MEASURING ORGANIZATIONAL SYSTEMS FOR PROBLEM SOLVING

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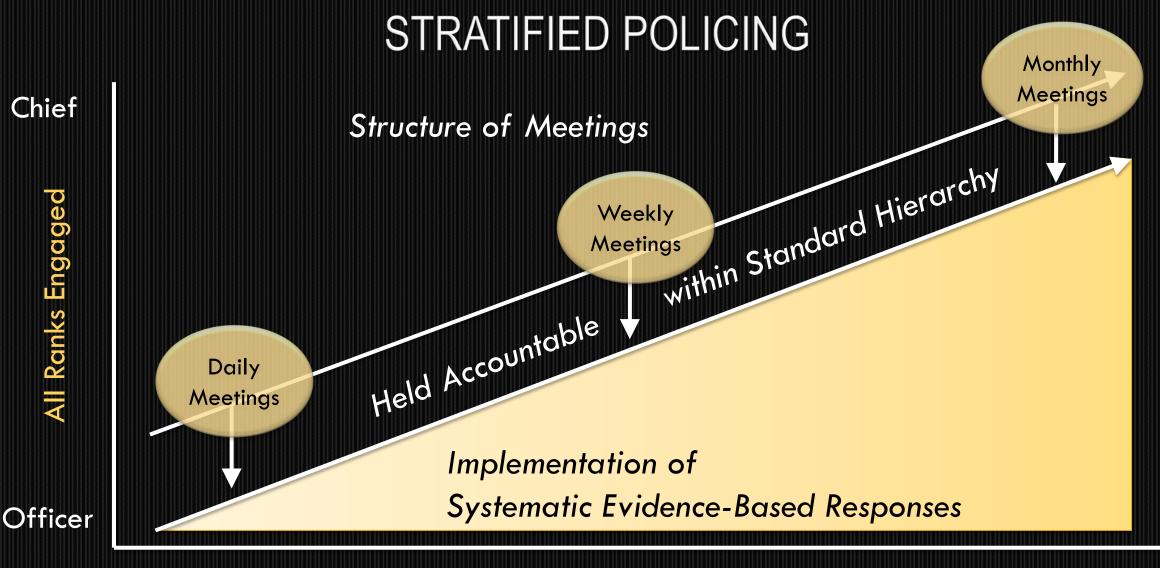
CHALLENGES OF IMPLEMENTING PROBLEM SOLVING

- 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





Immediate:
Calls and Crimes

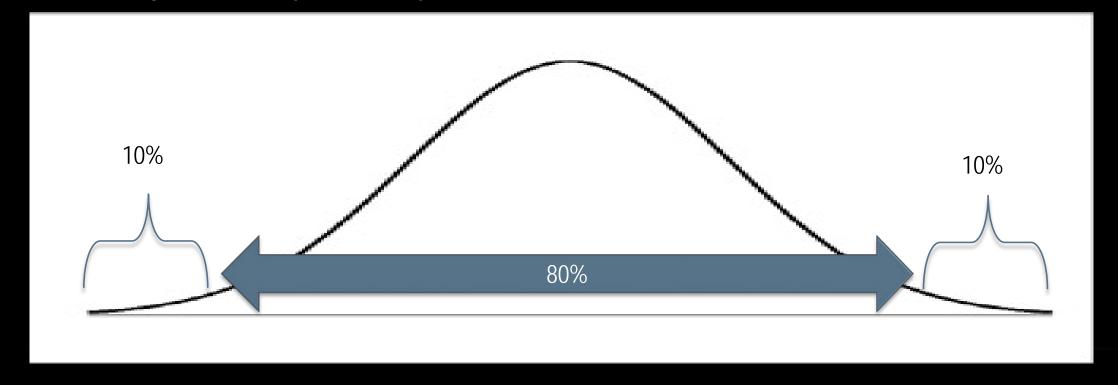
Short-Term:
Repeat Incidents, Patterns

Long-Term: Problems

Problem Complexity Dictates Crime Analysis

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 REPONSES 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