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RISK MANAGEMENT – YOUR ROLE IN PUBLIC SAFETY
OPERATIONS IN ASSURING THINGS GET DONE RIGHT IN
ORDER TO BETTER PROTECT OUR PUBLIC, YOUR
PERSONNEL, YOUR BUDGET AND OUR PROFESSION

Thank you so much for inviting me back to Northern California to speak to you regarding our chosen profession, Public Safety. I welcome this brief opportunity to give you my take on public safety so that all of you can better protect yourself, your women and men, your organization, your community, and our profession. As a telecommunicator, you are oftentimes the first point of contact for our citizens, and your role is so critical in the “big picture” of public safety.

I approach life with a combination of systems design, risk management and legal concepts that will sometime today, particularly early in this session, seem rather incongruent. Further, I recognize that there are many different types of telecommunications job descriptions present here today including representatives from law enforcement, fire, EMS, and other public safety organizations.

The principles of Risk Management are global in nature and apply to every job represented here today. I will use examples throughout the day to illustrate problems and solutions in each of your job descriptions. By the end of our brief period of time today this should all be perfectly clear to you, and the information provided will allow you to get back to work tomorrow and possibly make some short term or long term changes with the goal of better assuring that your personnel are getting things done right thus avoiding all the nasty consequences that occur when things do not go right.

Finally, I speak to you today in three different capacities. First, I want to consider your current job within telecommunications operations here in Northern California. Most of what I say will be directed at what you do today.

Second, many of you will continue to promote within your respective departments or perhaps move to different departments. Maybe I will say something today that you can use in a future assignment within your new job or department.

Finally, I get a lot of inquiries about why bosses and other executives do some of the things they do, so perhaps this program will answer some of those questions in advance.

Bottom Line: There are so many things you can do right now as a telecommunicator (at any rank in any type of department) to better assure that things get done right and thus avoiding the nasty consequences that occur when things do not go right.

Time for a couple of foundational comments. There are a lot of things going on in our professions right now. The job is getting more and more complex internally, and externally we face a higher level of scrutiny than ever before. 24/7 news channels are looking for something to talk about.

What was once a local story (like the harassment shenanigans going on in Los Angeles City Fire Department, the telecom error in Colorado, or the ongoing criminal behavior in Chicago Police Department) becomes a national story with high billing on the web. Speaking of which, the Internet allows immediate exchange of information. Couple this instantaneous exchange capability with the expanding Public Records Acts and you have a ton of data sitting out in cyberspace ready for access.

Add in the demand for transparent operations in which the public demands “full” knowledge and there is little that is secret anymore. Couple this with State budget deficits, a very fragile stock market, the reality of terrorism, including WMD and NBC issues, the pending influenza pandemic, increasing retirement benefits and the resultant issues arising out of that, dealing with the growing EDP, Alzheimer, and Autistic population, the Military Reserve issue continuing to sap some of our best personnel, dealing with Gen Y employees, major methamphetamine issues, MS-13 and other violent gang issues and many other issues and it becomes apparent that the way we used to do business is no longer good enough.

I have possibly met some of you in prior presentations, and if that is true you know my focus in life is in the Management of Risk. There are all sorts of applications of the discipline of risk management. Today I will be focusing on “Organizational Risk Management”. My goal is over the next four hours is to give you some ideas, strategies, tactics and thoughts on what you can do to better protect yourself, your team, your public, your organizations, and your noble profession. Let’s get started.

One of the great icons of the 20th Century was Admiral Hyman Rickover. He is known as the “Father” of our nuclear navy and his efforts have made America safer. Born in a ghetto in Warsaw in 1900, Rickover rose to rank of Admiral and directed the development of our nuclear navy, which has a tremendous safety record. He recognized he was dealing with a highly risky, highly complex issue, and he developed rules for success.

How can these rules help you in your highly complex, highly risky world of public safety operations? How did his focus on quality control penetrate the organizations so deeply so

as to reach to the line employee level in the nuclear navy? Let's take a look at each of these rules and explore the possibilities.

Rule 1. You must have a rising standard of quality over time, and well beyond what is required by any minimum standard.

We have to get better and better at what we do. Our public deserves it. Our personnel deserve it. We must be constantly looking for a better way to do things. Status Quo – we have always done it this way – is not longer acceptable. On an organizational level, there are better ways to get and keep good people. There are better ways to build your policy manual. There are better ways to train. There are better ways to supervise. There are better ways to discipline errant employees.

On an operational level, we must improve our performance in response times, quality and timeliness of written reports, training, candor in performance evaluations, equipment and vehicle maintenance, physical conditioning, and anything else that we can measure.

Rule 2. People running complex systems should be highly capable.

Successful public safety operations require people who know how to think. Fifty years ago, you did not need to be all that sharp to be a government employee. You did not have to be that bright to be a cop or firefighter (or dispatcher for that matter). Things have changed. Technology, equipment, strategies and tactics involved in providing services have all changed.

This is an extremely complex job, and if you hire or promote people who can't think things through, you are in route for disaster. For those of you who are the executives here today, if you promote idiots into the ranks of supervisors or mid managers, they will not disappoint you – they will always be idiots. In view of the consequences that can occur when things do not go right in your complex, high-risk job – this may end up being the cause of a future tragedy.

Rule 3. Supervisors have to face bad news when it comes, and take problems to a level high enough to fix those problems.

When you take an honest look at tragedies in any aspect of public safety operations, from the lawsuits to the injuries, deaths, embarrassments, internal investigations and even the rare criminal filing, so many of them get down to supervisors not behaving like supervisors. The primary mission of a supervisor is "systems implementation". If you promote people who either can't or won't enforce policy, you are in route to tragedy.

To be sure the transition from line employee to supervisor is a difficult one, but the people you choose to be supervisors have to like their people so much, that they will enforce the policy to protect each of them from harm or loss. Not to beat this point to death, but you show me a tragedy in public safety operations – including some in the

news today – and I will show you the fingerprints of a supervisor not behaving like a supervisor.

Rule 4. You must have a healthy respect for the dangers and risks of your particular job.

Many public safety jobs are high risk in nature, and the consequences for not doing things right can be dramatic. Remember the basic rules of Risk Management. **RPM** - Recognize, Prioritize, Mobilize. You must do a risk assessment on each job in every department in your operations and identify the tasks that have the highest probability of causing you grief. Then you must prioritize these tasks in terms of potential frequency, severity and available time to think prior to acting. Finally, you must mobilize (act) to address the recognized risks appropriately and prevent consequences.

Rule 5. All the functions of repair, quality control and technical support must fit together.

Every day must be a training day! We must focus the training on the tasks in every job description that have the highest probability of causing us grief. These are the High Risk, Low Frequency, Non Discretionary time events. We must assure that all personnel are adequately trained to address the tasks that give them no time to think, and that they understand the value of thinking things through when time allows.

Rule 6. All functions of repair, quality control and technical support must fit together.

Audits and inspections are an important part of your job as a leader in government. We cannot assume that all is going well. We must have control measures in place to assure things are being done right. This is not micro-management – It is called doing your job. If you do not have the audits (formal or informal) in place, you will not know about problems until they become consequences, and then you are in the domain of lawyers.

