

**How Will California Law Enforcement
Respond To Ethical Dilemmas Within Changing
Cultural Diversity By The Year 2004?**

JOURNAL ARTICLE

by

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Commission On Peace Officer Standards
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January 1995

19-0396

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INTRODUCTION

"Managers will be challenged with a wide variety of values, work ethics, customs, and behaviors that are culturally-rooted." ¹

Officer Newly met Mr. Chua while working on his extortion case. A death threat against the son of Mr. Chua resulted in the police department working a surveillance detail inside Mr. Chua's home. During the time Officer Newly sat inside the home he got to know Mr. Chua and found they shared common interests such as gardening and golf. Additionally, Officer Newly learned that Mr. Chua was fairly wealthy and had only settled in the United States approximately three years ago.

Over the next month, Officer Newly made periodic checks in the neighborhood of Mr. Chua and had the occasion to say "Hi" when he saw Mr. Chua working on his yard. One day as Officer Newly drove into the court, he saw Mr. Chua waving for Officer Newly to stop. Mr. Chua walked into his garage and returned to the patrol car with a box. Mr. Chua told Officer Newly that he very much appreciated his help during the extortion attempt, and the attention which Officer Newly was paying to his family. With that, Mr. Chua handed the box to Officer Newly and said "this is for you as an expression of my gratitude." Officer Newly looked at the unopened box and suddenly realized it was a cellular telephone. Suddenly, Officer Newly was struck by the department general order lightning-bolt "NO GRATUITY POLICY". Officer Newly graciously thanked Mr. Chua and then related the fact that he could not accept the gift and explained why. Officer Newly used his excellent interpersonal skills for he didn't want to offend his new acquaintance. However, offended he was. Mr. Chua tried very nicely at first to get Officer Newly to accept the telephone saying that he was part owner of the company that produced them. When his pleading failed, Mr. Chua finally said "in my country, it is an insult not to accept my gift. I thought you were my friend?" Officer Newly apologized and reiterated that he could not accept the gift and tried to explain why. Mr. Chua took back the box and walked slowly away.

The next morning the Chief of Police informed Officer Newly that there had been a complaint lodged against him for his attitude toward Mr. Chua. Officer Newly concluded "I'm damned if I do, and damned if I don't".

As police officers struggle in this changing world to perform the duties they cherish, they are increasingly faced with similar circumstances as described for Officer Newly. The issue is not one of gratuities, but rather one of understanding the cultural differences and ethics of the changing population which law enforcement serves. Additionally, there is the need to not only understand the differences but also accept those differences. Does this mean that law enforcement managers who currently have a "No Gratuity Policy" are incorrect? Not necessarily. It is more likely that there is a need for law enforcement leadership to consider this issue in the "bigger picture", and also consider the need to not only train law enforcement personnel in the ethics of cultural diversity but also the culturally diverse community.

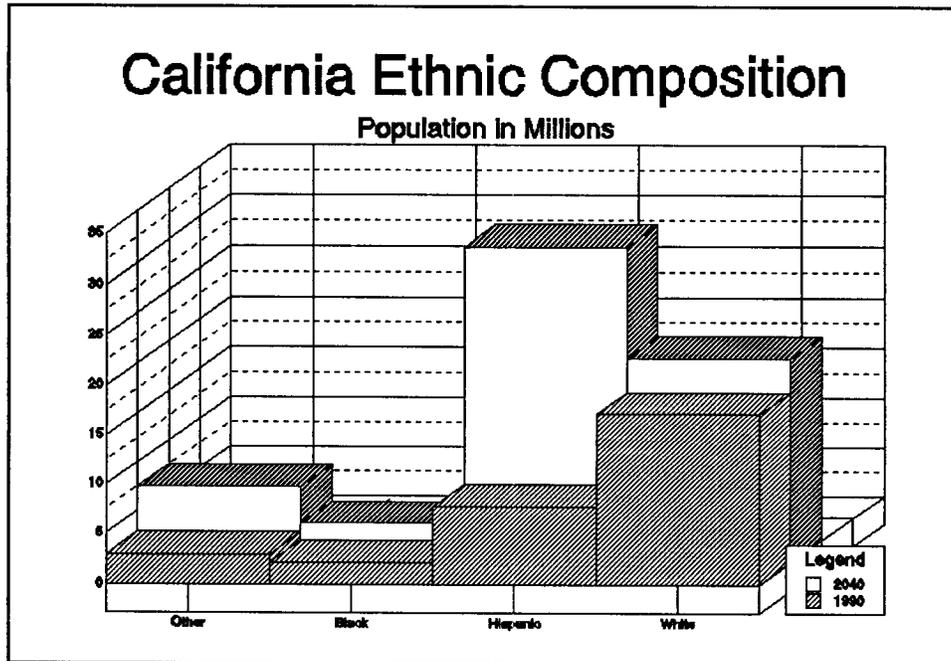
*"The person who is truly effective has the humility and reverence to recognize his own perceptual limitations and to appreciate the rich resources available through interaction with the hearts and minds of other human beings. That person values the differences because those differences add to his knowledge, to his understanding of reality."*² - Steven R. Covey

