

NCCSIF PRMC

Improving Police Performance *Make Your Reputation by Intent, Not Accident*

May 2, 2024

*“If you want to achieve excellence, you can get there today.
As of this second, quit doing less than excellent work.”*

Tom Watson Jr.
Founder, IBM

Getting Better



While we all want to get better – the questions are: what is “better,” and how can that be done? Spend a couple of minutes with a neighbor to discuss it.

The Future is Just a Moment Away

- William Rogers wrote his friend, James Day, on April 14, 1912, from the HMS Titanic. “Just a line to show I’m alive and kicking. It’s going grand! It’s a treat.”

The Titanic went down the next day. Rogers died and his body was never recovered.



Four Things About HMS Titanic

Wrong Mission

Poor Design

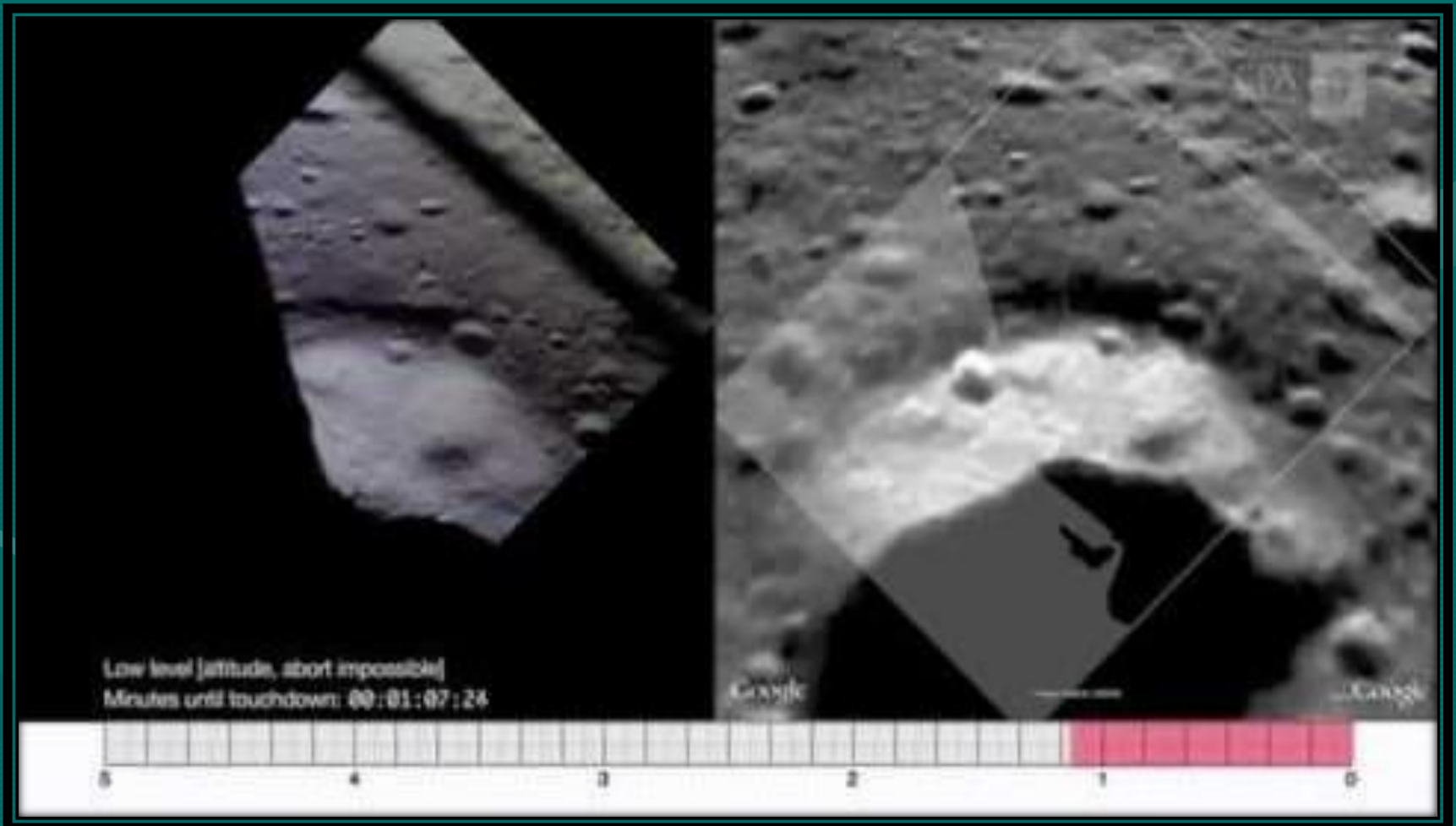
Poor Equipment

Poor Leadership



Every Call Can Be the World Series

Prepare, Prevent and Perform



Improvement Needed Now

The Chief is concerned about the quality of first line supervision. Based on recent incidents, she believes that the existing selection process is flawed. She has tasked you with developing a new sergeant's test.