That is too late for action, as all you can do then is address the consequences. And if you take the time to study the life of Admiral Rickover, you will quickly learn that he was widely despised in the Navy because of his insistence on using the audit process as a tool to hold people accountable.

Rule 7. The organization and members thereof must have the ability and willingness to learn from mistakes of the past.

Analysis of past data is the foundation for almost all of risk management. We (government operations) keep on making the same mistakes over and over again. Whether it is the Los Angeles Police Department (with a recent rerun of the 2000 DNC in McArthur Park), or Los Angeles Fire Department with another rerun of harassment (how

long has harassment been an issue within LAFD), we keep on getting hit by the same trains over and over again. “When will we ever learn?”

We need to revisit the way we are doing things. I have put together a platform for success that may assist you in better improving your operations. This platform consists of five separate and distinct issues (themes) that when put together will allow you to analyze any of the tasks we do to better assure things get done right. Here are my “Five Concurrent Themes” for success. Consider it a menu to use to better assure things go right.

First, we need to remember that your extremely complex profession involves a tremendous amount of Risk. Risk is part of life. You took risks coming to this program today, even if it was just a walk or short drive. Perhaps you were on an elevator this morning. There is a substantial difference in the level of risk you face in a hydraulic plunger elevator, an overhead traction elevator, an escalator, or the stairs. Speaking of stairs, there is a substantial difference in the level of risk on circular stairs vs. standard stairs. You may be surprised which is safer.

You will take a risk eating lunch here today and traveling home at the end of this program. You can address this vehicle operations risk by driving a safer vehicle, using safer roadways, avoiding alcoholic beverages prior to and during your drive, and by being well rested. Each of these “control measures” is a form of risk management.

You and your co-workers face many risks as you do your respective jobs. What can you do with all these risks? Hint: **RPM** – Recognition, Prioritization, Mobilization. Throughout our day together we will cover this process a lot.

Risks can be eliminated, minimized, controlled, avoided, shared or transferred. Each of these is a form of Risk Management. There is not one of you in here today who has not heard the phrase, Risk Management. Unfortunately, the phrase is grossly misused, many times by people who have no clue what they are talking about.

Let me assure you, the discipline of Risk Management is extraordinarily valuable to all of us in the “high risk” profession of public safety and homeland security. Every identifiable risk is a manageable risk. Properly managing risks prevents problems. Over the last two decades, I have spoken extensively on the management of risk, and what your role is in public safety with respect to risk. This is where I would like to start our discussion.

Historically, most government operations do not take Risk Management seriously. Check your government phone directory. You will find a lot of Attorney listings (ready to act after a problem), but few if any dedicated Risk Managers. This is an important point, which will be further addressed in this and the next paragraph. Next time you see a police department in the news negatively anywhere in the U.S., give them a phone call. Find out how many personnel they have dedicated to internal affairs (post incident) investigations, and how many are dedicated to background (pre- incident) investigations.

We would be better served by excluding bad people from our profession up front, rather than firing them after they participate in some nefarious behavior.

Late last year (August 31) I read a report from the Homeland Security Inspector General about all the losers that were hired as air marshals after 9-11. Here are a couple of interesting quotes from the AP story.

Disciplinary problems with the air marshals arose in 2003. Managers within the Federal Air Marshal Service subsequently found that some had financial, employment and criminal problems in the past.

Of 161 cases, 62 had been accused of domestic violence or assault, drunk driving or sexual harassment, and half of those were arrested at least twice in the past decade.

One applicant who was offered a job as an air marshal had been denied a gun permit by the State of New York for undisclosed reasons. Another air marshal wasn't eligible to be rehired by the U.S. Customs Service, which said he is "very aggressive, confrontational and has the potential to get in trouble".

Others had filed for bankruptcy in the past seven years, misused government resources, been fired, suspended or made to forfeit pay in previous jobs.

The report also said discipline is sometimes lax in the air marshal service. Between February and October 2003, there were 753 (seven hundred fifty three) documented reports of sleeping on duty, lying, testing positive for alcohol or illegal drugs while on the job or losing weapons, the report says. In many cases, air marshals were suspended with pay.

And these are the people that are armed and purportedly protecting me in the sky. I feel so much better now! Sometimes I sit back and wonder if we have learned anything from the past. Dr. Edwin DeLattre documents all of this in his book "Character and Cops". Every agency that does the "quick hiring" ends up in massive problems. He cites cases from coast to coast including the debacles in Miami, New Orleans, Chicago and many others. LAPD admits the same in their Rampart Investigation report. Houston PD admits the same. Look at the mess the TSA is in with supervisors not being accused of actually directing the theft of items from baggage. More on this outfit later.

In my closing comments today at or about 1200 hours I will identify that the crux of real risk management is having the ability and willingness to learn from mistakes of the past. The above actions and behavior of the Federal Air Marshal service and the TSA is

shameful and we have seen it countless times before. Contrary to the view of some of my contemporaries, public safety is not some evil culture that takes good people and turns them into evildoers. My belief is that public safety, for a number of poorly thought out reasons, (usually the advice of lawyers for whom the future is Friday) occasionally hires bad people who continue to be bad people. Why are we not taking this discipline seriously?

Time out for a paid political statement. America is a nation of laws. We have heard that statement a lot since the terrorist murders of 9-11. It is very important (particularly in the world of public safety) that we remember this thought, as it is critical to the survival of our country. We are a nation of laws. Unfortunately, we have also become a nation of lawyers. I do not say this as lawyer bashing. I do not bash lawyers. Lawyers are fine people with good hearts and intentions, but with an extremely limited scope of thinking. They work in a different paradigm. Their entire life is focused on fixing things after they go bad. That is what they study in law school (case law) and that is what they do in their practices (clients with existing problems).

Again, they are good people, but with a limited scope of vision. Many of our fine elected officials at all levels of government are lawyers. They bring this thinking of “post incident correction” with them into government work. Risk managers do not think this way. Their whole life is focused on “pre-incident prevention of problems”. I don’t know one educated and trained risk manager in America who holds elected office. Not one! Do you?

This is not something that all of a sudden became important to me on September 11, 2001. **(Ne Oublie)** This has been my focus for the last thirty plus years. What will it take to wake people up? Prevention is better than correction. Small, smart expenditures of effort and money up front can prevent massive downstream problems. You can make this happen individually and organizationally.

Webster takes a stab at defining risk as the possibility of meeting danger or suffering a harm or loss, or exposure to harm or loss. As a follow then,

Risk Management is any activity that involves the evaluation of or comparison of risks and the development, selection and implementation of control measures that change, reduce or eliminate the probability or the consequences of a harmful action.

Or more simply stated, Risk Management is the process of looking into the future (short or long term) and asking what can go wrong and then doing something about it to prevent it from going wrong. It all gets down to **RPM** – Recognizing the risks you face, prioritizing them in terms of frequency, severity, and time to think, and then mobilizing (acting) to do something about the risks you face.

While there are many different applications of this discipline, for our limited purposes here today I will divide risks and the management of risks into two types. First, the big picture, organizational risk management (**ORM**), or how to manage the overall risks of your public safety organization. This big system contains a number of sub systems, and when they all work together in concert, things end up going right. I will spend a little amount of time on these issues today, primarily to explain why bosses do some of the things they do and to show you how they are all linked together to assure that things get done right. Also, this may be some benefit to you in the future should you promote.

