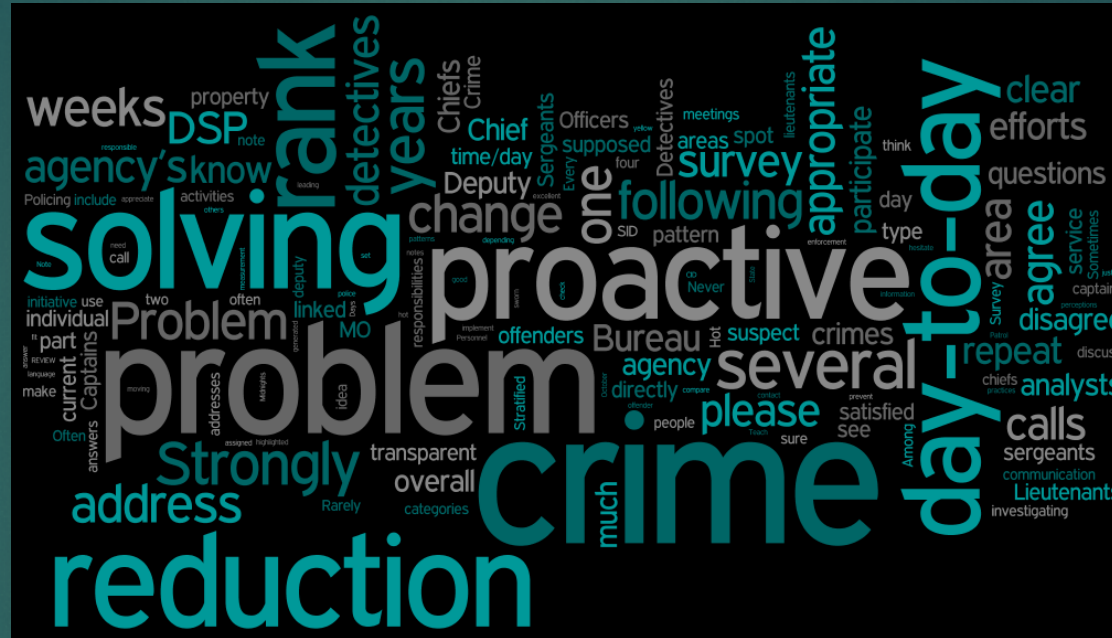


MEASURING ORGANIZATIONAL CHANGE FOR PROBLEM-SOLVING



26TH ANNUAL PROBLEM-ORIENTED POLICING CONFERENCE

PRESENTED BY:

DR. RACHEL SANTOS AND DR. ROBERTO SANTOS

DEPARTMENT OF CRIMINAL JUSTICE, RADFORD UNIVERSITY (VIRGINIA)

OCTOBER 2016

Presentation Outline

1. Organizational approach for implementing problem solving
2. Overview of systematic assessment process
3. Survey to measure organizational change
4. Software for real time communication and reporting problem solving efforts
5. Process for mapping problem solving and accountability practices

Challenges of Implementing Problem Solving

- Many agencies address problems using the SARA process
- Few use an entire organizational approach
- More often agencies implement problem solving for one problem at a time or have a specialized unit responsible for all problem solving efforts
- Oftentimes there is a lack of communication, transparency, accountability, leadership, involvement

Stratified Policing:

Problem Solving, Analysis, and Accountability

- Organizational approach to institutionalize problem solving
- Provides a structure for implementation of SARA and evidence-based practices
- Taking “what works” and “making it work” within the agency
- Stratifies problem solving according to rank and division
- Crime analysis guides all crime reduction efforts
- Accountability processes at each level
- Goal is to integrate problem solving into the day-to-day operations

Foundation of Stratification

Police address different types of problems with a range of complexity.

