

# IMPLEMENTING **POP**

Leading, Structuring, and Managing  
a Problem-Oriented Police Agency

Michael S. Scott  
and Stuart Kirby



**COPS**  
COMMUNITY ORIENTED POLICING SERVICES  
U.S. DEPARTMENT OF JUSTICE



Center for  
**Problem-Oriented Policing**

## **Prepare yourself and the organisation**

1. Know the basic arguments for POP
2. Understand why POP implementation can fail
3. Understand how POP relates to other policing concepts
4. Understand how problem solving fits with other policing modes
6. Know your agency's strengths and limitations
7. Articulate your vision
8. Manage organisational change
9. Clarify roles and responsibilities
10. Get the right people and train them properly

## **Put POP in action**

16. Affix responsibility for addressing problems
17. Provide administrative support for problem solvers
18. Manage officers' time to facilitate problem solving
19. Cultivate and manage effective partnerships
20. Document POP projects
21. Recognise and celebrate successful problem solving

## **Structure your agency to facilitate POP**

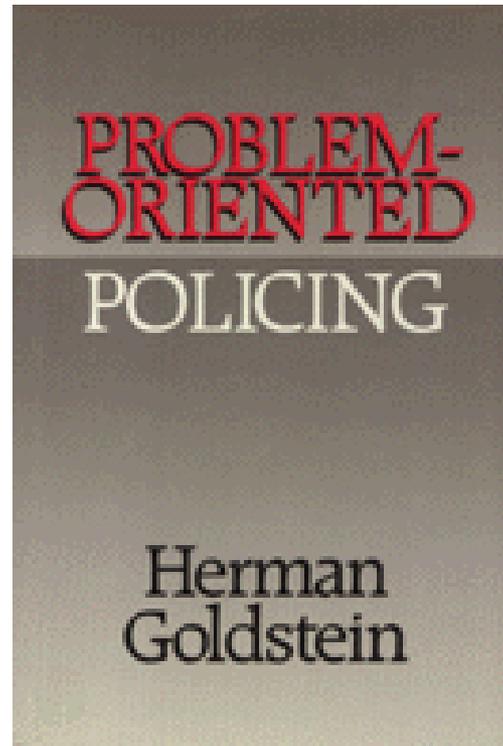
10. Decide whether to specialise or generalise problem solving
11. Decentralise the organization where possible; centralise where necessary
12. Develop systems to identify and define problems
13. Develop the agency's capacity to analyse problems
14. Develop the agency's capacity to assess problems
15. Optimise employee performance

## **Make POP part of your legacy**

22. Monitor organisational change
23. Cultivate constituencies for POP
24. Instill organisational values and habits conducive to POP
25. Develop your successors

# **Prepare Yourself and the Agency**

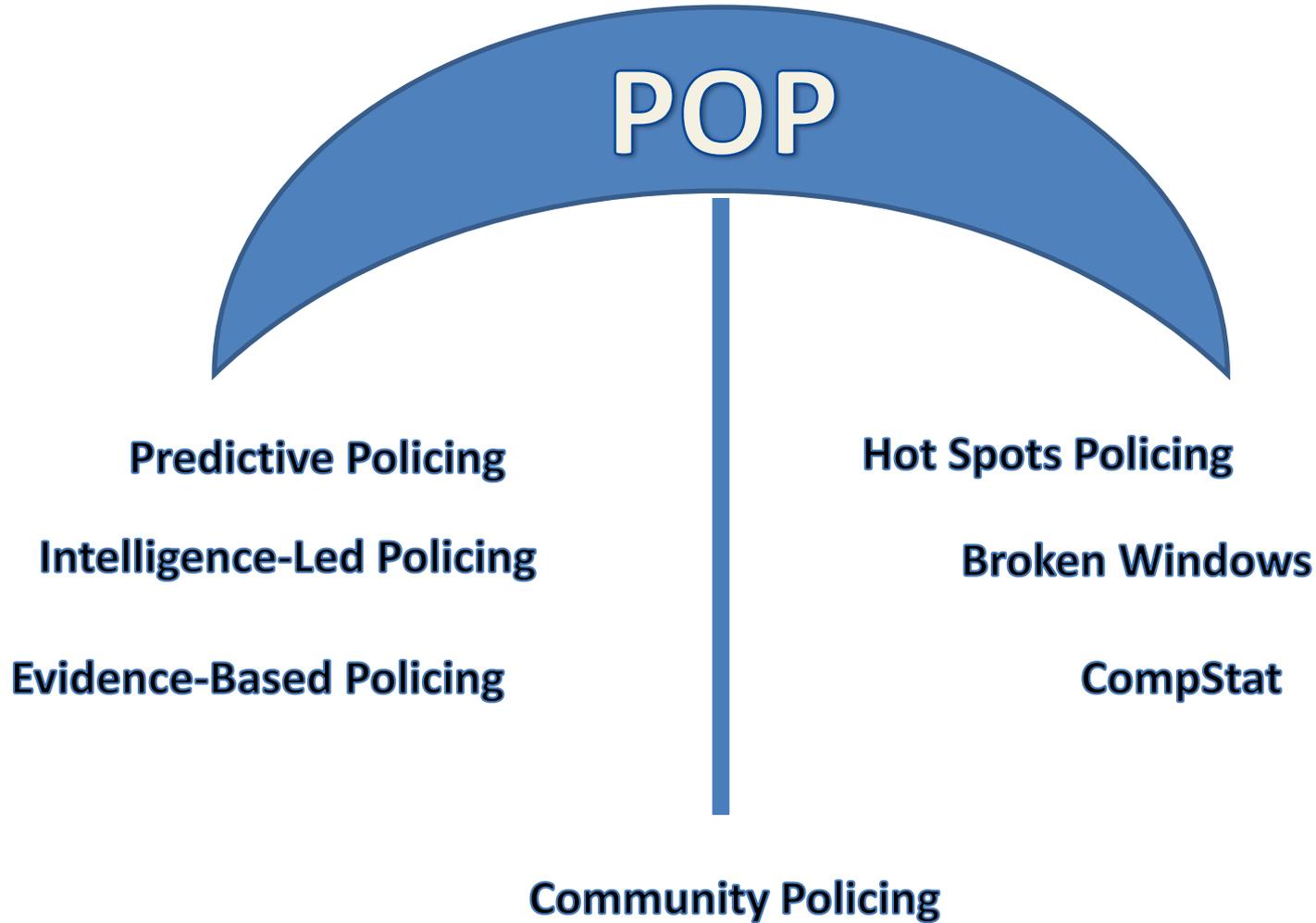
# 1. Know basic arguments for POP



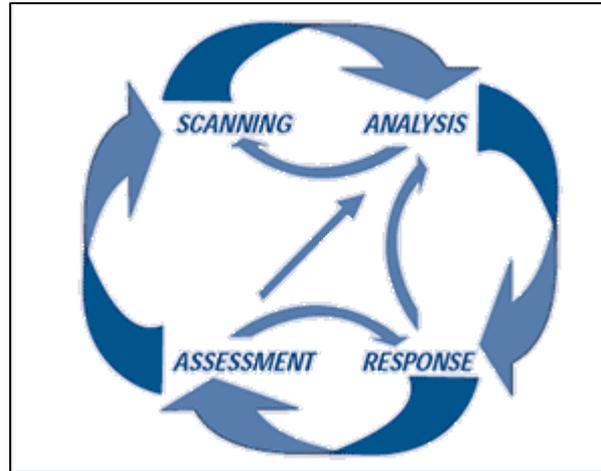
## 2. Why POP implementation can fail

- Urgent overwhelms the important
- Persistent emphasis on enforcement over prevention
- Inadequate leadership & support
- Champions leave, not replaced
- Reform burnout
- Officers don't accept POP as "real police work"
- Inability to work with outside partners
- Political turmoil