Second, the smaller picture, operational risk management (**orm**), or how to manage the risk of a specific event or incident, for example, a specific ambulance run, warrant service, pursuit, EMT incident, roadway incident, cell extraction, employee termination, domestic violence incident or similar single event.

Both **ORM** (Organizational Risk Management) and **orm**, (operational risk management) involve the proper development and full implementation of systems. Theme Two for the day is the concept of Systems, and what this word means to you in your department operations.

Systems. The word gets thrown around a lot but what does it mean. According to Webster – “an organized or established procedure” or “an accumulation of processes”. When you check under process and procedure, you will find “a particular way of accomplishing something” and also “a series of steps followed in a regular definite order”. I am a huge fan of “systems”, so long as they are taken seriously.

Whenever I see a tragedy in public safety (or outside of our profession for that matter) I always do the Systems DUI Analysis. Was there a properly **designed** system in place? Was it **up to date**? Was it being **implemented**? It gets down to design, update and implementation. There are plenty of examples of organizations and incidents in our profession where well designed systems were either not in place, not up to date, or most often now being implemented and severe consequences resulted. Later on today I will talk about the three primary reasons we do not take systems seriously. They are:

Arrogance – This rule does not apply to me

Ignorance – Lack of knowledge regarding the rules

Complacency – We have done it wrong so many times before without consequence

Please do not subscribe to the thinking that there is nothing that can be done to prevent tragedies. I am sick of that attitude! While we have a very risky profession, we are not in the most risky profession. Timber operations, commercial fishing, aviation, structural metal workers, long haul drivers all have higher adjusted loss rates than we do. But

take a look at some of the leaders in those occupations, and see what they are doing. Timber operations are risky, but Boise-Cascade is underrepresented in problems. Aviation is dangerous, but Southwest does not kill people on their planes. Trucking is dangerous, but UPS has a great safety record in their long haul operations. Refinery operations are dangerous, but DuPont is a vanguard in their industry. Why? It gets down to managing risk through “systems”.

Well-designed systems, kept up to date and fully implemented will never let you down. This is also true in our profession. You who serve (today or in the future) as public safety managers and executives have a critical role here. First you have to build the good systems (policies) and you have to keep them up to date. It is also important (more on this later) that they are complementary to the other organizations you will be working with on a given future incident. Next, you have to assure that your people are doing what they are getting paid to do, i.e. follow the policies of your public safety organization.

Finally, when your people suffer from arrogance, ignorance and complacency, you must have a discipline system in place to address these issues, hopefully in a proactive manner. More on this later, and this is a major concern of mine for our respective professions.

Our third theme today is Customer Service. Recognizing the tremendous external issues we face, late last century, Public safety agencies around America have started to emphasize Customer Service. I do not believe that Customer Satisfaction should be our goal. Our goal must be creating Loyal Customers. Private Sector (those that are responsible to shareholders) have been doing this for a long time.

Take a quick look at some of the major players in the arena of serious customer service: Nordstrom, Starbucks, Cabela's, Lexus, and Southwest Airlines all come to mind immediately. None of these are the cheapest (Southwest excluded) but they all are recognized as one of the best in their respective field. What these fine organizations prove to me is that our public does not want cheaper, our public (and you are part of it) wants Service, and if they don't get it they will look elsewhere to get it. Please do not be so naïve as to think that we are the only game in town.

Remember the external factors (threats) and take a look around the country at organizations that do not provide customer service on each and every incident encountered by their personnel.

In public sector organizations, one only needs to look at your Fire Department. Simple Question: Why does Redwood City even have a fire department? Very few fire calls involve the classic suppression and rescue operations of past decades. Technology started catching up with the Fire Service in 1960. Sprinklers, smoke detectors, building codes, fireproof mattresses etc. forever changed the mission of Fire Service Personnel.

Fire Departments are still around because they saw their job was changing and they found a public need (EMS operations) and they filled it very well. One only has to watch the fire service on an EMS call to see how serious customer service is taken. Here is a quick

three-point guide to creating Customer Loyalty. Get things done right the first time. Treat people right all the time. Add in the “WOW” factor whenever possible. More on that later today, but remember that Customer Service is crucial for your continued success.

The Fourth Theme for today is Accountability and the increasing lack of it in society and our profession. This is a dying concept in so many organizations, with craziness abounding. Statements like “...that is not my job...” and “she doesn’t work for me...” and “...we have never done it that way before...” are getting a bit tired and quite frankly customers are getting fed up with employees who are unable or unwilling to accept the fact that they need to be accountable.

Every one in the organization, up, down and around the chain of command, has accountability. There are different levels of accountability, but each of us is accountable to do our jobs correctly. When accountability is not present, you have mediocrity. Mediocrity is at the top of a slippery slope that ends up in a loss of integrity. No integrity and you get no manifestation of integrity through ethical behavior. Lose your ethical behavior, and you have lost the public trust. Without the public trust, we have nothing. Where did this slippery slope start? Mediocrity is a cancer that can spread quickly in an organization, and if not eliminated, it will destroy your operations.

If you had the opportunity to read the Executive Summary of the LAPD Rampart Incident (this should be read by all supervisors in public safety), there was a great statement from the former Commander, D.C. Metro Police, Ross Swope. These words are important for all of us, and I am aware that many of you are not in law enforcement.

“The major cause in the lack of integrity in American Police Officers is mediocrity”

The following passage is taken verbatim from the LAPD report, published March, 2000.

“Captain Swope went on to explain that mediocrity stems from the failure to hold officers responsible and accountable. It comes from a lack of commitment, laziness, excessive tolerance and the use of kid gloves. He felt that dealing with mediocrity is perhaps the greatest contemporary challenge to American law enforcement. When asked to explain how mediocrity is dangerous, Captain Swope drew an analogy of the bell curve. At the high end of the bell curve are those officers who practice all the core values: prudence, truth, courage, justice, honesty and responsibility. At the other end, are the officers with few of those values. In the large middle are those officers who have some or most of the core values. The extent of moral influence in a police department depends on the extent to which the upper and lower portions influence those in the middle. The men and women who control that influence are sergeants, lieutenants and captains. The irony is

that everyone within a work place knows full well which of the three categories their co-workers fall into. When officers in the middle see that officers at the bottom end are not dealt with, they sometimes begin to imitate their behavior. Similarly, when those at the top end are recognized and rewarded, they become the workplace standard. *The principal, though not exclusive, agents in encouraging top end or bottom end behaviors are supervisors and middle managers. It is our sergeants, lieutenants and captains who have the daily and ongoing responsibility to ensure that appropriate workplace standards are maintained. However, that observation in no way relieves upper managers from their responsibility to ensure that proper standards are being maintained in their subordinate commands by providing appropriate guidance, exerting their oversight responsibility and honestly evaluating the effectiveness of the commands for which they are ultimately responsible.*"

What does this have to do with you? Everything! It is easy to say that accountability starts at the top. But in reality, your line personnel do not know where the Chief, Sheriff or Department head is right now, and the same applies to their other top managers. But line people know who the supervisor, Company Officer or Sergeant is on duty, and what that person is doing right now. They will also modify their behavior depending on which supervisor is on duty.

