

CJ-2990: ISSUES IN SUPERVISION

Cuyahoga Community College

Viewing: CJ-2990 : Issues in Supervision

Board of Trustees:

2018-06-28

Academic Term:

Fall 2018

Subject Code

CJ - Criminal Justice

Course Number:

2990

Title:

Issues in Supervision

Catalog Description:

Capstone Course in Criminal Justice. Comprehensive review of law enforcement processes, accomplished by looking at role of supervisor and his/her responsibility to the department and community. Further application of law enforcement principles by use of current readings in criminal justice.

Credit Hour(s):

4

Lecture Hour(s):

4

Requisites

Prerequisite and Corequisite

Departmental approval: completed 20 credits in Criminal Justice.

Outcomes

Course Outcome(s):

Utilize modern management and leadership principles in a criminal justice setting.

Objective(s):

1. Describe and compare the roles of law enforcement supervisors and managers, specifically patrol, special operations, investigative and administrative assignments.
2. Discuss the importance of leadership and command presence, as it relates to the effective management of personnel and law enforcement mission.
3. Explain the role of the supervisor in interviewing and counseling personnel in issues involving grievances, complaints, discipline, and performance.
4. Compare the importance of interpersonal communications, cultural and gender differences, psychological and emotional factors, and laws and policies that govern effective supervision, management, and communications with the community.
5. Plan and prepare the deployment of personnel based on needs, and in tactical or emergency situations.
6. Identify and appraise supervisory problems and issues, and draft a proposal to resolve them through appropriate management practices and available resources.

Course Outcome(s):

Apply written and verbal communication methods within a criminal justice organization.

Objective(s):

1. Compare the importance of interpersonal communications, cultural and gender differences, psychological and emotional factors, and laws and policies that govern effective supervision, management, and communications with the community.
2. Identify and appraise supervisory problems and issues, and draft a proposal to resolve them through appropriate management practices and available resources.
3. Prepare supervisory reports for purposes of personnel evaluations, grievances, citizen complaints, and general management tasks.

Methods of Evaluation:

1. Participation
2. Midterm and final examinations
3. Term project
4. Quizzes
5. Research paper

Course Content Outline:

1. Overview of Police Supervision
 - a. Dynamics of law enforcement organizations
 - i. Management theory
 - ii. Organizational theory
 - iii. Administrative theory
 - b. Organizational approaches to policing
 - i. Traditional design
 - ii. Contemporary design
2. Supervisors Role and Responsibilities
 - a. Role of the supervisor
 - i. Complexity
 - ii. Supervisory tasks
 - iii. Types of supervisors
 - b. Technical competence
 - c. Assuming the supervisory role
3. The Supervisor's Function in Police Management
 - a. Administrative functions
 - b. Organizational function and purpose
 - c. Decision-making
4. Personal and Psychological Aspects of Law Enforcement Supervision
 - a. Leadership
 - i. Leadership styles
 - ii. Leader vs. supervisor
 - b. Morale
 - c. Discipline
 - i. Types
 - ii. Positive
 - iii. Negative
 - d. Motivation of employees
 - e. Stress
 - i. Definition
 - ii. Sources of stress
 - iii. Employee assistance programs
5. Communication Principles
 - a. Types of communication
 - i. Verbal
 - ii. Non-verbal
 - iii. Written
 - iv. Commands / Orders
 - b. Basic communications model
 - i. Sender
 - ii. Receiver
 - iii. Message
 - iv. Translation
 - c. Interpersonal communication
 - d. Effective communication principles

- i. Active Listening
 - ii. Feedback
 - iii. Barriers to effective communication
 - e. Basics of interview and interrogation
- 6. Training and Professional Development
 - a. Types of Training
 - i. In-service
 - ii. Roll call
 - iii. Mock scenarios
 - b. Methods of police instruction
 - i. Basic academy training
 - ii. Advanced officer training
 - iii. Problem solving skills
 - c. Assessment of training needs
 - d. Evaluation of instruction
 - e. Liability issues
- 7. Handling and Preventing Complaints and grievances
 - a. Ethics
 - i. Code of Ethics
 - ii. Vital role of supervisors and managers
 - b. Inappropriate police behaviors
 - c. Complaint policies and procedures
 - i. Types of complaints
 - ii. Investigation
 - iii. Disposition
 - d. Officers Rights and Limitations
 - i. Peace Officer Bill of Rights
 - ii. Department policies and procedures
 - iii. Due process
 - iv. Grievances
 - e. Responding to problem officers
 - i. Early warning system
 - ii. Probation and remediation
- 8. Performance Appraisal and Rating Procedures
 - a. Objectives for appraisal
 - b. The appraisal system
 - i. Rating criteria
 - ii. Standards of performance
 - iii. Responsibilities of the rater
 - c. Gathering performance data
 - i. Statistical data
 - ii. Demonstration of job performance
 - d. Effective appraisals
 - e. Errors in appraisal
- 9. Supervising the Work of Police
 - a. Deployment and scheduling
 - i. Patrol planning
 - ii. Workload analysis
 - iii. Shift scheduling
 - iv. Deployment strategies
 - b. Tactical deployment
 - c. Unusual occurrences
 - i. Civil disorder
 - ii. Major disasters
 - d. Critical Incidents
 - i. Barricaded persons
 - ii. Hostage situations
 - iii. Bomb incidents

Resources

Iannone, N., Iannone, M. and Bernstein. *Supervision of Police Personnel*. 8th ed. Pearson, 2013.

Kappeler, Victor. *Critical Issues in Police Civil Liability*. 4th. Waveland, 2006.

Matthew Giblin. *Organization and Management in the Criminal Justice System: A Text/ Reader*. 1st. Sage, 2013.

Stojkovic, Kalinich and Klofas. *Criminal Justice Organizations: Administration and Management*. 6th ed. Wadsworth, 2014.

IACP. "International Association of Chiefs of Police" 2017-10-25 22:00:00.0.

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