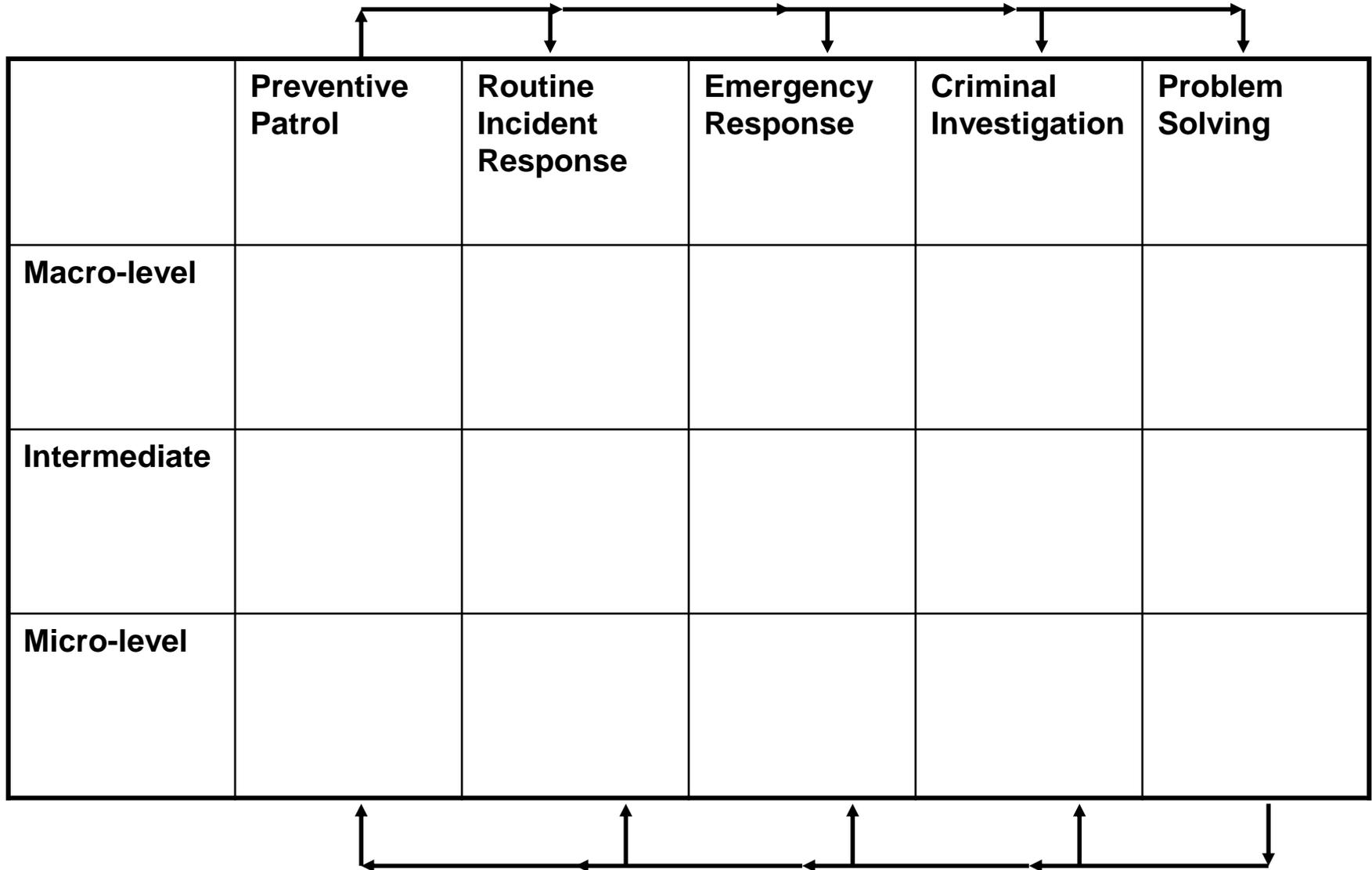
# 3. How POP relates to other concepts



# 4. Problem solving & other policing modes



# Modes and Levels of Police Work

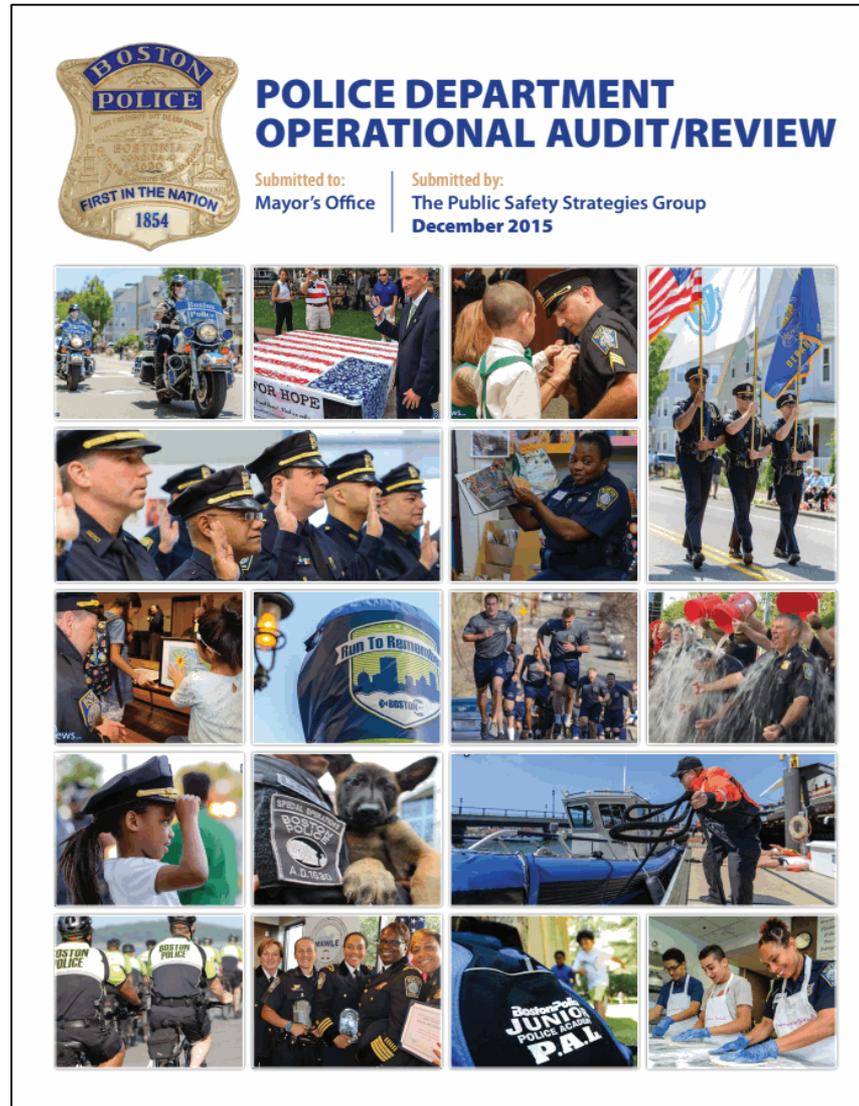


<b>Operational strategy</b>	<b>Work Unit</b>	<b>Objectives</b>	<b>Record System</b>	<b>Reporting Requirements</b>	<b>Performance Standards</b>	<b>Specialized Training</b>	<b>Processes</b>	<b>Accountability</b>
Preventive Patrol	None – ongoing	Prevent and detect offenses, promote general feelings of security	Daily activity reports, patrol vehicle mileage	Daily activity reports	Absence of crime, low levels of citizen fear, high rates of police detection of certain types of offenses (e.g., commercial burglary)	Patrol methods (random, directed, conspicuous, inconspicuous)	Limited – some officers use systematic area coverage patterns and plans	Limited – some expectations officers will detect certain offenses on their beats, some command accountability for absence of citizen complaints about police presence
Routine Incident Response	Call	Record incident, resolve dispute, provide or take information	Dispatch records	Report or coded disposition	Complainant satisfaction, no repeat calls that shift, fair treatment of parties, proper completion of report	Special training by type of incident	Procedures according to call type, reporting requirements	Code out call, file report; accountability rests with officer assigned and shift supervisor
Emergency Response	Critical incident	Save life, interrupt crime, protect property, minimize injury	Dispatch records, after- action reports	Critical incident report	No deaths, minimal injuries, order restored	Vehicle operation, first aid, hostage rescue, SWAT, defensive tactics	First aid procedures, critical incident procedures, triage	Primary officer or scene commander, until incident ends (handed off, if necessary)
Criminal Investigation	Case	Establish culpability, make prosecutable case, apprehend offender, clear case	Case files	Case report and file	Case filed by prosecutor, suspect apprehended	Death investigation, crime scene analysis, forensics, interviewing	Criminal investigative procedures	Case file deadlines, case management (handed off, if necessary), rests with detective assigned, unit supervisor
Problem-Solving	Problem or project	Reduce harm, reduce incidence, eliminate problem, improve response	Project files	Sometimes none, project report	Significant reduction in harm, caused by intervention, for reasonable period of time	Problem-solving methods	SARA, CAPRA	Rests with police chief, district commander, supervisor, and officer
Support Services	Program or procedure	Provide service, enhance police legitimacy	Program reports	Program or budget reports	Use/popularity of service	Specific procedures	Written procedure or curriculum	Fiscal

