Criminal Justice Management Issues and Practices Script

Name

Professor

Course

Date

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**Slide 1** – Title Slide – “Criminal Justice Management Issues and Practices”

**Slide 2 - Police Manager’s Span of Control - Introduction**

The role of the police manager includes listening, talking, reading, writing, to confer, think and make decisions for the purpose of increasing effectiveness of the police force. The span of control of a police manager includes the number of subordinates that are under their direct and indirect control, their functions and responsibilities. The span of control can be summarized as the jurisdiction within which a police manager acts in. All police agencies face the risk of controversy and as such police managers and officers have to deal know how to deal with their fellow police officers, the media and the public.

**Slide 3 - Police Manager’s Span of Control – Use of Force**

The police managers span of control includes conducting investigation into shooting incidences and abuse cases by police officers. A police manager who has a large number of police officers under their control may be unable to conduct investigation function appropriately and lead to complacency by police officers. This can encourage an attitude of using force by the officers.

**Slide 4 - Police Manager’s Span of Control – High Speed Pursuits**

High speed pursuits are dangerous and by police policies are limited to using in occasions where a suspect of crime attempts an escape. Policies by police managers that put a high pressure on performance may affect the attitude of police officers to use any means necessary to capture suspects. Police officers may be obstructed in their judgment as a result and engage in unnecessary speed chases and using extra force to bring down fleeing civilian such as shooting.

**Slide 5 - Police Manager’s Span of Control – Biased Policing**

Biased policing is the practice of prejudice by police officers in arrests. Biased policing includes racial profiling, bias based on economic status, gender, and religion among others. Biased policing can be implicit or explicit. Implicit is where police officers engage in biased policing that is unintentional or unconscious. Explicit bias is where a police officers intentionally and knowingly engages in selective harassment of certain sections of the population without legitimate reason. Both types of biased policing limit the execution of duties by police officers in light of fairness and integrity.

**Slide 6 - Police Manager’s Span of Control – Biased Policing**

The police manager’s span of control can affect biased policing through the composition of the team that is under the manager. A racially and gender diverse subordinate can limit biased policing. Additionally, a biased police manager may influence biased policing through statements and policies that promote biased policing by subordinates. The police manager may also use their position to hide practices of biased policing.

**Slide 7 - Police Manager’s Span of Control – Media**

The media is legitimately allowed to inform public on police activities especially in matters of crime. Police officers, by law, should not stop the media from taking pictures at crime scene and following cases. Additionally, during investigation police should not reveal details to the media unnecessarily.

**Slide 8 - Police Manager’s Span of Control – Media**

The Police – Media relationship should be impartial and have high level of integrity. A police manager should ensure confidentiality and transparency is maintained in dealing with the media and should ensure that the necessary press office coordinates information with the right officer to convey messages to the media. A police manager should enforce this responsibility and deal with officers contravening it appropriately.

**Slide 9 - Douglas McGregor’s Theory X**

The Douglas Mcgregor’s Theory X helps in understanding the driving force behind people’s motivation. The theory X is based on an authoritarian leadership style. The theory states that employees who are not motivated or dislike their work should be managed by use of authoritarianism. The manager should be hands-on and micromanage activities to achieve results.

**Slide 10 - Douglas McGregor’s Theory Y**

Theory Y is based on a participative type of leadership. In this case, the employees are motivated about the challenges at the workplace and take pride in their work. The employees also take ownership of their work. The manager should decentralize roles and authority when dealing with such employees and engage them in decision-making.

**Slide 11 - Theory X and Theory Y– Use of Force**

The theory X and theory Y can be applied to the use of force by police officers as per the motivation of the police officers. Police officers with low motivation can be subjected to theory X where they are subjected to heavy penalties, frequent field check-ups, and rewarding the officers for appropriate behavior in order to reduce use of force. According to theory Y, officers who are motivated can be engaged in developing creative and imaginative ways of dealing with potential situations that can escalate use of force in order to empower them to act accordingly.

**Slide 12 - Theory X and Theory Y– High Speed Pursuits**

When it comes to high speed pursuits, theory X can be applied to officers with low motivation by limiting the resources that they have such as gas and access to cars, limiting the period of patrols to ensure frequent check=ins and giving rewards for engagement is necessary pursuits. As per theory Y, highly motivated officers can be rewarded through recognition since they seek more of career development than money which can help encourage appropriate engagement in high speed pursuits.

