

Instructor Outline:

Regional Community Policing Institute
Michigan State University
School of Criminal Justice

Community Policing Initiatives A Two Day Workshop for Police Executives

Instructor Notes

Welcome-Overhead

Overhead

Hand out in book

Note: Of the different groups who attend training, this group of executives, top managers and political members of the community, including Mayors, City and County Commissioner, need to have a less structured classroom experience and an ability to speak and listen to their fellow participants. The role of the Instructor becomes that of a functioning facilitator who understands when the "experience" needs support material for clarification and the movement to other topics.

The two key roles for the police executive are that of 1) a leadership role and 2) the change-maker role. Those roles necessitate that they are constantly reinforcing the concepts of community policing in both practice and deed. It is clear within their mind and expressed consistently why their police agency is changing the way they "do business." It is an open door policy that allows full communication within an agency of how this process will take place.

The challenge for this "training" is the presentation of those critical issues of organizational change and the support they need to have on their participation in the direction that their agency will undertake. Simply put, "those who do the work design the work". It is only through the Chief Executive's leadership that this can happen by charging their management and supervisory staff with this mission and holding them accountable for it to be accomplished.

To achieve these goals, it is the responsibility of the facilitators in the workshop to clearly articulate these dual roles and to illuminate the areas that must be examined for the strategic direction of the Department.

It is important that one of the facilitators is a Chief or Sheriff who has experienced the attempt of reorganizing a police agency and who believes in the leadership and change-maker roles.

It is also strongly suggested, when the training of the Department personnel actually takes place, that the Chief Executive attend sessions with the police officers and certainly open them with clear statements of expectations.

List Specific Questions on Wall

8:00 – 8:30 Registration

8:30 – 9:00

- I. Introduction of Material and Instructors
 - A. Instructors
 - B. Purpose of source book
 - C. Introduction of participants
 - D. Training objectives
 1. To identify the philosophy of community policing and how it fits into the "real world";
 2. To identify characteristics of traditional policing and contrast the community policing style of management;
 3. To identify the role of the executive leadership of the organization.
 4. To examine the inherent values contained in the philosophy of community policing;
 5. To identify participant's needs as it relates to where they are in the process of change;
 6. To examine the strategic planning process necessary to implement the necessary changes;
 7. To examine successful examples of community policing strategies; and
 8. To initiate a plan of action.
 - E. Have participants write down, as specifically as possible, questions/concerns they have. One instructor facilitates the articulation of those questions and the other will chart them on the flip charts, posing them on the walls.

Instructor Notes

Overhead
Experience without theory is nothing.

| | | |
|----|---------|--|
| | Barrier | |
| 10 | | |
| 8 | | |
| 6 | | |
| 4 | | |
| 2 | | |

Use
Colored
Dots

Overhead #3
Law Enforcement, like society, has two possible courses of action. The first, is to cling to the status quo, the second is to facilitate social change.

Copy of organizational survey in notebook.

Overhead #4 Community Policing Is...

Dependent upon size of class, this can be done in one group if no more than 12 or break down into groups of 6.

- Objective:
- To clarify by the organizational survey the philosophy of community policing and the practical issues of implementation;
 - To examine those issues that need to be included in strategic planning.

- Objectives:
- To engage participants in identifying organizational issues under which the police agency currently operates;
 - To allow participants to critically assess the value of these practices;
 - To have participants determine if there is a more effective and efficient change that would better support the principles of community policing; and
 - To engage participants in their leadership capacity for them to determine how change will occur.

9:15 – 10:45 II. Philosophy of Community Policing

- A. Have each participant indicate on a scale of 1-10 their knowledge of the community policing philosophy and the most significant barrier within their own thoughts on the issues for total implementation.
- B. Utilizing the organizational survey
 1. Indicate the average Department scores on strategic planning, management, labor issues, and problem solving abilities.
 2. How do they believe this would relate as to other Departments?
- C. Three Elements of Community Policing:
 - a. An organizational based customer strategy;
 - b. Unlimited partnerships;
 - c. An informational based unified effort to solve problems. (This material on elements I the most critical and should be continually reinforced throughout the 2 days.)

10:45-11:00 Break

11:00-12:00

- C. Specifically address the issues within police organizations that must be addressed, modified, changed, eliminated, etc., in order to change how the agency operates.
 1. Organizational Issues

| | | |
|--------|-----------------------------|-------------|
| Issues | Traditional Police Response | CP Response |
|--------|-----------------------------|-------------|

- a. First have groups of four to six people identify organizational issues. Give them one hour.

Instructor Note: These include, but are not limited to:

1. Bureaucratic structure
2. What does hierarchy specifically do?
3. What jobs can be eliminated?
4. Policies and procedures.
5. Labor relationship.
6. Culture.
7. Strategic planning.
8. Role of management and supervision.
9. What does Police Officer do? Etc

12:00-1:15 Lunch Break
(Preferably have a speaker from business on organizational change.)

1:15 – 2:00

2. Have entire group list all of the organizational issues on the wall. Have them put 3 colored dots on those most important for them to examine further.
3. Instructor acts as facilitator to examine traditional and community policing philosophy on one of these organizational issues. Other facilitator writes on the board. List responses.
4. “How would you, as the leader initiate the change to occur?” question s given to the group.
5. Participants discuss these as a whole group.

