

**WHAT IMPACT WILL COMMUNITY BASED POLICING
HAVE ON THE INDIVIDUAL REWARD SYSTEM OF
MAJOR LAW ENFORCEMENT AGENCIES
BY THE YEAR 2002?**

Journal Article

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This Command College Independent Study 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).

INTRODUCTION

On March 3, 1991, a young male African-American was driving on a freeway in the suburbs of Los Angeles and was stopped by the Highway Patrol who asked for a back-up from the police department (10). While taking the driver into custody the police felt he was under the influence of drugs, and during the arrest three officers struck the suspect a total of 56 times with batons. A supervisor who was at the scene not only allowed the situation to occur, but attempted to use a taser (a non-lethal electrical controlled device) to subdue the suspect. What was unknown at the time was that the entire incident had been videotaped by a citizen.

An independent commission was established in order to complete an in-depth review of the department. The results of that investigation were that the department was deficient in a number of areas, and the commission made a number of recommendations to rectify the problems (10). Chief among them was that the organization should implement Community Based Policing (CBP). To give structure to CBP, the department developed the concept of Service Excellence which focused on customer orientation, constant process improvement, and total employee participation.

A design team was formed to develop the Service Excellence concept. The design team reviewed the human resource development of the organization which included selection, retention, discipline, empowerment, training, and rewards. One of the most critical needs that the design team identified was reward systems

(10). However, the team recognized that in order to build reward systems a number of critical issues would have to be carefully evaluated. The most important were the measure of organizational effectiveness, the standards of performance for employees, and the measures to determine employee effectiveness.

A research study on the impact of Community Based Policing on individual reward systems was conducted in which this author tried to capture what motivates employees, what criteria is used in establishing rewards, intrinsic rewards, and extrinsic rewards. The research also dealt with organizational effectiveness. Following this, there was a section that dealt with current innovative and creative approaches to reward systems.

WHAT ARE REWARDS

In order to understand what rewards are, it has to be clearly understood what motivates employees. There is a basic need in all individuals to work - without it, individuals deteriorate. In other words, an employee's sense of dignity and self-worth, the very essence of whom the employee is, is derived from his or her occupation or profession. The rewards employees expect as a result of their efforts are directly tied to their values.

Some of the management tools that are currently used in motivating employees include empowerment, rewards, focus, and relationship (2). The following is a brief description of each:

Empowerment - The act of giving employees responsibility in the decision-making process but at the same time holding them accountable for their decisions. There must be

training in order to prepare employees and carefully established parameters in order to guide them.

Rewards - They satisfy needs. There are two types:

(1) Intrinsic, which satisfy the needs for recognition, self-respect and self-realization; and, (2) Extrinsic, which satisfy the needs for safety, security, and physical comfort.

Focus - This is driven by the need to be competitive, preserving the viability of the organization, humiliation for failure, and fame for success.

Relationships - This is based on the positive interaction that close relationship with employees develop with subordinates, peers and superiors. Employees are motivated when they are treated with respect and dignity, recognized for good work, and are afforded the opportunity to participate and learn.

The criteria for rewards and punishment are very closely associated since they both reinforce behavior and develop a sense of accountability (4). First of all, the rewards should be meaningful. Employees should be recognized and appreciated for a real contribution. They should be considered fair by everyone in the organization. That is, there should not be two standards of rewards. They should reinforce productive behavior, exceptional effort or innovative service.

CURRENT STATUS

The following is a snapshot of today's police environment as it pertains to innovative and creative reward systems. It was developed through personal interviews of police personnel from

several law enforcement agencies (6). Although most agencies still rely on pay and fringe benefits as a principle way of rewarding their employees, more and more agencies are realizing that in order to recruit and retain the most qualified candidates possible, the agencies are having to become more competitive in the reward systems that they offer employees. A few of these innovative approaches have been summarized as follows:

Additional Time Off - The Hawthorne Police Department, along with a number of other smaller agencies in Southern California, have implemented compressed work schedules such as the three-twelve. There are many benefits to this type of work schedule for employees and organizations.