Executives in public safety (some of you may be in here today, and some of you will have this role in the future) have a huge role in selecting women and men to be supervisors and mid-managers that have the guts to make sure that people are doing what they get paid to do. Those you choose to fill those critical positions have "the daily and ongoing responsibility to ensure that appropriate workplace standards are maintained." I will cover this later in the ORM portion of the program, but when you study disasters and tragedies in public safety, so many of them get right down to supervisors who were not behaving like supervisors. Again, I go back to systems and the failure to stop the arrogance, ignorance and complacency that hinder their proper implementation.

The final theme for the day is integrity, and the manifestation of integrity, ethical behavior. Again, without the public trust, we have nothing, and without ethical behavior on each and every incident, we will never get the trust of our great public. What Bin Laden and his little buddies could not do on 9-11-01 was easily achieved by the losers at Tyco, Enron, WorldCom, Global Crossing and Martha Stewart in early 2002. Again, without the public trust, we have nothing. I have this odd belief that our customers have the right to expect that all of our personnel possess integrity, and not just at time of hire but throughout their employment career.

So why have I wasted an hour plus of your life with this. Our chosen profession is extremely complex. I am not kissing up to you and I do not say this when I talk to a group of real estate people, or lawyers or bankers. Police, Fireops, EMS and

telecommunications are complex stuff, and it is getting more complex. What I am trying to do here today is to give you a “checklist approach” to getting things done right. Whatever the task is, please start to analyze (if you have time) the task along these lines.

What is the Risk involved in this task, and how can I best manage that risk?

What is our Department system (policy) and how can I best assure its implementation?

How can I maximize customer service on this task?

Who is accountable for what on this specific task?

What are the issues of integrity involved in this specific task?

If you try this for just a week, you will get it down to a couple of seconds per task. And if you use it regularly, you will have a higher probability of getting things done right and staying out of trouble. And the anchor for these Five Concurrent Themes and my focus for today is the wonderful discipline of Risk Management.

Here are three statements that have guided me through most of my adult life. First is a quote, albeit paraphrased, from the great risk management guru of the 40's, Dr. Archand Zeller.

“The Human does not change. During the period of recorded history, there is little evidence to indicate that man has changed in any major respect. Because the man does not change, the kinds of errors he commits remain constant. The errors that he will make can be predicted from the errors he has made.”

What does this mean? We have not figured out any new ways to screw things up. We are making the same mistakes over and over again. Refineries have not figured out any new ways to blow up. Restaurants have not figured out any new ways to poison people. Airplanes have not figured out any new ways to be involved in accidents. This was demonstrated by Cal Rodgers in 1911! Firefighters, paramedics and cops and telecommunicators have not figured out any new ways to screw things up. To be sure, there are variations on a theme, but in reality it is the same stuff over and over again. Want proof?

The second statement important in my life thus far came from my mentor, professor and friend Chaytor Mason. He was a risk management guru in the 70's. Here is a capsulized version of his response when I accused him of being the smartest person who ever lived.

“The smartest person in the world is the woman or man who finds the fifteenth way to hold two pieces of paper together.”

My instant response when I first heard this was confusion, but then I figured it out. While there were no new ways to screw things up (Zeller) there are always new ways to fine tune and revisit our existing systems to prevent bad things from happening. We must be looking for new and improved ways of doing this most complex job, and you (as the executives) are the ones who can do that. Status quo (we have always done it that way – we have never done it that way) does not work. Unfortunately, I see a lot of it in LE operations. There is always a better way of doing business, the 15th way, and we must constantly be looking for it. And the third thought...

“Things that go wrong in life are predictable and predictable is preventable.”

Thanks for your patience. I have been using this line since 1980 and I appreciate your indulgence. Want proof? Take a look at your newspaper today. These handouts were finalized October 31, 2007. Proof you say? I have been preaching this to you 28 years, and some of you are probably sick of hearing it. What is the top story of your newspaper today? The top story for the last couple of weeks has been the wildland fires in SoCal. I think that if you study history, every October has brought us the nasty combination of Santa Ana winds, high temperatures, low humidity and the potential for bad fires. Another story in the news for a while has been ongoing sub prime lending mess. And where were we three years ago? NINJA- No income, no job, no assets – sure your can have a \$300,000 house. In fact, we can finance it at 110% so you can have \$30,000 in cash up front to pay off some of those pesky credit cards! And look at the mess we are in today.

Speaking of money. I hear we are going to rebuild New Orleans. The whole New Orleans mess continues to be troubling. Did you read the story in USA Today recently about the massive fraud going on in the rebuilding of that City? Didn't I read an article in the Times Picayune newspaper three years ago that predicted the entire event? The poor response to the incidents falls into this category also. Motorcycle fatal accidents are up 81% in Florida since they did away with the helmet law. Look at all the nuts dying in my State while attempting to interact with wild animals. It goes on and on, but...

IT IS ALL PREDICTABLE AND PREVENTABLE!

And not to jump ahead again in the lecture, but we can change this to “Predictable and Reliable” if we make some changes up front.

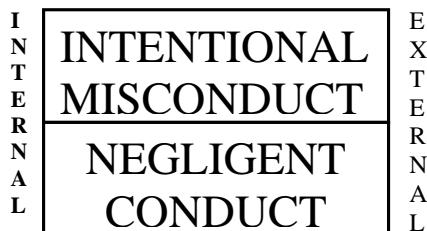
While our jobs have changed substantially over the last decades and years, there is still a singular goal. Things have got to get done right! As the supervisor, manager or executive, you are in the absolute best position to prevent things from going bad. These “Five Concurrent Themes” serve as a platform for success and, if taken seriously, will lead us to our goal of getting things done right the first time. When this happens, we are

in route to eliminating civil liability, maximizing personnel safety and maximizing customer service.

How is this goal achieved? When I was in RM 101 almost 30 years ago we learned about **RPM** – Recognition, Prioritization, and Mobilization. You must first recognize the risks you face. Then you must prioritize these risks in terms of frequency, severity and available time to think. Finally, you develop a strategy to prevent the problem and you implement this strategy. This last part is the mobilization process. Again, this discipline is “global” in nature. It is not limited to safety issues or financial matters or any one focus. It applies to each and every thing you do in each and every job description in your organization, whether it is a medical operation or a police or fire department.

It all starts with a solid Risk Assessment. Where are the problems going to occur? You do not have to guess where your problems are going to come from. You can get this information for your organization by using your own internal records. You can further your assessment of risk by studying other similarly situated agencies near your Department (other public safety, PD or FD operations are a start,) and looking at their nasty consequences. You can study national and statewide trends. There is a ton of data out there that you can study to identify exactly where future problems in your organization are going to occur.

Regardless of how you approach the risk assessment, you will get the same results. Telecommunicators, Cops and Firefighters (and some other ranks) get in trouble for two things, and only two things. Some of our problems come from intentional misconduct, where bad people do bad things on purpose knowing what they did was bad when they did it. And some of our problems come from negligence, where otherwise good people make a mistake. Take a look at the chart on the following page.



