Workforce Optimization Solution—Capacity Planning for Policing Tool

High performance. Delivered.
Police departments worldwide are facing mounting demands from citizens and governments to improve efficiency and effectiveness, often under budgetary constraints.

While police chiefs know their workforce requirements, it is often difficult for them to independently calculate the evidence to articulate why they need those resources, what their roles should be and where they are best deployed. Furthermore, resource requirements change over time depending on a host of factors such as crime levels, legislative constraints, strategic priorities, demand forecasts and changes to policy. Chiefs must be able to easily demonstrate the impact of these changes on their resource requirements.

Accenture’s Capacity Planning for Policing (CPP) Tool is a user-friendly, web-based application that provides police departments with the ability to determine resource requirements and conduct scenario-planning capabilities. It helps them get the most from their resources.

Accenture’s CPP Tool enables police chiefs to:

- Provide a clear and transparent view of the required number of resources to meet demand, and where they should be allocated.

- Conduct scenario planning to test and validate the impact of policy decisions, changes to demand forecasts or ways of working on resource planning—before the decisions are made.

- Generate evidence-based calculations that provide input to business planning.

What is Accenture’s CPP Tool?

Accenture’s CPP Tool is a web-based application that provides police departments with the ability to determine resource requirements and conduct scenario-planning. It helps them deploy resources based on demand and predictive trends rather than allocating workforce against a predetermined budget.
The Chief of Police believes she needs more officers and staff in certain departments, and also thinks that some of her current resources may not be allocated optimally to match demand.

The governance board says that the Police Department has more officers per capita than any other in the country and that they can deliver the service with less.

The media is scrutinizing the allocation of officers; it looks like the wealthiest area has the most officers. Surely they don't have the greatest need for officers?

Precincts are managing their resources in different ways, even though the Chief has standardized the operating model. If they were all aligned to the model, how many resources would they need?

The Outcome: The chief now has enough evidence to convince the governance board about the need for more resources. Based on the CPP tool calculations – the chief decides to re-deploy officers to better match demand.

Using the CPP tool to Calculate Resource Requirements:
The Chief decides to use the CPP tool to calculate the number of resources she needs, based on demand for service. The calculations use core operational data such as Command and Control (CAD) data, Records and Case Management Systems and Criminal Databases as well as HR data to determine resource availability.

The Chief can see on a dashboard the number of resources that are required across departments, as well as the total number for the whole Police Department.

Strategic Resource Planning

The Capacity Planning for Policing (CPP) tool enables police chiefs and leaders to determine the required number of resources based on demand for service and the current policies, processes and governance of the organization.

How many officers do I need?
The Chief of Police believes she needs more officers and staff in certain departments, and also thinks that some of her current resources may not be allocated optimally to match demand.

Complicating Factors: The Chief of Police cannot currently defend, with evidence, her request for additional budget to increase the number of resources needed to deliver the service effectively.
Making tough decisions transparent

Police chiefs and their leadership teams are continually faced with critical questions:

- How many police officers and staff do we need?
- What roles do the offers need to perform to meet demands while delivering excellent services to the public and achieving our goals?
- How should officers be allocated—geographically and functionally?
- What happens to resource requirements if I change a policy or, even more difficult, a series of policies at the same time?
- Will investment in new technology really free up officer time, and by how much?

Accenture’s CPP Tool calculates the number of police officers and staff needed across the police department based on current practices, policies, processes and priorities. Unlike a resource-allocation model, this tool enables the leadership to calculate work requirements based on demand and predictive trends rather than allocating workforce against a predetermined budget. The solution is applicable to all policing functions, including those units outside of patrol; and considers differences in requirements for separate geographies.

Accenture’s CPP Tool provides police departments with the capability to conduct scenario-planning to test the impact of changing strategic priorities, deployment strategies and policies. It enables police departments to align resources to demand, gauge the impact to the bottom line and enable evidence-based decision making. For example, Accenture’s CPP Tool can be used to determine how many officers would be required should the department decide to change response time goals for non-emergency calls for service, implement new technology to reduce time spent on administrative work or from changing investigative policies.
Understanding the Impact of Budget Cuts

The Capacity Planning for Policing (CPP) Tool enables users to determine the changes that could be made, to reach a certain number of required resources.

Budget Cut Pressure!

The Chief of Police has received notification from the Governance Board of a 20% budget cut, to be achieved over a 3 year period.

Figuring out how to make savings...

- **Response Times:** What is the impact on resources if I change the response time goal for non-emergency calls for service?
- **Investigations:** What happens if I make my teams single-crewed for certain investigations?
- **Shift Patterns:** Can I negotiate new shift patterns for officers, so that their shifts align with demand?
- **Wasted Time:** Where are resources currently inefficient? How much time are they spending on Admin?

But the teams are against cost reductions...

- Taking resources out of my teams will put the Response Time targets at risk.
- We currently under-invest in IT. Any further budget reductions would put service delivery at risk.
- Citizen satisfaction has just gone up! If we reduce our community officers, the public will not be happy.

Where can he realize savings without compromising on service delivery?

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Testing the theories using the CPP solution...

