

2008 Planning & Research Survey

PRELIMINARY RESULTS



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Agenda

1. Methods/Description of Sample

2. Profile of Planning and Research Directors

3. Description of Planning and Research Units

4. Connection between Planning and Research Units and Leadership

5. Products of Planning and Research Units

Methods/Description of Sample



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Methods

- ❖ Survey developed by LEOPRD advisory board
- ❖ Sent to 200 largest law enforcement agencies in the U.S.
- ❖ Self-administered by P & R Director
- ❖ Received 86 survey responses within 6 weeks
- ❖ Response rate = 45.5%
- ❖ Data collection ongoing



Description of Sample

- ❖ Agencies average 1,475 sworn staff
 - Median = 907
 - Range = 150 – 13,384
- ❖ Agencies average 566 non-sworn staff
 - Median = 352
 - Range = 39 – 13,384
- ❖ Serve an average population size of 688,652

Profile of Planning and Research Directors



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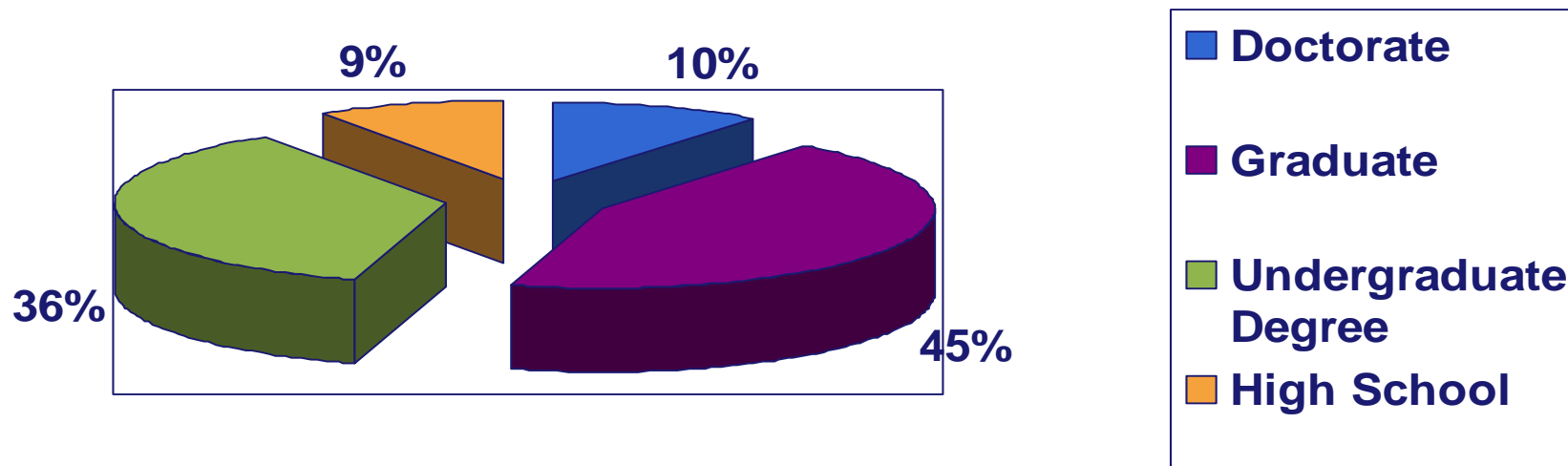