Immediate
problems

- Calls for service
- Crime
- Significant incidents

Short-term
Problems

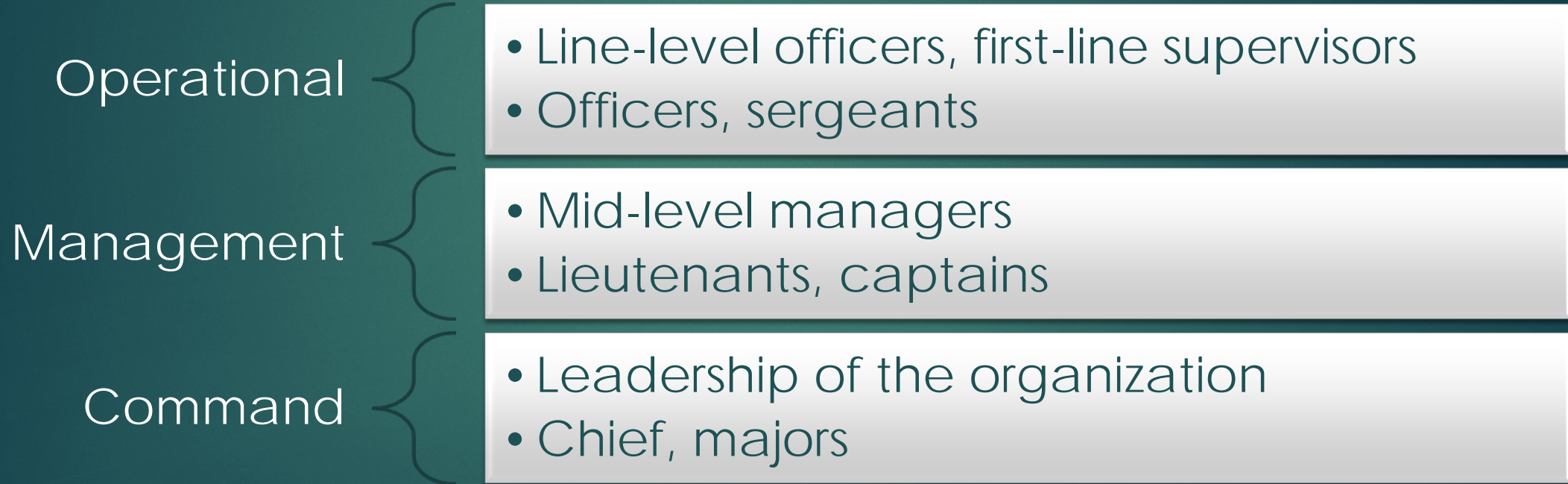
- Repeat incidents
- Patterns

Long-term
problems

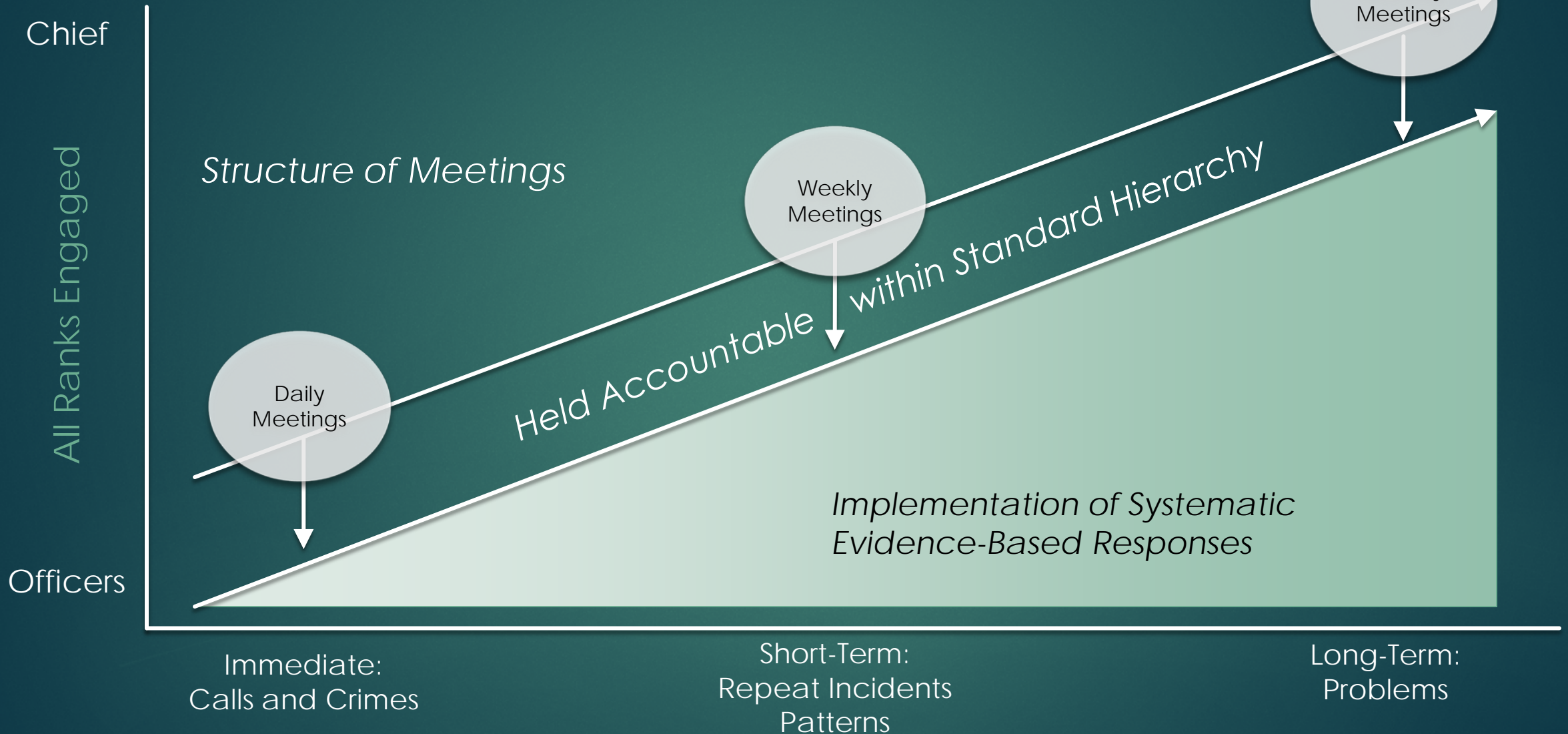
- Locations and areas
- Problem offenders and victims
- Type of Products

