

MEASURING ORGANIZATIONAL SYSTEMS FOR PROBLEM SOLVING

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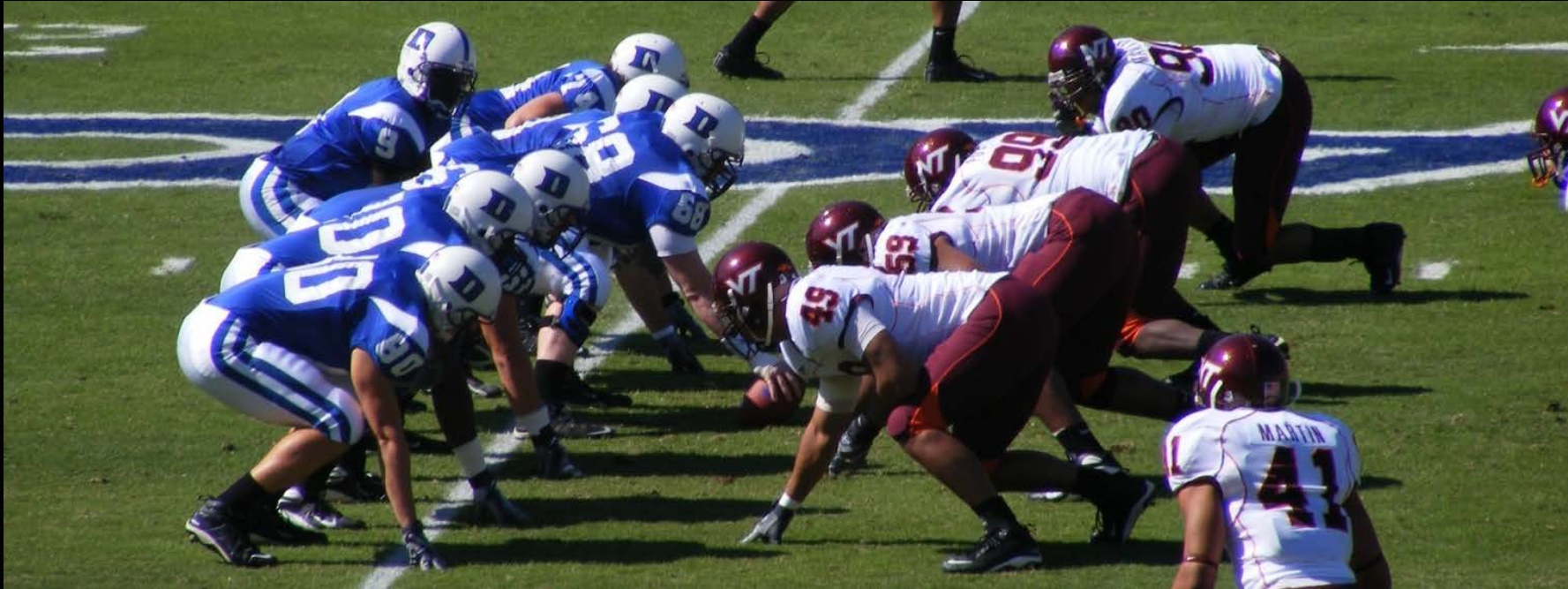
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CHALLENGES OF IMPLEMENTING PROBLEM SOLVING

