

How Will Meditation Assist a Mid-Sized Urban Law Enforcement
Agency Adapt to Cultural Diversity by 2008?

A project presented to Commission on
Peace Officer Standards and Training

By

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

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

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

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Chapter One

Issue Identification

Issue Development and Literature Search

A senior command officer once posed a question: How can the organization improve its ability to deliver services to the community when crime had declined for seven consecutive years? After much thought the response was to improve the service provider. This research project endeavors to answer the following question: How will meditation assist a mid-sized urban law enforcement agency adapt to cultural diversity by 2008?

Many people have a perception of meditation and whether or not it has any value in the workplace. The San Francisco Bay area is populated by an extremely diverse community providing challenges of providing quality services to the divergent groups while not slighting others. This question is not unique to law enforcement, but due to the type and speed of decision making required of the profession, it is of substantial importance to the future of the profession.

Introduction

According to the Profile of General Demographic Characteristics in the 2000 Census report, 12.8 percent of California's total population was between 45 to 55 years of age. Many law enforcement agencies may find themselves in the midst of a transformation in the next eight years. The transformation centers on the ranks of less experienced officers growing in numbers due to retirements of veteran employees. Senior, more experienced employees are removing themselves from active duty to enjoy the fruits of their labors. This transformation leaves a void of experienced employees who weathered a 30-year population growth and technology revolution within the state.

Furthermore, the United States Census Bureau's 2000 study also indicates the total population will continue to grow in California from 32.5 million in 2000 to 49.3 million in the year 2025. The growth alone will overextend available resources but the demographic changes in the state will provide more substantial challenges for law enforcement.

“The ‘melting pot’ region, which California constitutes, is made up largely of immigrant and minority populations. For the first time in a century, California’s foreign-born population is greater than its out-of-state born population” (Kotkin, 2002, p.1). It is important to understand the impact the foreign-born population has on a community as their needs for good and services are as diverse as their numbers. However, humans everywhere want essentially the same things: happiness, security, a sense of worth and creativity, inner and outer freedom (Fowler, 1996 p. 22).

California demographic trends further complicate the numerous generational aspects impacting every culture and crossing all economic boundaries. As experts analyze the population today, they have identified four distinct generations. Each of these generations provides a unique challenge due to its perceptions on life, work and recreation that were formed in their years as preteens, teenagers and young adults. Exacerbating this equation is the variety of countries where these formative years took place.

Meditation presents a solution to a diverse work force’s ability of interacting and providing quality service to an ever-growing diverse population. A meditation practice by law enforcement professionals can improve the ability to be present in the moment, thus heightening the ability to focus. With a heightened state of awareness the officer increases productivity, improves problem-solving abilities and builds relationships. “None of us live in a vacuum. Everything we do affects others” (Fowler, 1996 p.173).

Environmental Scanning

Demographics

California is in the midst of a population surge, which began in 1990 and is estimated to last through 2020. The estimated growth in population is 15 million people, rising from 29.5 million to 45.0 million (Meyers & Pitkin, 2001, p.1). The U.S. Bureau of the Census reports that by 2025, California population is projected to continue to grow, placing it as the largest among the net international migration gains among the 50 states and District of Columbia. In 1995, 12 percent of the nation's population resided in California, with the projection rising to 14.7 percent by 2025.

In a recent report from the Speaker's Commission on Regionalism, 2002, California was broken up and identified into nine regions:

- Far North
- Sacramento Metro
- Sierras
- Bay Area
- San Joaquin Valley
- Central Coast
- South Coast
- Inland Empire
- San Diego

Although California gained over 4 million residents in the 1990s, "... every region in the state experienced slower population growth than it has in the 1980s." (Johnson, 1999, p.3) These regions share many demographic similarities but, unlike other states, California's diversity is not limited to one or two large urban areas. For example, "...every region during the 1990s experienced the greatest population growth in the Hispanic or Asian, Pacific Islander populations" (Kotkin, 2002, p.1). However, in three of the nine regions listed above, no race or ethnic group made up a majority of the population.

The most significant changes in demographics are the short-term decline in the Non-Hispanic White population and the growth of the Hispanic and Asian, Pacific Islander populations.

Table 1.1

California Population Projections

	1995	2025	% Change
Black	6.9%	5.4%	-1.5
American Indian, Eskimo, Aleut	0.6%	0.4%	-0.2
Asian, Pacific Islander	10.7%	17.4%	6.7
Hispanic	29.1%	43.1%	14
Non-Hispanic White	52.6%	33.7%	-18.9
U.S. Census 2000 figures Percentage of California's Total Population			

As indicated in Table 1.1, the most change in California population percentages between 1995 and 2015 is in the Asian, Pacific Islander population followed by the Hispanic population. The Asian, Pacific Islander population is projected to increase to 17.4 percent, while the Hispanic population is projected to increase 43.1 percent. However, the Non-Hispanic White population is projected to decrease to 33.7 percent by 2025, and the Black population will decrease to 5.4 percent.

Racial diversity in California communities will further challenge the flexibility and effectiveness of the law enforcement officer in California for years to come. Studies indicate the pace of immigration will slow but growth will continue through the year 2020.

Johnson (1999) stated the following:

The sheer size of the state's population increase has important implications for almost all government services and functions including welfare, education, transportation, and corrections. Large increases in the state's population also

have important implications for protection of natural resources, distribution of water, agriculture, and location and nature of development. No less important, but less predictable, is how the changing composition of the state's population will influence the state's economic evolution, its political representation, and its cultural identity or identities. (p. 3)

The pace of the changing immigrant population is important because of the burden newly arriving immigrants place on the existing infrastructures and the demand for goods and services (Meyers & Pitkin, 2001, p.1). As depicted in Table 1.2, the percentages of foreign-born individuals residing in the state will increase from 8.6 percent in 1970 to a projected 26.4 percent in 2020.

Table 1.2

Percentage of California Population that is Foreign Born

Year	Census			Projection		
	1970	1980	1990	2000	2010	2020
Total foreign Born	8.6%	15.1%	21.8%	24.4%	26.0%	26.4%

As further example of diversity, specifically in the Bay Area, the following table depicts the ethnic distribution in a local school district as reported in the California Basic Educational Data System (CBEDS) report dated 2001-02 and 2002-03.

Table 1.3

Student Enrollment Ethnic Distribution

	Hispanic	Black	Filipino	Pacific Islander	Asian	American Indian	White
2001-02	19.33%	4.81%	18.10%	1.25%	37.31%	0.45%	18.75%
2002-03	19.43%	4.77%	18.17%	1.61%	38.70%	0.38%	16.94%

The definition of culture should not be limited to nation of origin, religion or custom, as generational divergences must also be taken into account. Furthermore, generational idiosyncrasies play a significant role in cultural diversity.

Hiemstra (2001) explained as follows:

Culture is defined in the dictionary as social and intellectual formation and the totality of socially transmitted behavior patterns, arts, beliefs, etc. ...I see an entire system of cultures in which each of us operates. At the center is the self, including your gender, in part influenced by the cultures within your personal system. The next layer is your family and friends and your interactions with them. Another layer is your work and social system and the behavior patterns, beliefs, etc., associated with your company and the people in your social group. An additional culture of which you are a member is your racial culture. (p. 1)

Generational Diversity

Generations are “ ... composed of people whose common location in history lends them a collective persona. The span of one generation is roughly the length of a phase of life...” (Howe & Strauss, 2002, p.1). Currently there are four distinct categories: Matures, baby boomers, Gen X and millennials.

According to Jensen (2002), Matures were born prior to 1946 and do not like to challenge the system, preferring the status quo. They lived through the Great Depression and World War II while surviving major adversities. They are hard workers and see the world in terms of right and wrong; duty is a priority over pleasure. Baby boomers were born between 1946 and 1964 focusing on efficiency and teamwork with an optimistic outlook on life and work. Boomers live

to work and are willing to question and challenge policy, rules and practices. Conversely, Gen X'ers were born between 1965 and 1980. They grew up in an era of turmoil with a possible feeling of betrayal, creating skepticism and a potential distrust of others. They work to live, and the job must allow a high level of participation and it must be fun. They have difficulty with decision making and need generous amounts of information and investigation. "There is a stronger emphasis on quality of life. They are much more willing to change assignments, location, or even careers to hold onto that quality of life" (p.14).

