Better direction and smarter improvement

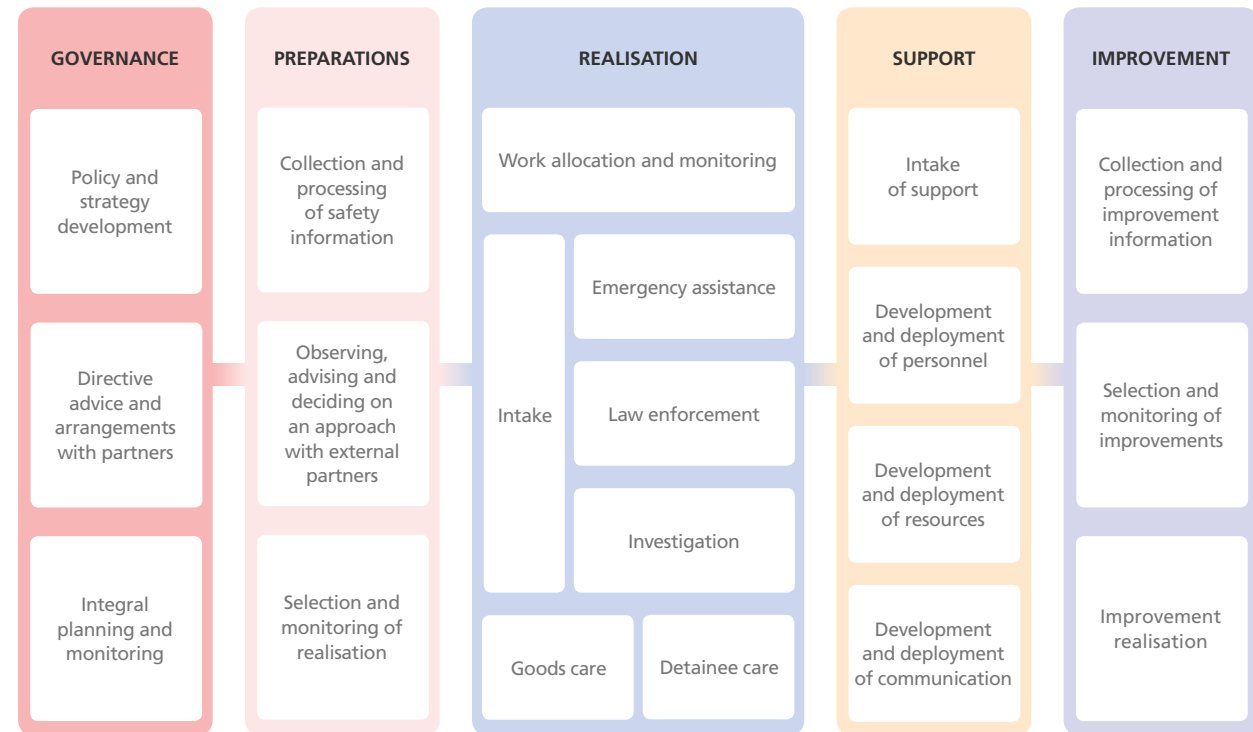## Police Business Processes Reference Model (RBP2008)

All aspects of policing in the Netherlands are based on process management. We are a learning organisation, continually looking for improvements and responding to changes in society. By means of our clear and coherent processes, we set these improvements in motion. A common language allows us to reach agreement on these matters with all parties involved, and clearly substantiate the choices we make.

Real policing is paramount

POLITIE
• vts Politie Nederland

Police Business Processes Reference Model (RBP2008)

On the one hand, the RBP is a timeless representation of the most important business functions of the police in the Netherlands. On the other, it is a representation of the spirit of the present age. An example of this is the explicit visualisation of 'Communication' at the highest level. Another aspect is the discussion on whether or not the information function should be made explicit.