Foundation of Stratification

Problem solving responsibility stratified and conducted at each level.



Stratified Policing



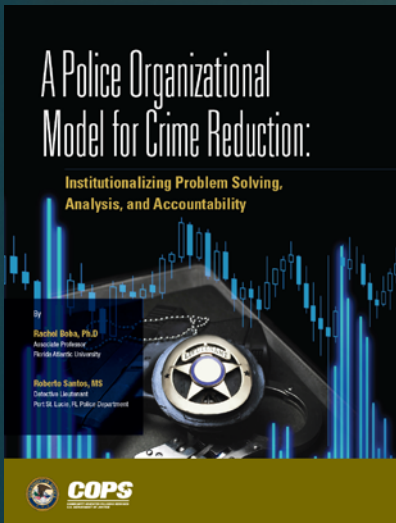
Problem Complexity Dictates Crime Analysis

Stratified Policing Resources



Evidence-Based Policing, “What Works” and Stratified Policing, “How to Make It Work”

<http://cebcp.org/wp-content/TCmagazine/TC8-Spring2015>



Guidebook: A Police Organizational Model for Crime Reduction: Institutionalizing Problem Solving, Analysis, and Accountability

<http://ric-zai-inc.com/ric.php?page=detail&id=COPS-P208>

Systematic Assessment Process

- Important to evaluate the implementation of problem solving
- To determine organizational change
- To identify weak areas for improvement
- Assessment is an evaluation of the process of implementation and organizational change
- Is not an impact evaluation that determines effectiveness in reducing crime

Systematic Assessment Process

Components

1. Review current policies
2. Review current crime analysis products
3. Onsite observation
4. Interviews and focus groups with personnel
5. Organizational survey of all sworn personnel
6. Examine documentation of ongoing practices
7. Construct process maps for problem solving

Organizational Survey

- Determine organizational cultural change
- Survey about behavior and perceptions of proactive crime reduction and problem solving
- Conducted before implementation to establish baseline
- Conducted each year to evaluate differences and make adjustments

Defining Problem Solving Activities

Day-to-day proactive crime reduction and problem solving

- Over and above basic police services such as answering calls for service and investigating crimes
- Seek to prevent and reduce crime overall in the city
- Address crime, disorder, and quality of life issues that are larger than resolving one call, investigating one crime, or arresting one offender
- Some examples are:
 1. An address with 6 calls in four weeks,
 2. A pattern of four residential burglaries in one neighborhood over a week, or
 3. An address or small area that's had a crime problem for two years.

