

HOW WILL GENERATION Y ENHANCE CUSTOMER SERVICE IN MID-SIZED
LAW ENFORCEMENT AGENCIES BY THE YEAR 2008?

A project presented to
California 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 possible scenarios for strategic planning consideration.

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

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

The view and conclusions expressed in this Command College project are those of the author and are not necessarily those of the Commission on Peace Officer Standards and Training (POST).

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CHAPTER ONE
ISSUE IDENTIFICATION

“A generation exists mostly in the minds of the people that belong to it.”

Brad Edmonson¹

Introduction

There are many issues coming to the forefront of law enforcement that will have an impact on how police departments function in the future. One of the biggest elements of policing is the officers themselves and how they treat the public, their customers. There are multitudes of personality traits that law enforcement attempts to weed out during the selection process. Once this process is complete, the final product is put to work to enforce laws. The final product, the new police officer, then deals with victims, suspects, children and others.

Many businesses, not unlike police departments with employees who interact with the public, feel that customer service is one of the most important aspects in their day-to-day dealings. When these businesses have clients who are treated poorly, their customers let them know by not returning for future business. In law enforcement there is a captive audience and the client who is not treated well has only one recourse – to complain about the service they have been given. While law enforcement has benefited from the advancement of technology in the last several decades in many facets of their work, the art of talking to people remains as it has throughout history – face to face interaction between two or more people.

¹ Edmonson, Brad. The Next Baby Boom. American Demographics, September 1995.

This project examines the impact of the incoming generation of police officers on customer service. This generation will be defined as Generation Y, or Gen Y for short. This generation is loosely defined in literature as those born between 1980 and 2000.² There will always be those born before and after these years who will be considered Generation Y, but for the workforce in law enforcement, it will be those entering the profession after the turn of the 21st century who are viable as police officers. In California, the minimum age for police officers is 21 years old.

This project deals with Generation Y and the relationship with their predecessor, Generation X, as well as those before them. The history of the term “generation gap” is a term that law enforcement tends to ignore. When hiring new officers, law enforcement molds them into what is felt will fit the organization, the community and themselves. The shortsighted organization uses organizational culture to make this fit. What is not seen is what the new generation officer can bring to the organization. Therein begins the real generation gap and a generational difference that has profound consequences when looking at the new or incoming generation.

Currently, many incoming Generation Y officers are being trained by either Generation X or Baby Boomer field training officers (FTO). The generation known as the Baby Boomer generation is known throughout literature as the generation born between 1946 and 1964.³ There are a multitude of differences in the training, education, and life experience of these two predecessors to Generation Y. Generation Y’s effect on

² Ron Zemke, Claire Raines, Bob Filipaczak, Generations at Work. (New York: American Management Association, 2000), 130.

³ Lynne C. Lancaster and David Stillman, When Generations Collide. (Harper Business, 2002), 13.

customer service in mid-sized California law enforcement agencies will be seen within the next decade: these same Generation Y rookie officers will be supervising others and spreading their philosophies throughout organizations.

Statement of the Issue

This project explores the following question: How will Generation Y enhance customer service in mid-sized law enforcement agencies by the year 2008? Generation Y, or the Net Generation⁴ as some literature prefers, has been described as those entering the workforce who were born between 1980 and the present. These are the new officers entering the law enforcement workforce at the age of 21. Customer service is described as how law enforcement serves those who are encountered in the day-to-day business of law enforcement. Customer service, as it relates to the enforcement of laws, is an interaction between at least two people: the police officer in a varied role and the public which are served. Mid-sized law enforcement agencies are those employing between one hundred and three hundred sworn personnel. The year 2008 is considered the near future. This paper will focus on the incoming generation of police officers and what they bring to customer service in a law enforcement setting. Some of them have been police officers for up to two years as of this paper and none of them are yet considered veterans. Fewer, if any, are in supervisory or administrative roles.

The defining roles Generation Y will play regarding customer service in law enforcement may not be clearly understood for some years into the future due to the dynamics of law enforcement, the impact the new officer has upon the industry, as well as how this generation is perceived by its predecessors.

⁴ Don Tapscott, Growing up Digital. (McGraw Hill, 1999), 15.

Overview of the Problem

Using the term customer service in a law enforcement setting is unfamiliar to many who deal in law enforcement literature and law enforcement itself. The reality is that many of the case law decisions, consent decrees and other regulations law enforcement agencies abide by can be traced back to some state of degraded customer service. These regulations are brought about to agencies with obvious deficiencies in many areas of basic human interaction. The offending officers do not possess an understanding of how to treat other humans. Some simply state “treat others as you want to be treated.” This simple premise is one of the basics of customer service which was mostly ignored by police academies until it became an issue with the publicized case of LAPD and Rodney King. The resulting regulations are an attempt to bring the law enforcement profession into conformity with what the citizen (or customer) really wants: to be protected from the criminal element.

With this historical viewpoint in mind, some Baby Boomers and Generation X’ers are concerned about their children growing up in what has been described as the millennial world. The Generation Y culture is beginning to accept the word “Millennials” as their preferred name. The millennial world is how they describe their generation and their environment.⁵ Generation Y is strikingly different because of their parents’ concern for their children. The downside is that Generation Y has spent and will spend their childhood in an era of high crime and low civility.⁶ The upside is that many parents desire their children to be more protected and group-oriented than the children of the

⁵ Neil Howe and William Strauss, Millennials Rising. The Next Great Generation. (Random House, Inc., New York, 2000), 6.

⁶ Chris Loyd, “Millennials Enter a High-Crime World,” 3.

1970s. As a result, Generation Y is a team-oriented generation that has and will grow up to expect organization and responsibility.⁷ This same emphasis on group standards should continue to lower crime, especially as parenting methods grow even stricter and more protective.

Generation Y differs from the twenty and thirty-somethings in that the young adults of today take pride in going it alone and doing it by themselves. An example is the X Games where individual sporting events are the norm. The young adults of tomorrow will pride themselves on carrying out large tasks together.⁸

What can be expected from Generation Y in the form of the new police officers as well as the population in general is just now beginning to be understood. As the new generation comes of age, attaining adulthood in whatever profession they choose, its upbringing is undoubtedly different than any generation before them. The globalization of society and the economy is one of Generation Y's biggest influences. For many in Generation Y this seems most obvious in individual self-awareness as part of a larger community and their responsibility to improve it.

The Historical Dynamics of Generation Y

In order to better understand the influences that mold Generation Y, the preceding generations have to be examined. Many different factors are shaping Generation Y even as this paper is being researched. The foundational attributes of Generation Y are the result of various forces and events that form the collective experience of the preceding

⁷ Ibid, 4.

⁸ Ibid, 3.

generations. Looking back on the influences that shaped those generations provides insight into what is now being seen in Generation Y.

The past has shown that generations are forged by common experiences. The Baby Boom generation was shaped by pivotal events such as the war in Vietnam, Woodstock, and the Moon landing. All of these events were brought to youth by the new technology of the age – the television. The Baby Boom generation could be called the Cold War Generation, the Postwar Prosperity Generation, the Growth Economy Generation, or named according to some other development in society that affected them. However, it was really the impact of the television which shaped this generation and the world more than anything else. It is an understatement that television transformed the world around the Boomers. In 1950, only 12 percent of households had a television. By 1958, the number had soared to 83 percent.⁹ The television had quickly become the most powerful communication technology available. What the television did to the Baby Boomers, the computer and Internet technology has done to Generation Y.

The shaping of a generation takes place not only by events, but by numbers. The Baby Boomers started having children in greater numbers after 1978. By 1997 there were almost as many five- to nine-year olds (12,854,000) as there were thirty- to thirty-four-year olds (20,775,000).¹⁰ Generation Y now constitutes the largest cohort in the U.S. Its influence will only grow as Generation Y comes of age and the Baby Boomer population declines due to mortality. Figure 1.1 below illustrates the demographic

⁹ U.S. Department of Commerce, The Statistical Abstract of the United States. Bureau of the Census, Washington (various years).

¹⁰ U.S. Census Bureau, Families by Presence of Own Children Under Eighteen: 1950 to Present. U.S. Census Bureau Web site, www.census.gov/.

breakdown of the U.S. population as of 1998.

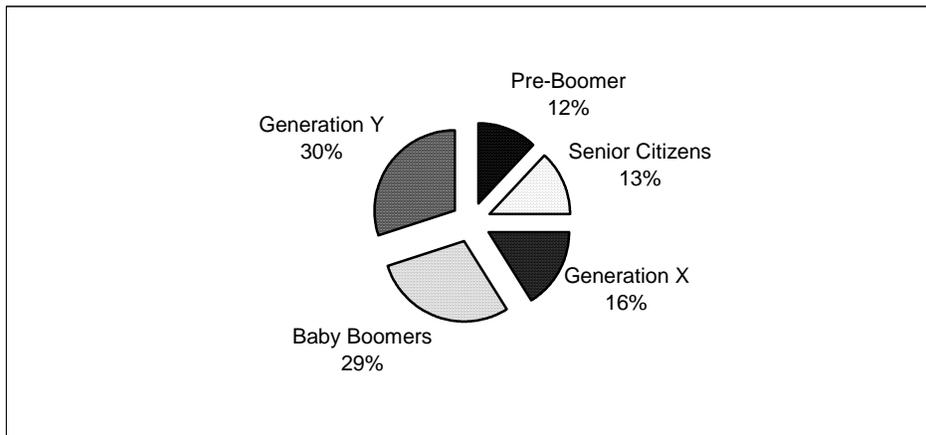


FIGURE 1.1. DEMOGRAPHIC BREAKDOWN OF U.S. POPULATION

The Future Landscape of Generation Y

The tremendous wave of youth seen above coincides with the explosion in the use of the computer. Together these two factors are producing a generation which is not just a demographic bulge, but a wave of social transformation.

One major influence which cannot be ignored is what the computer and the Internet have done to Generation Y. In 1984, only eight percent of households owned computers while 30 percent of those same households had children who used computers. By 1997, the number had grown to nearly 37 percent and to 74 percent of households with children.¹¹ Figure 1.2 below illustrates this explosive growth in computer use from 1984 to 1997.

¹¹ Newburger, Eric C. Computer Use in the United States, Current Population Reports. U.S. Census Bureau, October, 1997.

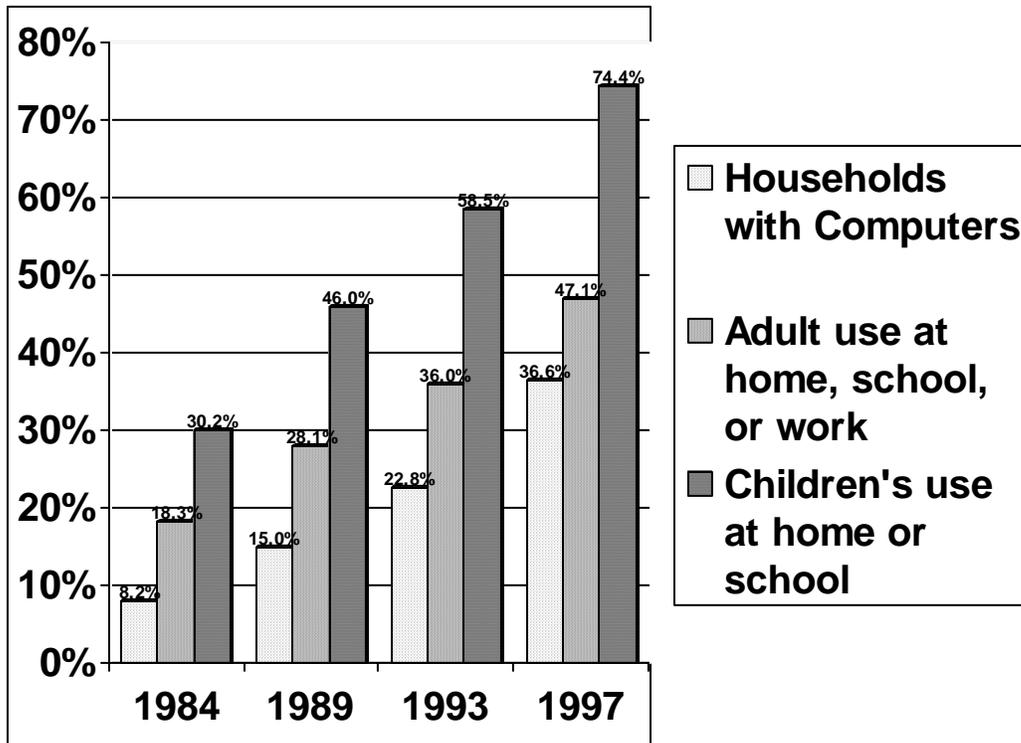


Figure 1.2 Computer Presence in the Home and Use at Home, School, or Work
 (Percent of households and percent of the populations aged 3 to 17 and aged 18 and older)

The number of households where children reside with computers is even more prevalent today than in 1997. Understandably, families believe that computers help children do better in school. According to one family-school research firm, close to 80 percent of parents believe this to be true.¹²

The Internet is permeating U.S. households almost as fast as television did in the 1950s. Starting from virtually nothing in 1995, over 40 percent of American households

¹² Ungar, Harley Guttman, Computoys Dawn on Computer Horizons. Digital Kids Report, August, 1996.

will be connected by the end of the millennium. With the digitization of television, most households will have become wired within a ten-year period from 1995 to 2005.

