

15th Annual Contemporary Issues Conference
The Pros and Cons of
Customer-Driven Policing

**TREATING CITIZENS AS CUSTOMERS:
THE BRIGHTON EXPERIENCE**

by

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BIOGRAPHICAL SKETCH

Robert A. Galloway is Chief of Police for Brighton, Colorado and has been in Law Enforcement for over 35 years. This experience has been with the Los Angeles County Sheriff's Department, the Thornton, Colorado Police Department, and Brighton, Colorado Police Department.

Bob holds a Bachelors Degree in Management from California State University at Los Angeles, a Masters of Public Administration degree from the University of Southern California; and is a graduate of the 12th session of PERF's Senior Management Institute for Police.

Bob has served as President of the Colorado Association of Chiefs of Police. He serves on the Colorado Peace Officer Standards and Training Board; is the chairman of the Governor's DUI System Evaluation Task Force; serves on the Emergency Telephone Services Authority Board for E911; and is a Charter Member of the Governing Board of the Institute for Law Enforcement Information Systems Management, U.S. Secret Service. He is a member of IACP, serving on the Juvenile Justice Committee, NSA, PERF and numerous other professional associations.

In 1991 Bob was honored with CACP's Police Leadership Award and recently received the CACP's Professional Law Enforcement Executive Certification for the second term.

Chief Galloway received the 1993 Local Government Innovations Award from the Denver Region Council of Governments for improving productivity in the police service with the application of TQM principles; also in 1993 the Brighton Police Department received the Exemplary Achievement Award for Innovative Programs from the National League of Cities for applying Customer Service principles to the Police Service.

Bob has authored articles on Customer Service and Quality Improvement Programs in the police service and lectures on applying TSQ and TQM in law enforcement.

Quality Improvement and Heightened Self-Esteem: The Brighton Police Story

Robert A. Galloway

Most government managers would agree that the police probably represent the largest outlay of resources for the most intangible return of services. And when police actions lead to regulatory activity in the criminal justice system, expenditures skyrocket. So when the suggestion is made to review police service and expenses in the context of total quality management (TQM) principles, one might easily encounter skepticism and outright disbelief. Such a statement could be dismissed with the notions that "government service" is an oxymoron and that the public will always spend money for such service, so there is no point in trying to improve this undesirable but necessary product. The Brighton story, which shows that government can save money, can do more with less, and provide satisfactory service to the people it serves, proves those naysayers wrong.

In 1991 a police department in a major southwestern city of about 350,000 people conducted 256 internal affairs investigations, stemming from accusations by citizens or internal sources, concerning misconduct by police employees. Conducting such investigations requires thousands of hours and dollars. The same city paid out \$5 million in cash settlements over the past five years as a result of litigation over employee misbehavior. This does not include the expenses for the city's legal staff to defend the city.

In contrast, internal affairs investigations resulting from citizen complaints have been eliminated in Brighton, Colorado. The city of Brighton has not been the subject of litigation over police misbehavior in the past six years. In that time there has been no loss due to nuisance lawsuits or other personal injuries. Productivity of the work force has dramatically increased, as have requests from the community for service, but the department has fewer police employees than it did seven years ago. These significant accomplishments were brought about because the Brighton Police Department subscribes to the concept of customer satisfaction, and its employees "walk the talk." This comes from the use of productivity- and quality-improvement techniques typically applied in the private sector.

There are some in law enforcement who say they believe that "the customer is always right" and in "customer satisfaction," but they do not concentrate on the actual delivery of service—that is, at the moment of truth. They place their energies in management techniques and process, they refuse to change their personnel standards and selection processes, and they operate under the assumption that if all is well internally, then the service being delivered is of a high quality.

Robert A. Galloway is chief of police for Brighton Colorado, and has over thirty-three years' experience in law -with the Los Angeles County Sheriffs Department; the Thornton, Colorado, Police Department; and the Brighton, Colorado, Police Department. He is also the president of the Colorado Association of Chiefs of Police, serves as chairman of its professional standards committee, and serves in numerous other professional associations. This article is adapted from a presentation at the First International Symposium on Productivity and Quality Improvement with a Focus on Government in February 1992.*

Regardless of whether they operate in the private or public sector, organizations have a culture and a behavior because they are made up of people. Their products may be different and they may serve profit or nonprofit ends, but they essentially perform in the same way. If the private sector has demonstrated success with various strategies, programs, and techniques, why should they not be transferred to government? Why should government reinvent the wheel when each new problem occurs? Who says government cannot learn from the successful experiences of others? Traditionally, the police have been the most reluctant to accept advice or assistance from the remainder of government, let alone the business community. This is where the Brighton Police Department departs from tradition.

