

**HOW WILL THE DALY CITY POLICE DEPARTMENT
OPTIMIZE THE RECRUITING OF POLICE APPLICANTS
FROM A DIVERSE COMMUNITY IN THE YEAR 2003?**

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Executive Summary

The workplace is changing in dramatic ways. Most police departments today understand the workforce of the future will become more diverse in terms of race, ethnicity, gender and age. Chief executives want to prepare their organizations for the 21st Century with the facts and tools to understand the diversity around them.

Many police agencies implemented a community-oriented philosophy and immersed their organization in the application of that philosophy into policies and procedures. Changes were made in deployment of personnel, scheduling, training and the delivery of services. This paper will explore the understanding of trends and events that will influence changes in the future in the areas of recruitment and selection of personnel for the community - oriented police department.

In the next 5 to 10 years, the pace of workforce diversification will continue. In 1997, 60% of women were in the workforce and accounting for 46% of the workforce population. The Hispanic population will constitute 26% of the population in the western states. In California the projection by the Census Bureau projects by the year 2020, 42% of the population in California will be of Hispanic origin. Asians will comprise another 18%, and white non-Hispanics will constitute only one third of California's 2020 population.

The purpose of this paper is to identify the change in demographics, project the personnel needs in the future and forecast of trends and events necessary for decision making. It will identify changes in the workplace, the need to manage the diversity within the department and the benefits of creating a diverse organization. A strategic plan, mentoring programs, transitional management plan, leadership issues, budgetary impact and the role of the implementation committee are presented to depict the possible impact on an organization.

CHAPTER 1

CHANGING DEMOGRAPHICS AND LAW ENFORCEMENT CHALLENGES

Introduction

Nationwide, police executives have a common problem -- finding good men and women to fill their ranks. The problem will get worse with the looming retirements of officers from the baby boom era, whose career started in the late 1960s and 1970s.

In today's economy, law enforcement agencies are competing with private industry that offer attractive salaries, desirable benefits, accommodating working conditions, flexible hours, telecommuting, family leave, and day care facilities for the highly-educated, technologically-savvy and career-motivated applicants. The personnel shortage is a strain on police overtime and staffing levels. The baby boom is gone and police agencies are competing against each other for the best candidates.

Law enforcement has progressed through the years, but continues to struggle to maintain a quality service in a community that changes quicker than the composition of law enforcement organizations. The nature of the work is constantly being analyzed with respect to gender shifts, ethnic and cultural differences increasing in the population, and the predictable retirement of "baby boomers". The future offers opportunities for executives to prepare for changes, develop road maps, and also offers a challenge to the leadership of law enforcement to effectively manage the diversity and analyze relevant information.

The purpose of this project is to research and study the future personnel demands of law enforcement in the City of Daly City. The question is: "How will the Daly City Police Department optimize the recruiting of police applicants from a diverse community in the year 2003?" Demographic changes, personnel needs, and the impact of baby boomer retirements will be examined to identify the complexity of the issue. A look into the future will be done through a nominal group technique identifying trends and events that will impact the issue. Three possible events will unfold as future scenarios describe an optimistic, pessimistic and surprise free outcome. Changes in the workplace will be described, managing diversity explained, a strategic plan formulated, a transitional management plan prepared, leadership issues identified and recommendations made for the issue.

On the southern border of the county is Silicon Valley. The San Francisco Bay is on the eastern shoreline and to the west, the Pacific Ocean and its rugged coastline. San Mateo County is forty miles long and at its widest point, fifteen miles wide. Through the center of the county is the world famous San Andreas Fault. The population for the county is about 700,000 and is served by 19 separate police jurisdictions and a sheriff's department.

The City of Daly City is the most populous city in San Mateo County. It borders the southern City and County line of San Francisco and is home to Hispanics, Asians and Filipinos. The eastern border is adjacent to the San Francisco Bay, the Pacific Ocean is on the west and the southern border is shared with six other local municipal governments. The current population estimate is about 101,305. The ethnic makeup of the city is constantly changing and the following are population estimates: Pacific Islanders/Asians - 43%,

Hispanics - 22%, whites - 27%, blacks - 8%.¹

Demographics

Nationally, white non-Hispanics have been declining as the share of the nation's total population for many years. In the 1980s alone, their share of the population fell from 80 percent to 76 percent. That trend will accelerate in the twenty-first century -- by 2020, according to the Census Bureau projections, white non-Hispanics will comprise of only 64.3 percent of the total population.²

The proportion of blacks in the American population has been rising gradually, and will continue to do so in the future. By 2020, African Americans are predicted to comprise about 12.9 percent of the total population, up from 11.5 percent in 1980.³

In percentage terms, Asians are the most rapidly growing minority group in America.⁴ Asians comprised only 1.6 percent of the American population in 1980s, but the Census Bureau projects that the figure will rise to 6.5 percent by 2020.

In the terms of absolute numbers, though, the most rapidly growing group is Hispanics. Hispanics comprised only 9 percent of the American population in 1990, but the Census Bureau projects that they will be responsible for more than 37 percent of our total population increase between 1990 and 2020.⁵ As with demographic growth generally, however, the growth of the Hispanic population in the twenty-first century will vary greatly by region. By 2010, Hispanics (mainly Mexican origin) will constitute nearly 26 percent of

the population in the western states.⁶

The Hispanic population's growth will be extraordinarily impressive in California. By 2020, the Census Bureau projects, 42 percent of California's population will be of Hispanic origin. Asians will comprise another 18 percent and the white non-Hispanics will constitute only one-third of California's 2020 population.⁷

It is commonly accepted that there is a shift in the ethnic population throughout the United States and specifically California. What is less known and just as important is the gender shift in the American workplace. The massive influx of women into the workforce over the last 50 years has had a major impact on business policies, programs and cultures. Women represent nearly half (46%) of the US labor force and the percentage of women in the labor force (60%) has been steadily closing in on the percentage of men (75%) for decades. Virtually all companies and organizations have developed or implemented policies and programs meant to address any remaining inequities between male and female workers.

Women seem to be preparing themselves more assiduously than men for professional careers in the information age and now garner 55 percent of the bachelor's degrees, 53 percent of the master's degrees and nearly 40 percent of the doctorates.⁸ A trend of great importance is now emerging: in the decades ahead, men are losing whatever workplace advantage they may still retain. Increasingly, men are no longer the sole or even primary sources of income for families.⁹

By 1997, nearly 60 percent of American women were already in the labor force, up from only 33 percent in 1950. The share of American men in the labor force had dropped from 88 to 75 percent since 1950. Women now account for about 46 percent of the workforce; up from 29 percent in 1950 -- in the years ahead, they will approach parity with men.¹⁰

Personnel Needs Survey

The purpose of this research survey is to project the number of officers that will be leaving and hired in San Mateo County by the law enforcement agencies. Nineteen San Mateo police agencies, in June 1998, participated in the survey. The projections are for the number of total sworn leaving an agency and being hired in increments of 5 years, for the next 10 years.

