



Final Report Presentation on the Police Department Organizational and Staffing Assessment

Lower Saucon Township, Pennsylvania

matrix 
consulting group

Study Goals and Scope of Work

- ◆ The Township and the Department asked for an assessment of the Lower Saucon Township Police Department and how it:
 - Serves the community
 - Is organized
 - Is managed
 - Is staffed
- ◆ Part of the desired results was a comparison of current operations to 'best practices' in law enforcement.
- ◆ To accomplish this, a 'fact based' approach was needed to analyze the organization, its management and staffing of the Department.

Methodological Overview

- ◆ Extensive input from law enforcement personnel through face-to-face interviews and an employee survey.
- ◆ Input from policy makers and selected external 'stakeholders'.
- ◆ In-depth data collection and analysis of workloads, services, staffing, management and the costs of service delivery alternatives.
- ◆ Identifies organization, management and staffing needs for the Department.
- ◆ The Matrix project team collaborated with the Township and Police Department staff to review findings, assumptions and alternatives.

Results of the Employee Survey (1)

- ◆ The project team interviewed all of staff in the Department. We also provided the opportunity to give input in a survey – 90% responded.
- ◆ Overwhelmingly, respondents believe that they provide high levels of service to the community.
- ◆ However, a plurality of employees stated that they were not provided sufficient autonomy to solve problems in the community.
- ◆ Majorities or pluralities of employees also stated that there are issues with the following:
 - Decision making, consistency and dealing with internal problems.
 - Information sharing and participative management
 - Proactive management of services
 - Employee disciplinary processes

Results of the Employee Survey (2)

- ◆ Other areas were more positive – the clarity of expectations, policies and morale in general.
- ◆ The 12 hour shift structure is widely supported.
- ◆ The organizational structure and current staffing levels are largely supported by staff.
- ◆ However, respondents overwhelmingly stated that the Team Leader position does not provide the operational leadership needed.
- ◆ These views were supported both in interviews and in narrative responses in the survey.
- ◆ The interviews, survey and fact finding by the project team resulted in a clear direction for the study – staff resources were not the issue; the management of staff resources were.

Positive Attributes of the Department

- ◆ While the study focused on many opportunities to improve the Department and its management there are many areas in which it excels and meets 'best practices'.
- ◆ Selectively, the project team found that:
 - Commonwealth accreditation
 - Training levels
 - Policies and procedures are up to date and exist electronically
 - Complaints from the community are rare
 - Use of technology
- ◆ As a result, there are many positive things to build upon in the Department.

Areas of Improvement – Management

- ◆ The Department needs a ‘back to the basics’ approach to defining itself internally and with respect to the public, including:
 - Mission, goals and strategic direction
 - Performance management
 - Approaches to seek input from staff and the Township
 - Reporting to the Township Administrator, Council and the community on performance and key service issues.
- ◆ The Chief needs to adopt a more positive leadership style internally:
 - Providing a supportive work environment and culture
 - Providing initiatives to officers to solve problems in the community
 - Providing consistency
 - Communications and visibility within the Department

Areas of Improvement – Organization

- ◆ Minimum staffing levels for most shifts should be two.
- ◆ Use of part time police officers should be limited to cover for full time police officers when minimums cannot be met.
- ◆ Eliminate the ‘Team Leader’ approach and use seniority to determine an ‘Officer in Charge’ for shifts and critical incidents. As part of this, convert the Corporal to a second Sergeant position.
- ◆ Alter shifts for better coverage of senior people.

Conclusions

- ◆ The Department's staff are dedicated, provide high levels of service to the community and are proud of that.
- ◆ While staffing levels are appropriate to the size and service needs of the community the management of resources has many needs to ensure the long term health of the organization.
- ◆ Addressing the organization and management issues are all fixable and an 18 month implementation was plan was provided in the final report.
- ◆ Progress toward meeting these changes should be monitored by the Township Administrator and reported back to the Council.