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THE FUTURE OF CHANGE STRATEGIES FOR
POLICE ORGANIZATIONAL TRANSFORMATIONS- A CASE STUDY

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This Command College Independent Study Project is a **FUTURES** study on 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.

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

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

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The Future of Change Strategies
For Police Organizational Transformations
A Case Study

by John D. Abbey
Executive Summary

This project is a product of the California Commission on Peace Officer Standards and Training program, the Command College. In this work, the author utilizes the theoretical tools and tests the assumptions that are the very essence of the Command College curriculum. The research is predicated on the question, "Can the theories of future study and strategic planning be applied to designing the future of law enforcement organizations?" The author provides the reader with a case study of a major planned change in a criminal justice agency in crisis.

This is the record of a transformation that began in late 1985, when the writer assumed the role of Chief of Police in the organization under review. The Police Agency, identified with the pseudonym of Silicon Valley Police Department (S.V.P.D.), was emerging from the galvanizing event of being indicted by the press and public because of the actions (or misactions) of a few former members. The severity of the situation, mostly internal frustration, required

immediate intervention and change. The firestorm of public criticism provided the necessary level of dissatisfaction to allow for substantial organizational change. This project outlines the strategies and processes utilized in this intervention and the overall future of change in California law enforcement.

The project under review was initiated by the researcher, The Chief of Police, and two independent consultants. The first consultant, a senior consultant for The California State Commission on Peace Officer Standards and Training (P.O.S.T.), Management Counseling Services Bureau, was requested to conduct a standard audit of the functional systems of the Police Agency under study. Consultants from the Counseling Services Bureau are primarily expert consultants in developmental change, and this project represents an expansion of their normal scope of involvement. This State Consultant was not only academically qualified in his field, but had former experience as a Police Chief in similar change circumstances. His knowledge and unique experience was able to bridge the interests of the Police Chief and those of the third member of the change team, a private Organizational Development(O.D.) Consultant. This consultant, a highly respected private sector O.D. expert, was retained by P.O.S.T. to support this project. This consultant brought with her many years of experience in the private sector and as a military organizational development consultant. Together, this three person team devised a strategy to develop a transition plan for the S.V.P.D.

IN THE CASE FOR CHANGE, the author explores the dynamics of change in law enforcement and draws upon our profession's experience to support his position. In this chapter the author explores the realm of future shock and the dynamics of cyclical change, the author sets forth five objectives of the study:

1. Create a change management model for law enforcement agencies, focusing on visioning the desired future.
2. Identify and articulate a transformational leadership method for directing change.
3. Demonstrate the value of planned change over reactive adaptation.
4. Develop a case study in law enforcement change that is applicable to other criminal justice agencies.
5. Provide an insight to other law enforcement administrators that face a similar situation, including a comprehensive listing of resource material.

These objectives serve an academic purpose of a target for research inquiry, however the author discusses the complexity of the objectives in a change circumstance.

In the chapter entitled METHODOLOGY, the author discusses the dynamics of change intervention. In a comparison of the traditional manager versus the transformational manager, The author utilizes Dr. Philip Harris's model of "Contrasting Attitudes and Styles of Managers". Dr. Harris goes into significant detail in identifying the differences in these two management styles. By exploring the Hermon-Taylor model "Influences on Models of Change", the author displays the relationship between management style and reasoning process. Linda Ackerman's three types of change are discussed. These types of change, developmental change, transitional change, and transformational change, are defined and discussed.

The overall methodology and research strategy for developing the change model, initiating the changes, evaluating the case study, and analyzing the futures issues, was composed of the following elements:

1. Review of the curriculum of the P.O.S.T. Command College.
2. Review of the literature on change, strategy and action research.
3. Interviews of practitioners and academics.
4. Development of the "change team".
5. Design, administration and analysis of the measurement instrument.

6. Recordation of the base line condition of the organization under study.
7. Development of a strategy to initiate change in the subject organization.
8. Initiate the change strategy.
9. Monitor the progress of the organization, reevaluate strategies and interventions.
10. Readminister and analyze measurement instrument.
11. Review results, debrief change team, report observations and conclusions.

This process included the analysis of emerging issues, trend analysis and cross impact analysis. From this analysis the author develops scenarios of the future of the Silicon Valley Police Department and the community it serves. These scenarios became a key component at all levels of the research and organizational intervention. Through the strategic planning and decision making process the author implements the product of the scenario development.

The organizational intervention began with the development of a change team. The change team was composed of the three members previously discussed (Chief, P.O.S.T. Consultant and O.D. Consultant) and other key members of the management staff. This included the two division commanders and the field supervision. The transformation of the example organization is reported in a format that divides the various dimensions of strategic planning. Those dimensions are:

Social considerations.

Technological development.

Environmental challenges.

Economic considerations.

Political consideration.

Organizational considerations.

These six dimensions are referred to as the acronym S.T.E.E.P.O. S.T.E.E.P.O. is the product of Trim Tab Consulting Group, a futures scanning consulting organization. Utilizing the S.T.E.E.P.O. format, the author explains the state of the organization in 1985, at the beginning of the case study. Following that description the writer discusses the development of the transition team and the initiation of the change process. The outcomes, methods, and resources are discussed, and the process is discussed in some depth. Throughout the report of the transition process, the author uses graphics that were prepared by the private O.D. Consultant retained by P.O.S.T. These graphics not only depict the product of our transition team, but also show the value of graphics in the facilitation of a group process.

Based upon the input from various sources, alternate scenarios are created for the S.V.P.D. and it's surrounding community. From these scenarios, the transition group designed the future of the organization. Both the scenarios and the functional analysis matrix are displayed and discussed for the readers understanding. The author has developed a unique matrix design to examine each function and

sub-function of the organization in the context of future issues, base-line condition, and industry standards. This matrix also establishes priorities and resources for carrying out those function.

The transition group is reported to have conducted force field analysis study, both internally and externally, for the anticipated changes. The transition management group utilized a chart that identifies the role and responsibility of each member or outside individual. This process, developed by Rueben T. Harris of the Peter's Center for Excellence, is known as "RASI Charting." RASI is an acronym for Responsibility, (initiates action) - Approval, (right to veto action) - Support, (put resources against) - Inform (to be informed). Through this process the transition team had a clear view of the individual roles that each would play in the change effort.

Prior to initiating the change process, a pre-test based upon the K and R System was administered to the test population. In this pretest the group was asked to measure their perceptions regarding resources, leadership, planning, consistency, and other organizational issues. After nearly a year of intervention, the writer reports the results of a post-test instrument. The instrument, identical to the pretest instrument, reported substantial change in the organization. Statistical analysis of the two instruments revealed an increase of over two points (on a ten point scale) in the measurement of goals and values, organizational structure, relationships, and management. The perception of the quality of management led with a

2.65 point increase. The author discusses the statistical results in various dimensions. In addition to the statistical evaluation of the program the writer repeats the S.T.E.E.P.O. process, examining each area in a present day context. The author examines various changes that have taken place.

Based upon the researchers experiences and conclusions, a "Model for Law Enforcement Organizational Transitions" is developed. This model represents a process map for police agencies undergoing transformation. As a key component of this model the researcher explains a paradigm of leadership.

In the author's conclusions, each objective is discussed, with the accompanying result. The author returns to the question "What is the future of change management in California Policing?" Several future issues are discussed and conclusions are drawn. The project concludes with a significant bibliography which can aid the reader in further study of the futures process. Included as appendices of the project are the test instrument, the computer generated workload studies, and a needs assessment questionnaire utilized for identifying the organizational climate.

This project is available through the State of California, Department of Justice, Commission on Peace Officer Standards and Training, Center for Executive Development, Sacramento, California.

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Grateful appreciation and a sincere thank you is given to my fellow change agents and team members, Gayle J. Hasley and Senior Consultant Robert Fuller. Both of their efforts were invaluable during the course of the project. I must extend additional thanks to Gayle and Bob from our entire community for the significant transformation that has occurred in our police department. Without their help, these results could not have been obtained.

My gratitude is also extended to Dr. Philip Harris, the academic advisor on the project. Dr. Harris' insight changed the entire direction of the project and provided valuable advice in many areas.

Last, but not least, I wish to thank the women and men of our police department, the people that made change possible.

FORWARD

This project was designed to explore the future of change in law enforcement. The research is predicated on the question, "Can the theories of futures study and strategic planning be applied to designing the future of law enforcement organizations?" Having studied theoretically the planned alteration of human systems, this researcher was afforded the rare opportunity of being directly involved in a major planned change of a criminal justice agency in crisis. This experience allowed the researcher to test various assumptions and hypothesis and better analyze the future of change strategies. Through the case study method, the researcher hopes to develop a practical paradigm of planned organizational transformation.

This is a record of a transformation that began in late 1985 when this writer assumed the role of Chief of Police in the organization under review. In the hope that this analysis will prove of value to other law enforcement executives, a pseudonym of Silicon Valley Police Department (S.V.P.D.) will be used throughout this study to protect the anonymity of the subject organization.

The organization that the researcher has chosen to study, S.V.P.D., is a prime example of the need for change. Left to the forces of evolutionary reactive adaptation, S.V.P.D. became highly vulnerable to the crisis that became a reality. The management philosophy of the preceding decade set the stage for the avalanche of criticism that ensued. Potential civil litigation precludes a detailed discussion of past management practices; although significant study has failed to develop evidence of the malevolence that was alleged during the public siege of S.V.P.D.

The department had experienced the galvanizing event of being indicted by the press and public because of the actions or (misactions) of a few former members. The severity of the situation, mostly internal frustration, required immediate intervention and change. The firestorm of public criticism provided the necessary level of dissatisfaction to allow for substantial organizational change. This project will attempt to outline the strategies and processes utilized in this intervention and the over-all future of change in California law enforcement.

John D. Abbey
Silicon Valley, Ca. 1987

I. INTRODUCTION

WHERE ARE WE GOING?

This project asks the question, "What is the future of change management in California policing?" This project was designed to capture the very essence of the Command College course of study and apply it to the future of an actual California police agency. Not only do we explore the dynamics of change management from a conceptual perspective, but the writer has tested these assumptions in an actual organizational intervention.

The police agency under study, identified by the pseudonym Silicon Valley Police Department (S.V.P.D.), was a typical small city police department in the midst of a substantial crisis. The crisis was both internal and external, in that both the members of the organization and the public had lost trust and respect for the agency and its leadership. The external forces motivated a Grand Jury investigation that served to deal a death's blow to the self-esteem of the individuals that remained with S.V.P.D.

The case study component of this writing serves to test the assumptions that are discussed in the theoretical context. The cast in this change scenario is unique to the tradition of law enforcement. The principal change agent is a newly appointed police chief from outside the organization, not uncommon to organizations in severe crisis. The chief

was charged by both city manager and city council to "change the police department," though the marching orders did not include a description of their desired state. The primary supporting role was assumed by a senior consultant from the State Commission on Peace Officer Standards and Training (P.O.S.T.), Management Counseling Services Bureau. Primarily expert consultants in developmental change, Counseling Services expanded their normal scope of involvement for this project. The consultant that was assigned was a former police chief that had experienced similar change circumstances. His knowledge and academic interest in organizational development brought a unique combination of expertise, bridging the interests of the police chief and those of the private organizational development (O.D.) consultant, the third member of the change team. A highly respected private sector O.D. consultant, the consultant was retained by P.O.S.T. to support this individual study. The consultant provided the process alternatives and the expertise in organizational development. A more detailed discussion of the roles of these individuals and the roles of many others will follow in subsequent chapters.

The transformation that was attempted could be described as "risky, at best" in a healthy organization with a high readiness for complex change. In the "factioned" and "shell

shock" remains of S.V.P.D. this task would prove to be the highest test of our change model.

II. STATEMENT OF NEED

THE CASE FOR CHANGE

Statements such as "change for the sake of change," and "if it ain't broke, don't fix it" seem to be a paradigm of law enforcement thinking. I recall an article in Law and Order magazine which read:

Is there any difference between foresightedness and dreaming: It probably depends on one's perspective. (In policing, some might say it depends on one's rank.) Unfortunately, dreamers and innovation advocates in policing are often outcasts within the agency. Police managers must attempt to instill professional attitudes into subordinates and a professional attitude includes the ability and willingness to evaluate new and different perspectives.

If dreaming, innovation, and change, are terms that the police community has difficulty accepting, maybe we should use foresight as a more acceptable term. (1)

As tomorrow's leadership in law enforcement, we must recognize and accept change as an integral part of everything we do. Few police administrators will fail to acknowledge the significant effects of a few "changes" we have experienced in the last two decades. The 1960's brought the rebellion of civil rights movement and other social issues. This phenomena was followed by a "line officer" rebellion, a "them and us" attitude that fostered strong and militant labor organizations and is forever etched in our personnel laws. Some attribute the escalation of many of these issues

to the failure of police management to read the climate and reconcile the issues. A third significant issue is the failure of public officials to "read" public sentiment, resulting in the passage of proposition 13 and subsequent "tax reform" issues.

As Alvin Toffler has pointed out in his writings, Future Shock and The Third Wave, our society is undergoing a significant transition. Our society is moving from an industrial era to an information age, not unlike our historical move from an agri-economy. This change is severely impacted by the separate issue of rate of change. Toffler described this phenomenon nearly two decades ago in his classic volume. His description is:

Shattering stress and disorientation that we induce in individuals by subjecting them to too much change in too short a time . . . Future shock is dizzying disorientation brought on by the premature arrival of the future. It may well be the most important disease of tomorrow . . . Future shock is a time phenomenon of the greatly accelerated rate of change in society. It arises from the ^{change in society.} superimposition of a new culture on an old one. It is culture shock in one's own society. (2)

Changes are occurring at such an accelerated pace that we are left with few "landmarks" in which to gauge our progress.

The very definition of change put forth by Rosabeth Moss Kantor in The Change Masters, should legitimize the recognition of change as a high priority in police management. She writes:

. . . change involves the crystalization of new action possibilities (new policies, new behaviors, new patterns, new methodologies, new products, or new market ideas) based on reconceptualized patterns in the organization. The architecture of change involves the design and construction of new patterns, or the reconceptualization of old ones, to make new, and hopefully more productive, actions more possible. (3)

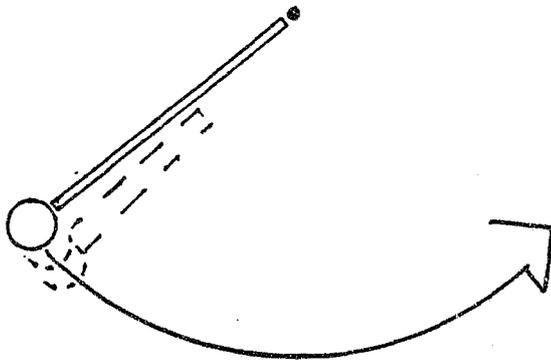
Often in our profession the impending effects of change are artificially attenuated with the "pendulum principle." Made popular in the late 1960's and 1970's by the confusion created by the Warren Supreme Court's attempt at specific procedural standards, our profession postured in a reactive "it will eventually swing back" position. Though the Supreme Court has in fact returned to a more conservative "broad legal guideline" philosophy, this change has hardly "swung back" to the past. Had our administrators of the 1960's identified these trends and moved for proactive change, what significant effect would it have had on our history? Could we have reduced or perhaps eliminated the day to day suspense of whether yesterday's arrest fits into today's Supreme Court ruling.

The pendulum effect is not hybrid to the police profession. In reviewing management literature, one sees evidence of this phenomena, whether it be called "pendulum effect" or "cycles." In Brown's and Weiner's book on harnessing change, they point out:

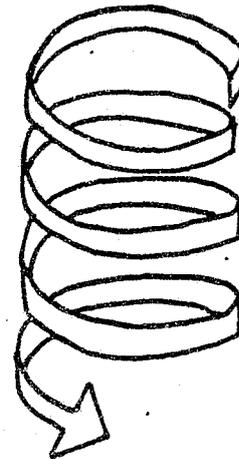
Circumstances change, and therefore, identical events lose their sameness. A more accurate representation of apparently cyclical change is a spiral rather than a pendulum

When things seem to revert to some former stage of belief or development, they do so in a new context, and therefore, they are never exactly the same. (4)

Figure 1



A pendulum travels back and forth along the same path.



A spiral turns in on itself, but always in a new plane.

Brown and Weiner use the term "impermanence" to describe the dimension of change. In our profession, we have begun to tackle the issues emerging from our impermanence. Though I have discussed more broad issues of change, this writer will focus on organizational change. Organizational change is used in the general context of describing how organizations move from a present state to a desired future state. The motivation for these efforts can be internal or external in nature. In the case study, this writer will describe examples of both forces. In the change process, many of the

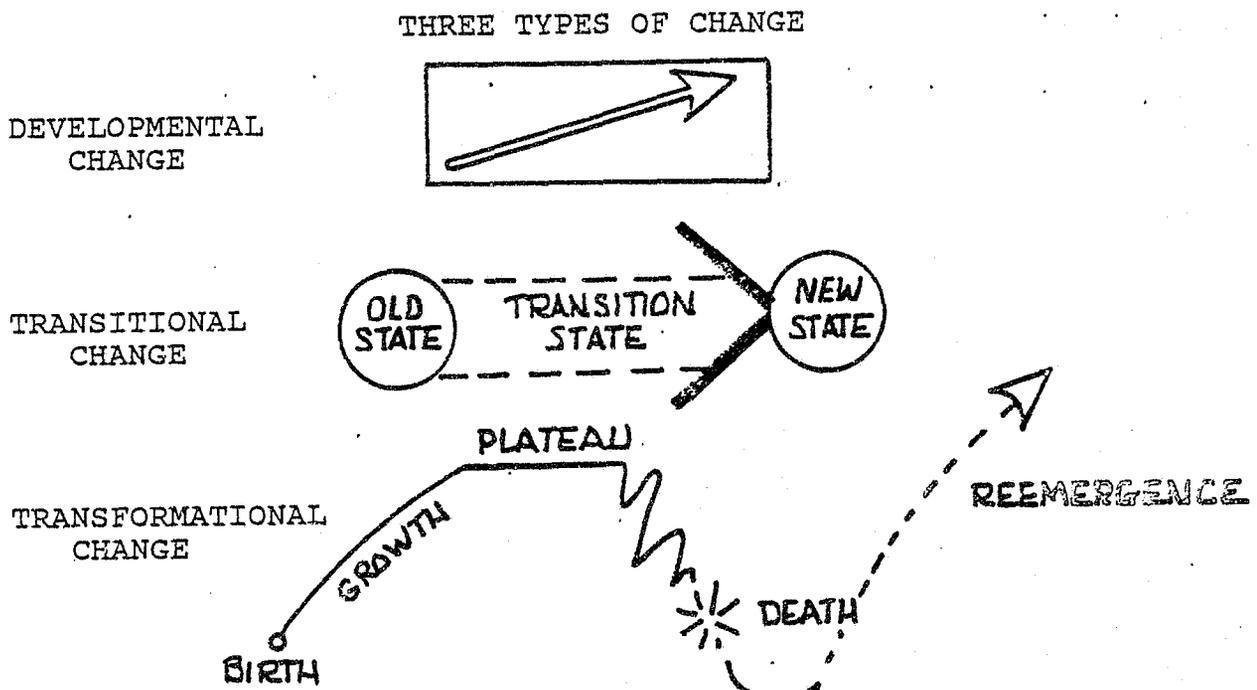
technologies and methods are the same, regardless of the source of motivation.

In an article for the publication OD Practitioner, management consultant and author Linda S. Ackerman divides organizational change into three distinct types of change common in organizations (see figure 2). She writes of the need to clarify the definition of change by saying:

Change is one of those words that serves as a melting pot for scores of concepts and methods. . . . change means many different things to us. For example, it can mean planning, training, problem solving, innovation, leadership . . . the list goes on! (5)

The experiences of writer as a change agent strongly support Ackerman's theories. Discussion of these concepts in Chapter IV will serve to clarify the stages in the case study agency's change process.

Figure 2



III. STATEMENT OF OBJECTIVES

WHAT WILL WE GAIN?

As fluid as change itself, objectives cannot remain static as alternate futures evolve. The initial objectives of this project, though the words remain largely the same, have significantly changed meaning in the course of time. This phenomenon, a product of "transformation" rather than transition, is discussed in detail in Chapter IV. Though the objectives served their academic purpose of a target for the research inquiry, only after the project was well underway did the researcher realize their complexity. Only through the guidance and critical inquiry of Professor Philip Harris was the researcher able to clarify the real outcomes of this research. This in itself was a valuable learning experience and is clearly reflected in the writer's observations and conclusions. The objectives of this research are:

1. Create a change management model for law enforcement agencies, focusing on visioning the desired future.
2. Identify and articulate a transformational leadership method for directing change.
3. Demonstrate the value of planned change over reactive adaptation.
4. Develop a case study in law enforcement change that is applicable to other criminal justice agencies.
5. Provide an insight to other law enforcement administrators that face a similar situation, including a comprehensive listing of resource material.

IV. THE METHODOLOGY

REVIEW OF THE LITERATURE

In discussing "the process" in this research, the writer must first call the reader's attention to the dichotomy that exists in the study. The surrounding framework of the study is the inquiry into the future of change management in law enforcement. Within this framework, the author will report specific interventions that were applied during the case study period. This parallel will serve to test the writer's overall assumptions as the report proceeds.

In reviewing the literature, the author found an abundance of recent writings on the subject of change and it's related strategies (i.e. strategic planning and transition management). The breadth of this growing body of knowledge is reflected in the bibliography of this writing. To focus on the objectives of this study, the researcher found it necessary to "triage" the vast theories and action alternatives to avoid "information overload" and distraction from our desired outcomes. References are mainly included to clarify and to cite the authority for statements in text.

As we discussed in previous chapters, change is part of our everyday professional life. How we react to changes and how we initiate change is the basis for the following chapters of this writing. As stated by Beckhard and Harris:

As a result in changes in the state of the organizational world, there is an increasing concern with the management of change and need for effective strategies for large-system change. We define a large-system change strategy as a plan defining what interventions to make where, by whom and at what time in order to move the organization to a state where it can optimally transform needs into results in a social environment that nurtures people's worth and dignity. (6).

How this plan is developed, what interventions are to be used and other factors are dependent upon many variables. The foundation for the process must include an overview of these considerations.

Change "readiness" is a critical factor in any transition or transformation. In Dr. Philip Harris' book Management in Transition, he points out the contrast between the "Traditional Manager of the Disappearing Industrial Work Culture" and the "Transformational Manager of the Emerging Meta-industrial Work Culture." (7) His table, entitled "Contrasting Attitudes and Styles of Managers," clearly points out potential "blockades" in an organizational change effort. (See figure 3). Dr. Harris' theory was well tested in the case study. The "Traditional Manager . . ." can easily be compared with the traditional schools of law enforcement thinking. This comparison is not intended to be judgmental, but to inform the reader as to potential resistance to change. In the author's theoretical study, fellow police administrators (including participants in the Command College)

expressed consensus on the "change in attitude" of today's police officer candidate. The comments noted from these discussions tend to mirror Harris' assertions in "contrasting attitudes." (8) This reference clearly conflicts with many administrator's paradigms of law enforcement management. This risk is present in any application of general management writings to law enforcement. With this caveat in mind, we can easily apply the comparison to our own hybrid profession.

Figure 3.

CONTRASTING ATTITUDES AND STYLES OF MANAGERS

Traditional Manager . . .	Transformational Manager . . .
- Stodgy/Rigid: staid, slow to act; closed-minded to new ideas and approaches.	- Dynamic/Flexible: Forcefully acts in response to people/situations/markets; open-minded.
- Past Oriented: concerned for "how we always did it" and maintenance of status quo.	- Anticipative/Future Oriented: concerned for planning change, forecasting tomorrow.
- Short-term Oriented: considers immediate impact, profits, markets, and issues.	- Long-term Oriented: considers down-the-line implications of present actions and strategies.
- Quantity/Product Oriented: culturebound to "our way and what's good for us" in terms of numbers, goods, and things that produce profits: meets the bottom-line considerations only.	- Quality/Service Oriented: culture-sensitive to customer/customer needs that results in profitable performance; exercises corporate social responsibility.

- Institutional/Hierarchical Oriented: loyal to organization, accomplishment of tasks, and following chain of command or orders.
- Individual/Team Oriented: concerned for people, group loyalties, and process, using informal networks and relationships; participative.
- Competitive/Combative: plays fiercely as in sports for game's sake and winning only; sometimes arrogant and manipulative in pursuit of the prize.
- Cooperative/Facilitative: seeks synergy and enjoyment in business/professional life; consults and collaborates with others for win/win experiences.
- Pack Thinking: plays it safe and goes along with the crowd; blends in like the organization man; does what everybody else does.
- Vanguard Thinking: stays informed and on the cutting edge; innovates and takes responsible risks even if it means being a creative deviant.
- Conformity/Re-enforces Dependency: big daddy knows best; does what he's told; believes in power for the few elite at the top, being an organization man.
- Initiative/Autonomy: encourages creative thought and action; interdependence; self-help, awareness, and responsibility; power sharing and networking.
- Pragmatic/Mechanistic: concerned for the practical and quantifiable; for getting things done at any cost; number counter/cruncher.
- Conceptualizer/Synthesizer: concerned for concepts, models, and paradigms that fit ideas and things together for action purposes; links together pieces and parts into a whole.
- Environmentally Amoral: exploitative and conquering approach toward nature; concern is for economic security and welfare only.
- Environmentally/Ecologically Sensitive: partner with nature on Spaceship Earth; preserves and conserves where feasible; enhances quality on life on planet earth.
- Average Performance: concerned for unit production and organizational standards or for quantity called for in union contracts.
- Competent Performance: sets high personal and professional standards for self and others; concerned with self-development and actualization.

(Philip R. Harris PhD, 1985)

With an understanding of contrasting management styles, influences on change strategy and decision making become more apparent. This influence is clearly depicted by Richard J. Hermon-Taylor in Organizational Strategy and Change. In his matrix of "Organizational Influences on Models of Change," (see figure 4) he charts the relationship between "management style" and "reasoning process." (9)

Figure 4

ORGANIZATIONAL INFLUENCES ON MODELS OF CHANGE

		Management Style	
		Authoritarian	Participative
Reasoning Process	Judgemental	Control- oriented	Collegial
	Analytical	Logic- driven	Informed concensus

(Richard J. Hermon-Taylor, 1985)

In Chapter II, figure 2 defined Linda Ackerman's three types of change. A closer look at those definitions will prove valuable in the understanding of the process that was pursued. Ackerman's first type is "developmental change." Developmental change is an improvement of an existing condition. These types of changes may increase the "output" or improve an existing procedure. She comments:

The key notion is to enhance or correct what already exists in the organization, thus ensuring awareness, continuity and strength. The process of development keeps people growing and stretching. (10)

Most law enforcement agencies are involved in developmental change through the training process, team building and other common O.D. interventions.