A GLOOMY "BEFORE" PICTURE

Consider an organization that suffered a 45 percent turnover in personnel each year. Imagine the lack of continuity and experience that this created in the organization. Fifty percent of the supervising positions were vacant, as were half of the command staff spots. The chief was terminated over a disagreement on "management philosophy." Morale was at an all-time low and productivity had hit rock bottom. The department was housed in a long-vacated city hall/fire station that had never been remodeled to accommodate the police. This depressing structure was in a bad state of repair. The computer assistance that was available was antiquated and unreliable. Other equipment, such as the vehicle fleet, was old and cost more to operate, in terms of repairs and maintenance, than to replace.

These conditions were not the result of a lack of resources. From 1982 through 1985 the Colorado economy remained strong; it was not until the energy crisis of the mid-1980s that revenues became scarce. These conditions stemmed from a lack of leadership that resulted in the city council (the department's board of directors) being apathetic to the police purpose.

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The services provided by the police were as bad as their facilities and equipment. They were legalistic in routine. The general attitude was "Throw 'em all in jail." No one tried to resolve the problems that led to police intervention. This attitude further alienated the city council. Council constituents complained of poor service daily to the council, city manager, and chief of police. And the negative police performance was widely reported in the media.

To the city council, which controlled the purse strings, the police department had become a liability, and it decided to withhold additional investment until its product—police service—showed potential for improvement. In 1985 a new chief of police, whose values were in sync with those of the community, was hired. The stage for change was set

FOCUSING ON CHANGE

The city manager's request to the new chief was simple: "Get the police

department off my daily agenda!" Nothing more was said in terms of direction, but he did support every budget request, including an attractive item for consulting services in the event professional help was deemed necessary. The chief enjoyed a honeymoon period wherein he received just about anything he asked for. The city council provided the resources to enable him to fill all vacancies immediately, obtain additional supervisory and support staff, develop a capital replacement schedule, purchase new autos and other equipment, and remodel and expand the facility, making it a genuine police station. Many immediate improvements also took place in policy, procedures, mission, goals, scheduling, and training. But probably the most significant issue that became the focal point of change was the organization's legalistic philosophy.

Several months after the new chief assumed his position, the employees were happier and better equipped, but a "people problem" still existed. Internal investigations and complaints persisted. The common theme that wound through these problems was attitude, attitude, attitude!

To rectify this situation, the police department hired an organizational development consultant who had a background in dealing with difficult customers and a compassion for total service quality (TSQ). Her first task was to evaluate the operations of the organization with a focus on the interpersonal relationships between employees and citizens—at the moment of truth, where the product, police service, was perceived by the customers, the community's citizens. The consultant identified four specific problems with police officers. They (1) were aggressive, not assertive; (2) generally held themselves in low self-esteem; (3) lacked interpersonal skills; and (4) had an attitude problem. Furthermore, the police staff learned that:

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- Aggressive behavior may result from a lack of self-confidence, and high turnover may account for this. The average experience of patrol officers was less than two years, including training time.
- Aggressive behavior may result from low self-esteem, which could result from a poor selection process or lack of pride in the organization.
- Assertiveness, a desired characteristic, requires an internal locus of control—that is, believing that everyone is in control of his or her own destiny.
- Less experienced officers tend to imitate senior officers and may adopt aggressive behavior to compensate for lack of self-esteem and self-confidence.

IMPLEMENTING QUALITY-IMPROVEMENT PROGRAMS

Realizing that much of what needed to be done would be expensive in terms of both time and money, the police department looked for a stopgap measure to give administration some breathing room. Some self-confidence and self-esteem issues could be corrected in the short term by

reducing turnover and over the long haul through attrition and proper selection techniques in the recruitment process.

The department adopted the classic model for changing organizational structure through behavior modification. It would seek to break down existing patterns that were blocking change, introduce the expected behavioral pattern, and then reinforce the new behavior through a modified organizational belief and support system. The original consultant was retained to undertake this enormous task. Each employee was given seventy-two hours of training over three years to develop cultural awareness, sensitivity, and interpersonal skills, and to build self-confidence and self-esteem. Once employees realized that the "new organization" and its mission were exciting, they made efforts to maintain their employment.