Instructor Notes

Video
San Diego

Objective:

- To view and hear a Chief who has executed the Senior Executive responsibility of changing the way San Diego Police Department operates; and To hear a strategy including partnerships, use of volunteers on a regularly scheduled basis, and a problem solving needs of operation.

Objective:

- To personally hear a Chief on the political realities;
- To personally enter into a dialogue with another Chief; and
- To relate their own experiences.

Handout in Notebook
Community Policing Initiatives

Objectives:

- To have the Chief Executive acknowledge the opportunities and barriers for implementation; and
- To allow Chief Executives to share concerns with others by presenting and seeking alternative ways for working through and confronting these issues.

D. San Diego Police Department Chief Sanders Video.

2:15 – 2:30 Break

2:30 – 3:30

Chief _____
Experience of a Chief – Remarks
(A Chief who has strong community policing experience is selected to speak.)

3:30 – 4:00

Questions and Discussion with Chief

4:00 Adjourn

DAY TWO – Community Policing Initiatives

8:30 – 9:30 II. Initiation of Implementation

- Have participants individually fill out the 6-page handout from their notebooks.
- After filling this out, facilitators ask “what do they see as their greatest opportunity and greatest barrier” question.

Instructor Notes

Overhead
Probability of Change...

Overhead
Police Mgt: Principles of Quality
Leadership (Madison, Wis.)

Overhead
Opinion Leadership

Overhead
Police Culture
Information from Deming,
Bennis, Posnar, Kanter, Peters,
etc.

Objectives:

- To examine how change occurs within organizations;
- To examine differences of opinion from workers and supervisors as to what people need from their work/organization;
- To examine the culture within police organizations and specifically address the reward system within Departments represented; and
- To examine police culture that does not promote concepts of community policing.

Overheads:

- Opinion Leadership
- Change-makers vs.
- Basic Assumptions
- Opinion Leadership in Organizational Change?

9:30 – 10:15

C. Issue of change and culture within a police organization.

1. Probability of change is equal to:
 - a. The current level of discomfort pertaining to the way things are now.
 - b. The attractiveness of the vision of the future.
 - c. The person's or the group's previous success at change; and
 - d. The level of peer or work group support for the change.

Discussion: What do these statements mean to the change-maker, the Chief Executive?

2. Opinion Leadership Survey
 - a. Survey of employees and supervisors on ranking of values within the workplace
 - b. How does change occur with an organization?
3. Culture assumptions about the police organization
 - a. Basic assumptions – what leads to success in my police agency?
 - b. Practices and values currently operating that do not promote creativity, problem solving and the creation of partnerships?

Instructor Notes:

Objectives:

- To examine calls for service presently at represented police departments;
- To determine how to create time for a problem solving approach;
- To examine emergency response issues;
- To examine data collected and the utilization of an information based operation for the patrol officer; and
- To examine the function of crime analysis.

Objectives:

- To engage the Chief/Sheriff in a problem solving mode their officers will be utilizing;
- To examine the importance of clear and precise directions and expectations of what they want others to do;
- To illustrate that full participation by many different people allows for more effective and creative problem solving with solutions; and
- To illustrate leadership's responsibility for problem solving.

Observer Sheet

10:15-10:30 Break

10:30-12:00

C. How to create time that allows for problem solving for a patrol officer without creating new positions;

1. Present union/labor contracts
2. Relationships with labor
3. The calls for service dilemma
4. Examination of collected data
5. Data that needs to be examined
6. Crime analysis – who is in charge?

12:00-1:15 Lunch Break

1:15 – 2:15

D. “Did you Hear That?” Exercise

1. Divide group into teams of 6 and appoint an observer for each group.
2. 25 minutes for each problem.
3. Evaluation
 - a. Observer reports on what occurred as well as participant’s reactions.
 - b. How does this relate to the role of Chief Executives?
 - c. Participants join in the critique.

2:15 – 2:30 Break

Instructor Notes

Case Study: You are recently hired from outside this 75-person department to be Chief. Two specialized community policing officers have been acting rather independently for past two years and have largely been public relations tools for the Department. Your promise to the hiring committee was to have X Department a total community policing department. The last Chief was from within the Department for 25 years, was loved by community, and not well respected by the union. Morale is low and arbitration is presently underway. No new money and no new hiring.

Organizationally there is a Deputy Chief, 3 Cpts, 5 Lts., and (9 Sgts. (you do not have a jail). Detectives exist and are specialized in the usual specializations. Present contract calls for 8 hr. shifts but union is considering a change to 12 hr. shifts for next negotiations. An officer was fired for continual citizen complaints 3 months before you came. Community has heard some response by some asking for a Citizen Review Board. No crime analysis except for data on reporting crime figures is available. It is thought juvenile crime is considerably up, expressed by school and courts. Downtown business area is rapidly deteriorating and it is rumored a medium-sized manufacturing industry is considering relocating. A strong emphasis in the Dept. has been traffic enforcement. The other industry in your town is tourism. Community policing is not a popular topic in your Department. You have told the City Manager you will submit a preliminary report in 60 days with a plan of action. What will you do?

Copy of overheads to follow this outline.

2:30 - 4:00 Case Study of Department
Converting to total community
policing assigned to group of 4-5
people (continued on next page).

Case Study of Department
Converting to total community
policing assigned to group or 4-5
people (continued).

1. Give group 35 minutes.
2. Have each group report out to the entire group.
3. Re-emphasize the concepts and elements as participants relate their potential applications.

Evaluation

Adjournment