

HOW WILL GENERATIONAL DIVERSITY IMPACT PRODUCTIVITY  
IN A SMALL, RURAL LAW ENFORCEMENT AGENCY BY 2009?

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The 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 of possible scenarios for strategic planning consideration.

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

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

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

This project, written with the guidance and support of the student's agency, mentor and advisor, has been presented to and accepted by the Commission on Peace Officer Standards and Training, State of California, in partial fulfillment of the requirements of Command College Class Thirty-Six.

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## CHAPTER I

### ISSUE IDENTIFICATION

#### Introduction

The workplace of the next twenty to thirty years will be made up primarily of three generations, those known as the Baby Boomers, Generation X and the newest generation, Generation Y. Baby Boomers and Generation X employees are well entrenched in the workplace while the oldest Generation Y members have only recently begun to enter the job market.

Organizations can gain a competitive edge in recruiting, retaining, managing and motivating the best and brightest by understanding the different generations.<sup>1</sup> How well these three generations will successfully assimilate will depend on an organization's ability to prepare by learning about the current generational cultures and potential conflicts brought about by the hiring of the newest generation of workers.

In their book, "Generations At Work", Zemke, Raines and Filipczak state:

There is a growing realization that the gulf of misunderstanding and resentment between older, not so old, and younger employees in the workplace is growing and problematic. It is a rift that will not heal itself or just go away, as so many organizations—those even aware of it—fervently hope. It is a problem based in economics, demographics, and world views that must be confronted to be solved.<sup>2</sup>

The above statement from the listed book was published in 2000. The oldest Generation Y members were just turning 18 years old and likely not yet in the workplace.

The face of law enforcement has changed dramatically over the last several decades. Race, religion and gender are no longer barriers to a career in law enforcement. Although

positive changes have occurred, there is always resistance to change in organizations steeped in tradition and culture.

Cultural diversity was the politically correct topic to study in law enforcement training courses during the 1990s. Learning to accept the differences in others and understanding other cultures was the key to helping officers work well together.

Merriam-Webster defines diversity as "...the condition of being different."<sup>3</sup> Race and gender are obvious differences as opposed to religion, which would require someone to proclaim their religion through a statement or through their practices.

Generational issues are a singular cultural distinction not part of early diversity training. Generational diversity refers to the differences that exist among people born in different eras. Older workers and newer, younger employees are expected to work well together even though there are differences in how they view not only the job, but, the world itself. Organizations make faulty cultural assumptions when it is assumed that those from different generations assimilate in a similar fashion.

The increase in life expectancy and a higher cost of living means more elderly people are staying in the workplace longer. This can lead to as many as four different generations working at the same place at the same time. These employees have different values, experiences, work styles and attitudes, which can lead to misunderstandings and frustrations.<sup>4</sup>

The newest generation, Generation Y, has only recently started to enter the workplace and to co-exist with other generations of workers already in the organization. An organization's understanding of generational issues will help determine how efficient that organization will be in the future. Cultural issues with respect to race, religion and gender continue to be monitored.

Getting employees to respect each other based on their respective generation also needs to be addressed and monitored.

California residents between the ages of 18 to 64 represent 62% of the population. This age group includes all Baby Boomers and all Generation X'ers. California residents under the age of 18 represent 27% of the population. These 27% are all Generation Y.<sup>5</sup>

Death and taxes are said to be the only sure things. Add to this list the fact that the newest generation of employees is entering the workplace and organizations need to gain an understanding of the differences between the various generations to ensure a productive workforce.

The generational workplace of Baby Boomers, Generation X and Generation Y requires study now so that leaders are prepared for the challenges of building a cohesive work unit. Generational diversity will impact productivity in the workplace; whether it is a negative or positive impact depends on how prepared an agency is for the introduction of current employees into management positions and the arrival of a new generation of workers. The future workplace cannot be compared to the current workplace because of the extreme changes in technology and the changes in the social and political environment. The coming workplace will have new leaders, primarily Generation X, and a new workforce in Generation Y.

#### Statement of the Issue

Law enforcement agencies are made up of people from different eras, each with their own individual thoughts, opinions, and expectations. This project seeks to answer the question: How will generational diversity impact productivity in a small, rural law enforcement agency by 2009?

Currently, there are four identified generations in the workplace. They are the Traditionalists, Baby Boomers, Generation X, and Generation Y. Traditionalists applies to the generation born prior to 1946. Baby Boomer applies to over 76 million people born between 1946 and 1964. Generation X applies to approximately 44 million people born between 1965 and 1981.<sup>6</sup> Generation Y is comprised of 29 million people born between 1982 and 2000. They are the children of Baby Boomers and the siblings of Generation X.<sup>7</sup> The current workplace is primarily made up of two generations of employees. These are the Baby Boomers and Generation X.

Preparing for the future workplace and learning how to get the different generations to work well together will be the key to success for any organization. Maintaining an acceptable level of productivity and ensuring job satisfaction are two key points for organizations to address. These two points go hand in hand with each other.

The time to prepare is now, not when the workplace is filled with the three generations that will make up the coming workplace. Educating current employees about what to expect from the new generation and then socializing the new generation into the workplace will ensure a smooth transition from a Baby Boomer/Generation X workplace to a workplace that incorporates Generation Y. The end result will likely be that employees who are happy in the workplace will be more productive.

### Literature Review

There are books and articles advising leaders and managers on the best methods to recruit, retain, manage, lead and motivate the individual generations. The leaders of the future need to concentrate on three of these generations, Baby Boomers, Generation X and Generation Y, and they must learn how to build a cohesive unit. Law enforcement is a tradition heavy

organization that is resistant to changing the organizational culture to meet the demands of employees. Law enforcement has traditionally expected individual employees to change their behavior to meet the needs of the organization. The fact is that Traditionalists are leaving the workplace, having put in decades of hard work and looking forward to a well-earned retirement. The youngest of the Baby Boomers have about two decades before they retire. Generation X is settled into the workplace and Generation Y is just entering. The effective leader or manager will know not only the individual characteristics of each generation, but also how to make these employees from different eras work well together.

Each generation has their own unique value system and they are motivated in different ways. These employees must also be rewarded or praised in different ways. With three generations in the workplace, leaders need a balanced approach to leading and managing. Meeting the needs and expectations of employees from three different eras will challenge leaders to fully understand those under their command.

Claire Raines, in an article titled, "Diversity and Generations," suggests organizations have a Generational Awareness week. Employers could post icons and photos that represent the generations. Displays could include slang and popular expressions. Music that was popular in each generation's formative era could be played.<sup>8</sup>

Claire Raines also suggests that employers do a generational diversity audit for their organization. Knowing what percentage of your workforce is from each generation will help formulate a plan of action.<sup>9</sup>

## Identifying The Generations

There seems to be no debate that four generations have been identified by demographers, but, there are slight differences in the years that define each generation and the names given to each generation.

Depending on the author, the oldest generation of employees are known as Traditionalists or Veterans, next are the Baby Boomers or simply Boomers, followed by Generation X or Xers and finally Generation Y, Nexters or Millennials.<sup>10</sup>

For purposes of this research, the generations will be referred to as Traditionalists, Baby Boomers, Generation X, and Generation Y. The dates listed earlier will be used to define the time periods for each generation.

## The Future Workplace

The future workplace will change dramatically as Baby Boomers and Generation X move into leadership positions and Generation Y enters the workplace. Baby Boomers are said to have a sense of duty, commitment, obedience, and the idea that any position accepted would be for the long term.<sup>11</sup> Generation X employees question work issues, work conditions and management techniques. They will skip over the chain of command, question openly why certain things are done, and want to actively participate in decisions that years ago were made only by management.<sup>12</sup> Generation Y employees want to be challenged and treated respectfully. They want to work in friendly environments, and they want to have flexible schedules. They want to be paid well and they want to work with positive people.<sup>13</sup>

There are two keys to creating a successful intergenerational workforce: aggressive communication and difference deployment.<sup>14</sup> In aggressive communication, generational conflicts and potential conflicts are anticipated and surfaced. Generational differences are based

primarily on unarticulated assumptions and unconscious criteria; therefore, surfacing them takes a giant step toward resolving them.