GOVERNANCE

Policy and strategy development

Directive advice and arrangements with partners

Integral planning and monitoring

PREPARATIONS

Collection and processing of safety information

Observing, advising and deciding on an approach with external partners

Selection and monitoring of realisation

REALISATION

Work allocation and monitoring

Intake

Emergency assistance

Law enforcement

Investigation

Goods care

Detainee care

SUPPORT

Intake of support

Development and deployment of personnel

Development and deployment of resources

Development and deployment of communication

IMPROVEMENT

Collection and processing of improvement information

Selection and monitoring of improvements

Improvement realisation

Police Business Processes Reference Model (RBP2008)

Context 1: Process stream
The road to results is an often unpredictable process. Consequently, it is important to look for the right balance between acting based on standards and agreements, and acting based on personal insight and creativity.

Context 2: Inukshuk
The basis for process-orientated work is the skills of our personnel. Most of the time, professionals know exactly what to do, but they may require assistance in high-risk situations. This is represented by the *inukshuk* symbol.

Context 3: Architectural triangle
Problems and solutions are always placed in a broader context. This prevents right solutions from being created for the wrong problem and vice versa. It also stops us from repeatedly reinventing the wheel.

The RBP provides an overview of all the topical elements of our work

What dynamics will the RBP bring about in the improvement process?

Process stream

In our line of work, service to the community is paramount. Ultimately, our processes aim to improve the safety of the community.

The stream is a constant, winding flow of events whose course through our organisation and partner organisations is not always predictable. On one side of the stream, we perform routine activities, following standardised routes.

However, an approach based solely on routine is rarely suitable for addressing events. We cannot stay on the same side of the stream all the time - sometimes we need to be creative and look for new ways to find solutions.

But there is more. The stream not only carries matters that need to be resolved. We receive all kinds of information we can use (tips, new technology), and our organisation delivers all manner of products to society or our partners (suspects, files).

Inukshuk

The police handles similar cases in a similar way ('processes'). For every type of case the same activities need to be performed, such as cordoning off the crime scene, securing clues and interviewing witnesses. We use the *inukshuks* as a symbol of offering assistance at these crucial moments in our procedures.

An *inukshuk* is a pile of stones in the shape of a human being, used by the Inuit (Eskimos) to show the way across the endless snow planes of their Arctic environment. These also indicate what the traveller may find on his journey, such as food for his animals. It is up to the traveller to determine the route best suited to his situation.
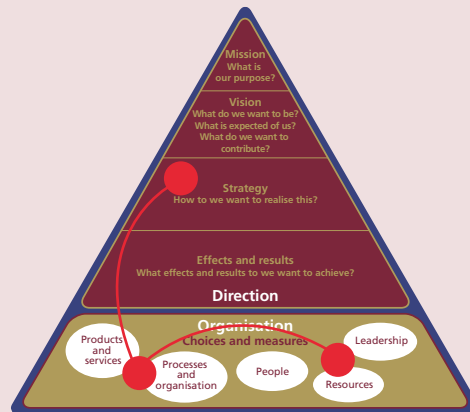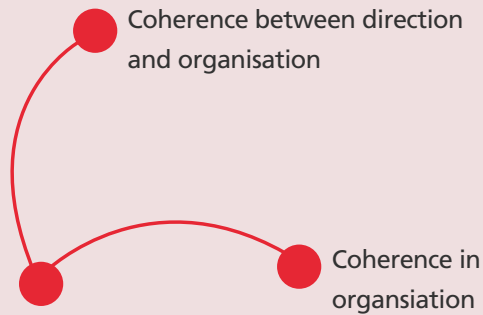
Our *inukshuks* support the activities in the process that are of crucial importance to our organisation - our 'crucial moments'. We do so by consulting our colleagues, protocols and agreements, and using our standard tools.

We gladly and confidently leave any other activities to the expertise of our personnel. They assess the situation at the scene and act accordingly. Naturally, if certain activities all too often cause problems, we erect a new *inukshuk* at the point where these problems occur.

Architectural triangle

Coherence between direction and organisation

Coherence in organsiation

Mission
What is our purpose?

Vision
What do we want to be?
What is expected of us?
What do we want to contribute?

Strategy
How to we want to realise this?

Effects and results
What effects and results to we want to achieve?

Direction

Organisation
Choices and measures

Products and services

Processes and organisation

People

Resources

Leadership

We strive for coherence using the architectural triangle. Each issue emerges from a point in the triangle, which is used as the starting point for discussing a solution. Possible consequences are evaluated both horizontally and vertically.

