

Transforming Your Organization to Better Perform to Expectations

The Washington State Patrol's Problem Oriented Policing: A Case Study in a Systems Approach to Organizational Transformation

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Presentation Objective:

- Using the Washington State Patrol as a Case Study, at the conclusion of this session, you will understand how the WSP has been successful utilizing an integrated systems approach to transforming our organizational culture.

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The Washington State Patrol – A Case Study:

Why was change necessary?

- The “Professional” policing model was not working for the Patrol. We were becoming increasingly reactionary & staffing was not keeping pace with workload.
- We needed to change a culture that focused too much on outputs and not enough on outcomes.
- With diminishing resources, we needed to change our isolationist culture that did not openly engage partners and stakeholders.

#1 BESTSELLER

An A-Mazing Way to Deal with Change
in Your Work and in Your Life

Who Moved My Cheese?

Spencer Johnson, M.D.

Foreword by Kenneth Blanchard, Ph.D.

Co-Authors of **The One Minute Manager**

The World's Most Popular Management Method

**A GEM—
SMALL
AND
VALUABLE**

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What is POPS?

Fundamentally, POPS has two guiding tenets:

- Partnerships, and
- Problem Solving

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Since 1998, the WSP has been using POPS to **Solve Problems** such as:

- Reducing Collision Hot Spots
- Managing Road Closure Time
- Reducing Auto Theft

One Example – **El Protector**

Washington State Patrol

Chief Lowell M. Porter



**2004 Herman Goldstein Award for
Excellence in Problem Oriented Policing**



**Hispanic/Latino Community
Traffic Safety
Educational Outreach**



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Understanding the Challenge:

In agencies that have abandoned Problem Oriented Policing as a philosophy, it was not the philosophy that failed, but the *implementation strategy* that failed.

- Dr. Herman Goldstein, Professor of Law,
University of Wisconsin

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A Blueprint for Success – Steps in Cultural Re-Engineering:

- Begin with Commitment from the Top
- Focus on Results and Value
- Generate Processes for Cultural Maintenance
- Involve the Stakeholders
- Take a Whole Systems Approach

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Cultural Re-engineering and Executive Skills Training*

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KEEP YOUR EXPECTATIONS REAL!

Organizational Transformation is an ON-GOING process that can take up to 3, 5, or even 7 years.

It is a process that has three phases:

Prior State  Transition State  New State

“Begin with the end in mind” – Steven Covey

“Quick implementation leads to quick failure”
– Brian Ursino

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An Integrated Systems Approach –

What it means and Why it takes so long:

Almost all of an organization's systems are integrated or relational. Few systems are truly independent of all else.

Re-Engineering the organization's systems, also viewed as the organization's infrastructure, is critical to changing the organization's culture and takes time. But once accomplished, these changes become ingrained, alter employee behavior, and results in cultural norming that becomes extremely difficult to sabotage or eradicate.

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Here is a list of some of the most prominent systems the WSP added or changed in support of our transformation effort:

- POPS Training for all WSP employees (what it is, how to do it, and expectations for engaging in it)
- Regulation Manual Revision – Policy Statement
- Creation of a WSP Strategic Plan Objective (complete with target date and accountability link)
- Requirement for District/Division Commanders to develop an “implementation plan”
- Job Performance Appraisal (JPA) Process for the Evaluation of Troopers, Sergeants and Lieutenants
- Changes to our Sergeant and Lieutenant Promotional Processes
- Modifications to the agency’s Awards Program by creating an exemplary POPS Project of the Year Award, and building POPS components into the selection criteria for existing awards



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Organizational Culture For The Next Millenium

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Sunrise Services™

Past Clients include: GTE; City of Bellevue;
Washington State Patrol

(Contact Brian Ursino for Information)