

PART-TIME COPS;
THE FUTURE OF LAW ENFORCEMENT?

Article

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As Officer Lisa Gonzales pulled her black and white into the Del Amo Police Facility compound, she accessed the two-way digital video communicator in the police department's childcare facility from the Mobile Data Computer in the car. The nanny cam showed that her daughter was sleeping. Lisa signaled the childcare specialist who walked to the video terminal. "I'm running a few minutes late," Lisa advised. "No problem, see you when you get here," came the reply. Lisa transmitted the last of her reports to Sergeant Pat Shortall via the Mobil Data Computer and logged off. She hustled into the Police Facility, had a short chat with her sergeant, and headed for home.

Sergeant Shortall was still amazed at the changes that had taken place at Del Amo PD. In many ways, he was beginning to feel like the proverbial dinosaur. When he hired on, no one would have dreamed that by 2006 police departments would ever have a need for part-time sworn police officers. But part-timers had become a reality and significantly changed the face of the department over the past few years. Nearly half of his cops were now women, and increasing numbers had been promoted into supervisory and management positions. And who'd have thought that such a wide range of sworn police positions could be suitably staffed by part-timers? DAPD now had twenty hour-a-week folks, like Lisa, working Patrol, Detectives, D.A.R.E., Communications, School Resource, Range Staff, background investigations, traffic investigations, and more.

Lisa Gonzales had been the first part-timer and she still couldn't believe her luck; the timing couldn't have been better. When Lisa and Joe were married, they were fairly certain children were not in their future. As with many other members of Generation X, Joe was on his fourth career and Lisa her third, although both were under thirty years old. They truly enjoyed

their current jobs as law enforcement professionals and hoped to stay a while. Then things changed; Lisa found she was going to have a baby. The Gonzales' looked over their finances and determined they would not be able to maintain their lifestyle on only one income, so they decided that after the baby was born, they'd hire a nanny and Lisa would return to work.

Lisa took three months off on paid pregnancy leave as planned, and gave birth to a beautiful baby girl. When the time came to return to work, she sat down with Joe and explained that she couldn't bear to have a stranger raise her child. Joe agreed but saw no way around her returning to work. Lisa told him she'd find another job, after all, she had developed many skills over the course of her work life. She'd find some type of work that she could do from home.

Intending to resign, Officer Gonzales made an appointment to speak with the Personnel Lieutenant. Lieutenant Uribe had a good idea of why Lisa wanted to see him; he'd been through this before and was frustrated with the on-going loss of capable officers. When Lisa arrived, he told her that Chief Dickerson was giving some serious thought to alternative scheduling and asked if she'd be interested in continuing with the department in her current job if she could do so part-time. She jumped at the suggestion.

Over the past few months, the Chief had taken a hard look at his department's staffing. His agency, along with police agencies throughout the country, was having unprecedented difficulty finding new police officers. Some experts suggested that the traditional police management model based on the military structure and industrial view of work and productivity was antithetical to the beliefs and desires of younger workers. The Chief was also being bombarded with statistics and studies showing that there are so few Generation Xers that competition would be fierce for the best workers and law enforcement would have to make some

changes to attract this generational cohort. Flexible schedules, including part-time work, seemed a viable answer in many fields, but for law enforcement?

Lieutenant Uribe spoke with Chief Dickerson and advised him of his discussion with Officer Gonzales. He also reminded the Chief that the department had averaged five percent vacancies over the past twelve months and the picture for the future appeared increasingly bleak due primarily to pending retirements resulting from the new three percent at age fifty plan. Chief Dickerson knew he had to do something or his own job would be in jeopardy. He decided that Lisa Gonzales would be Del Amo's first part-time cop.

After Lisa's appointment, Hua Lee came forward and asked for a part-time schedule. Several other current officers with young families, male as well as female, soon followed suit. As word spread beyond the walls of the Police facility, applicants were pursuing the Department rather than the other way around. Chief Dickerson learned that the scheduling flexibility of part-time work and the ability to earn a decent wage with prorated benefits was attractive to parents of both sexes. Many of those seeking part-time schedules indicated they would like to convert to full-time when their children were older.