If, for instance, agreements are made with partners regarding desired social effects, the triangle is entered at the 'effects and results' layer. If we think that by dealing with 20% of the perpetrators we can prevent 80% of crime, we can arrange our processes in such a way that priority is given to tackling habitual offenders. Support for these processes is provided by means of tools (habitual offender calendar), organisation ('Bureau for Persistent Offenders') and training of our personnel.

Police Business Processes Reference Model (RBP2008)

As an organisation, the police in the Netherlands try to be as purposeful and efficient as possible. Because of the dynamics of society, the structure of the organisation cannot be fixed, and needs to evolve. We must continually be looking for possibilities for improvement.

The business process reference model (RBP) is an invaluable tool for professional collaboration in all layers and departments of our organisation, in order to improve quality. And our approach is process-orientated and based on process architecture.

An important condition for using a process architecture is that we all speak the same language. The RBP provides this language. It provides a structured arrangement of all roles and activities ensuing from our vision, which are part of our range of duties. For each activity, it describes the substance of the work, the results, and ongoing developments. The activities can be looked upon as the building blocks. In this way, the RBP provides the framework for discussing activities and possible improvements.

The RBP provides a frame of reference for organisational issues. It states the activities, but does not define how they must be carried out. That is part of the skills of the professionals.

Police Business Processes Reference Model (RBP2008)

GOVERNANCE	PREPARATIONS	REALISATION			SUPPORT	IMPROVEMENT
Policy and strategy development	Collection and processing of safety information	Work allocation and monitoring			Intake of support	Collection and processing of improvement information
Directive advice and arrangements with partners	Observing, advising and deciding on an approach with external partners	Intake	Emergency assistance		Development and deployment of personnel	Selection and monitoring of improvements
			Law enforcement		Development and deployment of resources	
			Investigation			
Integral planning and monitoring	Selection and monitoring of realisation	Goods care	Detainee care		Development and deployment of communication	Improvement realisation

Realisation

REALISATION

- Work allocation and monitoring
- Intake
  - Emergency assistance
  - Law enforcement
  - Investigation
- Goods care
- Detainee care

Realisation consists of all processes at the heart of our duty, i.e. 'real' policing. This is where we fulfil our mission: law enforcement, investigation and providing assistance in the event of an emergency. Other executive tasks have also been placed under *Realisation*: intake, care of goods, detainee care and day-to-day work management. All these tasks directly contribute to safety.

Work allocation and monitoring This process provides direct instruction to employees, who are provided with the information and orders they need to do their job. It also provides for feedback (briefing / debriefing). Feedback is the basis for subsequent distribution of duties and reporting, which in turn can provide the input for further briefing and instruction.

Intake Intake handles all client contacts (such as questions, reports and tips). In order to ensure that only relevant and reliable information is transferred to other processes, the contacts in this process are filtered. Intake uses a number of different channels for client contacts, for instance, reception, the street, telephone, e-mail or the internet.

Emergency assistance Emergency assistance is one of the most visible police activities. It is provided in the event of incidents, in situations in which the community expects the police to act, or where any delay in action is not acceptable. There is interaction with civilians (reporting by civilians, feedback to civilians). Proper realisation of this process enhances faith in the police.

REALISATION

Work allocation and monitoring

Intake

Emergency assistance

Law enforcement

Investigation

Goods care

Detainee care

Law enforcement This process mainly focuses on preventing and controlling danger. It involves targeted policing, aimed at maintaining or restoring order. Simple sanctions (fining/ticketing) are also part of law enforcement.

Investigation After an order to this effect by *Selection and Monitoring of Realisation*, Investigation attempts to collect evidence based on the facts and circumstances of a case, which enables prosecution of the perpetrators. Proper realisation of this process enhances safety and the sense of justice.

Detainee care In this process we make sure that detainees receive proper care and that they are taken to the right place at the right time (the interview room or visitors' room, for instance). This process usually starts after a decision to take a person into custody or provisional custody.

Goods care This process involves the physical care of seized goods, recovered stolen goods and collected evidence. One of the objectives of this process is to make the goods available for other processes.

