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HOW WILL THE CHANGING LEGAL AND SOCIAL
ISSUES RELATING TO SEXUAL HARASSMENT
AFFECT LAW ENFORCEMENT WORKERS IN
THE NEXT TEN YEARS?

COMMISSION ON PEACE OFFICER
STANDARDS AND TRAINING

COMMAND COLLEGE
CLASS TEN

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MAY 1990

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PROJECT OVERVIEW

PART ONE - THE FUTURE

How Will The Changing Legal and Social Issues
pertaining To Sexual Harassment Affect Law
Enforcement Workforces In The Next Ten Years?

PART TWO - STRATEGIC MANAGEMENT

Using The City Of Anaheim Police Department In
Orange County, California, A Suggested Model Plan
Will Be Presented To Address The Issue Question.

PART THREE - TRANSITION MANAGEMENT

A Transition Management Plan For Bringing The
Anaheim Police Department From One Which Lightly
Addresses The Sexual Harassment Issue To A
Department Specifically Focused On Eliminating
Such Incidents Will Be Described.

FOREWARD

My career in Public Service has spanned 35 years, and on completion May of 1990, will have touched portions of 5 decades - 30 of those years were in the Fire Service, and the last 5 years were in City Management.

Let me first thank Lieutenant George Schrader for his efforts in assembling information and teaching the City of Anaheim employees the pitfalls in discrimination through sexual harassment, and commend him for his courage in tackling the issue of "How will the Changing Legal and Social Issues Relating to Sexual Harassment Affect Law Enforcement Work Forces in the Next Ten Years?"

Since Lieutenant Schrader will be dealing with that subject, let me offer some thoughts from an aspect other than legal:

I do not believe that, as a generic statement, women or any minority group want to expect more than "a level playing field." My experience is that they expect to be treated as equals, they believe they have the right to retain their human dignity and to extend their self-worth, and they expect to be left alone to do their jobs. It was my privilege and pleasure to hire the first women ever to work for the Anaheim Fire Department. We did so not out of fear of legal action,

but in the sincere belief that qualified women candidates had a right to be part of the work force. The fears of the existing work force were more of form than substance. The women have stayed, and more have been added. We did what prudent judgment indicates should be done...we conditioned people to the fact (in advance) through training programs.

Make no mistake! Women and other minorities will continue to be an increasing, integral, and contributing part of our work force, and rightfully so! Our job, indeed our mission, is to manage that transition and to minimize the associated problems. To deny those problems will occur is a refusal to face reality; but they can be managed and kept to a minimum, and clearly they need not be destructive to any organization.

Sexual harassment is not a new phenomenon, and may well have its roots in fear, fear generated from a work place that has historically been white male dominant. If that is true, and I believe it is, then clearly the solution is not in grievance resolution nor in litigation, but rather in education.

Finally, I believe that this issue will be softened and will begin to disappear when we are genuinely convinced that all minorities have both a constitutional and moral right to their fair share of the work place.

BOB D. SIMPSON
CITY MANAGER
CITY OF ANAHEIM

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ABSTRACT

**HOW WILL THE CHANGING LEGAL AND SOCIAL
ISSUES RELATING TO SEXUAL HARASSMENT AFFECT LAW
ENFORCEMENT WORKFORCES IN THE NEXT TEN YEARS?**

by

**GEORGE E. SCHRADER
COMMAND COLLEGE CLASS TEN
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SACRAMENTO, CALIFORNIA**

1990

A plan developed for Law Enforcement Agencies to address the changing legal and social issues regarding sexual harassment.

G. Schrader. Sponsoring Agency: California Commission on Peace Officer Standards and Training. 1990 pp. 99

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ABSTRACT

This study revealed that during the next 10 years the new entrants into the workforce will be comprised of 15 percent white males and 85 percent minorities and women. Consequently the traditional white male dominated profession of law enforcement is going to be going through some cultural shock. Laws on sexual harassment have changed drastically in the past four years and are expected to change even more in the future which will require law enforcement officials to monitor and change past acceptable behaviors. The study offers a strategic plan to address these concerns, with a training program that is adaptable to any workforce. An examination of the history of changing legal issues pertaining to sexual harassment and a brief history of social values in the workforce is provided as a basis to creating a valid training program. Data, figures, forecast results in text; references and bibliography.

HOW WILL THE CHANGING LEGAL AND SOCIAL
ISSUES RELATING TO SEXUAL HARASSMENT
AFFECT LAW ENFORCEMENT WORKFORCES IN
THE NEXT TEN YEARS?

GEORGE E. SCHRADER

EXECUTIVE SUMMARY

Today, most people work in an environment that is changing so rapidly it's like being in the white water of a raging river, and as such they frequently fail to pay attention to emerging issues. The makeup of the workforce and the issue of sexual harassment are two areas that must be considered as potentials for problems in the future.

Over the next 10 to 15 years the diversity of American Law Enforcement workforces is going to change substantially as a result of demographic, societal, and technological changes.

This project is a perspective of the impacts that sexual harassment and cultural diversity will have on law enforcement, and a plan to assist law enforcement with developing a program for reducing the potential negative impacts of the two areas.

As a first step, past, present, and future issues relating to the issue question were defined using a process known as futuring. During the process, images of what a multitude of individuals, both from within and outside of law enforcement were collected, indicating the desirable characteristics of law enforcement by the year 2000.

Those images were then woven together into alternative scenarios of a specific law enforcement agency as it would then operate, given the forecasted changes. From those three scenarios, the most desirable was chosen for developing strategic and transition plans which address the issue question for the specific law enforcement agency in Southern California.

There are several principles and priorities which constitute the plans framework. The first of these is a mission statement of the organization.

The plan then proposes the implementation of six specific recommendations to achieve the desired scenario for the year 2000. Those six recommendations consist of:

- * Providing clear and valid reasons for the program
- * Demonstrating the benefits
- * Providing a clear and focused presentation
- * Acknowledging the potential for liability
- * Describing the difference of the workforce of the past as compared to today and the future
- * Incorporating cultural awareness training into the program

The projects last major areas of concern is an outline on implementing the strategic plan, while achieving improvements in the law enforcement workforce atmosphere, and possibly in even the efficiency of law enforcement operations and processes.

The bottom line of the project is that all of law enforcement must realize that the traditional makeup of the profession's workforce is going to be changing more and more in the next ten years. Also, adjustments in conduct and attitudes will need to take place to enable us to maintain the Esprit de Corps of which we are so proud. If those changes do not take place, if cultural differences are not recognized and considered, and if certain behaviors are not monitored or curtailed, law enforcement will suffer greatly through civil rights suits from within our sacred walls.

We need to act now to set the direction of the road in which to travel towards the new millennium; if we don't, we have only ourselves to blame.

May 1990, 99 Pages, 10 Figures, 3 Appendixes

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EPIGRAPH

Until we begin to choose our future, rather than letting it overwhelm us, we shall be forced to live in a society that is choking us with too much law in the wrong place, at the wrong time, for the wrong purposes, while depriving us of the essential ingredients of civilized life, a sense of personal safety and social order.

Alvin Toffler

"The Future of Law and Order"
Encounter, Vol. 14, No. 8,
July 1973, pp 13-23

PREFACE

**WE CANNOT MEET TODAY'S NEEDS,
MUCH LESS OUR OPPORTUNITIES FOR TOMORROW,
WITH YESTERDAY'S ANSWERS.**

**Mayor Art Agnos
San Francisco**

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THE FUTURE

SECTION ONE

SECTION ONE - THE FUTURE

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PROJECT OVERVIEW

PROJECT SCOPE

Considering the make up of today's workplace and the vastly changing discrimination laws that we are observing, it would be impossible to address all the sub-issues related to the topic question: How will the changing legal and social issues relating to sexual harassment affect law enforcement workforces in the next ten years?

There is documentation that reveals the incidents of sexual harassment have in the past, and most likely will in the future, involve males harassing females, which will be the main focus of this paper.

Even though there are rising numbers of females sexually harassing males, males sexually harassing males, and females sexually harassing females, as well as minority discrimination and harassment, those particular issues will be left to other future studies.

This paper will take a brief look at the changing legal and social issues concerning sexual harassment and then provide some possible scenarios of the future. One scenario will then be selected to project a desired workforce for which a strategic plan will be presented along with a transition plan to get to that holistic state.

The research for this project, along with the conclusions and recommendations, is devoted to addressing potential changes in our work environment as they are influenced by changing attitudes in society.

The basis for this research has as its foundation the use of peoples ideas, imagination, conceptualization, and their assessment of both internal and environmental trends and events. The information was compiled using forecasting and scenarios in an attempt to offer suggestions as to what may be the future for law enforcement concerning the workforce and sexual harassment.

By looking at those trends and events which have the power to make one pause and ponder, and perhaps even change the way we think, we have an opportunity to change the direction of the future. The choices we make today do have an impact, and can make a difference in what happens in the future.

There is little doubt that we manifest our choices through our actions, not our thoughts; and merely dreaming about a better work environment will accomplish nothing; we must make it happen.

STRUCTURE

This project has been structured as a type of road map for the reader to better understand the issue of sexual harassment and its potential impact on law enforcement.

The three main parts of this study will be:

I. A Futures Study--Defining the Future.

The research and fact gathering task included scanning, viewing, and researching magazines, books, periodicals, films, computer files, futures oriented literature, and interviewing individuals in both the private and public sector.

Nine individuals were then brought together as a nominal group technique (NGT) panel to analyze emerging trends and forecast some possible events which may impact the issue question in the next ten years.

Based upon the information obtained, scenarios were developed to provide possible alternatives for strategic planners of the future.

II. Strategic Management--Planning for What's Ahead

Through the information gathered in phase one, a strategic plan was developed. The plan includes situation audits utilizing the WOTS-UP analysis which identifies strengths, weaknesses, opportunities, and threats to the plan as well as a capability analysis and the strategic assumption surfacing technique.

From those techniques, an implementation plan was developed which identifies the management structure for phase three of the project.

III. Transition Management--How We Get There

An analysis was then performed of the critical mass of individuals necessary to insure the success of the transition from the current management status to that desired state projected for the year 2000.

HISTORY OF CHANGING LEGAL ISSUES OF SEXUAL HARASSMENT

On December 15, 1791 the United States completed ratification of the articles which became the first ten amendments to the new constitution, which some 150 years later President Franklin Roosevelt called "the greatest American charter of personal liberty and human dignity."

In 1964 additional amendments to the constitution were adopted by the passage of the 1964 Civil Rights Act. This Act afforded very important additional rights for all Americans.

Title VII of the 1964 Civil Rights Act guarantees that:

*Men and women must be treated equally in all job matters, and

*It is discrimination in employment if it affects:

Hiring

Pay

Promotion

Benefits or

Firing

If it is based on sex it is illegal.

The Title VII guarantees were further defined by the Federal Government on November 10, 1980 when the Equal Employment Opportunities Commission (a Federal agency) published their guidelines on discrimination and sexual harassment. The E.E.O.C.'s position was that:

Sexual harassment is a form of sex discrimination and therefore is an unlawful employment practice under Title VII of the Civil Rights Act.