# Police Work Management

Work Unit	Objectives	Reports	Performance Standards	Training	Support	Processes	Accountability
Call							
Case							
Problem							

# 5. Know agency's strengths/limitations



**BOSTON POLICE**  
FIRST IN THE NATION  
1854

**POLICE DEPARTMENT  
OPERATIONAL AUDIT/REVIEW**

Submitted to: Mayor's Office | Submitted by: The Public Safety Strategies Group  
December 2015

The collage features 20 small images illustrating various police activities: officers on motorcycles, a 'FOR HOPE' banner, a police officer interacting with a child, officers marching with flags, officers saluting, a police officer reading to a child, officers running, a police officer with a dog, a police officer on a boat, a police officer with a dog, officers in uniform, and officers working at a desk.

## 6. Articulate your vision



# 7. Manage organizational change

	<b>Understand POP</b>	<b>Don't Understand POP</b>
<b>Support POP</b>	X%	X%
<b>Oppose POP</b>	X%	X%

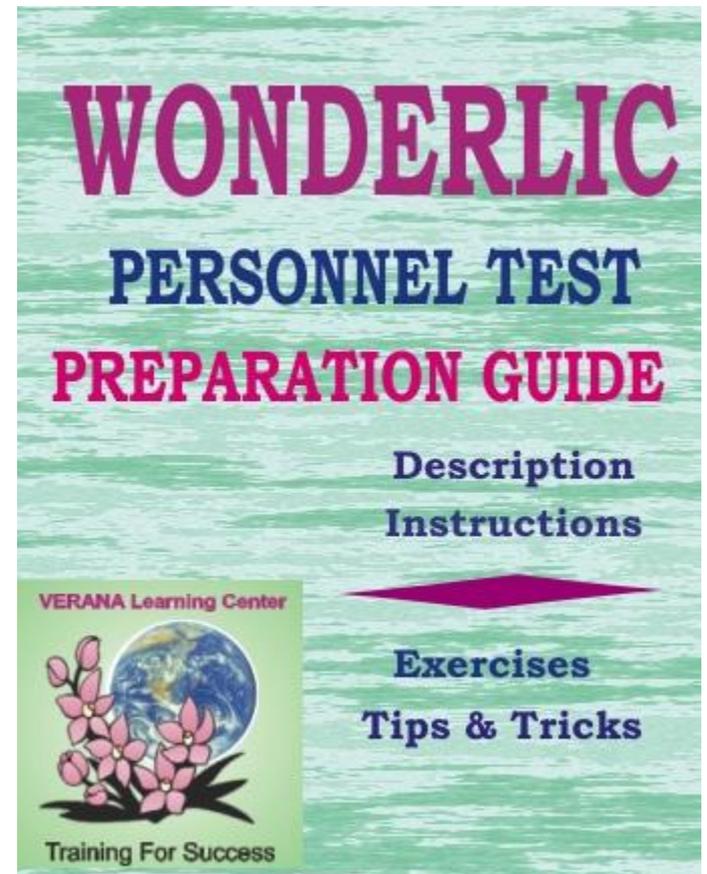
# 8. Clarify roles and responsibilities

- Executive staff
- Supervisors
- Patrol officers
- Detectives
- Analysts and records staff
- Communications staff

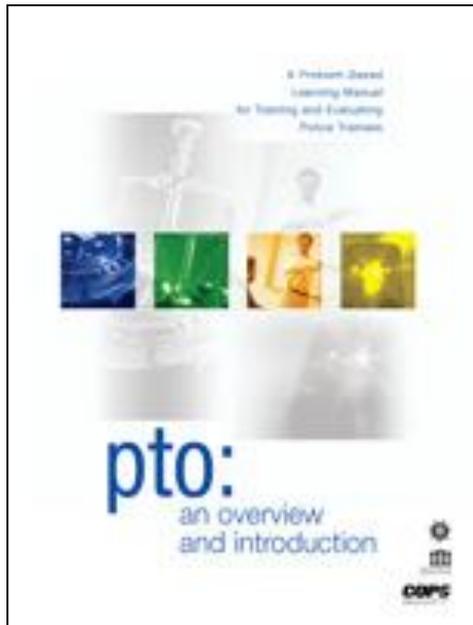
## CHARACTERISTICS OF A GOOD PROBLEM-ORIENTED SUPERVISOR

- ★ Allows officers freedom to experiment with new approaches
- ★ Insists on good, accurate analysis of problems
- ★ Grants flexibility in work schedules when requests are proper
- ★ Allows officers to make most contacts directly and paves the way when they're having trouble getting cooperation
- ★ Protects officers from pressures within the department to revert to traditional methods
- ★ Secures resources for officers and protects them from undue criticism
- ★ Knows what problems officers are working on and whether the problems are real
- ★ Knows officers' beats and important citizens in them and expects officers to know them even better
- ★ Coaches officers through the problem-solving process, gives advice, helps them manage their time and helps them develop work plans
- ★ Monitors officers' progress on work plans and makes adjustments, prods them along, slows them down, etc.
- ★ Supports officers even if their strategies fail, as long as something useful is learned in the process, and the strategy was well thought out
- ★ Manages problem-solving efforts over a long period of time; doesn't allow effort to die just because it gets sidetracked by competing demands for time and attention
- ★ Gives credit to officers and lets others know about their good work
- ★ Allows officers to talk with visitors or at conferences about their work
- ★ Identifies new resources and contacts for officers and requires them to check them out
- ★ Coordinates efforts across shifts, beats, and outside units and agencies
- ★ Identifies emerging problems by monitoring calls for service, crime patterns, and community concerns
- ★ Assesses officers' activities and performance in relation to identified problems rather than by boilerplate measures
- ★ Expects officers to account for their time and activities while giving them more freedom to decide how to address problems in their areas of responsibility
- ★ Provides officers with examples of good problem solving so they know what is expected
- ★ Provides more positive reinforcement for good work than negative reactions to bad work
- ★ Realizes this style of police work cannot simply be ordered; officers and detectives must come to believe in it

# 9. Get the right people...



# 9. ...and train them



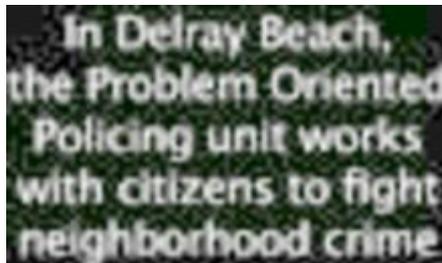
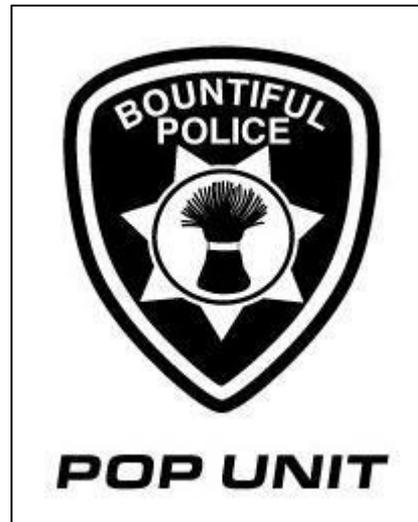
## Police Training Officer & Problem-Based Learning