Preparations

Collection and processing of safety information

Observing, advising and deciding on an approach with external partners

Selection and monitoring of realisation

In the *Preparations* process, decisions are made concerning police work to be performed in the next year. As such, it is a further realisation of decisions made in the *Governance* process. *Governance* indicates the areas in which we want to be successful, while *Preparations* determines the projects and activities that will be performed for this purpose.

Collection and processing of safety information Collecting and enriching data enables us to provide direction based on information. This process provides safety information for *Realisation*, such as briefing information and geographic profiles, and for *Governance*, such as trend reports and analyses. Often, combining data provides new insights, enabling us to identify developments.

Identifying, advising and deciding on an approach with external partners In this process we make agreements with partners on contributions to the handling of a problem or harmonisation of our procedures. If our processes and those of our partners are more closely aligned, we can attain better results.

Selection and monitoring of realisation Within the framework provided by *Governance*, in this process we decide which activities to perform and the capacity (manpower, resources) we must make available to ensure that we make the largest possible contribution to the effects and results. Monitoring activities may result in adjustments.

Support

In the *Support* process, we make sure sufficient manpower and resources are available to achieve the right quality at the right time. This process facilitates the other processes.

Intake of support This process facilitates arrangements with respect to service levels for the provision of manpower and resources, primarily for the benefit of other supporting processes. These arrangements are also monitored as part of the process. In this way, we provide for a professional client-supplier relationship.

Development and deployment of personnel This process involves recruitment and selection, development, deployment and deployment planning, and personnel care. This provides us with well-trained and deployable personnel, now and in the future.

Development and deployment of resources This process ensures that sufficient resources are available in a timely manner so that we are able to do our job. These resources include enough suitable premises in suitable locations, vehicles, and information and communication facilities.

Development and deployment of communication By means of various media we hope to influence knowledge, attitude and behaviour. By influencing our public image (perception and expectation) this process contributes to the feeling of safety and the knowledge of the organisation.
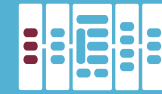
SUPPORT

Intake
of support

Development
and deployment
of personnel

Development
and deployment
of resources

Development
and deployment
of communication

Governance

Policy and strategy development

Directive advice and arrangements with partners

Integral planning and monitoring

Governance provides direction to our organisation, from our mission and vision to our long-term policy and annual plan. We decide on long-term efforts (more than one year in the future) and monitor progress once these activities have been initiated. This not only involves new activities, but also various improvement processes.

Policy and strategy development In this process, we formulate points of departure for police activities and organisation, based on analysis of external opportunities and threats. Which approach is best for which kind of problem? In what areas can we make a contribution to safety? The answers to these questions provide a clear demarcation of responsibilities and related personnel and financial requirements. Here, we also define the outlines for all other processes.

Directive advice and arrangements with partners Realising results in collaboration with partners allows us to achieve more with the same or less effort. Our recommendations put our partners in a better position to make their contribution. After all, a successful approach to tackling danger is no longer the sole responsibility of the police.

Integral planning and monitoring In this process we make plans based on our strategy and policy. This clarifies what we need to do in the period ahead to realise our strategy and policy, and determines the amount of manpower and resources required. Monitoring of these activities may result in adjustment.

Improvement

Collection and processing of improvement information

Selection and monitoring of improvements

Improvement realisation

By continually identifying, initiating, planning and realising options for step-by-step improvements as part of the *Improvement* process, and by learning from the results, we continuously improve the quality of the processes in our organisation. Bottlenecks are removed, processes are improved and new developments are deployed in our activities in an intelligent way. This in turn improves our results.

Collection and processing of improvement information It is crucial that we invest our energy in the right improvements. By carrying out audits, such as process and operational audits, and monitoring activities, we find areas for improvement. Sound analysis then provides the basis for possible improvements of processes and organisation.

Selection and monitoring of improvements We select the best of the solutions available and evaluate their feasibility. In this process, we also decide what an improvement may cost in terms of manpower and resources.

