

Implementation: Considerations for Command Staff

An IACP Leading by Legacy Webinar



BJA
Bureau of Justice Assistance
U.S. Department of Justice

Webinar Panelist

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Introduction & Learning Objectives

- After viewing webinar, you should be able to:
 - Identify keys to implementation success.
 - Understand important questions to address prior to implementation.
 - Understand communication techniques for various audiences.

Implementation Keys

- Ensure it fits into your Mission and Vision statements.
- Educate those affected and aggressively seek their input.
- Allow for modification as the project progresses.
- Be willing to admit and correct mistakes along the way.
- Provide necessary training, if necessary, and always plan for remedial training, if needed.

Implementation Questions

1. What are you trying to accomplish, resolve, correct, or change?
2. What is the current situation (budget, personnel, political climate)?
3. What resources or funding are needed for implementation?
4. Who will implement the project?
5. Will they have the necessary resources and authority to be successful?



Implementation Scenario

- Implementing a change from an 8-hour patrol shift to 12-hour patrol shift.
- From a Command perspective, scheduling is constantly one of the most time consuming tasks.
- Some considerations when implementing change.

Implementation Communication – to Executive

Message Box - SAMPLE

How

Patrol will switch to a 12-hour schedule that will be re-evaluated in 90 days.

Why: The department will save overtime, increase coverage and improve time off quality.

Message:

A committee of patrol officers recommends moving to a 12-hour patrol schedule.

Add'tl Details

- Budget
- Timing
- Training

Other

Examples from other agencies will be used for evaluation. Work-comp groups will provide accident data. A committee will do research.

Implementation Communication – to 1st Line

Message Box - SAMPLE

Why

The schedule will improve coverage, improve time off quality, work less days a month and reduce overtime.

Message

A committee of patrol officers recommends moving to a 12-hour patrol schedule.

How

The committee will conduct research, provide data and conduct tests to ensure benchmarks are met.

Other

Not everyone will want the change; does the status quo stay or does the majority rule?

Add'l Details

- Work with HR to ensure compliance with FLSA.
- Track accidents during test period to compare.
- Work with courts to ensure change won't impact hearings.

Conclusion

- Remember your Implementation Keys & Questions.
- Have appropriate authority to accomplish assignment.
- Look for opportunities to Lead-up!
 - Identify opportunities to take to executive
 - Demonstrate good followership
- Communicate effectively to gain buy-in!

QUESTIONS ?

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