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## CHAPTER 1: The Evolution of Police Administration

This book upon police administration and its structure, processes, and behavior encompasses the history of policing and what policing means in today’s world. Similar to all other realities of life, the structure of the police has evolved over the years. The concept of policing is the same that is, to maintain law and order, but the methodology has been adapted to the requirements of the society. In other words, it can also be said that societal pressures have changed policing practices to ensure a more disciplined society. People need to adapt their behavior to their external environment in order to be accepted by their peers. Consequently, policing has had to adapt itself to the changing characteristics of society so that people are more accepting towards the law and order. The crux of chapter 1 tells us that policing is constantly under the microscope and susceptible to change. The regulatory bodies that are responsible for structuring the system constantly scrutinize the policies and processes to better suit the needs of the society.   
The first chapter discusses and compares the policing in America since the 1900’s and the changes that have been incorporated today. The importance of the first chapter should not be underestimated because one must know the history of the profession to value it. It is the past that leads to changes and modern adaptations; therefore, serves as an important learning ground. If people are unaware of the past events that shape policing today, it would be difficult to relate these to today’s scenario. The episodic war between the Native Americans and the West of Mississippi illustrate the importance of protection of land from trespassers; therefore, the need for land laws had emerged and were still prevalent today. The first employee to take a policeman’s salary was August Vollmer (pg. 14) in 1829. Volunteer work ended in 1965. Women joined the police workforce in 1918.

## CHAPTER 2: Policing Today

The second chapter builds upon the foundation laid by the previous chapter. The previous methodology of policing had its limitations; consequently, the need to devise successive ways of policing emerged. As a result, community policing became the buzz of the states, and there was an influx of community police and education focused upon this area, as well. In today’s world, operational policies and strategies have been devised in order to combat crime and maintain discipline in society. Adding on, evidence-based policing has also gained momentum and is another new methodology towards overcoming crime.   
Moreover, as technology has advanced so have the policing department adapted itself to a better and modern ways of practice. Information technology has aided towards better crime analysis. Along with this, IT also contributes positively towards the effectiveness and efficiency of the police. It is not possible to suggest that any one particular method or strategy is superior. For instance; Weisberg and Eck have suggested that there is still a need for further analysis in order to draw firm conclusions about the superiority of any particular methodology. Moving on, the external environment of the police is another determining factor for the success of a particular strategy. The strategy devised for New Orleans may be irrelevant to Miami and vice-versa, for instance. The need for proactive behavior by the police to combat crime would be increased as the advent of IT grows. It has also added pressure upon law enforcement agencies to reconsider their work practiced because information technology provides several efficient ways to counter crime. The CompSat process is one way the Chicago policing administration has emphasized as part of the problem analysis.

## CHAPTER 3: Intelligence, Terrorism, and Homeland Security

The third chapter suggests that the methodology of policing has changed as a result of the attacks of 9/11. Adding on, the threats of inflow of drugs from Mexico have also sensitized the police towards this issue, and the police have changed their stance towards these groups and issues. As globalization has progressed there has been an increase in reported cases of international terrorism. The ease of transportation has allowed people to travel from place to place in a matter of few hours. Consequently, the intelligence agencies and police departments have had to restructure themselves according to the changing trends. Eco terrorists, left-wing anarchists, and right-wing hate groups all pose a threat to the police and intelligence groups; therefore, the need to adapt to protecting the nation from these groups has intensified.   
Over the past several years, the United States has had to experience random bombings. These bombings are not aimed towards any particular group, but they just create the fear of the unknown. People have resorted to asking why such events are taking place, and why have the police failed to protect its citizens. The answers may be unknown, and the intelligence agencies are working towards finding answers. As mentioned in chapter 2, the IT system has modernized the methodology, but it has also become easier to fool the system. Trained terrorists are educated in fooling the system; thus, creating chaos. The extremist Islamic groups have grown in size over the years, and they have constantly planned and plotted against America at various times. One of the greatest events was the attack of 9/11, which created the need for stricter security checks of stereotypical groups.