Those 1980 guidelines held pretty firm until June 19, 1986 when the United States Supreme Court handed down their ruling on the first sexual harassment case they had heard in the landmark decisions of Meritor Savings Bank v. Vinson; US SUP CT, No 84-1979, June 19, 1986.

In the Vinson decision the court rejected the strict "quid pro quo" (something for something) view as the only form of sexual harassment and authorized suits based upon a hostile, offensive, or intimidating work environment.

Obviously, many problems have arisen since this decision and the expansion of the types of conduct that are now considered sexual harassment. To make the issue even more difficult to determine, the courts have stated that it is the perception of the recipient of the particular behavior that determines its status as to sexual harassment.

There is no doubt that, with such a broad range of acts which have the potential of creating a hostile, offensive, or intimidating work environment, that management employees are wondering what is and is not acceptable behavior with respect to this particular issue.

Since the Vinson decision in 1986, the case decision holdings have been pretty true to form with regards to that which constitutes sexual harassment. That was true until January 18, 1990, when the California Supreme Court handed down their decision in Fisher v. San Pedro Peninsula Hospital, 214 Cal. App. 3d 590 (1989).

In this decision the court further broadened the scope of sexual harassment by finding that:

Workers can sue for environmental sexual harassment under the California Fair Employment and Housing Act, even though no offensive remarks or touching occurs to the plaintiff. All that is required is that a plaintiff witness the harassing conduct and that it occur in that worker's immediate job place.

HISTORY OF CHANGING SOCIAL VALUES IN THE WORKFORCE

Although Law Enforcement agencies as we have known them from their inception were created by and for men, and utilized the bureaucratic, authoritarian model of self-governance, we are seeing that model changing. The authoritarian form of management is becoming much more flexible and participative as the workforce continues to change.

Of those entering the law enforcement profession, the women are experiencing difficulty in being accepted, as well as attaining supervisory or managerial positions.

Although the first female entered law enforcement 80 years ago, in 1910 as a full time sworn officer, women have found the road to acceptance very rough to hoe.

There is no doubt that for the greatest part of American history, the white male has dominated nearly all professional workforces. They have held most of the jobs, and certainly most of those of authority and decision-making responsibilities. The white males were the majority of the American population.

That dominance, which was held for decades in both the population and the workforce, is changing, and changing at a very rapid pace. More and more of the workforce is composed of minorities, handicapped and women--all of whom will make up the majority of new members of the U.S. labor force through the year 2000. (Naisbitt: 237)

There is little doubt law enforcement agencies across the country are experiencing an influx of women and minorities in their departments. The days of women as a minority in the workforce is a thing of the past. Within the next ten years women are expected to comprise nearly 60 percent of the total workforce. Although these numbers are not expected to be the case for law enforcement, since the present number of women in law enforcement is around 8-10 percent, that percentage is predicted to nearly double.

With more women and minorities in the workforce, the mere fact that they are women, or blacks, or homosexual, or Korean, draws a more critical eye towards them as individuals.

Certainly culturally established sex roles, norms, and behaviors have been firmly entrenched in law enforcement for as long as most can remember. The mere fact that law enforcement is highly associated as a masculine profession brings about attitudes of the "old salts" that become very detrimental to the profession concerning women and minorities. Although this may be the case, it is time that everyone, not just officers, but also the community, realize that everyone should have the opportunity to hold any job for which they are qualified.

Even though some law enforcement agencies seem to have come to reflect not only the composition of society, but also the societal values that even President Bush espouses--that of a kinder and gentler people; attitudes that women and minorities do not belong in law enforcement still persist.

Although it has yet to be fully realized, men and women are more and more on an equal status in America. In some instances, women may even have a slight advantage in law enforcement in the fact that they do not have to unlearn old authoritarian behaviors. There is little doubt that things are changing in law enforcement as a result of women and minorities, not only entering the profession, but attaining decision making positions.

Law enforcement is also experiencing steadily increasing numbers of college educated police officers who seem to be much more tolerant, understanding, and certainly much more aware of cultural and social diversity. These are the people who are becoming the change agents in law enforcement.

Considering these facts, it is no wonder that the "Good Ole Boy" attitude of law enforcement is being challenged. One of those attitudes is that of Sexual Harassment, which to a great extent has been an unexplored dimension. That is precisely what this paper will address.

Obviously, the leaders of the future must be flexible and encourage modification of attitudes, must understand that change is necessary, and must make a solid commitment to leading those changes. This leadership requires that the vision be communicated over and over again to those both inside and outside of the organization in order to inspire a productive workforce which will be free of sexual harassment and other acts of discrimination.

RESEARCH AND FACT GATHERING

LITERATURE RESEARCH

A review of many types of contemporary materials relating to the changing workforce and incidents of sexual harassment was conducted over a two-year period of time.

This research revealed that even though most law enforcement agencies give the sexual harassment issue cursory attention, a considerable number of sexual harassment complaints are filed within the ranks of the profession. Although the majority of the literature refers to the private sector, there is a sufficient amount that does involve law enforcement, which should be cause for concern.

The literature also reveals that the workforce in California, which is America's fastest growing state, will have a population of thirty-million people by the year 2000. Many of these people will be the result of Japanese investments in the United States.

Toyko's Ministry of International Trade and Industry has predicted that the Japanese will spawn and additional 840,000 American jobs within the next few years, and 1,000,000 new jobs by the year 2000. Along those same lines, the Bureau of Labor Statistics projects a drop of 727,000 16 to 24 year olds by the year 2000. (Research Recommendations - May 1, 1989)

Obviously the issue here is where will law enforcement draw the people to fulfill the ever-increasing need for more officers and deputies.

A recent report in Research Recommendations indicated that 61.9 percent of the present total population is presently at the working age and that unemployment is at a 14-year low of 5.4 percent. The report went on to say that the 1990's are expected to require 20,000,000 new service workers of which 15 percent will be white males, and 85 percent will be women and minorities.

The 1987 Command College paper by Chief Robert Norman of Foster City, California stated that by the year 2000, less than ten years from now, the number of working women will gain 45 percent as compared to the 13 percent gain for men.

Considering the above facts, the predictions about demographics in the April 1986 issue of Pacesetter appear to be very accurate with respect to the shrinking Anglo and increasing Asian populations.

With the labor pool shrinking as it is, and the increasing demand for qualified workers, there is an overpowering need for law enforcement to become very diligent in maintaining their workforces. One way in which this can be promoted is by creating a work environment where everyone is comfortable in their knowledge that they will be free to perform their duties, free of any harassment or discrimination.

Many law enforcement agencies are starting to experience raiding expeditions by other law enforcement agencies, as well as by private enterprise. These tactics are not only reducing the labor pool from which law enforcement draws, but it is also starting to remove some of those who are already in the law enforcement profession. This is in part due to the slowing of the growth of the overall workforce, which between now and the year 2000 is expected to grow only 1.2 percent--the slowest since the 1930's.

A number of articles are predicting that the new generation of workers are not dedicated to a single profession as a life-long career. In fact, predictions are that in the future people will change careers on an average of once every 10 years. This concept of multiple careers is helping shape workplace attitudes which are less tolerant toward sexual harassment incidents.

Attitudes

One of the issues that contributes to the changing attitudes of women entering the workforce is the basis of masculine principles that have driven the majority of our affairs. These principles are showing themselves to be limited and somewhat deficient. A new attitude of progressive thinking managers and first-line officers is that of seeing and valuing "humanness" which restores the basic values of the Bill of Rights.

Life is becoming less and less constrained by many of the old traditions and customs, and at the same time, choices of individuals are increasingly

made in the context of standardized and bureaucratized life patterns. Is it a possibility that it's just the nature of the profession that enables these changes to take place?

Like many other organizations, especially those with a semi-military structure, police organizations resist change and frequently suffer from an inability to adjust internally to change. This inability in and of itself requires change.

There is little doubt that the incumbent bureaucracy can be expected to resist these necessary changes and, in some extreme circumstances, to sabotage the efforts.

The changing complexion of the workforce is certainly having an impact on instances of sexual harassment. The fact that the law enforcement profession will increasingly consist of more women and minorities, while the ranks of the elderly will continue to be male white, adds even more concern for the challenges of integration without harassment and discrimination.

The key to dealing with these complex problems is training--training not only for the line officers, but for the entire organization.

Another factor that will assist the managers in their hour of need is that of flexibility. In fact, flexibility should be a word to remember for the decade ahead. The use of the authoritarian, bureaucratic methods of dealing with people will do no more than hamper an organization of the future and in turn be more of a detriment than may be anticipated.

After reviewing information on both the public and private sectors, it was discovered that in both arenas a number of characteristics were similar in addressing the sexual harassment issue.

These include:

1. Written policies
2. Training of all employees
3. Adequate complaint channels
4. Being alert to warning signs
5. Taking all complaints seriously
6. Timely investigations
7. Confidentially
8. Taking appropriate action
9. Advising harasee of outcome
10. Preventing retaliation

The question here is, how do we get law enforcement agencies on the right track, to plan ahead, and to protect the organizations against the problems of discrimination and sexual harassment?

SEMI-STRUCTURE INTERVIEWS

Personal interviews were conducted with a number of people, both from law enforcement agencies and the private sector. Those in the private sector did however have strong ties to the law enforcement profession by virtue of their background and present positions wherein they conduct research, teach, and write about law enforcement issues.

The interviews were conducted mainly as a method of validation or repudiation of the information obtained through the literature research and a nominal group technique panel that was conducted.

The individuals were representative of management and non-management within law enforcement as well as those from the academic and consultant fields.

Interview Questions

The interviewees were initially informed of the issue question and asked for their thoughts on the issue. The responses provided information which led to many additional questions relating to the overall project.

Although the interviews were free flowing, they were semi-structured in that a questionnaire (Appendix C) had been developed to provide a guide for insuring that information to basic questions was provided. The questionnaire

was not provided to the individuals due to its length of 30 questions, which inhibits its completion and restricts the amount of information individuals would take time to provide.

Due to the broad range of interests of the majority of those interviewed, their responses were fairly diverse. However, several issues were constant with the entire group, which lends to a definition of what will control the issue in the future.

The complexity of the diverse workforce, combined with the shrinking labor pool, will add greater pressures to those in the law enforcement profession. The numbers of white males are beginning to diminish and at the same time the numbers of Hispanics, Blacks, Asians, and women are increasing.

The stage is being set for an explosion of problems in law enforcement. The workforce issue combined with the ever-broadening civil rights laws just may be the right combination that will spur sexual harassment incidents and complaints to new heights.

This is not to imply that any particular group or specific law will open the flood gates to sexual harassment complaints. It is merely to offer food for thought to those who are responsible for maintaining a harmonious and productive workforce. The potential is there for some very devastating incidents, and as such, they must be closely monitored.

One question asked was: How will the makeup of law enforcement workforces change in the next ten years.

The consensus was that there will be increased numbers of women, Asians, Blacks, and Hispanics, as well as those of the gay and lesbian communities, entering the profession, and at the same time a decreasing numbers of white males.

