

UTILIZATION OF MANPOWER RESOURCES BY SUPPLEMENTARY PATROL

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Abstract: Supplementary patrol was used effectively in the Beaumont district. One warden was assigned to replace officers on a temporary basis when they were unable to perform their duties. The program was well-received by local citizens, and was 55 percent efficient.

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Allocation of manpower is one of the most pressing problems in law enforcement today. As span of control is increased, the problems involving the utilization of manpower resources are increased by a number of variables. The variables are short or long term problems. On an individual basis, they can be controlled. But as they increase in number, they also increase in magnitude. Short term variables are illness, annual leave, days off and minor injuries. Long term variables include extended illness, transfers, terminations, retirements and deaths.

When one or more of these personnel problems are encountered, patrol efficiency is decreased. A loss of contact with the public, an increased number of violations, loss of control in problem areas and added responsibilities of a warden in his assigned area comprise this decrease in efficiency. Constant contact with the public must be maintained. If there is no warden in an area, or if there is only one, the increase in routine job tasks will prevent the complete patrol efficiency that is needed for a continuing control of public activities.

It is the responsibility of the immediate supervisor to maintain a constant level of public encounter. By maintaining the desired effect of special and routine job tasks, the proficiency of patrol activities will be on a continuing basis. If job tasks become too numerous for one warden, the only other person who can assist him is his supervisor. But as problems develop in other areas, the supervisor's time must be reallocated to advise and work on all problems within his district.

The Beaumont District consists of 5 counties. There are 3 coastal counties and 2 inland counties. The population is over 397,000. The land area exceeds 4000 sq. mi. In addition, there are over 500 miles of fresh water rivers, streams and bayous. There are over 500 sq. mi. of major bays and the Gulf of Mexico. Salt and fresh water marshes comprise another 500 sq. mi.

The control of these areas is the responsibility for 2 secretaries, 2 boat mates, 12 game wardens and 1 district supervisor. The wardens supervise the opening and closing of 17 different seasons of hunting, fishing and shrimping. The wardens in the Beaumont District issue over 2000 citations a year.

When a work-loss variable occurs in 1 county, a drastic loss in efficiency results. It was necessary to implement procedures to compensate for this loss. An attempt was made in the Beaumont District to correct this problem on a long term basis. The decision was to select a warden to work in all counties of the District. The person chosen to assist in this project has 10 years experience as a game warden. The last 2 years he has been assigned to the Gulf Coast area.

Respect of his fellow wardens for this expertise in enforcement procedures and problems is one of his assets. He has developed and maintains rapport with the courts, other enforcement agencies and the public. Other considerations that were important in choosing this warden were his adaptability, his desire to improve himself and his willingness to assist in the project. The personal criteria needed were encompassed by his attitude and qualifications. For this Supplementary Patrol Project, Kenneth W. Holder, Game Warden II, was selected.

It was necessary to insure that the warden would not neglect his assigned area of responsibility. Supplementary Patrol was permitted from 1 to 3 days a week. During this time, the warden made as many contacts as in the past. Nor were the extra patrol duties responsible for a reduced number of citations issued by him. He was able to maintain his original contacts and at the same time develop new ones to enhance his routine and Supplementary Patrol duties.

The maximum efficiency that can be expected from a resident warden in an assigned area is 80 percent. For the Supplementary Patrol Project to succeed, the efficiency would have to range from a low of 40 percent to a maximum of 60 percent.

Officers from other local enforcement agencies assisted by showing him the county, meeting landowners and pointing out local problem areas. The Supplementary Patrol was well received by other wardens in the District. Even though they were not aware of the project, the extra assistance was a welcome relief for them.

The success of the Supplementary Patrol Project was realized when the warden started receiving calls from the areas in which he worked. The contact with the people and other agencies were positive in the result that he was invited to local functions usually reserved for local residents and officers. With one exception, the warden was well received in all counties. This one problem was incurred from a Justice of the Peace when the warden was responsible for the apprehension of 7 local people from an area that has a high percentage of violations.

After 3 months, the effectiveness of the project was evaluated. The project was again evaluated at the end of 6 months. By this time, a projected effectiveness of the Supplementary Patrol Project could be determined.

To determine this rate of efficiency, it was necessary to interview the contacts made by the warden. The percentile of success averaged 55 percent. In 1 county, the response was above 60 percent. On the other end of the scale, the response was only 45 percent. The variance of achievement is the result of the attitude of the judges and the people in each county, not the warden himself. The county where the greatest percentile of achievement occurred was the farthest from his assigned areas, while the lowest figure was from a county closest to him. As this project continues, the guidelines will be restructured to offer better results.

Supplementary Patrol has proven a success. It will be continued as a workable solution to some of the problems that are encountered on a day to day basis. This same procedure can be used in any district by any agency. The scenario will need to be altered to meet the needs of a respective area. Supplementary Patrol is not just a concept, but a workable tool that can benefit law enforcement.