# **Structure the Agency to Facilitate POP**

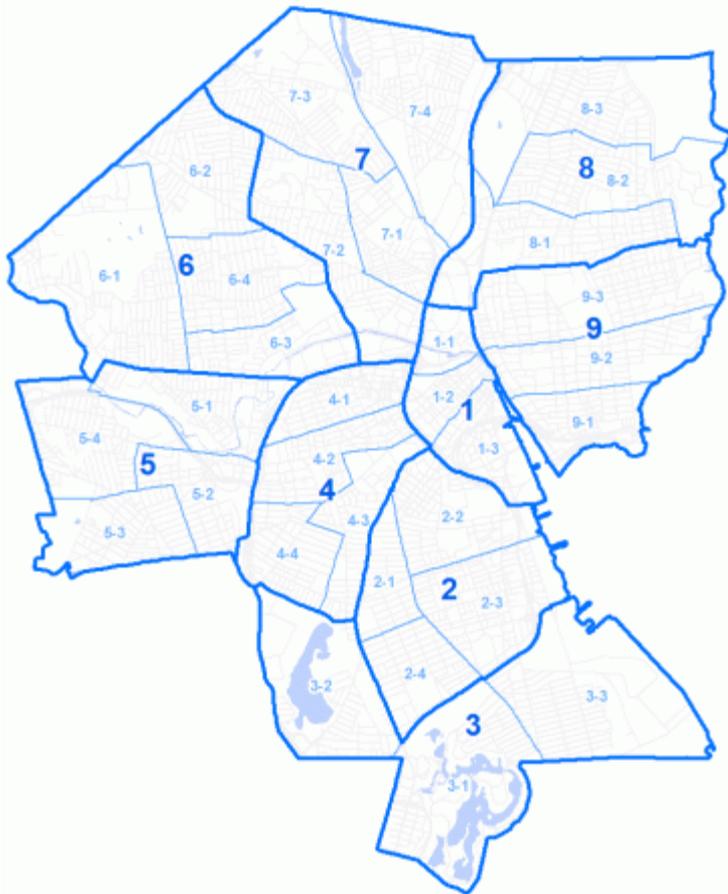
# 10. Generalize or specialize



**Sat: WB's POP unit  
new tool vs. crime**

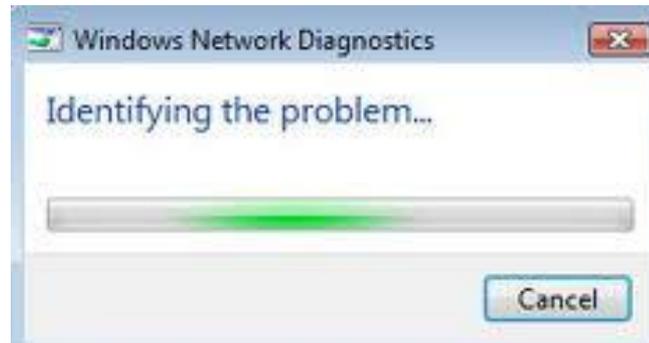


# 11. Decentralize where possible

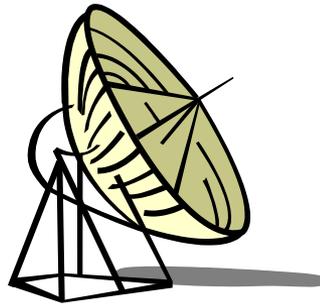


**“**  
***...sector policing uses a divisional structure emphasizing decentralized command mechanisms that break down decision-making authority into smaller parts....***  
**”**

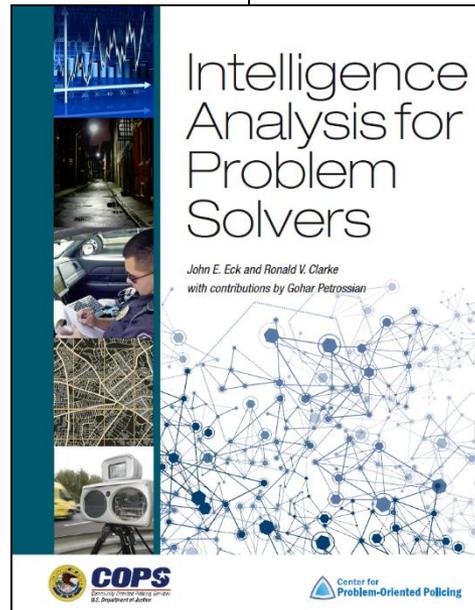
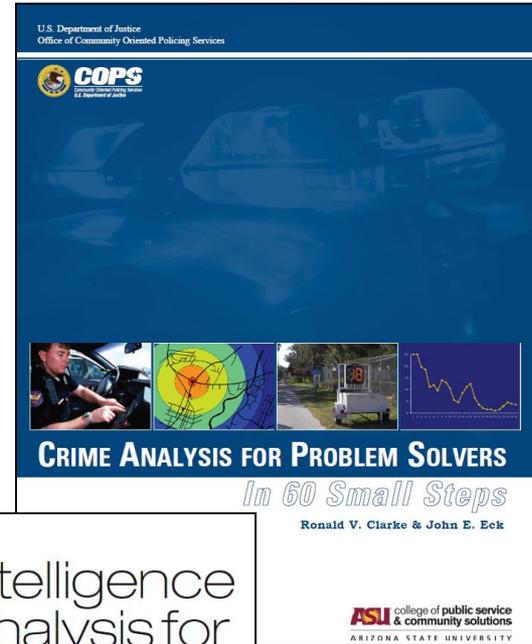
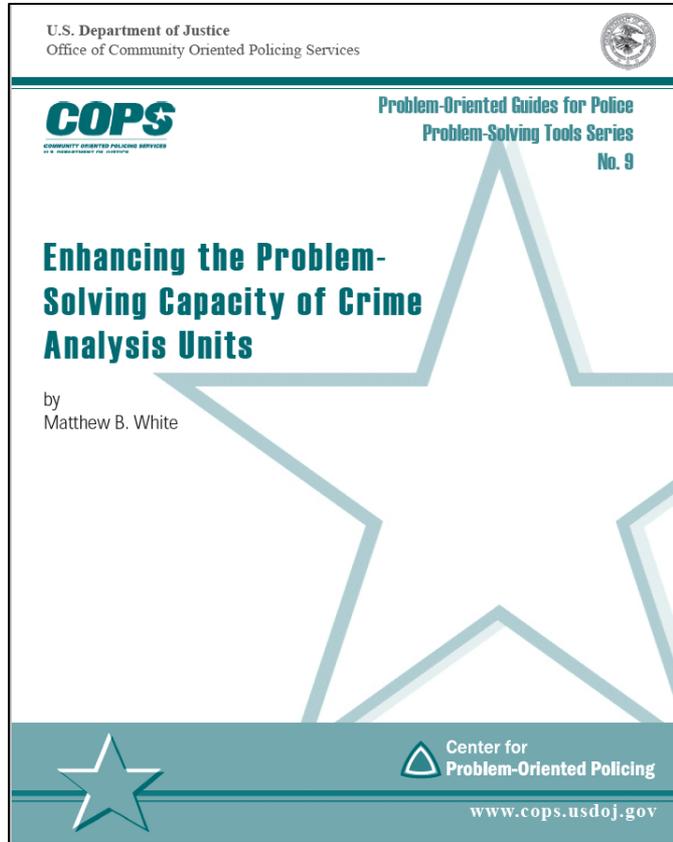
# 12. Systems to identify problems