The second type of change is "transitional change." This type requires the development of a new or future state, to which the organization will move. The processes used in transitional change require a clear picture of the future state. From the present state, the organization can move in an orderly fashion to the desired future state. The period of change, known as the "transition state," can be managed through planning, training for future skills and adequate communication. A key comparison of Ackerman's theories to our case study appears in her statement:

Often, the transition phase is managed by two parallel structures-- one that oversees the ongoing operation, and one that manages the changes. Throughout this period of disruption, the organization uses the picture of its new state to shape its plans and to inspire the process. (11)

Developmental change could be an integral component in developing the skills needed in the future state.

The third type is "transformational change," which she describes as:

. . . like the caterpillar turning into the butterfly, is the emergence of a totally new state of being out of the remains of the old state. (12)

Herein lies the value of the case study. In Chris Argyris' (et al) definitive work on the concept of "action science,"

a key feature is described as:

. . . empirically disconfirmable propositions
that are organized into a theory; (13)

Measurement of the "transformation" of the organization under study defies empirical confirmation. Of course, individual "developmental changes" and "transitional changes" can be quantified and attitudinal changes can be measured. This is the point where the methodology turns in the direction of the action science theory of research. By no means a step by step following of the theory but following the key features of:

- (1) empirically disconfirmable propositions that are organized into theory;
- (2) knowledge that human beings can implement in an action context; and
- (3) alternatives to the status quo that both illuminate what exists and inform fundamental change, in light of values freely chosen by social actors. (14)

With a better understanding of the complexities (by far not all!), the writer can proceed with a description of the methodology that was utilized for the overall research inquiry and the actual interventions in the case study agency.

A LOOK AT THE PROCESS

The overall methodology and research strategy for developing the change model, initiating the changes, evaluating the case study, and analyzing the futures issues, was composed of the following elements:

1. Review of the curriculum of the P.O.S.T. Command College.
2. Review of the literature on change, strategy and action research.
3. Interviews of practitioners and academics.
4. Development of the "change team."
5. Design, administration and analysis of the measurement instrument.
6. Recordation of the baseline condition of the organization under study.
7. Development of a strategy to initiate change in the subject organization.
8. Initiate the change strategy.
9. Monitor the progress of the organization, reevaluate strategies and interventions.
10. Readminister and analyze measurement instrument.
11. Review results, debrief change team, report observations and conclusions.

Command College Curriculum Review

For the non-law enforcement reader, the Command College is an educational program of ten individual week-long workshops over a two year period. It is designed for senior command personnel from law enforcement agencies throughout California. The program is administered by The California Commission on Peace Officer Standards and Training, Center for Executive Development, and is financed through State funding. The faculty is comprised of distinguished university professors and consultants, certainly on par with the finest graduate business schools in the country. The curriculum of the Command College is designed to address the future perspective of law enforcement. For this reason, the researcher utilized much of the learned technology. The researcher reviewed the following areas:

- Analysis of emerging issues: Emerging issues in law enforcement were reviewed, relative to our changing environment. The Command College experience provided the writer with an in depth analysis. Previous works of the author addressed specific issues, such as alternative funding. The collective input of my Command College

colleagues is reflected in discussion of the emerging issues and trends.

- Trend analysis and cross-impact analysis: This process was used to forecast key trends and cross-impact those trends with specific events. This proved to be of great value in identifying the alternative futures in the case study.
- Scenario development: Scenarios became a key component in all levels of the research and organizational intervention. The scenarios were used to explore the relationships between specific trends, changes and possible interventions. The scenarios were used extensively in the leadership component of the intervention. They provided a "three dimensional, full color view" of the future. The scenarios served to link the desired future of the organization with the appropriate strategy.
- Strategic planning and decision making: The strategic process was utilized for identifying the stakeholders and analyzing their level of support or resistance. Conflicts were analyzed and mitigated. Strategic plans were

developed and the future organization grew from the process.

- Transition management: As the key component in this project, the models and interventions were used extensively. The Harris/ Hasley model was used as the basis for the newly developed change model.
- Human resource management: This phase of the curriculum provided the basis for further exploration in the human factors of organizational change. Ethics, values and organizational culture were essential to this change effort.
- Economic issues: Much of this material dealt with issues that the studied agency viewed as critical or limiting. Several of the learned interventions and strategies were implemented in this change effort.
- Technological issues: Technology was used as one of the researcher's vehicles for initiating change. Technology became the "tangible product" that served to reward the members of the organization. Innovation has become a driving

force in the new emerging culture of the case study agency.

- Research methodology: The scope and objectives of the project are based upon the Command College objectives for independent study.

Review of the literature

This project has involved a constant review of the literature. Unlike a static topic that is subjected to scientific analysis and examination, this project was as viable as the organization. As issues developed, new areas of thought developed. New concepts emerged and revised versions of existing concepts were examined. Examples of this phenomenon are reflected throughout this report.

The literature review was not without its disappointments. The researcher contracted with the NASA Industrial Applications Center at the University of Southern California, to perform the on-line interactive data base searches. Having had experience in researching other topics, the writer expected significant results. The results showed only the lack of research and writing on organization change and transition management in our profession. Most of the literature that was

discovered was not in the criminal justice field and much of the material was too recent for the data base research technique.

Many of the valuable journal articles that the researcher used in this effort were obtained through informal networking.

Interviews

Throughout this project, interviews with practitioners and educators served to refine the change effort and the research. Potential stakeholders were interviewed on all levels of this effort. The City Manager, fellow department heads and elected city officials were the source of many issues and considerations used in developing the futures study data and subsequent strategy. Members of the general public were asked to provide input through public meetings and through private meetings with the researcher.

Development of the Change Team

An integral part of this research was the assistance and guidance from the "outside" agents of change discussed in chapter 1. This project grew from the interest and support of the Senior Consultant from the Commission on Peace Officer

Standards and Training (P.O.S.T.), Management Counseling Services Bureau. The writer immediately requested the assistance of P.O.S.T., upon being appointed to the position. Due to the alledged mismanagement and criticism of the organizational structure by the Grand Jury, the writer enlisted the aid of P.O.S.T. in performing a complete audit of the Department. During the initial discussions with the assigned management consultant, the writer brought up the issue of managing the changes that were already planned and those that were anticipated following the audit. These discussions evolved into the test program in this report.

As a part of P.O.S.T.'s trial program, an organizational development consultant was retained. The consultant was chosen because of her experience in change strategies and her experience as an instructor in the Command College. A key advantage to the change team was that all three members shared the common philosophy about change that is included in the P.O.S.T. curriculum. The O.D. consultant's many qualifications included years of training and O.D. experience in militaristic organizations and experience as a faculty member of Tom Peter's Center for Excellence in Palo Alto, California.

The third member of the change team was the researcher, the Chief of Police in the subject organization. The only "inside" member of the team, the writer was only in the organization for four months prior to the change effort. Those four months were occupied with "firefighting" in the external arena of the organization. Except for immediate "must do" changes, most of the changes would be included in the planned change process.

Design, administration and analysis of the instrument

As one measurement for the results of this change effort, a survey instrument was developed and administered to all members of the organization (see appendix A). The instrument is based upon the K & R Systems Model of Organizations. The instrument measures perceptions in six subsystems of the total organization. Those subsystems are:

1. Technology: How the work gets done.
2. Goals and Values: As they pertain to the accomplishment of the mission.
3. Environment: The ability of the organization to provide service in light of demands and resources.

4. Structure: The relationships between different parts of the organization.
5. Psychosocial: The individual and social relationships existing within the organization.
6. Managerial: The linking mechanism which integrates organizational activity toward relevant goals.

Recordation of the Baseline Condition

The "pre-test" description of the study organization (described in Chapter V) was developed jointly by the senior consultant from P.O.S.T. and the author. Following the work plan from P.O.S.T., the researcher examined the same areas, but from a different perspective. The researcher was more concerned with the culture and values, where the consultant's primary task was evaluation of the process and systems. The information from both inquiries was shared, resulting in a much clearer picture of the organizational functions for the change team.

Development of the Change Strategy

Strategic plans were developed on two major levels, the first being the strategy used by the change team to promote the development of the

internal mechanism for change. The second level was the internal management strategy for transforming the organization. A description of the specific processes will be discussed in the following chapters.

Initiate Change Strategies

Both levels of strategy were initiated simultaneously. The change team was promoting the mechanism, as the management group was initiating the actual organizational changes. The experience of this complexity is described in the conclusion.

Monitoring the Progress

During the entire process, on all levels, the ongoing strategic planning process allowed for adjustment of objectives, changes in interventions, and even alterations in the overall expected outcomes of the project.

Readministration of the instrument

At the conclusion of the study period, the test instrument was readministered, analyzed and the data shared with the members of the organization.

Review of Results

At the conclusion of the project, the change team met to evaluate the processes and results of the study. The researcher measured all available

quantitative data for the period preceeding the test.
and the time during the test period. This data was
used to support conclusions and opinions.

V. THE CASE STUDY

SNAPSHOT 1985

The true significance of the change effort in this study is seen in the contrast between the condition at the onset of the intervention and the condition at the time of conclusion of the study. This segment of the case study will report the observations in the later months of 1985. For clarity and structure, the researcher will use a strategic planning format known by the acronym of S.T.E.E.P. S.T.E.E.P. represents Social Considerations, Technological Development, Environmental Challenges, Economic Considerations and Political Considerations. A recent change in this model by Hank E. Koehn, principal futurist on the Command College faculty, added a sixth dimension of Organizational Considerations (S.T.E.E.P.O.). (15) Used by Koehn's company, Trintab Consulting Group, as a scanning format, S.T.E.E.P.O. is also a logical format for describing the case study.

Social considerations:

The term social, in the context of this study, will refer to the interpersonal relationships, culture and values of the stakeholders and the organization. Only supported by the instrument's report of "perceptions," the researcher must rely on subjective evaluation based upon knowledge and experience in law enforcement systems.

In 1985 S.V.P.D. was an organization in shock, still reeling from a public scandal that was the subject of media attention throughout California. A former employee had initiated accusations that quickly gained momentum in the local press. Accusations of brutality, mistreatment of prisoners and management incompetence were made. The involvement of the former chief in some of the accusations gave the necessary appeal for the larger regional media to get involved. Although the District Attorney's office investigated the charges and declined to prosecute, the tenacity of the former employee resulted in a Grand Jury investigation of the Department.

In the course of the Grand Jury hearings, each employee was called to testify. Several employees report that the process was highly accusatory and leaned toward the direction of the former employee's accusations. This perception created a bifurcation in the organization. The nature of the proceedings produced a high level of mistrust and animosity between fellow workers. The subsequent indictment of two sergeants for the brutality accusations and a scathing Grand Jury report all but destroyed the organization. An assessment of the validity of the Grand Jury's actions or the veracity of the accusers are not addressed in this study. The

importance is in the perceptions that were pervasive in the organization. In essence, the Grand Jury had "certified" the management staff as incompetent and every action was resisted or scrutinized. The organization was paralyzed.

The researcher interviewed each member of the organization and investigated the accusations. The sergeants under indictment were almost non-existent in the social environment. The organization had begun to disregard their existence, even before their subsequent separation from the department. In the opinion of the researcher, the core issue was support or non-support of the former employee who had taken on the aura of what I have named "The Serpico Syndrome." Perceived as the crusader for all injustice, this former employee maintained an incredible amount of control over the organization and some of the local media. This phenomenon is highly complex and is too lengthy to include in this report.

The level of dissatisfaction was extremely high and expectation of massive organizational change was present. The new leader was welcomed and no perception of leadership competition existed. The expectations placed on the new leader were considerable.

No clear values or firm cultures were in place in the organization. The separated employees represented one culture, while several others co-existed among the remaining employees. Management shared a "memory" of a department that was supported by the community and where the officers were on a first name basis with the community. The youngest officers shared a culture molded along the professional model with high technology and "real police department" ways of doing things ("real" seems to be synonymous with "large") as their expectation. The department lacked any common understanding of values or organizational culture.

Technological development:

With the exception of a newly acquired State grant for a crime analysis computer system, "technology" was non-existent. The newer employees were anxious for technology advancement, evidenced by the "grass roots" development of the computer grant.

Environmental challenges:

The department's (the city's for that matter) bleak economic picture and understaffing problems were a result of population growth restrictions that exist in the City. Sudden uncontrolled growth in the 1970's resulted in a voter imposed restrictions on development. Right or

wrong, these restrictions stopped revenues after the population had exploded. Services were stretched and further income was limited. The City's unique rural environment is the underlying concern in local politics. The environment is truly sacred in the community.

Economic concerns:

The department has suffered from financial hardship for many years. Budget funding was scarce and the staffing was below minimum levels. The members of the organization did not have high expectations of additional funding. The researcher, in concert with the newly appointed City Manager, shared much brighter expectations for the economic future.

Political concerns:

The elected officials had shared the criticism from the Grand Jury and press. Accused of inaction and lack of leadership, the council was highly critical of the police department. The members of the council were quick to demand investigations of any indication of wrong doing, rumor or otherwise. The political leaders demanded "changes" in the police department. Fortunately, the judgement of what those changes should be were left to the new leader.

Organizational considerations:

The structure of the case study agency was quite

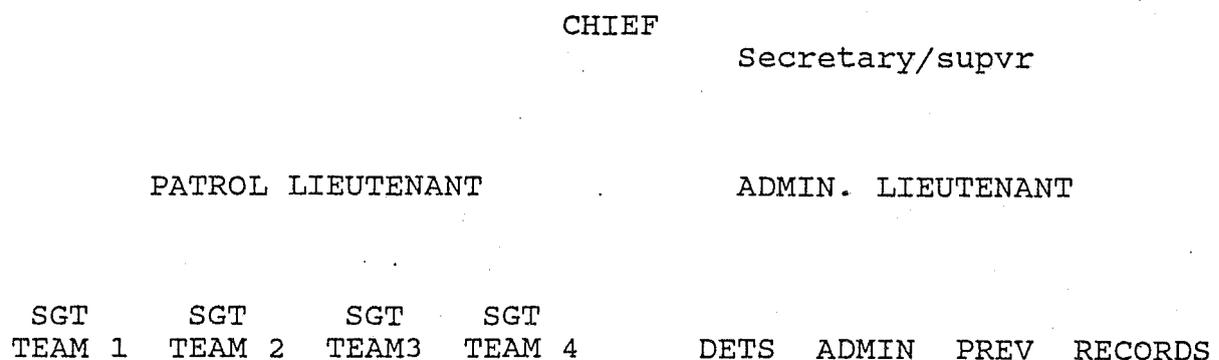
typical of small police agencies (see figure 5).

Functionally, the division of responsibility was unclear and accountability was not clearly in place.

Personnel deployment was based upon "equal distribution" and lacked any correlation with workload or "calls for service." Reporting procedures were complicated and cumbersome. Reports were dictated for "speed" which resulted in up to one week between initiation and arrival at the detective's desk.

The administrative and records activities were overloaded and the department was "smothering" under a mountain of purgable documents. Many of the systems that were well managed, such as training, were suffering from the problems in other areas.

Figure 5



The administrative duties of the organization were shared by the two division commanders. The patrol lieutenant and the administrative lieutenant shared responsibility for training, equipment repair, and purchasing. The two lieutenants shared the internal affairs and intelligence, as well. The administrative lieutenant commanded records personnel, though the chief's secretary was the "office supervisor." Detectives were supervised by the administrative lieutenant, though case screening was performed by a patrol sergeant. Case flow was based upon routing slips and each recording or reporting step was performed by a separate "specialized person." Very little cross training was evident and as many as six separate "written logs" were kept. The "office manager" role of the chief's secretary was created to deal with an internal conflict between peer employees.

The detective bureau was comprised of three positions, though shortages in people-power forced the staffing to remain at two. The detectives were assigned from 30 to 40 cases per month, with as many as 50 active cases on their desk. No first line supervision was present, though a "senior detective" was traditional. The detectives performed all of the property management and court liaison duties. As much as 25 percent of a detective's time was spent on property alone.

The patrol deployment was a unique combination of three eight-hour shifts, of equal strength, with a ten-hour (four day) relief shift. The "graveyard shift" was self relieving with staggered days off, where the other shifts worked the same days in "teams." A workload study of all shifts during a 91 day period showed a significant imbalance in the distribution of the calls for service (Appendix B). This scheme of deployment was favored by the field personnel because of the four-day work week on one shift and a lengthy "training" overlap that occurred. Though the time was available, consistent "in-service training" was not apparent on all shifts. This schedule required significant overtime to allow officers to attend off-site P.O.S.T. certified training. This area of practice proved to be the most resistant to change.

The report writing procedure was to mechanically dictate reports, at the discretion of the individual officer. The procedure, for which no formal manual existed, would begin with the officer placing the completed tape with a case jacket and forwarding it for transcription. The transcribed report is sent back to the officer for proofing and any necessary corrections. If corrections are necessary, the report is returned to records. When all corrections are completed, the officer submits the case jacket to the sergeant. If the sergeant rejects the report, the process is

repeated. Though the transcription is to be completed within 48 hours, many reports would not reach the detective's desk for up to seven days. With this repeated handling of case jackets, by almost every member of the department, the probability of losing reports was high.

Some "organizational issues" strongly affected the culture and the attitudes of the members of S.V.P.D. The communications function, receiving and dispatching of calls for service, was contracted to the county. The location of the dispatchers was 15 miles away, in another city. The S.V.P.D. station was unstaffed after five o'clock in the afternoon. Though patrol officers would stop by the station and would use the booking facilities, the department was viewed as a "part-time" police department. The frustration and amazement was evident in many citizen contacts; at a police department that "closed at 5."

The contracting for communications created further limitations on the organization. Viewing police communications as a "central hub" of any department, this relationship was lacking. The conduct of the dispatchers was controlled completely by the county supervision staff. Any complaint was handled without notification of the outcome. The staff of S.V.P.D. were required to "buy" tapes of their own officer's radio traffic, if routine supervision required a review. The county recorded no management information for

S.V.P.D. and resisted requests for assistance in workload studies. This level of service was provided for about a quarter-of-a-million dollars per year.

Every procedure at S.V.P.D. was a product of "building upon" obsolete systems. Rather than reassess an entire function, a new twist would be added to "make it work." The men and women of the organization worked "in spite," rather than "in concert " with their support system. This brief description of the condition in 1985 cannot fully depict the limitations that existed. The organization under review faced an overwhelming task to achieve excellence in policing.

DEVELOPING THE TRANSITION TEAM

Led by the researcher and supported by the two outside consultants, a transition team was developed within the organization. The team consisted of the chief (the researcher), two lieutenants, four sergeants and the chief's secretary, who also functioned as the records supervisor. During the course of the study, several changes took place. One lieutenant voluntarily assumed a sergeant position and a sergeant assumed the lieutenant position on an acting basis. An additional sergeant was added, bringing the total to five sergeants. The secretary was promoted to records/communications supervisor and a new chief's secretary was hired (this person now acts as

support to the transition team). The chronology of the team development is reflected in the following paragraphs.

In later 1985 and January of 1986, the researcher and consultants worked together on designing the process. As stated by the O.D. Consultant, Gayle Hasley, the initial meetings were three fold:

- To create a basic, shared-vision of the framework for the project in terms of outcomes and expectations.
- To create a more detailed, outcome-driven design for the activities to be conducted at [the management team's first offsite session].
- To create a greater degree of understanding and growth in the consultant-client relationship.

After the initial introductions, the trilogy of change agents began their task. After some wrong turns and unclear directions, the three members began to fulfill the expected outcomes. Substantial progress was made on the loose framework for the project. It was decided that further information would develop in the offsite, guiding the further design of the project. A detailed agenda was developed for the upcoming offsite meeting. The consultant-client relationship was clarified in light of the unique "test case" circumstances.

A majority of the first consultant meeting was devoted to clarification of this writer's expectations of the change effort. As chief executive of the subject organization, the

following "desired outcomes" were expressed by the writer and recorded by Ms. Hasley:

- Have people (City Manager, Council, and the Department's Critical Mass) not only buy into, but OWN the common vision and underlying values it expresses for the future. Best illustrated by the writer's motto "Exemplary Service."
- Create a management team that relentlessly pursues the vision by initiating appropriate and necessary related activity within the value structure.
- Create a rigid, value-driven framework, and the support structures that will allow the management team to develop and implement the vision. A 'participative autocracy' (sic).
- Plan and implement structures to get "knowing" input from the community and special interest groups to assist in validating and updating the vision, as well as for garnering support.
- Create a documented "roadmap" of the journey to the future state by the end of the project so we can see where we have been and what the critical paths have been that led us from HERE to THERE.
- Motivate all department members to achieve optimum levels of personal development. "Be the best that you can be."

From this lofty set of expectations, Hasley formulated the questions:

1. How will you know when these Outcomes have been reached?
2. What actions/activity could we initiate to create some base line data?
3. How is it NOW in relation to each of those desired outcomes?

On the following page, figure 6 lists the general methods we could use and the resources available to us in pursuing the outcomes.

Figure 6

METHODS AND RESOURCES

METHODS

- Offsites by level/grouping, i.e. staff/department/city/public.
- Input instruments/methods, including surveys, advisory groups, public hearings.
- Employing consultants; both internal and external.
- Creating communication strategies/mechanisms also by level or group.
- Using special meeting groups, task or focus groups similar to the Innovation group.
- Researching and implementing selected technologies such as quality circles, strategic planning, etc.

RESOURCES

- People: critical mass, department/staff, community, city, consultants.
- Our experiences, levels of creativity and willingness to be innovative.
- The vision, knowing where we are headed.
- Models/technologies/tools.
- P.O.S.T.
- Time and financial resources including project funding, grants, alternative \$ sources.
- Support structures.

(G. Hasley 1986)

With these long term outcomes in mind, the consultants and writer identified the outcomes for the first offsite meeting of the transition team. These outcomes were the product of a "brainstorming session" between the O.D. Consultant, the P.O.S.T. Consultant and the researcher.

The desired outcomes for the upcoming offsite were:

1. Defining the mission or purpose of the organization. A prework assignment was given by the writer, soliciting input regarding a draft mission statement for the department. This effort was designed to synthesize the group's thinking and reach consensus regarding the desired future of the department.
2. Identify the major values that support the mission or purpose. Through consensus on the "core values" of the organization, the group could establish a "behavioral baseline measurement" mechanism.
3. Reach a clear understanding of a visualized future and reach consensus on that future. Within the framework of the mission and values, the group was to share their visions of what the organization should be.
4. Create a baseline understanding of the present, to identify areas for improvement to reach the desired future. This would allow the individuals to proceed with specific action steps to reach the desired future.

The agenda of the first offsite included the following segments:

Climate setting.

Review of agenda and objectives.

Administer baseline instrument.

Purposing (mission clarification).

Values clarification.

Creating the future.

Why do we need to define one?

What are the factors that will impact us in the future?

What does it mean for us?

Function analysis: Present, desired, standard, action
identification.

Action planning/summary/closure.

The department transition team began their efforts in February, 1986. The team met offsite, accompanied by the consultants. The process began with a definition of the mission/purpose of the organization. The group performed a purposing exercise which was designed to bring the individuals to consensus on the overall purpose of the organization. The purpose was followed by the development of a set of common values, again agreed too by consensus. These efforts are best depicted in figures 7 through 10. The figures are photographic reproductions of the graphics created by the facilitator, Gayle Hasley.

During the entire offsite, a list of "groundrules" was grown. This list is displayed as figure 11. Figure 12 depicts the groups expectations and comments on the "good and not-so-good of the offsite."

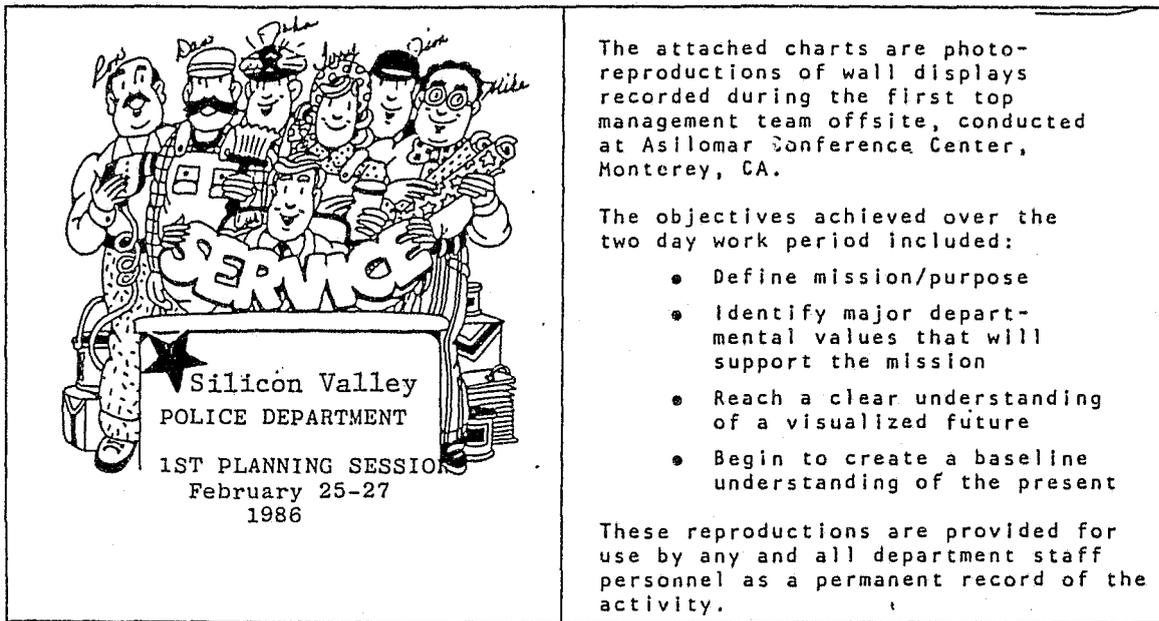


FIGURE 7

Report Prepared By:

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THE PURPOSE...