Millennials were born between 1981 and 1995 and were reared on technology. They tend to challenge everything and live for the moment but will do whatever they are asked when clear expectations are provided. Millennials often view just showing up for work as a worthy effort (Washington, 2002, p.1).

Howe & Strauss (2002) found the following:

They're optimists. Surveys show that – compared to Gen Xer teens a decade ago – today's teens are more upbeat about the world in which they're growing up.

Nine in ten describe themselves as 'happy,' 'confident,' and 'positive.' A rapidly decreasing share worry about violence, sex, or drugs – and a rapidly increasing share say that growing up is easier for them than it was for their parents. Teen suicide rates are now falling for the first time in decades. (p. 1)

The workplace of today is remarkably different than that of the '60s, '70s or '80s. In past decades, people "knew their place," while today there are no norms, rules are being rewritten on the fly, younger people supervising older people or women supervising men. As the workforce changes, with Matures declining and Generation Xers replacing them in management roles, where does that leave the Millennials?

Millenials basically have a belief “ ... that Boomers are set in their ways, unwilling to learn new things and too interested in management fads and fancies. However the largest conflict is relative to the Boomers micro-management style of supervision” (Commitment, 2002, p.6).

Basically, in California there is a growing population of foreign-born residents who present new challenges for law enforcement and the delivery of quality professional services. Additionally, a workforce comprised of multi-generational employees seems to be predestined for conflict simply from their exposure to the internal/external influences, which makes them unique to their generation. Either condition alone exerts pressure on the law enforcement community to adapt to change.

“Law enforcement too, is influenced by the forces related to change. According to some futurists, changes in a society occur in several major areas, directly affecting law enforcement and compounding the stress inherently associated with the profession.”(Sewell, 2002, p. 14) The first and perhaps the most important step in handling the forces inherent in change, in general and organizationally, is an awareness of the various stresses.

Meditation

All human beings are programmed, beginning even before birth through childhood and adulthood. Parents, siblings, teachers, coaches, peers, religious leaders, employers and mass media such as television and the movies program people. Further programming is attributed to advertising, the environment and current events. Humans have learned to unconsciously direct thoughts toward what they have learned to associate with pleasure and away from what they associate with pain.

Many people are not fully aware how programming can create and influence areas in their lives, both professionally and personally. “When you have no perspective on the activities of that trio consisting of your addictive programming, your ego, and your rational mind, you automatically get angry if someone criticizes you” (Leonard, Murphy, 1995 p.115). However, many do realize this, or at least are beginning to, as evidenced by the proliferation over the past two decades of self-help books, training, meditation techniques, twelve-step programs, bodywork and various forms of therapy. “Now as never before, we are realizing the tremendous interdependence and interrelationship between the mind and body” (Althouse, L. & Althouse, V., 1989 p.50). “Meditation: this is useful not only for building awareness, but for restoring body centering and homeostasis” (Budd, M., & Rothstein, L., 2000 p. 222).

Studies indicate meditation creates changes both psychologically and physiologically.

The changes include:

Physiological responses

- The autonomic nervous system
- The endocrine system
- The skeletal (voluntary) and smooth (autonomic) musculature systems.

Psychological responses

- Cognitive
- Behavior
- Cognitive-behavior

Physiological Changes

As noted below, global society is well versed in the positive ramifications meditation effects on the physical aspect of the person. Health insurance studies have found that people practicing various forms of meditation have similar results “ ... in all age groups combined, display a 50% reduction in both inpatient and outpatient medical care utilization compared to

controls. Hospitalization is 87% lower, for heart disease and 55% lower for cancer” (Orme-Johnson, p.2). However, this report will focus on the psychological effects of meditation and how it relates to the integration of mind, body and spirit to improve individual awareness as it relates to law enforcement and cultural diversity.

Psychological Changes

Most literature in scientific journals and research about meditation has been based on a personal health-enhancing aspect and the importance of ensuring energy inflow is greater than energy outflow. “Energy inflow is the process of self-empowerment whereby you rejuvenate your energies in order to create the harmony/balance you need to use those energies” (Hiemstra, 2002, p.2). “Your spirit is the essence of the synergy created by the interaction amongst your body, mind and spirit” (Hiemstra, 2002, p.2).

Fredrickson (2000) says contentment is a mindful emotion. Contentment “... prompts individuals to savor the moment or recent experiences, feel ‘oneness’ with others or the world around them, and integrate current and recent experiences into their overall self-concept and world view” (p4). Contentment builds “links to mindfulness, receptivity, integration, self-complexity, and insight” (p4). Furthermore, contentment among other emotions builds personal resources expanding individual’s situational responses. Finally, “...in a quieter state of mind, when we then focus on something of particular importance, some aspect of our vision, the subconscious is undistracted” (Senge, 1990, p.164).

Traditionally, meditation has been associated with and practiced in a religious context. Only recently have meditation techniques been focused on the promotion of an individual’s well being.

Peres-De-Albeniz & Holmes (2000) found the following:

Meditation is claimed to enhance the sense of mastery through the meditator's self-observing cognitive attitude. The meditator realizes his or her role as 'writer-director' in charge of inner dramas and discovers the element of choice in the 'cutting and editing' of perceptions of reality. It suspends habitual logical-verbal construing, and so frees the individual of his/her usual defensive constructions, allowing consciousness to move in new directions. (p. 2)

Many people have a perception of what meditation involves but meditation is defined by Webster's dictionary as "deep continued thought." However, it seems the definition has been expanded to include elements of self-experience and self-realization. "Most descriptions of meditation expressed in behavioral terms include the following components: (1) relaxation, (2) concentration, (3) altered state of awareness, (4) suspension of logical thought processes and (5) maintenance of self-observing attitude" (Peres-De-Albeniz & Holmes, 2000, p.1).

There are many types of meditation ranging from Biblical Meditation to Zen Meditation. See Appendix A for complete list as identified by About.com (2002). Many individuals already practice a form of meditation on a regular basis and it is commonly known as prayer.

Meditation is not an easy fix to problems, but it is "a way of making the mind more awake, clear and wise, a way of discerning truth from illusion, a way of facing up to oneself; overcoming the problems and developing the good things, a lifetime's work" (Holmes, 2002, p.1).

Research suggests that meditation can provide clarity and can simplify situations and decisions. It is intended to quiet the ongoing conversations taking place in the mind, such as prejudices, judgments, and perceptions. Meditation training provides the ability to quiet the

subconscious thought, thus placing the mind in a resting state. While at rest, the mind is open to the present and fully conscious of what the person is experiencing at the moment. Experts refer to this state of mind as mindfulness. “Meditation can enable you to work better in the midst of distraction, to desensitize yourself to annoyances that are sometimes beyond your control” (Althouse, L. & Althouse, V., 1989 p.85).

Meditation training can open the individual to another person’s perspective or point of view. When your subconscious thoughts no longer contribute to the generation of a response, you develop the choice of response contingent upon the facts at hand. “Developing awareness and compassion from yourself shifts your world from one certain suffering to one of new possibilities, or new intimacies, of true health.” (Budd, M., & Rothstein, L., 2000 p. 221)

Summary

Despite the recent downturn in California’s economy, the ever-growing foreign-born population is projected to continue to grow through the year 2025. The trend in law enforcement retirements will continue to increase, leaving in its wake at least two generations of employees who will be challenged to work together. To assist California law enforcement open itself to change and differences, a coordinated effort on the part of management and law enforcement employee groups to encourage general use and practice of meditation techniques is recommended. Despite many other types of training that law enforcement deploys, meditation is relatively cost-free. “We already have everything we need,” pertaining to learning meditation (Chadron p.3, 1994) and there is no dependence on high priced equipment, making meditation economical.

This chapter concentrated on the trend of change in the makeup of communities and in the workforce. This trend will continue in the future and is the basis for the following chapter. In the next chapter, there will be an analysis of various trends and events which may significantly impact the issue. Further analysis will involve the relationship the trends and events may have on each other and a look at a few possible future scenarios.

Chapter Two

Forecasting The Future

Introduction

The concept of influencing positive change and projecting the future in an organization begins with the practice of future forecasting. Actions predicated on vision can help bring about desired change or minimally lead to the avoidance of negative change. One of the mechanisms utilized in future forecasting is the Nominal Group Technique. This process renders results that can then be used in a cross-impact analysis to forecast the impact of events on trends that influence the issue. Ultimately, three (3) possible scenarios are developed which relate to how meditation will assist law enforcement adapt to cultural diversity.