Many people (Baby Boomers being the current majority) think that the Internet and television are analogous because they both involve screens. The Internet, however, is fundamentally different from previous communications media such as the radio and television. Both of these technological wonders are unidirectional and normally controlled by adults at the broadcast sites. They tend to be inflexible and centralized within their peer groups and reflect the values of the station owners and stockholders.

By contrast, the Internet or New Media, as it is sometimes referred to, is interactive and distributed in control. That is, the user is exposed to more neutrality and what is viewed can be controlled by anyone. It will do what is commanded and there are currently millions of Generation Y'ers around the world at the keyboard.

On the Internet, children must search for, rather than simply look at information. This has forced them to develop thinking and investigative skills. They must become critics. Further, children begin to question assumptions which previously have gone unchallenged. The diversity of opinion on the Internet constantly challenges people of all ages. The Internet is leading a generation which increasingly questions the implicit values contained in information. This information becomes knowledge through human judgment, and as Generation Y interacts with each other and the endless information resources on the Internet, they are forced to exercise critical thinking as well as judgment.

This level of interaction has never been seen before or with such rapidity. While the Baby Boomers sat in front of a television and were unable to interact, Generation Y has been able to interact worldwide. As an example, Toyota has targeted Generation Y by

having their marketing division recruit several 18-24 year-olds to help them design a new car. They found that they are into diversity as a group. According to George Raine,

They are probably the most diverse generation we have ever seen. They believe that as long as it is authentic, it is OK. They are not into judging anybody. We have to come up with a campaign that echoes that.¹³

What Toyota realized was that there is a market of potential buyers in the United States which reveals itself to be a sizable demographic. With this potential being 6.5 million buyers of the 16 million vehicles sold annually in the United States, Toyota was looking at Generation Y to help them design a vehicle that this generation would be interested in purchasing.

By looking at the numbers of Generation Y and their life experiences, an attempt can be made to foresee their potential influence in many different aspects of work and society. When comparing the two technologies of the television and the Internet, their differences can clearly be seen. The difference between these two “screens” is symbolic and represents more than a disparity in generational thinking. The Internet is changing the way Generation Y thinks and acts. It is changing the landscape of an incoming generation.

Shortsightedness by those in the roles of training and supervising the incoming Generation Y police officer will be evidenced by those in Generation Y that step beyond their supervisors. Their desire to mold a new generation will be evidenced in a few years as they gain a foothold in the law enforcement profession. At the same time, the influence of the Boomers will be receding as they enter retirement.

¹³ George Raine, “Toyota Searches for Right Pitch for Gen Y Vehicle,” Daily Breeze, 18 May 2003, sec. C2, p. 3.

The brief history of technology and how it has and is influencing a generation is helpful in understanding where that generation may lead the United States as well as the rest of the world for the next several decades. Just as Baby Boomers and Generation X'ers become the largest geriatric population in the history of the United States, Generation Y will represent the largest youth boom.¹⁴ Their technological savvy will make them different from any generation that preceded them.

How will Generation Y enhance customer service in mid-sized law enforcement agencies by 2008? As Generation Y begins to blossom to maturity in the coming years, with their ideas, morality and especially their numbers, forecasting possible futures becomes necessary. The following chapter will explore Generation Y's role in the foreseeable future to help bring focus to its direction.

¹⁴ Don Tapscott, Growing up Digital. (McGraw Hill, 1999), 20.

CHAPTER TWO

FUTURES STUDY

Introduction

Leaders continue to be concerned about the future state of their organizations. In order to obtain a clear and hopefully concise picture of the futures available to these leaders, future forecasting provides a means to rationally look ahead and prepare for what may be coming. The difficulty in futures forecasting is choosing amongst the many different futures. To be able to do this, identifying critical trends and possible events is paramount to an issue under study. From this wide range of possibilities, scenarios depicting alternative futures can be developed. From these scenarios, plans can then be formulated to move an organization towards wanted futures and away from unwanted futures. These scenarios can also act as platforms to give leaders a wider range of possibilities against which they can test policies and strategies.¹⁵

While several methods exist for futures forecasting, this project focused on the Nominal Group Technique (NGT) for the forecasting. Within the NGT, trends and events were formulated with which to “look into the future” of the study at hand. Trends are a pattern of incidents that indicate a general direction of change. They are normally measured over time and are long term. Trends have social, technological, economic, environmental or political characteristics and can range from local to global in nature.¹⁶

¹⁵ George A. Steiner, Strategic Planning, What Every Manager Must Know. (New York: Free Press Paperbacks, 1979), 237.

¹⁶ Tom Esensten, “A Little Bit About Futures Research,” Lecture to Command College Class 35, Oxnard, November 6, 2002.

Events are occurrences that occur at a specific date and time. They tend to be singular in nature. For example, an event could be characterized as a car accident or a fire in a building. Typically, once an event occurs, the future will be altered in some way.¹⁷

The remainder of this chapter will focus on the Nominal Group Technique process and the findings of the panel. Also presented are three scenarios describing alternative futures.

Nominal Group Technique

The Nominal Group Technique is a methodology involving a diverse panel of people who engage in a discussion of trends and events likely to impact a particular issue. This futures forecasting method is a facilitated, structured process. Once the group completes a round-robin “brainstorming” discussion of significant trends and events, mathematical processes are utilized to quantify the panel’s findings. The results of the process identify the group’s agreement and disagreement of opinion regarding the identified issues. Some interesting group discussion was generated throughout the process due to the issue at hand and the generational differences of the NGT participants. The final step in the process involves a cross-impact analysis where the panelists assign numeric values to the impact of each event on each trend. This portion of the NGT provided insight into the benefits and costs of the events in relation to the trends. In addition to these quantifiable attributes of the NGT, some interesting variables were discovered while the process occurred. This will be discussed following the identification of the trends which were generated by the panel.

¹⁷ James L. Morrison, “Anticipating the Future,” Lecture to Command College Class 31, Oxnard, November 05, 2002.

The project panel members were chosen to provide diversity in age to reflect generational disparity. Several Generation Y panelists were selected as were Generation X participants. The panel also employed two veteran participants. The participants included:

- 2 Community Service Officers:
Both male, 20 year old employees of the police department with prior service as police explorers.
- 3 University of California graduate students:
Three female students from University of California at Riverside. One psychology major and two sociology majors. Two twenty-one year olds and one twenty-two year old. None of which have any prior police experience.
- 1 undergraduate college student:
Female twenty-one year old biology major at University of California at Riverside. No prior police experience.
- One sixteen year-old high school student.
- 1 police corporal.
- 2 police explorers:
Nineteen year old male and eighteen year old female police volunteer explorers.
- 2 Generation X sales employees:
Female thirty year old and a male thirty-two year old husband and wife sales employees. No prior police experience.
- 2 residents of West Covina:
Both female, long time community activists. Approximate age in the fifties and in the seventies. Prior police experience has been limited to human resources commission and other police-related community events.

The complete list and description of participants can be located in Appendix A.

Prior to the Nominal Group Technique exercise, each participant was mailed a letter which described the process of the NGT and the issue for discussion. Trends and events

were defined as they related to the issue and panelists were asked to bring with them ideas for trends and events for the exercise.

The NGT took place in April, 2003. The exercise began with a short briefing on expectations and a review regarding the process itself. Many panelists had varying questions about the process which were clarified as the process began.

Trends

The process of trend generation began using a round-robin brainstorming technique. The panelists generated seventeen trends that were neither interrelated nor contained too common of themes or ideas. Refer to Appendix B for the complete list of trends generated. In order to identify the trends of greatest significance, the panelists were asked to vote for ten trends that they felt best represented the future of customer service and Generation Y. This vote was taken by secret ballot and the ten most significant trends emerged.

Trends are patterns of incidents or events taking place that seem to indicate a general direction of change. They can be estimated or measured over time, and are gradual and long term. Trends are based on the past, present, and future, and can be quantitative or qualitative.¹⁸

The rating of each trend was explained to the panel as today having a normative value of 100. They were asked to rate each trend as to the value they felt the particular trend had five years ago, five years into the future and ten years into the future. They were then asked to rate the level of concern of that trend using a scale of one through ten with

¹⁸ Tom Esensten, "A Little About Futures Research," Lecture to Command College Class 35, Oxnard, November 06, 200.

ten having the highest level of concern. These ratings are displayed in table 2.1 below.

A description of each of the trends follows the table.

Trends	-5	Today	+5	+10	Impact 1-10
T1: Level of Respect for Police Officers	85	100	100	110	9
T2: Educational Level of the Workforce	85	100	110	110	7
T3: Level of Aggression of Police Officers	115	100	95	100	8
T4: Level of Respect Toward Authority Figures	80	100	80	100	7
T5: Level of Customer Service Training	100	100	105	110	8
T6: Level of Leadership Roles for Generation X	100	100	100	125	9
T7: Flexibility of Police Officer Public Communications Skills	100	100	105	120	9
T8: Level of Police Officer People Skills	100	100	105	110	9
T9: Level of Involvement With Technology	85	100	120	170	5
T10: Level of Political Involvement and Awareness	80	100	115	130	7

Table 2.1

Trend One: Level of respect for Police Officers.

The panel felt that this was one of the most important aspects of law enforcement and customer service. The panel felt that respect has to be given in order to be received. Many of the Generation Y panelists felt that when they were respected even in their young age by older adults, they gave respect back. Unanimously the panel felt that respecting authority was of the utmost concern and those that disrespected authority figures were those that felt that they were being targeted by law enforcement. The issue of attitude was a word that was bantered throughout the discussion. The panel felt that a “bad attitude” towards law enforcement officers was the main problem and was synonymous with disrespect. Looking five years out, the panel was divided nearly equally, six of them felt that there would be less respect for law enforcement officers. Ten years out the panel felt that the respect would go up with the exception of one panel member who felt it would remain below that of today.

Trend Two: Educational Level of the Workforce.

Once the panel understood the genesis of this trend, it became an important one. The panel felt that in addition to education for police officers, the education level of people that law enforcement interacts with was an important element in how customer service was delivered. In addition to that delivery, it was important to the panel that receiving customer service took some understanding also. If the effort of law enforcement falls on “deaf ears”, as one panelist put it, customer service is not working for the officers or the public. The majority of the panel felt that in five years, the educational level of the workforce would be greater than that of today, while in ten years it would level out. Two

panel members felt that it would be less than today and remain that way throughout the duration of the ten year span.

Trend Three: Level of Aggression of Police Officers.