Although this trend has already started, it is not predicted to have as large an impact on law enforcement as it will on the rest of society. These assumptions are based first upon the fact that it is difficult to get into the profession due to very specific requirements (especially in California). Secondly, law enforcement's working conditions severely limit the types and numbers of people who will even consider it as a profession.

Even though the workforce is expected to be nearly 60 percent women by the year 2000, that figure is not expected to apply to law enforcement. In fact, those interviewed firmly believe that if law enforcement attains a workforce that is comprised of 20 percent female within the next ten years, that will be better than a 100 percent increase over today's figures, which is very unlikely. There is little doubt that the numbers will rise, but not anywhere near the extent they will rise in the general workforce.

There are indications that even though the numbers will not drastically increase with respect to the above-mentioned groups, there will be considerable impacts felt as a result of those who do join the profession.

A good example of the changing social structure of law enforcement is the recent appointment of Elizabeth Watson, the new Chief of Police of the Houston, Texas Police Department. Chief Watson is the second female to attain such a position in a major police department within the past four

years. Penny Harrington was appointed to Chief in Portland, Oregon in 1986. Chief Watson's department is 4,000 strong, most of whom are male officers. Certainly that there will be changes in conducts and possibly even attitudes as a result of promotions of highly qualified women such as Watson and Harrington to such top positions in law enforcement.

The next question posed concerned what changes in attitudes would be seen by the present workforces towards minorities, women, and homosexuals entering law enforcement in the next ten years.

The changes will be for the most part due to the present command staff, the majority who have been around for many years and who are white males. The attitudes that they have about law enforcement have been inbred as to who fits the image of a cop for many years, and it is not expected to change overnight.

Although there are some top administrators whose attitudes are much more flexible in regards to the other groups entering the profession, they are small in number. Until the attitudes change at the top of the organizations, there will be no significant changes in this area.

The majority indicated that of the three groups mentioned, the homosexuals are expected to have the most difficulty in assimilation into the working environment of law enforcement.

Although conduct within the ranks of law enforcement can and will be controlled, it is the attitudes that must change to allow for these various groups to be accepted into the profession. Those changes come only with time, education, and good leadership.

Even though men, as well as women, are intellectually changing their views of what is and is not appropriate in the workplace, it is going to take a lot more time before the emotions and the behaviors match that which is desirable.

The next question posed concerned major cases involving sexual harassment in law enforcement and large awards which may have an impact.

The majority opinion was that a very large and devastating judgement will be handed down against an agency. The judgement will be such that it will cause the entire law enforcement community to sit up and take notice. And it is predicted that California will be the state where it will happen.

The Esprit De Corps and how it would be affected by the laws on sexual harassment was another topic of consideration.

Most felt that it would have only a slight to moderate effect over the long run. Some of the initial responses of law changes, judgements, policies, and probable training programs will cause a bit of unrest, but it will not be long lasting nor suffer any major impact.

Considering the fact that most law enforcement agencies are comprised of many people who are not sworn, such as Dispatchers, Jailers, and Records Bureau personnel, the question arose as to what group would more likely file sexual harassment claims--sworn or non-sworn?

The consensus was that for a multitude of reasons the non-sworn will be more inclined to file complaints.

Many non-sworn people in law enforcement agencies feel that if that are not sworn, it is as if they are not born. That attitude is the result of the superior attitude of some officers who tend to treat people in support positions as second-class citizens.

A secondary reason is that the support personnel are normally females who do not make nearly the wages of sworn officers. Combine the type of treatment with lower salaries and the verbal abuse many are subjected too, and you have a good mix for some very unhappy people.

Add to that the publicity that the sexual harassment issue is getting and the awards that the courts are handing down in favor of the victims, and it becomes even more evident that the potential is there.

The Esprit De Corps that exists among the sworn is also not nearly as strong in the ranks of the non-sworn.

With more women and minorities attaining positions of authority within the law enforcement ranks, how will that impact the incidents of sexual harassment?

Most responses were somewhat vague about the degree of impact. Some felt that because of the higher status, better training on this issue would be provided, and consequently incidents would diminish.

Several felt that with more minorities coming into the profession, especially those cultures where women are much more subservient to the males, that the incidents might rise.

Yet others felt that most likely the changing of the guard would have no appreciable degree of influence on the incidents.

Realizing that the civil rights laws pertaining to sexual harassment have changed within the last four years, and that people are becoming much more aware of their rights, the participants were asked to comment on whether the number of incidents would escalate, or if just more of the present number would be reported.

Again the comments were mixed. Some indicated that they would stay about the same, others felt there would be more reported but the actual number of incidents would remain fairly constant, while still other felt both would increase appreciably.

All views have some valid reasons for the assumptions, and all make convincing arguments towards their point of view.

However, considering the discussion on sworn and non-sworn filings, it would seem to indicate that even though the number of incidents may stay fairly constant, or may even decrease a bit, there is a very good chance that the number of reported incidents will rise.

Although the interviews lasted between one and four hours, with many other questions and comments, the foregoing questions were the main topics of discussion.

Considering the limited scope of this particular paper, the reader should have sufficient information through the above questions and comments to realize that there certainly is potential for concerns about the sexual harassment issue.

There is nobody in this, or any other profession, who has a crystal ball that will predict the future. We do however have the ability to utilize the information that is available to us today to chart a course of action towards the future. By charting our own course, it will allow us to better control (if that is possible) the future we desire.

TRENDS/EVENTS

A group of nine people was brought together to form a Nominal Group Technique (NGT) panel. These people were charged with the responsibility of looking at trends and projecting events that may be relative to the issue question.

TEAM MEMBERS

Sergeant John Kolbo - Anaheim Police Department Juvenile/Sex Crimes Detail

Ms. Patricia Rothenberger - Executive Secretary, Downey Savings & Loan

Mr. Jerry Sullivan - District Sales Manager, Digital Computer Company

Ms. Sandra Kolbo - Vice President, Universal Savings

Mr. Norman Langhoff - General Sales Manager, Ethan Allen

Mrs. Linda Sullivan - Manager, Georgetown Manor Furniture Gallery

Mr. Robert Rothenberger - District Manager, Good Foods, Inc.

Ms. Fay Langhoff - Office Manager, United Way

Ms. B. Shaffer - Manager, Retail

The nine people on the panel are all from fairly diverse career fields, as well as diverse formal educational backgrounds. They all have responsibilities for Human Resource Management, including hiring, supervising, training, and firing. Two panel members have law enforcement backgrounds, and the balance are closely associated with the law enforcement profession through family connections.

Prior to the panel work session, they were all contacted and given an overview of what their involvement would require. They were also given selected materials to review prior to starting the session.

The panel was encouraged to prepare themselves prior to the session by considering the issue question: "How Will The Changing Legal and Social Issues Relating to Sexual Harassment Affect Law Enforcement Workforces In The Next Ten Years?" Although it is not as easy to project what impact law enforcement may feel, due to the safeguards of such documents as the Police Officer Bill of Rights (AB301), the members had sufficient experience in their own professions to give them a solid basis from which to work.

As the final task, a cross-impact analysis was done to focus on the major trends and events and to consider their possible relationships. A prime example of this type of relationship is the case decision of Meritor Savings Bank v. Vinson in 1986. Prior to this case decision, sexual harassment, to be actionable, required some type of tangible loss by the victim. This requirement is known as the Quid Pro Quo view, which severely limited the number of cases. However, the Vinson decision expanded that concept drastically by authorizing suits based upon sexual conduct that creates a hostile, offensive, or intimidating work environment. Since that decision, the number of complaints has been steadily on the rise.

TRENDS

The panel was first asked to provide their best estimates of the most important societal and legal changes that would impact the issue question. After a considerable amount of time, wherein no value judgements were made about anyone's input, a list of 61 trends was compiled. (Appendix A).

The panel, through a series of steps, narrowed the list of 61 to what they felt would be the top five.

The five trends were then evaluated and each participant was given a form and asked to estimate how they perceived each trend has moved, either up or down, during the past five years, where it will move in the next ten years, and where they would like to see it move. (Figures 1-5).

The five trends which the panel felt were of greatest importance are:

1. Social Values
2. Sexual Equality
3. Education
4. Diversity of Workforce
5. Changing Attitudes of New Workers

TREND NUMBER ONE **SOCIAL VALUES**

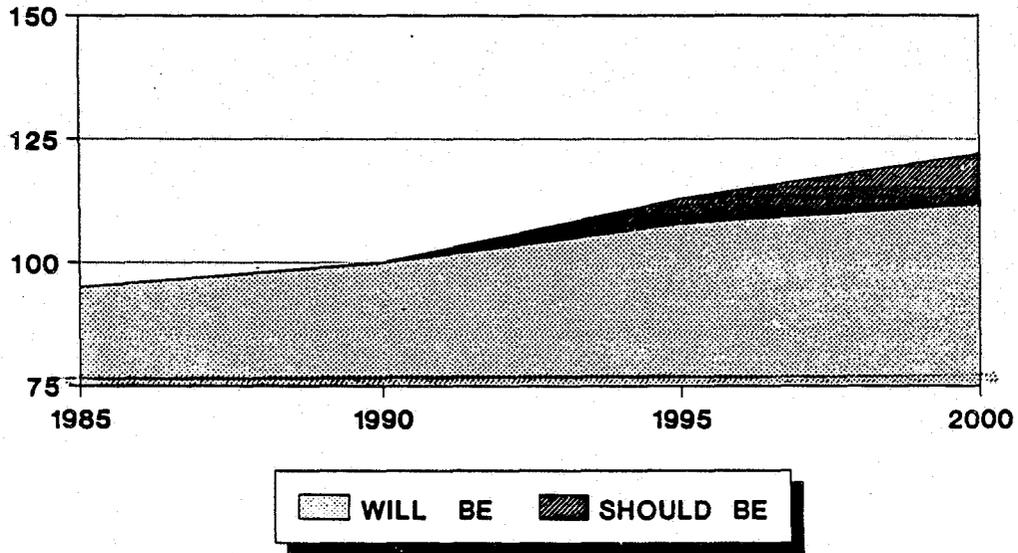


Figure One

SOCIAL VALUES

Today's society is becoming much less tolerant of employment decisions, as well as other life conditions, being based upon sex, sexual preference, or cultural differences. Society as whole is demanding more reparation for past injustices, a situation which is being felt by the entire American workforce.