The Director

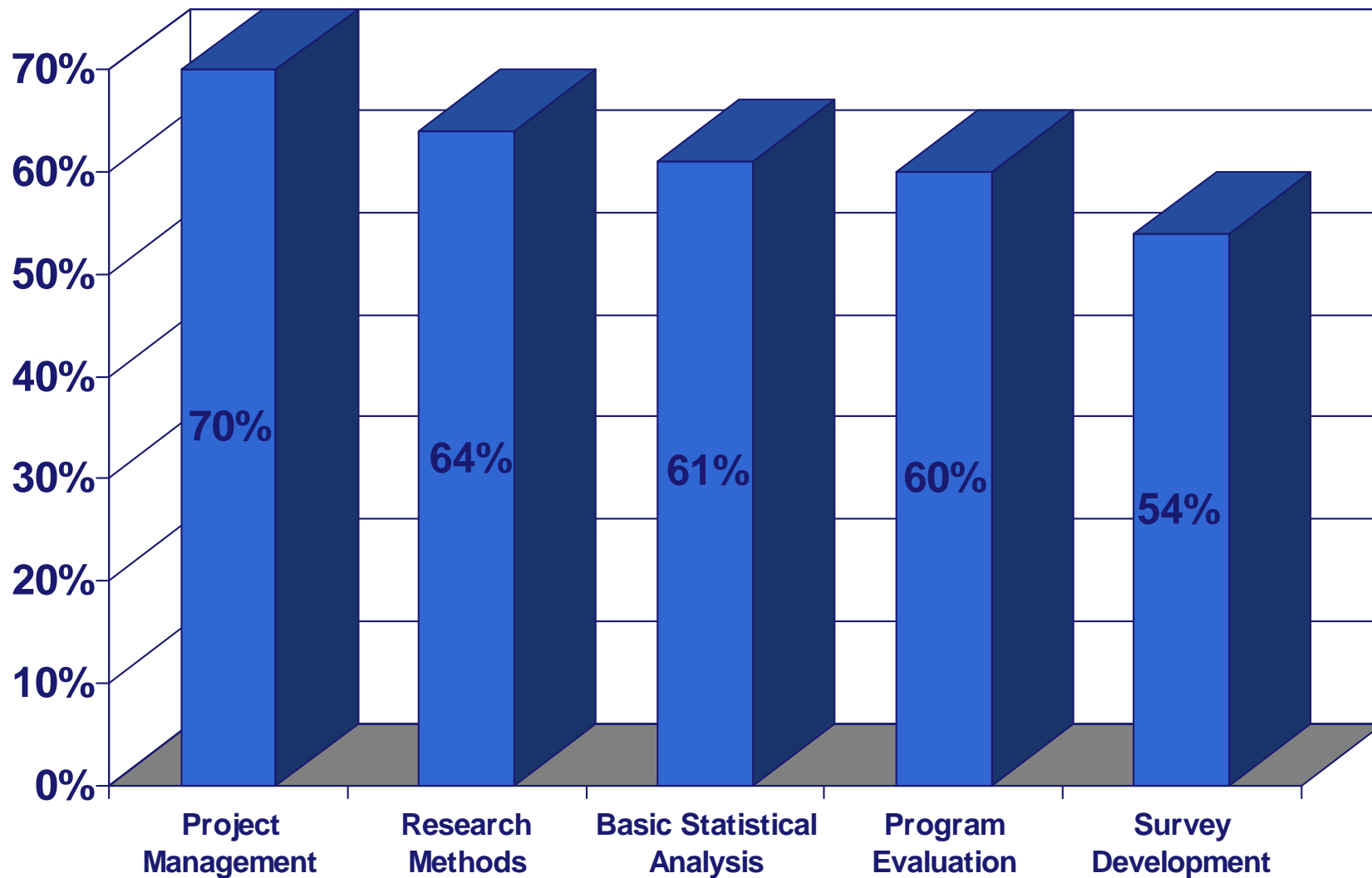
- ❖ 60% of directors are sworn
- ❖ 40% of directors are non-sworn

Director's Highest Level of Education





Top 5 Director's Training and Skills





Future Training

- ❖ 66% of Planning and Research Directors indicated that they would benefit from specific training or certification related to planning and research
- ❖ Top 3 Training Needs
 1. Strategic planning
 2. Statistics/research methods
 3. Leadership

Description of Planning and Research Units



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P & R Budget

- ❖ 92% of P & R units are centralized
- ❖ Operating Budget
 - Average budget = \$213,331
 - Median budget = \$17,801
 - 37 respondents marked 0 or left answer blank
- ❖ 26 respondents had a training budget
 - Average = \$19,054
 - Median = \$6,000

