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A new era of policing is on the horizon, which carries with it the possibility of shaping the future of policing. New technological developments in the form of augmented reality (AR) are the uninhibited catalysts of change, already making sweeping differences in the way people interact with technology. While the rapid pace of technological advancement paves the way for a new frontier of AR technology, the potential threats posed by such technology remain one step ahead.

AR brings together a variety of technology to enhance a person’s real-world assessment by overlaying computer-generated images onto real-world field of vision or into a real-world experience. This new technology will make it easier to commit crimes and will require a fundamental shift in policing.

In particular, the advent of intrusive technology such as Google Glass and the Daqri Smart Helmet, which are capable of providing the wearer with “Terminator Vision” gives rise to a myriad of potential crimes. The potential misuse of such technologies includes the possibility of underage sex crimes and other illicit acts. (Rodriguez, July 2015). As AR takes center stage to provide officers with new and improved means of combating crime, new threats emerge. Because AR technology allows the user to interface and access multiple layers of information in real time, crimes will require less coordination and become more solitary in nature. (Treverton, Wollman, Wilke, Lai, 2011). Similarly, while AR technology and other new database searching technologies provide previously untapped enforcement opportunities, taking advantage of these opportunities will require a variety of skill sets new to the police.

Emerging technologies, such as AR, will offer similar and more lucrative opportunities in the future. Unless law enforcement can think creatively and understand the capabilities and weaknesses of those same technologies, they will be blind to the dangers they pose. (Cowper, Buerger, 2003).
AR Technology at Work

In the future, information will be obtained directly from intelligent environments. These environments will include computing systems, microprocessors and programmable chips embedded within physical spaces. (Shafer, Brumitt, Cadiz, 2001). These devices will use wireless links to communicate with AR equipped individuals and other sensing devices to provide real-time information about the local area. (Id.) Inevitably, augmented reality will be commonplace in society, allowing users to filter more information than the brain is capable of to engage reality with laser-like precision. (Cowper, Buerger, 2003).

Augmented reality superimposes a computer-generated image onto a user’s view of the real world. (Id). One example of augmented reality seen by millions of football fans each year is the yellow, first down marker. Without this technology marking the location of the first down, it would be difficult for many viewers to filter through the 40 and 50 yard lines to know how close the players actually are to the first down line. (Marcus, 2013). Using AR, any viewer can discern instant information relevant to the game.

This same technology has wide implications in the future: helping military pilots identify friend from foe, assisting police in pursuits, and aiding oil companies locate hidden leaks. (Id). Just like on the football field, the chaos and other intrusions can be eliminated to show exactly where the oil pipeline lays, or to give helicopter pilots a street-view of the suspect’s exact location.

Uses and Potential Implications of AR Technology

While AR technology promises to have a dramatic impact on the future of policing, understanding the uses and limitations of AR will be critical. Because AR technology is indiscriminate, the key to effective policing will not be the technology itself; rather, it will be the ways in which it will be adapted to serve police force purposes. (Treverton, Wollman, Wilke, and Lai, 2011).

Information or objects within an AR environment can be strategic, tactical and technical in nature and accessed from several different sources. (Cowper, Buerger, 2003.) The technology can utilize information stored in a wearable computer, analysis software to interpret real-time optical and sensor input, and from remote sources linked by wireless connections. (Cowper, Buerger, 2003).

The future of AR is as vast as it is complex. Will Wright, creator of The Sims family games, likened AR to having super-sensory abilities, similar to flipping a switch to see what is under the ground beneath your feet. In particular, Wright noted that unlike “bookmarks or restaurant reviews...it’s something that maps to my intuition.” (Farber, 2013). Rather than simply augmenting reality, the technology could decimate reality by filtering out more information with less discord than ever before, creating a system in which the user cannot tell the difference between the real world and its virtual augmentation.

This technology opens a floodgate of potential uses that can be both harmful and valuable. Some of the most valuable uses of AR technology identified by the Futures Working Group, PFI/FBI (Cowper, Buerger, 2003) include:
Augmented Reality: Organized Deterrence and Adaptive Policing

Patrol
- Real-time language translation along with data on cultural customs and traditions;
- Real-time intelligence about crimes and criminals in the patrol area;
- Facial, voice-print and other biometric recognition data of known criminals to allow instantaneous identification;
- Scalable, three dimensional maps, complete with building floor plans, sewer system schematics, public utility information and public transportation routes; and
- Patrol car operator data and regional traffic management information on a heads-up display to make driving safer and more efficient, especially in pursuit and rapid response situations.