TREND NUMBER TWO

SEXUAL EQUALITY

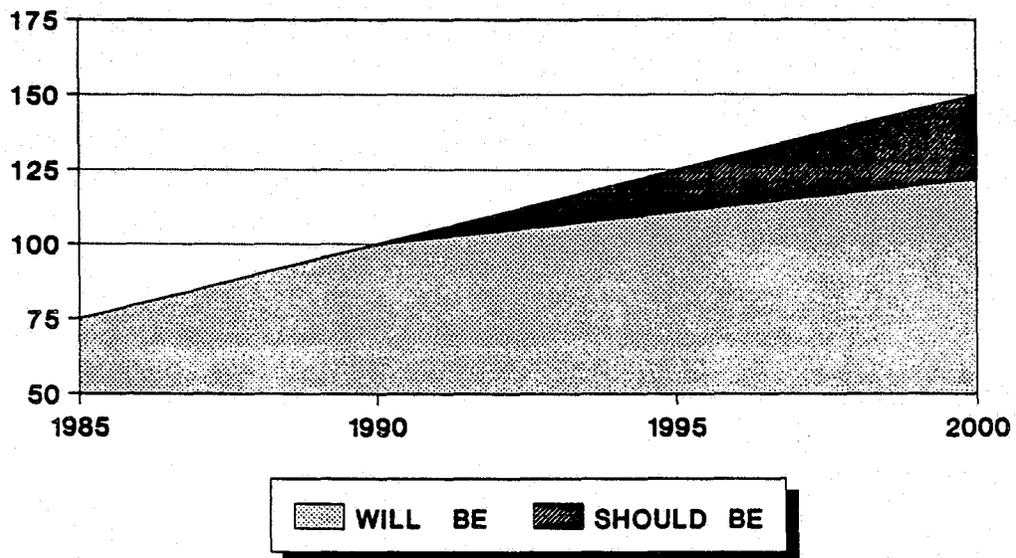


Figure Two

SEXUAL EQUALITY

Changing social mores, combined with the anti-discrimination and equal employment laws, are making the unequal treatment of the sexes in the workforce more and more unacceptable. More typically male jobs are opening up to women, and the pay scales are inching closer together for those doing equal work.

TREND NUMBER THREE *EDUCATION*

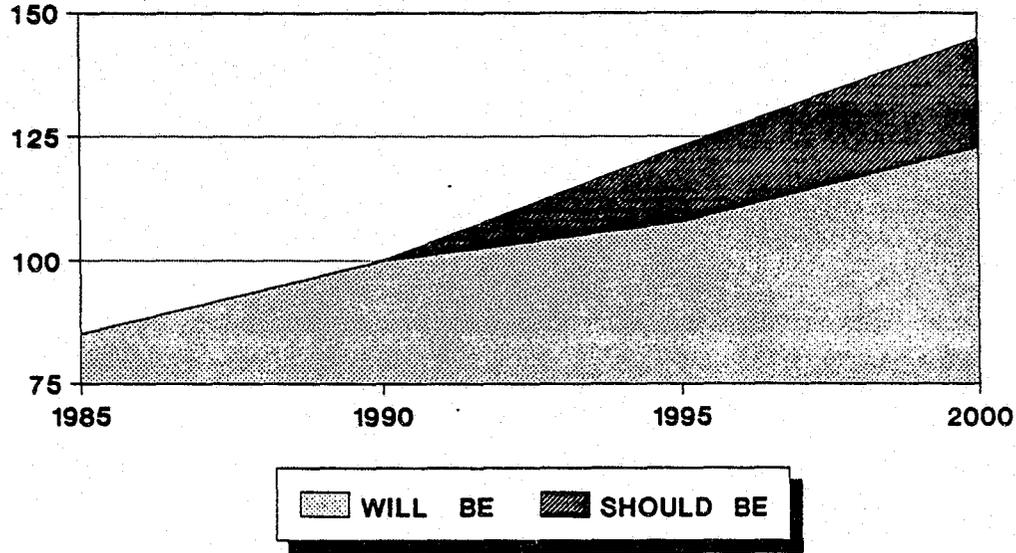


Figure Three

EDUCATION

The workforce of today has a higher level of formal education, even though the educational reports indicate that those comprising the workforce are not necessary as intelligent as past generations. They are more knowledgable about their rights and certainly have much higher expectations of the job.

TREND NUMBER FOUR WORKPLACE DIVERSITY

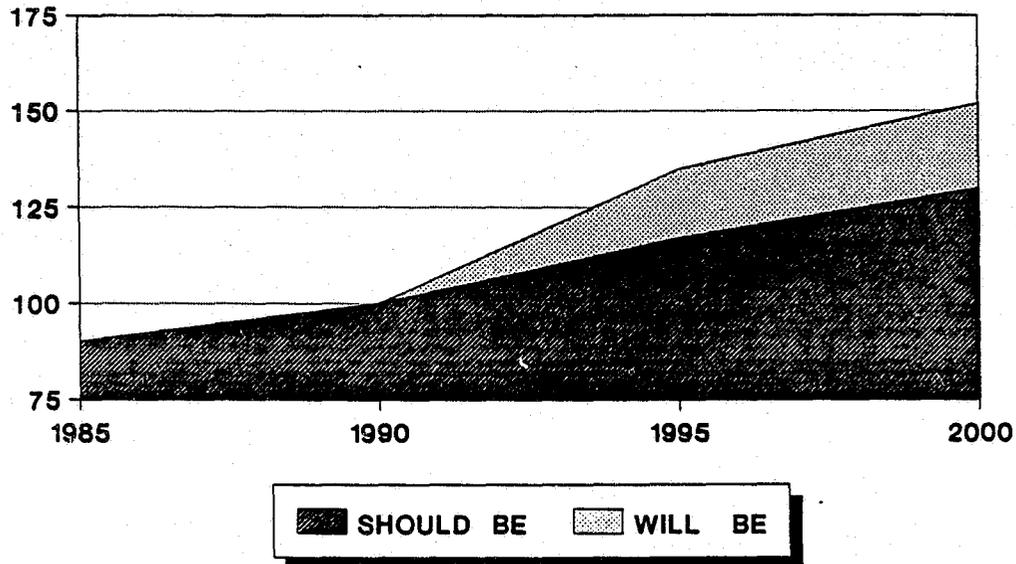


Figure Four

WORKFORCE DIVERSITY

The white male dominance in the American workforce is turning grayer, and at the same time the numbers of women and minorities are making significant gains. The 1990's are expected to see the new labor force comprised of 15% white males and 85% minorities and women.

TREND NUMBER FIVE *CHANGING ATTITUDES*

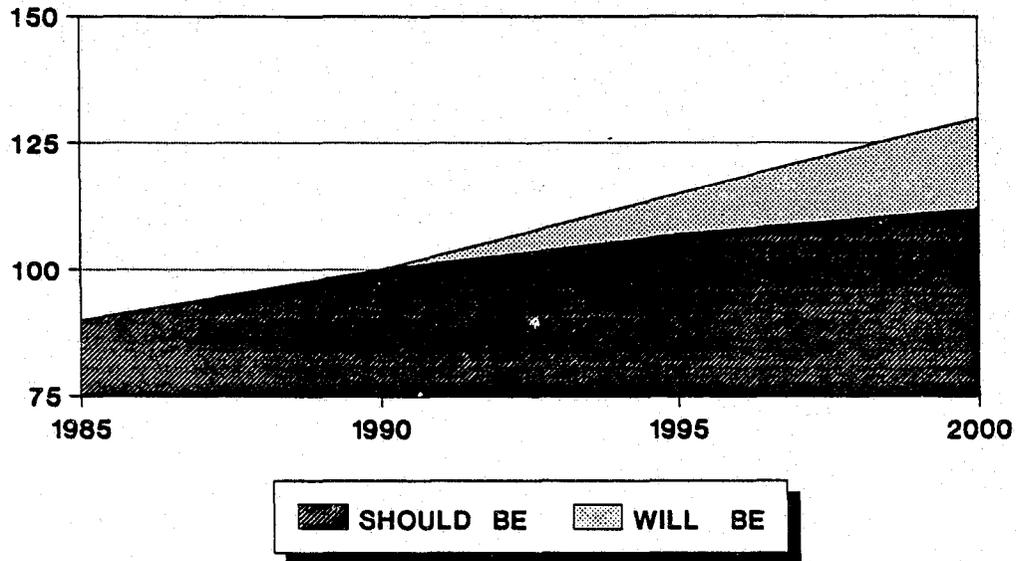


Figure Five

CHANGING ATTITUDES OF NEW WORKERS

Many of those entering law enforcement today do not view it as a career. They are more concerned with what the job will provide for them. A number of the new workers are looking at several jobs or careers in their lifetime, an attitude which brings with it a lesser degree of dedication.

EVENTS

Utilizing the same nominal group technique panel, the participants prepared a list of significant events they felt could have an impact on the major trends. (Appendix B) The panel members then selected the five major events they felt would be the most critical in potentially altering the individual trends. Those events are:

1. Depression in the United States
2. U.S. Supreme Court more narrowly defining sexual harassment.
3. Stronger affirmative action laws passed by the Federal Government pertaining to hiring of women and minorities.
4. A multi-million dollar law suit for sexual harassment settled in favor of the plaintiff and against a large police department.
5. Use of drug forfeiture funds approved for all forms of Law Enforcement salaries.

The participants then were asked to use an event evaluation form and determine the probability of each event occurring by the years 1995 and 2000.

The participants evaluations also included an impact estimate on the issue question and, specifically to Law Enforcement. The median value was then determined from the information provided by the participants. (Figure 6).

The following chart indicates those results:

E V E N T E V A L U A T I O N

E V E N T S		P R O B A B I L I T Y		I M P A C T O N I S S U E -10 to +10	I M P A C T O N L A W E N F O R C E M E N T -10 to +10
		By 1995 (0-100)	By 2000 (0-100)		
1	Depression in U.S.	50	85	- 7	- 2
2	United States Supreme Court More Narrowly Defines Sexual Harrassment	80	100	+ 3	0
3	Stronger Affirmative Action Law Passed By Federal Government Pertaining to Hiring of Women and Minorities	25	50	+ 5	- 3
4	Multi-Million Dollar Law Suit For Sexual Harrassment Settled Against a Police Agency	50	100	+ 10	- 10
5	Drug Foreiture Funds Approved For Use of Police Salaries	20	50	+ 5	+ 5

Figure Six

The above findings indicate that only one event, number 5, will have a positive impact on law enforcement. The use of forfeiture funds for police salaries will add a considerable amount of dollars to law enforcement budgets which certainly could provide additional positions. However, a negative side of that event could be a reduction in the number of seizures, especially cash, which then would create a situation of unfunded positions, which in turn could mean terminations of those who may be hired by virtue of the funds.

There certainly would have to be some safeguards built into any agency budget to protect against the possibility of large reductions, or even total elimination of forfeiture funds.

Event number 2 is expected to occur first with the courts more narrowly defining sexual harassment, thus broadening its scope. This event, combined with more women and minorities in the workforce, will prompt more complaints or suits. However, it is not expected to have any measurable degree of impact on law enforcement as a whole until event number 4 actually occurs--and then stand by for the changes.

Event number 4 having a 100 percent probability of occurring in the next 10 years is predicted to have the greatest impact on law enforcement. With a realization that law enforcement is traditionally reactionary, especially in human resource issues, the panel felt this event was certainly going to occur. Once it does happen, it will be like a shot heard across the country. Only then will agencies really get serious about handling both the sexual harassment problem and, addressing more in earnest, the cultural diversity within law enforcement.

As can be seen, the other events are predicted to have only a minimal amount of impact on law enforcement, if they in fact do occur.