**Slide 13 - Theory X and Theory Y– Biased Policing**

Theory X can be applied to biased policing by engaging officers who are not motivated in strict rules and penalties to discourage biased policing and having constant training to emphasize importance of impartiality. Theory Y can be applied to officers who are motivated by engaging them in developing community relations and engaging them in less supervision to help empower them to feel more obligated in their duties.

**Slide 14 - Theory X and Theory Y– Dealing with Media**

When dealing with the media, the theory X can be applied to unmotivated officers by avoiding any delegation of media duties to them, having a strict protocol to be followed during press engagement and penalizing officers who disregard the protocol. The motivated officers can be engaged in actively improving the public relationship through use of media by equipping them with the skills of dealing with media.

**Slide 15 - Applying Douglas McGregor Theories to Policing**

Theory X and theory Y can be applied to policing but have varying effects in the short and long-term. Theory X is efficient in the short-term compliance but in the long-term leads to a workforce that is not motivated. Additionally, it is costly. Theory Y is ideal for long-term improved efficiency by creating mutual benefits for management and subordinated and aligning the subordinates needs interests to meeting policing objectives. However, theory Y is ineffective in creating immediate compliance.

**Slide 16 - Applying Douglas McGregor Theories to Policing**

A combination of theory X and theory Y can therefore lead to an ideal situation. The police force is diverse and as such the level of officer motivation varies. As such, there is a need to use theory X and theory Y to ideal situations identified. Additionally, there is a need to continuously assess and evaluate between the two alternatives in various circumstances to determine effectiveness in order to improve outcome.

**Slide 17 - Theory X and Theory Y to Use of Force**

Applying both theory Y and theory X to the use of force, theory Y can be used to empower officers by offering them alternative means of overpowering suspects such as the use of oleoresin sprays and conduct energy devices which are less lethal and still effective. The officers also should be paired while on patrol to help encourage camaraderie which can act as a self-check system where officers help each other apply appropriate means to dealing with potential situations that can lead to use of force. Theory X can be applied to discourage use of force by having heavy penalties and applying use of surveillance to monitor police activities such as cameras in police cars.

**Slide 18 - Theory X and Theory Y to High Speed Pursuits**

Theory Y can be applied to high speed pursuits by ensuring that officers on patrol have adequate communication with the command center to help in coordinating efforts to arrest suspects who may be overwhelming and engage in high speed police pursuits. Police officers on patrol in nearby areas can be alerted and quickly respond to a situation. The theory X can be applied by having cameras on patrol cars to record incidences for investigation purposes, using of a checklist or protocol for engagement in high speed pursuits, and having more foot patrols than car patrols to reduce risk of danger when engaging in high speed pursuits.

**Slide 19 - Theory X and Theory Y to Biased Policing**

Theory Y can be applied to biased policing by training police officers to help them identify implicit bias and as such work on improving on their perception. Additionally, community policing can be encouraged to promote better police – community relationships to help reduce bias policing. Theory X can be applied by placing restrictive requirements on arrests such that officers engaged in scenes that are potentially viewed as biased should not be the same officers who hand-cuff the suspect to promote more integrity in judgment. Additionally, there is a need to have clear policies on arresting suspects that look at ensuring physical appearance is not the a determinant in making an arrest in order to avoid biased policing.

**Slide 20 - Theory X and Theory Y to Dealing with the Media**

Theory Y can be applied to dealing with the media by encouraging integrity and professionalism in police force in all areas of engagement, encouraging community policing initiatives to help promote media relations and having officers dealing with investigation to not engage the media so as to maintain their objectivity with investigations. The theory X can be applied by limiting the function of engaging the media to the press office and developing clear plans and protocols for dealing with the media.

**Slide 21 - Conclusion**

In conclusion, police managers have a crucial role to play in controlling the use of force, high-speed pursuits, biased policing, and media relations which may negatively affect the effectiveness of the police force. Police managers should apply a combination of theory X and theory Y in dealing with both highly motivated and unmotivated police officers for increased success.

**Slide 22 - References**