

Strategic Advancement Forum (SAF)

"It's Not Just Counting Tickets"

Washington State Patrol
Presented by:
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Borrowing Best Practices

Based on New York City Police Department's
COMPSTAT – Computer Statistics

Four key, yet very simple, strategies:

1. Accurate and timely data
2. Effective tactics
3. Rapid deployment
4. Relentless follow up

What Can SAF Do For You?

- ★ Sets a Tone of Accountability
- ★ Highlights Excellence by all Staff
- ★ Creates Knowledgeable Leaders
- ★ Builds Teams Through Collaboration
- ★ Solves Problems Immediately
- ★ Facilitates Honest Dialogue
- ★ Creates Positive Risk Takers
- ★ Exposes Barriers to Progress
- ★ Drives Performance Excellence

Setting a Tone of Accountability

The SAF process drives success by requiring accountability of all – the Chief, Executive Staff, Managers, Supervisors, and staff at all levels of the agency.

Accountability starts at the top.

Defining Your Role

- ★ Create and maintain atmosphere of open and honest dialogue
- ★ Ask critical questions and give straight answers
- ★ Exercise informal authority
- ★ Set expectations of behavior
- ★ Recognize accomplishments
- ★ Bring issues into focus

Holding Ourselves Accountable

- ★ Everyone's contribution is important
- ★ All employees are held to same standards of excellence and accountability
- ★ Every unit critical to agency's success

Synergy of excellence is promoted and maintained

Initial Challenges



Collecting
data



Technology



Friction between
districts/divisions



Accurate and
timely data

Creating Knowledgeable Leaders

- ★ Weekly SAF accountability meetings
 - Results in each division reporting once a month
- ★ All aspects of the agency are accountable
 - Law enforcement, public safety, and general administration
- ★ Leaders become experts

Solving Problems Immediately



Immediate
resource
commitment



Teamwork
between/among
departments

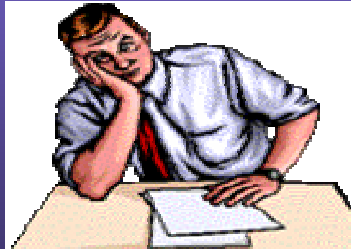


Honest dialogue

Creating Positive Risk Takers

- ★ Making decisions
- ★ Modeling behavior
- ★ Observing peers
- ★ Positive recognition
- ★ Reviewing and learning from errors

