Texas Police Chiefs Association Foundation

"Courses Focusing on Leadership"

Managing Patrol Operations

16-hour Course for Patrol Supervisors, Commanders, and Chiefs

(TCOLE Course #37003)





Law Enforcement Command Officer Program (LECOP)

- 10 Course Program
- Designed to encourage and provide comprehensive leadership development to current and future law enforcement leaders
- Focused on the science of leadership, organizational dynamics, and developing the heart of a leader
- Specifically designed to equip Command Officers with critical knowledge
- Upon completion, and with the recommendation of the Chief Administrator, the recipient will receive their LECOP designation.

Introductions

- Name and Rank
- Department and Number Sworn in Patrol
- Your Current Assignment
- Special Interest – what you are hoping to get…
- Any Agency Problems / Issues

What's in Store…..

- Mission of Police – What should we be doing?
- History of Patrol Operations Research
- Effective Patrol Strategies and Tactics
  - What works to reduce Crime
- Three Pieces of Deployment
  - Staffing level
  - Shift Patterns
  - Beat or Sector Design
- Supervision
  - Audits and Inspections

Leadership, Culture, & Morale

Hannibal Police Department

Mission Statement

The mission of the Hannibal Police Department is to enhance the quality of life for our community now and in the future. We will achieve this goal by setting the highest standards of professionalism and providing a progressive level of service and protection to the public.

The Police Mission…

- **Why do we exist?**
  - **"Law Enforcement?"**
  - **Respond to Citizens Calls for Help?**
  - **Patrol?**
  - **Or should we be trying to prevent crimes before they happen?**

The Police Mission…

- **Traditional Policing Beliefs:**
  - **Random neighborhood patrol reduces crime**
  - **Rapid response to Calls reduces crime**
  - **Arresting law violators reduces crime**

- **How Successful are we using these techniques?**

The Police Mission…

- **National Victimization Study (Dept of Justice)**

Percent of Crimes Reported to Police	2021	2022	2023
Rape	21.5	21.4	46.0
Robbery	60	64	42.4
Aggravated Assault	60.5	49.9	57.1
Burglary	41.5	44.9	42.2
Theft	26.1	26.4	24.8
Auto Theft	76.9	80.9	72.4

The Police Mission…

- **Average Clearance Rates for Crimes in Texas**

Percent of Crimes Reported to Police Cleared	2021	2022	2023
Murder	56%	54%	59.8%
Rape	18%	20%	19.7%
Robbery	20%	20%	21.8%
Aggravated Assault	35%	36%	38.7%
Burglary	8%	8%	9.6%
Theft	8%	9%	10.5%
Auto Theft	9%	9%	7.5%

The Police Mission…

- What would the average citizen want today?
  - Continue doing things the way we have been for the last 100 years???
  - Start doing things that prevent crimes from happening in the first place.
  - Who makes that decision?
  - Is preventing crime popular with police officers?

Our Society – Last 25 Years

- **Changes in our Society…**
  - **Technology: Computers, Software, Communications, Cell Phones, YouTube, and now Artificial Intelligence**
  - **Speed of Communications, News Media**
  - **Social Media, Twitter, Websites, Apps, TikTok**
  - **Population Changes, higher education**
  - **Civil Rights, increased scrutiny of government, BLM**
  - **Public opinion of OIS moves from what is legal to what is necessary**



Our Society – Last 25 Years

- **Changes in our Society…**
  - **Even when it is clear that lives are at risk when force is used, questions now become, why not better managed?**
  - **Expectations of Emergency Aid after any use of force.**
  - **Two belief systems in courts**
    - **Final Frame**
    - **Officer created danger**

Our Society – Last 25 Years

- **Why are kids today different from the Baby Boomers?**
- **We all come into this world with a clean slate…**

- **Different upbringing, parental beliefs and experiences**
- **Different personal experiences**
- **Different socialization within groups**

  Military, schools, colleges, work groups, religious institutions

The Police – Last 25 Years

- **Changes in Policing**
  - **Expanding role of police: mental illness/homeless/addicted**
  - **Legal and policy changes, court decisions, legislation**
  - **Budget constraints, 2008 recession, COVID**
  - **Ferguson Effect: Greater scrutiny of police actions, BLM, media attention**
  - **CSI Effect: Video, Body Cameras, DNA, Jury issues**
  - **Changing community expectations, fairness, equity, accountability**
  - **Lone Wolf assaults**
  - **Changing addiction issues, Oxy, Fentanyl, Marijuana**

- **Thank goodness all the changes are over!!!**

Sir Robert Peel

9 Policing Principles

- To prevent crime and disorder, as an alternative to their repression by military force and severity of legal punishment.
- To recognize always that the power of the police to fulfill their functions and duties is dependent on public approval of their existence, actions and behavior, and on their ability to secure and maintain public respect.
- To recognize always that to secure and maintain the respect and approval of the public means also the securing of the willing cooperation of the public in the task of securing observance of laws.
- To recognize always that the extent to which the cooperation of the public can be secured diminishes proportionately the necessity of the use of physical force and compulsion for achieving police objectives.



Sir Robert Peel
9 Policing Principles

- To seek and preserve public favor, not by pandering to public opinion, but by constantly demonstrating absolute impartial service to law, in complete independence of policy, and without regard to the justice or injustice of the substance of individual laws, by ready offering of individual service and friendship to all members of the public without regard to their wealth or social standing, by ready exercise of courtesy and friendly good humor, and by ready offering of individual sacrifice in protecting and preserving life.
- To use physical force only when the exercise of persuasion, advice and warning is found to be insufficient to obtain public cooperation to an extent necessary to secure observance of law or to restore order, and to use only the minimum degree of physical force which is necessary on any particular occasion for achieving a police objective.

Sir Robert Peel
9 Policing Principles

- To maintain at all times a relationship with the public that gives reality to the historic tradition that the police are the public and that the public are the police, the police being only members of the public who are paid to give full-time attention to duties which are incumbent on every citizen in the interests of community welfare and existence.
- To recognize always the need for strict adherence to police-executive functions, and to refrain from even seeming to usurp the powers of the judiciary of avenging individuals or the State, and of authoritatively judging guilt and punishing the guilty.
- To recognize always that the test of police efficiency is the absence of crime and disorder, and not the visible evidence of police action in dealing with them.

Sir Robert Peel

3 CORE IDEAS

- The goal is preventing crime, not catching criminals. If the police stop crime before it happens, we don't have to punish citizens or suppress their rights. An effective police department doesn't have high arrest stats; its community has low crime rates.
- The key to preventing crime is earning public support. Every community member must share the responsibility of preventing crime, as if they were all volunteer members of the force. They will only accept this responsibility if the community supports and trusts the police.
- The police earn public support by respecting community principles. Winning public approval requires hard work to build reputation: enforcing the laws impartially, hiring officers who represent and understand the community, and using force only as a last resort.

The Patrol Mission…Should Be…

- Prevention
- Detection
- Apprehension
- Response to Citizen Calls
- Traffic Management
- Emergency Services
- Protection of Rights of All

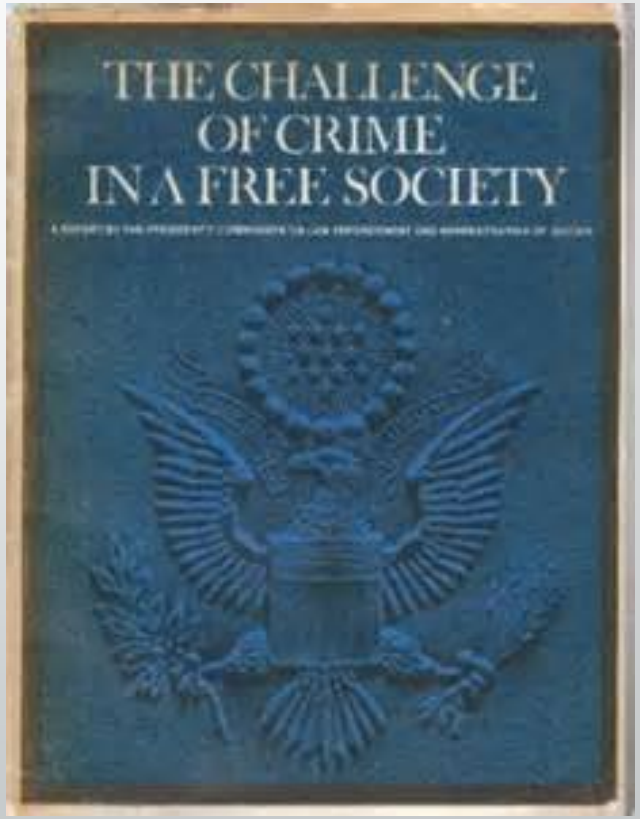


Our History

Operations Research – What works to reduce crime…

Police Operations Research…Our History

- 1967 President Commission on Law Enforcement and Criminal Justice
- Response to the Civil Rights abuses by police
- Advocates for "Professionalism"
- Better Education and Training
- 911 System developed
- Beginning of Research by PERF and Police Foundation



Police Operations Research…Our History



- 1973 Kansas City Preventive Patrol Experiment
- 1976 Kansas City Response Time Analysis
- 1976 Kansas City LOP and POP
- 1978 Flint Foot Patrol Study
- 1980 Birmingham Differential Call Response
- 1982 Broken Windows
- 1987 Newport News Problem-Oriented Policing

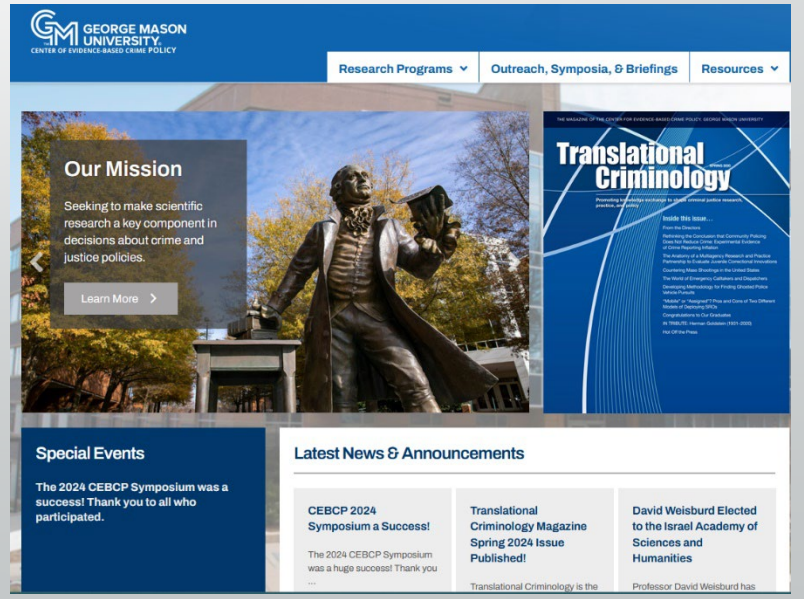
Police Operations Research…Our History

- 1988 Minneapolis ReCap (Repeat Call Program)
- 1995 Kansas City Gun Reduction Program
- 1995 Minneapolis Hot Spot Policing Program
- 1999 Jersey City POP in Violent Places
- 2009 Philadelphia Foot Patrol Study
- 2010 San Bernadino Broken Windows Exp.



Police Operations Research…Our History

- 2014 Boston Operation Ceasefire
- 2014 DDACTS NIJ Publication
- 2016 New Haven Smart Policing Initiative
  - Micro-places
- 2017 Center for Evidence-Based Policing - George Mason Univ.
  - The Case for Place
- 2019 Sacramento Specific Deterrence Initiatives
  - Focused Deterrence
- 2020 Natl Acad. Of Science Proactive Policing



Police Operations Research…Our History

- Increasing Police does not always reduce crime
- Random patrol neither reduces crime nor improves chances of catching suspects
- Saturation patrolling does reduce crime, temporarily by displacing it
- The type of crime that terrorizes citizens - the muggings, robberies, burglary, rape, and homicide is rarely encountered by patrol units
- Improving response time has little effect on the likelihood of arresting criminals
- Crimes are not usually solved through criminal investigations

Recent Police Operations Research

- **The importance of Community Trust and Legitimacy**
  - Voluntary compliance, assistance, cooperation
- **Crime concentrations and new interventions**
  - Hot spots, directed patrols, focused deterrence, Problem-Oriented Policing
- **The emergence of "Micro-places"**
- **Crime Prevention Through Environmental Design (CPTED)**
- **Evidence Based Policing**
  - Center for Evidence Based Crime Policy = George Mason University

Police Operations Research…Our History

So….after all that….

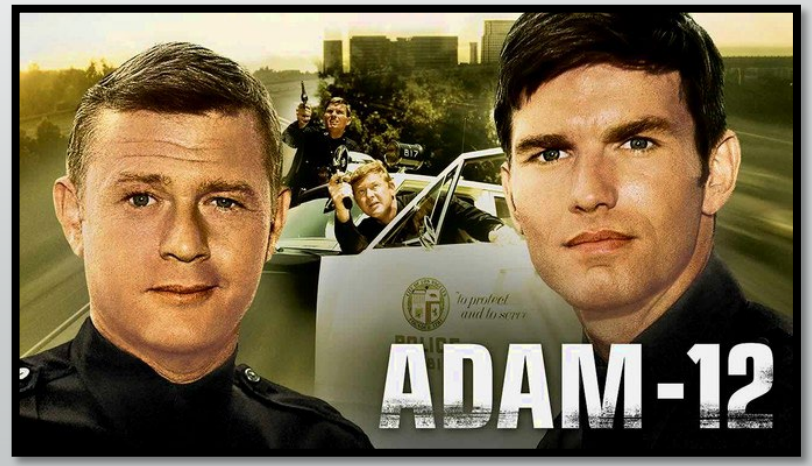
What works and what doesn't???



What We Know Doesn't Work…

- The Standard old model of Policing….
  - Random preventive patrol
  - Rapid response to calls (exceptions)
  - Intensive proactive arrest policies (and citations)
    - Zero Tolerance
    - Very Effective, But…

      Very Poor Community Reaction



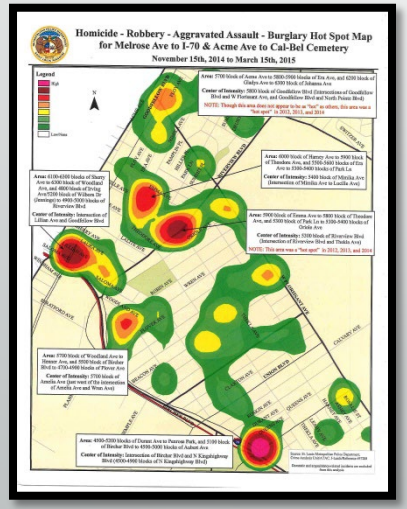
What We Know Does Work…

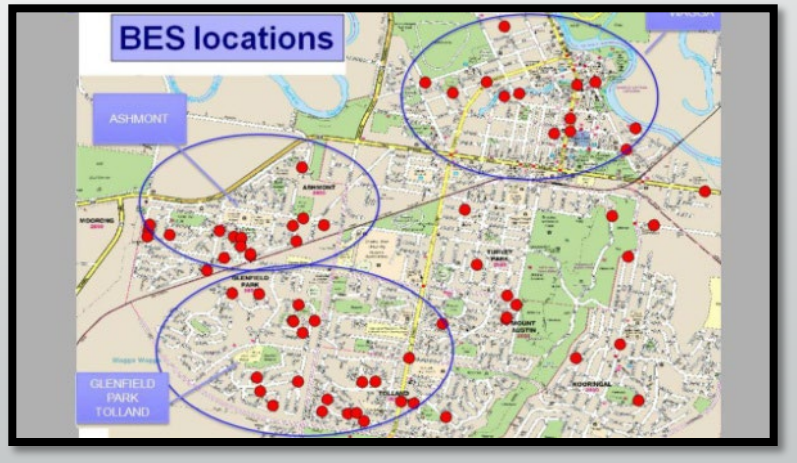
- **Recent Research indicates that four strategies can Prevent or Reduce Crime**

- **Data Driven or Hot Spot Policing…**
- **Focused Deterrence…**
- **Problem Oriented Policing…**
- **Community Policing…**

What We Know Does Work…

- Data Driven or Hot Spot Policing…
  - 50% of all calls from 5% of places
  - Advent of "micro-places"
  - Something about this "place" leads to crimes occurring there.





What We Know Does Work…

- **Hot Spot Policing… Doing What???**
  - **Presence alone reduces crime**
  - **Spending 10 minutes better than driving through**
  - **Every extra minute in area extends survival time**
  - **Ideal time 14-17 minutes**
  - **Proactive medium length stops on random intermittent basis**

What We Know Does Work…

- **Hot Spot Policing… Doing What???**
  - **Identify Hot Spots not only by location but also by Time of Day…**
  - **Does little good to put officers into hot spots during early morning hours if all crimes occurring late at night.**

What We Know Does Work…

- **Hot Spot Policing… Doing What???**
- **The 4 "Gs" of Hot Spot Policing:**
  - **<u>GO</u> to the hot spot. Patrol, stop vehicles and pedestrians, and investigate.**
    - **Spend about 15 minutes minimum. Overhead lights?**
  - **<u>GET OUT</u> of your car. Conduct foot patrol, be seen.**
  - **<u>GO IN</u> businesses, apartment complexes, abandoned houses, etc.**
  - **<u>GREET</u> the community members. Get to know the business owners, apartment managers, and the criminals…**