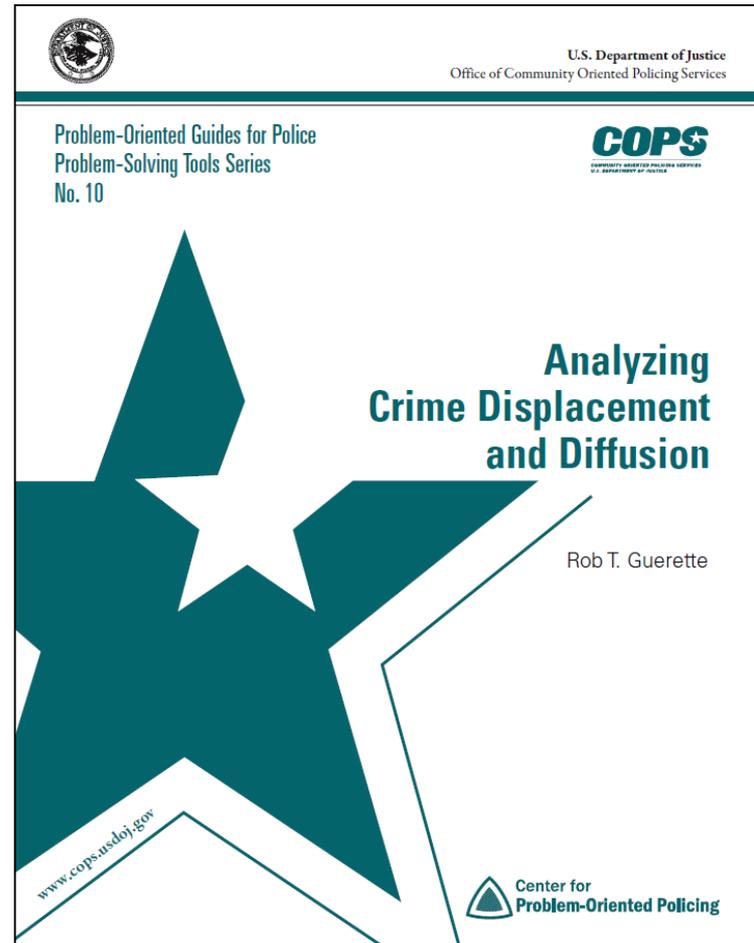
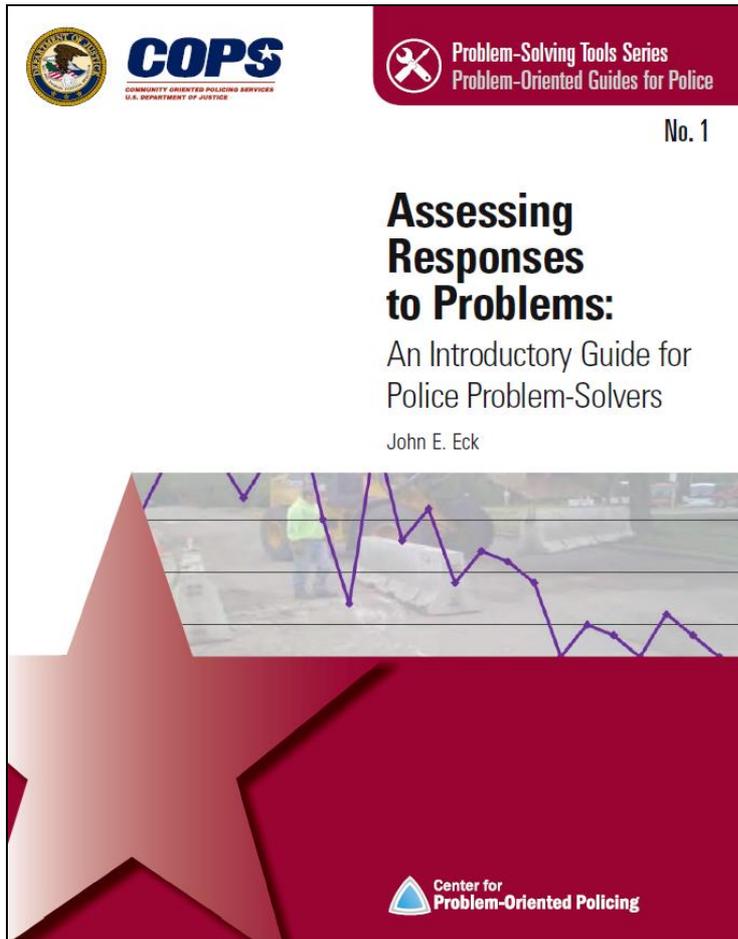
# Scanning for Problems



# 13. Develop analysis capacity



# 14. Develop assessment capacity



# Knowledge exists at the touch of a button

## What Works Crime Reduction

**2016 POP Conference**  
Oct 24-26, 2016 Tempe, AZ

**Center for Problem-Oriented Policing**

POWERED BY  
**UNIVERSITY AT ALBANY**  
State University of New York

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**Problem Solving**

**Problems**  
Guides to solve common crime and disorder problems and best practice advice.  
**Latest POP Guide: Robbery of Pharmacies**  
Browse all 73 Problem Guides

**Responses**  
There are lots of ways to respond to crime problems. Find out what works best.  
**Latest Guide: Monitoring Offenders on Conditional Release**  
Browse all 12 Response Guides

**Tools**  
Tools to help you or your department assess the problem and respond effectively.  
**Latest Guide: Identifying and Defining Policing Problems**  
Browse all 13 Tool Guides

**Teaching & Learning**

**University at Albany**  
Take online courses at America's top School of Criminal Justice. Introduction to POP, Policing Terrorism, more...

**Try Our Free MOOC: Policing Street Prostitution**  
Learn how to apply problem oriented policing in a local community. Begin the Street Prostitution Module

**Learn by Doing**  
Solve any POP problem with PAM our online problem solver. Begin the Problem Analysis Module

**Security & Crime Prevention**

**Situational Crime Prevention**  
Crime Prevention Studies  
25 Techniques  
246 Successful Case Studies

**Managing Security**  
Implementing POP  
GIS for Public Safety  
Mayor's Guide  
Policing Terrorism  
Crime Analysis for Problem Solvers

**Goldstein Award**  
Goldstein Awards Submission  
Goldstein Award Winners

**POP Conference**  
POP Conference Presentations

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# 15. Optimize employee performance

## EXAMPLE OF A PROBLEM-SOLVING PERFORMANCE APPRAISAL

### PATROL OFFICER PROBLEM SOLVING

- ★ Does the officer initiate problem-solving activities in his/her neighborhood or beat?
- ★ Does the officer successfully apply problem-solving techniques that provide long-term solutions to the identified problems?
- ★ Is the officer familiar with chronic problems in his/her assigned beat?
- ★ Does the officer routinely review available sources of information to identify chronic problems (e.g., records systems, neighborhood/business/community associations, fellow officers/managers, other agencies, news articles and stories)?
- ★ Does the officer analyze problems sufficiently to improve his/her understanding of them?
- ★ Does the officer compile sufficient documentation related to problems to allow others to understand the problems and the responses to them?
- ★ Does the officer consider a wide range of alternatives for responding to problems before taking action?
- ★ Does the officer keep his/her supervisor apprised of problems and the responses to them?
- ★ Does the officer make use of resources outside the police department in addressing problems?

**Put POP Into Action**

# Project tracking

**8D PROBLEM SOLVING** PHRED 8D  
 User: Monica Stout  
 Problem Identification

Home Problem Identification 8D Library Reports Charts Admin  
 Supplier\_Shared 8D Browser\_Setup Tech\_Support Preferences Log\_off

PD: 835 ID  
 Status: Open

Attachments  
 History  
 Mtg Minutes  
 Notes  
 Reports  
 Revisions  
 Send E-Mail  
 Team Mbrs  
 Help  
 Coach  
 Experts

Title: Forklift tipped on entry to warehouse B while going up the west ramp  
    Close Problem  Convert PI to 8D

\* Indicates required field  
 \* Title (D2): Forklift tipped on entry to warehouse B while going up the west ramp

\* Location: Indianapolis  
 Area: Operations  
 Work Process: Receiving  
 Work Activity: Cell 2, Shift 2

Problem Owner: Stout, Monica  
 Mfg Site: IPT

Occurrence: Date: 09/01/2010 Time: 1:22 PM Time Zone: U.S. CST GMT -6  
 Initiated By: Monica Stout Date: 01/19/2011 Last Updated By: Monica Stout Date: 1/31/2011

Team Members: Monica Stout  
 Enter Tracking Data information below: (D2)  
 Voice of the Customer - Detailed Description:  
 Describe what the person reporting the problem said in as much detail as possible.

Part Number and Revision: Forklift in warehouse B  
 Part Name: Forklift in warehouse B  
 Customer or Project Number: 136-9586  
 Customer Contact: Carl Rodriguez  
 Cust Report Number or Test Number: 1578  
 Repeat Issue?: None  
 Supplier Name: Supplier 12B  
 Customer site:

Product Description: Forklift in wareh  
 Production Date: 03/12/2010  
 Phone: 970-453-5235  
 Contact Email: carl@customer.com  
 Is a sample available?  
 Supplier Contact:

Add as many fields as needed in this section: Field types includ

ID	Action Description	Responsible (PID 835 ID Team Members only)	Due Date	Status	Completion Date
1.	notify lines 12A and 12B of the revision	Stout, Monica; n/a	1/15/2011	Closed	1/19/2011

Completion Comments (Validation / Verification)  
 Last Updated By: Monica Stout Date-Time: 1/31/2011

Max Actions: 12

**Center for Problem-Oriented Policing** **COPS**  
 COMMUNITY ORIENTED POLICING SERVICES  
 U.S. DEPARTMENT OF JUSTICE

**PAM**  
 Problem Analysis Module

PAM (Problem Analysis Module) gives you a framework for analyzing any persistent crime and public safety problem. PAM will ask you to input information concerning every aspect of the problem and then suggest the kinds of responses you could try.