In addition to officers with young families, the most senior officers were embracing part-time work. Take old Doug Turner for instance. He had some serious bills: a son in college, a daughter in the Seminary, another daughter trying to survive on a Navy fighter pilot's salary, and a mother needing full-time care. Doug had announced he would officially retire in May, but then applied to be rehired in a part-time status. After some negotiations with the State retirement system, his application was approved. Doug was the best homicide investigator in the region and

would now be around to help the youngsters learn what they need to know, to keep alive those rich police traditions that deserved to endure.

Chief Dickerson finished reading Lieutenant Uribe's status report as he walked toward the Watch Sergeant's Office. Down to three full-time equivalent vacancies, a far cry from fourteen. For now, at least, the part-time cop concept seemed to be a winner. He stopped in Watch Sergeant's office. "Well, Pat," he said, "This part-time cop thing seems to be working better than I ever envisioned. Policing is certainly different in many ways than when we hired on, eh?" "Yes, boss," Shortall replied, "It's different alright, but I'm thinking it's not all that bad."

Is the foregoing scenario just some wild-eyed dream, or could there be a place for part-time police officers in 21st Century law enforcement? California law enforcement agencies are currently experiencing unprecedented difficulty recruiting and hiring sufficient numbers of qualified police officers, and the problem will likely only grow. With the rather bleak prospects for the future, law enforcement leaders must ask some tough questions. What part do law enforcement's rigid human resource practices play in the ability to attract, hire, and retain police officers? Could a change in police management philosophy with regard to the necessity of full-time police officers affect recruitment and retention rates into the future? Are part-time sworn police officer positions a viable staffing alternative to meet the needs of both law enforcement agencies and members of their recruitment pool?

This article will explore those issues and will focus on reasons for the current attrition among women and members of Generation X, as well as the future loss of expertise as the 3% @ 50 retirement benefit becomes the industry standard. Would at least some of these officers

consider converting to part-time police work if such an option were available to them, allowing their agencies to retain the services of these proven, experienced, and valuable employees? And perhaps more importantly, would others who currently do not, or cannot, consider policing a viable career choice be attracted to a part-time option?

Women In Law Enforcement

Inflexible workplaces guarantee that many women will have to cut back on, if not quit, their employment once they have children.

Ann Crittendenⁱ

Michelle graduated from college with a Bachelor of Arts Degree in Behavioral Science and was soon hired by the Torrance (California) Police Department. She completed the police academy, the field-training program, and, for the next three years, performed her duties in a very competent manner. She then received the happy news that she would soon be a mother. Following maternity leave and the birth of her daughter, she faced a decision destined to be a turning point in her life.

Michelle's employer required her to work various shifts and schedules based on a four-ten plan. As a result, Michelle's choice came down to two options: continue her career as a police officer leaving her newborn child in the care of others, or resign to become a full-time mom. She made the very reasonable choice that her child should be her top priority. The outcome for the Torrance Police Department was the loss of a valuable officer.

Michelle's experience is not atypical, as motherhood is a very real possibility for women in law enforcement's recruitment pool. Had the alternative of part-time scheduling been available, Michelle says she likely would have stayed. One can easily foresee that as her

children aged, she could have chosen to increase her hours to full-time allowing the department to retain a valuable employee.

Could part-time sworn positions, then, provide a reasonable career option to women with family responsibilities and transform law enforcement into a career of choice for members of this underrepresented group? While certainly not new to the profession, the number of women in policing has historically been low and if current hiring trends continue, women will remain significantly under-represented into the foreseeable future. To change that future, law enforcement leaders must be willing to examine their policies and practices to make the job more flexible to reflect the very real demands and responsibilities facing women.ⁱⁱ

Nationally, women represent only 14.3 percent of law enforcement's sworn workforce, an increase of just 5.3 percent over 1990 figures. While California law enforcement has been largely unsuccessful in significantly increasing the representation of women in policing, the same does not seem to be true for women within the labor force in general. The Bureau of Labor Statistics forecasts that women are on track to make up fully half of the American workforce within the next decade.ⁱⁱⁱ Assuming California's chief officers agree that the need exists to increase the representation of women in law enforcement, and, as a result, have made recruitment of women a priority, the question must be asked whether law enforcement's lack of success is due to ineffective efforts to recruit and hire women, or if the answer could lie, at least in part, elsewhere.