Arbitration for Disciplinary and Grievance Matters - Employees feel that discipline is sometimes unequal and that decisions in reference to grievances are sometimes arbitrary. Some agencies have rectified this perception by having binding arbitration on all matters concerning discipline and grievances (6).

Equipment - One major law enforcement agency in Southern California was attempting to advance the idea of giving officers the option of the type of weapon that they chose to carry (6). The perception among law enforcement officers, is that criminals are better armed than most officers and that carrying of larger caliber firearms would even the playing field.

Additional Compensation for Specialized Assignments - The City of Los Angeles as well as a number of other agencies have given employees increases in salary as a result of

special knowledge or danger incumbent in the assignment. For instance, helicopter pilots, SWAT officers and bomb squad officers all receive a substantial bonus not only for additional danger but also for the special expertise they have developed.

Flexible Work Schedules - A number of agencies have instituted the concept of telecommuting (8). This allows the employee who is normally assigned to an administrative position the opportunity to complete work-related assignments at home. The employee is generally given the discretion to make the decision when he or she telecommutes and there is very little supervision that is exercised over that employee's activities.

Performance Based Incentives - The Pacific Grove Police Department has adopted a program where officers are given a small monetary incentive for reaching certain levels of physical fitness. An examination is administered that tests the officer's endurance and stamina, physical strength, and flexibility. As long as officers continue to pass the exam, they receive a bonus.

Car Pool Vehicles - The City of Santa Monica has begun providing groups of employees with carpool vehicles. Since the cost of housing is high and most of their employees live outside the city, the city, in order to retain employees, allows employees to drive a city vehicle to and from the work place. All maintenance, insurance and gasoline costs are absorbed by the City of Santa Monica.

Empowerment - The city police department of Madison, Wisconsin, has divided its officers into natural work teams (teams which have the same basic function and who work together) and has empowered them in the decision-making process (9). They make decisions ranging from what days off each team member takes to what types of vehicles the department should purchase. This is all done with very little oversight and supervision from the department command staff.

THE FUTURE STUDY

The Future Study examined the trends and events which might, over the next decade, impact employee reward systems of a large urban law enforcement agency involved in Community Based Policing (CBP). In order to identify and foresee these trends and events, a Nominal Group panel was brought together. An evaluation was conducted to determine how events identified by the Panel might impact the trends. Following this procedure, alternative futures were projected by the development of several scenarios.

Trend 1 Police services focus on quality of life issues

This trend was defined as the focus of law enforcement agencies toward improving the quality of life within communities as opposed to emphasizing production of easily measurable data such as arrests and citations. Quality of life issues included graffiti removal, reduction of street prostitution, reduction in the street sales of narcotics, and reduction of public nuisance crimes.

Trend 2 Emphasis on conflict resolution in police training

This trend would involve the change to a collegial academy model which encourages independent decision making and resolution of conflicts.

Trend 3 Use of Part I crime rates as a measure of police effectiveness

This trend was defined as the practice of law enforcement agencies in calculating the rise and fall of crime rates and using the percentage of increase or decrease as a measure of the overall effectiveness of the agency.

Trend 4 Level of reward for officers who build community support

This trend was defined as management's recognition through promotion, special training and coveted assignments of officers who build community support.

Trend 5 Change in approach to solving problems by using community resources

This trend represents the change of emphasis from only using the police to impact crime problems and combining both community and police resources to reduce crime.

The Panel then identified 5 events which they believed would most significantly impact the issue question.

Event 1 Independent audit finds citizens not satisfied with police service

This event dealt with a law enforcement agency which was involved in CBP, being audited by an independent firm and finding that the agency was ineffective and the citizens were not satisfied with the agency's service.

Event 2 A chief of police of a major law enforcement agency takes a position against CBP

This event has to do with a major city chief of police evaluating CBP in her/his city, finding it to be ineffective and deciding to do away with it.

