

**HOW WILL GENERATION X EMPLOYEES BE
INTEGRATED INTO EXECUTIVE LAW ENFORCEMENT
POSITIONS BY THE YEAR 2006?**

A Project presented to
The California Commission on
Peace Officer Standards and Training

by

Michael J. Freeberg
Police Lieutenant
Mountain View Police Department

Command College Class XXX

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This Command College project is a FUTURES study of a particular emerging issue in law enforcement. Its purpose is NOT to predict the future, but rather to project a number of possible scenarios for strategic planning consideration.

Defining the future differs from analyzing the past because the future has not yet happened. In this project, useful alternatives have been formulated systematically so that the planner can respond to a range of possible future environments.

Managing the future means influencing the future, creating it, constraining it, adapting to it. A futures study points the way.

The views and conclusions expressed in the Command College project are those of the author and are not necessarily those of the Commission on Peace Officer Standards and Training (POST).

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Nominal Group Technique Panel Members:

- Rosemary Stasek, Mayor, City of Mountain View
- Kevin Duggan, City Manager, City of Mountain View
- Pat Dwyer, Police Chief, Palo Alto Police Department
- Henry Lum, NASA Executive (Retired) – Private Consultant
- Ken deKay, Analyst, City of San Jose
- Jerry Hall, Captain, Santa Clara County Sheriff's Department
- Scott Smithee, Lieutenant, Gilroy Police Department
- Michael Grogan, Captain, Millbrae Police Department
- Ken Hargis, Management and Political Consultant

Nominal Group Technique Support

- Glenn Nielsen, Police Lieutenant, Atherton Police Department
- Craig Courtin, Police Lieutenant, Foster City Police Department
- Beverly Stenson, Executive Assistant, Mountain View Police Department
- Lana Freidin, Police Assistant, Mountain View Police Department
- Nancy Dawn, Police Records Supervisor, Mountain View Police Department
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CHAPTER I

ISSUE IDENTIFICATION

Introduction

The new breed of workers, commonly referred to as Generation X, or simply Gen Xers, are quickly filling the majority of line level officer positions in police organizations as Baby Boomer officers from the previous generation retire. Gen Xers are also filling much of the supervisory ranks. Police leaders will now have to begin developing plans in order to integrate Gen Xers into executive positions within the next few years.

This new workforce is different from yesterday's. Gen Xer values and priorities, including their view of work versus personal life, are significantly different than previous generations. Baby Boomer managers have been confused and frustrated by this new generation of workers. Gen Xers are viewed as not being committed to their organizations and having a poor work ethic. They are perceived as being lazy and only looking out for their own best interests over the interests of their organizations. However, in reality, Gen Xers grew up in the shadow of the Baby Boomers and are just trying to survive.

Baby Boomers grew up in optimistic and positive times. It was a time of the greatest economic expansion the United States had ever experienced and the only possible obstacle to infinite expansion of American industry seemed to be imagination itself. But times changed and Gen Xers came of age in an era of fallen heroes, a struggling economy, soaring divorce rates, and the phenomenon of the latchkey child.¹

Police managers will not be able to ignore Gen X and they will have to adapt their management styles and work environment to meet their unique needs. Organizations cannot succeed in the future if they write off Gen Xers as cynical slackers who are unwilling to make a real contribution to the workforce. Gen Xers must be developed for future executive positions in order to lead police organizations into the 21st century.

Issue Statement and Definitions

The research for this project seeks to answer the following question: How will Generation X employees be integrated into executive law enforcement positions by the year 2006? Gen Xers for this project will be defined as those individuals born between 1960 and 1980. An executive law enforcement position is defined as the chief executive officer (police chief, sheriff, public safety director, etc.) and second-in-command positions. Second-in-command positions may include assistant chief or deputy chief positions in larger agencies; captain or commander positions in midsize and smaller agencies; and lieutenant for smaller agencies when there are no higher-ranking positions between the chief executive officer and the lieutenant level.

Literature Review

Baby Boomer and Gen X Differences

The age category for Gen Xers varies by a few years, depending on the different viewpoints of experts and authors. Claire Raines writes:

Generation X grew up in the shadow of the Baby Boom, which demographers traditionally have defined as those born between 1946 and 1964. Generation X's first official birth date, then, was 1965, the first year the birthrate dropped below 4 million. For the 11 previous years, the United States had consistently produced more than 4 million new babies each year; after 1964, it would be an astounding 25 years before that number would be reached again.²

Other authors and experts have varying opinions based on their research. John Adams states Gen Xers are born between 1965 and 1976.³ Carolyn Thiedke states Gen Xers are born from the mid 1960s to the early 1980s.⁴ Joe Cox and Matt Dunn both state Gen Xers are born between 1961 and 1981.^{5 6}

These different age categories beg the question, why the difference? Ron Zemke and his co-authors, Claire Raines and Bob Filipczak offer one explanation. They state that people who were born at the beginning of a new generation may identify with the

previous generation, and people who were born toward the end of a generation may identify more with the next generation. The authors' research found that people born between 1943 and 1946 have similar values and views as the true demographically defined Baby Boomers, those born between 1946 and 1964.⁷

Public Sector vs. Private Sector Workforces

The public safety (police and fire) workforce is distinctly different from the makeup of the private sector workforce. Gen X employees comprise twenty percent of the United States workforce,⁸ and 32.4 percent of the public non-profit sector workforce.⁹ The number of employees age forty-five to sixty-four (Baby Boomers) continues to be a strong base for the United States workforce, with the number of employees between the ages of twenty-five to thirty-four (Gen Xers) being considerably smaller.¹⁰ However, public safety agencies, especially in California, are experiencing the opposite trend.

Public safety agencies today generally consist solely of individuals from the Baby Boomer and Gen X groups. This is mainly due to an earlier retirement age for public safety compared to the private sector. Public safety personnel are generally eligible to retire prior to fifty-five years of age. However, in the private sector, employees fifty-five years and older comprise the fastest growing sector of the labor force.¹¹

In California, many police agencies are under the Public Employee Retirement System (P.E.R.S.). P.E.R.S. formulas differ based on the type of job classification, but sworn public safety positions have earlier retirement opportunities than most other positions in the retirement system. Prior to 2000, most California State public safety employees retiring under P.E.R.S. were compensated based on a formula of two percent pay for every year of service at fifty years of age (2%@50), with the two percent multiplier increasing for every year worked after fifty years of age. In the earlier part of

2000, California adopted the three percent at fifty (3%@50) formula for state employees. This plan was also made available to local law enforcement agencies that wished to upgrade the retirement benefit for sworn officers. As a consequence, local law enforcement agencies that adopted this plan are experiencing a higher and earlier rate of retirements. The P.E.R.S. 3%@50 formula is increasingly being adopted by local police agencies throughout California, particularly in areas where the candidate pool is limited and agencies must provide the best benefit package possible in order to compete with other local agencies.

The number of older Baby Boomers working in public safety is declining as these employees retire earlier than most of their counterparts in the general working population. Young Gen Xers are filling these open line-level positions as tenured employees retire. In addition, older Gen X employees are promoting to higher ranks in police organizations to fill open positions vacated by retiring employees. Because older Gen X employees are now in supervisory positions, it is critical to identify and develop those Gen X supervisors to assume executive leadership positions in the next five years.

Gen X Workforce

Today's new workforce is different from yesterday's. Raines points out that Gen Xers grew up in a very different world and they hold a different view of work. They do, however, make outstanding employees if we take a little time to understand them and adapt our management styles and work environment to meet their unique needs.¹²

There are conflicts and misunderstandings between Baby Boomer managers and their front-line Gen X employees caused by generational differences. Gen Xers' complaints about Baby Boomer managers are that they spend too much time and energy trying to figure out just what to say to whom and when, in order to get ahead. Gen Xers view their Baby Boomer managers as professing participative management when they practice command-and-control management. They see these managers as self-righteous

about their generation and what it has accomplished. They say one thing but do something else and they are hard on the younger generation. Gen Xers are also turned off by pretentiousness, hype, high stress work situations, poor quality products, ugly uniforms, and incentive programs that are here today but gone tomorrow. However, they are turned on by spending time with the manager, the potential for internal promotion, flexible scheduling that accommodates personal needs, regular staff meetings, feeling like they are making a difference, and a productive work atmosphere.¹³

Many Baby Boomer managers feel the work ethic among Gen Xers has eroded and that there is an overall decline in the value and importance of work as demonstrated by the attitudes and behavior of Gen Xers. They tend to change jobs more frequently.¹⁴ The belief that it pays to work hard appears to lack meaning with Gen Xers.¹⁵

Gen Xer parents lived to work, but Gen Xers work to live.¹⁶ This cohort feels it is more important to experience life than it is to make money. They feel workaholics do not have a life. Subsequently, a paradox exists between how they view life and what they think they need from it.¹⁷ Zemke and his co-authors write that Gen Xers have an attitude towards work that is different from other generations. They have learned that work is not a guarantee for survival, you can lose your job without warning, and entry-level work is often mindless, dull, and tiring.¹⁸

Raines writes that this translates into a generation of employees with a different work ethic than their Baby Boomer managers. Gen Xers are self-reliant. They are autonomous and often think of themselves as free agents or contractors. Group-oriented Baby Boomer managers are frustrated by this attitude and interpret it as disloyalty.¹⁹ Gen Xers do not automatically respect the older generations based on their position or authority, but feel people must first prove they are worthy of respect.²⁰ They have a tendency to treat the company president as casually as they treat the receptionist.²¹ They are not antiauthority, but are not particularly impressed by authority or titles either.²²

Gen Xers feel it is the contribution that counts, not the tenure. As a result, they are more willing to move onto a new job that promises to be more fulfilling. Joanne Cole states that yesterday it was, "Thank you for the job opportunity, I'll try to please you." Cole states that today it's, "Here's what I want to stay with your company, and if I am not happy and if I am not having fun, I'll take my skills elsewhere."²³ Gen Xers function differently than Baby Boomers and need to be handled differently. Cole quotes Michael Sullivan, President of Fifty Plus Communications Consultants, Charlotte, N.C., as saying:

Generation Xers are not slackers. They are not unmotivated and they are not lazy. They simply have a different set of work habits, behaviors and attitudes because of how they were raised and the upheaval they saw their parents go through. Because of this, Generation Xers seek fun and meaning in their work, and the Baby Boomers who manage them need to think about that and realize that the Gen Xers are entrepreneurs and that it pays to manage them as such. Gen Xers have come to expect huge salaries, are not interested in retirement plans and tend not to feel a sense of loyalty to employers. They are more compelled by the moment, and require short-term rewards and constant feedback. As a group, they get bored easily, and need to feel challenged and engaged by their work. Because they were raised as latchkey children, they are self-reliant and hyper-independent. This is a population of workers that needs rapid and specific feedback and encouragement.²⁴

Cole quotes Daniel Ahearn, a recent college graduate who works for Cductive.com, a leading music Internet company in Manhattan, who has a slightly different take on the Gen X phenomenon. Ahearn says:

I'm probably not a good person to ask about loyalty and leaving for greener pastures, because I am fiercely loyal to my company (which I am proud of,) and have turned down numerous job offers. But I do agree with the consensus that dealing with the older generation holds its challenges. I work with people from traditional music labels. A fifty-something executive doesn't like my generation, which is more lateral in its thinking and approach to business. What I mean by lateral thinking is that we don't think in terms of a set or progressive way of doing things. We think in terms of what it takes to get a job done; and if that means being creative and trying something new to achieve our goal, it goes without saying that we will try the unproven.²⁵

Understanding Gen X

Why has Gen X gathered so much negative attention as compared to other generations? Raines writes that Gen Xers look at the world and what they are inheriting, such as pollution, crime, racial tensions, and AIDS, and feel powerless. Gen Xers are financially savvy and are sometimes labeled materialistic, when in fact they are just trying to get out of debt. Gen Xers want balance in their life. Their jobs are not their number-one priority and they want a life away from work.²⁶

Gen Xers grew up during a time when their parents placed a higher value on their professional careers over the needs of their family. Their parents worked hard and were loyal to their companies. However, there was a significant shift in corporate America beginning in the 1980s, which created mergers and massive layoffs. Gen Xers witnessed their parents, who had been loyal employees, fired from jobs they assumed would carry them until Social Security.²⁷

Consequently, Gen Xers learned that they cannot depend on a company to be around to provide them jobs. Bob Losyk states:

The emotional upheaval and conflict this caused helped shape their view of the family and the world. It seems to have sent out a negative message to the Xers about their value and worth. Gen Xers do not feel there is any such thing as job security. They do not want to wait around to pay their dues because they feel there is no loyalty from the top. They do not understand how their Baby Boomer bosses can work sixty hours a week at a job which they constantly complain about.²⁸

Generational differences are not specific to managers and front-line employees. They also transcend labor groups. In law enforcement, as aging police association members reach retirement age, Gen X officers are taking their places. But associations have been slow to make changes that will best use the talents of Gen Xers. Instead, many associations with Baby Boomer leaders try to bend the Gen Xers to their way of doing things, which has met with resistance.²⁹

Managing and Motivating Gen X Employees

Managing and motivating Gen Xers is much different than past generations.