Motherhood may provide a partial explanation. Childbirth is a real possibility for women in law enforcement's recruitment pool and the responsibility for raising children continues to rest disproportionately with women.^{iv} In 1998, the International Association of Chiefs of Police

(IACP) conducted a survey focusing on the state of women in policing. The study identified that for those who resign, the top reason given by women police officers for leaving the profession was a category characterized as family/children/birth of a child.^v A recent survey conducted by the New York State Police identified sufficient concern to suggest that law enforcement agencies must create policies that provide the level of flexibility necessary to meet family obligations as a means to increase the attractiveness of law enforcement as a career choice for women.^{vi} The National Center For Women and Policing also recommends establishing family-friendly policies to attract and retain women in law enforcement. Suggestions included offering part-time schedules, childcare facilities, job sharing, various types of leave, and flexibility with regard to work shifts. It is important to note that the Center points out that such policies will be attractive not only to women employees, but to men as well.^{vii}

Other significant considerations include:

- Into the near future, women will provide the largest source of new workers.^{viii}
- A flexible work schedule was identified as important to 83 percent of women surveyed.^{ix}
- The desire to balance work and life issues appears particularly important to part-time workers, nearly two thirds of who are women.^x
- A significant group of women, representing about 20 percent of married mothers with children at home, work part-time.^{xi}
- A 1989 Harvard Business Review (HBR) article acknowledged a significant difference between male and female employees. Many women desire a

temporarily reduced, more flexible work schedule during their child raising years.^{xii}

- The same HBR article suggested that a conspiracy of silence existed in regards to mothers in the workplace; that business leaders hid from the fact that the rigidity of their personnel policies drove women away.^{xiii}
- A 1998 study conducted by Catalyst, showed that lack of flexibility was the top reason women left their jobs.^{xiv}

Based on the foregoing, then, one can reasonably foresee that part-time sworn positions could be a viable method for increasing the attractiveness of law enforcement as a career choice for women into the future. But, would part-time schedules benefit only women or do men also have concerns over the conflict between family responsibilities and their employment? With members of Generation X now solidly in their child bearing and raising years, could part-time scheduling be attractive to both sexes? Could there also be generational characteristics that explain why Xers choose to leave their careers in policing for reasons other than family issues? The following section will address these questions by exploring some of the characteristics of Generation X and their possible impact on the law enforcement workforce into the future.

Impact of Generation X

We are more than willing to work hard and pay our dues, but work is only part of life, not the whole thing. We refuse to sacrifice the important things in life for the sake of work, and we do not want our personal identities tied to our jobs.

Michael Cotton^{xv}

So who are these Generation X police officers and why are they different? The label Generation X applies to the 51 million people born between 1960 and 1980.^{xvi} Significantly fewer in number than the generation that preceded them, there is a real fear among employers that this group is simply too small to provide sufficient numbers of workers to fill both new jobs being created and those vacated as the Baby Boomers retire.^{xvii} As a consequence, there will be real competition for the services of Xers, and both they and potential employers know it. Because this cohort will provide the main source of new employees through about the year 2006, law enforcement's recruitment efforts will necessarily focus on this group. Police leaders must also consider Gen Xer's value set and be willing to make policy changes that may be necessary to attract and retain Xers as police officers.^{xviii}

Generation X's values derive from their having faced a number of firsts. They were the first latch key kids, left by their workaholic parents to fend for themselves before and after school.^{xix} They are the children of divorce and having multiple families and homes is their norm. Gen X is the first to face the prospect of a lower standard of living than their parents. They realize they will be required to give up a larger portion of their income to support the glut of Baby Boomers drawing Social Security than the Boomers will pay to support their elders. As a result of these and other firsts, Xers have developed a strong sense of independence and a survivor mentality.^{xx}

In reaction, the Xers' mantra is work-to-live rather than live-to-work. They are looking for balance in their lives, balance between work and other interests.^{xxi} As employees, their first priority is in maximizing the amount of time off and they prefer jobs that provide, "flexible or

oddball schedules.”^{xxii} They will work hard but when quitting time comes, they’re gone.^{xxiii} Because there are comparatively so few of them, they know they are in demand as workers and will leave a job when the grass appears greener elsewhere. They tend to job-hop, investing on average about two years in each job.^{xxiv} And not only are they willing to change jobs, but also to change locations and even careers.^{xxv} This free-agent mindset will cause employee retention issues to loom large on the near horizon and into the foreseeable future.

