Redesigning Operating Mechanisms:
Improving Rochester Police Department’s (RPD’s)
Organizational Communications

MBA 6220: Operations Management
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Section I: Overview

Introduction
The Carlson School of Management’s part-time MBA Operations Management class under the direction of Scott Martens worked to produce a series of reports and recommendations for Rochester Police Department (RPD) regarding the following question: How to improve Rochester Police Department’s (RPD’s) organizational communications by redesigning operating mechanisms. The purpose of the project was to allow the students of the part-time MBA program to engage in “real world” operations management that would inform RPD’s efforts to improve their overall operations – specifically, internal communications.

Executive Summary
This project was initiated in the summer 2017 as part of the Wednesday evening section of MBA 6220: Operations Management in the Carlson School of Management at the University of Minnesota, taught by Scott Martens. The project was titled “Redesigning operating mechanisms: Improving Rochester Police Department’s (RPD’s) organizational communications”. Specifically, RPD is interested in methods, systems and mechanisms for improving communications via enhanced organizational effectiveness and operational excellence. The project’s executive sponsor was RPD’s Chief of Police, Roger Peterson and the project’s lead was RPD’s Crime Analyst Coordinator, Joe Koncur.

The project was broken into nine subprojects:

Project 1: RPD Level - Create a strategic road map / goal tree and define RPD’s operating metrics / scorecard

Project 2: Divisional Level - Create a strategic road map / goal tree and define Investigations Division’s operating metrics / scorecard

Project 3: Divisional Level - Create a strategic road map / goal tree and define Patrol Division’s operating metrics / scorecard

Project 4: Divisional Level - Create a strategic road map / goal tree and define Services Division’s operating metrics / scorecard

Project 5: Intelligence Led Policing (ILP) - Create a strategic road map / goal tree, change management plan and key metrics of progress

Project 6: Strategic Review and Operating Structure - Create a linked and aligned strategic review (roadmap & operating metric) system and meeting structure for RPD down to the divisional level … including daily / weekly operational / tactical meetings.

Project 7: Fully integrated Voice of the Customer (VOC) – Internal Emphasis

Project 8: Strategic Communication & Building Human Capacity to Improve/ Innovate

Project 9: Project identification, prioritization, resourcing & tracking
Group 1: Building the Future for RPD

Team Members:

- Vineet Aggarwal
- Tim Aldrich
- Sarah Artl
- Sarah Bjorkman
- Simon Blaser
- Cesar Bracesco

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Executive Summary

Objectives of Group 1

The objective of Group 1 is to create an overarching set of goals that will drive the Vision of the Rochester Police Department. Applying the already existing vision through either extended communication or through the establishment of core values. The intent of core values is to give about five values that interpret the vision and work as a guide for every employee in everyday situation (what should I do in this situation?). Furthermore, group 1 suggests improving operations and resource allocation. It is crucial to have the right amount of resources in the right place. Optimal resource allocation can be achieved through goal-setting, prioritization, efficient operations, and clear decision-making strategies.

Thirdly, improving organizational growth is crucial to foster innovation, increase productivity and engagement. This can occur through forms of employee engagement through different collaboration efforts within the organization. The fourth identified opportunity focuses and elaborates on increasing innovation within the Rochester Police Department. Innovation is a source of employee development and growth opportunity as well as increased retention opportunities for staff of all levels in the organization.

Lastly, the group focuses on the opportunity to create and implement a Strategic or a Directional plan that can serve as a guide to the organization. It works as a tool to prepare the leaders and all of the organization and should be regarded as a continuous process. A regular assessment of what works well and what is not working well leads to process improvement over time and offers an opportunity to align the current working environment to the overall direction, core values and the vision.

Most opportunities suggested in this section will be discussed in depth by other groups of the class. The goals documented here offers a holistic overview and opportunities for measures to be implemented on a department wide level.
I. Overview

Vision of Rochester Police Department:

“To work with the public to improve the quality of life in the community”

Intelligence-Led Policing (ILP) is a key model leveraged to drive this vision

Recommendation:

Create a cross functional working group to create a set of core values that will guide the department’s vision

To be successful, the vision needs to be clear and known to every employee, as does the established core values that will drive the vision from within.

II. Goals and Strategies

A. Goal 1: Apply the Vision & Core Values

Well-constructed core values, if truly aligned with the direction an organization is headed, can be extremely influential in shaping how employees behave in their day-to-day role. Core values can provide a framework in which employees can model their behavior and question if a decision aligns with the values of the organization.

It’s important for these values to be formed from within the organization, ideally championed by a cross functional working group that understands what is important at all levels, from officers to command staff. See Appendix A for an example of a vision statement and list of core values from the Hopkins Police Department.

Current State:

There is a disconnect between the officers and command staff regarding what the vision means to the department, how roles and responsibilities fit into that vision, how projects and ideas move through the pipeline, and what the new precinct means not just for the growing community but the officers that support that community.

Improvement Opportunity:

Officers want to hear more from frequently from command staff (clearer, more frequent communication downstream). Regular and clear flow of information is key to make staff aware of current business and is an effective way to manage change and overall improve employee retention rate. It is important to tie the communication to at least one of the core values to affirm the core values over time and explain at the same time why this change occurred.
Projects:

Short Term Projects (0-2 year horizon)

- Open channels of communication between staff
  - Build in mechanisms to listen to staff on an ongoing basis
  - Consideration: 24x7 nature of work shifts
  - Group 8 will provide more detail
- Create a communication plan between precincts
  - Communication plan for new precinct location (when, what, why, where, how will staff communicate between precincts, etc.)
  - Group 4 will provide more detail for the services department
- Other methods of communication
  - Ex: Group 3 will put forth a white board idea
- Employee Engagement Survey
  - Require mandatory participation
- Townhall style meetings
  - Ex: twice a year, all employees – important to keep information flow going throughout the year. Followed by a written statement for the workforce that can’t join to recap and “hear the leader’s” voice
  - Consideration: 24x7 nature of work shifts

Recommended Key Performance Indicators:

- Frequency of communication from Command staff
- Number of respondents (%) to employee satisfaction survey
● Participation in town hall events (in person, % of employees in those shifts that are able to come in person)
● Turnover rates (through exit interviews site main reason for turnover)
● Benchmark turnover results, employee satisfaction

B. Goal 2: Improve Operations and Resource Allocation

Environments with scarce resources and inefficient operations can cripple an organization during times of duress. Efficient operations involves managing organizational transformation, and making sound decisions that support operations functions in terms of process, quality and capacity. Optimal resource allocation is evident when an organization produces services that match demand at the lowest possible cost.

Current State:

Annual growth projections of Rochester and the Destination Medical Center (DMC) present challenges to policing. Short-term challenges include: urban sprawl and a projected annual growth rate of 1.5% from 2010-2040 (Source: Rochester-Olmsted Council of Governments); funding challenges that prohibit an increase to staffing (staffing decisions are made by the city); and inefficient allocation of resources (crime is outgrowing police resources). Long-term challenges include potential increases to Rochester population growth and downtown density due to DMC.

Key causes of inefficient operations:

● ILP disconnect in implementation
● Lack of clarity for expected level of service or standards for benign neglect
● No clear decision-making authority (who handles day-to-day operations)
● Inconsistency in policing data and metrics
● Disconnect with short- and long-term policing goals and strategies

Improvement Opportunity:
RPD members want a clear direction for how policing operations should be handled now and in the future.
Projects:

- **Short Term Projects (0-2 year horizon)**
  - **Establish clear goals/objectives for ILP.** Objectives and goals are terms that are often used interchangeably. ILP goals/objectives will serve as the marching orders in regards to how ILP is implemented. It provides information as to what ILP means to RPD, when and why it is used, as well as information about how RPD will use ILP to establish standard intelligence processes and policies that guide and improve operations within RPD. Successful ILP goals/objectives rely on achieving common understanding between chief and staff. See appendix for best in class example for ILP goal formulation and change management.
  
  - **Appoint an ILP oversight committee.** The oversight committee will align ILP goals with chiefs vision for RPD and lead ILP change management.
  
  - **ILP change management** (*group 5 will expand on this*). Change management is essential to ILP implementation and will: establish a shared need for ILP across RPD; mobilize commitment (bring people along; address issues and resistance); shape a vision (Why change? How will we know when we get there? What does tomorrow look like?); communicate the change; and implement and sustain the change.
  
  - **Focus on today’s policing challenges** — urban sprawl/new development and entertainment district — through three key projects:
    - Reduce response time: create a plan that supports urban sprawl
    - Increase efficiency: define service level for non-priority 1 calls (develop a plan
for benign neglect and use of community service officers)
■ Reduce & prevent crime: focus on ILP implementation

- **Mid Term Projects (2-5 year horizon)**
  
  o **Appoint two deputy chiefs**: one to oversee day-to-day crime control operations (in downtown location); one to focus on RPD business operations and the integrity of the department. This person will oversee support services (such as Technology & Planning, Internal Relations, Training and Support, etc.) and strategic improvement projects (in new location). Together, these positions will: remove bottlenecks for decision-making; align closely with the chief’s vision; and bridge perspectives across divisions.

  o **Robust communication with city of Rochester DMC constituents** (i.e. people at city hall who are supporters and/or involved in DMC): Rochester cannot “Create a global destination for health and wellness” without safety in mind
    ■ Define challenges due to DMC and how they affect the safety of Rochester
      - Growth (density, sprawl, vertical);
      - Environmental design
      - Run projections; “right fit” service options with various funding/growth levels (see appendix)
    ■ Build strong partnerships with DMC constituents
      - Listen to their priorities (ex: DMC seeks to attract millennials who “prefer urban, walkable locations, with robust public transportation” - taken from DMC development plan)
      - Problem-solving: concerns of public safety as a result of DMC

- **Long Term Projects (5-10 year horizon):**

  o **Develop plan to support DMC growth**, addressing density policing and vertical policing challenges. *Implement DMC plan (10-20 years).*

**Recommended Key Performance Indicators:**

- Case clearance rate (%)
- Case filings (%)
- Resource allocation (hours spent on various work items)
- Response time (minutes)
- Community service officers (hours, # cases)
- Demand (#)
- Employee engagement survey: business process performance & decision-making questions (%)
- Communications with city of Rochester DMC constituents (#)
C. Goal 3: Improve Organizational Growth

Development and empowerment of staff is important in order to encourage creativity and innovation, increase productivity and engagement, align employee goals with those of the organization, motivate collaboration and help with retention. By doing this, employees feel more adept to make decisions alleviating the superior from lower level tasks, fewer mistakes happen, and reduction of operating costs are realized.

Current State:

RPD staff are not clear about their roles, responsibilities, and objectives. Their definitions may also be inconsistent across the organization and very confusing when an individual is promoted. Staff receive some training but it is not standardized according to roles. Moreover, their development in the organization is not very clear in the long term. Leaders are not preparing, coaching and empowering their subordinates. Finally, they don’t have a couple of people identified as their potential successors and the future of the organization.

Improvement Opportunity:

In order to properly engage and develop staff, RPD needs to clarify the roles and responsibilities of all positions showing them and communicating how their respective roles contribute to the overall goals and vision of RPD. In order to effectively promote this, all the staff needs proper training for their role in order to succeed at their work and drive the success of RPD as a whole. In addition, all the staff needs a development and growth path tailored to their different needs and wants. Finally, leaders at all levels need to be thinking about the future of RPD by identifying who would be most capable and best suited to be the next leaders of the organization. These people should be provided coaching, enhanced opportunities, leadership training, etc in order to best prepare them for the work ahead.

Strategies and Projects:

- **Accountability**
  - Clarify roles, responsibilities and objectives for all positions.
  - Link and communicate each roles’ contribution to the goals of each division and RPD as a whole.
    - Common criteria for promotion according to role
  - Performance goals according to role and responsibilities.
    - Portion of a leader’s goals should be tied to developing and empowering subordinates.
    - Elevate evaluations and involve senior leaders.
  - Code of conduct which links the mission, vision and values of RPD to professional standards (Appendix E)

- **Training**
  - Standardize initial and ongoing training according to roles.
Training should include topical issues mental health, racial bias, demeanor, etc.

Benign neglect training for all staff
- Appoint a Professional Standards and Training Committee: The role of this committee will be to make sure all roles in the organization are well equipped to perform their work by continuously monitoring and improving training.

**Growth and Development**
- Rewards and recognition program.
  - Shining Stars: rewards staff who demonstrate superior growth and performance. Available to all staff. Emphasize recognition throughout the company. As the recognition starts coming from senior leadership, consider making the recognition more substantial. e.g. (eCards, shout outs, personal emails, gift cards)
  - Development goals set by staff member: These goals should help the staff develop their skills to advance their career in the path they choose to.
  - Communication on upcoming optional development training.

**Coaching and Succession Planning**
- Leadership training: ensures the right set of tools are given to current and potential leaders of the organization.
- Mentorship: assign a mentor for all new and transfer staff. Helps ease the transition for the new member making them contribute faster. Helps the mentor practice and build up their leadership skills.
- Implement 1-on-1: regular cadence meeting ran by subordinate in order to express their aspirations and concerns
- Leader identifies potential staff with right set of skills
  - Communicated upwards to senior leaders
  - Enhanced opportunities provided

**Key Performance Indicators:**
- **Accountability**
  - % of staff thinks they know their role in the organization (from monthly/yearly survey)
  - % of decisions delegated to appropriate level
- **Training**
  - # hours of completed training per month (existing & new)
  - % training completion
  - % staff thinks they have been given the right tools to succeed at their jobs (from monthly/yearly survey)
  - % positive community response
- **Growth and Development**
  - % backfilling through internal promotions
  - % of attrition
- **Coaching and Succession Planning**
  - # of potential successors per leader
  - % of staff thinks their aspirations and concerns are heard by their leader (from monthly/yearly survey)
D. Goal 4: Create a Culture for Innovation

Innovation and the process of developing new ideas and methods are important to any organization for its development and growth. Innovation allows it to withstand business, societal, and other factors that could have an adverse effect on business. RPD recognizes that the ability to collaborate and generate creative ideas and improvement projects will be important to its business model moving forward.

Current State:

- **Tuesday Meetings:** RPD staff meets Tuesday mornings to discuss what is going on that week that the rest of staff needs to be aware of.
- **Project Management:** There is a process that has been followed by employees to introduce new ideas/concepts to command staff and the Chief (example: drone project). Traditionally, the staff member introduces the idea to his/her Captain and ultimately the Chief for initial idea approval. They must then conduct their own research to vet out any potential problematic areas, questions, value for RPD, and how the idea/project would realistically be implemented. Once research and preparatory work is complete, that staff member is able to join the command staff meeting to present the full idea and to gain consensus for project approval.

Improvement Opportunity

- Improve project management and creating a culture at RPD that focuses on idea generation and continuous improvement projects. This includes:
  - Idea generation
  - Prioritization
  - Resourcing
  - Managing
  - Tracking and Visibility (minimizing potential duplication of effort)
Projects

- **Hire or Delegate Project Manager**
  - This person will be concentrated on organizing projects, finding supporting information, leading meetings within RPD, and deploying projects after approval. Individuals within RPD at any level of organization can learn about project updates since there will be a central point of contact going forward. This person can receive input on new project ideas from personnel and eliminate any redundancy of effort/research on a certain project/idea, since this has been an issue in the past.
  - Allocation of funds and resources: Currently, staff members must do their own research and lead meetings with Command staff to gain support for new project approval and implementation. Given time is a constraint within RPD and every hour of an officer’s time is valuable, it would be advantageous and more cost effective to have 1 person leading these efforts going forward. Officers can submit ideas for consideration but spend their time doing their core responsibilities. See Appendix F for a detailed description on a Project Manager position’s responsibilities and how it can add value to RPD. Appendix G also notes an example financial summary on the project so RPD can review costs as well as future benefits associated with the program as the project evolves toward implementation.

- **Idea Repository/Database**
  - This will provide better visibility of open and future projects: There currently isn’t a mechanism to see what projects are being worked on within RPD. This new Project Manager can manage a central database that warehouses projects at all stages of implementation, so staff members can see the type of innovative ideas and projects that are under review. See Appendix H for an example on a drop box submission form, which contains details on the project that will ultimately be warehoused in a
central location where individuals from RPD can go to obtain updates on various projects.

- Internal communication on open projects
  - The Project Manager can send out updates to staff through the newsletter, through email, or other manners for those who have interest in the types of innovative work under consideration.

- Incentive-based program for idea generation
  - This may increase participation of employees about organizational improvement ideas: It can lead to more ideas across all divisions and from various levels of the organization to drive change and improvement. Furthermore, because time is a constraint for officers and knowing that under the current method, they have to do all the research (some of which might be done during personal time at home), they may be less inclined to submit ideas for review and lead implementation efforts. Having a specialized person taking over this responsibility and also rewarding new ideas may drive more idea generation since they will not have to bring ideas/projects from concept to introduction.

- Host Innovation Events: encouraging employees to participate in events such as Innovation Day can help accelerate the process and bring the focus and visibility of innovation across RPD. Encouraging staff to share ideas and suggestions, building a strong sense of commitment and value at work. When employees understand the vision and strategies of an organization and can see how their roles and opinions align with that strategy (their personal impact), it can increase their commitment to the company and engagement in overall betterment of the organization.

**Recommended Key Performance Indicators**

- ROI (Return on Investment) on projects
  - Project Capital and Expense spend
  - Year on Year Project Earnings
  - Project Cost Savings
  - Implementation timeline
- Number of projects submitted, approved, completed
- Number of submissions by position and division

**E. Goal 5: Organizational Direction and Planning**

For any organization to succeed it needs to have a Strategic plan or a Directional plan which can serve as the guide for the organization to move forward with and also, as a tool to prepare the leaders and all of the organization. Each organization is making the strategic decisions everyday as new changes come across and it is here that an organizational plan and vision helps measure the impact good or bad of these decisions and the actions. A good Strategic plan is not just an elaborate document but it is a continuous process that besides the Acceptance to the need for change requires a constant “Introspection” of what works and what doesn’t, involves “Active and Effective communication” by the leaders and is based on the “Supporting Data” to analyze the effectiveness of the process.
Current State

Planning is done in terms of budgeting process and resource allocation only. There are no key meetings where staff discusses broader organizational goals, project development/implementation, and review future decisions’ alignment with organization’s vision. Newsletter distribution has tended to include “soft” information, such as birthdays, anniversaries, and other miscellaneous updates but no strategic updates at RPD level.

Improvement Opportunity

- RPD staff would like to have a better understanding of organizational direction and strategy communicated from the Chief and Command staff.
- Strategic Planning should be incorporated as a regular activity for guiding organizational behavior and implementing new strategic initiatives.

Projects

- **Designate Core Team for Strategic plan and Improvement Projects**
  - A Core Team comprising of Leaders and command staff at RPD such as the Chief and Captain. To ensure the benefits of synergies are realized and maximum work gets done it should not be too big in size but it should not leave out the key people needed. Similar sub core teams can be created at unit level as well which roll-up to this RPD level Core team.
  - The primary role of this Core Team meeting will be to create, review, update the strategic plan/roadmap for RPD that is clearly labelled with both short/Near term and Long term strategic goals.
The other critical role for the Core Team will be to communicate the outcome of the meeting and the strategic direction for the RPD to all other staff. This is critical to the success of the improvement process and several mediums such as Newsletter, Unit level meetings, Townhall, Monthly email from Chief etc. can be used to ensure that the staff is empowered with the information.

- **Clarify Roles and Responsibility across RPD**
  - To be an effective and a model organization it is required that RPD looks beyond the designation/position as the qualifying criteria for any role.

- **RPD Strategic Planning and Review cadence with Chief and Core Team**
  - Mandatory Monthly Core Team meeting must be conducted at both the precincts alternatively. The key focus of this monthly One day long meeting is to review the performance results of the previous month’s improvement initiatives, review the need for any additional changes, review the operational performance of the various units, review, update existing goals, identify new strategic goals for RPD, discuss risks, issues and possible mitigation strategies.
  - To keep the meeting focused and achieve maximum benefit from the time, all the relevant data needed for the meeting must be available prior to the meeting so that an informed and involved discussion can take place.
  - A Data Driven planning is always the most effective while currently not enough data is available with RPD to kick-off the process (which necessitates the need for creating the data collection, storage and analysis process) but what is available is the Voice of Customer both Internal (Staff) and External (Residents of Rochester), also, is available Voice of Process (in a raw form though). This is a powerful input for the Core Team to factor in when creating the roadmap. The data required for this analysis should be both intrinsic and extrinsic i.e. data from what is about RPD and the data from other comparative cities across US and the Globe.

- **Mandatory town hall meetings for communication of road map with staff**
  - Townhalls are considered as one of the mediums for any organization to connect with its staff and present the strategic view. As the Command staff and Chief present the strategy, plan and roadmap for RPD it will bring staff on the same page as the leadership and gain stronger alignment across RPD.
  - Making the Town hall meetings mandatory will ensure that all staff is committed and involved in the process of Strategy building with an active participation and feedback for the leadership. Success for any strategic plan rests with the staff executing it.
  - Recording these town hall meetings and making the recording available to the staff will ensure that staff working in shifts is not missed from the communication.

- **Newsletter Distribution**
  - Newsletter can be an effective means of communication at RPD where the staff usually works in shifts.
  - Newsletter must be extended to communicate the strategic plan and direction with the Organization goal metrics being presented in the newsletter. Thus, besides being a light read it can serve a more relevant information around the goals and the changes to the right audience.
  - Newsletter can also serve as a bridge between the Leadership and rest of the staff with frequent coverage around the leaders and the staff by sections that cover the interviews etc.
  - By making Newsletter reading a mandatory task will create a more informed and involved workforce.

- **Employee Engagement Survey**
  - The surveys will help to validate that all the effort that is taken towards engaging all
the RPD staff through various forms of communication is working and is meeting the established goal.
- Through this survey RPD Core Team will be able to get the valuable data and inputs on their customers i.e. the staff. This Voice of Customer “VOC” will be the key input in all the improvement initiatives at RPD.

Recommended KPIs:

- Prioritize and Implement “x” Number of Carlson School of Management recommendations within the first year.
- Improved understanding of organization direction through Employee Engagement Survey results
- Attendance to all Town Hall (in-person or Video)

III. Conclusion

Here are recommendations and key deliverables that RPD should complete with suggested due dates. By following these recommendations, RPD will be better positioned to manage and implement the substantial changes it is hoping to accomplish, including improvement of collective understanding of business objectives and strategies, bridging communication gaps, and improving its strategy review process.

<table>
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<tr>
<th>Recommendations</th>
<th>Timing</th>
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<tbody>
<tr>
<td>1. Debrief meeting with Chief and RPD staff members attending CSOM meeting</td>
<td>2 weeks</td>
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<tr>
<td>2. Prioritize top projects, determine next steps, and set timing deliverables for implementation</td>
<td>1 month</td>
</tr>
<tr>
<td>3. Meet regularly with key staff members to ensure projects are on track and in alignment with business objectives</td>
<td>Quarterly</td>
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<tr>
<td>4. Goals and Corresponding Goal Tree Provide Roadmap and Strategic Direction for RPD</td>
<td>Continuously / Long-Term</td>
</tr>
<tr>
<td>5. Regularly communicate company goals within RPD and how it fits into RPD strategy</td>
<td>Continuously / Long-Term</td>
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- Improve Internal Communication
- Improve Operations and Resource Allocation
- Clarify Organization Structure and Responsibilities
- Create a Culture for Innovation
- Organization Direction and Planning
I. GOAL TREE

Apply the vision and Core Values

- Improve Internal Communications
  - Open channels of communication between staff (group 5)
  - Communication plan between precincts (group 6)
  - Whiteboard idea (group 8)
  - Employee engagement survey
  - Town Hall meetings

- Improve Operations and Resource Allocation
  - ILP
    - Appoint oversight committee
    - Change Management (group 9)
  - Pricing and DMIC
    - Align short- and long-term goals
    - Robust communication with city of Rochester DMIC constituents
  - Decision Making
    - Appoint deputy chiefs (group 5)

- Improve Organisational Growth
  - Accountability
    - Link and communicate each role’s contribution to the gains of RPS
    - Set performance measures and expectations
    - Code of conduct policy
  - Training
    - Training standards and plan
    - Professional Standards and Training Committee
  - Growth and Development
    - Set development goals and expectations
    - Leadership Essentials
  - Coaching and Succession Planning
    - Coaching and Mentorship
    - Succession Planning
    - Hire or delegate Project Manager
    - Idea Repository
  - Create a Culture for Innovation
    - Internal communication on open projects
    - Incentive-based program for idea generation
    - Host innovation events

- Organisational Direction and Planning
  - Effective and Focused Strategic Planning
    - Clarify Roles and Responsibility
    - RPS Strategic Planning and Review
    - Quarterly updates for communication of road map with staff
    - Newsletter Distribution
    - Employee Engagement Survey
## II. SCORECARD

<table>
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<th>Goal</th>
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<th>2018</th>
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<td>Frequency of communication from command staff</td>
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<td>% of respondents to employee satisfaction survey</td>
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<td>Participation in town hall events</td>
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<td>Turnover rates (%)</td>
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<td>Benchmark turnover results</td>
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<td>Employee satisfaction</td>
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<td>Improve Resource Allocation</td>
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<td>Case filings (%)</td>
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<td></td>
<td>Hours spent on various work items</td>
<td>224</td>
<td>222</td>
<td>164</td>
</tr>
<tr>
<td></td>
<td>Response time (minutes)</td>
<td>10</td>
<td>9</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>Hours spent by community service officers</td>
<td>300</td>
<td>350</td>
<td>323</td>
</tr>
<tr>
<td></td>
<td># cases by community service officers</td>
<td>10</td>
<td>7</td>
<td>8</td>
</tr>
<tr>
<td></td>
<td>Demand (%)</td>
<td>7</td>
<td>6</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Employee engagement survey (% favorable)</td>
<td>67</td>
<td>65</td>
<td>62</td>
</tr>
<tr>
<td>Improve Organizational Growth</td>
<td>% of role clarity</td>
<td>56</td>
<td>57</td>
<td>58</td>
</tr>
<tr>
<td></td>
<td>% of decisions delegated to appropriate level</td>
<td>56</td>
<td>57</td>
<td>65</td>
</tr>
<tr>
<td></td>
<td># hours of completed training</td>
<td>1064</td>
<td>1287</td>
<td>1146</td>
</tr>
<tr>
<td></td>
<td>% of training completion</td>
<td>75</td>
<td>92</td>
<td>83</td>
</tr>
<tr>
<td></td>
<td>% of successful training</td>
<td>83</td>
<td>97</td>
<td>68</td>
</tr>
<tr>
<td></td>
<td>% of positive community response</td>
<td>95</td>
<td>95</td>
<td>97</td>
</tr>
<tr>
<td></td>
<td>% backfilling through internal promotions</td>
<td>100</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>% of attrition</td>
<td>4</td>
<td>6</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>average of potential successors per leader</td>
<td>6.3</td>
<td>6.6</td>
<td>11</td>
</tr>
<tr>
<td></td>
<td>% of successful coaching</td>
<td>75</td>
<td>77</td>
<td>77</td>
</tr>
<tr>
<td>Create a Culture of Innovation</td>
<td>ROI on projects (%)</td>
<td>5.5</td>
<td>7</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Number of projects submitted</td>
<td>7</td>
<td>6</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Number of projects approved</td>
<td>2</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Number of projects completed</td>
<td>1</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Number of submissions by position</td>
<td>3</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Implement # of Carlson recommendations</td>
<td>1</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Organizational Direction and Planning</td>
<td>% of understanding of organization direction</td>
<td>65</td>
<td>67</td>
<td>66</td>
</tr>
<tr>
<td></td>
<td>Attendance to Town Halls (%)</td>
<td>80</td>
<td>82</td>
<td>64</td>
</tr>
</tbody>
</table>

**Meets or Exceeds**: Discuss/Review, Below Target, N/A
IV. APPENDIX

III. APPENDIX A: Core Values


Hopkins Police Department
Mission, Vision, and Core Values

Mission
Service to the community with Honesty, Integrity and Respect.

Vision Statement
To be recognized as a progressive law enforcement agency striving to enhance the quality of life for all citizens. We seek to collaborate with all stakeholders to continually improve our community. The Hopkins Police Department will recruit, hire and retain the most qualified personnel to fulfill this vision.

Core Values
- Ethical – We employ personnel of the highest ethical character who are guided by the principles of honesty integrity and respect.
- Dedicated – Being committed to oneself, partner, department and the public which we serve where going above and beyond the call of duty is the expectation, not exception.
- Progressive - Looking ahead to find new ways, procedures, and tools to best serve the community.
- Problem Solvers – We are committed to identifying and solving problems through building positive community partnerships.

IV. APPENDIX B: ILP

BEST IN CLASS

The New Jersey State Police (NJSP) developed a comprehensive guide to Intelligence Led Policing in 2006 that provides a roadmap for ILP within the agency and defines how ILP is used within the agency, roles and functions of key players, and detailed examples and reporting tools that support implementation of ILP in the department.

NJSP identified similar sensitivities as RPD in terms of ensuring just and fair treatment is upheld: “Applying the precepts of intelligence-led policing within our long established legal framework designed to guarantee our civil liberties requires a delicate balance between security and liberty. We are especially thankful to Deputy Attorney General Dave Rebuck of the New Jersey Attorney General’s Office for his attention to detail needed to ensure we did not “push
the envelope” with our application of the intelligence report.” Using this example as a framework allows the agency to ensure that civil liberties are observed, while also operationalizing ILP as a standard process to policing.

**Figure 1:** New Jersey Violent and Nonviolent Crime rate. 5 year comparison by population area.

![URBAN – SUBURBAN – RURAL CRIME 5 YEAR COMPARISON 2011/2015 Summary Analysis](image)

Six month crime index trends for New Jersey indicate a decrease in violent crime year-over-year since ILP implementation in 2006 to 2011. Violent crime and nonviolent crime reduced across urban, suburban and rural areas from 2011-2015 (as shown in Figure 1).

References:


*The following is information adapted from course material for U of M Carlson School MBA 6220 Operations Management.*
CHANGE MANAGEMENT

- Is the process of aligning the organization’s people, culture, organizational structure, and systems with changes in organizational strategy
- Helps the organization accept, adapt to, and integrate changes that must be made to improve performance
- Builds ownership and commitment to change

70% of change initiatives fail because of not enough, or not the right kind of, communication.

If we fail to manage change (if we don’t pay attention to change management, resistance, people, etc.):

- The magnitude of the transformation will be decreased
- The time to realize the transformation will be increased
- Or some combination of the above will occur

Managed vs. unmanaged change

Change management tries to flatten out the lines. We’re all going through the same phases of change...they cannot be escaped. Change management tries to compress those phases.
How Change is Typically Experienced

Example: Deputy Chief of Policy job description (Los Angeles)
VI. APPENDIX D: Destination Medical Center

**Figure 1:** Excerpt from Destination Medical Center Plan (Page 13: https://dmc.mn/wp-content/plugins/pdf-viewer-for-wordpress/web/viewer.php?file=/wp-content/uploads/development-plan/DMC%20Development%20Plan.pdf)

As Figure 1 indicates, the DMC planning process has noted the need for additional safety officers as a result of growth. In an effort to maintain levels of service in Rochester suggests that “an increase in residents and workers in Rochester would require additional city workers, particularly safety officers.” RPD has an opportunity to build the a case for additional staffing in order for the DMC to be successful. Consistent two-way communications with the city of Rochester DMC constituents including up-to-date policing data are integral to achieving optimal staffing levels in response to DMC.

VII. APPENDIX E: Code of Conduct

The following Figure is an excerpt from http://www.ci.minneapolis.mn.us/police/policy/mpdpolicy_5-100_5-100

**5-100 Code of Conduct**

5-101 CODE OF CONDUCT DEFINED

The code of conduct of the Minneapolis Police Department is promulgated by the Chief of Police by authority of the City Charter, Chapter 6, Section 1, as amended. This code is established to promote efficiency, discipline, and good public relations in setting forth policy governing the conduct of all Department employees.

The conduct of police officers is governed by the MPD Policy and Procedure Manual and applicable State and Federal law. All employees of the Minneapolis Police Department are required to maintain a working knowledge of and to obey the code of conduct, civil service rules, Departmental rules, policies, procedures and orders, ordinances of the City of Minneapolis, the laws of the State of Minnesota and the United States. The failure of an MPD employee to comply with the standards of conduct set forth in the Manual and in law will subject the employee to discipline and/or legal action. All disciplinary actions taken will be in accordance with Civil Service rules and provisions. (10/20/88) (12/01/03)
VIII. APPENDIX F: Project Manager Position and Description

Here is an example position overview for a Project Manager within RPD.

<table>
<thead>
<tr>
<th>Role: Key point of contact for new project / RPD improvement ideas / initiatives. Staff can bring new ideas to this point of contact for further review. They will research project viability and potential value it would bring to RPD, as well as lead meeting(s) with Chief and command staff for approval.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responsibilities:</td>
</tr>
<tr>
<td>• Coordinate idea submission and collection through regular meetings with Divisional staff members.</td>
</tr>
<tr>
<td>• Research project viability and Risks i.e. ROI, benefit to the community and RPD etc.</td>
</tr>
<tr>
<td>• Facilitate regular RPD Level Review meetings with Command staff.</td>
</tr>
<tr>
<td>• Work with RPD command staff to gain necessary support for project inception.</td>
</tr>
<tr>
<td>• Develop a detailed project plan to track progress</td>
</tr>
<tr>
<td>• Manage the communication with all stakeholders</td>
</tr>
<tr>
<td>• Establish and maintain relationships with third parties/vendors</td>
</tr>
<tr>
<td>• Ensure on-time, within scope and within budget delivery of the projects</td>
</tr>
<tr>
<td>• Ensure resource availability and allocation</td>
</tr>
<tr>
<td>• Measure project performance using appropriate systems, tools and techniques.</td>
</tr>
<tr>
<td>Advantages for RPD:</td>
</tr>
<tr>
<td>• Minimize the constraint of resources.</td>
</tr>
<tr>
<td>• Single point of contact for driving innovation, managing communication within RPD.</td>
</tr>
<tr>
<td>• Incentivize staff to be more creative with the additional time to focus on idea rather than implementation.</td>
</tr>
<tr>
<td>• Aligns with RPDs established paramilitary structure/chain of command.</td>
</tr>
</tbody>
</table>

IX. APPENDIX G: Project Summary Dashboard

This is an example of how RPD can assign specific project responsibilities to various personnel, as well as the type of information that would be advantageous for RPD to understand the full project scope. It is an example financial summary. It includes costs associated with project implementation, future benefits realized within the organization, ROI, and the investment length.

Who is responsible for the following areas of this program:

<table>
<thead>
<tr>
<th>Overall Program</th>
<th>Capital</th>
<th>Marketing</th>
<th>Pilot Run</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;Project Manager&gt;</td>
<td>&lt;Sponsor&gt;</td>
<td>&lt;Communications&gt;</td>
<td>&lt;Unit head&gt;</td>
</tr>
</tbody>
</table>
APPENDIX H: Project/Idea Drop Box

Here is an example submission form that can be used for project kick-off. This can be used for defining initial project details and scope, and can ultimately be warehoused within the RPD system, perhaps on a SharePoint site in the long-term. This would be a dynamic document that could be updated as more information is collected and as projects progress in the implementation schedule.
Group 2: Investigations

Project 2: Divisional Level - Create a strategic road map / goal tree and define Investigations Division’s operating metrics / scorecard

Team Members:

- Allison Cohoon
- Anna Burgason Dirksen
- Eric Dinges
- Whitney Delaney
- John Donahoe
- Patrick Downey
- Drew Carlson
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V. APPENDICES 40
I. Executive Summary

The Rochester Police Department (RPD) has launched the initiative to adjust their operational processes to shift towards Intelligence Led Policing (ILP). With this adjustment, it will make their operational tendencies more procedural, automated, and most of all, more efficient.

The Investigations Unit of the RPD is currently invested in a mostly manual process flow across their case assignment, on-call process, and informant management processes. With the intention of having a documented Strategy Map and implemented Scorecard, our group hopes to also provide the Investigations Unit with recommendations to their case assignment process, prioritization of cases, the merge process, P-score usage, “stand-up meetings” for case updates with age tracking, pursuing prolific offenders, utilizing KPIs to evaluate performance, developing clear and fair processes for the on-call process, and how to effectively leverage informants and manage their information.