Difference deployment is, simply, the tactical use of employees with different backgrounds, experiences, skills, and viewpoints to strengthen project teams, customer contact functions, and, at times, whole departments and units.<sup>15</sup>

### Between Generations

In their book, “When Generations Collide,” Lancaster and Stillman identify three different groups of people, or cuspers, in the workplace that are positioned right between two generations. These cuspers suffer a sort of generational identity crisis. Lancaster and Stillman define cuspers as:

**Traditionalist/Baby Boomer (born 1940-1945)** These are cuspers who are old enough to relate to the values and work ethic of the Traditionalists, yet young enough to have gotten excited about challenging the status quo along with the Boomers.

**Baby Boomer/Generation X (born 1960-1965)** Another group of cuspers are the men and women who were too young for the protest movements of the 1960s and the disillusionment of the 1970s, but old enough to have seen *Bewitched* when it wasn't a repeat.

**Generation X/Millennial (born approximately 1975-1980)** The next group of cuspers are definitely prime candidates for a bipolar generational personality. On the one hand, they absorbed some of the cautiousness of the skeptical Xers who entered the workforce when jobs were almost impossible to get and are always told they would be the first to do worse than their parents. At the same time, they have been imbued with the optimism of the Millennial generation, whose career confidence has been fueled by an unprecedented economic and technological boom.<sup>16</sup>

Because cuspers stand in the gap between the two sides, they become naturals at mediating, translating, and mentoring.<sup>17</sup>

## Here Comes Generation Y

The generation employees belong to is one of the many differences each may have with their coworkers. Those differences can cause stress, discomfort, conflict, and frustration. They can also become a source for creativity and productivity.<sup>18</sup>

As organizations prepare for the arrival of Generation Y into the workplace, there are some reasons to remain optimistic. In an article by Raines, she finds this new generation to be confident, hopeful, goal and achievement oriented, civic minded, and inclusive.<sup>19</sup>

The largest generation is the Baby Boomers and many of them are preparing for retirement so agencies will need Generation Y to fill the many vacant positions that will surely come open within the next several years.

Employees stay at jobs that offer, among other things, job satisfaction. Learning about Generation Y and what motivates them will help organizations recruit and retain these valued employees.

Here are a few demographic insights into Generation Y:

- 1 in 3 is not Caucasian
- 2 in 4 come from a single-parent home
- 4 in 5 have working mother, and
- More than 2% have one or both parents incarcerated.<sup>20</sup>

Understanding Generation Y is important but what an organization does with the knowledge is even more important. Understanding where they come from and helping them fit into an organization are keys to success.

Another issue will be the educating and training of the future police officer. In an article published in January 2004, Michael Buerger states, “The future will create new training needs not currently standard in either college programs or police training academies.”<sup>21</sup>

Buerger advocates an interdisciplinary approach utilizing both formal education and traditional police instruction methods. The idea is to use the academic environment to teach the thornier social lessons so difficult to approach in police training settings.<sup>22</sup> Buerger goes on to state that the exploration of new ideas occurs over a longer time and requires a different level of engagement than an 8-hour in-service training session.<sup>23</sup>

Generation Y wants to be challenged and they will want the most updated training available. They grew up with technology as their toys and as a result they are very computer literate. This group will be comfortable with on-line training, searching the web and distance learning.

Before an organization can retain, motivate and lead this generation, it must first be able to recruit them into the field of law enforcement. As noted, large numbers of Baby Boomers are retiring and many more will be retiring soon. Many of these positions are going unfilled because of the relatively low pay when compared to many other jobs in the private sector. Departments that years ago were overwhelmed with applicants are now finding it hard to get recruits, and sometimes harder to keep them.<sup>24</sup>

The largest group in the labor pool is Generation Y and, while each department faces its own problems, one thing is clearly evident: Law enforcement agencies nationwide are going to have to find new and increasingly more innovative ways not only to attract recruits, but also to retain them.<sup>25</sup>

The reputation of the organization and the image of police officers will either help or hurt its recruiting efforts. Agencies must project professionalism at all times both internally and externally. Reputation and professionalism are vital to job satisfaction which in turn leads to productive employees and it can become a possible factor in attracting Generation Y as well.

## Leading The Way

Leaders must develop a departmental culture that encompasses at least five components that are primary in evaluating a police department: attitude, appearance, conduct, professionalism, and public confidence.<sup>26</sup>

Officers must keep a positive attitude when interacting with the public and they must know that this is the standard. From the officers, to the cars, to the police station, the appearance that the police department projects to the public speaks volumes.<sup>27</sup> Police officers generally work with little direct supervision. To be effective, they need to be disciplined in their words and actions.<sup>28</sup> Officers must perform at the highest degree of professionalism. Complying with the Code of Ethics and the Code of Conduct should be second nature. Any deviation from professionalism should be dealt with swiftly and severely.

The highest praise a law enforcement agency can receive is public confidence. If officers display the right attitude, appearance, conduct and professionalism, public confidence will surely follow. Rest assured that officers are being watched and talked about by the public.<sup>29</sup>

## Summary

How will generational diversity impact productivity in a small, rural, law enforcement agency by 2009? The purpose of this research is to ensure that the impact is a positive one. The available literature paints a consistent picture of each individual generation's characteristics. With this information in hand, leaders can start to prepare themselves and their organizations for the challenge of meshing three generational cultures into one cohesive organization with a common vision and mission. Knowing what drives and motivates each generation will ensure productivity and a high level of morale in the future workplace.

In addition to available literature, futures forecasting will be used in the form of the nominal group technique to examine potential trends and events, which may impact the future workforce. The results of the nominal group technique as well as three possible future scenarios will be discussed and analyzed in Chapter II.

CHAPTER II  
FUTURES FORECASTING

Introduction

In February 2004, a Nominal Group Technique session was held to help identify and forecast trends and events that could potentially affect how generational diversity will impact productivity in a small, rural, law enforcement agency by 2009.

The nominal group technique is a process that ensures balanced participation. It required participants to first think about the issue and write down their thoughts on a sheet of paper. A facilitator then used a round robin approach where each participant was asked to nominate a trend or event. These were listed on a flipchart and when all trends or events were listed, the participants then individually voted for the top five trends or events. This process led to the identification of the top nine trends and the top nine events that could impact the issue. Initially, there were twenty-three candidate trends and twenty-one candidate events. (See Appendix B and Appendix C).

There were nine panel members: a police sergeant, a university professor, two Generation Y college students, a social worker, a branch manager, a records clerk, a DA investigator and an executive secretary. The panel members consisted of five females and four males. There were four Hispanics, three Caucasians, one African-American, and one East Indian. Additionally, four of the panel members were from the Baby Boomer generation, 3 from Generation X and two from Generation Y.

About two days prior to the session, all panel members were provided with a memo outlining the process. The memo contained the issue statement along with a definition of trends and events. Panel members were asked to read through the materials provided and to be prepared

to identify, prioritize and discuss trends and events they felt could affect the issue statement.

Panel members were told to look at social, technological, economic, environmental and political issues both locally and globally.

### Trends

A trend is a social, technological, economic, environmental or political characteristic estimated or measured over time. There is a general direction of change and it is gradual and long term.

A trend summary table was developed by listing the top nine trends, the present was given an arbitrary number of 100 and panel members were asked to identify where the trend stood five years ago, five years in the future and ten years in the future in relation to the present number of 100. Panel members were also asked to rank their level of concern from 1 to 10 in regards to the trend. The data was then collected and a median number was obtained.

Trend Summary Table 2.1

Trend	-5Years	Today	+5Years	+10Years	Concern 1-10
T1 Level of employees' technological savvy	0	100	150	200	2
T2 Level of acceptance towards diversity	70	100	150	150	8
T3 Level of employee loyalty and commitment to organization	120	100	80	80	9
T4 Level of work ethic	100	100	95	100	9
T5 Level of turnover rate	80	100	120	150	9
T6 Level of clarity of policies	80	100	125	150	7
T7 Level of economic security	90	100	90	100	8
T8 Level of respect for authority by employees	120	100	75	100	7
T9 Level of communication between Generation Y and other generations.	0	100	125	150	5

### Trend 1: Level of employees' technological savvy

The panel felt that in five and ten years, Generation Y employees will have a greater understanding of technology than current employees. This level of understanding will double in ten years. Generation Y employees have grown up with technology and they will have the opportunity to use their knowledge to increase productivity in the workplace. Generation Y employees will be able to share their knowledge with employees who are not as computer literate. This could lead to building a cohesive work unit where all employees work well together. The low level of concern reflects optimism that this is a good thing.