The attitude problem persisted, however. Attitude complaints generally result from a one-on-one confrontation in which a citizen objected to the treatment received, not the sanctions. The chief felt that such a problem could not be unique to the police, so he tried to find a solution by discussing the issue with fifteen service-oriented businesses. This search identified many approaches to the problem, which can be divided into three groups:

- Termination on first complaint, with no counseling, no second chance. Under this model, employees know they can make no mistakes.
- Sending employees to remedial training after a pattern indicates a problem. Under this model, employees operate less than satisfactorily most of the time, even after training, because little incentive exists for improvement.
- Training in how to handle difficult employees, how to prevent the escalation of a disagreement, and how to negotiate a satisfactory settlement before jobs are assigned. Employees are held responsible for resolving complaints at their level and no complaints may be communicated to their supervisors.

Although citizens may not always be satisfied with the result of their contact with the police, they should be satisfied with how the result was achieved.

This last model was the most acceptable, as it required training, which the department was committed to, and the empowerment of employees, and it seemed like it would produce the desired result, that is, satisfied customers.

Each police-citizen contact, whether in person or on a phone, should result in a satisfactory conclusion. Holding employees accountable and responsible for this outcome made sense. Although citizens may not always be satisfied with the result of their contact with the police, they should be satisfied with how the result was achieved. That is, although a citizen may not like being arrested and may complain that he or she was wrongly accused, he or she should have no complaints about the way in which the arrest was made or the officer's conduct in the process.

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The police department modified its mission statement, management philosophy, and community relationship statement to include the concept of the customers being right and made a policy of satisfactory conclusions to each business transaction. It is important to note that the term "satisfactory" is defined by the customer, not the police employee. The chief discussed this new philosophy with each employee, giving him or her the authority to do what had to be done, within the law, to achieve this result. The department placed a moratorium on attitude complaints—that is, it did not "allow" such complaints to be filed, and if they were filed, the employees understood that they had failed to carry out their responsibility in a satisfactory manner.

Barriers to change were identified and systematically addressed. The internal affairs investigation policy, which called for an investigation of all complaints, including attitude, with a response to the complainant within a reasonable period of time, was counterproductive to the department's new policy. Because most such complaints were a result of perception, they often ended in a finding for the employee. When the complainant was so advised he or she would again be rebuffed, which further alienated the citizen/customer. The policy was changed so that internal affairs investigations excluded attitude complaints.

The department changed its motto, which is displayed on patrol vehicles, business cards, and stationery to "We are here to serve you." It discontinued training for SWAT and related functions because officers engaged in this type of training often were at odds with the quality service philosophy, and it removed employees who refused or were unable to meet the challenge of quality service.

The department also modified its annual performance evaluation to include service quality and overhauled the entrance-level training program to accommodate the new philosophy and recruitment standards for police officers. In this regard, the Brighton Police Department transformed itself from a "social regulator" to a "social facilitator." It became a one-stop service organization in city government. But such a dramatic shift in purpose and service delivery direction did not happen without some resistance.

WANTED: THE QUALITY SERVICE-ORIENTED POLICE OFFICER

The police chief determined that although the majority of the Brighton police force could be trained in the new philosophy—indeed, some had already subscribed to the notion and practiced it routinely—some would never convert. Those who presented a problem were systematically separated from service over time. The chief of police has the authority to hire and fire with no career service or union concerns to affect the outcome. All right-to-work laws and EEOC requirements were met, and due process was provided in each case.

Because training and retraining are expensive and time-consuming, the department decided to hire service-oriented recruits and train them to be

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cops, rather than hire cops and train them to be service-oriented employees. It found an off-the-shelf personality profile test instrument that could help it find the right types of employees. The traditional recruitment and selection techniques were dramatically modified to produce an officer who had high self-esteem and a strong internal locus of control, and who was strongly service oriented. The department now recruits more from the service industries than it ever did in the past.

Using this testing process, the department compiled an eight dimension profile of what the community expected from its police officers. This profile is used to select new officers. This is a private-sector approach to quality. If small businesses did not hire people capable of meeting the needs of the job, they would go broke. Government is restricted by so much legal bureaucracy that the path of least resistance is to make requirements as generic and simple as possible. The Brighton Police Department has overcome that handicap and has been very successful with the private-sector approach. Its employees are outstanding service-oriented performers. Police agencies that try new service delivery strategies, such as community-oriented policing, are making a mistake if they do not remodel their police officer selection process. To overlay a new strategy on old personnel standards is terribly inefficient and, over the long haul, will probably result in failure.

USING TSQ AND TQM

Eager to get feedback on its new approach, the department devised a thank-you note from the chief to those who had received police services. It is mailed monthly to crime victims, traffic offenders, and those who received noncriminal service. Included is a three-question survey soliciting comments on the officers' concern for the problem, his or her courtesy, and whether the citizen was satisfied with the outcome. The results of this informal poll over the past four years show an overall satisfaction level of 97 percent.