If built on the aforementioned topics, a strategy map and scorecard will enable any member of the Investigations Unit to see how their efforts contribute to achieving the strategic objectives of the organization. Hopefully at the same time, their efforts can become more efficient and the culture of the organization can continue its shift towards Intelligence Led Policing.

II. Overview

The Investigations Division of the Rochester Police Department (RPD) is the focus of our Strategy Map and Scorecard. As a group we paired the Strategy Map and Scorecard with operational tool recommendations, all of which are discussed in this white paper. Along with the recommendation and suggested application of these tools, we have included descriptions of our observations into where we believe RPD could optimize operational processes within the organization.

The work of the Investigations Unit is crucial to a safe and happy community; they work to decrease crime and solve cases ranging from sexual assault (special victims unit) to drug trafficking to homicide. Our goal is for the Investigations Unit to find benefit and improved efficiency from our recommendations.

A. Strategy Map / Goal Tree (Appendix A)

A Strategy Map (Goal Tree) is a visual aid tool used to depict the connection of overall goals of the organization in line with the specific objectives planned to achieve those overarching goals. The objectives could be projects, milestones, or metrics, and each of those flow into a strategic goal that the organization is striving to achieve.
B. Operating Metrics & Scorecard (Appendix B)

Operating Metrics and/or a Scorecard define and track the planned objectives and metrics required to meet the goals of the organization. The scorecard is normally built in conjunction with the Strategy Map, and on a defined periodic schedule, the scorecard updates. From the updates, the organization can visually see the progress and execution of activities, while being able to monitor the consequences arising from not performing the anticipated objectives.

III. Recommendations

A. Develop Process for Case Assignment and Management

1. REDUCE TIME REQUIRED AND VARIABILITY OF CASE REVIEW AND ASSIGNMENT

When we met with Captain Sherwin, he identified the current case assignment process as time-consuming and inconsistent. As communicated in the flowchart below, case assignment involves many individuals and steps from reporting on the mobile application to a manual data “merge” to individual case review. For example, there are times, such as Monday mornings, that Captain Sherwin must review and subjectively assign 100+ cases to his units. By identifying and eliminating the “bottlenecks,” or the situations that cause delays in the process, RPD should be able to decrease the amount of time spent by leadership (including the Captain, Lt. Sergeants, and Sergeants) on case assignment and redirect that time to active investigating, public relations, and other priorities.
A. One of the bottlenecks identified was the lack of clear and objective guidelines for assignability. Each of the (sometimes 100+) cases must be individually reviewed and subjectively decided upon by Captain Sherwin and the Sergeants. Captain Sherwin noted that there are some crimes that are always assigned such as homicide, attempted homicides, suspicious deaths, kidnapping, and sexual assault. The assignment process could be expedited if there was a way for Captain Sherwin and other leadership to immediately identify these types of cases when reviewing reports during Command Review; this could be accomplished by creating a data field for patrol officers (such as a checkbox or drop down) at the top of the Mobile Report Tool to indicate that the crime was one of these five categories. This field would trigger an automatic assignment so the detectives could begin work sooner.

B. Another recommendation is for RPD to create a decision matrix based on the template in Appendix C to quantify assignability based on solvability of case, seriousness of crime, and other factors deemed important. A Decision Matrix is a tool that uses a list of events or action items, scores them on defined criteria, which is then weighed against the other criteria, giving the event or action item an overall rating. All events are scored on the same criteria, which hold the same weight throughout the list as well. These ratings of each event or action item create a priority of that event against the others on the list.

As previously mentioned, there can be over 100 cases written over a weekend that need to be assigned, and approximately the same amount throughout the weekdays. The method by which these cases get assigned, and how that decision is made, is very manual and somewhat based on experience. There are automatically assigned cases, such as the ones described above, but others that do not fall into one of those criteria. These non-automatically assignable cases need to be weighed and prioritized against other possibly assignable cases to make sure the investigation resources are used optimally. Currently, it could be argued that only a couple people are exposed to the entire caseload of the precinct, and know the priority of each assigned case against the others.

The Decision Matrix can be openly viewed throughout the precinct, showing investigators which cases carry the highest priority, as well as eliminating some subjectivity to the assignability of a case. This would benefit the precinct in the event a new commander were to take over as well, because they could follow the defined criteria and not need all the legacy experience to perform the case assignment task.
C. Another identified bottleneck to the case assignment process is that Command Review cannot begin until the “Merge” has occurred. To reduce idle time in the case assignment process, RPD should work with IT staff or outside consultants to automate the Merge process. The “Merge” is currently manually conducted three times a day, Monday-Friday, by record management staff. Transitioning to an automatic merge system would free up Record Management staff time, and allow the Captain to review and assign cases continuously and in real time, rather than in large batches.

D. It is essential that RPD seek a way, whether manually added or otherwise, to incorporate the “PSCORE” into case reports before Command Review. Per Captain Sherwin, “the victims of crime are usually criminals themselves.” RPD has worked hard to implement “Intelligence Led Policing” efforts, which are intended to focus on prolific offenders to reduce the overall crime of the Rochester community. As part of these ILP efforts, RPD has created a “PSCORE” algorithm to identify these prolific offenders. Currently, these PScores are not utilized during the case assignment process because they are not accessible to Captain Sherwin or the Lt. Sergeants during command review. Used in conjunction with the previously mentioned decision matrix, the PScore could inform whether or not Captain Sherwin should assign a case for further review or follow up.

2. FOSTER STRATEGIC COLLABORATION THROUGH “STAND-UP” MEETINGS AND METRIC TRACKING

Another area of opportunity identified was intra- and inter-unit communication. Per our group discussions with the RPD team, we got the sense that cases move through the case assignment and investigation process by being reviewed and assigned/handed off to the next stage, without there ever being any follow up or tracking on progress or completion. There are many hands involved in any given case at RPD; creating mechanisms and intentional opportunities for communication will result in a more collaborative ethos and likely, greater success.

Therefore, in an effort to better track and prioritize investigation work, our recommendation would be to implement an “Assigned Cases Status/Aging Report” spreadsheet (similar to the template in Appendix D), and concurrently schedule recurring weekly short (15 minute) “Stand-Up” meetings between the Sergeants and Investigators, to go over the updates, prioritization, roadblocks, etc. of the assigned cases. Whether Commanders would be involved in these meetings, or perhaps a separate meeting with the Sergeants, would be at the discretion of the precinct. However, inviting Commanders would add emphasis to timelines and prioritization.

The “Assigned Cases Status/Aging Report” spreadsheet would be a live document used to track active cases, case details, their age, whom they are assigned too, and possibly any comments or updates surrounding them. Some details/uses surrounding the spreadsheet include:
If a metric that 80% of cases must be completed within 10 days is implemented, this becomes the timeline goal of the spreadsheet.

- Cases completed in 10 days are green on the dashboard; over 10 days old would be yellow on the dashboard; over 3 months are red on the dashboard.
- Pair this weekly update meeting with the Decision matrix to determine priority of cases being worked on.
- Use weekly team meetings to assess and track investigators' workload and capacity to take on new cases.

3. USE ILP PRINCIPLES AND DATA TO PURSUE PROLIFIC OFFENDERS

Data is not helpful unless it can be used to drive decisions. RPD has gone through a great deal of effort to create the “PScore” to identify prolific offenders. Once the score is incorporated into case assignment, the next step is to proactively use this data to reduce crime in the community. One way this could be accomplished is through Prolific Offender Workgroups.

The PScore data would be used to determine the top 10 prolific offenders. The Captain (or other leadership) would then assign a “lead investigator” for each of the top prolific offenders. This lead investigator would act as the project manager and be the automatic go-to for assignments involving the individual. There would be monthly or quarterly meetings to discuss top offenders and any investigators or patrol officers working on related cases to brainstorm strategies and increase communication. The lead investigator should be prepared to provide a status update, missing gaps, and next steps for their charge. The keys to project management are ownership, transparency, and accountability; assigning a prolific offender to an individual investigator and requiring periodic progress updates will assist in maintaining focus and forward movement on Rochester’s most prolific offenders.

B. Utilize KPIs to evaluate performance of the Investigations unit

Key performance indicators (KPIs) are quantifiable measures used to evaluate the success of an organization, group, or company and how effective the company is at achieving key business objectives. Utilizing KPIs properly by displaying the unit’s operational and strategic metrics will allow the unit to understand how they are doing (the engine) and how the unit is doing with where they want to be (the rudder).

1. INTANGIBLE KPIs

The first recommendation of utilizing KPIs within the RPD Investigations unit is to establish a clear understanding on performance expectations for officers within RPD’s Investigations unit. There seemed to be a sense of uncertainty of how to progress through the department: each investigation is evaluated differently, some take longer, some take more effort, and clearance rate really isn’t an effective metric to use on evaluating an individual officer’s capability. Officers
were truly evaluated based on the officer’s drive and initiative on working towards completing their investigations and how the officer conducted their work, but how is that evaluated and clear to measure?

A. The path forward to address that issue is to internally have supervisors meet quarterly to evaluate the officer’s performance within the unit by the followings intangible KPIs: Integrity, Knowledge, Humility, Respect, and Initiative. Each trait will be measured for the given evaluated investigator either failing, meeting, or exceeding expectations by their supervisor (Appendix E). Data from those evaluations can be utilized to level-set and clearly illustrate who the top performers and officers requiring improvement are in the group instead of relying on supervisor relationship and word-of-mouth (Appendix F). Quarterly feedback from the data given by supervisors to their officers provides more detailed information on how they’re performing, areas to improve upon, and direction on potentially advancing to greater opportunities within RPD. With a more definable evaluation process within the unit using KPIs, the investigators will have an incentive to execute investigations in an efficient and productive manner.

2. TANGIBLE KPIs

In addition to intangible, there is also a need for tangible KPIs to monitor and track how the investigation department is performing as a whole. As mentioned previously, KPIs are used by organizations to monitor performance and drive conversations around continuous improvement. While businesses are able to track hard number KPIs and establish goals to firmly determine success or failure, a police force is unique and it is not possible to define success or failure as each investigation case is unique. The results and trending produced by the KPIs will be utilized to monitor performance trends and to look for correlating events within the department that may have driven the trending change. By establishing a recurring meeting to specifically discuss department performance and address challenges and opportunities, a stronger sense of team will be established. These relationships and conversations can help drive cross functional collaboration and the sharing of information.

A. Tangible KPI Suggestions. The selection of KPIs is an important step in the process to improve the monitoring of the department. It is crucial to look at all aspects of the investigations unit to determine what would be the most beneficial to track. Below are some examples of indicators that may be helpful to monitor to provide more insight on performance. This list is by no means exhaustive or required, any value determined to be beneficial can be included.

i. Top 10 prolific offenders (by score):

As part of the intelligence led policing initiative, targeting the most prolific offenders reaps the largest reward for the community. By monitoring the top offenders and
educating the whole department about them keeps their names visible and drives conversations around intelligence.

   ii. **Number of open cases (cumulative):**

Monitoring the number of cases open within the department will help keep a pulse on the crime rate in the city as a whole. Increases or decrease in open cases could be attributed to investigation department actions or other events in the community.

   iii. **Number of inactive cases (Cumulative):**

Monitoring the backlog of cases the department carries can help drive justification for additional head count.

   iv. **Number of finished cases (per month):**

Having a monthly count on the cases that are finished would help establish a monthly completion trend. Increases or decreases in this rate of case completion could be attributed to investigation department actions.

   v. **Number of finished cases under 60 days (per month):**

While every case in the investigation department is unique and a blanket completion time frame cannot be assigned, having a timeline to monitor completion will help paint a picture on the department’s performance. The ‘60 days’ is just an example - this number would initially need to be determined by an average and adjusted accordingly.

   vi. **Number of finished cases under 90 days (per month):**

Having a second time frame to capture the next tier of case completions would help monitor the performance. The ‘90 days’ is just an example - this number would initially need to be determined by an average and adjusted accordingly.

   vii. **Budget (per month):**

Keeping the department up to date on the budget and total spend would help the team understand their impact on the budget and how it is managed.

   viii. **Cases per division (per month):**

By presenting the number of open case per division would help summarize the workload that each department sees. This could help drive labor allocation or other business decisions.

B. A KPI Graphical User Interface (GUI) is the visual representation of monitoring metrics. The most prevalent and beneficial KPIs can be combined into an interface that presents all of the indicators in a graphical, easy to read format. Appendix B is an example representation of what a potential GUI could look like for the investigation department. Each of the metrics is updated based on the frequency of the KPI meetings to show the
most recent data. There are many different programs and the configurations of GUIs that are available – so different colors, designs, and configurations are all available. Once established, this interface can be placed in the department’s meeting location or in a location that is visible as a reminder of the department’s performance. The visibility helps drive conversations and information sharing organically.

C. Develop clear and fair processes for the on-call process

1. Clarify the decision process for calling the on-call detective to reduce unnecessary fatigue

While talking with members of the Investigations Unit, they shared some issues with the on-call process. Officers overall dislike this aspect of their jobs and some even pay others to take their shifts. Some of this disdain comes from inefficiencies in the communication between patrol officers and the on-call detective. Patrol officers often unnecessarily call the on-call detective in the night. This leads to interrupted sleep and wasted time.

We were told that hiring detectives to work night shifts is unrealistic, so the on-call shifts will remain necessary; however, to improve the communication process, we designed a digital decision tree to help the patrol officers determine if they should call the investigator or handle the call themselves. Questions from the current policy were put into the tree with skip logic to tell patrol officers if the call they are on requires calling the Investigations personnel on-call. If at any point the officer selects a criterion that requires a call, they will automatically be sent to the end of the tree which instructs them to call the on-call officer. If they respond no to every question, they will be told to not call the on-call officer.

Appendix G has examples of the questions and the two end messages. Navigate the complete decision tree online.

2. Improve the assignment of on-call shifts to give detectives more control and reduce job dissatisfaction

In our discussion with the Investigations Unit, they also described challenges with maintaining a schedule due to officers signing up for weeks sometimes eleven weeks in advance of the shift, only to later have a conflict leading to last minute trades of shifts. Additionally, inevitably the last officer to sign up for a given eleven week period is left with a holiday week as their only option. In reviewing their current process further, it seems that the choice to schedule in for week-long shifts and in eleven week periods is primarily a function of staffing, with 22 officers on staff and requiring pairs to staff each on-call shift.
Our recommendation to increase satisfaction with the on-call process is to institute a point system, where each day of the year has a specific point value. Some days that would traditionally be less desirable, should have a higher point value so that officers that sign up for these shifts work fewer total on-call shifts throughout the year. Additionally, to mitigate the risk in needing to trade shifts after signing up, our recommendation is to reduce the total number of weeks that officers review when choosing on-call shifts.

Referring to Appendix H, there is a point value schedule mocked up for 2017, and the general point value rules would be:

1. Weekdays are worth 1 point
2. Weekends (Friday-Sunday) are worth 2 points
3. Major holidays (New Year’s Day, Memorial Day, 4th of July, Labor Day, Thanksgiving, Christmas Eve, Christmas Day, New Year’s Eve) are worth 3 points
4. Minor holidays on weekdays are worth 2 points
5. Minor holidays are weekends are worth 3 points

Throughout the year, each officer required to participate in on-call duties would need to achieve 49 points in order to fulfill their on-call obligations. We recommend that on-call shifts are assigned for a month period, as opposed to the current eleven weeks, so that the officers have a better idea of their schedules and any potential conflicts, and we also recommend that officers attempt to sign up for multiple days in a row when possible. Finally, we know that conflicts will always come up, and we recommend that when shift trades do need to occur, equal point values of shifts should be traded. However, in critical situations, it can be up to the individual officers if they choose to cover shifts without receiving the points.

D. Effectively leverage informants and manage their Information

Within the Investigations division, the Criminal Interdictions Unit (CIU) is responsible for nearly all of the informants that the RPD has on payroll. Informant management has proven difficult within CIU largely due to barriers in sharing the information that is obtained from the informants whose identity is confidential. The information is typically sensitive and specific to the informant who provided it. Therefore, disclosing that information to the broader division or department may very well give away the identity of the informant and compromise them. This fosters a system of infrequent communication and secrecy, which negates advantages that may be achieved through increased collaboration. Even in the case of information that is not likely to disclose the identity of the informant, information is often not shared effectively because doing so is not as high of a priority as acting on that information. The unit that would stand to benefit most from this information in many cases is the Intelligence Unit, which seeks to increase information flow throughout RPD. Too often, the Intelligence Unit receives information after it is several days out of date and already has been acted upon, if it receives it at all. A form exists within the records management system (RMS) which allows the anonymous submission of information, but is currently being underutilized.
1. Scheduled communication of informant information

To combat the issue of simply forgetting to update the Intelligence Unit with new informant derived information, we are recommending the scheduled submission of information into the intel module within RMS at two possible time points. To prepare a request for a warrant, officers are at a computer and have access to the RMS system. A warrant also signifies that significant information has been acquired because it is actionable. Our first recommendation is that each warrant request must be accompanied by a submission into the RMS Intel module of the information that supports the warrant. To better track this, it may be advantageous to include an RMS submission number in some manner into the warrant description. This will provide the Intelligence Unit with the most critical information in a timely manner before it is acted on. Next, to address information that is more regular and not yet significant enough to justify a warrant we suggest the submission of information on a weekly basis. These two points of scheduled information sharing will ensure that the Intelligence Unit receives the most critical information in a timely manner and also can anticipate regular updates of all other information.

2. Secure Informant Information Sharing

The regular submission of both highly confidential as well as less confidential information into a widely available database raises concerns over the security of both the informants and the cases that involve them. Such a system is not likely to be implemented in the absence of guaranteed security of information. To ensure this, our recommendation in this category involves changes to the submission process of information to the RMS intel module. A procedure needs to be established between the Intel Unit and the Investigations Unit (CIU) in which informant handlers are able to flag submitted information as “Needs Informant Handler Approval”. When the Intel Unit receives information that has been flagged in this manner, they are not allowed to share the information with any other division unless they have received the written consent of the informant handler who initially submitted the information. This flag may come in the form of an official check box on the submission page if the resources are available to create one, or it may simply be a typed header at the top of each submission. Once implemented, it will be important not to overuse and abuse the flagging system, or the Intel Unit will begin to suffer from alert fatigue and begin to ignore the system. An alternative and more general recommendation to further secure information submitted through RMS, is to categorize the information in terms of confidentiality. Ideally, there will be only 2-3 levels of confidentiality and each level will correspond to a different rank of officer that has access to this information. This can be enforced through a password on the information with a lower level of confidentiality corresponding to a lower rank required in order to access the information. By ensuring that the Intel Unit receives all information that is acquired from informants in a timely manner, the Intel Unit will be more effective at identifying the types of cross-unit collaboration opportunities that are necessary for the entire department to be successful.

3. Develop informant network around prolific offenders
In an effort to support a strategy that is focused around prolific offenders, more than just effective information sharing is necessary. An informant network must be established and maintained that is centralized around prolific offenders so that less energy is being spent running informants who have lesser ties. At the risk of oversimplifying the complicated and risky task of establishing reliable informants around these offenders, we would like to offer several recommendations based off information gathered from Captain Sherwin. It was described that most often, frequent victims are offenders themselves because they are involved in frequent illegal dealings. As information gathering and sharing improves throughout RPD, it may prove advantageous to track frequent victims as a source for prolific offenders who are yet unknown to the Investigations Unit. Additionally, the Intelligence unit may have additional insight into potential prolific offenders and their peers. Since the Investigations Unit will be making newfound efforts to share information back to the Intelligence Unit, they in return can share information on potential leads provided it is shareable intelligence. In addition to this, the Intelligence Unit can work to compile a list of buyers that have been potentially been shorted in recent dealings, effectively marking them as potential informants. As informants are established, they can be incentivized and motivated through a variable pay system similar to what can be found in many workplaces. By paying informants based off of quality, reliability and degree of offender which they are informing on and then increasing the payout with respect to time, a highly proficient informant network may be established.

IV. Conclusion

A strategic map is import for any work operation to guide meaningful change and improvement. The RPD Investigations Unit can improve its identified workflow problems in case assignment, performance evaluation, the on-call process, and informant management by utilizing the strategic map provided. Investigations should develop a process for case assignment and management, utilize KPIs to evaluate performance of the Investigations unit, develop clear and fair processes for the on-call process, and effectively leverage informants and manage their information. By improving communications through these recommendations, the Rochester Police Department’s Investigations Unit should be able to improve efficiencies, reduce ambiguity, and operate more efficiently in the long term.
V. APPENDICES

Appendix A - Strategy Map / Goal Tree
Appendix B - KPI's / Sample Visual Dashboard / Scorecard

Month Ending
August 31
2017

▲ 54 Case Closures
▲ 100% Clearance Rate

Top Prolific Offenders
Name          Score
John Donahoe
Eric Dinges
Whitney Delaney
Patrick Downey
Allison Cohoon
Drew Carlson
Anna Burgason Dirksen

Cases By Division
6%  7%  9%  4%

Cases Closed Under
60 Days  90 Days
▲ 21  ▼ 12

Open Cases
▲
44

Open Cases
2015  2016
Jan  Feb  Mar  Apr  May  Jun  Jul  Aug  Sep  Oct  Nov  Dec
Appendix C - Decision Matrix

**Decision Matrix**

Step 1: List options as rows.
Step 2: Determine important attributes and add/remove columns, as appropriate.
Step 3: Assign relative weights to each attribute (i.e. an 8 would be twice as important as a 4).
Step 4: Assign objective 0-100 scores for each attribute across options (best to do this on an attribute-by-attribute basis).
Step 5: Options with the highest scores should be considered.

<table>
<thead>
<tr>
<th>Case</th>
<th>Solvability</th>
<th>Seriousness of Crime</th>
<th>Crime Involving Prolific Offender</th>
<th>Spree Type Crime</th>
<th>Crime Involves Bias</th>
<th>Automatic Investigation Follow-up</th>
<th>Score</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>At 5:22 p.m. on May 12, 2010, I was dispatched to 219 Carol Avenue</td>
<td>1</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>At 0815 hours on 4 January 2010, I, Officer John Brown #547, was</td>
<td>10</td>
<td>6</td>
<td>1</td>
<td>3</td>
<td>5</td>
<td>10</td>
<td>8</td>
<td></td>
</tr>
<tr>
<td>Case C</td>
<td>0</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Case D</td>
<td>0</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Case E</td>
<td>0</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Automatic Investigation Follow-up Required:* Homicide/Felony Assault, Robbery, Sex Assault, Deaths w/ Autopsy, Child Abuse /Sex Case, Vulnerable Adult Victim, Felony Narcotics, Property Crimes

---

**Example of the Rating Scale:**

<table>
<thead>
<tr>
<th>Scale</th>
<th>Solvability</th>
<th>Seriousness of Crime</th>
<th>Crime Involving Prolific Offender</th>
<th>Spree Type Crime</th>
<th>Crime Involves Bias</th>
<th>Automatic Investigation Follow-up</th>
</tr>
</thead>
<tbody>
<tr>
<td>10</td>
<td>Will guarantee a conviction</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>It is one of the mandatory assigned Cases</td>
</tr>
<tr>
<td>9</td>
<td>Strong chance of Conviction</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>N/A</td>
</tr>
<tr>
<td>8</td>
<td>Moderate supporting evidence</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>N/A</td>
</tr>
<tr>
<td>7</td>
<td>Minimal chance of Conviction</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>N/A</td>
</tr>
<tr>
<td>6</td>
<td>No chance of Conviction</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>N/A</td>
</tr>
<tr>
<td>5</td>
<td>It is not one of the mandatory assigned Cases</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

---

*Mandatory Investigation Follow-up Required:* Homicide/Felony Assault, Robbery, Sex Assault, Deaths w/ Autopsy, Child Abuse /Sex Case, Vulnerable Adult Victim, Felony Narcotics, Property Crimes
### Appendix D - Assigned Cases Status/Aging Report

#### Assigned Cases Status Report

**Cases > 90 Days**

<table>
<thead>
<tr>
<th>Case Number</th>
<th>Reported Date/Time</th>
<th>Occurred Incident</th>
<th>Location</th>
<th>Assigned Bureau</th>
<th>Assigned Investigator</th>
<th>Days Assigned</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>12355</td>
<td>1/13/2017</td>
<td>Burglary</td>
<td>Mayo Clinic</td>
<td>John Doe</td>
<td></td>
<td>124</td>
<td>Case has remained open because the suspect cannot be charged due to their involvement in a Narcotics case</td>
</tr>
<tr>
<td>13467</td>
<td>2/3/2017</td>
<td>Sex Assault</td>
<td>Subway</td>
<td>Mary Gray</td>
<td></td>
<td>105</td>
<td></td>
</tr>
</tbody>
</table>

**Cases > 10 Days**

<table>
<thead>
<tr>
<th>Case Number</th>
<th>Reported Date/Time</th>
<th>Occurred Incident</th>
<th>Location</th>
<th>Assigned Bureau</th>
<th>Assigned Investigator</th>
<th>Days Assigned</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>14954</td>
<td>5/2/2017</td>
<td>Homicide</td>
<td>Gas Station</td>
<td>Cindy Sonar</td>
<td></td>
<td>44</td>
<td>Records department is looking into historic files surrounding the identified prolific offender</td>
</tr>
<tr>
<td>15386</td>
<td>6/3/2017</td>
<td>Felony Narcotics</td>
<td>High School</td>
<td>Gary Rite</td>
<td></td>
<td>31</td>
<td></td>
</tr>
</tbody>
</table>

**Cases < 10 Days**

<table>
<thead>
<tr>
<th>Case Number</th>
<th>Reported Date/Time</th>
<th>Occurred Incident</th>
<th>Location</th>
<th>Assigned Bureau</th>
<th>Assigned Investigator</th>
<th>Days Assigned</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>16324</td>
<td>6/5/2017</td>
<td>Felony Assaults</td>
<td>Laudromat</td>
<td>Heather Berg</td>
<td></td>
<td>8</td>
<td></td>
</tr>
<tr>
<td>17876</td>
<td>6/8/2017</td>
<td>Property Damage</td>
<td>Liquor Store</td>
<td>Will Banner</td>
<td></td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>18473</td>
<td>6/10/2017</td>
<td>Child Abuse</td>
<td>Target</td>
<td>Tom Plot</td>
<td></td>
<td>3</td>
<td></td>
</tr>
</tbody>
</table>
Appendix E - Trait Measurement KPIs

Quarterly Investigator Feedback

Investigator: ___________________________  Date: __________
Supervisor: ___________________________  

Integrity:
Failing ______  Meeting ______  Exceeding ______
Feedback: 

Knowledge:
Failing ______  Meeting ______  Exceeding ______
Feedback: 

Humility:
Failing ______  Meeting ______  Exceeding ______
Feedback: 

Respect:
Failing ______  Meeting ______  Exceeding ______
Feedback: 

Imitative:
Failing ______  Meeting ______  Exceeding ______
Feedback: 

Appendix F - Investigator Performance Scorecard

<table>
<thead>
<tr>
<th>Investigator</th>
<th>Integrity</th>
<th>Knowledge</th>
<th>Humility</th>
<th>Respect</th>
<th>Initiative</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>INV 4</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>INV 7</td>
<td>1</td>
<td>-1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>INV 6</td>
<td>-1</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>INV 1</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>-1</td>
<td>1</td>
</tr>
<tr>
<td>INV 3</td>
<td>1</td>
<td>1</td>
<td>-1</td>
<td>0</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>INV 9</td>
<td>0</td>
<td>1</td>
<td>-1</td>
<td>-1</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>INV 5</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>-1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>INV 2</td>
<td>1</td>
<td>1</td>
<td>-1</td>
<td>-1</td>
<td>-1</td>
<td>-1</td>
</tr>
<tr>
<td>INV 8</td>
<td>-1</td>
<td>0</td>
<td>-1</td>
<td>0</td>
<td>0</td>
<td>-2</td>
</tr>
<tr>
<td>INV 10</td>
<td>-1</td>
<td>-1</td>
<td>1</td>
<td>-1</td>
<td>0</td>
<td>-2</td>
</tr>
</tbody>
</table>
Appendix G - On Call Process - Decision Tree

Was this any of the following situations? Check all that apply:

- Homicide
- Attempted Homicide
- Suspicious Death
- Kidnapping
- Sexual Assault

Is anyone in need of medical treatment?

- Yes
- Maybe
- No

Call the Officer Message:

Call the on-call Investigations personnel. Notification should be made by using the on-call pager. Any officers requesting investigative support are responsible for crime scene security until relieved by Investigative Division personnel.

Don't Call the Officer Message:

You do not need to call the on-call Investigations personnel.
Group 3: Patrol Division

Project 3: Divisional Level - Create a strategic road map / goal tree and define Patrol Division’s operating metrics / scorecard

Team Members:

- Lauren Dunlap
- Jake Faryan
- Paul Fritz
- Lauren Fynskov
- William Geiger
- Yasmine Ghanem
- Christine Goergen
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I. Executive Summary

As RPD (Rochester Police Department) goes down the path of ILP (Intelligence Led Policing) the Patrol Division will continue to be the face of the department. There were numerous pain points the Patrol Division was facing, both short and long term, regarding this change. Our group decided to address the pain points by grouping into short term, mid-term, and long term approaches. The result will better equip the Patrol Division to execute on the mission: “To work with the public to improve the quality of life in the community.”

Communications will be an ongoing effort across all RPD. The Patrol Division has a large spread of management layers and a lot of room for quick enhancements to their communication protocols. To address top-down communications we are recommending a communication app, Voxer. Providing the captain with an effective way to address different groups within the division quickly, easily, and securely, which will allow for an improved flow of information to the officers and sergeants. Building off current daily meetings, RPD has an opportunity to implement a structured method for management to garner input from officers.

For Patrol, time efficiency is a critical aspect of ILP. Working with Dispatch, Patrol can work to limit or even eliminate certain low level calls. Through social media and public relations, Patrol can address and educate the public of different reporting methods. Online reporting, utilized by departments all over the country, has been proven to reduce costs through time savings. If calls cannot be ignored, utilizing non-sworn officers would free up sworn officers to designate more of their time to keeping the city safe.

One of the biggest pain points for Patrol was their performance review. Currently each officer has a prescriptive city employee review, which does not adequately address actual policing work. Through research, we found three options for RPD to consider. The first is based on reviewing business related interactions. Since the Patrol Division is broken into shifts, the second idea is to rate performance as a team. Other companies have found good results with this method, since it leverages skill sets of the group and allows individual contributors to focus on more specific skills or goals. Finally, we considered a police department which abolished performance reviews altogether. There is a lot of leg work and time necessary for these changes, which is why they would require long term implementation efforts.
II. Overview

The goal tree depicted below has been developed as a tool to link and align what needs to be addressed within the Patrol Division with specific projects and initiatives to help meet both organizational and divisional goals.
III. Recommendations

A. Improve Communication

1. Top-Down Communication

To effectively improve communication within the Patrol Division, both Top-Down Communication and Bottom-Up Communication need to be addressed. Top-Down Communication in Patrol represents the flow of information from the chief all the way down to the individual officer. Based on our previous conversation with members of the Patrol Division it was clear that finding an efficient way to communicate within the division represents low hanging fruit for relatively simple recommendations to be implemented in the short-term. The first initiative we recommend is utilizing a push-to-talk mobile communication system to enable a fast, easy and safe communication method. There are several variations on push-to-talk systems that have been used in business and within law-enforcement. However, a relatively new mobile app has emerged as a clear winner in terms of meeting the Patrol Division’s communication needs. *Voxer’s Walkie Talkie app* is one example of a mobile platform that allows users to download the app onto their mobile phones and/or desktop computers. The system allows for voice, video, picture or chat capabilities without the monotonous e-mail thread. *Voxer* (or a similar solution) will allow for fast communication without all the formalities of e-mails. Officers on duty will be able to listen to voice messages in a secure manner without the need for reading through e-mail. The Patrol team voiced a concern of how email and text messages can be incorrectly interpreted. Voice, leaves less to interpretation and provides more context with each message. Predetermined distribution lists can be created to easily select if a message should be sent to the entire Patrol Division, Lieutenants only, or for 1:1 communications. Video messages offer a means for the division to feel more connected to leadership. The app based solution also provides a simple way to view who has listened to each message to better understand if someone has not been properly informed. Implementing a new communication system will require a plan to understand when email is more appropriate and when voice messaging is more appropriate. We would recommend prioritizing communications needed in real time and continuing to use e-mail for communication that is less urgent. The Patrol Division should pilot the *Voxer app* or a different Push-To-Talk mobile solution to better understand if the solution could be implemented across all RPD. The *California Police Chief Magazine* features an article from the Fall 2013 edition highlighting the success of Voxer at the Cypress Police Department for their criminal investigations division. [1] The article discusses the benefits of simple communication with secure messaging, limited data usage and a free option for piloting the application on the mobile phones their officers already carry today. In addition to the success story of implementing *Voxer* in Law Enforcement, there are several testimonials and case-studies in field service industries that have found success with push-to-talk. *Roto Rooter* the national plumbing chain known for their 24/7 availability and their fast response to service needs praises the benefits of *Voxer* for their field service employees. [2] The testimonial from Roto Rooter includes a quote from their Director of Service Operations: “Push-to-talk is a crucial communications tool for our field employees and therefore our overall business...we have found that they prefer to communication via Push-To-Talk as it is quick and allows shirt, to-the-point conversations.” [2]

In addition to implementing a new communication platform/technology, top-down communication can also be improved through a more standardized daily roll call meeting. This meeting should be an opportunity for data transfer between shifts and if implemented well should be a good use of the Patrol Division’s time. A standardized daily roll call meeting will
require a structured agenda that remains intact for each meeting. A high-level example of this would be as follows:

a.) Administrative Updates
   - Chief/potential Assistant Deputy Chief compile any necessary communication and send to Divisional Leadership. Patrol Captain disseminated the updates during the meeting

b.) Current Community Events
   - What has happened in the last 24 hours
   - Anything to be aware of during next 24 hours or during the next few days; events, weather etc.…

c.) Review KPI’s/Metrics
   - Plan to review once per week to communicate to all of Patrol how the division is performing against established metrics

d.) Officer Recognition
   - See Bottom Up Communication Recommendations below for more information

Using a consistent template and agenda at each meeting will help set clear expectations of what to expect in daily roll call meetings. By providing visibility to the Key Performance Measures this will help your entire division feel more connected and responsible to driver towards the overall goals of RPD and Patrol.

2. Bottom-Up Communication

Officers are required to meet for daily roll call meetings, these pre-existing meetings could serve as an opportunity to improve communication from individual contributors (officers) up through the ranks. We recommend building a tiered meeting structure off this foundation and implementing tiered meetings once per every 4-day shift change. A tiered meeting can provide Officers a safe environment to bring up issues, concerns or ideas with their direct supervisors. By creating a structured outlet for each level of Patrol to have their voice heard, all levels of the division, there will likely be an improved sense of connection to the department mission and goals. Sergeants can ask the status of projects or big issues, and facilitate these to closure. Real time problem resolution along with increased visibility on issues will allow for quicker closure of issues. In addition to tiered meetings, open office hours for Patrol Leadership is a crucial outlet to allow Officer, Sergeants or Lieutenants to bring up any additional concerns or status accomplishments. One on one time is very important in any organization that wished to develop employees who are connected to the goals, feel heard and engaged.