The Nominal Group Technique

The nominal group technique (NGT) is a structured focus group usually facilitated by a third party. The NGT is also used for managing participation in such processes as planning, performance improvement, and measurement. The method is effective at gaining consensus with all types and levels of participants in a wide range of settings. The NGT is a simple but effective technique for structuring small group meetings that minimizes many of the negative aspects of dealing with groups and individuals. Research on group dynamics indicates that individuals express more ideas when this method is used. The NGT is a good way of getting many ideas from a group, as it is a process allowing equal input from all participants.

Group members best utilize the NGT when the meeting involves judgmental or creative decision-making and allows maximum participation by avoiding the dominance of strong personalities, thus allowing all participants equal opportunity to influence the direction of the

group thinking. The NGT process includes four steps: generation of ideas, round robin presentation and recording of those ideas, discussion and the rating of the presented ideas. The NGT was used to identify and rank the major trends and events related to the stated issue.

In this project, the NGT panel consisted of eight individuals who were selected to provide a diverse perspective on how meditation will assist law enforcement adapt to cultural diversity.

The group participants are listed in Appendix B and included:

- A meditation program manager/engineer
- An artist/Reiki Master/community volunteer/yoga practitioner
- A Silicon Valley computer engineer/ City council commission member
- A police commander from a Silicon Valley police agency
- A real estate broker/community advisory commissioner
- A life coach/consultant
- A retired community leader/community advisory commissioner
- A police officer union board of director member

Before the NGT panel meeting, all of the participants received a personal briefing on the topic. Each panel member was supplied with specific information on the NGT process and definitions of trends and events. The members were asked to develop a list of trends and events to bring with them.

Following an introduction of the NGT process, the panel members were asked to share both their identified trends and events that might influence the issue. The procedure was to continue a round robin presentation of ideas until panel members exhausted their lists. The

group generated twenty-five trends and seventeen events that they identified as having significant relevance. The group then discussed the entries on the lists, ultimately combining some and eliminating others. At the conclusion of the discussion, the group rated the trends and events, identifying the top seven in each category. The group discussed any differences of opinion until they mutually understood each of the trends and events (see Appendices C and D).

Trends

Trends are a series of incidents taking place, which indicate a possible direction that a particular issue may be heading. It may be based in the past, present or future and it is best if it can be measured. For the purposes of this exercise, each panel member was asked to name trends they felt were occurring that would have an impact, either positive or negative, on the effects of meditation on diversity.

After the trends were identified, the panel rated the impact of the top seven trends and assigned a numerical value as to the trend's level over five year increments. In Table 2.1, the heading “-5 years” indicates the level of the trend on the topic five years ago, “+5 years” indicates the level five years from now, and “+10 years” represents the level ten years from now. The last column labeled “Concern” indicates the level of concern the panel attributed to the trend relative to the issue on a scale of one to ten, with ten being the highest. Table 2.1 contains the information about trends collected by the NGT Panel. The numerical values are the mean from the individual panel members' input.

Table 2.1

Trends

TRENDS	- 5 Years	TODAY	+ 5 Years	+ 10 Years	Concern (1 – 10)
1. Level of Cultural Tolerance	90	100	110	125	8
2. Level of Immigration	100	100	90	110	7
3. Level of Law Enforcement Acceptance of Change/New Concepts	90	100	105	110	8
4. Level of Acceptance of Meditation	80	100	110	120	8.75
5. Level of Public's Trust for Law Enforcement	90	100	100	110	8
6. Level of Law Enforcement's Acceptance of Meditation	90	100	110	117.5	10
7. Level of interest on health & fitness	95	100	152	158	7

Trend Definitions:

Listed below is the panel's discussion and consensus on the seven identified trends.

Trend 1: Level of Cultural Tolerance

The panel believes cultural tolerance can be defined as society's ability and/or willingness to appreciate and accept diverse groups of people as neighbors, friends and coworkers. Despite the recent economic downturn and the initial backlash post-September 11, 2001 terrorist attacks; the panel suggests the level of cultural tolerance will continue to increase with time.

Trend 2: Level of Immigration

American business and educational industries continue to expand globally attracting a worldwide workforce. Immigrants are attracted to California due to the opportunities tied to the high technology industry. However, over the past several years, many immigrants have been

forced to return to their native counties due to the loss of jobs. The trend suggests immigration will continue but at a slower rate than in the past. The decrease in immigration levels will be short-lived, increasing as business creates new employment opportunities.

Trend 3: Level of Law Enforcement Acceptance of Change/New Concepts

Law enforcement, as a profession, is viewed as being steeped in tradition and seemingly reluctant to embrace change pressed by external forces. If change and acceptance occurs, it is due to internal influences. The panel indicates, with the attrition of the Matures and baby boomers out of management positions, openness to change will increase with the promotion of employees from the “X” generation.

Trend 4: Level of Acceptance of Meditation

The panel felt the United States lags behind many western cultures with regard to the acceptance of meditation and the positive effects on the mind, body and spirit. However the panel indicates acceptance will increase.

Trend 5: Level of Public’s Trust for Law Enforcement

Generally, California law enforcement professionals hold the public’s trust despite the occasional misconduct case sensationalized in the media. The panel indicates the level of trust will continue to increase because of the perceived tendency of Trends 1, 3, 4 and 6.

Trend 6: Level of Law Enforcement’s Acceptance of Meditation

The panel believes law enforcement generally routinely accepts and promotes good health and exercise to reduce stress and physical injuries. There is a countrywide trend towards the integration of mind, body and spirit improvement to enhance personal physical and emotional

health and well-being. The panel indicates that law enforcement will begin to accept the practice of meditation and it will increase with time.

Trend 7: Level of interest in health & fitness

Millions of dollars are spent annually on health and fitness programs and equipment in the United States. People are interested in improving their quality of life. The panel indicates the interest will continue to increase because of raising health care costs and expanding life expectancy. The panel believes people want to enhance quality of life not just an extended life span.

Trend Analysis

Throughout the process, the panel participated in discussion regarding how each trend was relative to the issue. The panel thought all the trends were relevant to the issue in one manner or another. Most panel members thought a good percentage of the general population believe meditation could have a positive impact on the law enforcement professional's ability to deal with cultural diversity. However, the panel thought it would be difficult to break down the negative image of meditation within the law enforcement profession. The panel believed law enforcement's view and acceptance of meditation lingers behind the rest of the population.

The panel also believed the associated trend of the population's focus on improving health and fitness by the integration of body, mind and spirit training would encourage the popularity of meditation and promote the practical application. In essence, the panel believed influences outside of law enforcement, such as the growing acceptance alternative solutions to medical and mental health issues, would promote the positive uses of meditation within the

profession. Furthermore, the panel believed private industry is leading the way with acceptance and promotion of yoga and meditation as stress reducers and performance enhancers.

Another interesting discovery was during the discussion of T5 (Level of Public's Trust for Law Enforcement). Early on, the discussion centered on the how the panel believed law enforcement in California generally enjoys a high level of the public's trust. However, the level of trust dips for short periods of time but this would have no impact on the issue. Interestingly enough, later in the discussion, it appeared the panel believed if public trust waned it would force change. Some of the changes would have law enforcement change its approach on how to deal with people and situations, thus directly impacting the issue.

The panel concluded that five years ago all the trends were at lower levels than today but would increase ten years from now. Generally, all the trends would have a positive impact on meditation assisting law enforcement adapt to cultural diversity. However, if the level of law enforcement's acceptance of meditation does not increase, as they projected, the impact would be detrimental to the issue. Furthermore, the panel rated the concern for this trend as a ten because of its crucial nature.

Events

The panel was next asked to identify events that could occur or might impact the effects of meditation on diversity. Events differ from trends in that events are singular occurrences taking place at a specific time and date. The panel was instructed to vote for the top seven events they thought would have the most impact on the issue.

The panel rated the impact of the top seven events and whether or not the impact would be positive or negative on the issue. Table 2.2 contains the information about events collected by

the NGT panel. In Table 2.2, the column labeled “Year > 0” represents the first possible year the event may occur, “+5” represents the probability of the event occurring in five years and “+10” represents the probability the event occurring in ten years. The Impact column signifies the perceived impact of the event on the issue on a scale of -10 to +10 with -10 representing the least impact and +10 the most impact. The numerical values are the mean from the individual panel’s input.

