-Producing Incidents 169 Summary 169 • Review Questions 170 • Exercises 170 • Endnotes 171 **Chapter 9 Employee Dissatisfaction and Grievances** 173 Dissatisfaction with Work Environment 174 Inept Supervisory Practices 174 Misunderstandings of Policies, Rules, and Procedures 174 Management Failures 175 Bules of Conduct 175 Rule Enforcement 175 Due Process Violations 175 Supervisory Influence on Non-Job-Related Employee Behavior 177 Recognition of Employee Dissatisfaction 177 Supervisory Approaches to Employee Dissatisfaction 178 **Employee Grievances** 178 Noncontractual Matters 178 Contractual Violations and Grievances 179 Working with Unions 179 Summary 180 • Review Questions 180 • Exercises 180 • Endnotes 181 **Chapter 10** Discipline: Principles, Policies, and Practices 182 Forms of Discipline 182 Positive Discipline 183 Negative Discipline 183 Adverse Effects of Punishment 184 Detection of Problem Employee Behavior 184 **Requisites of Punishment** 186 Certainty 186 Swiftness 186 Fairness and Impartiality 186

Consistency 187 Deterrence for Others 188 Discipline by Example 189 Upward Discipline 189 Interdependency of Discipline, Morale, and Esprit de Corps 189 **Reversals of Administrative Actions** 190 Results of Unsustained Disciplinary Actions 190 Complaint Investigation Policy 191 Procedure 191 Objectives 191 Vicarious Liability 192 Coroner's Transcripts 193 Summary 193 • Review Questions 194 • Exercises 194 • Endnotes 195

#### **Chapter 11**

#### **Personnel Complaint Investigation Procedures** and Techniques 196

#### Case Preparation 196

#### Sources of Complaints 197

Internal Complaints 197 External Complaints 197 Anonymous Complaints 197

#### Non–Job-Related Misconduct 197

#### Observed Infractions 198

Discuss in Private 198 Record Results 198 Follow Up 199

#### Complaint Types 199

Primary Complaints 199 Anonymous Complaints 200 Complaints from Intoxicated Persons 200 Second-Party Complaints 201

#### Recording of Complaints 201

#### **Complaint Investigation** 202

Avoidance of Premature Conclusions 202 Prevention of Additional Harm 203 Arrest and Booking of Employees 203 Promptness of Investigation 203 Collection of Negative Information 204 Personnel Record Check 204 Interview of the Accused Employee 204 Legal Counsel 205 Written Statements 206 Avoidance of Face-to-Face Encounters 206 Searches 207 Lineups 208 Investigative Aids 208 Physical Tests 209

Procedural Due Process Requirements 210 Charges and Specifications 210 Balancing Test 210 Protective Rules for Employees 211 **Reporting Procedures** 211 Investigative Report 211 Pagination and Cross-References 213 Avoidance of Offensive Terminology 213 Classification of Complaint Investigations 213 Discipline and the News Media 213 Disposition of Complaints 214 Notification to the Complainant 214 Notification to the Accused Employee 214 Imposition of a Penalty 214 **Disciplinary Failures** 215 Summary 215 • Review Questions 216 • Exercises 216 • Endnotes 217 Chapter 12 **Personnel Evaluation Systems and Performance Rating Standards** 219 **Objectives of Evaluation Systems** 219 A Case for Evaluation Systems 220 Causes of Evaluation System Failures 221 Indifference 221 Employee Pressures 222 Failure to Train Raters 222 Rating Abuses 223 Slipshod Procedures 223 Rating Shortcuts 223 Gathering and Recording of Performance Data 223 Recording Methods 224 Critical Incident Technique 224 Rating Traits 224 Performance Standards 231 Rating Criteria 232 Patrol and Traffic Personnel 232 Investigative Personnel 234 Staff and Auxiliary Personnel 234 Rating Standards 234 Employee Ranking 235 Representative Employee Standard 235 Ideal Employee Standard 236 Numerical Standard 236 Forced-Choice Standard 237 Rater Characteristics 237 Common Rating Errors 244 Leniency 244 Personal Bias 245 Central Tendency 246 Halo or Horns Effect 246 Contents XV