Recruitment Survey for San Mateo County's Nineteen Law Enforcement Agencies

<u>AGENCY</u>	<u>1998</u>	<u>2003</u>	<u>2008</u>	<u>1998-2003</u>	<u>2003-2008</u>	<u>TOTAL NUMBER OF</u>	
	<u>TOTAL</u>	<u>PROJ.</u>	<u>PROJ.</u>	<u>RETIREMENTS</u>	<u>RETIREMENTS</u>	<u>OFFICERS TO HIRE*</u>	
	<u>SWORN</u>	<u>SWORN</u>	<u>SWORN</u>			<u>5 YRS.</u>	<u>10YRS.</u>
ATHERTON	32	33	35	0	3	8	8
BELMONT	35	36	35	5	8	4	5
BRISBANE	16	20	27	3	7	7	15
BROADMOOR	9	12	13	2	0	2	1
BURLINGAME	59	61	63	15	27	25	35
COLMA	15	23	27	4	4	7	8
DALY CITY	115	118	121	14	15	36	38
E PALO ALTO	57	55	55	3	3	10	10
FOSTER CITY	55	61	63	7	4	13	17
HALF MOON BAY	23	28	34	4	3	6	12
HILLSBOROUGH	35	36	36	8	0	6	8
MENLO PARK	61	63	65	6	11	6	13
MILLBRAE	35	39	45	7	6	12	11
PACIFICA	49	56	58	6	10	10	20
REDWOOD CITY	92	97	101	6	12	50	50
SAN BRUNO	62	62	62	20	20	20	22
SAN CARLOS	47	50	50	5	11	8	12
SAN MATEO	135	146	158	18	26	20	35
SOUTH SF	98	99	105	15	16	20	21
TOTALS	1,030	1,095	1,153	148	186	270	341

* includes estimated turnovers

Survey Projections

In the first five-year interval, the number of police officers that will be hired as estimated by each agency is 27% of the projected staffing levels in the year 2003. In the following five years the total jumps to 33% of the authorized strength.

The increase in hiring over previous years is attributed to the “baby boomers” reaching retirement age for public safety employees in California. Another significant factor for all agencies is the number of management personnel, sergeants to captains included in the number. The rate of retirement will greatly impact the philosophy of the department and tax the recruiting, selection, hiring and training processes. Money and time invested in the process of hiring will become critical.

In the first 5-year interval, 15% (148 sworn personnel) of the authorized strength is expected to retire. The percentage of supervisors included in that number is 43%. The number of officers retiring equals 57% of the total retiring.

The following interval of five years, between 2003 and 2008 is reflective of the same trend. Based on the authorized strength estimated in year 2003, the number of officers projected to retire from the department will be 18% or 186 sworn personnel. In that number, 31% or 57 supervisors will be retiring and 69% of the officers' rank will qualify for retirement.

The last two columns reflect the estimate, and in some cases, very conservative estimates of sworn personnel to be hired in the next two intervals of five years. The numbers include the number of retirees leaving the department and expected turnover rate of sworn personnel was determined by each agency. In the second to last column for the years 1998 to 2003, the number of sworn officers to be hired is 26% of the total authorized sworn for 1998. The last column is for the period of 2003 to 2008. The number of sworn personnel estimated to be hired by the nineteen San Mateo County law enforcement agencies is 33%.

Considering the shift in the demographics in the Daly City area and the projection of new officers needed for police agencies, efforts spent on recruiting qualified candidates becomes a necessary task for the future. Policy for hiring police personnel can vary greatly among police agencies. Some departments may hire an applicant that reflects the image of what “the ideal officer” is, in the mind of the hiring authority. Other police agencies may select candidates as police officers, because of affirmative action influences. With the change in demographics, police agencies will need to open lines of communication with all segments of the citizenry. The population will have a mosaic of candidates that may be interested in law enforcement as a career. It is the job of each law enforcement agency to make the effort to create an interest, educate and recruit qualified candidates for their department from all facets of the community. It is to the benefit of the department and community to recruit personnel that mirror the community from which it strives to provide a quality service.

The “baby boomers” are credited with influencing health care, diets, lifestyles, the

economy, competition and what is produced. Their retirement will challenge police management and specifically, the chief executives, to understand the emerging workers of tomorrow, workplace diversity, its benefits, women in the workplace, minority groups, societal attitudes and how to provide a quality service to an ever changing community. The world around us will change and police executives must prepare their departments for the future by creating a vision and a process to support that vision. Opportunity is a byproduct of this survey. There is a shift in what we know now, to an evolving future we can anticipate. We must redefine the role of an officer to fit the vision of the future department. We also must re-evaluate the candidate's skills and abilities to complement the creative problem solving. The departments must engage in a progressive recruitment process with an ongoing mentoring program to seek the best from the community and ensure training that supports the mission of the department to provide the community with the best service possible.

One of the key steps in hiring police officers is the frequency of testing for applicants. The information below was included in the recruitment survey from the same nineteen police agencies in San Mateo County. As the retirements and turnover rates impact the police agencies, competition for qualified candidates will be fierce. The number of tests offered and the length of the eligibility list become crucial to agencies seeking available qualified police applicants. The source of good talent and candidates interested in the law enforcement career is not endless. But, the ability to attract and retain them as possible quality employees rests upon the frequency of testing and the eligibility list. In the first section, frequency was queried with most agencies already anticipating the need to test often or as needed. The life of an eligibility list as revealed by San Mateo County police agencies varied from one to two

years. All the agencies had an eligibility list with a life span of 12 months or shorter, except one.

Survey of Police Testing

Frequency

- | | | |
|----|------------------|------------|
| a. | On-going | 7 agencies |
| b. | Every six months | 0 |
| c. | Yearly | 7 |
| d. | As needed | 5 |

Life of Active List

<u>Six Months</u>	<u>One year</u>	<u>Two year</u>
0 agencies	18 agencies	1 agency

The City of Daly City has an eligibility list of two years for police candidates. The actual police entrance test is given once every 18 to 24 months because it is directly linked to the eligibility list. The best candidates with the ability to work in a community-policing, problem solving philosophy are usually found and hired from the top portion of the list.

