MEASURING ORGANIZATIONAL SYSTEMS FOR PROBLEM SOLVING

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CHALLENGES OF IMPLEMENTING PROBLEM SOLVING

• Problems not clearly distinguished
• Problems solved ad hoc and/or by a specialized unit
• Lack of communication, transparency, accountability, leadership, involvement
• Lack of organizational institutionalization
• Lack of accountability
STRATIFIED POLICING

Stratification of crime analysis, responsibility for problem solving activities, and accountability according to problem type.
Officer

Immediate: Calls and Crimes

Weekly Meetings

Held Accountable

Implementation of Systematic Evidence-Based Responses

Long-Term: Problems

Problem Complexity Dictates Crime Analysis

Chief

All Ranks Engaged

Daily Meetings

Monthly Meetings

Structure of Meetings

Within Standard Hierarchy
RESULTS IN ORGANIZATIONAL CHANGE

- Proactive crime reduction is institutionalized like calls for service response
- Creates standards increasing minimum expectations at every level
- Encourages creativity to identify and respond to problems
RESULTS IN ORGANIZATIONAL CHANGE

- Infuses crime analysis into day-to-day responses and assessment
- Improves communication and teamwork
- Creates expectations
- Facilitates appropriate accountability
- Increases transparency
SYSTEMATIC MEASUREMENT OF PROBLEM SOLVING

- Document previous problem solving activities
- Systematically track problem solving activities in real time
- Obtain personnel perceptions to determine organizational change
- Data used for initial assessment of organization
- Then used to evaluate and make adjustments for sustainability
PROBLEM SOLVING PROCESS MAPS

• Systematic collection of individual problem solving processes and completed problem solving projects
• For both short- and long-term problems
• Documents accountability as well
• Maps can be plotted as data for process evaluation
• Measure against baseline maps or ideal implementation
**PROCESS MAPPING PROBLEM SOLVING**

**Scan**
- How did you FIRST identify the problem?
  - By an officer through regular patrol work? A supervisor? Through crime statistics by the analyst? External (community member, city council, etc.)?

**Analysis**
- How did you ANALYZE the problem? Did you use crime analysis in any way?
  - This may be missing or may not be done by crime analysis unit. Distinguish between analysis done by sworn versus analysts.

**Response**
- What specific RESPONSES did you employ for the problem?
  - Be specific. What type, how, how much, when and where were responses implemented? Cost and levels of resources expended.

**Assessment**
- How did you ASSESS the response? Both process and impact.
  - Response implement as intended? Beginning/end of response? Did the response impact the problem (do not just measure general statistics)?

**Accountability**
- How were the people working on the problem held ACCOUNTABLE for their work? How was the person/people assigned the problem held accountable?
- How were those responding (likely officers) held accountable? How was the person responsible for the problem solving held accountable?
SYSTEMATIC DATA COLLECTION

• Systematically collect responses to all types of problems
• Active versus passive system
• Individual contribution versus collection and collation by one individual
• Quick and focused data entry
• Example: Adventos, SmartForce Technology
ORGANIZATIONAL SURVEY

- Determine organizational cultural change
- Conducted before implementation to establish baseline
- Conducted each year to evaluate differences and make adjustments
- Questions concerning:
  - Problem solving activities
  - Communication and transparency
  - Accountability and leadership
  - Satisfaction with agency’s proactive crime reduction
CONCLUSIONS

• Understand why problem solving is difficult
• Identify different types of problems
• Implement a system through policy that sets expectations
• Use a system of measures to understand organizational change in both behavior and perceptions of problem solving
• Make focused adjustments based on ongoing results