Anonymous data can be very helpful in stimulating change, and utilizing simple and cost effective online survey platform such as Survey Monkey can provide much needed feedback in a safe, anonymous manner. Survey Monkey could allow bottom up communication through citizens, or members of the Patrol Division. Additional benefits include: Ease of use and question banks that contain questions guaranteed to deliver the intended results. It will also report data such as market research, which is only as valuable as the decisions it inspires. Finally, a large benefit of online survey platforms such as Survey Monkey are cost effective tools you can employ. Utilizing the basic version of the platform is free and users can upgrade to platforms with additional functionality if deemed necessary.
<table>
<thead>
<tr>
<th>Time</th>
<th>Attendees</th>
</tr>
</thead>
<tbody>
<tr>
<td>7:00 AM</td>
<td>ALL</td>
</tr>
<tr>
<td>7:10 AM</td>
<td>Officers and Sergeants</td>
</tr>
<tr>
<td>7:20 AM</td>
<td>Sergeants and Lieutenants</td>
</tr>
<tr>
<td>Set meeting time</td>
<td>Lieutenants and Captains</td>
</tr>
</tbody>
</table>

**B. Reduce Demand**

1. **Reducing Non-Value Added Calls**

   In our first meeting with the Patrol representatives, we heard how officers can easily spend up to 45 minutes for a call they were dispatched to which involves, for example, an individual who fell on the sidewalk. Patrol officers are sent to the scene and are not adding meaningful value. They end up waiting until the medical response team shows up which is only a matter of a few minutes later, if that. We believe eliminating Patrol response and responsibility to this category of calls is one of the most effective ways to reduce demand on the patrol division and increase your efficiency as a department. We recommend a new set of protocols for the Dispatch Division that would be implemented when they are filtering calls to respective response teams. These predetermined procedures will help ensure that Patrol officers are not being sent to calls that they are not required or adding value by responding to. For example, if a call were to come in regarding a non-life threatening injury, no crime has been committed, and the caller is just requiring medical attention, then patrol officers would not need to be dispatched. This will save you time and resources which are crucial to maximizing the efficiency of your division.

   Another example of a category of calls that can be eliminated would be those where officers are transporting medical patients between locations. This again, is time that can be used by officers towards those “six percent” offenders or attending various training initiatives. There’s a case published in the American Medical Association that highlights a solution to this very issue: Uber and Lyft. In the study, they illustrate how CareMore (a healthcare provider in California) just signed a contract with Lyft for them to begin transporting non-emergency medical transportation to and from locations. This contract has already saved CareMore close to $1 million and has drastically reduced patient wait times by about 30 percent (from 12.52 minutes to 8.76 minutes). We strongly suggest that you communicate this option to medical providers...
and remove this burden from your current daily tasks. It’s not only effective for you, but as noted in the case, it’s beneficial for the patients and care providers, as well.

2. Increasing Social Media Presence

This may seem like a small suggestion but the powers of social media are immense. You currently have an online crime reporting ability for the public, but how many people know about it? Having an active and well-maintained social media account can help. Take for example, Wyoming, MN. We confess that not many of us knew where this city was but we had heard of their police department because of their Twitter (@wyomingpd). They have close to 20,000 followers, and for reference Wyoming’s population is about 7,800. There is incredible potential with social media for RPD. Twitter is a great tool to get important messages out to the public quickly and can be used to serve as reminders for Rochester citizens on their ability to report crimes on your website. Educating the public is extremely important to help alleviate some of the unnecessary calls you respond to right now because in some ways the public can be viewed at as a bottleneck. This is because people are still calling in “low level” crimes that can easily be reported online. As a result, your process gets bogged down by the time you spend on one of these calls. To eliminate this bottleneck, the community needs to be made aware and consistently reminded that they should be reporting certain crimes on your website and this is where social media is imperative because it allows you to communicate this message to many people. Social media is also important because it helps bridge the gap between the police department and community. While Rochester residents may not be seeing you face to face daily, a Twitter or Facebook account will still connect you to the community and vice versa. You could start by hiring an intern to get the media accounts set up and work on getting the word out to the public and then the daily maintenance (i.e. daily Tweets, posts etc.) can be handled by members of the Patrol division. Or if you anticipate that this isn’t a duty anyone in the Patrol division will have time to do, you could go down the path of hiring a social media consultant to manage your social media plan. The advantage here is you don’t need to look for an extremely advanced candidate. Most people are well versed in these applications and would not need any training to start. A high school student would be a great option for this. Twitter and Facebook would be incredibly beneficial in helping connect you to the public more regularly and making sure they are aware of their ability to report crimes themselves online thus saving your officers time.

3. Online Reporting/Scheduled Meetings

Increasing utilization of online reporting is an additional method for reducing demand on patrol officer time and resources. A significant amount of officer time is occupied by taking reports for minor incidents that rarely have a viable suspect. Reports for crimes such as theft, theft from a motor vehicle, property damage, and lost property are often filed for insurance purposes rather than with the expectation of recovering the lost property or identifying the perpetrator. Rochester PD currently has an online reporting form in place, however it is underutilized as no requirement exists for callers to use this method. We suggest employing a process wherein the Dispatch team directs callers to the online reporting forms for minor incidents, then online reports are later reviewed by a combination of the records department staff and sworn officers to identify cases that are candidates for further investigation. In addition to the online reporting system, we recommend an online calendar system that allows citizens to schedule times to meet with officers. The twofold goal for the calendar system is to decrease wait time experienced by the civilian filing the report and evenly distribute the workload for the officers taking the reports.
The Florida Orange County Sheriff’s Office has studied the impact (both to the community and the police department) of online reporting systems. The agency reviewed several other police departments that have adopted methods for citizens to self-report crimes online. The departments studied varied in size, from cities with populations of approximately 200,000 to over 1 million. In its study, the agency found that police departments were using online reporting for crimes beyond those mentioned previously, including harassing phone calls, identity theft, auto theft, auto accidents, and others. The study found that of the crime types the agencies allowed to be reported online, 62.5% saw an increase in reporting, 12.5% saw a decrease, and 25% saw no change. Through an increase in reporting, the Rochester police department would be better able to analyze developing crime trends. Furthermore, despite the increase in number of crimes reported, the agencies unanimously experienced cost savings as a result of online reporting. Although it is difficult to predict the exact monetary benefit of increased online reporting, these results support that a cost benefit would be experienced and an online format would not deter citizens from reporting.

4. Shift Left: Enabling lower level officers to address calls

Shift left is a term used by desktop support teams in large corporations to enable lower levels of support to handle common issues, freeing up higher level agents to work on more complex issues that come into the help desk. The higher-level support personnel write up instructions on how to address problems encountered by users and provide them to the lower levels so requests do not need to be escalated up the support ladder.

The Rochester Police Department can implement a similar strategy within their organization. Tiers of support can be set up as follows:

<table>
<thead>
<tr>
<th>Support Level</th>
<th>IT Group</th>
<th>RPD Equivalent</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>End Users</td>
<td>Citizens</td>
</tr>
<tr>
<td>1</td>
<td>Help Desk</td>
<td>CSO’s/Dispatch</td>
</tr>
<tr>
<td>2</td>
<td>On-site Technicians</td>
<td>Patrol Officers</td>
</tr>
<tr>
<td>3</td>
<td>Enterprise Desktop Support</td>
<td>Investigations</td>
</tr>
</tbody>
</table>

Citizens can be informed on when they should or should not be contacting the police department for assistance with issues in the community. This can be accomplished through regular communications to the public through e-mail mailing lists, social media bulletins, and officer interaction. CSO’s and dispatch officers, working as the initial point of contact, essentially being first tier support, is provided with documentation on when to get higher levels of officers (support) involved and instructions on how to resolve calls themselves. This can be done with steps on how citizens could resolve matters on their own without police involvement. Patrol officers are second-tier support, when on-site presence of the team is needed to
troubleshoot the problem, gather information, and provide in-person resolution to close the case out. As they run into issues, they use their experiences to help train first tier support on how the lower level of support can take care of these matters themselves. Lastly, the investigations division behaves as the top-level support team, digging into cases requiring thorough detective work to find out how a crime was committed and by whom. Again, as they work on open cases and gain knowledge, they can refine documentation for patrol officers as to when and how patrol can take care of calls themselves.

This shift left strategy of police involvement provides several benefits to the RPD. First, it frees up patrol officers and investigators from getting involved in calls and cases that do not require their assistance. If lower levels of officer support can address the issue, the higher levels can take care of the more complex matters in the community. Second, as lower levels of police officers handle more and more cases, it helps the chief and other supervisors build evidence to justify the need for more personnel. If the lower levels of the police department is resolving more calls themselves, they will reach a point where they are overextended and need more agents to keep up with the call volume.

C. Review and Remodel Performance Review System

Currently, patrol officers are evaluated on the same set of characteristics as all other employees of the city. In the current system, each individual is evaluated on a list of “skills” related to areas such as: Organizational Success, Relationship Effectiveness, and Job Competency. It is a very standard performance appraisal tool similar to that used in many companies.

Concern has been expressed by both the leadership and patrol officers that the current performance evaluations are not useful. At best, they are seen as pointless and at worst they send the wrong message to officers and fail to represent the true values of the organization.

Our recommendation is to review and remodel the Performance Review/Performance Appraisal System to better achieve the goals of the review and support the goals of the organization. We present three models for performance metrics and appraisals of officers. It is possible that some combination of these models or of one of these models combined with the current system would be most useful for the RPD.

1. Deloitte Model

Deloitte is a professional services firm that has developed an alternative performance appraisal model specifically for their company. They have stated that they believe every organization should develop their own appraisal model – but that before doing so the organization needs to identify what the specific goals of a performance appraisal are. For Deloitte – those goals are to “Recognize, See, and Fuel Performance.” In light of those goals they developed a 3-tier system. First – each employee is evaluated either at every major project or quarterly – whichever is more often. The evaluation is performed by an immediate superior and consists of only 4 questions. These questions are designed to ask supervisors what they would do with an employee, not what they think about them and provides a quick look at employee performance.
1. Given what I know of this person’s performance, and if it were my money, I would award this person the highest possible compensation increase and bonus [measures overall performance and unique value to the organization on a five-point scale from “strongly agree” to “strongly disagree”].

2. Given what I know of this person’s performance, I would always want him or her on my team [measures ability to work well with others on the same five-point scale].

3. This person is at risk for low performance [identifies problems that might harm the customer or the team on a yes-or-no basis].

4. This person is ready for promotion today [measures potential on a yes-or-no basis].

(Buckingham & Goodall, 2015)

The second part of this system includes weekly “Check-ins” with supervisors. This is facilitated through an application or in person meeting and relies on employees themselves to initiate. The third part of this model is the annual compensation/reward decision that is based on both the tangible data and information from the weekly check-ins and quarterly evaluations but also on the intangible things like how difficult the assigned projects were.

For RPD to implement this system they must define exactly what they want the goals of their performance evaluation to be and design their “snapshot” questions with the intent to capture that information. They must also devise a system to support those goals and begin engendering a company culture that allows for more support from leaders. As Deloitte puts it; check-ins and reviews are not part of a supervisor’s job, they ARE the supervisor’s job.

2. Team Model

There are several versions of this model available but they all revolve around the same general idea: When a team is successful, individuals are successful, and the organization is successful. This model can be customized and developed for each team or the organization. Organizational and team metrics must be standardized and transparent. Developing these metrics can be difficult and time consuming but once accomplished there are many benefits including a more transparent environment,

Another important feature of this model is that because the success of the team is the most important thing – the things you judge an individual on will change. Instead of evaluating everyone on the same skill you evaluate that individual’s contribution to the team. This allows individuals to contribute in different ways to the team and still be equally successful. Research has shown that people do their best work when they do things they are good at. This system allows officers to play their strengths and still be successful as they contribute to the goals of the team.
In the Case of RPD there are some questions that must be answered to implement this model:

- Who makes up a Team?
- What Metrics will define a Team’s Success?
- How will goal setting be aligned with the goals of ILP?
- How will RPD begin culture shift towards two-way communication and support?

3. Abolish Performance Reviews

The Madison Police Department abolished a yearly performance review process in 1989. They did this in response to the realization that the evaluation system they were currently using for officers was not capturing the information they wanted to capture and that the data they were recording about each officer's performance (things like number of arrests, stops, reports, etc...) was sending the wrong message to officers about what was important. Abolishing performance reviews was a risky move for a regimented organization like a police force, but the results have been overwhelmingly positive. The change in this process was accompanied by a focused cultural shift towards fostering a “learning organization,” cooperation, and community policing. All officers were trained on quality tools like “Plan-Do-Check-Act” and “Scan-Analyze-Respond-Assess.” As a whole, there was a slow but steady shift toward ensuring that every part of what the police did was in line with the core values of the organization.

In place of a typical performance appraisal a new system was put in place in which newly hired officers received feedback from everyone they worked with daily for the first 12 weeks. Then, for the rest of their 2 year probationary period they receive monthly feedback reports from their supervisors. Following the successful completion of their probationary period – there is no further formal review process.

Instead, there is a culture of more frequent check-ins and communication between officers and supervisors. Additionally, there is a bi-yearly meeting between each officer and their supervisor. The goal of this meeting is to engage in a meaningful dialogue about the job, goals of the organization, and the goals of the officer. It is critical that each employee feels like their goals are being supported.

Each officer is encouraged to pick one goal to work on for the next year. This goal is intended to be a “big picture” problem to work on. There is no formal documentation of this meeting – apart from a record that it did occur.

4. Employee/Officer Recognition Program

In addition to a new Performance Appraisal System, we recommend that the RPD develops a more robust officer recognition program. Research has shown that an employee recognition system is a valuable tool that can be used to both reward and motivate employees. Some studies have even shown that while compensation is a strong short term motivator, intrinsic motivators like recognition are more valuable in the long term. Another obvious benefit of an employee recognition is that it is a very inexpensive system.

An officer recognition program should contain multiple channels for an officer to be recognized. It should consist of both public and private methods and could even be tailored to
each officer’s preferences. If possible, RPD should also consider extrinsic rewards such as an extra day off for exceptional achievements.

<table>
<thead>
<tr>
<th>Example Recognition Channel</th>
<th>Type of Motivator</th>
<th>Time Frame</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mention/ Praise from Supervisor</td>
<td>Intrinsic</td>
<td>Daily as needed/ noticed</td>
</tr>
<tr>
<td>Thank You/ Job Well Done from Supervisor</td>
<td>Intrinsic</td>
<td>Daily as needed/ noticed</td>
</tr>
<tr>
<td>Thank You/ Job Well Done from Chief</td>
<td>Intrinsic</td>
<td>Daily as needed/ noticed</td>
</tr>
<tr>
<td>Car Decal “Officer of the Month” Social Media Mentions</td>
<td>Intrinsic</td>
<td>Monthly</td>
</tr>
<tr>
<td>Extra Day Off</td>
<td>Extrinsic</td>
<td>Monthly/ Quarterly</td>
</tr>
<tr>
<td>Peer Nominated Gift Cards (restaurants, movies, etc.)</td>
<td>Extrinsic</td>
<td>Monthly/ Quarterly</td>
</tr>
</tbody>
</table>

IV. Conclusion

The patrol group is tasked with keeping the community safe 24 hours a day, 7 days a week. With an ever-growing population and local big business expansions, RPD is faced with numerous issues. We offered input, rooted in successful real world business and operational class tactics, addressing issues similar to the issues the Patrol Division is facing. Our hope is not to change the Patrol Division, but provide them with the means to utilize ILP’s advantages.
V. APPENDIX A - References

1.) Push- To-Talk- What Alternative Did You Find for the Defunct Nextel PTT Services

2.) How Roto-Rooter is Winning at Team Communication http://blog.voxer.com/2017/06/08/roto-rooter-team-communication/


4.) Lyft, Uber Increasingly Offering Medical Transportation Services http://www.huffingtonpost.com/entry/lyft-uber-non-emergency-medical-transport_us_598885c9e4b09a4d1ec68784?ncid=inblnkushpmg00000009

5.) Citizens Self Reporting Crimes Online: The Law Enforcement perspective - Lieutenant William E. Van de Water, Florida Orange County Sheriff's Office
https://www.fdle.state.fl.us/cms/FCJEI/Programs1/SLP/Documents/Full-Text/Vandewater-final-paper.aspx


https://hbr.org/2015/04/reinventing-performance-management

VI. APPENDIX B - Performance Review Documentation

City of Madison Interdepartmental Correspondence: 2010

DATE: February 18, 2010

1. TO: All Supervisors and Command Staff
   
   FROM: Noble Wray, Chief of Police
   
   SUBJECT: 2010 Goal Setting & Continuous Improvement Process
   
   2. In an effort to assure that employees receive the feedback they need to be successful, and that there is alignment between employee work efforts and Departmental /work unit goals, we have revised the annual Goal Setting & Continuous Improvement Process. The process, outlined below, is the result of feedback received from throughout the organization. We have attempted to simplify the process while creating greater consistency in application. The goal setting & continuous improvement process is designed to not only give direction and feedback to employees, but is also intended to provide subordinate feedback for supervisors and commanders.
Process Overview

Start of Year - Supervisors will be required to meet with each of their employees. During this meeting, the supervisor will, using the attached format as a guide, have a discussion with the employee. No formal documentation is required. The goals of this discussion are:

- For the supervisor to get to know the employee better, including information about employee’s work history, perceived strengths and areas for improvement, short and long term goals, and any potential training needs the employee can identify.
- For the supervisor to review with the employee department, district, work unit goals, and any pertinent job assignment expectations the supervisor has for the employee for the coming year.
- For the supervisor to learn of any career goals the employee may have, and any pertinent training or experiences that the employee would like to have in order to achieve these goals.
- For the supervisor to outline their expectations for improvement in job performance in the coming year. (This will be based on the employee’s self-identified areas for improvement and/or issues of concern from previous year’s job performance).
- For the supervisor to outline the process for the supervisory assessment that will be conducted as part of their day to day supervision of the employee during the coming year, and the end of year documentation that will accompany that process. The employee will be told of the things to be documented at this year-end review, and asked to help the supervisor by providing examples for use in this review.
- For the supervisor to inform the employee that there will be an opportunity to provide the supervisor with feedback at the mid-year meeting and at the end of the year.

Mid-Year - The supervisor will meet with the employee to check on progress on stated goals, see if any changes to the employee goals, or if any additional support is needed. Again there is no formal documentation required by supervisors; however the supervisor will need to keep personal notes at both meetings, as there will be a required supervisory assessment memo at year’s end.

a) At the mid year meeting, the supervisor will provide each of their employees the "Subordinate Feedback" form. Employees will be given the opportunity provide department supervisors and command staff with feedback.
End of Year - The supervisor will meet with the employee to review the employee’s job performance during the year. During this discussion the supervisor will be asked to review the employee’s performance based on a variety of factors, depending on job assignment, but consideration will be given to such areas as:

- Efforts toward departmental, district, and work unit goals.
- Problem solving efforts directed toward beat or job assignment problems, or toward systems improvements.
- Special assignments or projects undertaken during the year.
- Overall work quality, and where applicable, quantity (citations issued, calls for service, reports, arrests, etc.).
- Communication, attitudinal issues that positively or negatively effort job performance
- Interpersonal and relational skills, both internally and externally

**Documentation** - The results of the discussions from throughout the year will be documented in a memorandum to the next level of command. The purpose for this document is to record an assessment by the supervisor of the employee’s job performance over the past year, and to track both achievements and areas of improvement. The employee will have an opportunity to review a draft of this memorandum. If the employee disagrees with anything in the assessment, he or she will be permitted to write a rebuttal document, which will be attached to the supervisory assessment. The supervisory assessment, along with any rebuttal document offered by the employee, will be placed in the employee’s personnel file.

**b) At the end of year meeting, the supervisor will again provide each of their employees with the "Subordinate Feedback" form. Employees should be encouraged to give department supervisors and command staff with feedback.**

It is my belief this revised Goal Setting & Continuous process allows us to create a culture where all department employees can receive the open and honest feedback they need to be successful. The documentation portion of the process will help us create a means by which quality employee job performance can be recorded for future consideration in competitive processes such as promotion, closed positions, special teams and overall employee development. I appreciate all the work and input that has gone into revising this process and look forward to monitoring your implementation of this process throughout the coming year.
Dissertation by Randall J. Kirner

Abstract of the Dissertation

Performance Appraisal:
A Descriptive Multiple Case Study of the Abolishment Theory through the Lens of Intended Purposes

by Randall J. Kirner

University of La Verne: 2006

**Purpose.** The purpose of this research was to discover how twenty-three cited organizations, that had abandoned traditional performance appraisal five or more years ago, currently satisfy the six primary intended purposes of appraisal and to understand their practices and processes.

**Methodology.** The researcher used a descriptive, multiple case study methodology. The population consisted of twenty-three early adopters to the theory of abolishing performance appraisal. Data collection for this study was gathered through semistructured telephonic interviews. Theoretical arguments, practices, and processes relating to the theory of abolishing performance appraisal were analyzed using pattern-matching and rival explanation strategies and techniques.

**Findings.** This study found seventeen of the twenty-three early adopters continued to use unbundled practices in satisfying the intended purposes of performance appraisal.

Common themes were the elimination of rankings and ratings, an emphasis on frequent employee communications fortified by clarity of purpose, philosophy, and values. Early adopters also separated feedback and coaching from compensation. These organizations
reported higher levels of employee satisfaction, exceptional trust levels, lower turnover, greater collaboration, a customer focus, and higher customer satisfaction levels. Among organizations returning to traditional performance appraisal, the universal characteristic was the introduction of a new chief executive officer.

Conclusions. An environment of mutual trust between employees and management exists in organizations abolishing performance appraisal. In organizations decoupling the six intended purposes of performance appraisal, support from the chief executive officer and senior management is fundamental combined with a culture of sharing information, encouraging open and frequent communications, access to learning opportunities, a genuine respect and caring for employees, and focus on workplace systems improvement. Small organizations often use informal practices and processes. As they grow, formalization is natural and can be introduced without sacrificing the organization’s culture or practices associated with decoupling the intended purposes of performance appraisal. Decoupling of the intended purposes of performance appraisal is both viable and sustainable.

Implications for Action. Recommendations were made regarding the culture required to support decoupling of the intended purposes of performance appraisal and the role of the chief executive officer. The process of decoupling begins with an assessment of need and readiness together with a clear vision and well-articulated values and principles.

A synopsis of the study:

A MULTIPLE CASE STUDY OF THE ABOLISHMENT THEORY THROUGH THE LENS OF INTENDED PURPOSES

Introduction

Over the last century, the use of performance appraisal has expanded from its initial purpose of simply rating the merit of an individual to comprehensive performance management systems. As organizations adapt and change to confront revolutionary developments in the global economy and competition driven by innovations in technology, the information age, social values, market structures, the political environment, regulatory requirements, and demography, the measurement of work performance has become an evaluation imperative designed to satisfy a multitude of organizational objectives. The performance appraisal remains the centerpiece of this imperative.

Coens and Jenkins (2000) defined performance appraisal as, "A mandated process in which, for a specified period of time, all or a group of employees' work performance, behaviors, or traits are individually rated, judged, or described by a person other than the rated employee
and the results are kept by the organization.” Problematic to the appraisal process is the natural reluctance of managers to judge others and employees to be judged as well as inherent flaws associated with appraisal.

Numerous research studies have added understanding to the measurement of work performance and touched virtually every aspect of performance appraisal. In spite of these studies, the literature indicates practitioners have found the difficulty of accurately measuring human performance a vexing problem and acknowledge significant issues with rating and judging another’s performance.

In 2000, Coens and Jenkins published, *Abolishing Performance Appraisal*, arguing for the elimination of performance appraisals as practiced today. The book title alone elicits a highly charged and energetic response. Their theory set off vigorous debate among human resource practitioners and academics alike. Coens and Jenkins’ go to the root cause of discontent and poor outcomes with performance appraisal. The theory calls for handling each organizational need or intended purpose separately, that is, to *unbundle* the intended purposes of performance appraisal and for the elimination of rankings and ratings. They assert by reexamining underlying assumptions and theoretical propositions about performance appraisal, new assumptions will lead organizations to abolish dependency on traditional performance appraisal as the single tool to fulfill multiple intended purposes and to adopt new, usually separate, approaches to achieve these goals.

Coens and Jenkins cited twenty-six organizations (now twenty-three as three companies were acquired and integrated into their new organization over the past five years) as early adopters to the abolishment theory. Thus, the purpose of this research was to discover how these early adopters were fairing and how they satisfied the intended purposes of appraisal today.

**Summary of Findings**

This section synthesizes key findings, patterns, and themes in narrative form. For reference, APA organizations are those institutions in the research population of twenty-three early adopting organizations that never used performance appraisal or abandoned the use of performance appraisal; seventeen organizations fit this category. TPA organizations refer to the six organizations that returned to traditional performance appraisal sometime in the past five years.

1. In the area of goal setting and alignment, a necessary step to individual and organizational improvement, research revealed distinct contrasts between APA and TPA organizations. TPA organizations relied on a traditional, formal performance appraisal process for goal setting and alignment but were unable to attribute significant benefits or positive outcomes to this process. Juxtaposed to this, APA organizations relied on a myriad of informal processes for goal setting and alignment with multiple positive benefits permeating the organizations. APA organizations, while agreeing goal setting is important,
stressed process improvement as a key linchpin to overall organizational improvement. Effectively, APA organizations took a systems approach, which is consistent with the abolition theory.

2. Data indicated coaching practices were a reflection of organizational size. For coaching employees, small APA organizations relied on their culture strengthened by well-understood philosophies and values where large APA organizations depended on a formalized annual meeting. The coaching framework used by APA organizations was focused on individual learning rather than on appraisal. By contrast, TPA organizations, small or large, relied on a formal performance appraisal as a framework for coaching. What data demonstrated were that APA organizational cultures aligned to encourage employee loyalty and commitment to the organization, which was undoubtedly a factor in the reported benefits of lower turnover, higher employee satisfaction, and ultimately, to higher growth rates for APA organizations. Formal coaching systems and dedicated resources were found only in large APA and TPA organizations. Coaching skills training for supervisors was offered, but not required, by two-thirds of all organizations.

3. Data regarding feedback showed that while all APA organizations shed traditional performance appraisal processes, 47 percent opted for a formal feedback process. Nonetheless, APA organizations emphasized feedback was a continuous process and reported the best feedback came in the "day-to-day interaction" and "as it is needed" categories. APA organizations requiring annual meetings indicated the meetings focus on process improvement, reviewing individual learning plans, or goal setting as well as opening another opportunity to share feedback on performance. Half of APA and TPA organizations think of feedback as the employee’s responsibility while the other half sees it as a shared responsibility between the employee and the organization.

4. Pay practices represented one of the hallmarks separating traditional performance appraisal with the abolishment of performance appraisal theory. Variations between APA and TPA organizational practices occurred in timing of pay adjustments, the use of rankings and ratings, methods to determine salary adjustments, and role of compensation in the employee/employer relationship. In TPA organizations, ratings or rankings were commonplace as a way to sum performance while APA organizations shunned rankings or rating systems noting they are subjective, contain inherent flaws, often do not incorporate the effect of workplace systems, and have unintended consequences. APA organizations separated pay from feedback and coaching.

In addition, APA organizations were more flexible in designing methods to pay employees. Of the thirteen nonpublic sector APA organizations, eight unique pay systems were used to decide pay. The analysis suggested APA organizations had a broader strategy in their design of the compensation system. These organizations purposefully designed their compensation systems to minimize pay as a focal point of employee attention thus redirecting employee awareness on the organization and the customer. TPA organizations' single purpose was to use pay as recognition of past performance.
Ten APA organizations offered incentive-based compensation beyond base salary. Profit sharing or gain sharing plans were the most popular programs offered by eight of the ten organizations. These incentive-based compensation plans were designed to share the organizations’ success with those who helped achieve it. This idea of sharing profits is another example where APA organizations’ compensation systems tended toward minimizing pay as a center point, redirecting employee's way of thinking from "I" to "we" and, in doing so, encouraging employees to focus on the overall health and welfare of the organization.

5. In the area of staffing decisions, minor differences were found between APA and TPA organizations in practices for identifying candidates for promotional opportunities or, conversely, reaching layoff or reduction-in-force decisions. Data demonstrated the most prevalent practice among APA and TPA organizations alike for developing promotional candidate pools was a job-posting process. Larger organizations bolstered the candidate pool for potential senior management positions with succession plans. Candidate pools in smaller organizations, due to their size, came predominately from employees selected by management.

In selecting candidates for promotional assignments or reduction-in-force, current information on employees governed the decision-making process for both APA and TPA organizations.

6. Practices related to documentation of substandard performance confirmed data collected in the literature review. Legal implications are arguably the fastest growing performance appraisal concern with far-reaching consequences. Twenty-two of the twenty-three participating organizations maintained a separate process for documenting poor performance or unacceptable behavior. This finding is not surprising given the importance of legal issues in performance appraisal has skyrocketed in recent years. Paradoxically, increased court scrutiny of performance appraisals has resulted in TPA organizations finding themselves in the precarious position of having to justify a history of "commendable" or better past performance appraisals when terminating employees. Often performance improvement documentation resulting in termination conflicts with a history of good performance appraisal ratings. In this study, APA organizations avoid this situation altogether by having no formal performance appraisal documentation.

7. Data indicated large organizations were more than twice as likely to return to traditional performance appraisal as small or medium-sized organizations. The most common characteristic of the six organizations returning to traditional performance appraisal was the hiring of a new chief executive sourced from outside the organization. In all cases, the new executive's unfamiliarity with the organization's culture and the introduction of his or her bias were cited as a key factor in the organization's return to traditional performance appraisal. Six APA organizations also experienced a change in the chief executive position; however, five
came from within their respective organizations. A sixth APA organization named a new chief executive at the time of this research.

8. Several TPA organizations expressed doubt about the wisdom of returning to traditional performance appraisal; however, all seventeen APA organizations reported the abolishment of performance appraisal was positive for their organizations. Reasons cited in support of the decision to abolish performance appraisal included the perception that performance appraisal was incongruent with quality improvement, appraisal conflicted with sound management practices, and appraisal was an unproductive, cumbersome process yielding little benefit. None of the APA organizations indicated any plans to change practices and all reported high levels of employee satisfaction.

9. Finally, APA organizations experienced greater growth as measured by the number of employees. During the past five years, APA organizations grew by almost three times the rate of TPA organizations. In addition, APA organizations experienced reductions in staffing through layoffs and reductions-in-force at one-fifth the rate of TPA organizations. It is unlikely abolishing performance appraisal is the sole variable to this success, nonetheless, APA organizations reported their culture, a penchant for frequent communications, and a focus on process improvements certainly contributed to their success.

Conclusions

Five comprehensive conclusions were be drawn from the findings. These conclusions connect corporate culture to practices associated with the abolishment of performance appraisal, demonstrate how compensation practices reflect organizational values, address how the integration of culture, management support, and management practices yield beneficial outcomes, discuss the impact of organizational size on abolishing performance appraisal practices, and highlight the nuances differentiating APA and TPA organizations related to staffing and documentation.

1. Corporate Culture’s Link to the Abolishment of Performance Appraisal

   The data presented common themes and patterns among APA organizations. These included the elimination of rankings and ratings, a reliance on informality except as small organizations grew into large organizations, the establishment of an organizational vision accompanied by well-understood philosophies and values, an emphasis on frequent communications, openness, feedback as a continuous process, and an appreciation for systems influence on performance. The common themes and patterns found in APA organizations suggest management practices were based on the belief that people are basically good, they care about the organization’s goals, they take responsibility, and organizational success comes from treating people with respect. In essence, practices flowing from the abolishment of performance appraisal are geared to enhance the relationship between the employee and the organization.
Repeatedly, APA organizations referenced superior employee/supervisor relationships.

APA organizations have adopted practices resulting in an overall positive culture as evidenced in beneficial outcomes reported and the growth experienced in the APA organizations as compared to TPA organizations during the same period. What is important, since many organizations outside of this study claim to have created an environment of mutual trust between the organization and its employees, is the emphasis on people and their worth with the authenticity that accompanies these claims. When organizations speak the cliche, "people are our most important asset," APA organizations back this ideal with their practices creating a people-centered workplace. For many organizations using traditional performance appraisal, this cliche translates to managing the organization including its people like portfolios of assets or commodities. This disingenuous strategy was not the case with APA organizations.

Literature notes all organizations have a culture, a sort of personality. A people-centered culture builds sustainable competitive advantage by placing the customer second to the people who work in the organization and drive the results. Such an organization is rooted in a sound vision and clear values, is characterized by a culture of sincerity or authenticity, shares information, provides access to learning, practices frequent communications, and demonstrates respect and care for their workers. These are organizations where the employees look forward to work, have no fear, and have peace of mind about work. The data clearly show APA organizational practices parallel these characteristics.

Data also showed the impact the chief executive officer has on corporate culture. When a new chief executive was introduced to an organization, APA organizations maintained the practice of debundling the intended purposes of performance appraisal while TPA organizations quickly adopted old paradigms leading to a return to traditional performance appraisal. The difference was the new chief executive officer for APA organizations came from within the culture. The new chief executive officers from TPA organizations did not.

Finally, APA organizations have assembled management practices for goal setting, coaching, feedback, compensation, staffing, and documentation that garnered employee teamwork and collaboration, enabling a debundling of the functions of performance appraisal, and delivering a higher level of service and/or a more competitive organization. In effect, APA organizations created a "we" mindset, while TPA organizations tended to have an "I" culture.

2. **Compensation Practices and Organization Values**

Pay is an important concern for employees and for organizations alike. How organizations go about compensating workers harks back to basic assumptions organizations make about employee motivation and value received from pay. TPA organizations use "pay for performance" or "performance-based" compensations systems. These systems generally try to correlate pay with the appraisal of one's performance, often using a matrix-style grid.

Pay expresses the values of an organization and sends symbolic messages. When organizations enjoy increased profitability resulting from the performance of their employees, considerations of equity demand the entire workforce share in the profits. This study showed
the majority of APA organizations have a profit sharing or gain-sharing plan reflecting the value of sharing the rewards with all employees. Profit sharing was more prevalent in smaller, nonpublic sector organizations and was used as a means to engage employees while sharing the success of the organization. In larger organizations, this type of plan was less prevalent because, as one organization reported, the "line-of-sight" is more obscure. Line-of-sight refers to one's ability to see or connect one's job with overall profits of the organization.

Pay also sends the message of the importance an organization places on its people. Two examples illustrate this point. Trust was profoundly reinforced by one APA organization experiencing a business downturn resulting in every employee taking a substantial pay cut and after two years, all lost wages were restored. Another APA organization demonstrates the value placed in employees by transferring ownership to employees through an Employee Stock Ownership Program. These anecdotes illustrate value systems that permeate APA organizations and complement the evidence of people-centric organizations.

In terms of base pay, this study found a wide variance in compensation practices. APA organizations constructed base pay systems in such a way as to neutralize pay as a distraction or center of attention. As a result, APA organization responders reported employees were less concerned with pay and more concerned with organizational needs. A common characteristic of APA organizations is that pay decisions are separate from coaching or feedback. Generally, annual pay increases were on an across-the-board basis or from budgeted allocations but never coinciding with an employee's annual feedback session.

During the past five years, APA organizations demonstrated an impressive sense for teamwork and collaboration. Arguably, the strategy to neutralize pay as a center of attention is one factor that may have permitted greater collaborative efforts resulting in higher organizational productivity and improvements in service or profits.

3. Integration of Culture, Management Support, and Management Practices

APA organizations were clear about overarching goals and the direction of the organization, roles, and responsibilities, underpinned by values, principles and a clear philosophy. These organizations are distinguished by their propensity for frequent communications and willingness to share financial and performance information. This clarity received a pay increase commensurate with the rating, and the written evaluation became a permanent record in the employee personnel file.

One explanation for the difference between how small and large APA organization practices differ can be best understood through the lens of corporate culture. Maintaining a cohesive corporate culture in small organizations is less complicated having fewer layers of management and closer relationships than commonly is associated with larger organizations. Few subcultures operate in a small, tightly knit group. As organizations grow, creating the opportunity for less cohesion, subcultures develop within divisions, departments, and units. Though tied loosely to the overall corporate culture, structure is added to ensure that tie.

Practices become formalized as discovered in this study.
To resolve this dilemma, greater emphasis has to be placed on communications of ideals, history, norms, values, and principles to maintain the overarching corporate culture. Stories relating traditions, shared meaning, and standards of performance must be relied on to maintain the corporate culture. The remarkable characteristic of this study’s large APA organizations was their ability to formalize practices that perpetuated a people-centric culture and their ability to sustain an environment free of formal performance appraisal. For large organizations to maintain a people-centric culture requires enormous courage and goes against conventional wisdom. As organizations grow and become publicly traded businesses, scrutiny of quarterly earnings and market expectations create intense pressure and often influence how executives manage.

