



Smart Policing: Organizational Change & Sustainability

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Session Goal

- ❖ Reinforce the importance of sustaining Smart Policing practices & innovations
- ❖ Review different perspectives regarding sustainability
- ❖ Discuss different tactics and strategies that support sustainability
- ❖ Look at Smart Policing sustainability practices in the sites

Sustainability in Smart Policing

- ❖ Sustainability is stressed early on
- ❖ Should plan for sustainability at the outset
- ❖ Shouldn't assume that everything you do should be sustained
- ❖ Should never underestimate the importance of planning, strategically for sustainability
- ❖ Should never underestimate the importance of communication (internal) to sustainability
- ❖ There is a close link between sustainability, organizational change, and innovation

Sustainability in Smart Policing

- ❖ Two different approaches:

1. Sustaining Smart Policing practice

- ❖ Analysis
- ❖ Collaboration & Communication
- ❖ Research partnership
- ❖ Actionable data

2. Sustaining Smart Policing strategies and tactics

- ❖ Proof of effectiveness & cost effectiveness

Perspectives on Sustainability (in the public sector)

Three types of innovation (from GovExec.com):

1. Adapting a proven practice into a new context
2. Improving what is already being done
3. Developing an entirely new approach.

Three elements required for innovation

(also from GovExec.com):

1. Empathy = give everyone a chance to learn about something they may not fully understand
 - ❖ just because you 'get it,' doesn't mean everyone else does
 - ❖ can you put yourself in the shoes of those who will receive the 'innovation?'

Three elements required for innovation:

2. Diversity = different voices must be brought to the table to get representation of diverse perspectives on a problem.
 - ❖ Those in the room must be open to all participants, regardless of status in the organization, sharing their own ideas

Three elements required for innovation:

3. Risk taking = people must be willing to try something different, to voice a “wild” idea without fear of ridicule or repercussions
 - ❖ Is there a culture of innovation in the organization?
 - ❖ Does leadership support risk taking?

Five things that government innovators can learn from marathoners (from govtech.com)

1. **Find a good running pack** — it helps to have a training group that runs at your speed and provides support. Find like-minded individuals to share your lessons learned, motivate one another to keep running when tired and pick each other up.
2. **Pick your battles** — If you fight every battle, you aren't going to win any of them. Save your energy to combat the really important problems.

Five things that government innovators can learn from marathoners (from govtech.com)

3. **Take breaks** – In today's world, the mind needs to rejuvenate; take periodic breaks. They refresh you, and they expose you to non-work activities that help you formulate new ideas.
4. **Know when to move on** – As an innovator, your best contribution may be getting new ideas off the ground, not running the project all the time; know your personality; when something new excites you, it may be time to try that.

Five things that government innovators can learn from marathoners (from govtech.com)

5. **Be realistic** — Most of us aren't going to run a two-and-a-half-hour marathon; it's important to be realistic in government as well; government bureaucracy often is slow. You can try to rush it but be realistic about the pace of progress

Conditions for Sustained Innovation (from ANAO)

1. Leaders provide a supportive culture
2. Innovation is part of the agency's strategy, and it is resourced
3. Staff have training, skills, & development opportunities
4. Agency engages with citizens and stakeholders

Conditions for Sustained Innovation (from ANAO)

5. Agency has a 'deep understanding' of the business (data, evidence, environment)
6. Assessment mechanisms are in place
7. Organizational agility
8. Innovation is recognized and rewarded

Leadership issues

- ❖ Top-level support is needed
- ❖ It's not the only thing needed
- ❖ Innovation and organizational change do not have to start with the top
- ❖ Innovators can “manage up” from lower levels in the organization
- ❖ “Line level leadership” is critical

Leadership issues

- ❖ Most of the principles noted here apply at all levels
 - ❖ Communication
 - ❖ Building a good team
 - ❖ Outreach and collaboration
 - ❖ Being realistic
 - ❖ Listening to all
 - ❖ Link you efforts to the agency's mission in visible ways

Sustaining Innovation in the SPI Sites

- ❖ Modifying officer performance evaluations
- ❖ Reaching out to agencies in the region
- ❖ Routinizing collaboration with external stakeholders
- ❖ Enhancing crime analysis capabilities
- ❖ Modifying CompStat meetings
- ❖ Providing specific training on SPI - roll calls, on-line, academy

Stop and Think

- ❖ Do we have to 'innovate' in SPI to be successful?
- ❖ Are there other sustainability practices that have not been discussed here?
- ❖ What are you doing right now to advance the sustainability of your project?
- ❖ Have you discovered anything that you definitely should not sustain?

Comments from SPI Sites

- ❖ Glendale
 - ❖ Mike White
- ❖ Boston (invited)