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Workforce Optimization Solution for Policing: A Case Study with Toronto Police Service

Podcast Transcript

**William Blair, Chief of Police,
Toronto Police Service, Canada**

When I became a chief almost nine years ago, whenever we were confronted with a significant challenge in public safety the answer was so often “more”, we would simply add more. We would add more resources, more police officers, we’ll do more with more resources. That answer is no longer available to us.

**James Slessor - Managing
Director, Global Public Safety,
Accenture**

One of the great strengths that Accenture has and we have the luxury of working with police services around the world and we get the ability to see great insights from seeing what police services are doing in America, across Europe and Asia Pacific and we bring those insights together in our center of

excellence and that gives us the opportunity to really share knowledge and share learnings that we can take back out to our different clients around the world.

**Mike Federico, Deputy Chief of
Police, Toronto Police Service,
Canada**

Recently we teamed up with Accenture to have a look at how we are organized to deliver our service

and how we are adequately resourced to deliver our service. Accenture took a look at the organizational structure of the police service, offered us some insight based on our input and collaboration with them and suggested a particular model.

Wai-Ming Yu - Managing Director, Accenture

Accenture's workforce optimization for policing solution is a solution that we developed in conjunction with the Toronto police service. It focuses on the organizational aspects of police service with the goal of supporting the police service and the local city in identifying better ways to serve the public, achieving greater economies and efficiencies.

Mike Federico, Deputy Chief of Police, Toronto Police Service, Canada

They understood the social and the economic context and were able to help us make some informed decisions about how to organize our police service and how to determine what resources we are able to bring to bare on any particular community issue. They demonstrated a high degree of public mindedness and a sincere commitment to public safety.

David Wilson – Managing Director for Accenture's State, Provincial and Local Government Practice – North America

We have one of the largest human services consulting practices focused at State and Local Governments. So we very much understand the importance of the well-being of citizens through the lens of human services. So if you think about police and public safety, it's a key component of the well-

being of our citizens we are going to bring the same focus, the same understanding, the same expertise that we bring to our human services, to the policing practice.

Wai-Ming Yu - Managing Director, Accenture

So fundamentally what we have done, we have been able to consider not just the load aspects that impact the operational load of a police service, but we have been able to understand the impact and correlations of the socio-economic environment to crime factors, as well as the impact of the police services strategic priorities, to how they might think about staffing their organization and modelling their organization.

Mike Federico, Deputy Chief of Police, Toronto Police Service, Canada

How many police officers are needed in order to provide our communities with the highest degree of safety we can provide and Accenture were very helpful in developing not only an answer to that question, but a model that can help us adjust the numbers that we need according to workload demands and community priorities.

Tim Godwin, Managing Director, Public Safety, Accenture; Former Deputy Commissioner, London Metropolitan Police

And I think the thing that Accenture can do, because we have the police center of excellence and we have the police team – and we can look at what is most relevant, how it can link together with other systems and produce packages that answer some of the questions that are being asked of us by police chiefs.

William Blair, Chief of Police, Toronto Police Service, Canada

We are also finding that technology is enabling us to make boundaries more permeable, so that if we have to assign officers to a particular area and to only stay in that area and because of the technology that is now available to us, we can move them around more readily and get more value from their participation and their deployment.

Mike Federico, Deputy Chief of Police, Toronto Police Service, Canada

I would say that the challenges facing all of our public institutions is to maximize the value we provide to the community. A way to do that is to form strategic partnerships and that would include public and provide sector partnership;s and I would point to the Toronto police experience with Accenture as one example of a successful public and private sector partnership.