Large APA organizations understand these dynamics. They place emphasis on maintaining an employee-centric corporate culture, including the abolishment of performance appraisal, by finding the "middle ground" that addresses employee expectations while still giving support to the underlying assumptions presented in the theory of abolishing performance appraisal. These large APA organization’s successes give further testimony to the viability and sustainability of abolishing performance appraisal.

4. Staffing and Documentation

Staffing practices were similar among both TPA and APA organizations. In medium and larger organizations, the formal process generally used was a job-posting system. These systems allow employees to self-nominate for open and posted positions. If there is a difference, it is in the music, not the words. This metaphor means while both APA and TPA organizations have such systems (the words), how the selection process occurs, that is, the sincerity of equal opportunity (the music) is likely a differentiator.

Documentation processes addressing behavior and/or performance deficiencies were virtually identical in APA and TPA organizations. This practice is attributable to the increased scrutiny of the courts into organizational practices and the increasingly litigious nature of disgruntled employees. In a peculiar way, TPA organizations recognize the inherent flaws of performance appraisal that can be manifested in annual reviews. They acknowledge performance appraisals are as likely, if not more likely, to favor the employee than the employer in a lawsuit.

Concluding Comments

The findings show a remarkable connection between the subsystem of measuring performance and corporate culture. Moreover, the findings show positive outcomes and benefits in those organizations continuing to practice the abolishment theory. The study confirms that the abolishment of performance appraisal is not simply substituting new
practices and processes for old ones. Abolishing performance appraisal is more complex. The rewards, however, can be substantial to the organization.

If organizations are to consider the bold step of abolishing performance appraisal, i.e., decoupling the six primary intended purposes, the corporate culture must support the change not just from management’s perspective but also from the employee's point of view. In addition, there are beliefs and underlying assumptions about the value, benefits, and outcomes of performance appraisal that organizations and employees hold that compel a thorough needs analysis. Smaller organizations, according to the data, have the advantage of size and agility to pursue innovative informal processes when decoupling intended purposes. They also have the advantage of a single, cohesive corporate culture. Large organizations typically have multiple subcultures generating the need to replace traditional performance appraisal with formal practices and approaches when unbundling intended purposes of appraisal.

In conclusion, the data supports abolishing performance appraisal is practical under the right circumstances. The prerequisites include enthusiastic support by senior management, including the chief executive officer, training for supervisors and management, and an educational program for employees. In addition, the overall organizational culture must support the endeavor. Abolishing performance appraisal can begin as a series of unbundled practices but inevitably requires a people-centered mindset and way of thinking. Topics for organizations to consider when contemplating a move to unbundle the intended purposes of performance appraisal include whether the culture is truly committed to open communications, sharing information, elimination of rankings and ratings, separating coaching and feedback from pay, a redesign of the compensation systems, process improvements, executive support, and organizational readiness for change.

The future holds enormous opportunity and challenges for organizations as they undergo changes triggered by the demands of a global economy, changing demographics, and innovations in technology. Organizations cannot afford to be lethargic or apathetic to change but must be prepared for change and, indeed, embrace it. In this dynamic environment, organizations would be well served to consider the innovative and provocative theory of abolishing performance appraisal and the management practices that support it.
Group 4: Services

Project 4: Divisional Level - Create a strategic road map / goal tree and define Services Division’s operating metrics / scorecard

Team Members:

- Adeline Gwellem
- Austin Holmquist
- Casey Kirchner
- Georgia Henigman
- Levi Harrington
- Matt Herlofsky
- Samantha Greenwood
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I. Executive Summary

The mission statement of the Rochester Police Department (RPD) is “To work with the public to improve the quality of life in the community.” The Services Division plays a large role in helping RPD accomplish this mission. When someone is in an emergency and they dial 9-1-1, it’s Services who answers the call; Services directs the resources and coordinates the response to provide safety and security to the public. When an attorney needs records and is just days away from presenting their case, Services answers the call. When Patrol needs a vehicle in good running condition, Services answers the call. When the public needs resources to create safer communities, Services answers the call.

With a workforce comprised of both sworn officers and civilian workers, the Services Division is exceptionally adept at being the bridge to connect the community and the Rochester Police Department. Our recommendations for your strategic plan will touch on three goals for the Services Division:

1. Drive Process Efficiencies
2. Provide Outstanding Service to Internal and External Clients
3. Clarify Role Responsibilities

As Rochester continues to grow, and as the Rochester Police Department expands to a second precinct, the need for greater continuity within Services is enhanced. The leaders and team members within Services are ready and able to get it done.
II. Overview

Current State of the Services Division
With new leadership and new team members in both sworn and civilian positions, Services is in the midst of a lot of change. With responsibilities to both support the Rochester Police Department and partner with Olmsted county, Services has room for improvement. There are many days within Services where all people can do is put out the fire closest to them. The opening of the second precinct has created a new challenge to go along with many other challenges facing the Services Division. These challenges are currently hampering the performance of the Services Division. There is a feeling amongst the team that changes need to be made, and the Services Division is prepared to make them.

Strategic Forecast for the Services Division
To better serve the community of Olmsted county and the Rochester Police Department, the Services Division must become more engaged with their clients. Improving efficiency in job tasks will allow Services to spend more time engaging with their clients; which will allow Services to better meet the needs of RPD and the community. By committing to the goals established by the leadership team, all members of Services can align their decisions and strive toward a common purpose.

Quick Wins to Build Momentum for Future Success
In the short term, Services needs to focus on developing their strategic plan which will help provide each member of the team with a sense of direction and purpose. Services needs to come together as one unit, even while being split between two precincts. The first step for change will involve small gains and quick wins; the momentum from that progress will be the launching point for long term improvements. By establishing common goals across all divisions and improving the experience of the customer (both internal and external), Services can start the change process. The leadership team will need to monitor the progress of these strategies and provide feedback to their team on any course adjustments that need to be made. The responsibility for cultivating these changes lies with the leadership team and it is their priority to drive home these improvements.

Important Strategies and Techniques for Growth
One of the most important responsibilities for the Services leadership team will be to create and communicate a clear strategy. If no strategy is clearly communicated from the top down, it is very difficult to create change from the bottom up. The process for creating and communicating a strategy can be seen in Figure 1 below.
The important point to remember about creating a strategy is that the process is a cycle, there will be some rework involved as the strategy progresses. By following this outline however, the goals can still be accomplished. Each strategy selected can then be operationalized through the execution of a set of initiatives. These initiatives become the base for project based continuous process improvement. A tool which can be utilized to clearly link goals to strategies to initiatives is a Goal Tree. The below goal tree was developed through communications with members of the Services Division and align with the recommended initiatives brought forth.
Road Map to Success - Services Division

Figure 2: RPD Goal Tree

One constant pain point from within the Services Division has been that “work tends to pile up and many groups have large backlogs of work”, this can be thought of as a bottleneck in the workflow. Many strategies exist to deal with bottlenecks and one of the more functional processes is the Theory of Constraints.

Figure 3: Theory of Constraints Cycle
Every process can have a bottleneck that will need to be examined. The process of identifying and exploiting the bottleneck can be difficult; it may seem that the system is getting worse before it gets better. By completing this cycle shown above in Figure 3 within Services, the whole division will become more efficient.

As Services continues to improve their interactions with customers, a process to address feedback will be important. With our recommended changes being implemented, there will be a large need to constantly monitor the feedback from clients (both internal and external) and adjust accordingly. The Voice of Customer will play a large role in adapting the strategy to meet the needs of the customer, because in the end that's what it is about.

Figure 4: Voice of the Customer Program
III. Recommendations

Goal: Drive Process Efficiencies

1. Strategy: Tracking Progress and Inventories

Why driving this strategy will be beneficial

There are many pain points that result from multiple manual tracking systems within the Services Division. By incrementally moving to a centralized, electronic solution, it will enable an increase in process efficiencies while still meeting current compliance standards. A common pain point shared throughout the Services Division was that multiple manual systems create unnecessary confusion and opportunity for errors. These pain points also introduce other forms of waste such as over-processing, waiting and potential defects. By incrementally reducing these forms of waste, the amount of non-value added work is reduced and throughput is increased. By becoming more efficient, the Services Division can focus on improving the overall customer experience, and other initiatives such as ILP.

Ways to enable this strategy

There have been previous initiatives in the past to develop a software system with IBM. Some of the lessons learned were that few individuals understood what was being done, it was expensive and not a high priority within the division. Both recommendations outlined below, the electronic officer profile and database inventory, were designed to have an immediate impact. Both are low cost, easy to use and customizable to meet a wide range of RPD needs in the short-term since they are Microsoft Excel based. Long-term, it is recommended that the Services Division looks to more robust commercially available software solutions that meet their needs.

Database Inventory for Fleet/Seized Property

The electronic database for fleet and seized property can be used to help simplify and provide clarity to a currently complex and manual process. The database should be designed to hold near real-time data that can be accessed by anyone in the command staff. This tracking and inventory mechanism will provide detailed visibility and data analytic capabilities to help improve overall throughput and customer satisfaction. The mock-up of the seized vehicle report shown below in Figure 5, demonstrates some of the potential reporting capabilities possible with this type of tool. The complete database mock-up has been provided to the RPD with this report and is also included in Appendix A.
Figure 5: Seized Vehicle Report

**Officer Profile**

The officer training profile is meant to be a one-stop shop for all training needs. Currently there is an excel file, electronic training folder and a hard copy training folder for each employee. In the short-term, it is recommended that the total number of data repositories decrease from three (3) to one (1). A prototype was designed in Microsoft Excel to give the Services Division an immediate idea of the benefits of moving to a centralized electronic database would be like. Figure 6 is a mock-up of what an electronic training dashboard could look and feel like, is included in Appendix A and has been provided to RPD with this report.
Key Performance Indicators

Primary

% Maintenance Completed
Increase in training quality

Secondary

Average passing score
% of workforce that completes training on time
% Current Fleet in Inventory
% Seized property inventoried
Decreased search time for seized property

2. Strategy: Prioritize Resources

Why driving this strategy will be beneficial

As a government agency, RPD has limited resources at all levels of the organization to work with. In order to make the most of the resources the Services Division has available to them, a prioritization plan would be beneficial to make sure key service activities are receiving the resources needed to complete their duties effectively and efficiently.

Ways to enable this strategy
Numerous initiatives can be implemented to drive the execution of this strategy. Two initiatives that will help focus the effort include creating a prioritization plan for Dispatch and defining the allocation of resources process.

**Prioritization Plan for Dispatch**

The Dispatch unit of the Services Division holds the key to the human resources of RPD. With a limited number of RPD officers and emergency responders on duty at any given time of the day, they can be stretched thin at any time responding to calls across the city. With a duty to protect and serve the citizens of Rochester, response time is crucial. In order to make sure an officer or emergency responder is available, an evaluation of the prioritization of calls should be conducted. Leadership needs to analyze and create a plan that decides (within the limits of the law) what calls require officers to be dispatched. Can other emergency responders decline an officer assist to save the resources for another call? Do all calls need to be responded to? Etc.

**Allocation of Resources**

A great place to start prioritizing resources is reviewing the amount of resources presently available and their current allocation to each unit. Things to look at would include human resources/headcount, physical office space, current projects, and the amount of monetary resources assigned to each unit. After determining the current state of resource allocation, leadership, with a focus on the near term, will need to look at the goals they want to achieve and upcoming projects that will be required to meet those goals. Once all goals and projects are listed out, they need to be ranked in order of importance and/or ease of completion by leadership. An effective approach would be to take the current level of resources available and decide the highest priority and/or shortest projects that can be taken on with that amount of resources, while keeping in mind that those towards the end of the list may have to be cut if resources run short. Another list can also be kept to prioritize projects that could be added if more resources are available.

**Key Performance Indicators**

**Primary**

Response Time

**Secondary**

- % Priority #1 calls responded to
- # of calls responded to
- % Projects completed on time
- % Projects completed on budget
Goal: Provide Outstanding Service to Internal and External Clients

1. Strategy: Increase Opportunities for Communication and Feedback

Why driving this strategy will be beneficial

Communication within divisions on an ongoing basis within organizations is always a huge challenge that if not implemented properly can lead to disastrous consequences not only internally, but can also affect the external customers. One of the main challenges facing the RPD Services Division is that the nature of work performed by the various units is segregated, which makes it hard for communication to be effective. In order for the Services Division to achieve its main goal of customer satisfaction, strong internal communication is the key. It will help employees better understand the big picture and how they fit in within the Services Division, leading to higher productivity. Employee engagement is a continuous process that can be enhanced through fostering a culture of communication.

Ways to enable this strategy

Just like any other strategy of the Services Division, internal communication strategy can and should be analyzed for success. This can be done through gathering core metrics that will show if the strategy is actually working. The statistics will reveal if employees are using the tools, such as intranet, face to face interaction and other social media tools, efficiently. While not everything can be measured, it is imperative to have a means to measure and track performance of how effective communication is.

The following steps can be implemented to help in improving internal communication:

1. Identify the vital information that is always needed by all units within the Services Division. This can be grouped into information that changes often (for instance, daily, weekly, monthly, and quarterly) and information that remains static. This is very critical as it does not only bring forth the information, but it is a starting point to get to know various employees. 2. Develop leaders as team building can significantly improve how the teams in each unit work and interact with each other. 3. Include steps outlining when and how information should flow between the units in the Services Division in a way that encourages the employees to share ideas and suggestions. This will result in increasing productivity within the Services Division, leading to accountability. 4. Utilize various means and methods of communication that best fit the most common circumstances. This should be consistent, regular, open, and objective communication and foster two-way dialogue - horizontal and vertical across the Services Division. 5. Implement software that helps to incorporate RPD wide operational goals and communication. This will eventually lead to matrix tracking focusing on how effective communication is in the Services Division, using tools such as employee engagement surveys and a suggestion box.

Employee Engagement Survey
The engagement survey is a great tool as it does not only seek to address the communication needs of the Services Division, it also helps management and leaders to ask the “why” questions. In order to get the best results out of the survey, the questions should be thoughtful and not time consuming. Once the survey is sent out and the results received, it should be analyzed and results communicated back to the employees. The survey can be analyzed in many different ways for instance analyzing the whole set results to get percentage responses received and responses for each question. It should provide information on how often employees are reading internal content and provide insights into whether or not they comment on, share, or start discussions with the content. This helps to measure what the employees in the Services Division use the most while also highlighting a possible need for open discussion, an area within many organizations in which many employees don’t feel confident.

The chart below presents the results of the engagement survey example found in Appendix A.

![Employee Engagement Survey Results](chart)

From these results, the best option is to focus on the outliers and try to figure out what is driving those responses. The results can be charted individually for areas that are of interest to the division. For instance, Chart #2, analyzes the results for question three.
Other methods can be used to track internal communications such as utilizing suggestion boxes alongside the surveys. This will be very effective in the lobby calls/window.

**Key Performance Indicators**

**Primary**

Employee satisfaction scores related to communication

**Secondary:**

- # Suggestions in suggestion box
- % Planning spent on new projects
- % Increase in inter-unit communication (emails, newsletters, memos)

**2. Strategy: Improve Customer Interaction**

**Why driving this strategy will be beneficial**

The main purpose of the RPD Services Division is to serve internal and external clients. To reach the goal of providing outstanding service to these clients, it is important to analyze customer touchpoints (individual customer interactions) and evaluate and improve a customer’s overall journey and the experience they have while working with the RPD Services Division.
Ways to enable this strategy
Many different initiatives could be implemented to meet this strategy. A couple to consider are an Online Client Portal and a Technology Service Model.

Online Client Portal
A challenge facing the Services Division is managing the amount of requests received from customers on a daily basis. Currently, most requests are handled in person or over the phone and manual records are kept of these interactions. Interactions can be long and frustrating for both customers and RPD Services employees. This approach also differs from the society norm of leveraging technology and interacting virtually with customers. An online client portal would be a great tool to implement at RPD to improve customer interactions and would beneficial to both customers and the Services Division. In an attempt to lower the number of customer walk-ins and phone calls, it would be ideal to create an external facing website where customers would be able to submit requests, schedule meetings with RPD staff, and leave feedback.

![ROCHESTER POLICE DEPARTMENT Services Division]

Contact Us
Please complete this form and one of our representatives will reply to you by email as soon as possible.

Department*

Subject*

Message*

Name* Email

Submit Reset

Figure 9: Online Request Form
All these collected requests could be combined in-house with the use of a help desk/support ticketing system software. Website requests, as well as emails from all customers would be converted into tickets that could be categorized, prioritized, given a timeframe for completion (SLA), and assigned to different employees for completion of the task at hand. Internal notes and collaboration could be added the ticket and communication directly back to the customer could happen within the software. All communication and history of the customer interaction will be in one spot and can be easily accessed again in the future. Over time, the Services Division would develop data of these interactions; amount of requests responded to, categories of inquiries, and average time of request completion to name a few. On the customer side, benefits include an ease of contacting RPD, as well as a seamless interaction with Services Division employees.

![Ticketing System Dashboard](image)

**Figure 10:** Ticketing System Dashboard

**Technology Service Model**

A technology service model is a quick way to improve customer interaction and overall satisfaction. As organizations continue to grow and leverage technology solutions and become more dependent on them to execute their daily tasks, there will continue to be an increasing need for service of those solutions. A technology service model is a high level summary of all the hardware and software within RPD, and the processes to follow when something is not working as intended. By defining the technology service model, RPD easily track how well they are performing against internal service level agreements, as well as hold external vendors accountable to items not supported internally. Additionally, by defining the customer service model and process up front, it provides service level guarantees to the customer that the division can track and benchmark performance. Mock-ups of what the technology service model and data analytics could look like for the RPD are included below in Figures 11 & 12.
Figure 11: Technology Service Model mock-up

![Technology Service Model](image1.png)

Figure 12a: Service SLA Analytics

<table>
<thead>
<tr>
<th>Model</th>
<th>Document Scanner</th>
<th>Fingerprint Reader</th>
<th>Desktop Workstation</th>
<th>Comms System</th>
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<td>5 days</td>
<td>2 days</td>
<td>2 hours</td>
</tr>
</tbody>
</table>
Goal: Clarify Role Responsibilities

1. Strategy: Increase Awareness of Duties and Job Requirements

Why driving this strategy will be beneficial

There are a few characteristics of the Service Division that will make increasing awareness of duties and job requirements an important strategy. First, the Services Division serves a vital role to the Department and serves both internal and external customers. Given the nature of so many priorities across so many customers, understanding who owns what can provide clarity as roles and responsibilities are prioritized and resourced. Second, there are many new employees in the Services Division that are both learning their new jobs and learning the organization. Formal outlines of key tasks and responsibilities will help these individuals learn and the more
tenured individuals teach. Finally, sharing duties and responsibilities across the division will drive great communication and inclusion.

Ways to enable this strategy

There are a number of different tools that will help enable the execution of this strategy. Two tools that may be the most impactful are Role Charters and Knowledge Transfer.

Role Charters

Many people are familiar with job descriptions, but role charters are a way of describing a job that takes on a different objective. While job descriptions focus on the task and duties of a position, role charters focus on the accountabilities of a position. An example of a role charter template can be seen in Appendix A.

Following a brief description of the role and its purpose the key elements of a role charter are the individual accountabilities and the shared accountabilities of the role. Again, the purpose is not to list all the tasks this job does, but instead what the role is accountable for. In completing this section for one role and comparing with others, it can quickly become clear what items are owned by a single role and what items are shared among multiple roles.

The bottom sections of the role charter highlights the success factors and KPIs of the role as well as what the role’s decision rights. The success factors and KPIs answer the question “How will I know someone in this role is being successful?”. The purpose is to identify key metrics to measure if expectations are being met. The decision rights of a role indicate what decisions or actions the role owns and what decisions or actions the role influences. This information can help clarify who is the final decider on various decisions and/or who’s buy-in is necessary or desired to move forward on a decision.

Knowledge Transfer

Knowledge transfer is another key way that can drive awareness of duties and job responsibilities across Services. With the number of new people within the group as well as the sometimes overlapping responsibilities, being able to share knowledge quickly and efficiently is important. One tool already being leveraged by at least part of the team are “cheat sheets”. These documents provide quick reminders about processes and procedures instead of having to look them up every time they’re done. Expanding these across services is something that should be explored.

Another approach to transferring knowledge is creating summaries of key themes. It can sometimes be daunting to create step-by-step instructions of a process or try to describe what someone should do in every conceivable situation. As a more flexible resource, these key themes documents would include sections such as the overview of the process,
the participants and customers, the major milestones, and other important information. The goal with these are to transfer the high-level information so that the person is well equipped to understand or perform the task or process.

**Key Performance Indicators**

**Primary**
- % Job Descriptions and Role Charters Updated
- % Processes and Procedures Documented

**Secondary**
- Training exit survey scores
- % Techniques retained
- % Increase in cross training
- Time to backfill positions

**Activating Strategy Through Key Performance Indicators (KPIs)**

Once a strategic roadmap and initiatives have been laid out (“the Rudder”), how do you know that your strategies are being executed on and that they are driving the desired organizational outcomes? The answer to that lays in the creation of and execution of operational metrics also known as key performance indicators (KPIs) (“the Engine”).

**Key Performance Indicators should…**

1. Align clearly back to strategies of organization
2. Take a balanced approach between metrics which measure:
   a. Resources (Financial)
   b. Satisfaction (Internal/External)
   c. Process (Efficiency/Effectiveness)
3. Have clear operational definitions to ensure that everyone understands what they are being measured on
4. Be reviewed on a regular basis

The first two objectives above can be met through the creation of a balanced scorecard visualization. The key components of this visualization are as follows.
The below balanced scorecard was developed through feedback collected from the Services organization. The appendix also contains further metrics which were not prioritized.

One of the keys to successful execution of this KPI strategy is to ensure that there are clear operational definitions for each of the metrics. Below is a sample of what these operational definitions should look like as well as the critical components which require documentation which are a description of the metric (include any calculation definitions), a description of the visualization that will be used to represent the KPI in a dashboard, a target for the metric, the data source, measurement frequency and maybe most importantly, the owner of the metric. This individual is ultimately accountable for the metric and would own any additional action driven by the results of the KPIs.

Sample Operational Definitions

<table>
<thead>
<tr>
<th>Metric</th>
<th>Description</th>
<th>Visualization</th>
<th>Target</th>
<th>Data Source</th>
<th>Measurement Frequency</th>
<th>Owner</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual Hours per Department</td>
<td>Actual Hours per department shown in Comms satisfaction survey.</td>
<td>laughsheet of hours per quarter</td>
<td>Data</td>
<td>Monthly</td>
<td>Service Department</td>
<td>Services</td>
</tr>
<tr>
<td>Actual Hours per Department</td>
<td>Actual Hours per department shown in Comms satisfaction survey.</td>
<td>laughsheet of hours per quarter</td>
<td>Data</td>
<td>Monthly</td>
<td>Service Department</td>
<td>Services</td>
</tr>
<tr>
<td>% of responses by category</td>
<td>% of responses by category shown in Comms satisfaction survey.</td>
<td>laughsheet of responses by category</td>
<td>Data</td>
<td>Monthly</td>
<td>Service Department</td>
<td>Services</td>
</tr>
<tr>
<td>% of responses by category</td>
<td>% of responses by category shown in Comms satisfaction survey.</td>
<td>laughsheet of responses by category</td>
<td>Data</td>
<td>Monthly</td>
<td>Service Department</td>
<td>Services</td>
</tr>
<tr>
<td>% of responses by category</td>
<td>% of responses by category shown in Comms satisfaction survey.</td>
<td>laughsheet of responses by category</td>
<td>Data</td>
<td>Monthly</td>
<td>Service Department</td>
<td>Services</td>
</tr>
<tr>
<td>% of responses by category</td>
<td>% of responses by category shown in Comms satisfaction survey.</td>
<td>laughsheet of responses by category</td>
<td>Data</td>
<td>Monthly</td>
<td>Service Department</td>
<td>Services</td>
</tr>
<tr>
<td>% of responses by category</td>
<td>% of responses by category shown in Comms satisfaction survey.</td>
<td>laughsheet of responses by category</td>
<td>Data</td>
<td>Monthly</td>
<td>Service Department</td>
<td>Services</td>
</tr>
<tr>
<td>Average Response Time</td>
<td>Average Response Time shown in Comms satisfaction survey.</td>
<td>laughsheet of response times</td>
<td>Data</td>
<td>Monthly</td>
<td>Service Department</td>
<td>Services</td>
</tr>
</tbody>
</table>
Another key component of effective KPI tracking is the visualization of the KPIs in a quick, easy to communicate dashboard. This dashboard will act as a quick way to communicate the results of your organization effectively. Different charts convey very different types of messages i.e. change in trend, % completion etc. Below is a sample dashboard based on a few of the selected Services Division KPIs. Note the variety of chart types used to convey the various metrics.

**Sample Dashboard**

The final component of a successful KPI strategy is ensuring that the KPIs are reviewed and communicated on a regular basis. A quarterly review is appropriate for most KPIs. It is important to ensure that the KPIs drive actions so expectations of improvement plans that go along with each of the metrics should be made.
II. Conclusion

Rochester is a growing city. Its borders are expanding and its population is ever increasing. The challenges that lie ahead for the Rochester Police Department are tough. It is going to take a lot of hard work and sacrifice from the members of RPD to get the Department to where it needs to be. A driving force for the changes that need to be made in RPD will be the Services Division. By creating bold goals and initiating focused strategies, Services can be the force needed to keep the RPD going strong. There are three key ways that Services can promote change:

1. Drive Process Efficiencies
2. Provide Outstanding Service to Internal and External Clients
3. Clarify Role Responsibilities

By sticking to these goals and the strategies for achieving these goals outlined in this paper, Services will place itself at the heart of both the community, and the rest of the RPD, which is right where Services belongs. Services needs to lead by example and promote the change they want to see. The leadership is ready, the team members are ready, and Services is ready to answer the call!
IV. APPENDIX A: Tool Examples

Goal Tree

Road Map to Success - Services Division

- Goals
  - Drive Process Efficiencies
  - Provide Outstanding Service to Internal and External Clients
  - Clarify Role Responsibilities

- Strategies
  - Tracking Progress and Inventories
  - Prioritize Resources
  - Increase Opportunities for Communication and Feedback
  - Improve Customer Interaction
  - Increase Awareness of Duties and Job Requirements

- Initiatives
  - Electronic Office Profile
  - Database Inventory for Fleet/Seized Property
  - Prioritization Plan for Dispatch
  - Allocation of Resources
  - Client Feedback/Suggestion Process
  - Online Client Portal
  - Technology Service Model
  - Role Charters
  - Knowledge Transfer
Seized Vehicle Report

Date: Friday, July 21, 2017
Officer: James Duncan
Owner: Jessy Sundance

For each question below, select the option that best fits your opinion on the importance of the issue.

<table>
<thead>
<tr>
<th>Question</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Color of Car</td>
<td>Purple</td>
</tr>
<tr>
<td>Year</td>
<td>1998</td>
</tr>
<tr>
<td>Make</td>
<td>Ford</td>
</tr>
<tr>
<td>Model</td>
<td>Taurus</td>
</tr>
<tr>
<td>License Plate</td>
<td>475-JJA</td>
</tr>
<tr>
<td>Condition</td>
<td>Poor</td>
</tr>
<tr>
<td>Title Status</td>
<td>Frozen</td>
</tr>
<tr>
<td>Items Left</td>
<td>Watch, Shoes, Water bottle, Clothes</td>
</tr>
<tr>
<td>Plans for Retrieval</td>
<td>None</td>
</tr>
<tr>
<td>Storage Location</td>
<td>Big Shed</td>
</tr>
<tr>
<td>Reason for seizure</td>
<td>Arrest</td>
</tr>
</tbody>
</table>

X

Officer Signature
<table>
<thead>
<tr>
<th>Seized Vehicle Report</th>
<th>Seized Vehicle Report</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date: Friday, July 21, 2017</td>
<td>Date: Friday, July 21, 2017</td>
</tr>
<tr>
<td>Officer: James Duncan</td>
<td>Officer: Martin Baker</td>
</tr>
<tr>
<td>Owner: Jessy Sundance</td>
<td>Owner: Bill Johnson</td>
</tr>
<tr>
<td>Question</td>
<td>Information</td>
</tr>
<tr>
<td>Color of Car</td>
<td>Blue</td>
</tr>
<tr>
<td>Year</td>
<td>2015</td>
</tr>
<tr>
<td>Make</td>
<td>Jeep</td>
</tr>
<tr>
<td>Model</td>
<td>Taurus</td>
</tr>
<tr>
<td>License Plate</td>
<td>475-JJA</td>
</tr>
<tr>
<td>Condition</td>
<td>Poor</td>
</tr>
<tr>
<td>Title Status</td>
<td>Frozen</td>
</tr>
<tr>
<td>Items Left</td>
<td>RING</td>
</tr>
<tr>
<td>Plans for Retrieval</td>
<td>None</td>
</tr>
<tr>
<td>Storage Location</td>
<td>Big Shed</td>
</tr>
<tr>
<td>Reason for seizure</td>
<td>Arrest</td>
</tr>
</tbody>
</table>
### Officer Training Profile

![ROCHESTER POLICE DEPARTMENT Services Division](image)

#### Officer Profile

<table>
<thead>
<tr>
<th>Officer Name</th>
<th>Completed Training</th>
<th>Date Completed</th>
<th>Next Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Officer A</td>
<td>New Hire</td>
<td>9/7/2005</td>
<td>1/1/2001</td>
</tr>
<tr>
<td>Officer A</td>
<td>Fall Skills</td>
<td>10/5/2016</td>
<td>10/5/2017</td>
</tr>
<tr>
<td>Officer A</td>
<td>Training 1</td>
<td>4/5/2016</td>
<td>4/5/2018</td>
</tr>
<tr>
<td>Officer A</td>
<td>Training 2</td>
<td>3/1/2017</td>
<td>3/1/2018</td>
</tr>
<tr>
<td>Officer A</td>
<td>Training 3</td>
<td>10/6/2007</td>
<td>10/6/2017</td>
</tr>
<tr>
<td>Officer B</td>
<td>New Hire</td>
<td>3/5/1999</td>
<td>N/A</td>
</tr>
<tr>
<td>Officer B</td>
<td>Training 2</td>
<td>4/8/2008</td>
<td>4/8/2018</td>
</tr>
<tr>
<td>Officer B</td>
<td>Training 4</td>
<td>1/6/2015</td>
<td>1/6/2020</td>
</tr>
<tr>
<td>Officer B</td>
<td>Training 6</td>
<td>6/8/2010</td>
<td>6/8/2020</td>
</tr>
<tr>
<td>Officer B</td>
<td>Training 8</td>
<td>7/5/2016</td>
<td>7/5/2021</td>
</tr>
<tr>
<td>Officer C</td>
<td>New Hire</td>
<td>8/9/2017</td>
<td>N/A</td>
</tr>
<tr>
<td>Officer D</td>
<td>New Hire</td>
<td>6/1/2016</td>
<td>N/A</td>
</tr>
<tr>
<td>Officer D</td>
<td>Training 3</td>
<td>8/1/2015</td>
<td>8/1/2017</td>
</tr>
<tr>
<td>Officer E</td>
<td>New Hire</td>
<td>6/1/2016</td>
<td>N/A</td>
</tr>
<tr>
<td>Officer E</td>
<td>Training 3</td>
<td>8/1/2015</td>
<td>8/1/2017</td>
</tr>
<tr>
<td>Training Certification</td>
<td>Officers Certified</td>
<td>Training Certification Renewal</td>
<td></td>
</tr>
<tr>
<td>------------------------</td>
<td>--------------------</td>
<td>-------------------------------</td>
<td></td>
</tr>
<tr>
<td>Training 1</td>
<td>Officer A</td>
<td>8/1/2017</td>
<td></td>
</tr>
<tr>
<td>Training 1</td>
<td>Officer B</td>
<td>8/2/2017</td>
<td></td>
</tr>
<tr>
<td>Training 1</td>
<td>Officer C</td>
<td>8/3/2017</td>
<td></td>
</tr>
<tr>
<td>Training 1</td>
<td>Officer D</td>
<td>8/4/2017</td>
<td></td>
</tr>
<tr>
<td>Training 2</td>
<td>Officer A</td>
<td>8/5/2017</td>
<td></td>
</tr>
<tr>
<td>Training 2</td>
<td>Officer E</td>
<td>8/6/2017</td>
<td></td>
</tr>
<tr>
<td>Training 3</td>
<td>Officer A</td>
<td>8/7/2017</td>
<td></td>
</tr>
<tr>
<td>Training 3</td>
<td>Officer B</td>
<td>8/8/2017</td>
<td></td>
</tr>
<tr>
<td>Training 3</td>
<td>Officer F</td>
<td>8/9/2017</td>
<td></td>
</tr>
</tbody>
</table>

Pivot Summary Tab

This tab is meant to be a summary of all the other input tabs. When input data is added into any of the existing columns, changed or removed, simply use the refresh function to update.

General Pivot Table Support can be found here: [link]

Note - If adding a new column to any of the data input tabs, be sure to 'Change the Data Source' Example.

Example - If I wanted to add column 'F' to capture a new data point in the "Client Profile" Tab. Select the Pivot table, go to Options -> Change Source Data

Update the table range from A5:SE to A5:SF. (e.g. you are now capturing everything from column A over to column F.)

<table>
<thead>
<tr>
<th>Training Name</th>
<th>Format</th>
<th>Duration</th>
<th>Next Offering</th>
<th>Next Offering (Year)</th>
<th>Next Offering (Month)</th>
<th>Next Offering (Day)</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Hire Overview</td>
<td>Classroom</td>
<td>3 days</td>
<td>10/26/2017</td>
<td>2017 Oct</td>
<td>2017</td>
<td>18</td>
</tr>
<tr>
<td>New Hire DIT</td>
<td>Skills</td>
<td>1 week</td>
<td>9/12/2017</td>
<td>2017 Sep</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fall Skills Overview</td>
<td>Online</td>
<td>1 hour</td>
<td>Anytime</td>
<td>No Date Entered</td>
<td>No Date Entered</td>
<td>No Date Entered</td>
</tr>
<tr>
<td>Fall Skills DIT</td>
<td>Skills</td>
<td>2 days</td>
<td>10/5/2017</td>
<td>2017 Oct</td>
<td>2017</td>
<td>2</td>
</tr>
<tr>
<td>Test</td>
<td>Test</td>
<td>Test</td>
<td>8/4/2017</td>
<td>2017 Aug</td>
<td>2017</td>
<td>1</td>
</tr>
<tr>
<td>Test</td>
<td>Test</td>
<td>Test</td>
<td>10/1/2017</td>
<td>2017 Aug</td>
<td>2017</td>
<td>1</td>
</tr>
<tr>
<td>Test</td>
<td>Test</td>
<td>Test</td>
<td>10/1/2017</td>
<td>2017 Aug</td>
<td>2017</td>
<td>1</td>
</tr>
<tr>
<td>Test</td>
<td>Test</td>
<td>Test</td>
<td>8/5/2017</td>
<td>2017 Aug</td>
<td>2017</td>
<td>1</td>
</tr>
</tbody>
</table>
Officer Profile Tab (Blue)
This tab is meant to be a holistic database for each officer (or non-sworn employee).
Column A - Officer Name (Repeat for each training entry)
Column B - Completed Training Name
Column C - Date of completion (Note you can include the date of last completion, or include a new line item for each renewal)
Column D - Next Due Date (If applicable, list the date of the next renewal)

Long Term - Metrics can be ran to capture on-time training completion as due dates are entered, and tracked.

Certified Trainors (Yellow)
This tab is meant to track who the qualified personal are to deliver certain training courses.
Column A - Officer Name (Repeat for each training entry)
Column B - Training facilitation Certification
Column C - Certification renewal due date (If applicable)

Curriculum Overview (Green)
This tab is meant to track training format, duration and offerings.
Column A - Curriculum Name
Column B - Training format (e.g. classroom, OJT (On the Job Training), online)
Column C - Expected Duration of the training
Column D - Next Offering (Date format)
Columns E, F, G - Calculated fields that are meant to break down the date enter in column "D" into a form that can easily used in the pivot table.