CROSS-IMPACT ANALYSIS

A cross-impact analysis (Figure 7) was conducted to provide a more in-depth perspective on the probability of the impact on interrelated events and trends. For instance, should Event 2, Sexual Harassment more narrowly defined, actually occur, what impact would it have on Trend 5, the Changing Attitudes of the New Workforce? The panel members then privately developed their individual responses which were later averaged to provide the mean results.

CROSS - IMPACT EVALUATION

EVENTS	NP OR MO BI NA AB LI LI TI TY	EVENTS					TRENDS				
		E-1	E-2	E-3	E-4	E-5	T-1	T-2	T-3	T-4	T-5
1	85		---	+ 50	---	- 80	+ 20	---	- 25	- 75	- 30
2	100	---		+ 30	+ 70	---	+ 30	+ 40	---	+ 10	- 25
3	50	---	+ 25		+ 20	+ 10	-.05	+ 25	---	+ 20	---
4	100	---	+ 10	+ .05		---	---	+ 15	---	---	- 10
5	50	---	---	---	---		---	+ .05	---	+ 05	---

EVENTS	TRENDS
1 - Depression	1 - Social Values
2 - Sexual Harrassment More Narrowly Defined	2 - Sexual Equality
3 - Stronger Affirmative Action Law Passed	3 - Education
4 - Multi-Million Dollar Law Suit Against City	4 - Diversity of Workforce
5 - Drug Forfeiture Money Used For Salaries	5 - Changing Attitudes

Figure Seven

It is interesting to note that nearly all of the events that impacted others were all in a positive direction, except for Event 1 impacting Event 5.

The two events having the most impact on the trends were a Depression and Sexual Harassment being more narrowly defined by the courts.

Certainly if we were to experience a depression it would impact nearly all aspects of our lives--including our attitudes and the ability to acquire higher levels of education.

If the courts more narrowly define sexual harassment, the majority of the workforce may better understand what is and is not cause for concern, and as a result a more pristine work environment should exist.

SCENARIOS

Scenarios are an attempt to look at the future. Although they are not meant to predict what will be ahead, they are designed to present some alternatives or choices for those responsible for strategically planning a course for the future.

Three scenarios are presented based upon the information identified by the nominal group panel. All three will depict what law enforcement may look like in the year 2000, addressing the issue question.

The first scenario--Police Face New Standards of Sexual Harassment--is of the exploratory mode, one in which the future evolution of current forces in motion, although feared, are possible. Scenario two--Law Enforcement Feels Consequences of EEOC's Dual Mission--is a nominal mode which will describe the most likely future. The final scenario--Law Enforcement Sets The Pace in Fighting Sexual Harassment--is of the normative mode which will describe the most favored and attainable future.

SCENARIO ONE

POLICE FACE NEW STANDARDS ON SEXUAL HARASSMENT:

Courts have carved out much higher standards for law enforcement agencies in sexual harassment

cases which is placing them into a Catch-22 situation in protecting against liability.

The "I" attitude of the new workforce is having dramatic impacts upon "traditional" law enforcement interactions. As a result, the profession is experiencing some major internal conflicts, which has the potential for disaster, especially considering the recent changes in sexual harassment laws.

In a ruling handed down yesterday, November 1, 2000, the United States Supreme Court upheld the California Supreme Courts decision wherein they established an "independent duty" for agencies to go after any employee accused of sexual harassment, even though the victims may refuse to cooperate.

The ruling of the U.S. Supreme Court has created a no-win situation for law enforcement administrators in requiring such aggressive measures. Law enforcement is caught right in the middle of the old rock and a hard place. If they go after an employee in a situation where there is no witness to testify against the accused, the accused will end up bringing a suit. But if you don't go after the harasser, and future harassment occurs, the the victim will bring suit.

Major Obstacle

AB301, the Police Officer Bill of Rights, provides additional due process safeguards that many people do not have in their professions. One of those safeguards is the absolute requirement that the officers be informed of the charges filed against them and be allowed to confront their accusers.

Both requirements, to require that the agency proceed to "go after" the accused even without witnesses and the right of the officers to question their accusers, are in direct conflict. Those who will not act as witnesses, but who bring the issue to those responsible for corrective action, also create a confidentiality issue of the informant. Thus, a third dilemma is created which makes the problem extremely sensitive.

Some legal scholars are recommending that administrators refuse to take any information on a sexual harassment complaint unless the victim agrees to testify. This, however, is in direct conflict with the Equal Opportunity Commissions (EEOC) requirement established nearly 20 years ago in 1980, which established an obligation to act upon information received in order to limit employer liability.

POLICE BEING SINGLED OUT

This recent court decision, creating a special category for law enforcement, has elevated the profession to a higher standard of conduct than is expected from any other profession, and appears to be based upon "role model" ideals of the justices.

Most agencies decline to discuss or speculate on how pervasive sexual harassment is within California Law Enforcement. However, the Los Angeles Times recently reported that sexual harassment suits are becoming more and more popular as a form of recovery. The report went on to say that the Department of Fair Employment and Housing, which also handles sexual harassment complaints from employees, has revealed that 46 percent of the cases filed with their agency last year were for sexual harassment.

Sexual Harassment Targeted

The fact that more and more women are entering the family of law enforcement and will not tolerate job decisions being based upon sexual conduct is concern enough for seeing that the certain changes in conduct are made.

Sexual harassment laws have been developing heavily over the last few years, and it is very apparent that the courts consider this form of discrimination intolerable in law enforcement.

The attitude is even further evidenced by the fact that within the past five years the Federal Appellate Courts have reversed more than 20 cases that the Federal Trial Courts had thrown out. These reversals have created a whole new foundation of case law which victims certainly will utilize in seeking any redress for claims of sexual harassment in the future.

As a result, the law enforcement profession is being devastated by the separation of management and line employees. The unions are taking a much more active role in confronting any management decisions whatsoever. Even the employees are interacting less and less. The Esprit de Corps that was so long a tradition and much cherished aspect of the law enforcement profession is fading quickly.

SCENARIO TWO

LAW ENFORCEMENT FEELS CONSEQUENCES OF EEOC'S

DUAL MISSION: Vindication of individual rights and curing broad-based discrimination in the public sector gets high priority.

The year 2000 as compared to 10-15 years ago looks little different with respect to the make up of the law enforcement profession as a whole.

Certainly there have been changes in technology; slight changes in the organizational structure from the typical pyramid to a more horizontal structure; more employee assistance programs; a new state law has required all municipal agencies to dress in blue uniforms, Sheriff Departments in green and State Highway Patrol in tan; more volunteers and civilians are being utilized in non-enforcement jobs; the work week has been reduced to four days due to traffic and environmental conditions; more women, minorities, and homosexuals have entered law enforcement; two women have been appointed Chief of major California cities, and the white male majority of the population has nearly reached a minority status.

Police Slow to Change

Law enforcement today is little different that it was 20 years ago. The makeup of police forces shows only slight changes with more minorities and women.

In the 1980's the number of women and minorities comprised less than 9 percent of law enforcement workforces nationwide. Today, that number has grown to reflect only a slight gain, to about 14 percent.

Although the total new workforce of the 90's was comprised of 15 percent white males and 85 percent females and minorities, law enforcement did not reflect the makeup of the communities they serve.

The population has come to be more highly educated and as a consequence the labor pool which law enforcement traditionally drew from for their officers has nearly vanished. Many of those who have traditionally been candidates for the profession have now opted for other professions with much better benefits and salaries.

California law enforcement has experienced this fact more than most states in the U.S. Because of its location on the Pacific Rim, and of major efforts by the governor to attract Japanese business, Japanese investments in the United States during the last 10 years has created 1,000,000 new jobs. These new jobs have overburdened the shrinking labor force. The 1990's was also a time when the labor force experienced a demand for nearly 20,000,000 new service workers. Unemployment reached an all time low of 4.7 percent which also contributed to the problem of attracting qualified candidates.

However, even with all the concerns, law enforcement seems to continually hold its own in attracting those who have traditionally been the make up of the majority of agencies--the white males.

Although active, aggressive recruiting campaigns have been conducted to attract more women and minorities, the fact still remains that due to the nature of the job, most women are not interested. As for the minorities, many of the different cultures do not believe that law enforcement is an admirable profession, and consequently their numbers in law enforcement are minimal.

Changing Attitudes

It is a well-known fact that it is nearly impossible to change attitudes--behaviors can be changed, but not attitudes.

That is no more apparent in any profession than in law enforcement. The traditional concept of law enforcement being a man's job is still very apparent by the "old salts" in the profession.

The last ten years has seen some positive movement with regards to attitudes towards women and minorities in the profession and assuring that they are not harassed. The more educated and enlightened managers of today realize that all qualified individuals, no matter what their sex, national origin or even sexual preference, have a right to be members of the profession. Most managers are fully aware of the EEOC's efforts over the past ten years, and some have felt the impact by the judgements against their agencies. A number of agencies have been ordered by the courts to hire more women and minorities through consent decrees, which are being imposed on those agencies for as long as 10 to 15 years.

One major hurdle that remains and will only be crossed with the passage of time is that even though those attitudes are changing; it takes time for those individuals to get into positions wherein they can more readily employ their knowledge and desires to better drive the organizations to the desired positions of the type of human respect and dignity that is desired.

Considering all the factors related to this issue, is it any wonder that the law enforcement profession is in a state of transition and turmoil?

SCENARIO THREE

Law Enforcement Sets the Pace in Fighting

Sexual Harassment: California's POST

Commission produces a model policy on sexual harassment that mandates training of all California officers.

The year 2000 has been a year that is witness to some great strides by California law enforcement administrators. With respect to managing the human resource issues and particularly the issue of sexual harassment, California has once again shown that it is a leader by providing an excellent state model policy on preventing sexual harassment for law enforcement.

The demographics within the state have changed nearly as much as they were predicted to over ten years ago. The numbers of minorities and women in law enforcement had increased, even though the increase was minimal as compared to other professions. The number of women and minorities has also increased in positions of supervisors and managers, and two women have attained positions of Chief of Police in metropolitan agencies.

Although the predictions of ten years ago were that the numbers of entry-level white males in the population was shrinking, law enforcement somehow has been able to maintain an attraction to that portion of the labor force.

The fact that more women have entered law enforcement and have gained in positions of authority has been a very positive influence in the reduction of not only the reported incidents of sexual harassment, but also on the actual number of incidents.

Changes on the Horizon

The past ten years has also seen the emergence of a group of top administrators who are more flexible and humanistic in their leadership roles. These leaders have been the decision makers and risk takers who did not back away from making and enforcing policies which helped to greatly reduce incidents of discrimination, bias, and sexual harassment in their departments.

There is little doubt that the attitudes of the more enlightened flexible executives has been a moving force as to the types of conduct that is expected of all employees--whether sworn or non-sworn.

Through the efforts of the California Police Officers Standards and Training Commission (POST) a model policy has been developed for all of law enforcement, regarding not only that which constitutes sexual harassment, but also guidelines on how to handle and investigate a sexual harassment complaint.