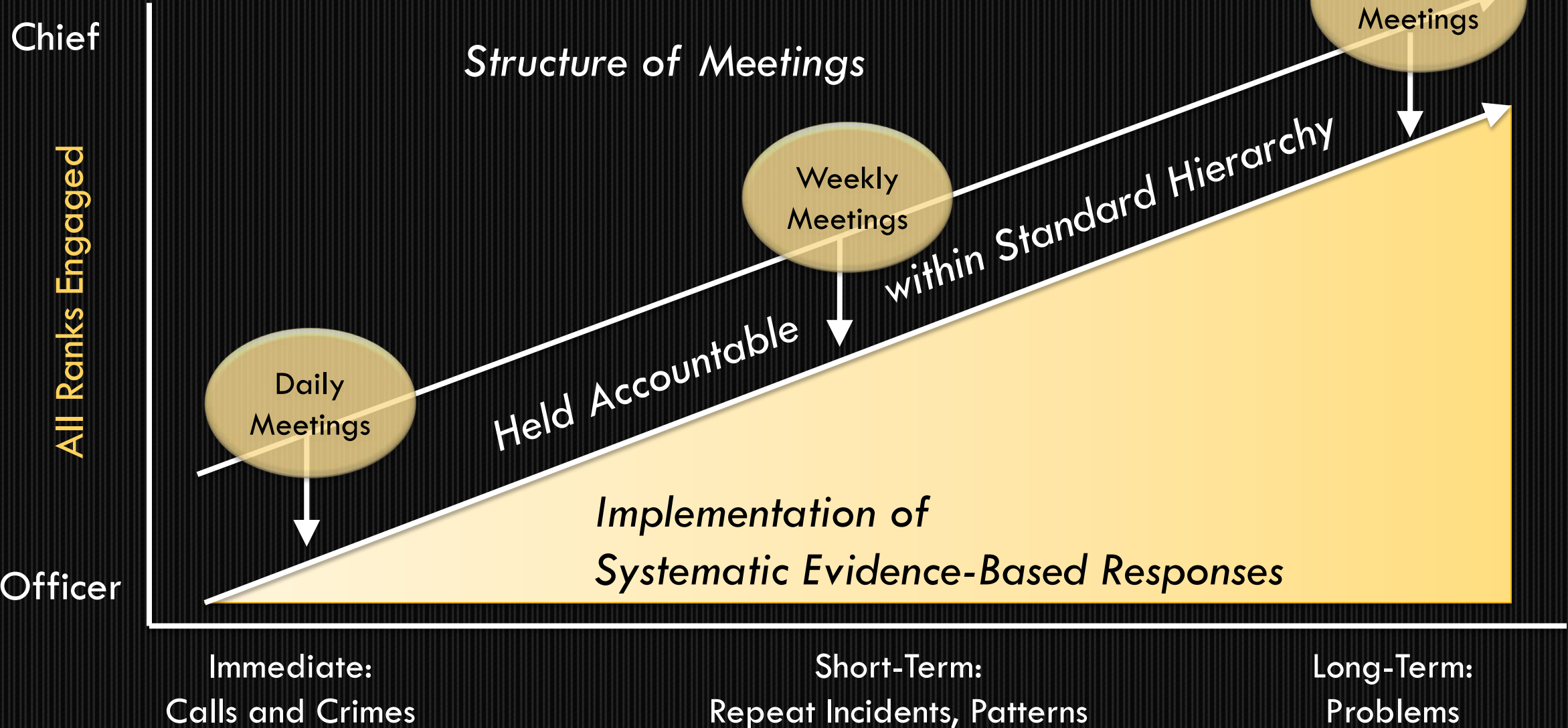
- Problems not clearly distinguished
 - Problems solved ad hoc and/or by a specialized unit
 - Lack of communication, transparency, accountability, leadership, involvement
 - Lack of organizational institutionalization
 - Lack of accountability
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STRATIFIED POLICING

Stratification of crime analysis, responsibility for problem solving activities, and accountability according to problem type



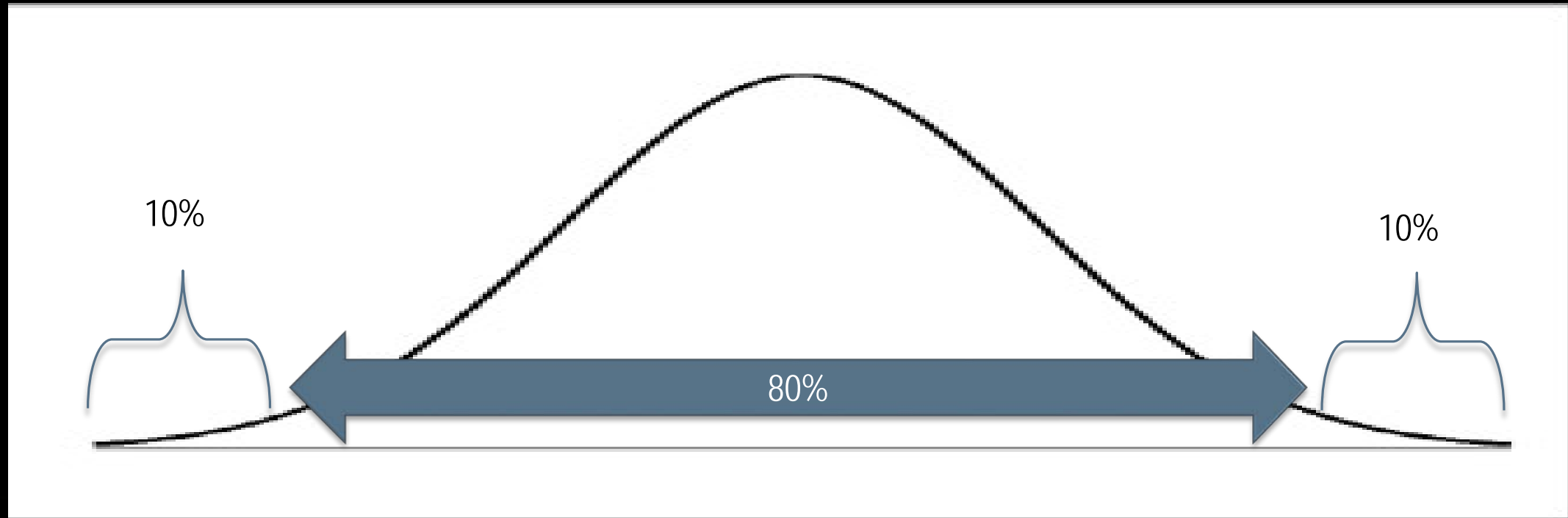
STRATIFIED POLICING



Problem Complexity Dictates Crime Analysis

RESULTS IN ORGANIZATIONAL CHANGE

- Proactive crime reduction is institutionalized like calls for service response
- Creates standards increasing minimum expectations at every level
- Encourages creativity to identify and respond to problems