SWAT Operations
- Augmented reality overlays providing officers with x-ray like vision;
- The ability to filter out distracting information to assist with locating and apprehending fleeing criminals, buried or concealed disaster survivors, or missing persons;
- Interface of human-machine components that extend human capabilities and “presence” to remote locations.

Criminal Investigation
- Enhanced ability to gather information, follow leads and visualize large amounts of data in real-time to solve crimes;
- Speaker recognition capabilities providing investigators with accurate voice matching;
- Utilizing AR technology to visualize blood patterns, blood stains and other sensor-detectable forensic data available at crime scenes;

Training and Supervision
- Providing realistic training scenarios to simulate dangerous police environments;
- Real-time monitoring of patrol activities; and
- Coordination of widely dispersed units through the use of visual, audible and haptic cues from the supervisor. (Cowper, Buerger, 2003.)
- Finding creative ways to merge these technologies with current policing ideals will be the biggest hurdle to effective policing strategies in the future.

Expanding Common Notions of Privacy in the AR Technology Era
Falling farther and farther behind the technological curve, many police departments provide a responsive service, which only leaves room for tiny improvements to their overall business model. In a rapidly changing world, each new breakthrough in technology adds another element of complexity, making it more difficult for agencies to adapt to and understand subsequent technological developments. (Brown, 2000). This situation forces personnel into a reactive mindset, hoping to stay current while striving to maintain some relevance to the citizens they serve. (Cowper, Buerger, 2003).

Similarly, while the sophistication of technology is increasing steadily, it remains constrained by older legal concepts of privacy rights. (Cowper, Buerger, 2003). Utilizing these privacy rights and building strong community and private-sector ties will enable police forces to reinvent their public image. New AR technology can
be intertwined with current police concepts to creatively and effectively fight crime within the confines of a free society. However, understanding what privacy laws exist and why they exist will be crucial.

Privacy and AR

The dichotomy between rapidly increasing technology and current privacy laws was clearly showcased in the June 2001 Supreme Court decision in Kyllo v. United States, 533 U.S. 27 (2001). The 5-4 majority held that the use of a thermal imaging device to measure “waste heat” emanating from a private dwelling constituted a 4th Amendment search because the technology revealed, or had the potential to reveal, “intimate details” of the activities inside the home. (Kyllo, 533 U.S. at 31).

The decision centered on the notion that the right to retreat into one’s home and be free from unreasonably intrusive technology is a fundamental right granted by the Fourth Amendment. (Cowper, Buerger, 2003). The justices noted that “[t]he present case involves officers on a public street engaged in more than naked-eye surveillance of a home.” (Colbridge, 2001). The enhancement of ordinary sense perceptions by technology – the basic definition of AR – is the instrument by which the Fourth Amendment violation occurs.

The two fundamental premises for the ruling on the application of new technology were the existence of an expectation of privacy and social acceptance that such expectation was reasonable:

[a] Fourth Amendment search occurs when the government violates a subjective expectation of privacy that society recognizes as reasonable. See id., at 361. We have subsequently applied this principle to hold that a Fourth Amendment search does not occur—even when the explicitly protected location of a house is concerned—unless “the individual manifested a subjective expectation of privacy in the object of the challenged search,” and “society [is] willing to recognize that expectation as reasonable.” (Kyllo, 533 U.S. at 34).

While government use of a device that is not in general public use to enhance sensory capabilities will likely constitute a Fourth Amendment Search requiring a warrant, privacy implications of future technologies deemed to be of “common use” remain open for deliberation. While the current developmental use of AR draws from existing databases, it is reasonable to expect that future generations of AR will be capable of integrating real-time inputs from active scanners. (Cowper, Buerger, 2003). Such broadband scanning by police-equipped AR technology (whether vehicle-mounted or individually-equipped) runs the risk of inadvertent violation of the legal threshold established by the Fourth Amendment. (Id).

Although the Kyllo sets the limits on intrusive technology, a question from the bench asking would the use of sophisticated technology by police be more permissible tacitly if anyone could assemble a thermal imaging device for $5 or so out of parts bought at an electronics outlet store, recognizes that privacy rights are governed by notions of commonality and accessibility. (Cowper, Buerger, 2003). Understanding these core principles will be critical to create and implement law enforcement policies governing the use of AR technology that will withstand such rigorous scrutiny in the future.
Keeping Pace with AR Technology: Managing Data

Various concerns regarding the length of retention of databases and privacy rights will also arise, with little to no governing laws in place, resulting in fragmented implementation. (Kostal, 2015).