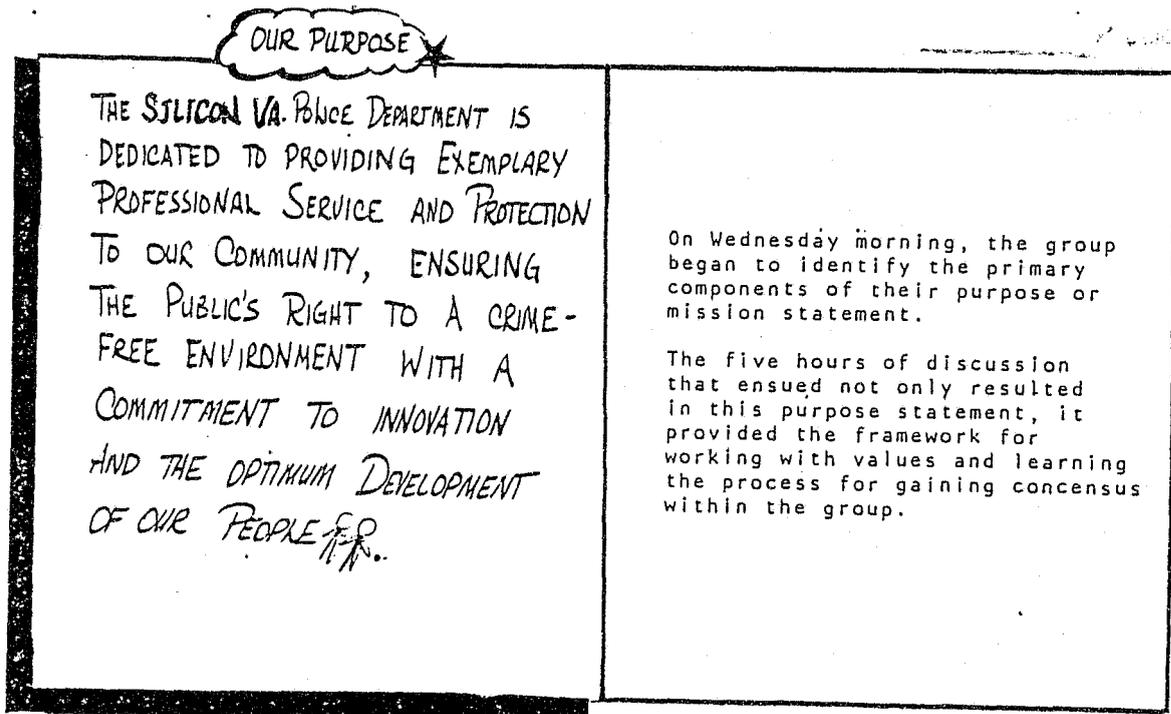


FIGURE 8

On Wednesday afternoon the group began to identify and select the important core organizational values that would support achieving their newly developed purpose.

From an initial list of 16 value statements, the group selected 10 that were vitally important and seemed to include the others.

Finally, working with six specific elements, the group developed value statements that described the elements embedded in the title. This exercise concluded Thursday morning after nearly six hours of discussion.

EXCELLENCE/INNOVATION

BEING A LEADER IN OUR FIELD.
 SETTING A STANDARD OF EXCELLENCE THROUGH OUR ACHIEVEMENTS AND EFFECTIVENESS
 RISKING AND ENCOURAGING INNOVATION AND STRIVING TO BECOME THE BENCHMARK FOR OUR PROFESSION.

PURPOSEFUL COMMITTED TO A MISSION, OBJECTIVES, & GOALS WHICH GUIDE THE COMBINED EFFORTS OF INDIVIDUALS TO ACHIEVE RESULTS BEYOND SUCCESS.

FIGURE 9

INTEGRITY/HONESTY/CREDIBILITY

WE WILL BE GUIDED BY THE PRINCIPLES OF JUSTICE, FAIRNESS, HONESTY AND TRUST IN OUR WORKING RELATIONSHIPS AMONG OURSELVES AND THOSE OUTSIDE OUR DEPARTMENT. WE WILL ABIDE BY THE HIGHEST ETHICAL AND MORAL STANDARDS.

CONSISTENCY METHODICALLY APPLYING A CLEARLY UNDERSTOOD SET OF RECOGNIZED POLICIES & PROCEDURES WHICH GUIDE BEHAVIOR AND SET THE STANDARDS FOR PERFORMANCE. THE GUIDELINES ARE FLEXIBLE, OPEN TO LEGITIMATE CHANGE, RESPONSIVE TO NEEDS AND NOT BOUND BY NON-FUNCTIONAL TRADITIONS.

CARING CONCERN AND RESPECT FOR ALL PEOPLE WITHOUT BIAS. MAKING THEM FEEL IMPORTANT, ASKING THEIR INPUT, BEING A GOOD LISTENER AND TREATING PEOPLE WITH DIGNITY AND TOLERANCE, AS YOU WOULD WANT TO BE TREATED.

COHESIVE TEAMWORK/HARMONY AN ORGANIZATION WHERE WE PROMOTE MUTUAL RESPECT BY WORKING TOGETHER, SHARING IDEAS & RESPONSIBILITIES, SOLVING PROBLEMS WITHOUT BLAME OR FAULT-FINDING. A PLACE WHERE MEMBERS PARTICIPATE IN DECISIONS AFFECTING THEM WITH OPTIMISM, GROWTH, A SENSE OF FUN & A QUEST FOR CONSTANT CHALLENGE.

FIGURE 10

Figure 11

THE GROUNDRULES...

Once Expectations for the Two Day Workshop had been identified, the group generated a list of ground rules regarding "How they would work together as a group."

At the end of the second day, this list was revisited; to add, delete, or change these norms as a result of their experience.

Only one change resulted. The group decided to strike honesty from the list since it was included as one of their core values. The phrase that replaced it was 'Live our values'.

GROUNDRULES
FOR THE WAY
WE WILL WORK
TOGETHER

RESPECT REQUESTS FOR CONFIDENTIALITY

HONESTY LIVE OUR VALUES

FLEXIBILITY FOR IMPORTANT ISSUES

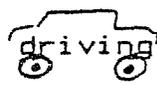
LET OTHERS HAVE THEIR SAY... ALL
IDEAS ENCOURAGED

ELIMINATE RANK STRUCTURE - 100%
PARTICIPATION EXPECTED

SUPPORT EA OTHER (TEAM SUPPORT)

MAKE NEEDS/SATISFACTIONS/DISSATISFACTIONS
AND EXPECTATIONS KNOWN TO
EACH OTHER. NO SURPRISES...

THE GROUPS EXPECTATIONS

- See the group come together as a team *yes!*
- Begin to ¹⁰⁰see an end to chaos - all head in the same direction *Have a foundation - make work*
- *Set the stage* Create some continuity in supervisory training and management styles *needs more work at going*
- Unveiling of the Master Plan *Have the Process now*
- Reduce to possibly 50% aimlessly driving 
- *at going* Create more consistency, both internally and externally 
- Build more positive relationships *See beginning: See #1*

* Hand written notes are annotations added at the end of our session when we checked back on our expectations.

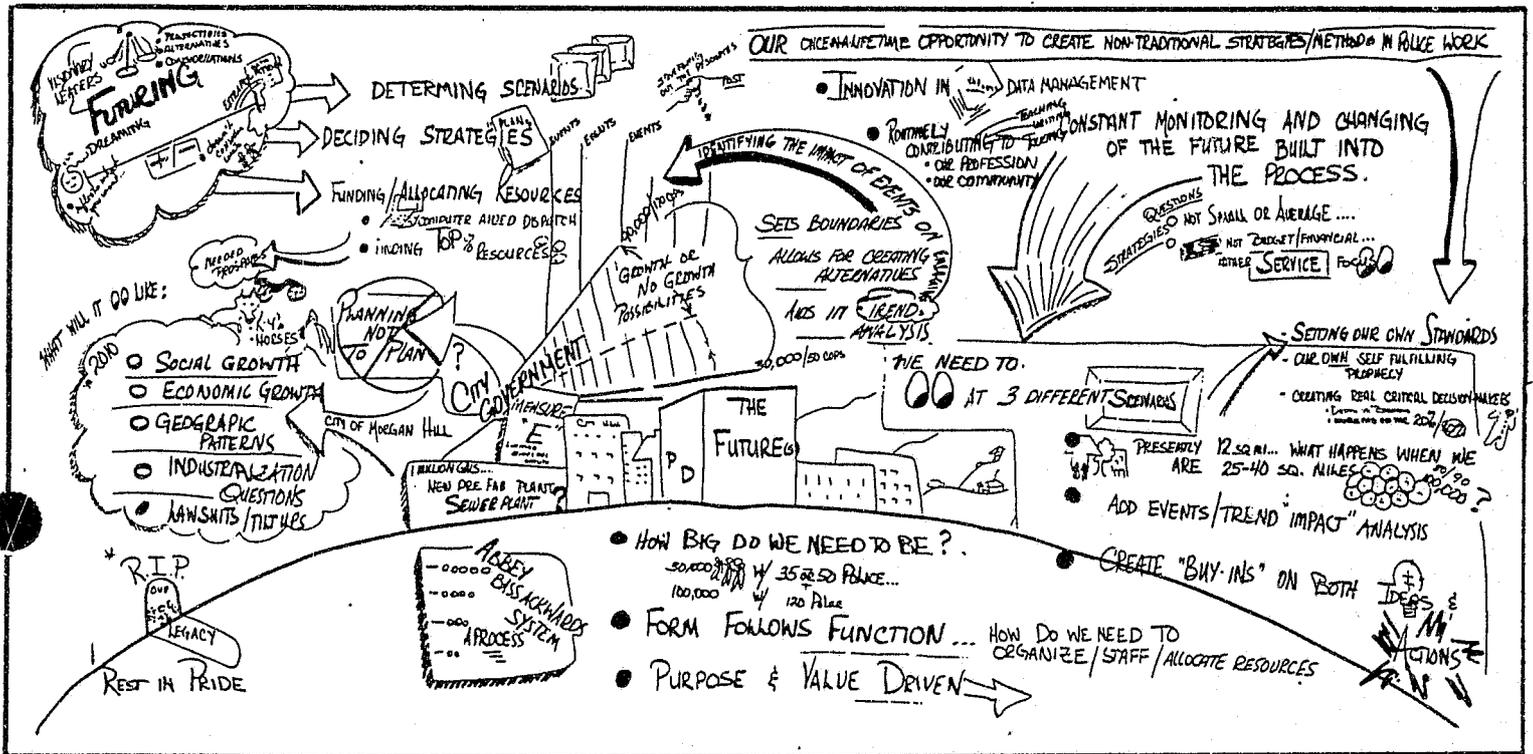
WHAT WENT WELL/WHAT WE CAN IMPROVE

- | | |
|--|---|
| <ul style="list-style-type: none"> • Process worked • Produced real results and an action plan • Facilitators • Support from POST • Time together to talk | <ul style="list-style-type: none"> • Chow • More time <ul style="list-style-type: none"> - not all agenda covered - other issues • Explore prework needs • More/longer breaks • Use small groups for informal discussions • Lack of leadership transition activities/phase |
|--|---|

Figure 12

Figure 13

THE FUTURES...



The Chief provided this overview regarding "THE FUTURES". His discussion touched on the many environmental trends, political issues, growth possibilities, methods and techniques available to the Department for use in creating their future Scenarios. This graphic depicts those elements.

The graphics displayed in figures 7 through 13, are actual photographic reproductions of the group's "end product." Though figure 8 represents a concise and accurate description of the team's agreed mission, it cannot reflect the five hours of debate, compromise and consensus building. This exercise was the first "team-building" effort taken on by the group. The purposing exercise set the stage for the future efforts of the newly formed team. The purposing exercise was begun prior to the offsite, independent of the change project. As the new leader of the organization, the researcher had written a draft "mission statement" that was purposely lengthy and specific in nature. This document was distributed to each member of the supervision staff (herein referred to as the "transition team"), with a directive to respond with their own thoughts. The intention of the effort was to inform the staff of the leader's anticipated philosophical direction in managing the department, identify each team member's priorities, and help to evaluate the level of "readiness" of each member of the team. This exercise is mentioned, in that the purposing process was significantly influenced by this prework. The writer formed that opinion based upon the similarity of the draft "Purpose" that each team member was asked to prepare. This "prework" should be evaluated as a viable option for organizational leaders, as a tool to direct the purposing

process. The relative value of this "direction" must be weighed against the desire for "original thought" from the participants.

The "Purpose" of this newly formed team is strongly reflected in the "Values" that were identified by consensus (figures 9 and 10). From a draft list of 16 organizational values, the transition team conducted an individual prioritization of their "top 5" values. Each member's list was ranked on a "group" list. The group subsequently arrived at consensus on six value "elements." Working with the six elements, the group created draft statements that describe the essence of the value. The group debated, compromised, and reached consensus on the "value statements." The final statements included the key components from some of the "values" that failed to make the six that were selected. This inclusion aided the consensus process and served to strengthen the commitment of some members who had been forced to compromise.

At the beginning of the offsite, the group articulated specific "groundrules" by which they would guide their "team relationship" (figure 11). Upon concluding the "purposing" and "value identification" segment, the "groundrule" of "Honesty" was altered to read "live our values." Throughout this project, these "groundrules" have served to guide the

transition team and, in some instances, served to create animosity when the "groundrules" were broken.

In figure 12, the reader will see the transition team's expectations and their assessment of the first offsite efforts. The first offsite was concluded with introducing the newly formed "transition team" to the leader's view of the future. This segment of the process will be discussed in the next segment of this chapter.

Post offsite meetings were held and a plan to present the data to the organization was developed in early March, 1986. A department-wide meeting was held in mid-march. First the instrument was administered, then each member of the team each took a portion of the material from the first offsite and made a presentation. This meeting was, at best, a learning experience. At worst, a disaster. The lack of interaction was grossly apparent and many errors were took place. The cautions of the consultants became a reality and thus, the transition team's first test under fire. In retrospect, it was a valuable learning experience. The consultants met with the team at subsequent staff meetings to evaluate the process (and obvious errors).

DESIGNING THE FUTURES- ALTERNATE SCENARIOS

The first offsite began the futuring process, as visually described in figure 13. The futuring process was based upon alternate scenarios, built from the analysis of trends and potential events that might impact those trends. In the months preceeding the group effort, the researcher interviewed many stakeholders in the future of the S.V.P.D. and the community it serves. The researcher was able to chart various emerging trends that would impact the future of the subject organization. Most of the trends relate to the growth of the area surrounding Silicon Valley. The trends included the growth philosophies of the neighboring communities, in contrast with the "no-growth" history of the subject city. A trend of "pro-growth" philosophy was identified, as was a move to change the prevailing political majority.

The shifting economy in the South San Francisco bay area was a significant factor in the trend analysis. Much of this information was based upon projections of the Association of Bay Area Governments (A.B.A.G.). (16) and the state-wide projection of the "Committee on 21" (focusing on the 21st century), of the California League of Cities. (17) The general plan of the subject city was utilized in the analysis of potential trends. (18)

Before an affective transition management plan or strategy can be developed, we must have an accurate view of our potential futures. The emerging science of futuristics fulfills that need with a substantial degree of accuracy, through the use of various analytical techniques. The analytical techniques utilized in futuristics are highly dependant upon the desired degree of sophistication and the complexity of the desired future. The techniques can vary from simple senario writing to a highly complex cross impact analysis matrix. In the instant case, the level of readiness within the transition team precluded the introduction of such complexities; thus the overall strategy proceeded as follows.

As Rueben Harris and Richard Beckhard state in their book Organizational Transitions: Managing Complex Change:

We have found that it frequently helps organization managers to define the future state by developing a scenario, or extended wide angle "photograph," of what the organization would look like in its new state. (19)

To reach the degree of accuracy and sophistication necessary in the example transformation, the writer proceeded with the following processes. These techniques were directed toward several desired outcomes. The first outcome was accurate projected pictures of the case study city at some given point in the future. A "most probable future" would be the product of the analysis of several alternative futures.

These alternative futures would also allow for the development of alternative strategies to cope with potential futures. The example city displayed several emerging trends that could be significantly effected by specific events. To explore these potential effects, the researcher employed a cross-impact analysis. The product of that process is reflected in the accompanying scenarios.

The second outcome that was desired from the researcher's futuristic analysis, was an exploration of the potential evolution of the subject organization, S.V.P.D. To reach this outcome, the potential resources and readiness of the the subject organization had to be examined. A high degree of consideration was directed to identifying any conflict between the determined mission of the organization and whatever futures were identified.

The third desired outcome was to measure the expectations and the desire futures of the potential stakeholders in the future of S.V.P.D. These stakeholders would obviously include members of the organization, political leaders, special interest groups and the general population of Silicon Valley. In the development of alternative futures, the writer feels that one must be highly cognizant of the attitudes of those individuals that can and will influence change.

To accomplish the aforementioned outcomes, several

interventions were chosen. Emerging trends were identified, along with any foreseeable events that could impact those trends. This involved a process of individual and group activities, both within and outside the organization.

Within the organization, brainstorming, task force meetings, and directed staff meetings produced a wealth of information. The researcher found that many members of the organization were quite familiar with the emerging trends and had considered various potential influential events. The researcher included a majority of the organization members in this process. Inherent resistance to change (I.R.T.C.) was obviously a blockade in many individuals. The input from within the organization is reflected in the scenarios and in the formal management process, to be discussed later in this chapter.

A similar process took place external to the organization. This included input from other city departments and department heads, local politicians and members of the community. The external process was accomplished by interviews (and discussions) that were carefully conducted. With the sensitivity towards "growth and development," probability projections were guarded. Even the interviews of "pro-growth" politicians were attenuated with euphemistic statements. It quickly became evident that technological interventions highly influenced the future of the community.

This dimension required enlisting experts to advise on the potential technologies. Those experts included city engineering staff and the Chief of Operations of the regional water district. The water district representative provided much of the insight on the future of water resources and the most compelling future issue, sewer.

The trends that were identified from both the external and internal participants were examined and the "significant trends" identified. This researcher found a great deal of similarity in the input from both groups. Both groups identified the key trends as:

- a. The continued population growth in Silicon Valley. Supporting this as a dominant trend, is data that the case study city is the "fastest growing" in the County, though the only city with growth restriction laws.
- b. The shift from residential to commercial development, based upon limited sewer capacity and no restriction on commercial and industrial development. The city's revenue needs were also indicated as a key factor (development fees are crucial to the city's operating capital).

Both groups adressed the major potential events as being a solution to the city's sewer disposal problem, the future of the imposed growth restrictions, and the general political

atmosphere in the future. The future economy of the city was viewed by the researcher as symptomatic to any combination of the articulated trends and events, rather than as a trend or event by itself. Remotely probable events, such as a major earthquake (the city rests on a major fault), were viewed as "strategic events" and reserved for separate contingency planning scenarios. Given the urgency of moving on to the strategic planning phase and the limited amount of time, the futures efforts were restricted to that of supplying sufficient data to formulate the next phase, the alternative futures scenarios. The scenarios are an effort to capture a "picture in time" of the organization and its surrounding environment. The external factors, the internal organizational factors, and the impacting environment were consolidated to create as comprehensive a scenario as possible. To avoid the popular concept of "Best-case, Worst-case scenarios," a sincere attempt was made at being non-judgemental in the writing approach. Through the trend analysis, it became obvious that the dominant trend in the community's change was that of development. By varying the degrees of the dominant trend and other significant trends, the alternative future scenarios were created.

The purpose in creating alternative scenarios, as an integral step of transition management, is that of providing the common articulation of the future visions. Even within a

close management group, the diverse experience and philosophical directions of its members require common points of reference. These alternative scenarios provide a tangible base, around which a strategic plan can be developed. An effective set of scenarios should identify major issues and events that should be included in the strategic plan. In the case of our example transition, our scenarios were developed with the explicit description of the organization and the future community it will serve. This new state would serve as a descriptive guide for determining change strategy. As stated by Beckhard and Harris:

When coupled with an assessment of the present state, this "picture" of the future condition provides the information necessary for management to develop realistic action plans and time tables for managing the change. (20)

In the remainder of this chapter, the reader will examine the three alternative scenarios developed for our exemplary transition.

NO GROWTH IN THE MIDST OF URBAN DEVELOPMENT

In the six years since 2000, when the no growth ordinance influencing our community was reinstated by the voters, the environment of our community has significantly changed. The virtual elimination of residential growth has had a significant impact on the demographics of the city. By restricting residential growth, allowing only for commercial development, our community has become a hub of research and development and light industrial projects. The recently incorporated county area to the South and our neighboring City to the South have both developed as primarily residential communities. Our Southern neighbors provide our community with the necessary work force for our vast industrial complex. Our community has become a significant service and light industrial center for the large metropolitan area to the North. The attendant problems of having a predominately industrial city, governed by its residential population, have created substantial political discord. Council members being drawn solely from the residential base of the community, we find the elected representatives attempting to achieve a high quality of life and a rural atmosphere in what has become an extension of the manufacturing complex of the south bay area.

The conflict in vision between our 2006 elected officials

and the reality of the City's demographics, create substantial problems in assessing and allocating municipal priorities. From the perspective of the police organization, our efforts are largely directed towards protecting and serving our largest population, namely the daytime working population of our industrial society. The conflict arises when responsible police executives attempt to allocate resources towards traffic enforcement, high-tech crime, and other commercial policing activities. The elected officials, still viewing the community as a rural residential community, direct the resources towards residential crime, school resources, and other non-commercial crime activities. Our elementary school Drug Abuse Resistance Education Program, implemented two decades ago, is now a part-time effort, because of a shrinking elementary population. A program that once required the efforts of two police officers, is now easily occupied by one community resource officer.

The elected representative's demand for more residential crime resources is not without foundation. The million-dollar-plus residential communities of the foothills, directly adjacent to the industrial areas, heavily populated by hourly employees, has created a significant target for various types of crime. The massive acreage of assembly facilities, supporting the electronic industry, draws a labor force from a substantially lower socio-economic environment.

Our massive metropolitan neighbor to the North has expanded mainly industrial complexes to our city boundaries. Through aggressive efforts in the later 1980's, our planning officials were able to negotiate and promote park belts that separate the industrial areas.

Unfortunately, park belts with free access from a major U.S. highway and close to the labor centers have become an enforcement problem in themselves. The lower socio-economic labor force has utilized the park belts as their principle recreation areas. The parks have become centers for illicit drug sales and alcohol related criminal problems.

Financially, the 1990's brought relative prosperity to our community. While the late 1980's were somewhat tenuous on the revenue side of the municipal budget, some quick interventions in increasing the community's sewer capacity resulted in commercial development booming before the turn of the decade. In 1988, through the reallocation of sewer reserves and the installation of an oxidation ditch technology, new capacity cleared the way for immediate industrial growth. A fast-track addition to the existing sewer plant created unlimited growth opportunity by the turn of the decade.

Our police department in 2006 is hardly reflective of the average community of 35,000 people. Already at a ratio of two police officers per thousand residents, we find that a

majority of our resources are devoted to day time, commercial related, activities. Over 30% of our department is devoted to traffic and other commercial related activity. An equal number of personnel is required to support the investigations relating to our massive industrial complex. Our computerized workload studies are showing a large increase in patrol workload, due to an increase in residential crimes associated with the commercial workforce. Our police organization has also been impacted by the need for highly specialized training in computer-related crimes and dealing with suspects from a dozen different countries. The technical workforce is predominately oriental and european, where the assembly labor is mexican and central american. This unique mix of nationalities has created a situation where our department has had to develop bilingual proficiency in eight different languages.

SILICON VALLEY-- THE BEDROOM COMMUNITY

It has been six years since our community witnessed the awesome sight of a sea of residential framing from foothill to foothill. We witnessed as four of the largest residential developers literally quartered the city and simultaneously developed twenty five square miles of moderate to high density residential tracts. As it happened 30 years ago in Southern California communities, such as Cerritos, our population grew four-fold, in what seemed to be overnight. As we sit in the wake of this massive development, we ponder "what could make this possible?"

A series of seemingly unrelated events took place, which cleared the way for this public-service disaster to occur. Primarily, the land remained vacant through the 1990's, as the surrounding region experienced a dramatic up-surge. New technologies in artificial intelligence based computers, coupled with a federal "protectionistic" trade policies, and the successful development of a world-wide strategic defense system, resulted in Northern California's electronic community reaching it's highest level of prosperity. During the 1990's, almost every developable square foot of property in the region was built out. The Bay Area Rapid Transit District (B.A.R.T) expanded South, past Silicon Valley, to the Monterey bay. Because of a voter imposed no-growth

measure, our community remained largely unoccupied land through the measure's expiration date in 2000. Commercial and industrial development was stopped in the late 1980's, in an effort to preserve a rural atmosphere.

Concurrent with the expiration date of the no growth ordinance, was the completion of a state-of-the-art, unlimited capacity, sewer disposal facility. Planning delays and law suits caused this project to be built nearly a decade after scheduled completion. This sewer plant lifted the second restrictive force from our residential development. Third compounding factor in this massive development, was the financial condition of the municipal government, by the year 2000. From both growth restrictions and from sincere efforts to maintain a rural atmosphere, our municipal government failed to develop an effective tax base to finance necessary municipal operations. In an effort to provide sufficient municipal services to the community, expenditures far exceeded revenues and substantial debt was incurred. The under-sized and failing roadway system was had reached a critical stage, due to the "through commuting" and nearby communities developing. To deal with the problem, the City Council traded "density credits" and future development rights for the rebuilding of the infrastructure. With the trend of an aging population in California, particularly in our "static" community, the concerns focused on services and

needs "now," rather than in the future. The false economy created by trading "municipal monopoly money" for future development rights, resulted in a series of general plan amendments and eventually court actions, on behalf of the developers and property owners. This set the stage for uncontrolled high density residential development. The entire region was listed in the 1990's as the "hottest" real estate market in the country. The law of the land became "if you can build it, you can sell it," and based upon that assumption, the four major developers gambled with a single phase "go for broke" development strategy. For the developers, it was a successful strategy. Being the only undeveloped area, adjacent to a large metropolitan business complex, our community was the ideal residential investment of the new century.