The cultural diversity of California is rapidly changing. **"By the year 2000, no single group in California will be over 50% of the population"**³

California's population was estimated at 31,552,000 on January 1, 1993.⁴ However, the population of California is expected to be 36,400,000 by the year 2000,⁵ and 47,900,00 by the year 2020.⁶ Additionally, as the population is expected to increase, there is also an expected increase in the ethnic diversities of California. Illustration 1 indicates the anticipated ethnic diversity changes

in California's population from 1990 to 2040.⁷

ILLUSTRATION 1



It is the current changes in the cultural diversity of California, and the future expected changes that creates the need to study the ways in which California Law Enforcement will cope with the ethics of the changing cultural diversity. It was with this in mind that a future study was conducted into the issue question:

How Will California Law Enforcement Respond To The Ethical Dilemmas Within Changing Cultural Diversity By The Year 2040?

When law enforcement managers consider the significant factors in maintaining ethical conduct, they quickly discover that such things as "Socio-Cultural Norms", "Values" and "Personal Ethics"

have a direct effect. Fardad Fateri, Ph.D., reported that **"our society is the outcome of an evolutionary process which is consistently and continually being influenced by rearrangements and introduction of economic, social, political and cultural variables"**.⁸ Since different cultures bring with them a potentially different set of socio-cultural norms, values and personal ethics, it becomes imperative that law enforcement managers carefully explore ways to respond to the ethics of this changing cultural diversity in order to maintain law enforcement ethics at a standard which is acceptable to the law enforcement profession and society in general.

As stated by Dr. Gary Weaver, **"Simply mixing culturally different people together does not resolve misunderstandings and conflict. Quite the contrary. Differences usually become more apparent and hostilities can actually increase during encounters between culturally diverse individuals"**.⁹

In exploring the subject of law enforcement response to the ethics of changing cultural diversity, several important sub-issues were identified.

1. **How will law enforcement agencies integrate culturally diverse managers into law enforcement leadership roles?**
2. **How will law enforcement agencies integrate community cultural diversity concerns into police agencies?**
3. **How will law enforcement agencies develop internal training programs to cope with the ethical dilemmas created by changing cultural diversity?**

According to UCLA Professor Leo Estrada, a leading authority on California demographics,

*"It is going to be up to people like us (law enforcement executives) to make the right decisions about how to handle the future demographic changes facing the United States and California in particular. Because it isn't likely that we will have enough time to wait for hiring, training, experience and promotion of minority officers."*¹⁰

FINDINGS

To begin the process of identifying what the future may hold for law enforcement in coping with the ethical dilemmas of changing cultural diversity, significant possible events and related trends were identified, rank ordered and forecasted. It is through the examination of these trends and events that deal with the ethics of this changing cultural diversity and their impact upon law enforcement organizations, that the future forecasting begins.