If you have already registered, please enter your e-mail address and click "Login" to continue. Otherwise, please click the "Register" button.

[Start using PAM for the first time...](#)  
[Read more about PAM...](#)  
[Read about the developers of PAM...](#)

# Project tracking

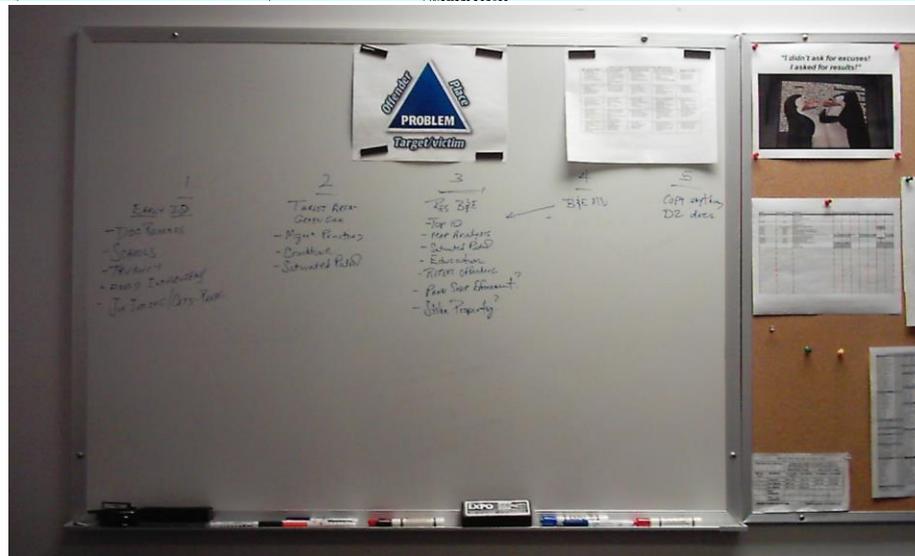


## Problem-Oriented Policing Initiatives

Problem-Oriented Policing Initiatives - 2010				
EMPLOYEE	LOCATION	DATE STARTED	POP PROJECT	STAGE OF COMPLETION
Officer Tom Kajtna Officer Dan Wolff	Throughout city	03/30/10	Recognizing Persons With Autism handout	Response
Officer Tom Schleg	Possibility Playground	05/06/10	Have "slow" painted on roadway before crosswalk area by Possibility Playground	Completed
Officer Steve Footit	Lincoln Ave.	05/29/10	Speeding on Lincoln Ave. in school zone area	Response
Parking Enforcement Officer Diane Jung	Marina	May, 2010	America's Waterway Watch	Response
Officer Jerry Nye Officer Jason Bergin	Downtown	05/20/10	Vandalism (2nd year)	Response

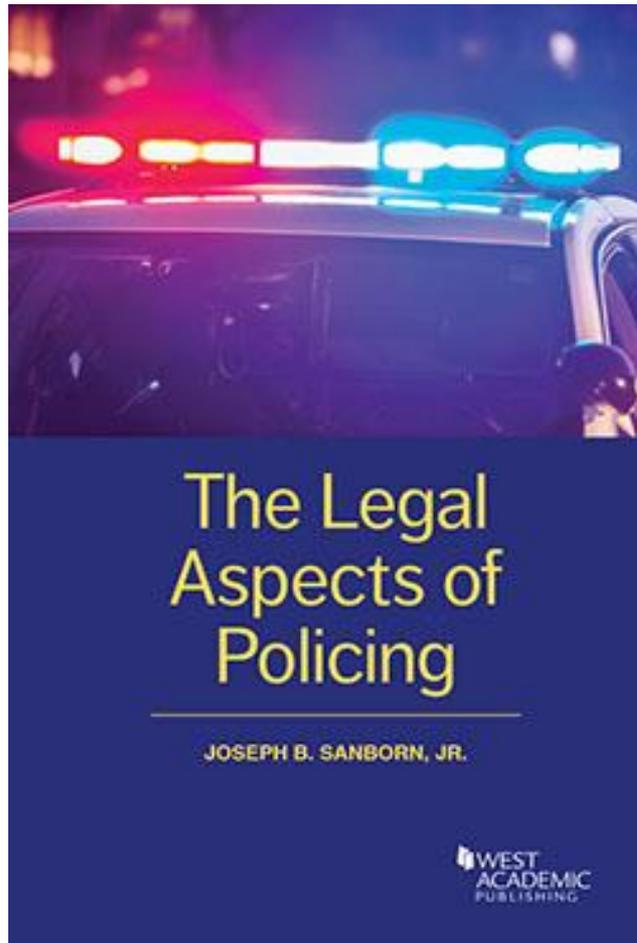
Problem-Oriented Policing Initiatives - 2009				
EMPLOYEE	LOCATION	DATE STARTED	POP PROJECT	STAGE OF COMPLETION
LT. Mike Davel				



# 17. Provide administrative support

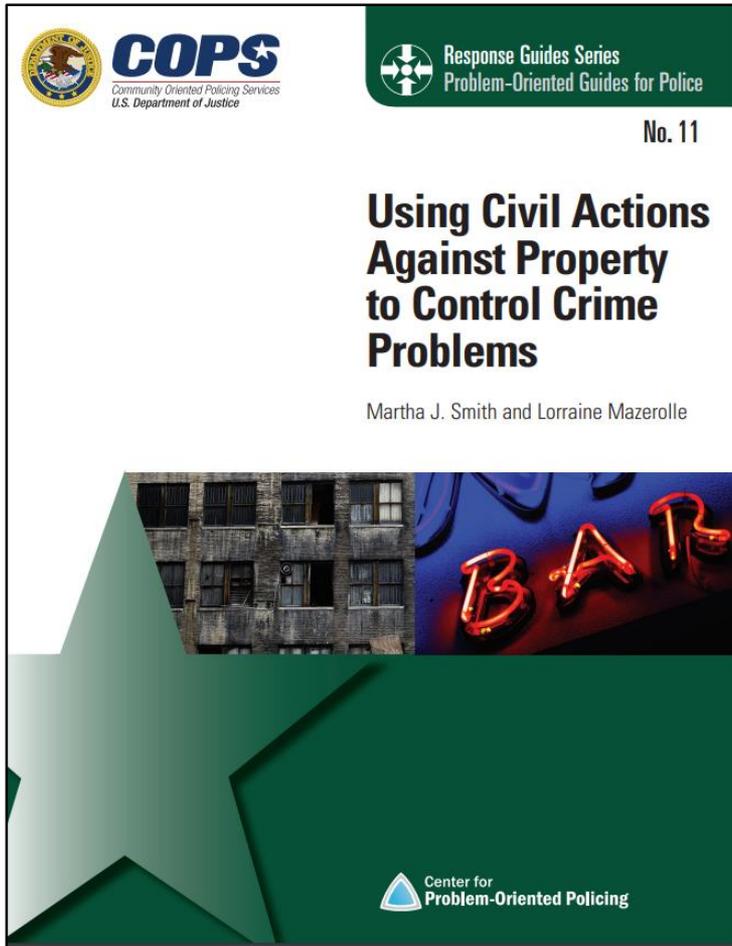
- Crime analysis
- Supervisory (scheduling, authorization, overcoming bureaucratic obstacles)
- Legal analysis
- Clerical (reports, scheduling meetings)
- Fiscal (for analysis, implementation)
- Outside agencies

# Legal Support



- Constitutional Rights
- Exclusionary Rule
- Fourth Amendment
- Expectations of Privacy
- Warrantless Searches
- Electronic Surveillance
- Entrapment
- Identification Procedures

