

## Supervisory Leadership for Police Services

How do you make sure that the “right message” includes the shared visions and values of both the organization and officers?

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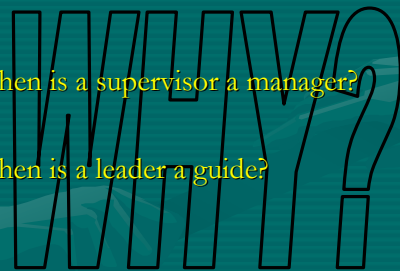
## POLICE STUDIES CERTIFICATE CREATED BY:

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The citizen expects police officers to have  
the **wisdom of Solomon**,  
the **courage of David**,  
the **strength of Samson**,  
the **patience of Job**,  
the **leadership of Moses**,  
the **kindness of the Good Samaritan**,  
the **strategical training of Alexander**,  
the **faith of Daniel**,  
the **diplomacy of Lincoln**,  
the **tolerance of the Carpenter of Nazareth**, and finally,  
an **intimate knowledge** of every branch  
of the **natural, biological, and social sciences**.  
If he had all these, he might be a good policeman!  
(August Vollmer, cited in Bain, 1939).

## SUPERVISORY LEADERSHIP

- When is a supervisor a manager?
- When is a leader a guide?



## “YOU HAVE TO WONDER WHY THEY’RE RUNNING”

*Howard Safir, - New York City Police Commissioner (1996-2000)*

## Education To Empower Officers

- By knowing the broad context of their job
- By learning what enables/disables managers
- By appreciating community mores/needs
- By knowing how stress impacts their lives
- By exploring the ethos of good policing

### ❖ Program Objectives

To enhance policing and supervisory leadership for proactive problem solving in the provision of police services in a multiracial & multicultural city.

### ❖ Multicultural Component Objectives

To enhance the management & leadership skills of current and prospective police supervisors by increasing their appreciation of the impacts of racial and ethnic diversity and oppression on crime and law enforcement and on their roles as supervisors.

### Capitalizing on the Culture

- Keeping police together to learn
- Providing a dedicated learning space
- Maintaining an “off-the-job” ambience
- Respecting their culture
- Honoring their work

### Engaging the Officer/Student

- Courses rooted in reality students face
- Taught by practitioner/faculty
- Texts/readings authored by police execs
- Class dialog builds on officers experience
- Student work gets rapid faculty feedback
- Learning culture of joint problem solving

### ❖ Program Overview

- 1st Semester Core Courses (2 required courses, 6 credits)Police

• *Supervision in a Multiracial & Multicultural City*

• *Supervisory Leadership for Police Services*

- 2nd Semester Continuation Courses (choose 2 courses, 6 credits)

• *Law & Politics of Race Relations*

• *Immigration & Ethnicity in America*

• *Police Ethics*

• *Police and Community Relations*

• *Stress Management*

### THE PSYCHODYNAMIC APPROACH

- Learned patterns of family dynamics influence leadership
- Psychological development produces personality types
- Leader's psychological past influences her/his impact on others
- An insight into our own past will result in change
- A leader who understands the origin of her/his feelings, attitudes, and behaviors will be more effective than one who is blind to them

### CPR

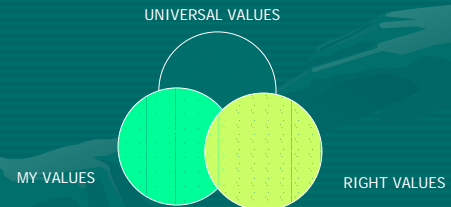
- C – COURTESY:  
considerate behavior
- P – PROFESSIONALISM:  
engagement in an activity to earn money
- R- RESPECT:  
conventional expression of esteem or sympathy

## MISSION – *an assigned combat operation*

THE MISSION OF THE  
NEW YORK CITY POLICE DEPARTMENT  
IS TO **ENHANCE THE QUALITY OF LIFE**  
IN OUR CITY BY **WORKING IN**  
**PARTNERSHIP WITH THE**  
**COMMUNITY** AND IN ACCORDANCE  
WITH **CONSTITUTIONAL RIGHTS**  
TO **ENFORCE THE LAWS, PRESERVE**  
THE PEACE, **REDUCE FEAR, AND**  
**PROVIDE FOR A SAFE ENVIRONMENT.**

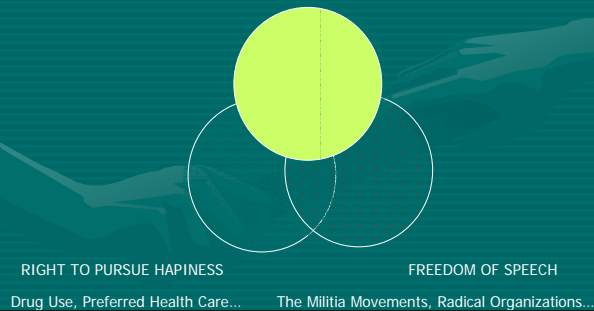
## Community, Individual & Legal Values

- **Genital Mutilation, Child Abandonment, Coining**



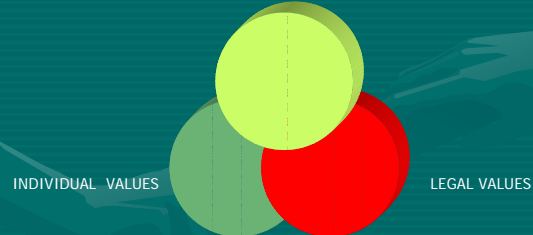
## Enforcing The Law

CONSTITUTIONAL LAWS, STATE LAWS, LOCAL ORDINANCES



## How Do You Focus & Perform?

COMMUNITY VALUES



## THE PRICE

- **HUMAN LIFE AS A PRICE TO PAY**
- **HOW EXPENSIVE IS IT TO REDUCE FEAR?**

## Cost of a Safe Environment

- **Who pays and at what cost?**
- **Will you still respect me the morning after?**
- **Will you still respect yourself the next morning?**

## Evaluating Educational Quality

- Weekly evaluation by faculty
- Semester's end evaluation of each class
  - Assignments*   *Curriculum*   *Books*
  - Teaching styles*   *Classroom activities*
- Students evaluate every class aspect
- Outcome surveys gauge program impact

## Outcome Measures

- Leadership's importance at all policing levels 4.2
- Interpersonal skills for effective policing 4.3
- Better understanding of delegation 4.1
- Understanding situational leadership 4.1

## Outcome Measures

Communication as central to performance	4.4
Listening skills for effective performance	4.4
Standards and expectations count	4.2
Disaffected employees and effectiveness	4.1

## Outcomes

*"I had a great experience. I learned a lot. The program caused me to become more open minded. The Program made me think more for myself...."*

*"In the last day of the class, it was evident that all of my classmates had a better understanding of others' views."*

*"I highly recommend this course for anyone who wants to further their education."*

*"I am optimistic that this course has challenged some people to rethink and analyze their respective views and how that relates to policing. This hopefully will bring about positive change."*

*"I do not believe that any good will come about. For some who may have been brought up as bigots the sense of being in a position to treat other diverse groups of people with the same respect as their own cannot be achieved unless they start to be held accountable for their actions."*