

**STATE UNIVERSITY OF NEW YORK
COLLEGE OF TECHNOLOGY
CANTON, NEW YORK**



COURSE OUTLINE

JUST 335 – CRIMINAL JUSTICE AGENCY MANAGEMENT

Prepared By: Dr. Brian Harte

**SCHOOL OF SCIENCE, HEALTH AND CRIMINAL JUSTICE
CRIMINAL JUSTICE DEPARTMENT
MAY 2015**

- A. **TITLE:** Criminal Justice Agency Management
- B. **COURSE NUMBER:** JUST 335
- C. **CREDIT HOURS:** 3
- D. **WRITING INTENSIVE COURSE:** No
- E. **COURSE LENGTH:** 15 weeks
- F. **SEMESTER(S) OFFERED:** Fall / Spring
- G. **HOURS OF LECTURE, LABORATORY, RECITATION, TUTORIAL, ACTIVITY:** 3 lecture hours per week
- H. **CATALOG DESCRIPTION:** Description, analysis, solution, and synthesis of contemporary management problems in a criminal justice organization; presentation and exemplary implementation of management concepts significant to criminal justice organizations; review of case studies for management problem recognition; the study of operational systems; analysis of the role of supervisors and managers.
- I. **PRE-REQUISITES/CO-REQUISITES:**
 a. Pre-requisite(s): 45 credit hours in Criminal Investigation, Criminal Justice: Law Enforcement Leadership or Homeland Security or instructor's approval.
 b. Co-requisite(s): None
- J. **GOALS (STUDENT LEARNING OUTCOMES):** By the end of this course, the student will be able to:

<i>Course Objective</i>	<i>Institutional SLO</i>
1. Describe the organization of a criminal justice agency.	1. Communication 2. Critical Thinking
2. Evaluate the roles of supervisors in a criminal justice agency.	2. Critical Thinking 4. Inter-Intrapersonal Skills
3. Identify solutions for contemporary problems in a criminal justice agency.	2. Critical Thinking 3. Professional Competence
4. Discuss appropriate strategies of organizational change for a law enforcement agency moving away from a traditional model to a community policing model.	1. Communication 2. Critical Thinking
5. Summarize the processes of strategic and operational planning.	1. Communication 2. Critical Thinking
6. Analyze issues of disparity actions against criminal justice personnel.	2. Critical Thinking 4. Inter-Intrapersonal Skills

7. Evaluate the use of data regarding daily activities in a criminal justice organization.	2. Critical Thinking 3. Professional Competence
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K. TEXTS:

Hess, K.M. & Hess Orthmann, C. (2016). *Management and supervision in law enforcement* (7th ed.). Clifton Park, NY: Delmar, Cengage Learning.

L. REFERENCES:

Constitution of the United States

Bryson, J.M. (2004). *Strategic planning for public and non-profit organizations* (3rd ed.). San Francisco, CA: Jossey-Bass.

Wexler, C., Wycoff, M.A., & Fischer, C. (2007, June). "Good to Great" policing: *Application of business management principles in the public sector*. Washington, D.C.: U.S. Department of Justice Office of Community Oriented Policing Services.

M. EQUIPMENT: Technology enhanced classroom

N. GRADING METHOD: A-F

N. MEASUREMENT CRITERIA/METHODS:

- Exams
- Quizzes
- Papers and projects
- Participation

P. DETAILED COURSE OUTLINE:

- I. Management, Supervision and Leadership
 - a. Basic Management Skills and Tools
 - b. Management Styles
 - c. Research on and Theories Related to Leadership
 - d. Leadership Styles

- II. The Organization and Structure of American Policing
 - a. The Traditional Law Enforcement Organization
 - b. The Formal Organization
 - c. The Emerging Law Enforcement Organization
 - d. Community Policing
 - e. Problem-solving Policing

- f. Intelligence-led Policing
- g. Evidence-based Policing
- h. The Impact of Contemporary Policing Approaches on the New Supervisor or Manager