Again borrowing from the private sector, which uses guarantees of product reliability, the police department developed a guarantee for its service (**see box** on next page). Established in 1991, it is probably the first such guarantee in the United States. Simple, straightforward, and effective, it accomplishes three purposes:

1. It states organizational values and, thus, provides citizens with a complete understanding of their police department and what they can expect from it.
2. It encourages feedback from the customer on how well the department is meeting the citizens' expectations. This feedback enables the department to assess its delivery system and make necessary adjustments.
3. It holds employees accountable for meeting minimum performance standards and ensuring that customers receive good service.

THE BRIGHTON POLICE SERVICE GUARANTEE

The Brighton Police Department is so very proud of its customer service program that we make this unique pledge to you. **Satisfaction guaranteed!** It is our way of demonstrating our pride and confidence and our commitment to you, the people we serve.

We guarantee that police employees will respond to your request for assistance as quickly as possible, and that the service they provide will be caring, courteous, and satisfactory to you.

We guarantee that you will be treated with respect, dignity, and compassion in your time of need.

We guarantee that we will do whatever it takes to correct any situation that does not meet your high standards and expectations.

(This guarantee does not imply that those who transgress will not be held accountable for their actions.)

Does total service quality exist in the Brighton Police Department? Yes, it does. But the department's initial goal was not to build a TSQ environment, but to solve some very serious problems. Given the approach the department took and the professional assistance it received, the end result was TSQ.

What is the difference between the more commonly known TQM and TSQ? TQM is essentially hard science-oriented—that is, it can generally measure outcomes or anticipated outcomes. It is expected to improve customer satisfaction through an improved product in terms of quality and reduced costs. TSQ, on the other hand, is directed at the intangible ingredients of the delivery process of a service—something that is difficult to touch and see but that people can nonetheless perceive. There are three components of TSQ:

- "Total" refers to the fact that all members of the organization, from the CEO to the lowest-level employee, must be 100 percent committed to quality in the delivery of services and that each employee must place customer satisfaction as the top priority, the ultimate goal. Moreover, all employees have the authority to ensure this result.
- "Service" means customer-driven performance—that is, the

customer, not the police officer, determines what is desirable and needed. This is a major turnaround for law enforcement. In a professional crime-fighting mode, law enforcement too often assumes the role of caretaker, knowing what is best for the customer based on the officer's values and standards. A customer-driven organization is concerned with performance rather than production.

- "Quality" is the antithesis of waste and errors. Employees must perform the service right the first time, and the service must be satisfactory to the customer. Quality service is determined by three simple questions at the moment of truth: (1) Is it efficient? (2) Is it effective? (3) Is it satisfactory?

Service typically is a difficult product to quantify. Yet managers must measure results before they can determine the level of achievement, identify deficiencies and areas for improvement, and track employee performance.

The Brighton Police Department uses several measurement devices for quality management, but they are not hard science-based. An internal thirty-eight-item questionnaire is administered to employees periodically to measure their job satisfaction. The brief customer satisfaction service questionnaire that the department also uses was discussed earlier. The department also employs methods recognized by the law enforcement community as acceptable indicators of performance. These include tracking the number of complaints received by elected officials from their constituents, complaints received by the city manager or mayor, and complaints received by the chief of police and management staff. A high number of serious internal investigations has long been recognized as an indicator of poor performance, training, policy deficiencies, or corruption. The department also analyzes the level of productivity in terms of quantifiable activities. Other performance indicators include the number of lawsuits, the state of media relations, and budgetary support from and relations with the city council.

To date, survey results show a significant improvement in employee satisfaction. The customer satisfaction surveys for the past two years show that 98 percent of respondents believe the police do a good job serving the community. Complaints to the city council have dropped from thirty-two in the first year to zero. None are now being registered with the city manager or the chief of police. Internal investigations have dropped from fifteen in the first year to one in 1991, and this was generated from within, not from the customer. Turnover is down from 45 percent to 7 percent, and morale is very high because productivity is up. Officers are doing more work and are happy to do it. No lawsuits have been filed against the police department and no claims settled as a result of police misconduct for the past six years. This statistic indicates not only success in achieving superior performance but also considerable dollar savings from reduced internal investigations and reduced risk and liability insurance premiums.

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The Brighton City Council unanimously approves the police department's annual budget and is always open to new programs and mid-year adjustments. This indicates faith and confidence in the department and satisfaction with performance. Similarly, the media treat the police favorably and with respect. Support is available even in times of controversy. The relationship is open and honest, not disruptive.