Losyk writes:

Some of Gen Xers' characteristics exasperate the Baby Boomers, but with the right management and motivating techniques, this energetic, creative, and often enthusiastic generation is ready to contribute and has much to offer. They are well suited to today's diverse, global, and high-tech environment. He describes methods that are particularly productive for managing and working with Gen Xers. Baby Boomer managers need to accept and learn to work with Gen Xers, rather than fight them. Managers should show Gen Xers that they truly care for and appreciate them as well as supporting them both personally and professionally.³⁰

Losyk continues that Gen Xers need to be given freedom and independence and empowered to make decisions, but they must be told how far they can go before consulting their manager. Managers should set goals with Gen Xers, but let the Gen Xers plan out how they will achieve the goals. Gen Xers are stimulated by creating, analyzing, and solving problems, and challenges must vary to keep their attention. Managers should not ask questions unless they are willing to listen and implement changes. By doing this, Gen Xers believe their opinions are valued and respected, they become more involved and participate in decisions, and it builds loyalty because Gen Xers feel their manager is someone who listens to their ideas.³¹

Loysk concludes that managers must clearly explain their management style, how they communicate, and how they evaluate employees. Managers need to clearly outline acceptable standards of behavior and responsibilities, and ensure policies are understood and followed. Finally, the workplace must be fun for the employees. Social events and friendly competition between individuals and teams create team spirit and build morale.³²

Bruce Tulgan writes that managers can motivate Gen Xers by rewarding innovative ideas and publicly recognizing successes. One of the values most important to Gen Xers is a sense of belonging.³³

Raines cites Gen Xers desire to have a manager who gets to know them personally, is sincere, shows appreciation, is fun, is usually relaxed, is people-oriented, and gives them regular feedback. They want their managers to appreciate them by showing they care, being flexible and sensitive to their life outside of work, creating a team atmosphere, developing their skills to help them improve, involving them in decisions and seeking their opinions and input, lightening up, and walking the talk and practicing what they preach. ³⁴

Organizations that want to attract and retain employees to assume future leadership positions must have a solid organizational culture and structured practices. Carolyn Thiedke writes that an organizational environment should be friendly, casual, and not hierarchical. ³⁵

Will Ruch feels that in the future, all feedback will change from periodic to continuous. Continuous feedback helps employees feel connected and emphasizes the importance of their opinions. This is important for all employees, particularly Gen Xers, who want to feel they are contributing and trusted to make decisions. Mentoring helps employees develop closer work relationships, especially when dealing with generational issues. ³⁶

Today's leaders must identify and develop individuals who will assume future executive leadership positions. However, as Nancy Woodward points out, "You've seen the articles for years now, full of tips on suggestions on how to manage Gen X employees. But, in today's workplace, those articles miss an important point: Many Gen Xers now are managers themselves and are responsible for guiding and overseeing other employees."³⁷

Woodward quotes David Nachbar, Senior Vice President of Human Resources of the St. Paul Companies in Minnesota, as agreeing that Gen Xers "... do a couple of really good things as they move into managerial positions." He notes, "They ask all the silly questions that get people to think. They are not bound by the parameters that may

constrain others who have been with an organization for a period of time.” Nachbar believes that Gen Xer managers “... have a great impact on their team members, simply by virtue of taking different approaches or thinking in different ways.”³⁸

Tulgan points out that many Gen Xers in larger companies complain they cannot reward people immediately when it is meaningful, but are told to wait and reward employees during their annual evaluations. Tulgan states, “This doesn’t work for Gen Xer managers because they know how they would be feeling. I want to know that people notice and reward me for my extra work, or I’m not doing it again.”³⁹ Tulgan continues:

By and large, we have found that Gen Xers want to be the kind of managers that they would have wanted. They try hard to give the people working for them the goals and parameters of the project -- and then leave them alone to do their work. And they tend to delegate well. The best asset Gen Xer managers bring to the workplace is an ability to give their employees feedback, especially positive feedback. They really want to reward performance.⁴⁰

Developing Future Gen X Leaders

Gen Xers are drawn to leadership for more altruistic reasons than the Baby Boomers. Zemke and his co-authors write that Baby Boomers tended to seek leadership roles to prove their status, prestige, and general worthiness for climbing the ladder. In contrast, Gen Xers seek or are selected for leadership roles because they are competent and have good leadership skills. Gen Xers tend to be fair, competent, straightforward leaders, but they also tend to be brutally honest, which can devastate a young employee during a performance review.⁴¹

Ruch writes that Gen Xers often find it hard to work for a Baby Boomer manager with solid management experience but limited specialized knowledge and technical skills. Those converging forces make recruiting, managing, and retaining high-performing Gen X employees a serious issue. Critical management skills will involve

understanding generational differences in order to strengthen work relationships among employees.⁴²

It is essential that Baby Boomer managers understand what motivates Gen Xers in order to mentor and develop them to assume future leadership positions. Cole asks the question, “Exactly what kind of employers are getting serious about career management?”⁴³ Yochanan Altman, research professor of international human resources management, University of North London is mentioned in Cole’s article as stating that firms tend to fall into two categories: those that are highly dynamic and those that are not dynamic enough. Altman is quoted:

Sun Microsystems, for instance, is an organization that enjoys 20% growth and adds some 4,000 employees every year. But in a labor market enduring chronic shortages, shortages of highly specialized workers, and in a company where much of the staff are Gen Xers constantly looking for greener pastures, retention is a pressing issue. Sun, like a growing number of companies, is keenly aware that the first two years of a worker’s life are the most valuable in terms of retention, and therefore aggressively offers career development to members of that particular sub-group.⁴⁴

Career development programs help employees move along the arduous path of career advancement and the organization benefits from the opportunity to identify and develop its future leaders.⁴⁵ An effective approach in responding to an aging management and executive workforce is to link the promotional process to the training and development efforts in a way that raises the overall capabilities of the staff while also identifying the most qualified individuals to fill the future leadership positions.⁴⁶

“Managers are saying that to change nothing in the way of how Gen Xers are recruited is not an option today,” notes Diane Domeyer, Executive Director of OfficeTeam. She states, “These are tomorrow’s executives and companies need to foster their professional growth.” Companies are attracting these people by offering programs which recognize quality-of-life needs, promote innovative thinking, and provide skill enhancement opportunities along with other workplace approaches.⁴⁷

Intergenerational Workforce

Zemke and his co-authors state that successful organizations are tapping into the positive potential of their cross-generational and diverse workforce through aggressive communication and difference deployment. Difference deployment is the tactical use of employees with different backgrounds, experience, skills, and viewpoints to strengthen all parts of the organization. Aggressive communication allows generational conflicts, both real and potential, to be anticipated and addressed. Generational differences are addressed head-on in an effort to understand different points of view. Staff meetings are generationally integrated, and different viewpoints and perspectives on vital issues are openly discussed.⁴⁸

Zemke and his co-authors state that cross-generational friendly organizations accommodate employee differences and treat their employees as they do their own customers in order to retain these valuable individuals. They strive to understand and meet the unique needs of Gen Xers at all levels of the organization. They make a real effort to accommodate personal scheduling needs, work and personal life balance issues, and nontraditional lifestyles. They create a workplace that is molded to the work being done, the customers being served, and the people working there. The chain-of-command hierarchy is flattened and bureaucracy decreased. Change is an assumed way of living and working. Dress codes are casual and the atmosphere is open and relaxed. There is humor and playfulness throughout the organization and it is a fun place to work.⁴⁹

Zemke and his co-authors note that these organizations enjoy a sophisticated management style which provides employees with the big picture, including specific goals and measures, and allowing the employees to perform their work as they see fit. Employees are given feedback, rewards, and recognition as appropriate. Employee competence and initiative are respected and everyone from the newest employee to the most senior employee is believed to have great things to offer with the necessary motivation do their best.⁵⁰

Zemke and his co-authors conclude that retention is a top priority with these cross-generational friendly organizations as well as making their organizations a magnet to draw excellence in their future employees. They understand the importance of retaining their people and the high replacement cost factor when they are not successful in doing so. They provide a variety of training opportunities, from interactive computer-based training to one-on-one coaching sessions. The available training courses are extensive and varied.⁵¹

Organizations must continually strive to retain the best and brightest employees. They must make it a practice to remind employees of the good things the organization has to offer them.⁵² This is especially important as Gen Xers move more freely and frequently from one organization to another. Adams writes, “Generation Xers in companies today will probably not be the future leaders of the organization. They will instead either go to other companies or be self-employed. Future Generation X leaders will probably come from other companies, who will have a varied career and long resume.”⁵³

Changing Organizational Culture

A major organizational goal is to attract and retain quality employees who will help the organization grow and achieve excellence, as well as developing excellent employees who demonstrate the ability and motivation to be integrated into future executive law enforcement positions. In order to draw and retain these talented people, organizational leaders must create a culture that demonstrates they care about their employees both professionally and personally.

Employees must feel they are a valuable part of the organization and that their active involvement and input is critical both to the organization’s mission and to their own professional careers and personal fulfillment. Edgar Schein states, “The most important job of the chief executive officer is culture management. The CEO must

establish the right culture, set the appropriate example, and audit the organization at all levels regularly to ensure that the culture is being adhered to.”⁵⁴ Larry Grant states:

An organization’s current performance level is the direct result of past implicit or explicit operational instructions to the organizational system. Future operational performance will depend on how the organization and culture will be reprogrammed. An organization’s future performance is a direct result of its culture and the operative frame of reference provided by the culture.⁵⁵

Zemke and his co-authors write that Gen Xers are now actively moving into leadership positions in their organizations and it is quite likely their task orientation will dictate their management style and the organizational cultures they will create. Their main priority will be to get the job done and it will dominate the way they manage. They will eschew organizational politics or anything else that gets in the way of the task at hand. These Gen X leaders will have less meetings, increased e-mail, and business books on how to manage in absentia will fill bookshelves as they prefer to work at home.⁵⁶

Summary

The challenge for police leaders today is to identify and develop Gen X individuals inside their organizations. These individuals must have the desire and potential to assume future executive leadership positions and have the vision and the ability to successfully lead their organizations into the 21st century. In order to accomplish this, a Transition Management Team composed of cross-generational individuals from every level of the organization will work together to develop plans to ensure that the necessary organizational changes occur.

Part of the change process requires organizational leaders to anticipate the potential impact that future trends and events might have on the organization and to prepare plans to increase positive outcomes and to limit negative impacts. Chapter II, Futures Study, will discuss and analyze possible future trends and events that could impact police organizations in varying degrees.

CHAPTER II

FUTURE FORECASTING

Introduction

Future forecasting identifies future possibilities. It does not predict the future. Nothing in the future is certain. When the future possibilities about a certain issue are anticipated, plans can be prepared to seek the best positive results while working to limit negative consequences. This project used the Nominal Group Technique (NGT) to identify and rank major trends and events which may impact the issue of integrating Gen X employees into executive law enforcement positions. Based on the literature review and the results of the NGT, three scenarios were developed relating to this issue.

Nominal Group Technique

The NGT is a structured process. It requires a diverse panel to look at two different dimensions regarding future Gen X police executives. The two dimensions which are brainstormed are trends and events. Based on these trends and events, the group's ideas and opinions are quantified by using a cross-impact analysis.

Trends are a series of incidents or events taking place which seem to indicate a direction in which a particular issue may be heading. Trends are simple observations and need not be complex, however, they should be specific. They can be quantitative or qualitative. For the purposes of the NGT, each panel member was asked to identify trends they felt were occurring that will have an impact, positive or negative, on integrating Gen X employees into future police executive positions. NGT panelists were asked to be creative and think "outside of the box."

After identifying the trends, panelists were asked to identify events which might impact integrating Gen X employees into future police executive positions. Events are different from trends in that events are singular occurrences which may impact the issue.

Events occur on a specific date and time. An earthquake is an example of an event. The passage of a new law which mandates certain action is an event.

The panel consisted of a diverse group of individuals with expertise in management. The group included a Gen X mayor, Baby Boomer city manager, a Baby Boomer police chief, a Gen X police lieutenant, a Gen X police captain, a Baby Boomer sheriff's captain, a Gen X analyst, a Gen X management and political consultant, and a Veteran Generation private consultant. Refer to Appendix A for the list of panel members.

The NGT began by asking the panel to identify as many trends as possible which they felt might impact the issue statement. The brainstorming session resulted in forty-six trends. Refer to Appendix B to review the complete trend list. The panel was then asked to identify the top ten trends most likely to impact the issue in the future. The top ten trends with supporting reasoning are as follows:

1. Diversity of society: The general consensus was that police departments are much more diverse in terms of ethnicity and gender and that diversity is increasing.
2. Mobility – The ability to pick-up and move: The general consensus of the group concerning this trend was that employees today generally have the ability to move or transfer more often and greater distances. In addition, they are less averse to moving out of the area.
3. Incentives for recruiting and retention: The number of candidates in the candidate pool is shrinking and police departments are being creative with benefits in order to attract new applicants, both entry levels and lateral transfers. Police departments are significantly increasing their efforts to change their benefit packages which still meet budget constraints, but give them the opportunity to attract officers. Examples of these changes to benefits include a bank of sick hours, increased vacation pay, and salary commensurate with total law enforcement experience.
4. Work versus personal life: The general feeling was that officers are placing a higher value on their personal lives than their police careers. Advancing to executive positions does not appear to be as important today for officers as it was ten to fifteen years ago.

5. **Change in labor relations/union influence:** This trend addresses the weaknesses and strengths of police labor unions and the effect the two extremes might have on integrating officers into executive positions.
6. **Change in organization culture:** This refers to the external and internal aspects that shape the organizational culture and how they might help or hinder with the integration of Gen Xers into executive level positions in law enforcement.
7. **Public versus private competition/compensation:** The positive externalities that the private sector offers employees was viewed as a trend that will continue to hinder recruitment and retention of officers in the public sector. Private sector salaries and compensation packages (stock options, bonuses, time off, etc.) and flexible schedules continue to compete for public sector employees.
8. **Different workforce experience:** This trend was discussed in light of other trends which arose during the day. Senior officers who are retiring early due to an improved retirement package have created a patrol force consisting of a large percentage of younger and less experienced officers.
9. **Change in housing/commuting/telecommuting:** The panel generally agreed that the extreme high cost of homes in many metropolitan areas is causing employees to commute much greater distances today, which is having an adverse effect on recruiting and retaining officers.
10. **Civilianization of certain command structures:** The basic trend identified here is for non-sworn professionals to assume certain command positions normally held by only sworn personnel in the past, (i.e., Communication Managers, Property and Evidence Managers, etc.)