Questions at oral boards must include the ability to work in a community policing, problem solving philosophy. Board members need to look for candidates with attributes for creativity, perceptiveness for problem solving and interpersonal skills. Remaining qualified candidates are quickly recruited by other agencies. This leaves many marginal candidates on the list, many without the interpersonal skills to function efficiently in a community policing philosophy. With the retirements of the baby boomers and a normal attrition rate, police agencies are greatly affected by recruiting efforts and the life of an eligibility list. Daly City Police Department will need to replace 30% of its existing authorized strength in the next

five years and 31% in the following five years. There is an urgent need to improve the hiring process for the future of the department.

CHAPTER 2

FORECASTING THE FUTURE

Nominal Group Technique

The Issue

How will the Daly City Police Department optimize the recruiting of police applicants from a diverse community in the year 2003?

The Process

A Nominal Group Technique is a system based process that provides a number of people with the opportunity to work on an issue or problem. The process is to solicit information, ideas, and discussion from the group. It is a means to identify problems, set priorities and to reach a group consensus faster with everyone having an equal opportunity to present their ideas.

The panel consisted of the following nine people:

Ms. Anne Larson	Assistant Director of Human Resources
Mr. Thomas Soberantes	Captain, Walnut Creek Police Dept.
Mr. Don Mecca	Director, Jefferson Unified High School District
Mr. Jay Morena	Daly City Police Sergeant, Community Div.
Mr. Skip Del Serrate	Jefferson High School, Teacher
Ms. Diane McCarthy	Daly City Police Dept., Record Supervisor
Mr. Joseph Arrival	Jefferson High School, Student
Mr. Eric Wollman	Daly City Police Sergeant, Trng. Manager
Mr. Alexis Fulgenio	Jefferson High School, Student

Trends are defined as a series of influences that create a direction or inclination or course of action on a single or series of subjects.

Trends

1. Department drug policy.
2. Educating the public about law enforcement as a career.
3. Making DCPD more competitive in the job market.
4. Local demographics reflected in candidate pool.
5. Search for candidates with the skills to work in a community oriented policing philosophy.
6. Lack of “respect for authority.”
7. Ethnic / gender balanced workforce.
8. Candidates to meet community expectations.
9. Tenure levels in department.
10. Frequent testing for police applicants.
11. Community policing philosophy.
12. Recruiting cost.

Events are incidents that have a potential to occur and may have a significant impact on your agency. It may or may not happen, but there is a probability of that event occurring.

Events

1. Economic recession.
2. Lawsuits regarding discrimination of protected classes.
3. War.
4. Negative police action.

5. 50% of promotions are from diverse groups.
6. Pay to stay program.
7. Increase in immigration.
8. Imposed "consent decree."
9. Yearly testing for police applicants.
10. Mentoring program by law enforcement.
11. 50% of police management retire simultaneously.
12. Woman appointed as Police Chief.

TREND SUMMARY TABLE

	<u>-5 YEARS</u>	<u>TODAY</u>	<u>+5 YEARS</u>	<u>+10 YEARS</u>	<u>CONCERN (1-10)</u>
TREND 1	102	100	94	/ 84	8
TREND 2	75	100	110	140	8.5
TREND 3	95	100	115	128	8
TREND 4	87	100	135	148	8
TREND 5	50	100	150	160	6
TREND 6	100	100	140	144	8
TREND 7	87	100	136	148	8
TREND 8	97	100	115	137	8
TREND 9	80	100	130	160	8
TREND 10	70	100	150	180	9
TREND 11	50	100	150	160	7
TREND 12	60	100	120	130	6

EVENT SUMMARY TABLE

	<u>YEARS>0</u>	<u>+5 YEARS</u>	<u>+10 YEARS</u>	<u>IMPACT</u>	<u>CONCERN (1-10)</u>
EVENT 1	3	53	64	-	8
EVENT 2	0	50	50	-	8
EVENT 3	1	59	75	-	8
EVENT 4	0	22	30	+	6
EVENT 5	4	0	50	+	5
EVENT 6	6	0	54	-	4
EVENT 7	3	13	35.5	+	4
EVENT 8	2	38	50	-	6
EVENT 9	1	35	65	+	9
EVENT 10	4	40	80	+	6
EVENT 11	2	10	50	-	6
EVENT 12	6	60	65	+	8

CROSS IMPACT ANALYSIS

TRENDS EVENTS	T1	T2	T3	T4	T5	T6	T7	T8	T9	T10	T11	T12
E 1	0	-7	-8	0	3	-4	4	2	8	-8	-4	-7
E 2	2	-4	-7	-5	-3	-3	-3	-2	-3	2	-2	-6
E 3	0	1	3	4	4	6	5	2	7	4	1	4
E 4	2	-2	-2	-5	-3	-7	-4	5	-2	5	-3	3
E 5	0	7	2	6	7	5	6	8	7	3	5	2
E 6	0	-2	-1	-3	0	0	-4	-2	5	-4	0	6
E 7	3	3	4	5	2	2	6	5	3	0	4	2
E 8	0	1	1	2	1	2	3	3	-2	3	2	5
E 9	3	5	7	6	6	1	7	7	0	5	6	8
E 10	5	8	8	8	7	8	8	8	4	8	8	8
E 11	1	3	5	4	5	1	8	2	2	8	6	8
E 12	1	3	3	5	2	2	0	1	0	1	5	1

TRENDS

1. Department drug policy.
2. Education public law enforcement as a career.
3. Making policy department more competitive in the job market.
4. Local demographics reflected in applicant candidate pool.
5. Skills to perform community policing.
6. Changes in "respect for authority."
7. Ethnic/gender balanced workforce.
8. Candidates to meet community expectations.
9. Tenure levels in department.
10. Frequent police testing
11. Community policing philosophy.
12. Recruiting cost.

EVENTS

1. Economic recession.
2. Lawsuits regarding discrimination of protected classes.
3. War.
4. Negative police action
5. 50% promotions are from minorities.
6. Pay to stay program
7. Increase in immigration.
8. Imposed "consent decree."
9. Yearly police testing.
10. Mentoring program
11. 50% of management retire.
12. Woman appointed Police Chief.

Cross Impact Analysis

The NGT panel was conducted to identify trends, issues and events in an effort to optimize recruiting of police applicants from a diverse community, and develop ideas for a strategic plan. The group identified trends and events that would most impact the issue and should be emphasized.