In the six years since the development boom, we have experienced the down-side of a predominately high density residential community. Failing to establish an effective tax base, we rely solely upon development fees and residential property tax income. With the down turn in business in the last year, we have seen an increase in foreclosures and property tax defaults. The community that was once viewed as the residential mecca, is now demanding services that the tax base will not support. With a population of over 125,000 people, our municipal services are stretched to the maximum.

The development fees have disappeared with the completion of the remaining projects.

During the quest for financial recovery, our city incorporated the county lands within it's furthest boundries, bringing the the city's area to over 25 square miles. By planning standards, we can hardly be considered a densely populated City with our population of 125,000.

Due to the imbalance in commercial to residential growth, the city has continued to experience financial difficulties. With the elimination of mitigation fees and utility taxes, the income from the last decades development is minimal. All personnel costs continue to be absorbed by general fund revenues, prdominately generated by property tax. These limitations have cause the police department's growth to be disproportionate to the growth of the community. At our 2006 strength of 126 officers, we find incredibly high response times and great difficulty meeting the needs of the community. Our residential burglary problem has reached the residential highest level in the county. Limited municipal funds did not allow for proper continued expansion of the traffic arterial system, to handle the increased congestion. Much of the police department's resources are expended dealing with traffic engineering problems through enforcement intervention. The degree of our crime problems is highly dependent upon the economic climate of the region. Juvenile

problems demand much of the department's investigative resources, limiting the available time for other criminal investigations. Our community struggles to maintain its destined future as the bedroom community of the south bay region.

THE BALANCED COMMUNITY

It has been two decades since the effort began in 1986 to establish a strategic plan for the development of our community. Looking back over those 20 years, it has taken substantial discipline to pursue a conceptual future that would provide a balanced, unique setting for a residential community in the midst of one of America's fastest growing industrial complexes. In 1987, the city management staff and the elected representatives undertook a substantial project of visualizing the future of our community. The underlying philosophy behind this effort is that the future can, in fact, be altered with effective intervention. The process began with a concerted effort to reach consensus on the "ideal future" of the community. Because of a voter imposed growth limitation measure and the somewhat mechanical restriction of limited sewer capacity, the development of our community has been suspended in time, as other communities fully developed their resources and exercised their available options. Our community was left with a rare opportunity; the opportunity to effectively plan the future.

In 1987, our leaders took a bold step forward, commissioning a project which would effectively design the future of our community through the collective input of the entire community, the property owners and design/development

professionals. A conceptual model was developed for the city. This conceptual model considered every conceivable aspect of development. This model consisted of a highly detailed, three dimensional, text and graphic computer picture of the future City of Silicon Valley. The computer model was accompanied by an actual physical relief model of the city. Many long hours of debate over densities, zoning and other features, resulted in community concensus. Today, in 2006, only the result of this process remains important. Our city has had the benefit of an effective blueprint for what our community conceives as the model city.

Because these plans were generated at a time when property values were far below the market value in densely populated cities, the community blueprint includes massive green belts and aquatic recreational facilities. Effective reuse of the drinking-quality outflow of the "sanitary facility," has allowed for a lush and green mecca, 365 days per year. The use of the water from the San Juan project to feed a system of streams, creeks and lakes, has enhanced the original intention of replenishing the underground aquifer. Rather than limit the groundwater introduction to one location in the East foothills, the waterway system meanders through the 25 square miles of city, over inexpensive sand and rock creekbeds, settling wherever the geology permits. As a tradeoff to allow development, property owners were more

than willing to devote substantial portions of their holdings to this community benefit; not surprising, in that their property has increased ten-fold in value. This effort was possible because developers, who had become large-parcel property owners, could see a true commitment to a unique plan. These initial sacrifices, and creativity, have resulted in a truly unique community.

Our community has truly achieved an effective balance between residential, commercial and industrial development. By being the "last community to develop," our city has had the advantage of picking and choosing the type of development that it desires. In the first few years of this development process, it became apparent that an imbalance had occurred between residential and commercial development. The residential development was not providing the level of tax support required to maintain the high expectation of municipal services. The planning group intensified their efforts on identifying those areas which could be earmarked for commercial development. A location for a regional shopping center was determined and concensus of all groups was obtained. The concept of a "first-class" shopping plaza was agreed upon and active recruitment of appropriate tenants was initiated. The integrity of the plan was highly dependent upon adhering to the perceived future. The city's model, with it's extensive open space and water features,

attracted the best tenants. Assistance in development, from redevelopment funding, made early occupancy possible.

Throughout the 1990's this plan resulted in substantial development within the center and future commitments from many of the higher priced retail establishments. Before the turn of the century, the regional center was recognized as the finest in Northern California, drawing from the four surrounding counties.

Residential development followed very rigid guidelines of balance between building and open space. The waterway system allowed almost all residential development to be "creekside" in nature. The city preserved it's rural, open atmosphere and the residential property values soared to the highest in the region. The residential development, as with all development in the city, was designed with optimum public safety in mind. The concept of "defensible space" became a planning and building requirement.

The commercial and industrial growth in our community was extremely selective and fit within the "theme" of a rural, totally planned, community. Redevelopment Agency subsidies of industrial product sales offices and the establishment of non-warehousing components of the growing mail-order business, have resulted in the highest per capita sales tax base in the state. The commercial development was a balance of boutique and office downtown development and campus industrial

centers. The architectural review process, within the planning department, has kept the commercial and industrial product of the highest quality and within the concept perceived by the "community blueprint."

Our law enforcement agency of 2006 is closely aligned and in tune with the development of the community. The form of the department has followed an ongoing functional analysis and strategic plan. The capital and operational growth was outlined in a fluid strategic plan in the late 1980's. With minor updates, the the growth of the public services has been planned nearly two decades in advance. Strongly service-oriented in nature, the police department provides a full range of programs, from school based education and intervention to a comprehensive traffic safety program in the all segments of the community. The engineering staff of the police department are recognized as the country's leading authorities in designing crime prevention into the community. The staffing, which has been driven by a constant computerized workload analysis, designed into the computer-aided-dispatch system, has maintained the level of service at that which the community desires. Other law enforcement services have been driven by community desire and well planned resources. The development of law enforcement services, as with any other city service, was included as an element in the city's general plan. This commitment to

keeping our services in tune with the development of the community, has resulted in a truly balanced community.

These three scenarios are reflective of the input that was received from the writer's interviews, group processes and research. Most of the individuals and groups agreed on the same "dooms day" predictions and on a similar "ideal future." Much of the forecasted technology is the result of interviews of experts and reviewing the systems that are under development. The "creative" aspects of the scenarios are to provoke similar creative thought in the reader, either to challenge or build upon the idea. The major disputes between the various factions in Silicon Valley are not "what the ideal future is," but "how to get there." In the researcher's opinion, that is the responsibility of professional city staff; reviewed, approved and adopted by the elected representatives. In the effort to create these three scenarios, one thought was paramount: The most extreme alternative futures must be developed in order to plan strategies to effectively deal with possible outcomes.

These "macro-scenarios" of the community served as the framework for developing more focused scenarios of the future of the S.V.P.D. In figures 14, 15 and 16, the graphics reflect "functional scenarios." Figure 14 is a "mission-related" picture of the desired future of the organization. Because of the organizational need for an immediate redesign, the time element is focused on 1992, rather than the extended period that was used to analyze the city's potential futures.

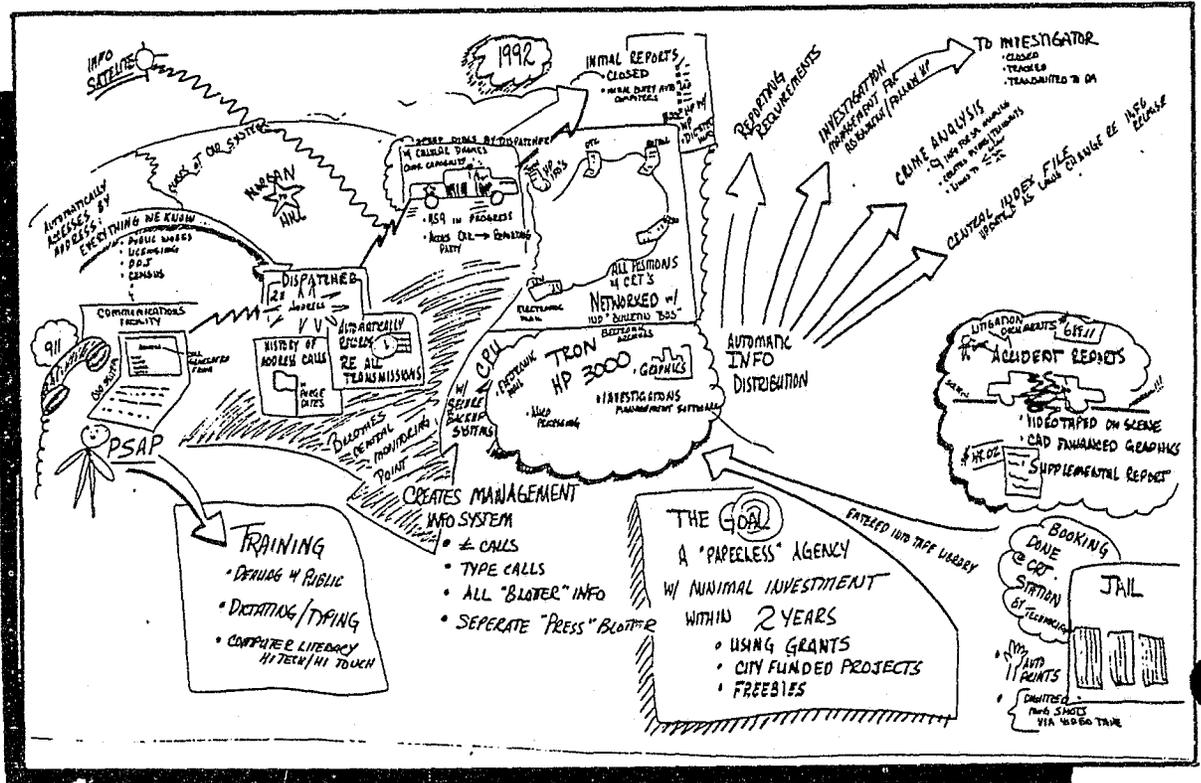
Figure 14 brought precise meaning to the components of the mission or purpose. This picture allowed for strategic goals to be identified. These goals are discussed in the next chapter, in the description of the functional analysis process.

Figures 15 and 16 are examples of the "micro-scenarios" created for each function of the organization. In figure 15, the future "information system" is described. The system begins with the 9-1-1 call and tracks the information through the entire process. The graphic is the product of the transition team "brainstorming" and exploring the possible futures. Many potential issues, including training and technology needs were identified.

Figure 16 is the product of the transition group's futuring around "career development." From this product, today's training program will be expandable into the future system. In this particular effort, several department policies were reassessed, such as the promotional philosophy. This exercise made the researcher aware of many expectations, as well as informing the transition group of the leader's philosophy.

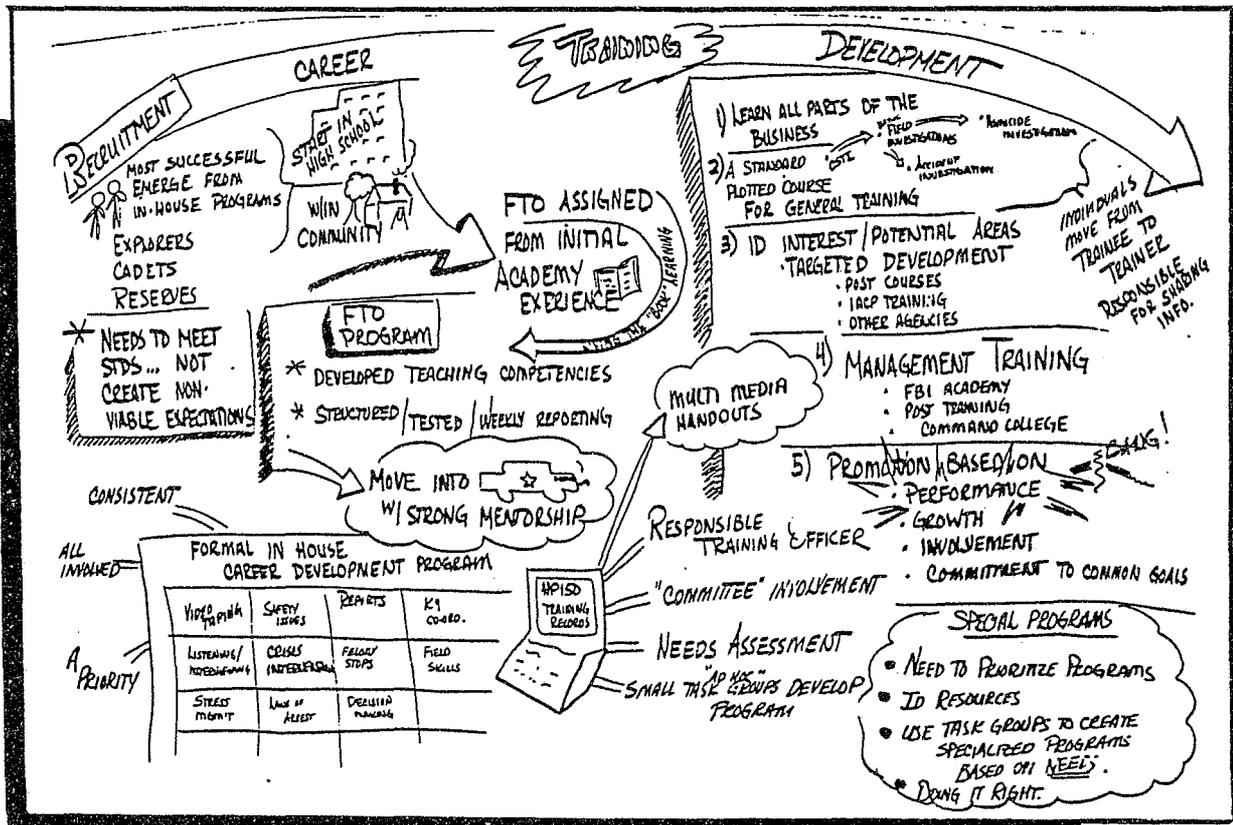
The futuring process, conducted in a group setting, serves to involve each member of the working group. With the excellent facilitation in our test case, each member was motivated to participate.

Figure 15



• Creating Common Visions was the objective of these next two exercises. In this graphic, everything that happens as a result of a 911 call was envisioned as it would happen with the new communications system in 1992. What equipment would be in use, how information would flow electronically, how information would be accessed and used, training issues and goals were identified.

Figure 16

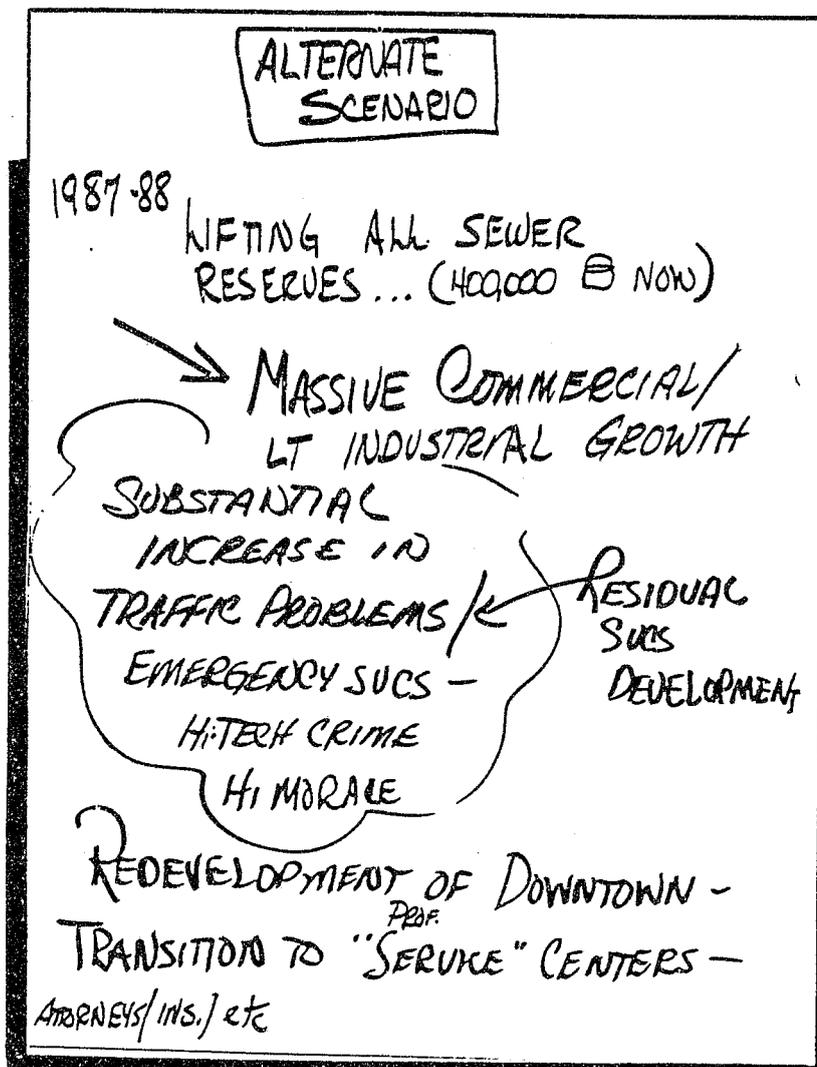


• Since the TRAINING function doesn't exist now, a separate exercise was used to create a common vision of what that function would look like, how it would operate, what it would be responsible for and what it would need to succeed. The results: A needs assessment is the first step in creating this function. Another action plan was born.

From the futuring process, many assumptions were identified. Those assumptions were charted, as were the futuring exercises. Alternate scenarios were discussed and recorded, as a sample is shown as Figure 18.

After the transition team had a "firm footing" in the potential and desired futures, the team continued with the process of complex organizational change.

Figure 18



ALTERNATE ASSUMPTIONS

- Viewing the future from yet another perspective created the alternate scenario regarding the impact of short-term growth on the city.

MANAGING THE TRANSITION

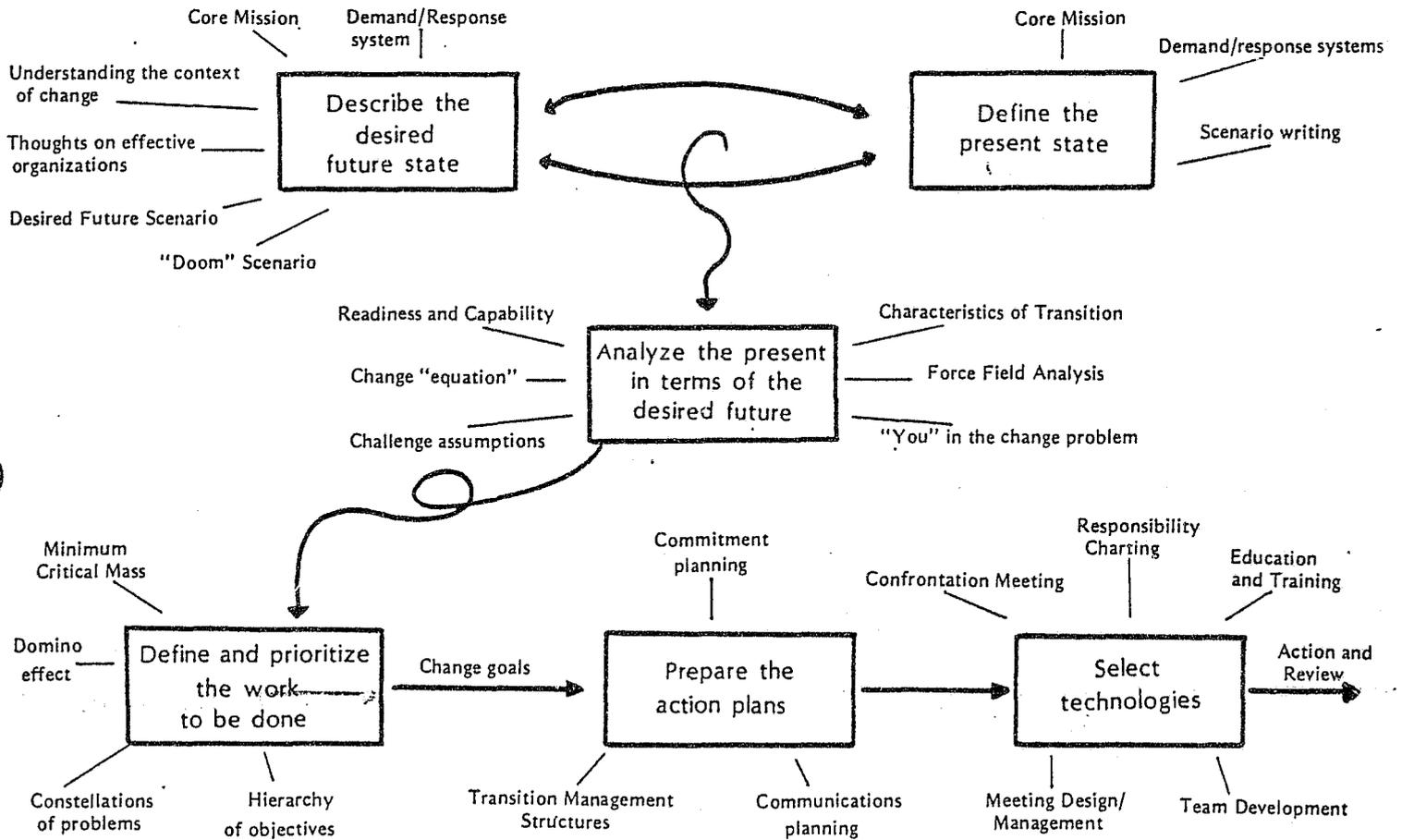
A second offsite was held in April, 1986. In this series of meetings the futuring process continued. The group explored the concept of change and discussed the processes for transition. The futuring process focused on Silicon Valley P.D. 1992. The short future was utilized to maximize the strategic advantage. The consultants and researcher followed the Hasley/Harris change model (See figure 19), which was introduced to the writer in the Command College curriculum. This model served as the conceptual framework for our process and for the eventual development of the researcher's change model.

To effectively use the "Process Map for Complex Organization Change" (figure 19), it would help the user to view the model in same context as this writer has explained the scenario process. As with scenarios, this change model can be used in the "macro" sense, describing the overall organizational change. In the "micro" utilization, the user submits each function and sub-function to a repeat of the model's process, thus the researcher's model takes form. The researcher has woven the change model into the new culture of the S.V.P.D., where each organizational decision is examined, using the model, for "futurability."

To facilitate the visualization of the future, in the

Figure 19

A PROCESS MAP FOR COMPLEX ORGANIZATION CHANGE



context of comparing it with the present, the researcher designed a matrix chart of functions and sub-functions. As is depicted in figures 20, 21 and 22, up and down the vertical axis the matrix identifies each major function and subsequently divides them into sub-functions. These functions purposely do not follow the organizational makeup of the department, but rather are purely functional in statement. This break from the "present form" of the organization allows for more freedom in "redesigning" the future organization. This allows for implementation of the researcher's philosophy of organizational design, "form follows function."

The horizontal axis of the researcher's matrix is composed of "future issues (or condition)," "baseline," "Standard [of the profession]," "priorities," and "people." The inclusion of "priorities and people" was on the recommendation of the O.D. consultant, greatly enhancing the researcher's initial design. As the reader will see in figures 20, 21 and 22, the data appears to be entered without a logical scheme. This is a result of entering that data which emerged in the functional analysis and reserving completion to a later process. The futuring process had described the "future issues" and was available, but time limitations prevailed. The initial charts were included merely to reflect the form of the matrix.

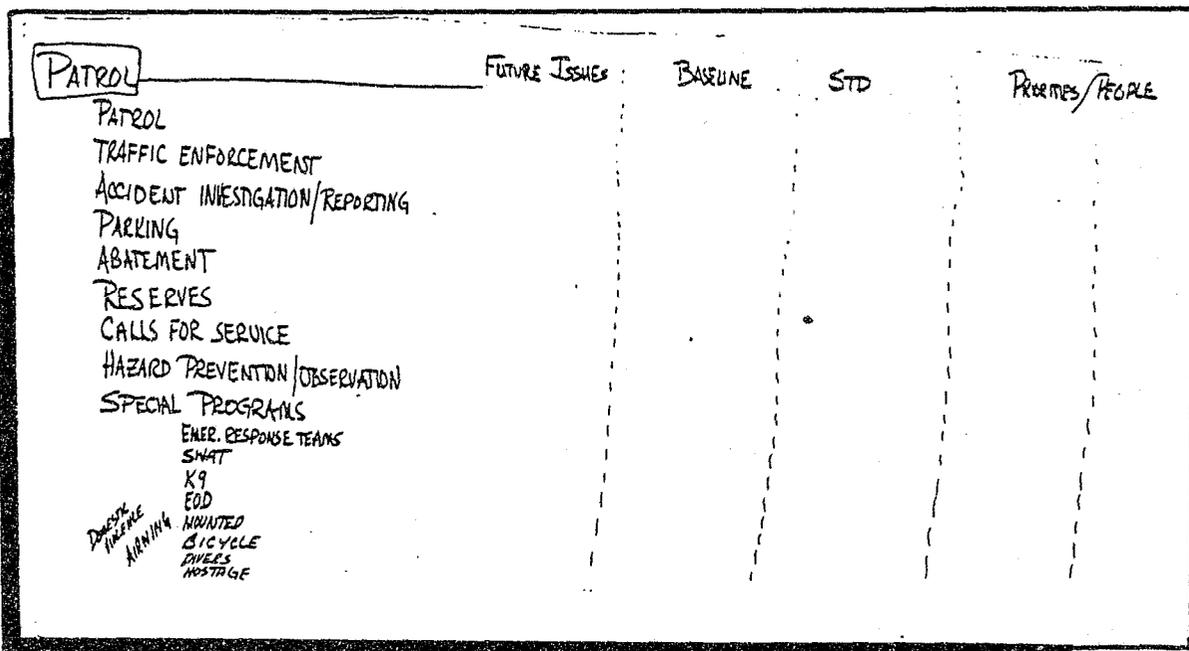
FUNCTION	FUTURE ISSUES	BASELINE	STD	PRIORITIES	PEOPLE
COMMUNICATIONS ROY/Dispatch CALLS FOR SERVICE DATA ENTRY/INFO MGMT MONITOR ALL FIELD ACTIVITIES PUBLIC SAFETY AGENCY WASON	SERVICE OFFICERS: ALSO DO SOME BOOKING/PULLING/ CODE ENFORCEMENT/ DEF. CONDITION REPORTING 2 PEISMS ASSIGNED AS PRET OF WATCH TEAMS DISPATCH CO-ORDINATOR/LEAD	CUMBERSOME TO HAVE IT CONTRACTED SO FAR AWAY COST ISSUE *INABILITY TO ACCESS MGMT INFO 9A/21H DIAL COVERAGE			
COMMUNITY RELATIONS CRIME PREVENTION PUBLIC EDUCATION/INFORMATION PRESS RELATIONS CRIME PREVENTION ENGINEERING SCHOOL RESOURCE					
INVESTIGATIONS GENERAL INVESTIGATIONS JUVENILE NARCOTICS VICE INTELLIGENCE COURT WASON EVIDENCE/PROPERTY MGMT	PERSONS PROPERTY	CASE SCREENING DISFUNCTIONAL CASE MGMT IMPROVEMENTS ACCESS TO CODE BOOKS/ ENFORCE COLLEC. EQUIP.	SEE RECORDS FORMAL SCREENING PROCESS SGT SURVEYS/ SUPERVISORS *ADD SGT. *REQUIRE THOROUGH PELLER INVESTIGATION *GEO. CODE RE. COVER OF INVEST. *PROPERTY SHOULD BE SET FUNCTION UNDER RECORDS SET SUP SHEET		

- Here the functions of COMMUNICATIONS, COMMUNITY RELATIONS and INVESTIGATIONS are presented. As indicated, the issue of CSO's received a great deal of discussion. Questions remain regarding the exact job description and impact of incorporating CSO's into the department. Feedback from the POST Baseline Study is also represented as indicated in the Standards Column.