Exposing Barriers to Progress



Skeptics



Scarce
Resources

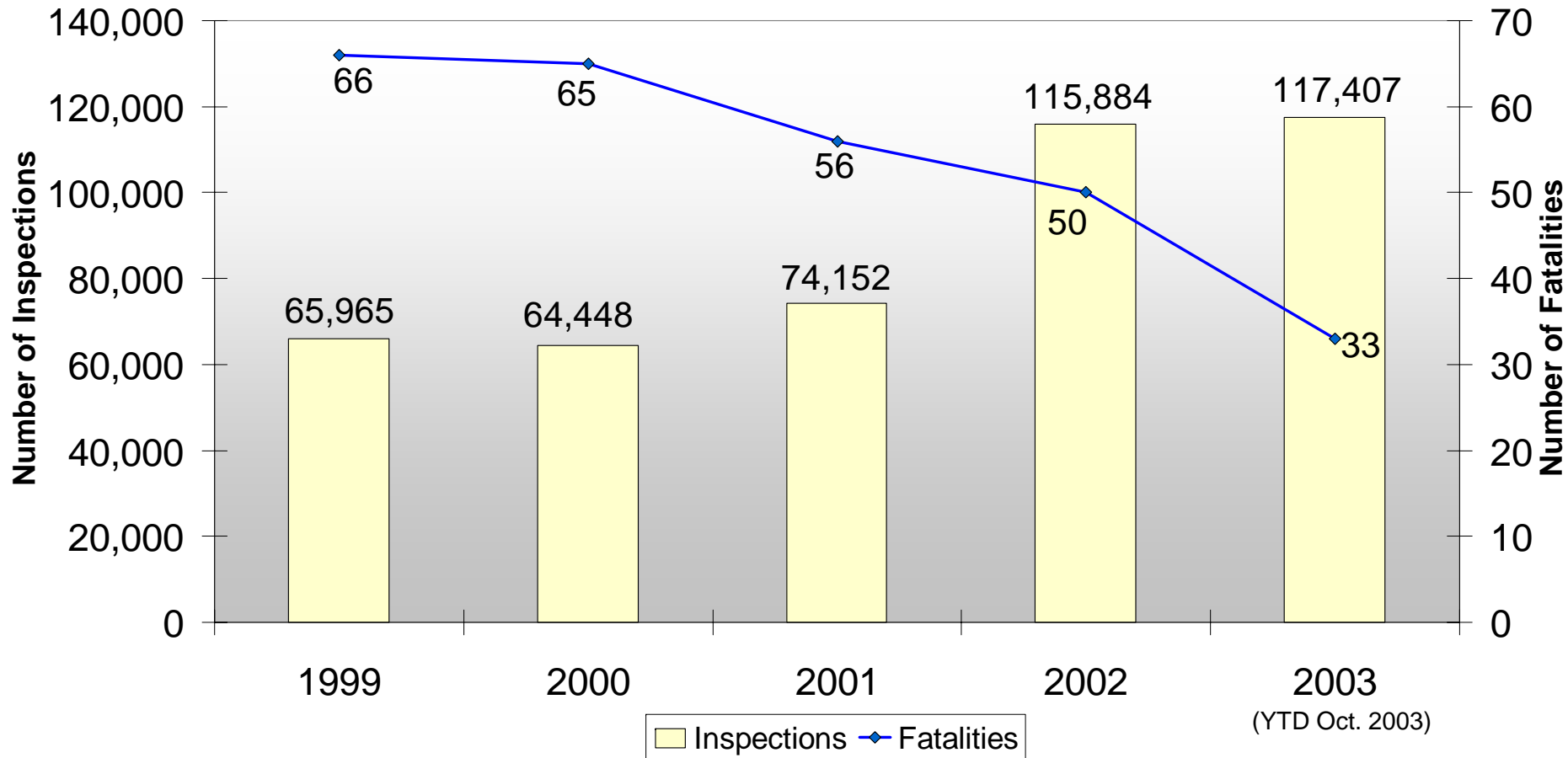


Time Away from Other Duties

Commercial Vehicle Division Activity Comparison

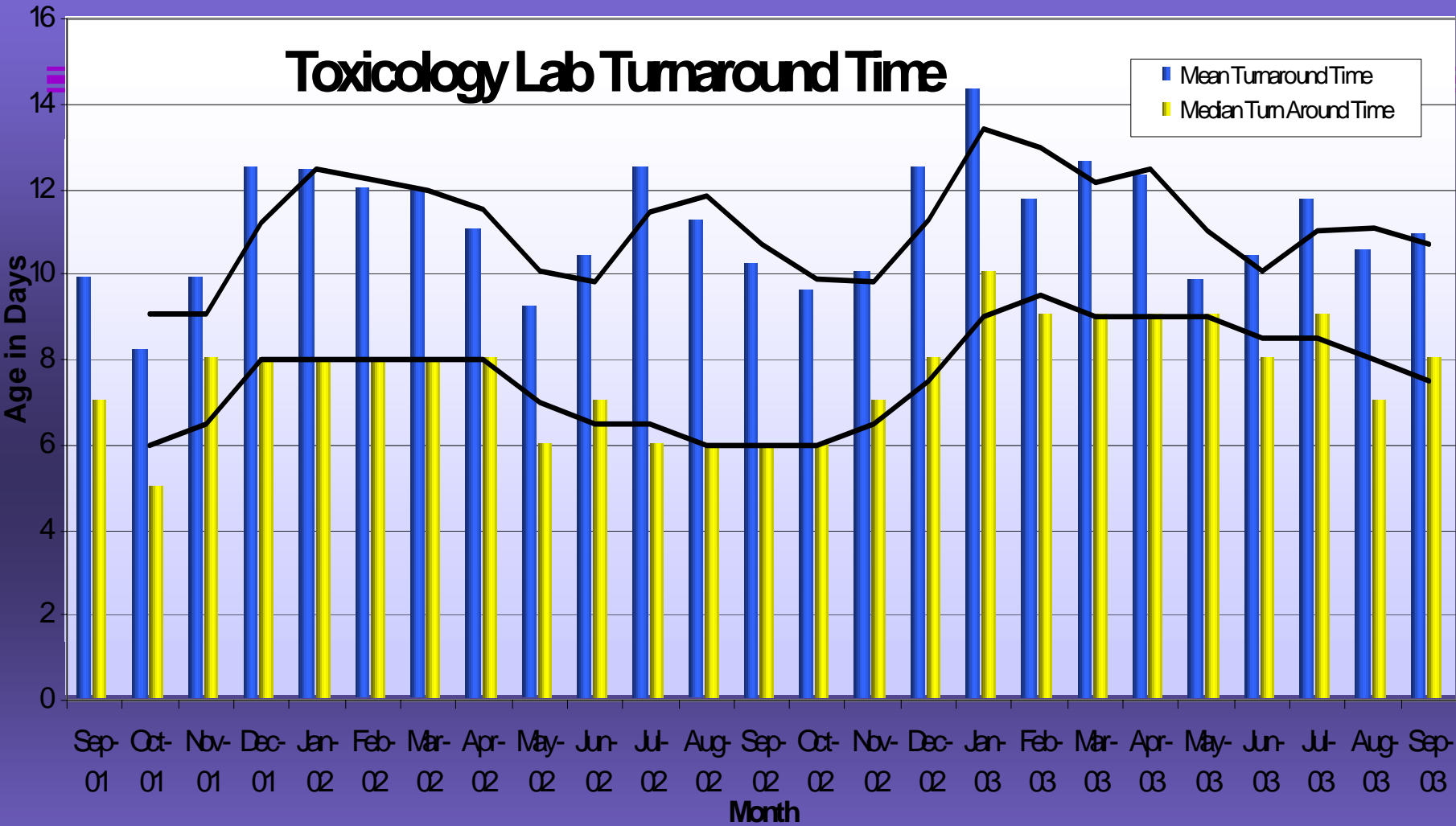
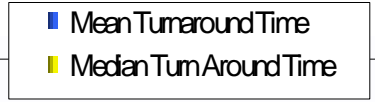
	Oct. 2003	Sept. 2003	Change	Change (%)	Oct. 2003	Oct. 2002	Change	Change (%)	2003 YTD	2002 YTD	Change	Change (%)	Last 12 Months	Prior 12 Months	Change	Change (%)
Contacts	15,324	14,432	892	6%	15,324	12,497	2,827	23%	133,463	132,224	1,239	1%	155,893	155,537	356	0%
Speed	1,143	1,083	60	6%	1,143	561	582	104%	8,391	4,502	3,889	86%	9,636	5,114	4,522	88%
Following too closely	130	118	12	10%	130	53	77	145%	995	461	534	116%	1,130	508	622	122%
Left Lane Violation	268	168	100	60%	268	86	182	212%	1,537	<i>Data not available</i>			<i>Data not available</i>			
Seatbelt Enforcement	506	345	161	47%	506	243	263	108%	2,644	2,663	(19)	-1%	2,912	2,781	131	5%
Aggressive Driving	39	44	(5)	-11%	39	9	30	333%	323	55	268	487%	341	55	286	520%
Inspections	13,178	12,092	1,086	9%	13,178	12,392	786	6%	117,407	96,976	20,431	21%	136,315	110,315	26,000	24%