The POST Commission then carried their efforts a couple of steps further and developed a video tape on the issue that is designed specifically for law enforcement. POST then established the requirement that it be part of the mandated training for all California law enforcement officers.

The past ten years have not been without their problems with these efforts to create better understanding and a more pristine work environment for law enforcement. But due to the tenacity of an emerging new breed of officers, supervisors, managers, and administrators, a positive impact is being felt. The Esprit De Corps that all of law enforcement works so drastically to create, and which was predicted to suffer greatly, is today just as strong as ever. There were a few tough years where the male/female interaction seemed to be much more guarded, but that too has passed and it is no longer an issue.

Homosexual - Protected Group?

The one group that is having difficulty in bridging the gap of acceptance into the profession is that of the homosexual community. It has not come to pass as of yet, but it is expected that through some pending court actions, wherein homosexuals have filed law suits claiming sexual harassment, they will be recognized as another of the protected groups for Title VII Civil Rights Actions. Although their numbers in law enforcement are not expected to be great, these individuals are expected to experience the most difficult time in being accepted into the profession.

Expectations

The results and culmination of law changes the diversity in the law enforcement work force, and the attitudes of top administrators are producing a positive image for the profession. Human rights within the profession are more widely respected, a situation which has resulted in less complaints and a more productive work force.

As a further benefit of the efforts of those at POST and the individual agencies who have tackled this very sensitive issue, the majority of agencies in California have not only developed policies, but they have presented training programs to all of their employees--both sworn and non-sworn.

STRATEGIC PLAN

SECTION TWO

SECTION TWO - STRATEGIC PLAN

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BACKGROUND

STATEMENT OF NEED:

Today most people work in an environment that is changing so rapidly it's like being in the white water of a raging river. Things are changing so rapidly that frequently we overlook much of the subtle changes that do not require immediate action.

Even beyond the fact we fail to notice changes, frequently we attempt, no matter how desperately, to fight the raging tide rather than going with the flow.

The makeup of the workforce and the issue of sexual harassment is just one of those rapidly changing areas that many are failing to see or adjust to.

Law enforcement is a culture that is known as a very traditional white male dominated macho profession that had the luxury of saying just about anything they wanted to say to those within their ranks. It is a profession that has allowed the crude jokes, lewd remarks, display of pictures of questionable taste, and certainly acts of questionable taste to fulfill the rights of passage into the profession.

Complaints of sexual harassment are being filed within the law enforcement community more now than any time in history. Expectations of employees are changing with respect to their working environment. As such, all of law enforcement needs to analyze the need for change, and how change should be accomplished to allow for a much better work ethic concerning this issue.

STRATEGIC PLANNING

Based upon the information developed in the previous sections of this project, it is now appropriate to develop a strategic plan, utilizing the third scenario as a basis to address a strategic management process. This plan will provide a road of travel from where we are today to the scenario-based position ten years in the future.

There is a definite need however to assess where the organization is presently, considering its organizational strengths and weaknesses as well as any external threats or opportunities which may either help or hinder the attainment of the desired results.

The strategic plan which is presented in this situation is designed with flexibility in mind. It is feasible for any agency, no matter its size, to implement with some minor alterations. Although a part of the plan is dependent upon selected sources outside individual agencies for its full implementation, the plan is usable without those events actually occurring.

For the purposes of demonstrating the plan, the Anaheim Police Department in Southern California will be utilized.

ENVIRONMENTAL ANALYSIS

The City of Anaheim has a static population of approximately 247,000 people. It has a tourist population of nearly 30,000,000 people a year from all over the world.

The City of Anaheim is home to Disneyland, the California Angels, Rams, and hosts millions of visitors each year to the City-owned Convention Center.

Anaheim is the county's largest city, and enjoys an economic base that extends beyond its entertainment sector. Along with the entertainment attractions, Anaheim hosts more than 16,000 hotel and motel rooms. The city is also home to over 15,000 businesses, and a labor force which is fairly divided between manufacturing, retail, and service industries.

The City of Anaheim supplies the electrical power to Anaheim consumers, as well as water which primarily comes from Anaheim's wells.

Anaheim owns two public golf courses, the Anaheim Stadium, the Convention Center, and most of the utilities. There are over 2000 full-time city employees, and approximately 3,500 part-time employees.

The Anaheim Police Department is one of the largest in the county, and it enjoys the support of both the community and city staff. The turnover rate for the police department is minimal, and the department has not experienced any appreciable increase in staff for several years.

Anaheim's police chief is a very active leader who promotes departmental interaction with the community. The chief has developed very good relationships with the city council members, city manager and other department heads a relationship which has been a benefit to the department. The department has 326 sworn positions (depending on the specific day) as well as 200 civilian employees. The departmental budget is approximately \$40,000,000.

RESOURCE ANALYSIS

When it comes to the well being of Anaheim employees, the City is one of the leaders in the county. One of the City's many management principles is that of realizing productivity improvements through the implementation of employee-benefit and development programs.

The Anaheim Police Department has a management team, as well as most of its sworn personnel, who are highly educated and progressive in thought. The police building is going through a \$17,000,000 expansion, and the employees have the luxury of some of the most up-to-date and sophisticated equipment available. Morale is normally on the high end of the scale and that reflects in the jobs done by the employees.

Other areas of consideration in this resource analysis can include:

*Many career advancement opportunities

*Large department with vast resources

*Good relationship with police association,

the chief, city council and manager

*Vast number of job assignments

*Extra work available at Stadium & Convention Center

WOTS-UP

To continue with the analysis of possible impacts on the organization, threats and opportunities from external sources were considered. Following the external impacts, an analysis of the organization's internal strengths and weaknesses was completed. These analyses will be utilized as a picture of where the Anaheim Police Department is in respect to the particular categories as they might apply to the recommended strategic plan.

WOTS-UP ANALYSIS

EXTERNAL

OPPORTUNITIES

Flexible city manager
Support from city council
New law changes require training
Diversified workforce reduces direct impact on females

THREATS

Suits against the City-strip resources
Other departmental demands for same training
Additional law changes
Diversity of workforce
Changing social mores/values
Man's world attitude
City leadership changes
Internal organizational resistance

INTERNAL

STRENGTHS

Chief's commitment to City/Department
Innovative staff
Budget - fiscal strength
Managerial attitudes
Reputation City/Department
Training - education level
Image with community
Highly developed managers
Positive labor relations
Low turnover of sworn officers
Dedication

WEAKNESSES

Communications of command staff
Building project
Recruitment of women/minorities
Managerial attitudes
Internal managerial conflicts
Commitment of "Old Salts"

Based upon the identified strengths and weaknesses of the organization and subsequent conversations with group members, a short assessment as to each is provided which will indicate implications for the strategic plan.

WEAKNESSES

1. Communications of Command Staff--Semi-monthly or at least monthly meeting's need to be held with the chief, captains, and, at least, the lieutenants to allow for much more information discrimination.

2. Building Project--This project is taking great amounts of energy and time, and it is creating an uneasiness among a large portion of the employees.
3. Recruitment of Women and Minorities--The turnover rate at the department is low, and the minimal number of these groups applying for employment needs to change. The department needs some additional positions to maintain the officer-to-population ratio which has slipped badly in the past few years.
4. Managerial Attitudes--The current attitudes, not only the in Anaheim Police Department but also in most of California law enforcement, can be resistant to this plan.
5. Internal Managerial Conflicts--As with many law enforcement organizations, the turf battles continue to exist which inhibit the spirit of cooperation to allow for plans, such as the one proposed, to be successful.
6. Commitment of "Old Salts"--Those truly committed sterotypical "cops" will certainly be resistive to the plan and inhibit the change.

STRENGTHS

1. Chief's commitment to City and Department--The visibility that the chief has in all arenas of the City will be a definite benefit.

2. Innovative Staff--Many of the staff members are risk takers and will work at making the situation better.
3. Budget-Fiscal Strength--The Police Department commands nearly 10% of the total City budget which has a AAA rating--a definite plus for programs of this nature.
4. Managerial Attitudes--Many of the managers are innovative, flexible, and progressive in their thinking and leadership skills, making these projects much easier to implement.
5. Reputation of the City and Department--Both are very positive and promote cooperation.
6. Training-Educational Level--Highly and currently trained employees make for a much smoother transition of new programs--more open minds.
7. Image in the Community--Community support indirectly makes implementation of new programs easier.
8. Highly Developed Managers--A number of lieutenants and captains have attended both the Command College and FBI Academy to stay current on issues.
9. Positive Labor Relations--When labor and management are working well together, things are going well, a situation which, reduces conflict and resistance.

10. Low Turnover--Another indication of things going well and the spirit of cooperation.

11. Dedication--Officers and non-sworn are not leaving. It takes nearly nine years service to work into a day-shift position in patrol. The management team averages over twenty years service. This is a positive for this project since many are flexible and progressive.

The indications from this analysis project a very favorable impression for the successful implementation of the proposed changes within the Anaheim Police Department. The strengths of the organization far out-weigh the weaknesses which, for the most part, are attitudinal in nature. Although it is nearly impossible to change attitudes, conduct can be controlled and the chief will need to ensure the attitude problems do not get in the way of progress.

STRATEGIC ASSUMPTION SURFACING TECHNIQUE (SAST)

This portion of the project involves identifying those individuals, groups, or organization who would appear to take an interest in the strategic issue. These stakeholders may either be helpful or a hindrance in the implementation of the proposed plan.

Since the organization does not operate in a vacuum, and departmental policies do have implications outside the organization, those stakeholder had to be identified. Assumptions were made on each as to their importance to the department and to the issue.

Overall, the majority of stakeholders were considered to be supportive of the plan. The idea of having a workforce which follows the laws, works in a harassment-free environment, and has the potential of being more productive is certainly positive and will have the support of the majority.

However, there are those who will be either non-supportive or even attempt to derail a program of this nature who are considered Snaildarters. The Snaildarters were identified in order to establish a strategy to overcome or at least to neutralize their impact.

STAKEHOLDERS AND ASSUMPTIONS

DEPARTMENTAL PERSONNEL

	SUPPORT	OPPOSE	MIXED
Chief	X		
Administration	X		
Management	X (Most)		
Supervisory			X
Police Officers			X
Reserves	X		
Non-Sworn	X		

ASSOCIATED POLICE DEPARTMENTAL GROUPS

SUPPORT OPPOSE MIXED

CITY GOVERNMENT

Mayor	X		
City Council	X		
City Manager	X		
City Attorney	X		
Human Resources	X		
Other City Department Heads			X

ASSOCIATED POLICE DEPARTMENTAL GROUPS

Anaheim Police Association (APA)	X (Most)		
Latino Police Officers Association (LPOA)	X (Most)		
Anaheim Municipal Employees Association (AMEA)	X		
POST	X		
California Police Chiefs Association	X		
California Sheriffs Association	X		
California Police Officers Association (CPOA)	X		

MEDIA

Electronic			X
Print			X

ASSUMPTIONS

Of the identified stakeholders, a list of eight of the most important individuals or groups was developed and certain assumptions about the various positions they would take was made about each.