FUNCTION	FUTURE ISSUES	BASELINE	STD	PRIORITIES	PEOPLE
ADMINISTRATION PERSONNEL MANAGEMENT POLICIES & PROCEDURES PLANNING/R & D FINANCE/BUDGETING GRANT PROCUREMENT/ADMIN. CONTRACT SERVICES INTERNAL AFFAIRS DISCIPLINE LABOR RELATIONS EAP / FITNESS PROGRAM COORDIN.		UPDATE GO PERSONAL/HELP ACCESS LOGGING			
FACILITIES MANAGEMENT JAIL OPS & BOOKING VEHICLE MAINT & REPAIR EQUIPMENT PROCUREMENT					

Figure 20

- Here the functions of ADMINISTRATION and FACILITIES MANAGEMENT are broken out. No comments were compiled for these functions in the feedback sessions.



- This graphic represents the internal components of the PATROL function. No feedback comments were introduced for this function.

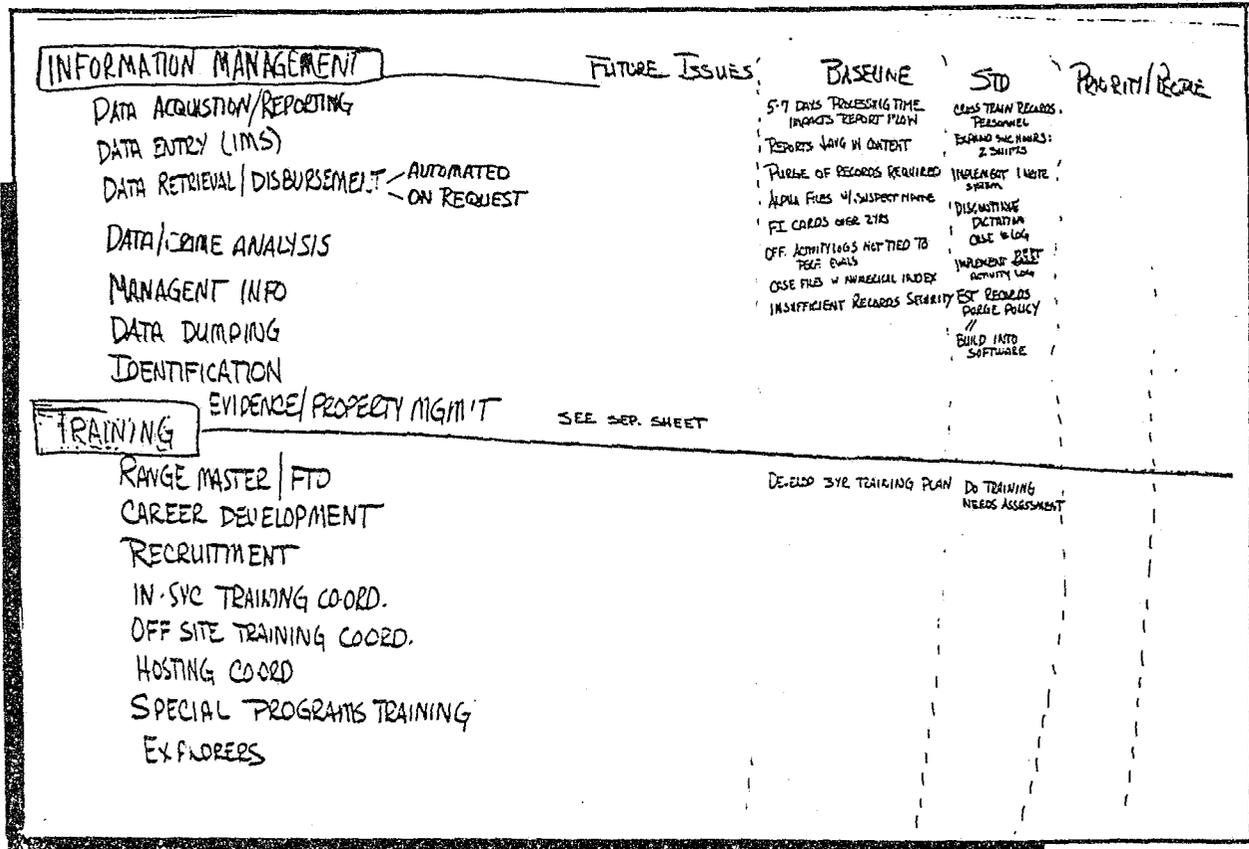
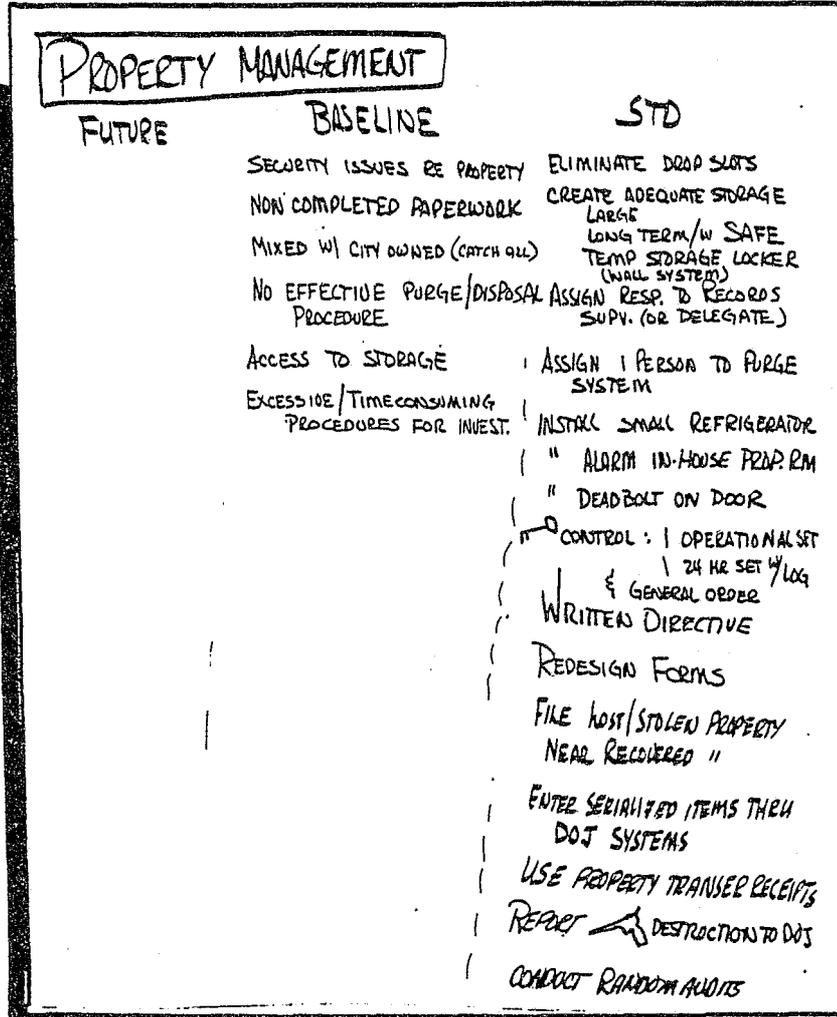


Figure 21

- INFORMATION MANAGEMENT and TRAINING are depicted here. It was noted that many of the baseline study comments had already been corrected and that the improved computerization will handle others. EVIDENCE and PROPERTY MANAGEMENT was included as an element of the INFORMATION MANAGEMENT function

Figure 22



• Property Management was originally grouped under Investigations. As a result of the Baseline feedback, it was broken out as a separate function.

Specific feedback recommendations are presented under the Standard Column on the graphic. This function received the most comments.

At the April "strategic planning" meeting of the transition team, the use of the aforementioned matrix was preceded by training and discussions regarding "understanding the context of change." This process included:

- Theoretical base (The What and the Why).
- Process base (The how and Role of the Team).
- Presented and discussed models:
 - Process map (figure 19).
 - Action Research.
- Reality Check: A view of the change from a systems perspective. . . Mechanistic to Organic (figure 23).
 - Validate direction.
 - Clarify Scope of the work/expectations.

Through this phase of the meeting, the transition team was able to benefit from the academic expertise and experience of the O.D. consultant.

The meeting continued with a clarification of the mission, as it applies to the strategic future of the organization (discussed in detail in the Designing the Futures. . . section of this chapter). The transition team reached consensus on three preliminary mission-related strategic goals:

1. For "Exemplary Service and Protection:" Setting new standards for the highest levels of service.

Figure 23

	MECHANICAL SYSTEMS	ORGANIC SYSTEMS
1.	Highly differentiated and specialized tasks with precise specification of rights, responsibilities, methods	Continuous reassessment of tasks and responsibilities through interaction of those involved with functional changes easy to arrange
2.	Coordination and control through hierarchical supervision	Coordination and control through network of those involved and concerned which is in frequent communication
3.	Communication with external environment controlled by top offices of hierarchy	Communication relatively extensive and open
4.	Strong downward-oriented line of command	Emphasis on lateral and diagonal consultation, advice, information giving, as source of coordination and control
5.	Insistence upon loyalty to organization and superiors	Emphasis on the task, goal achievement, and improvement of the organization
6.	High value on local knowledge and experience	High value on mission-oriented expertness, cosmopolitan knowledge of the profession
7.	One-to-one leadership style	Team leadership style

Figure 10.2 (Based on material from T. Burns & G.M. Stalker, *The management of innovation* (1961), pp. 119-125, as adapted.)

2. For "Development of People:" Utilize all training resources to provide for the maximum development of people.
3. For "Innovation:" Assume a pro-active, cutting edge posture in meeting our purpose.

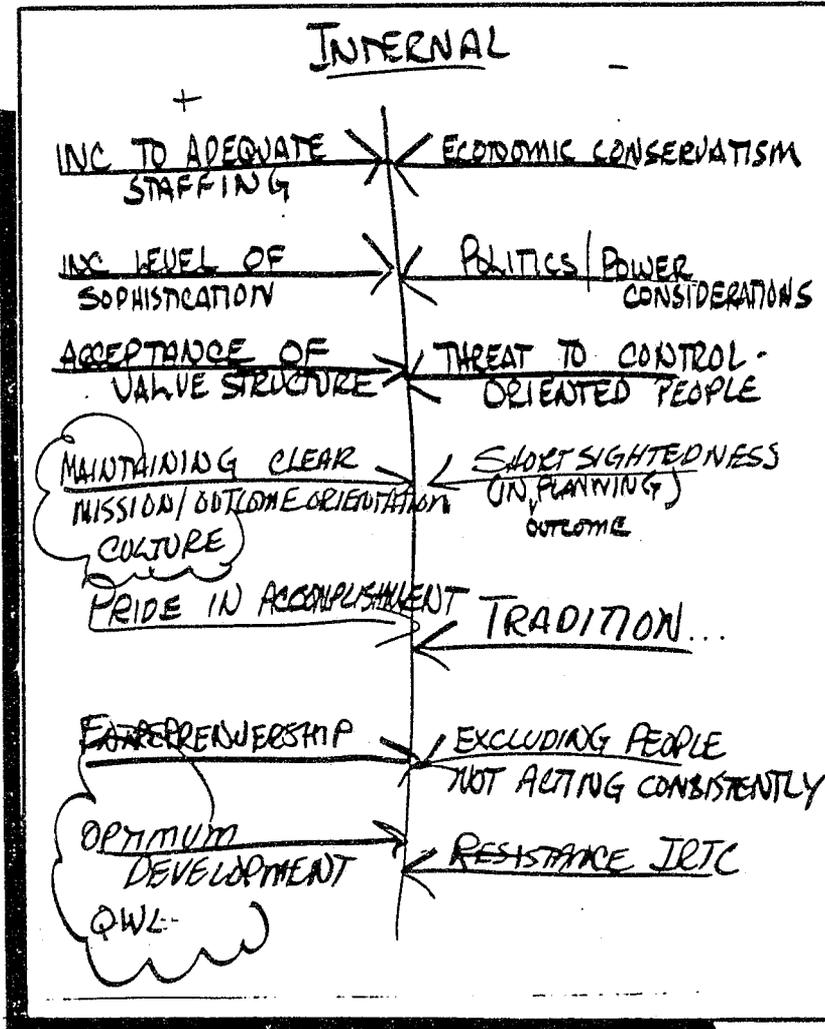
The last activity before utilizing the matrix was for the group to perform a "Force-field analysis" for both internal and external issues. A recordation of that process and accompanying discussion is depicted in figures 24 and 25. The process of "Force-field analysis" allowed the group a context for exploring the competing issues surrounding the anticipated change. From this process, two positive factors were identified as key in maintaining positive pressure for change. They were:

- Maintaining a clear mission-outcome orientation in the department.
- Improving the quality of worklife- with "optimum development" the driving positive force.

As it did in the scenarios, the growth of the community became a key issue in the discussion of external forces. Many opinions, predictions and observations were shared among the transition team members. Additional insight into the external forces affecting the change was gained by all.

The process of creating a organization to support the articulated goals began.

Figure 24



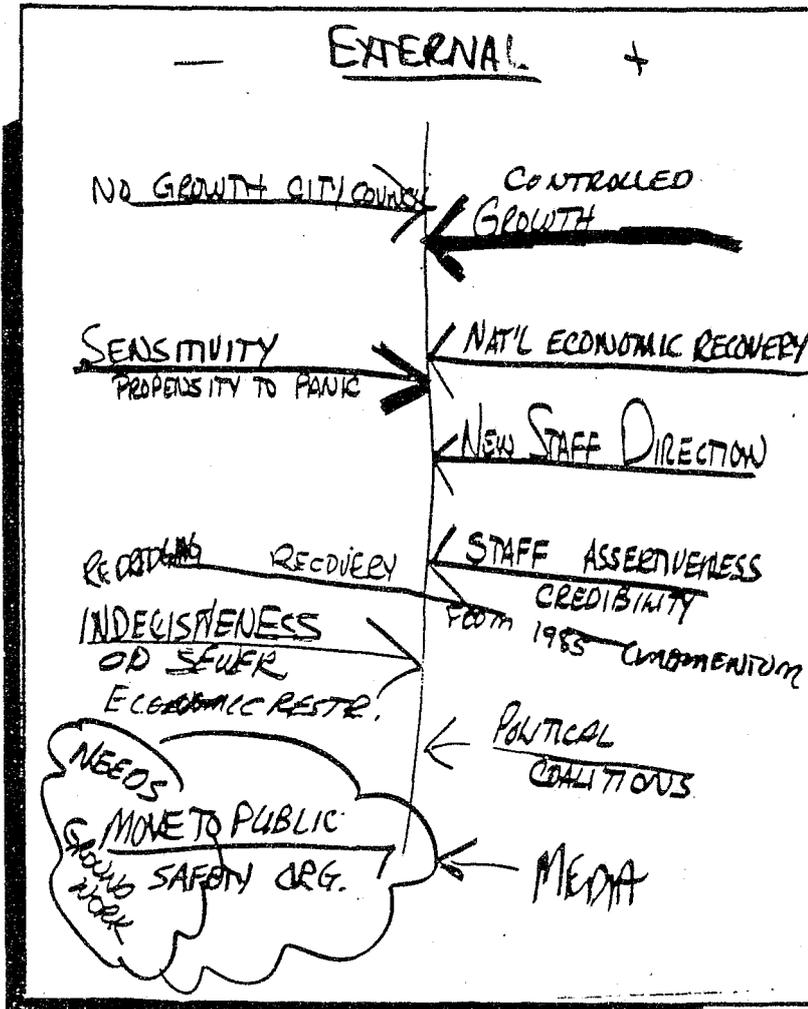
FACTORS DRIVING CHANGE

• INTERNAL factors identified that would/could and are producing pressure for and against change are represented here.

Two positive factors were identified as key in maintaining positive pressure for change. They were:

- Maintaining a clear mission-outcome orientation in the department
- Improving the QWL - with optimum development the driving positive force.

Figure 25



FACTORS DRIVING CHANGE

- An additional outcome of the futures discussions dealt with identifying the factors EXTERNAL that would work for and against the predicted changes.

A key issue requiring ground work that could negatively impact the future for the department was the pressure to move to a Public Safe Organization.

Working for the change was the increasing pressure for Controlled Growth.

In May, June and July of 1986, the transition team met both as "a staff" and with the consultants in "teambuilding meetings." The teambuilding meetings were the result of the need to clarify roles and responsibilities. The transition team was aided in their understanding of fellow team members, utilizing an instrument to measure "leadership Style." The instrument, the Performax Personal Profile, allowed the team members to self assess their individual styles and discuss the implications. The results of those instruments were kept by the individuals and not captured for this study.

The clarification of roles and responsibilities began in July, 1986, with a process of identifying the "role" of each position in the rank structure. This process continued two weeks later by assessing individual responsibilities in a "RASI Charting" activity. A transition management tool taught by Rueben Harris in the Command College, it consists of a chart or matrix that specifically identifies the role and responsibility of each team member or outside individual. "RASI" is an acronym for Responsibility (initiates action)- Approval (right to veto action)- Support (put resources against)- Income (to be informed).

According to Rueben Harris, the responsibility charting or RASI charting process includes:

PROCESS

1. Participants (e.g. Management team) identify major decision or activity areas.

2. Each participant completes chart privately.
 3. Results are aggregated and presented to group of participants.
 4. Participants discuss data, focusing on areas of discrepancies (areas in which there is a lack of consensus concerning individual role responsibility).
 5. Participants work to gain consensus on role assignments for each individual for each decision or activity.
 6. Final chart is produced (copy to each participant) which reflects consensus role assignments.
 7. Follow-up meeting scheduled to review experience.
- Rueben Harris 1985 (21).

From the responsibility charting process, the transition team had a clear view of the individual roles each would play in the change effort. Each transition member took his or her segment of the strategic plan and proceeded with the change effort.

THE TRANSFORMATION

As time progressed in the case study, the researcher and consultants observed many indications of the organizational change that was underway. Community support increased and the criticism disappeared. The critical press turned to praise and published the many accomplishments of the members of the organization. In December, 1986, a group of citizens presented an "awards dinner," honoring the members, and their respective spouses, for the accomplishments of the last year. Each member of the organization, including many reserve officers, received an award for some accomplishment. Only then did many members realize the accomplishments of the transformed organization. Many of the assessments and measurements of the transformation are subjective in nature, as are the attitudes of the public and organizational members. This writer will concentrate on the more objective and descriptive aspects of the change.

As was discussed in a previous chapter, and included as appendix A, a perceptive survey was administered as both a pre-test and a post-test. The results of that instrument are as follows. The initial survey was administered to 32 members of the organization. Twenty-five of the respondents were regular paid employees and eight were reserve officers. Staff and line personnel were grouped together in the

following report of the outcome. It should be noted that no normative data is available by which to measure the outcome significance, nor was 100% of the department represented. The researcher does not imply statistical validity, however uses this data for observations and questions. Accompanying the instrument was a "Needs Assessment Questionnaire," included as Appendix C. This document asks more specific questions of the respondents and is discussed by the researcher with the comments regarding the survey instrument. No followup administration was given of the "Needs Assessment," thus no comparisons are available.

Questions one through four (appendix A) addressed the environmental concerns, or how resources and demands effect the organization and it's ability to provide service. On the scale of 1 to 10, 10 being strong agreement, the results were as follows:

	Regulars	Reserves
1. Adequate resources	4.36	6.57
2. Leaders looking	4.88	7.25
3. Leaders screen	5.64	7.62
4. Organ. limited	6.70	5.87

The dominate observation was the perception that the organization was limited by its environment (#4 6.70). This negative perception was accompanied by positive comments in

the Needs Assessment (Appendix C) which expressed opinions that the organization benefited from a high quality of people and community support.

Questions five through eight addressed Goals and Values, pertaining to how individual and organizational goals meet the mission or purpose of the organization. Those questions were answered:

	Regulars	Reserves
5. Organ. plans future . . .	4.0	6.75
6. Personal goals . . .	5.2	7.62
7. Consistency . . .	3.36	6.0
8. Freedom of speech . . .	5.56	6.75

Substantial discord was identified in "carefully plans future" (#5 4.0) among the "regulars" response. Consistency was the dominant issue with a response of 3.36 (#7). The needs assessment identified "support for new direction and innovation" as key positive factors. Most of the members replied that people were willing and able to work towards goals (23+).

Questions nine through twelve reflect the Technology of the organization, or "How the work gets done." Those questions resulted in:

	Regulars	Reserves
9. Understand expected . . .	6.36	8.5
10. Adequate equipment . . .	4.16	6.87
11. People understand . . .	4.84	6.87
12. People trained . . .	3.8	6.5

Training emerged as the dominant negative response (#12 3.8), with equipment being the close second. The group did respond positively regarding understanding what is expected of them as individuals.

The Structure of the organization and the relationships between individual units are assessed in questions 13 through 16. Those replies were:

	Regulars	Reserves
13. Who works for who . . .	5.52	7.62
14. Tasks well co-ord . . .	3.64	7.0
15. Policies/mission . . .	4.40	7.0
16. Requirements explained ..	5.0	8.25

The dominant response disagreed that tasks are well coordinated (#14 3.64). The response was slightly negative on the relationship between mission and policies (#15 4.40). The needs assessment expressed a strong opinion that the department was understaffed. New programs were a positive response in the needs assessment.

The organizational and social relationships

(Psychosocial) were reported with questions 17 through 20:

	Regular	Reserve
17. Respect . . .	5.4	7.12
18. Motivated . . .	4.36	7.0
19. Involved in decisions . .	5.52	6.37
20. OK to stand up, be heard	6.36	7.87

The strongest response in this area was a positive response to the freedom to stand up and be heard (#20 6.36). A strong difference is noticed between the regular and the reserve response. The needs assessment reflected a lack of social interaction, trust and support, however a positive direction of willingness to work for change and a desire for involvement.

The final questions, 21 through 24, address the Management or linkage of goals to organizational activity, they reflect:

	Regular	Reserve
21. Management specs.plans .	4.72	7.0
22. Managers concerned . . .	4.88	6.87
23. Managers influence . . .	4.92	7.62
24. Managers/adequate info .	4.5	7.87

The planning and concern for individuals on the part of management, is questioned in this response. The needs assessment reflects a perceived bias in supervision, thus injustice and double standards.

In assessing the response of the project pre-test, several observations are made. The information appears to reflect how the organization "saw itself" on that day. The data is obviously driven by the larger group, the regular officers. On the average, the reserves voiced a more positive opinion, by two points (20%). The range between reserves and regulars was 1.19 for question 8 (Do you feel free to state your position, even if it differs from stated policy?) to 3.98 for question 3 (Leaders of this organization carefully screen demands placed on its members).

Overall, the lowest rated area was in goals and values. The lowest rated for regulars was Consistency (#7). This was supported by comments in the needs assessment. Training and equipment were key concerns in both instruments. According to Gayle Hasley, in her assessment of the data:

Taken together, the data was consistent in presenting a picture of an organization emerging from a chaotic period. People are looking for attention and for structure. Defining clear goals and communicating them, paying attention to the individual's needs (i.e. training and equipment) and a top management team that is consistent in priorities, discipline, and attention to planning are the major areas of focus. (22)

The most significant value to this pre-test instrument was its contrast to the post-test, administered January 14, 1987. Ten months after the "baseline," well into the organizational transformation, the researcher reports the following. To best reflect the contrast in data, figure 26

charts the pre-test averages and the post-test averages. The degree of change is reflected in the third column.

Figure 26

<u>Question</u>	<u>Pre-test</u>	<u>Post-test</u>	<u>Change</u>
1. Adequate resources	4.87	6.71	1.84
2. Looking for new opportunities	5.45	7.19	1.74
3. Leaders screen demands	4.60	6.69	2.09
4. Organ. limited by environment	6.50	5.92	.58
5. Organ. plans future	4.66	7.39	2.73
6. I can acheive pers. goals	5.78	6.68	.90
7. Consistency, said and done	4.0	5.78	1.78
8. Free to state position	5.84	6.66	.82
9. I understand, expected of me	6.87	7.59	.72
10. I have adequate equipment	4.81	5.56	.69
11. People understand, expected	5.63	7.40	1.77
12. People adequately trained	4.45	6.01	1.56
13. Who works for who	6.03	6.46	.43
14. Tasks well co-ordinated	4.45	6.41	1.96
15. Policies contribute to mission	5.03	7.06	2.03
16. Requirements of job explained	5.78	7.05	1.27
17. Individis. treated with respect	5.81	7.59	1.78
18. People are motivated	5.0	7.08	2.08
19. I'm involved in decisions	5.72	6.83	1.11
20. Permissible to stand up/heard	6.72	7.72	1.0
21. Mngmt specifies future plans	5.27	7.23	1.96
22. Managers take . . concerns	5.36	7.20	1.84
23. Mgrs influence contribution	5.57	7.22	1.64
24. Mgmt concerned . adequate info	5.18	6.84	1.66

The post-test reflected in figure 26 includes 40 members of the organization , 27 regular employees and 13 reserves. To avoid skewing the data, figure 26 does not include 8 new Community Service Officer/ Dispatcher positions. They were not included in figure 26 to reflect a similar population as that of the pre-test. It is an overall picture of how the organization sees itself on that particular day. For the specificity of our scientific investigation, figure 27

reports regular employees, not including the new C.S.O. positions, nor the reserve officers. Minimal changes occurred in this test group, enhancing the validity of the results.