▼

Related Traits 246 Overweighting or Recency 246 Subjectivity 247 Validity and Reliability of Ratings 247 Validity 247 Reliability 248 **Evaluation Period** 248 Rating Methods 248 Composite Ratings 249 Group Ratings 249 Individual Trait Ratings 249 Discussion of Rating with Employee 250 Interview 250 Acknowledgment of Rating 251 Follow-Up 251 Written Notification of Rating 251 Summary 251 • Review Questions 252 • Exercises 253 • Endnotes 253 **Chapter 13 Tactical Deployment of Field Forces** 254 Supervisory Responsibilities in Unusual Occurrences 254 **Basic Procedures for Unusual Occurrences** 255 Communication of Field Intelligence 255 Establishment of a Command Post 256 Incident Command System (ICS) 257 Reconnaissance 257 Logistics Aide and Press Relations Officer 258 Operational Guidelines for Unusual Occurrences 259 Barricaded Persons 260 Hostages 260 Direction of Assault 262 **Operating Procedures in Hostage and Barricaded** Suspect Cases 262 Preliminary Operations 263 General Considerations 264 Rational Suspect 265 Emotionally Troubled Suspect 265 Assault Tactics 266 Response to the Active Shooter 267 Search for Other Suspects 267 Arrest of Suspect 267 Civil Disorder: Minor Unlawful Assemblies 268 Civil Disorder: Major Disturbances 269 Communications 270 Field Tactics 270 Use of Force 272 Arrests 272 Use of Chemical Agents 272 Hostile Sniper Fire 272

Limited Withdrawal 272 Follow-Up Action 273

#### Labor Disputes 273

Maintenance of Impersonal Attitude 273 Avoidance of Fraternizing 274 Display of Weapons 274 Meeting with Labor and Management Representatives 274 Control Tactics 274 Strike Scene Arrests 275

#### Disaster Control 275

Basic Operational Procedures 275 Evacuation 276 Rescue 276

#### Chemical, Biological, or Radiological Attack 276

Indicators of a Chemical Attack 276 Indicators of a Biological Attack 277 Indicators of a Badiological Attack 277 Response Actions 278 Aircraft Crashes 281 Precautions in Rendering Aid 282 Security of Military Aircraft 282

#### Bomb Threats 282

Evacuation Procedures 283 Search of Premises 283 Bomb Precautions 285

#### Major Fires 285

Evacuation of Fire Area 285 Anti-looting Patrols 287

#### Area Searches 287

#### Missing Children 287

Broadcasting Procedures 288 Initial Search 288 Operating Procedures for Widespread Search 288 Search Teams 289 Residential Search Patterns 289 Open-Area Search 289

#### Wanted Persons 290

On-Scene Procedures 290 Search Strategies 290 Business District Searches 291 Building Searches 292

#### Department of Homeland Security Initiatives 292

Summary 294 • Review Questions 296 • Exercises 297 • Endnotes 297

#### Chapter 14 Legal Knowledge Every Supervisor and Manager Should Have 299 Police-Citizen Contacts 300

Investigative Detentions 300

|            | Terry Stop and Frisk 301  |
|------------|---|
|            | Motor Vehicle Stops 302   |
|            | Totality of the Circumstances 303   |
|            | Vehicular Pursuits 303  |
|            | Identification of Suspects 304  |
|            | Canine Sniffs 305   |
|            | Search Incident to Arrest 307   |
|            | Automobile Searches 309   |
|            | Interrogation of Suspects or Arrestees 309<br>Miranda Warnings 310        |
|            | Exceptions to Miranda 310   |
|            | Routine Booking Exception 310   |
|            | Routine Traffic Stops for Traffic Violations Exception 311                |
|            | Unsolicited Statements 311  |
|            | Public Safety Exception 311   |
|            | Juvenile Issues 311   |
|            | Hot Pursuit 312   |
|            | Consent 312   |
|            | Law Enforcement Agencies' Obligations to Persons<br>with Disabilities 313 |
|            | DNA 315   |
|            | School Search Policy 316  |
|            | Searches of Parolees 316  |
|            | Liability 317   |
|            | The Law Enforcement Officers Safety Act (LEOSA) 318                       |
|            | Family and Medical Leave Act 320  |
|            | Police Activity and the First Amendment 320                               |
|            | Conclusion 322  |
|            | Summary 322 • Review Questions 323 •<br>Exercises 323 • Endnotes 324      |
|            |   |
| Chapter 15 | Other Important Supervisory and Management Topics 325                     |
|            | Ensuring Officer Safety 325   |
|            | Coaching Officers on Street Survival 327                                  |
|            | Responding to Individuals with Behavioral Health<br>Issues 328            |
|            | Officer-Involved Domestic Violence 330                                    |
|            | The Ferguson Effect 334   |
|            | Conflict Resolution and Management 336                                    |
|            | Dealing with the Media 338  |
|            | Making Meetings More Productive 340                                       |
|            | Effective Time Management 341   |
|            | Managing Change 343   |
|            | Summary 345 • Review Questions 346 •                                      |
|            | ······································                                    |