Commercial Vehicle Safety Inspections vs. Fatalities



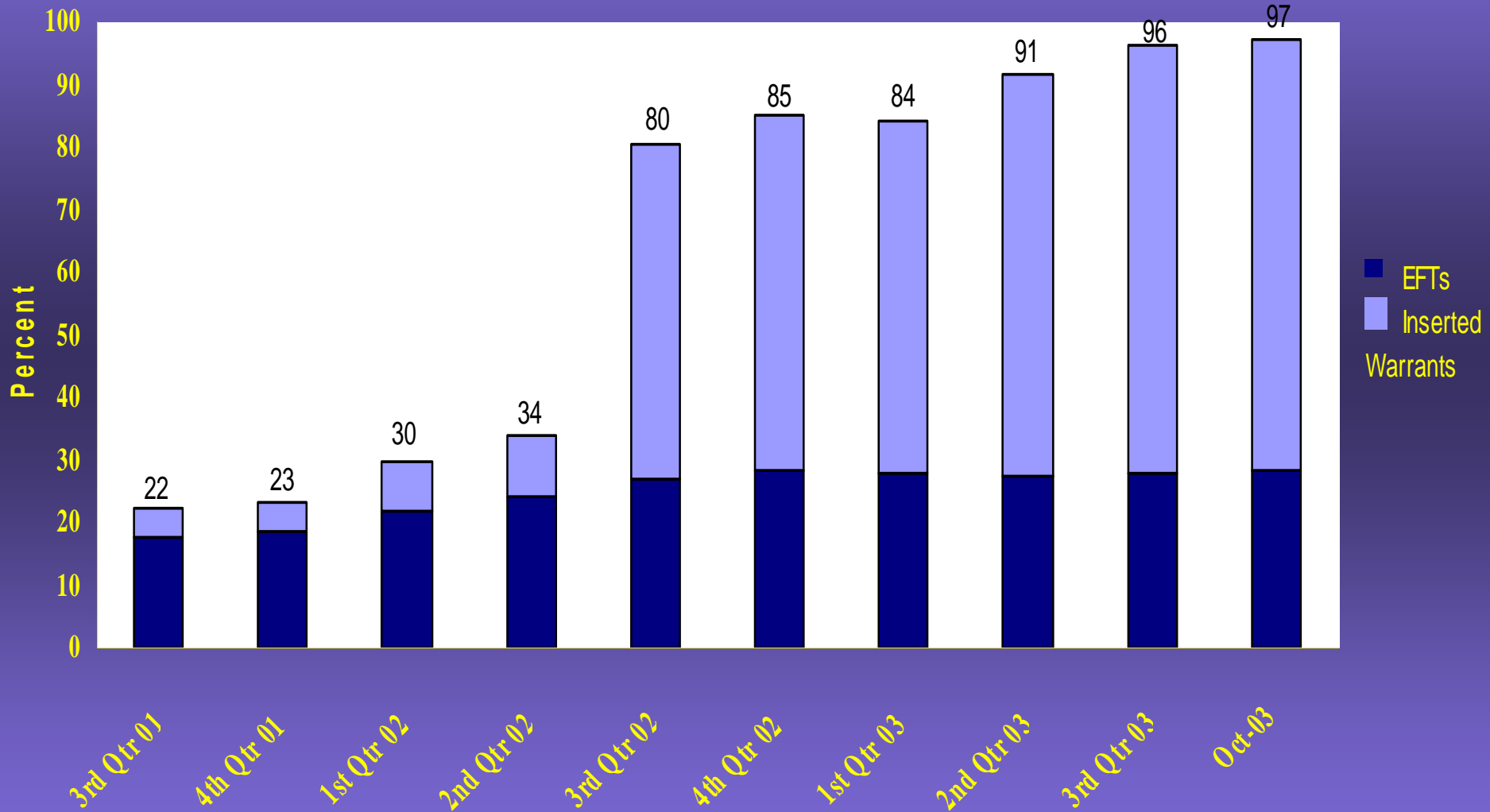
Commercial vehicle involved fatality collisions are down for the 4th year in a row, with an 11% decrease in 2002 over 2001. Commercial vehicle safety inspections have increased 56% in 2002 over 2001. Washington's fatality rate per 100 million commercial vehicle miles traveled is 1.14 which is 53% lower than the national average of 2.4.