Figure 27

<u>Question</u>	<u>Pre-test</u>	<u>Post-test</u>	<u>Change</u>
1. Adequate resources	4.36	6.2	1.84
2. Looking for new opportunities	4.88	7.52	2.64
3. Leaders screen demands	3.64	6.3	2.66
4. Organ. limited by environment	6.70	5.88	.82
5. Organ. plans future	4.0	7.35	3.35
6. I can acheive pers. goals	5.2	7.10	1.9
7. Consistency, said and done	3.36	5.91	2.55
8. Free to state position	5.56	6.8	1.24
9. I understand, expected of me	6.36	7.63	1.27
10. I have adequate equipment	4.16	5.6	1.44
11. People understand, expected	4.84	6.99	2.15
12. People adequately trained	3.8	6.02	2.22
13. Who works for who	5.52	6.69	1.17
14. Tasks well co-ordinated	3.64	6.3	2.66
15. Policies contribute to mission	4.4	6.83	2.43
16. Requirements of job explained	5.0	7.0	2.0
17. Individs. treated with respect	5.4	7.85	2.45
18. People are motivated	4.36	7.05	2.69
19. I'm involved in decisions	5.52	7.41	1.89
20. Permissable to stand up/heard	6.36	7.96	1.6
21. Mngmt specifies future plans	4.72	7.55	2.83
22. Managers take . . concerns	4.88	7.49	2.61
23. Mgrs influence contribution	4.92	7.19	2.27
24. Mgmt concerned . adequate info	4.5	7.38	2.88

Removal of the reserve data changes the outcome dramatically. This is partly due to the high reserve scores in the pre-test and the decline of the scores in 19 of the 24 questions. Most of the declines were minimal with the exception of several questions regarding the organization of the reserve unit, their equipment and training. This is

easily explained, in that the director position of the reserves had recently changed, causing considerable confusion. The former reserve director is credited with "building" the reserves and generated a great deal of stability. The former director assisted the researcher in reorganizing the reserve unit prior to his request for a new assignment. With that transition still underway, this survey captured the reserve unit in its greatest state of change. This response enlightened the researcher to the degree of disruption in the unit and promoted necessary strategies.

Absent the skewing data, the changes in the full time employees were remarkable. The measurements of those areas where the interventions have been concentrated (Goals and Values, Organizational Structure, Relationships, and Management), showed increases of over 2 points, with Management leading with a 2.65 point increase. The area which was undergoing major change at the time of the post-test, reflected a lesser change of just under 2 points (Technology 1.77). Environment, which the organization members tend to regard as "uncontrollable," showed the slightest increase with 1.58 points. The major categories are reflected in figure 28. The newly appointed Community Service Officers, still in training at the time of the post-test, reflected an overall rating of 7.58 on all questions. With slightly over one month in the organization, their data was reserved for

later assessments.

Compared by major categories, the regular full-time employees show:

Figure 28

<u>Category</u>	<u>Pre-test</u>	<u>Post-test</u>	<u>Change</u>
Questions 1 through 4: Environmental concerns	4.89	6.47	1.58
Questions 5 through 8: Goals and values	4.53	6.79	2.26
Questions 9 through 12: Technology	4.79	6.56	1.77
Questions 13 through 16: Structure	4.64	6.70	2.06
Questions 17 through 20: Psychosocial	5.41	7.56	2.15
Questions 21 through 24: Management	4.75	7.40	2.65

With the exception of question #4, regarding environmental restrictions, responses were more positive by an average of 2.11 points. The responses ranged from a high of 3.35 more positive to question #5, careful planning, to a minimum of 1.17 to question #13, reporting relationships. Lack of equipment and resources remain a major issue.

Independent assessment of the transition team had revealed some relationship issues that the team is addressing at the time of this writing. Though these concerns existed at the time of the post-test, the results remained positive.

SNAPSHOT- 1987

As it began, this chapter will end with a "snapshot" of the Silicon Valley Police Department. This time, the reader will see the organization in what the researcher would call "mid-transition." Though the organization has undergone a true "transformation" (in the context of Ackerman's writing), the future state is still on the horizon.

To describe the present position of the organization in its "transition state," the writer will again use Hank Koehn's format S.T.E.E.P.O. The reader is invited to compare the "baseline" description commencing on page 28 of this chapter.

Social considerations:

The culture and values of the case study agency have undergone considerable change. The preceding chapters describe the new organizational values, acceptance of which is well validated by the survey instrument. Subjectively, the organization thrives on innovation and challenges to be the "best," the "first," or the "most unique." Former limitations, or perceptions of limitations, are replaced with an attitude that "where there's a will, there's a way." The typical member of today's subject organization is more comfortable in the future, than in the past. Strategic and contingency plans are the norm, rather than the exception.

Since the researcher's last "snapshot," the County Grand Jury has revisited, twice. In both reports, described as followup investigations, the Jury has praised the department in its [perceived] improvement. The press has shared this attitudinal change and has joined in the praise. One department project, entitled "Kids in Crisis" has won international recognition for its uniqueness and creativity. The department was awarded the San Francisco Focus magazine "Best" award, in their annual "Best and Worst" awards. Numerous print media articles have reported the successes of the members of S.V.P.D.

The members have begun to separate the past problems from the future goals of the organization. The former employees have lost significance in the organization, though they continually disrupt the stability with their legal actions. The level of dissatisfaction has been replaced with a high level of expectation. The culture of the organization is clearly growing around the articulated values.

Technological development:

The "new" transformed organization is driven by technology. From the state-of-the-art communications center, with its computer-aided-dispatch and digital monitoring of City infrastructure, to the recently aquired innovation grant from the Office of Criminal Justice Planning. This grant explores uncharted police technologies involving the digital

transmission of photographic data to field units, utilizing full capacity computers, rather than typical "dumb" mobile digital terminals. The test organization was recently selected as a "beta test" site for a major software development firm. Similar relationships in hardware testing have been offered and are being negotiated.

The "technologies" must include human technologies utilized by the organization. The interventions described throughout this project are common place in the transformed organization. This can be seen as the patrol officers are deployed by a computer workload program, or as the reserves are RASI charting their new organization.

Environmental challenges:

External to the organization, the researcher's scenario regarding "future modeling" is about to be a reality. A recent goal set by the City Council includes a computer "model" as described in the scenario. The forecast preceeded the implementation by nearly two years.

The political position on "growth" and development has shifted towards the position of "controlled growth." This position promises a more objective assessment of opportunities and needs.

Economic concerns:

Though political posturing has delayed major development

of the tax base, the future appears promising. The city management staff has placed a high priority on development of an effective tax base. Five year projections show the opportunity for sustained growth in city services for the first two years, with time to intervene prior to a decline in revenue. The transformed organization is aggressively seeking alternative funding, through grants, foundation contributions and cost recovery programs. The upturn in the economic picture is reflected in the increase in department personnel, from 30 in 1985 to 43 in 1987.

Political concerns:

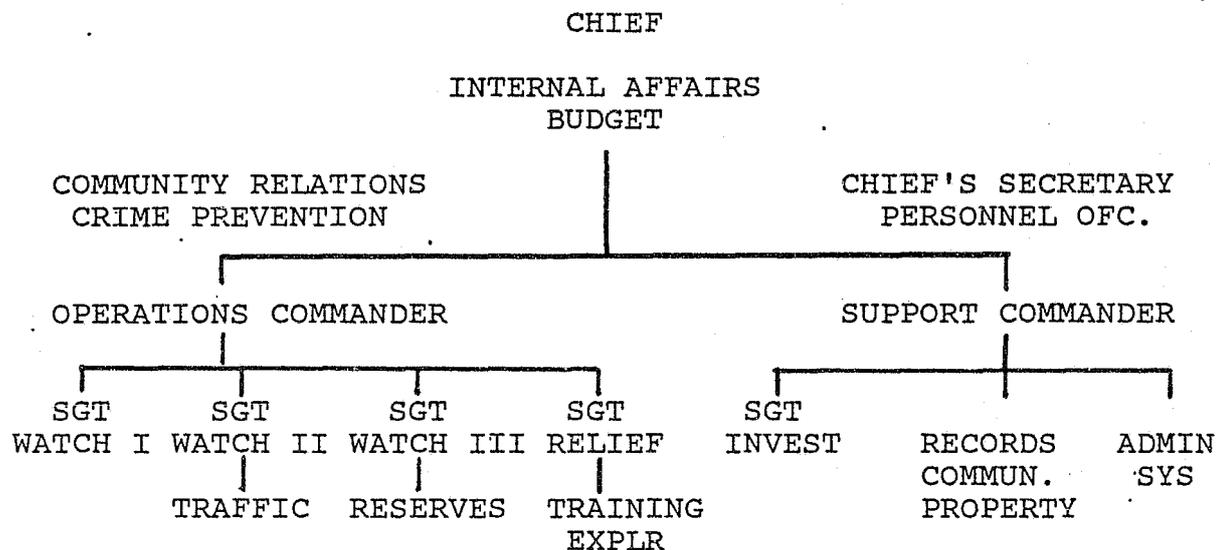
The popular political posture has changed from criticism of the police department to support of enhanced public safety services. The decision to fund the new communications center and to build the nearly completed police facility, were both evidence of the political support. In the past year, a group of two dozen influential citizens have formed an organization known as The Community Law Enforcement Foundation. The C.L.E.F. is chartered to provide funding to support non-budgeted police training and special programs of the police department. This organization has raised thousands of dollars through fund raisers in the community.

Organizational considerations:

This area is the best example of the "mid-state" of transition. The initial futuring and strategic planning

resulted in the "transition" form reflected in figure 29. this form follows the functional priorities set by the transition team in their strategic planning process.

Figure 29



Under the form described in figure 29, the organizational priorities were established as the patrol and detective functions. The strategic plan for the patrol function included the redeployment of patrol personnel, to meet the workload statistics described in Appendix B. The operations command strategy redefined the roles and responsibilities of the sergeants, establishing watch commanders, in addition to team leadership responsibilities. The performance counseling and performance rating system was redesigned to reflect the individual and team objectives. Under this configuration,

the training responsibility was managed by the operations commander, assisted by the relief watch commander.

Support command priorities began with the redesign of the investigations function, including the addition of a sergeant. The newly assigned sergeant authored an investigations manual to standardize all types of investigations. A case screening and monitoring system was established to manage the investigations workload. In later 1986, the development of the new communications function was added to the support command strategic plan. The newly appointed records/communications supervisor developed the center, along with the administrative duties involved in hiring the eight additional personnel.

Upon the successful completion of the aforementioned changes, the priorities of the case study agency shifted. With new systems in place, training and policy development have become a major priority. The transition team has reviewed the new functional priorities and a new form emerges from the functional analysis. The form will be designed around the functional responsibilities depicted in figure 30.

In figure 30, the operations commander assumes functional management over the investigations function. Having been redesigned, the increased span-of-control is one sergeant and his or her investigations staff. The support commander receives the training function, which is expanded to an

aggressive career development program. Under this scheme, the support commander will review and update existing manuals and prepare new manuals and procedures for the newly implemented functions (e.g. Communications, Property and Information Systems). Given the administrative backlog, this functional distribution is essential."

Figure 30

FUNCTIONAL RESPONSIBILITIES

CHIEF	
Internal Affairs	
Budget	
Community relations/crime prevention	
Personnel administration	
OPERATIONS COMMANDER	SUPPORT COMMANDER
Patrol operations	Training planning and delivery
Investigations	Administrative support
Field training officers	Policy development
Traffic operations	Records
Reserve program	Communications
	Systems Development
	Property
	Facilities management
	Fleet management

The ability to "redesign the organizational structure" is unique to a fluid and functionally designed department. The researcher realizes that care must be taken to inform the members of the organization about the procedural changes that will come from the redesign. The new transformed state of the case study agency thrives on change and adaptation.

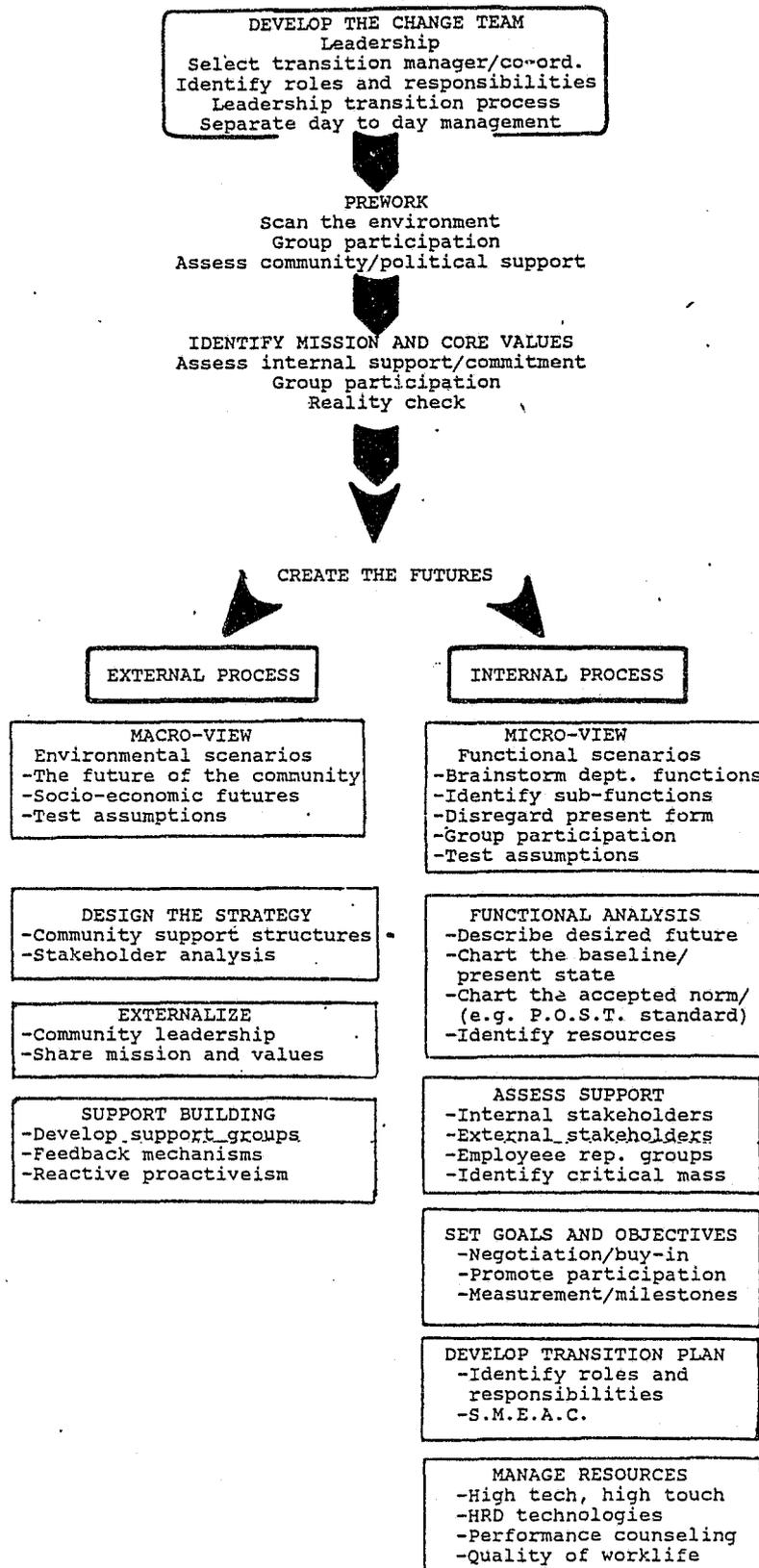
VI. DEVELOPING THE CHANGE MODEL

The first objective of this project is to create a change management model for law enforcement agencies, focusing on visioning the desired future. Throughout this project, the researcher utilized the Harris/Hasley process map for complex organizational change. As an observer of transition team members that were introduced to the process map for the first time, the researcher saw some confusion. Only a handful of police professionals are trained in the complex interventions reflected in the model. For this reason, the researcher has simplified the process for generic application in police agencies. The change model is shown as figure 31.

The researcher's change model imposes the change process in two arenas. The change process is ongoing both externally and internally, as is the concurrence of the change effort and day to day management. The model contains two key components to facilitate the success of both the routine organizational activities and the proposed transition. The first is the selection of a transition manager or co-ordinator. Experience has shown the researcher that transitions occupy much time and commitment, creating a difficult task for the leadership of the department and the management of the change effort. A transition manager, either external to the organization or a designated internal

Figure 31

A MODEL FOR LAW ENFORCEMENT ORGANIZATIONAL TRANSITIONS



staff member, accepts the full responsibility for the "process" dimensions of the change effort. Those duties include scheduling meetings, recording data, and monitoring team and individual commitments. The selected individual must be empowered to "remind" all participants of their agreed tasks. The second component, also learned from the case study experience, is a clear separation of day to day management and the change effort. As the enormity of the change increases, the probability of overlap occurs. In the case study transition, every thread of the organization was undergoing some change effort. In the instant case, the separation was difficult. In retrospect, this problem should have been resolved in an initial role and responsibility process.

In the first step of the change process, the model illustrates "Leadership" as a key component. Leadership in itself is a separate process. The researcher will share the paradigm of leadership which has guided the case study transition. Based upon prior research into the commonalities of great world leaders, both "good" and "evil," this writer has identified specific skills and practices. Those practices are divided into the following segments:

Vision: The ability to "see" the desired future in three dimensional, full color, perspective. The leaders studied

were able to analyze, test assumptions and formulate this picture in their mind. This picture drives the leader in his or her pursuit of the ideal future. This skill was reflected in the phrase "I have a dream . . .," immortalized by the American civil rights leader Dr. Martin Luther King. This example also addresses the second component of leadership;

Articulation: The ability to transfer the leader's "vision" to others. In King's speeches, he created a dream in the minds of his followers and, in many cases, the minds of the decision-makers. President Ronald Reagan is a master at this skill. His success is greatly due the articulation of his visions of the future of America. He has also mastered the next component of leadership;

Motivation: Once the vision is articulated to the potential "followers," the leader must motivate the group to pursue the common vision. Absent this key dimension, one finds our most common "articulating visionaries," the skilled writer. Many writers are able to accomplish the first two dimensions, however leave the reader with a dream and no motivation for action. Motivation to follow the leader's dream can result in effective (not qualifying good or bad) change or in chaos. That outcome is dependent upon the next component;

Management: The researcher sets forth the avant-garde theory that management is merely the process by which leadership is implemented. Not destined to win friends at the Harvard Business School, this writer bases this assumption upon the experience of working for many "managers" and few "leaders." Management is a step by step process in a "messy" and chaotic world. Some process must take place before management can be implemented. In the researcher's opinion, management is a component which can be, and frequently has been, delegated. The great leaders of time have depended on "managers" to implement their plans. Many of today's great entrepreneurs (many times a synonym for leadership) depend upon the M.B.A.s to management their dreams.

The reader may draw the conclusion that the change process depicted in the change model, is itself a "leadership model," in that the key components of leadership are formalized. The researcher sees this phenomenon as the opportunity to institutionalize leadership into any organization.

The preceding chapters provide a description and discussion of the processes depicted in the model. The model serves as a reference for arranging those activities. Several terms warrant explanation. The accompanying reference will aid the reader in understanding the model

and its steps.

Develop the Change Team: This component of the model begins with the "leadership paradigm" beginning on page 112. The "transition manager" is selected and the team clearly defines individual roles and responsibilities. This component includes a "leadership transition process," if the organization has experienced a change in leadership. This process is designed to clarify the expectations and "styles" of both the new leader and the existing management staff. This process is key in avoiding misunderstandings and false expectations. The final step in this component is the "separation of day to day management" from the change project. In expectation of the impending "new state," the team may tend to ignore the day to day process. This can confuse the remaining members of the organization and create additional chaos in the organization. Routine management actions should be taken, considering the impact on the future plans of the organization.

Pework: Though this component is reflected as a "step" in the process, it is an ongoing activity. Under the S.T.E.E.P.O. scanning model, the environmental scanning process should be continually conducted. As stated in the model, the "group," whether it be a transition team or members at large of the entire organization, should participate in the input process. This group input is

essential to proceed with a meaningful mission and value identification process. An accurate assessment of community and political support will define the limitations by which the organization will be guided in the development of the mission. This component is the "information gathering" step of the process. From the information acquired in the prework, the remaining steps can be accomplished.

Identify Mission and Core Values: In this component of the model, the organization's purpose, or mission, is determined through the consensus process. The procedure utilized in the case study involved each member of the transition team drafting a "purpose" and then a synthesis of these drafts by the group. This stage of the process should provoke a meaningful determination of "why the organization exists" and the expected "outcomes" of the organization's existence. This phase of organizational transition or transformation requires group participation and a foundation in reality; not that the mission must be immediately achievable, but that the organization's membership "perceives" that it is achievable within their tenure of commitment. This dimension requires a "reality check" that assesses the organization's readiness and ability to pursue the mission (or undergo the expected change). The purpose or mission must be reviewed as the transition or transformation proceeds. At the conclusion of the futuring process, the transition group may find a

considerable change in the mission of the organization, based upon the most probable futures and assumptions. Though flexible, the group must repeat the "purposing" process to maintain the integrity of the mission statement. After the mission statement is reached through the consensus process, the "core values" must be identified. Values are the internal "rules," by which the mission will be implemented. The values must be viewed as an essential step in developing the "culture" of the organization. Values are far more than rules, but a "way of life" for the organization. Values allow for formalizing guidelines that are esoteric to the organization.

Create the Futures: Throughout this writing, the reader should notice that "the future" is stated in the plural. A key element of futuring is the recognition that multiple futures exist and that a "most probable future" is as close as one can hope to target. From the Pework phase of the model, the emerging and dominant trends were identified. Potential events which could alter those trends were also addressed. With this data, varying degrees of analysis can be accomplished. As futuristics becomes accepted within the culture of the organization and it's environment (e.g. political) the level of sophistication can be enhanced. This enhancement will serve to improve the accuracy of the "probabilities" forecast for the future.

External process- This sub-component of the Futures segment addresses the external environment of the organization. Discussed in text as the "macro-scenarios," these pictures of potential futures are directed at identifying the potential future state of the community and the external resources of the organization. This sub-component continues with the externalized activities, including support building and feedback. The author has included the novel idea of "reactive proactiveism," one of products of our syzygial consulting-change team. This thought addresses the ability of the organization to handle unexpected events with the same proactive mechanisms used in the planning and strategic process.

Internal process- This process breaks down the functional aspects of the organization. The overwhelming theme in this phase of the process is "form follows function." This sub-component allows for identification of specific futures in the various segments of the organization. Group participation, particularly on a "service delivery level" is essential. The test case agency attributes much of its success to the involvement of the journey-level employee in processes such as brainstorming. This involvement in "determining the destiny" of the organization builds support for the ensuing change. After the development of a functional analysis chart (see figures 20, 21 and 22), the

support of the stakeholders, both internal and external, must be assessed. This process can be accomplished with varying degrees of sophistication (e.g. Stakeholder Analysis). Goal and objective setting are designed to "fit" the articulated desired futures and measurement check-points are established. A strategic plan is developed to facilitate the desired change. The model suggests S.M.E.A.C. as a framework for such a plan. An acronym, S.M.E.A.C. is a United States military practice that includes:

Situation-

Mission-

Execution-

Administration-

Command-

This "five-part order" gives form to the process outcomes. The internal process is ongoing through "managing resources" and repeating the process steps on a regular basis.

VII. CONCLUSION

In conclusion, we must return to the objectives set forth in Chapter III. The researcher will compare the results of the project against the desired outcomes.

The first objective was to develop a change model, focusing on futures, for law enforcement agencies. That outcome was achieved, as evidenced in Chapter VI. The model is directed towards the lessons learned during the case study period. The design of the model was intended to be specific enough to act as a "process map," however simple enough for the administrator with little training in strategic management. This model should be viewed as a "first draft," to be critiqued and improved upon.

The second objective of identifying and articulating a transformational leadership method is both addressed in the model and in the accompanying discussion of the researcher's "leadership paradigm." The reader will recall the comparison drawn between the "elements of leadership" and the process described in the model. A substantial argument can be made for the model being the process of "institutionalizing" leadership into the organization. The model certainly covers the key elements of Vision, Articulation, Motivation and Management. This comparison will be the subject of further study.

The essence of this study is to achieve the third objective; demonstrating the value of planned change over reactive adaptation. As the researcher assumed leadership of the case study agency, several alternative actions were considered. The more traditional alternative would be closer to the "reactive adaptation" approach. Under this approach, the perceived "problems" would have been addressed with the traditional police management model. Policies and directives would take priority over designing the future. The organization's culture would experience the long process of evolutionary change, as the policies were implemented and accepted as practice. The traditional system could not have created the high energy level, and high expectations, created by the chosen method. The focus on the future of the case study agency gave a new purpose and a clear direction for most of the organization's members. Through this focus, the case study agency achieved beyond expectations. Empirical data developed in the case study supports the value of the tested intervention.

The researcher's fourth objective, developing an applicable case study, is reported in Chapter V. The lessons learned and the experiences of the researcher can hardly be addressed in this brief report. Many questions have emerged, requiring future exploration. The case study should provide insight for organizational leaders and members of transition

teams facing similar change circumstances, the fifth objective. Hopefully, this project will promote a practice of sharing experiences among police administrators. The case study should provide a beginning for a process of peer assistance, where the researcher and other experienced change agents can share their collective knowledge.