INDEX 348

## Foreword

It is both an honor and privilege to write the foreword for this book authored by Dr. Jeff Bernstein, a personal friend, and colleague who I have known for over 30 years. Over that time, I have served as a police chief with two police agencies and served as the presidents for both the Florida Police Chief Association and the International Association of Chiefs of Police. I have conducted numerous police promotional processes for the ranks of sergeant to police chief, and as a lawyer have been used as a subject matter expert in promotional processes on police practices. Currently, I serve as a presidentially appointed U.S. Marshal in the State of Florida.

Dr. Jeff Bernstein, the co-author of this book, and I have worked closely together in preparing police officers for promotional exams. He is without question the #1 authority on police promotional exam preparation in the country. As one of the nation's top experts in police supervision, Nathan Iannone asked Dr. Bernstein numerous times to revise his original book and update his book to be contemporary with the times. Prentice Hall also asked Dr. Bernstein to write the first official study guide for the book.

The textbook you are about to read is a long-time best seller. It has been on more law enforcement promotional exam reading lists than any other book. It's considered by many to be the "Bible of Police Supervision." If you have this in your hands right now, you're probably studying for a promotional exam or taking a police supervision college class.

This book is the authority in the field and addresses everything a police supervisor should know. Making a successful transition from officer to supervisor is reviewed in the book. Basic supervisory responsibilities such as training, coaching, and counseling are discussed in the book. Dealing with citizen complaints, problem employees, and tactical deployment of field forces in critical situations are all covered in the book. After reviewing and studying these areas, you will have a much better understanding of how to handle these types of situations as a supervisor or manager. A new feature to this edition is that the key points in the book have already been identified by Dr. Bernstein for you. They will help you to do better on the exam you have to take, as well as be a better supervisor or manager.

Every day in every police department across the country supervisors deal with employees, citizens, peers, bosses, and unique situations they encounter on the street. You will find this book to be an excellent guide in regards to dealing with these individuals and situations. The kinds of things that every supervisor or manager should know are in this book!

Finally, as you're reading this book, always keep your ultimate goal in mind. Whether it's to get the promotion you want or to be a better supervisor or manager, never lose sight of it. If you're ready to become a leader, study hard and stay focused. If you're tired of doing what you're doing and want to move up the ladder, study hard and stay focused. If you study hard, stay focused, and internalize the teachings of this book, you will be that much closer to achieving your ultimate goal.

I wish you all the best.

William "Bill" Berger

## Preface

It is with great pride that I have prepared the ninth edition of Supervision of Police Personnel. The text addresses the essential knowledge, skills, abilities and personal characteristics that every professional law enforcement supervisor and manager should have. It has been read by thousands of college students, promotional exam candidates, and police supervisors.

It was truly an honor to be asked by Nathan and Marvin Iannone to update Supervision of Police Personnel. In my law enforcement career, I have worked as a police officer, detective, sergeant, and police psychologist. Most of my time in law enforcement was as a street cop. When the Iannone's asked me to update the "Bible of Police Supervision," I readily accepted it as the greatest challenge of my law enforcement career. As a test preparation specialist, I have trained over 100,000 men and women to become law enforcement officers, sergeants, lieutenants, captains, and chiefs. My area of expertise is in law enforcement promotional exams and exam preparation. In updating this book, I have tried to ensure that the most important things that law enforcement supervisors and managers need to know are included in it. I have also added two new chapters to the ninth edition. Chapter 14 which is "Legal Knowledge Every Supervisor and Manager Should Have," and Chapter 15 which is "Other Important Supervisory and Management Topics." Prior to updating the book, I reviewed many of the current challenges and contemporary issues facing law enforcement supervisors and managers today. I have added a number of these important topics to the book. Some of these include ensuring officer safety, coaching officers on street survival, and responding to individuals with behavioral health issues. These are areas every supervisor should be keenly aware of.

