

# Book Review: Police Organization and Management

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## BOOK REVIEW

POLICE ORGANIZATION AND MANAGEMENT, by V. A. Leonard. The Foundation Press (1951).

*Police Organization and Management* is a textbook which, I believe, all police executives and all potential police executives should read in order to acquire a broader and more comprehensive out-look in connection with the administrative functions of a modern law enforcement agency.

The police profession is in need of good textbooks. In recent years, a number of them have been published which have proven of considerable help of law enforcement officers.

I can recall 30 years ago when young police officers with ambition could not find a textbook to prepare and further develop their ability in the interests of efficient law enforcement. By reading good textbooks and other literature, those men now in the law enforcement field can better convince the public that law enforcement is really a profession. It is probably because of the lack of text books such as *Police Organization and Management* that so few people recognize our work as a profession.

On numerous occasions, even laymen have asked me where they might find interesting reading matter on the law enforcement problem and it was difficult even for a police executive to inform them as to where they might be able to obtain such reading matter. *Police Organization and Management* by Mr. Leonard seems to be the answer to such queries.

The book is divided into ten chapters, each of considerable interest. I particularly like Chapter II which deals with the structure of police organizations and especially that part pertaining to pressure groups. I firmly believe that no police department can function properly if continually interfered with by pressure groups seeking political favors.

Chapter III, "The Police Executive," is very interesting and informative. City officials contemplating the selection of a new Chief of Police would do well to read this chapter. The selection and training of personnel is another very important function of any police department. Having been director of the Milwaukee Police Department Training School for 14 years, I immediately recognized the value of this chapter. In my experience, I find that a great many departments have difficulty in organizing training programs,

In Chapter V, they will find a great deal of material which will aid them in preparing for their training programs, both for in-training service curricula and recruit training. This Chapter should also be an aid to the selection of personnel which is always a problem in any progres-

sive Police Department. Most large Departments have a Personnel Director. He should benefit considerably by reading this book.

Chapter IV deals with the internal organization of a Police Department which is so vitally necessary if a Police Department is to function efficiently. The Chief of Police of a large Department especially has a tremendous responsibility. Part of that responsibility can be delegated to other executives of the Department. This can only be done systematically and taking into consideration the work load of the Districts and Bureaus to which executives are assigned. Chapter IV particularly deals with that problem, and the charts in the chapter showing the organizational structure are definitely enlightening.

There has always been a difference of opinion as to whether or not police patrol cars should be manned by one or two men. In Chapter VII, which deals with line power in the Police Department, this subject is discussed very thoroughly. Any police chief who desires information and figures on that question would do well to read this chapter and get acquainted with its valuable contents.

In dealing with patrol power supporting line elements, as in Chapter VIII, while the chapter discusses the problem very thoroughly, the principles applied cannot be used in all Departments. Many smaller Departments do not have a detective, traffic or crime prevention bureau. This work is performed by all of the members or is supplemented by other existing agencies.

There has been considerable disagreement on some theories advanced by well known police officials as to whether or not the Department should specialize its activities. It may be advisable to some extent. However, it is well that all men be trained, for example, to investigate accidents; and all men assigned to the Detective Bureau should be trained in all phases of detective work as well as enforcement of all laws and ordinances, including the rendering of first aid. Many good suggestions are given in Chapter VIII as supporting patrol power.

This book may be a little difficult for a rookie policeman to absorb, but a law enforcement officer who has been active should derive a great deal of benefit from this book and be in a better position to render improved, efficient services to the community.

The information obtained from the book in the various tables is very interesting. However, it would be of more value to police executives if the tables covered a more recent period of time. One can hardly compare the present activities to those of ten years ago.

The book is well annotated and contains 126 pages of appendices together with a complete bibliography.

It is my opinion that this book should be in every police library as well as being adopted as a textbook in the curriculum of a modern police

training school, particularly those dealing with the training of executives.

It is an extremely valuable guide to all police administrators. Even workers in the fields of criminology, psychology and penology will find it interesting and instructive.

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#### BOOKS RECEIVED

- CIVIL PROCEDURE OF THE TRIAL COURT IN HISTORICAL PERSPECTIVE. By Robert Wyness Millar. New York: The Law Center of New York University. 1952. Pp. xvi, 534.
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