Implementing POP Agency-wide

Mike Scott & Stuart Kirby
I. Educate Yourself
Understand Your Strategic Options

• Problem-oriented Policing
• Community Policing
• Intelligence-led Policing
• Evidence-led Policing
• Conventional Policing
Understand How Problem Solving Fits with Other Modes of Policing

<table>
<thead>
<tr>
<th></th>
<th>Preventive Patrol</th>
<th>Routine Incident Response</th>
<th>Emergency Response</th>
<th>Criminal Investigation</th>
<th>Problem Solving</th>
</tr>
</thead>
<tbody>
<tr>
<td>Macro-level</td>
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<tr>
<td>Intermediate level</td>
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<tr>
<td>Micro-level</td>
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Know Your Agency’s Strengths and Limitations

- Conduct an organizational audit
- Know what needs improving
- Develop an organizational change plan
Articulate Your Vision

- Signal what’s important to you

To internal audiences

To external audiences
  - Political leaders
  - General public
  - Mass media
  - Police oversight bodies
Manage Organizational Change

- Understand what you are committing the organization to
- Anticipate support and resistance
- Set ambitious yet realistic goals
II. Prepare the Organization
Clarify Roles and Responsibilities

- Field officers
- Specialized unit officers
- Detectives
- Supervisors and commanders
- Support staff
  - Analysts
  - Communications
Get the Right People

- Recruit, hire, and promote problem solvers
- Teach recruits to solve policing problems
- Teach supervisors to lead and manage problem solving
- Identify, cultivate, and support informal champions in the organization
Assess Employee Performance

- Design performance accountability systems
- Reward and recognize good problem solving
- Challenge employees to improve performance
III. Structure the Organization to Facilitate Problem Solving
Physically Decentralize the Organization
Stabilize Work Assignments to Facilitate Problem Solving

EXAMPLE OF ACTUAL PATROL DISTRIBUTION (35 MP) IN 8-HOUR INCREMENTS

<table>
<thead>
<tr>
<th>Shift</th>
<th>Percent of Complaints</th>
<th>Per Shift Personnel Available</th>
<th>Average Work Hours</th>
<th>Distribution by Days of Week by Work Hours</th>
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</thead>
<tbody>
<tr>
<td></td>
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</tr>
<tr>
<td>0001-0800 Hours Personnel</td>
<td>20.4</td>
<td>7</td>
<td>280</td>
<td>32 4 40 40 40 48 6 56 7</td>
</tr>
<tr>
<td>0800-1600 Hours Personnel</td>
<td>33.8</td>
<td>12</td>
<td>480</td>
<td>56 6 64 72 72 80 10 88 11</td>
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<tr>
<td>1600-2400 Hours Personnel</td>
<td>45.8</td>
<td>16</td>
<td>640</td>
<td>72 8 80 96 96 112 14 120 15</td>
</tr>
<tr>
<td>MP Per Day</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Total</td>
<td>100.0</td>
<td>35</td>
<td>1,400</td>
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</tr>
</tbody>
</table>

10.0% 11.5% 12.9% 15.0% 15.2% 17.2% 18.2%
Decide Whether to Specialize or Generalize Problem Solving
Facilitate Intra-agency Communication Through Organizational Structure

<table>
<thead>
<tr>
<th>Problem-Oriented Policing Initiatives - 2010</th>
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<tbody>
<tr>
<td><strong>EMPLOYEE</strong></td>
</tr>
<tr>
<td>Officer Tom Kalka</td>
</tr>
<tr>
<td>Officer Dan Wolff</td>
</tr>
<tr>
<td>Officer Tony Seberg</td>
</tr>
<tr>
<td>Officer Steve Ford</td>
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<tr>
<td>Parking Enforcement Officer Dave Jung</td>
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<td>Officer Jerry Yen</td>
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<tr>
<td>L. L. Mike Davis</td>
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</table>
Consider the Rank Structure
Decentralize authority
Promote Problem Solving Among Support Staff
Facilitate Communications Through Information Technology

- Police to public
- Internal
Manage Officers’ Time to Facilitate Problem Solving
IV. Put Problem Solving Into Action
Develop Systems to Identify Problems
Affix Responsibility for Addressing Problems

- Project tracking and management systems
- Records management
- Officer accountability
Develop the Agency’s Problem Analysis Capacity
Provide Support for Problem Solvers

- Analysis
- Administration
- Finance
- Legal
- Political
- Training
Cultivate and Manage Effective Partnerships

- Local government
- Prosecutors and corrections
- Community organizations
- Other police agencies
Develop Credible Problem-based Assessment
Promote Meaningful Documentation of Problem-Solving Efforts
Neighbors Against Drugs
Is throwing
Your neighborhood
A
Victory Party
And Your Invited
When: Thursday, June 23rd
Time: 5pm - 7pm
Where: 1700 Block of N. 12th Street
(We will be closing a portion of the street)

N.A.D. will be providing you and each of your neighbors two sandwiches (brat or hamburger), hot drink and soda. Music provided by Open Door Entertainment.

This is a farewell party for the drug dealers. Your neighborhood has been successful in addressing drug dealing and it’s time to celebrate. By continuing the work together we can keep drug dealing out of your neighborhood.
V.
Make Problem Solving Part of Your Legacy
Cultivate Constituencies for Problem Solving

- Mass media
- Public
- Government officials
- Prosecutors
- Other criminal justice officials
- Police oversight authorities
Cultivate Organizational Values and Habits

- Value of hard data and analysis
- Value of collaborative action
- Value of shared responsibility
Develop Your Successors