Event 3 A major police department rewards lack of personnel complaints as opposed to high number of arrests

This event was defined by the Panel as a situation where management discontinues rewarding the officers for a high number of arrests and only rewards them for a reduced number of personnel complaints.

Event 4 Police officer association legally challenges agency reward system for CBP

This event dealt with a police officers association challenging a CBP reward system in a court of law.

Event 5 Politicians establish performance standards for a police department

This event was defined as dissatisfaction by politicians regarding the current police professional model performance standards and as a result, the politicians make a unilateral change of these standards to what they think the standard should be.

HYPOTHETICAL MODE

The following scenario is the first of three and was developed as a potential course of development. In the year 1997, a popular councilperson and a group of wealthy businessmen were brutally murdered in an

affluent part of a large racially diverse city. The politicians were infuriated over the apparent ineptness of the police department to solve the crime and called for an independent audit of the department. The chief of police, fearing that he might lose his job, made a statement against CBP.

Based on the crime, the council called for an independent audit of the department. The audit found a high level of support by the community for the department which was attributed to the entire department fully accepting the basic philosophy of CBP. The community was especially happy with the fact that the department had changed in its approach to solving problems by using community resources. The community had a sense of ownership in the decision-making process and the establishment of policies.

However, despite the fact that there had been an improvement in quality of life issues, there had been a steady increase in the past five years in violent crimes following the implementation of CBP in 1992. Fearing that violent crimes were ruining the quality of life in the city, the council established performance standards which utilized crime rates as a measure of effectiveness. There was no appreciable effect in the CBP program.

In 1997, the department had begun rewarding personnel for a lack of personnel complaints. The POA adamantly opposed and challenged the change in the

reward system in a court of law and lost. Detectives were made into generalists and rewarded for the quality of their community contacts. They also were assigned to cases based on territory as opposed to function and as a result became more knowledgeable on career criminals who were committing crime in their respective area.

STRATEGIC PLAN

SUBJECT DEPARTMENT

The department which was selected is a large department consisting of over 8,000 sworn officers and 2,000 civilian personnel. It serves an ethnically and culturally diverse city of over 3-3/4 million in population.

The department is broken down into two separate offices which include the Office of Operations and the Office of Administrative Services. The Office of Operations has approximately 90 percent of the personnel in the organization and oversees the eighteen geographic areas. Each of these areas consists of a separate patrol and detective division. They also include all the support functions that are necessary to run a small police department. The department is headed by a chief of police who is overseen by a five-member citizen commission appointed by the mayor.

The department has always had a reputation for being innovative and creative; however, it has had a number of incidents which have occurred of late which have brought it under

closer scrutiny from the city council. The city council consists of 15 members who are elected by popular vote in individual districts. The mayor of the city is also elected by popular vote, but by the entire city.

MISSION STATEMENT

The following mission statements have been developed to give guidance and direction to development of a reward system which is consistent with a change in philosophy.

Macro

It is the mission of the department to improve the quality of life of our city through a shared partnership with the community. The true test of our effectiveness will be the absence of crime and traffic problems throughout the city. The cornerstone of our day-to-day operations is in respect for the individuals both inside and outside the organization. We value our employees and recognize that they are our most valuable resource.

Micro

Consistent with the goals and objectives of community based policing, all employees will be rewarded for solving crime problems within the community and the improvement of the quality of life. They will also be rewarded for the positive interactions they have with the community.

SITUATION ANALYSIS

Environment

There have been a number of political and social changes that have taken place in the city in the past year and a half. These changes have created the potential for a number of trends and events to occur which could have a significant impact on the issue question. The following is an analysis of those trends and events and how they may create opportunities and threats which will either block or support the achievement of the mission.