It has been my experience that the very best supervisors and managers show concern for their subordinates, the department, and the public. Also, the most successful law enforcement agencies seem to have the best supervisors and managers. It's one of the key factors that separates those agencies who succeed in their mission, from those who don't. In day-to-day police work, officers are involved in a wide variety of situations. They make mistakes from time to time and when they do, someone needs to discipline them. They respond to critical incidents that can be overwhelming; when they do, someone needs to guide them. When officers do good work, someone needs to praise them. That someone is the police supervisor and manager!

Since most of you are reading this textbook for your promotional exam, I have prepared the following as guidance for you.

### Promotional Exams: How to Get Started with Your Preparation

Preparing for promotion is an important career decision. This is particularly true today as the competition for supervisory and command positions in law enforcement agencies is fierce. The challenge for those who are serious about promotion is that they must be more prepared today than ever before. The road to promotion is one of hard work and personal commitment. The key to success will be determined by how well you prepare. When a promotional exam is announced, just starting your preparation is one of the hardest things to do. We firmly believe the early bird does get the worm. Here are five things you can do to begin your preparation:

#### 1. DEVELOP A PLAN

Start thinking about exactly what you're going to do. Make the commitment: When am I going to study? Where am I going to study? Who am I going to study with? And so on.

Speak with successful supervisors and managers in the workplace. Ask them about their study techniques. Put your study plan together prior to beginning your studies. If 30 percent of the exam questions come from the textbook, put at least that amount of time into your studies. Same thing with the law book, as well as the policy and procedure manuals.

Before you begin studying, make an appointment to have your eyes checked, especially if eye fatigue is occurring more frequently than normal.

#### 2. GATHER UP ALL THE MATERIALS

Keep your study materials updated—for example, law books, guidelines, textbooks, test prep guides. Once you obtain all the materials, put them away. Then, just take out one item at a time to study. This way you won't feel overwhelmed.

#### 3. ESTABLISH THE PROPER MIND-SET

If you're taking a test to become a boss, you have to start thinking like one. This is especially true while you're working. When you hear calls on the radio for a supervisor, think about what you would do with respect to proper supervisorial principles. Critical incidents, complaints, performance issues—how would you handle them?

#### 4. BE POSITIVE!

How much time do we spend complaining every day at work? A lot, right? Well, when it's exam time, avoid the whiners and complainers. Complaining is a time waster that distracts you from studying. Stay with the positive people who are focused on studying.

#### 5. BEGIN YOUR STUDY

If you sign up for a study group, it should be in addition to your individual study.

Think of the total study time in small increments. If your promotional exam is 3–6 months away, 1 hour of study per day 5 days a week is fine. However, you should progressively increase your study time as the exam gets closer (less than 3 months). Study at least 2 to 3 hours per day, 5 days a week. Choose a quiet place and select a time when your energy level is highest. A good way to study this book is to engage in the practice of "overlearning" each chapter. After you read Chapter 1, immediately go back and reread it. You will pick up things you missed on the first read. After your second read, test yourself with the study guide multiple choice questions. You will find out where you are strong, and what topics you are weak in. Whichever area you are weak in, put in more study time.

Log your study time and chart your readings on a calendar. Set goals and deadlines and follow them. Make adjustments as needed.

Periodically reward yourself and your family for your hard work.

Don't take on major responsibilities or projects while you're studying for the exam.

For more information on preparation for promotional exams, go to www.bernsteintestprep.com. It's up to you to get your plan into motion. If you don't put the time and effort in, somebody else will. Best of luck in the promotional exam process.

### New to the Ninth Edition

#### Preface

Valuable Tips for Promotional Exam Preparation

#### Chapter 3

Magnifying Community Policing Through Social Media Leadership Redefined by U.S. Navy Seals Updates on Supervising the Multigenerational Workforce

#### Chapter 4

Andragogy Roll Call Training Online Training Virtual Training Simulators

#### Chapter 13

New Bomb Threat Stand-Off Guidelines Revised and Updated Hostage Negotiation Strategies

#### Chapter 14

Legal Knowledge Every Supervisor and Manager Should Have

Police Citizen Contacts, Investigative Detentions, Terry Stop and Frisk, Motor Vehicle Stops, Totality of the Circumstances, Vehicular Pursuits, Identification of Suspects, Canine Sniffs, Search Incident to Arrest, Automobile Searches, Interrogation of Suspects or Arrestees, Miranda Warnings, Exceptions to Miranda, Public Safety Exception, Juvenile Issues, Hot Pursuit, Consent, Law Enforcement Agencies' Obligations to Persons with Disabilities, DNA, School Search Policy, Searches of Parolees, Liability, The Law Enforcement Officers Safety Act (LEOSA), Family and Medical Leave Act, Police Activity and the First Amendment

#### Chapter 15

Other Important Supervisory and Management Topics

Ensuring Officer Safety, Coaching Officers on Street Survival, Responding to Individuals with Behavioral Health Issues, Officer Involved Domestic Violence, The Ferguson Effect, Conflict Resolution and Management, Dealing with the Media, Making Meetings More Productive, Effective Time Management, Managing Change.