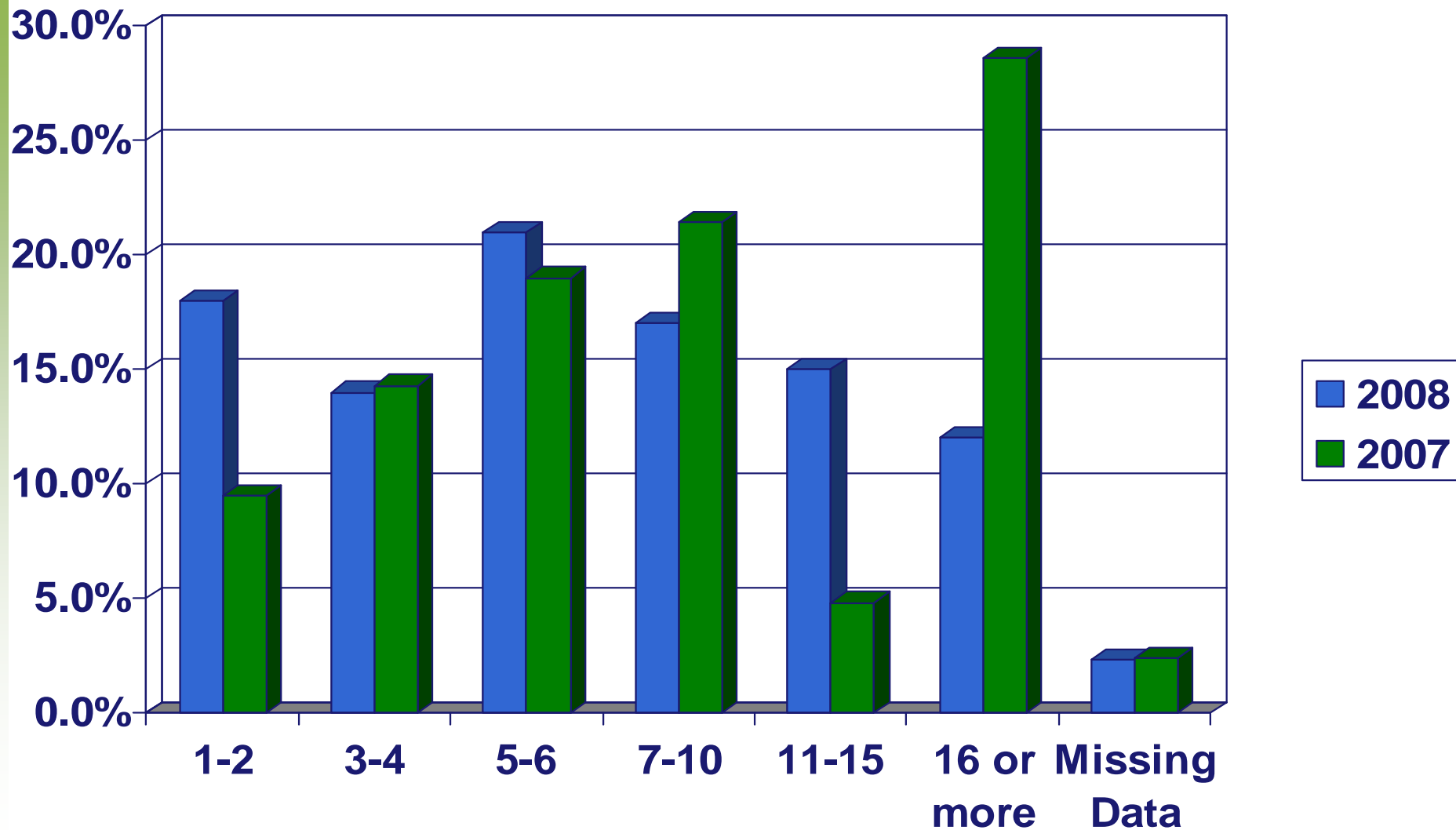


P & R Unit Personnel

	Mean	Median	Mode
All F/T Personnel	7.6	6	2 & 6
Sworn	3.4	2	0
Non-sworn Professional	3.7	3	0
Non-sworn Support	1.3	1	0