## CHAPTER 4: Politics and Police Administration

The fourth chapter discusses the similarities between politics and law enforcement agencies. As societies today claim to be democratic then there should be no division between the police and political parties. The individuals or regulatory authorities responsible for passing laws and regulations should be synonymous with the police. No law enforcing institution can operate independently. All institutions related to the police administration need to be in congruence with each other to ensure maximum benefit. People fail to recognize that the police department is not operating in isolation; consequently, the raise fingers on the police at times of a security lapse. With globalization, the police are affected by international and foreign agencies as well. In other words, the laws and regulations are not restricted or limited to the city or state only, but they have an impact upon a much larger proportion.   
Communities operate differently; therefore, the rules and regulations are also different for every state or community. Furthermore, the skills and capabilities of people recruited in the police force play a significant role in the structure and processes of this institution. The roles previously played by the federal agents are now increasingly performed by the local police. For instance; the identification of illegal immigrants was largely the job of the Immigrations and Customs Enforcement Agency. However, with an increase in this crime the local police have become increasingly involved in protecting the state against this crime. In other words, there has been a change in the job description of the local police and it not encompasses duties performed by foreign police initially. This increase in the skill level and enlargement of the job description there has been a need to train the police in a similar way in order to gain maximum benefit from the police force.

## CHAPTER 5: Organizational Theory

This chapter focuses upon the concept of organizational theory. In all institutions whether they are related to law enforcement or not, there is a specific organizational structure, culture, and process. The concept of organizational theory suggests that in order to make sense of the future there need to be certain assumptions made. These assumptions may or may not hold to be true at all times, but they help in attaching value to the situations. The expertise and skills of the people would determine the accuracy of the assumptions made. Every organization has to change itself according to the prevalent trends of the present, but it is their ability to make assumptions that lead them towards success.   
According to the chapter, the hierarchical model or in other words, the traditional structure of organizations is useful for the institution of policing. Similar to any other form of organizational structure, the police are no different in this sense. McGregors theory X and theory Y have been used in reference to the police to show its relevance. Since the police department is strictly bureaucratic, the concept of a traditional hierarchy is relevant to the institution. Orders are often passed from the top to bottom, and those at the bottom of the hierarchy have little space for asking questions rather they have to obey the orders. Even though, the method of leading people has changed over the last 50 years, but it is still mostly autocratic. The organization is viewed as an open system, and people are given positions depending upon their capabilities and strengths. There is an increased adaptation of various psychometric testing in this arena as well because it helps the organization to recruit the best possible pool of people.

## CHAPTER 6: Organizational Design

This chapter is a continuation upon the concepts laid down in the previous chapter. The way of placing individuals within the structure has been discussed in greater detail in this chapter. The achievement of missions by law enforcing agencies is just as critical as it is for any other profit making organization. The method of grouping the correct groups together is also a critical aspect in order to ensure the objectives are met. Staff placement, groupings, team structures, are all relevant to law enforcement agencies as it may be to any other organization. The work of these agencies is unique, but the way they are formalized is different because of the nature of their tasks.   
One of the most important factors is the size of the population that needs to be served. This would determine the kind of groupings that are necessary for law enforcing agencies. Moreover, the size of the population that needs to be served is also another critical factor in determining the kind of groups that would be best-suited to the institutional framework. Adding on, the chapter outlines the philosophical framework that is essential to combat crime. This philosophical framework needs to be clearly transmitted to the workers in order to ensure there is alignment between the organization and its workers. Similar to other organizations, the law enforcing agencies also comprise of people. Consequently, the needs of the people may be same with reference to personal relationships. If workers are alienated and unable to identify themselves with their coworkers, they may soon become de-motivated that would lead to a significant problem in the area of goal attainment.

## References

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