This trend was best described as how the police treat the public when it comes to times of handling a person in a physical manner. The panel did not go as far as to want to use the word “brutality”, but it was described as such. The panel saw that the past has been fraught with incidents of officers over-handling the public and what those incidents did for the entire body of law enforcement. The Rodney King incident as well as others was brought into the discussion on this trend. Approximately two-thirds of the panel felt that the level of police officers aggression in five years would be less than today. The panel felt that in the subsequent five years the level would rise slightly. There was one panel member who held a contrary opinion and felt that the level would rise and then fall dramatically in five and ten years respectively.

Trend Four: Level of Respect Toward Authority Figures.

This trend seemed similar to Trend One when it was presented, but when the trend was explained, the panel adamantly wanted to have it remain in the top ten. This trend broadened the first trend in that it was more for any authority figure, not just those in law enforcement. The panel felt strongly that when young children are growing up, they need to learn to have a sense of respect for many people, not just law enforcement. This respect begins with their parents and elder relatives then reaches out to teachers and others they encounter as they grow. The panel felt that with a solid base, young people

would understand respect at a young age. When they later encounter a law enforcement officer for the first time, the inherent respect they learned at a young age would have a positive impact on their interaction. Eight of the panel members agreed that the respect shown towards authority figures will drop significantly in the next five years. Ten years from today, the level was thought to rise again, with a few exceptions. One panel member who felt that there would be little or no respect seen in the distant future adamantly voted a zero.

Trend Five: Level of Customer Service Training.

The panel felt that law enforcement does not do enough to train police officers in the area of customer service. The panel felt that if the street level officers were more in tune with the public they serve, there would be fewer problems between the police and the community. This trend was discussed at length and even though the panel felt strongly about getting police officers more customer service training, the levels they forecast for five and ten years from now were only slightly higher than today. With only one panel member dissenting, the panel unanimously agreed that the level of customer service will be greater in five and in ten years.

Trend Six: Level of Leadership Roles for Generation X

Panel members defined this trend as a generational based one. They noted that Generation X is now seeing many of their peers breaking into leadership roles in law enforcement. They wanted to measure the impact of Generation X's presence in these roles and whether their presence in a leadership role would later be seen as a defining

time for the Generation Y employees. The panel also felt that this would have a dramatic impact on value differences between Generations X and Y.

Trend 7: Flexibility of Police Officer Public Communication Skills.

In this trend, the panel explored the quality of police officers communication skills as they related to the public. The word flexible was utilized by the panel because they wanted to be sure that this trend encompassed the fact that police officers have to be able to talk to a myriad of people with differing education levels and socioeconomic means as well as those that are mentally challenged. The opportunity to develop officers who have this ability and know when to use it is something that the panel discussed and felt was an important aspect of customer service. The panel felt that coupled with customer service training, the levels of flexibility in public communication skills would raise slightly in the coming five years. Ten years out, the panel felt that law enforcement would realize the good in this trend and would capitalize on it, raising the level even more.

Trend 8: Level of Police Officer People Skills.

This trend seemed inexorably linked to trend 7, but discussion brought out the importance and the difference. The panel opted to keep this trend as a separate and equally important one. When the panel talked about people skills, they referred to the officers and their entire conduct towards the public. The discussion dealt with body language, demeanor as well as having a caring attitude. The panel felt that some police officers fell into a less than compassionate role and did not really like dealing with the public. They were quick to point out that without the public there would be no need for

the police. The panel felt that communication skills was the beginning of customer service, but everything else a police officer does falls within the category of people skills. With only one exception, the panel saw this lack of people skill rising in both the five and ten year futures.

Trend 9: Level of Involvement with Technology.

This trend was defined simply as the use of computers and other technological advances in law enforcement in the future that would assist police officers in performing their job. Several of the emerging technologies were discussed as well as some that were forecast to be used in the future. The group foresaw that Generation Y would feel very comfortable with these new advances since they grew up digitally and would embrace the use of anything that would make their jobs easier. The panel also discussed the fact that Generation Y would probably be the ones to take technology to the next level, with products we can not even imagine in the early 21st century. The group saw that this technology trend will have one of the biggest gains in the next five years and even a larger one ten years from now when compared to today.

Trend 10: Level of Political Involvement and Awareness.

Panel members discussed the importance of being politically involved and the impact that this has on how police officers relate to the public at large. They felt that if police officers were aware of what the political climate was in their jurisdictions, they would be better informed on many issues they dealt with while on the job. This in turn, would give the officers an edge when dealing with people in the community. The panel felt that this

trend was somewhat related to Trend 8, the level of police officer people skills. They agreed that having knowledge of local politics was a component of customer service. The panel saw this as increasing significantly within the foreseeable future. They felt that Generation Y would be more concerned about the political climate than their predecessors.

Events

The second portion of the NGT process dealt with events. Events were described to the panel as a one-time occurrence that had a nexus to topic being discussed and did not lead to any particular direction as a trend would. The facilitator discussed events with the panel to ensure that all panel members had some idea of event generation from studying the invitation letter. Discussion centered on the fact that the events had to have some nexus to the issue being discussed. The events were stressed as having to be possible within the next 10 years. Many of the panel members had come to the NGT with events in mind. Using the round-robin brainstorming technique that was used for trend generation, the panel generated a list of twenty-two events. Refer to appendix C for a complete list of events generated. The panel was then asked to vote via secret ballot for the ten most significant events in relation to Generation Y and their influence on customer service in mid-sized law enforcement agencies.

Once the 10 most significant events were selected, the facilitator explained the rating system. The panelists were told that they were to record the first year they could best estimate that each of the events could occur, the year that the chance of the event occurring was greater than zero. They were then to estimate the probability that the event would happen by five years and ten years into the future. Finally, the panel had to score

the impact of that event occurring on the issue. They were given the scale from positive ten as having the greatest positive impact, to negative ten as having the most negative impact. A score of zero had no impact, positive or negatively. Once the panel expressed Understanding of the scoring technique, they completed the following table.

<i>Events</i>	Year(s) > 0	+5 Years	+10 Years	Impact -10 to +10
E1: Hostile takeover of regional mall.	1	50%	60%	-6
E2: Officer-involved shooting kills 10 year old bystander.	1	85%	100%	0
E3: War is declared on US soil by N. Korea	1	25%	25%	6
E4: Generation Y officers start intervention programs in middle schools.	3	80%	95%	8
E5: Terrorists kill 2000 people in US bombing.	1	75%	75%	6
E6: New law declares digital ID for all citizens.	9	0%	10%	-6
E7: State forced to close 50% of the prisons due to budget cuts.	5	10%	15%	-6
E8: Hiring freeze for new officers due to budget shortage.	1	50%	70%	-5
E9: Chief of police arrested for embezzlement.	5	30%	50%	-5
E10: Hackers attack NCIC	1	50%	70%	-5

Table 2.2

The outcome of the rating is reduced to median values expressed in table 2.2 above. A brief discussion of each of the final events follows.

Event One: Hostile takeover of a regional mall.

Panel discussion regarding a hostile takeover of a regional mall included the fact that when a hostile takeover does occur, people are injured or killed and this fact reflects a negative impact by the panel. The panel felt that this event was somewhat possible in the

five and ten year futures, but felt that it would have to be done by a deranged individual as opposed to an organized terrorist group. The individual impact ratings were mostly negative with one panel member feeling that the impact would be zero. The negative impact scores were due to the violence of the event and how the panel related to such an act of terrorism.

Event Two: Local officer-involved shooting kills ten year old bystander.

Discussion on an officer involved shooting killing a young bystander was divided more on the lines of police related panel members and non-police related panel members. The median impact of zero is a reflection of how the two sides greatly differed. The police related panel members saw the impact as negative since this was an innocent child killed. The non-police related panel members saw not just the event, but how the police recovered from the event which included the aftermath of public outcry and litigation. They felt that this event would have a positive impact if handled properly. The panel felt that the community as a whole would feel bad for the police and rally around them in their time of need.

Event Three: War is declared on U.S. soil by N. Korea.

This event had to be redefined during discussion since the panel felt the event as originally offered was too ambiguous. The panel member who generated the event was relating to an unknown enemy proclaiming war on U.S. soil. The other panel members agreed that the event was one that would have impact, but wanted to identify who the attackers were. Once North Korea was identified as the aggressor, and further discussed

the event, panel members felt that there was a moderate chance of this event occurring in the next five years, and the same chance of it happening ten years out. With one exception, the panel members rated the impact as moderate. The panel member with the least concern over impact also offered the lowest probabilities in the five and ten year projections. This panel member felt that that if an invasion occurred in California, the police would have to refocus their attention to more important matters than helping people find lost pets and taking cold reports, thereby negatively impacting customer service. Many of the panelists who rated the impact higher felt that this event would cause the community to become more patriotic and supportive of law enforcement resulting in improved relations between the police and those they serve.

Event Four: Generation Y officers start intervention programs in middle schools.

Intervention programs were described as assigning police officers to the middle schools to help children cope with the stresses they face. The panel felt that this event was a possibility in the near future, but not sooner than year three due to projected budget concerns. The panel realized that this would take many hours to implement and with the state and city budgets facing shortfalls for the foreseeable future, it was not an immediate reality. The panel felt strongly about the intervention programs, however, and saw them as very likely to happen by five years from now. The ten year projection had this event happening as a near certainty. The impact of this event was the most notable. With a positive eight as the mean, the panel agreed that intervention programs in schools could only help children.

Event five: Terrorists kill 2000 people in U.S. bombing.

This event was discussed as one that had prior impact on the U.S. The events of 9/11/01 had a significant impact on the relationship of citizens towards the police and even helped redefine customer service for law enforcement agencies. The panel felt that Generation Y has learned a lesson from that event and also forces an event of that magnitude likely to occur within the next five years. The positive impact from this event, rated as 6, was not seen in the loss of lives, but in the aftermath of the event as to how the public and law enforcement will relate.

Event Six: New law requires digital identification for all citizens.

The digital identification law which is best described as positive proof of residency as well as citizenship was seen as occurring further than five years into the future. Even at the ten year mark, the panel felt that the chances of this law occurring were a mere 10 percent. This event was popular with most of the panel in that it provided accountability for citizens. When it came to the impact of this event, the panel was unanimous that it would be negative in relation to the issue. One panel member rated the impact as a minus ten and explained that the digital identification would take away the privacy of citizens and felt that citizens would be treated less like people, causing customer service to suffer. One panel member felt that many people in religious circles would see this as the “devil’s work” and the result would be an increased separation between citizens and law enforcement.

Event Seven: State forced to close 50 percent of the prisons due to budget cuts.

After a discussion of the current condition of the state budget, the panel better understood that closure of 50 percent of the state prisons was a slight possibility within five years. The ten year figure was only slightly higher since the panel felt that once the budget was reduced, it would take many years to get back what was taken away in the initial cutback. The panel felt that the citizens would not let this event occur due to the negative impact on the entire community. The range of impacts were all negative with the panel feeling that the workload of law enforcement would be increasing greatly due to more violent behavior and a rise in crime since there were many felons that were released into the population. These factors led to the belief that there would be less time for customer service. With these factors in place, the panel saw that the current community policing strategy would be less effective.

Event 8: Hiring freeze for new untrained officers due to budget shortage.

The hiring freeze for new officers was seen as a likely possibility due to projected budget shortfalls. At the five year mark, the panel felt that this would be a possible reality since some concessions by law enforcement agencies would be necessary due to the state taking away city funding. Panel members discussed the fact that any hiring freeze would not affect municipalities for some time into the future depending upon variables such as their current staffing levels, the overall age of the officers within the department as well as the retirement system in place. At ten years into the future, the panel saw a very likely scenario of a hiring freeze due to a budget shortage. The panel saw the budget crisis getting worse as time went on. The panel saw the impact as a

negative five, midway on the scale. The term “hiring freeze” connotes negatively to the panel and they could see nothing good coming from freezing hiring practices of a police department when new people are constantly needed due to attrition, injury and routine turnover.

Event 9: Local Chief of police arrested for embezzlement.