- **Response Times:** If I increase the priority 2 response time goals by 10 minutes, I can see that my resource requirement decreases by 2%.
- **Shift Patterns:** I can see from the ‘minimum officers required’ calculation, that the shift patterns are forcing me to have more resources working than I need to, during certain shifts. If we create an overlay shift during the busy time of day, then I can reduce the number of officers on the 24/7 shift pattern; requiring 15% fewer officers in total.
- **Single Crewed:** I can see that changing the requirement from double to single crewed investigations teams will results in 9% fewer FTE.
- **Wasted Time:** The analysis shows me how much time resources are spending on Administration, travelling and updating systems. If we invest in new IT we could reduce administration time and save 10% of officer time. They could use this time elsewhere.

Outcome...

The Chief realizes that there are options for how he can make savings. He is able to take these options, supported by evidence-based calculations to his command team...

He can create a plan to reduce costs over 3 years; and can start engaging his teams and other stakeholders in the decision-making process.
Using Accenture's CPP Tool

Accenture works in close collaboration with police departments to ensure successful deployment of the CPP Tool and to configure it to each individual police department.

Police departments have three models under which they can implement the solution. In all of the implementation models described below, Accenture's CPP Tool is installed on the police department's servers for ongoing use and comes with 24/7 support services.

Additionally, for each of these options, the client is provided with training and knowledge transfer (if required by the client) so that they can use the tool independently and are able to refresh the data inputs and assumptions themselves.

The three implementation models are:

1. Workforce optimization through capacity planning.
   The Accenture project team works with the police department to configure the tool, import the data and calculate the findings. To achieve this, the team will understand, gather, analyze and import all relevant operational and HR data as well as validate assumptions and decisions that impact the findings. In addition to the resource calculations, key findings are presented, which can include observations or recommendations for more effective ways of using resources. Support is provided as needed throughout the process.

2. Operating model assessment and design. This involves implementing Accenture's CPP Tool as part of a wider program for workforce optimization, including operating model and process review, performance analysis, resource planning and modeling. Specialized teams from Accenture work closely with the police department to determine how to most effectively utilize resources and assets to deliver the best quality service to the public. This includes the use of Accenture's CPP Tool as well as other elements of the Workforce Optimization Solution.

3. Guided application. This is a light-touch approach, which enables the organization to complete the project work and implementation of the solution themselves. The police department is provided with training and coaching by the Accenture team on the use and configuration of Accenture's CPP Tool, and is then able to self-implement the solution.
Scenario Planning – Testing the Impact of Changes

The Capacity Planning for Policing (CPP) Tool enables public safety organizations to test and validate the impact of policy decisions on resource planning, before the decisions are made. It empowers Command teams to facilitate evidence-based negotiations with internal stakeholders and external governance boards.

Chief is under pressure...

From politicians and police boards to achieve specific performance metrics

Complicating Factors...

"Your response times for Priority 1 emergency calls needs to be quicker. You should aim to have a response time of less than 8 mins for 95% of the cases."

"Every victim will get a visit from an officer."

"Why is this a problem? What is the impact on workloads? Surely it’s not that big an impact?"

The Chief must work out how to meet these new demands....Without additional Officers!

If I can’t have more Officers then I must make the Officers I have more efficient in their work...

What does the Policy change mean for Officers?

Using the CCP Tool I can see that to meet the new Priority 1 Response Time Goal, I will need 5% more Officers in those teams... But I can also see that if I make the Response Time Goal longer for the lowest priority calls, I can free up 7% of my Officers. It’s so easy to test the impact of these changes!

More Officers, or Change the Process?!!?!

I can see from the CPP Tool that CCTV reviews take too much time. If I automate the CCTV analysis using video analytics, I will save the equivalent of 9 FTE. Officers could spend more time following lines of inquiry to improve clear-up rates.

Invest in Technology to Save Office Time?!!?!

Investing in Mobile Technology for my Patrol Officers and Investigations Officers, will reduce their paper work. If I apply this reduction in administration time in the CPP Tool, I can see the impact is equivalent to saving 23 FTE. I could redeploy these officers to conduct the victim visits.

PROCESS CHANGES

Perhaps I can change some processes? Maybe implementing new technology will help? Perhaps we can de-prioritize other work?

Outcome...

Using the CPP Tool I can see that I have options to meet stakeholder demands

I need to work with my Command Team to discuss possible resource changes. Some of the new outcomes will need some investment – we will present the Board with a business case for investments in mobile technology and video analytics.
Field-tested solution

Accenture’s CPP Tool is field-tested with police services and has been validated as unique and valuable.

Accenture collaborated with Toronto Police Service to undertake a strategic review to help improve the effectiveness and efficiency of its policing services. Toronto Police Service needed a better understanding of the number of officers required to meet current service demands and to draw correlations between strategic decisions and the service’s size. For this project, our solution provided Toronto Police Service with an analytical framework to calculate the number of resources required to meet demand, based on current processes, technologies and governance parameters.

Accenture’s CPP Tool has recently been implemented in a large UK police force where the tool provides transparency of the calculations that determine resource requirements. It highlights the policy and governance decisions that have the biggest influence on these calculations (such as shift patterns), and it provides visibility of the effort associated with different types of work. For this Police Force, the CPP Tool has been used as a key input in the formulation of the business case to develop a new policing model. It is used to evidence the impacts of investing in new technology; adopting different ways of working and making changes to existing policies.
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About Accenture

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