The top ten events and top ten trends which were identified through the Nominal Group Technique for this study included:

- Event 1 - Mandatory Ethics Training
- Event 2 - Legislation Limiting Health Care/Education Use by Undocumented Aliens
- Event 3 - Moratorium on Immigration
- Event 4 - Cataclysmic Earthquake
- Event 5 - Major Depression
- Event 6 - Legalized Gambling
- Event 7 - Election of Woman to U.S. President
- Event 8 - High School Drop-Out Rate Hits 50%
- Event 9 - Rodney King type use of force incident in Northern California
- Event 10 - Decriminalization of Drugs
- Trend 1 - Level of Family Structure: single parents, blended parents, and grandparents raising children families
- Trend 2 - Level of Economic Security
- Trend 3 - Level of Cultural Diversity Education
- Trend 4 - Level of Illegal Immigration
- Trend 5 - Level of Media Influence
- Trend 6 - Level of Ethics Training
- Trend 7 - Level of "Anti-Immigrant Sentiment"

- Trend 8 - Level of Ethnic-Diversity Hiring making law enforcement representative of the community**
- Trend 9 - Level of community advisory groups/councils**
- Trend 10 - Level of technological advances which are depersonalizing the individual**

Once the top ten trends and events were identified, a X-Impact Analysis was performed to determine the likelihood of occurrence and the significance of the trends and events on the issue statement. The resulting analysis was then utilized to develop a Normative Scenario which concentrates on and expands the forecasts for the future which are deemed most desirable.

Using a Strategic Planning Process, which involved an Environmental Analysis, Organization Capability Assessment, Stakeholder Analysis and Stakeholder Assumptions, a Modified Policy Delphi process was used to develop a preferred strategy for use by law enforcement in coping with the ethics of the changing cultural diversity by the year 2004. Several strategies were developed which included:

1. **State mandated ethics training** for all public employees, and for school children starting in first grade and lasting through high school. This training would include cultural ethics sensitivity training to provide acculturation, and decision making regarding ethical dilemmas which result from cultural diversity.
2. **Creation of Citizens' Law Enforcement Advisory Team.** This advisory team would consist of community representatives which would act in an advisory capacity to the police department regarding department policies, practices and standards.
3. **State mandated cultural diversity training,** for elementary school children and all public employees, centering on ethical considerations and diversity sensitivity training.
4. **Creation of Values, Ethics and Cultural Diversity Statement** for police department which incorporates an ethical standard for all personnel.

5. Establish partnership, **task force**, between community representatives and police department personnel **for the establishment of ethical cultural diversity standards** as they relate to department law enforcement and expected actions of the police in dealing with the community.
6. Establish **state-wide industry standard**, through the Commission on POST, for Code of Ethics that incorporates cultural diversity.
7. Establish **Zero tolerance for ethical violations** as a standard for police officer behavior.
8. Have all police department employees sign an "**ethics and cultural diversity contract**" when they join the department which holds the employees responsible for being sensitive to cultural diversity and adds that after police department provided training will incorporate this cultural diversity sensitivity into their decision making regarding ethical dilemmas created by cultural diversity.
9. Creation of a **cultural diversity task force** of public and department representatives for (1) developing innovative recruitment strategies to ensure that the department is sufficiently diverse to meet community needs, and (2) identifies culturally diverse issues which can create difficulties between police officers and the diverse community.

PREFERRED STRATEGY

"If a community is made up of a variety of cultures and subcultures, those responsible for law enforcement need to fully understand the traditions of the community they serve in order to be effective"¹¹
Robert C. Wadman, Chief of Police

The preferred strategy was determined to be a combination of the Citizens' Law Enforcement Advisory Team, Mandated Cultural Diversity Training and Mandated Ethics Training. The synthesis of these strategies assist law enforcement in identifying areas of concern where law enforcement policies, procedures and training are causing conflict with the ethics of the culturally diverse population.

As developed, the Citizens' Law Enforcement Advisory Team would include selected representatives from the city which would act in an advisory capacity regarding department policies, practices and standards. The advisory team would consist of at least nine (9) members, chosen from the community, to represent the community at large. One (1) member of the police department, and one (1) other member of the city staff other than a police department member would sit on the team in an advisory capacity. After the announcement of the program and application procedure, the selection of the team members would be accomplished by city council nomination in open public forum. Once selected, the team members would maintain team membership for a two (2) year period. They would have the option to request reinstatement at the end of this period, for another two years. However, reinstatement would occur through the normal application and selection process.