The panel identified the fact that younger managers are entering law enforcement as well as those from Generation X. Younger managers were described as those in Generation Y that were ahead of their peer group and promoted quickly. Discussion centered on the fact that younger command level members of a department were more likely to be tempted than more seasoned department members. This was discussed because some panel members felt that younger officers had less loyalty to the organization as well as less life experience. Panel members felt that having a department head entangled in a criminal matter had a slight chance of becoming a reality in five years, with a 50 percent chance of occurring within ten years. The range of probability spanned a great deal, with two panel members feeling that this event was not a very likely occurrence. These members felt that by the time a member of the law enforcement community reached the rank of chief, they should be above reproach and would not commit such a crime.

Discussion over impact of this event occurring was a unanimous negative. Panel members agreed that anytime a chief of police becomes involved in criminal activity, it would reflect poorly on the entire organization. The credibility of the department would be lost and difficult to retrieve.

Event 10: Hackers attack National Crime Information Center (NCIC).

A law enforcement data base which is illegally breached by outside perpetrators was how this event was explained to the panel. Only five of the thirteen panel members knew what NCIC was when this event was initially discussed. Once the entire group had the same understanding, there was an interesting disparity among the panel. The younger Generation Y panel members felt that any computer system is vulnerable and this could be a problem facing law enforcement in the very near future. The median probability for this occurring at the five year mark was 50 percent. This probability rose to 70 percent ten years out. The disparity came with the older panel members. They felt that the system should be hack-proof and that no one should be able to get into a national computer base. The lines were divided among these two groups but they unanimously agreed that this would have a negative impact on the law enforcement community. The median score on the impact was negative five.

Cross Impact Analysis

Once the panel completed the first two phases of the NGT, four panel members were asked to consider participation in the Cross-Impact Analysis. This was done on an individual basis and the ratings were combined and are reflected as medians in Table 2.3 below.

Cross Impact Analysis Table

	Trend 1: Level of respect	Trend 2: Education of Workforce	Trend 3: Agression of Police	Trend 4: Respect of Authority	Trend 5: Customer Service Training	Trend 6: Gen X Leader s	Trend 7: Skills of Police	Trend 8: People Skills	Trend 9: Work With Tech	Trend 10: Political Involve and Aware
Event 1- Hostile Take-Over of Mall	3	0	0	2	0	1	2	1	0	0
Event 2- Officer- Involved Shooting	-3	0	-2	-2	0	0	0	3	0	1
Event 3- War on U.S. Soil	3	1	2	2	2	0	3	3	3	2
Event 4- Gen Y Intervention Programs	3	1	1	2	2	1	2	2	2	1
Event 5- Terrorist Bombing in U.S.	4	0	5	4	0	0	2	4	0	1
Event 6- Digital I.D. for Citizens	1	-1	0	-1	1	0	1	1	2	1
Event 7- Prison Closure	1	0	1	2	1	0	1	1	0	1
Event 8- Hiring Freeze	0	1	-2	1	1	0	0	0	0	1
Event 9- Chief Arrested	-2	0	-3	-2	0	-1	0	0	0	0
Event 10- Hackers Attack NCIC	0	0	0	-1	0	0	0	0	-2	0

Table 2.3

Impacts of Trends on Events on a scale of -5 to +5

The panelists were asked to consider the impact of events on trends on an individual basis. They were told to rate the impact from a negative five (for the greatest negative impact) to a positive five (for the greatest positive impact). A rating of zero had no

impact either positive or negative. Having completed the first two segments of the NGT, the participating panelists seemed reluctant about using impacts that were either highly positive or negative. They worked together in the form of a group think to come up with the impacts. The median scores obtained for this segment of the NGT contained several which reflected no impact. Event ten had the most scores for no impact with eight. Four other events had a zero median score; events one, two, five and eight.

Event two, an officer-involved shooting kills a 10-year-old bystander, was by far the event with the most negative impacts. There were three significantly negative impacts and only one slightly positive impact (with a score of 1). This event was seen impacting on the level of respect of police officers brought the greatest negative score. The panel members collectively felt that the public perception of the police would go down significantly since the police are seen as a highly trained and disciplined group of public servants. How an event such as this could happen was beyond the reasoning of the panel. The score of negative three was discussed and it was agreed that this was a time sensitive score. The panel felt this score reflected an initial thought process by the public and that the score would change as facts surrounding the circumstances were brought to light. Also, depending on the circumstances of the shooting, the score may be positive or more negative. This same event produced a negative score when impacting the trend of the level of aggression of police officers. The panel felt that the public would perceive that the police were far too aggressive in their approach to tactical situations and that was the reason that an innocent person was killed in a shooting. It was agreed that public perception of this event was seen as the genesis of the negative scores. This event had one positive score. When this event was scored impacting trend 8, the level of police

officer people skills, the reasoning for the positive score was that the panel saw the initial statements from officers at the scene crucial to the outcome of the public perception. It was felt that if the police handled the situation and scene well, the outcome would be positive. The panel talked about incidents of police aggression from recent memory and the fact that when the time line of the incident changed again and again via newspaper or television accounts, it eroded their belief that the police department in question was being truthful.

Another event that resulted in several positive scores was Event Three, where war is declared on U.S. soil by North Korea. The impact of this event upon several trends was positive. The panel felt that there would be a swelling of patriotism due to the aggressive act of war and that people would automatically align themselves with the police as being their representatives of local government. They also saw a more dependent attitude upon police since the public would be living in fear of a war within the boundaries of the country. Scores ranged from positive one to positive three.

Event Five, which was a terrorist act killing 2000 people in a U.S. bombing, was an event that was all too familiar to the panel. This event brought about the highest impacts of all, with four trends being impacted with a score of four or five. The panel saw the resulting repercussions of this event as having a positive effect upon the level of respect for law enforcement just as they did on 9/11/01. The panel discussion focused around all trends and how this event impacted every one. There were several trends that were not at all impacted with this event. The panel saw these trends and events as mutually exclusive, not having any impact on each other for this trend.

Event Nine, which is the police chief being arrested for embezzlement, brought about the most negative scores during the cross impact analysis. Four scores were in the negative, while six scored a zero. Specifically with Trend Three, the level of aggression of police officers, the panel felt that the public would blame the chief for any acts of aggression on the part of his officers since the chief himself was now a criminal. The zero impact for six of the trends reflected the fact that the panel saw the arrest of the chief as the act of a desperate individual, and not that of an entire department.

The event with the least impact on all trends was Event Ten, hackers attacking NCIC. The impact of this event, though it cripples the national computer network, had little effect on the daily face-to-face workings of the police officers. The one trend that did garner a negative score (-2) was Trend Nine, the level of involvement with technology. The panel saw NCIC as invulnerable and they placed blame directly upon law enforcement and the fact that their system should not have such flaws.

Alternative Scenarios

Futures studies provide a look into what could happen in the future as well as what is wanted to happen in the future. By looking at the trends and events which were closely examined above, and knowing the direction of the desired future, steps can be taken to begin to make a desired future. By looking at these same trends and events, the pitfalls of a less desirable future can be avoided.

The three scenarios that follow represent an optimistic, pessimistic and a normative state of the future. These scenarios were developed based on the trends and events of the NGT, combined with selected readings, professional knowledge and creative license.

These scenarios represent looks at different futures in varying states. By considering such states, law enforcement managers can make informed choices relating to how generation Y will enhance customer service in medium-sized law enforcement agencies by 2008.

Optimistic Scenario

Towards the end of 2010, the advent of DID (Digital Identification) made everyone's work easier at the department. The lesson plan for mastering the software in the reader was learned in minutes and now the guys could obtain complete identification, including color photographs on everyone within the jurisdiction. With the new federal mandate that all residents must possess the government identification, there were half of the identity thefts occurring that plagued all cities at the turn of the century.

At the Customer Relations Center inside the lobby of the police department, Officer Bongon talked with the parents of a sixteen year old who had been detained at the regional mall. When Officer Bongon finished with them, the parents immediately left the building and placed a call to the Watch Commander. On the recorded line, they told the lieutenant that they were very impressed by the way Officer Bongon handled the explanation of why their son was in police custody. They were equally shocked to learn that Officer Bongon was in his early 20's. "He seemed to have such wisdom for someone his age," said Ms. Laughnie to the Watch Commander. He explained to her the focus of the Customer Relations Center that was actually the brain brainchild of the younger officers and they felt that getting closer to the public would take outreach on the part of the department. Any relative or friend of a CC (custody client; the term prisoner

became outmoded in 2005) had the opportunity to meet with the customer relations officer. Whether it is to ask questions about a case or simply to query as to who would handle a post-custody relative.

At the end of shift when all crews debrief the days' activities prior to leaving, Lt. Whonever stood in front of the mostly 20's crew he was proud to be managing. "Every day I get at least two calls on you guys and gals", he bellowed proudly as would a new grandfather. He now believed that the week-long customer service training had made a difference. In the beginning he was skeptical. He felt that no one would grasp the idea that seeing every contact as a customer would prove anything but useless. However, in the last four years, he was now taking lessons from these "kids."

Everything about the department had changed since Lt. Whonever started over 25 years ago. Sure, the job was the job, but the face-to-face with everyone had evolved into something he would have never imagined. Beginning at the turn of the century it seemed to begin to take hold. The generation that was in elementary school watching Rodney King being pummeled by LAPD was now the rank-and-file, as well as those entering supervision in the same police departments. Lt. Whonever realized that sanctions, court mandated limits on the use of force, as well as the harsh reality of imprisonment had a changing affect on the department. What he didn't see coming was this generation of youngsters who had such a passion and understanding for what citizens want. They reminded him of his own parents; loyal, trusting and very understanding. At first he thought it was only one or two, but as there became more of these new generation cops, they proved to be all very much alike. These "kids" knew what they wanted from the day they chose law enforcement as their career and hit the ground running.

Lt Whonever stopped daydreaming when the young female officer entered the threshold of his office. “Sir, did you have time to review the last custody report I turned in? It was the second one I’ve had today. And just so you know el-tee, I gave this kids’ parents some information on the new juvenile court programs they are starting. It looks pretty promising as an alternative to some of the archaic probation models they insist on continuing to use. In fact, part of my master’s thesis deals with the faults in our juvenile justice system. This program looks really good.”

“That sounds great Lisa, I did review the report. Another fine piece of work!”

“Thank you sir. See you tomorrow.”

The Lieutenant sat in his office, contemplating the future of the organization he grew-up in. “This place will be in good hands when I retire,” he thought. “Those new kids are going to be all right”.

Pessimistic Scenario

Standing before the city council, the chief continued to maintain his position on the 10% budget reduction they were recommending for fiscal year 2008/09. “We will be crippled by a 10% reduction,” Chief Sill warned the council. He went on to explain that with the rise in crime due to the state releasing so many felons in the last year, his officers were overwhelmed with arrests, suspicious people calls and that the departments calls for service had gone up over 15% in the last year alone.

“Chief Sill, weren’t you involved in spearheading this new retirement plan we are now paying so much for?”

“Yes, I helped with the actuarial on the new plan,” the Chief replied.

“So the fact that we have lost so many tenured officers is due to this plan, and that is why the newer officers can not handle this workload. Isn’t that true, Chief?”

“It’s more of an adjustment period.” The Chief went on to explain that the new officers were very much into the community policing model by helping the residents and dealing with neighborhood problems. The “new generation” of officers had not had a chance to evolve - they were much too young. The problem began when so many seasoned felons were released into the state population. The younger officers were not equipped to deal with such violence, so fast. Several officers throughout the state had have been killed and many more injured in the last two years throughout the state trying to stop in-progress crimes committed by these released felons trying to stop in-progress crimes.

Councilman Wang seemed to be at odds with Chief Sill. He insisted on seeing results from the promised community programs that were implemented last year by four new 20-something officers. “This customer service implementation plan has gone nowhere,” Wang said. “You told us that these young officers had new ideas, great minds and would change the face of police work as we have come to know - to quote a part of your presentation to us last year.”

“I remember what I told you Councilman Wang,” the Chief replied. “But what I could not predict was the state’s decision to close so many prisons, releasing the scourge of the earth upon our community. That fact with our hiring freeze the Council has imposed upon us has made these difficult times.”