Chapter I began with the question "What is the future of change management in California policing?" This project will end with the same question, but with a clearer understanding of the potential futures. As with our entire culture, law enforcement is entering the information age. Police organizations are becoming technology driven and interactive- data-base software is increasing available management information by factors. Today's law enforcement decision maker has computer modeling and many other technologies available as tools to forecast the future. These tools, and the soon-to-be-implemented tools (e.g. artificial intelligence/expert systems), are breaking down the barriers and mystic that have shrouded "the future."

The results of the reported case study support the assumption that "planned change," such the writer's change model, has a place in the future of policing. The use of this model, or any similar model, serves to simplify the change process. Utilization of "specialized futuring units," such as depicted in the researcher's charted matrix of

functions and sub-functions, give an orderly process to plan future changes. Such processes would be a logical inclusion in the "probable future" of change management.

The use of consultants was a key dimension in the case study. The framework provided by the O.D. consultant was clearly essential in the success of the case study project. The expert facilitation allowed for team growth, in spite of the dominating style of the leader. The objective observations and constructive criticism brought reality to the process. The P.O.S.T. consultant was of equal value in the success of the change project. As previously stated, P.O.S.T. involvement is normally limited to the "audit" function and to developmental changes. In the test case, the P.O.S.T. consultant's work was invaluable in determining the baseline condition, the "state-of-the-profession," and testing future assumptions. The transition team readily accepted the P.O.S.T. consultant's input, as is reflected in the desired futures. This experience clearly supports the value of P.O.S.T. participation in the transition stages of a police agency's change effort. This study addresses the values to the agency, but clearly does not address the issue of cost effectiveness within the P.O.S.T. organization. The researcher must draw the firm opinion that the case study supports further consideration of this expansion in the scope of services. In evaluating potential mitigations for the

cost factors, two alternatives were apparent. The first alternative in expanding the consulting services of P.O.S.T. would be to retain experienced Organizational Development consultants and provide necessary training and experience in police culture and operations. The second, and most cost-effective, is to provide O.D. training to the existing P.O.S.T. management consultants. These consultants have a great deal of expertise and experience in police management, plus graduate degrees in management related academics. The participation of P.O.S.T. in the future of change management is certainly a viable potential component in the future.

The most profound conclusion of the researcher is the "discovery" of transformation versus transition. As clearly stated in Linda Ackerman's Development, Transition or Transformation: The Question of Change in Organizations, these types of change have their own distinct characteristics and outcomes. The reader is urged to review this excellent definitive work on change to clarify the complexities of the process. In her comments, Ackerman points out:

Many organization [transformation] thinkers place a deep value on caring for the human spirit during the transformation process. For one reason, individuals transform as well as the total organization. The letting go process is a profound personal experience for those in position to take the risk. . . Transformation is not possible without a leap of faith, individually or organizationally. (23)

This writer and our new organization have taken that leap, a leap into the future of our profession.

END NOTES

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This questionnaire is divided into 24 questions that each address some area of your department's functions. Please indicate your response to each statement by circling the appropriate number on the scale listed below each question.

Answer all the questions for yourself without consideration for what you think others might hope to hear. If the results are to be useful, it is important that you respond to all statements in a thoughtful and frank manner. All responses will be treated anonymously by the Consultants.

Thank you for your cooperation.

Please check the appropriate box.

Regular (Including Clerical)

Reserve

1. I have adequate resources to accomplish my duties.

0	1	2	3	4	5	6	7	8	9	10
STRONGLY DISAGREE		SOMEWHAT DISAGREE		NEUTRAL		SOMEWHAT AGREE		STRONGLY AGREE		

2. Leaders of this organization are continually looking for new opportunities that support our mission.

0	1	2	3	4	5	6	7	8	9	10
STRONGLY DISAGREE		SOMEWHAT DISAGREE		NEUTRAL		SOMEWHAT AGREE		STRONGLY AGREE		

3. Leaders of this organization carefully screen demands placed on its members.

0	1	2	3	4	5	6	7	8	9	10
STRONGLY DISAGREE		SOMEWHAT DISAGREE		NEUTRAL		SOMEWHAT AGREE		STRONGLY AGREE		

4. This organization is limited by its environment.

0	1	2	3	4	5	6	7	8	9	10
STRONGLY DISAGREE		SOMEWHAT DISAGREE		NEUTRAL		SOMEWHAT AGREE		STRONGLY AGREE		

5. This organization carefully plans its future.

0	1	2	3	4	5	6	7	8	9	10
STRONGLY DISAGREE		SOMEWHAT DISAGREE		NEUTRAL		SOMEWHAT AGREE		STRONGLY AGREE		

6. I can achieve my personal goals in this organization.

0	1	2	3	4	5	6	7	8	9	10
STRONGLY DISAGREE		SOMEWHAT DISAGREE		NEUTRAL		SOMEWHAT AGREE		STRONGLY AGREE		

7. There is a consistency between what the organization says and what it does.

0	1	2	3	4	5	6	7	8	9	10
STRONGLY DISAGREE		SOMEWHAT DISAGREE		NEUTRAL		SOMEWHAT AGREE		STRONGLY AGREE		

8. Do you feel free to state your position even if it differs from stated policy in this organization.

0	1	2	3	4	5	6	7	8	9	10
STRONGLY DISAGREE		SOMEWHAT DISAGREE		NEUTRAL		SOMEWHAT AGREE		STRONGLY AGREE		

9. I understand what is expected of me.

0	1	2	3	4	5	6	7	8	9	10
STRONGLY DISAGREE		SOMEWHAT DISAGREE		NEUTRAL		SOMEWHAT AGREE				STRONGLY AGREE

10. I have adequate equipment to do my job.

0	1	2	3	4	5	6	7	8	9	10
STRONGLY DISAGREE		SOMEWHAT DISAGREE		NEUTRAL		SOMEWHAT AGREE				STRONGLY AGREE

11. Generally speaking, people understand what is expected of them in this organization.

0	1	2	3	4	5	6	7	8	9	10
STRONGLY DISAGREE		SOMEWHAT DISAGREE		NEUTRAL		SOMEWHAT AGREE				STRONGLY AGREE

12. People are adequately trained for their jobs in this organization.

0	1	2	3	4	5	6	7	8	9	10
STRONGLY DISAGREE		SOMEWHAT DISAGREE		NEUTRAL		SOMEWHAT AGREE				STRONGLY AGREE

13. Who works for who is clearly defined in this organization.

0	1	2	3	4	5	6	7	8	9	10
STRONGLY DISAGREE		SOMEWHAT DISAGREE		NEUTRAL		SOMEWHAT AGREE				STRONGLY AGREE

14. Tasks in this organization are well coordinated.

0	1	2	3	4	5	6	7	8	9	10
STRONGLY DISAGREE		SOMEWHAT DISAGREE		NEUTRAL		SOMEWHAT AGREE				STRONGLY AGREE

15. The policies of this organization contribute to its mission.

0	1	2	3	4	5	6	7	8	9	10
STRONGLY DISAGREE		SOMEWHAT DISAGREE		NEUTRAL		SOMEWHAT AGREE				STRONGLY AGREE

16. The requirements of my job have been clearly explained to me.

0	1	2	3	4	5	6	7	8	9	10
STRONGLY DISAGREE		SOMEWHAT DISAGREE		NEUTRAL		SOMEWHAT AGREE				STRONGLY AGREE

17. Individuals in this organization are treated with respect.

0	1	2	3	4	5	6	7	8	9	10
STRONGLY DISAGREE		SOMEWHAT DISAGREE		NEUTRAL		SOMEWHAT AGREE				STRONGLY AGREE

18. Generally speaking, people in this organization are motivated to do their best.

0	1	2	3	4	5	6	7	8	9	10
STRONGLY DISAGREE		SOMEWHAT DISAGREE		NEUTRAL		SOMEWHAT AGREE				STRONGLY AGREE

19. I am usually involved in decisions concerning me or my job.

0	1	2	3	4	5	6	7	8	9	10
STRONGLY DISAGREE		SOMEWHAT DISAGREE		NEUTRAL		SOMEWHAT AGREE				STRONGLY AGREE

20. As long as people contribute to the goals of the organization, it is permissible to stand up and be heard.

0	1	2	3	4	5	6	7	8	9	10
STRONGLY DISAGREE		SOMEWHAT DISAGREE		NEUTRAL		SOMEWHAT AGREE				STRONGLY AGREE

21. Management carefully specifies the future plans for this organization.

0	1	2	3	4	5	6	7	8	9	10
STRONGLY DISAGREE		SOMEWHAT DISAGREE		NEUTRAL		SOMEWHAT AGREE				STRONGLY AGREE

22. Managers in this organization take time for the concerns of individuals.

0	1	2	3	4	5	6	7	8	9	10
STRONGLY DISAGREE		SOMEWHAT DISAGREE		NEUTRAL		SOMEWHAT AGREE				STRONGLY AGREE

23. The managers of this organization are able to influence its members to contribute their best efforts.

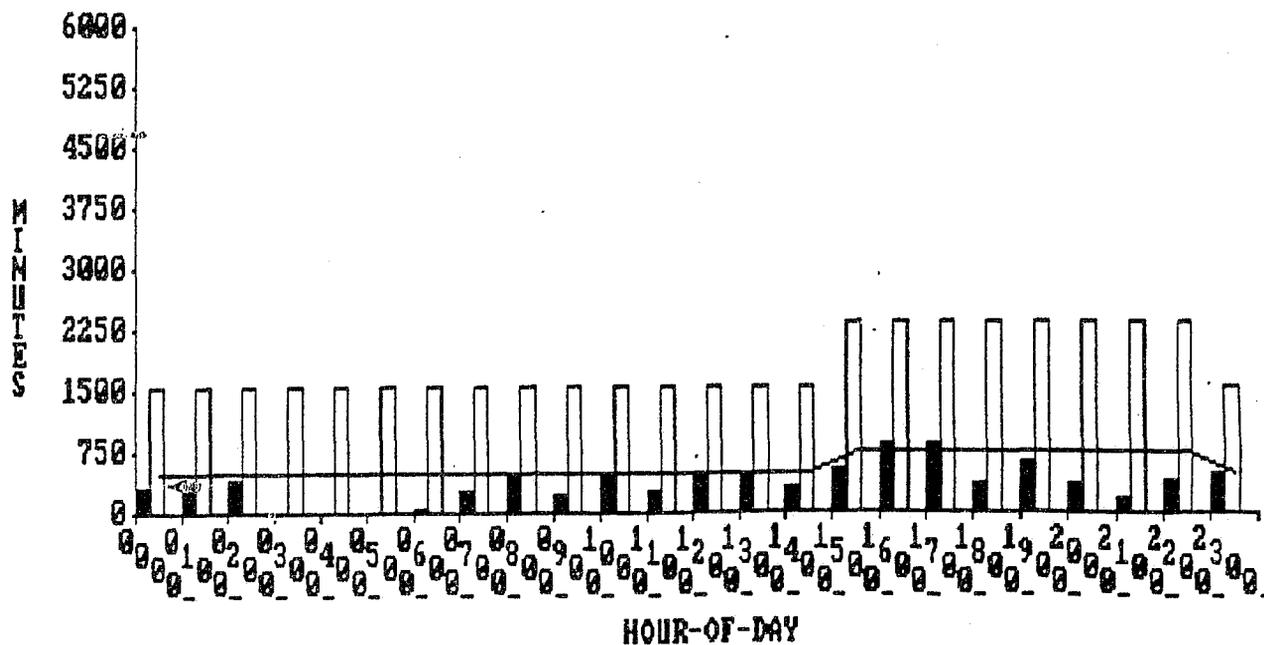
0	1	2	3	4	5	6	7	8	9	10
STRONGLY DISAGREE		SOMEWHAT DISAGREE		NEUTRAL		SOMEWHAT AGREE				STRONGLY AGREE

24. The management of this organization is concerned that its members receive adequate information about their jobs.

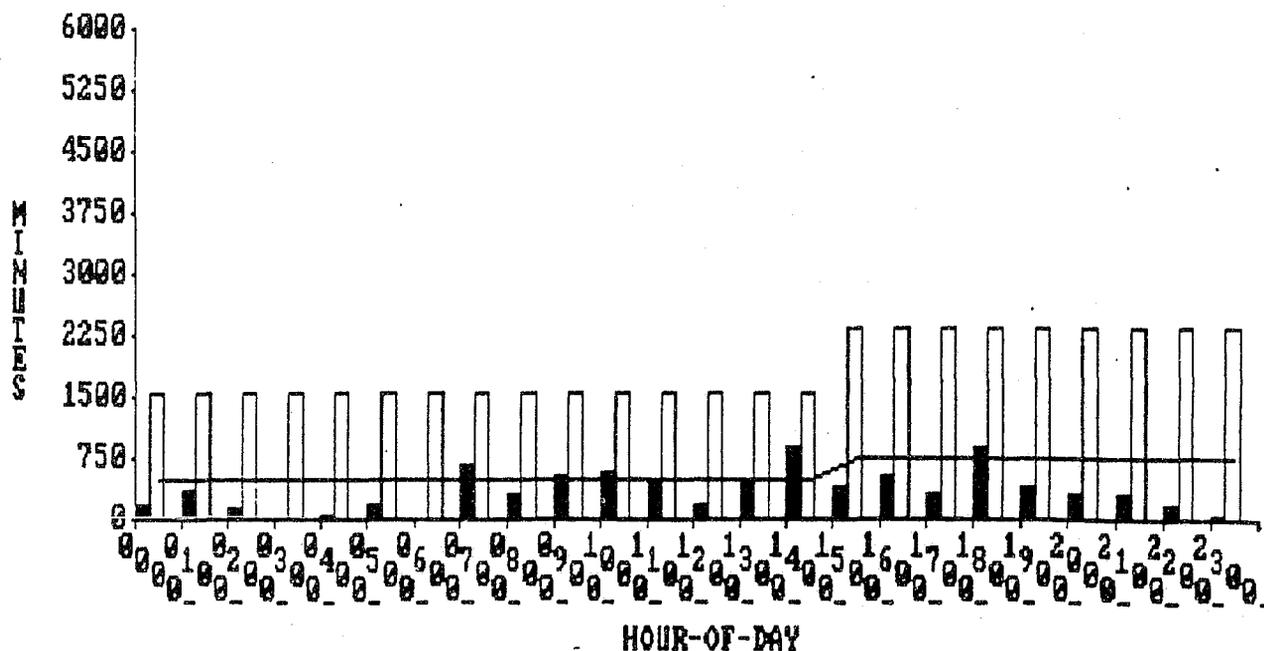
0	1	2	3	4	5	6	7	8	9	10
STRONGLY DISAGREE		SOMEWHAT DISAGREE		NEUTRAL		SOMEWHAT AGREE				STRONGLY AGREE

Present Staffing in Relation to Consumed Time Workload

ALL MONDAYS



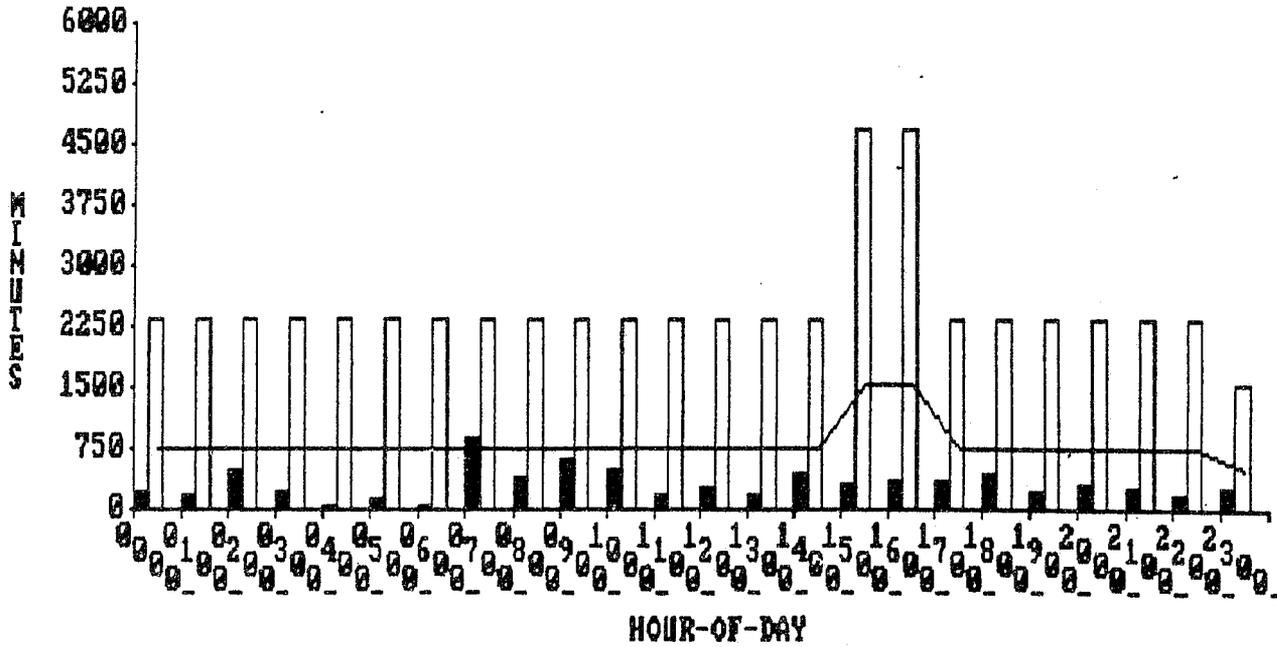
ALL TUESDAYS



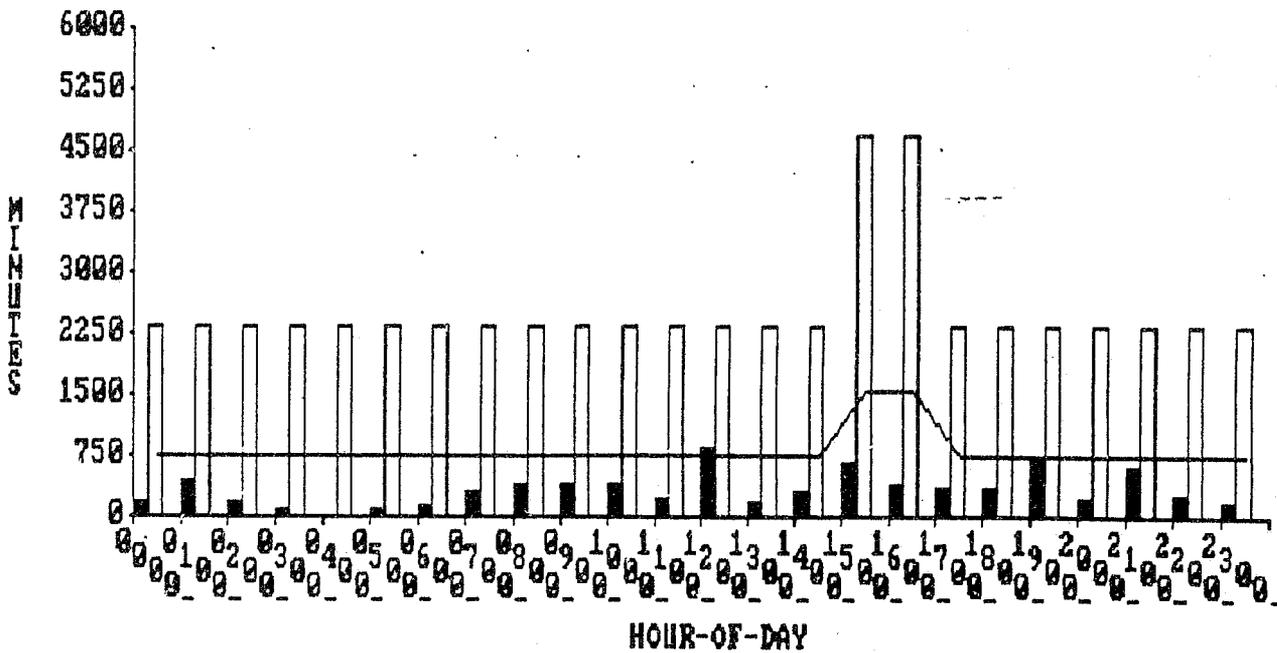
Hollow bar - Staffing level.
 Solid bar - Calls-for-service consumed time.
 Solid line - One-third maximum for consumed time.

Present Staffing in Relation to Consumed Time Workload

ALL WEDNESDAYS



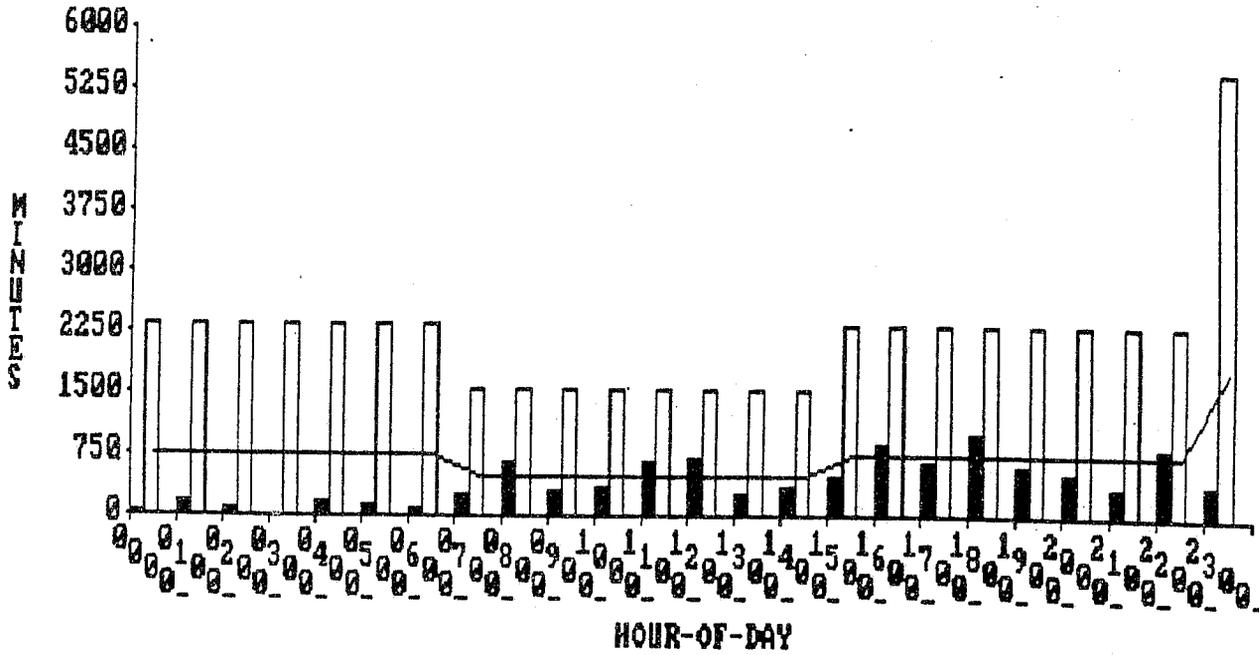
ALL THURSDAYS



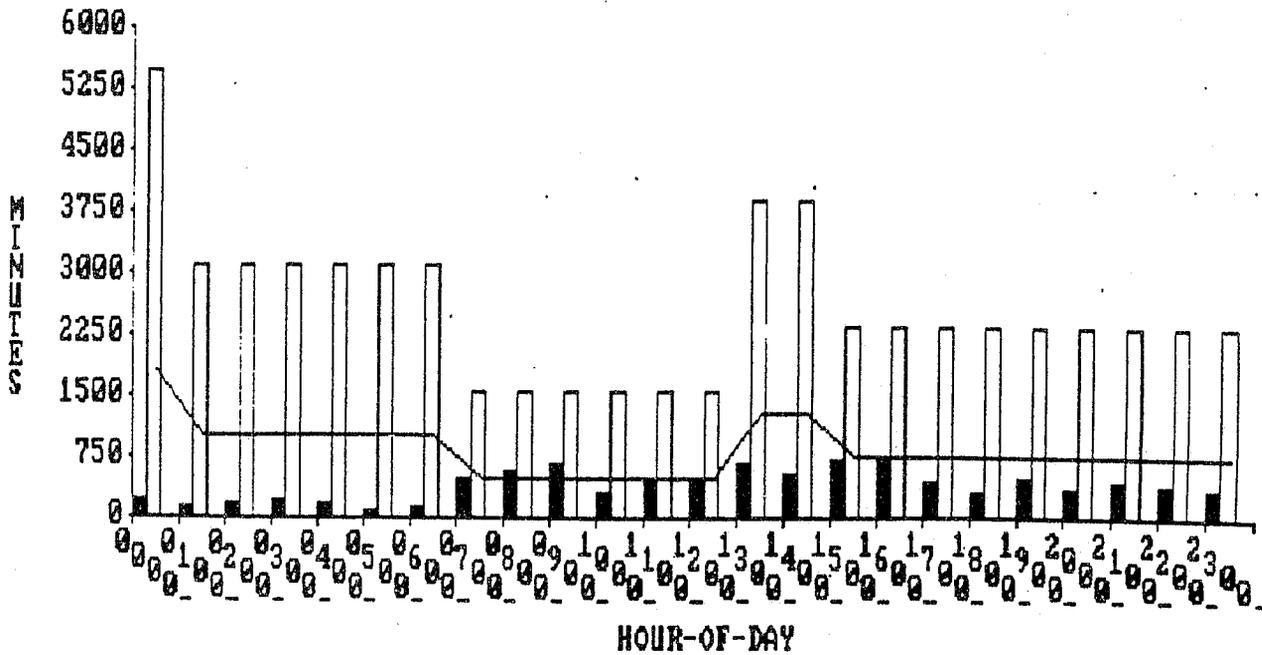
Hollow bar - Staffing level.
 Solid bar - Calls-for-service consumed time.
 Solid line - One-third maximum for consumed time.