The citizens' advisory team would meet once a month with the Chief of Police and/or designated members of the department to review policies, practices and standards in order to incorporate community desires and expectations into police department operations. The citizens' advisory team does not have the stated power to change policies, practices or standards; only to advise of perceived necessary changes or concerns regarding these policies, practices or standards. Specifically, ethical standards would be reviewed in relation to cultural diversity issues by the citizens advisory team.

The team would also review all training provided for

department employees. The purpose of this review is to determine where there might be cultural differences which necessitate change in community expectations or identifies these potential areas of conflict for department employees. Since training usually occurs after the identification of a "problem" or "sensitive area", the team is vital in identifying community and department concerns or areas where conflict may arise. Therefore, the cross-cultural representation of the team is paramount. Additionally, where there is lack of representation for any particular cultural consideration, there must be active solicitation of the community and department by the team in order to insure that issues or conflicts are identified and treated promptly and consistently.

A monthly report would be written by members of the citizens' advisory team which would be provided for distribution to the members of the department and the community. This report would be included in a city-wide informational bulletin, and made available to the press for publication. Additionally, a yearly report would be prepared by the citizens' advisory team which highlights the policies, practices and standards analyzed, and the outcome of the analysis to include recommendations of the citizens' advisory team for future law enforcement consideration. Likewise, all training issues would be listed and requests for community involvement solicited.

Additionally, a public forum would be hosted by the citizens' advisory team quarterly to report to the community the on-going activities of the advisory team and to accept public input or

guidance regarding public concerns. Each forum would be broadcast on the government channel with telephonic access by the members of the community for those not able to personally attend the forum. Language services should be made available for the non-english speaking.

BENEFITS

There are many positive aspects of the Citizens' Law Enforcement Advisory Team strategy which include:

- It develops community involvement and support in law enforcement policies, activities, and standards.
- It is an inexpensive process when compared to the potential results of the process.
- It is politically correct given current public scrutiny of police activities and increasing community cultural diversity.
- It is a relatively simple process to create and administer.
- It is non-binding on law enforcement, yet allows public input and scrutiny.
- There is low risk since the outcome is non-binding and advisory only.
- This provides a proactive approach to conflict identification and the ability of the public to recommend changes.
- This strategy can increase communication between law enforcement personnel and the public.
- This strategy can identify cultural diversity training needs.
- This strategy is an on-going process for constantly monitoring how the department is coping with the ethics of the cultural diversity of the community, and making recommendations for change of focus as necessary.
- This strategy can be utilized to identify and categorize ethical cultural diversity differences which can in turn be targeted for law enforcement personnel and public training.

The ability to identify the ethical cultural diversity differences in order to minimize their negative impact, if not eliminate the negative impact, is vital. The benefit of being able to address community concerns as they arise, seek community input regarding desired services and service delivery, and foster an atmosphere of understanding, sensitivity and communication is also strongly desired. Additionally, the Citizens' Law Enforcement Advisory Team offers constant and consistent monitoring of department actions and programs while providing a source of information and feedback directly from the public to the department.

The interaction between department members and the community can also increase the understanding and cooperation among both groups regarding each others' concerns, desires, and differences. This also provides the opportunity to identify cultural differences and determine approaches to minimize negative differences and enhance the effects provided by positive differences through training and interaction. This should also improve public/police trust levels through a more common understanding of cultural differences, i.e. the realization that some actions by culturally diverse persons are inherent in their culture rather than a violation of the viewer's ethical norms.

The Citizens' Law Enforcement Advisory Team could also incorporate the partnership strategy and the training strategies in developing training regarding common understanding of ethical standards for law enforcement and the community.

This strategy also allows the side benefit of easier access to ethnic minority groups for improved recruitment purposes. This could help identify potential candidates, and clarify desires and expectations of the ethnic community regarding careers in law enforcement.

"The new rallying cry will be teamwork - police and citizens working jointly to achieve a particular goal"¹²

Commissioner Lee P. Brown

TRANSITION MANAGEMENT

The identification of the preferred strategy and potential obstacles to implementation are crucial because, as is the case with any program that promotes change, there will be natural resistance. In this instance, the preferred strategy is the creation of a Citizens' Law Enforcement Advisory Team helps to fulfill the mission of the department through cultural diversity training, ethics training and a partnership with the culturally diverse community to address mutual areas of concern and conflict. This program focuses on "empathy" and "sensitivity to the needs and diversity of the community". The strategy also identifies "honesty and integrity" as the guidelines for decision making and creating an ethical cultural environment.