What We Know Does Work…

- **Hot Spot Policing… DDACTS Analysis Training**



- www.iadlest.org/training/texas-dept-of-transportation/texas-ddacts-project

What We Know Does Work…

- **Hot Spot Policing… Crime Analysis Training**



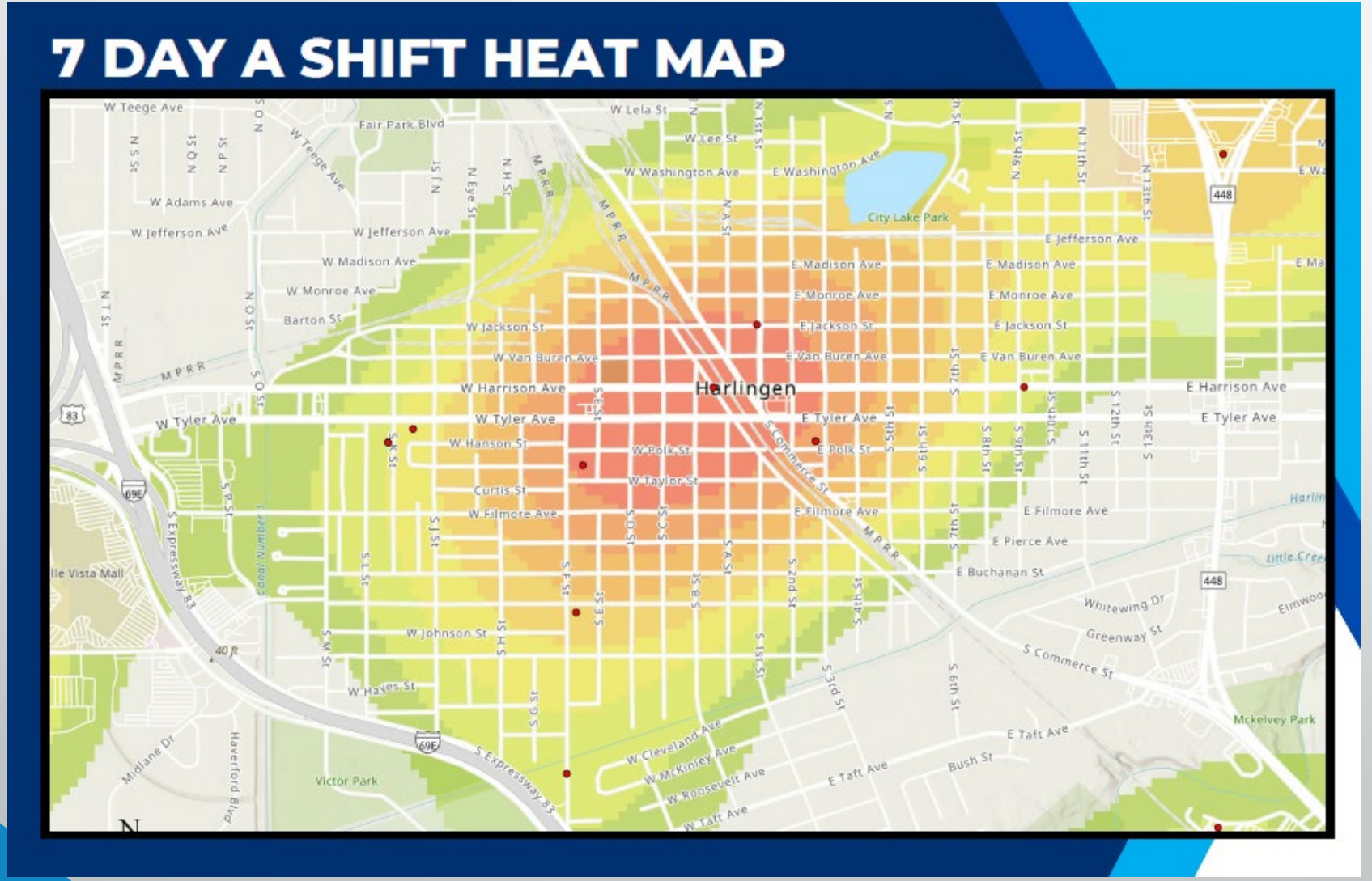
https://ihsonline.org/CICA

7 DAY CRIME TRENDS

CRIME FUSION CENTER



What We Know Does Work…



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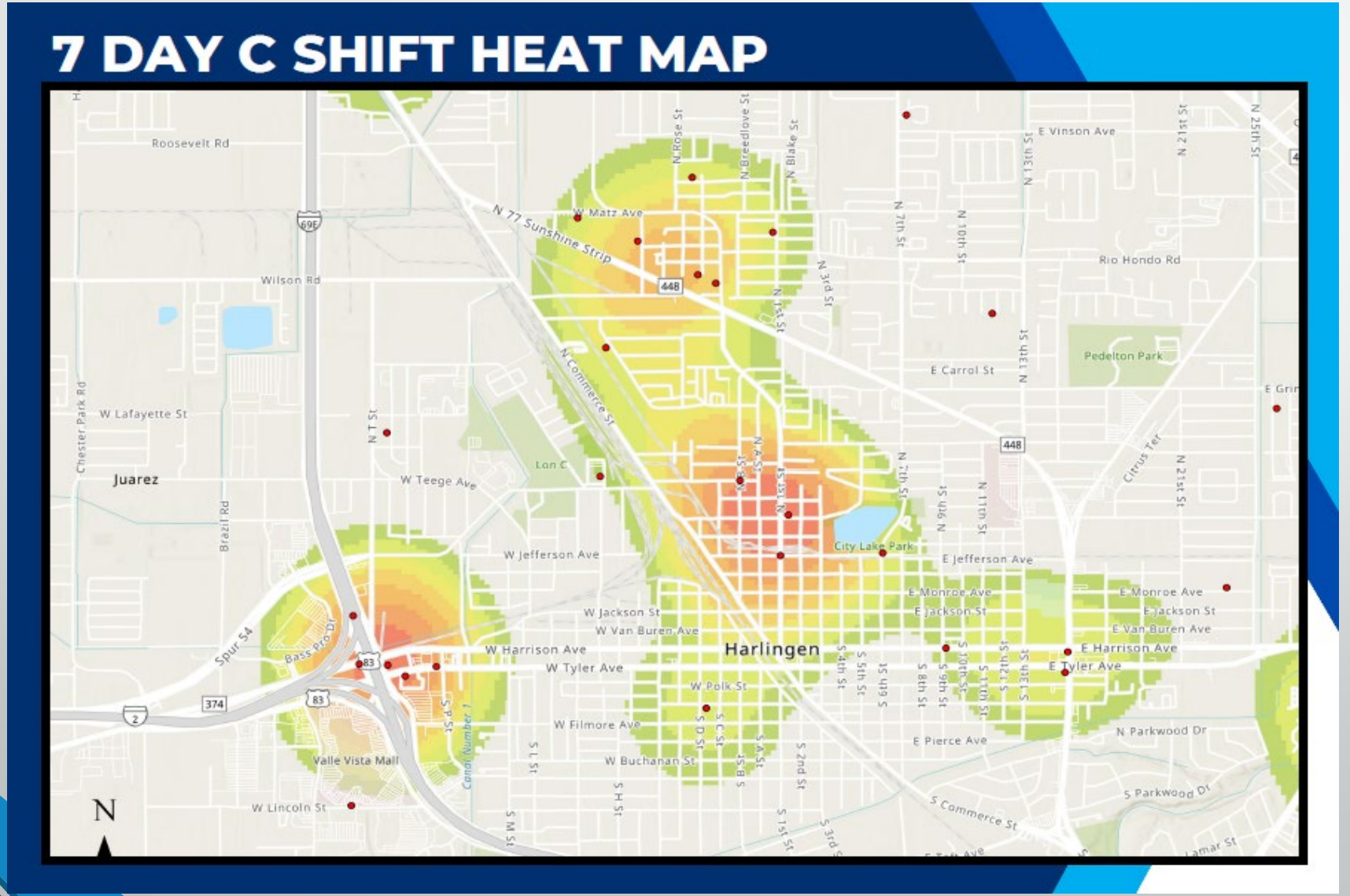
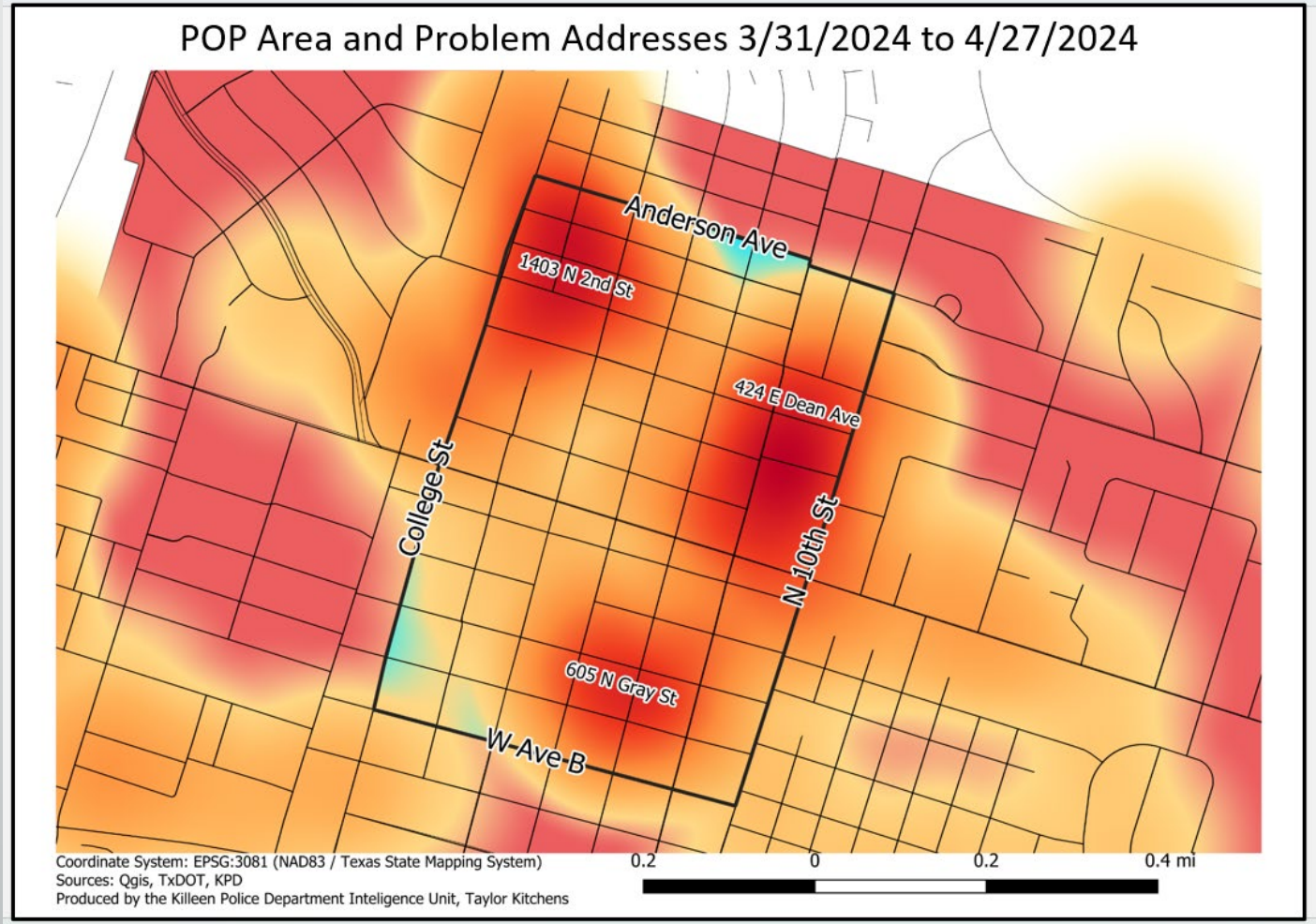


What We Know Does Work…



What We Know Does Work…



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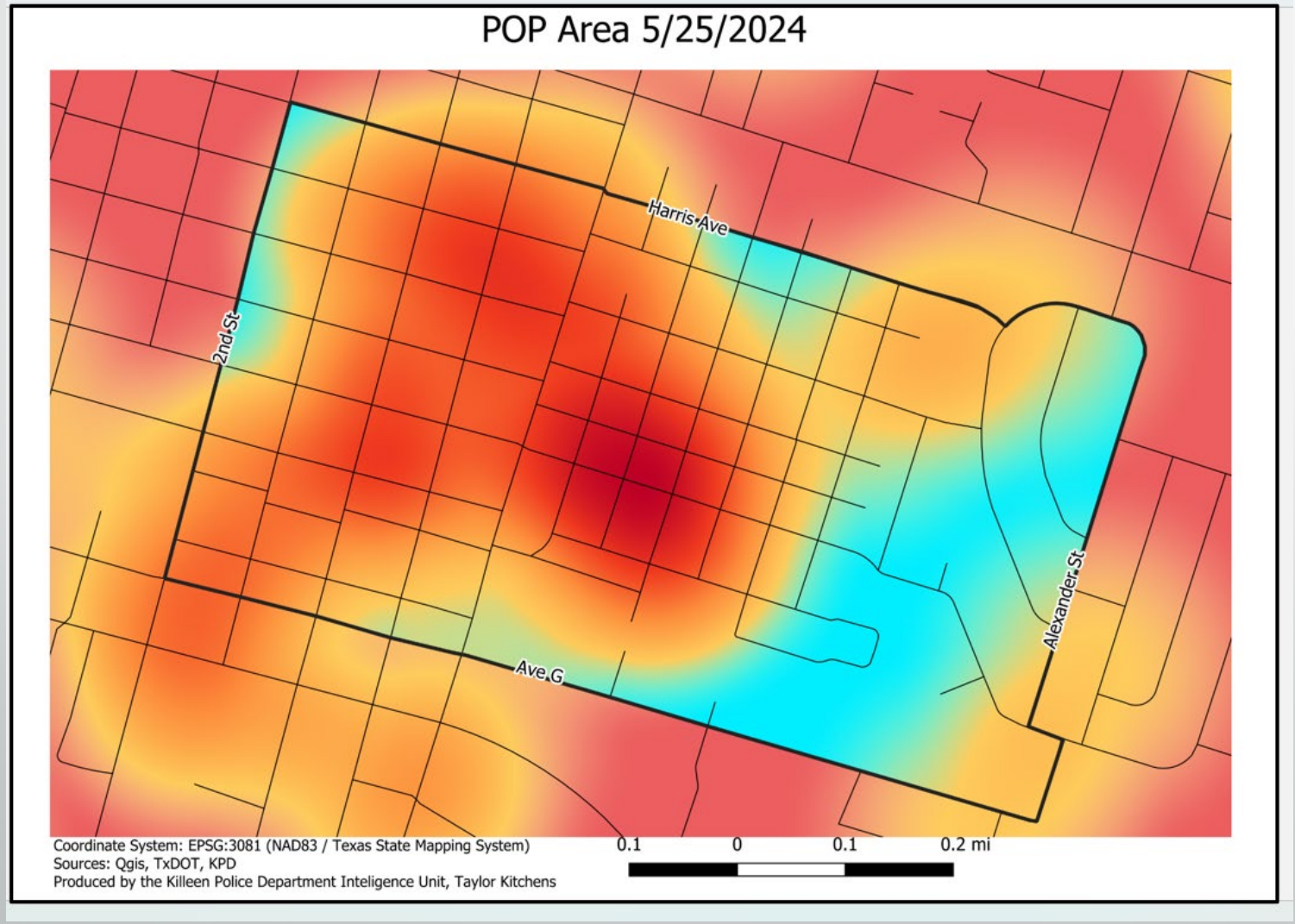


What We Know Does Work…

- **Hot Spot Policing… Doing What???**



What We Know Does Work…

- Hot Spot Policing… Doing What???
  - Disrupt situational dynamics
    - Increase risk or effort to offend
    - Reduce the attractiveness of the target
    - Increase guardianship
    - Increase in Misdemeanor arrests has some impact
      - But not as much as situational strategies
      - Negative Impact on legitimacy

What We Know Does Work…

- **Hot Spot Tactics --- Apprehension**
  - Install silent alarms
  - Conduct covert surveillance
  - Identify and recruit potential Informants
  - Conduct prime-time stakeouts
  - Use decoy operations
  - Design traps for identifying suspects and customers
  - Conduct sweeps to identify possible offenders
  - Build channeling to force offenders toward observation points
  - Identify repeat offenders frequenting the area, increase enforcement
  - Use hidden camera systems

What We Know Does Work…

- **Hot Spot Tactics --- Target Hardening**
  - Conduct a security survey of target locations
  - Operation ID
  - Visible Warning Posters "Take, Hide, Lock"
  - Develop community organizations, provide crime prevention info
  - Install visible alarms / phones
  - Install visible camera systems
  - Provide community information on crimes in the area

What We Know Does Work…

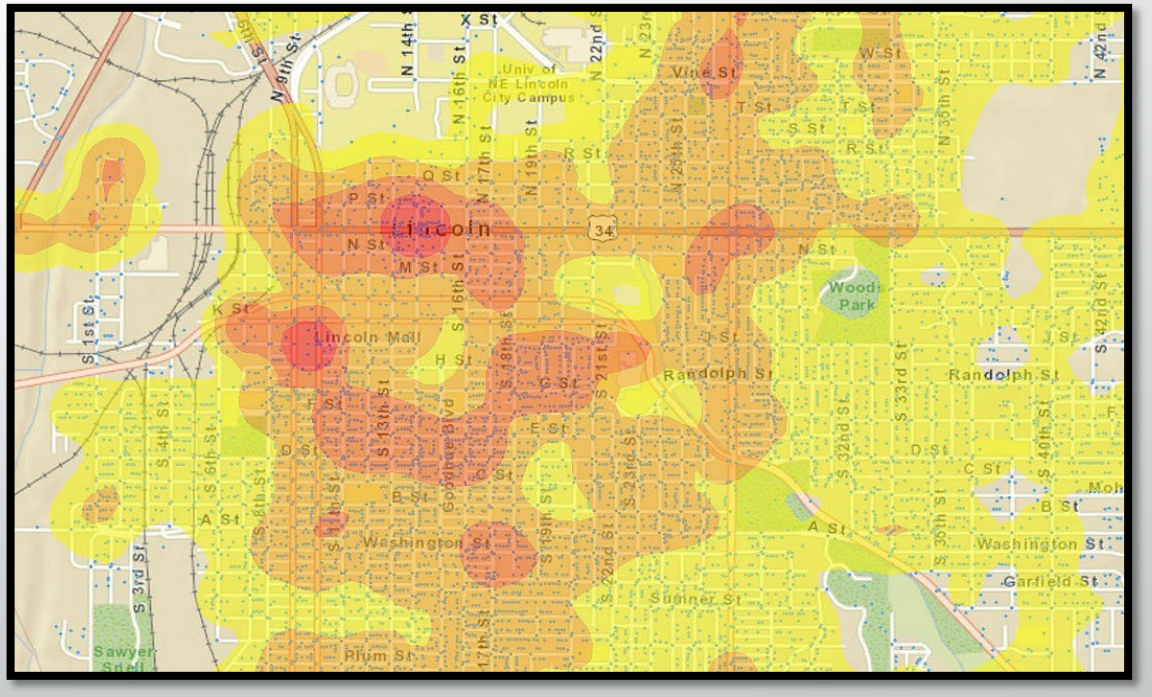
- **Hot Spot Tactics --- Suppression**

  (Increasing Guardianship)

  - Saturation patrol
  - Covert vehicle patrol
  - Intensive periodic patrol
  - Visible cameras
  - Increased lighting
  - Nuisance abatement
  - Fixed post assignment
  - Foot patrol during high offense hours
  - Problem Oriented Policing custom designed responses

What We Know Does Work…

- Hot Spot Policing… Doing What???
  - Problem Oriented strategies work best!
    - Aim at High-Risk areas
    - Chronic Problems



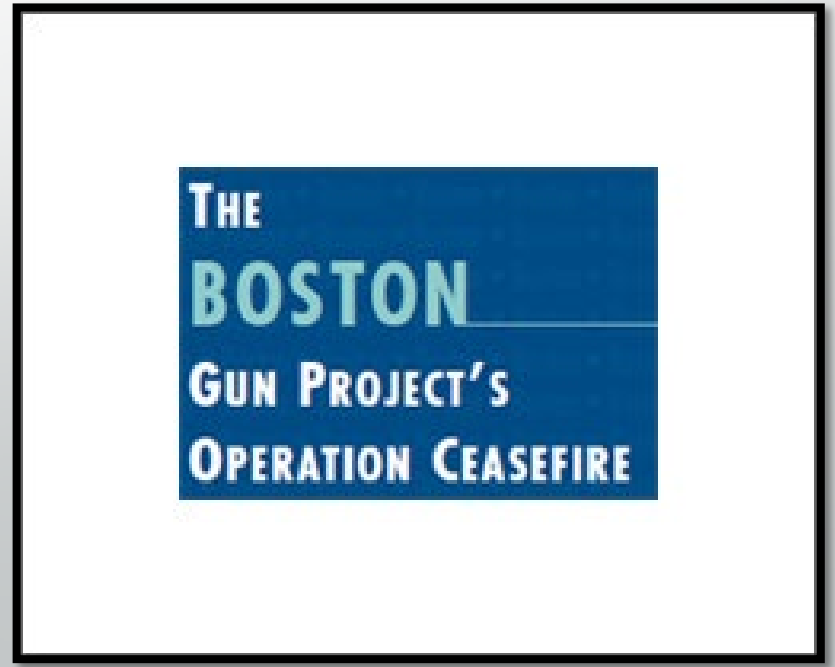
What We Know Does Work…

- Hot Spot Policing… How do you do it???

1. Identify Areas and Micro-Places and times.
2. Train Supervisors and officers and provide info (data - where and what to do.)
3. Set expectations of activity in hot spots.
4. Track time and activity (calls, arrests, activities) in identified areas.
5. Evaluate crime and calls after 60-90 days.
6. Reanalyze areas, change if necessary.

