

Breaking New Ground in Law Enforcement

Revolutionizing the Way a Major Department Manages its Operations

Author: Amy Sobey, Partner

One of the oldest Federal Law Enforcement agencies in the United States sought Waypoint Consulting Group's assistance in improving the operational efficiency and effectiveness of the Department against its ability to execute its mission and simultaneously identify the appropriate sworn and operational civilian manpower levels required to optimize security. The Leadership of the Department recognized that in order to become a premier law enforcement agency, it would have to get a firm hold on its operations and transform the management of the Department from reactive to proactive.



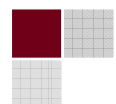
Introduction

One of the oldest Federal Law Enforcement agencies in the United States sought Waypoint Consulting Group's assistance in improving the operational efficiency and effectiveness of the Department against its ability to execute its mission and simultaneously identify the appropriate sworn and operational civilian manpower levels required to optimize security. The Leadership of the Department recognized that in order to become a premier law enforcement agency, it would have to get a firm hold on its operations and transform the management of the Department from reactive to proactive. In doing so, Waypoint supported the Department to accomplish the following:

- Develop an overall law enforcement operational manpower deployment & utilization plan that incorporates:
 - Capability to respond to changing needs & threats
 - Considerations for locations, shifts, holidays, etc.
 - Utilization of alternative work schedules
 - Alternatives to address shortages in FTE
- Develop the criteria, information, activities and infrastructure necessary to optimize staffing across the department
- Enable the Department to identify ways to automate manpower needs & deployment processes
- Reduce costs by instilling decision criteria for additional duties, determining appropriate ratio of civilian to sworn and outsourcing opportunities
- Design a competency model aligned with performance management and process improvement cycles.

Transforming Law Enforcement

Since 2001, the Department saw unprecedented growth in both sworn officers and civilian personnel. It had transformed from an agency with primarily law enforcement and security functions into a complex anti-terrorism focused organization requiring additional capabilities in Force Protection and Security, Intelligence, Surveillance, Counter-Surveillance and Emergency Incident Response. Following the events of September 11, the Department rapidly acquired new technology, equipment and manpower without ever having defined the requirements or effective use of those resources. This action led to the development of siloed organizations with Bureaus and Divisions that were operating independently. Organizationally, this created a lack of consistency and clarity of roles and responsibilities resulting in decreased accountability, and no consistent decision structures to determine how manpower was deployed. These factors put a strain on the effective overall management of the Department and hampered their ability to justify and validate their current and future operations and budget requirements.



Most law enforcement agencies see themselves as unique and unlike any other 'traditional' business. Often they are reluctant to adopt standard business management practices to run their organization and rely more heavily on experience and gut feel when managing resources and operations. Unfortunately for this Department, that type of management has the potential of dire consequences. The Department's Leadership understood its inherent business nature – it served a community of taxpayers who were their customers, they provided a service of security and peace keeping to those customers and they had to be accountable to effectively develop and manage a budget that supported the delivery of that service. The Department needed to transform itself as a trusted and responsible business organization to its Stakeholders; capable of defining current requirements and future needs supported by a risk/reward model.

Getting it Done

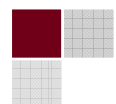
Waypoint Consulting Group worked side by side with the Department on all aspects of the transformation. A "co-lead" model was deployed, in which every key leader or manager on the client team had a direct counterpart on the Waypoint Consulting team. This model provided close coordination on all project activities and significantly increased the likelihood the Department would be able to operate on its own once the project was complete. Project teams were established and comprised largely of internal resources within the Department to develop the overall solution. By using a blend of both sworn and civilian resources across the entire Department, from Officer all the way through the Chief of Police, we are able to:

- Utilize their experience and knowledge of the current requirements and priorities to support the effort and the development of the implementation plan
- Build knowledge and capability in internal Department staff that could be leveraged as the implementation moved forward
- To drive Departmental ownership, accountability and visibility for results

Finally, efforts were coordinated with teams across different parts of the Department's other initiatives to work seamlessly to achieve the Department's overall objectives that resulted in a cohesive, unified strategy.

Turning Insight into Action

The team developed a comprehensive operational plan that outlined detailed processes, procedures, roles, responsibilities and process measures that enabled consistency across each Bureau and Department. Additionally, each operational process depicted key points of risk or failure which linked to the development of Internal Controls. These Internal Controls allow the



Department to better audit the execution of the process, deploy corrective actions and ensure further consistency across the Bureaus.