### Trend 2: Level of acceptance towards diversity

Several panel members pointed out that Generation Y has grown up with greater diversity than most other generations. They grew up with women in the workplace, inter-racial marriages, single parent households, and ethnic diversity. Many Generation Y members grew up with diversity as the only thing they know. Accepting generational diversity should come naturally to them. Panel members felt that as Generation Y members continue to enter the workplace over the next five years, acceptance of generational diversity will increase. Panel members felt that this would then level off between five and ten years because the level of acceptance will already be at its highest point. Acceptance of diversity will lead to a more productive workplace.

### Trend 3: Level of employee loyalty and commitment to organization

Panel members felt that the level of loyalty and commitment from employees will slightly decrease in the next five years, but remain level for the next five years.. Some panel members felt that Generation Y employees may move from job to job as opportunities open up for higher pay or benefits. This would have a negative effect on productivity. Employees from

other generations could come to resent Generation Y employees if this were to occur. Concern was high that newer employees would lack loyalty and commitment.

#### Trend 4: Level of work ethic

Many panel members felt that Generation Y employees will have a poor work ethic. They are seen as having a “me” attitude. A negative attitude would work against building a cohesive work unit and alienate the newer workers. The panel projected a slight decrease over the next five years from 100 to 95 and then a slight increase to 100 for the following five years.

#### Trend 5: Level of turnover rate

Panel members felt that the turnover rate will grow as Generation Y employees enter the workplace. Local agencies will become stepping stones to bigger and better opportunities. There could be a tendency to shut out Generation Y employees because of the feeling that they will not be staying long. Panel members had high concerns for the turnover rate if a retention plan is not put into place. Productivity will suffer if the turnover rate increases.

#### Trend 6: Level of clarity of policies

Policies will have to become more detailed and consistent than current policies. There must be clear and concise rules. Future policies and procedures must answer the “why?” that newer employees will ask. The clearer the policies and expectations, the better the productivity. Panel members expressed a moderate concern that detailed policies will assist the organization in integrating Generation Y employees into the workforce.

#### Trend 7: Level of economic security

Most panel members felt that cities will lose funding from state and federal sources. The current economic status is slightly better today than five years ago but city officials have voiced concern that the level of economic security will suffer over the next few years due to state cuts.

Housing developments and a regional mall are planned for the near future but it will be a few years before the city sees any increase in revenue. Local agencies will have to become more resourceful with what they have and they will have to “do more with less.” The poor economy may have the positive effect of making employees less anxious to leave their current job for a new job because of the uncertainty. Employees could become thankful for having a job and this could increase their productivity. There was a high level of concern over what impact this would have on workers from different generations and their ability to remain productive.

#### Trend 8: Level of respect for authority by employees

Respect for authority is decreasing in the minds of the panel members. Some panel members felt that government has taken punishment out of the hands of parents, and parents are frustrated because they do not know how to control their children. More and more young people seem to be questioning authority instead of just accepting what they are told. These young people are members of Generation Y and once they enter the workplace, there is a high level of concern over their potential lack of respect for authority and its impact on productivity. Panel members felt that initially, there would be a decrease in the level of respect for authority but they were confident that over time, the level would increase to today’s level. Panel members stressed that in order to have a cohesive work unit, all members must abide by the same rules.

#### Trend 9: Level of communication between Generation Y and other generations

There were mixed feelings about the level of communication between Generation Y and other generations in the workplace. One panel member felt strongly that these skills would increase and there will be better lines of communication. Others felt that Generation Y has their own language and many other people would find this offensive. Most panel members agreed that if there were communication issues, all employees could work together to use a common

language free of generational lingo. Better communications will lead to better productivity. With very few Generation Y employees in the workplace, the expectations are that the level of communication between Generation Y and other generations will improve over time.

### Events

The next step in the nominal group technique process was a discussion of events that could occur in the future. An event is defined as an unambiguous, confirmable occurrence. The top nine events were identified and panel members were asked to individually write down when they thought the event might first occur. Panel members then wrote in percentages the probability that an event might occur five years plus and ten years plus in the future. They were also asked to list the impact the event would have on a comprehensive training plan if the event were to occur. Panel members were asked to use a scale of -10 to +10 for the impact. This discussion led to the creation of an event summary table using the median number.

Event Summary Table 2.2

Event	Year >0	+5 Years	+10 Years	Impact -10 to +10
E1 Major hacking incident involving a computer virus	3	75	100	-10
E2 Natural disaster- earthquake	3	50	90	-10
E3 Grooming standards defined by court decision	3	40	50	+2
E4 Sabotage of local food/water supply	4	40	60	-10
E5 State eliminates all aid to local government	3	50	85	-8
E6 Military base closure	3	30	50	-7
E7 Major prison riot	4	50	60	-10
E8 Passage of Bond issue statewide	1	50	70	+8
E9 POST training reimbursement stops	2	60	70	-10

Event 1: Major hacking incident involving a computer virus

Panel members were certain a major hacking incident would occur within the next 10 years. Panel members felt that Baby Boomers and Generation X employees would be better able to handle work without computers if the system were to crash because of the hacking, than would Generation Y employees who grew up with computers. Some panel members felt that Generation Y members rely too much on technology and their productivity would suffer if they were unable to write their reports with a computer because of a system crash. This would have a

very negative impact on overall productivity because of the increased time required to hand write reports. This event would also have a negative impact on a comprehensive training plan.

#### Event 2: Natural disaster-earthquake

Panel members felt that there is a 50% probability that an earthquake would likely occur in 5 years and a 90% probability that an earthquake will occur within 10 years. A major earthquake could have a negative impact on resources and the economic situation could worsen. Many panel members felt that Generation Y members have never experienced a severe earthquake and they expressed concern over whether these new employees would stay on the job or be tempted to leave the workplace to be with their families. A few panel members felt strongly that these newer employees would literally abandon their jobs to be with their families. Panel members felt that if this event occurred, it would have a severe negative impact on a comprehensive training plan.

#### Event 3: Grooming standards defined by court decision

Panel members felt that there is a fair chance that grooming standards will be set by a court decision. Issues dealing with grooming, tattoos and body piercing would be addressed. Panel members hoped the court decision would allow for agencies to maintain a professional look. As newer employees enter the workplace, many of the candidates have unique hairstyles, tattoos and body piercing. These newer styles usually do not conform to the traditional grooming standards seen in law enforcement. Employees from the older generations may resent the grooming standards of new employees and this again affects the effort to build a cohesive work unit, which in turn negatively affects productivity. Panel members felt that with Generation Y members beginning to enter the workplace, a possible court decision could occur within three

years and if not, they felt there was a 40% chance it could occur over five years from now and a 50% chance it would occur over ten years from now.

#### Event 4: Sabotage of local food/water supply

Some panel members felt there is a 40% possibility that the local food and water supply could be sabotaged, by either a foreign or domestic group, within five years. This increases to 60% within ten years. The Colorado River supplies water to Imperial County and could be considered a prime target. Imperial County is an agricultural community supplying produce to communities worldwide. Panel members felt that Generation Y employees would abandon work to look out for their families while older employees would stay at work and deal with the situation. If these employees left in a panic, the workplace would be left short of personnel and workers from the older generations would have to pick up the workload. Panel members were uncertain of the commitment Generation Y employees will have towards the organization. If Generation Y employees were to abandon the workplace, resentment would result among the older workers. Any future Generation Y employees would be viewed as undependable, and it would be difficult if not impossible to build a productive work unit. Thus, this event would have a maximum negative impact on a comprehensive training plan.

#### Event 5: State eliminates all aid to local government

The panel members felt that state aid to the local government could be eliminated within 3 years. They felt that there was a 50% probability that this event could occur in 5 years and an 85% probability that it will occur in 10 years. This could lead to lay-offs and termination of specialized assignments, which appeal to all employees. Morale would be affected by these cuts as well. The occurrence of this event would have a very negative impact on a comprehensive training plan.

#### Event 6: Military base closure

The closure of the Naval Air Facility in El Centro would have a very negative impact on the local economy. This base provides some economic stability for the many communities in Imperial County. Many law enforcement agencies draw from veterans for their new officers. The economic loss would negatively affect law enforcement. Panel members felt the base would not close before 3 years, and there was a 30% probability that it would close in 5 years. The probability rose to 50% in 10 years. The closure could result in personnel layoffs and this would negatively impact a comprehensive training plan.