What We Know Does Work…

- **Focused Deterrence - Pulling Levers**
  - **Boston Operation Ceasefire**
  - **Offenders notified of increased scrutiny, penalties**
  - **Focus groups identified targets**
  - **Underlying problems identified**
  - **Tailor specific strategies**



What We Know Does Work…

- **Focused Deterrence…. Doing What???**

- **Identifying Repeat Offenders - Gangs, Chop Shops, etc.**
  - **Three arrests in the past four years, two in the last two years.**
  - **Fuginet - TDC release database**
- **Pay greater attention to repeat offenders**
- **Let them know you are watching. Contact, explain, assist.**
- **Spend more time preparing good cases when arrested.**

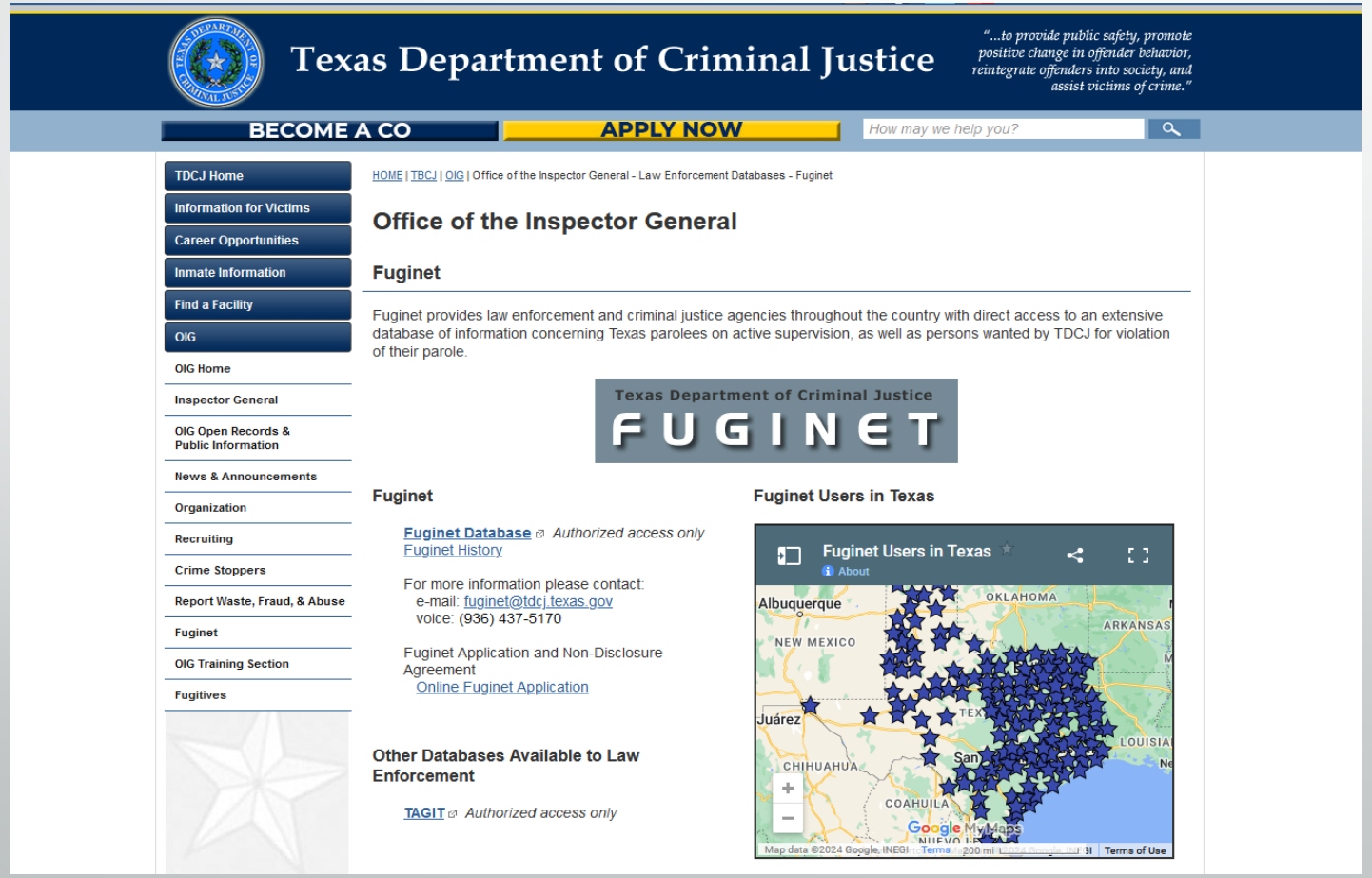
What We Know Does Work…

- **Focused Deterrence…. Specifics…**

- **Assign officers to identify repeat offenders from local arrest data**
- **Use Fuginet**
- **Identify associates, vehicles, MOs, habitual hangouts, etc.**
- **Visit their home, inform them they are known, provide assistance resources, and promise increased attention and casework if offending.**

What We Know Does Work…

- Focused Deterrence



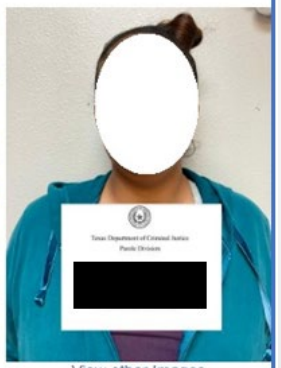
Fuginet

Histories | Map

Demographics | Supervisory

WANTED
PAROLE VIOLATOR

Name:	[redacted]
SID#:	[redacted]
TDCJ#:	[redacted]
FBI#:	[redacted]
SSN#:	
PIA#:	
DL#:	
DL State:	
DOB:	03/25/1989
POB:	TX, TOM GREEN
Release Date:	11/05/2021
Release County:	POTTER
Warrant Date:	07/12/2022
Max Exp Date:	12/18/2022
Sentence:	2Y 00M 00D
Receive Date:	04/27/2021
Received From:	TOM GREEN



View other Images

Address:	2501 MLK Blvd, Lot 614
County:	TOM GREEN
City:	SAN ANGELO
State:	TX
Zip:	76903
Offenses:	POSS WID C/S HEROIN PG1 4-200G; POSS CS PG1 1-4G HEROIN
Offense Categories:	DANGEROUS DRUGS; DANGEROUS DRUGS
SMT:	TAT "ROSIE"/TEXAS SHAPE OUTSD/INSD RT WRIST, 1X EACH EAR, SURGERY SCAR INSD LFT THGH, SURGERY SCAR UNDER LFT BUTTK, NEEDLEMARK SCAR OUTSD

Sex:	FEMALE
Race:	HISPANIC
Eye:	Brown
Hair:	Brown
Height:	5' 05"
Weight:	226



SMT:	TAT SKULL LFT SD CHEST TAT SKYLINE CENTER CHEST, CUT SCAR RT MID SD BACK, TAT "ADAMS"/FEM FACE/JOKER FACE/BARS INSD/OUTSD/BCK LFT F/AR, TAT FADED "SAN" WEB LFT HND, CUT SCAR RT SD EYE, TAT "II" FRT RT SHLD, TAT "X" FRT LFT SHLD, CUT SCAR PALM LFT HND, TAT MAP OF TEXAS INSD LFT ANKLE, TAT "MARIA"/SPUR LFT/RT SD NECK, TAT CHARRA W/GUN FAR RT SD ABDOM TAT ANGELS/DEMON GIFS FAR L SD ABDOM, TAT RELGS FEM FIG INSD RF ARM UNFINISHED, TAT SPUR BACK HEAD, TAT ROSARY/"BLIND"/SACRED HEART/ROSES/FILLER ENTIRE UR ARM, TAT "TRUST NO BITCH"/"OREJON"/FEM FACES/FILLER ENTIRE BACK, TAT FEM FACE/INSD LOWER L LEG

What We Know Does Work…

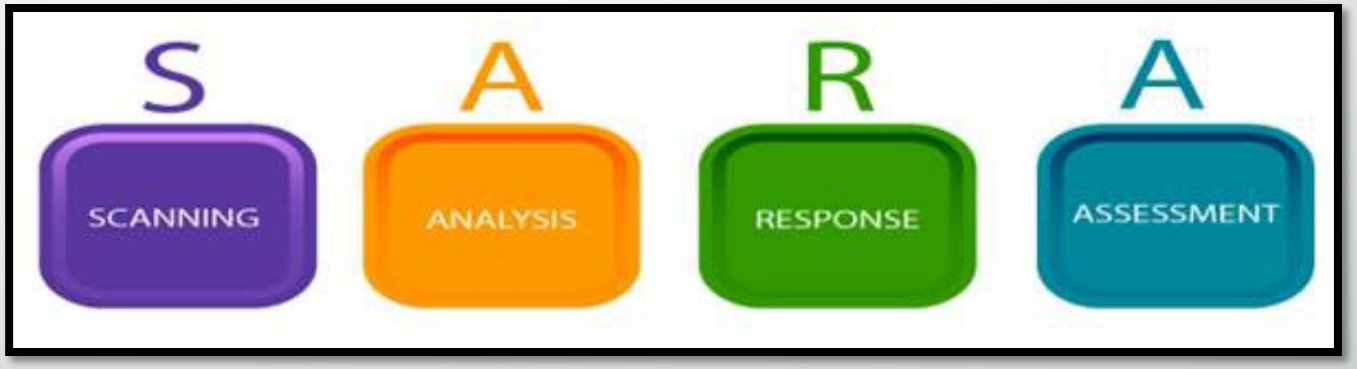
- **FUGINET**
  - **Parolee/Parole Violator Information**
  - **Photos, Associates, Prison Visitors, Vehicles Physical Descriptions**
  - **Addresses confirmed by Parole Officer visits**
  - **Mapping of addresses**
  - **Offenses / History**
  - **Gang Affiliation/SMT/Prison tats**
    - https://www.tdci.texas/.gov/php/prod/oig_fuginet_app/

What We Know Does Work…

- **Problem Oriented Policing**
- **Identifying Problems – Crimes, Calls, Community Issues, etc.**
  - **Digging deep to find the causes of the problems**
  - **Designing and implementing specific solutions – not always a police response**
  - **Conduct follow-ups to see if the problem is solved.**
  - **Revise as needed.**

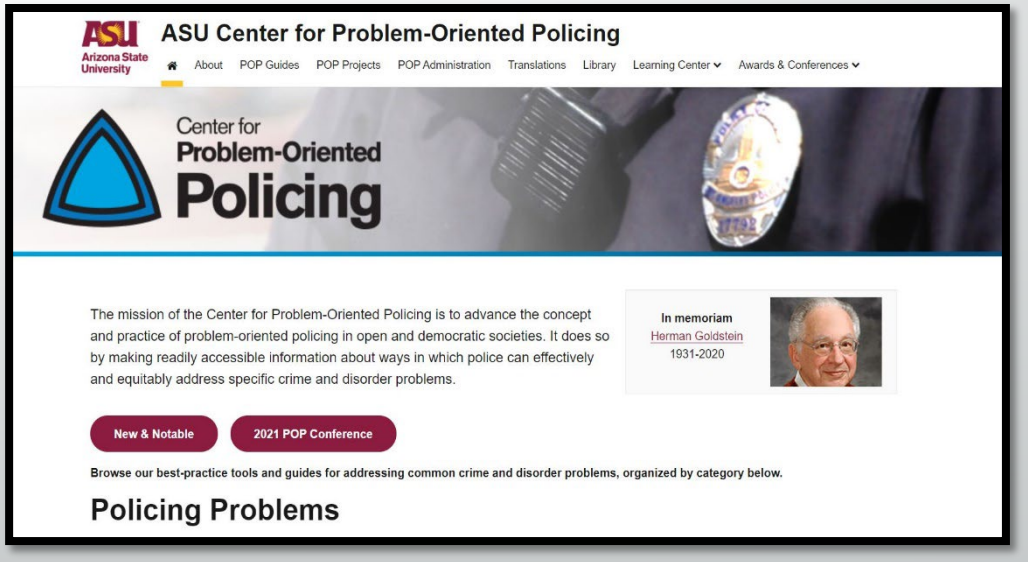
What We Know Does Work…

- Problem Oriented Policing
  - Not just for hot spots
- SARA
  - Scanning
  - Analysis
  - Response
  - Assessment



What We Know Does Work…

- Problem Oriented Policing ---- How???
- Department Commitment
- Training (SARA and clear examples)
- www.popcenter.org
- Failures: Shallow problem solving,
- Lack of continued commitment…



What We Know Does Work…

- **Problem Oriented Policing ---- How to do it…**

1. **Require all patrol officers (or a selected few) to complete a four-hour course on Problem-Oriented Policing.** (certificate)



What We Know Does Work…

- Problem Oriented Policing ---- How to do it…

2. Require all trained officers to individually identify three potential problems to work on. (Scanning)
3. With the officer, decide on the particular issue each officer will work on.
4. Begin a detailed analysis of the causes of the problem. (Analysis)

Examine history, read prior offenses, look for chronic offenders, examine environmental factors, review prior calls for service, talk to area residents and other officers, contact other city functions like planning department and public works about future plans for the area.

What We Know Does Work…

- **Problem Oriented Policing ---- How to do it…**

5. **Develop possible solutions to impact causes.**

   www.popcenter.org

   www.crimesolutions.gov

   www.campbellcollaboration.org

   https://portal.cops.usdoj.gov/resourcecenter/Home.aspx

   (search "POP Guide" or specific problem.)

   The Playbook (USB drive)

6. **Implement the selected solution(s).**
7. **Evaluate, modify, or continue as needed.**

What We Know Does Work…

- Community Policing ----
- Broad range of programs
  - Most have some form of community involvement or consultation
  - Some decentralization
  - Some use of Problem Solving
  - No evidence of crime reduction
    - Increased Citizen satisfaction
    - Builds trust and legitimacy



What We Know Does Work…

- **Community Policing ----**
  - **Omaha 360**

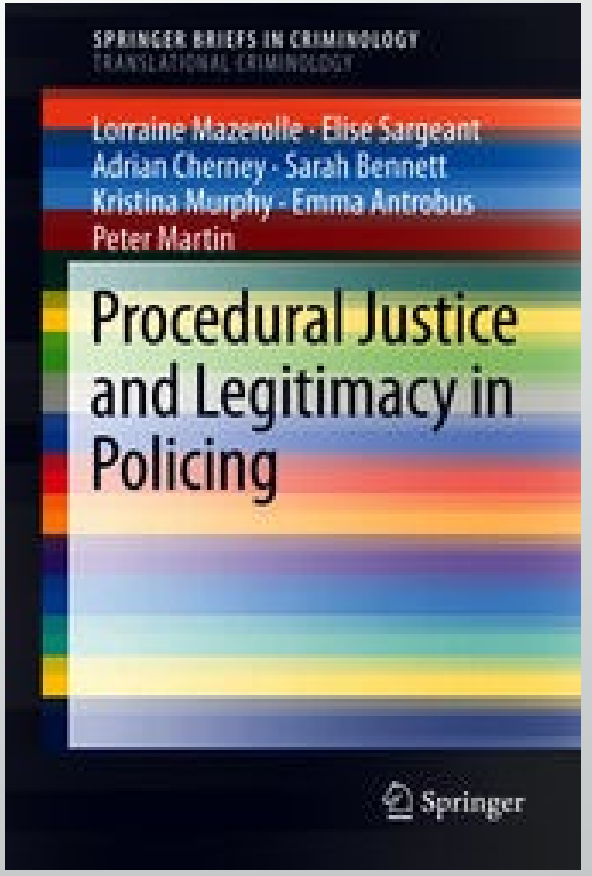




What We Know Does Work…

- Procedural Justice
- Best method of increasing public trust and legitimacy…
  - Allow people to tell their story, listen, question
  - Neutrality in decision-making, explain why
  - Treat with dignity and respect, even if arresting
  - Act out of benevolence toward them,

  that you have their best interests at heart



What We Don't Know…

- Increasing Department Size

- Just more of same ole same ole
- What cops do on the street matters more than department size.



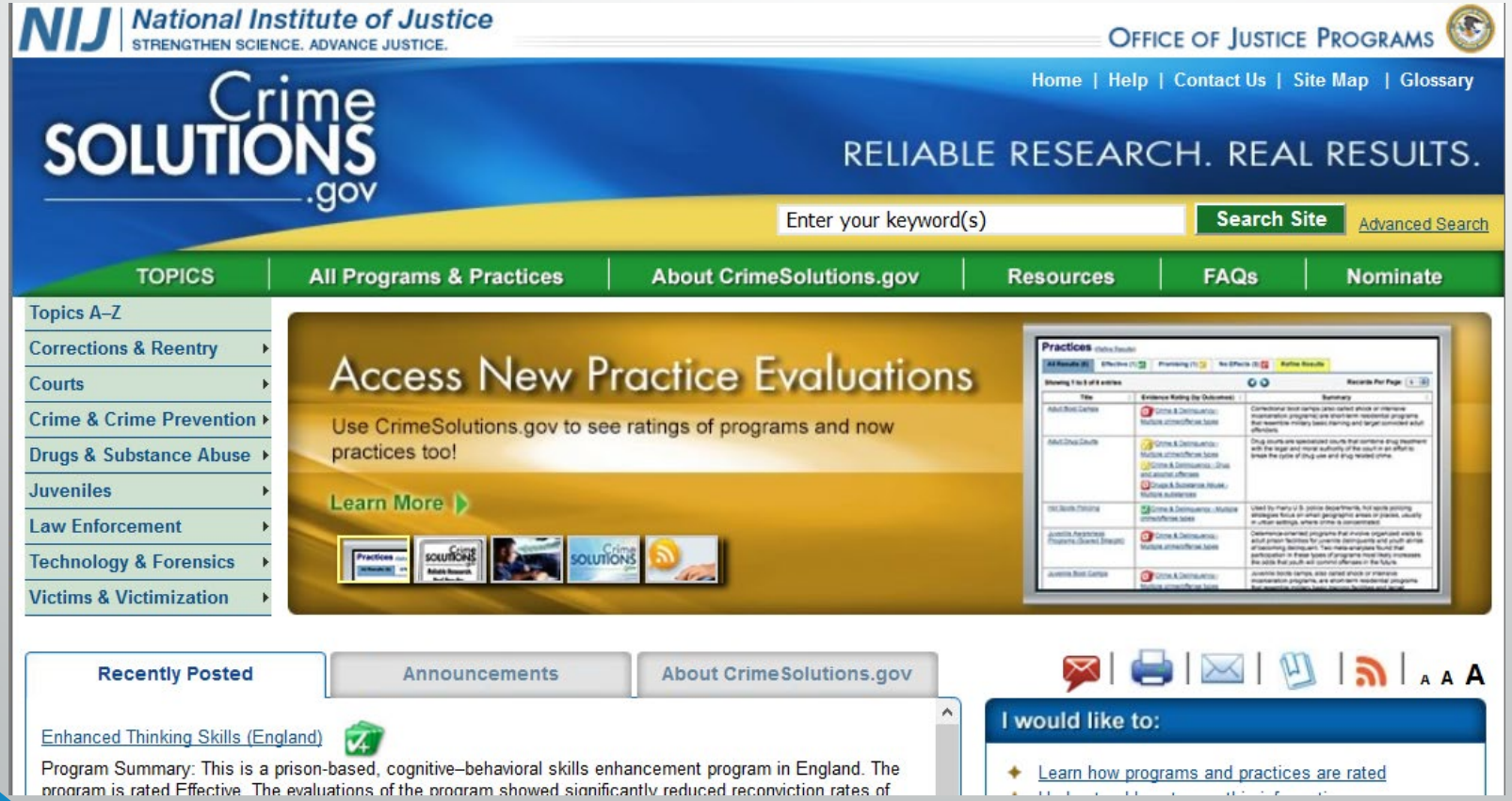
What We Don't Know…

- Some Community Policing Programs
- Neighborhood Watch
  - Mixed results as crime control depends on activity
  - Putting up signs doesn't work
  - Must have active communication
  - Difficult in multi-family areas