The trend of police services focusing on quality of life issues such as graffiti removal, removal of abandoned vehicles, and general cleanup of rubbish from areas in the community, could be considered an opportunity. The emphasis on conflict resolution in police training involves the change of current academy models to a more collegial atmosphere which encourages independent decision-making and could be considered an opportunity. The use of Part I crime rates as a measure of police effectiveness has been a standard for gauging the effectiveness of law enforcement agencies in the professional model and is a threat. The level of reward for officers who build community support is a trend which is based on management's recognition of officers who build community support, and is an opportunity. The trend of solving problems with the use of community resources is an opportunity.

Of the five events that were identified, the event dealing with an outside independent audit which found that citizens were not satisfied with the current level of police service, was the largest threat. The event which concerned the chief of police of

a major law enforcement agency taking the position against CBP could be a significant threat to the reward system. An event which concerns a major police department which rewards lack of personnel complaints and places more value on the reduction of unfavorable confrontations between the community would be an opportunity. An event which involved a police officer association legally challenging the agency's CBP reward system in a court of law could be devastating. The event which involved politicians establishing performance standards for police departments can be defined as the dissatisfaction of politicians with current performance standards, and would be a threat.

ORGANIZATIONAL CAPABILITY

There have been a number of political and social changes that have taken place in the City in the past 1-1/2 years. These changes along with a long standing reputation within the law enforcement community make these strengths and weaknesses extremely significant for the organization.

Strengths

- * The department has had a long-time reputation for being innovative and creative.
- * The department has a number of gifted staff and command officers particularly at the captain and commander levels.
- * The civilian and sworn ranks of the department have some of the most talented peace officers and support personnel of any law enforcement agency in the entire United States.
- * The department has had a change in command and a new chief of police who is a major proponent of CBP.

- * The department has 17 ranks from the basic police officer position to the rank of chief of police which serves as a viable incentive for officers to perform well and to study hard for promotion.
- * The department has long held that education is a vital part of the valued characteristics of all employees.

Weaknesses

- * The organization, because of budget constraints, was forced to go back to concentrating on arrest statistics in order to hold crime at an acceptable level.
- * The department has concentrated its efforts in crime areas, which happen to be mostly minority communities, and this has alienated the entire community.
- * Since there has been no labor contract, there has been no money to create incentives and rewards.
- * The department is overspecialized to the point where they have forgotten their basic function.
- * Most of the chief staff officers have more than 30 years with the department and are extremely inflexible and resistant to change.
- * The budget restraints have impacted the infrastructure of the organization.

STAKEHOLDER ANALYSIS

The social changes and the subsequent attempt to change the culture of the organization have significantly impacted the roles of each stakeholder.

1. Police Officer Associations - A) A change in rewards would be met and confer issues and POA's would look for a trade.

- B) They would be most likely resistant to the change because it would threaten the status quo.
2. Rank and File Officers - A) The culture of most organizations is based on generating arrests and not necessarily solving problems. B) Anything associated with community-based policing is considered too "touchy feely."
 3. Managers and Executives - A) Are more interested in being responsive to their superiors than to the community or rank and file. B) View reward systems as a method of increasing productivity and not fulfilling a basic need.
 4. Politicians - A) Will do anything that helps them get reelected. B) Will go along with reward systems as long as they are not tied to monetary incentives.
 5. Community Members - A) Interested in being provided with a high quality of public service. B) Would like more authority in the decision-making process which includes the reward system.

DEVELOPING ALTERNATIVE STRATEGIES

In order to develop the alternative strategies, a modified policy delphi process was used to identify strategies which would enable the department to accomplish the mission. Following the development of the alternative strategies, a list of the three highest-ranking strategies was developed and those included: 1) Redesign the performance evaluation report; 2) Formation of quality of life teams within the community; and, 3) Make CBP a department-wide commitment, not just a patrol function. The new third strategy consists of a synthesis of some of the key elements of the other strategies and will be discussed as the

preferred strategy. That strategy is implementation of a policy in the organization which embodies total employee participation and empowerment of employees and the community.

