

Transforming the Training System

Developing a training function aligned with and proactively supporting strategic objectives

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A Federal Law Enforcement agency, responsible for protecting one of the number one terrorist targets in the world, partnered with Waypoint Consulting Group to develop and implement a formalized structure to improve the overall effectiveness and efficiency of training at the Department. To support the agency's mission to detect, deter and mitigate domestic & international terrorist threats, they needed a training system that would enable the workforce to reach new levels of performance. They needed to be able to out-think, out-prepare and out-perform against an enemy that very nearly destroyed all of its targets on 9/11 and is committed to keep trying until it succeeds. To support that mission, the agency was committed to developing the best training to help its officers detect, deter, assess, respond to and mitigate any threat.



Introduction

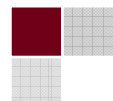
A Federal Law Enforcement agency, responsible for protecting one of the number one terrorist targets in the world, partnered with Waypoint Consulting Group to develop and implement a formalized structure to improve the overall effectiveness and efficiency of training at the Department.

Since 2001, the Department had seen unprecedented growth in both sworn officers and civilian personnel and had transformed from an agency with primarily law enforcement and security functions into a complex organization with an anti-terrorism focus requiring additional capabilities in Intelligence, Surveillance, Counter-surveillance, Hazardous Response, Incident Response, etc. The resulting increase in personnel and transformation of the Department had led to geographically dispersed locations of Bureaus and accelerated training and certification requirements. These factors put a strain on the current model of training management as demands for emerging specialty skills led to the decentralization of training as Bureaus developed their own in-house training divisions to meet those needs.

The Leadership of the Department identified three key elements that drove the need for a strong focus on training and standardized processes to support its execution:

- The next terrorist attack is not a question of *if* but when. Every day since 9/11 is one day closer to that attack
- When that attack comes, terrorist success in reaching agency's jurisdiction will mean that all the other federal agencies with national security and law enforcement missions will have failed
- Anticipation and preparation for this attack must include facing an enemy that is highly trained, possibly using tactics the agency has yet to face, and who is committed to giving their lives to succeed

To support the agency's mission to detect, deter and mitigate domestic & international terrorist threats, they needed a training system that would enable the workforce to reach new levels of performance. They needed to be able to out-think, out-prepare and out-perform against an enemy that very nearly destroyed all of its targets on 9/11 and is committed to keep trying until it succeeds. To support that mission, the agency was committed to developing the best training to help its officers detect, deter, assess, respond to and mitigate any threat.



How We Helped

Waypoint Consulting Group worked side by side with the Department on all aspects of the project. 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 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:

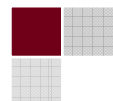
- Utilize their experience and knowledge of the current requirements and priorities to support the effort and the development of the implementation plan
- Build knowledge and capability in internal Department staff that could be leveraged as the implementation moved forward
- To drive Departmental ownership,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

Additionally, 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.

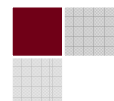
Before redesigning any processes, the project team began by identifying key opportunities for improving the effectiveness and efficiency of training across the Department. The team evaluated specific areas that impacted how training was currently being deployed including:

- How training needs, requirements and priorities were determined
- How training budget decisions and resource allocations were made
- Methods and criteria for participant selection
- Responsibilities for administration and delivery of training
- Vendor selection and evaluation criteria
- Process to evaluate training effectiveness
- Process to assess how training translated into work performance

The project team identified several key opportunities that would have the greatest leverage and impact for improving training that resulted in the development of six new processes for the agency. These six business processes, all integrated into the overall training system, conformed to the Department’s “Rising to the Challenge” vision to build *standardized, uniform* and *repeatable* business processes that are *validated* and *transparent* in terms of how results are obtained.



Newly Designed Processes	Key Characteristics
Training Needs and Priorities	<ul style="list-style-type: none"> ▪ Integrated with all operational requirements ▪ Develops the workforce through alignment of competencies and skills with operational requirements ▪ Ensures mission readiness with a standardized, uniform and repeatable way of identifying training needs
Training Resource Management	<ul style="list-style-type: none"> ▪ A systematic way of matching requirements to resources, using a structured business case approach ▪ Resource allocation according to a Department-wide integrated priority list ▪ Validated spending plans to ensure fiscal accountability
Source Selection and Evaluation	<ul style="list-style-type: none"> ▪ Provides a Global search capability – all possible sources can be considered ▪ Facilitates coordination of all training efforts to capitalize on finding the best source of best practices – distributed to recipients – without redundancy ▪ Builds a selection method that uses validated performance data
Participant Selection	<ul style="list-style-type: none"> ▪ A structured business process to select candidates per training requirements ▪ Objective criteria for selecting participants for non-mandatory training
Evaluation and Measurement	<ul style="list-style-type: none"> ▪ Timely, relevant metrics ▪ A standardized, consistent process for evaluating the overall training system in terms of mission needs ▪ Tailored measures for unique needs of Bureaus/Offices ▪ Measurable input into future planning
Training Administration	<ul style="list-style-type: none"> ▪ Universal information management tool that ties all training into one calendar, one scheduling mechanism and one database for recording training ▪ Visibility of all Departmental training needs and capabilities to meet the needs ▪ Linkages to facilitate comprehensive management training requests



Making it Work

The project team was chartered to develop and implement a training structure and key processes in order to improve the overall efficiency, effectiveness and quality of training. 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 to design the appropriate training plans.

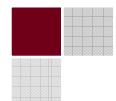
The structure of the project was created so that nothing was constructed behind closed doors or in a vacuum by consultants who didn't understand the business of the Department; rather, it was developed by people from across the entire Department with feedback from Process Owners and other leaders in 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

By formalizing training processes, linking them to the strategic plan and integrating them across the all Bureaus, the Department gained:

- Better visibility and accountability of training results at all levels of the Department
- Enhanced management control of training resources
- Ability to share best practices and leverage lessons learned across the Bureaus
- Ability to provide stakeholders with valid and reliable information on the effectiveness of internal controls

The Department realized by transforming their disparate, ineffective training system into a standardized, measureable operation, they were able to equip their officers with the timely training to deter, detect and assess threats more effectively and respond to and mitigate attacks with greater skill. As the implementation of these new processes continues, they will be integrated into the Internal Controls Program and Outcome Performance Measurement systems to ensure achievement of mission outcomes.



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