

BOOK REVIEW

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A Review of *Proactive Police Management*, Second Edition

REFERENCE: Thibault, E. A., Lynch, L. M., McBride, R. B., *Proactive Police Management*, 2nd ed., Prentice-Hall, Inc., Englewood Cliffs, NJ 07632, 1990, 449 pp.

To make an initial assessment of this volume I decided first to review the chapters that related directly to management assignments I had held in the past eleven years as a police officer in a management position. After reading four chapters (Basic Line Functions, Patrol Operations, Administrative/Staff Functions, and Training Policies), I was surprised and impressed with both the material and the approach of the authors. This book has now replaced O.W. Wilson's *Police Administration*, as my favorite police management text.

The authors state, "Our approach to police organizational management is proactive rather than reactive, with police managers anticipating events through planning, using police personnel and resources effectively, and delivering a whole range of police services to the community." The authors, whose backgrounds include teaching, police work, and management, present their proactive management style in five sections titled as follows:

- I. Historical and Police Culture Context
- II. Basic Organizational Concepts
- III. Operational Considerations
- IV. Managing the Police Organization
- V. The Future: Collective Bargaining and Proactive Management

For readers who are familiar with the first edition of this volume (1985), the following specific materials have been added:

- The impact of the extended use of civilians in police agencies, along with the accreditation movement and establishing professional standards.
- The usefulness of Theory Z for the future-oriented police manager.
- Significant studies on the use of mainframe and microcomputers: computer-aided dispatch, mobile digital communications, automatic vehicle monitoring, 911, regional communications, national and international communication interfacing for search for suspects, and other uses.

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- Focus on the career criminal: what works.
- Directed patrol, foot patrol, proactive patrolling, and problem-oriented policing.
- Human resource management, including affirmative action: its legal and personnel impact, AIDS, drug testing, employee assistance programs, the relationship between public and private police, and stress management.
- Major training issues, including curriculum changes from 1952 through 1982, a model program for field training, and the impact of court cases on civil liability and training.
- Police response to special populations, networking with private and public human and social service agencies, and creative ways of supplementing the police budget, including donation, programs, service charges, and forfeiture.
- Collective bargaining issues, including seniority, grievance procedures, improper labor practices, and discipline procedures.

This book is recommended for anyone with an interest in the general field of criminal justice administration or the specific field of police management. Also, this book will serve as an excellent text for use in college-level police management programs. Finally, this book has excellent potential for use by law-enforcement agencies in their supervisory and middle management in-service training programs.