Use of Force Recommendation 59

Create Formal System to be Overseen by Policy & Planning Section to Allow Feedback During Policy Making Process

Agenda

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Objective

- Improve: **Communication, Internal Transparency & Morale**
- Foster **trust** between our members and management

Recommendation Highlights

- *MPD should create a formal system, overseen by Policy & Planning, to allow feedback during policy making process.*
  - *Should allow for input by:*
    - *Officers & Frontline Supervisors*
    - *Subject Matter Experts (SMEs)*
    - *Commanders*
    - *Legal Representatives*
    - *Labor Organizations*
- *Use PowerDMS to facilitate this process. PERF suggests sending policies to the above-mentioned parties and giving them a certain number of days to provide feedback and recommendations for consideration before policy is finalized.*
- *Once policy implemented, feedback should be solicited from field on how the policy impacts daily operations.*

Current Policy & Practice Highlights

DPM 1.1.20, Department Orders & Forms New/Revised (highlights)

- Once a policy draft is received, Policy & Planning may recommend further collaborative work.
    - In practice:
        - Usually Policy, requestor, SMEs, Lieutenants, Commanders and Legal
        - Collaborative process is external to PowerDMS:
            - Email
            - Meetings (in-person or telephonic)
            - MS Word
- Once draft finalized, Policy & Planning submits to the appropriate parties for workflow approvals.

- Upon approval(s), the new/revised order is disseminated via PowerDMS and sign-off is required by all effected members.

- Any member may submit a request via the Chain of Command to Policy & Planning to create or revise a Department policy.

Gap Analysis

Recommendation

- <mark>Include the Labor Organizations in policy making and revision process.</mark>

- <mark>Use PowerDMS to facilitate policy making and revision process.</mark>

- <mark>Solicit</mark> feedback from members impacted by the policy and take their input into consideration.

Current Policy

- Labor Organizations are not part of collaborative process.

- PowerDMS is mainly used for final workflow/approvals process.

- No follow-up conducted.

Industry Trends

**Informal Survey Results from Valley & California Agencies:**

- Most conduct initial collaborative process via email, phone or in-person meetings and draft changes in MS Word.

- Almost nobody was including Officers, unless they are the original requestor.

- Everybody includes SMEs in policy creation process.

- Some include Labor Organizations in creation process, but the majority do not.

- Once final version is ready and approvals are needed, sent through official workflow in DMS.
  - This includes Legal & Executive Staff

- Policy is disseminated via a Document Management System, requiring sign-off.

- Most agencies have the expectation their supervisors are reviewing important policies with their people but are unaware if this actually occurs.

- For post review, most agencies rely on word of mouth concerns from the field. If there are issues, a revision process can be considered.

- Anyone can suggest new policy or revision through chain of command.
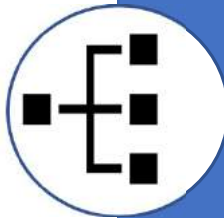
Pros

*List the reasons **for** adopting the recommendation*

- *Our Labor Organizations represent our membership and their relationship is established on trust.*
  - *Their input with consideration of our members and ability to communicate ultimate decisions with our members is valuable.*
- *Our members are the end users of our policies and know what is working and what isn't—their input is valuable.*
- *PowerDMS advises functionality for both collaboration and ultimate workflow process built into the product.*
  - *Using a system such as PowerDMS creates a standardized process and historical records.*
- *Proper communication, transparency and respect protects morale of members and establishes trust between members and management.*
- *People tend to support what they help create.*
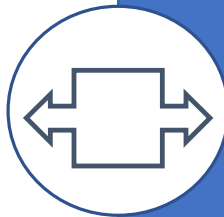
Cons

*List the reasons **against** adopting the recommendation*

- *Will too many cooks spoil the broth?*
  - *Everyone has an opinion. Discussion will need to be focused on the end goal, there should be time limits and an ultimate decision maker.*

- *People already have a lot on their plates; policy collaboration is yet another responsibility…and it's tedious work!*

- *Feedback on policy is already provided regularly by our members.*
  - *Requesting feedback may become overwhelming, compelled to respond initially and eventually result in "white noise".*
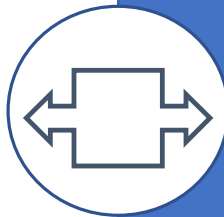
Proposed Action

- ***Adopt Recommendation.***
- Continue using current formal policy creation & revision process.
- Add labor organizations to current list of stakeholders (SME, Legal, Executive Staff).
- Improve communication & collaboration using PowerDMS tools.
- Ensure communication on major changes are effective from the top down, including involvement of labor organizations.
- Re-establish feedback process using chain of command when impact has a negative effect.

Discussion