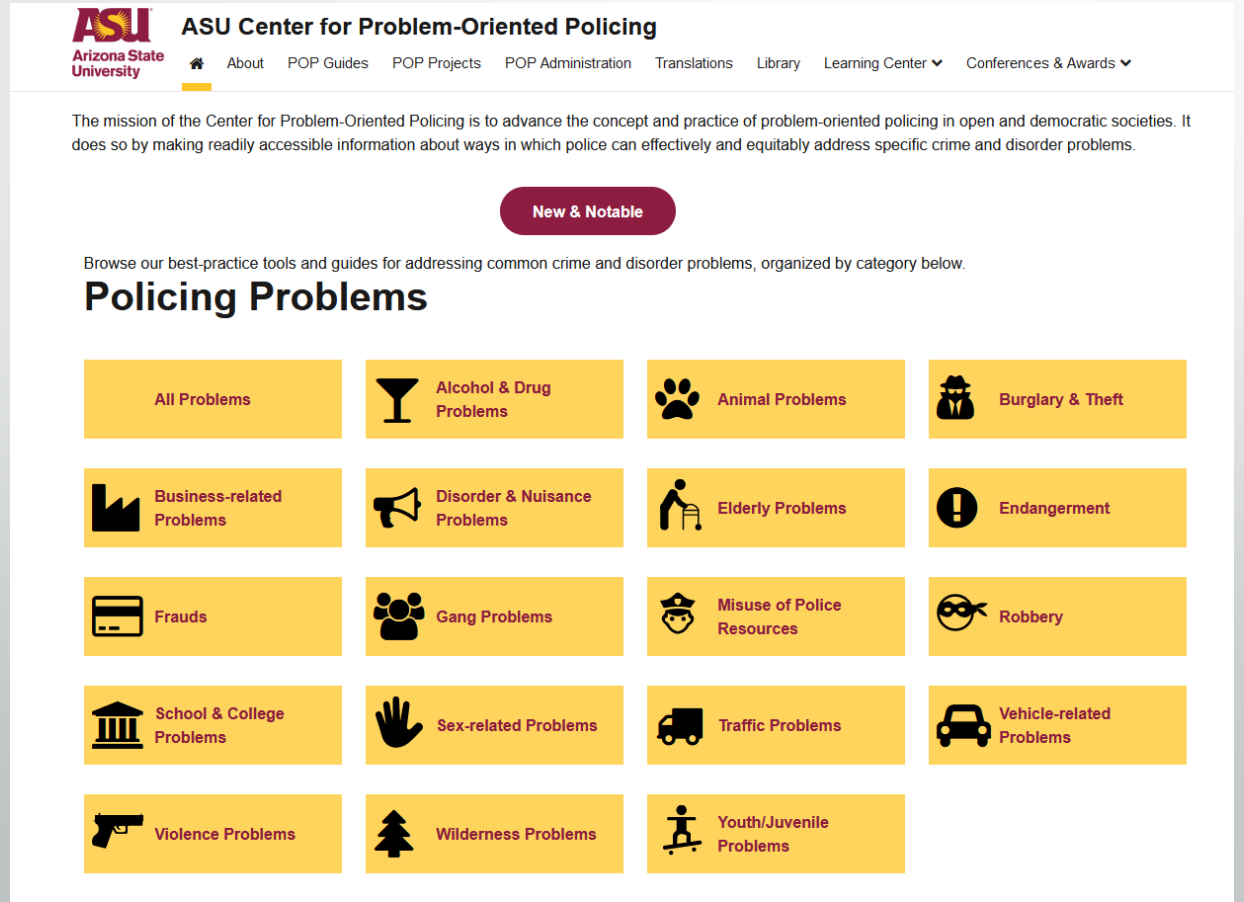
Resources

- **Resource on Program Evaluation:**
- **www.crimesolutions.gov**



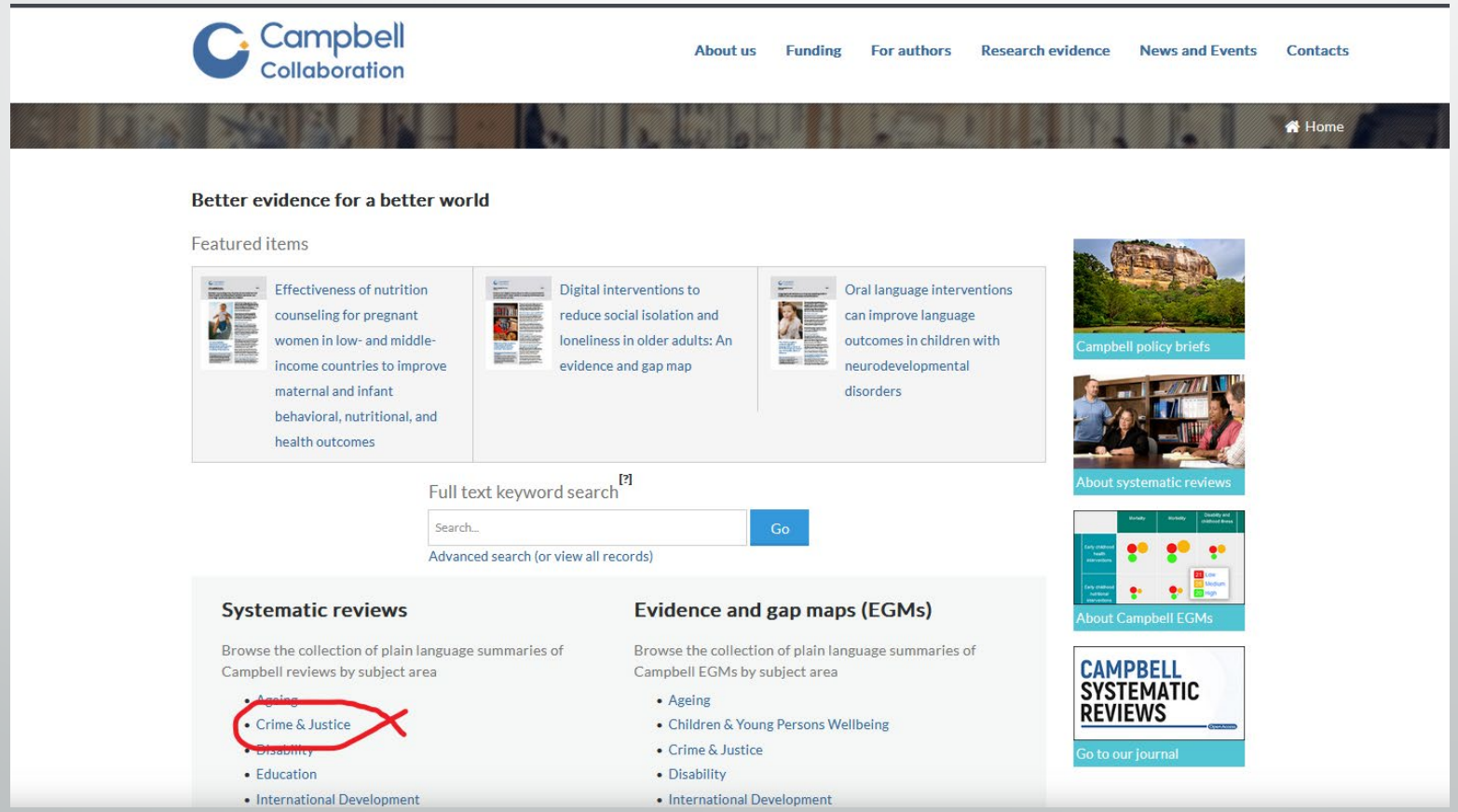
Resources

- Resource on Program Evaluation:
- www.popcenter.org



Resources

- **Resource on Program Evaluation:**
- **https://www.campbellcollaboration.org/better-evidence**



Now What???

- We now understand what we need to do…
- So how do we do it???
- Using the resources you are given…
  - Staffing
  - Scheduling
  - Deployment
  - Training
    - Field Work and Trauma Informed Investigations
  - Supervision
    - Audits and Inspections
  - Leadership

Now What???

STAFFING

Patrol Staffing Level

- Historical staffing…X officers per 1,000 pop.
- 1/3 On Call, 1/3 Admin, 1/3 Uncommitted time
- Historical staffing model
  - 1975 PCAM Patrol Car Allocation Model - RAND Corp.
  - Computes the number of officers required to:
    - Answer calls
    - Response Time
    - Provide preventive patrol on all streets in the city
    - Provide a certain level of uncommitted time

Patrol Staffing Level

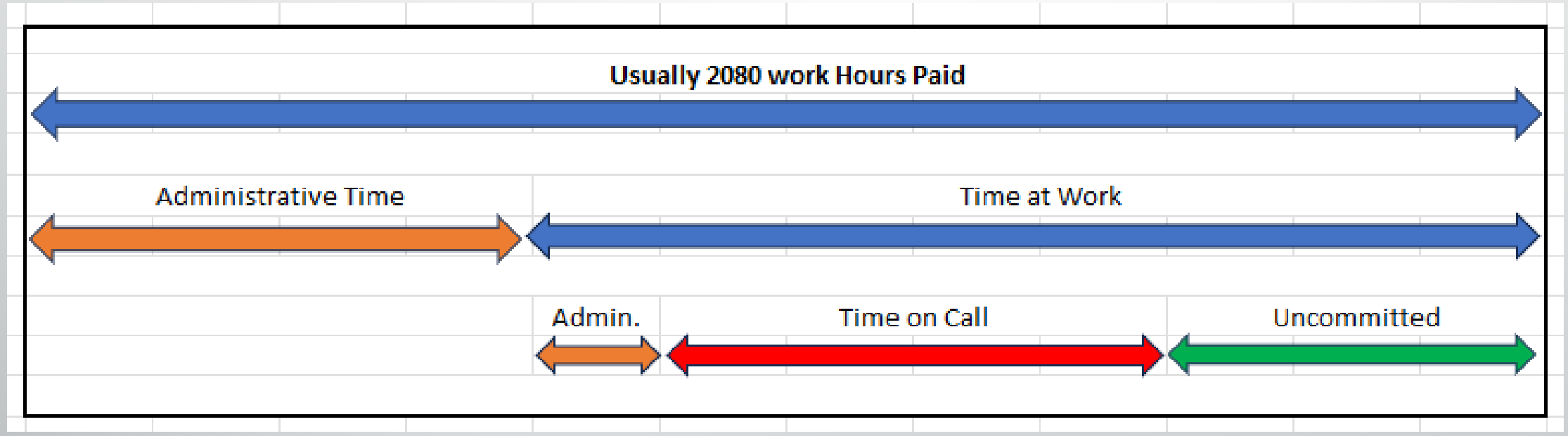
- PCAM now Public Domain
- University of North Texas CJ (MAPP)
- ICMA Whitepaper – "Rule of 60"
  - 60% of sworn officers in the Patrol function
  - No more than 60% available time on call
  - Call for service time should not exceed 60 officer minutes

Patrol Staffing Level

- TPCA Patrol Staffing Program
  - Time needed or "Workload" model
  - Workload analysis is current recommended method
  - Recommended by both IACP and ICMA
  - Computes time needed to answer calls, and adds time needed for Uncommitted Time (30% usually for standard policing, 40-45% for Community Policing)
  - Considers admin time per officer
  - Computes total number of officers needed for patrol

Patrol Staffing Level

- Three parts of Officers Time



Patrol Staffing Level

- **Uncommitted Time is the "Gold" of policing.**

- **You spend this Gold to buy crime reduction, but just like your personal budget, you must spend it wisely or it will be wasted.**

Patrol Staffing Level

TPCA Patrol Staffing Program

Current Uncommitted Patrol Time Computation Analysis	
Light Green = Actual Historical Data Entry	
Bright Green - Computed Periodically From Department Data	
Yellow = Decision Entry	
Tan = Model Computations	
Rose = Final Model Outcome	
Personnel Availability	
Shift Length (in hours)	12
Average Number of call answering officers working in Patrol for Year.	17
Gross Hours Paid (usually 2080 but some 12 hour shifts use 2184)	2080
Average Voluntary Hours Off Taken (Vacation + Holidays + Comp)	313.1
Average Sick Hours Taken Per Year	60.3
Average Admin Hours per Year	15.8
Training Hours per Year	101
Administrative Time per Shift (Est. Hours of officer activity per Shift)	2.5
Total Hours Shift Administrative Time Per Officer per Year	331.2
Total Hours Available per Officer	1258.6
Total Officer Hours Available for Period	21396.1
Citizen Generated Workload	
Actual Citizen Generated Calls for Service (12 Month Period)	13521
Average Time On Call for First Unit (% of 1 Hour)	0.33
Percentage of Citizen CFS Requiring 2 Unit Dispatch (%)	0.38
Average Time On Call for 2nd Unit (% of 1 Hour)	0.33
Percentage of Citizen CFS Requiring 3 Unit Dispatch (%)	0.12
Average Time On Call for 3rd Unit (% of 1 Hour)	1.5
Total Time Required for all Citizen Generated Calls (Hours)	8591.2
Total Arrests On Shift in Year	1007
Jail Booking and Report Time (% of 1 Hr)	1
Total Time for Jail Book-in (hours)	1007
Total Offense Reports Written	6627
Report Writing Time (% of 1 Hr.)	0.75
Total Report Writing Time (Hours)	4970.3
Additional Administrative Activities required of Patrol	410
Late Relief Overtime Hours	2991
Total Community Generated Workload (hours)	17969.5
Current Percent Uncommitted Time for Patrol	16.0

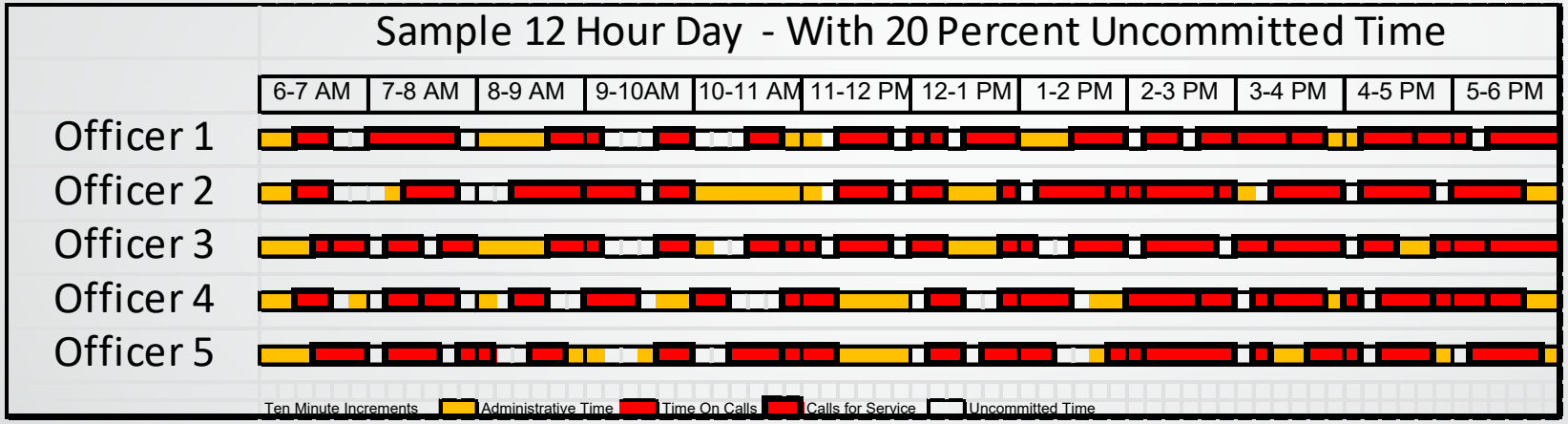
Patrol Staffing Level

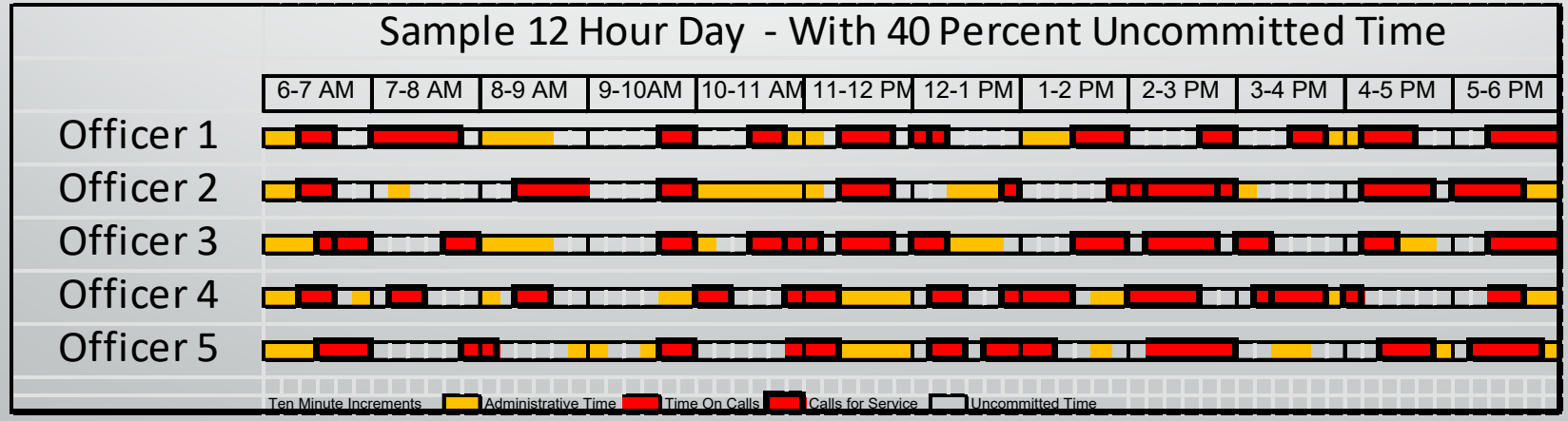
- The First Step is to determine the CURRENT percent Uncommitted Time.

  (Time not on call and not on administrative duties…)

- 40-50% Department is well staffed, with time available for significant crime prevention and community activities.
- 30-40% Department is staffed to the level where most traditional policing (responding to calls and making an acceptable number of traffic stops) is possible. Not able to do many time-intensive crime prevention activities.
- Under 30% Department is under stress, fewer officer-initiated activities.
- Under 20%, there are few self-initiated activities, call-to-call, lower time on call, and officers opting to answer two-officer calls alone.

Patrol Staffing Level





Patrol Staffing Level

TPCA Patrol Staffing Program

PATROL STAFFING MODEL	
Light Green = Actual Historical Data Entry	
Bright Green - Computed Periodically From Department Data	
Yellow = Decision Entry or Department Actual Data	
Tan = Model Computations	
Rose = Final Model Outcome	
Citizen Generated Workload	
Actual Citizen Generated Calls for Service for Previous Year	13,521
Average Time On Call for First Unit (% of 1 Hour)	0.66
Percentage of Citizen CFS Requiring 2 Unit Dispatch (%)	0.38
Average Time On Call for 2nd Unit (% of 1 Hour)	0.66
Percentage of Citizen CFS Requiring 3 Unit Dispatch (%)	0.12
Average Time On Call for 3rd Unit (% of 1 Hour)	1.5
Total Time Required for all Citizen Generated Activity (Hours)	14748.7
Total Arrests On Shift in Year (or three year average)	1007
Jail Booking and Report Time (% of 1 Hr)	1
Total Time for Jail Book-in (hours)	1007
Total Offense Reports Written	6627
Report Writing Time (% of 1 Hr.)	0.75
Total Report Writing Time (Hours)	4970.3
Total Community Generated Workload (Hours)	20726.0
Administrative Activities	410
Late Relief Overtime	2991
Total Required Workload (Hours)	21136.0
Officer Availability Data	
Gross Hours Scheduled (80 hours per 2 week pay period, 26 periods)	2080
Average Voluntary Hours Off Taken (Vacation + Holidays + Comp)	313.1
Average Sick Hours Taken Per Year	60.3
Average Admin Hours per Year	15.8
Average Training Hours per Year	101
Administrative Time per Shift (Est. Hours of officer activity per Shift)	2.5
Shift Hours	12
Total Hours Shift Administrative Time Per Officer per Year	331.2
Total Hours Available per Officer	1258.6
Uncommitted Time Desired	
Percent Proactive /Uncommitted Patrol Time Desired	0.40
Total Required Workload (Hours)	21136.0
Proactive / Uncommitted Patrol Time (Hours)	14090.6
TOTAL DEPARTMENT WORKLOAD REQUIREMENTS (Hours)	35226.6
Number of Officers Needed	28.0

Patrol Staffing Level

- No Guarantee you will get the officers you want…
- Parkinson's Law

  "Work expands so as to fill the time available for its completion"
- Horstman's corollary to Parkinson's law:

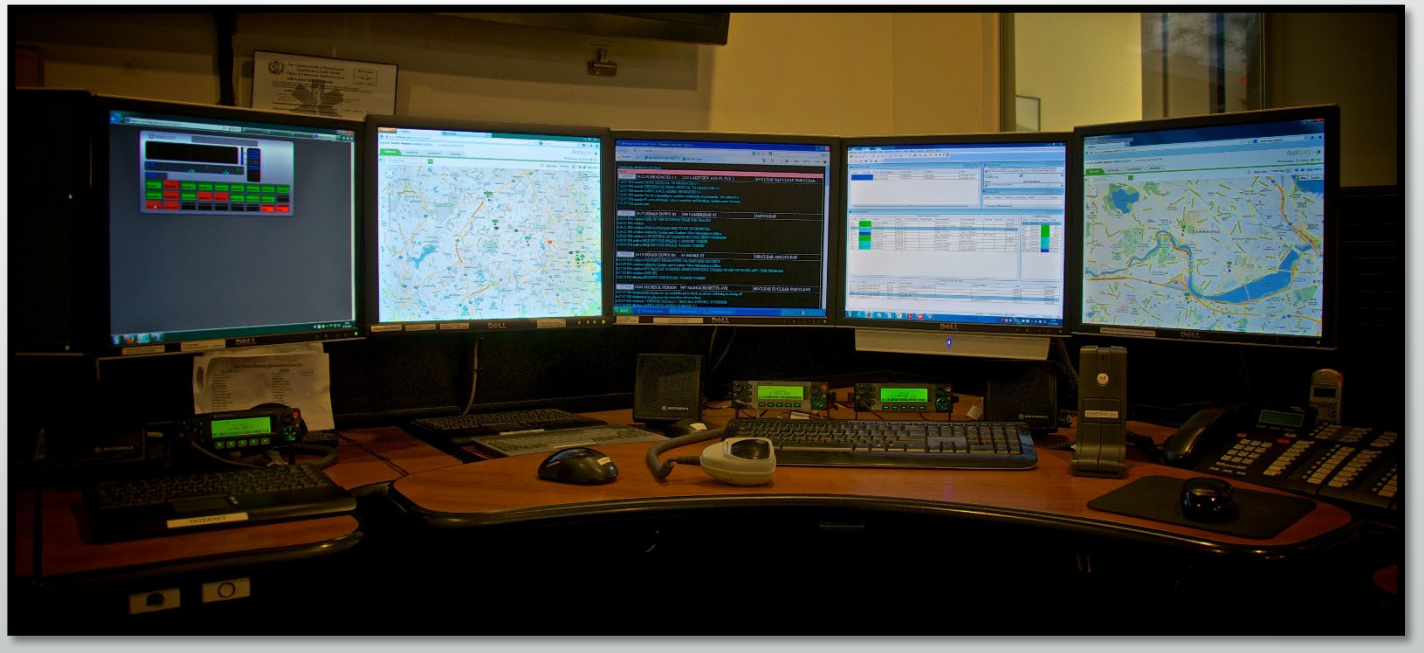
  "Work contracts to fit in the time we give it."
- Police Departments are Self-Adjusting – doing the most important things first…
- How many officers do you have to work with right now?