# Legal Support

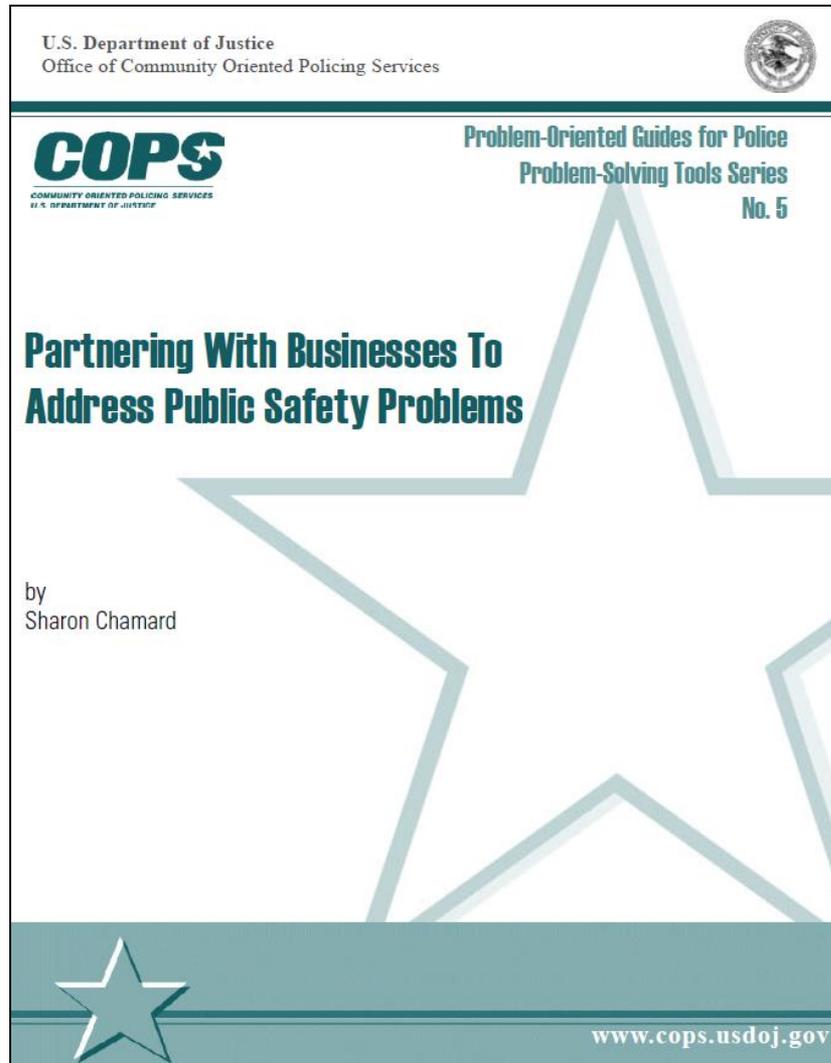


- Code Enforcement
- Zoning
- Nuisance Abatement
- Eviction
- Trespass
- Civil Injunction
- Receivership
- Condemnation
- Negligence

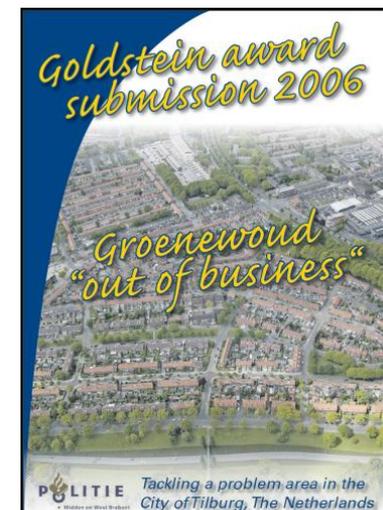
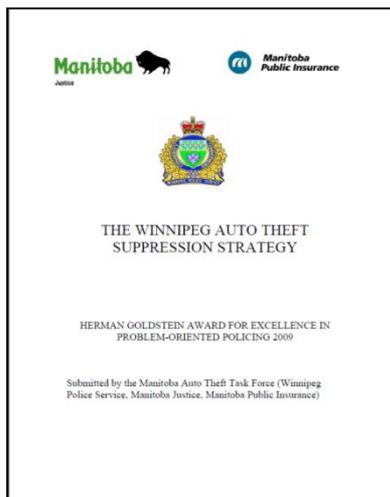
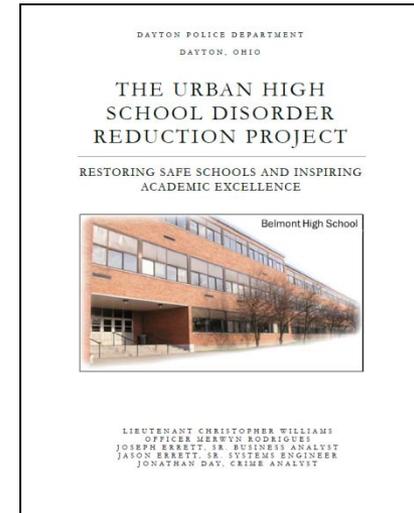
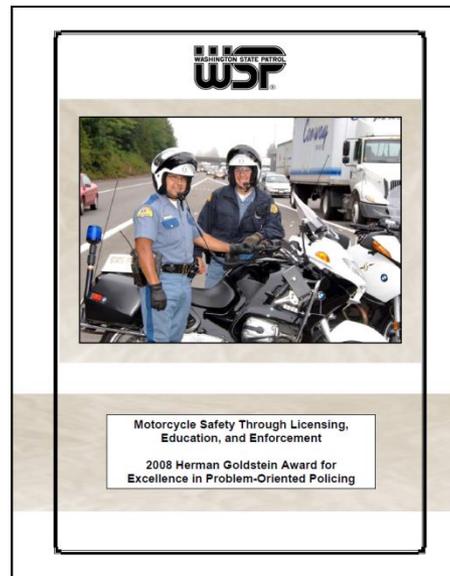
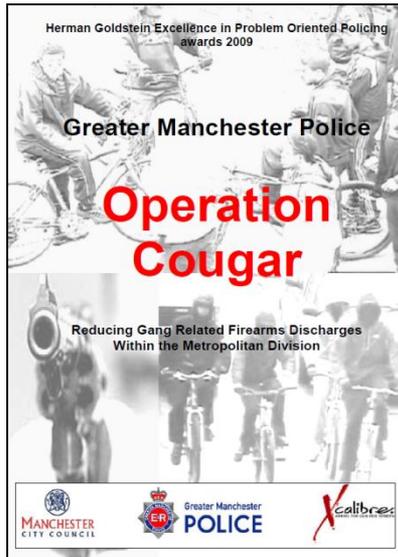
# 18. Manage officers' time

- Determine what time is available now
- Differential police responses (DPR)
- Reassess the need for or function of specialized units
- Adopt more efficient responses to high-volume call types
- Reduce other 'productivity' demands
- Encourage team problem solving

# 19. Cultivate partnerships



# 20. Document POP projects



# 21. Recognize and celebrate success

Neighbors Against Drugs  
Is throwing  
Your neighborhood  
A  
**Victory Party**  
And Your Invited  
When: Thursday, June 23<sup>rd</sup>  
Time: 5pm - 7pm  
Where: 1700 Block of N. 12<sup>th</sup> Street  
(We will be closing a portion of the street)  
N.A.D. will be providing you and each of your neighbors two sandwiches (brat or hamburger), hot drink and soda. Music provided by Open Door Entertainment.  
This is a farewell party for the drug dealers. Your neighborhood has been successful in addressing drug dealing and it's time to celebrate. By continuing the work together we can keep drug dealing out of your neighborhood.



**COMMUNITY**

**Drug Enforcement**  
*Continued*

When the Court has set the State for the next year, it will be looking for ways to improve the quality of the police force. The police will be looking for ways to improve the quality of the police force. The police will be looking for ways to improve the quality of the police force.

The police will be looking for ways to improve the quality of the police force. The police will be looking for ways to improve the quality of the police force. The police will be looking for ways to improve the quality of the police force.

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**Drug Courts**

The police will be looking for ways to improve the quality of the police force. The police will be looking for ways to improve the quality of the police force. The police will be looking for ways to improve the quality of the police force.



**Community Policing**  
**Problem Solving**

January 1991  
 Robert W. England, Chief of Police

**BAROQUE ACTIVITY ON JACKSON AND JENCKA STREETS**  
 BY WILLIAM WELLSER WELSH

**ADDRESS**

This particular problem calls for a multi-faceted approach. The police will be looking for ways to improve the quality of the police force. The police will be looking for ways to improve the quality of the police force. The police will be looking for ways to improve the quality of the police force.