<table>
<thead>
<tr>
<th>Training Name</th>
<th>Format</th>
<th>Duration</th>
<th>Next Offering</th>
<th>Next Offering [Year]</th>
<th>Next Offering [Month]</th>
<th>Next Offering [Day]</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Hire QUT</td>
<td>Skills Based</td>
<td>1 week</td>
<td>9/12/2017</td>
<td>2017</td>
<td>10</td>
<td>15</td>
</tr>
<tr>
<td>New Hire Exam</td>
<td>Online</td>
<td>1 hour</td>
<td>Anytime</td>
<td>10/1/2017</td>
<td>10</td>
<td>2</td>
</tr>
<tr>
<td>Fall Skills QUT</td>
<td>Skills Based</td>
<td>2 days</td>
<td>10/1/2017</td>
<td>2017</td>
<td>10</td>
<td>2</td>
</tr>
<tr>
<td>Test</td>
<td>Test</td>
<td>Test</td>
<td>8/1/2017</td>
<td>2017</td>
<td>8</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Training Name</th>
<th>Format</th>
<th>Duration</th>
<th>Next Offering</th>
<th>Next Offering [Year]</th>
<th>Next Offering [Month]</th>
<th>Next Offering [Day]</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Hire Overview</td>
<td>Classroom</td>
<td>3 days</td>
<td>10/18/2017</td>
<td>2017</td>
<td>10</td>
<td>18</td>
</tr>
<tr>
<td>New Hire QUT</td>
<td>Skills Based</td>
<td>1 week</td>
<td>9/12/2017</td>
<td>2017</td>
<td>9</td>
<td>12</td>
</tr>
<tr>
<td>New Hire Exam</td>
<td>Online</td>
<td>1 hour</td>
<td>Anytime</td>
<td>10/1/2017</td>
<td>10</td>
<td>2</td>
</tr>
<tr>
<td>Fall Skills Overview</td>
<td>Classroom</td>
<td>2 days</td>
<td>10/1/2017</td>
<td>2017</td>
<td>10</td>
<td>2</td>
</tr>
<tr>
<td>Test</td>
<td>Test</td>
<td>Test</td>
<td>8/1/2017</td>
<td>2017</td>
<td>8</td>
<td></td>
</tr>
<tr>
<td>Test</td>
<td>Test</td>
<td>Test</td>
<td>8/1/2017</td>
<td>2017</td>
<td>8</td>
<td></td>
</tr>
</tbody>
</table>

Note - when more dates are entered into columns A-D, the formula just needs to be copied down to the added rows. Highlight column E-G, then drag the formula down to the added rows.
Role Charter Template

**Basic Role Information**

*Role:* [Insert text here]
*Purpose of role:* [Insert text here]

**Individual Accountabilities**

- [Insert text here]
- [Insert text here]
- [Insert text here]
- [Insert text here]

**Shared Accountabilities**

- [Insert text here]
- [Insert text here]
- [Insert text here]
- [Insert text here]

**Success Factors / KPIs**

- [Insert text here]
- [Insert text here]
- [Insert text here]
- [Insert text here]

**Decision Rights**

*Owns:*
- [Insert text here]
- [Insert text here]
- [Insert text here]

*Influences:*
- [Insert text here]
- [Insert text here]
- [Insert text here]
Role Charter Instructions

Overview
The purpose of a role charter is to provide clarity about what a role is and what it’s primarily accountable for. While a job description lists all the tasks and responsibilities of a job, the role charter is intended to represent mission-critical individual accountabilities, shared accountabilities, how success will be measured, and what decisions are owned or influenced by the role. A better understanding of what role is responsible for what task can lead to a better functioning organization.

Instructions

Basic Role Information
- Fill out the name of the role and its purpose. The purpose should be a short sentence, but describe the main reason why this role exists.
- Note that the information provided throughout the role charter should be about the role, not necessarily the individual currently in that role.

Individual Accountabilities
- List the mission critical items that this role is accountable for and that differentiates it from others.
- By reading through this list, an outsider should have an easy understanding of the key responsibilities of this role and the purpose it serves to the organization.

Shared Accountabilities
- In this section, list the tasks or responsibilities that are shared with other roles or groups. It’s likely that items listed here will be included in the “Shared Accountabilities” section of other role charters.
- Highlighting what accountabilities are shared across roles will provide a better idea of where collaboration is necessary and what roles are involved.

Success Factors / KPIs (Key Performance Indicators)
- Use this box to list the standards by which this role is measured by:
  - How would someone know the person is this role is performing successfully?
  - What are the key metrics or indicators that indicate success?
- Items listed in this box should be measurable and have a connection to the accountabilities listed above.

Decision Rights
- In order to achieve what this role is accountable for, what are the decisions that this role is empowered to make.
- In the “Own” section, list the decisions/areas that this role owns and is the decider for.
- In the “Influences” section, list the decisions/areas that this role contributes to, but shares ownership with someone else.

To keep them accurate, role charters should be reviewed annually or along with major changes to the organization.
Sample Survey

The purpose of this survey is to find out how you feel on receiving the right amount of information to keep you up-to-date on important news such as new policy developments, achievements, and news affecting the department and/or. We also want to know how we can improve the way we communicate with you.

With the above communications in mind, could you please take a moment to complete the following 12 questions?

Your results will be published in the upcoming week.

1. Which of the following best describes your perception of communication within Services Division?
   - Keeps me fully informed
   - Keeps me fairly informed
   - Keeps me adequately informed
   - Doesn't share enough or all about what's going on

2. How useful do you find the information you currently receive?
   - Very useful
   - Somewhat useful
   - Not very useful
   - Not useful at all

3. How would you rate your knowledge of Services in strategic direction, policies, ongoing accomplishments, and the issues facing the Services Division? (Rating: 1 being 'not knowledgeable at all' to 5 being 'highly knowledgeable')

   - Strategic Direction
   - Policies and Procedures
   - Ongoing Accomplishments
   - Issues facing the SPF

4. Where do you currently receive information about what is going on at SPF? (Choose as many as you like)
   - My supervisor's messages
   - Internet
   - Team meetings/forums
   - Other (please specify)

5. In regards to communication in the Services Department, what did this survey cover that you would like to tell us about?
### Primary KPIs

<table>
<thead>
<tr>
<th>Ref #</th>
<th>Metric</th>
<th>Strategic Alignment</th>
<th>Balanced Scorecard Perspective</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Resource Allocation to Plan</td>
<td></td>
<td>x</td>
</tr>
<tr>
<td>2</td>
<td>Services Spending to Plan</td>
<td>x</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Employee Communication Satisfaction Rating</td>
<td>x</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Customer Satisfaction Rating</td>
<td>x</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>% of Training Completed</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>6</td>
<td>Average Trainee Exit Survey Scores</td>
<td>x</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Average Trainer Exit Survey Scores</td>
<td></td>
<td>x</td>
</tr>
<tr>
<td>8</td>
<td>% of Maintenance Complete</td>
<td>x</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Average Dispatch Response Time</td>
<td>x</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>% of Job Descriptions Completed</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>11</td>
<td>% Process Procedures Documented</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Secondary KPIs

<table>
<thead>
<tr>
<th>Ref #</th>
<th>Metric</th>
<th>Strategic Alignment</th>
<th>Balanced Scorecard Perspective</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>% of Training Completed On Time</td>
<td>x</td>
<td></td>
</tr>
<tr>
<td></td>
<td>% of Current Fleet in Inventory</td>
<td>x</td>
<td></td>
</tr>
<tr>
<td></td>
<td>% of Seized Property Inventory</td>
<td>x</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Average Search Time for Seized Property</td>
<td></td>
<td>x</td>
</tr>
<tr>
<td></td>
<td>% of Priority Calls Responded To</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td># of Dispatch Calls Responded To</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td></td>
<td># of New Training Topics</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td></td>
<td># of Interdepartment Communications</td>
<td>x</td>
<td></td>
</tr>
<tr>
<td></td>
<td># of Process Improvement Projects</td>
<td></td>
<td>x</td>
</tr>
<tr>
<td></td>
<td>% of Process Improvement Projects Completed</td>
<td>x</td>
<td></td>
</tr>
</tbody>
</table>
KPI Operational Definitions - Sample

See samples below - this form should be completed prior to launch of KPIs.

<table>
<thead>
<tr>
<th>Metric</th>
<th>Description</th>
<th>Visualization</th>
<th>Target</th>
<th>Data Source</th>
<th>Measurement Frequency</th>
<th>Owner</th>
</tr>
</thead>
<tbody>
<tr>
<td>Headcount to Plan</td>
<td>Actual FTEs per department versus plan</td>
<td>Trend of Actual vs Plan by Quarter</td>
<td>Plan</td>
<td>FTE data by department</td>
<td>Quarterly</td>
<td>Services</td>
</tr>
<tr>
<td>Services Spending to Plan</td>
<td>Actual Services spending by department versus plan</td>
<td>Trend of Actual vs Plan by Quarter</td>
<td>Plan</td>
<td>Spending data by department</td>
<td>Quarterly</td>
<td>Services</td>
</tr>
<tr>
<td>Employee Communication Satisfaction Rating</td>
<td>% of responses by category (Satisfied/Neutral/Unsatisfied) in communication satisfaction survey of all services employees surveyed within measurement period</td>
<td>Stacked bar chart indicating the following for each of the four measure quarters in a year</td>
<td>Satisfied %</td>
<td>Service employee satisfaction survey</td>
<td>Quarterly</td>
<td>Services</td>
</tr>
<tr>
<td>Customer Satisfaction Rating</td>
<td>% of responses by category (Satisfied/Neutral/Unsatisfied) in customer satisfaction survey within measurement period</td>
<td>Stacked bar chart indicating the following for each of the four measure quarters in a year</td>
<td>Satisfied %</td>
<td>Customer satisfaction survey data</td>
<td>Quarterly</td>
<td>Services</td>
</tr>
<tr>
<td>Average Response Time</td>
<td>Measurement of average response time in minutes over time</td>
<td>Trend line (Current Year &amp; Last Year)</td>
<td>Improvement</td>
<td>Dispatch data</td>
<td>Monthly</td>
<td>Captain</td>
</tr>
</tbody>
</table>
KPI Dashboard - Sample

Financial Metrics

Satisfaction Metrics

Operational Metrics

Average Response Time

% of Procedures Documented
V. APPENDIX B: References

Captain Mike Drees and the RPD Services Division
Martens MBA 6220 lecture slides
RPD Kick-off presentation
Group 5: Intelligence Led Policing

Project 5: Intelligence Led Policing (ILP) - Create a strategic road map / goal tree, change management plan and key metrics of progress

Team Members:

Christina Maniaci
Cady Morel
Cory Livingston-Harris
Aishwarya Menon
Austin McDaniel
Elena Laftchiyska
Ashley Lieser
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I. Executive Summary

Intelligence-Led Policing (ILP) focuses on using analytic tools to understand and identify threats, develop methods of solving problems, and leverage both internal and external information sharing to effectively align resources to proactively address crimes in the community. With advancements in analytics, RPD has identified that a small number of point-source problem generators cause the most social harm to the community and resource strain on the department. To combat the 6% of offenders that commit 60% of the crime, RPD has initiated efforts to implement ILP as a proactive strategy to begin shifting from a traditional policing philosophy to an ILP-driven philosophy as Rochester’s population continues to grow.

RPD’s end goal with the ILP program is to transform separated crime analysis and criminal intelligence into combined crime intelligence. To effectively achieve this, each team member in the department should be aware of and bought-in to this shift from traditional to intelligence led policing. Currently, there is awareness of ILP within the organization due to previously formed training, operations, and performance management workgroups. There is also a strong opportunity and need for RPD to build on the current progress that has already been made.

To achieve success, RPD must build a change management strategy to initiate initial human behavior changes and to shift ILP from a special project to an integrated part of RPD’s ongoing day-to-day operations. This paper provides a recommended change management roadmap comprised of two phases: 1) Strategy & Planning and 2) Execution and Ongoing Operations.

The first phase provides recommendations on how to best create a unified definition of ILP and how to build alignment and support throughout senior leadership at RPD. It also provides available change management planning tools that can help RPD create the framework for an effective rollout of ILP. The second phase builds upon the first phase and discusses the tactical recommendations RPD should implement to successfully execute the planned change management strategy in phase 1.

Intentional change management is necessary to plan for because over time, people have developed behavioral patterns and habits that are difficult to break. All change initiatives have the ability to affect employee morale, and it is critical to help all members of the team have the appropriate line of sight into how decisions are made, why they are important, and how it impacts their day-to-day work. With a successful execution of customized change management strategy, RPD has the opportunity to minimize resistance, increase engagement, and improve overall performance of the department as the team shifts from interpreting ILP as a technological tool to an integrated philosophy of policing that is core to RPD’s culture.
II. Overview

A. Goal Tree and Implementation Timeline

Goal Tree

<table>
<thead>
<tr>
<th>Goals</th>
<th>Strategies 1</th>
<th>Strategies 2</th>
<th>Projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clear Definition of ILP</td>
<td>Develop a system for decision making (who, what, how)</td>
<td>Develop a system for training</td>
<td>Identify the key behaviors that are desired and not desired for each role</td>
</tr>
<tr>
<td>Determine the benefits of ILP. Show people why they should adopt a new way to operate</td>
<td>Develop an accountability system</td>
<td>Develop a mission statement that works with their current statement but also incorporates ILP</td>
<td></td>
</tr>
<tr>
<td>Identify the who the sponsors and owners are of each aspect of ILP</td>
<td>Operational Execution of ILP</td>
<td>Perform a stakeholder analysis</td>
<td></td>
</tr>
<tr>
<td>Obtain Alignment and support for ILP</td>
<td>Roll out: Communication, training, accountability, hiring dep chief, etc.; Schedule meeting to check-in on progress of ILP implementation</td>
<td>Identify the quantity and purpose of stakeholders</td>
<td></td>
</tr>
<tr>
<td>Implement ILP by 20__</td>
<td>Celebrate and communicate success</td>
<td>Identify Metrics for tracking ILP progress</td>
<td></td>
</tr>
</tbody>
</table>

III. Recommendations

A. Define ILP

ILP, or Intelligence Led Policing is a cultural shift within the Rochester Police Department that allows data from the field to be collected, analyzed and translated into actionable intelligence. In order to achieve success, it is imperative that the entire force be aligned on ILP purpose and strategy. Currently viewed as a technology, ILP has the potential to become the core philosophy of the RPD and serve as the foundation for continued success with crime reduction. With Rochester populations outpacing budget growth, implementing ILP allows RPD to do more for the community with fewer officers.
1. **Align ILP with Mission Statement**

“To work with the public to improve the quality of life in the community”

To ensure that ILP is seen more as a philosophy, it is essential that ILP roll up directly to the RPD’s mission statement. ILP supports the current RPD mission statement by encouraging community participation to prevent and solve crimes in the city and surrounding neighborhoods. With the growing population, RPD should leverage the citizens as sources of information and apply this knowledge towards closing cases faster.

**Identify Sponsors and Owners**

Identify sponsors and owners and their roles as sponsors and owners

- **Dep Chief** – Main Sponsor of ILP
- **Captains** – Lead committees to support different parts of ILP
  - Training
    - Have one person from each level participate in this committee to ensure adequate representation and determine value, roadblocks and impact.
  - Strategy
    - Limited to upper management – captains and above for more top down dissemination
  - Execution
    - Have one person from each level participate in this committee to ensure adequate representation and determine value, roadblocks and impact.
- **Lieutenants** –
  - Identify one Lieutenant that provides regular updates to captains on behalf of the team
  - All lieutenants own individual case resolution
- **Sergeant and Officers** own task completion and building the data foundation

2. **Identify the Benefits of ILP**

Use Change management tools to develop urgency

Leverage the 3D Matrix tool to categorize the logic that helps to build a sense of urgency regarding the project that can be used to facilitate the change management. This tool assists the user in communicating using three different angles of influences to appeal to different audiences.

<table>
<thead>
<tr>
<th>Approach</th>
<th>Possible Techniques</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data:</td>
<td>In Palm Beach County, Florida, the implementation of ILP led to a reduction of 50% in gang related homicides over a four year period.</td>
</tr>
</tbody>
</table>
**Demonstrate:**  
Review crime rates in ILP implemented cities -  
- Milwaukee invested in the Safe Streets Initiative through expanded information gathering capabilities and enhanced analytic capabilities with the intended purpose of timely deployment of actionable intelligence. This led to a major reduction in crime with a 60% drop in murders of young African-American males, the most at risk group in the U.S.\(^1\)  

Video testimonials from a lieutenant currently utilizing ILP software -  

**Demand:**  
Population growth within Rochester is increasing at a faster rate than police department budgets. Soon, the department will not be able to provide enough officers to protect and prevent crime in the area.

The Threat Opportunity Matrix allows the team to articulate the need for the change in terms that will resonate with the stakeholders being impacted. It anticipates pushback from those affected by the change and focuses on building alignment and consensus among the team leading the initiative. This tool can be used to generate excitement around the problems that it will solve.

<table>
<thead>
<tr>
<th><strong>Threats</strong></th>
<th><strong>Opportunities</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Short Term</td>
<td></td>
</tr>
<tr>
<td>- Resources wasted on less impactful cases</td>
<td>- Increased communication and intelligence sharing</td>
</tr>
<tr>
<td>- Continued confusion surrounding ILP and job roles</td>
<td>- Clear direction of RPD internally and externally</td>
</tr>
<tr>
<td>- Critical intelligence is not linked together minimizing RPD's ability to get serious and prolific offenders “behind the fence”</td>
<td>- Strengthen the sense of urgency</td>
</tr>
<tr>
<td>Long Term</td>
<td></td>
</tr>
<tr>
<td>- Increasing population of Rochester will make it difficult to police using the traditional method with the current resources</td>
<td>- More efficient use of resources will allow RPD to spend more time solving problems with the community</td>
</tr>
<tr>
<td>- Continued division or workforce</td>
<td>- Increased communication and intelligence sharing</td>
</tr>
<tr>
<td></td>
<td>- Strengthen working relationships</td>
</tr>
<tr>
<td></td>
<td>- Greater opportunity to focus on serious and prolific offenders</td>
</tr>
</tbody>
</table>

3. Develop Clear Definition of Roles and Success Within ILP

**Identify Key Behaviors within the roles**

Every level within RPD does not need to be proficient in ILP, rather everyone in the department must have a basic understanding of the purpose and how they can contribute to the greater good. For each level, include the below behaviors as part of the job descriptions to codify these responsibilities. In order to ensure that people are at the right level of the change management spectrum, use a stakeholder analysis to identify where people currently stand and where they need to be.

**Chief** – The external decision maker, the Chief builds and maintains relationships with the community and its leaders. His responsibilities include communicating the value of ILP to the public as needed.

**Dep Chief** – The Deputy Chief is the main decision maker for ILP and head of operations management within the police department. Their responsibility is to ensure that everyone can understand the purpose and prioritize ILP in their day to day work.

**Captains** – Captains are responsible for looking at the bigger picture and the trends and patterns within the data. Their key responsibility is to use ILP information to inform their policing strategies.

**Lieutenants** – Lieutenants will take individual cases from the ILP team and mark them for investigation as needed. They will then assign them to sergeants based on best fit.

**Sergeant** – Sergeants own their assigned cases and delegate tasks to officers as necessary. They are responsible for following the cases through till completion.

**Officers** – The officers have the key responsibility of inputting relevant and accurate data into the system to build the database used to analyze crime in Rochester. They are in charge of completing individual tasks related to cases as assigned by the sergeants.

**Perform Stakeholder Analysis - Example for RPD**

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Strongly Support ILP</th>
<th>Moderately Support ILP</th>
<th>Neutral about ILP</th>
<th>Moderately Against ILP</th>
<th>Strongly Against ILP</th>
</tr>
</thead>
<tbody>
<tr>
<td>Officers</td>
<td></td>
<td>0</td>
<td>Gap</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Deputy Chief (or Process owner)</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Captains</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chief</td>
<td></td>
<td>0</td>
<td>Gap</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Rochester Community</td>
<td></td>
<td>0</td>
<td>Gap</td>
<td>X</td>
<td></td>
</tr>
</tbody>
</table>
**Note:** This is an example, and will need to be assessed during the planning phase. Actual current \((X)\) and future \((O)\) state may differ than that presented in this example.

The Stakeholder Analysis change management tool looks at the main stakeholders of a change within an organization, and identifies gaps to place resources efficiently while making these changes. Stakeholder analysis will need to be conducted during the planning phase, as it is important to have key stakeholders buy-in before implementation.

In this example stakeholder analysis, gaps in support of ILP can be identified for key stakeholders. For instance, we can see there is a gap for officers of where ILP is now and where it will be in the future. This tool can help identify where to place resources and help develop the communication plan. The goal is to move the stakeholders to the support level needed. It is also important to note that not everyone has to strongly support ILP, but some stakeholders such as the chiefs, captains, etc. will need to strongly support it. Sometimes, communication alone can help shift support of a stakeholder. Given the great relationship the chief has with the Rochester community, the chief may need to communicate the benefits of ILP to the community to increase support for ILP.

**Identify daily, weekly, monthly and annual deliverables**

- **Daily** – Reporting leads, tips and working individual cases
- **Weekly** -
  - Assigning and closing cases
  - Debriefing on recent cases
- **Monthly** -
  - Identifying trends in case data
  - Check-in with Captains to report overarching patterns
- **Annual** –
  - Reporting put together for City Council and public as needed
  - Revisit training and identify potential improvements and oversights
B. Alignment & Support

1. Develop a system for internal decision making (who, what, how)

   ![Organization Chart]

   Our recommendation for the first step in developing a system for internal decision making should involve hiring a Deputy Chief to be the key ILP decision maker/sponsor. This role will own all internal decision making as it relates to ILP and will help guide RPD through the ILP implementation process. Hiring a Deputy Chief should overlap with defining roles so that this person can provide input into that process since they will be the primary sponsor. The Captains and the Intelligence Team led by Jim Evenson should report directly to the Deputy Chief to ensure accountability of ILP. Though not recommended, if not possible to hire a deputy chief, the roles and responsibilities must be the responsibility of a representative who will champion ILP, and ultimately be accountable for the implementation.

   A change management tool that can be used along with this is the elevator pitch. Each sponsor of ILP should develop their own elevator pitch which should identify the goal of ILP and what role their respective team/division plays in ILP and how it helps the community of Rochester. Elevator pitches are a short, 30 second statement that describes the rationale for implementing changes such as ILP. This helps drive the culture and explain benefits throughout the organization at this crucial step of implementation. The Deputy Chief should help in providing guidance to this process, in addition to his/her own elevator pitch. For further instruction on how to craft an elevator pitch visit [https://www.mindtools.com/pages/article/elevator-pitch.htm](https://www.mindtools.com/pages/article/elevator-pitch.htm).

2. Develop an accountability system

   An accountability system is a critical step to ensuring RPD can appropriately incentivize behavioral change within the department. The goal is to enable police officers to fully embrace Intelligence Led Policing and view this as the new operational status quo, inate in how they operate. An accountability system of rewards
and recognition will allow for this enforcement and reaffirmation as to why this is important to the entire police department. This system should be developed concurrently with hiring a deputy chief and take a two-tiered approach. The first layer in the form of informal and personal recognition and the second a more broad HR review system.

Recognition and call outs in meetings or via email to individuals who have contributed to solving a case and providing information will make individuals feel like their individual contributions are valued and important to RPD, giving people that sense of accomplishment and motivation within their roles. Furthermore, recognition reinforces why the specific behavior is important for ILP and allows other individuals to see what types of behaviors are needed to continue to drive ILP forward.

Another piece of the accountability system is developing a higher level HR system to track total RPD progress against ILP as well as individual behaviors and tying this to the officer annual review system. This should allow for the individual behaviors and contributions to ladder up to how total RPD is tracking against ILP goals. This is an important step as it allows HR to fundamentally change the structure and embrace ILP as the status quo for Rochester. Tracking ILP adherence and reinforcement behaviors throughout the course of a year should be instilled as a performance metric part of the annual review process for each officer. This should include actions such as assisting in case closures or attending continual ILP trainings. This way an officer's performance is directly tied to embracing and implementing ILP within their roles, helping them to improve individual performance while driving RPD toward intelligence led policing.

3. Develop a system for training
Training is the core of getting people to know the specific behaviors and how to implement the changes needed to move RPD to ILP. Training is one of the best ways to implement cultural changes in an organization. It helps define for each person their role in ILP, and provides clear expectations for that role. It is important to also remember that this is a culture shift for RPD, and part of culture shifts is ongoing training, even past initial implementation.

Once the roles have been defined, a training should be developed to help each level within RPD understand their role in ILP. This should tie back not only to the role definition, but also the desired behaviors of each level. An initial training should occur at each respective level as a kick-off to ILP which would cover the new expectations, what ILP means from a tactical perspective (i.e. how should they incorporate into their daily/weekly/monthly tasks/routines), and how the new expectations will be incorporated into the annual review process from an HR perspective.
A good training plan will include the following:

**Mission Statement:** Refresher on the current mission statement, and how that applies to the level of associate being trained as well as ILP.

**Role Definition:** A clear expectation of the job role and function. This also can compare and contrast against other roles, so that associates understand how their behavior and expectations are a part of a bigger whole that rolls up to the mission statement.

**Behaviors:** The things that need to Start, Stop, and Keep being done. Remember to use the change management tools found in this document.

**Metrics and deliverables:** It is beneficial for associates to understand how their work affects the metrics and deliverables being tracked in the organization. This (combined with their individual objectives) need to align to deliver the change in the organization.

Ongoing training should also be developed in order to serve as a reminder of the new expectations and tactical responsibilities. This should occur on a quarterly basis upon initial launch of ILP and can be changed to semi-annually or annually after the first year. These trainings can also serve as a venue for questions and discussion on what is and isn’t working at each level. Enabling open communication and feedback will help individuals feel empowered which will ultimately help adoption and success of implementation.

4. **Identify ILP Milestones & KPI Metrics**
Milestones need to be identified in order to help track progress towards implementation. Ultimately, there needs to be alignment on the key milestones by the ILP sponsors. These milestones should clearly map from planning to implementation of ILP, and significant checkpoints to ensure RPD IPL changes are tracking against goals. A few examples of key milestones are hiring a deputy chief, re-launching ILP to the department, determining a training complete date and incorporating moments to celebrate the accomplishments and successes of the entire force as they relate to ILP. These types of key milestones
allow for the long term planning and execution of how ILP will effectively take hold and act as an anchoring point around accomplishing this initiative.

Key performance indicators ("KPIs") will help track progress towards the milestones identified. KPI’s are a measurement system that drive accountability at all levels of an organization. Shown below is a list of example KPIs to be used and to inspire relevant KPI’s in implementing ILP in RPD. Each milestone should have a KPI associated with it in order to determine if the milestone has been reached and whether RPD can move forward on the timeline. An example of a KPI is tracking how many people have been trained on ILP and how ILP impacts their role. Training provides an opportunity for each person to learn about ILP and their role and provides a mechanism for open communication and dialogue. Some other key KPIs are to gauge the level of awareness of ILP with regards to what it means for RPD and also awareness of how ILP impacts each respective role. Ideally this should occur during training, but it is important to track whether people truly understand ILP to gauge the effectiveness of the training program. This can be tracked formally via a survey tool or informally via communication between a direct report and supervisor. It is important to determine the level of understanding within the organization in order to track towards progress of implementation and whether a part of the timeline needs to be slowed down or paused in order to ensure the ILP milestones are achieved.

Example KPI’s

<table>
<thead>
<tr>
<th>Owner</th>
<th>KPI</th>
<th>Description</th>
<th>6 mo. Target</th>
<th>1 yr Target</th>
<th>Actual Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Duty Chief</td>
<td>Tracking Against ILP Schedule</td>
<td>Ensuring the ILP implementation schedule is followed on time</td>
<td>100%</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td>Captains</td>
<td>Assist System</td>
<td>Recognizing and tracking officer information sharing and across different cases.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Duty Chief</td>
<td>Percent Officers Trained</td>
<td>Ensuring every new hire goes through ILP training and officers go through continual education training system.</td>
<td>80%</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td>Captains</td>
<td>Awareness of impact to role</td>
<td>Does every officer know how ILP impacts their role?</td>
<td>80%</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td>Captains</td>
<td>Awareness of ILP</td>
<td>Does every person know what ILP means for RPD?</td>
<td>80%</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td>HR</td>
<td>Annual Performance Review</td>
<td>Determine how ILP is integrated into annual performance reviews and tracking against this.</td>
<td>50%</td>
<td>100%</td>
<td></td>
</tr>
</tbody>
</table>

5. Develop a Communication Plan

A communication plan is critical for the execution and long term viability of ILP. This will serve as a road map to get the mission across for the entire police force and a planning guide to ensure everyone is brought along during the process in order to achieve the desired outcome of ILP implementation and adoption. The example communication plan below details a starting guide of how this communication plan can take hold and suggestions to what should be included.
Example Communication Plan

A successful communication plan should chart specific logistical plans of what information needs to be delivered; how this information should be delivered; what are the optimal channels to be used. Creating this detailed approach allows for easy use and execution of the communication as well as creating a comprehensive plan that supports the total initiative, ensuring all stakeholders have the information needed at the appropriate times.

Weekly ILP email updates are one of the examples listed in Figure 2 as a form of communication that RPD could adopt. This should come from the Deputy Chief as the key sponsor of ILP and be filtered to all the key stakeholders, allowing for everyone to track on the progress made, clearly understand the priorities and gain alignment. This is especially important for RPD as a central meeting time for the entire police force is often hard to achieve due to the nature of shift scheduling.

C. Operation & Execution

1. Launch of ILP plan - End of Planning, Start of Implementation

Clear communication will be key to turning plans into reality, and a launch party/event will be necessary to communicate that a significant change is taking place and is expected at all levels of the organization. Having a clear defined start date upon completion of the planning process will provide an opportunity to generate excitement throughout RPD. In addition to excitement, this is a time to communicate and create a sense of urgency as well. Utilizing the above communication plan will be critical to success.

There are three main change management tools that can be leveraged, shown above in the Define ILP section. These are the Threat/Opportunity Matrix, used to communicate the risk of staying where RPD is now, the 3D matrix, which used data, demonstrates the change, and demands the change needed. The third is shown below, and is used by key leaders. The backward imaging tool, uses the future state to determine the type of communication to be used currently. These tools will need to be used before the launch, and key leaders trained on the execution, so that communication is unified throughout the organization.
2. ILP Implementation Meetings

ILP implementation meetings will be a weekly meeting where key stakeholders (at a minimum the deputy chief and captains) meet and discuss progress to all goals and KPI’s created during the planning phase. During this meeting, the meeting leader or delegate will review actions assigned for each stakeholder and progress made towards their goals. The team will also review trends of key metrics if behind, and discuss any roadblocks towards achieving their goals. This meeting (though the cadence will change over time) will continue throughout the implementation phase, and will likely continue indefinitely.

During this meeting, each stakeholder is responsible for their actions and metrics. If off track, it is the role of the action owner and team to either find a path forward or take actions out of this meeting and create a plan quickly to get back on track. The deputy chief (or overall ILP owner) should be responsible for this meeting and ultimately ensure the executional operation of ILP. This could exist as a 15 minute meeting where all stakeholders are present to review actions and track against metrics. In order for this to be effective, creating an action plan during the planning phase, and then easily be reviewed on a projector or whiteboard/print out each week.
During these meetings, a behavioral change management tool can also be used to continue streamlining communication. The "more of/less of" tool is a great vehicle to continually review and modify behavior change once a month. This tool lists out the behaviors the organization wants to see more of, and those they want to see less of. These may change over the course of implementation, so in addition to updating these behaviors, they must be pushed down to all leaders and ultimately the individual officers and other individual contributors (non-supervisors) in the organization.

3. Implement Communication Plan

Implementing the communication plan should be an “all hands on deck” type effort, starting from the top and dispersed to all levels of management and key leaders/stakeholders throughout the organization. One key factor will be maintaining a sense of urgency, and the implementation meetings in section 2 will need to track any required communication activities that should be happening. Second, key leaders (especially captains and deputy chief) must adhere to the deadlines and demonstrate the importance, challenges, as well as celebrate wins throughout this process. It has been shown that 70% of change initiatives fail due to insufficient or unsuitable communication. Make sure the right things are being said, at the right time.

In addition to the actual communication, it is important to update the timeline and have transparency about the goals for this plan. Let people know what has been completed and what is on-deck in the future. This let's people know where we are and where we are going. Also continue to use the “more of/less of” tool as shown below and celebrate the behaviors that are expected and needed during this change period. If recognizing individuals through mass communication (such as an email, town hall, etc.), make sure you understand how that person wants to be recognized. Some people do not like public recognition, so when you publically acknowledge them, make sure they are ok with that type of recognition.

Finally, it is important to request feedback from people around the communication plan. While surveys may currently be difficult, it is important that internal Voice of the Customer (VOC) is gathered. Ideas of what to ask can be the following: Do you feel you understand the mission of ILP? Are we communicating effectively to inform you of the changes taking place? Do you understand how to implement these change into your daily work? Questions such as these will give a pulse of the organization, and communication can be updated in response to these questions. Methods for VOC can be as simple as sharing and requesting feedback of what people want to know in daily team lead meetings, anonymous comment cards, or through formal or informal surveys. Always make sure to follow-up with individuals who give feedback, and communicate updates to the communication plan based on feedback. Individuals will know their voices are being heard. In summary, ensure time and methods are given to everyone at all levels to give feedback.
VI. The More of/Less of tool can be used to help RPD understand the behaviors desired under ILP, which behaviors are not desired under ILP, and which behaviors that are currently being done that should be maintained under ILP. This will help RPD understand the ILP vision and behaviors expected. Above is an example of behaviors to include within this tool and can be adjusted for different levels within the RPD as needed.

4. Start and Implement Training Plan
For new hires, training is the opportunity to implant the culture right away. Make sure ILP training is happening right as new employees enter the organization to ensure alignment. A yearly refresher course will be necessary to keep people in practice of the new culture, but also to update people of the changes that have been made to the ILP process and expectations.

Finally, remember that training can be molded and change over time. Make sure to get feedback and VOC for the training implementation as well. Each year, trainers and the deputy chief should review the training plan, take VOC feedback into consideration, and update and implement training plan for the next year.

5. Implement Accountability System
The final step in implementation, the accountability system, is the most critical and ensures all planned changes become actual results. This step guarantees the change in culture and implementation of ILP as was defined in the planning phase. Accountability must be implemented to all levels of the organization, from the yearly objectives of each individual for their reviews, to the metrics and goals of the ILP implementation meetings, and ultimately to the mission statement of the organization.
First, this system must reward the behaviors that are expected of employees, to reinforce and reward results for ILP initiatives. Examples include activities such as sharing intelligence, and inputting intelligence and reports correctly. One example of how to reward would be creating an “Assist” recognition program, where people are rewarded for creating “Assists” through sharing of intelligence, similar to how sports players are rewarded for assists. This can be a gift card recognition program, a public recognition of that person's hard work, or just an individual thanks from a supervisor, sergeant, or peer (peer recognition should also be encouraged to reinforce cultural change).

Second, counterproductive activities such as hoarding intelligence, inaccurately reporting intel or inputting errors, and other counterproductive behaviors should be dealt with quickly and appropriately. This will require individual attention from supervisors, as well as peers. Public reprimanding for undesirable behaviors should not be used, as alienating people will create barriers to change that are difficult to overcome. Instead, remind associates of the desired behaviors, ask them what is preventing them from demonstrating these behaviors, and break down the roadblocks they are experiencing. Remember that change is hard, especially for those use to doing things a certain way.

Finally, the accountability system will need to adapt to changes in desired behaviors and outcomes. When updating new behaviors or metrics, ensure the communication plan and training plan are updated, then roll out these changes to everyone affected by these changes. This becomes a cyclical approach, as improvement never ends, and is a continuous cycle.

IV. Conclusion

With the above recommendations in mind, RPD will be able to successfully navigate the implementation of ILP. By defining ILP and creating alignment and support in the strategy and planning phase, RPD leaders can ensure team members at all levels of the organization have a clear understanding of what ILP is and why it is important for them each day. Then with the successful roll-out of phase 2, the changes can be effectively communicated, reinforced, and built into day-to-day operations as a part of the organization’s cultural change which ensures the sustainability of these changes over time.
Group 6: Strategic Review and Operating Structure

Project 6: Strategic Review and Operating Structure - Create a linked and aligned strategic review (roadmap & operating metric) system and meeting structure for RPD down to the divisional level … including daily / weekly operational / tactical meetings.