### Instructor Supplements

**Instructor's Manual with Test Bank.** Includes content outlines for classroom discussion, teaching suggestions, and answers to selected end-of-chapter questions from the text. This also contains a Word document version of the test bank.

**TestGen.** This computerized test generation system gives you maximum flexibility in creating and administering tests on paper, electronically, or online. It provides state-of-the-art features for viewing and editing test bank questions, dragging a selected question into a test you are creating, and printing sleek, formatted tests in a variety of layouts. Select test items from test banks included with TestGen for quick test creation, or write your own questions from scratch. TestGen's random generator provides the option to display different text or calculated number values each time questions are used.

**PowerPoint Presentations.** Our presentations are clear and straightforward. Photos, illustrations, charts, and tables from the book are included in the presentations when applicable. To access supplementary materials online, instructors need to request an instructor access code. Go to **www.pearsonhighered.com/irc**, where you can register for an instructor access code. Within 48 hours after registering, you will receive a confirming e-mail, including an instructor access code. Once you have received your code, go to the site and log on for full instructions on downloading the materials you wish to use.

## Alternate Versions

*eBooks.* This text is also available in multiple eBook formats. These are an exciting new choice for students looking to save money. As an alternative to purchasing the printed textbook students can purchase an electronic version of the same content. With an eTextbook, students can search the text, make notes online, print out reading assignments that incorporate lecture notes, and bookmark important passages for later review. For more information, visit your favorite online eBook reseller or visit **www. mypearsonstore.com.** 

## Acknowledgments

The first person that I would like to acknowledge is Professor Nathan Iannone. The first edition as well as the next four editions were written by Professor Iannone. He was a career police officer who rose through the ranks of the Los Angeles Police Department. He was a true visionary in the law enforcement supervision and management field. He saw the need to professionalize it, and he did. Thanks also to Nathan's brother, Marvin, who was a police chief in Beverly Hills. He wrote the sixth edition.

It's been said that to be successful, you have to surround yourself with good people. Well, I'm very thankful that I have done just that!

My profound thanks to Edna Bernstein, Vanessa Olmedilla, Jon Bernstein, retired Carteret Police Department Captain Robert Talalai, Oak Park Deputy Chief Frank Limon, and Mike Markowicz for their assistance in updating the textbook. Their assistance with research, draft writing, new photo acquisitions, commentary, suggestions for improvement, and proof reading was invaluable and is much appreciated. I would also like to thank North Bergen Police Chief Robert Dowd for his outstanding contribution to the new legal chapter. Chief Dowd's time, energy, and expertise helped add value to this chapter. Thanks are also due to retired Bayonne Chief of Police Ralph Scianni. Chief Scianni's suggestions and input are much appreciated. I would also like to thank Camden County Deputy Chief Richard Verticelli for his contributions on the tactical deployment of field forces. His experience as the SWAT commander helped to enhance this chapter. Thanks to Mary Jane Pohero, Melissa Valenti, Yvette Verticelli, and Frank Ciampi for their editing assistance. Thanks also to the reviewers, both past and present. Your suggestions helped to bring this textbook to the next level of excellence. For this ninth edition, we would like to specifically thank Norman Conti (Duquesne University), Paul Corbin (Lindenwood University), and Minerva Cruz (Rosemont College) for your input.

Finally, a special thanks to our Pearson editors Gary Bauer and Rinki Kaur. Gary's ideas and suggestions helped to improve the Bible of Police Supervision. = 1 to = lalakshmi Segar from Integra, for all his support, patience, and assistance to us.

### Dedication

The ninth edition of Supervision of Police Personnel is dedicated to my father, Lieutenant Bert Bernstein, and my mother, Bea Bernstein. For 30 years, my father worked for the Miami Beach Police Department. Those who worked with him considered him a "Cop's cop." My mother Bea also worked for the Miami Beach Police Department. Growing up in a police family is why many of us entered into law enforcement.