**ANALYSIS**

The police will be looking for ways to improve the quality of the police force. The police will be looking for ways to improve the quality of the police force. The police will be looking for ways to improve the quality of the police force.

Robert W. England



**POP TALK**



WILLIAM WELLSER WELSH, CHIEF OF POLICE

**EDITORIAL**



- 1. The police will be looking for ways to improve the quality of the police force.
- 2. The police will be looking for ways to improve the quality of the police force.
- 3. The police will be looking for ways to improve the quality of the police force.

**EAST BUREAU**

WELLSER

William W. Welsh, Chief of Police

Police Department, 1234 Main Street, St. Paul, Minnesota

The police will be looking for ways to improve the quality of the police force. The police will be looking for ways to improve the quality of the police force. The police will be looking for ways to improve the quality of the police force.

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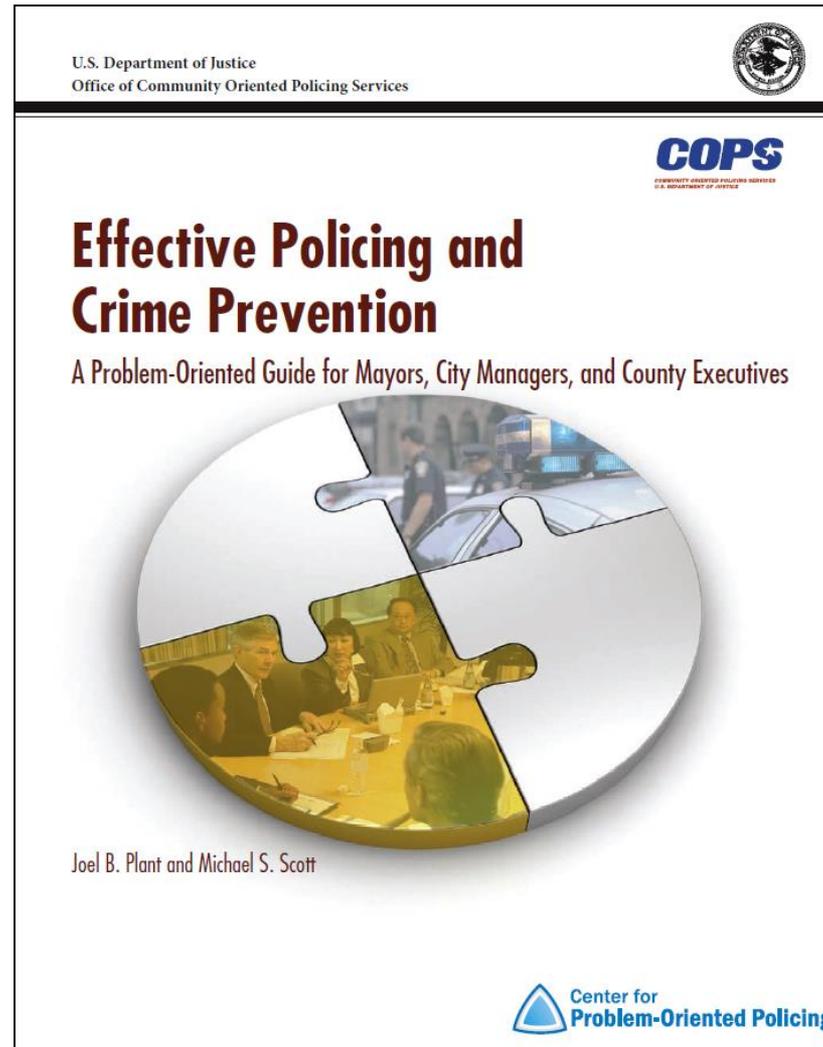
The police will be looking for ways to improve the quality of the police force. The police will be looking for ways to improve the quality of the police force. The police will be looking for ways to improve the quality of the police force.

**Make POP Part of Your Legacy**

# 23. Cultivate constituencies



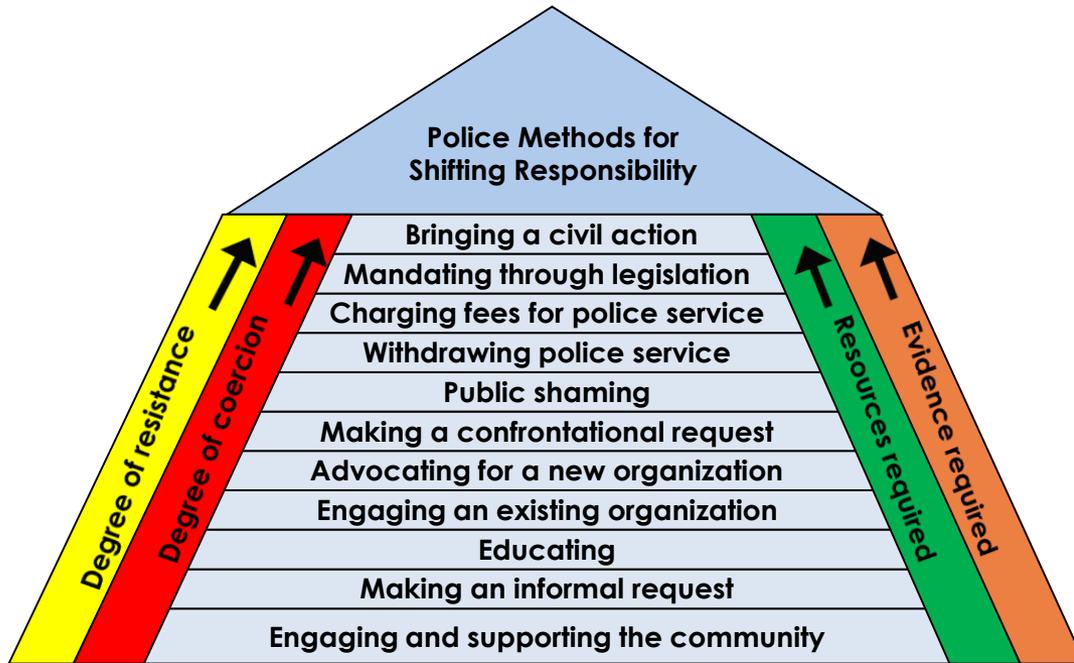
# Cultivate constituencies





## 24. Instill values and habits

- Focusing on results, not process
- Using data and experience
- Collaborating
- Sharing responsibility for problems
- Acting ethically



**COPS**  
COMMUNITY ORIENTED POLICING SERVICES  
U.S. DEPARTMENT OF JUSTICE

Response Guides Series  
Problem-Oriented Guides for Police

No. 3

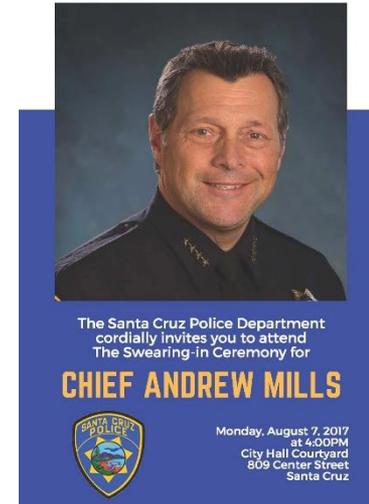
# Shifting and Sharing Responsibility for Public Safety Problems

Michael S. Scott  
Herman Goldstein

THIS IS A CRIME FREE ZONE  
Drug-free Neighborhood  
SAFE PLACE

Center for Problem-Oriented Policing

# 25. Develop successors



## Arlington Police Department (Arlington, TX, US)

- [You Never Know Campaign \(2011\)](#) 🏆
- [Burglary of Motor Vehicle \(BMV\) Detail \(2009\)](#) 🏆
- [Operation Spotlight \(2008\)](#) 🏆 **FINALIST**
- [Arlington Strong Neighborhood Initiative Pilot Area \(2007\)](#) 🏆
- [Citizen Notification Service and CrimeWeb \(2007\)](#) 🏆
- [Stopping Open-Air Drug Sales on West Cedar Street \(2006\)](#) 🏆
- [Partners Against Chronic Truancy \(2001\)](#) 🏆
- [Multi-Housing Miracles \(2001\)](#) 🏆
- [Cowboys: A Problem Solving Initiative \(1998\)](#) 🏆