External Intentional misconduct is very difficult to prevent. If someone is bent on killing a cop today in your agency, that is a relatively easy thing to do. It is very difficult to prevent bad people from behaving badly. 40% of police deaths nationally come from external intentional misconduct, aka murder. Just for reference sake, about 1% of firefighter deaths annually (2001 being the gross exception) are caused by people with felonious intent. While this is sad stuff, external intentional misconduct should not be our biggest concern today.

External Negligence is another area of concern. This is where otherwise good citizens make honest mistakes that end up causing public safety personnel grief. While this can occur in many ways, the most common thing that good people do that hurts first responders is in the area of roadway incursions. Please visit www.respondersafety.com for some interesting strategies to prevent this from occurring. However, as bad as this is – this is not our biggest area of exposure for problems.

That is sad news, but here is something equally disconcerting. Not all intentional misconduct is done by people outside of our profession. A good percentage of our nasty consequences comes from intentional misconduct perpetrated by our own people. This includes personnel who steal, embezzle, beat, falsify, perjure, harass, molest, lie, rape and do other terrible things on purpose.

I am absolutely convinced that we could eliminate this type of misconduct if we did a better job screening out losers up front. Public safety is not an “evil cauldron” that hires good people and turns them into bad people. Public safety, for a lot of poorly thought out reasons occasionally hires bad people and puts them in a position of trust in which they continue to perpetrate their nefarious behaviors. More on this later in the **ORM** portion of the class.

Once we eliminate the intentional misconduct and the external negligence, all we have to worry about is the negligence, or the errors made by our own personnel. This is our greatest area of exposure for problems. Our own mistakes are responsible for most of our deaths, injuries, embarrassments, internal investigations and many of the criminal filings.

Where do the errors occur? Let me show you something that you may not yet be familiar with. Trust me, by EOW today you will know this inside out. This requires your referencing the chart on the next page of the handouts.

Most of the things you and your people do in your job in your organization are High Frequency, and your past experience will show you how to do it right the first time. This brings up the topic of **RPDM**, or Recognition Primed Decision-Making.

The principals of RPDM are as follows. Consider your mind as a “hard drive”, or for those of you over 50, a slide tray. Your daily experiences help load this drive. Everything you do and experience is loaded into your hard drive. When you get involved in any task or incident, your magnificent brain quickly scans your hard drive and looks for a close match, or “memory marker”.

The vast majority of things we do in law enforcement and fire operations (long before anyone ever heard of me) end up going right because we have good people and we put them in tasks they do on a regular basis. Give me a good woman or man and put them in a high frequency event, and there is a darn high probability that they will do the task right every time. Take away the quality of people, or put a good person in a low frequency event, and I hear trains coming.

R I S K	NDT HR LF DT	HR HF
	LR LF	LR HF

FREQUENCY

Here is the chart I referenced. Regularly I hear from people with 30 years or more in our great and noble profession who have never seen this chart before. Why have they not been exposed to this? Simple! It is not taught in law school, and again we are a nation of lawyers. Not once in four years of law school did I see this chart, or was it referenced. Let us start thinking like the risk managers we need to be.

This is the classic “risk/frequency” analysis developed decades ago by people focusing on Risk Management. By EOW today, I want to convince you to have this chart indelibly imprinted over your left eye, and have you go through life, both your personal and professional life, looking at things through these four boxes. Indeed, every thing that gets done in any of the scores of job descriptions you have within your operations can be put into one of these four boxes.

Some things you do are high risk (meaning if they go bad, the consequences are big), and some are low risk (meaning if they go bad, the consequences are relatively low). Some things you do a lot, and some things you do rarely. So, how can this information help you? Here are some further thoughts on the Risk Assessment process.

When you are in the HF area, no problems unless you allow complacency, hubris, fatigue, distractions or risk homeostasis to be present. When you are in the LR area, no problems. However, when you or your people get involved in a low frequency event (particularly one HR nature) I get very worried.

What I am asking you to do with this new information is to conduct a Risk Assessment of every job description in your operations with the goal of identifying the events that fall into this top left box. This is the “Recognition” portion of the RPM process aforementioned. If you do this assessment correctly, you will identify several hundred tasks. Now you must prioritize these events. Here is some help for you.

Please recognize that this top left box has been divided into two areas. Some tasks need to be done immediately (NDT), and some give us time to think (DT). The top left portion of the top left box scares me a lot, as these tasks truly give you no time to think. Included here are shoot don't shoot, RIT activities, many EMS protocols, pursue don't pursue, fighting, CPR, jail fires, tail rotor failure, workplace violence, bomb threat calls and the like. These are truly the tasks that need the RPM approach.

The good news here is that in an average career of 30 years, less than one hour is really spent on this type of task. The bad news here is that in an average career of 30 years, less than one hour is really spent on this type of task. But, because of the high level of risk involved in the task, these need to be covered regularly to make sure people know what to do if they ever get involved in the HR/LF/NDT family of tasks. Every day must be a training day and the training must focus on these types of events. More on this later, I promise.

The real good news is that most of the tasks in the top left box are not NDT, but rather DT meaning that you have time to think before you act. That may include asking someone who does the task at a higher frequency (and that may mean only once more than you) how to do it so it gets done right. Public safety operations can be very complex.

However **most** of the incidents we get involved in are ones that we have done a lot (HF) or ones that give us **total discretionary time**. These tasks include employment law, report writing, Domestic Violence incidents, assessing a structure fire, SIDS and other child related matters, traffic stops where we have information up front that there may be a larger problem that traffic, SWAT ops and other similar type situations.

You have to remember the thoughts of Dr. Zeller including "there are no new ways to get in trouble". There are plenty of people in our profession who have done the involved task before, and they know how to do it correctly. Individually, you know a lot about your job. Collectively, this group present today knows a lot more than any one individual. Slow down and think before you act.

Anyone can do the HR tasks. LR tasks do not cause us problems. Dr. Zeller told us "the kinds of errors man will make can be predicted from the kinds of errors already made". Watch out for the HR/LF tasks. These hold the highest potential for ending up in grief.

Your role is making sure that you (and all of your people) are fully and adequately trained for the NDT events you will face, and that you (and they) understand the value of thinking things through when you get involved in a task that gives you time to think prior to acting

Once you understand this matrix, you can better assure that we achieve "technical competence" in each of the events we do at every level in the organization.

However getting things done right is not good enough. Technical Competence is no longer good enough. It must be complemented with Dignity and Respect. It is essential that our people treat people right in each of these encountered tasks.

Unfortunately, there is a lack of dignity and respect in America. The simple things taken for granted in decades past, are now virtually non-existent. Holding doors, please and thank you, smiling, properly addressing people, and the like are disappearing rapidly. Many times I meet people outside of our profession, and they complain about some cop not treating them right. My question is "where did the cop learn that behavior?" We did not teach our people how to be rude and uncaring.

Like anything else, it is learned long before they come into our profession. We must all work within our families and our teams at work to improve the way people are treated. It is critical that we revisit some basic rules of decency. Go back to when you were 5 years old. It doesn't matter where you were then. All of your parents gave you a lecture when you were a kid that went something like this.

