

Week 2 Discussion Question 1
Due Day 3: Thursday

Imagine that you are the chief executive of a criminal justice agency and you see the need to change the culture from the traditional criminal justice culture that values the status quo to one that values innovation. What steps would you take to initiate and sustain cultural change?

In the criminal justice system there comes a time when change needs to be made to make the department run more efficiently or provide a better service to your community with the resources that you have, especially in today's economy. Most times this change is not a welcome change either by members of the department or the community as a whole so it is the job of the chief executive of the agency to "sell" this change to the resistant group. Over the years I have seen various changes in my 17 year career in law enforcement such as: switching from revolvers to pistols, computer generated reports, placing automatic external defibrillators in the patrol cars and dealing with active shooters. Each time a change was made it was met with resistance mainly because it was not implemented correctly.

According to Kevin Zelt, time is not necessarily on law enforcement side, especially when it comes to active shooters so the decision have to be implemented before the situation arises.

Over the years we have seen an increase in active shooters in school settings and law enforcement no longer waits outside until the SWAT team arrives. The first arriving officers form a team, make entry into the school and eliminate the threat, bypassing wounding and evidence, which is not what traditional policing involves. If you are a parent of one of the students facing danger you want and need law enforcement to do this. However if you are the parent of the suspect or innocent bystander that may be harmed you have second thoughts, as "eliminating the threat" sounds very callous!

This is why Zelt recommends educating the public of the need to take such a drastic measure prior to the incident, explaining the reasons. You may not win over everyone but decisions are never made with 100% of the support of the people. This same education holds true when making other changes. Rather than implementing the change and informing those affected by the change, explain what the goal of the change is prior to implementing it and you will win a lot more support!

Time is on Our Side, Not Necessarily; pgs 34-37. Kevin Zelt; Law and Order Magazine; December 2011.

Response 2

For me I looked at the Hygiene verses the Motivation types of management.(Kania,2008)
The changes I would make relate to the Motivation type of management and give the officers more recognition and rewards for there work. This would come with a price I would implement yearly physical standards for officers and this physical standard would directly effect keeping jobs, getting promoted this is to help keep officers safe. I have seen to many officers that could not move fast enough to save themselves in an emergency. By

just changing these two things the officers are being set up to have any carrier they want as the physical fitness and awards will look good to any department. I would also make more use of officers going plain clothes in conjunction with the normal patrols to catch more criminals off guard as most people expect patrols to be marked cars and uniforms.

Kania, Richard *Managing Criminal Justice Organizations: An Introduction to Theory and Practice*, 2008 Matthew Bender & Company, Newark, NJ