Improvement realisation This process ensures the actual realisation of improvements in our processes and organisation. It also details the various components of the improvement plan, such as a process design and the tools and function descriptions to be used. At the end of the process, the results are transferred to the existing organisation.
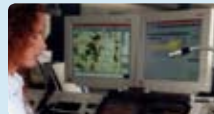
RBP applied in a process of improvement

Realisation of a solution for improvement involves a whole pallet of activities. The RBP can play a role in many of these activities. After all, it does provide a common language for the organisation as a whole for working with an architecture. People throughout the organisation can join in when it comes to creating generic solutions or building blocks.
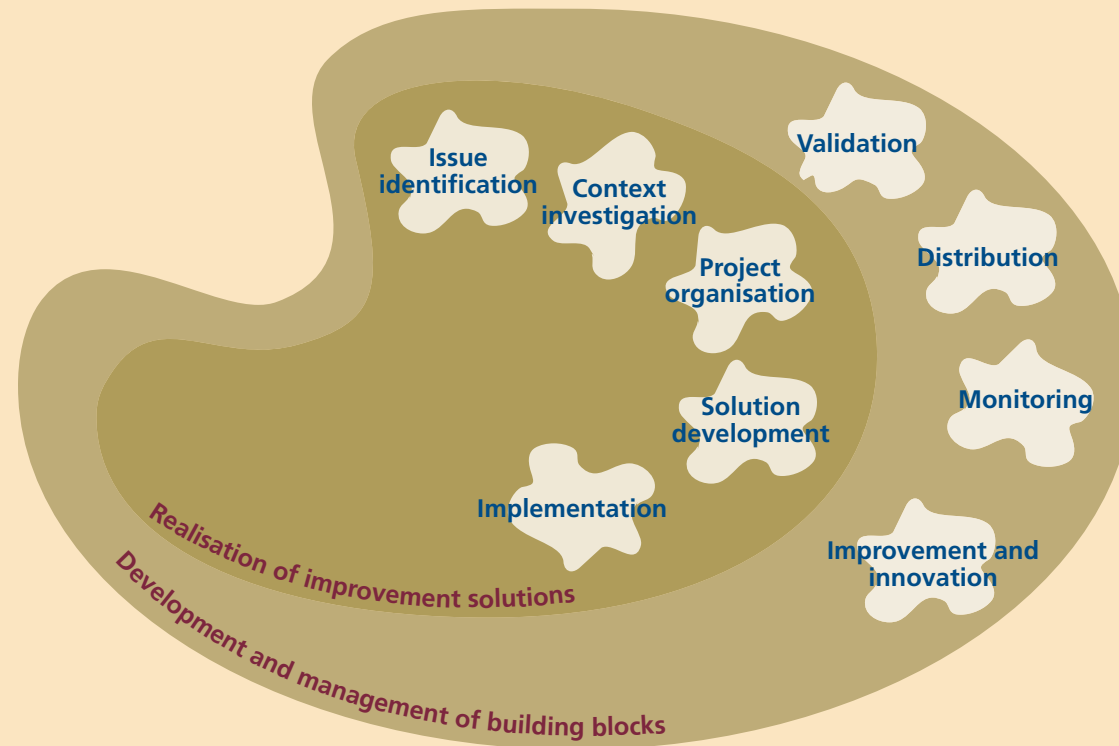
The RBP is a tool that helps to ensure focus in discussions on organisational issues, and consolidate the results of discussions, preventing a repeat of the same discussion in a new situation.

The RBP is a tool that helps to focus and define issues. The manner in which the RBP can be deployed is illustrated by means of the pallet of activities for realising solutions for improvement, and the development and management of building blocks.

Improvement activity palet

Validation

Issue identification

Context investigation

Project organisation

Distribution

Solution development

Monitoring

Implementation

Improvement and innovation

Realisation of improvement solutions

Development and management of building blocks
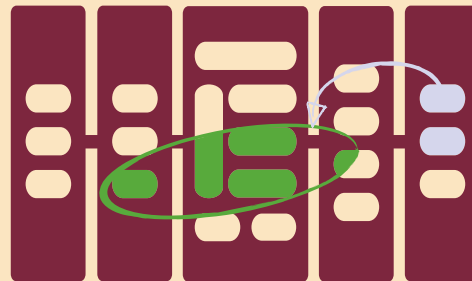
Figures show that the number of burglaries solved by a force has dropped. The owner of the Investigation process makes an analysis of the problem, supported by a business architect. The results show that improvements are possible particularly in Development and deployment of communication, Intake and Investigation. The main reasons are: insufficient information to the public, not all investigation indications are included in crime reports, and crime scene investigation is often omitted.