The panel was asked to assess each of the ten trends. An arbitrary value of one hundred represents the present day for comparison purposes. If one hundred is the value or level of the trend today, then the panel was asked to rate the significance of what they felt the trend was five years ago, and then project the level or direction of the trend in the next five and ten years. The panel was also asked to rate their level of concern for each of the trends on a scale from one to ten with ten being the highest level of concern. The results of the panel assessment are provided in Table 2.1:

Trend Summary Table					
Trend	Last 5 Years	Today	Next 5 Years	Next 10 Years	Concern (1-10)
T1- Diversity of society	50	100	150	200	8
T2- Mobility-The ability to pick up and move	70	100	125	150	8
T3- Incentives for recruiting and retention	150	100	150	150	8
T4- Work versus personal life	80	100	120	150	9
T5- Labor relations/union influence	75	100	120	150	7
T6- Change in organizational culture	75	100	150	200	7
T7- Public sector versus private sector competition	50	100	175	225	8
T8- Less experienced workforce	50	100	150	150	8
T9- Housing/Commuting/Telecommuting	50	100	150	200	7
T10- Civilianization of certain command structures	50	100	125	160	7
Concern Scale: 1 (low)			10 (high)		

Table 2.1

The panel rated the level of concern for every trend between seven and ten. The most prominent trend was trend number four, work versus personal life, which was rated as a nine. There was strong consensus that the work ethic had significantly changed. Five other trends were rated as eight and the last four were rated as seven.

The next step of the NGT process was for the panelists to identify the events they felt might occur which would impact the issue statement. The brainstorming session resulted in eighteen events. Refer to Appendix C for a complete list of events. The top ten events with supporting reasoning are as follows:

1. **Protracted recession:** Discussion by the panelists centered on the degree of the recession. Some panel members felt a minor recession would be positive for police departments in that it would greatly benefit recruitment and retention efforts. However, others felt that any type of recession would be negative in that resources and/or budgets would be restrained, thus making it more difficult to integrate Gen X officers into executive positions.
2. **75% of agencies obtain P.E.R.S. 3% @ 50 retirement:** California police agencies in P.E.R.S. may negotiate to move from the 2% @ 50 retirement system to the 3% @ 50 retirement system. As that occurs many officers will retire at an earlier age.

3. Police chiefs with a P.E.R.S. retirement allowed to work in another P.E.R.S. system: retired police chiefs, as with any other retired employee receiving P.E.R.S. benefits, have been restricted from working full-time with another P.E.R.S. agency. Employing a retired chief may have a negative impact on Gen X employees who want to advance, but the agency may benefit from the individual level of experience and the ability to mentor Gen Xers.
4. Extended significant war: The consensus was that a significant war would impact police departments by the loss of officers ordered to military reserve duty and also a reduced applicant pool.
5. Significant legislative contribution changes to deferred compensation accounts: The discussion of this event focused on increasing deferred compensation in order to increase the overall benefits package.
6. Significant corruption case within a local police agency: The panel was concerned about any significant corruption case at a local level that would negatively impact the recruitment of Gen X individuals. It was believed that Gen Xers would not want to work for or be associated with any agency considered to be unethical or violating public trust.
7. High liability incident within a local police agency: The panel was concerned about any high liability case at a local level that would significantly impact an organization financially. This could affect the recruitment of Gen X individuals who would be reluctant to work for or be associated with an agency that might be forced to reduce programs, employee benefits, or training due to financial constraints.
8. Change P.O.S.T. regulations for out-of-state police chiefs: The panel felt that there were pros and cons if P.O.S.T. eased the requirements for allowing out-of-state police chiefs to assume California police chief jobs. A positive would be that retired out-of-state police chiefs are not likely to serve for a long period of time and could serve as mentors for Gen Xers who hope to advance to an executive position. A negative would be that an outside chief may limit immediate movement of a Gen Xer who is ready to move up into an executive position, particularly in smaller agencies.
9. Narcotics decriminalization: Some panelists felt this event would have a positive impact by freeing billions of dollars spent in combating drugs which could be used in other areas. Other panelists felt this potential decrease in funding for narcotics could lead to an increase in crime, due to an increase in drug addiction. An increase of drug use in society was viewed as a negative impact.

10. Consolidation of Silicon Valley police departments: Some panelists felt this was positive because smaller police departments could combine resources and operate more efficiently. They felt this would attract new employees by offering more opportunities for specialization and career growth. However, it was also seen as a negative because larger and busier agencies tend to attract the younger generation of employees looking for excitement and growth.

Each panel member was asked to assess each event and determine the first year in which the probability of the event occurring exceeded zero, as well as the probability in percentage of the event occurring in five and ten years. They were then asked to rate their level of concern for each event on a scale from one to ten and indicate if the event was positive or negative. The results of the panel's assessment of the events are provided in Table 2.2:

Event Summary Table					
Event	Year > 0	+ 5 Years	+ 10 Years	Impact (1-10)	+ or -
E1- Protracted Recession	3	50	70	7	+
E2- 75% of agencies obtain 3 @ 50 P.E.R.S. retirement	3	75	95	8	-
E3- Police Chiefs with a P.E.R.S. retirement allowed to work in another P.E.R.S. retirement system	3	60	80	7	+
E4- Extended Significant War	7	0	40	8	-
E5- Change in contribution to deferred compensation	3	50	70	6	+
E6- Significant corruption case	5	50	75	6	-
E7- High liability incident	3	50	75	5	-
E8- Change P.O.S.T. regulations for out-of-state chiefs	3	60	75	4	+
E9- Narcotics decriminalization	10	0	40	7	+
E10- Consolidation of Silicon Valley police departments	8	0	50	7	+
Impact Scale: 1 (low) 10 (high)					

Table 2.2

Based on the panel ratings and discussion, the four events most likely to have a positive impact were rated (+7). They include: E1 - protracted recession, E3 - police chiefs with a P.E.R.S. retirement allowed to work in another P.E.R.S. system, E9 - narcotics decriminalization, and E10 - consolidation of Silicon Valley police departments. Two events had a significant negative impact and were rated (-8). They include: E-2 - 75 percent of the agencies obtain 3% @ 50 retirement, and E4 - extended significant war.

Cross-Impact Analysis

A cross-impact analysis predicts the impact of various events on the different trends. The projected impact of an event on a trend was rated on a scale from one to five, with five being the highest impact and one being the least impact. A positive or negative rating describes the impact the event would have on the trend. Table 2.3 lists the results.

<u>Cross Impact Analysis</u>										
Events	<u>Trends</u>									
	T1	T2	T3	T4	T5	T6	T7	T8	T9	T10
E1- Protracted recession	-2	-2	-3	+2	+2	-4	+2	-3	-1	+4
E2- 75% of agencies obtain 3 @ 50P.E.R.S.	+3	+3	-1	-2	+2	+4	+1	-2	-1	+2
E3- Police chiefs with a P.E.R.S. retirement allowed to work in another P.E.R.S. system	-1	-1	-2	+2	-1	-2	-2	+3	-1	-1
E4- Extended Significant War	-1	-1	-2	-1	-1	-1	-1	-1	-1	-1
E5- Change in contribution to deferred comp.	+1	+2	+2	+2	+2	+1	+3	+2	+2	+3
E6- Significant local corruption case	-2	-1	-2	-1	-1	-3	-2	-3	-1	-1
E7- High liability local incident	-1	-1	-2	-1	-1	-3	-2	-3	-1	-1
E8- Change P.O.S.T. regulations for out-of-state police chiefs	+1	+2	+3	+2	+2	+2	+2	+2	+2	+1
E9- Narcotics decriminalization	-3	-1	-2	+1	-1	-4	-2	-3	-1	-2
E10- Consolidation of Silicon Valley police departments	-2	-2	-2	+2	+3	-4	-2	+2	+2	+3
Impact:	+ good (positive impact)					- bad (negative impact)				
Impact Scale	1 (low)					5 (high)				
T1: Diversity of Society						T6: Change in Organizational Culture				
T2: Mobility – Ability to pick up and move						T7: Public sector versus private sector				
T3: Incentives for recruiting and retention						T8: Different Workforce Experience				
T4: Work versus personal life						T9: Housing/commuting/telecommuting				
T5: Labor relations/union influence						T10: Civilianization of command structures				

Table 2.3

Based on the combination of one hundred comparisons of events to trends, ten significant areas were identified. The events/trends comparisons with supporting reasoning follow:

1. Impact of recession (event) on change in organizational culture (trend): -4. Time off, not working over 40 hours per week and working a flexible schedule are high priorities with Gen X employees. During recessions, however, organizations have to tighten their belts, budgets are cut, employees work harder and assume duties from positions which have been cut, and there is less autonomy. There are fewer personnel movements and less opportunities for Gen Xers to advance. These changes are likely to have a significant negative impact on the organizational culture, particularly Gen Xers.
2. Impact of 75% of agencies obtaining P.E.R.S. retirement 3 @ 50 (event) on changes in organizational culture (trend): +4. Older employees, especially those in command positions will retire in masses, allowing an opportunity for upward mobility, particularly for Gen X employees. This will have a significant positive impact on the organizational culture.
3. Impact of recession (event) on a different experienced workforce (trend): -3. A younger and less experienced workforce requires a very active training program with a generous budget. During recessions, training is often the first budget item cut, allowing funds to move towards more critical areas. This will have a significant negative impact on a younger and less experienced workforce.
4. Impact of police chiefs working after retirement in a P.E.R.S. system (event) on a different experienced workforce (trend): +3. Allowing retired police chiefs to work in a P.E.R.S. system after retirement could have a very positive impact on an organization. This would be especially true for those agencies with a very young and inexperienced workforce or those which are undergoing a significant cultural change. A chief with experience can bring strong leadership with vision and stability, as well as the ability to mentor younger employees who aspire to move upward into executive positions. This will allow Gen X employees to move to second-in-command positions and prepare to assume the lead role after the chief retires. It is believed that chiefs who retire from one organization then take another chief's job are not likely to serve in the position for an extended period of time.
5. Impact of change in contribution to deferred compensation (event) on public versus private competition (trend): +3. It is difficult for government agencies to compete with the private sector due to stock options and other benefits. Allowing employees to contribute more money to deferred compensation would have a significant impact on drawing and retaining employees, particularly if the employer matched funds.

6. Impact of a significant local corruption case (event) on change in organizational culture (trend): -3. A significant corruption case will have a negative impact on the organizational culture. Federal and state agencies as well as the public will scrutinize a department which experiences such a case. All officers are likely to be held more accountable and their authority restricted. This will have a negative impact on the organization's culture, particularly with Gen X employees. Gen Xers will question whether they want to continue working for such an organization and recruiting new employees will be difficult.
7. Incident of a local high liability incident (event) on change in organizational culture (trend): -3. A significant high liability exposure, such as a pursuit which kills an innocent citizen, will have a significant impact on the culture. When the public questions the judgement of an officer or organization, tension builds. Similar to a corruption case, the department may be scrutinized by members of the public which may demand changes in deep-rooted organizational practices. These changes are often resisted by the officers and negatively impact the organizational culture.
8. Impact of change in P.O.S.T. regulation restrictions for out-of-state police chiefs (event) on incentives for recruiting (trend): +3. This could have a very positive impact on the recruitment of excellent out-of-state Gen X candidates to assume executive positions who might otherwise be disqualified due to state restrictions.
9. Impact of narcotics decriminalization (event) on changes in organizational culture (trend): -4. This could have a very negative impact on the organizational culture over the short-term (5 years) and an unknown impact over the long-term. The use of narcotics by police officers other than by prescription for medical reasons is viewed negatively within law enforcement. This attitude is unlikely to change much over the next few years even if narcotics were legalized tomorrow. The legalized recreational use of narcotics by officers would generally not be acceptable and could adversely impact organizational culture.
10. The consolidation of Silicon Valley police departments (event) on change in organizational culture (trend): -4. The consolidation of several departments is likely to have a very profound effect on the resulting organizational culture. The concept may have some merit as it allows smaller departments to combine resources and compete with other larger departments which tend to attract more officers with the promise of more action and specialty assignments. Officers in smaller departments may feel they will have a greater opportunity to compete for highly desirable specialty assignments and be exposed to more interesting police incidents if smaller departments consolidated. In reality, the types of police

incidents are not likely to change much when communities of similar size and demographics combine. In addition, consolidation will lead to specialty assignments being combined in order to be efficient and cost-effective, thus cutting the number of anticipated openings. As a consequence, the negative impact on organizational culture is significant.

Future Scenarios

Three scenarios were developed based on the literature review and the information collected from the NGT. The perspectives presented in each scenario are attempts to forecast a future state. After reviewing the three scenarios, one was selected leading to the development of a strategic plan. The purpose of the strategic plan is to bring about positive changes in the future and reduce the likelihood of negative occurrences. The three scenarios presented in this project will describe the best-case perspective, surprise-free perspective, and worst-case perspective.

Best-Case Scenario:

January 12, 2006, 0600 hours: Phil Madison arrived early at work, the first day since being promoted to captain. He closed his office door, sat down in his chair, and turned around to look out the window. He sipped his coffee and watched the graveyard officers returning to the station to go off-duty and the dayshift officers preparing their patrol vehicles for duty.

Phil remembered how most of the lieutenants competed for the position. It was tough competition, but he came out number one and everyone seemed genuinely happy for him. He thought about the greater responsibilities of being in charge of the patrol division, which was the largest and busiest division. Phil felt he had climbed the ladder fairly quickly, given his sixteen years with the department and his young age of thirty-eight years.

Phil remembered when he was first hired at twenty-two years old. He had just completed his undergraduate degree, majoring in Political Science. During his four years

in school, Phil often wrestled in his mind with the type of work he would pursue. Law enforcement seemed to interest Phil most, so he went on ride-alongs with different police agencies to observe first-hand the problems officers faced on the streets. He also talked to officers about the job and different types of assignments. He remembered how many of the young officers about his age complained about the older officers and supervisors, calling them dinosaurs. The older officers called the younger officer slackers, claiming they had no work ethic and placed their own self-interest over the department. The older officers tried to change the younger officers and convince them to do things their way, but the younger officers thought their way was better and often resisted.

Phil only considered law enforcement to be a job, not a career. Originally he planned to join a police agency and stay for about five years. Then, he figured that he would either move on to another agency with better opportunities to advance or change to a different line of work completely. Phil selected the Bay View Police Department because the younger officers seemed to work well with the older officers and the department had a career development program which focused on the younger officers. He applied and was hired by Bay View Police Department. He successfully completed the academy, ranking number one for his academic achievements.