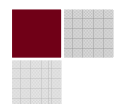
Through defining clear processes, procedures, roles and responsibilities, the Department was better able to identify the skill sets and behaviors required of each employee to perform their job. This understanding translated into the development of a Department-wide competency model. Competency models create value by establishing a common performance standard and by linking development activities to organizational goals in a clear, consistent and connective manner.

A key driver of the development and implementation of this Department's competency model was the desire of Leadership to standardize expectations for success enabling employees to self-manage their performance. This model was integrated with the performance management process across both sworn and civilian employees allowing the Department to:

- To create a common language across the enterprise
- To define what 'premier' looks like
- To provide a standard way to assess and develop talent across the entire organization
- To ensure consistency across the organization in terms of expectations for core and leadership behavior
- To allow for the alignment of performance and development processes

The final component of this project was to determine the amount of FTE (manpower) required to meet the business processes and requirements defined by the project team. In prior years, the Department was never able to validate or justify its requests for additional manpower to its Stakeholders. Utilization of existing manpower or requests for additional manpower was rarely based on hard requirements or risk mitigation. The methodology the Department was using to deploy its current manpower resulted in a deficiency of 129,905 hours for average officers and close to double that for officers in Specialty Units. The Department began each fiscal year in a substantial deficit that had to be supported through utilizing unplanned and unbudgeted overtime.

Through the project's methodology, the Department was able to understand true requirements of each officer in the workforce and was be able to accurately measure and determine the amount of manpower needed on an annual basis as well as for planned and unplanned events.



Adoption and Acceptance

Waypoint Consulting Group has found that the key to achieving the desired results of any large project or initiative is the ability of the client to welcome change, find benefits in the changes, and quickly adapt to the new tools and processes. Therefore, it is very important for the project management team to constantly measure how the initiative is impacting the organization, e.g., effectiveness of knowledge transfer, employee morale, significant improvement in productivity, correct use of tools, and output. It is equally important to facilitate the appropriate level of communication within the organization to help drive enterprise-wide change in a way that positively impacts the end result in keeping with the strategic goals.

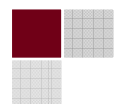
Waypoint Consulting Group initiated and facilitated a series of activities to help the Department adopt the new processes. These activities largely contributed to the acceptance of the project and the transformation of managing the Department proactively. Example activities included:

- Weekly meetings with mid-level management to review new operational processes and gain guidance and feedback
- Monthly meetings with Process Owners responsible for execution and measurement of the process to gain guidance and feedback
- Monthly meetings with Executive Leadership to gain approval of processes
- Cross-functional Leadership training in process management
- Utilization of additional SMEs outside the project team
- Integration with other related Department initiatives and project teams
- 1x1 meetings with mid-level to senior level management to address concerns
- Project updates and news disseminated to the entire Department through bulletins, memos, roll-calls, emails, All-Hands and Town Hall meetings

The structure of the project was created so that nothing was constructed behind closed doors or in a vacuum by consultants who didn't understand the business of the Department; rather, it was developed by people from across the entire Department with feedback from Process Owners and other leaders in the Department. Additionally, we focused heavily on analyzing the organization, culture, and people that proved critical in order to gain organization-wide support for the project.

The Bottom Line

Waypoint Consulting Group enabled the Department to complete its one-year transformation effort. The Department designed /modified processes in line with the core mission as its defined today, enabling the Department to become a premier law enforcement agency. If that mission



changes or environmental circumstances change, the processes or pieces of the processes may no longer apply. With any organization focused on managing through process, a rigorous and disciplined approach needs to be taken with regard to measuring the effectiveness of each process, and the resources executing it, against the requirements of the organization.

Through this Department's dynamic understanding of defining, measuring and improving processes aligned with the changing risk and vulnerabilities, they are better able to adjust processes or operations in a proactive vs. reactive manner. This effort did not end with the completion of this project but focuses on continual improvement using the new skills and tools this Department gained during this endeavor.

Contact Information

For more information, please contact:

Frank Nibley, Partner

Waypoint Consulting Group, LLC

Denver, CO

Tel: 303-330-0302

Email: fnibley@waypointcg.com

Amy Sobey, Partner

Waypoint Consulting Group, LLC

Denver, CO

Tel: 303-330-0412

Email: asobey@waypointcg.com

This publication contains general information only and Waypoint Consulting Group LLC is not, by means of this publication, rendering business, financial, investment, or other professional advice or services. This publication is not a substitute for such professional advice or services, nor should it be used as a basis for any decision or action that may affect your business. Before making any decision or taking any action that may affect your business, you should consult a qualified professional advisor. Waypoint Consulting Group LLC, shall not be responsible for any loss sustained by any person who relies on this publication.