Patrol Staffing Level

- **Before you develop a work schedule or develop beat or sector design – must first figure out how many officers you will have available for each shift.**
- **Then you need to determine your scheduling, then the number of beats or sectors…**
- **No need to develop more beats when they will go unfilled on regular basis.**

Patrol Staffing Level

- CAD System Data
  - Determine Officers per shift
  - Need for Power Shift
  - Supervisors



Patrol Staffing Level

- **Neither PCAM nor the TPCA Model will tell you how to schedule your patrol force.**
- **Shift scheduling software???**
- **Usually a manual task using Call Analysis Data**

Now What???

SCHEDULING

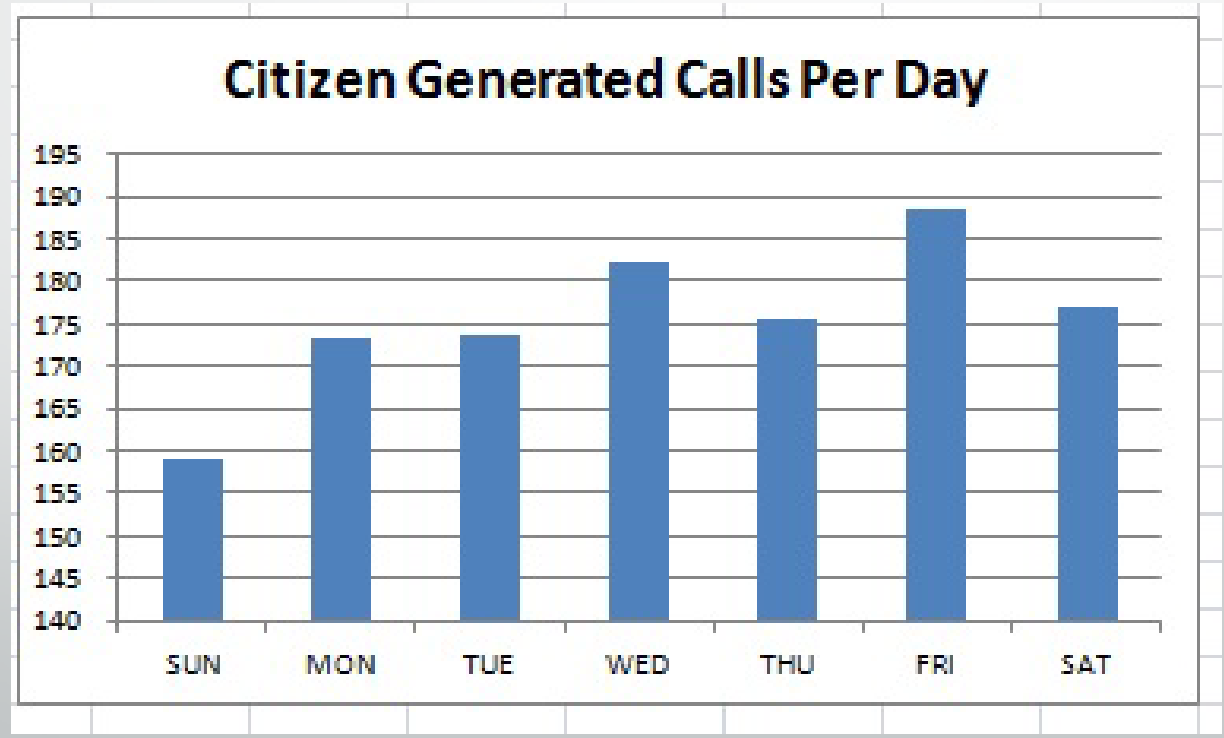
Patrol Staffing Level

Police Department Citizen Calls for Service August 1, 2022 - July 31, 2023

	Day of Week								
Hour	**Sun**	**Mon**	**Tue**	**Wed**	**Thu**	**Fri**	**Sat**	**Total**	**Average**
0-1	4	4	5	8	6	7	11	45	0.12
1-2	2	1	6	2	2	3	9	25	0.07
2-3	2	6	2	1	2	2	5	20	0.05
3-4	5	3	1	3	1	3	4	20	0.05
4-5	0	4	1	0	4	3	2	14	0.04
5-6	3	5	5	6	5	3	2	29	0.08
6-7	5	1	3	5	6	2	5	27	0.07
7-8	9	7	7	4	3	8	2	40	0.11
8-9	15	17	6	9	13	7	8	75	0.21
9-10	11	12	13	8	12	6	7	69	0.19
10-11	9	6	9	11	15	11	6	67	0.18
11-12	7	11	11	13	8	14	9	73	0.20
12-13	11	8	9	7	17	11	7	70	0.19
13-14	13	12	10	13	9	8	9	74	0.20
14-15	8	17	15	12	17	17	6	92	0.25
15-16	18	6	15	7	12	13	8	79	0.22
16-17	14	16	13	21	13	13	17	107	0.29
17-18	12	18	14	24	21	14	7	110	0.30
18-19	13	19	10	11	18	17	6	94	0.26
19-20	9	13	9	10	12	10	7	70	0.19
20-21	19	22	12	16	14	12	10	105	0.29
21-22	9	10	12	6	15	16	10	78	0.21
22-23	13	8	11	4	11	11	13	71	0.19
23-24	5	5	5	7	9	14	6	51	0.14
Total	216	231	204	208	245	225	176	1505	4.12
Average	4.15	4.44	3.92	4.00	4.71	4.33	3.38	28.94	

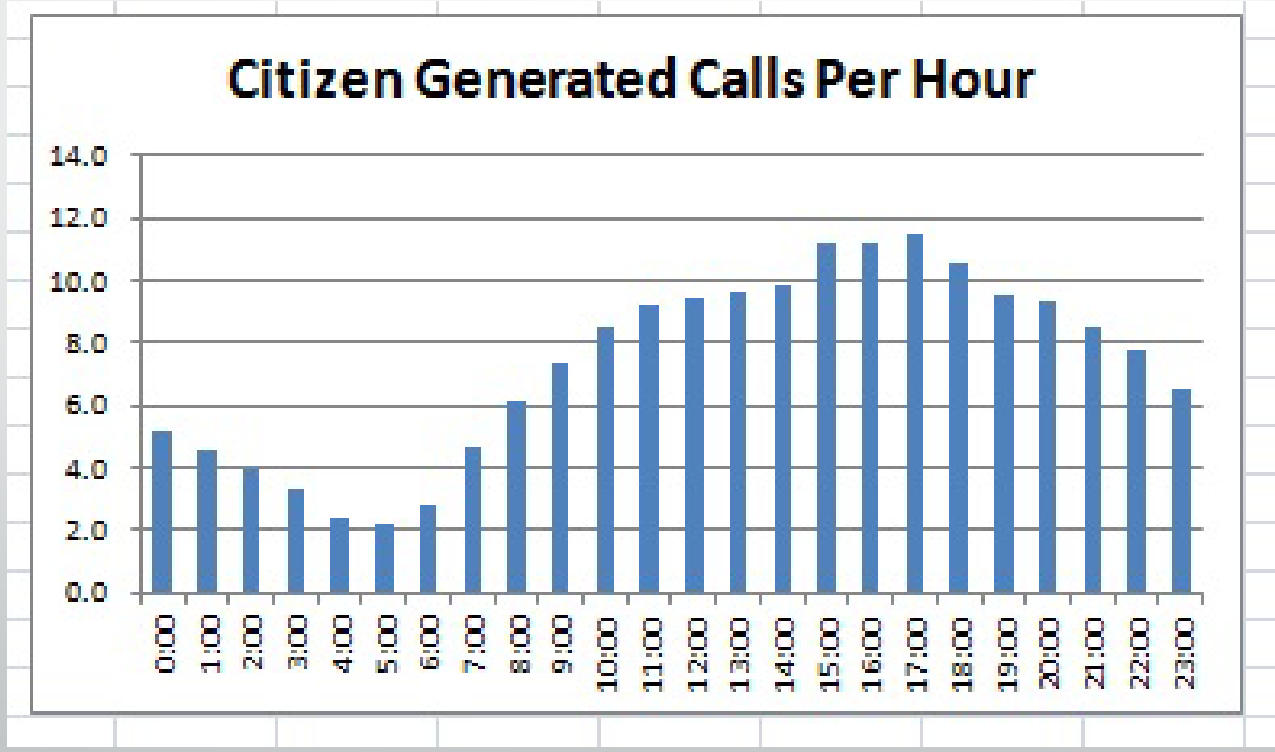
Patrol Staffing Level

- CAD System Data
  - Calls for Service by Day of Week



Patrol Staffing Level

- CAD System Data
  - Calls for Service by Hour of Day



Patrol Shift Constraints

- Must place officers on streets to best match Citizen Generated workload.
- Must provide for a minimum of 40 hours per week per employee. (?)
- 24 Hours must be broken into minimum number of “Shifts” to minimize supervisor requirements. (?)
- Each shift will require pre-shift briefing period. (?)
- Shifts must start at hours where families can easily adjust and employee sleep hours are consistent.
- Schedules should allow as many weekend days off as possible.
- No planned schedules should be longer than 12 hours.
- No 12-hour shift should have more than 3 working days in a row.
- Others?

Most Commons Shifts

- 8 Hour (Fixed Shift Hours – Fixed Days Off)
- 8 Hour (Fixed Shift Hours – Rotating Days Off)
- 8 Hour (Rotating Shift Hours – Fixed/Rotating Days Off)
- 10 Hour Shifts (Fixed or Rotating Hours/Days Off)
- 12 Hour Shifts (Fixed or Rotating Hours)

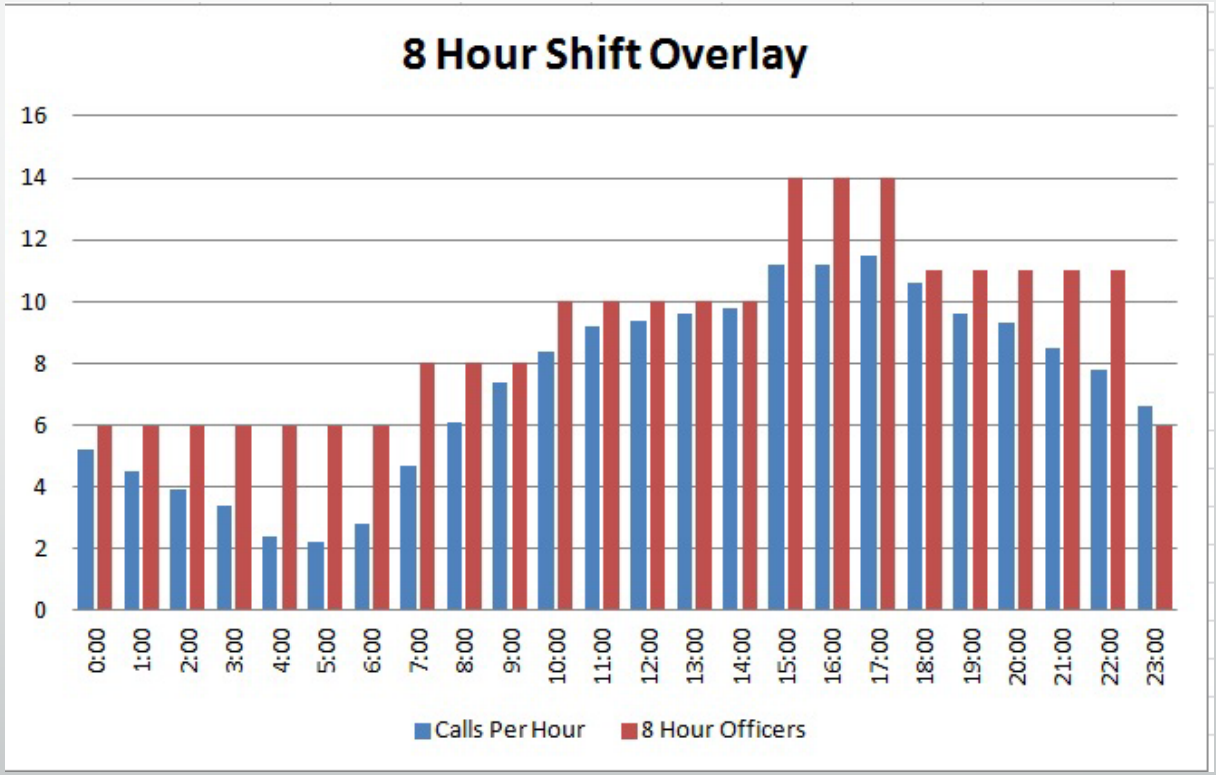
First Steps

- Get CAD Data (Matrix – Calls by Hours and Days of Week)
- Analyze Data
  - Any days significantly different from others
  - Any seasons significantly different from others (new CAD data)
- Determine likely staffing available
- Poll employees on shift preferences
- Evaluate different options
  - Expect 20 percent no-show from schedule
  - Consider combinations (12-hour and 8-hour)
- Small departments must consider officer safety concerns

Shift Decisions

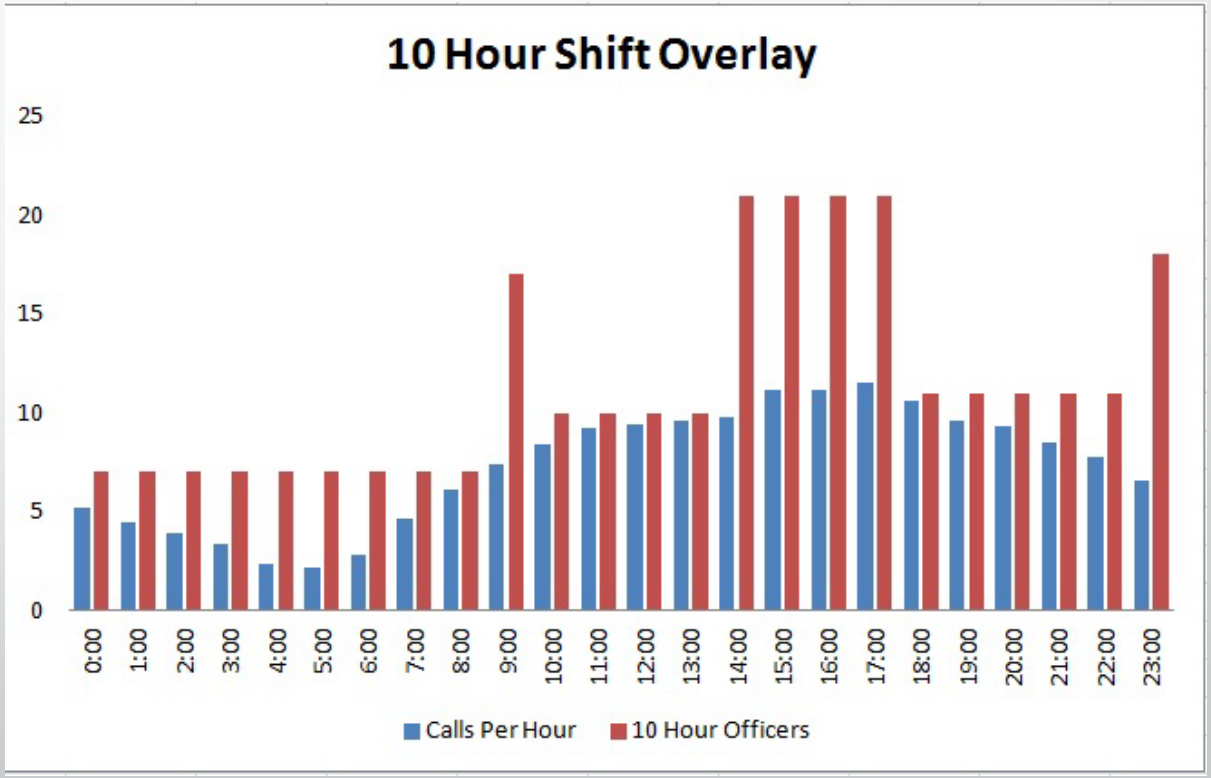
- 8 Hour Shifts

  Example
- 6 officers 11p-7a
- 8 officers 7a-3p
- 14 officers 3p-11p
  - 2 of 14 officers early 10a – 5p



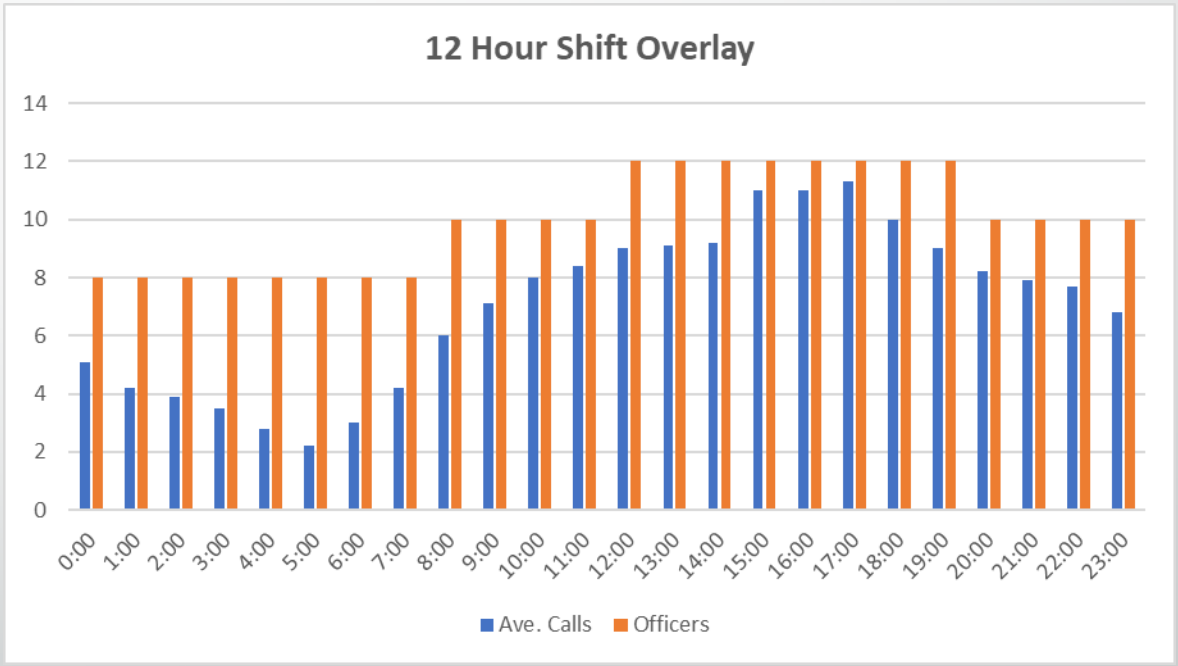
Shift Decisions

- 10 Hour Shifts
- Requires 5 Teams if Rotating (Forward)
- Requires 6 Teams if Fixed



Shift Decisions

- 12 Hour Shifts
- 4Teams required
- 8 officers 6p – 6a
- 12 officers 6a-6p
  - 2 work 8a – 6p
  - 2 work 12p – 12a