Phil did exceptionally well during his seventeen-week Field Training Program and was awarded solo officer status. Phil was assigned a mentor to assist him with any problems or issues he might experience during his eighteen-month probationary period. His mentor, Tom Phillips, was forty-two years old, but he seemed to get along well with the younger officers as well as the officers his age. Phil soon realized how unique the Bay View Police Department was compared to the other agencies he had ridden along with after college. Besides Tom helping Phil hone his skills as a solo beat officer, most of the other officers and supervisors seemed eager to offer advice and help out however they could. They were very positive towards Phil, as well as the other officers in his age range.

Phil's sergeant, who seemed to have a special interest in each of his team members, soon introduced Phil to the career development program. The program helped Phil identify specific areas he had an interest in and assisted him with developing goals to progress in those areas. The program provided specific training and then allowed him to work specific cases so he could apply what he had learned. By performing well in the program, Phil had an excellent opportunity of being selected for a specialized assignment in the future.

Phil remembered the department's emphasis on identifying and developing the future leaders who would replace supervisors and command officers as they retired. However at first, Phil was not very interested in this part of the career development program as he planned to move on in about five years. He only wanted to focus on what he would be doing during the next five years.

Phil did very well over the next few years especially in traffic enforcement which was the area where he received additional training through the career development program. He was selected as a traffic officer after only three years on the department. He remembered how proud he was of his achievement, but he realized he could not have accomplished it without the encouragement and support of the other officers and supervisors.

Phil finished his coffee and watched as the last of the graveyard officers finished up their paperwork while others began filtering out of the station to begin their journey home. The dayshift officers had already left the station, heading for their beats. He wondered what it was that kept him with the same department for sixteen years?

Over the years, Phil had talked to officers and supervisors from other departments who felt their agencies accepted the status quo and never did anything to develop their officers. Some felt their agencies recognized the need to develop their officers but never acted on it. But the Bay View Police Department was different. Most people had a good time while working, supervisors and command officers were flexible, the budget always

allowed officers to train, and they were never micromanaged from the top. Officers were empowered to make decisions and were expected to take responsible risks. Phil clearly understood the importance of this philosophy and practiced it when promoting first to sergeant and later to lieutenant.

Phil's mind wondered as he thought about the current police chief, and how he planned to retire in three years. The city manager's position had always been to promote from within the organization, but it was clear that a successful candidate for chief would have to demonstrate strong leadership skills and the ability to aggressively move the department forward in a progressive manner. The city manager always supported the career development program and was proud of the positive results achieved over the many years.

As he takes over the patrol division, Phil pondered how he would motivate the new breed of police officers called the "Nexters", who were born between 1980-2000. They were definitely a different generation, but a generation he would have to deal with in a positive way, the same way the Baby Boomers treated his generation. He found "Nexters" interesting. They seemed to be optimistic about the future and realistic about the present. He was actually looking forward to their contribution to the organization and the law enforcement profession as a whole.

Phil looked at his watch. It was 7:45 a.m., and he had his first meeting with his staff at 8 a.m. There was a lot to discuss, particularly the organizational changes necessary to attract and develop the next generation of leaders.

Surprise-Free Scenario:

January 12, 2006, 0600 hours: Barry Canton was thirty-seven years old and had been with the Bay View Police Department for twelve years. He had been a lieutenant for three years and was previously a sergeant for four years. Barry initially worked for another local police department for three years before joining his current department.

Barry was born at the beginning of the Gen X era. He worked well with most of the older officers in the Baby Boomer generation as well as younger officers in his age group. Barry was seen as being on the “fast track” by both the older command staff and his own peers. As such, Barry eagerly accepted new assignments and challenges.

Barry did not identify himself with either of the generations or the stereotypes connected to them. He saw himself as a blend between the two and a person who could work effectively with both groups.

There had been conflict recently between Barry and his fellow lieutenants who were from the Baby Boomer generation. Even though they liked and respected Barry, they just did not understand his opinions at times. To the older lieutenants, Barry seemed to side with the position of his subordinates, which sometimes conflicted with management positions. This disturbed the other lieutenants. They felt he had a right to argue against a management issue while it was being discussed, but once the decision was made, he should support it. This was one of the basic rules all managers were taught when they attended management school.

Barry has frequently heard the older lieutenants talking about how things used to be. When lieutenants passed down new policy, sergeants supported it and ensured their officers followed it. Today, it seemed to the older lieutenants that the younger sergeants were sympathizing with the officers instead of maintaining a position of authority.

Some of the sergeants and officers have recognized the struggle between Barry and his fellow lieutenants. They felt that management had groomed Barry for promotions based on his varied experience and ability to work well with the management team. But most of the younger sergeants and officers did not possess the same management traits as Barry. They felt ignored by management.

The police department had talked about increasing educational benefits, considering flexible schedules, allowing workout time while on duty and several other

ideas which excited the younger officers. But over the years, little action has been taken on any of those ideas.

The department had maintained a respectable pace with the application of new technology, given recent budget cuts. But the officers were almost never asked for their input on the equipment they would be using and they have often been disappointed by what has been purchased. There was ongoing frustration on the part of the older command staff who felt they were providing state-of-the-art equipment and the younger sergeants who felt they had a better grasp on what should be purchased, and felt their ideas were being ignored.

When Barry was a sergeant, he initiated a career development program which was designed to identify and develop the future supervisors and leaders in the department. It also allowed for officers to receive advanced training in areas which interested them. Everyone seemed to like the idea, but neither the older command officers nor the sergeants seemed to promote the program with the younger officers. They said they were too busy with other priorities and complained that the program required too much time. They recommended that the personnel and training manager implement the program, but this manager said he was far too busy also to implement the program.

The career development program allowed officers to pursue their education and Barry took advantage of this opportunity. The older command officers respected his initiative and approved Barry's requests for advanced schools. They were eager to help him whenever they could. The younger officers and sergeants really never understood the benefits of the program and did not want to commit to going to school or studying on their own personal time.

Captain John Blair announced his retirement and Chief Tom Billings soon posted the position. Barry and two of the older lieutenants competed for the position. Barry placed number one in the assessment center and was promoted to captain. There were no hard feelings among the other lieutenants, but they wondered what would happen to the

organization now with Barry in the captain's position and his tendency to sympathize too much with the troops.

The open lieutenant's position was posted, but there was no interest among the young sergeants. The added duties, lack of overtime pay, loss of scheduling flexibility and increased time commitment were not appealing to the sergeants. The department would have to open the promotional process to outside candidates if a sufficient number of the current sergeants did not apply.

Barry was genuinely concerned about the future of the department. He saw these sergeants as the future leaders of the department, yet no one wanted to step forward. He thought back to the opportunities he was given, but realized that he sought out and pursued most of these opportunities on his own. But he realized that he was an exception to his peers. If he had been like the other sergeants, he would not have applied for lieutenant and later captain, and there would not have been anyone in his age bracket to assume an executive position. This was especially important to the organization because most of the command staff was going to retire in the near future and no one was trained or motivated to assume their positions.

As captain, Barry made the career development program a top priority. He wanted the future leaders identified and developed. He planned to apply for Chief Billings' position when he retired in three years. He had a vision of the type of progressive department he wanted in the future. In the meantime, Barry knew that he had his work cut out for him as he sought to identify, motivate, and prepare the future leaders of the organization.

Worse-Case Scenario:

January 12, 2006, 0600 hours: Chief Fred Henderson just returned from his final P.E.R.S. retirement meeting. He was fifty years old and had just celebrated his twenty-eighth year anniversary with the Bay View Police Department. Fred went to his office to

pack his personal belongings before the new chief arrived who would replace him next week.

As he packed boxes, Fred looked at old photos and news articles he had accumulated over the years and wondered what had happened to the department. He thought about how times had changed from when he was first hired. There was a definite split between officers over and under the forty-year old mark. During the early portion of his career, everyone worked well together and seemed to share the same work ethic. He remembered the old time sergeants and command officers who were from the generation before his. They believed in an honest day's work for an honest day's pay and generally did not "rock the boat." Their satisfaction seemed to come from doing a job well, duty came before pleasure, and working hard would pay off over the long haul.

As the old-timers retired, Fred and his peers moved up in the organization and the new generation of Gen Xers began filling the line-level positions in the department. Fred and his peers often grumbled how the new generation had no work ethic. They frequently questioned decisions by their supervisors and did not seem willing to pay their dues. They wanted everything right now. They seemed very materialistic and were never willing to go the extra mile for the department. They were out the door the minute their shift ended and if they worked any overtime at all, they wanted to be paid for every second of it. Fred remembered how he used to work extra hours when he was new and never expected to be paid. He felt it was just part of the job. The new generation was just not committed to the organization. They seemed to place a higher value on their time away from the department than they did their time at work.

The command officers struggled for years to turn these Gen Xers around. As chief, Fred never allowed his command officers and supervisors to empower this younger generation to make decisions and he wanted them managed at every level. Fred often remembered how the younger officers complained they were being micromanaged, but Fred felt there was no other way. If these young officers weren't told what to do and

monitored, the job would not get done. The standard response from supervisors was, “because I said so,” when asked by officers why they had to do a task. Fred knew that some supervisors and officers within his age group did not do a particularly good job, but he tended to overlook it because they had already paid their dues and they only had a few more years to go before retiring. Fred also overlooked the newer officer’s opinions and ideas because he felt they lacked experience. He remembered how the younger officers always wanted feedback on their performance evaluations, which was something Fred never felt was really important.

Fred knew that morale had declined significantly over the years. Officers were continually leaving the department and often going to neighboring jurisdictions. He also noticed that the number and quality of officers applying for his department were much less than nearby departments. It seemed that many of the applicants were individuals who could not get hired by, or had been terminated from, other departments. He often wondered how other local police departments seemed to draw quality applicants and had a much lower turnover rate. They seemed to retain and motivate their employees while Fred continually struggled to fill open positions.

Fred felt that the police chiefs in these other agencies seemed to pamper their young officers by caving into their requests for change and giving them a voice in the decision-making process, something Fred refused to do. Fred remembered how things were when he moved up in the ranks and he wanted his officers to perform in the same manner. He wanted the officers to just do what they were told to do.

Fred’s personnel and training manager, Jim Winton, proposed a career development program to identify and develop members of the department who had the potential to assume future supervisory and command positions. Jim had read how other departments had great success with this program, which included an incentive for officers to return to school to seek higher education. This process was too involved for Fred. He

was content with the status quo and he was not interested in the work required to develop the program.

Fred was disappointed during the last few years. The department had always promoted from within, but the Gen Xers just did not seem interested in promoting upwards. He wondered how the other local chiefs motivated their people to promote within their departments. He wondered when his officers would finally turn around.

Fred opened supervisory and command positions to the outside, but he was not pleased with the selection of candidates. They were Gen Xers who didn't seem to share his values and work ethic. He hired a captain from the outside. He was not particularly pleased with his selection, but he was the best of the limited number of people who applied. The new captain was not a shining star in his last agency and he was not seen as a strong leader or change agent. Fred was not concerned about the new captain's lack of ability to facilitate change because he was content with how the department was managed. He was looking for someone in the Gen X age bracket to turn his officers around.

When the P.E.R.S. 3%@50 retirement plan was approved by the city council, Fred decided it was time to retire. The city manager retired just before Fred made his announcement and the new city manager opened the police chief position to the outside. Fred reviewed the advertisement stating that the city was seeking a progressive chief with the proven ability and record to manage and motivate employees. The minimum requirements included a graduate degree and successful completion of the P.O.S.T. Command College or FBI National Academy.

Alice Thorton, a thirty-nine year old captain from a local agency, was selected. Fred knew of Alice, but he did not know her personally. Alice came highly recommended by the other local chiefs. But Fred's old time friends told him that Alice was like the rest of the Gen Xers. As Fred packed his last box, he wondered how a Gen

Xer chief could possibly motivate the people in his department to change which is something he certainly had never been able to accomplish.

Summary

The Nominal Group Technique presented potential trends and events which could significantly impact (positively or negatively) the issue of integrating Gen X employees into executive law enforcement positions. It laid the groundwork for developing a strategic plan, which will be discussed in Chapter III. Strategies will be developed using the “best-case” scenario.

CHAPTER III STRATEGIC PLAN

Introduction

Police organizations are constantly changing and they will be different in the future than they are today. In order to prepare their organizations to meet future challenges, police executives must make decisions today which will affect and change their organizations in future years. These non-static organizations use the strategic planning process as a roadmap to their future. Strategic planning anticipates changes in the organization and focuses on future issues, not issues facing the organization today.

Tom Estensen describes strategic planning as “... a structured approach, sometimes rational and other times not, of bringing anticipations of the future to bear on today’s decision.” He states it is a tool to describe and sell the output of the planning process to key stakeholders and a guide for the organization in setting priorities, making decisions, and allocating resources. Estensen said strategic planning is a structured approach which is a blend of qualitative and quantitative analysis. He said it is both subjective and objective and it is a blend of the mind and heart. The basic components of a strategic plan are the vision, strategic initiative (priorities), strategies, success indicators, and the first steps.⁵⁷

It is important for organizations to understand where they are today in order to plan for where they need to go in the future. This chapter will utilize two analytical models for this project. The STEEP model is one which examines external issues affecting an organization in five different categories: Social, Technological, Economic, Environmental, and Political. The “WOTS UP” (Weaknesses, Opportunities, Threats, Strengths Underlying Planning) model allows an organization to examine current internal issues affecting the organization. Different alternative strategies will be considered. After weighing both the pros and cons of each, the best strategy will be selected to provide the most positive impact toward achieving the vision.

This project will use the “Best-Case” scenario discussed in Chapter II which represents police organizations that do not accept the status quo. Specifically, this represents organizations that understand the importance of developing individuals internally who will assume future leadership positions and who will continue to move the organization forward. The goal is to prepare for the gradual and smooth transition of power as the younger generation assumes executive positions and leads the organization into the twenty-first century.