Team Members:

- Patrick Murphy
- Willow Nichols
- Luke Niethammer
- Connor O’Neill
- Nate Olson
- Levi Paulson
- Olga Pisman
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● Executive Summary

○ Objective

Create a linked and aligned strategic review system and meeting structure to enable the RPD to achieve its goals and objectives. The result of this meeting review system will be to provide support and positive pressure to the strategic and operational success of the RPD at all levels.

○ Issues

**Structure:** Current meetings lack sufficient structure to allow for productive meetings. More clearly defined agendas, role and responsibilities can improve the impact of meetings.

**Efficiency:** RPD meetings lack a clear direction at times causing decreased efficiency with employees spending time in meetings with little value. A focus on learn best practices in meetings can improve this.

**Accountability:** There is little accountability or follow-up in current RPD meetings. Designating proper owners with appropriate levels of authority will aid in creating a sustainable accountability structure, whereby project owners and their assignments are clearly identified, which will drive stronger results.

○ Recommendations

**Overall Meeting Structure and Best Practices:** RPD meeting impact can be improved by employing meeting best practices to set clear objectives, agendas, and rules of engagement.

**Strategic, Operational, and Tactical Meeting Structure:** A meeting structure outlining key meetings, who should be included, how often they should occur and their objectives is critical to driving key strategic initiatives. This meeting structure covers topics at the strategic, operational, and tactical levels. This clearly defined meeting structure will allow RPD to more effectively communicate and share important information within and across divisions to achieve department goals.
Overview

- Provide Tools to Enable Successful Meetings
  - Meeting Best Practices
  - Meeting Tools
    - Tools that drive Accountability
    - Tools that drive Efficiency

- Identify and Develop Strategic Meeting Cadences
  - Meeting Cadences: Identifying the correct cadence to which meetings should be set is essential to the overall success of implementing any initiative. Strategic meetings should be convened infrequently while tactical and operational meetings should be held more frequently.
    - Annually: Annual meetings are typically leveraged for strategic planning, and goal setting. Meeting on these topics or changing strategic goals more frequently creates confusion and does not allow the team to follow through on these initiatives, decreasing team moral.
    - Quarterly: Quarterly meetings should be seen as checkpoints that help guide and steer the organization (like a rudder), via adjustments, to ensure that RPD is on track and aligned to its goals, objectives, and priorities that were set forth during its Annual meeting (i.e. Strategic Review). Quarterly meetings enable the organization to stop and identify potential issues, obstacles, and opportunities along its route to success so that it can either correct course and continue full-steam ahead.
    - Weekly: Weekly meetings start the movement from tactical to operational and should be held by leadership groups, departments, and/or groups of individuals in order to level-set on the week’s priorities and to ensure that progress is being made on items such as activities, projects, goals, etc. and that those responsible for the aforementioned are accountable.
    - Daily: Daily meetings are reserved for tactical touch-points among leadership groups, departments, or groups of individuals. These meetings best convey the pulse of the organization in the sense that they provide the most current/up-to-date information impacting RPD.

Recommendations

- Meeting Best Practices
  - Overview
    - We recommend instituting some best practices to ensure that all meetings are scheduled, planned and worthwhile for everyone in attendance. Each meeting will be assigned a type, frequency, attendees, duration, owner, implementation, objective, agenda and outcomes. These recommendations are based on current RPD procedures and the work experience of Group 6 members. These items can be shifted as needed to work best for RPD but we strongly recommend reviewing current practices and implementing more structured meetings.
  - Meeting Tools
    - This begins with a basic meeting agenda that can be found in the appendix. This agenda should be filled out at least 24 hours before the meeting is scheduled and distributed to everyone scheduled to attend (for the Strategic Review at least a week
in advance is recommended). We recommend the “meeting owner” fill out and distribute the agenda. During the meeting, either the meeting owner or another designated person should be assigned to taking meeting minutes which are then shared after the meeting. Sharing minutes is a great way to maintain accountability of action items identified in the meeting.

- It is critical that the meeting objective is identified and that it is covered at the beginning of the meeting. We have included our recommended meeting objectives but what is most important is that RPD reviews and institutes the objectives and that all attendees know what the goal is while they are there. At the bottom of the agenda template, there is a 10 Second Evaluation which asks simple yes/no questions as to how the meeting went. The second question is “Did We Meet Our Objective?” If this question isn’t answered yes by everyone, then RPD will need to refocus its efforts on following the agenda and making sure the right people are in attendance for the meeting.

- The agenda has a number of sections that help establish an efficient meeting. Naming facilitators, note-takers and time-keepers are easy ways to stay on schedule and keep a good record of the meeting. By keeping track of scheduled vs. actual start and end times, RPD will be able to track if meetings regularly start early or late and if the scheduled meeting times are too long or too short. Each meeting section should be assigned an allotted duration and it is the responsibility of the meeting leader and presenter to stay within the time limits. We recommend using a “Parking Lot” for topics that run long or drift away from the agenda. The “Parking Lot” is another way of saying a topic or discussion will be handled outside of the meeting. Another very important section of the agenda is the Resulting Action Items. Action Items should be assigned to a specific person and be given a due date. It will be important to track and follow-up on action items to maintain accountability and to have measurable outcomes from meeting to meeting. These should then be revisited in the future meeting near the due date.

- Our final recommendation is to implement a Lean tool to your meetings. The tool is called Plus/Delta and it is the essence of continuous improvement. Each meeting, the facilitator will end the meeting by asking for Plus items - things that went well that should be reinforced and Deltas - things that need to be changed going forward to improve the meeting. These items are then reviewed at the beginning of the next meeting. The meeting facilitator will describe how the positive items are to be implemented going forward and the deltas need to have solutions/recommendations for how the meetings will improve. Plus/Deltas aren’t essential for every organization but it is a great way to improve over time and to get input from all meeting attendees.

- **Annual Strategic Review**
  - **Type of Meeting: Strategic**
    An annual strategic review meeting is critical for the leaders of the department to hold to define and align on the strategic direction of the department. In this meeting, the team should take a broad view of the overall strategy the department is executing to accomplish its objectives. The purpose of this meeting is to take a step back and take stock of how well the current strategy of the department is performing and align on the key strategic objectives for the department overall for the year ahead.

  - **Frequency (Annually): Annually (1)**
    An annual meeting frequency is recommend for this strategic review meeting. The strategy defined in this meeting should be broad enough to serve as the guiding vision for the entire year. Since this is not a tactical discussion of how the strategy will be
enacted but rather a discussion of where resources should be focused, it is best to have this discussion once a year. A more frequent adjustment to the overall strategy can lead to confusion and lack of follow through on key strategic priorities.

- **Attendees: Chief, Captains, and Lieutenants**
The leaders of the department should take the role of defining the strategic objectives for the year. These are the highest ranking officers in the department with the most experience. They are responsible for leading the teams that will execute the strategy so it is important that leaders from all areas of the department are able to provide input on the strategic direction of the RPD.

- **Duration: 8 hours**
Due to the scope of the topics covered in this meeting, a full day is typically required. To cover the existing strategy of the department, the key challenges and the vision for the future, it is important to allocate enough time to allow a full day for review and discussion. Also, breaking this strategic meeting out from the daily structure of the work day ensures that attendees are able to think beyond the daily, tactical issues.

- **Meeting Owner: Chief**
It is our recommendation that the Chief own the annual strategic review meeting. Ultimately, the Chief is responsible for determining the strategic direction of the department. It is his role to define what the major department objectives are and what strategies they should enact to accomplish the goals of the department. As the meeting owner, the Chief will be responsible for leading the review and guiding the discussion. He will raise topics for discussion and seek the input of the Captains and Lieutenants.

- **Implementation: 60 days**
An implementation timeline of 60 days will allow the RPD to schedule an appropriate time for this meeting with all of the key stakeholders. This first meeting will be important to set the tone going forward that it is important to have these strategic discussions to increase clarity of where the department is headed and mobilize people to work towards a common goal.

- **Objective: Review the strategic priorities of the department**
The purpose of the annual strategic review meeting is to review the performance over the past year of the RPD in relation to achieving its goals and the effectiveness of the strategies that were executed. In this meeting, attendees should discuss how those strategies performed and how the strategy should be adjusted going forward. This discussion should center around where the department is headed and how to get there, including gathering input from all of the department leaders on what the top strategic priorities should be for the department during the upcoming year.

- **Agenda: Review department performance, discuss vision for the future, align on strategic priorities**
This meeting has three broad topics: immediate past history, today and future. Topics will include a review of department performance and the impact of current strategic priorities on achieving the goals of the department before shifting to a discussion about how the results have led to the current state, and a vision of the future for the department and what the key strategic priorities should be to allow these goals to be achieved. See the appendix for a sample agenda for this meeting.
Outcomes: Defined strategic priorities to be shared across RPD
The outcome of the annual strategic review meeting should be a well-defined set of strategic priorities for the department for the year. These strategic priorities should address how these strategies will allow the department to accomplish its goals and have a positive impact on the community. The strategic priorities must be communicated across the department so that every office and employee in the RPD is clear on the direction that the department is taking and how it plans to get there. Everyone should know what the key strategies are for the year so that they know where to focus their efforts and that they are clear on what leadership has defined as the key areas of importance.

Quarterly Strategic Review (QSR)
- Type of Meeting: Strategic/Operational Review
  An annual strategic review establishes the direction the police department wants to go. However, it is just as important to regularly discuss the progress towards achieving the strategic goal. Through regular, planned communications between the leadership team, achieving the strategic plan will be attainable. One key aspect of the review meeting is to focus on updates to the agreed-upon plan, not re-creating a new strategic plan each meeting.

- Frequency (Annually): Quarterly (4)
  This meeting should occur on a quarterly basis approximately three to six weeks after the end of a calendar quarter. Meeting quarterly will allow for substantial progress on projects/initiatives to occur as well as focus on topics more strategic in nature, instead of operational minutia that may come up if the strategic review meetings were more frequent.

- Attendees: Chief, Captains, and Lieutenants
  The Chief, Captains, and Lieutenants need to attend the quarterly strategic review because they form a strong leadership team and were all involved in the initial annual strategic review. Since many of the attendees will be responsible for operationally executing the strategic plan, it will be extremely beneficial to the wider group to hear about the progress directly from project or initiative leaders. By keeping each other informed of progress towards the strategic plan, communication and accountability will greatly increase. A meeting secretary needs to be designated before the meeting. The secretary will be responsible to write meeting minutes and distribute to the appropriate audience.

  Additionally, a budget review is an agenda item. Regular budget reviews can help the police department gauge future spending priorities and adjust as necessary to increase the overall effectiveness of financial resources. Therefore, the City Administrator or City Finance representative should attend the beginning of these meetings as well as the accounting clerk.

- Duration: 2 hours
  A key aspect of a quarterly strategic review meeting is the focus on progress updates towards projects and initiatives identified in the annual strategic review. These meetings are not designed to revisit the strategic plan and alter the strategy.
By focusing a limited time on several key topics, the updates will provide attendees with a general sense if the police department is on track to achieve its strategic goals. Refer to the agenda in the appendix section for topics and durations.

■ Meeting Owner: Chief
As the leader of Rochester Police Department, the Chief needs to oversee the periodic review of the strategic plan. The Chief can lean on other leaders within the police department to drive projects and initiatives to help realize the strategic plan, but the Chief needs to coordinate all strategic activities to verify progress occurs.

■ Implementation: 90 days
Before a strategic review may take place, the Rochester Police Department needs to establish a strategic plan. Since the implementation plan for the strategic plan is 60 days, the review will not be implemented until after the plan has been communicated.

■ Objective: Evaluate if strategy is being achieved on the prescribed timeline
The objective of this meeting is discuss projects and initiatives associated with the agreed upon strategic plan as well as organizational level metrics and topics to guide the leadership team in making strategic well-thought out decisions.

■ Agenda: Budget, Talent, VOC, ILP, KPI, Strategic priorities
The agenda is divided into three main sections; financial results, strategic plan updates, and other organizational level topics. Refer to appendix for a detailed agenda. The purpose of each section varies but the content should be able to answer certain questions such as:

Financial Results

Is the department on budget (operationally and capital)?

Are there any known under or overspends that we need to reallocate funds for?

Are there any adjustments we want to make to next year’s same quarter budget (e.g. Q3 2018 compared to Q3 2017) based on recent activity?

Do we have our financial resources aligned with our strategic plan?

Strategic Plan Updates

What specific tasks/projects/initiatives have we worked on since our last meeting to achieve a portion of our strategic plan?

What specific tasks/projects/initiatives will we work on before our next meeting to achieve a portion of our strategic plan?

Other Organizational Level Topics

Are there any pressing personnel needs (hiring, terminating, promoting, developing)?

What insight is the Voice of the Customer (VOC) providing? What can we do to address any concerns?
How are we performing against our key performance indicators (KPIs) on an organizational and divisional basis? Are we behind, at, or ahead of expectations based on the metric?

How is ILP advancing our police operations?

Are there any other short or long term projects under consideration or occurring in the department outside of the strategic plan? What is the status of those projects?

■ Outcomes: **Reallocate budget, assess pressing personnel needs, address VOC, incremental execution adjustments to achieve strategic goals**

Based on a thorough and thoughtful discussion of the agenda items, the leadership team in attendance should feel like they are each knowledgeable of activities occurring within Rochester Police Department. Further, they should each feel that they have held other people accountable for past actions and have been held accountable for past actions.

If an individual cannot attend the meeting, meeting minutes (written recap of the meeting) is made available to the person. The document should contain enough information to provide a sense of the major topics discussed and what was decided.

○ **Day-Night, Night-Day (Patrol) Handoff**

■ **Type of Meeting: Tactical**

The daily/nightly shift handoff meeting is designed to quickly and efficiently transfer critical information/knowledge that needs to be shared across patrol units. This short touchpoint allows shift Lieutenants to align to the most important issues needed to continue into the new shift as well as to provide a forum to ensure smooth transition between shifts.

■ **Frequency (Annually): Twice Daily (730)**

The frequency of these meetings is directly dependent upon the timing and frequency of the daily handoffs that occur between the patrol shifts. There would not be an opportunity nor value gained by scheduling this meeting more frequently than twice daily.

■ **Attendees: Night and Day Shift Lieutenants**

In order to ensure critical information is passed from shift to shift, it is essential that this meeting consists of both the Lieutenant from the day shift and the Lieutenant from the night shift. This interaction between peers will provide the forum for candid discussion of events that have occurred over the last shift, as well as provide an opportunity for either leader to bring up any concerns or questions they would like additional clarity on.

■ **Duration: 15 minutes**

This meeting is designed to be short and sweet. There should be few exceptions where this touchpoint would take more than the 15 minutes allotted as the information that is shared should only be the information that is most important to pass from shift to shift. In fact, if this meeting consistently starts to run over the suggested timeframe, it is
suggested to take a step back and assess the information that is being shared between shift Lieutenants and identify if this information is really necessary to pass on.

- **Meeting Owner:** Lieutenant coming off shift
  The resource who should be accountable for ownership of this meeting is the Lieutenant who is coming off shift. The ownership naturally falls to this resource as they are the ones with information that needs to be passed on to the next shift. Lieutenants are encouraged to leverage each other’s preferences and tweaking aspects of the meeting that would make it even more streamlined and effective.

- **Implementation:** Immediate - 30 days
  As this meeting is currently being practiced by the Rochester Police Patrol shifts, the suggestion is to continue the practice and cadence of this meeting. However, the immediate implementation of a more structured touchpoint between shifts will improve the quality of the information shared across shifts.

- **Objective:** Situational awareness and knowledge transfer of shift activities
  The objectives of this meeting are to increase cross team situational awareness of remaining requests, open cases and outstanding communications while being respective of both Lieutenants time. This touchpoint is designed to improve collaboration and communication between patrol shifts.

- **Agenda:** Important events that occurred, communications needed, major open cases.
  The agenda of this meeting is lean and straightforward. It will begin with the Lieutenant who is just getting off shift calling the meeting to order by addressing any questions that the new shift Lieutenant may have posed from their previous meeting. They will then cover any important events that have occurred over the previous shift, discuss major open cases and communicate any unresolved requests to the next shift. After that, they will identify any communications that should be shared to the rest of the patrol shift. Lastly, the new shift Lieutenant will be giving an opportunity to ask any clarifying questions or voice any concerns. If a follow-up is needed, the current shift Lieutenant will address that during his next shift and come prepared to speak to it at the next handoff touchpoint.

- **Outcomes:** Successful transfer of critical information between Lieutenants
  It is an expected outcome of this meeting that any critical information is transferred to the next shift Lieutenant in order to maintain a smooth transition of duties. All open questions between shift Lieutenants should also be addressed during this touchpoint. Successful execution will result in short meetings that efficiently leverage both Lieutenants knowledge of current events to improve handoffs between patrols.

- **Daily Chief / Direct Reports**
  - **Type of Meeting:** Tactical
    The Daily Chief / Direct Reports Meeting is a daily check-in that provides a platform for the leaders of each branch of the department to air and address short-term issues that need quick resolution to keep the department moving forward. Because this is a tactical meeting, as opposed to a strategic meeting, its purpose is to communicate immediate
needs and concerns and ensure they are addressed quickly and efficiently. Any items that cannot be addressed immediately should be tabled for a more focused discussion among the involved parties.

- **Frequency (Annually): Daily (250)**
  Because this meeting is intended to be brief and to allow for communication of immediate concerns, it should be held daily to ensure that nothing falls through the cracks on a given day and that each division is aware of the activities of the others.

- **Attendees: Chief and Direct Reports**
  The Chief and all of his direction reports should be in attendance each day. Even if one or more of the identified meeting attendees is absent, the meeting should still be held. In fact, it is even more useful in the absence of a regular attendee because it provides an effective opportunity to quickly decide how that attendee’s absence will be handled.

- **Duration: 30 minutes or less**
  This daily meeting is intended to be short and sweet. If there are few items to announce or discuss, then the meeting should be adjourned early.

- **Meeting Owner: Roundtable**
  This meeting is a forum to share daily schedules and activities. Rather than having a meeting organizer waste time compiling all that information to present, each meeting attendee instead owns their portion of the meeting.

- **Implementation: 30 days**
  Because this meeting does not require any strategic planning to begin and execute successfully, it may begin immediately. Its intent, to inform and streamline daily operations,

- **Objective: Review daily tactical and operational priorities**
  At the end of this meeting each attendee should be aware of what their counterparts in each division are doing for the day, any planned absences or activities, and what, if any, immediate concerns require cooperation between divisions. The meeting will eliminate the need for unnecessary and time-consuming email chains about schedule coordination. The point of this meeting is *alignment* of the divisions so that each is informed of and aware of each other’s priorities.

- **Agenda: What is top of mind for Chief and for each direct report?**
  The meeting will begin with a welcome from the Chief and brief summary of his current schedule and activities. The three division Captains will provide similar summaries next, followed by an opportunity for all meeting attendees to raise questions or concerns. After everyone’s updates, deadlines and responsible parties for any issues will be identified.

- **Outcomes: Set and stay on top of priorities for the week**
  The Daily Chief / Direct Reports Meeting will help the department to avoid confusion about how priorities are translated into action on a regular basis. It provides a quick forum for ensuring that nothing falls through the cracks on a given day and that each division is aware of the activities of the others.
Weekly Operations

- Type of Meeting: **Operational**
  We recommend that RPD maintains its weekly Operations meeting that focuses on Patrol, Investigations and Support.

- Frequency (Annually): **Weekly (52)**
  A weekly Operations meeting is recommended because it is currently in place and maintains a cadence for ongoing projects. The quarterly strategy meetings will help frame the topics of the weekly operations meeting.

- Attendees: **Command Staff**
  The Command Staff are who we have identified as the leaders and managers of the strategic projects. It is important that all leaders are present for this meeting to give updates, stay informed and so that accountability is maintained weekly for all strategic operations items.

- Duration: **30 - 45 minutes**
  The duration of this meeting should be driven by the amount and complexity of ongoing projects. If a project is completed and requires a presentation, the meeting can be longer. Other weeks may simply be updates to the staff so a shorter meeting is more appropriate.

- Meeting Owner: **Captains (Rotating)**
  We believe that having a Captain own and run these meetings is crucial to maintain the accountability of all strategic operations projects. The Captains can rotate so that they are all equally invested in the outcome of the operations meeting.

- Implementation: **Immediate - 30 days**
  Immediate implementation of this meeting should be easily accomplished. Minor changes are recommended over the course of 30 days to improve and maintain staff operations.

- Objective: **Operational awareness & accountability across all departments**
  The objective of the weekly operations meeting will be reviewing all assigned operations projects across the departments. When projects are completed, they should be reviewed with the team. The Chief will be able to prioritize and assign projects based on each division’s updates. Based on the current strategic goals, projects be can altered or updated as needed.

- Agenda: **Patrol, Investigation, Support updates resulting from Quarterly Strategy Review and ILP initiative/goals**
  A detailed agenda example can be found in the appendix. We recommend that the Chief gives an opening statement followed by updates from Patrol, Investigations and Support. A fourth update for ILP can be added based upon ongoing or future ILP projects as needed.
Outcomes: **Check and adjust ongoing projects and operational priorities**
The outcome of this meeting will be to ensure projects are being completed and that momentum is maintained from the quarterly Strategic Meetings. Accountability will be essential which is why we recommend buy-in from the Chief and the Captains. After the meetings, all attendees will be updated on strategic operations projects and what work is upcoming.

- **Talent / Succession Planning**
  - **Type of Meeting: Development**
    Based on previously held discussions with several individuals within RPD and our general observations of those discussions, it appears as though there needs to be a greater focus placed on discussions concerning RPD’s talent, whether it be recruiting, retaining, promoting, or planning for the future. As such, in order to give back valuable time to other meetings that are not solely purposed for talent discussions, we recommend RPD carve out at least 2 hours on a quarterly basis to hold such discussions. This meeting is designed to enable the RPD to address its talent needs and succession planning in a standalone format; which, therefore, allows the other prescribed meetings herein to maintain focus and not be overrun by long, drawn out discussion on staffing. By making this meeting standalone from the others, RPD can expect more thorough and thoughtful discussion not only regarding immediate staffing needs, but also staffing decisions that need enacted on in the short-term in order to be successful long-term (i.e. succession planning, incremental staffing)
  
  - **Frequency (Annually): Quarterly (4)**
    We recommend for RPD that this meeting take place no less than on a quarterly frequency. Meeting quarterly should be at an appropriate cadence to address and discuss personnel turnover, promotions and retirements, as well as any incremental needs. Additionally we recommend holding a Talent/Succession Planning meeting close to the Quarterly Strategic Review so that any incremental staffing or promotions can be factored into the financials or next year’s budget - determining whether to hold before or after would be at the preference of RPD.

  - **Attendees: Talent Owner, Chief, Captains, Lieutenants, and Supervisors (as needed)**
    Due to the level of sensitivity and decision authority needed for approving staffing changes as well as deciding on aligning the Force’s staff to best suit its goals, the Chief, Captains, Lieutenants, Supervisors (as needed), and the designated Talent Owner (if not already owned by one of the positions previously mentioned).

  - **Duration: 2 hours**
    The duration of this meeting should be determined by the depth and breadth of staffing needs/and or succession planning needing to be discussed. We recommended 2 hours in order to allow sufficient time for thoughtful discussion regarding RDP’s most valuable resource - its people.

  - **Meeting Owner: Talent Owner**
    We recommend that this meeting’s owner be responsible for overseeing the talent process, i.e. Talent Owner. This can be someone already assigned as such within Talent
Acquisition, Human Capital, Human Resources, or one of the other individuals present at the meeting (i.e. Captain or Lieutenant.

■ Implementation: **90 days**
The implementation for this meeting should be no longer than 90 days. This will allow RPD’s pipeline of staffing needs to accumulate as well as the thought-provoking ideas from the meeting’s attendees on topics such as succession planning for various areas/departments/etc. After implementation, this meeting will fall on its quarterly cadence closely aligned to the Quarterly Strategic Review meeting.

■ Objective: **Review entire staff for turnover, retirements, coaching, promotions, incremental needs**
The objective of this meeting in its intent is fairly straightforward: review current workforce, discuss and decide on incremental staffing needs, coaching opportunities for over/under performers, developing a protocol for staffing turnover and retirements through backfilling or creating job openings. Additionally, discussions should be held around succession planning for leadership positions (Sergeants and above)

■ Agenda: **Sample agenda to be further tailored by meeting owner**
  ○ Review of RPD’s priorities & goals
    ● Review the current year’s (and upcoming year if available) priorities and goals as outlined in the Annual Strategic Review meeting and/or further refined in the Quarterly Strategic Review meeting
    ● Review current workforce to determine areas of exposure and opportunity, including general human capital planning
  ○ Talent competency gaps
    ● Based on the review above, identify areas of potential gaps in terms not only for current and future state priorities and goals, but also for areas where current staffing has gaps - whether that be understaffed or overstuffed (perhaps a reshuffling is in order)
    ● Additionally from the review above, it may be determined there is a need for incremental staff (in addition to addressing gaps) to address RPD’s priorities and goals for the current and upcoming years.
  ○ Potential successors for key positions
    ● Discuss potential situations or positions where succession planning must be established and communicate plan among the leadership team
  ○ Coaching Opportunities for over/under performing Staff
    ● What programming do we currently have available and is it doing what it’s supposed to be doing?
    ● Identifying high potential employees and how can we develop them

■ Outcomes: **Succession planning, coaching needs, calibrations of talent**

By investing time and effort into creating a standalone meeting to discuss RPD’s most important resource, its people, it is our belief that RPD will be able to accomplish the multitude of objectives set forth by this meeting. Also, by committing leaders’ time and efforts it is the hope that this meeting will lead to smoother transitions, a blocking and tackling mechanism for short-term obstacles, as well as a vision for the future.
Team Building

- **Type of Meeting: Team Development**
  During our time interviewing various members of the RPD, we have noticed there is a lack of inclusivity amongst the different departments. Employees have stated several times that their drives up to Minneapolis to aid in this project is the most amount of time they have spent together as a leadership team or Command staff. Alignment between the different teams at the RPD is crucial to the success of the department. By placing a greater emphasis on team development, through extracurricular activities such as bowling, holiday potlucks, or happy hours, we believe it will provide an atmosphere of inclusivity and connection amongst the staff which will lend itself to a more productive working environment. Often times connections can be formed outside of work, and can be the stepping stone for better connectivity in the workplace.

- **Frequency (Annually): Quarterly (4)**
  By having this events on a quarterly basis, it will provide the cadence by which staff is looking forward to the event, but not feeling overwhelmed by the amount of time they are devoting to it, nor will it feel forced. Also, by having it on a quarterly basis, it may be easier to adhere it to certain holidays which naturally lend themselves to team “outings”, such as Christmas, Independence Day, etc.

- **Attendees: Chief, Captains, Lieutenants, and Sergeants**
  These attendees were selected as they are the leadership team at the RPD, and it is critical that they are well connected to their peers and share exemplify a united front for the rest of the department. They are able to invite others on their teams to events as they see fit. In addition, if they feel it is warranted, they can have these activities for their own respective teams.

- **Duration: TBD**
  Duration of the activity is subject to the type of activity being recommended.

- **Meeting Owner: Rotate amongst leaders**
  We recommend to rotate ownership of this event amongst the leadership team. By having various people planning these events it will provide accountability as well as diverse types of events that all will enjoy.

- **Implementation: 60 days**
  While this type of event may not need immediate implementation, we advise having a team development even within 60 days as the department continues to work through a transformative time, and will need to connect as a team.

- **Objective: To increase team morale and inclusion**
  By spending time with as a leadership team outside of work events, we expect for stronger relationships to be built that can be leveraged as partnerships in working relationships.

- **Agenda: TBD on leader - activity must be planned and engaging for all members**
  While no formal agenda is required for this meeting, the leader planning this event should create an experience which is engaging, planned, and inclusive for all staff who are attending. While a happy hour may be the easiest event to plan, we would
encourage the staff to think of other ideas that would create a collaborative interaction. The leader in charge of a particular event may solicit ideas and feedback from other members of the command staff for future events and activities.

- **Outcomes: Teamwork Dynamic**
  Building upon strong personal relationships will enable a collaborative working environment, where leaders are more freely able to share their ideas.

- **Implementation**
  - 30 Days
    - Daily Chief / Direct Reports
    - Weekly Operations
    - Patrol Handoff
      These meetings are either already being held at RPD or could be easily implemented over the course of 30 days. The meetings can be tweaked or adjusted as necessary to make them efficient and effective.
  - 60 Days
    - Annual Strategic Review
    - Team Building
      These meetings will require some up-front work to plan for, but it is appropriate to implement them over the course of 60 days. This will allow plenty of time to schedule and communicate the Team Building meeting, and 60 days should be enough time to organize and prepare for the Annual Strategic Review.
      
      A Team Building meeting will help renew the department's commitment to these changes, and the results of the Annual Strategic Review will inform the direction of the Talent / Succession Planning and Quarterly Strategic Review meetings.
  - 90 Days
    - Quarterly Strategic Review
    - Talent / Succession Planning
      Once the 30-day and 60-day meetings have been implemented, RPD should have a clearer picture of what issues need to be considered and addressed long-term. Within 90 days, the Talent / Succession Planning and Quarterly Strategic Review meetings should be implemented. The 90-day (quarterly) schedule will continue to be an appropriate cadence for these meetings.
● **Conclusion**

1. Meetings are an important tool to share information across and organization and drive plan execution. By setting more clearly defined meetings, and utilizing lean meeting best practices with a clear agenda, rules of engagement, follow-up, and accountability, the RPD can be more efficient in using meetings to drive results.

2. The meeting structures recommended covers topics at the tactical, operational, and strategic levels which will allow the RPD to accomplish the daily tasks and operations while keeping an eye on the big picture and what the department is really working toward. The RPD can use meetings to increase communication of key strategies across the department. By allocating time to focusing on reviewing strategic priorities and being clear about where the department is headed, the entire organization can move in the same direction.

This strategic review and operating structure is designed to put positive pressure on the RPD to link and align its goals and objectives with clear strategies. By committing to a defined meeting structure, at all levels, the RPD can create a shared vision for the future and drive key initiatives that incorporates accountability and follow-up in order to ultimately achieve its goals.

● **APPENDIX A: Sample Meeting Agendas**
  ○ Strategic Review
  ○ Quarterly Strategic Review
  ○ Day-Night, Night-Day Patrol Handoff
  ○ Chief & Direct Reports
  ○ Weekly Operations
  ○ Talent / Succession Planning
  ○ Team Building

● **APPENDIX B: Meeting Tools**
  ○ Meeting Matrix
  ○ Lean Meeting Template
  ○ Strategic Planning A3

● **APPENDIX C: Additional Materials**
  ○ Goal Tree
Agenda
Annual Strategic Review Meeting
Tuesday, September 26
09:00 to 17:00
Conference Room A

Attendees:
Chief
Captains
Lieutenants

I. Welcome
   Chief  05 min

II. Year in Review
   - Review Overall Department Goals  Chief  10 min
   - Review Department Performance  Captains  45 min
   - Review Projects Completed  Project Mgmt  15 min
   - Review Budget  Captains  15 min
   - Review Human Capital  Talent Lead  15 min
     - New Hires & Promotions
     - Training & Development
   - Review Voice of the Customer (VOC)  VOC Lead  15 min
   - Review ILP Success/Shortcomings  ILP Lead  15 min

III. Break  15 min

IV. Today
   - Current Strategic Priorities & Impact  Chief & Captains  35 min
   - Discuss Key Challenges & Opportunities  Chief  25 min

V. Lunch  30 min

IV. Future
   - Discuss Strategic Priorities for the Year  Chief & Captains  60 min
     - External Challenges & Opportunities
     - Internal Challenges & Opportunities
   - Align on Strategic Priorities  Chief  45 min
     - Department wide
     - Division specific
     - Cross-functional
   - Break  15 min
   - Determine strategies to achieve Priorities  Captains  45 min
     - Small group breakouts, if desired
   - Assess budget needs  Chief  15 min
   - Summarize Plan & Assign Leadership  Chief  45 min

V. Review Cycle
   - Confirm quarterly meetings and expectation  Chief  10 min

VI. Conclusion  Chief  05 min
Agenda

Quarterly Strategic Review Meeting
Tuesday, October 24
09:00 to 11:00
Conference Room A

Attendees:
Chief
Captains
Lieutenants
Accounting Clerk (financial review only)
City Representative (financial review only)

I. Welcome  Chief  05 min

II. Review of Meeting Minutes  Chief  05 min

III. Financial Review  Chief  15 min
   - Budget  Accounting Clerk
   - City Representative

IV. Strategic Plan Updates  Chief  25 min
   - Projects/Initiatives  Project Leads

V. Other Organizational Level Topics  Chief  05 min
   - Personnel
   - Training/Development  Development Lead  10 min
   - Voice of the Customer (VOC)  VOC Lead  10 min
   - Key Performance Indicators  Chief  05 min
      - RPD
      - Patrol  Captain  05 min
      - Investigations  Captain  05 min
      - Service  Captain  05 min
   - ILP  ILP Lead  10 min
   - Ad Hoc Projects (new/existing)  Project Management  10 min

VI. Conclusion  Chief  05 min
## Agenda

**Twice Daily Patrol Handoff**  
**Tuesday, October 24**  
**06:00 to 06:15**  
**Current Shift Lieutenant’s Desk**

**Attendees:**  
Current Shift Lieutenant  
Incoming Shift Lieutenant

<table>
<thead>
<tr>
<th>Section</th>
<th>Current Shift Lieutenant</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>I. Welcome</td>
<td></td>
<td>01 min</td>
</tr>
<tr>
<td>II. Review of Outstanding Questions</td>
<td></td>
<td>02 min</td>
</tr>
<tr>
<td>III. New Developments or Events</td>
<td></td>
<td>03 min</td>
</tr>
<tr>
<td>- Overnight Disturbances</td>
<td></td>
<td></td>
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<tr>
<td>- Major calls for Patrol</td>
<td></td>
<td></td>
</tr>
<tr>
<td>IV. Update on Major Cases</td>
<td></td>
<td>03 min</td>
</tr>
<tr>
<td>- Drug Case: Suspect out on Bail</td>
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<td></td>
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<tr>
<td>- Missing Persons: Case Closed</td>
<td></td>
<td></td>
</tr>
<tr>
<td>V. Outstanding Patrol Communication</td>
<td></td>
<td>02 min</td>
</tr>
<tr>
<td>- Training</td>
<td></td>
<td></td>
</tr>
<tr>
<td>VI. Outstanding Questions</td>
<td>Incoming Shift Lieutenant</td>
<td>03 min</td>
</tr>
<tr>
<td>VII. Conclusion</td>
<td>Current Shift Lieutenant</td>
<td>01 min</td>
</tr>
</tbody>
</table>
Agenda

Chief / Direct Reports
Tuesday, October 24
09:15 to 09:45
Conference Room A

Attendees:
Chief
Captains
All other direct-reports to Chief

I. Welcome
   Chief
   01 min

II. Chief’s Update
    Chief
    05 min
    Share Chief’s daily schedule and activities.

III. Patrol
     Patrol Captain
     05 min
     Share Patrol Captain’s daily schedule and activities.
     Share any Patrol items that require cross-departmental attention.

IV. Investigations
    Investigations Captain
    05 min
    Share Investigations captain’s daily schedule and activities.
    Share any Investigations items that require cross-departmental attention.

V. Services
   Services Captain
   05 min
   Share Services Captain’s daily schedule and activities.
   Share any Services items that require cross-departmental attention.

VI. Outstanding Questions
    Chief
    08 min
    Identify priorities for the day and any cross-departmental deliverables.
    Identify responsible parties and deadlines for cross-departmental items.
    Final call for outstanding questions.

