

Second Edition

---

**A STUDY GUIDE FOR**  
**BASIC HANDBOOK**  
*of*  
**POLICE SUPERVISION**

A Practical Guide for Law Enforcement Supervisors

**Gerald W. Garner**

**A STUDY GUIDE FOR BASIC  
HANDBOOK OF POLICE SUPERVISION**



**A Study Guide for**

# **BASIC HANDBOOK OF POLICE SUPERVISION**

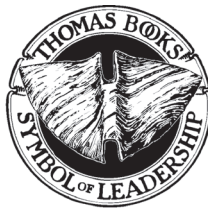
**A Practical Guide for Law Enforcement  
Supervisors**

**Second Edition**

*By*

**GERALD W. GARNER**

*Chief of Police, ret.*



**CHARLES C THOMAS • PUBLISHER, LTD.**  
*Springfield • Illinois • USA*

*Published and Distributed Throughout the World by*

CHARLES C THOMAS • PUBLISHER, LTD.  
2600 South First Street  
Springfield, Illinois 62704

This book is protected by copyright. No part of  
it may be reproduced in any manner without written  
permission from the publisher. All rights reserved.

© 2025 by CHARLES C THOMAS • PUBLISHER, LTD.

ISBN 978-0-398-09478-2 (paper)  
ISBN 978-0-398-09479-9 (ebook)

*With THOMAS BOOKS careful attention is given to all details of manufacturing  
and design. It is the Publisher's desire to present books that are satisfactory as  
to their physical qualities and artistic possibilities and appropriate for their  
particular use. THOMAS BOOKS will be true to those laws of quality that  
assure a good name and good will.*

*Printed in the United States of America  
MX-C-1*

## CONTENTS

	<i>Page</i>
<i>Chapter</i>	
1. How to Master Your Role.....	3
2. How to Grasp Your Job's Demands .....	9
3. How to Balance Your Many Tasks .....	15
4. How To Be a Great Role Model for Your Troops .....	23
5. How to Succeed (or Fail) as a Leader.....	31
6. How to Communicate Effectively.....	39
7. How to Evaluate Employee Performance:	
The Good, the Bad, and the Very Ugly.....	45
8. How to Handle Complaints (When Things Go Wrong).....	53
9. How to Fix Broken Behavior.....	61
10. How to Keep Your People Safe .....	69
11. How to Feed the Newshounds Without Getting Bitten .....	77
12. How to Work for Someone .....	83
13. How to Survive Your Organization.....	91
14. How to Lead During Challenging Times .....	99
15. How to Put It All Together .....	105
16. How to Figure Out What's Next.....	111



**A STUDY GUIDE FOR BASIC  
HANDBOOK OF POLICE SUPERVISION**





# **Chapter 1**

## **HOW TO MASTER YOUR ROLE**

### **SUMMARY**

The job of a law enforcement supervisor is unlike any other on the planet. It brings significant challenges but also offers great rewards. The transition from front-line officer to first-line supervisor remains the biggest leap in law enforcement leadership. Not everyone can make this jump successfully. The changes are substantial, and that includes a shift in outlook. You are expected to master a new role.

Now that you are no longer just one of the guys, you will be expected to see things differently. To be a successful leader, you will need to look, sound, and act a bit differently, too. Certain things you used to do can't be done anymore. Instead, there will be other things to do and say. Mastering all of this will help make you an effective supervisor and a great leader.

As a supervisor, you will discover new rules to live by in your work-related world. None of them are unreasonable. None of them exceed the skills and abilities you have already displayed in spades as an effective law enforcement officer. You can do this. In fact, you probably already are.

**QUESTIONS**

1. What represents a challenge for new supervisors?
  - a. Supervising friends
  - b. Supervising senior employees
  - c. Supervising known “problem” employees
  - d. All of the above
2. What represents another challenge for a new supervisor?
  - a. Realizing what you do and say has a much greater impact now
  - b. Realizing it is no longer your job to do the work
  - c. Knowing that you are always on display
  - d. All of the above
3. Your line-level friends are now also your \_\_\_\_\_.
  - a. Opponents
  - b. Enemies
  - c. Subordinates
  - d. Competitors
4. As a supervisor, you can \_\_\_\_\_ and mentor young talent.
  - a. Discourage
  - b. Coach
  - c. Undermine
  - d. Delay
5. As a supervisor, you can provide invaluable \_\_\_\_\_ between the top and bottom layers of your organization.
  - a. Connections
  - a. Competition
  - b. Mistrust
  - c. Criticism
6. You cannot \_\_\_\_\_ your fellow supervisors.
  - a. Support
  - b. Communicate with
  - c. Agree with
  - d. Undermine

7. You \_\_\_\_\_ choose sides and participate in intradepartmental fights and intrigue.
  - a. Must
  - b. Should
  - c. Cannot
  - d. Can
8. As a supervisor, you must seek \_\_\_\_\_, not affection.
  - a. Fear
  - b. Respect
  - c. Apprehension
  - d. Dread
9. Make your \_\_\_\_\_ clear to your subordinates.
  - a. Fears
  - b. Politics
  - c. Prejudices
  - d. Expectations
10. Always serve as a \_\_\_\_\_ role model.
  - a. Negative
  - b. Busy
  - c. Positive
  - d. Active
11. Take time to \_\_\_\_\_.
  - a. Inhale
  - b. Exhale
  - c. Listen
  - d. Debate
12. Don't neglect the \_\_\_\_\_.
  - a. Personal touches
  - b. Boss's birthday
  - c. Department motto
  - d. Personal opinions

13. As a supervisor, seek to address \_\_\_\_\_ problems.
- a. Non-existent
  - b. Exaggerated
  - c. Legitimate
  - d. Imaginary
14. When you mess up, you are obliged to \_\_\_\_\_ your error and fix it.
- a. Deny
  - b. Minimize
  - c. Maximize
  - d. Acknowledge
15. As a supervisor, you gave up the ability to yammer about problems without proffering a \_\_\_\_\_ solution.
- a. Partial
  - b. Realistic
  - c. Proportional
  - d. Total
16. As a supervisor, you have to see the need for sharing \_\_\_\_\_ agency-wide.
- a. Resources
  - b. Support personnel
  - c. Work
  - d. Distress
17. As a supervisor, you cannot display a \_\_\_\_\_.
- a. "Bad attitude"
  - b. "Positive attitude"
  - c. "Hopeful attitude"
  - d. "Favorable attitude"
18. As a supervisor, you are expected to \_\_\_\_\_ a new role.
- a. Decline
  - b. Consider
  - c. Deny
  - d. Master