AR is only as reliable as the database management of agencies from which the data will be drawn and is dependent upon the successful balance of many different moving parts, some of which may lie outside the system agency’s control. (Cowper, Buerger, 2003,) For example, while there is no doubt the cost to implement AR technology will certainly tighten police force budgets, the initial acquisition itself will not be the problem. (Kostal, 2015; Treverton, Wollman, Wilke, Lai, 2011). The biggest hurdle will be to ensure agencies have the storage capacity and the software needed to manage, access, and integrate this data to combat future crime. (Kostal, 2015).

While AR technology has boundless possibilities, these possibilities are all dependent on the amount of data that can be stored and compiled. (Treverton, G. R., Wollman, M., Wilke, E., and Lai, D, 2011). In principle, this technology could drastically reduce the person-hours required to monitor risky areas, freeing up law enforcement and security personnel for other uses. However, given the large data management undertaking involved, the steps taken by each police force in the coming years to collaborate with software companies in an effort to exchange information for services will play a significant role in shaping the destiny of policing.

One example of potentially valuable AR software was developed by Palantir which offers police the ability to search large amounts of data while still meeting the privacy and civil liberties standards of federal law, as well as those set out in the Markle Foundation Task Force on National Security. (Treverton, Wollman, Wilke, Lai, 2011). The software utilized by Palantir provides data integration and analysis to find connections between data sources to increase situational awareness and allow officers to respond to crime in real time. (Palantir). This data can then be shared in crisis situations without violating privacy or data breach laws. (Treverton, Wollman, Wilke, Lai, 2011).

Creating the ability to fuse information by acquiring, compiling, and integrating data from many sources into useable and accessible forms is essential to future law enforcement success and will be a critical component to the effective implementation of AR technology. (Schafer, 2005). To take advantage of the possibilities, though, the police will need to alter the skills sets of future staff, and also partner with the community in different ways.

Shifting the Policing Paradigm to Incorporate AR Technology

The growing implications of AR technology provide police with a viable means of coming to the forefront of technology. (Treverton, Wollman, Wilke, Lai, 2011). At the heart of adaptive policing is the quest to preempt threats through the analysis of empirical evidence aided by innovative technologies. (Id.) With change come new possibilities.

Police agencies should leverage these possibilities to their fullest extent. This will require law enforcement agencies to shift their educational focus from reinforcing habitual behavior to requiring a much more diverse educational background. (Rowson,
Lindley, 2012). Now more than ever, there appears to be consensus that education is a valuable asset among current and prospective police employees. (Schafer, 2005).

Police should encourage and foster collaboration with schools to focus on a diverse curriculum, with emphasis on data analysis and data management, rather than the current vocational or liberal arts/social sciences emphasis. (Schafer, 2005). This will produce new officers who have the skills to be life-long learners, take a broader perspective of situations, and be motivated by employment opportunities that harness these traits. (Schafer, 2005). Police agencies and local colleges should also work together to find creative solutions to the potential problems posed by AR technology. Programs could be established to utilize interns to assist with data managing. (Cowper, Buerger, 2003).

Similarly, the police should form bonds with software development companies to generate useful insight into the future of AR, as well as how to optimize various AR data monitoring devices. Vendors would see benefits by being able to use data collected to further software and other technological goals of the individual private companies.

Additionally, police AR research should specifically address confined and controllable law enforcement situations, such as crime scene investigations and heads up displays in patrol cars. This would overcome issues of the bulk, inaccuracy and aesthetic concerns of today’s generation of AR equipment. As these basic applications are refined and a greater understanding of AR technology is obtained, it will be easier to incorporate it into more diverse aspects of policing to preempt potential criminal and terrorist uses. (Cowper, Buerger, 2003).

Use of AR technology, including virtual reality technology, should also begin to play a significant role in police training and ongoing education. Computerized simulations can be used to place officers in a variety of situations requiring split-second decisions without expending significant resources. These types of virtual programs reinforce appropriate decision-making skills, while also providing agencies with valuable insight necessary to assess an officer’s proclivity to making correct decisions in the face of adversity and to assist in facilitating further training or potential disciplinary action.