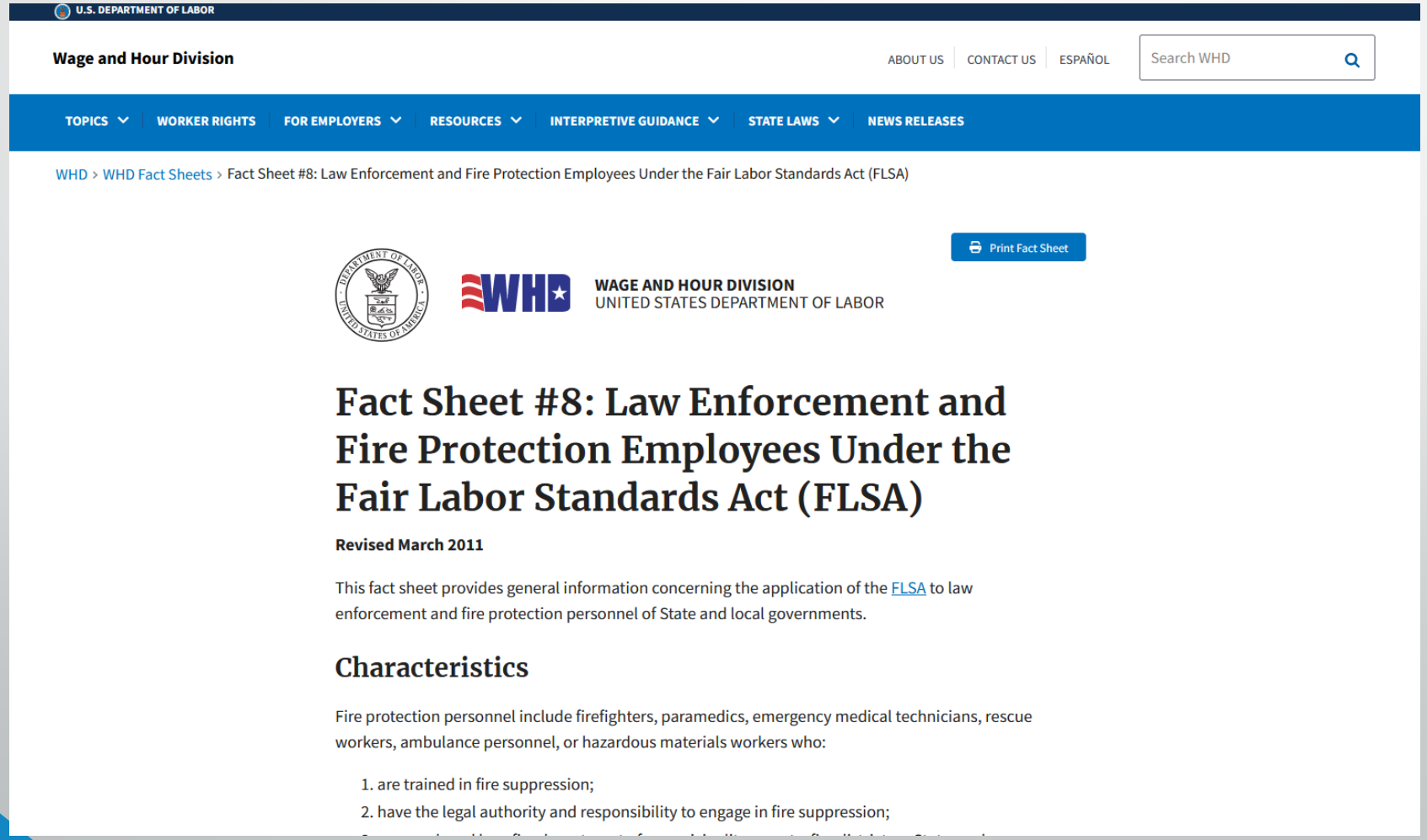
Shift Decisions

- **Use Interactive Shift Reviewer on Thumb Drive… or**

- **https://www.shift-schedule-design.com**

Shift Decisions

- Exception to Fair Labor Standards Act for Public Safety



U.S. DEPARTMENT OF LABOR

Wage and Hour Division

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WHD › WHD Fact Sheets › Fact Sheet #8: Law Enforcement and Fire Protection Employees Under the Fair Labor Standards Act (FLSA)

Print Fact Sheet

WAGE AND HOUR DIVISION
UNITED STATES DEPARTMENT OF LABOR

Fact Sheet #8: Law Enforcement and Fire Protection Employees Under the Fair Labor Standards Act (FLSA)

Revised March 2011

This fact sheet provides general information concerning the application of the FLSA to law enforcement and fire protection personnel of State and local governments.

Characteristics

Fire protection personnel include firefighters, paramedics, emergency medical technicians, rescue workers, ambulance personnel, or hazardous materials workers who:

1. are trained in fire suppression;
2. have the legal authority and responsibility to engage in fire suppression;

Shift Decisions

- **Personnel Requirements**

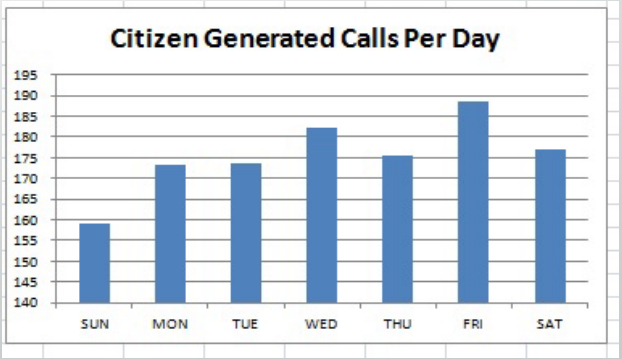
Coverage	Shift Length		
	8-Hour	10-Hour	12-Hour
1 per shift	6	6	4.2
2 per shift	9	12	8.4
3 per shift	12.6	15.75	12.6
4 per shift	18	21	16.8
5 per shift	21	27	21
6 per shift	25.2	31.5	25.2

Shift Decisions

- Rotating or Permanent Shifts?
- Different activity on each shift – rotation keeps officers from getting bored
- How do you change shifts?
  - Entire shift rotate? (keeps supervisor)
    - Equal size shifts???
  - Sign-up by seniority (with rules or without)
  - Assigned by department need (FTOs, Canine, etc.)

Shift Decisions

- How do you account for the Unusual Events, seasonal variations.
- Looking at the Calls by Day of Week you can schedule officers in a manner that best covers <u>weekly</u> variations. (Pull each shift's calls for service by day of week and set days off to cover)
- Each shift may have different heavy days…



Shift Decisions

- No one can afford to staff where there are never any busy days.
    - Slower in Winter, Heavy in Summer
- Consider Vacation sign up…limit in high periods
- Remember, new generations see sick time as a right.
- Expect 20 percent no show for every shift.

Shift Decisions

- How do you account for the Unusual Events, seasonal variations.
- Think about your call priority system
  - Some calls get higher lower priority during summer
  - Some calls get higher lower priority during storms
  - Increase telephone or on-line reporting
  - Alternative responses, Non-sworn follow-up

Shift Decisions

- **Dispatchers can change citizen expectations and improve department image and trust.**
  - ***If dispatcher says, I'll send an officer….the citizen expects to see the officer immediately…***
  - ***If the dispatcher says, I'm sorry but all our officers are busy at the moment on other calls, I'll send an officer when one is available and have him call when he is on the way…***
    (obviously on lower priority calls)



Sleep Deprivation

How fatigue and sleep deprivation affects performance and your personal safety

Sleep Deprivation

How many of you are already sleepy?



Sleep Deprivation

Adult humans need 7-8 hours of sleep daily…

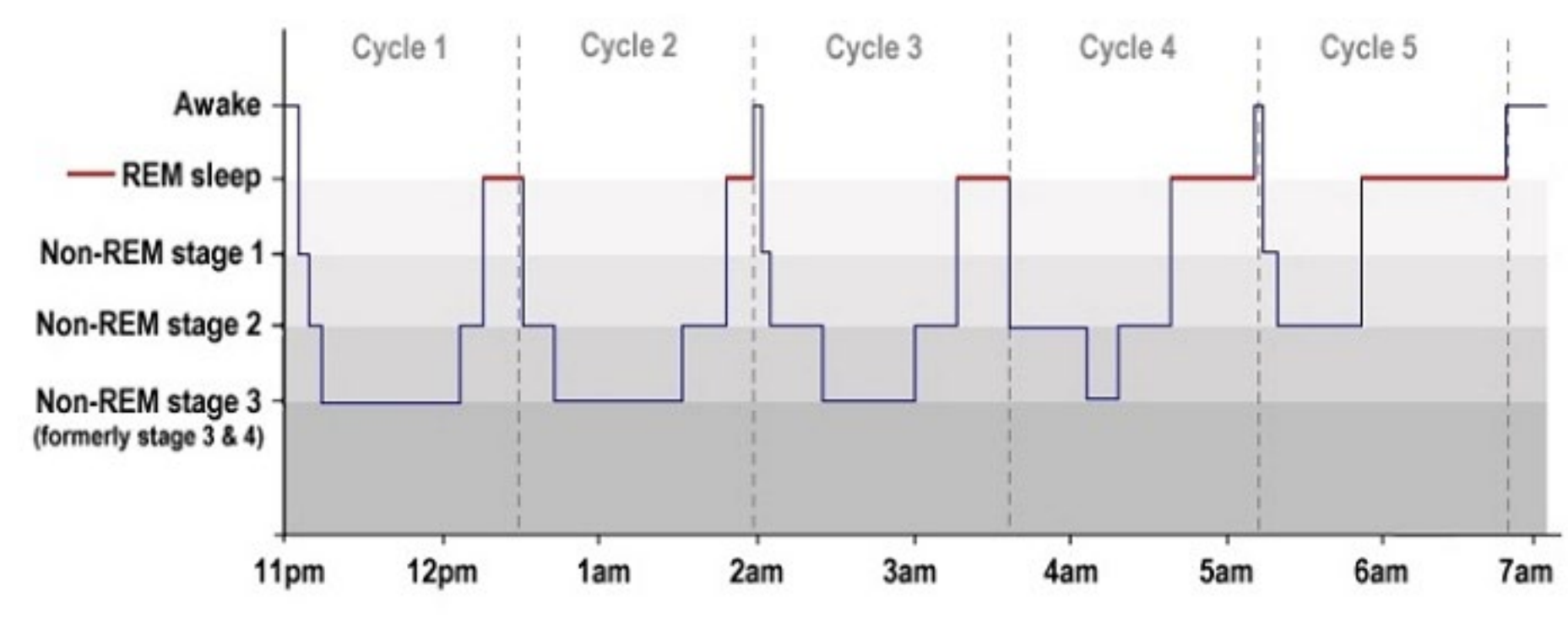
How Much Sleep Do You Really Need?	
Age	**Sleep Needs**
Newborns (0-2 months)	12-18 hours
Infants (3 to 11 months)	14 to 15 hours
Toddlers (1-3 years)	12 to 14 hours
Preschoolers (3-5 years)	11 to 13 hours
School-age children (5-10 years)	10 to 11 hours
Teens (10-17)	8.5-9.25 hours
Adults	7-9 hours

Source: National Sleep Foundation

To get 7 hours of psychologically beneficial sleep, you have to be in bed for 8 hours…

Sleep Deprivation

Normal Sleep Cycle…



Sleep Deprivation

Continued sleep deficit (not enough sleep over several days) is cumulative and must be repaid at some point…

Sustained wakefulness decreases performance and is more severe if working with a pronounced Sleep Deficit.

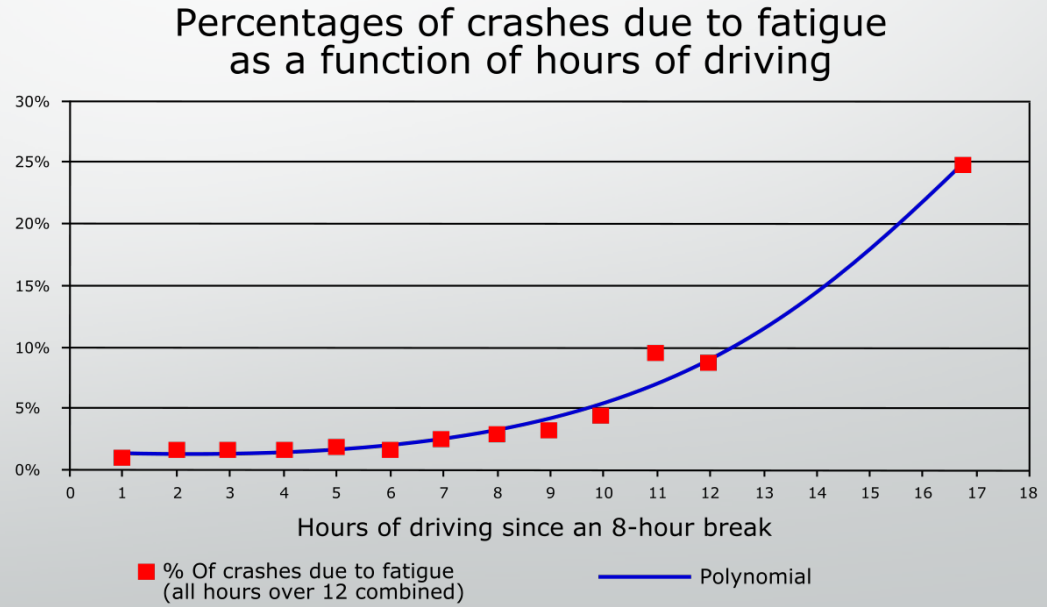
Approximately 18 hours of wakefulness = 0.07 EBAC
Approximately 24 hours of wakefulness = 0.10 EBAC

Sleep Deprivation

Accident Risk increases exponentially with hours at work.

At the 12 hour of a shift, the accident risk is almost double that of the first 8 hours.





Sleep Deprivation

Computing your Risk…

Step 1: Hrs. awake since you last awakened = ____hours of wakefulness

Step 2: Hrs. of sleep debt (Subtract hours of sleep from your basal sleep requirement over previous 48 hours) ____hours debt

Step 3: Total - Add Steps 1 & 2 = _____Total Hours

Use the chart below to determine equivalent BAC performance.

Hrs. Awake	Equivalent BAC
10 Hours	0.00
12 Hours	0.01
14 Hours	0.03
16 hours	0.05
18 Hours	0.07
20 Hours	0.09
22 Hours	0.10
24 Hours	0.14

How SD affects the Body and Mind…

Difficult to maintain Attention
Lack of awareness of poor performance
Channeled attention – focus on a minor problem
Inability to see the gravity of the situation
Inability to anticipate danger
Decreased Vigilance
Increase in false positives – Problem identified as not serious when it was…
Failure to see or appreciate warning signs

How SD affects the Body and Mind…

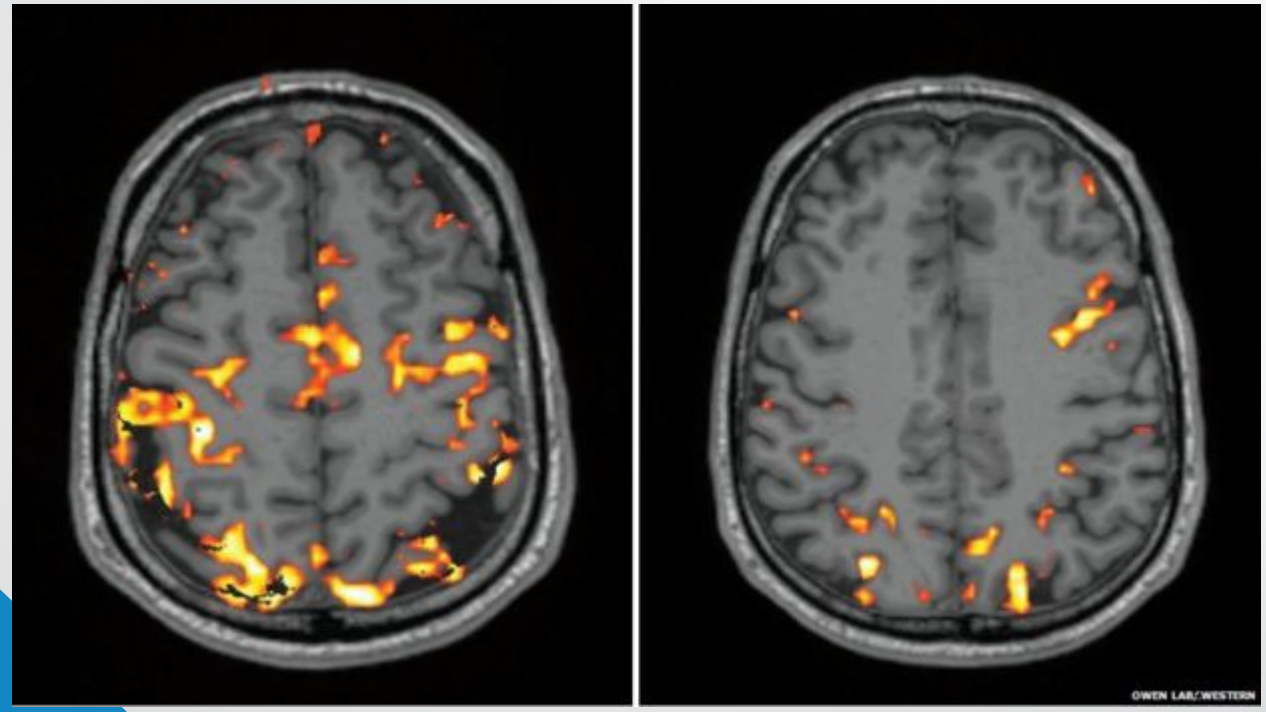
Reaction Time

- Slowed response to normal and emergency stimuli
  - Failed altogether to respond to normal or emergency stimuli

Problem Solving Ability

- Flawed logic
  - Difficulty with cognitive processing
    - Applied inappropriate corrective action
      - Failed to accurately interpret situation
        - Poor judgement of distance, speed or time

How SD affects the Brain…



The scan on the left shows brain activity during cognitive tests after a normal night's sleep, compared with a sleep-deprived brain, on the right. The comparison between the scans was stark: after being sleep deprived, the brain was well under par - there was much less going on up there.

How SD and Fatigue can affect Police

All BAD….

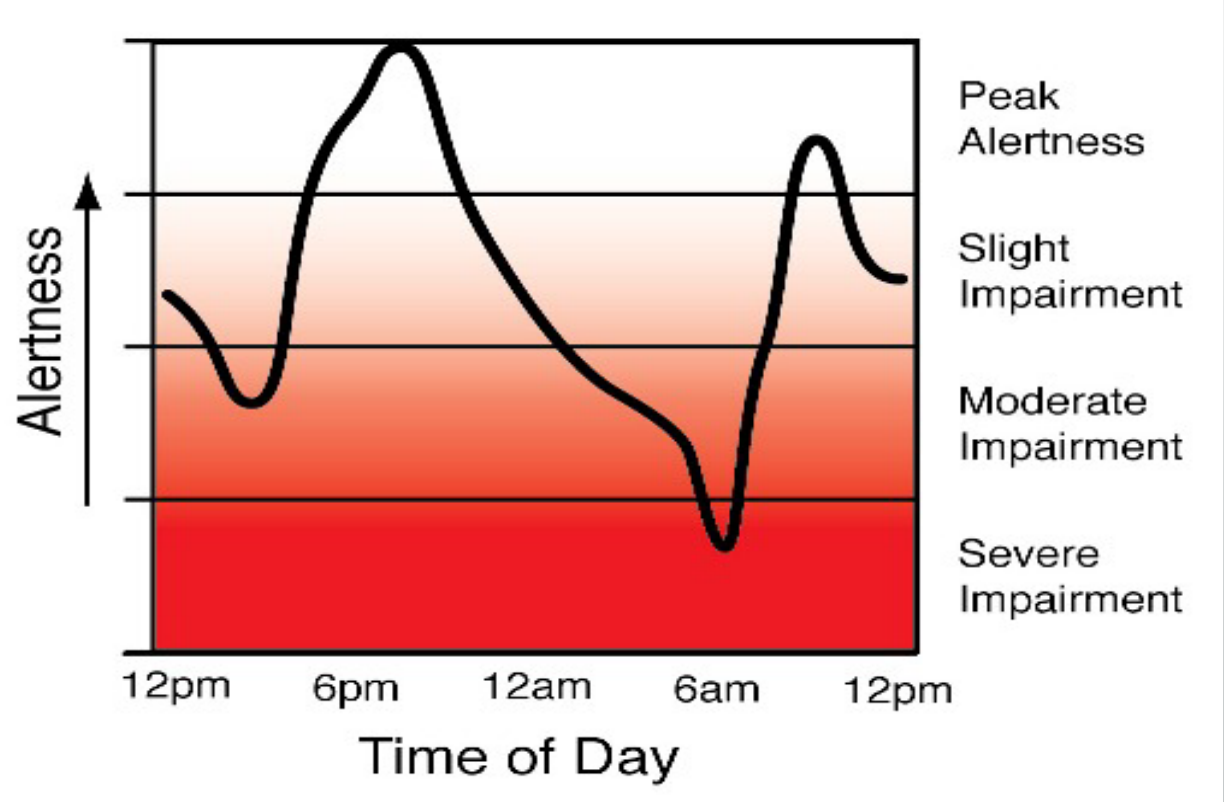
- Decreased vigilance, less likely to see or interpret threats…
- Decreased response time and accuracy with firearms



How SD and Fatigue can affect Police

All BAD….