#### Event 7: Major prison riot in Imperial County

Imperial County has two state prisons, one of them is a level four prison which houses some of the most dangerous prisoners. Since Generation Y employees are only now entering the workplace, many panel members questioned how they would react to a major riot if they were sent as part of the mutual aid agreement. An extended incident would test their work ethic and commitment to the organization. There could be a very negative impact if Generation Y employees turned out to be unreliable. The probability of such an event was projected at 50% within five years, increasing to 60% within ten years.

#### Event 8: Passage of bond issue statewide

Panel members were confident that a statewide bond issue solely for public safety improvements would be passed within 10 years, projecting a 70% probability for this event. This would allow many communities to get out of debt and begin to move forward. Several benefits would follow, such as increased morale, productivity, work ethic and so on. The ability to purchase new equipment and supplies would make have a positive impact on officer safety

issues. This would also positively impact a comprehensive training plan because of increased funding.

#### Event 9: POST training reimbursement stops

Panel members felt that POST could eliminate training reimbursements due to the economic situation after 2 years. This would have a devastating effect on a comprehensive training plan. Training would almost certainly stop for most agencies, and they would have to rely on in-house training. Panel members felt that the probability of this event occurring in 5 years is 60% and in 10 years the probability is 70%. Issues of morale, work ethic and productivity and performance would be negatively affected, thus the panel perceived this as a negative impact of -10.

#### Cross Impact

A separate panel of five individuals examined the trends and events identified by the NGT panel and they assigned a level of impact each event would have on each trend, relative to the development of a comprehensive training plan. They used a scale of -5 to +5 and this data was compiled and a median number was determined. This data led to the creation of a cross impact table.

Cross Impact Table 2.3

	T1 Level of employee's technological savvy	T2 Level of acceptance towards diversity	T3 Level of employee's loyalty and commitment to organization	T4 Level of work ethic	T5 Level of turnover rate	T6 Level of clarity of policies	T7 Level of economic security	T8 Level of respect for authority by employees	T9 Level of communication between Generation Y and other generations
E1 Major hacking incident involving computer virus	-2	0	-2	-1	-1	+2	-2	0	0
E2 Natural disaster- earthquake	0	0	+1	+1	0	+1	-3	0	0
E3 Grooming standards defined by court decision	0	-2	-1	-1	-1	+2	0	-1	0
E4 Sabotage of local food/water supply	0	-1	-1	-2	-3	+3	-5	-2	-1
E5 State eliminates all aid to local government	-2	-2	-4	-3	-4	+2	-5	-4	-2
E6 Military base closure	0	0	0	0	0	0	-5	-1	0
E7 Major prison riot	0	-2	0	0	0	+2	-2	0	0
E8 Passage of bond issue statewide	+2	+2	+3	+3	+3	+2	+5	+5	+2
E9 POST training reimbursement stops	-3	-2	-4	-3	-3	+5	-5	-4	-3

The Cross Impact Analysis panel felt that the event which would have the greatest impact on a comprehensive training plan would be the elimination of state aid to local government (**E5**). Panel members felt this would have the greatest negative impact on Generation Y employees' level of loyalty and commitment to the organization (**T3**), the level of turnover rate (**T5**), the level of economic security (**T7**), and the level of respect for authority by employees (**T8**). Panel

members felt this event would really test the work ethic of Generation Y employees (**T4**). Panel members felt that all of these areas would test whether Generation Y employees are willing to stay put during hard times or if they are ready to jump ship at the first sign of trouble.

Another event, which would have a negative impact on a comprehensive training plan would be if POST training reimbursement were to stop (**E9**). Panel members felt this would have the greatest negative impact on Generation Y employees' level of loyalty and commitment to the organization (**T3**), and the level of economic security (**T7**). Panel members felt that this event would test how well the testing process screened new employees and it would also test the loyalty and commitment of the new employees.

Passage of a statewide bond issue (**E8**) would positively affect the turnover rate (**T5**) in that employees would be encouraged to stay with the organization and the level of economic security (**T7**) would greatly improve. This would have a great impact on morale and productivity because employees would be happier at work due to a stable job.

The sabotage of the local food and water supply (**E4**) was seen as having a devastating effect on the level of economic security (**T7**). There was concern among panel members that employees may leave the organization if such an attack were to occur for fear of future attacks. The shortage of personnel would adversely affect those employees who remained.

The closure of the military base (**E6**), the Naval Air Facility, was seen as having the greatest impact on the level of local economic security (**T7**). Panel members felt there might be a slight impact on the level of respect for authority by employees (**T8**) because employees would tend to blame politicians, and management is sometimes seen as politicians. Panel members felt that the closure would have no effect whatsoever on any of the other trends.

The overall feeling among panel members is that if things are going well, Generation Y employees have the potential to be productive members of a law enforcement agency. If things are not going well, it remains to be seen if Generation Y employees will stay and tough it out or if they will look for greener pastures elsewhere and flee. Older workers will have to overcome their pessimism towards Generation Y employees if a comprehensive training plan is to be successful.

Panel members felt that the greatest threat facing an organization is the economic situation. The organization must find a way to ensure job security for its employees or at least promise to do everything in its power to reduce the likelihood of layoffs if certain events were to occur. An organization that is productive will find public support for their efforts, and this may lead to support for maintaining or even expanding public safety resources.

### Scenarios

The final step in the futures forecasting process is to envision at least three possible scenarios: one pessimistic, one optimistic and one normative. Scenario planning begins by identifying the focal issue or decision. In this case, the issue is what impact generational diversity will have on a small, rural, law enforcement agency by 2009. Utilizing data obtained from the nominal group technique and the cross impact analysis, the following scenarios were developed:

#### **Pessimistic Scenario**

It is only fitting that it is 115 degrees in the shade, the rest of 2009 has been miserable, why should the weather be any different. Most so-called experts thought it couldn't get any worse after cities were informed that state aid to local governments would be eliminated in 2009.

Making matters worse, the unexpected closure of the nearby military base led to a severe slow down of the anticipated economic development in the downtown business district.

The statewide bond issue, which was soundly defeated by voters, would have allowed our agency to recover costs associated with repairing our computers which were hit with the “stoplaw” computer virus. The Generation Y employees are having a difficult time writing their reports by hand and all we hear is complaining about the length of time required to write reports.

The sabotage of our local water supply by domestic terrorists and the major riot at the local prison has severely hurt our community’s resources. The turnover rate continues to climb out of control as employees continue to seek employment in other fields. Productivity is suffering as we continue to lose employees.

Morale is at an all time low, older Baby Boomers are accusing the younger Generation Y employees of not pulling their weight during these trying times. Generation Y employees are charging that Generation X employees are the ones who created the atmosphere for the current problems. There is a severe lack of respect for authority by most employees who seem to blame administration for the poor working conditions.

The organization failed to support the strategic plan developed in 2004 that warned of the need to prepare for the arrival of Generation Y employees into the workplace. Many of the events and trends we have seen occurring now, were forecast years ago and had the organization paid attention, we may not be in the sad state of affairs we are now in. It is too late to try to address the issue of generational diversity in the workplace because we are too busy attempting to put out small brush fires within the organization.

The organization had the opportunity years ago to open the lines of communication and to talk about generational diversity. The organization had the ability but not the interest to

develop a comprehensive training program addressing generational diversity and the chance to write clear and concise policies regarding this issue. In the end, the organization failed to be forward looking and it must now deal with its lack of preparation.

We have almost hit rock bottom, all we need now is an earthquake...whoa, what is that, spoke too soon.

### **Optimistic Scenario**

They say that good things come to those that wait. How true that is turning out to be in 2009. Two major events have pumped new life into our community. The passage of bond issue 63 and the restoration of state aid to local governments have our community leaders promising renewed economic growth.

The nearby naval base, which was on the cutting block, was spared closure for at least five more years. This news, along with the news that POST will reinstate training reimbursement, has increased morale not only agency-wide but citywide.

Money spent years ago to update our anti-virus program paid off tenfold recently when the “stoplaw” virus was unleashed on public safety computers. Damage to our computers would have adversely affected productivity since all of our reports are voice recorded and downloaded at the station for approval by a supervisor.

The recent court decision defining grooming standards seems to be acceptable to most employees and compliance has not been an issue. The much anticipated and feared “big one” turned out to be a 3.1 earthquake that did no damage.

There is another saying, “These are the best of times, these are the worst of times.” We are lucky to be experiencing the best of times in 2009.

Younger employees are making their homes in the community and they say they plan on staying. Productivity is high amongst all employees and job satisfaction is high as well. There seems to be a spirit of unity in our agency and acceptance of all types of diversity is flourishing.