Vision Statement

Preparing for the future begins with a vision. A vision statement is a written description of a desired state of conditions. It is a snapshot of what we want the future to be and what we are trying to achieve. It is more than a single goal because it takes the achievement of a series of goals to reach the fulfillment of a vision. The leader must have a vision in order for an organization to change. John Kotter states:

Since the function of leadership is to produce change, setting the direction of that change is fundamental to leadership. Setting direction is never the same as planning or even long-term planning, although people confuse the two. Planning is a management process, deductive in nature and designed to produce orderly results, not change. Setting a direction is more inductive. What’s more, the direction-setting aspect of leadership does not produce plans; it creates vision and strategies. These describe a business, technology, or corporate culture in terms of what it should become over the long term and articulate a feasible way of achieving the goal. What’s crucial about a vision is not its originality, but how well it serves the interests of its constituencies – customers, stockholders, employees – and how easily it can be translated into a realistic competitive strategy. Bad visions tend to ignore the legitimate rights of important constituencies – favoring say, employees over stockholders. Or they can be strategically unsound. When a company has never been better than a weak competitor in an industry suddenly starts talking about being number one, that is a pipe dream, not a vision.”⁵⁸

A vision statement designed to integrate Gen X employees into executive law enforcement positions must be based on understanding generational differences. It is important to support, develop, and use the talents of the younger generational workforce.

to meet future organizational challenges. The following is an example of a vision statement developed by this author:

By the year 2006, the Bay View Police Department will achieve excellence within the community and maintain high employee retention and satisfaction. The police department will maximize leading edge technology that significantly enhances the safety of the community and productivity of the organization. Career development and mentoring programs will allow new employees to be developed to achieve maximum impact on the organization and community it serves. To maintain a highly motivated and effective workforce, the police department will recognize the importance of a balance between private and work lives, provide employees opportunities for continued education and internal promotions, cross-training, flexible schedules that accommodate personal needs, a cafeteria-style benefits package, a productive work atmosphere, and ensure recognition that the employees are making a difference.

Situational Analysis

Before a law enforcement agency can successfully implement change, an examination of both the organization's internal and external environment must occur. One effective method of analysis for the external environment is the use of the S.T.E.E.P model which provides information about an issue in five different categories. The five S.T.E.E.P. categories are Social, Technological, Economic, Environmental, and Political. Some issues to consider when planning how to integrate Gen X employees into executive law enforcement positions are as follows:

Social

- Gen Xers' jobs are not their number-one priority, and they place a higher priority on their life away from work
- Gen Xers want to have fun both on and off the job, and they are more willing to move to another job that offers more fulfillment
- Because of their experiences when growing up, Gen Xers tend to socialize in tight-knit groups at work and after hours
- Gen Xers are attracted to organizations that demonstrate social responsibility and giving back to the community
- One of Gen Xers' work-related motivators is the chance to help society
- Gen Xers have a nontraditional orientation about time and space

- Gen Xers are now promoting to managerial positions and supervising members of the older generations

Technological

- Gen Xers are much more technologically savvy and significantly aggressive at seeking to incorporate technological aspects into their jobs
- Gen Xers want state-of-the-art technology and are often intolerant of those who fail to support technological progress or lack technical skills
- Evolution of the information system technology and its influences, including computers and wireless technology, will impact the work environment
- High-tech crime has significantly increased, requiring the police to attract people capable of working these crimes
- Companies who seek to advance technologically will seek employees who are knowledgeable and able to handle and expand the technology

Economic

- The public sector cannot compete with the private sector which offers the higher salaries and better benefits important to Gen Xers
- Significant economic downturns causing large scale layoffs in the private sector result in better retention and a slower turnover rate in the public sector
- Officers who have reached the top pay step may seek promotions for a purely economical gain and not be committed to the new job duties and responsibilities
- Targeting recruitment efforts to both the needs of Gen Xers and the organization may prove both time and cost effective by increasing applicants and improving retention
- The change in demographics of the general population has resulted in a tighter labor market with only half the number of Gen Xers as Baby Boomers
- Aggressive career development programs will target Gen Xers, particularly during the first two year period when turnover is generally higher, in order to retain officers and to avoid the constant expense of replacing them

Environmental

- Urban sprawl coupled with high-density living will increase in the future
- A significant number of different cultural groups and languages within a relatively small geographical area will impact public service agencies
- There will be increased demands to provide more services with less resources to protect the environment
- The population will continue to grow along with increased pollution and power shortages

- Traffic congestion and long commutes due to unaffordable housing are likely to worsen
- There will be conflict between groups demanding more housing and environmental groups demanding to preserve open space

Political

- Gen Xers like informality and they are casual about authority figures at all levels
- Human resources personnel have a difficult time balancing policies which are mutually acceptable to Gen Xers and older generations
- Labor unions and their organizational structures are also facing the same value conflicts as other organizational managers
- Gen Xers are entering political and government management positions
- National, state and local laws and policies are being developed by Gen Xers

Organizational Analysis

Organizations need to know where they are today in order to plan for where they need to go in the future. This requires an objective inventory and assessment of the organization's strategic strengths, weaknesses, opportunities, and threats. Managers of organizations can check on the health of the organization with internal audits. "WOTS UP" (Weaknesses, Opportunities, Threats, Strengths Underlying Planning) is one model of analysis which allows managers to examine current internal characteristics within the organization. Several characteristics pertinent to integrating Gen X employees into executive law enforcement positions have been identified:

Weaknesses (potential problem areas which may need attention)

- Apathy among various workforce groups to support or recognize the need for change
- Lack of motivation to promote or accept increased responsibility by Gen Xers
- Change in traditional work ethic and priorities
- Inability to compete with the private sector's high salaries and benefit packages
- Lack of a qualified applicant pool

Opportunities (potential benefits)

- Early retirement incentives for Baby Boomers allowing Gen Xers upward mobility
- Issues today are causing leaders to seek creative solutions and to think “outside the box”
- Creative thinking and policy development guide organizational change
- Integrate employees into career enhancement programs early in their careers
- Create or expand current leadership training courses
- Grant money to support studies and pilot programs

Threats (elements which may have a negative impact)

- Ideological divisions between staff that are adverse to change
- Competing values among the workforce
- Budget constraints which will not allow the flexibility for change
- Political or administrative staff resisting change efforts
- Lack of desire from line level and supervisory personnel to promote to management and executive positions

Strengths (areas which will support the plan)

- Clear vision, direction, and support from the command level
- Managers recognize the need to create change
- Increased career development incentives and opportunities
- Increased educational requirements and opportunities
- Mentoring programs to help develop employees
- Support from city council for public safety agencies and programs
- Exceptional Gen Xers in current supervisory and midlevel management positions

Stakeholder Analysis

Any plans to affect organizational change must consider the relationships with the stakeholders. Stakeholders are individuals or groups, both internal and external to the organization, who are impacted by, or who want to impact, what an organization does. It is important to identify all internal and external stakeholders, especially those individuals or groups who appear to have no interest in the organizational plans, but arise during the final hour to either interrupt or stop organizational change. These stakeholders are

referred to as “snaildarters” and they may significantly impact the success of change efforts. Therefore, it is critical to the strategic planning process and the smooth operation of the organization to identify these stakeholders and analyze their specific concerns and expectations.

The stakeholders listed below are likely to impact or be impacted by integrating Gen X employees into executive law enforcement positions.

Community Members – Community members are the people served by city government including the police department and they can significantly influence public policy through the city council. Community members:

- expect a progressive city government to address current and future issues that will impact the community and improve the quality of life
- are opposed to any unnecessary governmental spending
- want to live in a community where the police are trusted and respected
- expect timely and professional police service
- desire police personnel that mirror the demographics of the community

City Council – City council members are elected to office by and responsive to the community members. They decide public policy. The city council:

- provides direction to the city manager regarding city issues and public policy
- understands that police service is a high priority with citizens and may place a higher priority on programs that will positively impact the community
- expects all police department employees to be ethical and demonstrate professionalism
- wants a progressive police department that provides quality police services and meets the needs of the community
- seeks to provide equitable benefits to all city employees
- may seek police officers’ association support during elections

City Manager – The city manager is appointed by and serves at the pleasure of the city council. The city manager:

- provides the vision and direction for the city
- is responsive to city council needs
- ensures public policy adopted by the city council is implemented
- provides direction to all city departments
- keeps city council abreast of issues within the city

- determines budget allotment and staffing levels for each city department
- is responsible for project funding requirements for future city needs
- wants to reduce incidents that expose the city to a high liability risk
- seeks a highly professional police department that works in partnership with the community and minimizes exposure to high liability issues
- supports higher educational incentives, but must balance funding with other city priorities
- expects progressive police leadership at all levels of the organization

Police Chief – The police chief is appointed by and serves at the pleasure of the city manager. This individual provides direction to the police department and ensures public and department policy is implemented. The police chief:

- provides the vision and sets the direction for the police department
- influences department culture
- ensures open communication among divisions
- responds to issues affecting department morale
- continually looks to the future for trends that may impact the department
- develops annual and multiyear department strategic plans with command staff
- sets high standards and accountability for all employees
- sets minimum educational standards for new employees
- promotes continuing education among all ranks
- requires higher education at advanced levels of responsibility within the organization
- seeks to identify and develop midlevel managers to serve in executive level positions

Police Command Staff – The police command staff consists of executive level and midlevel managers who manage all aspects of police operations. The police command staff:

- audits department performance to ensure department mission and core values are preached as well as practiced
- maintains open communication with other division commanders
- is alert to issues affecting department morale
- provides direction to supervisory ranks
- ensures that annual department strategic plans are developed and achieved
- audits division budget accounts periodically to avoid overspending
- supports the career enhancement programs and educational incentives
- approves training courses that advance officers' knowledge and career goals

- seeks to identify and develop supervisors to serve in future command level positions

Police Supervisory Staff – The police supervisory staff consists of first-line supervisors who are responsible for individual teams or units. Police supervisors:

- are responsible for day-to-day operations of an assigned team or unit
- provide direction to sworn and non-sworn officers
- balance the needs of the officers with department objectives
- support department mission and values and ensure they are practiced
- ensure division strategic plans progress and are accomplished
- ensure department policies are followed and are constantly alert to issues that expose the department to liability
- ensure continual training and legal updates
- seek higher education and advanced training and leadership courses for self-improvement and advancement
- recommend and approve training that advances officers' knowledge and career goals
- seek to identify and develop officers to serve in future supervisory level positions

Police Officers – Police officers perform line-level responsibilities and have the most contact with the community. Police officers:

- desires to have the best training and equipment possible
- want to be compensated for all department sponsored training
- expect capable and competent leadership at supervisory, command, and executive levels
- want clear direction
- expect everyone to be held to the same standards, from the top down
- desire state-of-the-art technology, but expect department technology to minimally maintain pace within industry standards
- desire to have all higher educational pursuits fully funded
- may resist pursuing higher education if they have no desire to advance beyond their current rank
- want to enjoy what they are doing
- want to experience a variety of assignments
- do not want work to impact their free time
- desire to provide quality service to the community

Police Officers' Association – This labor group normally represents all ranks below management levels. The police officers' association:

- considers the best interest of the association as a priority

- desires to work for a professional organization that sets and practices high and fair standards
- supports career advancement from within the ranks
- seeks incentives for continuing education, career advancement, training, and leadership courses
- may oppose optional training made mandatory without compensation
- may have some degree of political influence on the city council

Police Personnel and Training Manager – This individual oversees all hiring and training aspects for police employees. The police personnel and training manager:

- is responsible for recruitment of quality employees
- is the police academy liaison
- maintains all training records for police personnel
- ensures training is conducted to meet P.O.S.T. guidelines
- identifies quality training courses
- schedules approved training
- oversees the career enhancement programs
- develops continuing professional training for all employees

Personnel Director – This individual oversees all personnel and human resource issues in the city. The personnel director:

- balances the needs and benefits of all city employees
- compares salaries and benefits of job classifications with similar jobs in the public sector, other city employees at similar levels, and benchmark cities.
- seeks to hire and retain quality city employees
- establishes guidelines to meet legal standards for hiring and promoting employees
- is involved with the city departments in the hiring and promotional processes
- is involved in the grievance and termination processes

Police Officer Standards and Training (P.O.S.T.) – Members of P.O.S.T. provide minimum training standards for police officers in the State of California.

P.O.S.T.:

- provides direction and mandates to all California law enforcement agencies
- audits police training records to ensure compliance with training standards
- provides basic and advanced level supervisory and command level training
- has political influence at the state level

Developing Alternative Strategies

Based on the results of the NGT process and related literature review, three alternative strategies were developed relating to how to integrate Gen X officers into executive law enforcement positions. Each of these strategies represents a different approach to the issue. The strategies are as follows:

Strategy One – Maintain the Status Quo:

This strategy is easiest for police chiefs in non-progressive cities where there are no significant expectations from the city manager and the community has little contact with or expectations from the police. It generally fits a police chief who leads a low profile, stagnant organization. The leader is not seen as a change agent, does not have a vision, does not believe change is necessary or desirable now or in the near future, and is satisfied with remaining on the same course. By doing nothing and not developing future plans, it avoids immediate conflict with the stakeholders and puts off difficult or complex future planning decisions. Officers in general are not encouraged to seek higher education, nor is advanced education considered an important qualification when competing in the promotional process. Minimum cost and effort is put into the promotional process by the department and not much preparation is required on the part of the applicant. The person selected for promotion is normally the one which best fits the personality of the chief of police, creates the fewest problems, and one that will continue with the status quo.

Strategy Two – Develop Plans to Address Only Current Issues:

This strategy generally fits police organizations that tend to prepare short-term plans to address current issues, but do not clearly understand the importance of looking toward the future and developing long lasting solutions for these issues. These organizational leaders can recognize developing trends which may impact their

organizations in the future, but may not truly understand the significance of the issues and/or do not place an appropriate priority in developing plans or programs to address these issues. Education and career advancement programs are verbally supported, but only limited training and career incentives are provided due to budget restrictions. A career development program may exist but is not a high priority due to other pressing issues. Individuals are not actively groomed for leadership positions due to a lack of planning and mentors.