RESULTS IN ORGANIZATIONAL CHANGE

- Infuses crime analysis into day-to-day responses and assessment
 - Improves communication and teamwork
 - Creates expectations
 - Facilitates appropriate accountability
 - Increases transparency
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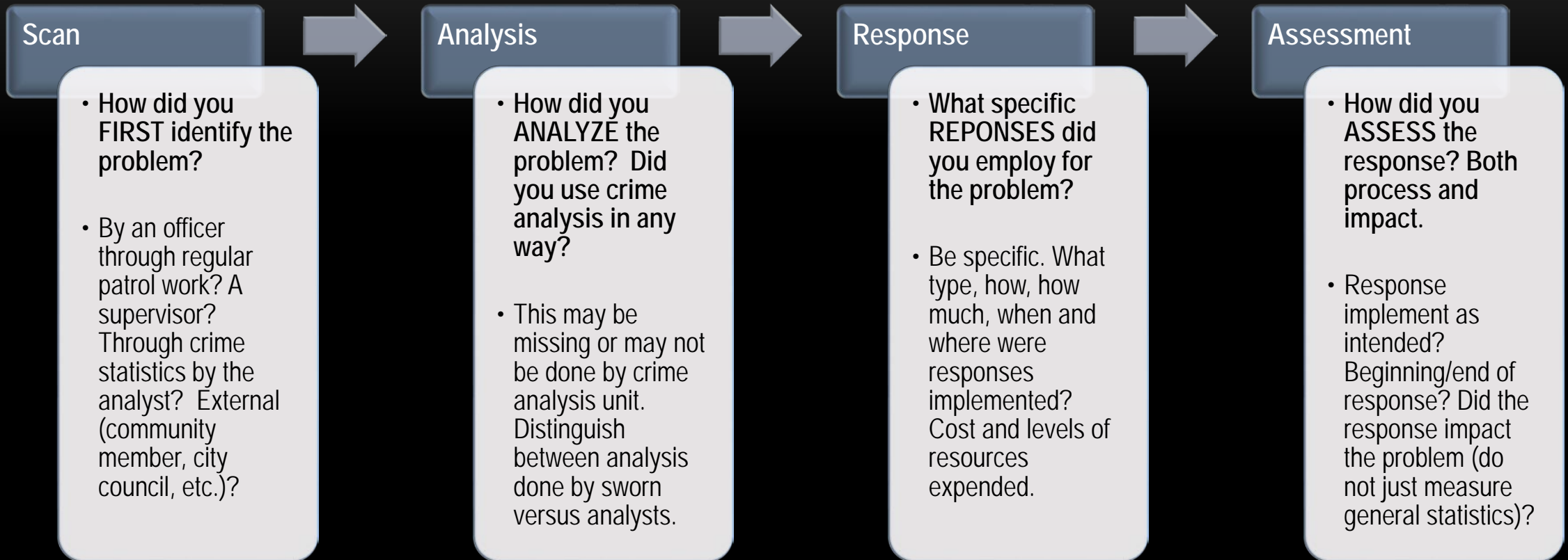
SYSTEMATIC MEASUREMENT OF PROBLEM SOLVING

- Document previous problem solving activities
 - Systematically track problem solving activities in real time
 - Obtain personnel perceptions to determine organizational change
 - Data used for initial assessment of organization
 - Then used to evaluate and make adjustments for sustainability
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PROBLEM SOLVING PROCESS MAPS

- Systematic collection of individual problem solving processes and completed problem solving projects
 - For both short-and long-term problems
 - Documents accountability as well
 - Maps can be plotted as data for process evaluation
 - Measure against baseline maps or ideal implementation
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PROCESS MAPPING PROBLEM SOLVING



Accountability

- How were the people working on the problem held **ACCOUNTABLE** for their work? How was the person/people assigned the problem held accountable?
- How were those responding (likely officers) held accountable? How was the person responsible for the problem solving held accountable?

SYSTEMATIC DATA COLLECTION

- Systematically collect responses to all types of problems
 - Active versus passive system
 - Individual contribution versus collection and collation by one individual
 - Quick and focused data entry
 - Example: Adventos, SmartForce Technology
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ORGANIZATIONAL SURVEY

- Determine organizational cultural change
 - Conducted before implementation to establish baseline
 - Conducted each year to evaluate differences and make adjustments
 - Questions concerning:
 - Problem solving activities
 - Communication and transparency
 - Accountability and leadership
 - Satisfaction with agency's proactive crime reduction
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CONCLUSIONS

- Understand why problem solving is difficult
 - Identify different types of problems
 - Implement a system through policy that sets expectations
 - Use a system of measures to understand organizational change in both behavior and perceptions of problem solving
 - Make focused adjustments based on ongoing results
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