Toxicology Lab Turnaround Time



Accounts Payable

Percent of "Hands Off" Payments



GOAL # 4	Provide critical tools and resources to foster an innovative, knowledgeable, and diverse workforce		2003 Quarters		2004 Quarters				2005 Quarters	
OBJECTIVE	Increase the percent of diverse employees (females and minorities) in the following categories: trooper cadets, troopers, and commissioned staff.	Baseline	Oct. 03	Jan. 04	Apr. 04	Jul-04	Oct. 04	Jan. 05	Apr. 05	Jul-05
			Target	Target	Target	Target	Target	Target	Target	Target
			Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual
Performance Measures	Increase the percent of diverse candidates hired as trooper cadets	7/02 - 6/03	26%	26%	27%	28%	28%	28%	28%	29%
		13/51 25%	2/23 -9%							
	Increase the percent of diverse candidates on eligibility lists	7/02 - 6-03	19%	19%	20%	21%	21%	21%	21%	22%
		16/90 18%	none*							
Increase the percent of diverse candidates retained	7/01 - 6/02%	65%	65%	66%	67%	37%	37%	37%	68%	
	16/25 64% (hired 7/01-6/02; retained thru 6/03)	6/14 -43% (hired 10/01-9/02; retained thru 9/03)								

Comments: *No candidates - diverse or majority proceeded far enough to reach eligibility list during this quarter.

Overall Status





 Not Recoverable
  Recoverable
  On Target

Red: Project not on target and not recoverable

Yellow: Project not on target but recoverable

Green: Project on target

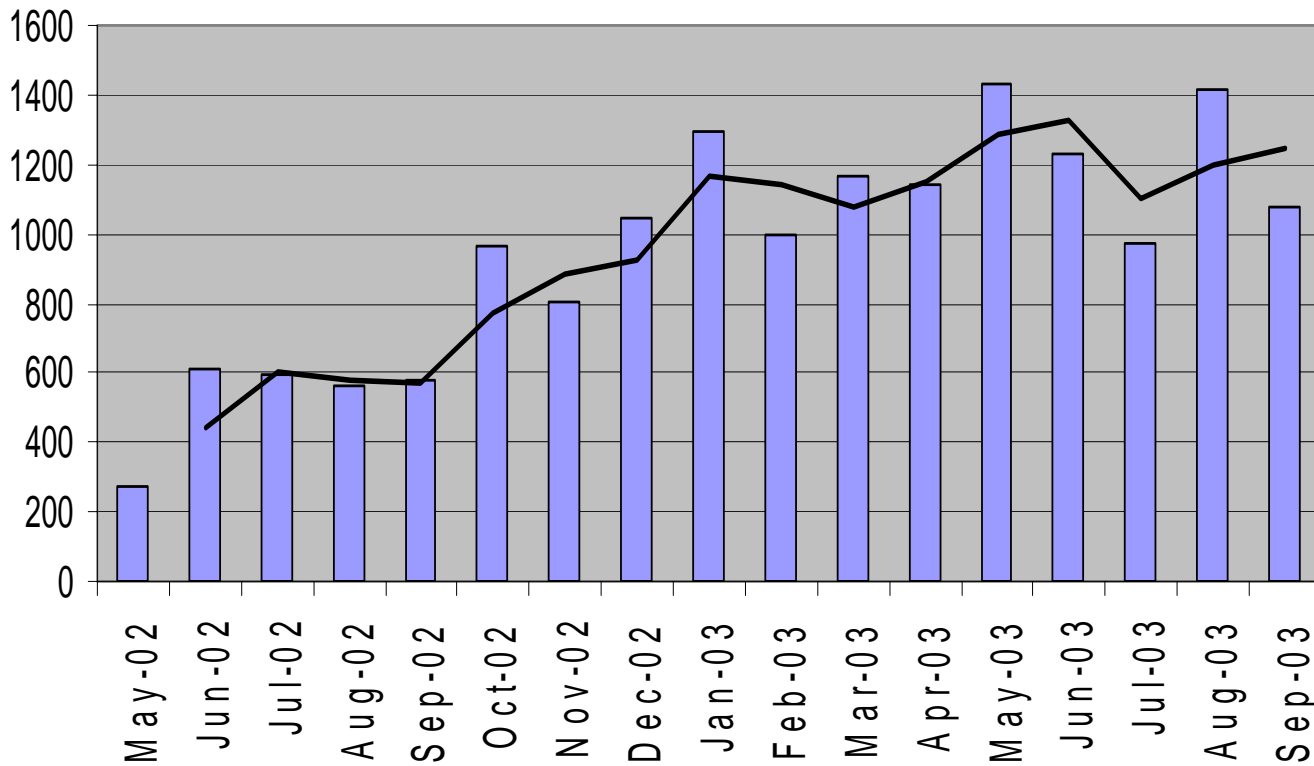
FIRE PROTECTION BUREAU INSPECTION ACTIVITY

