

XII – MANAGEMENT SYSTEMS

This chapter discusses the importance to the department of developing management systems that will support and institutionalize the management improvements recommended in this report.

Effective Management Systems Must Be Established To Institutionalize The Management Improvements Recommended In This Report

As discussed in Chapter IV, effective leadership is needed to address the current needs of the department and to set it on the path of improved performance. Leadership alone, however, will be insufficient to ensure that the department maintains the momentum needed for sustained improvement. To ensure continued success over the long-term management systems must be established that provide a framework for effective management, ensure managers have the information they need to make decisions consistent with that framework, and to enforce the management discipline needed to support continuous improvement. By taking advantage of the window of opportunity made possible by the change in department's leadership and the city's investment in this review, the department can establish the management systems needed to institutionalize the management improvements recommended in this report. Once these management systems are fully established, the department will not be dependent on a strong leader to ensure its success. On the contrary, these systems will support effective operations over time as department leaders and managers change.

A Number Of Features Should Be Incorporated Into The Department's Management Systems

The key features of the recommended management system can be drawn from the discussion presented in previous chapters of this report. In particular, the management systems should:

- Support the strategic communication of information to internal and external stakeholders (discussed in Chapter IV)
- Facilitate the communication of information and the development of formal and informal networks of staff with similar interests across the department (discussed in Chapter IV)
- Monitor the overall effectiveness of communications efforts (discussed in Chapter IV)
- Facilitate the development of departmental goals and objectives as well as goals and objectives for individual divisions and units that are linked to department objectives (discussed in Chapter V)
- Support the development of operational and tactical plans that are consistent with the department's overall strategic plan (discussed in Chapter V)
- Facilitate efforts to monitor progress in implementing strategic, operational and tactical plans (discussed in Chapter V)

- Facilitate efforts to link the allocation of scarce resources with operational and tactical plans and to make decisions about how best to allocate resources to optimize performance against objectives (discussed in Chapter V)
- Support the decentralization of authority to divisions and units while establishing accountability systems to monitor the effectiveness with which decentralized authority is being used (discussed in Chapter VI)
- Monitor the effectiveness with which resources are used and provide tools to support efforts to make more effective use of resources (discussed in Chapter VI)
- Facilitate the dissemination of information about effective policing practices used within the department and by leading law enforcement agencies across the nation (discussed in Chapter VI)
- Assess the demand for centralized support requested by decentralized units and shift resources among units to reflect this need (discussed in Chapter VII)
- Support the recruiting and hiring of high quality staff with the range of skills (especially language skills) needed to support effective service delivery (discussed in Chapter VIII)
- Assess training needs and facilitate the development and assessment of field, in-service, supervisory, management and leadership training (discussed in Chapter VIII)
- Support efforts to hold high expectations for all police department employees and to provide support and sanctions, as appropriate, when expectations are not met (discussed in Chapter VIII)
- Monitor the consistency and quality of supervision department employees receive (discussed in Chapter IX)
- Provide the information and the analytic tools needed to evaluate and support investments in needed equipment and technology (discussed in Chapter X)
- Codify the framework for determining what positions should be held by sworn officers and what positions should be held by civilians (discussed in Chapter X)
- Support efforts to document performance and share information across the department while minimizing the administrative burden required to do so (discussed in Chapter XI)

The department's management systems should also be integrated with the information used to track and report information on crime and support the analytic tools needed to use this information to develop effective crime reduction strategies.

The Department Should Develop Short- And Long-Term Strategies To Establish Needed Management Systems

Establishing the management systems discussed in this chapter requires more than developing information systems and analytic tools. The purpose of these management systems is to support a new, more effective way of managing the police department. An understanding and commitment to the new management approaches on the part of leaders, managers and supervisors throughout the department is therefore necessary to successfully implement these systems. Consequently, it is essential that as the department works to establish needed management systems it also focuses consistent attention on building the skills, competencies and understanding needed to make effective use of these systems to improve department performance.

In the short-term it will be especially important that the development of management systems be linked with efforts to build needed management skills and understanding. A discussion of suggested features of the initial approach to developing management systems follows:

- **Use of committees and task forces.** A great deal of work will be required for the department to interpret the findings of this management study and to make the study findings and recommendations its own. For example, the department will need to devote significant effort to refining the suggested methodologies for developing goals and objectives for each organizational unit, for monitoring performance against those objectives and for reporting results. In addition, effort will be required to develop the recommended strategic and operational plans and to establish the needed accountability systems.

Committees and task forces can be of great value in undertaking this development work. Including representative managers and staff from different department units on these committees will ensure that the operational realities faced by various units within the department are reflected in the management systems that are developed. In addition, because they will participate in the development process a cadre of key staff with a detailed understanding of the key elements of the management systems will be established. Moreover, if the persons selected to participate on these committees and task forces are well respected by their peers and subordinates they can serve as “missionaries” who actively support implementation of the management systems.

- **Use of pilots.** Before proceeding with a full-scale implementation of selected features of desired management systems the department may choose to pilot individual “modules” in selected divisions or units. By doing so the department will be able to work out “kinks” in the systems. Equally important, however, by providing a working model of how the component of the management system operates, staff from other units will gain a better understanding of what will be expected of them when the module is implemented in their units.
- **Training.** As discussed, management and supervisory training will be crucially important to the successful implementation of the proposed management systems. In planning the implementation effort care should be taken to ensure that training precedes implementation of each component of the management system and that

ongoing support and training is provided until that aspect of the management system has become institutionalized as “the way the Dallas Police Department does business.”

- **Building on existing systems.** As discussed in Chapter X the department has already made significant investments in developing the technology and systems needed to support effective operations. Care should be taken in designing new management systems to build on the good work that has already been done. In addition, while in the long-term having all key aspects of the proposed management systems incorporated into the department’s overall technology infrastructure, in the short-term it may be possible to establish selected features of the management systems without making significant investments in technology.

In addition to developing short-term strategies and plans for implementing the suggested management framework the department should also develop a long-term implementation plan. This plan should reflect, incorporate and provide a context for each of the short-term implementation strategies being developed. In addition, it should establish an overall time frame for completing implementation of the suggested management systems, detail the key objectives of each phase of the implementation effort, and estimate the resources — both human and financial — that will be required to support successful implementation. As noted, implementation should not be considered complete until the management systems define the way the police department does business. Therefore, this plan should not end with the implementation of needed information and technology systems but should reflect the time needed to provide the training, coaching and support necessary to institutionalize these systems.