However, there are potential hurdles to clear if the strategy is to be successful. The stakeholders will each bring with them their own particular impacts and personal cultural norms which will

impact the effectiveness of the team. Careful analysis of the potentials for impact from each stakeholder will help direct energies in the transition from the current state of existence of the department and community, to the desired state of successful implementation and results of the Citizens' Law Enforcement Advisory Team.

In order to accomplish this transition, numerous steps must be completed. First, the critical mass (key players), who are **essential to this transition**, must be identified in conjunction with an assessment of their readiness and capability to change.

In attempting to effect any change there exists a minimum number of persons or groups (stakeholders) whose active support will ensure that the change occurs. Likewise, if any of them oppose the change, the change is destined to fail. This minimum number of "individuals or groups, whose active commitment is necessary to provide the energy for the change to occur"¹³, is known as the **critical mass**.

There must also be an assessment of the commitment of the key players, or critical mass, to the strategic plan. Once the key players' level of commitment has been identified, subsequent approaches to moving the level of commitment of those key players which is necessary to insure successful implementation of the plan, must be prescribed. A management structure must then be suggested to manage the planned transition. There will then be a listing and description of technologies and methods which can be employed to support implementation of the plan. Finally, a time-line is

identified which lists the activities and critical events which must occur in order to insure implementation.

In the case of the Citizens' Law Enforcement Advisory Team, particular consideration was given to several members of the critical mass including the ethnic minority groups of the community, city manager, police chief, police officers association, city council, and media representatives.

There was a determination made regarding the current level of commitment of each of the critical mass members, including their current level of readiness and capability. **Readiness** for change deals with the motives, aims or goals and willingness of the critical mass. **Capability** for change, however, involves the authority to allocate resources, influence, power and the possession of the necessary information and skills to complete the tasks inherent in the change. Once the commitment, readiness and capability are assessed according to current levels and desired levels, the techniques are identified which will bring about the necessary changes in the critical mass to insure successful implementation of the plan.

MANAGEMENT STRUCTURE

The transition from the present to the planned and desired future will be significant. Therefore, the management structure must be uniquely suited to the task, and specifically focused on the change process. If this is not accomplished, the management of the transition may become overwhelmed by other concerns such as

ongoing operations, management changes and the development of future leaders. This transition state then calls for a combination of **Project Manager** and **Representatives of Constituencies**. The project manager will be a member of the police department who is appointed by the Chief of Police and delegated the authority to mobilize the necessary resources to make the change happen. The project manager will be the "champion" of the change and utilize a task force approach to insure successful transition. The task force will combine representatives from various groups including: city council, city managers office, police officers association, ethnic minority group representatives, and a local newspaper editor.

This transition management structure is deemed the most appropriate option because of the nature of the proposed strategy. First, representatives from the manager's office and city council are included in order to obtain input and gain support. Since the city council and city manager are part of the critical mass, it is imperative that early involvement be accomplished. Additionally representatives of the Police Officers Association and ethnic minority groups would be consulted in order to determine potential stumbling blocks which would need to be removed prior to continuing. When possible, members of these groups would be asked to review staff reports, and news releases regarding the change to reduce resistance and gain support. Finally, a local newspaper editor would be included in order to obtain a press perception of the change and to make recommendations for the successful

presentation of this change to the public.

This transition management structure is then formalized to have representatives of these groups and various individuals meet to discuss the change and provide direction on necessary steps to take in making the transition.

The transition manager is vital to the acceptance of the change by members of the police department. The members of the department are expected to be resistant to "outsiders" having input into department policies and procedures. However, since the transition manager is a member of the department this person will help reduce resistance and channel resistant concerns into actions which will promote positive transition for change. The transition manager will also act as facilitator to ensure that concerns are voiced and effective remedies are applied to achieve the desired future state.

SUPPORTING TECHNOLOGIES AND METHODOLOGIES

In order to manage the transition, including the anxiety and uncertainty which is prevalent during transition, several technologies and methodologies would be incorporated into transition management.

