



CJI Management Briefs



Volume IV Issue III

Fall 1999

Published Quarterly by:

**The Criminal Justice Institute
Dr. Lee Colwell, Director
University of Arkansas System
7723 Asher Avenue, Suite B
Little Rock, Arkansas 72204**

**SWITCHBOARD
(501) 570-8000
TOLL FREE
(800) 635-6310
<http://www.cji.net>**

*Information compiled and assembled by
Mr. Mike Mashburn, CJI Law Enforcement
Management Specialist.*

The *Criminal Justice Institute* provides management and supervision, forensic science, and computer education and training, as well as research services and technical assistance to Arkansas' law enforcement and criminal justice community.

This quarterly newsletter is designed to provide current, timely and useful information to improve the management, leadership and performance skills of supervisors.

*Your comments and suggestions
are solicited and welcomed.*

***You are encouraged to
make copies of this
publication and
distribute them to others
in your agency.***

14 POINTS

The astute law enforcement manager has learned that they must expand their scope when searching for new tools and innovations that will be useful in the day to day operations of their agency. They are clued into the fact that the business world has a wealth of information to offer, and this information is readily applied to the world of law enforcement.

The business world lost a valuable source of information when Dr. W. Edwards Deming died in 1993. Who is Dr. Deming and what was his contribution? Dr. Deming is noted for re-evaluating and implementing quality processes in certain manufacturing and production centers, both in the United States and abroad. He was instrumental, as a consultant, in aiding post-World War II Japanese industries. His mission, as requested by the Japanese industrial leaders, was to turn around the impression that Japan could only produce low quality imitations. By following the edicts of Dr. Deming, the industries of Japan did in fact increase their quality reputation and the rest is history concerning Japan's place in the world market.

The question will be asked, "What does manufacturing have to do with the delivery of law enforcement services?" Quite simply, whether you are making widgets or investigating crimes makes no difference. You still have to concern yourself with issues of quality and ultimately with retaining customer satisfaction.

The following paragraphs will introduce Dr. Deming's 14 Points and their applicability to the law enforcement environment. An innovative criminal justice administrator will be able to synthesize the major points of interest and perhaps institute their instruction.

1. Constancy of purpose

Here is an opportunity for the law enforcement manager to commit to continual improvement in the methods employed to deliver their various services. Attention may have to be given to how resources are allocated to ensure that they are not depleted on short-term initiatives when they would be better used for long-range needs. It is an understatement to say that resources, whether they are material or personnel in nature, are in short supply. Plans will have to be perfected that allow the agency to continue to provide services while attending to its personnel needs.

2. The new philosophy

American industry is waking up to the fact that its concerns for quality and integrity in its products should not be attended to at the final production stage, that of quality control. The new philosophy dictates that we not be satisfied with defective work or delays caused by shoddy workmanship. Obviously, this entails that the law enforcement supervisor must institute methods of monitoring the level of services de-

(continued on page 2)

livered. And, this must be done without the appearance of being a “micro-manager.” The criminal justice provider must transmit to all officers that good services must and will be delivered. The necessary tools and instruction must be provided so that each employee is better prepared to comply with this mandate. The logic lays in the fact that any agency is better served to deliver quality services as it should on a day to day basis, and not to take the attitude that it will attend to deficiencies if a citizen should lodge a complaint.

3. Cease dependence on mass inspection

This point naturally follows the teaching of the second point. Manufacturing concerns that I have been associated with would let the production line run, even when a defect was noted, with the attitude that the shoddy product would be sorted out in the quality control department inspection. The unfortunate end result of not ensuring quality work for law enforcement is that the quality control function may occur in a court proceeding. There is too much at stake by then for the deficiency to be pointed out. The answer is for the administrator to ensure that there are more than one checkpoint where an inspection can occur and that everyone is burdened with “stopping the production line” if a defect is noted.

4. End lowest tender contracts

Understandably, this teaching will be hard to follow in that the law enforcement administrator may be bur-

dened to follow certain bid processes when acquiring materials or they may be dictated altogether by the supervising governmental entity. Innovation may be required, along with viable documentation, to illustrate that it is sometimes better to deal with one single supplier. Especially if that supplier has been proven to be reliable and dependable and trustworthy in delivering the best materials. Every criminal justice provider is burdened to be frugal with the taxpayers’ money, but quality should not be sacrificed just to get the lowest price.

5. Improve every process

Point five urges a constant and continual approach when entering into the planning process and the attendant production and delivery of services that naturally follows. A constant vigil must be maintained for any problem areas that might arise and they must be dealt with in a timely fashion to ensure that the quality of services do not suffer. The criminal justice manager must see that their agency does not rest on its laurels, that it is continuously searching for ways to provide better and better law enforcement services.

6. Institute training on the job

Dr. Deming’s instruction on this point is that the training and education should be modern and that it should include everyone, including management. It is mind-boggling how drastically tech-

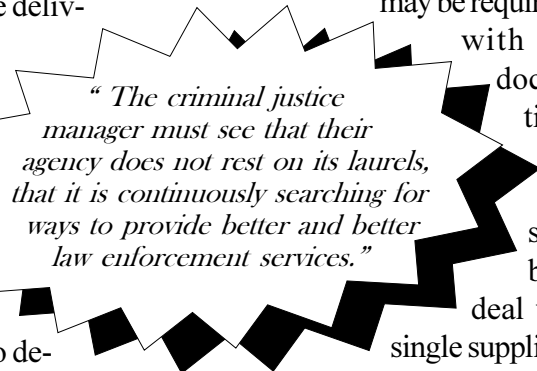
nology has changed in a relatively short amount of time. To effectively tap the full potential that is available to law enforcement, the proper amount and kind of instruction is needed by officers. They can not be expected to receive this instruction on their own time, it will require a certain amount of on-the-job training. It is understandable that there are a limited number of hours available in an officer’s duty day, but it is essential that some time be allotted for the enabling instruction.