III. The Police Mission: Getting the Job Done

- a. The Law Enforcement Mission
- b. An Organization's Guiding Philosophy and values
- c. Goals, Objectives, Work Plans and Policies and Procedures
- d. Functions of Management at Various Levels
- e. The Team Approach
- f. Being New to a Management Position
- g. Law Enforcement Management as a Career

IV. Communication: A Critical Management Skill

- a. The Communication Process
- b. Barriers to Communication
- c. Communication Enhancers
- d. Internal Communication
- e. External Communication
- f. Communicating with the Community

V. Decision Making and Problem Solving as a Manager

- a. Kinds of Decisions
- b. Methods for Making Decisions or Problem Solving
- c. Problem-solving policing
- d. Using Crime Analysis in Problem Solving
- e. Creativity and Innovation
- f. Legal Decisions

VI. Time Management: Minute by Minute

- a. Time Management: Planning and Organizing Time
- b. Controlling time
- c. Scheduling
- d. Time Abusers: Combating Unproductive Time
- e. Productivity – The Bottom Line

VII. Training and Beyond

- a. Training versus Education
- b. Variable Affecting Learning
- c. Principles of Learning
- d. Instructional Methods
- e. Training Standards
- f. Academy Training for New Recruits
- g. On-the-Job Training
- h. Training at the Management Level

- i. External Training
 - j. Ongoing Training – Lifelong Learning
 - k. Benefits of Effective Training Programs
- VIII. Promoting Growth and Development
- a. The Workplace Culture
 - b. Developing Positive Interpersonal relationships
 - c. Stages of Growth
 - d. Developing a Positive Attitude and Image
 - e. Developing a Sense of Ethics and Integrity
- IX. Motivation and Morale
- a. Officer Retention, Motivation and Morale
 - b. Motivational Theories
 - c. External, Tangible Motivators
 - d. Internal, intangible motivators
 - e. The Law Enforcement Career as a Motivator
- X. Discipline and Problem Behaviors
- a. Discipline Defined
 - b. Positive, Constructive Self- discipline
 - c. Knowledge of Rules, Regulations and Expected Behaviors
 - d. Dealing with Problem Employees
 - e. Negative Discipline / Punishment
 - f. Comprehensive discipline
- XI. Complaints, Grievances and Conflict
- a. Complaints
 - b. Complaint Policies and How to Handle/Investigate Complaints
 - c. Internal Affairs Investigations
 - d. Officers' Rights and Legal Procedures
 - e. Grievances
 - f. Resolving Grievances
 - g. Sources of Conflict
 - h. Managing Conflict
 - i. Dealing with External Conflict
 - j. Dealing with Internal Conflict
 - k. Conflict Resolution Skills
- XII. Stress and Related Hazards of the Job
- a. Sources of Stress
 - b. Law Enforcement Personnel with Additional Stressors
 - c. Effects of Stress
 - d. How the Organization Can Reduce Stress
 - e. Programs to Prevent / reduce Stress

- XIII. Deploying Law Enforcement Resources and Improving Productivity
 - a. Deploying Personnel
 - b. Kinds of Patrol
 - c. Methods of Patrol
 - d. Deploying Resources to Fight Crime and in Emergencies
 - e. Deploying Resources for Homeland Security
 - f. Law Enforcement Productivity

- XIV. Budgeting and Managing Costs Creatively
 - a. Purposes of Budgets
 - b. The Budgeting Process
 - c. Budgeting Systems and Categories
 - d. Managing Costs Creatively
 - e. Creative Ways to Reduce Costs

- XV. Hiring Personnel and Dealing with Unions
 - a. The Importance of Hiring Well
 - b. Recruiting
 - c. The selection Process
 - d. Educational Requirements
 - e. Laws Affecting Employment
 - f. Labor Laws and Unions

- XVI. Measuring Performance: Assessment and Evaluation
 - a. Purposes of Evaluations
 - b. Inspections
 - c. Performance Appraisals
 - d. Evaluating the Team and the Department
 - e. Recognizing Value in Policing
 - f. Evaluating Citizen Satisfaction with Services

- XVII. Learning from the Past: Looking to the Future
 - a. Law Enforcement for the Future
 - b. Trends Shaping the Future of Policing
 - c. The Impact of Technology, Now and in the Future
 - d. Futuristics