VII. Conclusion
     Chief
     01 min
Agenda

Weekly Operations Meeting
Wednesday, October 25
08:00 to 08:45
Conference Room A

Attendees:
Chief
Captains
Lieutenants
Sergeants (as needed)

I. Welcome
   Lead Captain
   01 min

II. Plus/Delta Review
    Lead Captain
    03 min

III. Chief’s Statement
     Chief
     03 min

IV. Project Updates
    Captains
    30 min
    - Patrol
    - Investigations
    - Support
    - Ad Hoc

V. Meeting Summary
   Lead Captain
   05 min
   - Action Item Recap
   - 10 Second Evaluation

VI. Plus / Delta
    Lead Captain
    03 min
Agenda

Talent/Succession Planning Meeting
Thursday, October 25
08:00 to 10:00
Conference Room A

Attendees:
Chief
Captains
Lieutenants
Supervisors (as needed)

I. Welcome
   Chief
   05 min

II. Review Strategic Goals
    Chief & Captains
    - Discuss workforce needs attributable to goals
      - Identify headcount gaps/areas of exposure
      - Identify competency gaps
      - Recommend new position
    15 min

III. Personnel Update
     Talent Lead
     - Retirements
     - Promotions
     - Turnover
     - New hires
     15 min

IV. Department Update
    Chief
    - Open positions
    - New positions under discussion
    - Rotational roles
    15 min

V. Updates to Succession Plan
   Talent Lead
   15 min

VI. Quarterly Talent Assessment
    Talent Lead
    - Coaching
      - Improving low performers
      - Accelerating high achievers
    - Training Opportunities
    50 min

VII. Conclusion
     Chief
     05 min
Agenda

Team Building
Thursday, October 25
17:00 to TBD
Conference Room A

Attendees:
Chief
Captains
Lieutenants
Sergeants

I. Welcome
   Chief
   05 min

II. Activity
   Leader
   TBD
# Appendix B: Meeting Tools

## Meeting Matrix

<table>
<thead>
<tr>
<th>Meeting</th>
<th>Strategic Review</th>
<th>Quarterly Strategic Review</th>
<th>Patrol Handoff</th>
<th>Daily Chief/Direct Reports</th>
<th>Weekly Operations</th>
<th>Talent/Succession Planning</th>
<th>Team Building</th>
</tr>
</thead>
<tbody>
<tr>
<td>Frequency</td>
<td>Annually Chief, Captains, LTs</td>
<td>Quarterly Chief, Captains, LTs</td>
<td>2x Daily Night/Day Shift LTs LT coming off shift</td>
<td>Daily Chief &amp; Direct Reports Roundtable</td>
<td>Weekly Command Staff Rotating Captain</td>
<td>Quarterly Chief, Captains, LTs, Spwrs Talent Owner Rotating</td>
<td>Quarterly To increase team morale and inclusion</td>
</tr>
<tr>
<td>Attendees</td>
<td></td>
<td></td>
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<td></td>
<td></td>
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</tr>
<tr>
<td>Owner</td>
<td>Chief</td>
<td>Chief</td>
<td></td>
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</tr>
<tr>
<td>Objective</td>
<td>Review Strategic priorities for department</td>
<td>Evaluate strategic implementation progress</td>
<td>Situational awareness and knowledge transfer</td>
<td>Review daily tactical and operational activities</td>
<td>Review Weekly operational activities and priorities</td>
<td></td>
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</tr>
<tr>
<td>Implement</td>
<td>60 Days</td>
<td>90 Days</td>
<td>30 Days</td>
<td>30 Days</td>
<td>30 Days</td>
<td>90 Days</td>
<td>60 Days</td>
</tr>
</tbody>
</table>
## Lean Meeting Agenda Template

<table>
<thead>
<tr>
<th>MINUTES</th>
<th>DETAILS</th>
<th>AGREEMENTS</th>
<th>DECISIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Meeting Agenda Overview</td>
<td>库里达未有从频谱管理</td>
<td>库里达未有从频谱管理</td>
</tr>
<tr>
<td>2</td>
<td>会议议程</td>
<td>库里达未有从频谱管理</td>
<td>库里达未有从频谱管理</td>
</tr>
<tr>
<td>3</td>
<td>会议议程</td>
<td>库里达未有从频谱管理</td>
<td>库里达未有从频谱管理</td>
</tr>
<tr>
<td>4</td>
<td>会议议程</td>
<td>库里达未有从频谱管理</td>
<td>库里达未有从频谱管理</td>
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<tr>
<td>5</td>
<td>会议议程</td>
<td>库里达未有从频谱管理</td>
<td>库里达未有从频谱管理</td>
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<tr>
<td>6</td>
<td>会议议程</td>
<td>库里达未有从频谱管理</td>
<td>库里达未有从频谱管理</td>
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<tr>
<td>7</td>
<td>会议议程</td>
<td>库里达未有从频谱管理</td>
<td>库里达未有从频谱管理</td>
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**THE MAIN MEETING’S OBJECTIVE WILL BE:**

- 库里达未有从频谱管理
- 库里达未有从频谱管理
- 库里达未有从频谱管理
- 库里达未有从频谱管理
- 库里达未有从频谱管理
- 库里达未有从频谱管理
- 库里达未有从频谱管理
### Strategic Operating A3

**Rochester Police Department - 2017 Strategic Plan**

**MBA 6220: Operations Management**

#### RPD Values

- **The Values**
  - **Integrity**
  - **Excellence**
  - **Respect**
  - **Accountability**
  - **Collaboration**

**Operations Plan**

#### Proposed Initial Key/Long-Term Goals (KLTG)

<table>
<thead>
<tr>
<th>Goal</th>
<th>Description</th>
<th>Champion(s)</th>
<th>Measure of Success &amp; Current Achievements</th>
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</thead>
<tbody>
<tr>
<td>1.1</td>
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<td></td>
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<tr>
<td>1.2</td>
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<tr>
<td>1.3</td>
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</tr>
</tbody>
</table>

####后续步骤

- **January 2017**
- **February 2017**
- **March 2017**
- **April 2017**
- **May 2017**
- **June 2017**
- **July 2017**
- **August 2017**
- **September 2017**
- **October 2017**
- **November 2017**
- **December 2017**

**Review & Analyze the Results - What have we learned? (PDCA)**

We cannot know which actions have been effective until we analyze the results. We will analyze the results of the actions we have taken to identify areas for improvement and make necessary adjustments.

**Continued Improvement (PDCA)**

We learned in taking action to continuously improve our PDCA-based process. We have to ensure that our actions lead to improvement. We will update the strategic plan and continue to implement changes as needed.
Appendix C: Additional Materials

Goal Tree

**Purpose:** The purpose of a goal tree is to visually communicate how a group's goals (left side) lead to the determination of the strategies and the projects (right side) that are pursued in order to achieve the goal.

**Use:** Practically, this can be used by groups during their strategic planning process. The goal tree communicates *how* all of the goals will be achieved (via projects) and *what* the purpose of each project is (to achieve a specific goal).

![Goal Tree Diagram](image-url)

Courtesy: Scott Martens, Sr. Lecturer, Carlson School of Business, University of Minnesota
Group 7: Voice of the Customer

Project 7: Fully integrated Voice of the Customer (VOC) – Internal Emphasis

Team Members:

- Joohyung Eom
- Thomas Powers
- Jolene Ross
- Jonathan Rottman
- Zachary Schwartz
- Subir Shrestha
- Andrew Sowada
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VII. Executive Summary

The key objective of this project that was expressed by many parties was that the department is looking for ways to improve internal communications. In order to address this, it’s important that the department clearly define what is causing internal communication issues. Voice of the Customer is core to understanding what’s driving communication issues. In this case, the “customer” is both the internal customer (department employees) as well as the external customer (the public). In our exploratory conversations with this group a few takeaways were clear:

- Employees and officers at various levels are not confident in their ability to bring up suggestions, innovations, issues or suggested improvements for the department because they’re afraid of going outside the chain of command. There were various assumptions for why this was the case and these should be explored in greater detail.

- There’s also a feeling that the channels and tools for this type of feedback are not effective because little or no action is taken. Or, if action is being taken, it is often unclear what is actually being done to implement the solution or address an issue.

- There is fear that the tools/channels available are not impartial and confidential, therefore employees don’t feel confident providing honest input for fear of jeopardizing their career.

- The general consensus is that external PR and incorporation of the external VOC is sound, but could use improvements in tracking and representing all voices.

Although these may sound concerning, these are common challenges among police departments (Appendix A, Reference 1) and many teams and businesses face the same concerns.

For the department to effectively address its communications concerns, it’s critical that these issues are clearly defined, so that effective solutions can be identified and implemented. Defining the issue is step one in the DMAIC cycle, a common tool used in Six Sigma process improvement:
The figure above shows the DMAIC Cycle, a key tool used in Six Sigma improvement projects. The DMAIC cycle helps you D – Define the problem, M- Measure, or quantify the problem, A – Analyze and identify the cause of the problem, I – Improve on the problem with a solution, and C – Control and maintain the solution.

In order to better define communication concerns among internal customers (department employees) we have five recommendations: running an agency alignment study, conducting internal surveys, having periodic, informal staff check-ins, scheduling a peer roundtable as well as lunch and learns to help close the feedback loop. In addition, we’re also recommending an easy-to-use community survey to better track departmental perception and sentiment with external customers (the public).

Lastly, we’re also recommending a holistic Voice of the Customer (VOC) tool so that KPIs can be measured and that the department as a whole can stay in the know on how it’s being perceived both internally and externally.

VIII. Recommendations

A. Conduct an Agency Alignment Study & Departmental Ombudsman

Agency Alignment Study: This is a survey conducted by an outside consultant with all or with a targeted group of department employees. In such a study, the consulting party will ask questions of employees to get a sense of organizational alignment (Appendix A, Reference 2).

- Do employees understand the agency’s mission statement, goals and objectives? What is working and what isn’t for the employee?
- Do they have the resources they need to do their job? What don’t they have? Do they feel empowered to make decisions?
This is a best practice recommendation provided by Randy Willis, deputy director of professional services for the Minnesota Sheriffs’ Association. Willis notes that having this done anonymously and by an outside vendor allows for more honest feedback from the employees in the field to the department’s leadership. This ensures that what the leader believes is the problem, actually is the problem, or it helps them understand more clearly if real breakdowns exist in communication between the levels of leadership to all employees. Willis also provided an example of a third party who he’s worked with to conduct such a study (Appendix A, Reference 3).

The outcome of such a study ensures that leadership knows what areas need to be focused on so that actions can be taken to ensure that department employees are in alignment with key stakeholders (City Leaders and Residents) and department leadership (Appendix A, Figure 1). To address areas of opportunity, Willis noted that follow up actions usually occur during the annual review process. In many cases this means further conversations or training across the department in those areas that seem to be out of alignment. Depending on the RPD’s preferences, these could also be addressed in supervisor/employee one-on-one meetings.

**Departmental Ombudsman:** A departmental ombudsman acts as a neutral third party, not representing the individual employees, leadership or the department. Issues could be submitted anonymously to the department ombudsman, thus avoiding concerns over chain of command.

The chain of command nature of a police department offers unique challenges to communications issues. In our exploratory conversations, there was concern about bringing up issues or concerns with direct leaders since often those roles hold power over career opportunities and promotions. Appointing an ombudsman would help solve this issue.

The ombudsman does not play a role in the investigation or resolution of any issue, nor advocate or represent any viewpoint. Their role is to provide an independent, impartial and confidential review of feedback and identify areas of concern for leaders to address and more generically advocate for fairness and equity within the department (Appendix A, Reference 4).

The **role of the ombudsman** differs from Employee Relations and Human Resources representatives in that they are not a part of the management structure and therefore are not required to directly represent and protect the interest of the department (Appendix A, Figure 2). Our recommendation is that the ombudsman work directly with departmental leadership, specifically RPD’s professional standards manager to surface and resolve issues or areas of concern. These two roles should work hand in hand. One to raise and prioritize issues (ombudsman) and the other (professional standards manager) to review them with leadership and identify if actions need to be taken and what actions can address those issues.
B. Collect Internal Feedback Via Survey and Use Results to Take Action

Not only is it important to collect organization-wide information to share with leadership, it’s also important to track how specific interactions are perceived. Conducting internal surveys is a low-cost option that can be implemented quickly.

There are three key areas where surveying internal customers can provide immediate, actionable feedback:

1. **To Supervisors After Receiving Support from the Services Division**: The Services Division is unique with RPD as it is primarily internal facing and supports other division. These surveys will help ensure that Services is meeting the needs and expectations of their customers (other divisions). Surveys should be sent quarterly to all supervisors throughout RPD. The next step to this survey would be to share the results and the timeline for follow-up actions. (See Appendix B for examples of internal customer satisfaction surveys).

   ![](image)

   *The above chart is an example of a question from the February 2016 Intel Products survey. Visually displaying the data helps provide insights into actions that should be taken.*

2. **To New Employees After Completing Training**: Strong, consistent training is effective to help ensure the success of new employees—especially new sworn officers. To help ensure proper onboarding, new employees should complete two surveys. The timing of these surveys allows for checking on needs immediately following training and again after the employee has started to settle into his or her new role:
• One immediately following training completion
• One six months after completing training

The below Pareto chart shows a hypothetical question and responses from rookies immediately after training. (See Appendix B for examples of additional post-training surveys).

![Pareto Chart](image.png)

*Visually displaying the data in this format makes it clear that there are two categories rookies feel they need more training on. Again, the survey results and a timeline for next steps need to be communicated out in a timely manner.*

3. **Bi-Annual Employee Engagement Surveys:** Every two years, the City of Rochester commissions an employee engagement survey. The survey measures each city department across 15 different metrics. Survey response rates are dropping, with RPD having a response rate significantly below the city average (46% response rate for RPD vs. 69% response rate for entire city). There are three areas for improvement with this survey to make it more relevant for RPD employees:

• At the time the survey is issued, let RPD employees know that the survey is valued and when the responses will be communicated back out to them
• Between when the survey is given and when the results come back from the third party, ask RPD staff to rate the 15 metrics on what’s most important to them
• Share both the survey results and the employee ratings to staff in a timely manner, along with next steps
  o As of August, the 2017 survey that was given in March has not been shared with RPD staff
  o Using the rankings to prioritize, focus on top 3-5
The table below shows an example of how to display the results:

<table>
<thead>
<tr>
<th>Survey Rating (Rated based on unfavorable where highest unfavorable = 1)</th>
<th>Importance</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>Leadership, Vision &amp; Direction</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td>Fair Treatment</td>
<td>6</td>
<td>5</td>
</tr>
<tr>
<td>Business Process Performance</td>
<td>1</td>
<td>11</td>
</tr>
<tr>
<td>Reward for Performance</td>
<td>8</td>
<td>4</td>
</tr>
<tr>
<td>Department Head</td>
<td>4</td>
<td>10</td>
</tr>
</tbody>
</table>

This table shows real survey data from the 2017 Employee Engagement survey in the “Important” column and hypothetical information in the Survey Rating column. (See Appendix B for a complete example with all 15 categories and methodologies).

C. Employee/Supervisor 1-to-1s

Over the course of our discussion with various members of the RPD staff, a group of related issues arose. In the simplest form, the fundamental issue that was presented to us is that there is a lack of development opportunities for employees. Patrol officers presented the concern that there is no well-defined channel to address training concerns on other professional development concerns. Additionally, the observation was made by several patrol division supervisors that there is limited training provided to new supervisors. Compounding these issues is the fact that formal annual evaluations are run through the citywide HR department, making them generic and not applicable to the unique needs of a police department.

To not address this problem starves the department of a valuable channel of internal VOC. Feedback and honest communication between staff and supervisors builds trust and transparency within the organization and promotes the continuous improvement of RPD. To gather feedback and promote communication at this level, we propose supervisors implement periodic one-to-ones with their employees. These meetings are an extension and implementation of an existing best practice used by some sergeants in the patrol division.

Before describing the structure and process of these meetings, we want to emphasize several things these meetings are not intended to be. The first is that they are not a replacement for or duplication of the formal review process conducted by HR. The discussions do not have to be formally documented or even have a consistent format. We offer suggestions for discussion topics, but they are only suggestions and should be tailored to meet the needs of each division and employee. The second thing we want to emphasize is that the intent is not to create paperwork for either the employee or supervisor. The value of these interactions comes from the discussions that happen, not creating volumes of documentation to track what was discussed.
In general terms, the goal is for each employee and supervisor to establish a regular time to sit down, give feedback, discuss feedback, and discuss how to work towards achieving the goals of both RPD and the employee. The frequency of the discussions is not critical and once per quarter is a good general target, but this cadence should be adjusted as required to fit the needs of RPD.

As mentioned previously, the discussion is flexible and intended to be an open-ended conversation. In order to guide the discussion and give some structure to it, questions centered around two themes should be addressed (The themes are addressed broadly here, but a list of more specific questions to provide structure can be found in Appendix C). The first is a retrospective looking back on the previous quarter. The discussions should look at both positive and negative aspects of not only the employee’s performance, but also the performance of the unit and RPD as a whole. Input should come from the perspective of both the supervisor and employee.

Second, the conversation should include some forward looking discussion to the next quarter. Things such as the employee’s current training needs, training needs of RPD, and personal career goals should be discussed. The intent of this portion of the conversation is to align the needs and goals of RPD with those of the employee. The department needs to have well prepared and qualified people ready for promotion and to take on leadership roles within the organization, inventing time into understanding the goals and ambitions of employees allows them to target the training resources. In turn, it allows the opportunity for employees to grow and progress within the department and generally become more proficient in their current roles. Additionally, goals don’t need to be looking forward to future advancement. Just as importantly, they can address needs in their current roles such as lack of sufficient training in a certain area.

Out of the second discussion area, both the supervisor and employee can create 2-4 (dependent on frequency of discussions) action items they will each own and work towards before the next discussion. These should be actionable tasks that can reasonably be completed before the next 1on1. They don’t need to be monumental, but should work towards accomplishing the employee’s goals and the goals of the department. These action items then feed into the retrospective portion of the next review and can be the jumping off point for further discussion.

**D. Peer Roundtables**

Peer roundtables are an excellent way to foster communication across the different departments or units within RPD. It is a forum where similar ranking police officers get together to share ideas, discuss issues, and solve problems.

For example, there could be an all-Sergeant meeting. Each sergeant would come prepared with a few key talking points about their unit. Each can have their own version and template to suit their needs best. Here is a template to get started with:

- “Wins” within the department
- Issues that they may have faced, and how they overcame them
• If the issue is ongoing, they can solicit feedback from their peers and work towards a solution
• Major/interesting issues they’re coming across, and strategies they’re using or have found helpful

The other benefit of having only similar ranking officers is that some may not feel comfortable sharing thoughts, ideas, in a group setting where a higher or lower ranking officer is present, and scrutiny might be higher.

This is important in breaking down silos within the organization and enables employees to work more efficiently by opening communication lines.

Here are some steps you can take prior to the first meeting:

• Tell your team what to expect, what not to expect (length, frequency, why you’re doing it, what you’re hoping to get out of it, etc.)
• Due to varying shifts, it is important to schedule the meetings far enough out in advance so that everyone is able to attend.
• The recommendation is to set up a recurring meeting. We leave it up to RPD to determine the cadence, but recommendation would be to start with a monthly meeting if possible, and decrease frequency if there aren’t enough things to discuss.
• Draft a template. Have a rotation, where each time, a different officer is responsible for owning the meeting and coming up with an agenda.
• Email out the agenda at least one day prior to the meeting.

E. Lunch & Learns

The channels we have proposed to this point are focused around gathering both qualitative and quantitative data from the voices of the officers in the RPD (Appendix E, Figure 1). In order for this information to have any impact on resolving pain points within the department, it is essential that officers feel they can have an honest discussion about issues without repercussion to their career or reputation within the department. Therefore, we are proposing there be a semi-annual informal lunch with leadership where these issues can be discussed with staff. This VOC channel will serve as a means to communicate with RPD staff that their concerns are being acknowledged by leadership. In addition, it is a way to clarify and refine pain points for the staff as well as present an open forum for them to propose solutions. Through these means we are able to create a closed loop system with our VOC strategy (Appendix E, Figure 2).

• One major issue that we believe is preventing concerns of RPD staff from being discussed is the culture of not “rocking the boat.” Due to the military style of command, bringing up problems within the department often comes out as a criticism of leadership and how they have chosen to run operations. In order for successful discussion and execution of change within the department, it is essential that the initiation of presenting potential problems comes from leadership and key
stakeholders (Appendix E, Reference 1). If these personnel are not fully invested or willing to openly discuss concerns then it will become clear to staff that honesty and candor are not virtues that will be rewarded or embraced (Appendix E, Reference 2). If the senior leadership is in charge of bringing up operational issues then it will break that barrier and allow for productive discussion and criticism of current procedures.

- In order for the informal lunch to be effective, it is necessary to have an agenda that includes topics of discussion. Before the lunch, leadership will be responsible for prioritizing key issues that have presented themselves from other VOC channels. Qualitative and quantitative data from internal channels such as the ombudsman, staff surveys, and quarterly feedback discussions, as well as external channels from the community should be analyzed to glean potential topics on bases of frequency and severity (Appendix E, Figure 3). At least one week prior to the meeting, the agenda should be communicated to RPD staff via email so they are aware of what will be discussed. This will give them enough time to ruminate over the topics and prioritize their schedule for the day.

- For the function of this channel to work properly, it must be embraced by leadership as a means to extract information, ideas, and concerns from the RPD staff. The lunch cannot be viewed as a way to push an agenda or criticize the input provided from staff. To successfully drive the discussion, senior leadership should be knowledgeable of key concepts that can facilitate good dialogue to bring about meaningful information and data from the staff. Leadership should embrace open minded questioning, lobbying for alternative solutions, and questioning the need for change, while squelching members who are attacking of ideas, shutting down discussion, and not giving constructive feedback. To accomplish this, leadership must communicate why issues are being brought up and deal with ambiguity by providing concrete examples (Appendix E, Reference 3). This will ensure a productive discussion and provide pertinent information from staff.

It is evident that not all staff will be able to join the lunch due to scheduling issues, available time, or hesitance to join a discussion on certain topics. Therefore, it is necessary for a staff member to record relevant dialogue along with any criticisms and proposed solutions. This staff member can then extract the key takeaways from the lunch and present them through a newsletter email to the RPD staff. This will ensure that all staff members can be included and knowledgeable of major concerns, along with the willingness of leadership to discuss them. In addition, recording this information will allow for leadership to analyze future data coming in from other VOC channels to see if the topics they have discussed have led to any changes in overall concerns for the procedures and operations of the department (Appendix E, Figure 2).

**F. Easy-to-Use Community Surveys**

The biggest challenge of external voice of the customer is the slow and inaccurate survey results. This is because most people do not want to spend their time unless it is directly related to their own benefit. Inconvenient survey method such as direct contact or direct mail boosts avoidance of participation in surveys. Therefore, a new survey method is needed: Instant pop-up surveys.
The system, using location technology, sends out short sets of questions to smartphones along three themes:

1. Do you feel safe in your neighborhood?
2. Do you trust the police?
3. Are you confident in the Rochester Police Department?

The questions are pushed out technologically every day, around the clock. They’re available to be used on over 50,000 different smartphone applications and present themselves as eight-second, on-screen surveys.

People’s answers stream back to a private firm (Netbase) the department has contracted, where they are bundled and funneled out to the front-line commanders of Rochester police department. There, on desktop computers in station houses, commanders can absorb the findings — presented like a credit score on a scale from 100 to 900 — and lay them up against the old metrics: their neighborhood’s crime trends and their arsenal of police responses.

All surveys would be conducted anonymously as phone users would be served with programmatic ads inviting them into a survey based on their sector location and the app they are using. Respondents can provide their sex, race and age range, but neither the company nor the police obtain any additional personal information.
The example above shows the expected pop-up survey window

**G. Holistic VOC Tool**

Through our discussions with the Rochester Police Department we categorized the customer as being both internal and external. The internal customers are the people that make up the department across patrol, investigations and services. Those that are external we defined as being the taxpaying citizens of Rochester from those being brought in as offenders to those that are law abiding. Therefore any Voice of the Customer system that we recommend needs to incorporate feedback from both sides (be that response good or bad). The tool that we recommend is one originally built for an external audience, but has recently added robust capabilities that will include a level of transparency that the department currently lacks.
Netbase is a tool that was developed to track social media analytics for brands to measure sentiment, perception, and campaign performance. Using natural language processing (NLP) capabilities, Netbase is able to give companies consumer insights from the world's largest, ever-growing mass focus group: social media. In addition to social media, Netbase is also able to track reviews, message boards, CRM data, and chat logs. Essentially anywhere on the Internet where people are talking about the RPD this tool will be able to track and report. Recently, Netbase has released an addition to its platform specifically targeted at tracking the Voice of the Customer (VOC).

From an external standpoint, Netbase is designed to capture up-to-the-second data on what the citizens, press, and local media are saying about the Rochester Police Department. This information can be organized into customizable dashboards to track what people are saying, how people are feeling, the types of verbiage they're using to describe the RPD, and the types of kudos and complaints that are being discussed. In our discussions we were told that the RPD does a great job of external PR, specifically in those areas with higher crime rates. However, we were also told that there were some citizens toward the more suburban areas that felt underrepresented. Through targeted outreach on digital channels (as well as out in the field) Netbase would be the perfect tool to quantify the overall perception of the department within the community.
This could be done by encouraging offenders and non-offenders alike to honestly communicate feedback through their social channels or via survey. Survey systems such as Medallia and Qualtrics seamlessly integrate with Netbase, giving the department easy-to-read graphical data on areas that are strong or that need improvement. Making this data readily available to the public via social channels, newsletters or periodic communications already in place would give the community the confidence that their feedback is being heard, considered and acted upon.

Similarly, from an internal customer standpoint, this tool would be useful in restoring trust within the department in terms of soliciting feedback and taking actionable steps to implement those meritable suggestions. Some of the feedback we heard across investigations, services and patrol was that departmental surveys or suggestions were being taken but weren’t being acted upon. Essentially, responses were being asked for but then fell into a “black hole” where the common perception was that they were never again discussed or considered. Netbase would allow for more transparency within the department. We would advise that this graphical data collection be made public to the department as a whole.

During departmental meetings already in place or those that have been recommended, this would give the leadership a starting place for discussions and might help prioritize changes to be implemented. In addition to this, feedback heard through the Ombudsman or by superiors could be added anecdotally as part of these talks. By utilizing some of the recommendations stated earlier in conjunction with this tool for quantitative and qualitative tracking, we believe that you can improve the external feedback you’re currently tracking as well as reestablish internal trust while reinforcing RPD’s commitment to improvement.
IX. Conclusion

Through the utilization of these five tactics for establishing internal feedback loops, ensuring that all members of the external community are being listened and responded to, and in conjunction with a holistic Voice of the Customer tool to bring the insights all together, our group feels as though many of the issues we’ve heard over the last three months could be adequately addressed. To do so, however, the department at large needs to reestablish trust within the ranks. In addition, now more than ever it’s imperative to engage with the community where they are most present and, increasingly so, this means having an active digital and social presence. By establishing KPIs by which to measure success and being vigilant about instituting DMAIC into this process, we feel as though the department can make vast improvements in a relatively short amount of time.
X. APPENDIX

A. Conduct an Agency Alignment Study & Departmental Ombudsman

- **Figure 1**: Provides a visual representation of the four main forces that must align within the department. The agency alignment study is undertaken to ensure that the officers and employees of the department are aligned with the City, resident and department leadership’s vision and goals for the department. This step will clearly define challenges facing the department so that they can be prioritized.

- **Figure 2**: Ombudsman vs. Employee/Human Resources

<table>
<thead>
<tr>
<th>Ombudsman</th>
<th>ER/HR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unbiased, independent party. Seeks fairness/equity within the Department.</td>
<td>Represents and protect the interest of the organization.</td>
</tr>
<tr>
<td>Not formally a part of the management structure, so they can offer confidentiality. Can create awareness of the issue among decision makers.</td>
<td>Responsible for formally addressing issues on behalf of the organization; can’t always be completely confidential.</td>
</tr>
<tr>
<td>Plays no formal role in enforcing or deciding to implement policy.</td>
<td>Must ensure employees and leadership adhere to/apply policies and procedures.</td>
</tr>
<tr>
<td>Recommends issues to address, enables upward feedback &amp; issues detection.</td>
<td>Conduct investigations, create or modify policies for the organization.</td>
</tr>
</tbody>
</table>
Figure 2 explains some of the core differences between the role of a third-party ombudsman in contrast to traditional channels that address workplace challenges, employee relations or human resources.

- Reference 2: Randy Willis, Minnesota Sheriffs Association
- Reference 4: Ombudsman Association / Roles and Responsibilities http://www.ombudsassociation.org/resources/frequently-asked-questions
- Reference 5: Corporate Secretary / Is an ombudsman right for your company? https://www.corporatesecretary.com/articles/regulation-and-legal/12245/ombudsman-right-your-company/

B. Collect Internal Feedback Via Survey and Use Results to Take Action

*Internal Customer Satisfaction Survey from the International City/County Management Association*

This survey is not all-inclusive but can help provide ideas to generate a survey that will be useful to the RPD Services Division.
Internal Customer Survey

[Text in this courier font and brackets are comments for discussion only and are not part of the actual questionnaire. These are the actual questions we have used to gauge internal customer satisfaction with internal support units in our organization. We do allow the addition of more specific questions when warranted, but always maintain these generic questions as well. We have been very satisfied using this questionnaire.]

Instructions: Please think about your personal experience with the XYZ unit during the past year. Then select the appropriate response to each statement below, indicating if you Strongly Disagree, Disagree, Neither Agree nor Disagree, Agree, Strongly Agree, or if you have No Interaction with Staff of the unit when it comes to that particular statement.

<table>
<thead>
<tr>
<th>The staff of XYZ unit ...</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neither Agree nor Disagree</th>
<th>Agree</th>
<th>Strongly Agree</th>
<th>No Interaction with Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Communication)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>... are clear in their written communication.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>... are clear in their verbal communication.</td>
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<td></td>
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</tr>
<tr>
<td>... inform me of the information/services that they can provide.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Timeliness)</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>... keep me informed about the status of my requests.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>... deliver information/services at the agreed upon date.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Quality/Consistency/Accuracy)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>... provide high quality information/services.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>... provide accurate information/services.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Value)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>... provide information/services that I can use.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>... enable me to do my job more effectively.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Knowledge)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>... are able to answer my questions.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>... are knowledgeable.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Courtesy/Customer Service)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>... are approachable</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>... are courteous.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>... are helpful.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Post field training survey from the California POST-Certified Training Field Training Program Guide

This survey is not all-inclusive but can help provide ideas to generate a survey that will be useful to the RPD.
POST Field Training Program Guide – Volume 1

Field Training Officer (FTO) Critique Form

DATE: ____________________

<table>
<thead>
<tr>
<th>Trainee (last, first, mi)</th>
<th>Badge / ID</th>
<th>This critique is for Field Training Officer</th>
<th>Badge / ID</th>
</tr>
</thead>
</table>

PART A. PURPOSE

In an effort to ensure that each Field Training Officer (FTO) maintains a high level of skill, performance, and interest, this critique form is to be completed by the trainee. The purpose of the form is to provide objective feedback to the FTO so they can use the information to continue to enhance their teaching/training skills. It is imperative that these questions be answered honestly and directly. Field training officers will benefit by knowing the impression they have made on you, their trainee.

Your response to each item is important. Please take time to provide details about why you rated the FTO as you did. The more information that you can provide the better we can determine each FTO’s level of skill and their continued suitability for the position.

This critique form is confidential and will only be reviewed by field training program administrative personnel. The general content of the feedback (not your identity) will be relayed to the FTOs to assist with improving training methods.

PART B. FTO EVALUATION

1. The Field Training Program emphasizes two areas: Training and Evaluating Performance. Assign percentages (totaling 100%) to the amount of effort your FTO gave to each [e.g., Training=50%, Evaluating Performance=50% / Training=70%, Evaluating Performance=30%]

   Training: _____%   Evaluating Performance: _____%

On a scale of 1 to 5, rate the following:

2. Indicate how you perceived your FTO related to you:

   - I was just one of a number of recruits
   - Interaction was adequate
   - I was recognized as an individual

   Score: 1: Poor, 2: Fair, 3: Satisfactory, 4: Good, 5: Excellent

3. What type of role model was the FTO for you?

   Score: 1: Poor, 2: Fair, 3: Satisfactory, 4: Good, 5: Excellent

4. Was the FTO attentive to your needs, problems, or concerns?

   Score: 1: Never, 2: Seldom, 3: Often, 4: Usually, 5: Always

5. Rate the FTO’s knowledge of the training material covered:

   Score: 1: Poor, 2: Fair, 3: Satisfactory, 4: Good, 5: Excellent

6. Describe the FTO’s skill as a trainer and his/her training methods, such as handouts, visual aids, scenarios, role-play, etc.:

   Score: 1: Poor, 2: Fair, 3: Satisfactory, 4: Good, 5: Excellent

7. Rate the FTO’s ability to communicate with you:

   Score: 1: Poor, 2: Fair, 3: Satisfactory, 4: Good, 5: Excellent

8. Rate the FTO’s honesty, fairness, and objectivity in evaluating you:

   Score: 1: Poor, 2: Fair, 3: Satisfactory, 4: Good, 5: Excellent

A.10-1
### PART B. FTO EVALUATION continued

9. Describe the FTO’s method of critiquing your performance (verbally or in writing):

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOO NEGATIVE / TOO CRITICAL / UNFAIR</td>
<td>Satisfactory / Fair</td>
<td>Very Positive / Encouraging</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

10. Did the FTO work with you on areas he/she identified as deficient or where improvement was needed?

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>NEVER</td>
<td>Seldom</td>
<td>Often</td>
<td>Usually</td>
<td>ALWAYS</td>
</tr>
</tbody>
</table>

11. List the area(s) you consider to be the FTO’s greatest strengths (e.g., training skills, officer safety, codes and laws, report writing, etc.):

   

12. List the area(s) in which you feel the FTO needs improvement:

   

13. Were there any conflicts or inconsistencies with the FTO’s training and your academy training? 

<table>
<thead>
<tr>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>If YES, explain:</td>
<td></td>
</tr>
</tbody>
</table>

14. Did you experience any discrepancies between the FTOs? 

<table>
<thead>
<tr>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>If YES, explain:</td>
<td></td>
</tr>
</tbody>
</table>

15. Please list any additional comments or suggestions here:

   

---

Trainee Signature: ___________________________ Date: ___________________________

A.10–2
## Field Training Program (FTP) Critique Form

### PART A. PURPOSE

The Field Training Program personnel are dedicated to providing trainees with an effective training experience. Below is a list of questions pertaining to the training you received during the Field Training Program. The purpose of this evaluation is to present objective feedback to be used by personnel to improve and enhance the program’s effectiveness. Please read each question carefully and respond honestly and directly. Your candidness and comments will be appreciated.