7. Institute leadership

The aim of management is to get the job done and to develop subordinates to the point that they need little or no supervision. Leadership adds a dimension of getting the job done by individuals who want to do the job, and to do it right. To meet the criteria of Points two and three, the law enforcement supervisor will have to be able to exercise autonomy and to act immediately when they detect substandard and deficient services. The facilitating of this leadership is aimed at helping the officers on the street in their endeavors of delivering quality services to their communities.

8. Drive out fear

Dr. Deming’s prescription for driving out the fear in an organization is to institute an effective system of two-way communication. The lines of dialogue must flow unrestricted, both upwardly and downwardly. This form of open communication is essential for every level of supervisor to be able to properly lead and provide an environment that is conducive to the delivery of superior services.



9. Break down barriers

Perhaps it is human nature, or our inherent competitive spirit, but it seems that every organization is besieged by each of its components erecting barriers between each other. This phenomenon occurs quite frequently in most law enforcement agencies. One can detect separations between the various patrol shifts, between the sworn officers and the civilian component and most generally between the investigative division and other agency units. It should be readily apparent that this separatism is not conducive to the law enforcement agency functioning effectively nor efficiently. The agency must tear down these barriers and demand that all of the units function as a team. Lines of communication will have to be opened and maintained. This will require a great deal of attention and vigilance by the command staff in order to keep the law enforcement agency from falling back into its attempt to segregate.



10. Eliminate exhortations

The good professor advised that useless slogans and other such exhortations should be removed from the workplace. His intention was that businesses should not be advertising “Zero Defects” unless the proper materials and methods were provided. In the same vein, a law enforcement agency is not served well by touting itself as a crime reducing unit unless it strives to better itself in these areas by availing itself of the most advanced methods and instruction that will allow it to achieve this status. The staff will see through these exhortations quite readily if they are not genuine.

11. Eliminate arbitrary numerical targets

Dr. Deming’s guidance in this point hits a sore spot in many law enforcement agencies. He advocates throwing out quotas for the workers and numerical goals that the staff in management finds themselves burdened with. Understandably, we are all in agreement that law enforcement organizations do not condone “quotas” as they are often reported in the media. Rather, each agency does have certain expected levels of performance that they attempt to monitor officers’ performance by. The key is in developing some realistic measurement devices that will substantiate that the officer is working, that this work is meaningful to the community, and that it is aimed at solving some pertinent social ill.

12. Permit pride of workmanship

Every employee in the law enforcement agency should feel that the product that they produce is the very best that they can and that they are recognized for this achievement. This point ties in very closely with Point 11 in that the emphasis should shift from quantity to quality of output. Granted, the demands imposed by the public are urgent in nature and oftentimes the time allotted to handling the calls is in short supply. The law enforcement executive can be observant, however, and recognize that an officer is performing admirably by writing citations in a high

accident location rather than staking out the old “cherry patch” where citations are easier to obtain. The number of citations written in the dangerous area may be smaller, but their quality of purpose far outweigh the quantity of violations obtained in the safer location. 🗞

SUGGESTED READING

“Building Bridges: Interpersonal Skills for a Changing World”

A book report by: Bob Glick
Law Enforcement Management Specialist

(Gudykunst, Ting-Toomey, Sudweeks & Stewart, “Building bridges. Interpersonal skills for a changing world”, Houghton Mifflin Co., Boston, 475 ppgs., C 1995)

The ability to communicate competently is an absolute requirement for the successful law enforcement manager. This text provides an excellent assessment of the numerous skills required for successful interpersonal information exchange in our diverse times. With rapid advances in information technology and expanding cultural diversification within the workplace, heavy demands have been placed upon the law enforcement professional to interact efficiently within the widest range of topics and environments.

Of special note to potential readers, Gudykunst offers special explanations of non-verbal behavior, anger management, listening, perception, cultural and ethnic identity, gender, sex roles and sexism, verbal aggression, reducing un-

(continued on page 4)

certainty reduction, racism and reconciliation.

The enormous communications demands placed on modern law enforcement administrators frequently culminate in sensory overload, the end result being decreased productivity. The text provides effective strategies for managing information, and promotes enhanced productivity through understanding, sensitivity and awareness.

Misunderstanding occurs when we do not recognize that our message has been misinterpreted by the receiver. Through the use of meaning and relationships, the author makes numerous suggestions for ensuring the likelihood of proper coding and decoding of communications.

The greatest strength of this document appears to be its potential for forestalling the appearance of many problems common to contemporary law enforcement organizations. By studying and applying the rules of communication's competence, today's manager ensures the likelihood of successful conduct of the widest range of difficult and abstract law enforcement missions.

This text possesses practical application to everyday communication contexts and environments. A wide range of included surveys and questionnaires permit the reader to practice the application of skills developed through chapter study. Practice enhances skill application and establishes competence.

In turn, skill and competence foster the confidence that every police manager requires to excel on the job.

Every manager can become a better communicator. Building Bridges seeks to accomplish improvement through explaining the concept of interpersonal communication and providing new skills for communicating with others.

For those professionals seeking to review and/or enhance interpersonal communications competence, Building Bridges is a good place to start. ☺

CJI Management Briefs

Criminal Justice Institute
University of Arkansas System
7723 Asher Avenue, Suite B
Little Rock, AR 72204