The Chief knew that he was crossing the line with some of his comments to Councilman Wang, but he was now frustrated with what was looking to be a great future

with these new millennial officers that were coming aboard. Their values and morals were so in line with his own beliefs. He really believed that a change was taking place for the better. Then came the prison closures, budget cuts and the workload that had the officers running from call-to-call everyday. It just seemed that the level of respect for police officers had peaked at the turn of the century, just after the terrorist attacks. Now, with the officers running ragged, there was no time to do anything relating to community policing or customer service but complain to residents about how busy and overworked they were, take the report and move on to the next call in line where the victim has been waiting for hours.

The Chief didn't want to inform the Council just yet of the recent information he received about the recent hacking of the NCIC computer. He thought for a moment and considered telling the City Manager in the morning. This budget hearing study session had taken him to the end of his rope. He was just glad that in two years he would be eligible to retire.

Normative Scenario

Officer Josh Adamson and Nell Bullard-Williams met in the field, their drivers' doors and mirrors nearly touching they maneuvered the police units so closely. At four in the morning on the first day of the year 2009 it was time to slow down a bit before the end of their work day, and catch up on reports and the recent gossip they heard in briefing. "How can they implement a hiring freeze now, when we're so short on cops out here?" Josh asked Nell as he worked on his last report before he transmitted it to the lieutenant in the station. "I heard that they are even going to have us keep our cars longer since

there's no money in the next budget." Nell had heard these threats before. Even at 23 years old, she was nearly the victim of last year's budget "crisis." With her degree in fiscal management, she had a pretty good idea what the Chief and his staff were going through. Nell thought of the "trickle down" theory on which she based some of her research. The recent closure of 50% of the state prisons was a good indication of what was coming. They should have seen it on the horizon and back then begin to prepare for the looming crisis. But, who listens to a 23 year-old slick sleeve? Nell knew that she wasn't being challenged as much as she could have been, but these guys (and gals) in management were mostly Gen X'ers. Their idea was to put in their time and get out. If they would only look at some of the talent that was out here, working day-to-day, keeping the citizens happy, safe and content in their high-rise town homes.

Josh respected Nell. At 22 years old, Josh had grown-up in a multi-racial family where his father was seldom home, working with a multi-national company as a translator. He and Nell had worked the early shift for almost a year together. It was nights like this that he enjoyed. They could get some work done on their project for the promotional. Even though it was their recommendation to do partner projects as 25% of their score for the promotional exam, they never thought the police department staff and human resources commission would agree. It seemed that the "older" generation wanted to keep doing everything the way they always did it. What they failed to realize was that they were like the dinosaurs, getting caught in the tar pits – unable to escape and eventually doomed if they didn't change their ways. These veterans weren't going to change a thing. That task has seemed to fall on the new officers. Get the department moving, they seem so stagnant. But, now in the middle of the partner project, it seems

like it would've been easier to compete in a promotional the old fashioned way; a couple of orals, a written and then the banding. This project really put the oneness on the candidates. Suggestions like these seem to go unnoticed, even when they are implemented.

The customer service class that was implemented last year as on-going training seemed to be working well. According to the statistics that Josh had compiled from the records management system, there had been a steady decrease of citizen complaints in the months following the training. Since the Chief wanted quarterly training, the reinforcement was working. Not only were these statistics encouraging, the number of citizens calling in to praise officers had doubled from the same time period last year before the training began. But, even with these statistics, the staff was recommending cutting the training due to the lack of funding and some lieutenant who thought that the program was no longer of value. If he could bring himself up to date, he would understand. He seemed to be one of the dinosaurs that were keeping the organization from moving forward. Why people stay beyond 30 years is amazing. Maybe our partner project should focus on something relative to that. It could be titled, "How longevity affects the customer service in police departments." Could this be an area for futures studies? I think I'll call a couple of my Command College classmates and see what they think (whose thoughts are these – yours or the 22-year-olds? It seemed to be in his voice until this last sentence. I doubt a 22-year-old would have already attended Command College).

Conclusion

Looking at the work completed by the Nominal Group panel, discussion during the panel's time together coupled with environmental scan and literature review, it seems that Generation Y will positively influence customer service throughout law enforcement greatly in the near future. The scenarios provide a look into the possible futures available. The trends and events provide indicators to aid in making the desirable choice.

Based on the results of the Nominal Group Technique, the following chapter will construct a strategic plan for implementation of integrating Generation Y, their ideas and morals into the ranks of law enforcement. Stakeholders will be identified and their positions considered. Two strategies will be presented and their weaknesses and strengths listed. The goal of the following chapter is to provide a blueprint for the future of Generation Y and their role in customer service.

CHAPTER THREE

STRATEGIC PLAN

Introduction

The previous chapters have explored the future issues regarding how Generation Y will enhance customer service in mid-sized California law enforcement agencies. From the basic foundation of the Nominal Group Technique, three scenarios were developed representing the three possible futures.

Many variables are at play within the three scenarios developed from the NGT. Some of the variables lie in what Generation Y will finally mature into. The NGT has projected what this may be, but no future reality is guaranteed until it arrives.

One certainty is that the concept of customer service has remained unchanged in the past and will very likely be so unchanged into the future. How the customer is served, the product the customer demands and the delivery mechanism of that service will change as does the landscape of our environment. However, the basic premise of the words “customer service” will remain unchanged.

The future scenario generation takes these variables into account when making an optimistic scenario – one which would like to be achieved, a pessimistic scenario – one which we desire to avoid; as well as a normative scenario. These scenarios, while not particularly accurate portrayals of the future, are demonstrating a possible end state from which the reader can steer himself toward other possible desirable futures. At the same time, the scenarios take the reader away from undesirable futures.

The first two chapters of this project have served to develop the reality that Generation Y will be the future of customer service in mid-sized law enforcement agencies. What

generation Y will do with this responsibility was portrayed in the three scenarios.

Chapter three will use this information to develop a strategic plan to implement a change to help achieve a desired future.

According to Max Freedman, strategic formulation and planning is a five-step process. First, examination of internal variables within an organization is necessary. The values, capabilities as well as past endeavors must be scrutinized. The strength of this examination depends on the depth and breadth of the information examined, as well as the ability of the team to draw valid conclusions. Second, the team examines the alternative futures based above and creates the strategic profile or vision. The quality of this profile depends on the strength of the process through which the team makes these decisions as well as the strategic capabilities of the team members. Third, based on the above vision, a number of projects emerge. These are the tasks that must be completed to ensure successful strategy implementation. Fourth, implementation begins and the successes are prioritized and changed as necessary. Finally, the strategy must be monitored regularly. While not a step in and of itself, but a way of doing business including the review of both internal indicators as well as of external indicators.¹⁹

Feedback comes from many stakeholders and sources that will be identified later in the chapter. This strategic planning offers a formal methodology to bring about positive change in organizations by future outcomes of current choices. This strategic planning will, in part, be based on the scenarios developed in chapter two. The primary vision will be the normative scenario. The optimistic scenario represents a desired future while the pessimistic scenario represents one which would be avoided.

¹⁹ Mike Freedman, The Art and Discipline of Strategic Leadership. (New York: McGraw-Hill by Kepner-Trengoe, Inc., 2003), 21-24.

Mission and Executive Order

A mission or vision statement stands as the overarching goals for any organization. When no clear policy or directive is noted or understood, the mission/vision exists to be the guide and assistance in decision making.

The following mission statement and Executive Order are taken from the West Covina Police Department and will serve as a foundation for which the strategic plan will be built:

Mission Statement

The Mission of the West Covina Police Department is to provide the highest level of service and protection to the community. Working together, we will strive to enhance the quality of life as we progress into the future. Our mission will be accomplished by:

- Preserving peace and order by the fair and impartial enforcement of the law through innovative police services
- A flexible, community-wide approach to problem solving
- Respecting everyone as individuals with differing values and needs

We are responsible for the success of our department and community. We hold ourselves accountable for our decisions, actions and performance.²⁰

Executive Order

The West Covina Police Department is in the public safety business. The success of the West Covina Police Department is a result of our integrity, hard work, teamwork and pride in service. To achieve true excellence in protecting our community, we must establish an atmosphere of trust and openness department-wide and promote a positive image to everyone we contact. Every citizen contact provides an opportunity for us to strengthen community support for the West Covina Police Department. All employees must understand and embrace the concept that personal attitude, behavior, and responsiveness is essential in building a community partnership for solving crime problems.

Be proud of our profession and strive daily to improve this partnership in work, action and attitude. This manual is a guide for all employees describing and affirming our basic belief, common goals, and the policy and procedures that will assure a commonality in approach to our police mission.²¹

²⁰ West Covina Police Department Vision Statement, 1990.

²¹ West Covina Police Department Executive Order, Volume 1, Chapter 00, foreword.

For a law enforcement agency to better understand how customer service is enhanced by Generation Y, the mission statement should be able to provide a glimpse into an organization and the culture that shapes the organization. The mission of the West Covina Police Department says they will "...provide the highest level of service and protection to the community". For a law enforcement organization to live up to these words, customer service is paramount. A high level of service can not be given to a community if the citizens are not treated with respect and courtesy.

The mission statement also says, "A flexible, community-wide approach to problem solving". The word flexible suggests the department will treat people as they need to be treated, taking into account their situation and diverse backgrounds encountered by officers daily. In the Executive Order, the Chief of Police states, "All employees must understand and embrace the concept that personal attitude, behavior, and responsiveness is essential in building a community partnership for solving crime problems". These words go hand-in-hand with the basic premise of customer service: Treat others as you would like to be treated. For a law enforcement organization to completely grasp this simple premise would be a scenario of the utmost optimism. Customer service and how Generation Y enhances their day-to-day interaction with the public could be the difference between operating under a consent decree or having one of the most desired communities in the State.

Organizational Analysis

The future of an incoming generation cannot be seen clearly through literature and hypothesis. Before changing the existing culture of a department to fit this incoming generation, the strengths and weaknesses of the organization need to be identified. Opportunities and threats must also be uncovered, for they will produce positive and/or negative outcomes.

For this project, the “WOTS UP” (Weaknesses, Opportunities, Threats and Strengths Underlying Planning) analysis model was used to be able to uncover these elements. This process can identify issues unseen without the analysis. Raising and addressing these issues prior to implementing change can be the difference between success and failure.

Possible weaknesses, opportunities, threats and strengths related to how Generation Y will enhance customer service are identified in the following sections. Strengths and weaknesses are seen to be internally driven, while opportunities and threats are seen as coming from outside the organization, or external.

Weaknesses

- The immaturity of Generation Y degrades the current customer service climate.
- Generation Y fails to meet the needs of a maturing population.
- Law enforcement agencies fail to train Generation Y in the customer service procedures.
- Generation Y conflicts with their older Generation X field training officers causing dissent within new trainees.

- Management fails to understand the needs of Generation Y due to the generation gap between the older and younger officers.
- Generation Y behavior represents a radical change in standard operating procedures (SOP) for older officers.
- Managers are unaware of future workforce issues in dealing with Generation Y in a customer service situation.
- Generation Y fails to understand the importance of customer service as a vital aspect of their job.

Opportunities

- City Manager supports funding to train all city employees regarding Generation Y attributes.
- City Council supports training for generational awareness.
- The synergy produced by Generation Y police officers within the community spreads throughout the entire organization.
- Generation Y values transcend into the public sector via after school programs and School Resource Officer venues.
- Police contacts are better understood by the public due to the Generation Y attitude towards those contacted.
- Generation Y police officers become the model for customer service outside the law enforcement realm and enters the business world.

Threats

- The public sees Generation Y officers as “kids”, unable to deal with their problems due to their youth.
- Lack of respect during public contacts frustrates Generation Y officers who have never encountered this behavior in past situations prior to law enforcement.
- Citizens fail to understand the values of Generation Y police officers and this conflict results in poor performance in the area of customer service delivery to the citizens.