1. Treat people the way you would like to be treated. This is the golden rule and oddly enough, it still works. How would you like a loved one treated in this type of incident. Know who the players are in your community.
2. A smile goes a long way and it is international in nature. It is not a sign of being weak, it is a sign of being nice. You can be totally tactically aware with a smile on your face.
3. If you don't have something nice to say, don't say it. Being a wise guy with short, curt answers is not what we need. Explain what you are doing.
4. Listen at least as much as you talk. People want to be heard about their specific problem or issue. Slow down and listen to what is being said.
5. Don't make promises you can't keep, and keep the ones you make. Not only is this being decent, but it will keep you out of legal trouble.
6. Keep your hands to yourself unless you are required to touch someone. So many problems start when we escalate to a touch or push. Use your head on this one and make sure your people understand this.
7. Apologize when you really do make a mistake and try to fix it now. Study after study shows that this works better than stalling and not admitting fault. Again, how would you like to be treated.
8. You get more flies with honey than you get with vinegar. Be nice!

And, I am convinced that a lot of the “workplace violence”, “harassment”, and “racial profiling” we see have a link to this issue. It is possible to give you specifics on “dignity and respect” on each and every permutation of incident you are going to encounter in the various job descriptions that you men and women of law enforcement face. In fact, I will not even attempt to do so. But, as a general rule, using the above approach works.

Final thought. You will never achieve external dignity and respect, if it is not practiced internally. Show me any organization where management treats supervisors like dogs, and where supervisors treat workers like dogs, and where workers treat each other like dogs, how are those workers going to treat the public? You cannot fix the outside until the inside is running smooth. If people are not being treated right internally, that issue needs to be addressed immediately, for it will kill your external efforts to maximize dignity and respect. You who serve as the supervisors in your agency have a lead role in this area.

In summary, encountering our assigned incidents, getting the right thing done right the first time and treating all involved with dignity and respect is the key on each and every thing we do, regardless of the setting. I have a lot of long term goals that I want to achieve before I go EOW, and this is one of them. If we made the conscientious effort on every single task we undertake to get things done right and treat people as good as the circumstances allow, we would all be a lot better off. Let’s break this down just a bit.

Your organization, be it a PD, FD, hospital, EMS operation or anything else is a series of divisions, units or bureaus. I don’t care what you call them, but you have a series of divisions in your department like investigations, telecommunications, patrol, suppression, traffic, code enforcement, detention, transportation, etc. etc. Each of these divisions is a series of job descriptions like jail officer, motorcop, dispatcher, investigator etc. etc. Each of these job descriptions (and each of the jobs of the people you manage) is a series of incidents.

Start adding things up and the numbers get very big. Public safety operations are the most complex profession in American Society, with literally thousands of different permutations of incidents that we are asked to handle on any given day in any given department like yours. The singular goal is that each task gets done right.

And, again, the good news is that most tasks, assignments, or incidents your personnel become involved in end up going right, and this is important to remember. Good People and **RPDM** are a powerful combination, and when you have both of them on a single incident, you are in route to success.

Unfortunately, some incidents don’t go right. And when things don’t go right, we have problems. These problems are known as consequences. Consequences like lawsuits, injuries, embarrassment, internal investigations and criminal filings against our own people. Here in the Bay Area, you have had organizations and employees end up in consequences.

While some of these involved intentional misconduct where bad people did bad things on purpose knowing what they were doing was bad, you can also get all Five Consequences out of a simple mistake, like a traffic accident or a failure to properly wash dishes in a detention setting, or the failure to enforce a domestic violence restraining order.

And when the consequences occur, we call our lawyers and they do a fine job of taking care of the consequences. However, this is not good enough. Fixing things after the fact is not the optimum way of doing business. We would be better served by preventing things from going bad.

Comment [O1]: things

Take a look at the graphic on the next page. The right side represents the consequences. The left side represents the things we can do up front to prevent the consequences. The right side of the chart is the domain of our lawyer friends. The left side of the chart is the domain of our risk management friends.

And you know that is where I want you to focus your efforts. What can we do up front to prevent bad things from happening? How can we avoid being run over by the big train that is constantly coming down the tracks?

Pre-Incident	Incident	Post-Incident
Risk Management		Lawyerville
<u>Prevention</u>		<u>Correction</u>
X		
PEOPLE POLICY TRAINING SUPERVISION DISCIPLINE		LAWSUITS INJURIES EMBARASSMENT INTERNAL ISSUES CRIMINAL

Getting Things Done Right

Risk managers study consequences and look for causal factors. It is always easy to find the proximate cause, but real risk managers look for the Root Cause of the consequence. Risk Managers always look for “RCF’s”. What really caused Columbia? What really brought down the Titanic? What caused the Chernobyl disaster? What caused TMI? It is not always the obvious. If you take the time to study the consequences that occur in our professions, almost without exception you can link them to the same five “Root Causal Factors”.

With respect to Public safety operations, the Five RCF's that I regularly see when I study nasty consequences are always the same. Show me a public safety agency in "consequences" and I will link the problem one of these five issues. People, Policy, Training, Supervision, Discipline. I also believe in a theory known as analogues. If the consequences are caused by RCF's then adjusting and fixing the RCF's can assist us in eliminating consequences. In essence, you can turn the Five RCF's into the Five Pillars of Success, the foundation of my ORM approach to public safety operations.

Comment [O2]: to

These five pillars are People, Policy, Training, Supervision and Discipline. I know that I am in the Bay Area today, and that you probably already have each of these Pillars in place. I met some of your law enforcement executives at Quantico during the National Executive Institute program, and I have met your Fire Executives at the NFA and other various national conferences. I have met some of your telecommunications leaders at APCO and NENA conferences.

While I do not know everything that is going on in your operations, I am pretty certain that you are overall good organizations. You do not need ground up restoration. I am here to validate the things you are currently doing, and possibly help you fine tune your existing practices on the left side of the chart, thus preventing problems before they occur.

PEOPLE

Recruitment efforts – This is an obligation for all of us
Encourage employees to actively recruit everyday. You are the best “tool” in this process. If everyone in your department made it their goal to fine one good woman or man per month, our problems would disappear.

Comprehensive Background Investigations
Spending the money up front really works
Nickels today can save thousands tomorrow

Core Ingredient of hiring process is integrity
You cannot test for integrity
Not everyone is qualified to be in public safety

Understanding the probationary process
Supervisors need to understand this.
If they have people on probations that either can't or won't do the job, you must act now!

Meaningful Performance Evaluations
Supervisors have a critical role here and they have to have the guts to be honest with their personnel. Good men and women will meet and exceed your level of expectations. You who serve as the boss have the key role of the auditing of the PE process.

Audits, Controls and Early Warning Systems
Promotional Considerations

And not to ruin your day, but here are some numbers (accumulated data) that you may find interesting. These were obtained (with permission) from the Josephson Institute of Ethics regarding the next group of people we will be hiring.

- Juvenile Arrests and youth commitments are up considerably.
- 47% of all high school males and 25% of females believe it is okay to hit or threaten a person who makes them angry.
- 70% of all high schoolers and 73% of middle schoolers say they hit a person within the last 12 months because they were angry.
- 61% of educators at the National Association of Secondary School Principals convention said they had to confiscate at least one firearm in the past two years. 52% said they are facing serious gang problems.
- 25% of eighth and ninth grade students have witnessed threats to teachers.
- 26% of high school seniors used an illicit drug at least once a month during the past school year and 41% said they have seen drug sales at schools.
- 61% of college women diagnosed with a STD reported being drunk at the time they were likely infected.
- Binge drinking is a national problem.
- 70% of high school students and one third of college students say they cheated on an exam within the past year.
- 47% of high schoolers and 17% of college students say they stole something from a store in the past 12 months.

