



Common Sense Police Supervision: Practical Tips for the First-Line Leader

Gerald W. Garner

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The purpose of this fifth edition is to stimulate the veteran, novice, or would-be police supervisor to utilize his or her most powerful tool, common sense, in carrying out the duties of an effective leader. Made up of life experience, good judgment, prudence, and a well-developed ability for solid reasoning and logical decision making, common sense will guide the intelligent supervisor in finding effective solutions to most of the problems he or she will encounter while leading police personnel. Emphasizing these good leadership practices, the first two chapters examine what leadership means and how to make the leap from officer to first-line supervisor. Chapter 3 discusses supervisory ethics and professional responsibilities, while Chapter 4 explores the key qualities of true leadership. Chapter 5 looks at the police leader's tasks as educator and trainer, and Chapter 6 examines the supervisor's vital job as evaluator of employee performance. Chapter 7 scrutinizes the leader's role as disciplinarian, while Chapter 8 covers his or her work as planner. Chapter 9 targets communication functions and Chapter 10 aids the supervisor in being an effective counselor to subordinates. Chapter 11 explores the supervisor as manager of human and material resources, while Chapter 12 delves into the difficult job of complaint or grievance processor. Chapter 13 discusses organizational survival for the ethical police officer. Chapter 14 analyzes the leader's role in today's community-oriented policing style, while Chapter 15 views the police leader as role model for officer safety. The next two chapters review the skills the first-line leader will need as the agency's on-scene spokesperson and customer service manager. The intent of the final chapter is to help the police leader in planning his or her career path and future. Each chapter concludes with a brief 'Points to Remember' that provides a quickly-read and easily remembered checklist of the chapter's salient points. This fifth edition furnishes many more practical, helpful, and real-life examples pertaining to leadership issues. While the text emphasizes the importance of the police sergeant, it will be of equal value to anyone in a position of leadership in a law enforcement agency.

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