Strengths

- Generation Y police officers see customer service as a major portion of the workday.
- The overall attitude of Generation Y causes citizen complaints, use of force and internal investigations to drop significantly.
- Generation Y influence transcends the gap between sworn and non-sworn employees.
- Customer service becomes better understood by an entire organization.
- Older officers began to learn from Generation Y officers as they gain strength in numbers.
- Morale and eventually the culture of an organization is changed due to the influence of Generation Y.
- Generation Y moves into supervision having a clear vision and a broader influence upon the organization.

Stakeholder Analysis

To determine who will be impacted by the above weaknesses, opportunities, threats and strengths underlying planning, the potential stakeholders must be identified. Planners must identify people or groups of people who will have a relationship with the planning process and the outcome of the final plan. Differences and likeness can be forecast to allow a clear view of what is to emerge. Listed below are primary stakeholders identified during this research. For each, the best dreams and worst nightmares in relation to Generation Y enhancing customer service are presented. The interaction between Generation Y and the stakeholders is paramount to how customer service is delivered and received by those stakeholders.

Stakeholders

City Residents

This group of people represents those who use the service of the law enforcement agency and also takes pride in calling the officers “their” police force because they live in the covered jurisdiction.

Best Dreams:

- The citizens obtain better customer service from the Generation Y officers.
- A noticeable change in service is seen with the new officers.
- Citizens encourage friends and relatives to become an officer in their city.

Worst Nightmare:

- Citizens see “kids” patrolling their neighborhoods.
- Citizens began asking for adults to show-up on calls not having had experienced such young officers in the past.

Business Owners/Managers

This group of people encompasses all the people who own or manage a business within the City limits.

Best Dreams:

- They owners get to know the beat officer because he comes in for introductions during his workday.
- Owners call the law enforcement agency and ask for a particular Generation Y officer.
- The Chief of Police hears of the courteousness of officers while in the community.

Worst Nightmare:

- Business owners complain due to the lack of face-to-face contact with an officer.
- Crime increases due to Generation Y officers not understanding the needs of the business community.

General Public

These people are those that shop, eat and use other services within the city limits. They may also utilize a route through the city as a convenient commute.

Best Dreams:

- No complaints from non-residents are obtained for a one year period.

- Residential housing is difficult to find partially due to the reputation of the police department.
- Revenue figures are at an all-time high due to the customer service provided by the police department.

Worst Nightmares:

- Watch Commander receives complaints about people being cited by under-age officers.
- Crime statistics are up due to inexperienced officers on patrol who appear to not want to take enforcement action in appropriate situations.

School Principals/Administrators

This group of people has a vested interest in the law enforcement agency in that the protection of their students against unwanted visitors or attacks is paramount. A safe learning environment is promised by the school district which must work hand-in-hand with the law enforcement agency.

Best Dreams:

- Generation Y officers relate to students and reports of truancies go down.
- Crime statistics in school neighborhoods are seen as dropping due to the relationship between the new Generation Y officer and students.
- School Principals recruit Generation Y officers for School Resource Officer positions.

Worst Nightmares:

- Misconduct by young officers in schools results in costly litigation.
- Agency professionalism suffers.

City Council

This group of publicly elected officials represents the collective interests of the voting public and provides policy direction to the City Manager.

Best Dreams:

- The law enforcement agency is seen as progressive in training new officers.
- Use of force complaints and litigation is at an all-time low.
- The Chief of Police is awarded a resolution for outstanding training practices due to the quality of new officers.

Worst Nightmares:

- Rising crime statistics due to “officer friendly” patrolling the business areas.
- The police department is being seen as too soft on crime-comments via the public to the City Council.

City Manager

This appointed position is responsible for the overall operation and administration of City Government, supervises Department Heads and follows direction of the City Council.

Best Dreams:

- City Council is pleased with the positive comments heard throughout the community on the “new batch” of police officers recently hired.
- The police department is no longer losing young officers to other agencies.

- Recruitment costs are at an all-time low due to staffing levels being at an all-time high.

Worst Nightmares:

- Complaints reach the City Manager level of officers to young patrolling city streets.
- Overall professionalism of the police department suffers.

Chief of Police

The Chief is responsible for the police department operation and accountable for results within the department.

Best Dreams:

- Generation Y employees take customer service to an unheard of level of excellence.
- The police department morale is at an all-time high.
- The police department receives accolades from the City Council for the visionary recruitment process and results.

Worst Nightmares:

- Older officers convince Generation Y officers that customer service is not worth the effort.
- Misconduct by Generation Y officers exposes the city to civil liability.
- Agency professionalism suffers.

Middle Managers and Supervisors

This group is responsible for operation of specific areas or sub-divisions within the police department. This group oversees the training process through the Field Training Program.

Best Dreams:

- The Generation Y customer service influence on older officers and supervisors has spread to their dealings with others.
- Morale is at an all-time high.
- The workplace environment becomes a friendly and productive atmosphere.
- Generation Y better understands diversity through customer service and the minority population appreciates this view.
- Attrition is at a record low and staffing levels are at maximum for the first time anyone remembers.

Worst Nightmares:

- Generation Y employees are seen as not willing to handle an arrest situation.
- Field training officers are reprimanding Generation Y officers for failure to take action in crisis situations.
- Overall attitude of Generation Y officers becomes discouraged because of the senior officers in the police department.

Police Association

This group represents the interests of sworn law enforcement officers and is responsible for wage/benefit negotiation as well as grievance procedures.

Best Dreams:

- The association is energized by the presence of new Generation Y members.
- Generation Y members quickly vie for positions on the board of the association.
- Generation Y is seen as a good addition to the law enforcement “family”.

Worst Nightmares:

- Generation Y members are not seen as true members for at least five years of employment.
- Generation Y decides that being a part of the police association is a waste of time and refuse to join in numbers.
- Generation Y began their own association of “members under 25” only.

California Commission on Peace Officer Standards and Training (POST)

This group is responsible for administering legislative mandates, training and funding for police agencies throughout California.

Best Dreams:

- New POST approved courses in customer service training are added to the curriculum.
- Generation Y officers teach customer service classes to older officers.
- Crime statistics show a dramatic drop due to the attitude change in young law enforcement officers.
- Stress claims and injuries on duty dramatically drop.

Worst Nightmares:

- POST commissioners fail to see the benefit in customer service training.

- Generation Y employees become discouraged due to their efforts being constantly challenged.
- A visible “generation gap” drives a wedge between Generation Y and other officers causing the workplace morale to deteriorate.
- Crime statistics show a marked increase with the poor attitude developed by all officers.

Public Employee Retirement System (PERS)

This group of people is responsible for the management and administration of the State’s largest pension fund as well as distribution of payment to retirees.

Best Dreams:

- The percentage of disability retirements is reduced
- A noted savings is seen due to healthier officers not requiring time off for injuries.

Worst Nightmares:

- Generation Y employees get bored with law enforcement and freeze their contributions twenty to twenty-five years into the future.
- The Generation Y group decides on an alternate retirement plan and starts a campaign against PERS.

Snail Darters

Any change endeavor is bound to find roadblocks along the way that were unforeseen at the outset of the process. These issues that cause roadblocks come at inopportune times and can undermine an entire process or at least stop progress until reasonable solutions are formulated.

New initiatives fail far too often when employees feel disempowered by huge obstacles in their path – though they embrace the new vision. At times, the roadblocks are only in people’s heads and the challenge is to convince them that no roadblock exists. Sometimes the obstacle is the structure or culture of an organization. Narrow job categories can undermine efforts to increase productivity or enhance customer service. Compensation or performance appraisal systems can force people to choose between the new vision and their self-interest.²²

Possible Snail darters, or unforeseen and unanticipated events relating to how Generation Y will enhance customer service, are identified below:

The values and ideologies that made Generation Y different from previous generations become diluted due to the training strategies of Field Training Officers through the state of California as well as POST. This attitude mixed with the adrenaline of power that the Generation Y officers have for the first time in their lives combine to perpetuate the poor attitude of the police towards the citizenry. In essence, Generation Y has given into what was thought was believed.

Public perception of the Generation Y philosophy becomes completely misunderstood. The public sees Generation Y as ineffective towards crime problems due to their customer-friendly attitude. Citizens within communities began a campaign in various police departments to toughen-up their officers due to the soft stance on crime they think the department has taken. This campaign results in a change of attitude towards the citizenry which, in turn, causes animosity within the law enforcement community.

²² John P. Kotter, Leading Change. (Harvard Business School Press, Boston, Mass. 1996), 10.

Strategy Development

The previous two chapters which include the results of the NGT, plus the identification of stakeholders in the section above as well as the WOTS UP analysis have provided a foundation for which strategies can be implemented. The strategies are models of what an agency can do and how much they chose to do in preparing for Generation Y and what this generation will do for customer service throughout law enforcement.

Strategy One

Generation Y is currently at the entry level the law enforcement workforce. The numbers of this generation will increase exponentially as time passes and more new hires enter the workforce. The current majority of Field Training Officers (FTOs) are Generation X'ers. That is, they are in their mid-to-late twenties into their thirties. These FTOs are typically proficient at their jobs; teaching new officers the policies, procedures and culture of an organization. During this training period, the FTO must also instill a sense of community within the trainee. As with any generational difference, how the FTO and the trainee relate to each other can make a difference in the outcome of the training which has a direct affect on the new officer. Familiarizing FTOs with Generation Y employees is essential. This process can make training a success by having the trainee (Generation Y) better understand the motivations of the FTO (Generation X) Monitoring interactions between Generation Y employees and other seasoned officers (FTOs) should be implemented to be able to measure the success of the training program. This can be done by the following steps:

- Written daily evaluations by the FTO regarding specific areas of progress or remediation.
- Review of specific areas covered by the trainee on a daily basis.
- Review by the field supervisor with the FTO and trainee.

These steps not only cover policies and procedures, but include specific characteristics on how the trainee related to specific people involved during incidents. This process can be talked about at the completion of an incident or at the end of the workday. This process will result in better understanding Generation Y employees by their supervisors and managers. In time, this understanding will result in higher department morale due to the closeness of both generation and how they work together.

Just as important, this monitoring should also record the trainee's relations with the officers in the department and how the department culture affects the trainee's behavior towards the citizens. This process will gauge how citizens and business owners appreciate the new officers and how well their integration is progressing.

Monitoring Generation Y employees can occur in different ways as to not interfere with the workday of the employee once the training process is complete. Audits of random calls can be completed by supervisors to assure that the officer is doing a reasonable job in the customer service arena. This can also be completed by reviewing reports taken. Supervision plays an important role in this area once the trainee has completed the training process. Supervisors would have to be briefed on their Generation Y employees and understand desired results as well as behaviors that do not transcend the generation gap that are undesirable. Such items as differences in slang, mannerisms and a better understanding of computers are a few of the workable differences. With this

knowledge, supervisors are better informed about what to expect with their Generation Y employees as they enter the workforce in greater numbers in the coming years.

This scenario presents both strengths as well as weaknesses some of which are outlined below:

Strengths:

- Better understanding of Generation Y by supervisors and managers.
- Citizens and business owners appreciate the new officer and how well they have integrated themselves into the police department.
- Schools throughout the jurisdiction relate better to the younger officers who have more in common with the student body.
- Comments throughout the community to the City Manager and City Council reflect well on the Department and the cohesiveness of their training program.
- Overall morale of the police department is elevated due to the perceived closeness between the newer officers and the veterans.
- The Generation Y attitude spreads to older officers.

Weaknesses:

- Generation Y becomes suspicious of the constant questions from supervisors.
- Word gets back to Generation Y about the monitoring by supervision from citizens in the community and communication between supervisors and subordinates breaks down.
- Generation Y loses confidence in their supervisors and began working as a group to usurp their supervisors authority which leads to animosity between the groups.

- FTO's fail to catch details throughout the training process which results in poor performance by trainees.

Strategy Two

Knowing what has thus far been presented regarding the attributes of Generation Y, getting to better understand how they work in the law enforcement environment is essential. Their flexibility in communication skills while dealing with different people in varied situations is important to monitor. This is important due to the lack of socialization they have experienced in their lives.

