# Hills police chief sizes up 1st year on job

It's been 385 days since William Dwyer took over the reins of the Farmington Hills Police Department from current Oakhand County Sheriff John Nichols.

Soon after Dwyer's debut in Farmington Hills Feb. 11, 1955, the new chief of police began interviewing all 155 department employees. Six weeks later, he had met and talked with each one, learning about them and their concerns.

cerns.
"I spent a great deal of time listen-ing to members of the department and their concerns. I've attempted to re-"I spent a great deal of time listening to members of the department and
their concerns. I've attempted to resolve their concerns and problems,"
Dwyer said.
The interviews were the first step in
a process that turned into a reorganiza-

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tion of the department — a change Dwyor considers one of the most important accomplishments in his first year as chief.

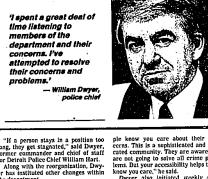
While other accomplishments — the city's house party ordinance, which resulted in a crackdown on underage al-cohol and drugs, and its health spa investigation, which resulted. In the recent adoption of a massage regulation ordinance — are highlights of Dwyer's lirst year, attention to the internal workings of the department have dominated much of his time.

THE DEPARTMENT reorganization, which took place in September,
has done a lot to boost employer morale and allowed the cross-training of
personnel, Dwyer sald.
Creatino of a deputy chief's position
was among the greatest changes
brought on by the reorganization. But
promotions were also part of the plan.
One inspector, a lieutenant and three
sergeants were promoted. That, as a
result, led to a lot of transfers throughout the various divisions of the department.

ment.

Reorganization also led to a shuffling
of personnel — allowing officers who
had worked in a particular facet of police work for a number of years to expand their experience.

#### Mixer slated



ple know you care about their con-cerns. This is a sophisticated and edu-cated community. They are aware you are not going to solve all crime prob-lems. But your accessibility helps them know you care," he said. Dwyer also initiated weekly staff meetings with the top administration in

the department. The purpose is to re-view reported crimes of the previous week and to develop methods of solving and preventing such incidents, he said. "Through this manner, we have been able to help decrease some crimes," he

Dwyer is also proud of increased productivity — clearance rate for felony arrests and traffic enforcement. A lot of that has to do with improved employee morale. Greater attempts are being made to recognize exceptional and outstanding work through department citations, Dwyer said.

WHEN DWYER arrived in Farming WHEN DWYEL ATTIVED IN FARMING TO HILLS, officers were on permanent shifts while dispatchers and supervisors rotated shifts. Today, all three groups rotate shifts, allowing "for a better level of managerial supervision and better accountability," he said.

What also appears to have helped improve employee morate is creation of an advisory planning committee. The committee is comprised of Dwyer and representatives — chosen by employees — of the various employee unions.

"It's an effort to allow participation in the future planning of the department." Dwyer sald. "It brings a lot of problem areas to the foretront and a lot of resolutions are brought through the process."

At the committee's monthly meetings, ideas are discussed that would increase job satisfaction, benefit the department and improve safety conditions. The committee also reviews all suggestions submitted by department employees, Dwyer sald.

What has also helped improve morale has been an improved service rating system that allows all employees to be "rated in an impartial manner."

Dwyer said.

THE SERVICE rating is important when considering promotions. In addition, Dwyer has changed the processy used for giving promotional exams. In the past, Dwyer said, promotional exams were written and secred within the department. That process allows for a little skepticism among employers, he said.

for a little skepicism among employ-ees, he said.

"We have had an outside professional develop, administer and score the exam. We have had such an over-whelming response," Dwyer added.

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FIRST, DWYER has worked to im-prove accessibility to the public of not only himself but of his staff, "If you have that accessibility, peo-

time listening to members of the

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problems.

er has instituted the department.



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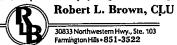
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