Strategy Three – Develop Strategic Plans to Address Future Issues:

This strategy best fits a progressive police organization that is supported by a strong and supportive city council and city manager and a police chief who provides the vision and direction to lead the organization into the future. These organizations have developed a mission statement with input from both internal and external stakeholders. Employees understand and support the mission and their actions and behaviors are driven by the organizational values. These organizations recognize the importance of balancing the professional and personal needs of their employees with the needs of the organization and external stakeholders. They strive to build employee loyalty and increase employee retention. Employees who demonstrate the ability and motivation to assume leadership positions in the future are groomed to fill positions as older executive leaders retire. They have the trust and respect from all levels of the organization and demonstrate the ability to direct and motivate others toward the mission and a progressive future.

Preferred Strategy – Organizational Transition to the Future

Progressive police organizations prepare for future change today in order to develop strategies to meet the future needs of all stakeholders, both internal and external to the organization. Strategy Three proactively establishes the process for implementing change, particularly for developing employees for future leadership positions and

building employee loyalty which draws and retains valuable employees. This strategy allows organizations to fulfill the vision statement of developing future police executives by developing career enhancement programs and incentives.

Career Enhancement Programs

Career enhancement programs are essential to develop individuals who demonstrate the ability and motivation to assume future police executive positions. These programs and incentives are designed to allow individuals exposure to advanced responsibilities and training with feedback about their performance on a regular basis.

The goal of these programs and incentives is to provide all employees with the tools they need to realize their full career potential. This is a win-win situation for the employees, the organization, and the community. Even more important is the goal to identify and develop the future organizational leaders. Examples of these programs and incentives are as follows:

Mentoring Program

The Mentoring Program is important for police departments and complements a well-designed Career Development Program. Mentors are individuals in whom new employees can confide and seek guidance. Mentors must demonstrate a strong belief in the organizational mission and value statements, understand and accept generational differences, and be truly interested and positive in helping new employees develop. Mentors do not have to be within the same generation as the new employee. In fact, matching a new employee with the right mentor from a different generation may have advantages. It will demonstrate to the new employee that the organization not only talks the talk, but also walks the walk.

The program will provide peer assistance to new employees to help them understand the organizational culture, adapt to their new environment, and recognize future organizational opportunities. It is important to orient new officers when they are first hired and make them feel like they are a welcomed and valuable member of the organization. Setting the right foundation initially for these new officers will help retain officers, especially ones that might be prone to look for greener pastures.

For mentoring programs to be successful, there must be a clear understanding of the mentoring program process. Les McKeown states that successful mentoring programs have clear, measurable objectives which help design the right structure, involve the right people, and measure the right outputs. Identifying and matching the right mentors and protégés is crucial to the success of the program. It is important to review and assess the mentoring program. McKeown states that a successful, vibrant mentoring program only requires that you complete four steps, each one directly under your control. These steps are as follows:

1. Know exactly why your organization wants a mentoring program, and design your program goals accordingly.
2. Decide exactly what you want and expect from your mentors and protégés, and communicate this effectively.
3. Match mentors and protégés in a way best designed to ensure success.
4. Manage the mentoring relationship appropriately.⁵⁹

The Mentoring Program is managed and evaluated through the office of the personnel and training manager, with the assistance of designated individuals who oversee the mentors and protégés. These individuals are in regular contact with the mentors to discuss any specific issues or problems, and to ensure the appropriate resources are available for the mentors and protégés.

Selecting prospective mentors is critical to both the mentoring program and the organization. The organization is saying that they want these new officers to emulate

their mentors. They should have varied experience and consistently strive to perform at an excellent level.

Career Development Program

A Career Development Program begins building the foundation for integrating Gen X employees into executive law enforcement officer positions. It develops officers from the time they complete their probationary period and as they progress throughout their careers. These programs must be supported by an increased training budget.

The Career Development Program is designed to provide a career roadmap for all officers of non-supervisory rank. The focus of the program is to develop quality officers who have career goals in mind and also to develop the future organizational leaders who will eventually assume supervisory and command positions.

Officers are eligible to participate in the program once they complete their probationary period and they are encouraged to continue in the program until they are promoted to a supervisory position. Officers must demonstrate a strong desire to succeed in the program and advance in their careers. Their performance evaluations must show they continually strive for excellence.

Officers must establish short-term career goals (three to five years) in order for a career counselor to assist them with a customized career development plan. The program provides officers with career guidance to assist them with specialty assignments at the officer level and prepare them for promotional opportunities at supervisory levels. Through the program, officers have the opportunity to attend training courses specific to their career goals. Officers will have the opportunity to gain hands-on experience in the field from officers currently working in the desired specialty assignments. Officers who demonstrate proficiency in the Career Development Program will be allowed to advance to higher levels of training until their goals are accomplished.

Employees who have the aptitude and motivation to advance to supervisory ranks will be encouraged to attend supervisory training courses whenever possible. They will

also be given the opportunity to perform various supervisory duties under the direction of a senior supervisor and then given constructive feedback on their performance.

Command staff must forecast the training needs of the program and prepare a budget which secures the necessary resources to ensure on-going success. This is an excellent opportunity for both the officers and organization. Officers who possess a sincere desire for a specialty position and who have demonstrated success in training for that assignment, will have a distinct advantage when competing for an available position. The organization will have the ability to review the training and performance records of the officer while in the training program and then select someone who has already demonstrated an aptitude for the assignment who will hit the ground running.

Education Incentive Program

Advanced education is important for both law enforcement organizations and the employees. Not only is advanced education becoming a requirement for advancement in police organizations, but it also develops forward-thinking individuals. The Education Incentive Program will pay the full cost of tuition and books for all employees. The proposed full tuition reimbursement will be minimally based on state college or university tuition rates. This will allow employees to attend either a state learning institution or pay the difference for a private institution.

Employees will be expected to follow a course of study related to the field of law enforcement. They must identify the specific degree they desire to obtain and an estimated timeline to accomplish their goal. Of course, personal and business issues may interrupt or postpone the scheduled completion date, but those will be addressed on a case-by-case basis between the employee and the personnel and training manager. Organizations may have to consider flexible schedules to accommodate the employee's school schedule. Other creative learning environments will have to be considered, such

as offering courses at the police department as well as distant learning courses over the Internet.

Executive Development Program

The goal of the Executive Development Program is to identify and develop individuals within the organization who demonstrate their commitment to the organization and who have the ability and motivation to eventually assume executive positions. The Executive Development Program is designed in two parts. The first part begins preparing supervisors who demonstrate the ability and motivation to promote into midlevel command officer positions. The second part of the program focuses on midlevel command officers. The program provides midlevel command officers with training opportunities and increased command responsibilities in order to prepare them for executive positions.

Individuals in the Executive Development Program must have a solid knowledge of law enforcement principles and maintain a quality record of performance. They must also possess or be pursuing a level of education commensurate with a command position. In addition, they must demonstrate a solid belief in the organizational mission and values through their behavior and actions. Individuals in this program will attend management and executive development courses as appropriate and they will be given the opportunity to assume increased management responsibilities to further develop their skills. Managers from upper levels of the organization will serve as mentors and provide coaching and constructive feedback on their performance.

Executive Career Incentive Program

The Executive Career Incentive Program complements the Executive Development Program. This program financially compensates command officers who accomplish and maintain levels of increased responsibilities and performance, and who

meet specific educational and/or training goals. Compensation is divided into steps, depending on the level of accomplishment. Increased responsibility and performance means taking on the tasks associated with upper command positions and accomplishing those tasks in an exemplary fashion. Meeting specific educational and/or training goals means completing an advanced degree and attending training courses designated by the organization. Examples of these courses are the California P.O.S.T. Executive Course (required for police chiefs seeking P.O.S.T. Executive Certificates,) P.O.S.T. Command College, the Police Executive Research Forum (PERF) Senior Management Institute for Police (SMIP), the FBI National Academy, and other challenging courses designed to develop future executive police leaders.

Advanced education has been a hot topic of discussion in recent years within police executive groups. Proposals have been made to require a graduate degree for command staff and undergraduate degrees for supervisory positions. Command staff who currently possess a graduate degree will be compensated for their accomplishment through this program. Command staff members who do not have a graduate degree will be reimbursed for educational expenses using the same criteria as the Education Incentive Program. An executive command officer designated by the chief of police oversees and monitors the program.

Transition Management Team

A Transition Management Team, supported and directed from the executive level, is one process which creates needed organizational change. The team will be composed of a cross-generational mix of individuals from every level of the organization who are capable and motivated to be involved in the change process. Team members are divided into subgroups based on their interest and knowledge to develop strategies to meet organizational goals. This requires a self-assessment of the present state of the entire organization and then identifying critical areas where the organization must change and

develop strategies to create these changes. Stakeholder needs and desires are identified by the team with input from individuals from all stakeholder groups. The proposed changes will benefit all employees, the organization, and the community. It is important to create a model organization which is recognized as caring about its employees which will in turn provide excellent customer service.

The Transition Management Team will use the “Transforming Leadership Performance Optimization Process for Building a Leadership and Learning Organization” model developed by Anderson Corporate and Executive Coaching, Inc. as follows:

- Assess internal and external stakeholder needs, wants, problems, obstacles, strengths, opportunities and threats
- Scan future trends and prioritize best-bet opportunities, threats, and vulnerabilities
- Conduct executive team development to maximize the potential of each contributor, clarify roles, and optimize team performance
- Conduct a planning session with key executives and stakeholders from the internal organization (sworn and civilian) and community
- Deal with obstacles and resistance to change and seek to gain at least 70% consensus and acceptance to the change plan
- Determine leadership competencies necessary to build a strong policing organization, and assess leadership competence of all leaders
- Ensure team leaders design operational implementation plans so that the change priorities and plan are implemented effectively at the front level
- Conduct ongoing leadership development by providing coaching/mentoring learning support for leaders
- Ensure team leaders conduct monthly implementation plan review meetings with team members and submit appropriate reports
- Publish and celebrate small and large wins in ways that the “winners” experience personally meaningful recognition and reward
- Conduct an annual change plan review⁶⁰

The initial planning for change is critical. For this project, I propose using the Anderson Corporate and Executive Coaching, Inc. principles, “The Ten Foundational Principles for the Successful Management of Change.” There are ten primary principles

that form the basis of a successful change effort. When followed, these principles will maximize success and minimize stress. These cornerstone principles are as follows:

- Organizations don't change, people do
- Begin with a clearly articulated preferred future state and work backward from that to the present
- People implement what they help create
- Base all change initiatives on identified problems, needs or wants
- Carefully select and develop leaders who will lead change
- Make sure there is one key leader who is formally assigned the implementation and evaluation responsibility for the change effort
- Meet and review your implementation successes and difficulties monthly
- Recognize and reward small wins regularly
- Ensure that all team leaders get leadership development support
- Evaluate and celebrate team success ⁶¹

Organizational Change Strategies

If organizations want to achieve their vision and be successful in developing their talented employees to assume leadership positions, then organizations must take a close and critical inside look at themselves. If organizations want to draw and retain talented people, they must create an atmosphere that truly cares about each individual, professionally and personally, as well as create a fulfilling and fun-working environment. The sixteen points listed below were developed from ideas repeatedly discussed in the literature review and they are designed to bring meaningful improvement to organizations. The Transition Management Team will be tasked with developing strategies for the following issues in order to affect successful organizational change:

1. Developing a training program that will educate Baby Boomer managers and the rank-and-file about different Gen X perspectives on work issues such as balancing work and personal life, company loyalties, the importance of having fun on the job, and creating the ideal work environment

2. Examining nontraditional and flexible work schedules and cafeteria style benefit packages to meet the needs of both the employees and the organization
3. Researching state-of-the-art police vehicle equipment and uniforms which will promote organizational professionalism and significantly appeal to the employees
4. Treating employees the same way citizens are treated, respecting their needs, and working with them to find creative solutions to their challenges
5. Developing a shared set of organizational goals between Baby Boomer managers and Gen Xers and providing feedback without micromanaging them
6. Initiating an executive development program for supervisors who desire to promote into upper management positions
7. Initiating a career development program for employees who aspire to progress and helping them create a career roadmap to reach their destination, but also remembering that not all excellent employees who have potential to be a leader want to move in that direction
8. Developing a mentoring program to help employees reach their maximum potential so they will feel challenged, continue to learn and develop, and progress within the organization
9. Seeking to maintain state-of-the-art technology and ensuring that everyone in the organization receives current training and can use the technology for maximum benefit
10. Developing different learning approaches that will adapt to different generational learning styles
11. Seeking input from all employees to determine the significant internal problems within the organization, but more importantly, asking them for solutions to the problems
12. Promoting open communication along with an open mind when listening to others' ideas and addressing the continual pessimists who are in the position to quash new and creative ideas
13. Celebrating milestones and successes, both individually and organizationally

14. Changing the culture so new people do not have to pay their dues before advancing in order to eliminate holding talented people back
15. Creating an atmosphere that accommodates individual needs, is nontraditional, provides flexible and respectful management, and focuses on retention
16. Looking continuously into the future to be prepared to address issues which will impact the organization

Summary

The Best Case Scenario was used for strategic planning. A vision statement was developed and an organizational and stakeholder analysis completed. Training programs were identified to prepare officers for future executive positions. A Transition Management Team was created to initiate positive organizational change with benefits for the employees, organization and community.

Implementation plans and the specific role of key stakeholders are critical to the success of new programs and other organizational changes. These will be discussed in detail in Chapter IV.

CHAPTER IV

IMPLEMENTATION PLAN

Introduction

The crafting of a visionary strategy is a pivotal part of the change process. The implementation process that follows the vision and strategic plan is even more challenging. Todd Jick states, “The implementer is the one who makes or breaks the program’s success.” Change implementers are the individuals or entities that make change happen, managing the day-to-day process. The more the stakeholders balk at decisions implementers make, the more difficult the task becomes.⁶²

Implementers must also grapple with unexpected forces both inside and outside the organization. Jick states, “There will always be factors outside their control which will have a profound impact on the success of the change process. These external, uncontrollable, and powerful forces are not to be underestimated.”⁶³ Included in this section are some of the most critical issues which must be considered during the implementation process.