IMPLEMENTATION OF A POLICY IN THE ORGANIZATION WHICH ENBODIES TOTAL EMPLOYEE PARTICIPATION AND EMPOWERMENT OF EMPLOYEES AND THE COMMUNITY - This particular strategy ensures that the department

works in full harmony with the community. Partnerships between the community and the police must be formed in order for this strategy to succeed.

The concept that CBP engenders is that patrol becomes very much involved, but the remainder of the organization does not. With this strategy, all of the individual units and divisions within the department would be actively involved in delivering the best possible service to not only people outside the organization but to people inside the organization as well. In order for this to occur there must be a transformation of the organization to a service-oriented culture which places greater emphasis on team work and customer satisfaction.

A key to the success of this strategy lies within the change of the managerial practices of the organization. Managers need to empower employees and the community in the decision-making process. This is accomplished through the training of personnel and the establishment of parameters for decision-making. Decision-making needs to be pushed down to the front line level and to the community, in order to give the stakeholders of the actual service the flexibility and creativity needed to respond to requests for service.

IMPLEMENTATION PLAN

The implementation plan will be broken into five sections which include the gathering of all data, the action steps, operational review, human resource development, and the method of evaluation.

GATHERING OF ALL DATA

In order to determine what is needed in terms of the strategy, we law enforcement executives must ask not only people inside the organization but the community as well. The department should give considerable thought to conducting a community survey to determine what the community's expectations and perceptions are. Additionally, a survey should be conducted inside the organization to determine what the employees think is of importance. A third part of this gathering of data is the bench-marking process where the department's methods are compared to the same methods on other organizations. This is not necessarily restricted to public entities but may include private organizations as well.

ACTION STEPS

The first step in the process is to identify the core values of the organization. Second step in the process would be the establishment of pilot programs within the department to determine whether the strategy should be implemented department-wide. Internal/external customer buy-in would be the next step in the process and would proceed department-wide implementation. Management buy-in is the next action step in the implementation of the strategy.

OPERATIONAL REVIEW

In order to facilitate the department's implementation of this strategy, a complete operational review would be necessary. This review must include the organizational structure, service delivery systems, and technological systems. This review should be completed with input from everyone in the organization under the guidance and direction of top management.

HUMAN RESOURCE DEVELOPMENT

Human resource development is the foundation of implementing any strategy. Recruitment, promotions, discipline, training, and rewards must be consistent with the strategy. Only through progressive human resource development can the organization reach its full potential in serving the community.

METHODS OF EVALUATION

Although the surveys would be utilized initially to measure customer needs, it would also form a baseline in order to gauge the success of the program. Along with this, each of the areas could utilize focus groups and periodic quality of service audits to determine the effectiveness of the strategy.

TRANSITION MANAGEMENT

This part of the study focuses on a Transition Management Plan for this major city police department. The function of the transition management plan is the process of going from the current reward system which is based on the number of arrests and citations to a reward system which is consistent with the basic philosophy of CBP. It is during this phase that critical mass

individuals are committed, action plans are developed, and the structure to manage the change is developed. In order to be successful there must be an effective method of evaluation which includes a feedback mechanism and the flexibility to implement necessary changes and course corrections.

CRITICAL MASS INDIVIDUALS

Those individuals who, if actively in support of change, will ensure that that change will take place include the President of The Police Commission, the Chief of Police, the President of the POA, the head of human resources bureau, the Chairperson of the Police, Fire, and Public Safety Committee of the City Council, and the Chairperson of the Budget and Finance Committee of the City Council.

The current President of the Police Commission is probably in the category, "Let Change Happen". In order for the plan to be successful, the President of the Police Commission needs to stay in that category. If he were to try to block the plan, there is absolutely no way it could be successful. He is that critical to the implementation. He can be convinced by the Chief of Police as to the benefits of a change in rewards.

The Chief of Police is in the category, "Help Change Happen" and probably needs to be brought into the category, "Make Change Happen". He will have to be firmly committed to the concept of changing the reward system and will have to model the way during the transitional phase. In order to move him to the desired category, he simply needs to be educated in what the benefits of changing the reward system would be.