- ◆ CHIEF
- ◆ CAPTAINS
- ◆ LIEUTENANTS
- ◆ SERGEANTS
- ◆ POLICE OFFICERS ASSOCIATION [APA]
- ◆ EMPLOYEE ASSOCIATION [AMEA]
- ◆ CITY MANAGER
- ◆ POST

CHIEF OF POLICE: Will be supportive and help to make it happen.

CAPTAINS: The majority will be fairly neutral.

LIEUTENANTS: They will treat this as just another training program and basically will be neutral.

SERGEANTS: Although they could be positive or negative, because they will likely be the most impacted, especially in the Patrol Division, most will have little to say about it.

POLICE ASSOCIATION: The new Board is not real hostile and generally will support the concept.

CITY MANAGER: The support from here will be very important not only of the Police Department but as for setting the tone for the rest of the City. He will help it happen.

POST: Involvement will be slow in coming until some of the Commissioners or a group like CPCA or CPOA starts putting the pressure on, then they will make it happen.

An additional consideration, that surfaced was the need of the support of the Human Resources Department, Affirmative Action Liaison in assisting with the development of an Anaheim specific program. The knowledge and skills of these professionals will be a very valuable resource in planning Anaheim's program.

The recommendations as to dealing with the identified strengths and weaknesses will be addressed in the final portion of this project, the transition plan.

MODIFIED POLICY DELPHI

Six people of the original NGT panel were asked to identify and explore a variety of alternative strategies which are designed to address the strategic issue. The group developed a fairly extensive list and then rated each as to desirability and feasibility. After the rating, they were finally re-rated to produce the smaller, more manageable list of five.

As a result of this exercise, the following five policy areas emerged as those worthy of further consideration:

1. Create an awareness of the issue within other areas of the public sector.
2. Obtain the commitment of Police Association leaders.
3. Need for qualified presenters.
4. Development of appropriate/up-to-date presentations.
5. Total commitment of department heads to set the tone.

Each of the alternatives were rated as to both desirability and feasibility. Each aspect was scored on a scale of 0-3 for each aspect and then a total score for each established. The top five were rated as shown below.

FIGURE 9
MODIFIED POLICY DELPHI RATINGS
(FINAL)

Alternative 1	Total	28
Alternative 2	Total	27
Alternative 3	Total	31
Alternative 4	Total	36
Alternative 5	Total	34

The five alternatives were considered along with the environmental analysis and were used as the basis for the development of a mission statement.

After completing the Modified Policy Delphi and then developing the Mission Statement the fact that many of the strategies were either related or interrelated became very apparent to the successful implementation of this project. Since they all seem to be important to the issue, the majority of them were made a part of this plan.

MISSION STATEMENT

To provide the Anaheim Police Department and all of California Law Enforcement a model policy for developing and presenting a training program on preventing sexual harassment in the workplace.

The accomplishment of the Mission will be the result of:

- * Providing clear and valid reasons for the program.
- * Demonstrating the benefits.
- * Providing a clear and focused presentation.
- * Acknowledging the potential for liability.
- * Describing the difference of the workforce of the past as compared to today and the future.
- * Incorporating some cultural awareness training in the program.

POLICY STATEMENTS

Based upon the Mission Statement, a policy statement was developed for each of the six identified action areas.

POLICY ONE

PROVIDING CLEAR AND VALID REASONS FOR THE PROGRAM

The laws concerning employee rights, and especially those of Title VII of the Civil Rights Act, are changing, a situation which requires some modifications of traditional behaviors. Law enforcement personnel must be kept apprised of the changing body of law and the responsibilities they place on each individual.

POLICY TWO

DEMONSTRATING THE BENEFITS

The fact that a workforce free of discrimination and sexual harassment is much more productive, a situation which also promotes Esprit de Corps, should be stressed by the Chief of Police as well as the entire staff.

POLICY THREE

PROVIDING A CLAR AND FOCUSED PRESENTATION

The fact that the traditional sterotypical concept of how an officer is to look and act as compared to the diverse workforce of todays concept should be used as a basis of the program. This view needs to be combined with the specific aspects of the other five policies.

POLICY FOUR

ACKNOWLEDGE THE POTENTIAL FOR LIABILITY

The laws of the past limited liability, and if imposed they were against the employer. Employees must be aware of the trend of the new body of laws that are imposing personal liability on the individual as well as on the employer.

POLICY FIVE

DESCRIBING THE WORKFORCE OF THE PAST AS COMPARED TO THAT OF THE FUTURE

More women and minorities are entering the entire workforce which means that law enforcement is no exception. These new workers have many different perceptions as to what is acceptable and unacceptable behavior on the job, and those ideals will cause changes in traditional behaviors.

POLICY SIX

INCORPORATING SOME CULTURAL AWARENESS TRAINING IN THE PROGRAM

Based upon the diverse workforce now entering law enforcement, more cultural awareness training is necessary to provide understanding of the various lifestyles and expectations.

TRANSITION MANAGEMENT

SECTION THREE

SECTION THREE - TRANSITION MANAGEMENT

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TRANSITION MANAGEMENT PLAN

How We Get From Here to There

The desirable future in relationship to the issue question has been developed through the use of scenarios, and a Strategic Plan on the accomplishment of that goal has now been completed. Now the crux of the entire endeavor is at hand: How do we get from 1990 to the desired position in the year 2000?

During any type of transition, it is necessary to manage the ongoing operations, and at the same time manage the transition, or change, to the future. In this instance, the identification and analysis of the Critical Mass, selection of the Management Structure and those Technologies necessary for the transition have been performed.

The end result of these evaluations is the creation of a structure that will motivate the change, help to shape the political dynamics to ensure the change does, in fact take place, and manage the actual transition.

CRITICAL MASS

The success of a plan such as this is vitally dependent upon the ability to get key individuals involved to a significant degree wherein they will produce the energy that is necessary to acquire the resources necessary for implementation.

The Critical Mass for the implementation of this project at the Anaheim Police Department have been identified as:

- ◆ Chief of Police
- ◆ Captains
- ◆ Lieutenants
- ◆ Sergeants
- ◆ Police Association (APA)
- ◆ Employees Association (AMEA)
- ◆ City Manager
- ◆ POST

The following chart (Figure 10) indicates where the critical mass is at the present time and their desired position for the implementation of this project.

FIGURE 10
COMMITMENT ANALYSIS

CRITICAL MASS PLAYER	BLOCK CHANGE	LET CHANGE HAPPEN	HELP CHANGE HAPPEN	MAKE CHANGE
CHIEF			X-----	-----→0
CAPTAINS		X-----	-----→0	
LIEUTENANTS		X-----	-----→0	
SERGEANTS		X-----	-----→0	
POLICE (APA) ASSOCIATION		X-----	-----→0	
EMPLOYEES-AMEA ASSOCIATION		X-----	-----→0	
CITY MANAGER			X/0	
P.O.S.T.		X-----	-----	-----→0

X : Present Position

0 : Desired Position

Overall, the concept of a work environment that is free of discrimination and sexual harassment is a very positive desire of all those who have been identified as comprising the critical mass. However, even with the most positive programs, transition brings with it the reluctance to change long established habits. Problems do surface when individuals perceive threats to either them personally, or to their positions in the organization.

Charles Tyson, International Consultant of Ford Motor Company, has developed a formula for change to overcome those problems and concerns that are a treat to a new program. His formula is: $D \times V \times F \triangleright R$.

- "D" Stands for dissatisfaction with things as they are now
- "V" Stands for vision of that which is possible
- "F" Stands for the first steps to be taken in reaching that vision
- "R" Stands for resistance to the change

If the people feel that $D \times V \times F$ is greater than R , then they will go along with the change.

So, as in this case, it is vitally important for the successful implementation of the proposed plan to first establish what if any dissatisfaction may be, promote the vision of what is desired, and then take the first steps toward that better future.

Obviously, the Chief of Police in Anaheim is one of the main players in this program, if not the main player in this program. His direction and support, which must be well communicated to everyone concerned, set the tone for the entire project.

The chief's role in this project of an education program to change certain employee behaviors will be to demonstrate the benefits of the training program at the very beginning, and to ensure the reasons for those requested changes are clear and focused.

The five captains are expected to be supportive, and by their actions they can be a positive influence in helping to make the change happen.

The twelve lieutenants and forty-three sergeants will for the most part let the change happen. Some will be more active in helping it happen, but their numbers are minimal.

The Police Association is in a position of a snaildarter; they could go either way. At the present time the association members appear to be pleased with all that is happening, and the Board of Directors are not a real militant group. But this situation could change, at which time a program such as this, which involves employees' rights, may be a big issue.

AMEA is the organization which represents the municipal employees of the entire city, and it has a reputation of being very confrontational, especially at

the police department. Police department employees such as records clerks, jailers, secretaries, and dispatchers belong to this organization, and some of this group are expected to be pretty verbal on this issue.

The City Manager just recently took office. His total support in the endeavor is expected. He has been with the city about 10 years and encourages programs to improve the employees quality of life.

POST has been somewhat involved with the sexual harassment issue for several years. However, at the present time it does not appear that it is one of their top priorities to develop any training on the subject. This project may be a basis on which a state policy can be developed.

For the majority of the critical mass, a spirit of cooperation is expected. The fact that this program is one where everyone would seem to benefit, indicates that any competition or resistance to its implementation should be at a minimum.

MANAGEMENT STRUCTURE

A number of considerations were explored: the transition plan, the critical mass, interrelationships of departmental personnel, demands on specific personnel, past practices, individual acceptability status, organizational acceptance, and tradition and value norms prior to developing the structure of the team.

The one individual who is most crucial to this structure is a person who is respected throughout the organization, who has the ability to coordinate the change effort, and who can mobilize the resources necessary to get the task completed. This individual must enjoy the reputation as a people person, a leader and one who accomplishes goals through open, honest, and sincere communications. To facilitate the task, it would be of great assistance if this individual had the Command College background.

Fortunately, the police chief, the city manager, and the police association enjoy open and cooperative interactions, a definite plus in keeping a project such as this on track. The Chief's frequent contacts with the manager and the APA board provides the forum to keep them continually appraised of how the project is progressing helping to maintain the necessary commitment, and making the team leaders' job much easier.

The individual selected to head this project should be the Administrative Division Training Lieutenant. The lieutenant, even though he reports to the Division Captain, has responsibilities for not only training but is also involved in personnel matters, thus having a vested interest in providing training and customizing it to Anaheim's needs. By his selection, the transition will be much smoother in that the lieutenant is basically responsible for the majority of resources at APD necessary to complete this project.

The lieutenant has the ability to pull resources from throughout the department, whether they be sworn or non-sworn personnel. He also has excellent rapport with the city's Human Resources Department which will be of value during the creation and development of the final product. As such, he has at his disposal a diagonal slice of the department in putting his team or task force together.

The lieutenant will certainly utilize a number of varied technologies when assigning the various tasks to the individual members of his team. Along with that goes the unique ability of the Chief in managing these types of programs through his staff. He is very informal in his dealings with the entire department, but he has that innate ability to be very effective.