Take 10 minutes and develop a new sergeant's test. Be prepared to explain your choices.

Improvement Law #1

Design Leads to Content...

All systems produce exactly what their design dictates. They are efficient. If you want something different, you must change the design.

The Auditing Mindset

Auditing is a means of revealing the weak or stress points of the organization that may not be hurting right now, but may fail under the right conditions.



(Think Challenger Space Shuttle...“O” rings)

It takes us from a quality control perspective to a quality assurance perspective; from “investigate and correct” to “anticipate and develop.”

Things about Systems

All systems degrade over time and must be maintained, changed or discarded.

Most significant events are systemic in nature, not aberrant behavior inside a good system. Most of the time, it's the barrel, not the apple.

Take Ten and Relax



Five Ways to Get Better Now

- Define the mission clearly & follow it: This is our business. Work toward this.
- Eliminate “re-work.” It was not done right the first time. Can you explain why?
- Stop any rogue behavior: Agency standards are designed to be met. How we do it counts.
- Adhere to all policy: It is part of the work design. It is our contract with the public.
- Reduce variation in core processes: Alignment must exist before we can move forward as a group.

Four Things that Drive Outcomes

What is measured?

How is “good” defined?

Who is accountable for what?

Who is the role model?



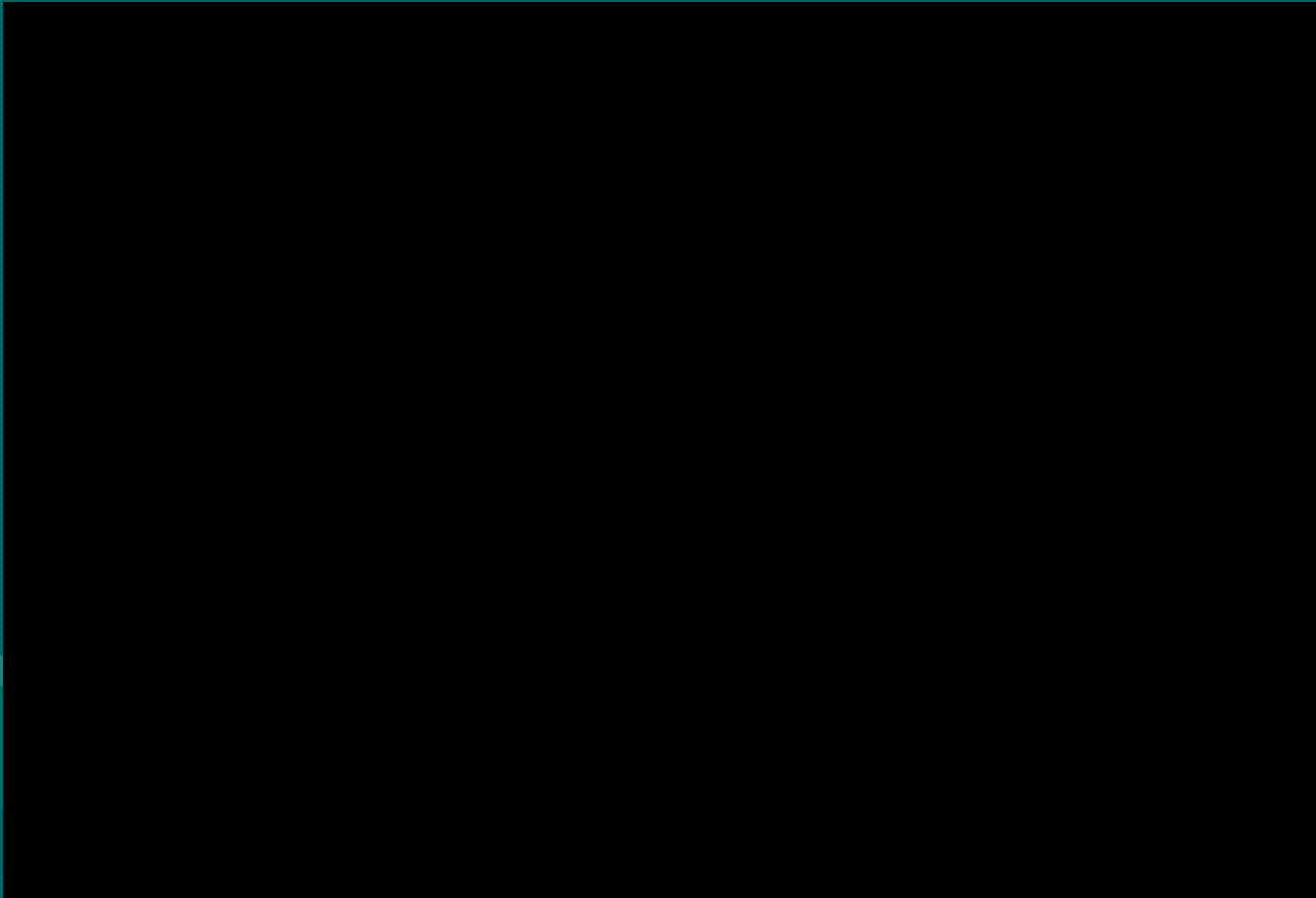
Improvement Law #2

Do Not Foster a Fire-Fighting Culture

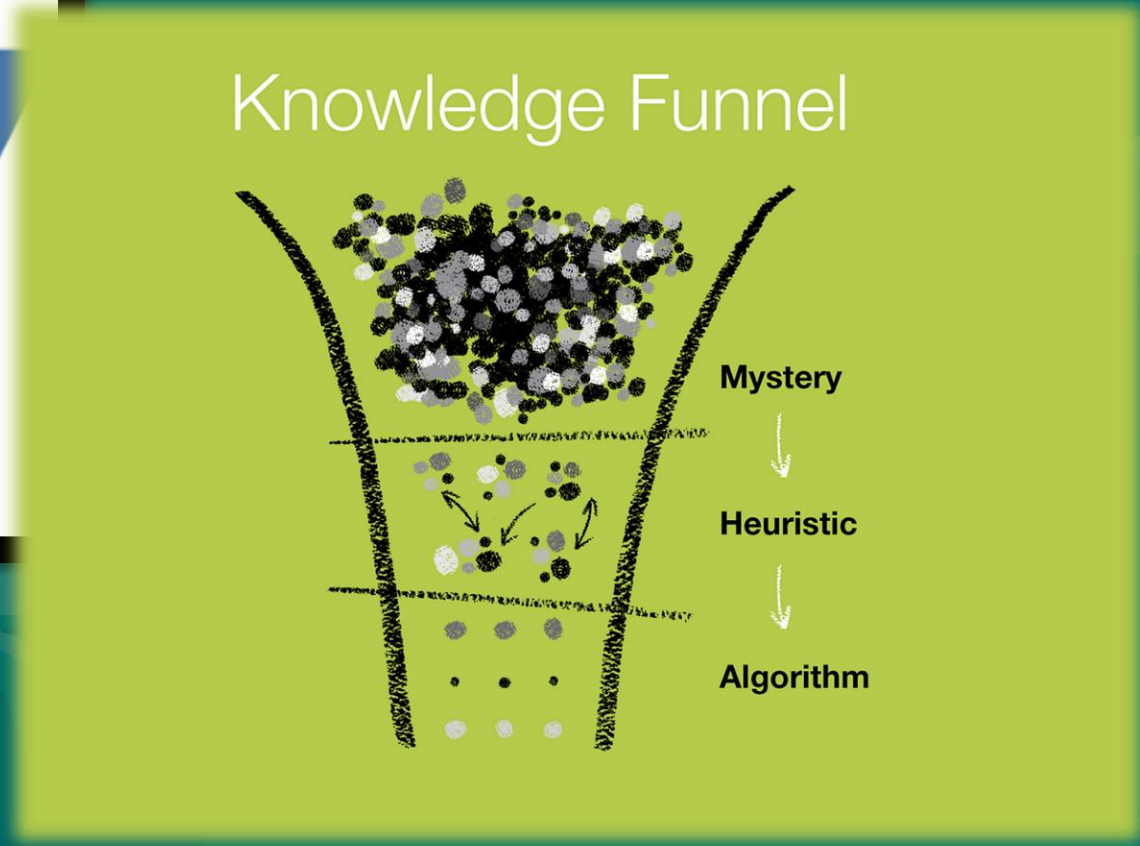
The mission drives all improvement and innovation. Make improvements that are needed now. Everyone is expected to be involved. No one is excluded because of rank, tenure or the organization's hierarchy.

Make Your Reputation by Intent,
Not by Accident

The Future is Now



How to Get Started



Where Do We Start?

Once we decide to conduct an audit, the obvious question is, “where do we start?” or, in other words, where is the data?

Library of Congress



Puzzle

Puzzles presume missing information that must be obtained to understand the issue. This requires energy, time and patience...



Mysteries

Mysteries generally have sufficient information present. They require judgment, insight and heightened awareness...



Auditing provides course correction
...before the iceberg appears





A recruit training system...

L.A. Times: *“Shortage of deputies could threaten LASD’s reform agenda”*



A Final Thought

“Sunshine is the best disinfectant.”

Justice Benjamin Cardozo

U.S. Supreme Court