



CJI Management Quarterly

Volume VI, Issue III
Fall 2001

Published Quarterly by:

Criminal Justice Institute
University of Arkansas System
7723 Asher Avenue, Suite B
Little Rock, Arkansas 72204
Switchboard:
(501) 570-8000
Toll Free:
(800) 635-6310
www.cji.net

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

The *Criminal Justice Institute* provides management, forensic science, and computer-related 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 timely information to improve the management, leadership, and performance skills of law enforcement supervisors.

Your comments and suggestions are solicited and welcomed.

Please make copies of this publication and distribute them to others in your agency.

Community Values:



Identifying the Principles that Define Your Law Enforcement Agency

Are you a law enforcement administrator whose efforts to implement community-oriented policing in your jurisdiction are being challenged by negative reactions? Perhaps the citizens in your community embrace the idea with enthusiasm, while your employees grumble and complain about the agency's impending "downward spiral." Or, perhaps agency personnel see the merit in such programs, but the citizens are perplexed by the untraditional delivery of law enforcement services.

Whatever the case may be, you are not alone in your frustration. Law enforcement administrators across the country are experiencing similar dilemmas as they attempt to bridge the communication gap that is continuously growing between law enforcement personnel and the constituents they serve.

To improve this relationship, there are important considerations that must be evaluated:

1. **What is the mindset of your law enforcement personnel? In other words, do you understand the prevailing values and work ethics that define their job performance?**
2. **What values and expectations does the public have concerning law enforcement personnel and services within their community?**

Sometimes answering these questions can be difficult, *but it's not impossible*. This issue of *Management Quarterly* will show you how an Arkansas law enforcement agency took the initiative to improve relationships both within their agency and with the public by tackling these very questions.

The Reality of Policing

Research has shown that the majority of calls (~80%) responded to by law enforcement officers are for non-criminal incidents. The interactions between officers and citizens during these “service calls” can have a major impact on citizen views of law enforcement agencies and personnel. For instance, if a service call is dominated by seemingly negative behaviors exhibited by an officer, citizens may begin to feel frustrated and disenfranchised from law enforcement. To ensure this doesn’t happen, law enforcement officers must be able to distinguish between criminal and non-criminal activities, and must also be able to respond to each type of activity appropriately.

Officers are in constant training to improve their performance with criminal-related activities. Unfortunately, there are not many guidelines to prepare officers to handle non-criminal activities within a community. Without guidelines, the officers’ behaviors are often left to the whim of the unwritten values that dominate the agency. If the agency believes its role is strictly one of law enforcement, calls for service of a non-criminal nature are handled with aggressive, sometimes overbearing behavior. As a result, residents in the community may conclude their law enforcement agency does not represent them or the values of their community.

Many law enforcement organizations have begun to embrace community-oriented policing philosophies to offset negative perceptions of law enforcement. These philosophies are intended to aid the agency in adopting and applying more proactive policies

and minimizing the reactive response currently perceived.

Transforming the Agency

As agencies work to transform the public perception of law enforcement personnel from “reactive crime-fighters” to “proactive problem-solvers,” an infrastructure that will institutionalize and sustain this role must be developed. Often, the very core of an agency’s culture must change.



Many law enforcement agencies across the nation are revamping their mission and value statements to reflect a more service oriented, problem solving, and citizen friendly philosophy. To implement this new philosophy, many agencies will simply direct all personnel to abide by and conform to these new values. The weakness inherent in this approach is twofold: personnel within the agency may feel that they had no input into these “new” values, and the application or implementation of these values are often never measured within the agency.

It is highly unlikely for officers to behave any differently with citizens than they do with their own colleagues at work. If agency personnel

do not practice the values identified for the agency with each other, they will not practice these values with members of the community. Therefore, an agency’s values must be determined, agreed upon, implemented, and measured within the agency. It is also imperative that the agreed-upon values include citizen input to be truly representative.

As the new values are presented to the agency, education and training should be presented to all personnel on how to address weaknesses and behaviors inconsistent with the values of the agency. In addition, a mechanism must be available to provide feedback to all concerned.

Setting the Example

The Faulkner County Sheriff’s Office in Arkansas was the first law enforcement agency in the United States to participate in a pilot project designed to improve teamwork within a law enforcement agency and to improve relationships between law enforcement personnel and the citizens they serve.

To initiate this unique project, a series of steps were designed to determine the values held by a law enforcement agency as seen by its employees and its constituents. First, employees of the Sheriff’s Office were asked to identify the values they believe should be practiced by law enforcement personnel when interacting with members of the community during non-criminal events. Then, a group of 15 citizens from Faulkner County participated in a focus group to provide their input as well. Their answers and the responses of the law enforcement employees were used to generate the following general philosophy:

The key to a community partnership is creating a professional environment characterized by open communication, trust, mutual respect, and dedication while exhibiting compassion.