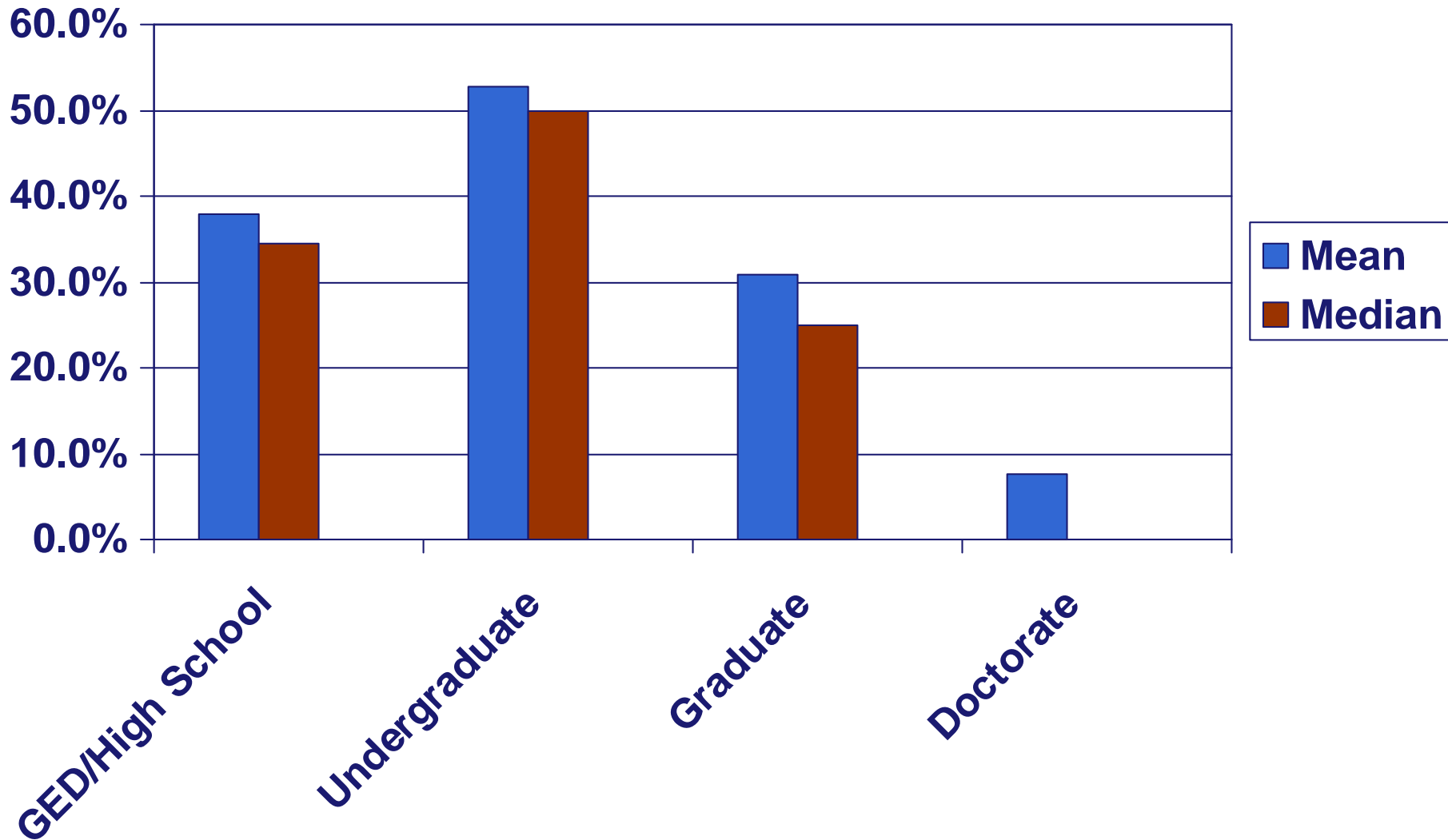


2007 vs. 2008 F/T Staff