- Highest impact on Night Shift, obviously
- Circadian rhythms show higher risk periods



What can You Do to Protect Yourself?

1. ***Make Sleep a priority!***
   If you have trouble sleeping, see a sleep disorder specialist!
2. ***Understand your limitations*** **– not a Superman just because you wear a uniform…**
3. ***Avoid any off-duty jobs prior to your shift*** **– get rest before shift if at all possible.**
4. ***Be aware of Circadian Rhythms*** **= Rule of Thumb:**

   Lowest level of Alertness: 3am to 5am

   Next Lowest: 3pm to 5pm

What can You Do to Protect Yourself?

5. Use Light to reset your biological clock.
   Bright lights will restore some alertness
   Reduce light as you travel home to sleep (sunglasses)
   6. Use food (healthy)to reset body and increase energy.
      7. Get out of the car…walk…healthy snack… change activity.
         8. Emergency: Use a Power Nap, 20 minute best. (not in the cemetery!)

What can You Do to Protect Yourself?

9. **Understand that an acute emergency, like those often found in police work, can trigger an adrenaline dump which will give an immediate physical energy boost, but will <u>not</u> reduce the decreased decision making ability that sleep deprivation produces.**

Patrol Staffing Level

- Other Resources to assist Patrol
  - Online Reporting
  - Telephone Reporting
  - Use of Non-Sworn employees in Patrol
    - Public Safety Officer
      - Animal control
      - Minor Report Only Calls
      - Crime Scene Search
      - Traffic assistance
      - Non-enforcement Backup
  - Use of Volunteers in Patrol



Now What???

DEPLOYMENT

Deployment Decisions

- How do you want them deployed around the city???
  - What do you want your officers doing? Have you told them???
  - Do you want to establish beats, sectors, areas, etc?
    - Community Policing – permanent beats best
- How many beats?
  - How many officers are you likely to have on the smallest shift?
- What about Hot Spots? Do they change?

Deployment Decisions

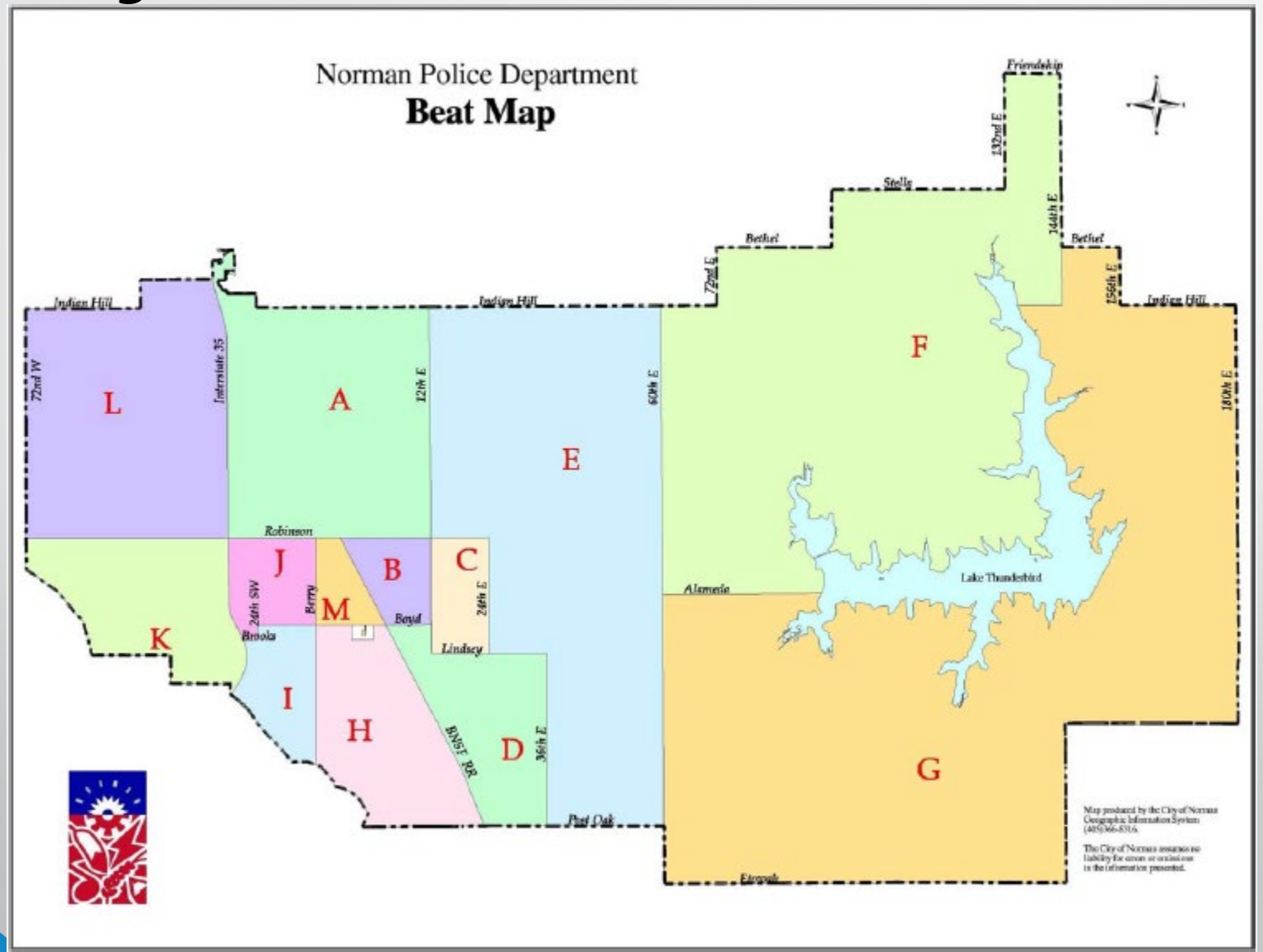
- **Beat Design Thoughts**
  - **Never split natural neighborhoods**
  - **Use natural obstacles, main roads, to make areas easier to remember**
  - **Consider Special Needs (Business Area, Crime Hot Spots, High traffic areas.**
  - **Consider ease of travel.**
  - **Use your field officers input.**

Deployment Decisions

- **Beat Design Thoughts**
  - **Beats can be designed to equalize workload or equalize response time.**
  - **Police officers prefer equalized workload… allows officers to have about equal time for self initiated activity.**

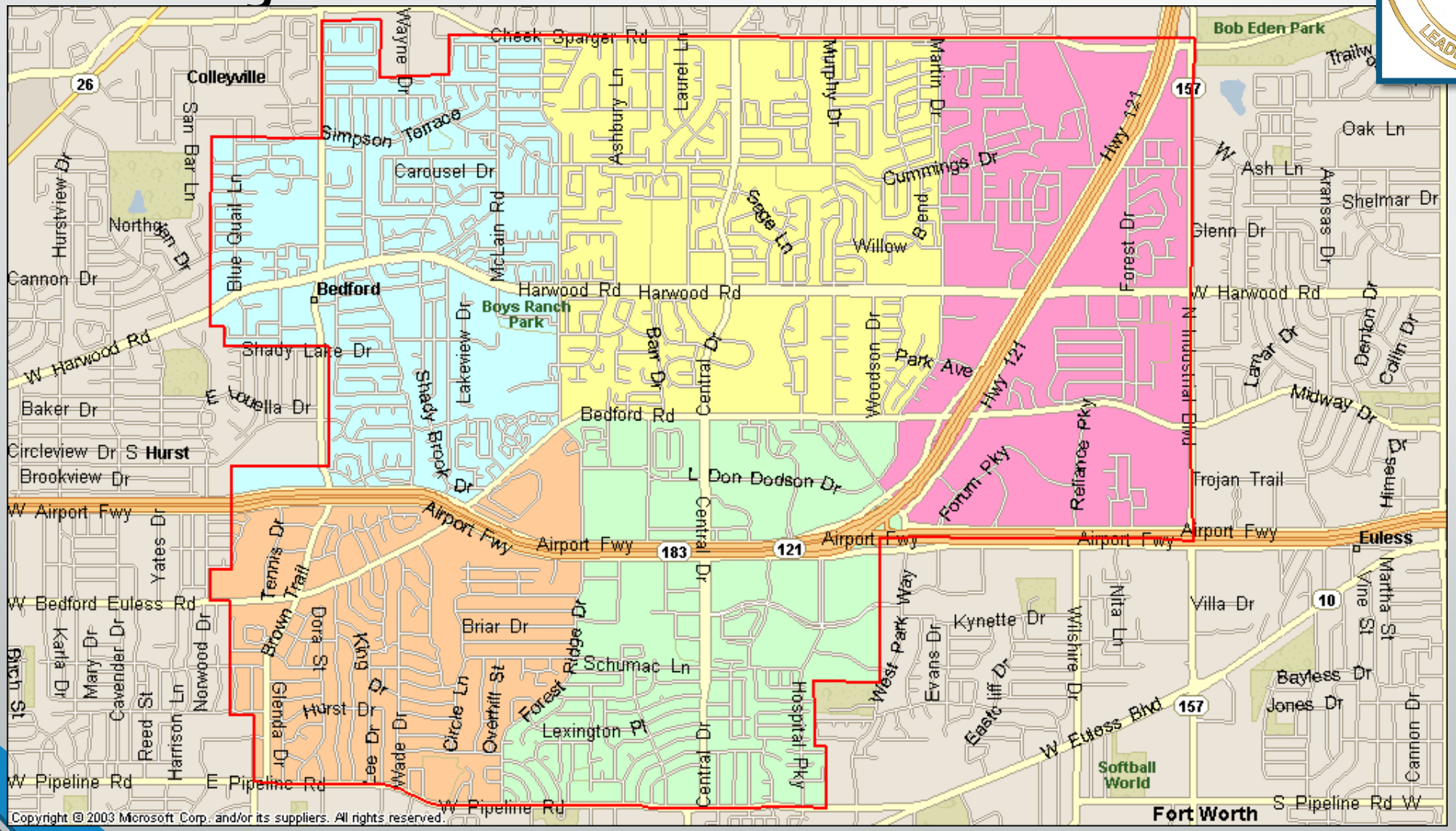
Deployment Decisions

- Beat Design



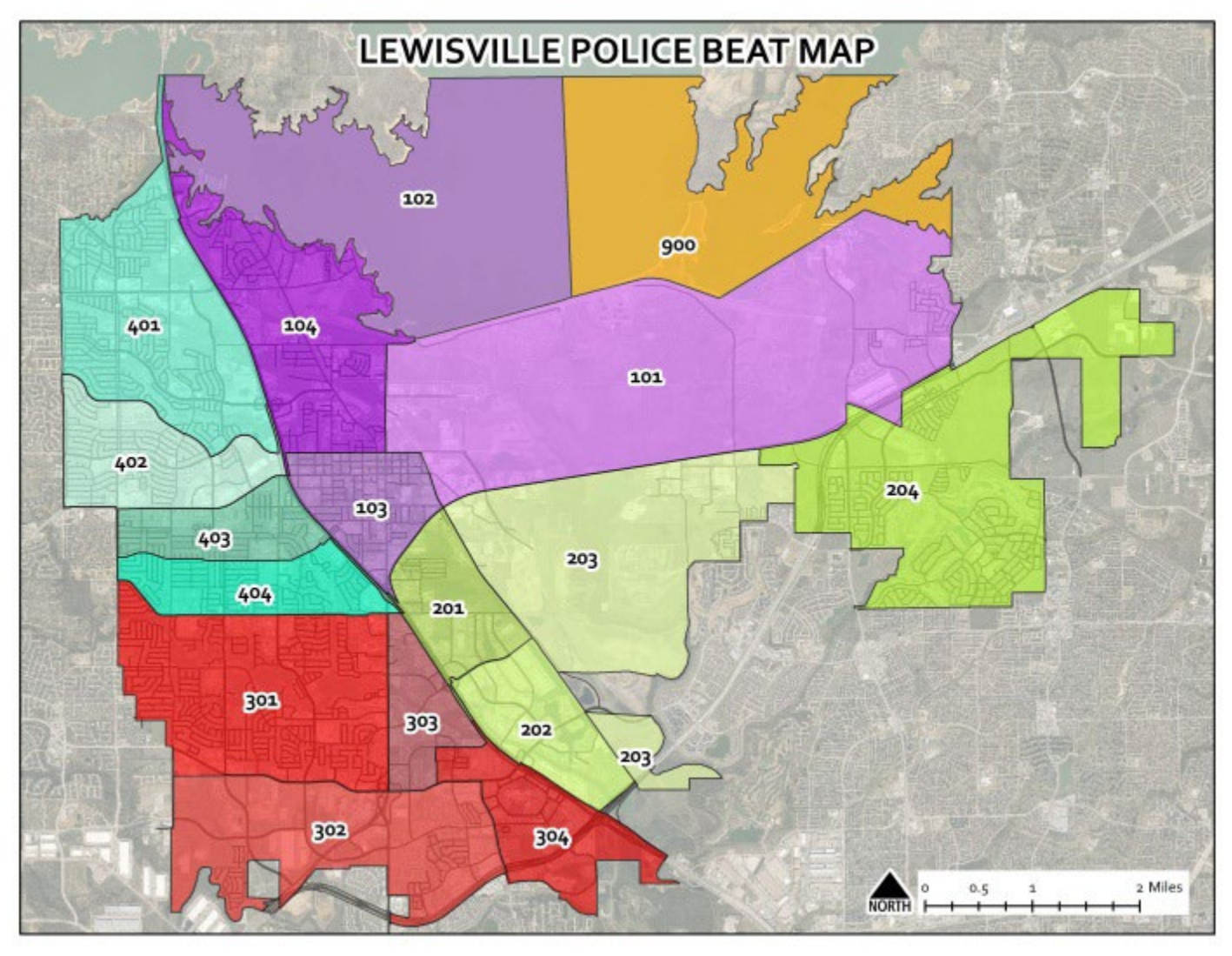
Deployment Decisions

- **Beat Design**

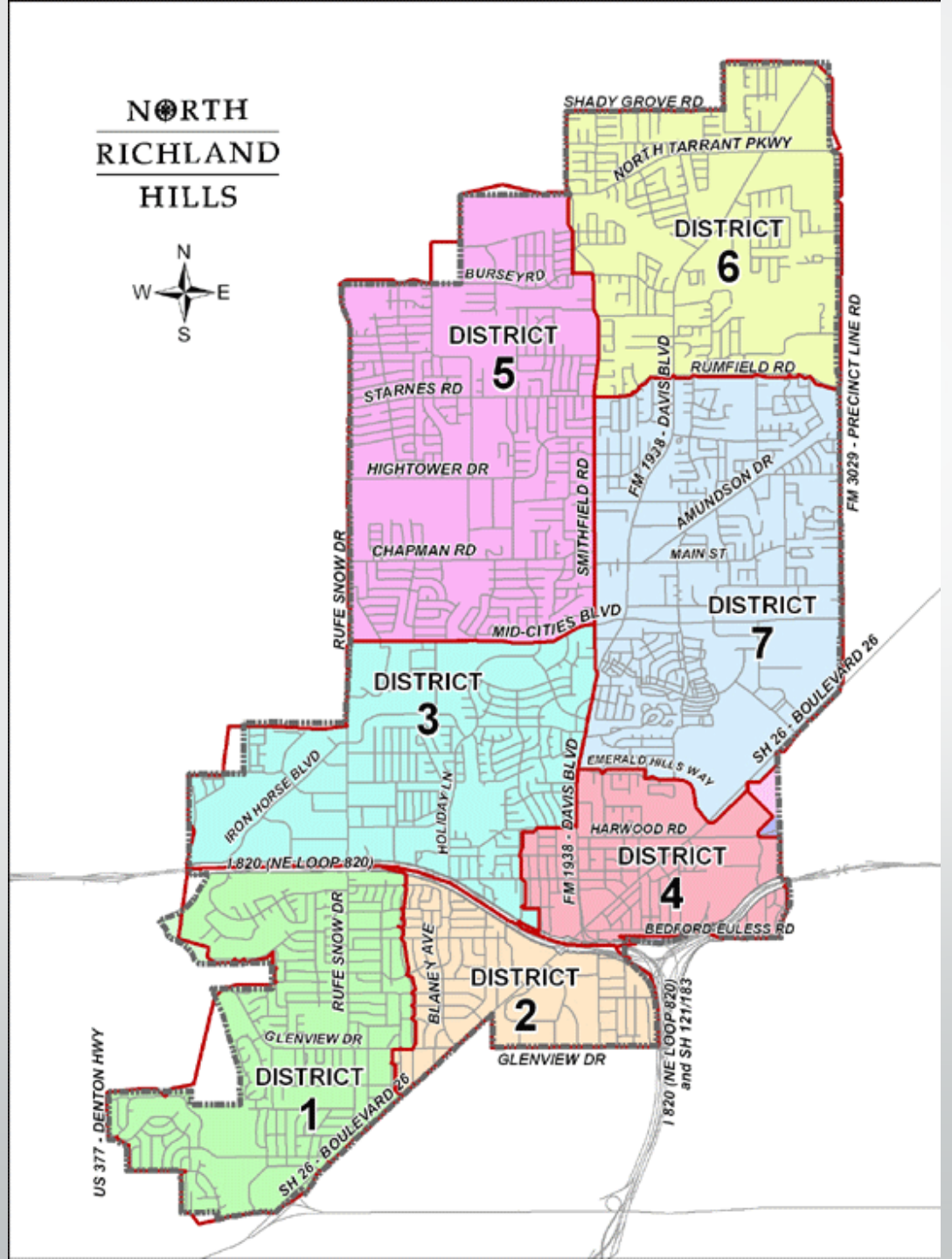


Deployment Decisions

- **Beat Design**



Beat Design


NORTH RICHLAND HILLS
N
W
E
S
SHADY GROVE RD
NORTH TARRANT PKWY
DISTRICT 6
BURSEY RD
DISTRICT 5
STARNES RD
HIGHTOWER DR
CHAPMAN RD
RUFE SNOW DR
SMITHFIELD RD
FM 1938 - DAVIS BLVD
RUMFIELD RD
AMUNDSON DR
MAIN ST
FM 3029 - PRECINCT LINE RD
MID-CITIES BLVD
DISTRICT 7
DISTRICT 3
IRON HORSE BLVD
HOLIDAY LN
EMERALD HILLS WAY
SH 26 - BOULEVARD 26
HARWOOD RD
DISTRICT 4
I 820 (NE LOOP 820)
BEDFORD EULESS RD
BLANEY AVE
DISTRICT 2
GLENVIEW DR
DISTRICT 1
US 377 - DENTON HWY
I 820 (NE LOOP 820) and SH 121/183

Now What???

- You now have the officers you will have…
  - Maybe enough, maybe not, but it is what it is…
- You have them scheduled to best cover the Citizen's Calls for Service…
- You have them deployed (beat assignments) the way you want…
- You have identified Hot Spots (Maybe, if you choose to do so) and provided instructions as to when and how often officers should attend to the hot spots…
- What else do you need to give your officers to obtain the best performance???

Now What???

TRAINING

Patrol Training

- **What are you and the department concerned about???**
  - Use of Force
  - Hands on Defensive Tactics
  - De-escalation / Crisis Communications (Slow things down)
  - Active Shooter
  - Tactical Emergency Casualty Care
  - Procedural Justice
  - Hot Spot Policing
  - Problem Oriented Policing
  - Mental Health Call Response
  - Implicit Bias (?)
  - Trauma Informed Investigations

  Roll Call - Vincible

Patrol Training

- So, what is your role in Training?
  - As a Supervisor
  - As a Watch Commander
  - As Patrol Commander

Patrol Training

- **So, what is your role in Training?**
  - **Analyze your training!**
  - **Assign responsibility for instruction**
  - **Get it done!**
  - **Document it!**
  - **Sit in, be part of the training. Show that it is important!**

Now What???