Table 2.2

Events

Events	Year > 0	+ 5 Years	+ 10 Years	Impact (-10 to +10)
1. President Declares a Day of Peace and Meditation	5	23%	25%	7
2. International Terrorist Attack in SF Bay Area	1	75%	100%	0
3. Election of Multi-Ethnic Candidates to President and Vice-President	2	8%	55%	0
4. Nationally Publicized Event of Racially Motivated Police Misconduct	1	100%	100%	8
5. Catastrophic Natural Disaster	1	55%	83%	0
6. Local Government Sponsored Health Fair	1	100%	100%	8
7. POST mandates meditation training	2	15%	35%	8

Event Definitions:

Listed below is the panel’s discussion and consensus on the seven identified events.

Event 1: President Declares a Day of Peace and Meditation

The panel felt this event would have a significant impact on raising the public's awareness of the benefits of meditation and would bring it to the forefront of mainstream society. The panel also believed the event would increase the probability that pressure would be exerted on various professions, especially law enforcement, to utilize meditation to improve individual performance.

Event 2: International Terrorist Attack in San Francisco Bay Area

The panel felt not if, but when, this event occurred there would be an immediate backlash against immigrants with negative public opinion. The panel assumes any terrorist attack would be perpetrated by or with help from the country's immigrant population. However, after some discussion the panel believed the negative backlash would give way to openness and an idea of the need for change. The panel believed a similar reaction occurred after the 2001 terrorist attacks where patriotism led the way to an examination of this country's attitudes, policies and procedures directed at Middle East countries.

Event 3: Election of Multi-Ethnic Candidates to President and Vice-President

The panel believed if this event occurred, openness to new ideas and practices would flourish. This event would signify a readiness by the American people to explore differences in people and different cultures that practice meditation as a way of life.

Event 4: Nationally Publicized Event of Racially-Motivated Police Misconduct

The panel felt this event would be detrimental to law enforcement in general, not just in the jurisdiction of occurrence. The panel believed this would ignite an effort to exert external forces on law enforcement to change the way they do business or at least improve tactics. The

known benefits of meditation would bring the issue to the forefront as a strategy for positive change.

Event 5: Catastrophic Natural Disaster

The panel enjoyed the liveliest discussion regarding this event. Early on, the panel believed this would have a negative impact on the issue where people would be closed and revert back to what they have practiced in the past. However, after much discussion, it was agreed that a certain percentage of people would turn away and panic, but the majority would turn to some form of coping mechanism. The panel believed meditation would be a significant coping mechanism, keeping in mind prayer is a form of meditation.

Event 6: Local Government Sponsored Health Fair

The panel was referring to the possibility of city or county governments sponsoring health fairs where meditation information was among the main topic areas. This type of an event would enhance the exposure of meditation in a positive manner, thus promoting its use and acceptance.

Event 7: POST Mandates Meditation Training

The panel was referring to POST (Commission on Peace Officer Standards and Training) mandating meditation training to police officer recruits in the basic academy to contend with the harmful effects of stress. The panel acknowledged this was a minor step in regard to the issue, but POST's backing would be instrumental, encouraging departments to attempt change when they may otherwise be resistant. The resulting attention to meditation would have a significant positive impact on the issue.

Event Analysis

The panel concluded, although there is an increase in the acceptance of meditation in the general public in the country, law enforcement is not experiencing the same tendency. The panel believes some external event or events will force law enforcement to explore alternative strategies to improve officers' interaction with the public.

The panel projected three events to have a strong (+8) positive impact on the issue and they are:

- Nationally publicized event of racially-motivated police misconduct
- Local government sponsored health fair
- POST mandates meditation training

The panel concluded the first two of the above events could occur within one year but would most likely occur within five years. The last event above could first occur in two years but only has a 15% probability of occurrence in five years and a 35% probability in ten years. Thus, the agency should attempt to bring about educational ventures, such as sponsored health fairs, discussions and exhibitions featuring the positive effects of meditation in order to initiate interest in providing meditation training to law enforcement employees.

Cross Impact Analysis

Following the NGT process, the author facilitated an analysis of the impact events would have on the various trends with the majority of the NGT panel. This analysis is reflected in Table 2.3. This table reflects the top trends and events measured on a scale of -5 to +5, with +5 representing the highest impact and a -5 representing the lowest impact on the issue. The results are used to identify the trends and events that are most likely to impact how meditation will

assist law enforcement agencies adapt to cultural diversity. The numerical values are the mean from the individual panel members' input.

Table 2.3

Cross Impact Analysis

Events	Trends						
	T-1	T-2	T-3	T-4	T-5	T-6	T-7
E-1	+2	0	0	+2	0	0	+3
E-2	-3	-1	-3	+2	+3	0	+2
E-3	+1	0	-1	0	0	0	0
E-4	+2	0	+3	0	-4	0	0
E-5	0	0	0	0	0	0	+4
E-6	+1	0.5	0	+2	+1	+1	0
E-7	+4	0	+2	+1	+3	+5	+2

The discussion below outlines some of the influences that selected events have upon selected trends where the impact was rated four or greater upon the issue. Discussions from the NGT panel were used to select the events and trends listed below.

1. E4 – Nationally publicized event of racially-motivated police misconduct -4
T5 – Level of public's trust for law enforcement

The result of the cross impact analysis suggests that there would be a significant negative impact upon the public's trust for law enforcement if a nationally publicized event of racially-motivated police misconduct occurred. However, the panel believed the backlash of negative public opinion could have a positive influence on the issue. It was believed this event could be a catalyst for change in business as usual thus opening an avenue for meditation to creep into the profession.

2. E5 – Catastrophic natural disaster +4
T7 – Level of interest in health and fitness

The result of the cross impact analysis suggests that if a catastrophic natural disaster occurred, there would be an increase in the level of interest in health and fitness. People understand the relationship between exercise and physical and mental health. Those seeking to recover from tragic situations resulting from the disaster may choose meditation as an alternative to reduce stress and return balance to the mind and body. This would only increase the acceptance of meditation in the general population, increasing the likelihood individuals in law enforcement might choose to investigate the possibilities of meditation.

3. E7 – POST mandates meditation training +4
T1 – Level of cultural tolerance

The result of the cross impact analysis suggests that if POST mandated meditation training in the basic academy, it would have a positive impact on officers' level of cultural tolerance. Present cultural diversity training is directed toward educating law enforcement on the differences between cultures to promote understanding, if not acceptance. Meditation enhances the ability of the individual to quiet the mind, to accept situations and people as they are, not what we think they should be. Additionally, the panel believed that if POST introduced meditation, the profession might be more receptive, thus having a positive influence upon the issue.

4. E7 – POST mandates meditation training +5
T6 – Level of law enforcement's acceptance of meditation

The result of the cross impact analysis suggests that if POST mandates meditation training, it may have a significant positive impact upon the trend and issue. If POST mandates meditation in the basic academies, law enforcement will be forced to provide information regarding meditation. However, there is no assurance of support from law

enforcement managers, employee groups or individuals. There needs to be a buy-in at the departments before institutional walls of objection would give way to individual's mindset and belief systems.

Scenarios

Three scenarios were developed and utilized to investigate possible futures based on the information gleaned from the Nominal Group Technique. The scenarios are futuristic stories that provide alternatives based on environmental scanning and the trends and events identified by the NGT panel. After developing the scenarios, strategic planning can be undertaken to plan for and influence a departmental meditation training program. The scenarios are presented in pessimistic, optimistic and normative perspectives.

Pessimistic Scenario - 2008

Ted Pendergras is an 18-year veteran police sergeant who can't figure out why everyone wants to argue, run away or fight him. This type of action does not bother him on the street, since it has always been that way with him, but he is getting older. He enjoys the yelling, hand-to-hand struggles, foot pursuits and torn uniforms - and that is during a good week. Only, more and more, he seems to have noticed an increase in the number of problem people he encounters in a day. Some immigrants even had the audacity to question his authority to order them around. These immigrants are an increasing problem; he cannot understand how they live or why they do the things they do. He understands the political right for the immigrants to live and work in the country but cannot understand the level of tolerance he sees from what he refers to as "real citizens." The most perplexing thing to him is that he has even begun to notice events are

occurring in the office with coworkers and supervisors. The city is sponsoring a Health Fair and some employees are talking about attending.