This type of integration, community-outreach, breaking free of jurisdictional and habitual constraints, and collaboration with the private sector will ensure that police have the capabilities they need to protect and serve the citizenry during the new era of AR technology ahead.

Conclusion

Collaboration and integration will be essential to effectively integrate AR technology with the current police ideals of today. This will require a shift in the educational focus of future police officers and will require police agencies to form bonds with the private sector, as well as the communities they serve. The strength of these bonds will be the difference between staying one step ahead of AR technology and constantly chasing future technological advances.
References
Individual law enforcement professionals are clearly the most important asset to any law enforcement agency. It is not the vehicles, the guns, protective equipment, or even the latest and greatest crime fighting technology. It is the human beings in uniform who are in direct contact and interacting with the public. It is their decisions, actions, and words directed towards the citizens they serve that forever mold public perception. These are the assets that offer the greatest value to the law enforcement profession.

Human beings learn constantly throughout their daily lives, and their brains never really take a break. We are constantly learning mental skills, developing our emotions and attitudes, and acquiring and executing physical skills. The three domains of learning are the cognitive domain (knowledge and comprehension), affective domain (emotions and attitudes), and the psychomotor domain (motor skills). In each of these domains, new skills are created and old skills are improved. (Sincero, 2011).

What if there was a “brain steroid” pharmaceutical that current peace officers and law enforcement trainees could take that enhanced all three domains of learning? Peace officers with super intelligence, high levels of tolerance and compassion, and excellent psychomotor skills would serve the public in a way that has never been seen in the past. And, more importantly, what price are individual peace officers and agencies willing to pay in terms of negative side effects and public perception? Is tampering with our biology worth it?

Current Brain Steroids

Americans currently spend more than one billion dollars a year on...
brain enhancing nutritional supplements. (Dye, 2015). They do this in hopes of improving their brainpower, even though it is unknown if the drugs work. For instance, Prevagen, a brain health supplement, claims on their website to improve memory, support a sharper mind, and support clearer thinking. (Prevagen, 2016). However, ConsumerLab.com states, “Unfortunately, no peer-reviewed studies have been published to back up these claims. In addition, the FDA has warned Quincy Bioscience (makers of Prevagen) in the past against claiming Prevagen could treat conditions such as head injuries and Alzheimer’s disease and for failing to report adverse reactions.” (“Does Prevagen Really Improve Memory,” 2016). There are also pharmaceuticals being used that are prescribed for specific disorders that are being used illegally to improve cognitive abilities.

College students commonly use the prescription drug Adderall to enhance their mental abilities while writing papers and taking tests. How big of a problem this is cannot be fully realized, but according to AddictionCenter.com, “Full time college students are twice as likely to abuse Adderall than their peers who aren’t in college.” (Adderall,” 2016). Adderall is a common prescription drug containing amphetamine and dextroamphetamine, which are central nervous stimulants. It is prescribed to patients with attention deficit hyperactivity disorder (ADHD) and/or narcolepsy. College students, business executives, and professors, though, have found creative ways to obtain it for brain boosting use. One Harvard Professor interviewed for the television show 60 Minutes admitted to regularly using Adderall at work, as well as to help him write a book. (“Boosting Brain Power,” 2010).

Roger Dooley, in his article, “Brain Steroids-Cognitive Enhancement Drugs.” states students are popping “smart pills” at an alarming rate. These “smart pills” include Ritalin, used for ADHD, and Donepezil, used for Alzheimer’s. Some clinical studies have shown that the use of these drugs can produce significant mental gains when used by healthy people. Neuroscientists warn, though, that the long-term side effects healthy people may encounter are too difficult to predict. Regardless of the risks, college students continue to use prescribed medications not prescribed to them to do better in school. “A study of 119 colleges in the U.S. disclosed that up to 25% of those responding had used ADHD medication for reasons other than treating that condition.” (Dooley, 2010).

Carlton Stine, the project engineer at the Marathon Petroleum Corporation, and former student at the University of Cincinnati College of Business, describes Adderall as an “academic steroid” used by college students and professionals. He argues that Adderall and other similar drugs should be embraced as a potential improvement for society. He argues that if United States Air Force pilots are given Provigil for wakefulness and focus enhancements, why not have doctors take mild doses prior to long surgeries to increase precision and decrease error. (Stine, 2015).