To be able to quantify what Generation Y is doing in field work relating to those they contact on a daily basis, internal and external qualitative analysis can be initiated by supervisors which will measure their progress and performance.

Internally, an analysis can be completed by looking at all citizen complaints and how they relate to officers treating citizens. This analysis can be broken down into the following:

- Reason for complaint
- Age of complaining party
- Age of officer involved in complaint

By looking into citizens complaints, a historical view can be provided to compare with the current complaints. From this analysis, information can be gleaned as to who gets complaints (Generation Y?), why they get complaints and do the complaints in any way relate to the degradation of customer service?

Additionally, internal statistical analysis can be computed as to the number of contacts that are made with citizens (other than calls for service). This number can be broken down into who is making these contacts: Generation Y employees compared to Generation X and so on. Crime statistics in the areas patrolled by Generation Y officers can also be computed. Are these crime statistics different with a Generation Y officer on the beat? This can also be done with Generation Y officers and the different days that they work compared to other days when a veteran officer is patrolling the beat.

Other internal analysis can be computed as to the use of force incidents. Who are the officers using excessive force as well as who are the complaining parties to this force. Additionally, other areas such as sick leave usage can be compared to historical sick leave usage. Are the Generation Y officers using less sick time than their older counterparts?

This analysis can be conducted without interruption of an officer's daily routine. The analysis can also be completed with existing systems and supervisors without a fiscal impact to an organization. In addition to an internal analysis on behavior, an external analysis on performance can be completed which will help identify what is occurring within the community.

With the assistance of the Chamber of Commerce, an audit of all city businesses can be conducted to reflect who has had voluntary visits from police officers. This same system can be taken into the schools where administrators can record which officer has visited their campus on a voluntary basis. By completing these external audits throughout the community, a sense of which officers are involved in customer service

will be revealed. In addition, the contact these stakeholders are receiving by supervisors reinforces a sincere commitment to the community about the direction of the department.

This scenario presents both strengths as well as weaknesses some of which are outlined below:

Strengths:

- Most of the needed information is currently possessed by the agency.
- The employee will not be inconvenienced by having to do additional work for supervisors which may result in questions as to why the information is needed.
- The information will provide a blueprint for the direction of staff as to possible upcoming problem areas.
- The qualities of customer service will be enhanced by action taken on the information obtained.
- Understanding current problems can help in changing future behavior.

Weaknesses

- Another system is created for everyone to read and evaluate.
- Supervisors pay “lip service” to the system and fail to understand the value of the analysis.
- Supervisors unhappy with the analysis spread word to line personnel which severely degrades the system.

Strategy Selection

Based on looking at the two strategies above, it appears that getting to better understand how Generation Y works within the law enforcement environment is the primary goal. Their flexibility in communication skills and how Generation Y deals with the public in varied situations is essential. Both strategies have profound strengths, which have a realized purpose within an organization. Strategy Two seems to be more practical in the sense that the analysis can be started immediately with results that can be acted upon to change the direction of an organization.

Once Strategy Two has been implemented, it would follow that Strategy One could be implemented in some form to back-up the results of the first implementation. Dealing with the behavior of people and having to change or modify their behavior to fit precise parameters is unlike any other task. When implementing new technology or methods of operation, there are fixed variables with which to work. When trying to understand a new and very different Generation Y employee, there has to be some foundation to base future behavior upon. This analysis can be this foundation.

The evolution of Generation Y is merely beginning. If capturing their attributes now will make a significant change in the future, these attributes should be fully understood immediately. The above analysis can help in capturing their attributes by better seeing what they are doing in their field work and comparing that work with the work of their peers and older officers.

If what is seen in the outcome of the analysis is not favorable, immediate changes can be made. Acting on Generation Y now cannot wait. Hesitating to understand Generation

Y and where they will take law enforcement will cause the future of law enforcement to be mired in the attributes of the past.

Implementation

To be successful in putting strategies to work with an emerging Generation, proceeding immediately is important. As seen in the above scenarios, if no action is taken within the next few years, law enforcement will continue to produce police officers who continue to be ineffective at handling the public. If law enforcement decides to change the way customers are treated, now is the time for change. Generation Y is poised to begin this change. As seen throughout this project, Generation Y has the attributes to make change a reality. It is up to the managers within law enforcement agencies to see the difference in Generation Y and put supervisors to work in implementing strategies that will change the way customer service is seen.

The entire organization will have to make concessions during this time of subtle change. If implementation is to be considered a success, the strategy will have to constantly look at the culture of the organization, assess the needs of that organization and be accordingly flexible.

Cost Analysis

Implementing the above Strategy Two to be able to manage Generation Y as they enter the workforce has some minor, if negligible financial impact upon the agency. The cost of implementing additional training and monitoring of trainees is the only burden law enforcement would have to endure.

The initial influx of Generation Y over the next two years is the most critical time for this analysis. Once the results began to be analyzed, a picture of where the organization has been, where it currently is and where management wants the organization to be will become clear. From this picture, cost will vary depending on the health of an organization. The initial cost may be negligible depending on manpower availability and the changes that are decided upon. This desired future should not be thought of in terms of cost in dollars, but in cost of quality law enforcement.

To lead an organization to this desired future, a sense of urgency has to be generated and a clear vision must be seen by everyone involved in the change. Once this is complete, the strategic change will be a success. The following chapter will address this change from the current state to the desired future state. Meaningful change can only be successful if the state of transition is also successful.

CHAPTER FOUR

TRANSITION MANAGEMENT

All changes, even the most longed for, have their melancholy: for what we leave behind is part of ourselves: we must die to one life before we can enter into another.

Anatole France, French Writer

Introduction

Those within any organization should not fear change, and what it can bring to an organization. Change should be embraced by those throughout the ranks of the organization since with change comes new hopes, vision and opportunities. To be able to make the leap of faith from the old way to the new causes everyone involved some trepidation. At the outset of change, this should be known and expected. The new idea of change cannot be grasped and understood until the old has been discarded. Without this understanding, resistance can be so great that change can be undermined and be deemed a failure.

It is this transition from old to new which will be examined throughout this chapter. Up to this chapter, the issue of enhanced customer service by Generation Y employees has been approached by different points of view. It has been seen that an entirely new outlook on customer service will be seen in the coming years by one of the most watched and wired generations in history. Thus far, Generation Y has not made much of a roar in this arena, but as they become major players in the law enforcement workforce, their

numbers will be heard. This chapter will discuss how this transition into the future generation needs to be managed to be successful.

Those leading the organization will overcome the fear of change and the unknown it can bring. In leading change within an organization, an eight-step process is commonly used.²³ This process is listed below:

- Establishing a sense of urgency
- Creating the Guiding Coalition
- Developing a Vision and Strategy
- Communicating the Change Vision
- Empowering Broad-Based Action
- Generating Short-term Wins
- Consolidating Gains and Producing More Change
- Anchoring New Approaches in the Culture

This process will assist in creating the desired transition and will be used throughout the remainder of this chapter.

Commitment Planning

The previous chapters laid the groundwork, which presented a sense of urgency over Generation Y and what they will bring to law enforcement in relation to customer service. To further this urgency, the creation of a guiding coalition must be established. A tool for use in identifying these key players is the critical mass analysis.

²³ John P. Kotter, *Leading Change*, (Boston: Harvard business School Press, 1996). Handout.

Critical Mass Analysis

The critical mass includes those people and groups, which have been identified as stakeholders in the change, and whose support is required to ensure the desired change occurs. From Chapter Three, the following groups have been identified as the most critical players in the Critical Mass Analysis:

- City Residents
- Business Owners/Managers
- General Public
- School Principals/Administrators
- City Council
- Chief of Police
- Middle Managers and Supervisors
- Police Association

Table 4.1 depicts the current level of commitment of each critical player and the level of commitment necessary to ensure desired change.

Critical Mass Analysis Chart

Key Players	No Commitment	Let It Happen	Help It Happen	Make It Happen
1. City Residents	X	←	→ O	
2. Business Owner/Manager	X		→ O	
3. General Public	X	→	O	
4. School Principals/ Administrators	X		→ O	
5. City Council	X	→	O	
6. Chief of Police	X			→ O
7. Middle Managers/ Supervisors	X			→ O
8. Police Association	X	→	O	

Table 4.1

The symbol “X” represents their present level of commitment and an “O” is the minimum level necessary to affect the change. An analysis of the position of each member of the critical mass follows:

City Residents – While no commitment exists at the present time, the residents would see a subtle change in the operation of their police department. Since police contact with residents occurs on an infrequent basis, this change would seem subtle unless one small group of residents had repeated contact with many officers over a relatively short period of time. There is always a core group of residents who care greatly for their police

department. This group of residents could be asked to assist in the monitoring of the officers and how they embrace customer service over a period of time. To do this with all residents would be unproductive. A few members from this group would serve to be part of the guiding coalition.

Business Owners/Managers – The current commitment with this group of people is none, but the change in the police department would be a welcomed sight for this group. It would be incumbent upon the leaders of the police department to be sure that this group of people helped the change occur. This could be done through service groups within the city as well as through the Chamber of Commerce. Since this group of people is likely to contact the police more than the average citizen, they would be able to help facilitate the change through the department leadership. This could be accomplished through informal questions or a more formal survey as to the customer service level of the police department. This group could also be involved in surveys and monitoring the progress of the department. This group would be an important part of the coalition.

General Public – This somewhat transient group has no commitment to the desired change. As people travel through the city boundaries, their main concerns are business within the city boundaries or a route through the city, which is their only connection. Their presence as part of the guiding coalition would be seen as unnecessary.

School Principals/Administrators – The current commitment is non-existent, but their help in making the transition a reality is an important one. The schools are an integral part of the city, which, is an important part of the resident base. Without safety in the schools, the residents feel that their police department cannot handle crime problems throughout the city. This group of people would be an important group to have help

facilitate the desired change. This group would be an important part of the guiding coalition throughout the change process.

City Council – Even though the City Council is the voice of the residents, the changes that they would experience would be minimal. For the council to let these changes occur would be status quo. The City Council typically does not monitor the police department unless there are internal problems brought to their attention by the City Manager. The subtle change process would be seen as a tacit approval by the council to let it happen.

Chief of Police – Previous research indicates that there has been no commitment to the customer service relationship between Generation Y and the community. This is very likely due to the fact that police departments throughout the state are just seeing the beginning of the Generation Y influx and no commitment will be necessary for at least one to two years. As time goes on, the Chief of Police will understand the importance of the Generation Y role and how Generation Y will influence customer service. From the chief down to the new Generation Y officer, the commitment to make customer service a priority will be necessary for the change to become a reality. The chief must serve as a member of the guiding coalition.

Middle Managers/Supervisors – As with the Chief of Police, the middle managers and supervisors under the chief have little commitment as of yet. As few Generation Y trainees enter the workforce, only their training officers will know their differences until their numbers grow. Full commitment by those that work directly for the Chief of Police is essential for change to be successful. Key members of the staff should be part of the guiding coalition.

Police Association – This group of people normally have no commitment to change until the change takes place. Typically, they then will let the change occur unless it appears detrimental to the body. Cooperation between management and the association is important for change to occur smoothly. Even though not an essential part of the coalition, key members of the association could be briefed as to the desired change as it occurs.

California Commission on Peace Officer standards and Training (POST) – Commitment from POST would be none. Their only commitment would be to let the change happen. Their only concern would be in the training realm of customer service and Generation Y. They may desire to be involved in the change more as the population of Generation Y begins to fill the ranks of police departments throughout the state. There is no current necessity for their presence in the coalition.

California Public Employees Retirement System (CalPERS) – Similar to the commitment of POST, CalPERS commitment would be none. Their interest in Generation Y would come years ahead as this budding generation prepares for retirement. Their presence in the coalition would be unnecessary.

Management Structure

The groups identified above represent the stakeholders that were mentioned in Chapter Three. From those stakeholders, the necessary key participants were identified who would make up the guiding coalition. This coalition is necessary to implement any change desired by the leaders in the department. The coalition has the leaders and

expertise to bring about the change desired. This coalition must be comprised of the proper combination of personalities comprised of leaders and managers.