Trends

1. Educating the public about law enforcement as a career. They felt it was necessary for the future of the department to nurture partnerships with the community. As a byproduct of this effort the panel recognized the need to increase staffing to efficiently accomplish the task.
2. Frequent testing for police applicants was critical with the groups and they stressed the importance and value of frequent testing with a maximum, one-year eligibility list. They believed the emphasis of a police agency should be placed on making it more competitive in the job market for recruiting quality police officers that have the skills to perform in a community oriented policing philosophy.
3. The department should have officers that reflect the ethnic and gender balance of the community and the ability to meet the community's expectations.

Events

There were two negative events identified that would have a devastating

impact on the positive trends.

1. The lawsuits could be in any form. It was generally held that a member of a “protected class” would file a legal action against the police department for an action that should have been corrected before it became an issue for the courts to decide. The incident and attention spent on the repercussions of such an incident would be devastating in attempting to create a positive image within the community and with other law enforcement agencies.
2. A “negative police action” was related to an incident such as the Rodney King case. If the police were to be involved in a highly publicized incident, similar to Rodney King, it may take years for the department to regain its credibility with the community.

There were some positive events that favored the identified trends.

1. Yearly police testing with an eligibility list valid for not more than 12 months was identified as the most critical event that would have the biggest positive effect on the department and named trends. The most common thought in the group was, the best would be hired before the year was out and anyone remaining on the list would not be competitive enough to win a position with other departments, so why risk the time and money hiring a mediocre police applicant.

2. Mentoring was on everyone's mind. They were aware of the efforts by police departments to form partnerships with the adult community, but had very little information about what was being done for the younger generations. The consensus was to "grow your own" by participating in elementary and high school programs, develop high visibility in the schools, in roles other than enforcement, and eliminate misconceptions about police officers within the minds of students. Along with changing perceptions and roles, the police must offer and foster programs that provide young people with the opportunity to learn about police work in the police department. Some of the thoughts were to aggressively support sport programs, student academies, student activities, explorer units, internships, police cadet programs, citizen academies, and a reserve program.

Future Scenarios

Pessimistic

Bob Nobles was relaxed after a July vacation week with the family in the Sierra Mountains. He was reflecting on the past week remembering the warm calming sun, the dew on the golf course, children laughing in the lake, evening barbecues, playing games with the kids and the quiet nights. As he turned off the freeway, he was quick to remember Mark Twain's famous quote; "The coldest day of my life was a summer day in San Francisco."

Bob quickly surveys the last 23 years with the City of Daly City and wonders if the time went as fast for everyone else. As he turns the corner the police building is in sight. Fog draped around the second story and streets were wet with mist. He now knew, his vacation was truly over.

Between January and June 2003, five senior police officers retired. A captain, lieutenant, sergeant and 2 patrol officers have joined the growing ranks of baby boomer retirements. The department already had the burden of 8 vacancies and now 5 more positions were added. As the sole training manager for a department of 150 employees, Sergeant Bob Nobles has the task of filling the vacancies.

There are no candidates in the academy, no academies to recruit non-affiliates, no one on the lateral list and a list of 18 applicants from a test one year ago. Promotions are at a stand still. With no one to replace the retirees in the ranks, the promotions will remain open. The current police officer list contains candidates that cannot be removed for cause and are

marginal candidates that lack the confidence and interpersonal skills to function in a community policing, problem solving oriented philosophy.

The last police entrance test 13 months earlier qualified 240 applicants -- 150 took the physical agility test and 50 were placed on a hiring list pending background checks and polygraph and medical examinations. Out of the 50, 7 were hired and 18 remain on the list.

Based on past practice, the next test will be within a few months pending approval of the request for testing. It will take roughly one year from the date of the test to put an officer on the street with 18 months probation to serve. Welcome back to reality, thought Bob Nobles, as he parked his car and entered the police administration building. The department is in trouble. Everyone is looking for good candidates. Other departments have the ability to quickly fill their vacancies with good people. Why is that?

Opening his office, Training Manager Nobles thought for a moment, "Why don't we just hire from the list and see if they make it? No, that's an easy way out. In the long run it will cost time and money, and postpone the inevitable. The hired recruit will struggle, receive remedial training and special attention to salvage the time invested, and most likely fail before probation is over. If he doesn't fail, the department will have another mediocre officer that will be marginal throughout his career. The whole process would be frustrating and expensive. Most of all, it would have a negative impact on the health of the department and it would not be fair to the candidate. It just isn't the right thing to do."

Looking through his cabinet of work related topics, Noble sees a file labeled, 1998 - Baby Boomer Retirements. He pulls the folder and removes a stapled pile of papers entitled "Impact of Baby Boomer Retirements." Looking through the table of contents, the value of the paper comes to life. The paper starts with the historical problem of hiring from a fixed process, the change in demographics in the city, developing early interest in law enforcement as a career, the need for diversity in the workplace, the need for an aggressive recruiting program, finding qualified applicants, ongoing testing, predicting vacancies from normal turnover and the predictable retirements of baby boomers year by year starting in the year 1999.

Training Manager Bob Nobles puts the paper down, leans back in his chair and thinks to himself; "I wonder why no one every tried some of these ideas or even discussed them?"

Optimistic

Capt. Mulvaney glances down at his desk calendar and views the date and year. He thinks to himself, he is one of the baby boomers and can have a full retirement in three months. It's November 2003. At the age of 54, Capt. Mulvaney feels young, energetic, enthusiastic about his job and content with his career. Retiring in three months just does not appeal to him at this time.

He looks at his appointment book. There's a meeting with the recruiting team at 1300 hours, on November 12th, Tuesday. With pride, Mulvaney remembers the proposal to create a recruitment team, representing all the ranks from patrol. The part time team's purpose is to cultivate and recruit future police officers.

The first officer recruited for the team and present facilitator was Akio Inouye, a local resident. Sgt. Inouye became a police officer at the age of 31 after working in the computer industry. He speaks three languages, is computer literate, and knowledgeable about developing technology. He was assigned temporarily to give presentations at colleges and various ethnic groups to create an interest in law enforcement as a career. Through his efforts, the recruiting team was formed and implemented under Capt. Mulvaney.

The purpose of the meeting is to get an overview of the efforts of the recruiting team. There are 8 current vacancies and another 8 anticipated in the next year. The “recruiting team” is made up of a lieutenant, 3 sergeants, and 6 officers. The team is made up of a group of professional police officers that were selected for their enthusiasm, community policing abilities, and reputations for quality work.

The officers are normally assigned to patrol duties and as part of their “beat projects”, they mentor students in the local grammar schools and are assigned to local high schools as liaison officers. The officers give presentations to neighborhood associations, ethnic groups, local colleges, and job fairs. They are background investigators, assist in the testing process in the house academy, and are involved in the Field Training Officers Program.