The President of the POA is in the category, "Block Change". He needs to be in the category, "Help Change Happen" in order for the transitional plan to be successful. The change may threaten the status quo and he would be resistant to the change as a result. He could be persuaded into moving into the "Let Change Happen" or "Help Change Happen" category by tying the reward system to incentives.

The head of the human resource bureau is currently in the "Let Change Happen" category and will need to be in the "Make Change Happen" category for the plan to be successful. The plan will most likely be developed in his command, and he will not only have to be committed to the success of the plan but will actually have to be a cheerleader. His level of commitment can be obtained by providing him with the education as to the benefits of the systems, and by a high level of commitment by the Chief of Police.

The Chairperson of the Police, Fire, and Public Safety Committee of the City Council is currently in the "Let Change Happen" category and will need to be moved to the "Make Change Happen" category. A high level of commitment can be obtained from him when he recognized that the community is solidly behind the concept of CBP, and this will translate into increased support for him during future elections. He needs to be in the "Make It Happen" category in order to convince his colleagues on the Council, particularly the Chairperson of the Budget and Finance Committee who is against anything that costs the City money.

The Chairperson of the Budget and Finance Committee of the City Council is currently in the "Block Change" category and needs to be in the "Let Change Happen" category. He can be convinced to go along with the program by educating him as to the cost benefits of a reward system which would foster better morale in the department and a higher level of service to the community. The President of the POA, whose organization makes significant contributions to council candidates, could be instrumental in persuading him to letting the change happen.

TRANSITION MANAGEMENT STRUCTURE

Although the change in the reward system is a significant project, it is probably not deserving of on-going direct involvement of the Chief of Police. If the project was as significant as the implementation of Community Based Policing, the Chief of Police would probably want to be involved. In this case, however, the project manager strategy would probably suffice.

The selection of a staff officer, probably at the rank of Commander or Deputy Chief, would be the appropriate level for the project manager or design team leader. The Commanding Officer or Assistant Commanding Officer of Human Resources, because of their natural job responsibilities, would be an excellent choice.

The team leader or project manager would want a team consisting of at least ten individuals. The principal portion of the team would be a cross-section of the organization which would include representatives from each sworn and civilian rank, and members from different segments of the community. The design team could assign tasks to sub-committees or seek the advice of technical experts as the need arose.

The design team would be accountable to the steering committee which would consist of the Chief of Police, the Assistant and Deputy Chiefs of Police. The steering committee would be responsible for defining the scope of the project, and providing direction and guidance for the project manager.

TECHNOLOGIES/TECHNIQUES TO SUPPORT IMPLEMENTATION

The Chief of Police needs first to establish a set of core values for the organization. These core values would be the foundation for the vision, mission statement, and the strategies for the organization. The core values should be established as a result of a concerted effort by both the staff of the organization and a broad cross-section of the organization including civilian personnel.

The Chief of Police would then want to provide the staff with his vision of what the recognition system should look like in the future. He should provide the steering committee and the design team leader with clear direction of what he expects from them and the parameters of the system. He would certainly want input from the staff in terms of the readiness of the culture of the organization to accept the change. Finally, he would provide direction on the plan, structure of the team, and a time table. In order to build commitment, he may want to have an executive team-building exercise.

In order to get community input, he may want to have a survey which provides him with their perceptions and expectations of reward systems. He could also use focus groups in order to obtain additional information.

The Chief of Police would then be ready to make an announcement via the closed-circuit television system to the rank and file of the organization. He may even want to go to individual roll calls to discuss the subject with field officers, thereby engendering their support. He may also want to go to the media and make an announcement to the community to engender their support. The support of the rank and file may be critical in convincing the POA for the need of changes to the reward system and the benefits of those changes.