Employee loyalty and commitment to the organization is at an all time high as is the level of respect shown to authority by all employees. The work ethic shown by employees is at an above average level.

There is no doubt whatsoever that much of the credit goes to the Chief and all of the employees who worked on the strategic plan developed in 2004. This plan utilized futures forecasting to anticipate future trends and events which might impact the arrival of Generation Y employees into the workplace and how this would impact productivity in our agency. Following the strategies outlined in the plan made us well prepared for the arrival of the newest generation of workers and the agency was able to put into place a system that helped build our organization into a cohesive unit made up of a diverse group of employees.

### **Normative Scenario**

With just a few months left in the year, the doom and gloom predicted for 2009 came to be just talk. Yes, the statewide bond issue failed to pass but that was expected. POST reversed its decision to eliminate training reimbursement and federal and state aid to local governments was approved for at least three more years.

Our local military base is on the closure list, but our representatives have promised to fight for its continuing operation. Our community is experiencing an economic boom.

The recent earthquake was a 3.3 magnitude, which caused only minor damage to some businesses and homes. The recent computer virus resulted in more of an inconvenience than anything else.

Responding to the riot at the local prison allowed our officers to build a better working relationship with the correctional officers. Even the recent court decision defining grooming standards did not have much of a negative effect on morale. Most employees agree that the standards are appropriate for law enforcement.

The organization's strategic plan written in 2004 has proven to be a valuable document. Following the strategies in the plan made our organization better prepared for the arrival of Generation Y employees into the workplace. There were many misconceptions about these newest employees. They did turn out to be better accepting of diversity than other employees and they have shown a strong loyalty and commitment to the organization. The fact that our organization prepared itself to welcome Generation Y employees into the workplace has proven to be one of our smartest moves.

Employees have seen better times and many have seen worse times. Employees overall are working well with each other; there is a mutual respect for the diversity in our agency. Teamwork is alive and well in our agency and employees are looking forward to even better times in the near future. The steps our agency took to prepare itself has allowed employees to concentrate on being the most productive, cohesive work unit in the county.

#### Summary

The Nominal Group Technique was effective in identifying trends and possible events that could affect productivity in a generationally diverse law enforcement agency. Utilizing community members not associated with law enforcement brought a new perspective to the discussions. It became evident that the members of the older generations had preconceived notions of Generation Y employees, even though very few Generation Y employees have entered the workplace.

Based on the information gathered through the nominal group technique and the results of the Cross Impact Analysis, a strategic plan will be developed to address the issue of generational diversity and productivity in a small, rural, law enforcement agency.

CHAPTER III  
STRATEGIC PLAN

Introduction

Strategic planning is a dynamic group process, which enables a group or organization to address issues, examine trends, assess organizational capabilities, re-examine its purpose and define a new sense of direction.<sup>30</sup> A strategic plan is necessary if an organization is going to be prepared for the future workplace.

Chapter III will outline a strategic plan, which will assist an organization in successfully merging the different generations into a cohesive, productive workforce. This will be accomplished by developing a comprehensive training program addressing the issue of productivity in a generationally diverse work force. The strategic plan will hopefully move an organization towards realizing the optimistic scenario described in Chapter II.

By 2009, a significant portion of the workplace will be filled by Generation Y employees. These employees bring with them their own expectations of the workplace based on their experiences and upbringing. They will be expected to work well with employees from other generations.

The El Centro Police Department will be used as a model agency for purposes of the strategic plan. The El Centro Police Department is made up of forty-eight sworn officers and twenty civilian employees. The overwhelming majority of employees (68%) are members of Generation X, followed by Baby Boomers (26%), Traditionalists (3%) and Generation Y (3%).

Based on figures posted on [www.cityofelcentro.org](http://www.cityofelcentro.org) , the community breaks down in the following manner: Traditionalists (16%), Baby Boomers (25%), Generation X (23%) and Generation Y (36%).<sup>31</sup>

## Vision/Goals/Objectives

An important goal of the strategic plan is to successfully integrate Generation Y employees into the organization. Baby Boomers and Generation X employees have been in the workplace for several years and they are often set in their ways. If things are left as they are, there will be resistance to the mindset of Generation Y employees when they start entering the workplace. Tolerance through understanding will be a cornerstone to the successful integration of these new employees.

The strategies developed as part of the strategic plan will be implemented incrementally so that employees do not feel overwhelmed by the changes suggested in the strategic plan.

The vision for this plan is for all employees of the organization to respect each other in all forms of diversity: gender, cultural, and generational. Employees of the organization will work together as a cohesive workforce that embraces the differences that exist between each other. Through education and open dialogue, employees will build trust among one another and become productive members of the organization. The end result will be an organization filled with employees who feel they are an essential part of the organization. This will lead to a high level of productivity as employees work as a team in addressing quality of life issues for the community.

Some of the goals of the strategic plan include the following:

- Successful integration of Generation Y employees into the workplace.
- Tolerance of generational diversity in the workplace.
- High productivity among all employees regardless of generation.
- Meeting the needs of all employees based on their individual value systems.

- Buy-in at all levels of the organization into the idea of accepting and recognizing generational diversity in the workplace.

In order for the goals to be successful, the following objectives must be met:

- Training specific to generational diversity must be in place and repeated often.
- Employees at all levels of the organization must be brought into discussions on generational diversity and allowed to have their say in policy and procedures.
- Clear and detailed policies stressing that generational prejudice will not be allowed in the organization.
- Productivity standards must be set and understood by all employees. Supervisors will ensure that acceptable levels of productivity are met or dealt with accordingly.
- All employees in a supervisory position will be educated on the intricacies of each generation and reward systems will be developed to meet the needs of each generation.

With a strong strategic plan in place and with buy-in from all employees, the organization can be the premier law enforcement agency in the county.

#### Organizational Analysis

All organizations have strengths and weaknesses, which must be identified so that a thorough strategic plan can be developed. There must also be an analysis of threats and opportunities. Issues to be considered are social, technological, environmental, economic and political. A complete plan will include, S.W.O.T. (strengths, weaknesses, opportunities, and threats), an internal analysis of strengths and weaknesses and an external analysis of

opportunities and threats facing an organization. This will allow the organization an opportunity to prepare itself for the challenges it faces as it implements the strategic plan.

The El Centro Police Department's strengths relative to the issue include the following:

- Relatively new supervisors with an open mind.
- Available books that define Generation Y.
- The ability and the interest to prepare a strategic plan prior to the entrance of Generation Y into the workplace.
- The organization is small, a total of seventy employees, which allows for employees to get to know each other on a personal level.

Some of the organization's weaknesses include:

- Majority of employees are Generation X and they are set in their ways.
- Employees are resistant to change.
- Prior strategic plans have fallen apart.
- Current employees expect the new generation to do all the adapting.
- Police union creates an us versus them mentality towards administration.

Some of the opportunities facing the organization include:

- Affordable housing is attracting police candidates from many cities in Southern California to Imperial County.
- Rapid economic development in El Centro should improve the city's fiscal situation, which could result in better pay and benefits, and attract candidates.
- The city has a new City Manager and new council members who support public safety and want diversity.

Some of the threats facing the organization include:

- A career in law enforcement may not appeal to many Generation Y members.
- State and federal law enforcement agencies are expanding in Imperial County, thus attracting current law enforcement officers and future candidates.
- Lack of public support for public safety by way of new taxes.

### Stakeholder Analysis

Stakeholders are individuals or groups impacted by what an organization does and they are also individuals or groups who can impact what an organization does. Stakeholders are both internal and external. An organization must be aware of who their stakeholders are so that a plan can be developed to address their needs and expectations.

Stakeholders include snail darters, a term that has come to mean those who can bring progress to a dead stop. Internal stakeholders include police officers, sergeants, lieutenants, the captain, the chief, civilian personnel, and the police union. External stakeholders include the citizens of the community, City officials, business owners, the media, special interest groups, other law enforcement agencies, and educational institutions. A potential snail darter is a citizens tax group that opposes any tax increase or bond issue that would support public safety.

All stakeholders would have critical expectations about any approach to the issue at hand. Some of these critical expectations are as follows:

Police officers would want to ensure that their basic needs are met as viewed by their value system. Civilian personnel would want to ensure that they are not treated as second class citizens and the police union would want to ensure that the rights of all members were intact.