In 1999, the Human Resource Department changed the traditional testing process for police applicants. In the past, a police entrance test would be one to two years apart. From the test results, a list of applicants eligible for the position of police officer trainee for 2 years

is compiled. The change to yearly testing would create a more formalized process which, would generate more police involvement, an increase in applicants, create competition with other police departments, and create a positive image for the city.

The meeting with the recruiting team was a success. In the last 3 months they recruited police explorers, interns, applicants for paid cadet positions, and collected 158 police applications. In the process, they signed up residents for the Citizen Academy and teens for the Student Academy. Based on their work, 158 applicants along with 37 interest cards on file will receive a date for the next police entrance test in 6 weeks.

The efforts of the team exceeded the demand for current and expected police officer openings for the next year. They provided an opportunity for the Department to reach into the community with the Citizen Academy, created an interest in law enforcement in the future with the Student Academy, and created a mentoring of the students as school liaison officers.

Surprise Free

The monthly management meeting has started. The Chief is giving an overview of the state of the department and the concerns of the police association. This is the first of twelve meetings for the year, but it's the first time the police association's concerns are on the agenda.

The police association is concerned for the safety of their members and the depletion

of specialty assignments. With retirements and the usual turnover rate, the police department in January 2003 will be short seven officers. In addition, three or four retirements a year are expected for several years, along with the normal turnover of three to four officers a year.

By December 2003, the police association is anticipating at least 14 openings with no hope or relief in sight. The test in June 2002 fielded 247 applicants -- 150 at the agility test, 116 at the written test and a list of 80 candidates. Based on the past lists, 1/3 will be dropped in the background and some will accept other jobs. The remaining one third would not be hired because they are marginal and lack the interpersonal skills to function in a community policing philosophy. The best have already been hired. Yet, the police list is good until June 2004.

From the date of hire, a police applicant will complete 4 weeks of in-house training -- 24 weeks at the police academy and 14 weeks in the FTO program. If all goes well, the police officer trainee will be a "solo novice" after 9 months of training and will be assigned to patrol. Recruiting from academies, looking for laterals and competing with other departments doing the same have not solved the shortage problem. Yearly testing for police officers is the only answer. Based on tradition, the next test will be in June 2004 or a little sooner. The staffing problems will become more critical.

Officers taken from the motor unit and officers from the community-policing unit are bolstering the current staffing in the patrol division. Their assignments to patrol were originally temporary, until the officers in training return in June 2003. The only problem is,

others will retire and others will leave for another department. The authorized strength will not be an attainable goal in the near future.

A few officers are sporadically assigned to give recruiting presentations and speak at colleges or group meetings. When interest is shown, the applicant is sent to Human Resource to fill out an interest card and told to wait for the next police officer test announcement.

Members of the management team are supportive of the association's situation and ask, "How do we solve this situation?" It's the same as in the past. We can only plead our case to City Management and ask for a more flexible system that will meet the needs of the department and the demands of the community.

CHAPTER 3

STRATEGIC PLANNING

Overview

A strategic plan is to create and manage a desirable future based on trends and events that may affect the issue. The scenario chosen to develop the plan is that which presents an optimistic view. This is predicated on the belief that an organization will promote diversity, attract talented people, maintain a good relationship with the community, and lower absenteeism, turnovers and job dissatisfaction. Employees that feel valued are content with their work environment, and are encouraged to provide input to improve their job role.

Organizational Direction and Purpose

It is imperative for a leader of an organization to develop a framework which employees can use to filter everyday decisions through which the organization can achieve the vision of the future. The direction for the mission is reflected in the vision statement, which is meant to inspire and motivate us in a new direction for the future.

Situational Analysis (STEEP)

Before an organization can prepare for the transition of the new recruiting process, change agents need to conduct an analysis of their external environment through the use of the “STEEP” model. This provides a framework for analyzing forces across five areas - Social, Technological, Environmental, Economic and Political - and will affect the strategy used to facilitate the transition to optimize recruiting. The following issues should be

considered while conducting the analysis:

Social

- Local demographic changes.
- Increase in immigration.
- Educational proficiency of adolescents.
- Reduction in crime.

Technological

- Advances of technology in computers.
- Availability of information through technology.
- Improvement in anti-theft devices.
- Available self-protection devices.

Environmental

- Candidate pool reflects local demographics.
- Candidates ability to meet the expectations of the community.
- Community Policing - Problem Solving Philosophy.

Economic

- Yearly testing and eligibility list.
- Recruiting time and effort.
- Status quo of tax base.

Political

- Making department more competitive for applicants.
- Community support of police mission.
- Popular opinion for strict law enforcement.
- Increase demand by public asking local governments to solve social problems.

Organizational Analysis

Weaknesses (where the organization needs to focus its energy).

- Does the entire department embrace community policing?
- Has a vision produced road maps for the transition of improving the recruitment of applicants?
- Is there sufficient support or buy-in from key stakeholders?
- Is the organization prepared to implement a recruitment plan at this time? If not, what needs to be done to overcome the weaknesses?
- Is there sufficient knowledge with the stakeholders to market the plan?

Opportunities (what are the benefits to the organization).

- It can increase the percentage of quality police candidates.
- It can aid in creating a diverse workforce.
- It can support the philosophy of community policing.
- It can create a positive and competitive image for the department.
- It can create more partnerships within the community.
- It can create a future interest in law enforcement as a career with mentoring.

Threats (what forces can impact the project in a negative way).

- Will the targeted partnerships formed in the community for recruiting be productive?
- Will the department support the effort (management/police association)?
- Will there be time and/or money available to participate in the project?
- Will budgetary restraints allow the implementation?

Strengths (those influences that would aid in the support of the implementation).

- Plan supports community oriented policing.
- Members of the organization will support recruiting qualified candidates.
- Community support for the effort.
- Create new partnerships in the community.
- Will raise the ability and enthusiasm of line personnel.
- Department will become a more diverse organization without affirmative action type approaches.
- Efforts supported by city council and city management.
- The change is recognized as necessary and the department has the ability to implement the plan successfully.
- Incorporates the buy in from line personnel, management, other city and other departments.

