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### Organizational Change: Perspective

During my seventeen-year law enforcement experience, I have had the honor and opportunity to serve the citizens of Fresno in various capacities. As a patrol officer, I responded to calls for service, made arrests, and wrote police reports that allowed for the successful prosecution of the crimes I investigated. Ensuring I knew the law, my agency's policies, and procedures, and acted according to the above, provided me the ability to provide successful services to my community. If I did my job successfully, the "*machine*" would continue running according to plan. Conversely, if I did not complete a report on time, or submit a probable cause declaration in on time, a suspect could be released based on me not following the identified systems in place.

As a detective, I investigated property crimes, undercover street level narcotics, graffiti crimes, gang crimes, and sexual assault crimes. Regardless of what detective unit I worked for, I was in charge of investigating a crime and I was part of a team. As part of a detective team, I was responsible for being a skilled investigator and able to conduct all parts of an investigation including collecting evidence, canvassing neighborhoods, or conducting interviews. If a fellow investigator requested my help in an investigation, I was expected to assist in whatever manner was needed. At times, if a fellow investigator was scheduled to carry out a particular task in a lengthy investigation, but had to be absent for either court or illness, I oftentimes stepped in at a moment's notice and take care of the investigative need.

As a detective, I had the opportunity to work with other agencies including the District Attorney's Office, fellow law enforcement agencies, hospitals, city council members,

schools, as well as local community organizations. The quality of the relationships I built through the years has allowed me to build trust, enhance transparency between my agency and these organizations, and conduct successful investigations. Having cooperation with other agencies and people from outside my department has not only facilitated my job and enhanced relationships but has helped build a strong foundation of shared trust and accountability.

As a tactical officer, I worked in three uniformed tactical teams which provided proactive enforcement actions. The mission of those tactical teams was to look for an arrest the most violent individuals living within our communities. The team would come to work not knowing what to expect. While the overall mission of the team, arresting violent individuals, remained the same, our daily mission would change on a day to day basis and it was in response to the crimes that occurred before we logged on. If we logged on and there had been a double homicide in the southern part of the city with an outstanding suspect, our team would be briefed on the information and deploy to the affected area to provide proactive enforcement. Conversely, if we logged on and a search warrant needed to be conducted in response to a robbery series, we would brief and serve the search warrant. Our unit adapted to the needs of the community and department on an everyday basis.

As a sergeant, I have supervised patrol, property crime detectives, street neighborhood resource officers, and worked as an Internal Affairs Investigator. As a sergeant, I pride myself in being a safe and welcoming resource to my officers, while keeping them and myself accountable to the policies and procedures of my agency.

As my career evolves, I find myself motivated and inspired to build on the organism, brain, politics and culture metaphors. In this course, I have learned that while all have positives and negatives, they are all an important part of what drives an organization and they all have applicability in law enforcement. They must be implemented with a fine balance and you must know the place and the time to implement each. Take for example the example of Bob Nardelli in the Home Depot case study. Nardelli was great at implementing systems and processes, but not so great about dealing with people. If he had implemented care and compassion for the people that worked for him, in addition to his knowledge of metrics, he would have been a lot more successful. Looking back at my career, it is interesting to see that many of the organizational metaphors I learned about in this LEPSL course were playing out in my career all along. Being aware of the metaphors helps me see things from a different perspective and gives me hope that I will continue to use the metaphors proactively from now on. While I envision the future of law enforcement and public safety, one quote from one of President Harris' presentations resonated with me. *"Never forget what it feels like to be invisible."* Harris made me reflect on the times in my past that I have felt *"invisible."* He also made me remember the negative feelings of being invisible and how I never want to feel that way again. I want to ensure that I am the person that makes others feel *"seen"*. I want to practice compassion with all, even if a particular person might not feel worthy of that compassion. It is my place in the world to ensure my positive actions are contagious to others around me. If we create a culture in law enforcement where care, compassion, and humility are paramount, the future of law enforcement and public safety will be bright and inclusive of all.

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