Citizens will demand quality service from officers and they expect professionalism. City officials want the needs of the public met while maintaining a cohesive organization. Business owners and special interest groups will want their issues addressed quickly and thoroughly. Other law enforcement agencies will expect a prompt, professional response from officers and managers. The media will expect open lines of communications so they can report on the enforcement actions taken by police officers, and educational institutions will want officers on their campuses who can communicate with the students and school officials. The only way to ensure these stakeholders are happy is to ensure that employees are happy at work. In order to achieve this, employees' basic needs must be met. An understanding of the different value systems will be in order.

### Strategy Development

The first step is to open the lines of communication department wide and begin talking about generational diversity in the workplace. Employees representing each generation can talk about their views and how these views were shaped. Employees will be provided with literature addressing each of the individual generations in the workplace so that there is some understanding of the differences that exist. Employees will be encouraged to talk about things they have in common with members of other generations as well as the differences.

Another strategy to be used in order to achieve the desired results will be a comprehensive training plan addressing generational diversity in the workplace. Employees are often resistant to change for fear of the unknown. A training plan, which addresses the similarities and the differences between the respective generations, will go a long way towards helping employees understand each other. A check of the P.O.S.T. website indicates that currently there are no courses offered on the subject of generational diversity. Therefore, a

training course will have to be developed in-house and the department will seek to have it P.O.S.T.- approved. The course will require a comprehensive exam to ensure officers are paying attention to the instruction given and not just going through the motions.

The strength of this strategy is that officers will be taught, in-house, preferably by a generational diverse team of fellow officers. The agency will control the course content to insure it meets its needs. If the course is P.O.S.T.- approved, then the agency can receive reimbursement for costs associated with training, such as backfill. If officers see that the instructors have bought into the idea of generational diversity, it may make it easier for other officers to accept it.

A weakness of this strategy is that officers will be resistant to change and some may tend to dismiss the information provided. Baby Boomers and Generation X may expect Generation Y to make all the changes necessary to work together since they are the new employees. The short term ease of implementing a training plan will need to be built upon with a continued, consistent training program that will ensure a positive long term achievement of the desired goal, which is to maintain productivity in a multi-generational workplace.

A third strategy is to write detailed policies addressing generational diversity in the workplace. Generation X and Y both want to know the who, what, why, when, where, and how of anything they are told to do. Detailed policies will make it clear that generational diversity is an important issue and all employees will know where the department stands on this issue.

The obvious strength is that all employees will have in writing what is expected of them and what will not be tolerated. There are a number of employees who like having this information in black and white. Generation X needs detailed policies because of their tendency

to question authority. Generation Y would be more responsive to detailed policies because they like to know what is expected of them.

The weakness of this strategy is that a number of employees will view this as an attempt to micromanage their opinions. They will also view it as administration's way of finding new ways to discipline them.

Writing the policies will be relatively easy but unless there is total buy in from field supervisors and mid-managers, getting field officers to abide by the rules will be impossible.

In order to increase the chances of buy in, all levels must be included in the training plan and the writing of policies. Representatives from the police union and other employee groups must be allowed to have their say as the plans are being developed. The employees themselves are the best resource for developing these two strategies. The group working on these strategies must be diverse in all areas so that all voices are heard. Working together, in-house, will allow these strategies to be developed with minimal cost to the organization.

### Implementation

The strategic plan will be introduced in three stages, beginning with opening the lines of communication throughout the organization. First line supervisors will be expected to discuss the issue of generational diversity and its impact on productivity in their daily briefings. Employees will be allowed to voice their opinions and every effort will be made to answer their concerns. The issue will also be discussed at department staff meetings and the patrol lieutenants will be available to address any concerns the police union may have.

The second stage will be the development of a comprehensive training plan that will address the integration of Generation Y employees into the workplace. All employees will receive training.

The third stage will be the writing of clear and detailed policies addressing the issue of generational diversity in the workplace. All employees will understand what is acceptable behavior and what is not allowed.

### Summary

This chapter dealt with identifying goals and objectives to achieve the desired results of the El Centro Police Department. An organizational analysis was done utilizing the SWOT technique, which consists of identifying organizational strengths, weaknesses, opportunities and threats. Internal and external stakeholders were also identified. Three strategies, open lines of communication, a comprehensive training plan, and detailed policies, were developed to address the issue of generational diversity and its impact on productivity in a small, rural law enforcement agency. Finally, an implementation plan was developed to guide the incremental introduction of the listed strategies into the organization.

The next chapter will address Transition Management and the implementation of the comprehensive training plan outlined in the strategic plan.

## CHAPTER IV

### TRANSITION MANAGEMENT

#### Introduction

This chapter will address the implementation of the comprehensive training plan and overcoming resistance to change in order to move the El Centro Police Department from the present state to a desired future. The change desired for the El Centro Police Department involves integrating Generation Y employees into the workplace in an effort to build a cohesive work unit. This will be accomplished through the training plan to be developed as part of the strategic plan. This chapter will discuss commitment planning, implementation and an evaluation methodology.

#### Commitment Planning

A commitment plan is a strategy, described in a series of action steps, devised to secure the support of those subsystems, which are vital to the change effort. The steps in developing a commitment plan are:

1. Identify target individuals or groups whose commitment is needed.
2. Define the critical mass needed to ensure the effectiveness of the change.
3. Develop a plan for getting the commitment of the critical mass.
4. Create a monitoring system to assess the progress.<sup>32</sup>

Critical mass consists of the minimum number of individuals or groups whose active commitment is necessary to provide the energy for the change to occur.<sup>33</sup> The critical mass for this strategy were identified as the Chief of Police, the patrol lieutenant, administrative lieutenant, the first line supervisors and the police union.

The following is a Commitment Chart, which lists all members or groups who are part of the critical mass. The O indicates the minimum commitment needed for change to occur. The X indicates the present degree of commitment. The commitment chart gives an organization an idea of the work to be done to get the necessary commitment.<sup>34</sup>

Critical Mass Commitment Chart 4.1

Key Players	No Commitment	Let It Happen	Help It Happen	Make It Happen
Chief of Police		X —————→	O	
Lieutenants Patrol & Admin.		X —————→		O
First Line Supervisors		X —————→	O	
Police Union	X —————→	O		

X= Indicates the present degree of commitment.

O= Indicates the minimum commitment needed for change to occur.

The current degree of commitment in the El Centro Police Department stands as follows: The Chief of Police, patrol lieutenant, administrative lieutenant, and the first line supervisors, are willing to let the necessary training plan develop. The police union currently has no commitment.

Having identified the present degree of commitment and the minimum commitment needed for change, the next step is to get the necessary commitment from the critical mass. In addition to power and persuasion, there are a number of possible intervention strategies that can be employed to create the conditions for commitment.<sup>35</sup>

Where resistance exists, it is necessary to work with it and honor it, but also find ways to neutralize it for short periods so that the resister can hear the organization's perspective on the

problem.<sup>36</sup> Problem finding is an intervention strategy that allows players to change their minds without having to say so. It also allows people to listen to each other, temporarily, without having to screen what they hear through their own biases. It assumes that the very process of clarifying an issue or problem, as opposed to problem solving or action taking, will be unthreatening enough to encourage commitment.<sup>37</sup>

The critical mass: the chief, lieutenants, first line supervisors and the police union will take part in the problem finding intervention strategy so that all concerns can be addressed and the necessary commitment obtained from all involved.

### Implementation

Once all members and groups of the critical mass have been identified and an acceptable intervention strategy has been chosen, the next step is the implementation plan. Internal stakeholders must be brought together and prepared for implementation of the strategic plan.

The first step in the implementation plan is to open the lines of communication department-wide and begin talking about generational diversity and its impact on productivity in the workplace. Current employees must be educated on the differences that exist between the different generations in an effort to foster understanding between the various groups. Educating employees will occur by providing literature on the different generations, hosting generational awareness workshops highlighting the characteristics of the different generations, and by getting employees from the various generations to talk to each other in an open forum about their respective views.

The administrative lieutenant will be responsible for obtaining or developing literature for employees to review. The lieutenants will be responsible for ensuring that those employees

under their command review the available literature and they will be available to answer any questions their subordinates may have.

A comprehensive training plan must next be developed in-house to address the specific needs of the El Centro Police Department. The patrol lieutenant will work to identify those employees to be trained as department trainers, these employees will be educated further on the issue of generational diversity through continued reading of available literature.