Issue identification An improvement process starts with identification of the issue. Proper problem analysis, including examination of the processes affected, contributes to achievement of the right solution. Discussions, documentation and management information provide a basis. This can, for instance, result in an assessment of the consequences should the problem not be addressed.
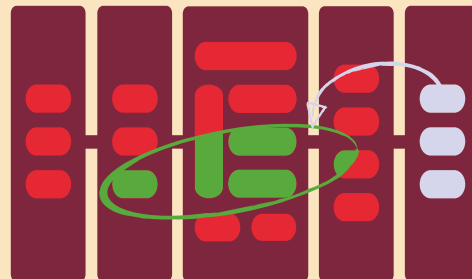
Context investigation In one or more brainstorm meetings the intended change is clarified along with the parts of the organisation that need to be involved in the improvement process, either directly or indirectly. The improvement process should not only involve the owners of the process and ICT managers, but also financial managers and perhaps also personnel responsible for employee and training policy.
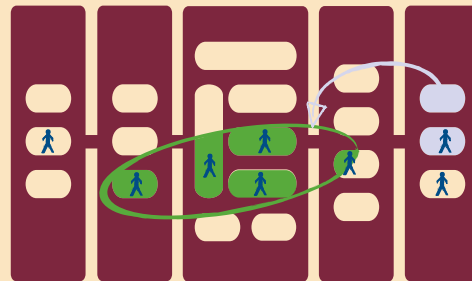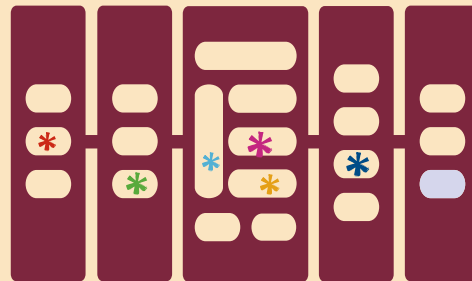
The owner of the Investigation process now knows that he cannot solve the problem on his own. He therefore starts a project with participants from the process teams Support, Intake and Investigation. Furthermore, it is evident from conversations with victims that the quality of the information provided to the public is adequate, but that it does not reach them. As a result, the public do not know what to do in the event of a break-in, even though this information is available. For that reason, the head of Communication is a member of the project team.

Project organisation Now that we know the change objective and which processes it affects, the project or programme structure can be drawn up. The RBP allows us to determine the processes from which people need to be involved. What is also important, is that the various process owners have a say in the decision-making process. The project or programme is further defined through the creation of milestones.
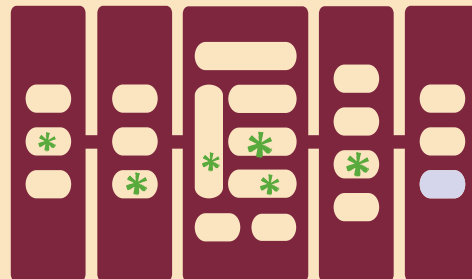
Solution development Next, an outline of the solutions to the problem can be drawn up, which also shows how the subprojects will be performed in correlation. It is vital that the solutions are continuously verified against the defined objectives during the course of the project or programme.

With the support of a process designer, the project has resulted in the redesign of two elements of the crime-reporting process, as well as changes in the investigation process (crime scene investigation is now mandatory). There will also be an advertisement on a local TV channel providing '10 tips in the event of a break-in'. On behalf of the Intake, Support and Investigation process owners, the Implementation subproject helps provide support to the line in changing procedures. The designer submits the developed solutions to this subproject, indicating why they will work.