Provigil is a drug originally designed to treat narcolepsy, a disorder that leaves people perpetually sleepy. It is also prescribed to those suffering from sleep apnea or individuals doing shift work who are unable to get proper sleep during the day, but who must stay alert all night doing important tasks. Provigil
does have common side effects. According to RxList.com, “Common side effects of Provigil are headache, dizziness, upper respiratory tract infection, nausea, diarrhea, nervousness, anxiety, agitation, dry mouth, and trouble sleeping (insomnia).” (“Provigil Side Effects,” 2016).

U.S. Air Force pilots use Provigil as a “go pill,” and technology news site Tech Crunch speculated that Provigil is becoming the drug of choice around Silicon Valley to power 20-hour workdays. Limited research suggests that the cognitive enhancement benefits are real. No one, however, knows exactly how the drug promotes cognitive enhancement. Researchers do know that it operates in a different way than amphetamines and other stimulants. The current belief is that it alters a set of neurotransmitters in the frontal cortex of the brain. This is the portion of the brain that is the center of high-level thinking. (Ratliff, 2015).

Ethical Concerns

In addition to medical concerns, there are ethical implications to consider regarding human enhancement. First, there is the age-old question of good versus evil. If cognitive enhancements are spread across society, could this encourage those who are already evil to become even worse? Conversely, could it also motivate those with good intentions to prevent those with bad intentions from causing further harm? Currently, man knows little about the connection between intelligence and personality, and how the creation of enhancements could impact them.

The creation of new drugs to enhance cognition in already cognitively healthy individuals will also present difficult public policy challenges. If the government authorizes or even mandates the use of these drugs by peace officers, the government could have difficulties later claiming that the use of enhancing drugs poses a threat, if that turned out to be the case. Any restrictive approaches will require medical professionals and law enforcement officials to make distinctions between lawful therapeutic and unlawful enhancement uses of the same drug. (Mehlman, 2015).

Peer pressure to take brain steroids in any competitive working environment should also be a concern. Those individuals that once had superior natural cognitive abilities over their peers may suddenly become mentally inferior to their peers who decided to start using brain steroids. This would then likely cause those individuals to feel the pressure to start brain steroid use to stay professionally competitive with their peers. Not to mention, the possibility of those using brain steroids at higher ranks tacitly encouraging their subordinates to do the same is a likely scenario. Policies to protect employees from either indirect or direct persuasion to take an enhancing pharmaceutical will need to be created and put in place.

Everyone and anyone, from minimum wage workers to doctors, would benefit from mental enhancers. As noted, however, there is no valid research and little is known about both the benefits and risks for healthy people taking drugs that have only been approved for diagnosed mental impairments. More research
needs to occur in order to allow doctors and patients to consider the benefits and harms. Side effects such as headaches, upper respiratory tract infections, diarrhea, and trouble sleeping may be tolerated by a patient with a serious medical condition if his or her quality of life is improved. These side effects to a healthy person desiring to be smarter may not be acceptable.

The Future of Policing
Since current drugs are being used off-label, and the incentives to create new drugs to enhance brainpower are so lucrative, the likelihood of those in policing using today's or tomorrow's drugs is not insignificant. To this end, there are the drawbacks noted above; there could also be significant advantages to their use. If cognitive enhancements were the norm, the hiring, initial training, and continual training of law enforcement professionals would no longer only produce poor, mediocre, or the less-than-perfect employee. Brain steroids might allow a mediocre candidate to be hired and turned into a nearly perfect one. In essence, agencies could hire more candidates and easily turn them into near perfect peace officers that are smart and intuitive, have a positive attitude and emotional balance, and the psychomotor skills similar to that of a professional athlete. If that happened, the relationships between law enforcement agencies and their communities would most certainly improve.

Brain steroids could enhance learning in all domains and create a well-rounded peace officer. Improved intelligence, emotional growth, and greater physical skills would allow peace officers to protect and serve their communities at a much higher level than they do currently. Enhanced learning would help law enforcement trainees at the beginning of their careers. That advantage would continue to enhance their learning throughout their careers.

Peace officers with cognitive, affective, and psychomotor skills at very high levels would police their communities in a much more efficient manner. Increased levels of cognition could not only increase the number of criminal cases solved, but may also help law enforcement professionals better manage budgets and implement new technologies. In addition to cognitive improvements, enhanced intellect should also enhance affective domain behavior such as patience and compassion. These non-cognitive trait improvements would create calm, smart, and compassionate interactions between police and citizens during calls for service and traffic stops. Citizen's complaints for improper behavior or perceived mistreatment will likely drop significantly. Psychomotor skill increase will improve all physical skills peace officers use on a daily basis. Driving skills, defensive tactics skills, and firearms proficiency will all increase at a much faster rate. In general, smarter and quicker decisions would defuse confrontations that in the past may have led to an outcome of injury or death.