To make matters worse, Ted supervises a high profile unit targeting in-progress violent crimes. His subordinates seem to be in bad moods and shying away from contact with him. He just can't seem to say or do anything without the conversation turning into an event. The offer for drinks and dinner after work slowly stopped; he knows the old crew still gets together. He just chalks it up to the new administration that has these strange ideas on how to fix things. However, Ted believes they are going to be the downfall of his department.

Just yesterday, Ted had one of his headaches before he even left his house for work. He was watching a television news show and they were covering a breaking story of another suspected racially-motivated police excessive-force case. He watched the events unfold and could not believe what he was hearing. He saw what appeared to be good old-fashioned police work being conducted. The pain in his head got worse as he drove the streets on his way to work with the ever-increasing number of idiots who cannot drive to save their lives.

Once arriving at work, his boss demanded the report that was due three days ago. The boss just would not accept he was busy with police work and proceeded to impart his wisdom upon him, thus wasting his time. The report was just meaningless in his view anyway, and he would get to it when he could. To make himself feel better, he took to the street in his least favorite vehicle; "what else could go wrong" flashed through his mind as he pulled into the street. Officer Hernandez radioed a request to meet with Ted as soon as possible. Ted answered and made arrangements to meet several streets away. All the time Ted was driving to the location, he was anticipating something to do with how Hernandez feels about something that happened to him. It seems Hernandez has problems with many old time practices, saying they

are discriminatory in some manner or on some group. He starts squirming in his seat the closer he gets to Hernandez.

Now irritated just enough to bring the pain back to his head, Ted begins his conversations with Hernandez by saying, “ Now what’s your problem this time?”

Optimistic Scenario - 2008

Sam just took over command of the Patrol Division after a successful assignment to Investigations. He was used to knowledgeable, proven performers and was apprehensive because of the relative youth and inexperience of the officers now under his command. Sam studied the effectiveness of his new division over the past few years through various statistical databases. He found the officers did a good job with crime prevention through directed patrols, participated as much as possible with the Community Policing philosophy, enforced the Vehicle Code and made criminal arrests. With all the statistical data in mind, Sam still felt uneasy when he walked the hallways and heard the way newer officers were talking, especially when he attempted to engage some of them in conversation. Sam felt something was different but couldn’t put his finger on it. It seemed as if the officers expected the job owed them something. The most troublesome aspect he gleaned from his research was the number of complaints from citizens regarding the attitude of the officers while performing their duties.

The first few months flew by, and Sam became acclimated faster than he had anticipated. Sam was having fun and seemed to be able to effectively interact with his officers and supervisors. George Wilson is Sam’s most experienced sergeant, that is to say George is set in his ways, and has troubles with the new officers. George asked to speak with Sam, and they arranged to meet for lunch. Sam sensed George was apprehensive when George asked, “What happened to you, Sam? Nothing seems to bother you any more and the officers seem to respond

to you.” Sam explained that a few years ago, he embarked upon a regiment of self-improvement, specifically how he deals with everyday stress and his relationships with others. He was applying what he learned in this venture in his home life with some success and decided this change in work assignments would be a good chance to practice at work. Sam was learning how not to control his emotions but to let them be and not let them affect him in his actions. He was learning to identify when he may be losing control and to bring himself back into the moment without judgment.

George interrupted Sam saying, “You have got to be kidding; are you talking about meditation?” Sam came clean and explained as quickly as he could. Sam just told George it was working for him, and others could have the success he and other people were having. George would have nothing further to do with this talk about meditation and just marked it down as Sam losing his mind.

A few days later Pam, another Sergeant, stuck her head around the door to Sam’s office to see if he was in. Sam invited her in and they spoke business for a while until Pam asked, “Are you really practicing meditation?” Sam thought, “Here it comes now,” but Pam said she wanted to know more about it. She explained further that she had noticed a big difference in how Sam was dealing with people and how calm he seemed while making decisions or dealing with issues. Sam decided to take a shot and began telling her all about what he had been experiencing.

Two months had passed since he and Pam had the conversation about meditation. Sam inadvertently overheard Pam counseling a subordinate of hers regarding his lack of understanding and patience when it came to his interaction with the public. Pam actually recommended meditation to this officer as a possible solution to his communication problems.

Paul woke from his daydream just in time to accept the award from the council recognizing him for the success of the new program to teach the police department employees meditation techniques as an employee improvement plan. This plan corresponded with the President's announcement of a National Day of Peace and Meditation.

Normative Scenario - 2008

Paul is a 23-year police veteran who has had a successful career; in fact, he was recently promoted to lieutenant. He is a member of a successful department that enjoys the support of the council and, more importantly, the community. The department keeps a lid on crime with proactive patrol approaches while supporting the Community Policing philosophy. The community has few complaints with the way the officers do business and, when they do complain, they seem only to complain about officers' attitudes. However, generally the community feels department employees provide a significant level of cultural tolerance for the diverse community.

Paul began thinking the idea was to look into the future and project what will be required to continue being successful. Because of the increased level of interest on health and fitness both physically and mentally, Paul has been learning the positive effects meditation has on his ability to handle stress and communicate with others. He was thinking he could apply his knowledge of meditation to this idea of an improvement plan for the department. It appears law enforcement, at least locally, is more and more receptive to new concepts and positive change.

The community was becoming more and more ethnically diverse, as was the department. Along with the ethnic diversity of the department, it was now growing diverse in generations.

Paul was beginning to see the challenge of the supervisors to manage an ever-increasing diverse group of employees attempting to service a changing community.

Paul was pragmatic, knowing he was not going to sell the idea of teaching meditation to the cops, unless POST mandated some minimal meditation training in the Basic Academy. However, he could improve himself. By improving himself, he could influence those under his charge. His only hope would be to impart the information and point out the success, thus motivating individuals in the direction of a meditation practice.

Paul continued on his quest for self-improvement and continued to speak about the positive effects of a meditation practice. One day, a 24-year-old officer asked to speak to him. The officer explained he had heard a rumor Paul was into meditation and he wanted to know if that was true. Paul started off slowly in an effort not to scare the young officer away but explained he meditated daily. Paul was relieved to hear the officer begin to explain their challenges and successes from their own practice. The conversation continued ...

Summary

In this chapter, the Nominal Group Technique was used to identify trends and events likely to have a significant impact on the issue of how meditation can assist police officers adapting to cultural diversity in the near future. Three scenarios were developed and presented as possible alternatives to how law enforcement may address the issue. The NGT and scenarios will assist in developing a strategy for change in the following chapters, beginning with Strategic Planning.

Chapter Three

Strategic Planning

Introduction

Strategic planning involves the utilization of a structured approach to address a future issue, distinguish alternative strategies for possible future issues or events and/or help manage a desirable future for an organization. The ability to adequately design and implement strategies that will either positively influence the future or bring about the desired change is the responsibility of the individual(s) involved in the strategic planning process. The success of the planning process culminates with the development of a strategic plan that encourages those trends and events having positive impact on the issue and discourages those with a negative affect. Information from both the environmental scanning process and Nominal Group Technique is an integral portion of the process to develop a strategic plan that law enforcement can use to incorporate meditation to assist law enforcement adapt to cultural diversity.

Mission Statement

Mission statements are designed to assist in the effort to achieve desired goals and to keep those involved in the process similarly focused. The mission statement is a direct reflection of the values and priorities of the organization. Mission statements are generally used to establish a direction the organization wants to travel and define how it wants to get there. The following is an example of such a mission statement:

This department is committed to providing quality and responsive police services by improving the abilities of the service suppliers through a meditation training program.

External Environment Situational Analysis

External environmental situational analysis is a very complex process, which demands a systematic approach for identifying and analyzing factors external to the organization. The process weighs those identified forces and their impact on the organization's past and present abilities to reach its goals while matching them with individual agency capabilities. Many factors should be considered before embarking on a process of change due to the negative human emotions, such as fear, that change evokes.

One method to analyze external influences is the STEEP model. The STEEP model examines the proposed desired change from five external perspectives: Social, Technological, Economical, Environmental and Political. The strategy to present meditation as assistance for law enforcement to adapt to cultural diversity can be significantly influenced by the results of the STEEP process. The significant influences include:

Social

- Growing global perspective as cultural diversity continues to grow through immigration to the state thus providing external influences to governmental systems.
- Employee social skills are diminishing due to the reliance on technology and the development of a generation of society so intrinsically dependent on non-verbal communication.