Present Staffing in Relation to Consumed Time Workload

ALL FRIDAYS



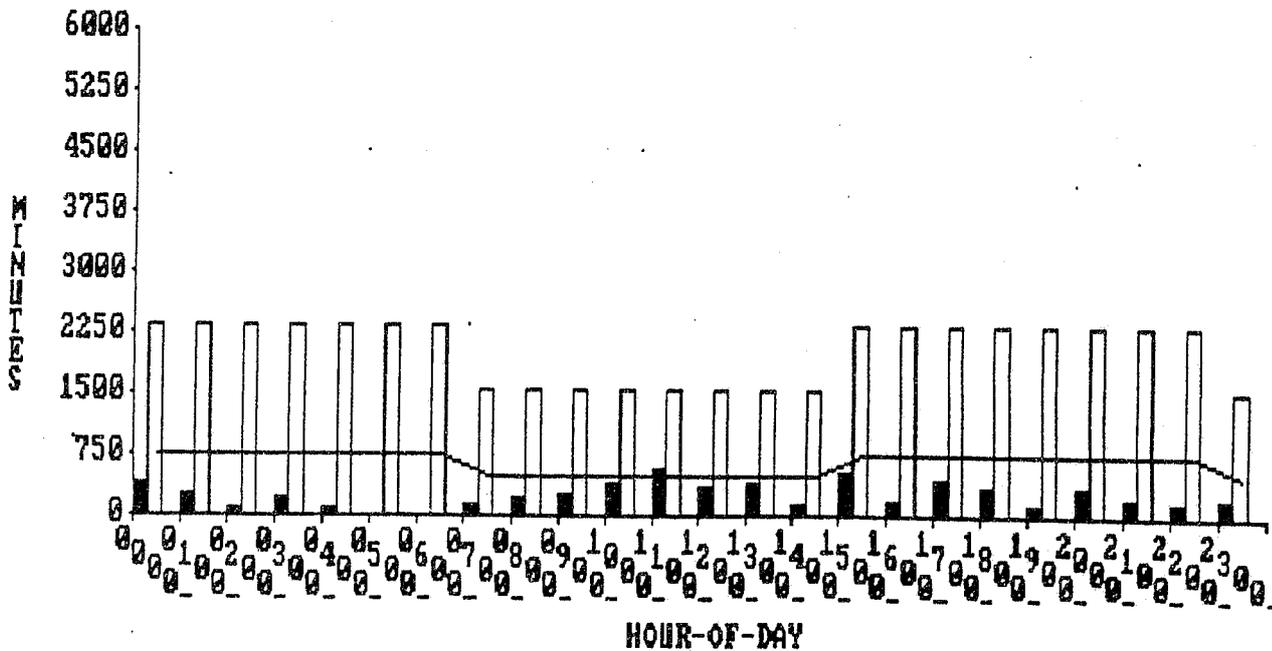
ALL SATURDAYS



Hollow bar - Staffing level.
 Solid bar - Calls-for-service consumed time.
 Solid line - One-third maximum for consumed time.

Present Staffing in Relation to Consumed Time Workload

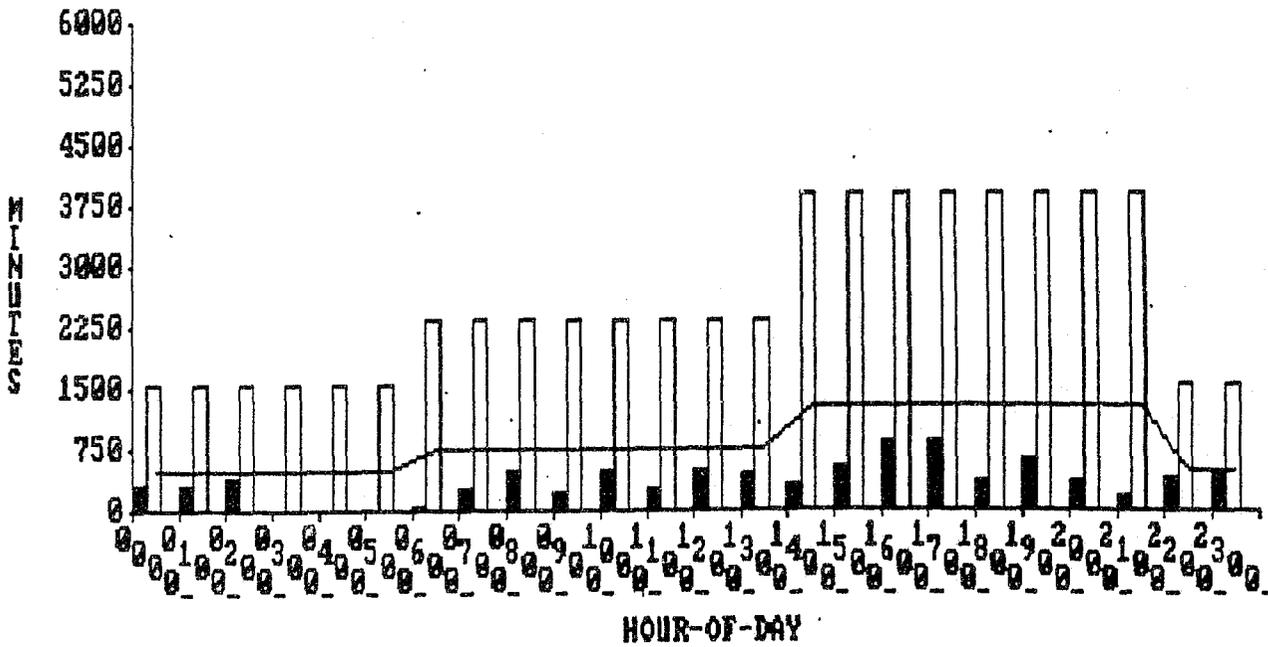
ALL SUNDAYS



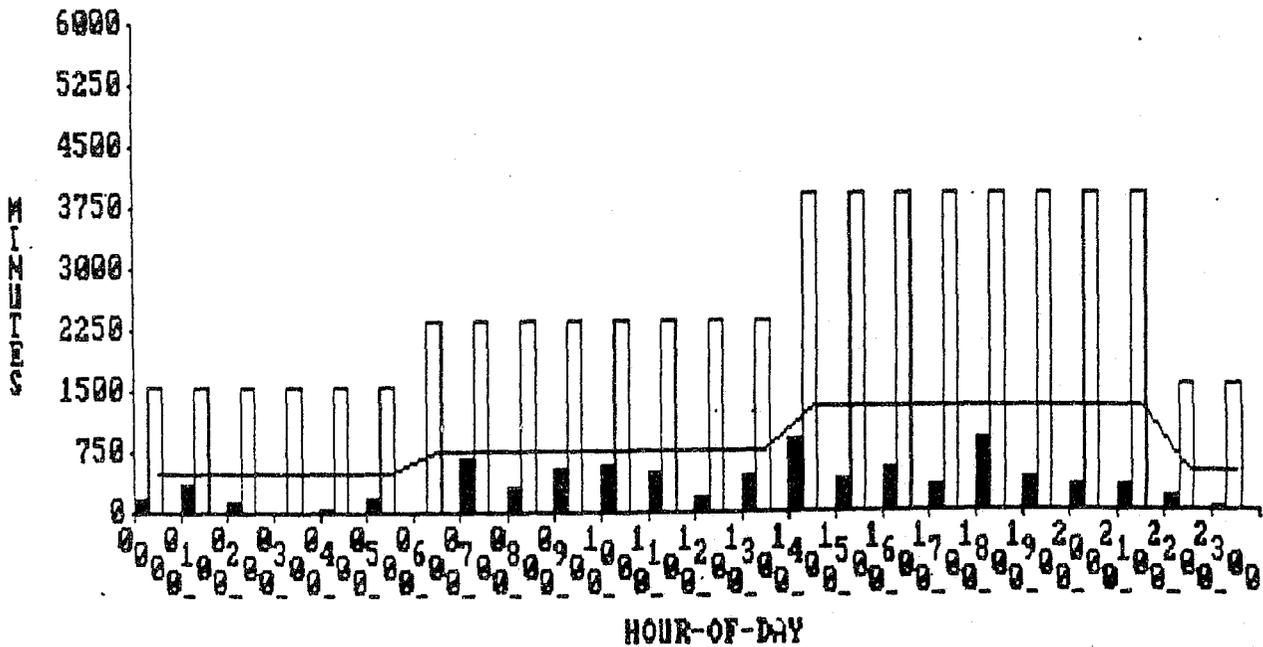
Hollow bar - Staffing level.
 Solid bar - Calls-for-service consumed time.
 Solid line - One-third maximum for consumed time.

Proposed Staffing in Relation to Consumed Time Workload

ALL MONDAYS



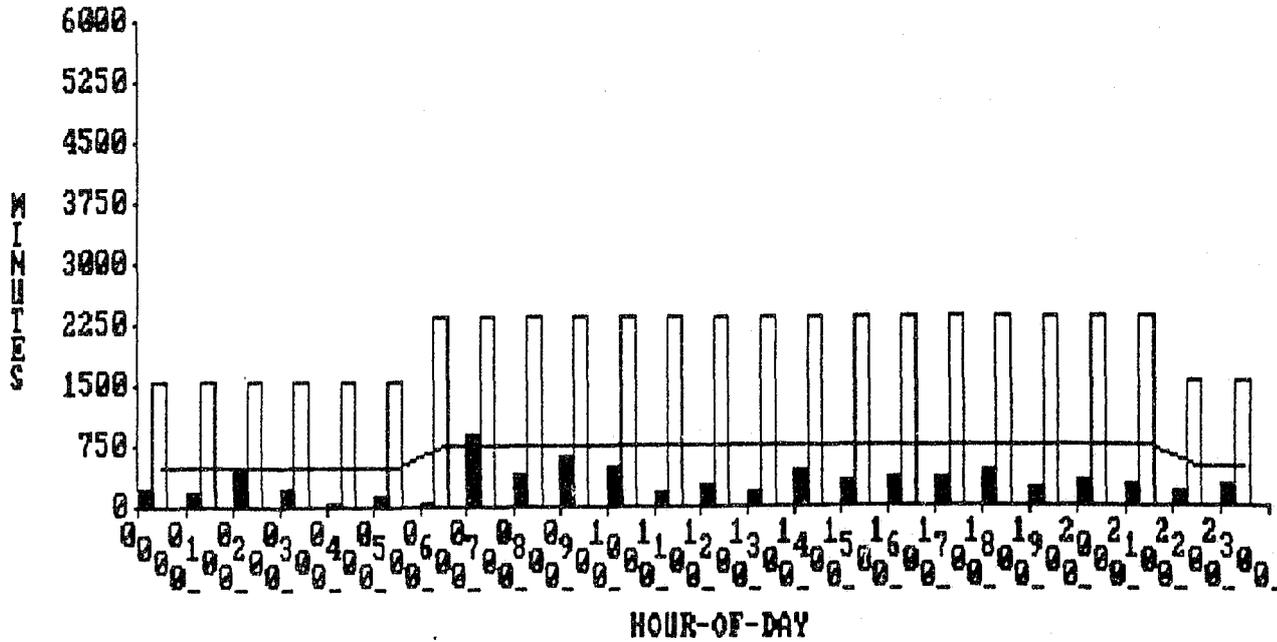
ALL TUESDAYS



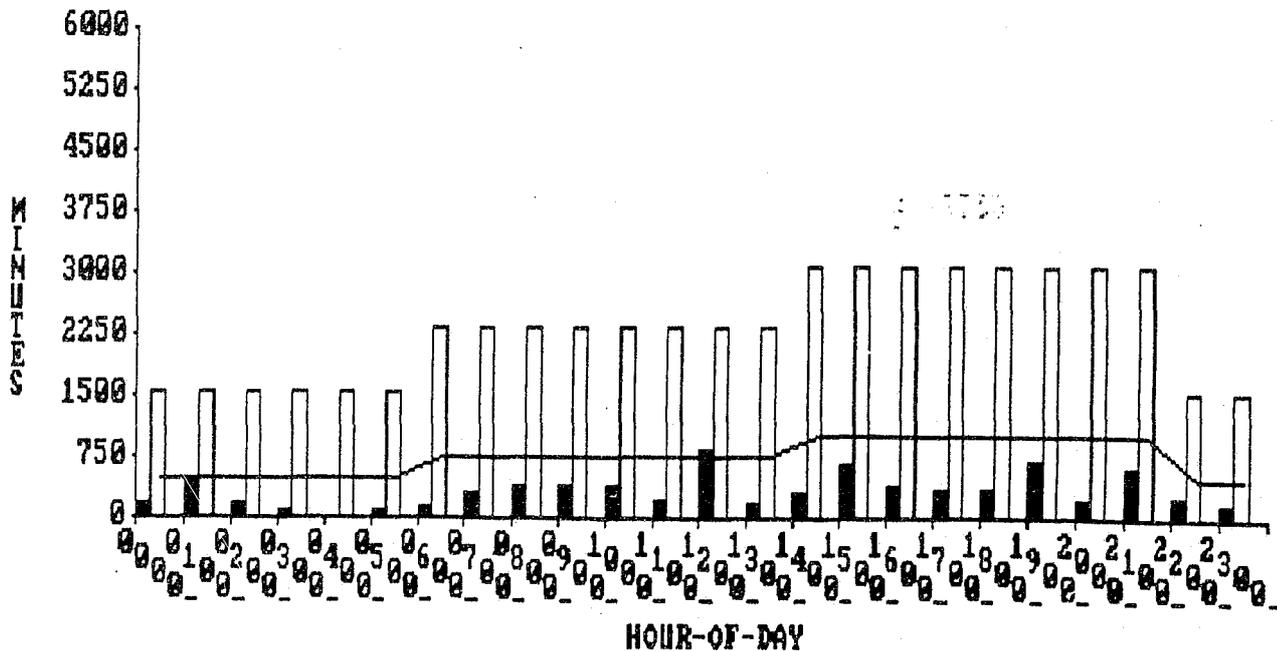
Hollow bar - Staffing level.
 Solid bar - Calls-for-service consumed time.
 Solid line - One-third maximum for consumed time.

Proposed Staffing in Relation to Consumed Time Workload

ALL WEDNESDAYS



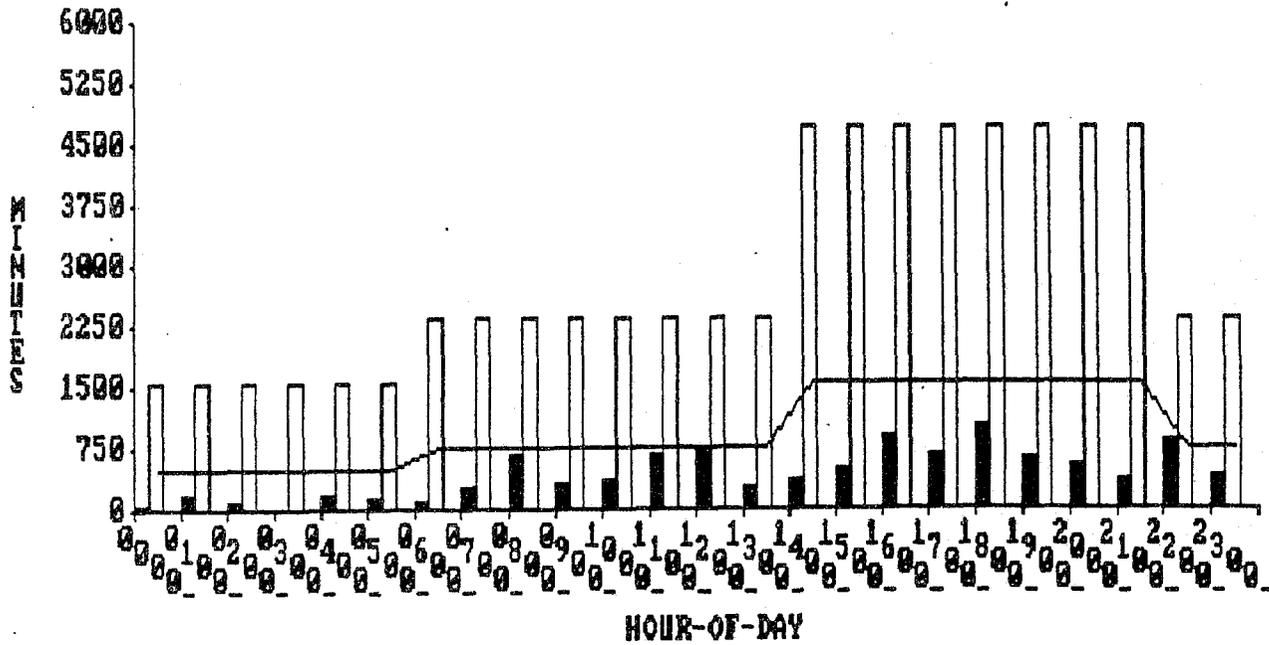
ALL THURSDAYS



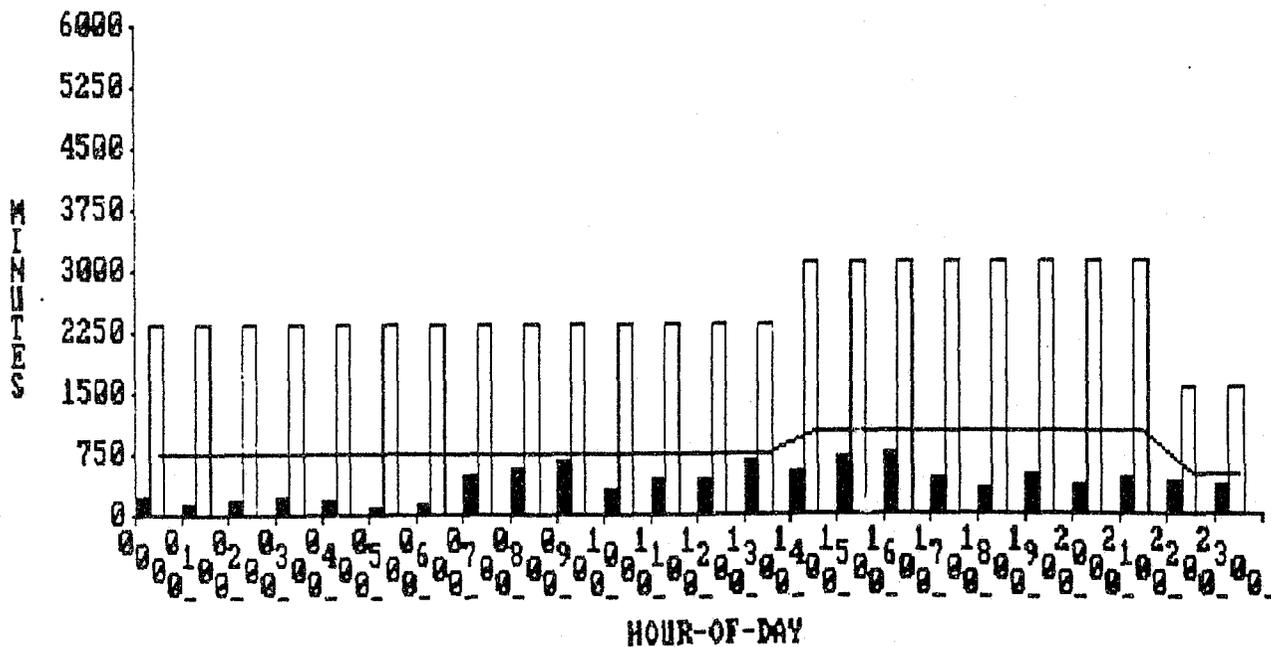
Hollow bar - Staffing level.
 Solid bar - Calls-for-service consumed time.
 Solid line - One-third maximum for consumed time.

Proposed Staffing in Relation to Consumed Time Workload

ALL FRIDAYS

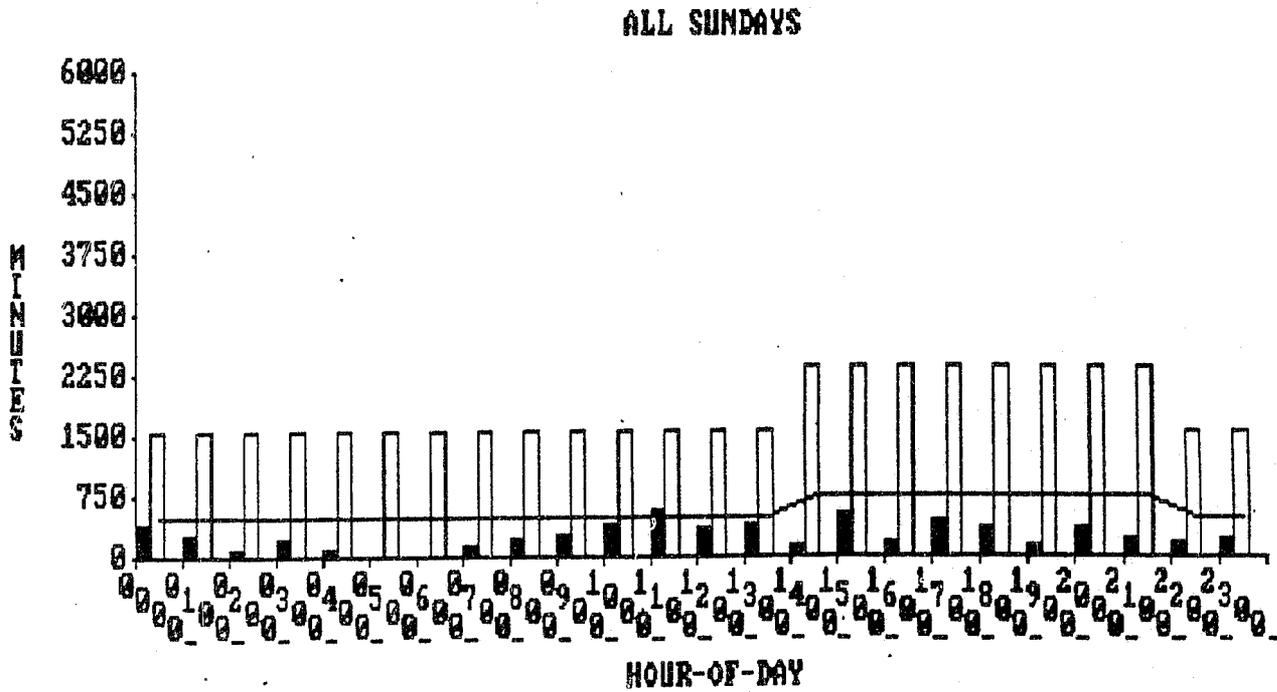


ALL SATURDAYS



Hollow bar - Staffing level.
 Solid bar - Calls-for-service consumed time.
 Solid line - One-third maximum for consumed time.

Proposed Staffing in Relation to Consumed Time Workload



Hollow bar - Staffing level.
 Solid bar - Calls-for-service consumed time.
 Solid line - One-third maximum for consumed time.

NEEDS ASSESSMENT QUESTIONNAIRE

This questionnaire contains 15 questions that are designed to provide information that will assist us with the "change effort" now in progress.

The primary purpose of the questionnaire is to allow you to collect and record your thoughts on the "Purpose" statement, and each of the six "Values" that will be discussed today. Time constraints will not allow detailed discussion of any one statement. This questionnaire will be used to identify areas of today's presentation that may need further explanation or discussion.

All answers will be strictly confidential. (We will not dust for prints!) It is important that you respond to each question in a thoughtful and frank manner.

Thank you for your cooperation. Please turn in the completed form before you leave.

Please check box that applies to your position:

Regular/Full Time
(Includes Clerical)

Reserve/
Part time

NEEDS ASSESSMENT QUESTIONNAIRE

1. What best describes your attitude toward this department today?
(please circle one)
 - A. It's a paycheck
 - B. It's where I'm employed
 - C. It's a job
 - D. It's where I'm making my career
 - E. It's where I'm making a reputation for my next career move
 - F. It's where I'm growing and developing as a professional

2. Understanding how you feel, how do you want to feel about your department in the future. (please circle)
 - A. It's a paycheck
 - B. It's where I'm employed
 - C. It's a job
 - D. It's where I'm making my career
 - E. It's where I'm making a reputation for my next career move
 - F. It's where I'm growing and developing as a professional

3. What do you feel is right if anything about the department. List and prioritize top three.
 1. _____
 2. _____
 3. _____

4. What do you feel is wrong, if anything, about the department. List and prioritize top three.
 1. _____
 2. _____
 3. _____

5. Are you willing to help other members of the department grow, develop, and improve?

Yes _____ No _____

6. What is the most important change you are willing to make to contribute to a more effective department?

7. Have you read our purpose statement developed by Management Team?

Yes _____ No _____

8. Do you agree with purpose?

0	1	2	3	4	5	6	7	8	9	10
Strongly Disagree		Somewhat Disagree			Neutral		Somewhat Agree			Strongly Agree

9. What would you,

Change _____

Add _____

Delete _____

Nothing _____

10. Having read the statements of values, please comment on the following:

EXCELLENCE/INNOVATION

0	1	2	3	4	5	6	7	8	9	10
Strongly Disagree		Somewhat Disagree			Neutral		Somewhat Agree			Strongly Agree

What would you,

Change _____

Add _____

Delete _____

Nothing _____

PURPOSEFUL

0	1	2	3	4	5	6	7	8	9	10
Strongly Disagree		Somewhat Disagree			Neutral		Somewhat Agree			Strongly Agree

What would you,

Change _____

Add _____

Delete _____

Nothing _____

INTEGRITY/HONESTY/CREDIBILITY

0	1	2	3	4	5	6	7	8	9	10
Strongly Disagree		Somewhat Disagree			Neutral		Somewhat Agree		Strongly Agree	

What would you,

Change _____

Add _____

Delete _____

Nothing _____

CARING

0	1	2	3	4	5	6	7	8	9	10
Strongly Disagree		Somewhat Disagree			Neutral		Somewhat Agree		Strongly Agree	

What would you,

Change _____

Add _____

Delete _____

Nothing _____

CONSISTENCY

0	1	2	3	4	5	6	7	8	9	10
Strongly Disagree		Somewhat Disagree			Neutral		Somewhat Agree		Strongly Agree	

What would you,

Change _____

Add _____

Delete _____

Nothing _____

COHESIVE TEAMWORK/HARMONY

0	1	2	3	4	5	6	7	8	9	10
Strongly Disagree		Somewhat Disagree			Neutral		Somewhat Agree		Strongly Agree	

What would you,

Change _____

Add _____

Delete _____

Nothing _____

11. Do the purpose and values satisfy your need to know how the department will determine just what is expected of you and what you can expect from the Department.

0	1	2	3	4	5	6	7	8	9	10
Strongly		Somewhat			Neutral		Somewhat			Strongly
Disagree		Disagree					Agree			Agree

12. If not, what do you suggest be used?

13. Do you feel that is an important project?

Yes _____ No _____

14. If not, why not?

15. Do you feel that there are other projects that are more important?