Deputy	Oct 2003	Sep 2003	Change	Change (%)	Oct 2003	Oct 2002	Change	Change (%)	2003 YTD	2002 YTD	Change	Change (%)	Last 12 Months	Prior 12 Months	Change	Change (%)
1	15	11	4	36.4	15	12	3	25.0	141	158	-17	-10.8	162	204	-42	-20.6
2	15	40	-25	-62.5	15	13	2	15.4	174	156	18	11.5	197	176	21	11.9
3	18	20	-2	-10.0	18	37	-19	-51.4	215	202	13	6.4	252	218	34	15.6
4	23	40	-17	-42.5	23	18	5	27.8	347	18	329	1827.8	387	0	387	
5	21	42	-21	-50.0	21	46	-25	-54.3	305	352	-47	-13.4	361	409	-48	-11.7
6	19	10	9	90.0	19	50	-31	-62.0	237	339	-102	-30.1	291	368	-77	-20.9
7	23	20	3	15.0	23	12	11	91.7	173	127	46	36.2	187	144	43	29.9
8	35	50	-15	-30.0	35	7	28	400.0	357	7	350	5000.0	411	7	404	5771.4
Total	169	233	-64	-27.5	169	195	-26	-13.3	1949	1359	590	43.4	2248	1526	722	47.3

Square Footage	Initial Inspection	Re-Inspections
Nursing Homes	1,253,000	334,000
Boarding Homes	750,000	1,200,000
Group Homes	19,400	2,600
	2,022,400	1,536,600

Government and Media Relations

2002 - 2003 Comparison Chart
WSP MEDIA TRACKING



2002	
May 2002	274
June 2002	609
July 2002	591
August 2002	562
September 2002	582
October 2002	962
November 2002	804
December 2002	1,044
TOTAL 2002	5,428

2003	
January 2003	1,293
February 2003	996
March 2003	1,163
April 2003	1,139
May 2003	1,430
June 2003	1,227
July 2003	975
August 2003	1,419
September 2003	1,097
TOTAL 2003	10,719

Setting the Stage for HR 2005

- ★ Excellence = desired performance; not just longevity
- ★ Set expectations that everyone is accountable
- ★ Continually stress and measure the outcomes
- ★ Foster and reward desired performance; poor performance is not tolerated
- ★ Link key human resource decisions (promotions, layoffs, etc.) to employee performance

**Individual Performance → Organizational Performance
= Performance-based Culture**



QUESTIONS?

THANK YOU