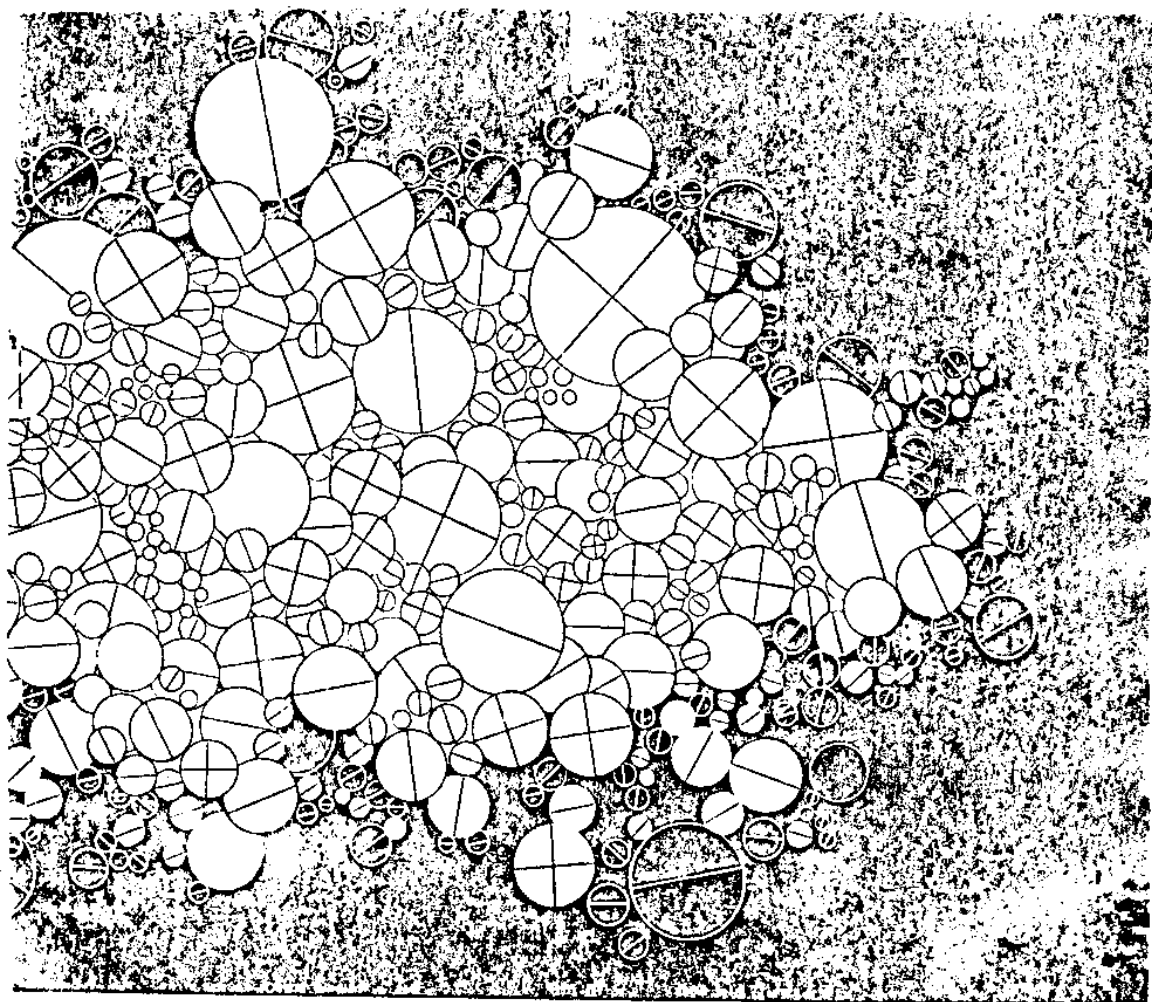




"We just don't have enough men here. Our personnel ceiling is X but we have only Y on the street. My officers are working overtime now simply to handle the problem of Z."

This is the nearly unanimous cry of first-line supervisors in every law enforcement outfit. It is up to the superior officer to recognize the genuine note of desperation among the chorus simply reporting business as usual. While this note is not rare in our profession, the chorus is most often in response to a proposal of additional assignments.

The superior officer must be prepared to hear this objection during the planning stages of an operation which will involve several subdivisions. No one welcomes a drain on manpower.

Another quote, not so often heard by superiors, goes something like this: "Here is a request from office X about their investigation of Y, which they seem to think is a big deal. They ought to see our problem of Z. As though we didn't have enough to do."

The net result is that the local problem is going to remain top priority in that squad barring radical changes of policy from above. Interoffice requests for assistance or followup will bog down with exasperating frequency. The best laid plans of the headquarters staff for the big operation will be distorted. The distortion increases as the work required of the squad becomes less mechanical and more sophisticated.

The difficulties arising from these factors grow with the distance separating offices, and they become