Oversight, Regulation, and Policy Creation
Once effective drugs are available, heavy oversight and constant regulation of their use would be critical. Employees using brain steroids should only be allowed
to do so by prescription from their primary care physician. Because this would be a new pharmaceutical with unknown long-term side effects, regulation of those using this supplement would need to be stringent. A blood test to determine safe levels of the supplement in the user’s body would likely need to be completed with the individual’s primary care physician at regular intervals. Not only will this allow doctors to assure their patients there are no adverse effects, but it would also allow them to regularly see their patients and adjust prescription dosages.

Use of brain steroids must be an individual choice. Each law enforcement professional will have different beliefs and career goals. Some may already be content with their current work assignment, rank, and cognitive abilities. These individuals should have the right to choose not to use brain steroids. Those that do need or want the extra boost to meet their professional goals may choose differently. Either way, it should not be up to the employer to make these decisions.

Conclusion

Further studies and research regarding medical safety concerns, ethical concerns, and legal concerns will need to occur before a brain steroid program is ever introduced. If all of these issues can be effectively addressed, a law enforcement brain steroid program would be a success.

Super intelligence, emotional balance, compassion, patience, and high level physical skills are all desirable traits that any law enforcement executive desires employees to possess. Imagine a simple pill that could produce these traits in conjunction with proper training. Imagine a society that respected, trusted, and loved the peace officers that served their communities. A brain enhancing pharmaceutical could possibly be the answer.

References
The Future of Millennial Law Enforcement Leadership

By: Captain John Tyler, California Highway Patrol

Law enforcement is on the crux of a paradigm shift as the current generation of leadership passes the baton to the next – Millennials. The current majority of law enforcement leadership is comprised of baby boomers and generation X’ers, but soon millennials will reach top management and executive management positions. Baby boomers and generation X’ers have their leadership styles, but the millennials are ushering in a new way of interacting with the world. Technology and social media are the driving force behind the millennial movement, and this new type of change is still unfolding and evolving. The transformation will be dynamic and unrivaled. How will millennial law enforcement executives lead once they are in charge? What will law enforcement look like after that change, and how will it impact the future of policing?

Background

Law enforcement traditionally follows a command-and-control model for its functions and paramilitary model for its structure. There are two primary objectives this structure pursues; both require balance and the public’s need for safety and services (Cruickshank, 2013). About 60 years ago, though, the private sector discovered that leadership was changing. During the 1950’s and 1960’s, big corporations were command-and-control organizations. Baby boomers grew up in those organizational systems after two world wars (George, 2010). The world at the time set the stage for baby boomers and their type of leadership is reflected in what is seen today. As happens with any generational shift, however, perspectives and actions inevitably alter what one might see as a “best” way to structure and manage any endeavor.

Millennials are a generation born between 1980-2000, and entered the world during a period of unprecedented change. For example, Millennials were at the onset of the Internet Age. They witnessed two towers collapse during the 911 attack, they experienced the financial collapse of 2008, and they are seeing rapid changes in the environment such as global warming and the overdependence on fossil fuels. All these events and others have shaped their view of the world, which

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also has shaped their beliefs.

Each generation has a unique personality. Baby boomers were shaped by events like Woodstock, The Vietnam War, Women’s Movement, John F. Kennedy, and Martin Luther King (U.S. Chamber of Commerce, n.d.). Generation X became independent, influenced by latchkeys, Watergate, and the personal computer (U.S. Chamber of Commerce, n.d.). Generation Y or the millennials became connected, highly diverse and shaped by 9/11, texting, and the recession (U.S. Chamber of Commerce, n.d.). Baby boomers are ambitious workaholics. Generation Xer’s learned to become independent and did not appreciate the team orientation or seek out constant feedback. Millennials, are social-minded and do not understand their prior generations (U.S. Chamber of Commerce, n.d.).

Law enforcement is approaching uncharted territory because a technological revolution is happening during a generational shift. It could be argued that these events are intertwined, which drastically changes how it should be viewed. In 2015, Millennials surpassed Gen Xer’s as the largest portion of the work force at 53.5 million people compared to 52.7 million people (Fry, 2015). As the number of millennials in the work force increases, they will move into executive management positions.