Stakeholder Identification and Analysis

The identification of stakeholders and an analysis of their positions, is a crucial component of any strategic plan. Stakeholders can be defined as individuals, a group or organization that may: (1) impact what you wish to do; (2) be impacted by what you wish to do; (3) care about what you wish to do. Substantive change impacts stakeholders within and outside the changing organization. Stakeholders can support, oppose, or be indifferent to the change issue, depending on their own unique perceptions and values.¹¹

STAKEHOLDERS	INCLUSION	RECOGNITION	INFORMATION	LEADERSHIP	DATA
City Council		X	X		
City Manager		X	X		
Human Resources		X	X	X	X
Police Applicants	X	X			
Police Mgmt.		X	X		
Training Division		X	X	X	X
Recruiting Team		X	X	X	X
FTO Program		X	X	X	
Police Academies	X	X	X		
Line Personnel		X	X		
School District	X	X		X	X
Community		X	X		
Special Interest	X	X		X	X

← What are these

Developing Alternative Strategies

Many organizations today are competent in their overall operation. The managers are educated, well versed in their roles, provide guidance for their unit, understand the overarching goals and exist because they do things well. The trend is to produce an organizational perspective for the short term. In private industry, it is the profit line from quarter to quarter. In government, it is providing a service while holding cost within yearly budget limitations and prioritizing the community's needs. Some of the obstacles for a strategic plan involve the normal day to day operations.

- Most managers are doing a good job keeping the operation moving forward on a daily basis, with little time to plan or map out the future direction or vision of the organization.
- It is very common for a manager to think about the future, but personal perspectives influence the thoughts.
- Influences from outside stakeholders have more influences on the operation of the organization and shape it's function.
- When an organization is doing well from an internal perspective and the view by external stakeholders is good, there is little urgency to think about the future of the organization.¹²

A strategy will give answers on what is important and on the value of using the strategy. It will help target the customer base -- where to and where not to allocate resources. Strategies will assist in deciding what opportunities to pursue and which should be ignored.

Only those opportunities or strategies that fit the desired direction and produce the desired effect should be pursued.

CHAPTER 4

IMPLEMENTATION

Foundation

There are two constants from which an executive can reasonably use to make decisions. One is knowing changes in the workforce will evolve quicker in the years to come and the community-policing, problem solving philosophy is not a fad, but a valuable tool for the future. The changing demographics are requiring executives to rethink the way they manage the workforce that is increasingly diverse in terms of gender, race, age, sexual orientation, ethnicity, class, education, lifestyle and disability. Instead of perpetuating a homogeneous workforce with a single approach to practice, organizations are beginning to value diverse backgrounds of their employees in order to strengthen their organization. Management will need to know and become efficient in managing diversity.

Community policing is the second constant. It allows a police agency to make decisions based on a commitment to excellence in providing services to the public. It allows executives to open lines of communication in the department and in the community. Community policing with a problem solving approach allows agencies the opportunity to recruit and select police applicants that have the ability and interpersonal skills to work in a department with a working community policing philosophy. It is from the foundation of managing diversity and practicing community policing can a department implement programs to prepare for the future.

Diversity

The world around us is constantly changing and few recognize the change and less recognize the trends evolving that will impact the future. Demographics are changing in our communities. The once dominated white workforce is giving way to a mosaic of workers with race, culture and gender differences. Baby boomers influenced the economy and way of life for years. They are now impacting the workplace. In law enforcement, more than one quarter of the current workforce will need to be hired in years to come to replace baby boomers retiring. Trends and events identified in this paper support the movement and necessity to move toward diversity and now it is time to explore avenues for implementation.

Top Ten Concerns for Today and Tomorrow

Organizational Concerns of

<u>1995</u>	<u>2005</u>
Managing change	Skill level of work force
Skill level of the work force	Managing change
Rising cost of health care	Information technology
Management issues	Aging of the work force
Work ethics, values and attitudes	Management issues
Improving productivity	Quality of education
Focus on the customer	Work ethic: values and attitudes
Employee communication	Managing diversity
Information technology	Improving productivity
Re-engineering	Employee communication ¹³

The Future and Community Policing

Law enforcement has moved from the professional model to the community-policing, problem solving model. The transition was not easy. Establishing partnerships with the community, identifying problems and implementing solutions basically changed the process of service rendered by police agencies. Many of the personnel felt the move was away from “real police work”, others felt uncomfortable about the shift in priorities and others were not suited to produce the level of performance to make community policing work.

- The police do much more than deal with crime: they deal with many forms of behavior that are not defined as criminal.
- The wide range of functions that police are expected to perform, include dealing with fear and enforcing public order.
- Too much dependence in the past has been placed on the criminal law and order to get the police job done: arrest and prosecution are simply not an effective way to handle much of what constitutes police business.
- Police use a wide range of methods - formal and informal - in getting their job done. Law enforcement is only one method among many.
- Police must exercise broad discretion, including discretion in deciding whether to arrest and prosecute in situations in which criminal law has been violated.
- The police are not autonomous; the sensitive function they perform in our society requires that they be accountable, through the political process, to the community.¹⁴

The transition to community policing produced a need for agencies to re-evaluate their personnel selection, training and employment standards. Recruiting police applicants becomes the first priority.

Marketing the Image of the Police Department

Law enforcement agencies that are serious about finding more applicants from ethnic minority groups are advised to follow the below tips:

- Run classified ads in alternative publications that attract ethnic minority readerships.
- Run classified ads in the native language of applicants you wish to attract specifying English skills are required.
- Recruit through minority professional groups, making use of newsletters and conferences.
- Advertise openings through department and/or City “Web Page.”
- Recruit through local colleges and job training schools.
- Ask minority employees for help finding new applicants, offer reward for successful referrals.
- Advertise through state’s unemployment office.
- Participate in job local fairs.
- Participate in career days at local high schools and colleges.
- Create an attractive employment poster to display in student union offices, employment bulletin boards, doctor’s waiting rooms, lobbies, local businesses,

- regional police academies and local newspapers.
- Send out job announcements to local colleges (junior colleges, universities, colleges who's enrollment are specific to race, gender and, or religion).
 - Establish a sophisticated recruitment team and train them in contemporary marketing techniques. (POST sponsor's a three day Basic Police Recruiting Course):
 - a. Speak at community meetings.
 - b. Attend events.
 - c. Utilize media.
 - d. Cultivate contacts in military and business sectors.
 - e. Adopt a school program.
 - f. Involve city council in recruiting.
 - Involve entire department in recruiting effort.
 - Develop a recruitment network within minority communities.
 - Involve recruiting unit in mentoring programs.
 - a. Grammar schools.
 - b. High schools.
 - c. Colleges.