Flexible work policies have been identified as important to both sexes of Generation X. Gen X men and women are marrying later in life, and the issues related to balancing work with raising families are problematic for many Gen X couples.^{xxvi} If law enforcement agencies do not embrace flexible scheduling, including part-time work, many of these young parents, of necessity, will opt out of the profession. Offered part-time work, these same parents would be more likely to seek, and remain in, police work.^{xxvii} Clearly, some of these Generation X characteristics require a level of give and take on the part of both the prospective officers and the employing police agencies.

Given these characteristics, will Gen Xers not make good police officers, or are they in general worse employees than earlier generations? The answer appears to be they are simply different and have a valid perspective for their value system based on their place and time in history.^{xxviii} But, to attract and retain this group, flexible work policies, including part-time scheduling, will out of necessity become an increasingly critical issue for law enforcement managers into the future. With the high level of demand for their services now and into the foreseeable future, Gen X police candidates can be expected to actively shop departments

looking for the one that best suits their needs.^{xxix} Those agencies that embrace such policies early should have increased success in staffing their ranks.

Now that women and Gen Xers have been considered, how will the large group of Baby Boomer cops now reaching their retirement years view the availability of part-time work?

Law Enforcement Retirees as a Future Workforce

Generation X is not alone in calling for more balance. As the Boomers enter their fifties and people of all ages grow more aware of overwork issues, the generations may find they have moved toward a shared perspective on work and leisure.

Claire Raines^{xxx}

The vanguard of the Baby Boom generation has entered their retirement years and a recent survey indicates that over two-thirds of Boomers plan to work after retiring.^{xxxi} Rather than abruptly changing from working to not working, as was common in the past, the Boomers will phase from working full-time to working part-time, then further reduce their hours over time with some never becoming fully retired.^{xxxii} Given law enforcement's current personnel policies, however, they will be looking for work somewhere else.

Retirees, including retired law enforcement officers, will represent a significant source of new labor into the future.^{xxxiii} Due to the sheer mass of the Baby Boom generation, the number of retirement-aged Americans will grow dramatically through this decade. By 2000, the number of people in the United States who were over age fifty had grown to 27.8 percent of the total population.^{xxxiv} By 2005, those over fifty should reach 29.8 percent of the population, and by 2010, 32.4 percent.^{xxxv}

With their golden years just within their grasp, however, this generation has reached a quandary. They want, and in fact many need, to work but doing so full-time is no longer an attractive option. Long known as the group that defined the term workaholic, many now express a desire for more balance in their lives. As a result, workers currently in their late forties through early fifties are asking to work fewer hours.^{xxxvi} They are seeking more flexibility in their work schedules to enable them to pursue other life goals while maintaining a link to the security of a paycheck.^{xxxvii} And in addition to their own desires for their retirement years, Boomers will find themselves becoming increasingly responsible for the care of their elderly parents.^{xxxviii} So while it appears that work is no longer their top priority^{xxxix}, the Administration on Aging notes that greater numbers of older Americans are remaining in the workforce and the trend toward early retirement is now reversing.^{xl}

Law enforcement sworn employees, in contrast to the societal norm, now have the ability to retire earlier as the 3% @ 50 retirement benefit is becoming the new standard for California police agencies. For some Boomer cops, this will mean they have the ability to retire sooner at the same or greater rate of pay than under former systems. As a result, the number of Boomers retiring from law enforcement is expected to increase into the near future and a tremendous amount of experience and expertise will retire with them.^{xli} The Torrance (California) Police Department, for instance, will implement 3% @ 50 in March of 2002. The day the program becomes effective nearly 20 percent of the department's 247 sworn members will immediately be eligible for retirement. This group represents top and middle managers, supervisors, and senior police officers. Torrance's situation appears fairly typical as nearly 18 percent of all sworn personnel in California's mid-sized agencies were age fifty or older by July 1, 2001.^{xlii}

Part-time sworn positions appear to be a viable alternative to meet the needs of both retiring Baby Boomers and law enforcement agencies. By rehiring retirees to work part-time, valuable people who possess the organization's history, values, and culture remain within the organization longer, the number of vacant positions is reduced, and the employees' needs are met.