**The Present**

The millennial generation has a variety of things upon which they place high value: work-life balance, workplace flexibility, social media, technology, and timely feedback (Abbot, 2013). Millennials are committed to their jobs, but they are unwilling to sacrifice family life. Therefore, work-life balance has become a pillar in their lives. In fact, millennials value work-life balance over money and status (Geranpayeh, 2015). Millennials have grown up using computers and have naturally learned to get things done faster and easier by using technology, which cultivates efficiency. The Internet provides an extensive amount of information at their fingertips, so they constantly look for ways to improve their job tasks through automation (Gilbert, 2011). They desire workplace flexibility, and the days of sitting behind a desk for eight hours is no longer the norm. The majority of work is performed on a computer, so what is the point of driving to the office when the work may be done anywhere. Millennials also crave efficiency, which goes hand in hand with workplace flexibility.

Millennials have a reputation of questioning authority (Chester, 2002). In reality, they are naturally inquisitive and are not afraid to ask questions. Millennials are one of the most educated generational groups compared to baby boomers and gen X’ers (Pew Research Center, 2015). 48 percent of millennials between the ages of 18-33 have a bachelor’s degree, as compared to 38 percent for gen X’ers, and 31 percent for baby boomers (Pew Research Center, 2015). Millennials do not respond well to command-and-control tactics because they need the “why” answered more that the “what” (Berger, 2016). Millennials want to see the big picture and they are motivated to transform the world around them (Metinko, 2015). Millennials revolutionized the use of social media and it is an important
part of how they communicate. Social media is heavily integrated in everything they do, which includes what they do at work. Millennials also care deeply about performance reviews. Therefore, timely and relevant feedback is something millennials seek, and they are willing to leave a company not meeting their needs (Hernandez, 2015).

The advantages of millennials using technology and social media go without saying, but what about the disadvantages? After all, the habits of this generation will carry over once they reach the top levels of law enforcement leadership. Privacy and security is an important aspect of law enforcement, but social media is at the center of their lives. Millennials do not hold much regard for online privacy with respect to how it influences their professional lives (Eldridge, 2012). The online posting of daily activities through social media outlets such as Facebook, Snap Chat, and Instagram are examples. Will these trends continue when millennials reach top law enforcement leadership positions? Will they continue using social media displaying the details of their daily jobs while running their respective organizations?

According to Satter, millennials lack interpersonal skills (Satter, 2016). This poses a dilemma for millennial law enforcement leadership because the very nature of leadership requires a great deal of personal interaction. A study by the Hay Group found that 80 percent of employers are struggling to find graduates with soft skills to balance their technical skills (Satter, 2016). The concerning part is how millennials perceive their lack of soft skills. Another survey found that 69 percent of millennial college graduates believe soft skills “get in the way of getting the job done”; they’re confident in their ability to succeed without them (Satter, 2016).

Millennial law enforcement leaders will be required to motivate, inspire, and lead their organizations, and also discipline, handle complaints, and interact with external stakeholders. The workplace could become cold, emotionless, and desensitized just from the lost art of communication. Given the advantages and constraints millennials in charge might present, what should we be doing today to prepare for this transition?

**Planning for the Future**

Succession planning is an important aspect of any organization. Succession planning specific to law enforcement has been examined extensively, but there are impediments to success. These include managing change, impact of early retirement, and developing leaders (Michelson, 2006). However, an important element is left out, the “millennial effect.” How a collective generation thinks, acts, and views the world is colossal, and it directly influences the outcome of the succession plan itself.

Outside of the box thinking would be beneficial to gain a better understanding of the millennial generation as a whole. The topic of millennials among baby boomers and generation x’ers typically results in strong negative reactions. Unfortunately, millennials are probably one of the most misunderstood
generations ever. One reason millennials are changing society is because society itself is changing.

Baby boomers are retiring and generation X’ers are disappearing, leaving millennials comprising the core of young people today (Eash, 2015). Generation X’ers have been overshadowed by brilliant baby boomers who came before them and magnificent millennials who followed them (Donohue, 2014). Additionally, millennials are more comfortable interacting with others through social media than in person, and that suggests a different approach when meeting millennials for the first time (Eash, 2015). Millennials are a high maintenance work force, but they are a high performing work force (Lewis, 2015).