TECHNOLOGIES

It is anticipated that problems will arise in this project, as they do whenever any organization goes through significant change. That is especially true when you deal with moral issues, cultural traits, and human rights, as in this project. It is necessary then to identify those problems or anticipated problems, and to deal with them before they have a devastating impact on the project.

There are a number of intervention technologies such as team development, organizational structure changes, responsibility charting, confrontational

meetings, open systems planning, and education and training sessions that could be utilized in one form or another to identify problems and accomplish the tasks necessary for implementation of this project.

Due to the nature of this program, wherein it will ultimately result in education, awareness training, and changing behaviors, the lieutenant will likely utilize more than one of the many technologies to accomplish the task. The lieutenant will need a considerable amount of latitude in determining his methodological style which could possibly include responsibility charting and training sessions.

The training program is going to involve a number of different facets that must be incorporated to provide a viable program.

The legal aspects, human resource management, and cultural differences all involve different areas of proficiency. As such, the various areas must become the responsibilities of people with expertise in those forums. Consequently, the lieutenant should establish his list of those necessary to accomplish the goal and assign them the responsibility (in developing a viable program), thus creating an ownership on the individual's part.

When all the various aspects are developed, then a selected number of people should be brought together and taught to present the entire program in a manner that will not only be understood, but also have a chance of changing behaviors.

CONCLUSION

In the preceding pages, an attempt has been made to identify the differences in the emerging laws pertaining to sexual harassment, as well as the changing work force and their implications to law enforcement in the future.

As it was identified in the early stages of this study, the laws and case decisions concerning Title VII of the 1964 Civil Rights Act are taking some dramatic steps that have potentially devastating implications for law enforcement regarding discrimination and sexual harassment.

The old traditional concept that sexual harassment was only the boss chasing the secretary around the desk, or the boss demanding sexual favors for job benefits, is something of the past. With the newer versions of that which constitutes sexual harassment being broadened to a hostile, offensive, or intimidating work environment based upon sexual acts or conduct, a whole new arena has been opened.

In fact, the newest concept has just been handed down by the California Supreme Court in January of 1990. The Court held that "environmental" sexual harassment is actionable by a person who merely witnessed the behavior as long as it was in that person's work area.

The fact that the all-male profession of law enforcement is a thing of the past is also cause for concern. With more women and minorities entering the profession there is much more likelihood that the harassment and discrimination incidents will be even more pervasive than they are today. This is certainly evidenced by the fact that the labor force during the next ten years is expected to be comprised of 15 percent white males and 85 percent females and minorities.

Although the majority of sexual harassment complaints are by females filing against males, there are reports indicating that the incidents of male/male, female/female, and female/male claims are on the rise.

The influx of various cultures entering law enforcement is also cause for concern. As this study has indicated, the concepts of the traditional cop are fading and other cultural aspects are being introduced. These differences must be addressed before they become harmful. These cultural differences just may be the spark that ignites some real conflicts within the ranks of law enforcement.

The implication of these changes is that law enforcement is on the path toward some major money judgements being handed down against officers and/or deputies if the attitude of agencies is to maintain the status quo. Change, especially change in habits, takes time to implement. And, if the first steps are not taken soon to direct those changes, our profession will suffer.

The study also points out the need to constantly monitor the interactions of the individual work environments to afford us the opportunity to lessen the incidents of these prohibited behaviors.

The strategy plan for a sexual harassment and cultural awareness program designed in this study is generic in nature. It can be modified to fit the needs of any agency, no matter its size.

FINAL THOUGHTS

Although this program has been developed for the Anaheim Police Department without POST involvement, the combined efforts of both entities would much better serve law enforcement throughout.

Many agencies in California have programs on sexual harassment or cultural awareness, but few if any take the combined approach which is necessary if any significant changes are to be realized.

The findings of this study propose a course of action that will lead to a better work environment, and hopefully a more productive workforce. But until the law enforcement leaders of today take the first steps to make it happen, it is all for nothing.

It is our choice; because all of us can help make the situation better, as we are both the granite and the sculptors.

APPENDIXES

APPENDIX A

TRENDS

1. Changing Governmental Regulations
2. Increased child care facilities
3. Overcrowding of the court system
4. Equal number of men and women in workforce
5. Increased separation of the rich/poor
6. Lack of qualified or interested applicants
7. Older population
8. A.I.D.S.
9. Maternity leave of men - paid
10. Increased number of females in the workforce
11. Benefits
12. Decrease in the number of children
13. Immigrant values
14. Improved qualifications - improved pay
15. Better communications - good guys/bad guys
16. Drug abuse
17. Wages
18. Gender and racial shifts
19. Social values
20. Lower physical requirements
21. Transportation
22. Reduction/Retraining due to automation
23. Professionalism
24. More white collar crimes
25. Women holding much high positions
26. Mass transit increased
27. More female Chiefs of Police
28. Second career personnel
29. Family reorganization
30. Increased P/T hired help
31. Less distinction of Male/Female positions
32. Reduction in middle management positions
33. Lack of jail space
34. Older workforce
35. Sexual Equality
36. More local government control
37. Different interviewing techniques
38. Higher performance standards
39. More Deli's
40. Changing attitude
41. Double standards for Men/Women
42. Housing costs rising
43. Independent children
44. Socialized Medicine
45. Less deterrence in criminal system
46. Work vs Leisure Time
47. Clothing
48. Workforce Diversity

APPENDIX C

HOW WILL THE CHANGING LEGAL AND SOCIAL ISSUES RELATING TO
SEXUAL HARASSMENT AFFECT LAW ENFORCEMENT WORK FORCES IN THE
NEXT TEN YEARS?

SEXUAL HARASSMENT QUESTIONNAIRE

1. AGENCY:
2. POSITION:
3. YEARS IN LAW ENFORCEMENT:
7. YEARS REMAINING UNTIL RETIREMENT:
8. DOES YOUR DEPARTMENT HAVE A WRITTEN POLICY AGAINST SEXUAL HARASSMENT: YES
NO
9. IF YES, WHAT YEAR WAS IT WRITTEN? _____
10. HAVE YOU EVER BEEN THE VICTIM OF SEXUAL HARASSMENT? YES
NO
11. HAVE YOU EVER BEEN INVOLVED IN A SEXUAL HARASSMENT LEGAL ACTION? YES
NO
12. WHAT TYPE OF FORMAL TRAINING ON SEXUAL HARASSMENT DO YOUR EMPLOYEES
RECEIVE? _____

13. HOW WILL LAW ENFORCEMENT ATTITUDES CONCERNING SEXUAL HARASSMENT CHANGE
WITHIN THE NEXT TEN YEARS? _____

14. HOW WILL THE MAKEUP OF THE LAW ENFORCEMENT WORKFORCE CHANGE IN THE NEXT
TEN
YEARS? _____

15. HOW WILL THE ATTITUDES TOWARDS MINORITIES, WOMEN, AND HOMOSEXUALS CHANGE
IN THE LAW ENFORCEMENT WORK ENVIRONMENT DURING THE NEXT TEN YEARS?:
MINORITIES: _____
WOMEN: _____
HOMOSEXUALS: _____

SEXUAL HARASSMENT QUESTIONNAIRE
PAGE 2 OF 3

16. WILL A MAJOR COURT CASE SETTLEMENT CONCERNING SEXUAL HARASSMENT BE HANDED DOWN AGAINST A LAW ENFORCEMENT AGENCY WITHIN THE NEXT TEN YEARS?

YES
NO

IF YES, WHAT TYPE OF ACTION DO YOU ANTICIPATE MOST LAW ENFORCEMENT AGENCIES WILL TAKE: _____

17. OF THE SEXUAL HARASSMENT CLAIMS TO BE FILED WITHIN LAW ENFORCEMENT IN THE NEXT TEN YEARS, WHO WILL FILE THE MAJORITY? SWORN _____ NON-SWORN _____

18. WHAT TYPES OF TRAINING PROGRAMS NEED TO BE DEVELOPED OR PRESENTED FOR MANAGEMENT AND SUPERVISORY LAW ENFORCEMENT EMPLOYEES? _____

19. HOW WILL THE SEXUAL HARASSMENT LAWS AFFECT THE "ESPIRIT DE CORPS" THAT NORMALLY EXISTS AMONG LAW ENFORCEMENT EMPLOYEES DURING THE NEXT TEN YEARS? _____

20. HOW WILL CONCERNS ABOUT SEXUAL HARASSMENT ISSUES AFFECT THE PERFORMANCE OF LAW ENFORCEMENT EMPLOYEES DURING THE NEXT TEN YEARS? _____

21. HOW WILL SEXUAL HARASSMENT LAWS AND TRAINING PROGRAMS AFFECT THE MORALE OF LAW ENFORCEMENT EMPLOYEES IN THE FUTURE? _____

22. WILL THERE BE AN INCREASE IN CLASS ACTION SEXUAL HARASSMENT LAW SUITS IN LAW ENFORCEMENT AGENCIES DURING THE NEXT TEN YEARS? _____

23. WHAT ROLE WILL THE LABOR ORGANIZATIONS HAVE IN DEFINING WORKING CONDITIONS WITH RESPECT TO THE SEXUAL HARASSMENT ISSUE WITHIN THE NEXT TEN YEARS? _____

24. WHAT TYPE OF AN IMPACT DO YOU PERCEIVE GROUPS SUCH AS "THE NATIONAL ORGANIZATION OF WOMEN" AND "THE NATIONAL ASSOCIATION FOR ADVANCEMENT OF COLORED PEOPLE" WILL HAVE UPON LAW ENFORCEMENT ADMINISTRATORS CONCERNING SEXUAL HARASSMENT IN THE NEXT TEN YEARS? _____

SEXUAL HARASSMENT QUESTIONNAIRE

PAGE 3 OF 3

25. WHAT TYPE OF IMPACT WILL SEXUAL HARASSMENT CASE DECISIONS HAVE UPON LAW ENFORCEMENT WITH RESPECT TO AFFIRMATIVE ACTION PROGRAMS? _____

26. HOW DOES THE WAY PEOPLE DRESS AFFECT INCIDENTS OF SEXUAL HARASSMENT WITHIN YOUR DEPARTMENT? _____

27. WHAT IMPACT ON THE SEXUAL HARASSMENT ISSUE WILL BE SEEN BY MORE WOMEN AND MIMORITIES ENTERING THE SUPERVISORY AND MANAGEMENT POSITIONS IN LAW ENFORCEMENT? _____

28. HOW DOES FORMAL EDUCATION OF LAW ENFORCEMENT E4MPLOYEES AFFECT THE SEXUAL HARASSMENT ISSUE? _____

29. HOW WILL THE FACT THAT MORE WOMEN IN POSITIONS OF POWER IN LAW ENFORCEMENT IMPACT UPON THEM SEXUALLY HARASSING PEOPLE WHO WORK FOR THEM? _____

30. HOW DO YOU FEEL ABOUT THE FOLLOWING STATEMENT:

"THE ISSUE OF SEXUAL HARASSMENT HAS BEEN EXAGGERATED -- MOST INCIDENTS ARE SIMPLY NORMAL SEXUAL ATTRACTION BETWEEN PEOPLE."

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