Other retiree-related issues include:

- Twenty percent of Baby Boomers are forecast to live to at least ninety years of age.^{xliii}
- The retirement age is expected to reach well into the seventies by 2010.^{xliv}
- The shortage of entry-level workers will be offset somewhat by older workers remaining in the workforce.^{xlv}
- One third of the children of current senior citizens believe they will have to finance their parent's care, and half expect to move their parents in with them.^{xlvi}
- Almost 90 percent of Baby Boomers rated caring for their aging parents as one of the top three priorities in their lives.^{xlvii}

With the forecast increases in life expectancy, age fifty will soon become much too young to quit working. Financial concerns will drive Boomers to remain in the workforce in at least some form, whether for their own well being or to provide support for their aged parents. While they will remain in the workforce longer, they will likely need flexibility in their work schedules to provide care for their parents, as well as to provide enough free time to pursue other life interests. Rather than to become rich, their post-retirement work goals will be to maintain lifestyles and keep active. Boomers in search of work will find employers waiting to take them in with open arms, offering various work plans to accommodate their personal needs. Law enforcement needs to prepare for this vision of the near future or lose access to this valuable segment of the workforce.

Based on the foregoing, failure to provide scheduling flexibility, including part-time work, will decrease the attractiveness of law enforcement as a job option for women, members of Generation X, and retiring Baby Boomers into the near future.

Implications For Leadership

Make no mistake about it, the most critical competition into the future will be over talent. Those organizations that offer a workplace flexible enough to attract and retain employees will win while those that resist will lose. Members of Generation X, representing the major segment of the labor pool through 2006, view life and work issues differently than people in positions of authority in today's organizations. Law enforcement has a choice: retain the status quo and risk that sufficient numbers of qualified employees can be found in an ever-shrinking market, or evolve to a new, more flexible staffing model to attract and retain high-quality employees for whom policing becomes a more viable career option.

The writing is on the wall and 3-D decoder glasses are not required to grasp the message. Yet, as Armand E.R. Mulder warns, while American law enforcement agencies complain about having great difficulty recruiting police officers and support personnel, managers seem hesitant to do anything about it. They appear stuck in the Industrial Age mindset looking for what is wrong rather than asking what changes they can make to enable them to achieve their mission.^{xlviii}

And things will only get worse. By the time 2006 arrives, the number of available jobs will exceed the workforce in America.^{xlix} Qualified employees will be in high demand and they will know it. The employers best suited to meet employees' needs will have first shot at the best.

Unless law enforcement agencies reduce their rigid employment practices and explore alternative methods, such as part-time staffing and flexible scheduling, they will likely be on the short end of the stick. Undesirable options such as significantly reducing qualification standards, and absorbing or being absorbed by other law enforcement agencies, may become the reality.

As the reader considers the viability of part time sworn police officer positions, and ponders the risks, recognize that there is also an ethical component involved. As Robert Greenleaf wrote in his essay, “The Servant As Leader,”¹ over thirty years ago:

The failure (or refusal) of a leader to foresee may be viewed as an *ethical* failure, because a serious ethical compromise today (when the usual judgment on ethical inadequacy is made) is sometimes the result of a failure to make the effort at an earlier date to foresee today’s events and take the right actions when there was freedom for initiative to act.ⁱⁱ (emphasis in the original)

Is it possible that today’s rigid staffing policies and practices are the last artifacts, the final artificial barriers constructed by law enforcement tradition to block women from entering policing in any significant number? If so, prior generations of law enforcement administrators failed, or refused, to foresee and act allowing the tradition to continue into the present. Today’s police administrators have the opportunity to perpetuate or break with that tradition.

Conclusion

While no one can truly know what the future will hold, the pace of change within our society does not appear to be slowing anytime soon. The intent of this article is to raise to a conscious level important staffing and workforce issues that lay just beyond the horizon and will provide significant challenges for the 21st Century law enforcement leader. While an argument for instituting part-time sworn positions can certainly be made in the present, a clearer picture of their viability emerges as we look toward the future. Armed with this foresight, courageous

leaders can implement part-time options today, paving the way to successfully staffing the law enforcement agency of 2006 and beyond.

ⁱ Ann Crittenden, The Price Of Motherhood (New York, Metropolitan Books, Henry Holt and Company, 2001), 5.

ⁱⁱ National Center For Women & Policing, "Recruiting and Retaining Women: A Self-Assessment Guide for Law Enforcement," Internet, <<http://ww.ncjrs.org/pdffiles1/bja/185235.pdf>> Accessed April 4, 2001.

ⁱⁱⁱ Bob Filipczak, Claire Raines, and Ron Zemke, Generations at Work (New York, American Management Association, 2000), 85.