The work of the design team with clear direction from the steering committee would then be commenced. It would be anticipated that the design team would carefully evaluate the change in reward systems in both the private and public sectors and heavily rely on the expertise of others in formulating their plans.

The methods of evaluation would be developed in order to gauge the progress of the project. If course corrections were necessary, the appropriate changes would be made.

CONCLUSIONS AND RECOMMENDATIONS

The issue question which was studied was, "What Impact will Community Based Policing have on the Reward Systems of Major Law Enforcement Agencies by the Year 2002?" The research found that Community Based Policing is a philosophy which requires a partnership between the police officers and the community they serve. It also stresses joint problem solving as a method of reducing police workload and improving the quality of life in the community. Such an approach may include arrests and citations, but also much broader solutions which are both innovative and non-traditional.

This requires training police employees in problem solving and giving them the skills for developing decision sharing with the community, while also giving employees the authority to make decisions. Such an approach, as indicated in the introduction of this paper, should result in a need to reevaluate employee reward systems. That is the premise that generated this research paper.

The current measure of effectiveness used by most organizations of crime and traffic rates must be supported by evaluating other measures which are more consistent with CBP. For instance, agencies could identify crime problem areas and then measure the amount the crime problem is reduced within that area by carefully recording efforts such as arrests and the use of the neighborhood watch. The correlation between the problem and the effort could then be established.

The current standards of performance which evaluates the number of radio calls, arrests, traffic citations, and reports taken by an individual officer will have to change. Very simply, as Mr. Tom Peters says, "You get what you can." Officers will never change unless organizations start counting things like numbers of community meetings held, personnel contacts, speeches delivered, organizing efforts, and home and business visits.

The current measures of officers' effectiveness such as performance under stress, work quality, reliability, ability to organize, will have to be modified and made more specific to the CBP philosophy. Instead, officers will be evaluated on things like team work, innovation, networking, amounts of social disorder that they reduce, beautification efforts, and referral efforts.

There has to be a change from the current culture of most law enforcement agencies. The attitude that law enforcement officers are simply in business to put people in jail is a thing of the past. Police officers are now in the business of providing service to their communities. In order for there to be a change in the way that officers do their job there must be a change in the culture which rewards people for the treatment of individuals with dignity and respect as opposed to the number of use of force incidents or personnel complaints that an officer accumulates through the course of his career.

There must be a change from the current civil service practice of tying monetary rewards to tenure. Law enforcement executives must explore the possibility of developing monetary incentives and rewards that are behavior-based, similar to what athletes have in professional sports today. Incentives and rewards in law enforcement could be tied to the behavior that the community and law enforcement officials expect of our law enforcement officers. Law enforcement executives must develop measures and once those measures are clearly articulated to officers, reward them.

Law enforcement agencies must divorce themselves from the present performance evaluations. The system of having superior officers rate subordinates is influenced so easily by a wide array of factors. In most instances, if a good relationship is developed between the superior and the subordinate, the subordinate generally receives a favorable evaluation and conversely the opposite exists with poor relationships. There needs to be a system whereby performance evaluations are provided in a truly objective manner,

perhaps by combining the use of superior, peer, and subordinate evaluations into one.

The scope of this research was admittedly very broad. There are a number of areas in which more specific studies could be conducted which could have a positive impact on law enforcement. They include the empowerment process and how this impacts accountability to the community, the area of evaluation reports and how they can be improved, how problem solving actually impacts the problems, and how CBP works in conjunction with other governmental agencies but particularly city agencies.

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5. Chief Stephen Port, Hawthorne Police Department.
6. Mr. Cecil Marr, Attorney at Law, Chief Negotiator for the Los Angeles Police Protective League, 310-970-7975.
7. Sergeant Greg Dossey, Exercise Physiologist for the Los Angeles Police Department.
8. Captain Roy McGinnis, Santa Monica Police Department.
9. Captain Michael Masterson, Madison Police Department, Madison, Wisconsin.
10. Los Angeles, Independent Commission on the Los Angeles Police Department, 1991.