Having said all of this, I am still confident you have good people in your organization. Not to beat a dead horse, but the finest people I have met in America are in Public safety. I do not know how many people outside of our profession understand this, but we have great people.

However, having good people is not enough. Good people need direction on how to do their job, and that is the role of Pillar Two, policy. Give me your best ten people in any job description. Give them a LF task, particularly one HR in nature. Without a policy, you will have ten good people approaching the task ten different ways with ten different results. Good People need good policy.

Unfortunately, as I travel around America, I see the same policy issues over and over again. Out of date policies, stupid policies, missing policies, bad policies, non-existent policies, some written by people who have never performed the task in their life, policies inconsistent with other policies, policies by crisis etc. etc. Recently I saw an unconstitutional policy in public safety. Again, I think Risk Management is the answer.

Comment [03]: insert comma

First, recall what I said about standardization. I would love to see some statewide consistency in public safety policies. When every agency has a different way of doing business, this is a ticket for disaster. You who are executives in here today have a key role here. "Best Practices" need to be identified and shared. The smallest agency in the state should have access to the best policies available.

This is a major concern for me and you are the group that has the ability in your State to make this happen. I am trying to do my part. – See Lexipol.com for some interesting stuff. Someday every cop in America will be using this approach to getting their job done. And next will be the fire departments. And then...

Until that happens, here is the risk management angle on this. Let us break the several hundreds pages down into each separate and distinct job description. Similar jobs may be lumped together, but let's take the time to separate functions that are not linked to each other. Once you have done this, then let's start some serious Risk management by....

POLICY Identifying the HR tasks in each and every Job Description

R I S K	NDT			
	HR			HR
	LF	DT		HF
	LR			LR
	LF			HF

FREQUENCY

**Don't focus on low risk tasks
 Properly derived, including review by competent counsel and
 subject matter experts, not just once but annually.
 Some consistency between agencies would be nice.
 Watch out for the "shall" word.**

Comment [04]: OUT

What was that about the Golden Gate Bridge?
Make sure you and your people know the HR policies.

TRAINING

Initial and Ongoing (SROVT)

The answer is in repetitive training up front

Repetitive training after the fact is “ludicrous”

You are responsible for training.

Every day must be a training day focusing on HR/LF and
HR/LF/NDT’s – Playing the “What if” game works

Consistent with your good organizational policy

Provided by people who care about training

Pre Incident verification of Level of Knowledge

Remember, there is always a better way!

Look what Lexipol is working on right now!

Properly documented - Training records are essential

They are all subject to discovery

So what is wrong with assessment, testing and remediation?

Comment [O5]: Ludicrous

Comment [O6]: Pre-Incident
w/hyphen

SUPERVISION

Supervisors must enforce organizational policy

Someone has to insure the systems are being
implemented. That is the role of Supervisors!

Not some of the policies, but all of the policies

Enforcing only some rules does not work.

Not some of the time, but all of the time

Not with some people, but with all the people

Not one or two supervisors, but all supervisors

Do you have a “Bud” working for you?

If so, what are you going to do about Bud?

Bud cannot survive in Public safety

He/she and Mr. Murphy will meet on the same incident
and there will be a catastrophic event

What is the role of management here?

Auditing, Inspections and Complaint investigation

MBWA leads to SBWA leads to Proper Conduct

Try to catch your people doing something right and then take
the time to document it!

Ratification of good behavior works great as it encourages
future good behavior and that is what we want.

DISCIPLINE

Prompt, consistent, fair and impartial

Not dependent on consequences

How we started thinking this way is a mystery

Remember, it is a discretionary time task

Relations with Civil Service and Human Resources

There must be a “bright line” on ethics issues.

In order to be successful, you must first get and keep good **PEOPLE**, derive and maintain good **POLICY**, make sure there is adequate **TRAINING** regarding the policies, have appropriate **SUPERVISION** of workers to make sure policies are being followed and take appropriate **DISCIPLINE** when there is deviation from established policy.

1. Why do things generally go right?

Things usually go right, notwithstanding the complex nature of the job, because our good people think quickly, and rely on their experience to do the job right. This is **RPDM** in action. Give me a good person with a loaded hard drive, and things will get done right. And most things we do we do right. This is something that our public may be unaware of as all they ever hear are the problems. So where do these problems come from? They do not just pop up out of the blue. Remember the two areas we identified when we spoke about the importance of doing the risk assessment.

2. Why do something wrong?

To be sure, some things go wrong because of intentional misconduct. We have some bad people in our profession, and sooner or later they get caught, fired and prosecuted. I believe this is an area ripe for risk management. Identifying and evaluating risks, and developing, selecting, and implementing control measures up front to reduce the probability of a harmful consequence. Systems like good recruitment, comprehensive background investigations, understanding the probationary period, and good supervision and discipline can minimize this.

However, the vast majority of incidents that end up in a public safety professional getting in trouble, being injured, or sued in State or Federal Civic Court, are not generally because the person started off his/her shift with the intent to do something wrong. Things generally go wrong because well meaning people get involved in very complex incidents that develop and change very rapidly and the involved person makes a mistake. Things go wrong, not because we have bad people, but because our good people occasionally get involved in low frequency events where if not done right, there are major consequences. Take away frequency, you have taken away experience. Take away experience, and all you have to rely on is training.

3. How are public safety personnel trained currently?

Virtually all public safety personnel start and end their career training. We are forever training our personnel on how to do the job right. Your career started in formal training at the academy, and throughout your life as a police professional you receive ongoing training. Your hard drive has been partially loaded through training. However, after you

graduate the initial training, when is the next time you have to take a serious test that you have to study for? For many of you, the only test you ever take is the “incident” itself. That is the first time you are posed with a situation posing a very specific question requiring a very specific answer.

Where is the verification of level of knowledge on your department? How do you know what your people know about the HR/LF/NDT tasks prior to their involvement in the incident? When posed with the question, your people only have training and experience on which to rely. If you don’t have the experience, all you have to rely on is your training.

And if your training was one time in time some time ago, the likelihood of achieving your goal of proper conduct is substantially diminished. A final evil in the world of training is that too many of our personnel view the training responsibility as a responsibility of the Sheriff or Chief Officer, the training officer or their supervisor. To the contrary, training is the responsibility of everyone.

Comment [07]: Not sure if he is really saying all those “times”...very wordy

Comment [08]: Needs commas

If training is going to work it needs to be job description specific, it must focus on the HR/LF/NDT events in that job, and the whole goal of training is making sure that people know how to do a given task, incident or event prior to getting involved in that task, incident or event.

No one loses with highly trained, highly qualified professionals responding to and handling assigned tasks and incidents. By the way, it is the right thing to do.

4. What is the answer?

You guessed correctly. The answer is Risk Management. Am I driving you nutty with this yet? Remember the definition from earlier in the program. Identify and evaluate risks, develop and implement control measures up front. Training is ripe for risk management. The key to achieving your goal of “Getting Things Done Right” is identifying and training for the low frequency, high-risk tasks. Providing this training as close as possible pre-incident is the key. Waiting for things to go wrong, and then providing training so that it does not happen again soon is not good enough.