Implementation During implementation of the developed solution, the RBP can assist the line managers in explaining why some processes needed to be changed. Based on the starting points of the project or programme, we can explain why an approach has been chosen. The new process descriptions are also used as a basis for designing and producing tools and training.
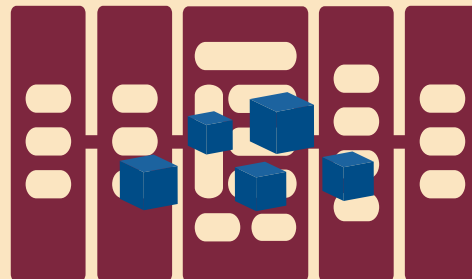
Validation After some time, an objective validation is required to establish whether the selected and implemented solution has had the required effect. We also need to establish whether quality assurance conditions have been met. In addition, we need to find out whether the solution, or parts of it, can also be applied in other situations: can it be added to our repository of reusable building blocks?
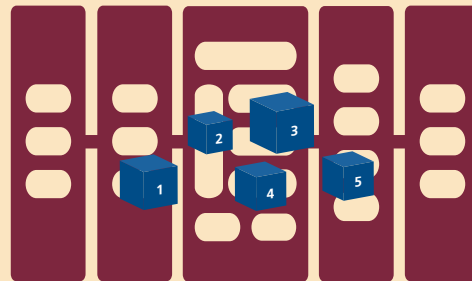
The changes in Intake and Investigation introduced regionally are submitted to national committees as proposals. The revised investigation process is then validated by these committees and made available so other forces can benefit from it. The redesign of the reporting process is combined with redesigns from other forces in this field, and the national Intake programme draws up a 'total design'.

Distribution Because the RBP provides a single language for processes, it is easy to determine where a certain process design can be reused. The RBP language makes it possible to see similarities between processes, even if they are used in different contexts or from different perspectives. Reusing designs avoids unnecessary work and ambiguity. A condition in this respect is that distribution takes place via networks and that maintenance of building blocks is controlled centrally.
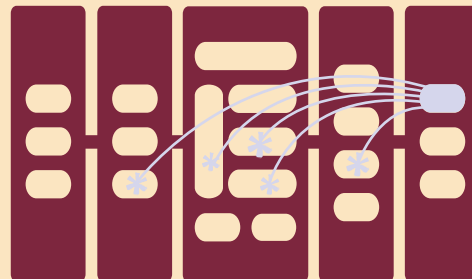
Monitoring Based on the results of, for instance, story boards and audits, the long-term effect of the solution is reported to management. We also need to establish if the solution is sustainable, and whether it has inadvertently caused new problems in other areas.
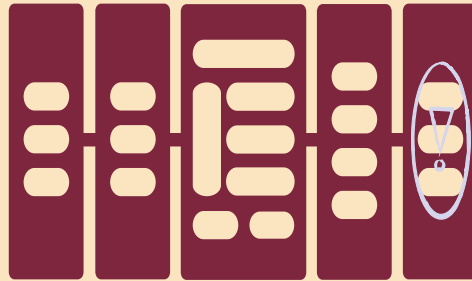
Case

A mystery guest has reported a stolen bicycle. His experiences show that some elements need to be improved, for instance, a reduction of the waiting time at reception and better feedback. The findings of the mystery guest are shared with the employees involved. This way, the causes are made clear and other suggestions for improvement are added to the findings of the mystery guest. In an improvement process some of the existing processes are amended accordingly.

Improvement and innovation Improvement and innovation Improvement is a responsibility of the entire organisation. By naming the roles controlling the organisation, such as process owners, project leaders, business architects and process designers, we create structural attention for improvement. People working in the organisation often identify possibilities for improvement. They provide important information on aspects of the organisation whose quality can be improved. Pointing out difficulties and indicating possibilities for improvement are important aspects of improvement and innovation. This is followed by a new improvement cycle identifying a problem.

Please note

- Models are an abstract and simplified representation of reality;
- A model is a tool, not an objective;
- There is no such thing as a single, absolute truth.

The Voorziening voor Product- en Procesontwikkeling [Product and Process Development Service] (VPP) is a knowledge partner for everyone involved in ORGANISATION within the police in the Netherlands. Contact? Mail vpp@vtspn.nl