Stakeholder Negotiations

To implement the organizational changes proposed by the Transition Management Team, it is necessary to negotiate a number of issues associated with these proposals. Although it is not necessary to reach complete agreement on all proposals for change, the process will be smoother if consensus can be reached on most of the issues. It is important to identify those stakeholders considered to be “snaildarters.” These are the individuals whose actions cannot be anticipated and who either impact the proposals or are impacted by them. They may support the proposals or oppose them. In the latter case, it is necessary to anticipate their position and concerns and be prepared to show how the positives will clearly outweigh the negatives.

Members of the Community

Citizens generally support police programs, but there may be the vocal few who do not support the police in general and oppose any progressive plans proposed by a police organization. Others may consider themselves to be the fiscal watchdogs who take a hard stance against any change or program which may cost the city money. Though these individuals are a small minority of the stakeholder group, there is always the risk that they may influence certain city council members. Community support is generally not needed for proposed internal programs, but their support is important for organizational changes which may impact the overall delivery of service. Members of this group will not be directly involved with any negotiation processes.

City Council/City Manager

The city council and city manager are grouped together because they share similar roles in approving significant proposed organizational changes or programs. Their support is important and they must be convinced that any proposed changes will benefit the city and also be cost effective. The city manager is the key stakeholder in building support and commitment from the city council. The city council may also be influenced by the police officers' association (P.O.A.) and the community. The city council and city manager may negotiate on the following issues related to organizational changes and programs:

- The content of the programs
- Funding for the programs which comes from the current police department budget
- Incentives associated with the programs

The city council and city manager generally will not negotiate on the following issues:

- The level of funding to implement proposed programs
- Displacement of other city programs to implement proposed programs
- Control of proposed programs by the city manager

Police Chief/Police Managers/Personnel and Training Manager/Police Supervisors

The police chief, police managers, personnel and training manager, and police supervisors are all grouped together because they share responsibility for the implementation of different programs. Proposed programs are designed to benefit everyone from the command level to the rank-and-file. However, they may need to address initial resistance from some officers who are reluctant to change. They will develop policies for the programs and continue to monitor and evaluate them. The police chief, police managers, the personnel and training manager, and police supervisors will negotiate on the following issues:

- Time commitment of programs
- Additional administrative responsibilities
- Staff time to implement and maintain programs
- Training content and cost of the program
- Policies and procedures supporting the program

The police chief, police managers, personnel and training manager, and police supervisors will not negotiate on the following issue:

- Mandatory participation in development programs

The Police Officers and Police Officers' Association

The police officers and police officers' association (P.O.A.) represent the majority of personnel in the organization and they will generally be the most impacted by proposed programs and changes. Some members will fully support specific programs while others may oppose such programs. The role of the P.O.A. will be to seek a solution which benefits and protects the majority of the membership. The P.O.A. may want to have input or participate in planning and implementing certain programs. The support of the P.O.A. is important for programs to be successful. The police officers and P.O.A. will negotiate on the following issues:

- Content of the program
- Specific expectations
- Expected time commitment for the program
- Financial incentives associated with the programs
- Policies and procedures supporting the program

The P.O.A. will not negotiate on the following issue:

- Programs considered part of the employees wages and benefits

Personnel Director

The personnel director will have an interest in programs which affect any group of employees working in the City. The personnel director will negotiate on the following issues:

- The content of the program
- Funding for the program which comes from the current police department budget
- Control and management of the program by police department personnel

The personnel director will not negotiate on the following issues:

- Displacing other human resource programs to accommodate the cost of the proposed program
- Ability to suspend the program due to budget constraints
- Continued monitoring of programs to determine effectiveness

Commission on Peace Officers Standards and Training (P.O.S.T.)

P.O.S.T. can play a significant role in the implementation of certain programs for law enforcement personnel. P.O.S.T. may choose to take the lead in developing certain career development programs which can be adapted to all police departments.

Consultants from P.O.S.T. may assist agencies with the development, implementation, training, and evaluation of certain programs. P.O.S.T. will not be directly involved in the negotiation processes, but the influence and resources of this organization can be very beneficial to the success of future programs.

Implementation Roles

It is important to anticipate all significant issues generated by organizational changes as a result of the Transition Management Team. By anticipating and addressing these issues during the early phases, it will allow the organization to develop plans to deal with potential stakeholder resistance.

There are several individuals who play a significant role in the implementation process while others are involved only marginally. If the process is to be successful, those involved must have a clear understanding of the proposed programs or changes and there must be the widespread support for their implementation.

Police Chief, Police Managers, and Police Supervisors - These individuals must take the lead to implement programs, particularly career enhancement programs. They endorse program proposals submitted by the Transition Management Team and garner support both inside and outside the organization.

City Council and City Manager - These individuals have the final responsibility for approving programs such as the career enhancement programs and incentives. They must weigh the benefits of the programs with the costs. They must consider the effect of the program on other city programs as well as other city employees. They must also be sensitive to how the proposed programs or changes will affect community. It is critical that these individuals support the proposed programs and changes and then provide the necessary resources to begin implementation. They must recognize that initial problems may occur and it is important to reserve judgement until the proposed programs or changes are fully established.

Personnel and Training Manager - The personnel and training manager will be responsible for managing career enhancement programs. This manager will have to select appropriate mentors and career counselors and must ensure that the necessary resources are available for the programs to succeed.

Personnel Director - The personnel director must work with the police department to develop programs which balance the needs of police employees with the needs of other city employees.

There are a number of strategies which can be used to assist with the implementation plan developed by the Transition Management Team. The following three strategies should be considered for an implementation plan:

Sell the Program - Police programs must be sold to key individuals whose support is necessary for the program to succeed. Within the police organization, these individuals consist of the police chief, police managers, police supervisors, police officers, and the P.O.A. Outside of the organization, support is needed from the city council, city manager, and personnel director.

Seek Buy-In - Once a program is approved, it is beneficial to move gradually through the implementation process rather than trying to accomplish all the program goals at one time. This will allow employees time to recognize and appreciate the benefits of the program. It will also provide the opportunity to identify potential problems with the programs and work to address them.

Celebrate Successes - Stakeholders need to hear about the positive results of the programs. This includes all organizational members, the city council, city manager, other key members in the city, and the community. The police department's newsletter or city paper can report these positive results. It may also be of benefit to other police organizations to publish an article in a professional journal discussing the program and the successes.

Evaluation and Feedback

Career enhancement programs must be monitored and evaluated in order to determine their effectiveness. Criteria must be developed to measure program progress. Many programs have some unforeseen problems when implemented and necessary changes can be made based on the results of the evaluation process. Programs can always be improved which will result in an increased benefit for all involved.

Employees participating in the different career enhancement programs will be requested to provide feedback on the programs during designated evaluation periods. The performance evaluations on participating employees will be reviewed to determine if they are developing and meeting program goals. This information will be consolidated into one report and evaluated by command staff to determine if program goals are being met. Based on the results of the report, necessary changes can be made to continually improve the program. Additional information required for the evaluation and feedback of specific career enhancement programs is described below:

Mentoring Program: Mentors and supervisors will provide feedback based on their personal observation of the performance of protégés that report to them. Command staff needs to know if new employees understand and have adapted to the organizational culture of their work environment, and recognize future organizational opportunities. Protégés will provide feedback about how they were first oriented to the organization and if they were made to feel like they were a welcomed and valuable member of the organization. Issues raised in exit interviews will be reviewed to determine if they can be addressed by the Mentoring Program.

Career Development Program: Performance evaluations and training records will be reviewed to determine if employees are on course with their career goals as outlined in their individual career development plans. Employees will provide feedback on their opportunity to gain hands-on experience in the field from other employees currently working in desired specialty assignments as well as their ability to advance to higher levels of training when eligible. The performance of employees entering specialty assignments will be assessed to determine if the employee performed as expected while in the training program. Command staff will review the budget to determine if any changes are required to ensure a successful program.

Education Incentive Program: Employees will provide feedback on school problems they may be experiencing and provide ideas to improve the program.

Executive Development Program: Executive command staff will evaluate the total number of supervisors and midlevel managers eligible for the program compared to the actual number in the program. Training records and employee feedback will determine if these individuals had the opportunity to attend management and executive development courses and were given the opportunity to assume increased management responsibilities to further develop their skills.

Executive Career Incentive Program: Executive command staff will evaluate the total number of midlevel managers eligible for the program compared to the actual number participating in the program. Performance evaluations will be reviewed by designated executive command officers to determine the level of increased executive responsibilities and tasks and if the employee is accomplishing those tasks in exemplary fashion. The executive command staff will determine if individuals have had the opportunity to meet specific educational and/or training goals and attend training courses designated by the organization.

Summary

Stakeholder negotiations, implementation roles and issues, and monitoring and evaluating programs are a necessary function of the implementation process. Chapter V

will discuss the transition management planning process and the specific role and commitment needed from key stakeholders to implement programs and change. It moves the organization from the present state to a desired future state and provides the direction to reach the destination.

CHAPTER V

TRANSITION MANAGEMENT PLAN

Introduction

A transition management plan is critical to affect organizational change. It is a process which begins with identifying the need for change and creating a vision of the desired outcome. It moves the organization from the present state to a desired future state. Where strategic planning anticipates changes in the organization and focuses on future issues, transition management provides the direction to reach the destination.

Transition management often demands significant changes in an organization and can be a difficult and arduous process. It requires the day-to-day management of the change process, dealing with any opposition from stakeholders inside and outside the organization and then selling the change to those who must either adopt or adapt to the change. Change can only be successful when the stakeholders who understand and support change outnumber those who do not understand it and/or do not support it.

Commitment Planning

Commitment planning is a process which identifies the amount of stakeholder support needed to successfully implement change. It begins by identifying the groups or individuals whose support is minimally needed for the successful implementation of a plan. These key groups or individuals are called the “critical mass.” Identifying the critical mass and specific stakeholders that may influence other stakeholders is important to the change process. A plan must be developed to gain the support and commitment of the critical mass and to continually assess the progress.

Commitment Charting

Commitment charting is a method to determine the commitment of the critical mass. The level of commitment does not have to be equal among the different stakeholders. The process of commitment charting divides stakeholders into four

categories based on their level of support for change: Block change; let change happen; help change happen; or make change happen.

The commitment chart lists all individuals or groups who are part of the critical mass on the vertical axis of the chart. The degrees of commitment are listed across the top of the chart. An “X” is placed in the box which represents the present degree of commitment for each individual or group. An “O” is then placed in the box which indicates the minimum level of commitment needed in order for change to occur. If the “X” and “O” appear in the same box, then no work is needed to gain commitment. If the “X” and “O” are in different boxes and the commitment level needs to increase, then work must be done to increase the stakeholders’ commitment to the desired level. The following stakeholders are critical for the successful transition to integrate Gen X employees into executive law enforcement positions:

- Community Members
- City Council
- City Manager
- Police Chief
- Police Command Staff
- Police Supervisors
- Police Officers
- P.O.A.
- Police Personnel and Training Manager
- Personnel Director
- P.O.S.T.

The Commitment Chart for this project is in Table 5.1.

Critical Mass Members	Block Change	Let Change Happen	Help Change Happen	Make Change Happen
Community Members		X O		
City Council		X O		
City Manager		X→	O	
Police Chief		X→		O
Police Command Staff		X→		O
Police Supervisors		X→	O	
Police Officers		X→	O	
P.O.A.		X→	O	
Police P&T Manager		X→	O	
Personnel Director		X→	O	
P.O.S.T.		X→	O	
X = Current Position O = Desired Position				

Table 5.1

The current and desired commitment from community members is to let change happen. A strong commitment is not needed from this group, however, it is important that this group not oppose organizational changes either. Because community members have the potential to influence the city council, any significant opposition within this group could make transition difficult.

Like community members, the city council's current and desired commitment is to let change happen. A strong commitment is not needed from this group, however, it is important that this group not oppose organizational changes either. The city council sets public policy, approves budgets, and has significant influence on the city manager. Any opposition from this stakeholder group could severely inhibit change.

The city manager is currently in a position to let change happen, but needs to commit to help change happen. Organizational change is not only unique to the police department, but occurs in all city departments. Because the city manager sets direction for the entire city and develops internal policies, he can strongly influence key individuals within the city whose support is needed.

The police chief is committed to letting change happen, but needs to take a stronger role and actually make the change happen. The police chief is responsible for identifying the need for change and creating a vision of the desired outcome. The police chief is the key person who must explain the reasons for organizational change and enlist the support of internal and external stakeholders to ensure change happens. This is particularly important when introducing new and/or controversial changes which may conflict with past practice or philosophies.

Like the police chief, the command staff is also committed to letting change happen. But these individuals need to make change happen by managing the day-to-day change process. They must help shape and facilitate change in order to ensure that it meets with success. They may follow specific directions from the police chief or develop their own plans based on the chief's vision. They are in a critical position, as they must respond to demands from the police chief and also gain commitment from those below them in the organization, particularly the police supervisors.

The police supervisors' current commitment is to let change happen, but they need to take a proactive role and help change happen. Like command officers, supervisors must respond to demands from above and also attempt to get the commitment from the officers below them. They play an instrumental role in gaining the necessary support and commitment for organizational change from the police officer ranks.

The police officers are currently committed to letting change happen, but they need to help change happen. They are the largest group that is affected by either adopting or adapting to organizational change. But there may be conflict within the police officer ranks between the Baby Boomer and Gen X officers who share different values, as some organizational changes may appear to benefit one generation at the expense of the other. Gaining mutual understanding, support, and cooperation among the different generational ranks will be essential to making progress toward change.

The police officers' association share the same commitment as the police officers. Their current commitment is to let change happen, but they need to help change happen. But like the police officers, there may be conflicts between the Baby Boomer and Gen X board members. However, it is very likely that association board members will commit to help change happen if it is in the best interest of the majority of association members. They will have to be convinced that the proposed changes benefit the police officers and not just the organization.

The personnel and training manager is currently in a position to let change happen, but needs to help change happen. This commitment is particularly critical in establishing the career enhancement programs which will help officers reach their full potential and progress into leadership positions.