Mentoring is a great way to develop millennials for leadership positions. It provides personal interaction and information beyond what can be found searching on the Internet (Cornerstone On Demand, n.d.). Baby boomers and generation X’ers play an important part mentoring millennials and harnessing their talent (Moore, 2016). Law enforcement needs to develop a formal program where millennial middle managers shadow executive management. For example, if a millennial lieutenant or captain were assigned to work with a chief or commissioner on a full-time basis, this would allow the millennial to gain a better understanding of leadership through personal interaction. Mentoring is a two-way road; reverse mentoring must also be embraced by baby boomers and generation Xer’s (Moore, 2016). Millennials will not reach their full potential and are not obtaining the industry and technical knowledge required for leadership (Nimesheim, n.d.). This could result in a future that is far less positive than the one we would desire.

**What the Future Might Look Like**

A common sentiment is that millennials may have serious challenges balancing their professional and private lives. Work-life balance is very important to the millennial generation, but once they reach top management positions how are they going to balance that responsibility with their personal lives? When large-scale events occur on the weekends or after-hours during their personal time, how will they respond? Will authority be delegated to middle managers? Maybe millennial leadership will develop new notification procedures requiring they be called only on serious cases by using a model, “Can it wait until tomorrow?”

Workplace flexibility is highly desired by millennials. Implementing a traveling cop or on-call police officer program could be viable alternatives. They prefer moving around from job to job without restrictions or limitations. The traveling nursing program offers a great model for law enforcement to adapt (Papandrea, 2016). Millennials are not afraid of leaving jobs that do not fulfill their expectations resulting in high turnover, which has a negative impact on organizations (Kosinski, 2015). This type of program, however, would be beneficial with general law enforcement for police officers that work in patrol or traffic, because they could virtually work anywhere providing basic services. On the other hand, specialized units such as investigations, narcotics, or domestic violence teams require more training and longer time commitments, thus not suitable.
Millennial law enforcement leadership will gravitate more toward virtual learning. The traditional police academy where cadets sit in classrooms for six months would soon be viewed as antiquated. New recruits will arrive with a stronger foundation of technology and will require a learning environment better suited for their needs. Since millennials have tech skills that are generally far ahead of their predecessors, the traditional police academy may morph into a hybrid system combining both classroom and online learning. Learning domains could be done online, but driving, weapons training, and physical methods of arrest would still be live demonstration at the training facility after the students performed the virtual reality component in those areas.

Virtual reality training is the perfect complement for active law enforcement personnel, greatly enhancing current training requirements. Virtual reality training for law enforcement is still in its infancy, but the possibilities are endless. Current models of virtual training involve the use of simulators, multi-screen, 3-D, and fully immersive 360-degree perspective (Mann, 2015). Recently, virtually reality has been incorporated into cell phones, but just imagine the transformation when millennial leadership is the driving force.

Law enforcement has previously examined consolidation. However, not from the perspective of millennials. Millennials are driven by efficiency. Across the United States, there are 18,000 different law enforcement agencies providing the same type of service—protect and serve. Law enforcement in any given region typically consists of city, county, and state agencies. The millennial chief, sheriff, and commissioner will be the people responsible for initiating this type of change. Consolidation would offer much more efficiency with one primary agency and different divisions for each branch.

Arguments have been made explaining why consolidation does not always produce the desired financial outcomes, but remember, millennials are more interested in efficiency. Imagine transforming the local, county, and state agency into a department where there is one standardized uniform, one set of policies and procedures, and better integration of communication. Personnel could be deployed in any of the divisions at any given time. For example, if a large incident occurred in the city, personnel from the jail and freeway divisions would be available to assist. However, this type of change would require approval from a governing body and could encounter objections, especially, if baby boomers and gen X’ers are in control of those agencies. Consolidation would be the key in providing millennial law enforcement leadership the platform to incorporate work/life balance, workplace flexibility, and virtual/online training.

**Conclusion**

Change is inevitable, but how we embrace the change will determine the outcome. The millennial generation is here to stay, and there is huge opportunity to take advantage of what they bring to the table and seamlessly integrate into the law enforcement community. Millennial law enforcement leadership will become the new norm with technology, diversity and awareness as it leads into the future.
There are exciting things on the horizon, but the current generation of leaders must not overlook the critical role they play now. Tomorrow is actually here today. Millennials bring a wealth of qualities in the areas of technology, efficiency, and social media to law enforcement. Law enforcement will look differently in the future, but fear must not get in the way of evolving change.

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