The Need for Mentoring Programs

High school students throughout the United States are ill prepared to go into the work place. They don't have the mathematical, communications and team skills critical to most jobs today.¹⁵

Many of the high school students graduating tend to enter college and finish with a degree. Few of them make it. More than fifty percent of the freshman in colleges are not prepared for college work and are required to take remedial courses.¹⁶

Teens who don't begin college are at a similar disadvantage. The vocational training they receive prepared them for a job, without considering the labor market demands. They are ill equipped to handle changes in the industry.

The number of working white high school dropouts declined by 7.5 million (37%) between 1975 and 1994; the decline for blacks stood at 42 percent. But the number of Hispanic high school dropouts increased by a remarkable 31 percent.¹⁷ In 1994, more than 71 percent of the 4.2 million Mexican born residents of the United States aged 25 years or older had not completed high school.¹⁸ A recent survey indicates that a quarter of Mexican immigrants aged 15-17 were not in school - a level nearly 20 percent beneath that of any other immigrant group and 17 percent beneath that of US born youngsters of Mexican origin in the same age group.¹⁹

Public Safety Internship Academy Or Student Academy

Several law enforcement agencies have become alarmed at the shortage of qualified law enforcement applicants. Applicants applying for law enforcement jobs produced poor candidate lists. Less than 10 percent possessed the basic traits to become a

member of a law enforcement agency. The main deficiencies noted in the applicants were their weakness in literary skills (reading and writing), interpersonal skills and a history of narcotic and criminal activity. In order to address these deficiencies, some agencies formed a partnership with the local high school and colleges to develop a program that would expose and prepare high school students for a career in the public safety field. The program was designed to recruit juniors and seniors from high school for potential careers in law enforcement. The graduates from the student academies would be directed to college and recruited for part time paid intern positions, while attending college. Once these applicants reach the age of 21, they would be eligible for testing to become full time law enforcement officers and many would have complete two years of college. The candidates would now enhance the quality of the applicant pool, as well as, be reflective of their community.

The academy's curriculum is designed to expose the students to various aspects of a career in public safety, but also to develop the student's self esteem. The program's emphasizes the importance of "doing the right thing" and avoiding the peer pressures that many teen are exposed to, such as drugs and criminal behavior. Instructors stress the importance of the students' efforts in high school and the relevance to public safety. To maintain a good standing in the academy, students are required to have a 'C' average in their studies.²⁰

School Liaison Officers

Departments have found liaison officers have overcome barriers in the communication between students, the school and law enforcement. Often, school liaison

officers are used to handle merely the necessary contacts at the schools assigned with enforcement their sole role. In the true sense, school liaison officers become an aid to the administration of the school. They bring with them conflict resolution and counseling skills, mentor students, overcome the barriers of the 'us and them' thinking and create positive contacts on a day to day basis. They act as ambassadors of the law enforcement agency to the school and often have time to inform students what is necessary to get into law enforcement and information about the explorer program, internships and paid cadet positions. School liaison officers become not only mentors but also recruiters for future applicants, for their law enforcement agency.

Progression of Interest and Desire

In many departments there are mentoring programs that are seldom viewed as a long term means to produce future applicants. The programs are seldom linked to identify a sense of progression and increased desire on the part of the participant. Police explorers, interns, cadets are three positions that have people with some interest in law enforcement. Some progress through the levels and become police officers but the process is seldom formal and often by chance. Once of an age to apply for a permanent position in a police agency, civilians jobs and police officers position are available. A police reserve program is an excellent means to evaluate future candidates while nurturing their interest.

Recruiting and Selection

Community policing has allowed agencies to re-evaluate the role of a police

officer from one of enforcer to that of a provider of quality service, customized to the community's needs. Many departments are now requiring applicants to take writing proficiency and reading comprehension tests. Those departments already using these tests have raised the level of acceptance. Years ago, college was a common prerequisite for an application to become a police officer. The trend reversed and high school replaced many of the two-year college requirements. With the skills necessary to apply community policing the requirement of several years of college is popular again.

Departments are varying their testing methods to better sense the ability of their applicants. Many are testing candidates' communication, leadership, planning and organizing skills. A common screening of applicants is a role-playing scenario usually involving a community member from the role-playing; evaluators have a sense of the candidate's character traits and interpersonal skills.

Police work has been portrayed in the media as a collection of exciting and challenging assignment with twisted and intriguing criminal plots. The image does not fit the reality mold and often applicants need to be aware of the difference and tested for their perception of police work. The role of a police officer in a community-policing, problem solving department is one of quality of life rather than full time enforcement. It is important to explain the difference of the image of law enforcement and the reality. In the police academy of years ago, the criminal law, survival, traffic investigation and enforcement were the core subjects. They are still important and should never be de-emphasized.

Now, in addition to the core subjects, police officers are learning about values, quality of life issues, character traits, organizational principles and the value of ongoing training.

CHAPTER 5

TRANSITIONAL MANAGEMENT

*Did I miss the
strategy he wants
to implement?*

There is a need to now transform the organization from what exists to the desired state for the implementation. The strategic plan illustrates what the future will look like, what needs to be done and what trends and events to impact to achieve the desired future. Transitional management will provide direction to the organization to get the desired results.

In the event of any change there are individuals and groups that will impact the process of developing the desired future. The group is defined as the “critical mass”. “Critical mass” is defined as the smallest number of individuals or groups who must support the transition for the plan to be successful. It is the same group that may oppose the transition that would make the change fail.

Every community and organization have individuals or groups that can be identified as members of the “critical mass.” In the “Critical Mass Commitment Chart,” individuals and groups have been identified that have an influence on the transition of the organization. The chart itself is a starting point and reference point for administrators to use in the transition process.

The following individuals and groups have been selected for their influence in the quest for the Daly City Police Department to optimize the recruiting of police applicants from a diverse community in the Year 2003.

The model commitment chart displays the positions and the desired position for those constituting the critical mass for this issue. Charting the graph should be based on established evidence from each participant.

CRITICAL MASS COMMITMENT CHART

Critical Mass Members	Block the Change	Let Change Happen	Help Change Happen	Make Change Happen
City Council		X >	0	
City Manager	X >	0		
Police Assoc.		X	0	
Police Mgmt.	X >		0	
Police Chief		X >		0
School Dists.		X >	0	
Community Groups		X >	0	
Special Groups		X	0	
x = Current position		0 = Desired position		

Transitional Team

The Chief of Police will assume the responsibility of the transition of the organization. The Chief will define the needs of the existing state or the organization and clearly identify the problem and the rationale for the change. The leadership role will oversee and have final authority over the development of the future. The Chief will identify the best strategies, a transitional manager, transitional team to manage the change.