The personnel director is currently committed to let change happen, but must actually help change happen. Employee benefits are administered by the personnel director and support will be necessary when discussing new and different employee benefits or examining more creative cafeteria plans.

The Commission on Peace Officers Standards and Training (P.O.S.T.) is currently in a position to let change happen. P.O.S.T. commitment will be needed to help change happen by providing the additional education programs that will be required in the career and executive development programs as well as the mentoring program. The support and involvement of P.O.S.T. in the transition process will have a very positive effect on organizational change.

Responsibility Charting

Responsibility charting aims at clarifying role relationships as a means of reducing ambiguity, wasted energy, and adverse emotional reactions. It outlines the requirements necessary to initiate change and assigns task responsibility according to the requirements of the strategic plan. This technique clarifies specific roles in order to reduce conflict among different individuals and groups.

The process begins with a group of individuals working independently to identify the specific role which individuals or entities are expected to perform. A responsibility charting table is used as a planning tool to accomplish this task. These individuals then meet with other members of the group to compare and discuss their findings until a general consensus is reached.

Actions, decisions, or activities that must be completed are listed on the vertical axis of the table. Individuals and entities that will be involved in the process are listed on the horizontal axis. Individuals and entities are assigned a specific role for each of the actions, decisions, or activities. Individuals and entities assigned an “R” have the responsibility to see that decisions or actions occur. Individuals and entities assigned an “A” are responsible for approving actions, decisions, or activities. Individuals and entities assigned the “S” role must show support for actions, decisions, or activities by providing resources. Individuals assigned the “I” role are informed of actions or decisions.

The responsibility chart for this project is in Table 5.2.

RESPONSIBILITY CHARTING							
Actions	Participants						
	City	Police	Police	Police	Police	Police	Personnel
Decisions	Mgr.	Chief	Mgrs.	Supv.	Assn.	Ofers.	Dir.
Activities	Mgr.	Chief	Mgrs.	Supv.	Assn.	Ofers.	Dir.
Select Transition Mgr.	I	A	S	I	I	I	I
Select Transition Team	I	A	R	S	S	S	I
Review/solicit ideas	I	I	R	S	S	S	S
Approve/prioritize ideas	I	A	R	I	I	I	S
Determine resources	S	S	S	R	I	I	S
Develop draft proposals	I	I	I	R	S	S	S
Obtain general review	I	S	R	S	S	S	S
Obtain final approval	I	A	R	I	I	I	I
Implement Plan	I	R	R	S	S	S	S
Evaluate Plan	I	A	R	S	S	S	S
R = Responsibility (Not necessarily authority) S = Support (needed resources) A = Approval (right to veto) I = Inform (consult before act)							

Table 5.2

Summary

The Organizational Transition Management Team will guide the organization towards desired change as outlined in the strategic plan. The organization will seek to strike a balance between employees' work lives and their personal lives that will be beneficial for both the employees and organization. The organization will guide employees along their career path and develop those individuals who are capable and motivated to assume executive leadership positions.

In order to implement changes, organizations must carefully determine the level of stakeholder support or resistance. The level of commitment required from key individuals and entities must also be identified in order to move forward in the implementation process. In the next five years, it is essential that all law enforcement agencies develop quality career enhancement and incentive programs designed to integrate Gen X officers into executive law enforcement positions. Chapter VI will provide recommendations and conclusions to achieve this goal.

CHAPTER VI

RECOMMENDATIONS AND CONCLUSION

Recommendations

It is clear that organizations are changing internally and it is critical for leaders to maintain pace with these changes. Some organizations have moved forward with innovative programs aimed at developing future organizational executive leaders. Unfortunately, many organizations have not yet begun to address this issue. Many have considered it, but have not taken proactive measures to develop their employees. Developing leaders really begins the first day a new employee walks through the door. Different programs will help develop employees to their full potential and groom future executive leaders.

In the next five years, it is essential that every law enforcement agency establish effective career enhancement programs to develop qualified future executive leaders from within their organizations. These programs must offer opportunities and incentives which entice employees to participate in them. Employees must fulfill certain expectations in the programs which include:

- Employees must demonstrate the ability and motivation to advance in the organization
- Employee performance evaluations must indicate the employee consistently strives for excellence
- Employees will be expected to assume increased responsibilities and perform at expected levels
- Employees who do not possess an educational level commensurate with the rank they seek to advance to must agree to further their education accordingly

As law enforcement agencies begin developing and implementing career enhancement programs, they will be faced with a number of challenges. The largest challenge is developing programs which meet both the needs of the organization and the

unique needs of Gen Xers. In order to accomplish these goals, law enforcement leaders must consider the following programs:

Mentoring Program

A Mentoring Program will provide peer assistance needed by a new employee to help the person understand the organizational culture, adapt to the new environment, and recognize organizational opportunities. Mentors are individuals who new employees can confide in and seek guidance. Mentors must demonstrate a strong belief in the organizational mission and value statement, understand and accept generational differences, and be truly interested and positive in helping new employees develop. Mentors do not have to be within the same generation as the new worker.

Educational Incentive Program

Continuing or advanced education is critical for law enforcement professionals, not only as a requirement for advancement, but also to develop forward-thinking individuals. Depending on the budget or different stakeholder philosophies, the program cost could be based on tuition rates at a state college or university or that of competitive private institutions. To facilitate this program, organizations may consider flexible schedules offering courses at the police department as well as distant learning courses over the Internet.

Career Development Program

All supervisors will have responsibility to introduce their subordinates to the Career Development Program. They will be responsible to work with these individuals to determine their career interests and ensure that the needed resources are available to help them meet their goals. Generally, employees' initial goals may be either short-term (one or two years) or long-term (three to five years), depending on the individual. Individuals

who have the aptitude and are motivated to advance to supervisory ranks will be encouraged to attend supervisory training courses whenever possible. They will also be given the opportunity to perform various supervisory duties under the direction of a senior supervisor and then given constructive feedback on their performance.

Executive Development Program

Employees, normally supervisors, who have demonstrated the ability, motivation, and dedication to move upward into midlevel and executive positions in the organization are integrated into the Executive Development Program. These individuals must possess a solid knowledge of the law enforcement profession, maintain a quality record of performance, possess or be pursuing a level of education commensurate with a command position, and have demonstrated a solid belief in the organizational mission and values through behaviors and actions. In other words, these individuals have the necessary qualities to be successful organizational leaders in the future.

Individuals in this program will attend management and executive development courses and they will be given the opportunity to assume management responsibilities to further develop their skills. They will also be mentored by managers from different levels of the organization who provide coaching and constructive feedback in their performance.

Executive Career Incentive Program

The Executive Career Incentive Program compliments the Executive Development Program. This program financially compensates command officers who accomplish and maintain levels of increased responsibilities and performance, and who meet specific educational and/or training goals. Increased responsibility and performance means taking on the tasks associated with upper command positions and accomplishing those tasks in exemplary fashion. Meeting specific educational and/or training goals

means completing an advanced degree and attending training courses designated by the organization.

Future Challenges

Law Enforcement organizations may face significant challenges when trying to implement recommended programs or changes. By anticipating these challenges, plans can be prepared to clearly show how all stakeholders will benefit from the programs and recommended changes. These challenges are as follows:

- Prior to implementing significant programs or change, identify and consider the effects of internal and external factors on the organization
- Identify the primary stakeholders and any impact they may have on proposed programs or changes – these stakeholders may include community members, city council, city manager, police chief, police command staff, police supervisors, police officers, P.O.A., personnel and training manager, personnel director, and Commission on Peace Officers Standards and Training (P.O.S.T.)
- Negotiation with specific stakeholders may be required to secure approval of programs
- Programs must be monitored and feedback provided to ensure continuing improvement to the organization
- Secure commitment from primary stakeholders

Conclusion

The issue statement for this project is, “How will Generation X employees be integrated into executive law enforcement positions by the year 2006?” This project discussed career enhancement and incentive programs which will help organizations identify and develop talented individuals to assume these executive police leadership positions. These programs are vital to meet this objective.

Plans must begin now to ensure Gen Xers are developed and prepared to assume executive leadership positions in the next few years. Besides the career enhancement and incentive programs, organizations must continually assess and meet the unique needs of

their workforce in order to continue building and retaining a loyal and strong workforce. The strategic planning and transition management processes will be critical to integrate Gen X employees into executive law enforcement positions by the year 2006.

Plans to develop future executive police leaders will continue beyond Gen X. Organizations will continue to change. Eventually Gen X executives will have to plan for the next generation that will replace them as leaders.

As this project has discussed, there will always be conflicts between generations. Zemke and his co-authors state that all current and past generations have their own work ethics, different perspectives on work, distinct and preferred ways of managing and being managed, idiosyncratic styles, and unique ways of viewing such work-world issues as quality, service, and just showing up to work.⁶⁴ It means organizations are going to have to understand and accept that different generations possess different views and values. They will have to adapt to these differences to create a progressive organization which aggressively develops future organizational leaders.

It is impossible to predict with absolute certainty what will occur for law enforcement in the next few five years. Crime trends, available funding, technology, and the level of public support will greatly impact law enforcement in future years.

Progressive leaders look beyond current successes and accomplishments and are always focusing on the next issue out on the horizon. These insightful leaders examine future issues that will impact their organizations and develop strategic plans to address those issues. Contemporary programs today will be history in future years as new programs are developed. With foresight and proper planning, law enforcement organizations will be more effective in meeting the needs of society in future years.

The planning process begins now to develop future executive leaders. Leaders need to push career enhancement and incentive programs and persist when they do not get immediate results. The future success of organizations is at risk if leaders do not make plans today to develop the future leaders hoping that everything will work out

alright. Experience has shown that things generally do not turn out alright if affirmative action is not taken to make it happen. The principle message to today's law enforcement leaders is as follows: You have the ability to improve the quality of life for the people in your organization and to meet the continued demands of the community. Start the planning process for career enhancement and incentive programs and stay with it until it comes to pass. Ultimately, the success of the organization and community counts on it.

APPENDICES

APPENDIX A

Nominal Group Technique Panel

Ken Hargis, President
Management and Political Consulting
P.O. Box 21
Cupertino, CA 95015
(650) 968-3788

Kevin Duggan, City Manager
City of Mountain View
500 Castro Street
Mountain View, CA. 94041
(650) 903-6301

Pat Dwyer, Chief of Police
Palo Alto Police Department
275 Forest Ave.
Palo Alto, CA. 94301
(650) 329-2555

Rosemary Stasek, Mayor
City of Mountain View
500 Castro Street
Mountain View, CA. 94041
(650) 903-6304

Scott Smithee, Lieutenant
Gilroy Police Department
7370 Rosana Street
Gilroy, CA. 94030
(408) 846-0300

Henry Lum, NASA Executive
(Retired)/Consultant

Ken deKay, Analyst
City of San Jose
(408) 945-5352

Jerry Hall, Sheriff's Captain
Santa Clara County S.O.
55 West Younger Ave.
San Jose, CA. 95110
(650) 299-7318

Scribe:
Glenn Nielsen, Lieutenant
Atherton Police Department
83 Ashfield Road
Atherton, CA. 94027
(650) 752-0508

Michael Grogan, Captain
Millbrae Police Department
621 Magnolia Ave.
Millbrae, CA. 94030
(650) 259-2319

Mentor:
Bruce Barsi, Captain
Mountain View Police Dept.
1000 Villa Street
Mountain View, CA. 94041
(650) 903-6354

APPENDIX B

List of Trends

1. Evolution and influence of the information systems technology including computers and wireless technology and how it impacts the work environment and work incentives
2. Change employers more frequently
3. Change in employee priorities
4. Earlier retirement age – P.E.R.S. 3@50
5. Diversity of society
6. Change in education requirements
7. Change in attitude in public service (altruistic)
8. Regionalization of police departments
9. Dependence on computer skills and abilities to troubleshoot as the systems become more automated
10. Mobility – the ability to pick up and move
11. Flexible work schedules
12. Economic changes
13. Change in accountability
14. Change in organizational culture
15. Change in commitment level of employees
16. Change in sophistication of criminals and high-tech crimes
17. Opportunities for continuing training and education
18. Impact of technologies on communication
19. Change in family structures
20. Change in desire to work 40 hours per week
21. Adaptability to change
22. Public versus private competition/compensation
23. Change in workforce life experience
24. Change in relationship between local/state/national law enforcement
25. Incentives for recruiting and retention
26. Change in respect for authority
27. Keeping jobs interesting and challenging
28. Change in career development opportunities
29. Work versus personal life
30. Change in variable compensation systems
31. Trust by the community
32. Change in privacy issues - legal/legislation
33. Change in attitude toward structured team concepts
34. Change in work experience level
35. Change in the role of policing
36. Change in attracting different people
37. Cooperation between other government agencies with the community/collaboration with other agencies

38. Change in minimum standards, qualifications and applicant pool
39. Utilization of military technologies
40. Accountability to the community
41. Change in housing, commuting, and telecommuting
42. Change in attitude toward employee wellness
43. Thinking outside of the box
44. Change in labor relations / union influence
45. Change in retention and career spans
46. Civilianization of certain command structures

APPENDIX C

List of Events

1. Protracted recession
2. 75% of Bay Area agencies achieve P.E.R.S. 3% at 50 retirement
3. Police chiefs with a P.E.R.S. retirement allowed to work in another P.E.R.S. system
4. Extended significant war will be fought with mostly military reserves that will directly impact law enforcement staffing
5. Significant legislative contribution change to deferred compensation accounts
6. Significant local high profile scandal (moral, racial, etthical, etc.)
7. Significant local police corruption case
8. High liability incident within a local police agency
9. Change in P.O.S.T. regulations for out-of-state police chiefs
10. Major earthquake
11. Civilian review board/legislative restriction of police chiefs' power.
12. Narcotics decriminalization
13. Consolidation of Silicon Valley police departments
14. Legislation to change police chiefs' classification to not be at-will employees
15. State law which requires all police chiefs to be elected
16. Major chemical or biological attack in the Bay Area
17. Relocation of the maximum security prison to the Bay Area or creating of a new one
18. Elimination of P.O.S.T. (disbanded)

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