- Many people believe in a changing employee value system in that there are fewer long-term employer relationships and a dwindling work ethic.
- Employees strive for self-actualization by enhancing their quality of life away from work. Demanding/active lifestyles with little time to enjoy relationships are no longer desirable.
- Law enforcement experts project available law enforcement positions will exceed the qualified labor force in the near future.

Technological

- Increased pace and reliance on technology, the public's demand for new technology will force law enforcement to keep pace and learn new skills.

Environmental

- Increased demand for law enforcement services due to increasing population.
- The pressure to integrate environmental issues in everyday life at home and in the workplace.

Economic

- The demand for increased levels of quality police services demands an appropriate level of employee compensation. The result is an increased budgetary concern now that the economic trend is negative.
- Training costs continue to rise and the ability for agencies to sponsor training diminishes, as they are required to do more with less staffing.

Political

- Increased demand on community policing strategies requires additional fiscal responsibilities. Leaders will be choosing between public safety programs and infrastructure projects.
- Research indicates political leaders are emerging from varying cultural backgrounds, possessing alternative solutions, many with global perspectives.

Internal Environment Analysis

In order to affect change in an organization, there must be a common understanding of the history, present situation and a future direction. Prior to developing and instituting any change in an organization it is imperative managers measure how the change will effect individuals and the organization as a whole. To better understand the organizational analysis process the Milpitas Police Department will be used as an example.

The Milpitas Police Department consists of 95 sworn and 36 civilian personnel. The command staff is unusual as it consists of a chief of police, two captains, three commanders and four lieutenants. Many find it unusual to have both a captain and commander level in a mid-sized organization. Finally, there are fifteen sergeants and the remaining employees are line level.

The community is very diverse with the majority population comprised of Asian and Hispanic cultures. The local economy traditionally has been strong with a good mixture of types of businesses and manufacturing ventures. The tax base has been strong, as is the support of law enforcement efforts. The crime rate is at levels seen 10 to

15 years ago, while the population has doubled. Furthermore, experts project the demographics of the city will continue to change.

The question was raised by a member of the senior command staff, “How can we improve community oriented policing when crime rates remain low?” One answer to the question is to improve the abilities of the service provider.

One analysis model that can be used to study organizational culture is “WOTS UP” (weaknesses, opportunities, threats, and strengths underlying planning) model. The following is an analysis of issues likely to impact change from inside of the organization:

Internal Assessment

Strengths

- Employees built relationships with a community where they do not reside but only work.
- Younger employees (Millenials) require this type of program to bolster communication and interpersonal skills.
- Application of the program to other aspects in employees’ lives.
- Employees utilize various sources of information to enhance their quality of life issues, thus improving their total work experience.

Weaknesses

- Insufficient support from command staff or department leaders; no urgency may exist within the organization to foster support or there may be little interest in providing meditation training.
- Some employees may object to the program on principle – too far out there.

- The organization does not have the necessary skill sets to implement and manage the plan of providing meditation training.
- The organization does not have the resources and to support meditation training.

External Assessment

Opportunities

- Few disciplinary issues and citizen complaints that generally center on the employees perceived negative attitude.
- Productivity is good enough to have a declining crime rate for seven consecutive years.
- Strong community support with communication and a sense of being heard.
- Union support of training to enhance members' skill levels.
- Citywide global perspective on issues for creation of new solutions to old problems
- A cohesive work group.
- Training/skills available to all employees not just the sworn employees.

Threats

- City management may be unwilling to adopt the plan.
- Other city employees may demand same consideration to the program.
- Insufficient support from political leaders; no urgency may exist from those in the position to insist on new employee skill development strategies.
- No existing program to model in another agency.

Alternative Strategy Development

It would not be a strategic plan without the development of alternative strategies. Three alternative strategies have been developed to address the viability of providing meditation training to police officers to assist officers adapting to cultural diversity.

Alternative Strategy I: Remaining Status Quo

Remaining status quo is a legitimate course of action but not one recommended after taking into consideration the information gleaned in the future studies chapter and the information presented in this chapter. Status quo does not begin to offer solutions to how law enforcement handles continued diversity in the structure of the local community and in the workforce. Although this option can work due to the paramilitary-type structure police agencies follow, it will be difficult on the employee since it does not offer any assistance for current relationship deficiencies they may experience. This option will be difficult on those employees who lack the knowledge or initiative to embark upon an improvement process on their own accord. However, as the popularity of the positive effects of meditation continues, a certain percentage of employees will try a program on their own. In reality, there will be a natural progression toward implementation of meditation in police work as Millennials continue to increase in the police ranks. However, if there is an effort to cause change by encouraging or providing meditation training, positive widespread growth will be a result.

Alternative Strategy II: Police Department Encourages Meditation Training

This option is one that is well on the way to providing positive direction for change. Although the department does not directly sponsor training or provide the time off for employees to attend, it provides information on the availability of training and the projected personal and professional advantages. As in the first option, this too will add some positive outcomes for a small percentage of the workforce. The percentage taking advantage of this option will be higher than in the first option but it will still be those who would eventually take advantage of the training with or without the department's support.

Alternative Strategy III: Department Managers Actively Support Meditation

Training for Employees

Police officers are hired because, among other things, they have a personal drive to provide a service to the community in which they work. If they do not possess the ability or knowledge to perform a quality work product, it is their responsibility or that of management to make certain the training is provided. The Bay Area is an area where cultural diversity is considered an attribute. Diversity can and does present challenges for the individual officer who lacks the ability to block preconceived ideas and prejudices and be present in the moment of decision making. The advantages for police officers who practice meditation far outweigh the negative image some may have of the process.

A department-sponsored meditation program will minimally supply the knowledge of the benefits of the practice and provide the ability for self-improvement, thus enhancing the officer's effectiveness and productivity. The third alternative will have the most impact on the officer's ability to adapt to cultural diversity.

Evaluating Success/Failure

Any good plan will have a measure of success or at least a measure of direction. Measuring the success of this plan may be difficult with no direct relationship to definitive numbers, as in the case of increasing traffic citations. Regardless, associated factors, such as the number of citizen complaints filed against employees and an analysis of satisfaction questionnaires, may be good measures of the project's success. Questionnaires may be developed and given to community members and employees prior to the implementation of meditation training. Follow-up questionnaires can be analyzed against the results of the original questionnaire after six months and a year.

Summary

Chapter three provides a process to prepare for desired change that will impact the organization and law enforcement's ability to provide quality services. An external and internal analysis of the organization was conducted. Stakeholders were identified and several alternative solutions were presented leading to the selection of the preferred program and the development of an implementation plan.

The next chapter will develop a comprehensive program to implement the change.

Chapter IV

Implementation Plan

Implementation Planning

Adopting a meditation training program is a significant undertaking for a governmental agency, especially since many people believe meditation is tied to a religion. The program is not economically challenging since individuals complete most of the work on their own time. The most significant aspect of a police department sponsoring meditation training to assist officers adapting to cultural diversity is that it is a philosophical paradigm shift. The purpose of the program is to improve the abilities of an individual employee to deliver quality police services to all members of the community. As discussed in Chapter I, once there is individual improvement, the ability to provide an improved level of service improves, enhancing productivity and building new relationships.

A program to implement meditation training for employees in law enforcement agencies is not a quick process. The initial training can take place in a minimal time period, but the learning process will take an extended amount of time. Meditation is not a quick process and results may take some time to present themselves. With that in mind, paying attention to issues and individuals involved in the implementation will enhance the likelihood of success and may also deter the program's critics.

Analysis and Identification of Stakeholders

A stakeholder is an individual or group who have the ability to impact the plan or at least may be impacted by it. Tom Esensten (Command College Class 34, Session 6,

October, 2002) instructed that the identification of stakeholders is imperative to the success or failure of the planned change as they have a direct relationship to the plan and can either assist with the change or could be an impediment. Stakeholders are either internal or external to the organization and may possess varying degrees of influence.

The change manager must have the ability to identify what role individual stakeholders play in the implementation strategy. Those in charge of the implementation of the planned change should endeavor to keep the support of stakeholders who support the plan and identify ways to gain the support of those who are critical of it. The stakeholders with a voice in whether mediation can assist officers adapting to cultural diversity are listed below:

The community – Concerned with quality police services for all.