HAPPILY EVER AFTER: STRIVING FOR CONTINUOUS QUALITY IMPROVEMENT

In seeking ways to achieve continuous improvement, the department has discovered a fascinating trend: It appears that the new breed of quality-oriented police officers does not have serious marital problems: Their divorce rate is significantly lower than that of the old hires. Divorce has long been considered a prime occupational hazard among police officers. Would the old hires have obtained a divorce if they had not been in police work? Are the new hires better equipped to handle job-related stress and domestic disagreements? These are among the questions the department would like to address. It is also reviewing its first-line supervisory and mid-management levels for staffing inefficiencies. Are the people at those levels performing in the proper capacity? If employees truly are empowered, why do they need to be supervised? Should a service manager replace the traditional shift commander? Can overhead be cut or should resources be shifted to other, yet unthought of, responsibilities? These issues also demand answers, which will be sought out in the never-ending search for ultimate quality service.

Why have TSQ and TQM strategies worked so well for the Brighton Police Department? The devastating original condition of the organization, which spurred the city management and city council to demand improvement; the lack of a labor union and career service agency, which provided the freedom to make decisions; the reorganization of the police department, which delegated responsibility and held employees accountable for their actions; the community response to the department's new philosophy; and the assistance from the business community in solving problems all helped lead to success. Thousands of training dollars have been invested in the past six years, and each penny has paid off. The Brighton Police Department enjoys status, respect, and credibility in the community it serves—all because of the quality of service it provides, which is a product of the quality of people it employs.

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This case study supports the notion that private-sector TQM and TSQ business techniques can be successfully applied to any government service-oriented organization. Certainly the people those organizations serve deserve this consideration. O

THE MISSION OF BRIGHTON POLICE DEPARTMENT

The overall mission of the Brighton Police Department is to provide service to the citizen's of this community. Total quality service where each employee-citizen contact results in a satisfactory conclusion is our driving force. This is reinforced with our motto, "We are here to serve you".

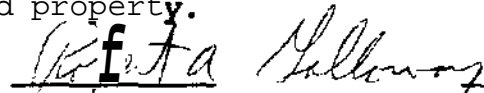
Employees shall provide non-criminal services to the community by direction, counsel, and in other ways that do not interfere with the discharge of the police responsibilities. They shall perform their services with empathy, honesty, zeal, courage, direction, fidelity, and sound judgement.

As a service responsibility officers shall prevent and deter crime, preserve the peace, protect life and property, apprehend criminals, recover lost and stolen property, respect and protect the Constitutional rights of individuals, and enforce in a fair and impartial manner the ordinances of the City of Brighton and the laws of the State of Colorado.

In accomplishing their mission, employees will recognize that:

- a. The power of the police to fulfill their functions and duties is dependent upon community approval of the existence, actions, behavior, and their ability to secure and maintain community respect.
- b. To secure and maintain the respect and approval of the community requires obtaining the willing cooperation of the community in observance of the laws.
- c. The extent to which the cooperation of the community can be secured diminishes proportionately the necessity of the use of undesirable counter measures for achieving police objectives.

Employees will seek and preserve public favor not by pandering to public opinion but by constantly demonstrating absolutely impartial service to law, by offering individual service and friendship to all members of the community regardless of their wealth or social standing, and by offering individual sacrifice in protecting and preserving life, and property.



Robert A. Galloway /
Chief of Police

Effective: June 1, 1985

Revised: May 31, 1990

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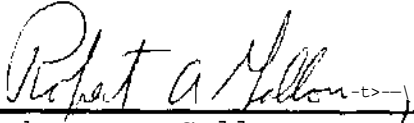
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THE RELATIONSHIP BETWEEN POLICE AND COMMUNITY

The Police/Community relationship is an attempt to correlate the police operation and community needs; the attempt to develop an environment of community approval for police functions. Police/Community relationships consists of those activities undertaken by the Department from a position of strength, confidence, and leadership which results in a genuine, continuing dialogue between employees and all citizens. If employees carry out their tasks with competence and sincere concern for citizen requests for non-criminal enforcement services, the atmosphere will be set for close police/community cooperation. All employees are responsible for the satisfactory conclusion to all service requests, employees are accountable for individual actions that result in complaints of misconduct or misbehavior. Such results indicate the employee failed in performing his job.

Police officers who have the least training, the least experience, and the least amount of power and prestige within the organizational hierarchy, have the greatest contact with the community and the greatest discretionary authority with individual members of the community. Therefore, police-community relationships must involve building strong lines of communication within the department. Line employees, in particular, shall develop a positive attitude toward providing the varied services the community expects from the police.

Police/Community relationships can be the mechanism by which the actions of government employees are influenced, controlled, and reviewed by the public. If the means for community participation are carefully structured, citizen involvement can contribute to the development of policies more responsive to community needs, to increase citizen knowledge and understanding of the police role, and to improve day-to-day relations with the community.