The course content must be identified, including: the differences between the generations in the workplace, the characteristics of each generation, the events that shaped the various views of each generation, and any similarities that may exist between the generations. The training will be consistent and on a continuing basis. The training sessions will begin shortly after dialogue has been opened department wide. Training sessions will take place on a weekly basis until all employees have attended. As new employees enter the workplace, additional sessions will be held. Experts on individual generations will be sought and contracted to make presentations as available.

Once employees have a general understanding of the generational differences that exist in the workplace, a diverse committee will be assembled with the task of writing detailed policies addressing the issue of generational diversity and its impact on productivity in the workplace.

As part of the implementation plan, actors must be identified and their required behavior must be classified according to a technique known as responsibility charting. Responsibility charting clarifies behavior that is required to implement important change tasks, actions, or decisions.<sup>38</sup> An example of a responsibility chart is given below:

### Responsibility Chart 4.2

<u>Actors</u> Decisions	First line Supervisors	Patrol Lieutenant	Admin. Lieutenant	Chief	Police Union
Open Lines of Communication	S	R	R	A	S
Develop Training Plan	S	R	S	A	S
Write Policies	S	S	R	A	S
Develop/Obtain Literature	S	S	R	A	S
Schedule Meetings	S	S	R	A	S
Select Trainers	S	R	S	A	S
Present Training Plan at Briefings	R	S	S	A	S

R = responsibility (not necessarily authority)

A= approval (right to veto)

S = support (put resources toward)

I = inform (to be consulted before action).

The responsibility chart lists the actors and their level of responsibility for each action listed. Depending on the action, actors may have the responsibility to ensure it is accomplished, they may have the right to approve or veto the action; they may have the role of supporting the action, or they may simply have to be informed or consulted before the action takes place.

The responsibility chart for this organization reveals that the Chief of Police would have approval rights for the decisions listed. The two lieutenants would be expected to work together and also individually. The Administrative Lieutenant would be responsible for developing and/or obtaining literature, and scheduling meetings. The Patrol Lieutenant would be responsible for identifying and selecting trainers, and ensuring the training plan was developed in a timely manner. First line supervisors would be expected to support the training plan and to discuss it at

briefings with their personnel. The police union would be kept informed and their input would be sought in the development of the training plan. Their support would be essential to the success of the training plan. All employees must be made aware of the responsibility chart and they must have a full and complete understanding of what it represents.

#### Evaluation

All plans must have an evaluation system in order to determine if the plan has been successful and, if not, what changes must be made to the plan. Prior to implementation of the strategic plan, the crime analysis unit can provide statistics covering the productivity of teams and/or individual officers. A consistent analysis of statistics will indicate the productivity levels of employees and poor performance can be addressed in a timely manner. If the strategic plan is working, productivity levels should increase. This will be reflected in statistics provided by the crime analysis unit.

One of the best measures to assess progress in the integration of Generation Y employees into a cohesive work unit and the level of productivity is to keep open the lines of communications up and down the chain of command. Employees will talk and let staff know how they feel if they believe there is an open door policy. Along with open communications, first line supervisors and command staff must keep their eyes and ears open and see what is going on around them. Are employees working well together? If not, why? Is there teamwork or dissention? Supervisors must ask themselves these and other questions as they evaluate progress or lack of progress. There must be accountability across the board. Employees must be trained, policies must be adhered to, respect must be shown to fellow employees, and deficiencies must be dealt with immediately. Employee morale, job satisfaction and statistics will be indicators of the progress made in addressing this issue. Employee morale and job satisfaction can be

measured through surveys, which can be filled out anonymously by employees on a consistent basis. Questions related to the current level of morale and job satisfaction can be asked along with suggestions for improvement. Exit interviews with employees who leave the organization can also provide important information.

### Summary

This chapter identified those individuals or groups who represented the critical mass, those whose active commitment is necessary for change to occur. There was discussion of commitment planning along with a critical mass commitment chart listing the degree of commitment needed for change to occur. There was discussion of an implementation plan along with a responsibility chart listing required behavior on the part of identified actors. Finally, there was discussion of an evaluation plan to assess the progress of the plan developed to address the issue.

Chapter V will provide a review of the previous four chapters and it will discuss findings, implications on leadership, budgetary implications, recommendations for the future, and conclusions.

## CHAPTER V

### CONCLUSIONS AND RECOMMENDATIONS

#### Findings

This research project sought to answer the question, “How will generational diversity impact productivity in a small, rural, law enforcement agency by 2009?” This is an emerging issue for law enforcement because the newest generation of employees, Generation Y, is just now entering the workforce. By 2009, their numbers in the workplace will be significant.

The workplace of the next twenty to thirty years will be a combination of Baby Boomers, Generation X and Generation Y. These employees are from different eras and they come into the workplace with their own set of needs and expectations. Besides meeting the basic needs of employees, such as an adequate salary to care for their families, organizations will need to ensure that employees receive job satisfaction from their assignments. Employees who feel job satisfaction will be more open to increasing their productivity, working as a cohesive unit with other employees and they will be more likely to stay at the organization.

The successful agency of the future will be diverse in race, gender, religion, and by generation. These employees will work side by side in a productive manner and they will be tolerant of individual ideals. Rather than look down on each other’s value system, they will learn from each other and move the organization forward with innovative ideas culled from listening to each other.

Organizations must begin preparing now for the arrival of the newest generation of employees. An organization that is prepared to successfully assimilate Generation Y into the workplace will have a huge advantage in other areas such as recruitment, retention and

motivation of officers. Generation Y members will want to work for an organization that welcomes them and their unique needs and expectations.

Along with assimilating Generation Y into the workplace, organizations must remember to continue meeting the needs and expectations of the Baby Boomers and Generation X employees already in the workplace. Building a cohesive unit will be key to an organization's success.

In Chapter 2, futures forecasting was introduced as a means of identifying potential trends and events which may affect the issue. A diverse panel of nine community members was convened with the purpose of identifying and discussing these trends and events. Discussion was then held to determine what impact each individual event would have on each individual trend. This led to the development of three possible scenarios outlining the possible consequences of doing nothing with the information gathered or the advantages of utilizing the information to formulate a plan.

Utilizing the information from chapter 1, the results of the nominal group technique, the cross impact analysis, and the three scenarios discussed in chapter 2, a strategic plan was discussed in chapter 3. A strategic plan enables an organization to address issues, examine trends, assess organizational capabilities, re-examine its purpose and to define a new sense of direction.<sup>39</sup>

A strategic plan was developed with three strategies to address the issue. The first strategy is to open the lines of communication department wide and to talk about generational diversity in all types of settings such as briefings, staff meetings and in open forums where employees can speak freely. Getting employees to talk about the newest generation before they enter the workplace would take away some of the mystery. The second strategy is to develop a

comprehensive training plan to ensure all employees are educated on the generational differences that exist between individuals born in different eras. Employees would be provided with literature on each of the generations in the workplace. The third strategy involved writing clear and concise policies addressing generational differences so all employees know what is expected of them and what is unacceptable behavior.

As Generation Y enters the workplace in greater numbers, an organization may come to realize that some preconceived notions about them were wrong and changes have to be made to plans developed prior to their entrance into the workplace.

Chapter 4 addressed the issue of transition management. This is a process of developing strategies for overcoming potential obstacles.

A commitment chart was developed which lists the members or groups who are part of the critical mass. These include the chief, the patrol lieutenant, the administrative lieutenant, first line supervisors, and the police union. The commitment chart also lists an indication of the minimum commitment needed for change to occur and the present degree of commitment.

An organization can employ intervention strategies to create the conditions for change; the intervention strategy used in this plan is problem finding. Problem finding is a process by which those concerned with change get together to identify and clarify all aspects of the problem. It is used to allow players to change their minds without having to say so. It also allows people to listen to each other, temporarily, without having to screen what they hear through their own biases. It assumes that the very process of clarifying an issue or problem, as opposed to problem solving or action taking, will be unthreatening enough to encourage commitment.<sup>40</sup>

The next step was the implementation plan, this included identifying key actors and classifying their required behavior according to a technique known as responsibility charting. A

responsibility chart clarifies behavior that is required to implement change tasks, actions, or decisions.<sup>41</sup> Some of the key actors identified were the chief, the captain, the lieutenants, first line supervisors, police officers, the police union, civilian personnel and the City Manager.