^{iv} National Center For Women & Policing.

^v Ad Hoc Committee on Women in Policing, The Future of Women in Policing, Mandates for Action, International Association of Chiefs of Police, (November 1998), 8-9.

^{vi} Deborah J. Campbell and Bryon D. Christman, "Improving the Recruitment of Women in Policing," The Police Chief, November 2000, 28.

^{vii} National Center For Women & Policing.

^{viii} Matt Bolch, "The Coming Crunch," Training Magazine, April 2001, 56.

^{ix} "The New American Worker in the New American Economy," California Parks and Recreation, Winter 2001, 48.

^x Bill Leonard, "Recipes for Part-Time Benefits," HR Magazine Homepage, Internet. <<http://www.shrm.org/hrmagazine/articles/default.asp?page=0400leonard.htm>> Accessed: 17 May 01.

^{xi} Crittenden, 18.

^{xii} Ibid., 30-31.

^{xiii} Ibid., 32.

^{xiv} "Women Entrepreneurs: Why Companies Lose Female Talent and What They Can Do About It." Internet. <<http://www.catalystwomen.org/research/research11.html>> Accessed: April 23, 2001.

^{xv} Claire Raines, Beyond Generation X: A Practical Guide for Managers, (Menlo Park, CA: Crisp Publications, 1997), 5.

^{xvi} Filipczak, 3.

^{xvii} Irv Gamal, "Implications and Application of New Leadership Thinking," Lecture to Command College Class 31, Lake San Marcos, July 25, 2000.

^{xviii} Raines, 10.

^{xix} *Ibid.* 35-36.

^{xx} Filipczak, 94-103.

^{xxi} *Ibid.*, 99.

^{xxii} Gamal.

^{xxiii} Filipczak, 111-113.

^{xxiv} Gamal.

^{xxv} Matt Messer, "Generation X: Ready to Rock and Roll?," Police: The Law Enforcement Magazine, Volume 25, Number 1, January 2001, 15.

^{xxvi} Kim Charrier, "Marketing Strategies for Attracting and Retaining Generation X Police Officers," The Police Chief, December 2000, 46.

^{xxvii} Charrier, 48.

^{xxviii} Filipczak, 216.

^{xxix} Charrier, 46.

^{xxx} Raines, 47.

^{xxxi} Filipczak, 89.

^{xxxii} Marvin Cetron and Owen Davies, "Trends Now Changing the World: Technology, The Workplace, Management, and Institutions," The Futurist, March-April, 2001, 33.

^{xxxiii} Administration on Aging, "Employment and the Older Worker," Internet. <<http://www.aoa.dhhs.gov/factsheets/employolderworker.html>> Accessed May 7, 2001.

^{xxxiv} Administration on Aging, "Resident Population of the United States: Estimates by Age," Internet. <<http://www.aoa.dhhs.gov/aoa/stats/natlpop.html>> Accessed May 7, 2001.

^{xxxv} Administration on Aging, "Estimates and Projections of the Older Population, by Age Group: 1990-2050," Internet. <<http://www.aoa.dhhs.gov/aoa/stats/proj1tbl.html>> Accessed May 7, 2001.

^{xxxvi} Filipczak, 85.

^{xxxvii} *Ibid.*, 87.

^{xxxviii} Charrier, 48.

^{xxxix} Filipczak, 87.

^{xl} Administration on Aging, "Employment and the Older Worker."

^{xli} Armand E.R. Mulder, "The Last Opportunity," Network: California Peace Officers' Association Newsletter, February 2001, 12.

^{xlii} Commission on Peace Officers Standards and Training, "Agencies in the Peace Officer Database Categorized by Number of Sworn Personnel 100-300: Sworn Personnel Who Will be at Least 50 by July 1, 2001," May 2, 2001.

^{xliii} Sam Ervin, "Fourteen Forecasts For an Aging Society," The Futurist, November-December 2000, 28.

^{xliv} Cetron and Davies, 33.

^{xlv} Ibid

^{xlvi} Ervin, 28.

^{xlvii} Ibid.

^{xlviii} Mulder, 12.

^{xlix} Tom Esensten, "Building A Strategic Organization," Lecture to Command College Class 31, Lake San Marcos, March 19, 2001.

^l Robert Greenleaf, Servant Leadership. (Mahwah: Paulist Press, 1977), 3.

^{li} Ibid., 26.