Robert A. Galloway
Chief of Police

Effective: June 1, 1985
Revised: May 31, 1990

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THE MANAGEMENT PHILOSOPHY OF BRIGHTON POLICE DEPARTMENT

We believe:

... in a goal directed organization, with clearly defined, value based policies and procedures, set in a team environment and operationalized with the same attitude;

... that supervision and management should be administered in a behavioral atmosphere with people being treated as people, as individuals unique in themselves;

... that employees are motivated through positive discipline, that is by being recognized, by participating in problem solving and goal setting and by having a "piece of the rock";

... when positive discipline fails with an individual, that negative discipline must be applied in a fair, impartial and consistent manner;

... that management and organizations must be flexible enough to meet the challenges resulting from changing needs as demanded or required by the community;

... in solving problems by a team effort, when time permits, to gather as much information as possible and provide the organization with the best decision and provide employees with the opportunity to participate;

... in planning with the team concept for the future to eliminate, to the degree possible, the unknown and the risks associated with surprises that creates crisis;

... in the highest moral and ethical standards in the management process, allowing all persons freedom of expression and requiring that all persons be treated fairly and impartially without favoritism or cronyism;

... that decisions must be made at the lowest possible level in an organization, that no one "passes the buck", and that personnel must be held accountable for their decisions;

... everyone should have the freedom to fail and from that failure a learning experience takes place which is the method by which we begin individual change and growth; and

... managers have a responsibility to develop personnel to their fullest potential both personally and professionally. This development and growth benefits the person and the organization.