Can I identify the strategy?

The “Transitional Team” comprised of various members of the department. Human Resource, elementary school and high school district administrators would be very useful in assisting the Transition Manager with the various tasks to implement the change.

The Transition Manager during the planning stages needs to collect all available data pertinent to the transition, educate the members of the organization about the change, and articulate the need for change and the desired change and it’s benefits to the organization.

In the implementation phase, the Transition Manager must communicate the goals to the organization, assist members of the transition team meet their goals, help develop plans, and serve as liaison between the “transition team” and outside influences.

Transition Plan

A timetable of events needs to be in place to implement the change in an orderly manner. The date to start the plan is essential. It gives an official announcement of the project, an opportunity to define the “future state”, explain the rationale for the need to change and the parameters of the change.

Members of the transition team will have the opportunity to build commitment and understanding through one on one meetings, management team meetings, and analyze the ability of the organization to accept the change.

A formal structure of task and responsibilities will clearly define the goals to achieve timelines for accountability; specific responsibilities through the use of “responsibility charting” will assist the transition manager in monitoring the progress of the team and desired change.

CHAPTER 6

LEADERSHIP IMPLICATIONS

Why is this here?

Leadership is essential for the effective and efficient operation of any organization. The art of leadership is not a style of management; it is the ability to successfully interact inside and outside the organization in a consistent manner. An effective leader consistently achieves desired results, builds support and respect, and accomplishes the mission of the organization.²¹

Law enforcement organizations, like society, are not static. The only constant is change itself. Every stratum of the environment reflects social, legal, organizational, demographic, economic and employee interpolation.²²

Leaders are not born. They are individuals who take a moment in time and choose to make decisions that impact their lives and the lives of others. The leadership skills they possess are not equal to all men. The success of an individual as a leader, is the ability to develop the ability to use those leadership skills in a consistent manner, in which he / she has an impact and influence on those within the organization.

Leadership Skills and Traits

1. **VISION** - The ability to have a sense of direction and a vision for the future. With the vision it is essential to articulate a sense of urgency and a personal commitment for reaching it.

2. CHARACTER - People are willing to follow and be influenced by someone who is honest, inspiring, confident and competent.
3. SHARED VALUES - It is necessary for your values and vision is consistent with the aspirations of your workers. A good leader will bridge the gap.
4. RESPONSIBLE - Leaders are willing to take the initiative and are accountable for their actions. It's going beyond what is acceptable to what is exceptional.
5. PLANNING - The ability to design a plan, organizes people, resources, and executes the plan to accomplish the desired goal.
6. LISTENING - The skill to listen and understand the people speaking while expressing a genuine interest.
7. MOTIVATED - A leader must be self-motivated and above all, have the ability to motivate and influence others. Leadership does not happen by itself. It happens with the active involvement of others and the support of people.
8. LEAD BY EXAMPLE - Leadership means setting standards through exemplary performance.
9. DELEGATE - Empowering people to be responsible for a task allows the opportunity for personal growth, a wider perspective and understanding of the links in the organizational mission.
10. PROBLEM SOLVERS - Leaders are known for their ability to analyze problems, identify the stakeholders and come to a solution that at the very least improves the situation.

Leadership traits as identified, provide a list of tools to employ during the shift from a traditional leadership form to a more problem solving progressive approach.

Administrators with a vision of the future wanting to make significant changes within the organization need to be flexible in both their management and leadership styles. The amount of flexibility will provide personnel working on a project, such as creating a recruitment team or a student academy, the freedom to make the necessary contacts, explore alternatives, make decisions and to make mistakes. It is in this type of atmosphere; a high value is placed on fostering creativity, mutual respect, trust among co-workers and open communication between the ranks.

CHAPTER 7

BUDGETARY IMPLICATIONS

Although there will be some initial cost associated with training and overtime in the areas of the strategic plan, managing diversity, marketing the image of the department, mentoring programs and the effort invested in the recruiting and selection of police applicants, it is believed, in the long run savings will occur. It is anticipated that aggressive recruiting and hiring from a diverse community will contribute to improve work relationships, interaction with the community, an increase in the retention of personnel and the increase in police involvement in community problem solving.

Yearly testing and a one-year eligibility list will increase the cost of the testing and processing of police applicants. The benefits will be in the retention of quality personnel with the ability to meet the expectations of the community. The officers will reflect the demographics of the community, create more partnerships in the community, create a competitive and professional image for the department and work for a department with a community-policing, problem solving philosophy.

CHAPTER 8

PLAN REVIEW AND UPDATE SCHEDULE

Training Divisions are traditionally understaffed and unable to absorb a project as presented in this research paper without assistance. Administrators may choose to form a committee that would include or become an extension of the Training Division. The strategic plan and recommendations for implementation would provide direction for the committee to initiate the implementation and set meetings for evaluation of the progress.

The committee members will identify personnel that will be responsible for various phases of the project, set time lines for implementation, ensure the progress of the plans and meet with the committee on a quarterly basis to review and evaluate the progress of the plan. As with any plan, changes will be made in timelines and meetings to stay focused, in the event of unanticipated developments.

CHAPTER 9

RECOMMENDATIONS AND CONCLUSION

Where are recommendations?

In the world around us there are constant changes. The information age is upon us and great strides are made every six months in the ability to share and transmit information. In society, changes are also constantly evolving. It is the duty of law enforcement to recognize the changes and to adapt. The sole purpose for law enforcement is to provide a quality service to the community. Line personnel, who present the first impression of law enforcement in the community, most frequently render this service.

Most administrators realize the opportunities and challenges of the future, the need to plan for changes in their organization and what will be needed to meet the demands of the community. One of the most significant factors is the ever-changing demographics. Demographics are changing throughout the United States, especially in California and specifically in the City of Daly City.

The demographic information in this paper indicates the ability and availability of the future workforce and the competition for qualified police applicants. Trends and events identified what will impact the importance of recruiting of personnel and the need for a plan. Diversity in the workplace is a reality. It has long range benefits to an organization and if not properly managed, devastating problems for the future of the organization. Stakeholders were identified during the strategic plan; implementation presented a collection of new and old concepts that need to be revisited for the benefit of the organization and its future.

Slow population growth, baby boomer retirements, workforce diversity, gender diversification, immigration, level of education proficiency are all reasons to be concerned with the future. The time to understand is now. There is a sense of urgency to prepare for change. Law enforcement leadership must realize the time to plan for the change is now, because the future is tomorrow.

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 - ¹⁴ The Commerce Appeal, Campell, May 14, 1995, p. 12a.
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