1. **Responsibility charting** would be used to clarify the behaviors that would be required to implement important change tasks, actions, or decisions. This process would help to "reduce ambiguity, wasted energy and adverse emotional reactions between individuals or groups whose interrelationship is affected by

change".¹⁴ The power of responsibility charting is in the participation of the identified persons or groups in the transition management scheme. The responsibility chart would be completed in order to provide a job description for the players. The responsibility chart will clearly establish who has responsibility for specified activities and/or tasks, approval or right to veto specified activities and/or tasks, a support or resources role, or a need to be consulted or informed.

2. Communicating A Vision Of The Future by the Chief of Police will allow the sharing and definition of the desired future state. This shared vision will identify the desired future and should reduce the fear and anxiety of the stakeholders. Additionally, the better understood the vision is, the easier it will be to gain commitment to the desired future. This also allows the Chief of Police the opportunity to "role model" the proposal.

3. Community Surveys regarding the perceived present state of the police department and the proposed Citizens' Law Enforcement Advisory Team could be very helpful in raising the educational level of the public and provide public input regarding potential areas of resistance. Additionally, the results of the surveys would be a source of information about public desires and concerns regarding police department activities, policies and procedures. Likewise, the dialogue developed between the public and the police department, as a result of these surveys, can also help reduce anxiety and fear.

4. A Public Forum could be hosted by the city staff,

incorporating representatives from the police department. The public forum could explore sensitive areas of concern and provide potential direction for transition management. A public forum may also provide a listing of interested ethnic minority groups who desire participation in the change, or at least the opportunity to express their opinions and concerns. This would be not only an educational elevation of the public, but of the transition manager and police department staff as well. This establishing of position by all involved parties can help alleviate fear and anxiety of these parties also. The establishment of position by the various groups and individuals can result in opposing viewpoints being expressed. Once identified, these viewpoints can be addressed and mitigated through resistance management. This method will also breakdown perceived barriers of resistance to change by indicating that the police department is seeking to improve in whatever areas deemed necessary and appropriate by the public through an ongoing process.

5. Press Releases can be a very effective means of educating the public and focusing attention on the desired future state. Again, there are many positive results which can be achieved by this method. Opposing viewpoints will surface and may then be considered through resistance management. The press releases can also be a method of bringing members of the public forth to discuss the issue strategy, and there may be the realization of additional strategies as a result. The ultimate advantage of this method is to be able to better control the direction and complexity of the

transition management process.

6. **Bi-monthly Updates** which are written and provided by the transition manager can be distributed to the city council, city employees, news media and government television channel. This constant informational updating reduces misinformation and can be a means for requesting input or information.

7. **Accessibility of Transition Manager** is important in allowing visibility of the proposed strategy and will allow all involved parties a centralized point to obtain information, resources and direction.

8. **Resource Allocation** by the department management, specifically the Chief of Police, should indicate the importance of the proposed strategy by primarily allocating resources to the proposed strategy before allocating resources to less important changes. The allocation of resources should be verbalized regarding importance in order to demonstrate management commitment to the strategy and vision.

9. **Worst Case Scenario Development** regarding trends and events which depict the worst possible future if planning and intervention strategies are not developed and implemented can educate the stakeholders and motivate participation in them.

TRANSITION MANAGEMENT PLAN OUTLINE

The development of a transition management plan outline is necessary in order to identify the critical tasks and activities necessary for successful implementation. The following list of

tasks and activities are specifically directed at the successful implementation of the Citizens' Law Enforcement Advisory Team strategy.

CRITICAL TASKS AND ACTIVITIES

A. Decision to adopt Citizens' Law Enforcement Advisory Team:

1. Chief of Police decision to pursue strategy.
2. Police Department management meeting to discuss strategy and request commitment and input from management team members.
3. Chief of Police holds department meeting to provide vision and answer department member questions.
4. Preparation of strategy staff report which describes the program, goals and objectives.
5. Presentation of strategy staff report to City Manager by Chief of Police.
6. City Manager and Police Chief present strategy staff report to city department heads and obtain their input regarding the program.
7. City Manager presents strategy to the city council for approval.
8. City Council holds public hearing on the program to explain the program and obtain community input.
9. City Council formally accepts the program by resolution.