May 30, 1987

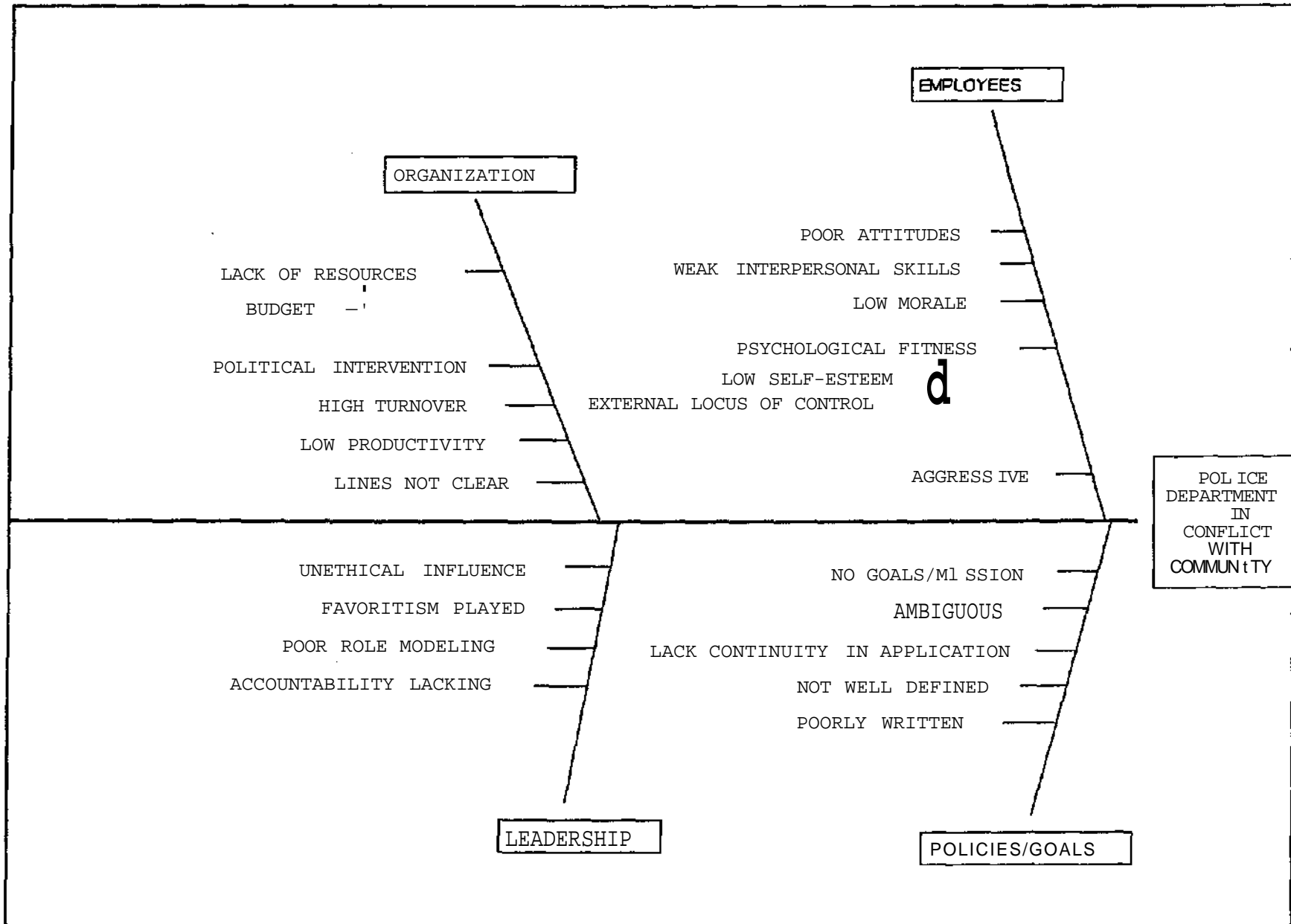
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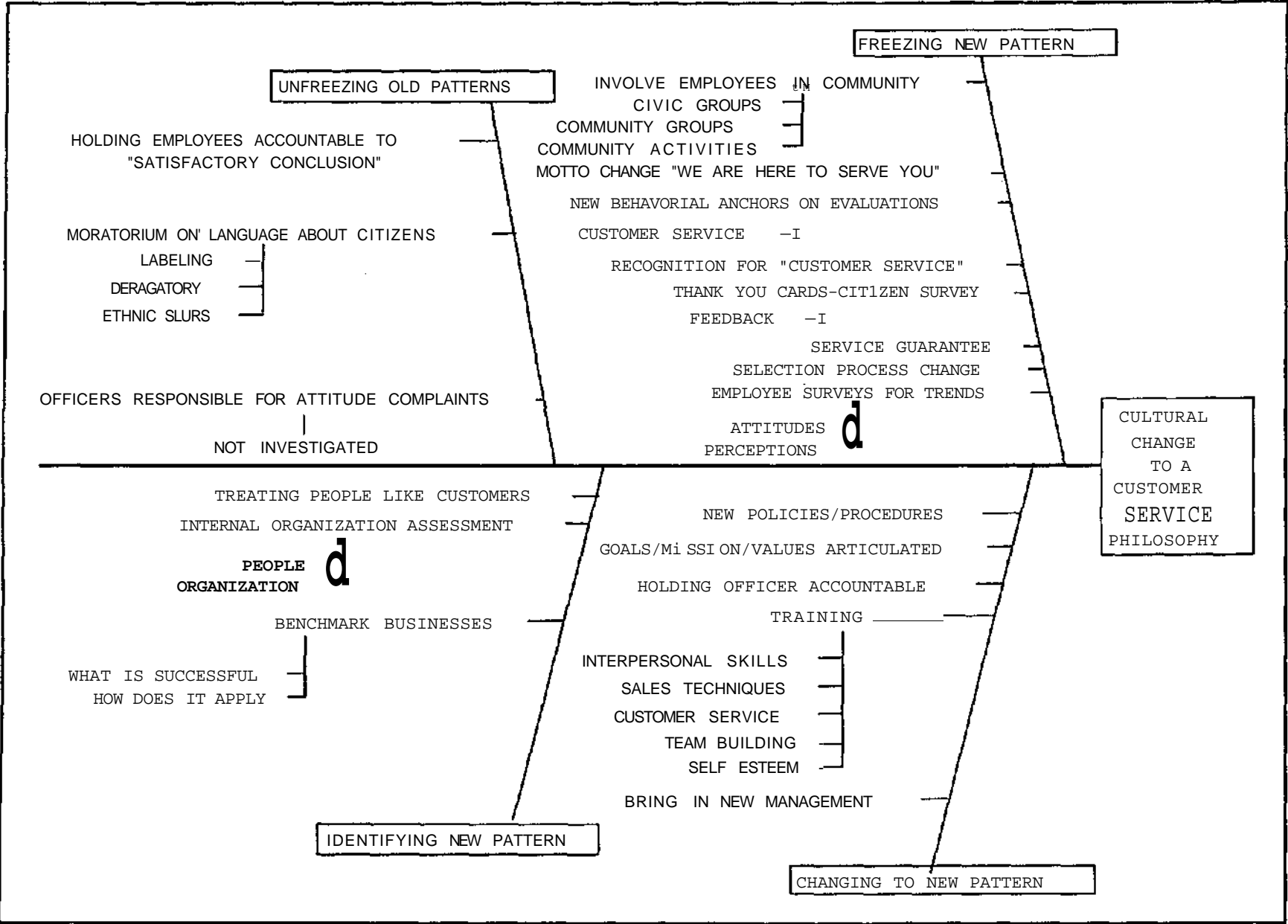
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Robert A. Galloway
Chief of Police





