

Creating an Accountable Culture

Part II




The Bottom Line for Law Enforcement



Webinar Service

- ☞ You may use either your computer's speakers and microphone or by calling the phone number on your control panel
- ☞ You are currently in listen mode only
- ☞ If you are having difficulty using the GoToWebinar program, call IACP staff for assistance:
 - Christina Horst 1-800-843-4227 x837
- ☞ Please note, your control panel will automatically minimize itself. Click on the side tab to enlarge and access the hand icon or questions box.

Webinar Service

- ∞ To submit a question either:
- ∞ Click the ‘hand icon’ on your control panel, during the Q&A session. We will un-mute you so you may ask the panelist directly 
- ∞ You may submit questions through the “questions box” on your control panel. IACP staff will read these to the panelists during the Q&A session.

Webinar Audience & Topic

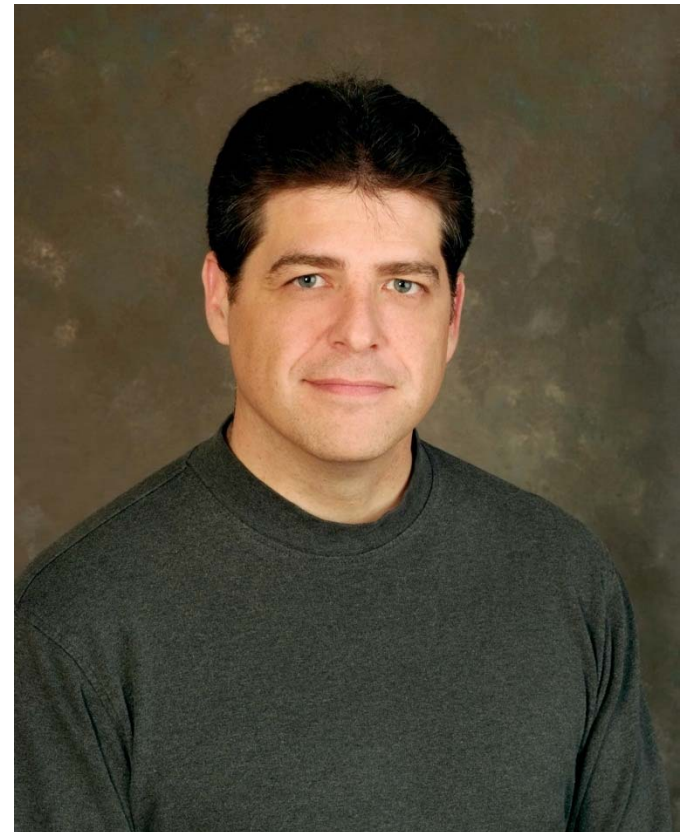
- ⌘ Audience consists of alumni from first five training events.
- ⌘ Topic was selected as a point of interest among law enforcement officials in smaller agencies.

Webinar Panelist

☞ Chief Mitchell P. Weinzetl
Buffalo, Minnesota
Police Department

Author

Acting Out: Outlining Specific
Behaviors and Actions for
Effective Leadership



Introduction & Learning Objectives

- ∞ After viewing webinar, you should be able to:
 - Understand the standards that make accountability effective.
 - Understand the role of core values in establishing accountability.
 - Identify negative influences within a culture that undermine accountability.
 - Perform an audit of key organizational elements that promote excellence.

Accountability

- ∞ Accountability is a process through which individuals or groups are expected, encouraged, or coerced into complying with a set of rules or guidelines.
- ∞ Why do we need accountability?
- ∞ Rules & Guidelines

Accountability is a Cultural Phenomenon

∞ In order to be effective, accountability must be:

- Fair & Reasonable
- Consistent
- Persistent
- Sure or Certain

Organizational Values

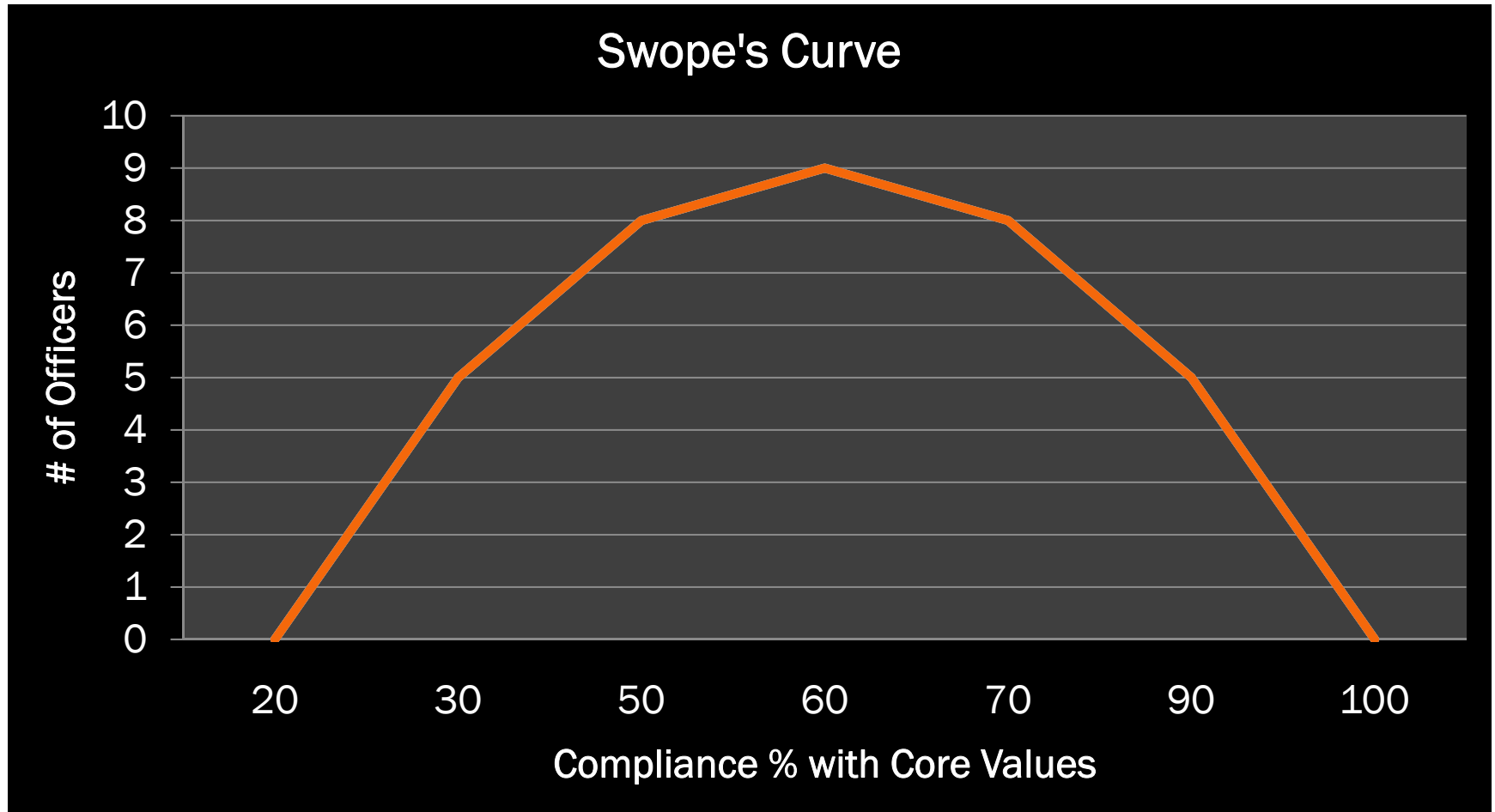
- ∞ Organizational Culture
- ∞ Core Values & Beliefs
- ∞ “What are the core values and beliefs that you hold so dear, that you would risk losing your job, rather than to compromise them”
(Chief Larry Hesser, ret.).

Culture of Accountability

- ∞ Is there a culture of accountability within your organization?
 - How do you or your management staff respond to concerning actions or inactions of those within the organization?

- ∞ Rampart Report
 - <http://www.oiglapd.org/rirprpt.pdf>

Culture of Accountability

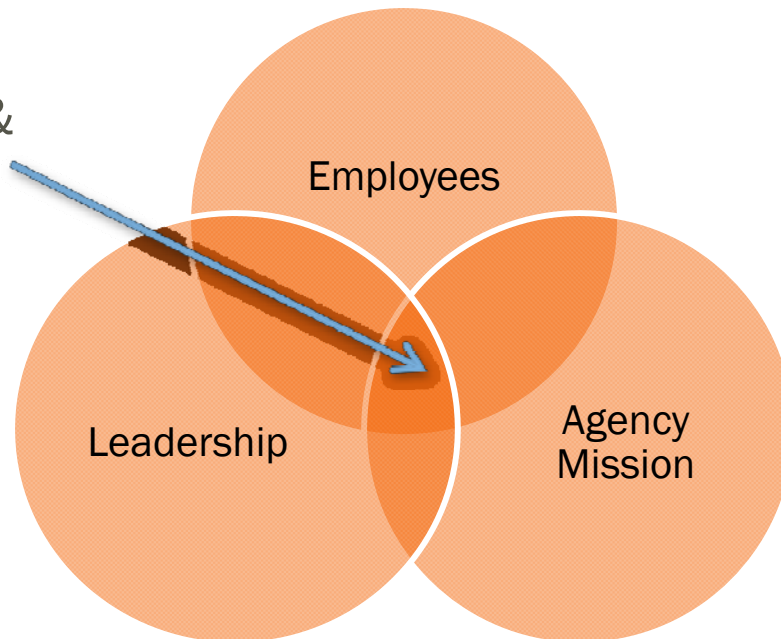


The Relentless Pursuit of Excellence

∞ “The Golden Rake”

- Who is responsible for the performance of your agency?

- Commitment & Accountability



The Relentless Pursuit of Excellence

∞ “Mediocrity is the enemy of excellence”
(Dr. Jack Enter)

∞ What is “Great Performance”

- How do your officers define it?
- How is it reflected in your FTO manual?

The Relentless Pursuit of Excellence

- ∞ Conduct an organizational audit of:
 - Supervisor notes, coaching forms, pre-disciplinary notes
 - IA complaints
 - Middle managers and office staff.
 - Conduct interviews.
- ∞ Decide the steps you will take once audit is complete to address any issues.
- ∞ Decide how often you will conduct these audits.

Establish and Promote Cultural Values

- ∞ Embedding and Reinforcing Mechanisms
- ∞ Promote and communicate the cultural values.
 - Mission coins
 - Wall statements
 - Briefings – Updates
 - Website – Intranet – Social Media Sites
- ∞ Target improper cultural values
 - Instant Conversations

Establish and Promote Cultural Values

∞ Statview

- Request template from IACP staff

∞ Take a Stand!

- What would you do if you weren't afraid?

Questions?

- ⌘ What do you do when your supervisor does not hold others accountable?
- ⌘ Are there early warning signs if your agency is failing at accountability to its values?

Contact Information

∞ For additional information, please contact:

Mitchell P. Weinzetl

Chief of Police

Buffalo, Minnesota Police Department

C - 763-286-5623

H - 763-684-3998

mweinzetl@bwig.net

IACP Staff:

leadingbylegacy@theiacp.org

www.theiacp.org/leadingbylegacy