B. Building commitment and understanding:

1. Identification of the Critical Mass.
2. Completion of Commitment Chart.
3. One-on-one meetings with critical mass members of the police department staff by Chief of Police to develop support and identify resistance.
4. Chief of Police to contact all identifiable ethnic minority groups and request input regarding the strategy, and develop group contacts.

C. Communications Plan and Strategy:

1. Press release announcing the proposed strategy.
2. Press release announcing the public hearing.
3. Public hearing hosted by city staff announcing the strategy.
4. Press release requesting public applications for membership in the Citizens Law Enforcement Advisory Team (C.L.E.A.T.).

5. Use of government television channel to announce the strategy and provide status updates.
 6. Bi-monthly transition updates provided by transition manager providing process status.
- D. Transition Management Process and Role Setting:
1. Selection of Transition Manager by Chief of Police.
 2. Completion of Responsibility Chart.
 3. Identification of required resources.
 4. Identification of target groups/individuals for inclusion in transition management process.
- E. Implementation:
1. Allocation of necessary resources by City Manager.
 2. Acceptance of applications for C.L.E.A.T..
 3. City Council determines C.L.E.A.T. membership.
 4. Changes in job assignments or reallocation of job tasks for police personnel during transition.
- F. Evaluation:
1. Selection of cross-slice of police department for inclusion in in-house evaluation committee.
 2. Creation of evaluation committee.
 3. Creation of evaluation form for use with departmental personnel and public query pre-test and post-test.
 4. Pre-test of department employees.
 5. Pre-test of community.
 6. Post-test of department employees.
 7. Post-test of community.
 8. Final report developed by Chief of Police reporting results of the transition City Manager and Council.
- G. Training:
1. Review by Citizens' Advisory Team of department policies and procedures.
 2. Meetings with all identifiable culturally diverse groups in community with the Citizens' Advisory Team to identify areas of cultural diversity concern.
 3. Prioritization of all perceived training needs.
 4. Selection of training presenters.
 5. Training schedule adopted by Chief of Police.
 6. Training for department personnel.
 7. Citizens' Advisory Team selection of training topics for public forum presentation.
 8. Public Forum Training completed.

Illustration 2, which follows, depicts the timeline for these

CONCLUSIONS AND FUTURE IMPLICATIONS

As the population of California grows and becomes more culturally diverse, law enforcement will need to be armed with the weapons of "change" and "desire". First, there must be the desire by law enforcement managers to value the ethics of cultural diversity, and the willingness to see beyond their own inherent personal ethics and socio-cultural norms. Secondly, after that realization, law enforcement managers must embrace organizational change.

"Only when we change realization to reality and join together, forming networks of human concern will we find the strength and wisdom as well as a desperate need to create a better world".¹⁵

This futures study has examined one strategy aimed at decreasing the potential negative impacts of the ethical dilemmas of California's changing culturally diverse population, while attempting to enhance the positive impacts. The emphasis on ethics is aimed at the desire to bridge the gap of understanding related to dilemmas that face law enforcement in cultural diversity while raising the consciousness of law enforcement personnel to enhance their ethical conduct and likewise better understand the ethical conduct of the culturally diverse population which law enforcement serves.

"...enhancing we-ness will require greater commitment and effort from both the government and the people, if community rebuilding is to take place..."¹⁶

There have been other strategies mentioned in this research

which identified additional ways to address the issue of how law enforcement is going to cope with the ethics of California's changing cultural diversity. These alternative strategies may provide additional emphasis and depth to addressing the issue. However, law enforcement managers must weigh the costs associated with time and resources in determining any augmentation to the proposed strategy, **Citizens' Law Enforcement Advisory Team**.

Additionally, learning to manage the ethics of cultural diversity is insufficient. The commitment to understanding the ethics of the culturally diverse population and the potentially resultant impact upon law enforcement will necessitate law enforcement managers constant and consistent awareness of the changes in the population and their commitment to addressing these changes.

"Managers will be challenged with a wide variety of values, work ethics, customs, and behaviors that are culturally-rooted".¹⁷

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