- Supportive of new programs aimed at improving the service provider thus improving service to the community.
- Expectation that officers will at least be able to relate to diverse cultures represented in the community.
- Desires a mature, emotionally intelligent work force.
- Committed to Community Policing philosophies.
- High expectation of quality services without higher expenses.

The City Council –Members of the City Council are directors of public policy for delivery of services

- Critical of lip service, program must improve service quality.
- Dedicated to fiscal responsibility and to the constituents.

- May be interested in gaining public support for culturally sensitive issue.

The City Manager - Charged with implementation of council's directives.

- Responsible for efficient, economically sound law enforcement services to all members of the community.
- Responsible for long-term planning and implementation of strategies to improve quality of service.
- Responsible for developing a memorandum of understanding with work groups.

Police Management – Policy directors

- Responsible for the efficient operation of the police department.
- Responsible for the hiring, training and well-being of police department employees.
- Responsible for the physical and emotional condition of employees who contact the community.
- Planning and evaluation of police services.
- Responsible for carrying out POA contract agreements.
- Responsible for providing ongoing training.

Police Labor Union – Employee group interested in building political and community support.

- Interested in continual improvement of employee skills.

- Interested in work issues and economic support for its members.
- Committed to building and maintaining strong relationships with the community and citywide staff.

Police Department Individual Employee – Responsible for carrying out city policies and protect lives and property.

- Responsible for providing professional police services to the community.
- Desires training and ongoing skill improvement plans.

Organization and Stakeholder Readiness for Change

Stakeholders fall into several categories but are generally those who may either help the adoption of the program or hinder the implementation process. Stakeholders are identified as:

1. Individuals or groups who are impacted by what we do
2. Individuals or groups that can impact what we do
3. Snail darters; a word that has come to mean unanticipated individuals or groups who will unexpectedly emerge and redirect the implementation progress.

The successful implementation of a program providing meditation training for law enforcement personnel will depend on the establishment of support from stakeholders early in the process. Additional strategies should be developed in order to deter the

program's detractors. It may be difficult to build consensus among all those involved on all of the issues, but efforts could lead to a consensus of a majority.

The Community

Community support is essential to the development of the program; it must be convinced the program has merits, is necessary and the goals are achievable. Community support will drive support from the rest of the stakeholders.

City Council and City Manager

The city council and city manager will provide support and direct police department managers to provide staff time to develop, implement and manage the program.

Police Managers

Police managers' support is essential to the implementation and day-to-day management of the program. Ultimately, they will benefit personally and professionally from the program by expanding their mindfulness while managing programs and individuals. Furthermore, police managers' support of the program will provide training to subordinates to improve officers' ability to provide enhanced services to the community. Thus, with the combination of community support from one direction, and police management support from another, the likelihood of program implementation is high.

Police Labor Union

The police labor union membership will be concerned with the availability of realistic, relevant training that is designed to improve abilities and skills. Additional

benefits from officers receiving meditation training are that the skills can be used in every aspect of the employees' life, not just at work.

Police Department Individual Employee

The support of the individual employee is essential for the successful implementation of the program. Meditation is an exercise and will require the employee to practice on his or her own time.

Establish Steering Committee

Any successful change process involves members from all involved areas or departments, and this change implementation process is no different. A steering committee should be formed with representatives from the community, city council/manager, police management, police union and line level employees.

The steering committee will be responsible for contacting stakeholders and informing them of the program's merits, advantages and limitations. It will be the responsibility of the committee to build a network of support from the stakeholders.

Finally, the steering committee will provide a timetable or benchmarks of short-term wins, such as:

1. Community leaders meet with members of the city council and city manager offering support of the project.
2. City council provides public support for the program.
3. Police managers convince POA leaders the program is supportive of the departments overall mission and supportive of the individual member.

4. Identifies an instructor who develops a training program.

Resources Required For Implementations

Funding can be provided a variety of ways by utilizing existing training funds, seeking assistance from the POA, through the generosity of the meditation instructor to present training for no charge, or a combination of all three. Several local meditation instructors were consulted for this project, and they were extremely excited about the possibility of working with law enforcement. Additionally, the meditation instructors indicated they would probably produce a program at minimal cost or, at the very least, a reduced cost.

Summary

This chapter identified those individuals who are critical in the implementation process of establishing law enforcement meditation programs, their specific responsibilities and the desired commitment levels. Further planning to facilitate change by building commitment from stakeholders and identifying critical mass members will be discussed in the next chapter. The support of these groups is essential to accomplish the desired change.

Chapter V

Transition Management

Transition Management and Critical Mass

A Transition Management Plan is imperative for the success of any new program suggesting a significant change in the normal manner in which law enforcement operates. Integral processes for Transition Management Plans are: building commitment to the program from stakeholders, and identifying, both relevant issues impacting the program and those individuals critical to the success of the program.

Providing law enforcement personnel meditation training to assist in adapting to cultural diversity must be carefully managed. A program of this nature is a long-term project with results evident in the future. How will interest be maintained while the program is implemented and until results become apparent? More importantly, what will be the impact on the organization and community if this program is implemented? Who are the program's most staunch supporters whose support is essential (critical mass) and have the potential to derail the project (Snail darters)? These questions need to be answered fully before attempting implementation.

Commitment Planning

Dr. Cary A. Simon defined critical mass (Command College Class 34, Session 6, October 9, 2002) members as those individuals and groups whose support is essential to accomplish the desired change. Table 5.1 identifies critical mass individuals, the current commitments, and the desired level of commitment necessary to accomplish the strategic

plan. An X depicts their current position while an O depicts the desired position. The key individuals in the transition process are categorized three ways:

- Change Strategist: individuals who lay foundations, manage the boundaries, and craft the vision
- Change Implementers: individuals who take steps to make the change happen
- Change Recipients: those individuals who accept the change

Table 5.1

Critical Mass Commitment

Critical Mass Members	Block the change	Let change Happen	Help change happen	Make change happen
Community			X	O
City Council		X		O
City Manager		X		O
Police Management	X		O	
Police Labor Union		XO		
Employees	X			O

The following is a description of the commitment to the change necessary to implement meditation as assistance with law enforcement adapting to cultural diversity from the critical mass members:

Community Members: Change Recipients and Implementers

The community will ultimately be the primary beneficiary from law enforcement receiving meditation training to assist in adapting to cultural diversity. The ability for law enforcement to enhance interpersonal skills and its ability to handle differences will only enhance the service level. The community's encouragement of the program will

provide direction to the city management. Community support is necessary to let change happen.

City Council: Change Strategist

The council is ultimately responsible for the community's wishes, establishes policy, fiscal management, and long-term planning. Council members will encourage any program that fosters community support by using minimal public money but increases the level of service to the community. Their support is essential to help the change happen.

City Manager: Change Strategist

The city manager is responsible for manage the city under the direction of the city council. The city manager can assist encouraging the council to support the change. The city manager's support is essential to make the change happen.

Police Management: Change Strategist, Implementers and Recipients

Police managers are extremely important to the entire transition management, as they are responsible for the management of the department and for the welfare of the employees. The managers must take the lead with meditation and lead by example. Leadership by example is crucial for the success of the plan as such managers are positioned in all three categories.

Police Labor Union: Change Implementers

The police labor union leadership is responsible for the welfare of its members and has an interest in improving the work environment by enhancing the skills of the individual member. They are in the position to make or break the successful implementation of the transition and strong support can make change happen.

Employees: Change Recipient

The individual law enforcement employee is responsible to supply quality services to the community. Though they are recipients to the change, they are also to some degree Change Implementers because their action, to meditate, is necessary for the plan's success.

Transition Management Structure

Only individuals with strong support of the program should be a part of the transition team. The selection of the best person to head the transition team is critical; this person must have the full support of all those involved in the transition. Furthermore, the leader should be a member of the agency's management team. This manager must possess strong skills and have the ability to work with transition team members who may have never worked with law enforcement personnel.

Every opportunity should be explored to locate a meditation master who can function as a member of the transition team. Most agencies will not have the internal expertise, such as the Milpitas Police Department, to fill the function. This department

has a lieutenant who understands meditation and can function as the project manager. Additionally, members of the transition team should always be available to answer questions about the program.