You must develop a systematic control measure to assure your people are adequately trained. One such systematic approach is a risk management tool known as **SROVT**. Solid, Realistic, Ongoing, Verifiable, Training. Police personnel start off their career with Solid and Realistic Training. I have no beef with initial training in most of the U.S. I have seen what goes on across our country and am impressed with initial training.

Where many organizations fail is in providing Ongoing and Verifiable Training. Ongoing means regularly in bite size portions. Verifiable means making sure you know the law (if any), the Department policy and appropriate technique prior to your involvement in the incident.

5. **How is a program of SROVT implemented? – The Four Step Approach to success.**

First, you must identify the CRITICAL TASKS on each particular Job Description within your organization. This is done by utilizing the following formula:

TOTAL TASKS
-EXPERIENCE HR/LF/NDT
-DON'T COUNT
-DISCRETIONARY TIME
CORE CRITICAL TASKS

Get out the up-to-date job descriptions and a marking pen. Use the above formula to identify the tasks that fall in the top right box of the matrix that is indelibly imprinted over your left eye. Remember that every public safety professional has different critical tasks. The job description of a jail officer is completely different than the job description of a street cop or a narcotics officer or a records keeper or a dispatcher or a front desk officer. Therefore, each job description will have different critical tasks. Supervisors (people you promote) are responsible to know their critical tasks and those of their subordinates.

Finally, I have no problem with a regular assessment tool to find out which areas we need to focus on for any individual employee so that we can ascertain what they really know or don't know. I believe the performance evaluation process could be used more effectively in verifying knowledge, skills and abilities, particularly in the area of critical tasks.

Second, after identifying these critical tasks, make sure you have a policy in place that addresses the identified task. Well-written policies and/or procedures fully incorporate any applicable law, and speak of technique as necessary. Sometimes, the development of an SROVT program will find critical tasks that have no policy.

Third, after identifying these tasks and finding the right way to do the task (following Law, Policy and Technique) make sure your people have the **S** and the **R**. (Solid and Realistic) Do your people really know how to do this task? In most States, this is usually achieved during initial training. This is called the **immersion** process, in which we spend a lot of time covering the identified task and making sure that our personnel know how to do this task. Please make sure this is happening at the start of the career.

Comment [O9]: Close parenthesis

With respect to initial training involving “hands on”, here is a quick Five Step Risk Management approach to the **S** and **R** component of the process.

1. Identify the hazards and assess the risks involved in this training activity.
2. Analyze available control measures applicable to this training activity.

3. Inform trainees of the involved control measures and why they are important.
4. Implement the control measures throughout the involved training activity.
5. If rules are not followed, address the deviations appropriately.

Fourth, after they really know it, follow up with the **O** and the **V**. The high level of knowledge obtained during the immersion process will deteriorate over time unless spiked by frequency or in the absence of frequency, additional ongoing and verifiable training. An analogy would be booster shots. We vaccinate our kids early on in life, but this is not good enough. We have to occasionally give the booster shot to maximize their protection. With respect to ongoing training, once or twice a month per task is adequate, the more the better. Ideally, each public safety professional should receive a 6-minute training session per day focusing on the HR/LF tasks in general and the NDT tasks in particular. Why six minutes?!

Comment [O10]: Should be 1 ? not 2 unless for emphasis

Do the math. 6 minutes times a 5-day workweek is one half hour per week, 2 hours per month and 24 hours per year. That is a lot of training hours and how much did it cost you to provide it....nothing!! Why 6 minutes a day? Adults learn better by repetition than they do immersion. Have you ever had a training day after working night shift? Did you really leave that training day with any real learning?

Comment [O11]: Should be 1 ! unless again for emphasis

Comment [O12]: by

Why 6 minutes a day? Have you ever attended a four-hour class that could have been covered in 6 minutes, or did you already forget about the blood borne pathogen class? 6 minutes a day works, and it works well, particularly if it focuses on the things that really count, the HR/LF's and in particular the NDT's. Pre incident verification of level of knowledge is the goal. Random audits and inspections will assist you in this regard. At this point, you have the SROVT and you are in route to getting things done right, which is the goal for each of us on every incident we encounter or are otherwise involved in.

Comment [O13]: pre-incident with hyphen

Start with the **CRITICAL TASKS** for all of your organizational personnel. These include the Mission Statement of your department, the Ethics Statement, the building evacuation policy, the workplace violence policy, the Harassment policy and similar issues that apply to everyone in the organization. A proper analysis of every **JOB DESCRIPTION** will allow you to further identify other critical tasks. These are the ones that require the **SROVT** approach. This is the best way to achieve your goal of doing the job right on each and every occasion. And when things go right, good things happen and bad things are prevented.

6. What are the benefits of having a program of SROVT?

There are three potential benefits to having this type of program in place. When things get done right we better protect our personnel and public, reduce liability exposure, and start creating the loyal customers we need throughout Ferry County.

Comment [O14]: ?? Ferry County??

Well that wraps it up for our time together. Thanks for coming back after the breaks and for your attention. I came here today with two goals.

First, I wanted to introduce you to the Five Concurrent Themes, and to show you how they apply to your operations. Whatever task you get involved in, run it through this “Platform for Success” of Risk Management, Systems, Customer Service, Accountability and Integrity. If you consider each of these disciplines as you do things in your job, you will have a much higher likelihood of getting things done right.

Also, do not forget the principles of Organizational Risk Management, and your role in this process. It takes a good person to be a good public safety professional! I am confident you are a good person and you have good people working for you! But being a good person is not enough.

But in order to be thoroughly ethical and professional, all of your professionals have got to be given good policy manuals that clearly describe what their specific job is all about.

Additionally, all of our women and men have got to be fully trained to perform every aspect of their rightful work. Every day must be a training day. Supervisors and managers need to be actively involved assuring that policies are followed, and things are getting done right. When policies are not being followed, that deviation from policy needs to be addressed notwithstanding consequences.

Getting the right thing done right the first time while treating all with dignity and respect should be the goal for each of our employees.

Taking all of this seriously will allow us to maximize customer service, minimize civil liability, maximize the safety of our personnel, and it is the right thing to do.

As the head of your organization (either now or in the future), you have a critical role in this process. Remember your primary

mission regarding systems and their design, update and implementation. Also, you have that key role of audits and inspections, and promoting people into supervisory and mid-management jobs who have the guts to do the job correctly. Rules without enforcement are just nice words.

If you are the supervisor or mid-manager, remember your role in making sure that your people are doing what they get paid to do. Catch your people doing something right, and take the time to document it regularly. Ratification of good behavior encourages future good behavior, and that is what we want and need.

And for you line people in here, you have got to know the rules that apply to your job description and you must follow the darn things. Arrogance, Ignorance and Complacency will ultimately get someone killed in this business, so eradicate those behaviors now.

I thank you for your attention. Please keep our brave soldiers and sailors in your prayers, remember your role in Homeland Security and always take the time to work safely.

Gordon Graham

6475 East Pacific Coast Highway #136

Long Beach, California 90803-4396

gordongraham@earthlink.net

www.gordongraham.com

Lexipol.com

714.374.9326