Return the completed and signed evaluation to the FTP SAC:

| Supervisor [FTP SAC] |

### PART B. FTP evaluation

<table>
<thead>
<tr>
<th></th>
<th>Y</th>
<th>N</th>
<th>1. Did the orientation process help you prepare for the Field Training Program and did you understand the program’s expectations of you?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Please comment:</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Y</th>
<th>N</th>
<th>2. Was the length of the program adequate?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Please comment:</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Y</th>
<th>N</th>
<th>3. Do you feel that the program training you received was meaningful in relation to the job you are now doing?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Please comment:</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Y</th>
<th>N</th>
<th>4. Were there any areas of training you felt were ignored, or which should have been included or extended?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>If YES, which area(s):</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Y</th>
<th>N</th>
<th>5. Was the instruction and training provided by the FTOs generally consistent with one another?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Please comment:</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Y</th>
<th>N</th>
<th>6. Do you feel the documented evaluations in the program (DORs, Supervisor Weekly Reports, etc.) were beneficial for your development as a police officer?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Please comment:</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Y</th>
<th>N</th>
<th>7. Do you feel program personnel were objective in making evaluations, judgments, and decisions about you?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Please comment:</td>
</tr>
</tbody>
</table>

A11-1
Employee Engagement Ratings

The purpose of providing RPD employees the opportunity to rate the measurements of the Employee Engagement survey is to help RPD to prioritize their areas of focus for improvement.
Importance: Using the Dashboard, put in order each of the 15 metrics based on their unfavorable rating. If two metrics have the same unfavorable rating, then break the tie by putting first the one with the lower favorable rating. For example:

1) Business Process Performance
2) Survey Utilization
3) Communication

Survey Rating: Ask RPD employees to list all 15 metrics from most important to them to least important. Average the results. In the hypothetical results, the top three most important items are:

1) Communication
2) Leadership, Vision & Direction
3) Immediate Supervisor

Total: Add the two columns and divide by two, then sort in numerical order. The top 3-5 items are where RPD should spend their resources to address.
<table>
<thead>
<tr>
<th>Category</th>
<th>Unfavorable</th>
<th>Highest Favorable</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication</td>
<td>3</td>
<td>1</td>
<td>2.0</td>
</tr>
<tr>
<td>Leadership, Vision &amp; Direction</td>
<td>5</td>
<td>2</td>
<td>3.5</td>
</tr>
<tr>
<td>Fair Treatment</td>
<td>6</td>
<td>5</td>
<td>5.5</td>
</tr>
<tr>
<td>Business Process Performance</td>
<td>1</td>
<td>11</td>
<td>6.0</td>
</tr>
<tr>
<td>Reward for Performance</td>
<td>8</td>
<td>4</td>
<td>6.0</td>
</tr>
<tr>
<td>Department Head</td>
<td>4</td>
<td>10</td>
<td>7.0</td>
</tr>
<tr>
<td>Teamwork</td>
<td>7</td>
<td>7</td>
<td>7.0</td>
</tr>
<tr>
<td>Immediate Supervisor</td>
<td>13</td>
<td>3</td>
<td>8.0</td>
</tr>
<tr>
<td>Survey Utilization</td>
<td>2</td>
<td>15</td>
<td>8.5</td>
</tr>
<tr>
<td>Immediate Supervisor's Boss</td>
<td>9</td>
<td>9</td>
<td>9.0</td>
</tr>
<tr>
<td>Learning &amp; Development</td>
<td>10</td>
<td>8</td>
<td>9.0</td>
</tr>
<tr>
<td>Job Challenge</td>
<td>15</td>
<td>6</td>
<td>10.5</td>
</tr>
<tr>
<td>Engagement</td>
<td>12</td>
<td>12</td>
<td>12.0</td>
</tr>
<tr>
<td>Customer Focus</td>
<td>11</td>
<td>14</td>
<td>12.5</td>
</tr>
<tr>
<td>Performance Enablement</td>
<td>14</td>
<td>13</td>
<td>13.5</td>
</tr>
</tbody>
</table>
References:

Internal Surveys


C. Employee/Supervisor 1-to-1s

The following discussion questions can be used to guide 1on1 discussions. They are not intended to be a script to be followed verbatim, nor a form that needs to be filled out, but a guide to ensure key points are discussed.

A. Retrospective:

Discuss accomplishment of previous quarter’s action items.

What went well last quarter? Consider both an employee and department perspective.

What did not go well last quarter? Consider both an employee and department perspective.

B. Goal Setting and Planning:

Does the employee have any unaddressed training needs?

What are the employee’s short-term career goals (1-12 months)?

What are the employee’s long-term career goals (12+ months)?

Action items for Employee:

Action items for Supervisor:
C. Peer Roundtables

- None

D. Lunch & Learns

- **Figure 1**: Voice of the Customer Project Pipeline

  - Figure 1 shows a visual representation of the Voice of the Customer system. Channels in blue represent internal customers (RPD staff), and channels in purple represent external customers. These channels represent the overall voice. From these channels, key issues should be identified and prioritized (see Fig. 3.). Key issues should be brought up during the informal lunch to discuss gaps in the operations and opportunities to solve them. Identifying opportunities will lead to projects to change or improve the key issues.
- **Figure 2: Closed Loop System of Operations**

  Figure 2 shows a visual representation of the Closed Loop System of Operations. The RDP staff and public feed qualitative and quantitative information into the VOC system. This information should be used to align RPD strategy, and reinforce it through improvement projects. The results of the projects can be gathered through operations metrics. The new processes will then be performed by RPD staff and their outcomes will be experience by the public. The resulting VOC information will be gathered based on these new processes, resulting in a closed loop system.

- **Figure 3: Prioritizing Key Issues Graph**

  Figure 3 shows a useful tool to prioritize key issues synthesized from the VOC system. These issues can be placed into 2 categories – (X Axis) How easy is the issue to resolve, and (Y Axis) How much impact or benefit will resolving the issue have on the organization. The figure above shows 5 potential issues or projects and their placement on the graph. The quadrant they land in corresponds with a letter A,
B, C, or D. Quadrant A should be discussed right away – these issues are easy to resolve and will have a high impact. Quadrant B is quick wins – these will show progress but will have a low impact. Quadrant C is high impact issues but is not easy to complete. Make efforts to increase their ease of completion before tackling. Quadrant D is last choice – these have low impact and are not easy to complete. Periodically reassess placement of issues or projects based on any changes to the organization.

References:

- **Reference 1**: Kaplan, R. D. and D. Norton / Mastering the management system
- **Reference 2**: Sull, D. et al. / Why strategy execution unravels--and what to do about it
- **Reference 3**: Martens, S. / Change Management Tools and Techniques

E. Easy-to-Use Community Surveys
   - None

F. Holistic VOC Tool
   - See accompanying flash drive
Group 8

Project 8: Strategic Communication & Building Human Capacity to Improve/Innovate

TEAM MEMBERS:

BENJAMIN SPANIOL
MATTHEW STEMPEL
JOSHUA STEVENS
KEVIN STULTZ
MITHIL SUVARNA
IAN TAYLOR
ASHLEY TONINATO
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XII. Strategic Communication and Building Human Capacity

Our group is tasked with developing a strategic and operational communication plan to support and drive RPD forward. Through many discussions with RDP and our class our recommendations come down to four areas.

Those four areas include:

- Improve External Communications
- Improve Internal Communications
- Address Human Capacity Gaps
- Long Term Goals

Throughout this paper, we will discuss the current state of these areas, the steps to take to improve them, and guidelines for accomplishing those steps.

XIII. Recommendation A: Improve External Communications

The first step on the path to improving RPD’s overall communication is to make external communication improvements. We have identified three major areas that could be improved upon that will lead to the largest positive impact to RPD and the Rochester community. These include creating a social media presence, reformatting the quarterly newsletter, and creating touchpoints with the Probation Offices in and around Rochester, MN.

Recommendation #1: Create a Social Media Presence

Creating a powerful and successful social media presence is important for any organization. We believe that it presents an opportunity for RPD to improve their external communication with the public. Ultimately, our goal is to create a tool for RPD to engage with their community. Proper use of these accounts can be difficult, especially for an organization such as a police department. In this section, we will outline some protocol and best practices that will help RPD develop and maintain these accounts.

Currently, RPD has only a Twitter account and a Facebook page for their canine unit. The Twitter page is used as a message board to post important updates about road closures, park information, and various briefing updates for media outlets. The Facebook page in contrast has more pictures and emotional appeal posts about the dogs in the unit. Both have posts that we can continue to implement, but both can also be utilized to a higher potential. We recommend small tweaks to both.

Account control should be centralized to one or two people within the department. This will help ensure the quality of the posts as well as making sure that the rules and guidelines are being followed with interactions. We recommend that one person is hired or transitioned into a role
responsible for all external communication, and they would be responsible for this. Also, security is of utmost importance. Whoever is granted control over the accounts or dashboard if you choose to use one should have two factor authentications (or the like) to make sure the accounts do not fall into the wrong hands.

Establishing a set guide of best practices is essential when dealing with negative feedback. Not all criticism is bad, and prompt, clear, and compassionate responses can show the community that you are looking out for their best interest. Always thank them for their post, and if more detail is needed recommend a private message. Always stay calm and polite.

Social media can bring inappropriate content as well, and rules to deal with these situations should be firm. We recommend the following, but other rules can be established accordingly;

- Posts or replies with profane language will be deleted.
- Any racism or other hate speech will be deleted.
- Clear spam posts will be deleted.

Posts should be regular and clear. Longer posts and links should be positive, while smaller updates are still highly recommended. Examples are;

- Missing person update or notice
- Traffic incident
- Suspect in the area
- New member of the police department
- Department positive impact or success (the most common type of post)
- Links to articles or stories related to RPD
- Valuable information pertaining to the community

Occasional links to other department’s stories, longer articles, and embedded media can also be beneficial and increase interaction.

Around the country, police departments are starting to use Twitter and Facebook as modes of communication and interaction with their communities. Instead of only updates, the departments post stories about their officers, interact with comments (within guidelines), and build relationships. We highly recommend that RPD create and maintain a social media presence with Twitter and Facebook. This will boost the community reach and expedite the exchange of information between RPD and the community. Some good examples of police departments using social media to benefit themselves and their community can be found in the with the social media examples below.
Recommendation #2: Reformat Newsletter

The next area of focus would be to reformat the quarterly newsletter. Currently, these newsletters are long, around 20 pages, and have inconsistent structure and topics. These topics and ideas must be submitted to editors by a specific deadline, and can include:

- Note from the Chief
- Department update - K9 Unit, Narcotics Division etc.
- Community events - mock plane crash, supporting cancer
- New safety programs - crime prevention programs, cameras, etc.
- Employee information - new hires, promotions, retirements
- Milestones - weddings, children
- Passed officers
- Ads for upcoming events - BBQ volunteers etc.
- RPD Explorers, interns
- Holidays - Memorial Day, Flag Day etc.
- Historical information - police officers in the 50s, etc.

While not all this information is useful day-to-day, it is still important. The main issue stems from the newsletter attempting to take every possible topic and squeeze the information into this format, leading to the long length.

Our recommendation is to introduce simplicity and consistency for more effective messaging. The newsletter can still be done quarterly, but as more of a summary and review than a main source of news. While the audience of the newsletter would be internal to RPD or other Rochester entities, the content of the newsletter should be external facing. This means citizens and anyone outside of RPD would have access to the same articles. To accomplish this, the main source of information should come from the RPD website, preferably in an easy-to-find “News” section on the front page.

The newsletter would be sent internally, but it would not contain the full articles. Instead, each article title would be followed by a simple link users could click that would lead them to that article on the RPD website. This method would help save room and shorten the newsletter, and allow for the editors to “cherry-pick” key events and stories they want to highlight from the last quarter.

Using this method, RPD could eliminate any article deadlines, and deliver better, real-time, news and content through their website instead of every three months through a 20-page newsletter. Stories would be submitted as they came up, and not saved and forgotten about. Everyone could stay better up-to-date with what is going on in their community, while the newsletter would then serve to highlight important stories and events to RPD’s officers and employees, keeping them abreast of what is going out to the public if they don’t check the website often. A shorter, reformatted newsletter will create more traffic through the website.
Recommendation #3: Probation Office Touchpoint

Our last external communications recommendation is to adjust the ROCSTAT meeting. Our understanding is that in its current form, it has all but been discontinued. The purpose was to facilitate communication between the police department and other government agencies such as the parole office and the county courthouse. Unfortunately, other agencies didn’t reciprocate the work that the police department was putting into it so it felt one sided and thus deteriorated over time.

We recommend that this meeting is removed. Not enough information is being shared to necessitate quarterly meetings. Instead, a quarterly probation office visit should be instituted. A member of the intelligence unit will visit the probation office to get information on new parolees in the city. This was the most pertinent information that was shared at the old ROCSTAT meetings, and these visits will be more concise and require less prep work.

Finally, information for other agencies can be shared through the Strategic Quarterly review which group 6 worked on. Agencies such as State Patrol, Olmstead County Police Department, the county courthouse, the Rochester Fire Department, and the parole office should all be sent the strategic quarterly review. By receiving these reviews, outside groups can then send information as it is needed based on what is in the review. This will help alleviate the strain of scheduling and conducting a quarterly meeting.

The recommendations that we have made in this section will help RPD expand their external communication capabilities and refine the ones that are already in place. By building social media accounts on Facebook and Twitter, RPD will increase their reach and community engagement. Next, revamping the newsletter to a more concise document will help eliminate information overload and drive more traffic to the website and to their social media accounts. Finally, eliminating the ROCSTAT meeting and replacing it with quarterly parole office visits and strategic quarterly reviews will boost efficiencies and eliminate tedious prep work. These are by no means final solutions to all external communications as communications will always involve a certain level of ambiguity. They will however, provide a framework for RPD to build their community engagement and streamline their external communication practices.
Social Media Examples from other Police Forces:

Dallas Police Department
August 13, 2017, at 7:45pm
Critical Missing 16 Year Old Leslie Nayelli Renteria has been located and is safe.

Omaha Police Dept • @OmahaPolice • Aug 1
Love the fire shield on OFD Chief Olson’s SUV! #RockingtheBuffalo – at Westwood Heights Water Park

Milwaukee Police • @MilwaukeePolice • Aug 11
Congratulations to MPD Administrative Assistant Sally Kallas on her promotion this morning!

100% response rate
Typically replies within a few hours

Rochester Police Department News
Where Are They Now?
Hersh T. Hoaglan, RPD Explorer 1994-1996
XIV. **Recommendation B: Improve Internal Communications**

Improving Internal Communication is our next overall recommendation. One major way to improve communications is to focus on meaningful and consistent communication. Consistency is the key in this category. The resounding theme in the feedback received was a lack of consistency regarding internal communication. In order to do this, we’ve recommended looking at three ways of improving internal communication. They are to reformat the daily communication, have regular ILP updates, and communicate the overall strategy on a regular basis.

**Recommendation #1: Reformat Daily Communication**

The first way is to improve daily updates. The current state has patrol and services receiving daily updates about incidents from several different sources. The ways daily updates are communicated now are through DIR, IR, Daily Report Email, Mobile Alerts, Intel Web, and likely additional ad hoc communication. The high number of sources can cause both information overload and redundancy. What this most likely results in for the end user is skimming or skipping of information. This can be a problem if meaningful information is missed.

Our recommendations to reformat the daily updates include reformatting DIR, reducing the total amount of daily reports sent out, and reducing the number of sources sending out reports. We recommend reformatting DIR to simplify the report to something similar to the below mock report. The next recommendation is reducing the total amount of reports sent out daily. An effort to consolidate reports should ensure important information is not glossed over at the rate it may be now. Finally, reducing the number of sources sending out reports will improve communication internally. For example, some of the reporting should be posted on the Intel Web for officers to get themselves. This will allow information to be accessed by anyone, and will reduce the amount being pushed out to officers.

**DIR Report:**

<table>
<thead>
<tr>
<th>Case Assignment</th>
<th># of Cases</th>
<th>Page of Report</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investigation</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>Street Crimes</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>New Warrants</td>
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<td>6</td>
</tr>
<tr>
<td>IR Incidents</td>
<td>15</td>
<td>8</td>
</tr>
</tbody>
</table>

**DIR- August 12th 2017**
Recommendation #2: Regular ILP Updates
Our next recommendation for improving internal communication centers on ILP updates. The current state is irregular ILP updates consisting of "lengthy memos." The feedback gathered from officers is this can cause confusion and at times more work. This seems to result in an unclear understanding of ILP, and an association of ILP to unnecessary work.

Our recommendations here are relatively simple. Keep ILP updates brief and consistent unless there is urgent action to take. Consistent ILP updates will accomplish two things. First, with consistent brief updates, ILP should no longer be associated with unnecessary or extra work. The other thing consistent updates will bring is familiarity with the project. Officers will know when they’re getting an update and continue to stay up to date in the project. The exception is when there are urgent or action needed items. In those cases, the updates should be simple and clear. A mock ILP report is posted below.

ILP Report:

<table>
<thead>
<tr>
<th>Audience</th>
<th>Dept Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Message</td>
<td>New Collections Record created Attend training on September 21st</td>
</tr>
<tr>
<td>Value for RPD</td>
<td>More efficient tool to request and submit info</td>
</tr>
<tr>
<td>Strategic Priorities</td>
<td>Organizational Structure/Development Innovation Strategic Planning</td>
</tr>
</tbody>
</table>

Recommendation #3: Regular Cross-Functional Communication
Our final recommendation for improving internal communication is on regular cross-functional communication. Currently, projects are assigned in a variety of different ways. Some projects are detailed in excel spreadsheets, and others are simply verbally communicated. ROCSTAT is also intended to provide information sharing across departments, but this has not been well attended. This can result in miscommunication of project assignments and subsequently missed assignments.

Our recommendation is to communicate cross functional updates with the use of a quarterly strategic review that group 6 recommended. This will get leadership aligned on a semi regular basis, given the opportunity to communicate to other officers, and overall keep strategic initiatives moving.
Strategic Communication:

XV. 

Recommendation C: Address Human Capacity Gaps

Human Capacity is an important area for every company. Professional development and advancement of employees ensure knowledge is passed on and employee potential is utilized. Some of the feedback we gathered regarding Human Capacity centered around feedback and training. Regarding evaluations, employees felt they were not evaluated regularly or transparently. Regarding trainings, employees felt they had received some training but it had not had an impact on their work. Our recommendations for Human Capacity center on these two areas.

Recommendation #1: Timely and Regular Feedback from Supervisor

One of the ways of effective professional development of an employee is periodic evaluation of the work quality and providing feedback on how to address the gaps. These regular feedback sessions should replace the annual evaluation ratings that are in place currently. The medium for delivering this feedback should be a weekly or monthly 1-on-1 session between an individual contributor whether it is an officer or a detective with the supervisor. These sessions should be documented so that there is a record maintained about the gaps discussed and the corrective actions taken to address them. Shown below is a snapshot of a FTO Evaluation Software used to record the evaluation discussion.
During the end of year evaluations, the annual progression can be documented in a 9-Block format. A 9-block uses three levels for future potential and three levels for past performance. A combination of these two factors gives a scoring for the employee. These scores when done fairly will place the employee in one of the 9 sections defined in the chart shown below. Best practices across multiple sectors shows that while placing an employee in the 9-block scoring system, feedback must be solicited from multiple sources so that any negative bias from the supervisor can be countered by feedback provided by others.

The 9 block is a very effective way of communicating to the employee their current performance status and the effort required from them and coaching from their supervisors to move them in a particular direction. In most organizations, bulk of the employees lie in the contributor section and the ones with the star, rising star or emerging star are slated for leadership role. Also, the subject matter experts or the long tenured experienced employees usually fall within the expert or specialist section because of the tribal knowledge that they have accumulated over the years on how to navigate the system effectively and they can help the new employees with process and procedures.
Recommendation #2: Training
Create a core responsibilities documents for every level in the organization so that the expectation at each level is well defined. The document should also list the key and complementary skill sets required to be successful at every level. This document combines with the evaluation provides the employees important information on what are the critical items required to perform the job in an optimal manner and also develop a self-improvement plan. The below document provides an example of a Police Sergeant’s core responsibilities and job description.
As new officers join the force or others move laterally or vertically in the organization, a set of trainings need to be defined at every level which makes the transition to the new role easier. These could be classroom style training or self-training modules which explain the new job requirements and point to the right resources to help them be successful in their new roles. By providing the right training and having the correct tools at their disposal, the learning curve to be successful in the new role is drastically reduced and the employees are productive quicker.

Another key area of development training is leadership. As individual contributors move into supervisory roles, it is crucial to provide them with training on leadership techniques on how to deal with subordinates and provide vital inputs on developing them. Periodic training should also be provided on how to deal with stress related to one’s job and address them in a timely manner. Below is an article describing one of the trainings provided by a police department.

**Periodic Training Article:**

**Recommendation #3: Leadership and Recognition**

Use the 9-block chart to create succession plan for each leadership role just in case of any openings created due to unforeseeable circumstances. This need not be shared with the employees but still needs to reside at the Captains level to ensure continued leadership within the organization. In order to prepare the next line of leaders, they must be assigned temporary short assignments where they are assigned 3-4 people as they navigate through the task assigned and necessary mentorship is provided along the way to make this a successful experience and inspire positive feelings.
Another key motivator for continued improvement and exemplary service is recognition by superiors and peers. When there is a significant achievement award being presented to an employee, it needs to be publicized through social media, newsletter or any other internal communication. This helps build respect and recognition for the employees who have performed well beyond the call of duty. This helps set the stage for promotion and will be well received by everyone without resentment as everyone is aware of the excellent work done by the officers being promoted.

XVI. Recommendation D: Long Term Goals
While many of the recommendations discussed up to this point are intended to be implemented in the short term; two long-term recommendations for RPD are a Centralized Data Hub and a Strategic Messaging Map. These recommendations, as with any organizational change management are a journey, not a one-time event.

Recommendation #1: Centralized Data Hub
A Centralized Data Hub is data management tool that improves the collection, accessibility and dissemination of information. Through utilizing a centralized data hub, RPD will be able to better manage both the collection of information and better control the efficiency of distributing information to the appropriate parties. A centralized hub will allow more efficient communication by allowing parties to access only the information that is pertinent to them, and not get overloaded with emails and other reports. There are many out of the box systems that can be utilized, such as Microsoft SharePoint, Huddle and Google For Work, to name a few. Underpinning all of these models are improved communications.

Common features of such a platform are:

- Collaboration
- File Sharing
- Project Management
- Manage Business Processes
Microsoft SharePoint:

RPD can benefit from such a platform by utilizing it to

- Archive documentation
  - Meeting minutes
  - Regular reports
  - Job Descriptions
- Maintain calendars
  - Shifts
  - Meetings
  - Other events
- Generate internal/external surveys
- Collaborate and share information across departments
- Minimize information overload through efficiently accessing reports/information/documentation applicable to each individual
Huddle Collaboration Platform:

Recommendation #2: Strategic Messaging Map
Communication and messaging is an extremely important component in the success of all organizations. While some symptoms of ineffective messaging are evident, others can be difficult to observe. For this reason, utilizing a Strategic Messaging Map within RPD to help develop a communication structure would prove beneficial for all stakeholders.

A Strategic Messaging Map is a value-based communication framework that companies employ in all interactions with stakeholders. The foundation of such a framework is based upon consistency and simplicity. Simplicity leads to clarity within a communication framework, while consistency improves overall effectiveness through reducing opportunities for miscommunication. The goal is to ensure the message resonates with its intended audience. Remember: Effective Messaging = Simple + Consistent

Below (Titled: Strategic Messaging Map) shows the raw template for the Strategic Messaging Map being recommended for RPD. In completing a Strategic Messaging Map, it is important to define all terms, both internal and external, and not assume they are known by all involved parties. In filling in the template, order is important. Below are the steps that should be followed, along with sub references specifically related to RPD.

Examples are not all inclusive of the target groups, but have been developed as a guide.
1. Define your target customers.
   a. This would involve detailed stakeholders from the Departments organization chart.

2. Identify value categories for each target customer profile.
   a. Identifying value categories can be done through asking simple questions of: What does this target customer care about? What do they need? What info do they need to know?

3. Add detail under each value category.
   a. Under each value proposition, RPD should complete the four sections:
      i. Value Statement
      ii. Value Bullet Points
      iii. Product Features
      iv. Proof Points/Metrics
4. Define top tier messaging.
   a. The final step in the Strategic Messaging Template is filling out the high level, top tier messaging

Upon completing this Strategic Messaging Map, RPD should have a consistent and clear understanding of each functional areas needs and how internal communication is deployed to these areas. This map is a living document that should be updated and fine-tuned based on feedback from the listed shareholders. As functions and needs evolve, the strategic messaging requirements may change as well.

**Strategic Messaging Map:**
Strategic Messaging Map Definitions:

<table>
<thead>
<tr>
<th>Tagline / Headline</th>
<th>Catch phrase or product category definition. Ex: Best-in-class Marketing Automation Software (Marketo)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Slogan</td>
<td>Short, memorable phrase/statement that summarizes the company’s strategy. Ex: Drive Revenue with Accounts that Matter (Marketo)</td>
</tr>
<tr>
<td>Positioning Statement</td>
<td>How your product/company/brand brings value to customers in ways different from competitors.</td>
</tr>
<tr>
<td>25-word description</td>
<td>One sentence company description.</td>
</tr>
<tr>
<td>Business function</td>
<td>Business functions or departments involved in the buying process.</td>
</tr>
<tr>
<td>Titles</td>
<td>Titles of your target customers involved in the buying process.</td>
</tr>
<tr>
<td>Role in buying cycle</td>
<td>What role an individual plays in the buying process.</td>
</tr>
<tr>
<td>Value Category</td>
<td>Describe the value provided using two or three words.</td>
</tr>
<tr>
<td>Value Statement</td>
<td>One sentence value statement.</td>
</tr>
<tr>
<td>Bullet points</td>
<td>Value broken down into a few smaller items.</td>
</tr>
<tr>
<td>Features</td>
<td>Identify the exact product features that correspond with a particular value.</td>
</tr>
<tr>
<td>Proof points / Metrics</td>
<td>How success of delivering this value to customers can be measured, case studies of the customers with similar pains that were solved with your product.</td>
</tr>
</tbody>
</table>

XVII. Summary

Revamping Strategic Communication & Human Capacity is something that will happen over a long period of time. The purpose of this document is to provide suggestions and steps to take to improve these areas. As we stated in the paper, one of the themes to focus on is consistent and clear communication. Once a cadence is developed, both internally and externally, gaps in communication will become easier to spot and improve upon. We hope that by providing suggestions and best practices, you have a starting point to improve communication throughout your organization. Thank you for providing us the opportunity to work with you, and we wish you the best of luck in the future.

Thank you,

Benjamin Spaniol
Matthew Stemper
Joshua Stevens
Kevin Stultz
Mithil Suvarna
Ian Taylor
Ashley Toninato
XVIII. Bibliography


Group 9: Project Pipeline Management
Project Identification, Prioritization, Resourcing, and Tracking

Project 9: Project identification, prioritization, resourcing & tracking

Team Members:

- Tom Schwarze
- David Tracy
- Viet Tran
- Divya Varadaraj
- Kevin Weir
- Sam Werner
- Chunjie Zhang
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XIX. Executive Summary

The Rochester Police Department (RPD) and the Carlson School of Management (CSOM) have partnered to device opportunities for improvement with regard to how projects are prioritized, executed and tracked within the current RPD. This group within the operations management class has been tasked with providing a structure for the same, and through interviews with RPD, combined industry experience and classroom theories, we hope to present a set of tools that the RPD can then use to prioritize, track, monitor, evaluate and graduate each project in order to add tangible value and provide an improved experience for the stakeholders involved.
XX. Overview

Project Pipeline Management System

RPD and the Intelligence-Led Policing (ILP)’s Vision and Mission of “Working with the public to improve the quality of life in the community” is woven into the fabric of this proposal to make sure that inefficiencies within the department are reduced as much as possible so the department can truly focus on reducing crime and saving lives. As mentioned in the executive summary, the proposed project pipeline management system introduces a set of integrated tools for:

- Project Identification: Opening Project Creation to All Members of the RPD
- Project Ranking: Prioritizing Projects for Project Leadership
- Project Leadership: Managing Projects through the Pipeline
- Project Tracking & Evaluation: Measuring Current and Completed Projects
- Project Graduation & Documentation: Closing Out Completed Projects

![Project Pipeline Management System](image)

*Figure 1: Concepts and Components of project pipeline management system*

Requirements for Success

Some basic requirements in order to successfully implement this project pipeline management system across the RPD:

1. **Leadership at all levels must commit to this process.**
2. The missions and operational strategies of the department must be clearly defined and agreed upon in order to properly identify and rank projects.
3. The needs of both internal and external customers of RPD should be considered in order ensure value is being added.
4. An objective and quantitative evaluation of selected rating criteria must be conducted.
5. Projects will be documented and reviewed regularly, with key stakeholders involved.
XXI. Recommendations
Project Identification: Opening Project Creation to All Members of the RPD
A project is defined as a value-adding activity that will have a positive impact on both internal stakeholders and external customers of the RPD. It is critical to have a good ranking and prioritization system that can determine if, once a project is identified and entered into the system, it is viable to move forward in terms of priority, budget, vision, and other parameters that are critical to RPD’s success.

While the team recognizes that the traditional project management approach is to draw a “chart” then add it to a list, categorize, prioritize etc, however, based on discussions with RPD, the recommendation is to utilize a “Corporate Hopper and Tracking Tool” (Figure 2: A full excel sheet will also be provided to RPD with a sample project) to accomplish this. Since one of RPDs biggest roadblocks is dealing with paperwork and red-tape, this will smooth the process in terms of going straight to understanding the problem, prioritization and execution without the churn of excessive documentation and yet providing very clear visibility and accountability for each project. Everyone in the RPD should have the ability to add a new project to the hopper on a rolling basis and it will need to reside on a shared drive to which everyone in the department has read/write access.

“The Weekly Operations Meeting”, at which the police chief and department heads are involved, will be the forum where these projects can be reviewed, and ranked according to predetermined selection criteria (Figure 3: Ranking example and discussion in the next section). It will be important to communicate this process and provide instructions on how to enter a new project into the hopper to all employees in the RPD.

![RPD Project Hopper]

Source: 3M Lean Six Sigma Project hopper process
Project Ranking: Prioritizing Projects for Project Leadership

The next step in the project pipeline management system is to rank the projects objectively based on predetermined criteria that is outlined in the Project Hopper. The predetermined criteria is based on the RPD’s goals and operational strategies. These will need to be identified by the RPD first in order to consistently rank the project ideas that are being entered into the hopper. The Project Hopper file will be reviewed regularly by the command staff at “The Weekly Operations Meeting” (Ref: Group 6 meeting schedule recommendation). These meetings are 30-60 minutes in length and are owned by a rotating captain. Within the 15-30 minutes dedicated to discussing projects, this portion of the weekly meeting could be broken into three parts:

1. Discuss key projects (if necessary, update prioritization scores)
2. Captains provide updates on other non-key projects that their staff are the project owners of (if necessary, update prioritization scores)
3. New projects are presented, added to the tracker and scored.

This structure will provide the command staff enough time each week to focus on the highest scoring projects and provide updates on the other projects as needed. In the example shown below, the selection parameters are weighted with respect to the most important priorities to the department, such as, saving lives, budgetary constraints etc.

![Selection Parameters in the RPD Project Hopper](image)

**Figure 3:** Selection Parameters in the RPD Project Hopper

*Source: 3M Lean Six Sigma project ranking process*

The following questions could be a sample of what could define the selection parameters outlined above:

- How does this activity help internal/external customers?
- How do the results impact customers in both the short and long term?
- What is the level of urgency of customer needs?
- How does the project benefit ILP and RPD?
- What budget is needed? How will the budget be used?
- How will this activity improve/develop people?
Project Leadership: Managing Projects through the Pipeline

Each project in the “Project Hopper” will require a project leadership team assigned to it. The project leadership team will consist of two individuals: the Champion and the Manager. The Champion is a member of the RPD command staff (captain, lieutenant, or sergeant) whose primary role is to support and drive the project at the top level in the RPD. Part of the support will also be to collect the required resources to make the project a success. These resources include people and budget. The Manager should be the individual in the department that is best equipped to manage the day-to-day execution of the project. The responsibilities of the Manager include:

- Identify project milestones and timeline.
- Lead the design and execution of project tasks.
- Identify appropriate project team members.
- Assign tasks to project team members.
- Ensure tasks are aligned with the project goals.
- Encourage team members to efficiently reach project goals.
- Act as point of contact for project team members or other inquiries.
- Organize and facilitate project status meetings whenever necessary.
- Document project milestones and budget spend.
- Populate the Project Tracker and keep it updated over the execution of the project.

Project Tracking & Evaluation: Measuring Current and Completed Projects

The progress of projects can be divided into multiple phases according to the project roadmap and deliverables. A project phase review is conducted at the end of each phase. The review date and the expected milestones are determined by the RPD leadership and project team members after resources are allocated to the project. It is recommended that this be a formal governance process, depending on the duration of the project (weekly/ monthly/ quarterly). It is also recommended that the project manager be the owner of the project tracking matrix to have a single management contact as described in the project leadership structure above. Figures 4 & 5 outline examples of how the project tracking, timeline and completion could be evaluated at the governance and phase review meetings.

Figure 4: Project Tracking Format

Source: 3M Lean Six Sigma project tracking
Project Graduation & Documentation: Closing Out Completed Projects

Once a project has been evaluated and ultimately approved, it “graduates” from the pipeline and becomes operational. Appropriate personnel are trained in the operational project and put into place and resources become allocated.

Periodically, operational projects should be reevaluated to ensure they continue to practically meet the department’s needs and align with their stated goals. To that end, as with new project ideas, operational projects can be reevaluated using the tools and techniques laid out in this report. Projects can be periodically weighed against the department’s evaluation criteria to determine if they are still adding value. Since most of RPD’s projects are highly dependent on the community and social situations, it is recommended that this onus of re-evaluation of projects lie with the department chiefs to determine if specific initiatives need to be re-invigorated/revisited depending on the community’s needs.

XXII. Conclusion
A project pipeline management system has been proposed for use by RPD to identify new opportunities, prioritize projects, and track ongoing initiatives. This proposed system has the potential of assisting RPD in serving both internal stakeholders and external customers effectively, delivering results over the short and long term, successfully managing projects, as well as enhancing the philosophy of the ILP. This methodology has been successfully used at multiple Fortune 100 companies to successfully deliver millions of dollars’ worth of operational savings as well as, organizational streamlining. In the presentation that will be made to the RPD, there will also be a demonstration of a dummy project in the hopper to show close alignment to the methodology. The team has tremendously enjoyed working on such an impactful project and with the RPD, who have such demonstrated passion for the safety and security of their community.
XXIII. References


3M Lean Six Sigma Project Hopper and Project Management Templates

Project Management Hopper & Tracking Files - Provided Separately
About the course and instructor:

The course: MBA 6220 is a required MBA course in the University of Minnesota MBA Curriculum. The course takes a strategic view of operations in both a manufacturing and service context and stresses linkages to other functional areas. Topic areas include: Strategic alignment, new product introduction, voice of the customer, service & manufacturing processes, process analysis, lean, six sigma, theory of constraints, process & data analysis, measurement, quality tools, supply chain management, inventory management.

The instructor: Scott Martens has extensive experience leading shared services, training, strategy, operations, innovation and transformational change. He has served as a senior leader in the following organizations: Hennepin County, UnitedHealth Group, University of Minnesota, American Express, Ceridian and General Electric. Prior to entering the private sector, Scott served as a naval officer and aviator flying the S-3B Viking flying extensively off the carriers USS Nimitz and USS Enterprise.

Since 2000 Scott has been an adjunct faculty member for the University of Minnesota’s Carlson School of Management and College of Continuing Education. He has designed and taught MBA and undergraduate courses for both on-line and traditional instruction in operations, quality, supply chain management and managerial accounting.

Scott earned an MS-Management from the Naval Postgraduate School and a BBA-Accounting from Iowa State University. He is both a CPA and CPL (certified professional logistician). Scott has held numerous leadership positions in non-profit organizations.
Letter of Appreciation from Rochester Chief of Police, Roger Peterson

Dear Dr. Kingshuk Sinha:

I am writing to express my appreciation and thanks to the Carlson School of Management, the Supply Chain and Operations Department and Senior Lecturer Scott Martens. Scott provided a fantastic opportunity for the Rochester Police Department (RPD) and the impact of his efforts, along with those of his students, will be persistent and significant.

My staff noticed his work on innovation with Carver County, MN in 2016 and reached out to him for advice. He willingly met with them and offered to work with us for a semester. This summer, he guided his class through nine interconnected research projects that analyzed our operations, making value-added recommendations from an authoritative, outside perspective.

Upon completion of the course and receipt of the final presentation by the students, Scott then further assisted RPD by facilitating a day-long workshop session for RPD leaders, teaching us a number of tactics and methods for analysis. Most importantly, he helped us determine the best starting place for the many organizational improvement recommendations provided by the class. This was far above and beyond anything required or expected, and reflects very highly on your department.

I would be remiss if not also mentioning our appreciation for the students that participated in this project. Staff at RPD praised their intellect, engagement and quality throughout the project. We all understood that this project was a little outside the typical MBA student’s expectation from a class, but one wouldn’t know from their efforts and final product; phenomenal all.

I very much appreciate the willingness of Scott Martens and his students to help RPD work on implementing our business-like strategy and improving communications through this change. Their energy, effort and results were beyond our expectations and were a fantastic example of outreach.

Sincerely,

Roger Peterson
Chief of Police
Rochester Police Department