SUPERVISION

Supervision

- Span of Control - How many do you need???
  - Depends on what you have a supervisor doing
    - Working supervisor
    - Investigations
    - Personnel evaluations / complaint investigations
    - Camera reviews?
  - Needs time to actually supervise and train
  - Department should have someone "in charge" that citizens can access 24/7

Supervision

- Span of Control
  - Smaller departments, 1 Sergeant on shift with 1 Corporal as backup
  - Larger departments, Lieutenant as

    Watch Commander, multiple sergeants
  - Single supervisor – up to 5-8 personnel if working supervisor, investigations and camera reviews.
  - Single supervisor – up to 10-12 personnel for

    just field response when needed and management.

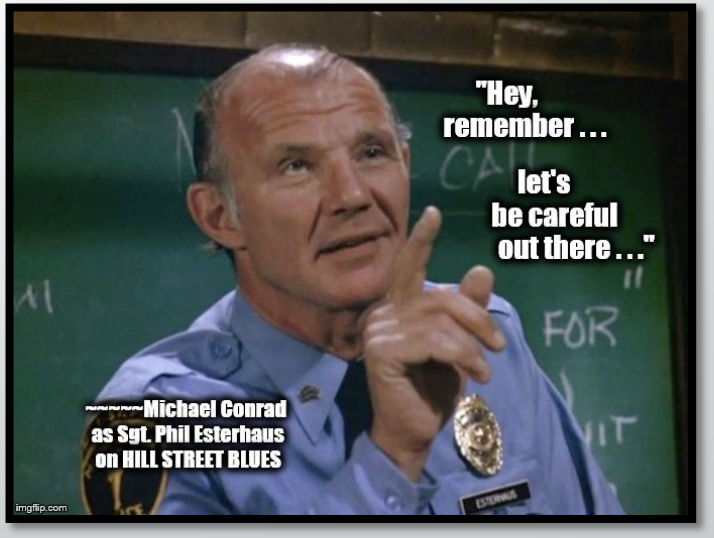






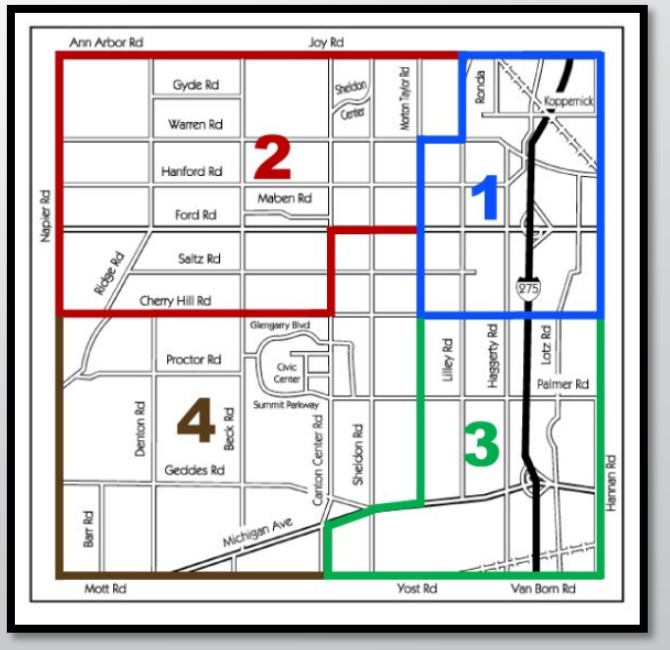
Supervision

- Usual Supervisory Duties
  - In charge of a shift or area
  - Briefing, Inspection, and Assignment
  - Field Response for problem events
  - Review all officer arrests and reports
  - Provide direction and expectations
  - Performance evaluation, formal and informal
  - Training, Counseling, and Motivating employees
  - Keep higher-level officers appraised of incidents



Supervision

- Other Optional Supervisory Duties
  - Investigate complaints on Officers
  - Investigate Use of Force incidents (detailed)
  - Do periodic camera reviews
  - Responsibility for Community Policing Area
    - Problem Oriented Policing
    - Community Meetings
    - Acquiring resources



Supervision

- Supervisory Investigations
  - Investigation of Use of Force
    - Investigate Every Use of Force
      - Structured investigation
      - Include tactics leading up to
      - Opportunity for De-escalation



    - Consider video review of all arrests and all use of force
    - Consider video review for all Contempt of Cop arrests
    - Require report with attachments

Supervision

- Other Optional Supervisory Duties
  - Crime Reduction Activities…
    - Identify hot spots and/or target activities?
    - Direct officer assignments to hot spots or other problem areas?
    - Actively control officer discretion?

Supervision

- **Expectations?**
- **Have you told your officers/supervisors what you expect of them?**
- **How do they know if you don't clearly tell them?**

Patrol Expectations

1. **Professionalism and Integrity:**
   - **Officers will uphold the highest standards of professionalism, ethics, and integrity. This includes treating all individuals fairly, respecting constitutional rights, and adhering to department policies.**
   - **You will be truthful in all investigations, reports, documents, and interviews. You will never tell me a lie. You will not fail to tell me anything I should know about an incident. (Lie by omission)**
   - **Respond to all assigned calls without delay.**
   - **Be aware of current crime trends and patterns in the patrol area. Officers should use this information to guide their proactive efforts.**
   - **Properly handle, document, and submit evidence according to departmental protocols.**

Patrol Expectations

5. **Officer Safety and Wellness:**
   - **Officers will prioritize their own and others' safety. Proper equipment use, situational awareness, and adherence to safety protocols are crucial.**
   - **Officers will attempt to de-escalate the issue when force appears necessary and avoid using force if at all possible. If force is necessary, officers will use the least amount of force required to resolve the issue. Officers will immediately provide appropriate medical care to anyone injured during the use of force.**
   - **Wellness includes physical health, mental well-being, and stress management.**
   - **Officers will inform me immediately if you are feeling unwell, fatigued, taking prescription medications, or if in any manner unable to properly perform your duties safely.**

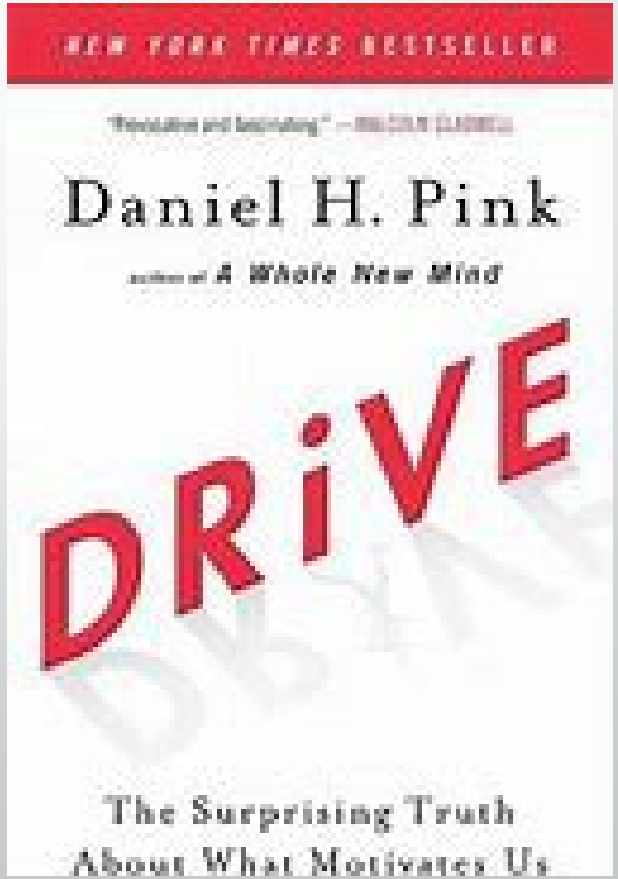
Motivation

- How do we motivate officers to do their best job?

- Money? Monetary Performance Plan?
- Threat of Discipline/Transfer?
- Good/Bad Performance Evaluation?

Leadership and Morale

- What Motivates Us?
- Not Money, at Least Not Primarily.
- What Causes Us to Lose Motivation?
- Daniel Pink – DRIVE
  - AUTONOMY
  - MASTERY
  - PURPOSE



Motivation

How do you allow officers Autonomy, Mastery, and Purpose?

Autonomy – They work independently, allow that but with supervision and recognition for good work. Allow them input into decisions.

Mastery – Educate and teach with training, and recognition for good work.

Purpose – Remind them often that policing is a noble profession that only a few can do. We are working as a team to provide safety and security to our community. We are the Guardians.

Audits and Inspections

- Daily Inspections
  - Officer personal inspection
    - Awake, sober, grooming, etc.
    - Uniform, clean and complete, shoes shined
    - Equipment, vest, weapons, less lethal, SABA
  - Vehicle cleanliness – public perception
  - Required reports completed by officers
  - Communications Equipment and Cameras
  - Use of equipment in field



Audits and Inspections

- Monthly Inspections (or every two weeks)
  - Weapons inspection, sidearm, holster, rifle, shotgun.
    - Including serial numbers…
  - Less Lethal, Taser, Pepper, baton, etc.
  - Vehicle internal cleanliness, equipment, service, tires.
  - Other issued equipment. (Go Bags) Tactical Medical Kits
  - Body Worn Camera reviews
  - Performance Audits (actual work – calls, stops, cites, etc.)

Don't Expect what you Don't Inspect. Trust but Verify

Audits and Inspections

- Use of Force Reporting / Investigations (Prone positions)
- Training records
  - Required Refresher Courses
  - Firearms Qualifications
  - Training Hours for License
- Off-Duty Jobs
- Vehicle / Foot Pursuit Reports
- DWI –Overtime?

Audits and Inspections

- Field Supervision
- Uncommitted time by Officer
- Calls by Beat
- Multiple Call Location
- Hot Spot Locations

Audits and Inspections

- Racial Profiling
- Arrests by type and race
- Contempt of Cop Arrests
- Multiple Offense Citations
- Citation No-shows/Warrants by officer

Audits and Inspections

- **Audits and Inspections are Supervision!**
- **They show employees what is important and that people are watching.**
- **Trust, but verify.**

MORALE

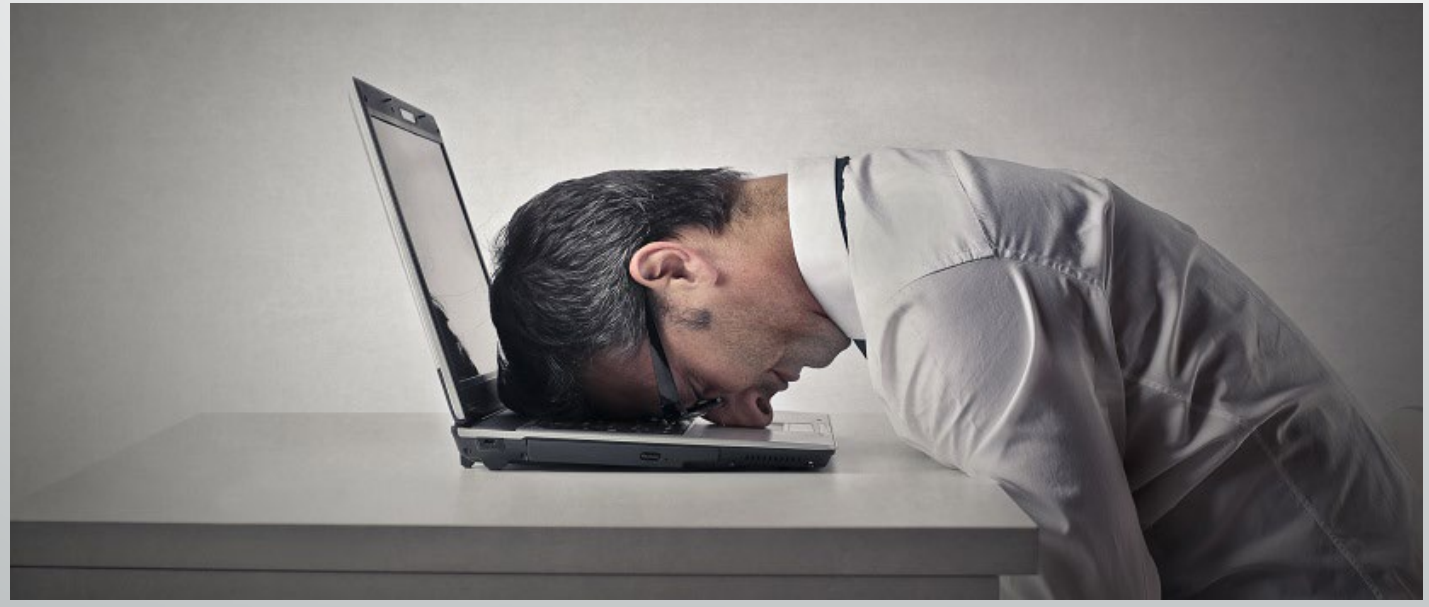
Morale

- Morale can determine whether a workgroup enthusiastically and voluntarily attempts to achieve a departments goals…To do the things they should be doing or NOT.
- It can also cause a workgroup to begrudgingly only do the minimum required.



Morale

- Low morale in a police agency, if actual and pervasive, and not the creation of a small group who have personal issues with police administration, can be detrimental to overall law enforcement operations.



Morale

- Low morale can cause:
  - Distraction
  - Poor Performance
  - High Absenteeism
  - Decreased Productivity
  - Increased Accidents
  - Dramatic Errors
  - Disfunction



Morale

- **Low Morale is almost always a Leadership problem.**

Morale

- Outside department Audits usually find:
  - Lack of Communication
  - Favoritism (Accountability)
  - Isolated Management
  - Micro-Management
  - Lack of respect
  - Dysfunctional department culture

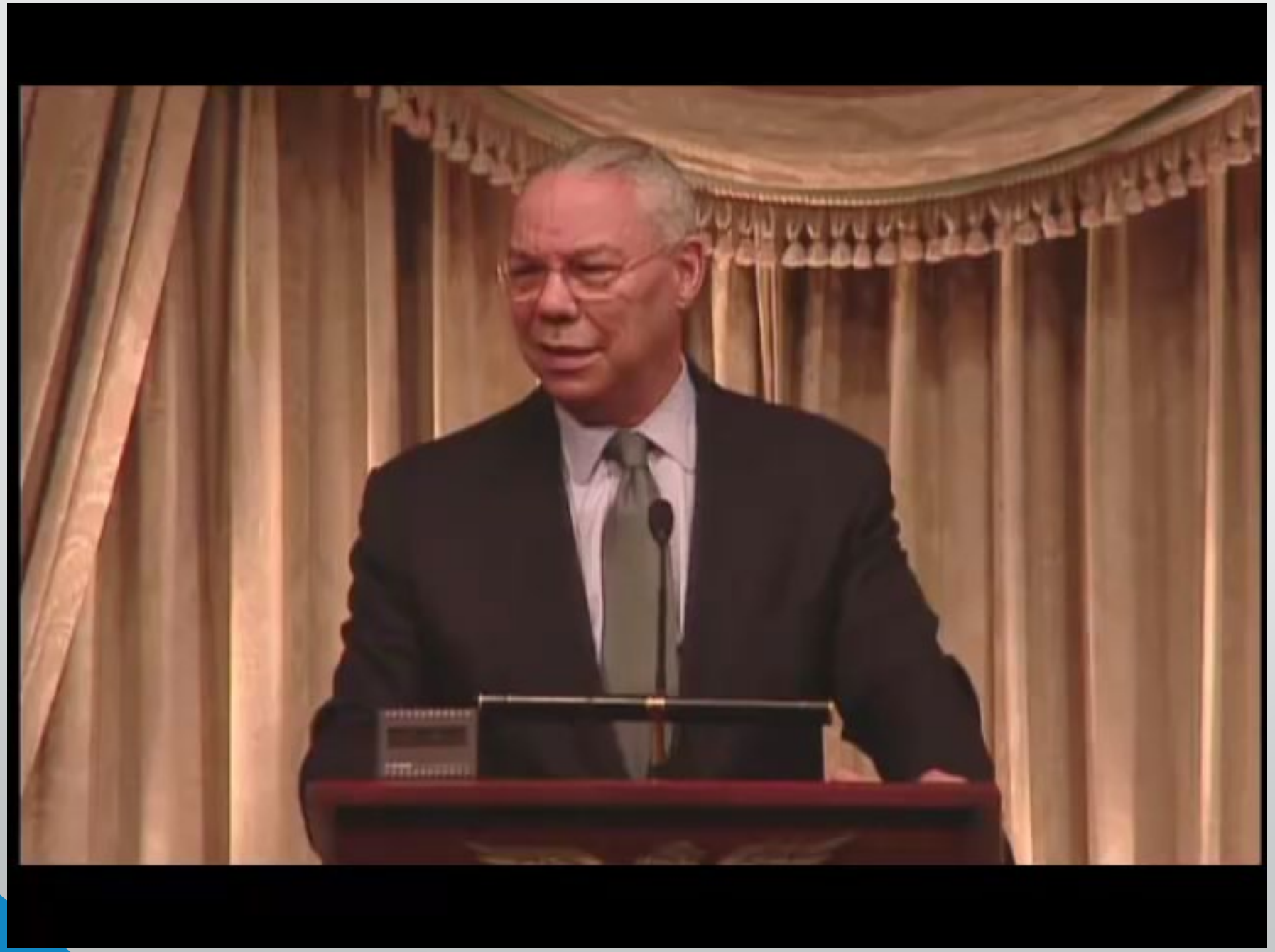


Leadership

- **Is leadership just the Chief's job?**

Leadership

- How do you get to be a leader instead of just a manager?



Leadership and Morale

- <u>Improving Morale</u>
- Requires caring about your employees and the department's mission
- Requires being open and honest with employees
- Communication and meetings
- Commending in addition to just disciplining when something goes wrong
- Not playing favorites
- Being involved, not disappearing into your office.



Leadership and Morale



- <u>Improving Morale</u>
- It also requires employee engagement at a level not seen in prior decades.
- Today's generation of police officers demand to be a part of the process and it takes a lot of work.

Leadership and Morale

- <u>A Leadership Formula for maintaining HIGH Morale</u>
  - 1. Be seen, in uniform, preferably.
  - 2. Communicate frequently, even with those you don't like (maybe especially)
  - 3. Show up in shift briefings, squad rooms, and in the field and talk informally with officers.
  - 4. Give credit and praise liberally, provide recognition whenever and where ever possible.
  - 5. Correct privately, and give reasons. Train!

Department Culture

- People join good organizations, but they quit bad bosses…
- How do you create a great organization?
- You build a great culture.

Department Culture

- What is a department culture?
- Shared Beliefs and Values
  - About Law Enforcement, justice, and public safety
  - Beliefs in duty, honor, service, integrity, and ethical behavior
  - Being part of the community
- Socialization and OJT
  - New officers learn unwritten rules and expectations

Department Culture

- **What is a department culture?**
  - **Rituals showing pride in agency and personal accomplishments (badge ceremonies, shift briefings, recognition of accomplishments, family)**
  - **Belief and reinforcement of resilience (support)**
  - **Understanding of the changed relationship with the community**
    - **Accountability and Transparency**

Department Culture

- **How do supervisors and chiefs establish a healthy culture?**
  - **Be approachable, engage regularly, be seen in the field**
  - **Share information on departmental decisions, issues, and problems**
  - **Invest in training, develop clear career pathways**
  - **Celebrate achievements, acknowledge exceptional work, recognize above and beyond**
  - **Encourage physical and mental well-being, foster team-building, break down silos**
  - **Be visible; model the behavior you expect**
  - **Address harmful or toxic behavior immediately, ensure fairness and consistency, don't play favorites, let people know you appreciate their work**

Department Culture

- **Dealing with Toxic or Poor Performers?**
  - **Set clear expectations – ensure clear understanding**
  - **Provide clear feedback on performance regularly**
  - **Identify underlying issues – what is causing the lower performance??? Identify potential solutions**
  - **Establish accountability – expected improvements and timing**

Department Culture

- **Dealing with Toxic or Poor Performers?**
  - **Offer training and development, change in responsibilities, (not lower), changes in assignments…**
  - **Encourage positive behavior – recognize and reward positive behavior and accomplishments**
  - **Foster open communications – check in daily to ensure they have resources necessary**
  - **Take Decisive Action – If no improvement, if not meeting expectations, take the necessary actions to preserve the team.**

Department Culture

- **People join great organizations, but they quit bad bosses.**
- **It is up to you, not the other guy…**

Closing

QUESTIONS / CONCERNS / SUGGESTIONS

Texas Police Chiefs Association Foundation

"Courses Focusing on Leadership"

Managing Patrol Operations

16-hour Course for Patrol Supervisors and Commanders

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Scott Holt 254-366-4899