The last step in transition management is the evaluation system. Open lines of communication department-wide will allow staff members to gauge how effective the organization's efforts are. Maintaining an open door policy will encourage employees to talk to staff members about their concerns. Job surveys provided to employees to complete anonymously will allow for input from those employees who do not feel comfortable expressing their concerns in the open. Statistics provided by the crime analysis unit will help the organization track how productive employees are.

Change seems to be viewed as a negative occurrence in law enforcement, organizations are steeped in tradition and are resistant to change unless the positive aspects are pointed out prior to the change occurring. Transition management will make change easier for an organization if the necessary steps are followed.

#### Implications on Leadership

Generation Y employees will begin to enter the workplace and they will be working with Baby Boomers and Generation X employees. How well these members of different generations interact with each other depends on the level of preparation done by the leaders of the organization. Leaders can choose to do nothing and hope things work themselves out in a positive manner or they can confront the challenge and develop a realistic plan that addresses the issue head on.

Those who will succeed are the leaders who prepare the organization prior to the arrival of Generation Y employees. Providing quality service to the community and employing

productive personnel are keys to success. Being prepared to address issues that will affect employees in-house will allow leaders to concentrate their efforts on serving the community. Understanding the different characteristics of the various generations in the workplace will allow leaders to build a cohesive work unit. An added benefit to all the hard work involved in building a cohesive organization is that the employees of the organization will better understand its citizens, who are also members of the various generations that have to co-exist.

### Budgetary Implications

The majority of any organization's budget is earmarked for personnel and benefits. This confirms that personnel are an organization's most valuable resource.

Organizations must accept the fact that if they do a poor job of understanding the generational differences that exist in their organizations, the turnover rate may be very high. A high turnover rate leads to the expense of having to replace officers on a steady basis. Background investigations including polygraphs, psychological exams, medical exams and so forth are very expensive, so the longer an organization can keep a qualified employee, the better. In order to keep employees for the long term, they must feel a certain level of job satisfaction. One way to ensure this is to welcome the different characteristics of the various generations in the workplace. The strategic plan developed in this research project would incur an expense in developing a comprehensive training plan. Personnel would have to be trained on an overtime basis and time would have to be spent on developing a course curriculum. The training plan would have to be revised as new information becomes available. The amount spent to formulate a training plan would be insignificant when compared to the cost of constantly replacing employees who leave the organization because of a lack of job satisfaction.

## Recommendations for the Future

As more and more Generation Y employees enter the workplace, organizations must reassess their preconceived notions and develop plans that accurately address the issues brought to the workplace by the new generation of employees. The Commission on Peace Officers Standards and Training could develop a training course that would allow for consistency in training for all agencies statewide. This would allow all agencies, large or small, the opportunity to obtain valuable training on a vital issue.

## Conclusions

How will generational diversity impact productivity in a small, rural, law enforcement agency by 2009? If the proposed plan is implemented in a small, rural, law enforcement agency, productivity will be impacted as follows:

- Open lines of communication department-wide will allow all employees to learn about the characteristics of each generation in the workplace. This will take away any mystery surrounding the thought process used by members of the various generations. Maintaining an open line of communication will build trust among employees and allow them to accept the differences that exist. This openness will lead to a degree of job satisfaction and encourage an employee to be as productive as possible.
- A comprehensive training plan will provide all employees with information about the various generations, the differences and the similarities. Preconceived notions or simply not knowing about others can lead to alienation and poor working conditions. Giving employees the opportunity to learn about each other will lead to openness and trust.

- Policies that are clearly written and easy to understand are more likely to be adhered to than policies that are vague. Policies addressing the issue of generational diversity written by a diverse group of employees will ensure that all voices are heard.

Employees work because they need to fill their basic needs. These include providing shelter and food for themselves or their families. Employees stay at an organization when they feel some degree of job satisfaction. Employees are most productive at an organization that makes them feel a part of that organization.

With this information at hand, organizations should make every attempt to make their employees feel they are part of the organization. This requires that an organization make an effort to get to know the characteristics of the various generations in the workplace and to respect the differences and incorporate them into the organization. Diversity in all its forms should be welcomed and displayed to the community since the employees come from the community.

An organization that strives to get its employees to understand each other will be rewarded with a cohesive group of employees who will become a content and productive workforce.

## Appendix A

### List of NGT panel members

Jeff Mason	Police Sergeant	El Centro Police Department	337-4866
Dr. Mike Sabath	Professor	San Diego State University	353-9303
Rebecca Singh	Investigator	Imperial County District Attorney	482-4817
Frances Hoskins	Branch Manager	Sundance Personnel Solutions	336-0022
Isabel Alvarez	Records Clerk	Imperial Police Department	355-4327
Edmundo Peraza	Student	Imperial Valley College	337-4577
Sylvia Moreno	Student	Imperial Valley College	337-4597
John Cardenas	Social Worker	Imperial County Social Services	337-5076
Molly Swanegan	Executive Secretary	Johnson Educational Institute	353-7492

## Appendix B

### List of candidate trends

Level of employees' technological savvy  
Level of acceptance towards diversity  
Level of employee loyalty and commitment to organization  
Level of work ethic (not 100%)  
Level of testing process  
Level of turnover rate  
Level of clarity of policies  
Level of economic security  
Level of respect for authority by employees  
Level of employees' communication skills  
Newer technology creating distractions  
Conflict in values  
Level of education  
Family care  
National level of economy  
Level of public aid  
Changing legal framework  
Level of qualified applicants  
Level of responsibility  
Media exposure  
Level of law enforcement interaction with youth  
Workers compensation issues/abuse issues  
Level of reliance on technology

## Appendix C

### List of candidate events

Major hacking incident involving computer virus

Natural disaster-earthquake

Economic boom

Grooming standards defined by court decision

Sabotage of local food/water supply

State eliminates all aid to local government

Military base closure

Major riot at a prison in Imperial County

Passage of bond issue statewide

POST training reimbursement stops

War in North Korea

Legal requirement for college degree

PERS 3% @ 50 rescinded

Cargo airport built in area

Violent act occurs

First female president

Guest worker program enacted

Academies no longer accept non-sponsored students

Elimination of Explorer Posts/PAL/DARE

Requirement of diverse civilian review board

Officers no longer exempt from jury duty

## ENDNOTES

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- <sup>3</sup> Merriam-Webster, The New Merriam-Webster Dictionary, (Springfield: Merriam-Webster Inc., 1989), 225.
- <sup>4</sup> Lynne C. Lancaster and David Stillman, BridgeWorks Presents...Managing Across the Generational Divide, (New York: BridgeWorks, 2002), Handout.
- <sup>5</sup> Hans P. Johnson, "A State of Diversity", California Counts, May 2002. 13.
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- <sup>7</sup> Irv Gamal, "Understanding and Leading Generation Y." Handout, February 2003
- <sup>8</sup> Claire Raines, "Diversity and Generations." <http://www.generationsatwork.com> 2002.
- <sup>9</sup> Ibid.
- <sup>10</sup> Lynne C. Lancaster and David Stillman, BridgeWorks Presents...Managing Across the Generational Divide, (New York: BridgeWorks, 2002) handout.
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- <sup>12</sup> Ibid.
- <sup>13</sup> Claire Raines, "Managing Millenials." <http://www.generationsatwork.com>. 2002.
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- <sup>21</sup> Michael Buerger, "Educating and Training the Future Police Officer", FBI Law Enforcement Bulletin. January 2004. 26-32
- <sup>22</sup> Ibid.
- <sup>23</sup> Ibid.

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- <sup>24</sup> Shelly Feuer Domash, “Who Wants This Job?”, Police May 2002. 35.
- <sup>25</sup> Ibid.
- <sup>26</sup> Roger Fulton, “Departmental culture-What’s yours like?”, Law Enforcement Technology. April 2002. 154.
- <sup>27</sup> Ibid.
- <sup>28</sup> Ibid.
- <sup>29</sup> Ibid.
- <sup>30</sup> PMW Associates, “Strategic Police Planning Workshop” El Centro Police Department, October 23-25, 2002.
- <sup>31</sup> [www.cityofelcentro.org](http://www.cityofelcentro.org) April 6, 2004.
- <sup>32</sup> Dr. Cary Simon lecture, “Transition Management in a Strategic Organization” December 10-11,2003.
- <sup>33</sup> Ibid.
- <sup>34</sup> Ibid.
- <sup>35</sup> Ibid.
- <sup>36</sup> Ibid.
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- <sup>39</sup> PMW Associates, “Strategic Police Planning Workshop” El Centro Police Department, October 23-25, 2002.
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