

SPI WEBINAR - January 17, 2012

A question of sustainability:

How do we keep what works working?

10 BIG IDEAS

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SMART
POLICING

Data. Analysis. Solutions.



01

A Matter of Definition

Sustainability is about...



Embedding change so that it survives over time.

Sustainability is also about...



Continuing to produce desired or better than expected outcomes.

Sustainability is NOT about...



The change effort surviving forever. All things must come to an end.

3 Rules for Sustainability

01

Learn.

02

Adapt.

03

Innovate.

02

Why Sustain The Change?

Don't lose sight of...



Why the change was initiated in the first place.

Example: Policing for Prevention



■ Footbeats



■ Hot Spots



■ Intelligence-Led

What is the best approach and why?

DISCUSSION

When is change worth sustaining?

03

Program, Process, Organizational

Scope of Change Initiative



■ Program

■ Process

■ Organizational

What type of change is your primary focus?

04

Change Determines Effort

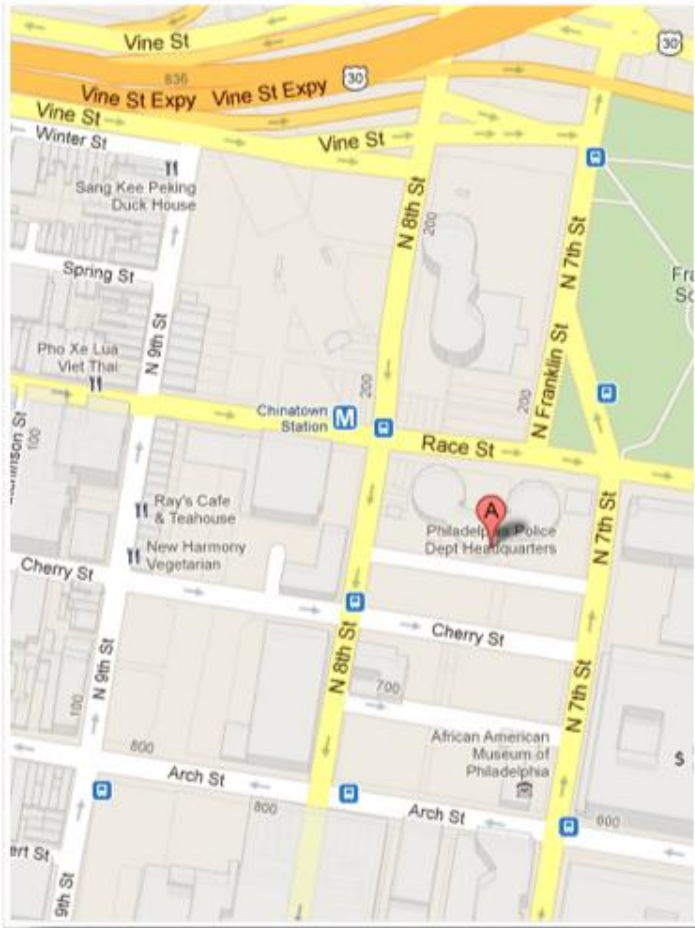
How much effort is worth it?



05

Is the Effort Worth Sustaining?

Did you get to where you needed to go?



OR



Did you get a little lost along the way?

DISCUSSION

What level of change are you implementing and wishing to sustain?

06

Sustainability Starts Now

There's no time like the present...



THE TIME IS NOW.

To begin planning for sustainability.

Know your strategy & people....

Develop a Sustainability Strategy

- Define Success
- Talk About Accomplishments
- Measure Outcomes
- Find a Champion
- Influence Stakeholders
- Demonstrate Value

And plan early and often.

07

People Love Change
(when they want to change, that is.)

Buy-in is easier when....



What's in
it for me?

Do I have
what it
takes?

Do the
bosses walk
the talk?

Will I be
rewarded?

You can answer these questions for people.

08

Plan, Act, & Sustain

There are so many questions...

1. What is the rationale for changing in the first place?
2. What are the barriers and how will they be managed?
3. Why should senior and executive leadership care?
4. What is your communications plan for change effort?
5. How will you generate and maintain momentum?
6. What will be measured and how?
7. How will you build a record of success?

Try to address many of them in advance.

DISCUSSION

What are the biggest challenges in sustaining your change effort?

09

The Philadelphia Experience

Looking back on the past four years in Philly...



10

For Your Consideration

Sustainability is...

Hard work that requires

- Patience,
- Persistence, and
- Partnerships

Acknowledge Your Lessons, Celebrate Your
Victories, and Share Your Successes

Sustainability practices in SPI

- Department-wide training
- Extensive communication
- Procedural changes:
 - SPI in Compstat
 - Performance evaluation
- Department-wide planning efforts
- Research collaborations

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