To create this type of community partnership, the Sheriff's Office first needed to ensure that these values were being practiced within their own agency. Special software was developed to analyze working relationships within departments and between supervisors and employees. Once weak areas were identified, the staff defined and implemented behavioral strategies designed to improve those areas.

The next step was to examine the values that were currently being practiced by law enforcement personnel in their interactions with Faulkner County residents. Three thousand surveys were sent to randomly selected residents to inquire about their experiences with Faulkner County police personnel in non-criminal interactions, and approximately 450 of these surveys were returned. The responses gathered from the surveys showed that residents believe the deputies and employees of the Faulkner County Sheriff's Office:

- ❖ Competently complete their job responsibilities
- ❖ Keep confidential information confidential
- ❖ Strive to understand community needs
- ❖ Do whatever is necessary to get their job completed
- ❖ Answer questions promptly

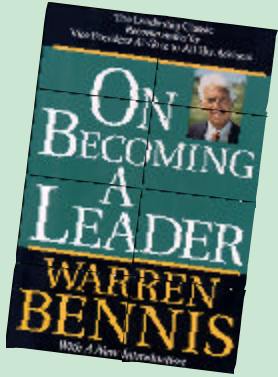
However, the responses also showed that improvements are needed in the following areas:

Stop Managing and Start LEADING

There are distinct differences between those who lead and those who simply manage—the manager maintains while the leader develops; the manager focuses on systems and structure while the leader focuses on people; the manager relies on control while the leader inspires trust.

To better serve the public and your personnel, you must ensure that you have leaders at all levels of your law enforcement organization. *On Becoming A Leader* is an insightful text that will show you and your staff how to adopt principles and practices that are essential to effective leadership. Written by Warren Bennis in 1995, this book offers personal anecdotes and advice from people who successfully became role models in their field through vision, passion, and integrity.

Check out this book today by visiting the CJI Library Resource Center located in Little Rock at 7723 Asher Avenue, or for more information, call us at (800) 635-6310.



- ❖ Greeting people with a smile
- ❖ Looking for the good
- ❖ Allowing people to express their opinions
- ❖ Listening to and understanding diverse opinions
- ❖ Participating in community activities.

The first objective of the pilot project—improving working relationships within the Sheriff's Office—is being achieved. Now the focus is shifting to implementing programs that will ensure the continued improvement of relationships between law enforcement personnel and Faulkner County residents. Since residents have identified the areas they believe need improvement, Sheriff Marty Montgomery and his staff are considering several county-

wide programs to increase the involvement of citizens in the law enforcement community.

Conclusion

Successful policing is dependent upon a cadre of officers and civilian personnel who are committed to delivering exemplary law enforcement services. It is equally important that these professionals understand the values and expectations of the community it is policing. Only through the partnering of law enforcement with its service community can any effective implementation of community oriented policing be achieved.

Authored in collaboration by Larry Cole, Ph.D., President of PeopleMax, Inc., and Mike Mashburn and Mira Frosolono-Gray of the Criminal Justice Institute.

A Whimsical Tale Of the Misapplication Of Total Quality Management



A Japanese company and an Arkansas company decided to have a canoe race on the Cossatot River. Both teams practiced diligently to reach their peak performance before the race. However, when the big day arrived, the Japanese team won by a mile.

After this defeat, the Arkansas team became very discouraged and depressed. The managers of the Arkansas company decided that the reason for this crushing defeat had to be found. A “Measurement Team” comprised of senior management was formed to investigate and recommend appropriate action. They concluded that the difference in strategy was to blame—the Japanese team had eight people rowing and only one person steering, while the Arkansas team had only one person rowing and eight people steering. To ensure their victory in the next race, the managers of the Arkansas company hired a consulting firm and paid them incredible amounts of money to formulate a new strategy.

The consulting firm advised that too many people were steering the boat and not enough people were rowing. To remedy this problem, the structure of the rowing team was totally reorganized to include four steering supervisors, three area steering superintendents, one assistant superintendent steering manager, and one rower. They also implemented a new performance system that would give the one person rowing the boat greater incentive to work harder—the *Rowing Team Quality First Program*, a program that consisted of regular meetings to gauge progress and offered incentives such as free dinners and company pens for the rower. “We must give the rower empowerment and enrichment through this quality program.”

The next year, the day of the big race arrived once again. This time, the Japanese team won by two miles. Humiliated, the Arkansas company laid off the rower for poor performance, halted development of a new canoe, sold the paddles, and cancelled all capital investments for new equipment. Then, with the money saved, they gave a High Performance Award to the steering managers and distributed the rest of the money as bonuses to the senior executives.

CJI Management Quarterly

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