When selecting this balance, the Chief of Police will have to be the one to make sure the formula works. Four key characteristics seem to be essential to effective guiding coalitions. They are listed below:

1. Position Power: Keeping the main stream managers involved so those not within the coalition will not block progress.
2. Expertise: Keep various points of view within the coalition which adequately represent intelligent decisions in terms of discipline, work experience, and nationality.
3. Credibility: Be sure the coalition has enough people with a good reputation so their decisions will be taken seriously by everyone in the organization.
4. Leadership: The group must be comprised of enough proven leaders to be able to drive the change process.²⁴

The balance of leadership and management is essential for the coalition to be successful. The Chief of Police will have to balance these characteristics to ensure the coalition works as a team while management keeps the process under control while leadership drives the intended change.²⁵

Responsibility Charting

To clarify the role relationships of the essential players and what is expected of them in the overall plan, the guiding coalition was developed in the previous section. This group can now be clarified to certainty through a mechanism known as responsibility

²⁴ Kotter, 57.

²⁵ Ibid.

charting. Figure 4.2 below brings this clarification to the guiding coalition as well as the various steps in the implementation process. Each member of the coalition has various steps in the implementation process. Each member is identified as having one of five roles. First, is the member responsible for this step? Second, is it necessary to inform or consult this member prior to the action being taken? Third, is the member’s approval required or do they have veto power? Fourth, is the support or resources of the member needed? Finally, is the member even relevant to this step?²⁶ The responsibility chart below brings clarity to the roles of the coalition. With this clarity comes the understanding of the members of the guiding coalition.

**Responsibility
Chart**

Decisions or Actions	Participants				
	Chief	Middle Managers	City	School	Business Owners/ Managers
		Supervisors	Residents	Principals/Admin	
Select Guiding Coalition	R	I	-	I	I
Create The Vision	R	S	I	S	S
Identify Strategic Plan	A	R	-	I	I
Communication Vision	R	R	S	S	S
Provide Policy	A	R	-	-	-
Select Participants	R	I	-	-	-
Implement Plan	R	R	-	I	I
Evaluate Outcome	R	R	-	S	S

Table 4.2

Having completed the responsibility chart and the critical mass analysis, it can be seen that Kotter’s eight-step process discussed earlier fits into these models. The eight steps

²⁶ Tom Esenstein, “The Strategic Organization,” Lecture to Command College Class 35, Oxnard, March 13, 2003.

that are developed have to be seen in a flexible and fluid state for the implemented change to be embraced and function properly. Leaders of the change must realize that these steps can be subtle, or happen together. If steps are skipped or the process gets too far ahead without a solid base, problems are almost always created.²⁷ The transition between the old and new is not a rigid process as seen in Bridges' model.²⁸ Once letting go of the old, and before embracing the new, the neutral zone occurs. In this time, the old way is gone and the new doesn't yet feel comfortable. Even with this discomfort, the neutral zone is the individual's and the organization's best chance for creativity, renewal, and development. This is where most innovation and revitalization begins.²⁹ Identifying with the danger in the neutral zone can make this time a valuable period in the transition.

The next chapter in the project brings closure. A summary is discussed; recommendations for future research as well as implications for leadership are presented. The chapter concludes with final recommendations.

²⁷ John P. Kotter, *Leading Change*, (Boston: Harvard Business School Press, 1996), Handout through lecture via Organizational Effectiveness Consulting, 3/13/03. 23.

²⁸ William Bridges, *Managing Transitions, Making the Most of Change*. (Reading, Massachusetts: Perseus Books, 1991), 5.

²⁹ *Ibid.* 6.

CHAPTER FIVE

CONCLUSION

We like to let people in on a little secret. These kids are less likely to take drugs, less likely to assault somebody else, less likely to get pregnant and more likely to believe in God.

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Project Summary

This project has studied Generation Y and its influence on customer service in mid-sized California law enforcement agencies. Chapter One included an environmental scan, which provided a picture of Generation Y and their attributes. From this picture arose a snap shot of what could be expected from one of the most coddled and most followed generations in American history. They have been found to have grown up with the Internet and their possibilities seem unlimited. They are entering the law enforcement workforce with new ideas and thoughts outside the box regarding customer service. They will take law enforcement into the new century with ideas that will remind citizens of their grandparent's time combined with the modernization of the Internet. The Generation Y picture is unfolding as this project is concluding.

The second chapter explored ideas generated through the Nominal Group Technique (NGT). This process paneled several people from various walks of life to explore trends and events related to customer service and Generation Y. Based on the work of the panel, three scenarios were developed describing three very different futures. Optimistic,

³⁰ Neil Howe and William Strauss, *Millennials Rising, The Next Great Generation*. (Random House, Inc., New York, 2000), 21.

pessimistic and normative futures were generated. These ideas provided a glimpse into the future of Generation Y and how they handle customer service in a demanding workplace.

The next chapter looked at these ideas and developed a strategic plan. A process known as the WOTS UP analysis aided chapter Three. The stakeholders and their best dreams and worse nightmares were identified and listed. From this analysis, two implementation strategies were developed. Within these two strategies, strengths and weaknesses were evaluated. Implementation issues were considered from the perspective of each stakeholder and were tabled.

In chapter four, moving from the present into the future was explored. This transition management was viewed through the use of critical mass analysis and responsibility charting. The critical stakeholders were identified and evaluated within the subject of customer service. From these stakeholders, a guiding coalition was established to be able to see into the future of customer service and Generation Y.

Recommendations for Future Research

Through this project, it has become apparent that in order to see where Generation Y takes customer service in mid-sized law enforcement agencies, future research needs to be completed. The fact that Generation Y is now just entering the workforce leads to a need for future research. How this generation interacts with not only the public, but within their organizations is an important aspect for future research.

The culture of law enforcement has a history of being a change agent in those that become a part of an organization. Does law enforcement culture have enough influence

to stop any change that Generation Y brings to an organization? Questions such as this need to be researched as Generation Y enter the workforce. The rate at which Generation Y comes into law enforcement may also make a significant difference as to the impact of their influence. This would steer the research towards the attrition rate of agencies that are currently rising due to the three percent at fifty retirement formula and the collective average age of a particular agency.

While these ideas for future research are considered, Generation Y continues to enter different agencies at various rates. Their ideas, influence and day-to-day interactions within their organizations as well as on the street are now just beginning to be played out in law enforcement.

Implications for Leadership

Living today, while planning for tomorrow, can be said for many endeavors, but it must be said for the leaders in law enforcement. Even though many within the command staffs within different agencies will be retired and away from law enforcement in the next five years, their strategic planning will take their agencies well beyond their tenure. Looking at the necessity for future research into Generation Y and customer service, it becomes transparent that today's leaders must plan for tomorrow. And in many cases, these leaders will not even be employed to see their ideas come to fruition. The true leader takes their organization into the future by implementing plans.

The fact that today's leaders stand by and watch Generation Y unfold without concern is not a model for tomorrow. Seeing the difficulty in recruitment and retention of good quality officers is no secret throughout the California law enforcement community. The

leaders of today have a choice to sit back and watch Generation Y unfold or to help this generation prepare for the future. This final determination will ultimately rest with the Chief of Police and the guiding coalition. This determination must be made in the best interests of both the organization and the citizenry, which they serve.

The best implication of this project for law enforcement leadership is that customer service cannot be taken lightly. The citizens deserve and demand that they have the best police officers. To be able to become the best, the new Generation Y police officer has to be led. Today's leaders have to understand the situation. Lead the change and guide a new generation to what their public wants.

Conclusions

How law enforcement treats citizens in the future cannot be predicted. Just as uncertain is how citizens will treat law enforcement. These unknowns will continue to be studied and predicted by leaders throughout law enforcement in an effort to make the relationship workable. Looking at the entirety of the relationship between law enforcement and the community, some of the most basic interactions are those between two individuals. The words customer service has been used throughout this project as this interaction. This occurrence is something that goes on hundreds of times each day. This interaction has the ability to shape how the public sees law enforcement. The officers who make these interactions have that ability. They are charged with the task of making each interaction one that the public remembers.

Leaders of law enforcement agencies have the ability to make these interactions positive ones through their Generation Y employees. This project has simply scratched

the surface of Generation Y. As they continue to enter the workforce, gaining strength in numbers, it will be up to current leaders to shape Generation Y into what the public wants.

How will Generation Y enhance customer in mid-sized law enforcement agencies by the year 2008? Generation Y is still an infant when compared to the generations before it. From birth, they are seen as a special generation just as the Great Generation was. They were protected from harm, pressured to behave and prodded to achieve.³¹ History may very well repeat itself in that the Great Generation was born after a raucous era that historians liken to the 1960s, and grew up in times historians liken to now. They followed a generation that resembled Generation X and were shaped by a middle-aged generation of Boomer-like culture warriors.³² The biggest difference is the technology that Generation Y embraces. The factors are all present to be able to witness the greatest generation in history; Generation Y is poised to surprise the world. Generation Y will bring law enforcement to a higher level of accountability and respect as they take their ideals, morals and thoughts of a world community to their respective agencies.

Future study is imperative. Progressive leaders will begin to see the difference in Generation Y and want to know more. The public will see the differences in Generation Y and want to know more. Generation Y may well hold the change that has been asked for through years of lawsuits, consent decrees and poor public image of law enforcement. It continues to be the decision of leaders to facilitate this change through their new Generation Y officer.

Appendix A

³¹ Howe, Neil and Strauss, William. Millennials Rising. The Next Great Generation. (Random House, Inc., New York, 2000), 326.

³² Ibid, 326.

Nominal Group Technique Participants

1. Jessica Acosta, West Covina Police Explorer
2. Roberta Azpeitia, West Covina Human Resources Commissioner
3. Katherine Castucci, West Covina resident
4. Don Fernald, West Covina Police Community Relations Corporal
5. Nicholas Franco, West Covina Police Community Service Officer
6. Megan Hutson, University of California Riverside psychology graduate student
7. Jennifer McClosky, pharmaceutical sales representative
8. Paul McClosky, pharmaceutical sales representative
9. Josh Neiheisel, West Covina Police Community Service Officer
10. Heather Penney, University of California Riverside sociology graduate student
11. Chris Scott, West Covina Police Explorer
12. Tenli Tedesco, University of California Riverside biology major

Appendix B

Trends

1. Level of respect for law officer's (attitudes).
2. Educational level of the workforce.
3. Level of perceived public expectations of generation Y.
4. Level of hiring standards of Generation Y.
5. Value reconciliation within the workforce.
6. Public and police perception of budget allocation.
7. Level of aggression (brutality) of police officers.
8. Level of military experience of police officers.
9. Level of respect towards authority figures.
10. Level of customer service training.
11. Level of leadership roles for generation Y.
12. Level of personal fiscal responsibility.
13. Flexibility of public communication skills.
14. Level of people skills.
15. Level of involvement with technology.
16. Level of political involvement and awareness.
17. Level of enthusiasm for public service careers.

APPENDIX C

Events

1. Protesting military conflicts.
2. First woman president of the United States elected.
3. Sabotage of local water supply.
4. Hostile take-over of regional mall.
5. HIV epidemic at all-time high.
6. Officer involved shooting kills ten year-old bystander.
7. Wild chimpanzee injures police officer.
8. Homicide bomber enters police department.
9. Generation Y officers start intervention programs in middle schools.
10. War declared on U.S. soil by N. Korea.
11. Terrorist kills 2000 people in U.S. bombing.
12. New law declares digital identification mandatory for all citizens.
13. Police implement anti-drinking program in schools.
14. Israel joins allies in attack against Iraq.
15. West Covina Police rescue mayor held in bank hostage take-over.
16. Interdepartmental sex scandal linked to West Covina Police Department.
17. School Resource Officer taken hostage by deranged parent.
18. State forced to close 50% of prisons due to budget cuts.
19. Hackers attack NCIC.
20. Huge layoffs due to increased technology.
21. Chief of Police arrested for embezzlement.
22. Hiring freeze for all officer positions due to budget shortfall.

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