Techniques and Methods of Implementation

Implementation of the program is designed in relationship to what is in it for the individual employee. As stated earlier, a meditation practice improves the employee's life through an integration of growth affecting the mind, body, and spirit. "Practicing meditation and mindfulness is a means of recognizing and calming the inner clutter in your mind—fear, anger, jealousy—so that you can participate more fully in life, with compassion and understanding" (McClain, 2002).

After an initial training period, the employee is responsible to practice and to continue learning about the meditation process. Regular meetings with a meditation instructor will be required at predetermined intervals to ensure that employees follow through. New employees will receive meditation training as a portion of the training program.

Responsibility Charting

A responsibility chart provides the framework to identify the responsibilities of the involved individuals or groups during the transition to meditation as assistance for adapting to cultural diversity. Table 5.2 presents a responsibility chart for transition for law enforcement employees. The chart clarifies the roles and responsibilities and can reduce conflict during the transitional period.

Table 5.2

Responsibility Chart

Decisions	Participants					
	Community Members	City Council	City Mgr.	Project Manager	Police Union	Police Mgmt.
Set Initial Planning Meeting	I	I	I	R	S	A
Select Project Manager	I	I	I	R	S	A
Select Transition Team	I	I	I	R	S	A
Establish Goals and Objectives	I	I	I	R	S	A
Develop Policy Guidelines	I	I	I	R	I	A
Develop Program Standards	I	I	I	A	I	S
Develop Evaluation Criteria	S	I	I	R	I	A
Set Implementation Date	I	S	S	R	S	A
Present Program to Employees	I	I	I	R	S	A
Set Evaluation Date	I	I	S	R	S	A
R = Responsibility (not necessarily Authority)			S = Support (put resources toward)			
A = Approval (right to vote)			I = Inform (to be consulted before action)			

Summary

This chapter identified those individuals who are critical to the implementation process for this plan, their specific responsibilities and desired commitment levels. As with any significant change, building commitment is a key component for a successful transition.

The next chapter provides recommendations and the conclusion regarding the issue of providing meditation training to law enforcement.

Chapter VI

Summary, Recommendations, and Conclusions

Summary

The need for the improvement of the service provider, law enforcement personnel, has been addressed throughout this project. This was done through issue identification including environmental scanning and case studies. Trends and events relating to the topic were identified and analyzed. This project presents the position that a mid-sized municipal police agency's ability to adapt to cultural diversity can be enhanced through meditation training.

Though the Milpitas Police Department was chosen as the model law enforcement agency for this project, cultural diversity is projected to increase in scope to many parts of the United States. Once the preferred option to provide meditation training for members of the Milpitas Police department was identified, the program manager to make change happen will present specific implementation strategies. This process was followed by a transition management plan to implement meditation training to department personnel.

Recommendations

It is clear the demands of cultural diversity in the Bay Area will continue to mount, just as the extent of diversity continues to grow. The project recommends providing meditation training for law enforcement employees to assist adapting to

cultural diversity. The intended result is to improve the officers' ability to learn to be with - not to avoid - what goes on inside the mind relative to cultural differences.

Conclusion

As the ranks of California law enforcement become younger due to the changes in retirement benefits, the state population continues to increase. Furthermore, there is a trend for the foreign born population to outnumber the out-of-state born population. Additionally, experts have identified four distinctly diverse generations, each with their own challenges and perceptions of life, work and relationships.

Law enforcement can choose to ignore the rate of the changes having influence on its ability to manage a workforce and to supply professional services. The result of this action may be positive, but it will be left to chance and the ability levels of individuals. However, with some planning and openness to a global perspective with techniques for building awareness, law enforcement may be able to direct a favorable outcome.

Meditation presents a solution to a diverse work force interacting and providing quality service to an ever-growing divergent population. A meditation practice by the law enforcement professionals may improve their ability to be present in the moment, thus improving the ability to focus on the task at hand in the midst of distraction. Awareness improves as does productivity, problem-solving abilities and the ability to build relationships.

As depicted earlier, California is a "melting pot" of cultures, experiences and vision encompassing a global perspective. Boundaries are diminishing and are much less prominent, developing significant impact to personal ethos systems. It will be imperative for officers to possess the ability to live globally in their thoughts and deeds to be effective. A meditation

practice will provide the practitioner with greater abilities for compassion, contentment, empathy and awareness.

Appendix A

Types of Meditation

<u>Actualism:</u>	It's meditation that uses the energy of inner "light-fire" energy to arrive at the full awareness of your Actual Self.
<u>Biblical Meditation</u>	This form of meditation consists of reflective thinking or contemplation, usually on a specific subject to discern its meaning.
<u>Buddhist Meditation</u>	The purpose of Buddhist meditation is to become liberated from delusion and put an end to both ignorance and craving.
<u>Catholic Meditation</u>	The Catholic Catechism states that meditation engages thought, imagination, emotion, and desire.
<u>Christian Meditation</u>	God leads many people to contemplative prayer without any prior knowledge of discursive meditation.
<u>A Judeo-Christian Technique of Meditation</u>	The Association of Christian Meditators is an organization that teaches a Judeo-Christian form of meditation.
<u>Occult Meditation</u>	This type of meditation follows a particular esoteric form depending upon your ray energy make-up.
<u>Primordial Sound Meditation</u>	Popularized by Deepak Chopra, this style of meditation does not require specific beliefs or a change in lifestyle.
<u>Sufi Meditation</u>	According to this article, Sufi meditation follows the essential rule of self-discovery. All is focused to Allah.
<u>Taoist Meditation</u>	Taoist Meditation methods are gentle and natural, balancing a person's energies.
<u>Technology Induced Meditation</u>	New on the scene, this form of "instant" meditation uses "mind machine" brain wave entrainment technologies.
<u>Transcendental Meditation</u>	It is one of the most popular and documented meditation techniques now on the face of the earth.
<u>Transmission Meditation</u>	This is a fairly new type of meditation on the scene. Groups work with the Masters of the Spiritual Hierarchy.
<u>Vipassana Meditation</u>	Vipassana meditation is practiced to achieve liberation from suffering through realization of our body-mind processes.
<u>Zen Meditation</u>	We tend to see body, breath, and mind separately, but in zazen they come together as one reality.

(About.com, 2002 pp. 1-4)

Appendix B

List of Nominal Group Participants

Mr. Philip Cook	Community leader, City of Milpitas Advisory Commissioner
Mr. Ray Maglanang	Community leader, City of Milpitas Advisory Commissioner, Real Estate Broker
Mrs. Marcia Squires	Yoga practitioner, artist, Reiki Master
Mr. Gunawan Ali-Santosa	Engineer, Community leader, City of Milpitas Advisory Commissioner
Officer Cindy Spalding	Milpitas Police Officer, Police Association Board member
Mrs. Lori Borck	Integral Life Coach, Yoga and meditation practitioner
Kirt Doshi	Engineer, business owner, meditation instructor
Commander Dave Rossetto	Police manager

Appendix C

List of Trends

1. Economic instability
2. Level of crime
3. Level of education
4. Level of available public resources
5. Level of demographic diversity
6. Level of cultural tolerance
7. Language barriers
8. Level of victimology
9. Complexity of the job
10. Level of educational demands on police officers
11. Level of self-centeredness selfishness
12. Level of racial stereotyping
13. Level of acceptance of meditation – public
14. Level of law enforcement acceptance of meditation
15. Cultural acceptance and integration of youth
16. Level of Hispanic population within California
17. Level of anti-immigrant sentiment
18. Level of interest in service related professions
19. Level of trust for law enforcement
20. Level of community outreach
21. Level of law enforcement acceptance of meditation
22. Level of law enforcement acceptance of change / new concepts
23. Level of interest on health and fitness

Appendix D

List of Events

1. Recurrence of the September 11, 2001 terrorist attacks
2. War with Iraq
3. International terrorist attack in the Bay Area
4. Election of multi-ethnic candidates to president and vice-president
5. Nationally-publicized event of racially motivated police misconduct
6. Invasion of Tibet by China
7. Catastrophic natural disaster
8. Global village celebration
9. City sponsored yoga class
10. Multi-ethnic event
11. Local government sponsored health fair
12. POST mandates meditation training
13. National Night Out (neighborhood awareness)
14. Mandatory calming retreat for police officers
15. President declares a day of peace and meditation

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