Organizational Survey: Areas of Focus

Individual perceptions of:

- Identification and resolution of different types of problems
- Communication among and between ranks and divisions
- Accountability practices
- Leadership: general and specific
- Transparency: what ranks are supposed to do and actually do
- Satisfaction with agency's proactive crime reduction

3 Year Survey Results:

Walton County, FL Sheriff's Office

- Baseline survey conducted February 2014 (N=121)
- Stratified Policing implemented 2014
- Follow up survey conducted February 2015 (N=147)
- New chief deputy over law enforcement operations at end of 2015
- Second follow up survey June 2016 (N=120)

3 Year Survey Results:

Walton County, FL Sheriff's Office

Overall Results:

- 2014 to 2015: Significant improvements in nearly all categories
- 2015 to 2016: No difference in most categories
- 2014 to 2016: Significant improvements in nearly all categories

3 Year Survey Results:

Walton County, FL Sheriff's Office

Areas of Note:

- Encourage rank to participate in crime reduction: Significant decrease in 2016
- Supposed to do: Crime analysts significant decrease in 2016; sheriff and majors no improvement;
- Actually do: Sheriff and majors no improvement
- Leadership no change

Ongoing Documentation of Problem Solving

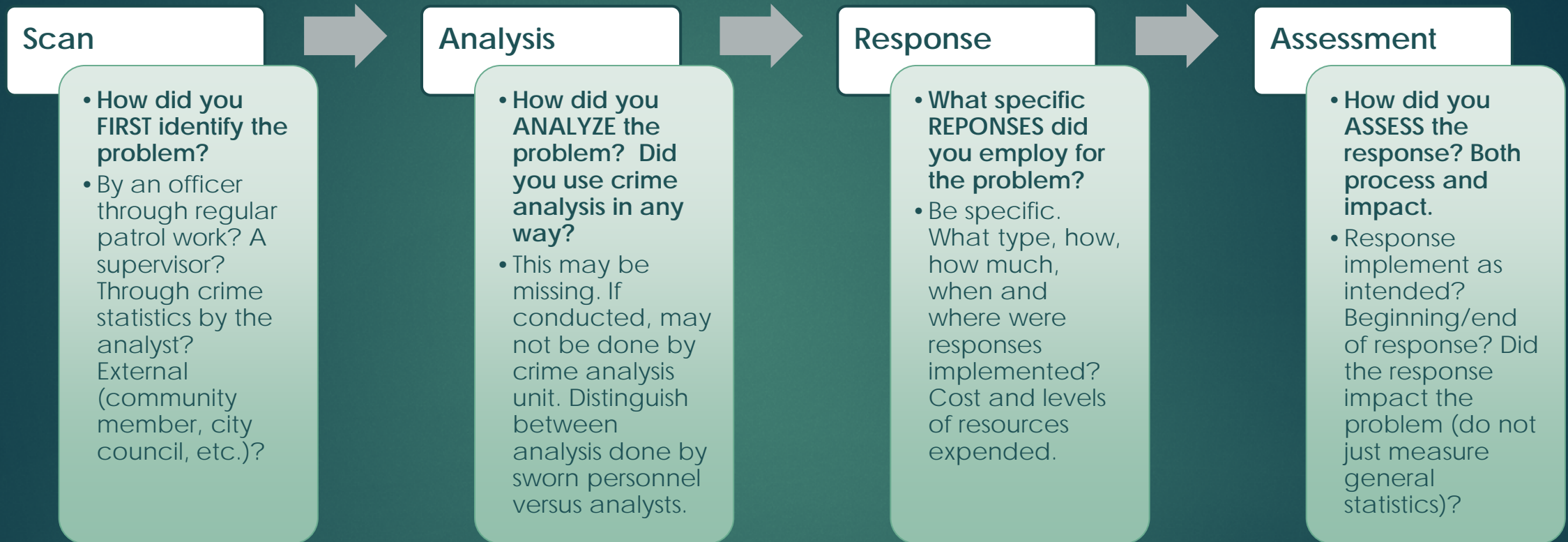
Ongoing documentation of problem solving efforts:

- Facilitates real time communication within and among divisions
- Enables real time accountability and evaluation of problem solving responses
- Documentation for recognition of good work
- Allows aggregate reporting
- Agency management system software

Problem Solving Process Maps

- Systematic collection of individual problem solving processes and completed problem solving projects throughout the agency
- 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 Maps



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?

Conclusions

- Organizational institutionalization of problem solving can happen
- Important to have a structure that involves every rank and accountability
- Communication, transparency, and accountability can improve
- Do not assume change is happening
- Must assess organizational change for success and ongoing improvements