UNFREEZING OLD PATTERNS

HOLDING EMPLOYEES ACCOUNTABLE TO "SATISFACTORY CONCLUSION"

MORATORIUM ON LANGUAGE ABOUT CITIZENS
LABELING
DERAGATORY
ETHNIC SLURS

OFFICERS RESPONSIBLE FOR ATTITUDE COMPLAINTS
NOT INVESTIGATED

FREEZING NEW PATTERN

INVOLVE EMPLOYEES IN COMMUNITY
CIVIC GROUPS
COMMUNITY GROUPS
COMMUNITY ACTIVITIES
MOTTO CHANGE "WE ARE HERE TO SERVE YOU"

NEW BEHAVIORAL ANCHORS ON EVALUATIONS
CUSTOMER SERVICE -I
RECOGNITION FOR "CUSTOMER SERVICE"
THANK YOU CARDS-CITIZEN SURVEY
FEEDBACK -I
SERVICE GUARANTEE
SELECTION PROCESS CHANGE
EMPLOYEE SURVEYS FOR TRENDS

ATTITUDES PERCEPTIONS

CULTURAL CHANGE TO A CUSTOMER SERVICE PHILOSOPHY

IDENTIFYING NEW PATTERN

TREATING PEOPLE LIKE CUSTOMERS
INTERNAL ORGANIZATION ASSESSMENT
PEOPLE ORGANIZATION
BENCHMARK BUSINESSES
WHAT IS SUCCESSFUL
HOW DOES IT APPLY

NEW POLICIES/PROCEDURES
GOALS/MISSION/VALUES ARTICULATED
HOLDING OFFICER ACCOUNTABLE
TRAINING
INTERPERSONAL SKILLS
SALES TECHNIQUES
CUSTOMER SERVICE
TEAM BUILDING
SELF ESTEEM
BRING IN NEW MANAGEMENT

CHANGING TO NEW PATTERN

SOME FACTS ABOUT SERVICE

- * Service is produced at the time of delivery; it cannot be produced and - stored;
- * Service cannot be demonstrated, tasted or tested before it is received;
- * Service is not tangible, it is an experience at the moment of truth;
- * Service involves an interaction between customer and provider;
- * Service is used up as it is delivered;
- * Service cannot be restored or repaired once delivered;
- * Service, when used, leaves an experience with the customer; and
- * This experience could be factual or it may be perceptual.

SATISFACTION

WHEN EXPERIENCE WITH A TRANSACTION

MEETS OR EXCEEDS

CUSTOMER EXPECTATIONS

REMEDIES

IMPROVE QUALITY OF EXPERIENCE

OR

LOWER CUSTOMER EXPECTATIONS

THE BOTTOMLINE

Police service, as defined above, is delivered where the customer is, generally beyond the influence of management; therefore, QUALITY ASSURANCE must occur before production, rather than after production as in an organization that is product oriented. It is this difference that requires the police service to improve the quality of its human resources in addition to processes and outcomes. Caution must be used when the classical TQM principles are applied to a police organization.

BRIGHTON POLICE PROFILE CHART

NARROW
SPAN
=
ADAPTIVE

CONTROLLING

- Dominance
- Authoritative
- Power fascination

SUPPORTIVE

- Cooperative
- Behind the scenes
- Take direction well

OUTGOING

- Like interacting
- Highly visible
- Expressive

INTROSPECTIVE

- Private
- Reflective
- Like one on one

RELAXED

- Patient
- Easy going
- Unhurried

URGENT

- Full throttle
- Done now
- Pressure themselves

EXACTING

- Systematic
- Want to be correct
- Factually oriented

GENERALIZING

- Big picture
- Not detailed
- Like to initiate not complete

THE BRIGHTON POLICE SERVICE GUARANTEE

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We guarantee that police employees will respond to your request for assistance as quickly as possible, and that the service they provide will be caring, courteous, and satisfactory to you.

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We guarantee that we will do whatever it takes to correct any situation that does not meet your high standards and expectations.

(This guarantee does not imply that those who transgress will not be held accountable for their actions.)

SERVICE QUALITY MEASUREMENTS for the POLICE

TRADITIONAL MEASUREMENTS

- Productivity
- Complaints to elected and appointed officials
- Number of internal investigations
- Number of lawsuits or litigation settlements
- Relationship with news media
- Community and council support
- Budgeted resources

MEASUREMENTS RESULTING FROM QUALITY IMPROVEMENT

- Employee Satisfaction Survey
- Customer Satisfaction Survey
- Service Guarantee