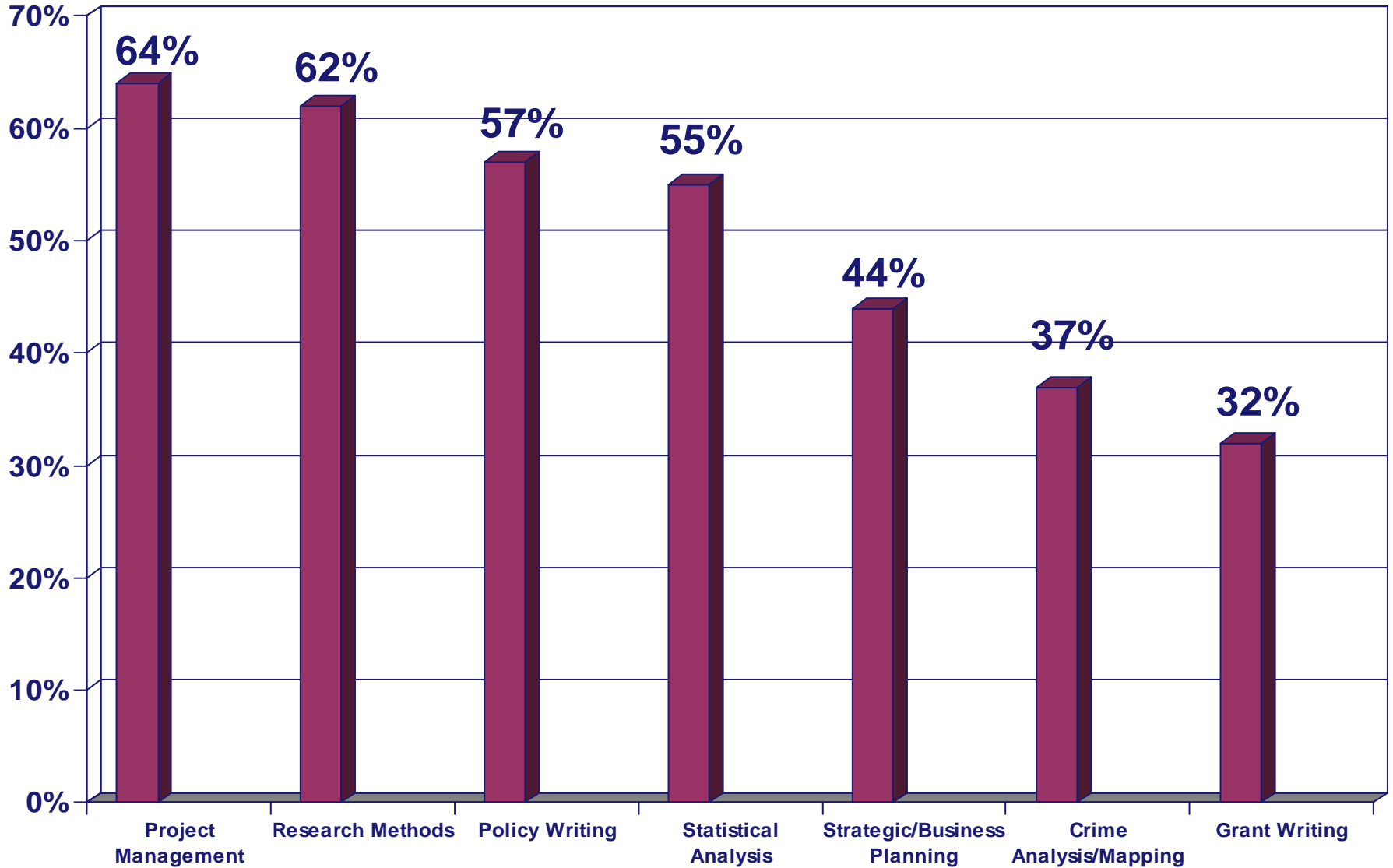




Staff Highest Level of Education

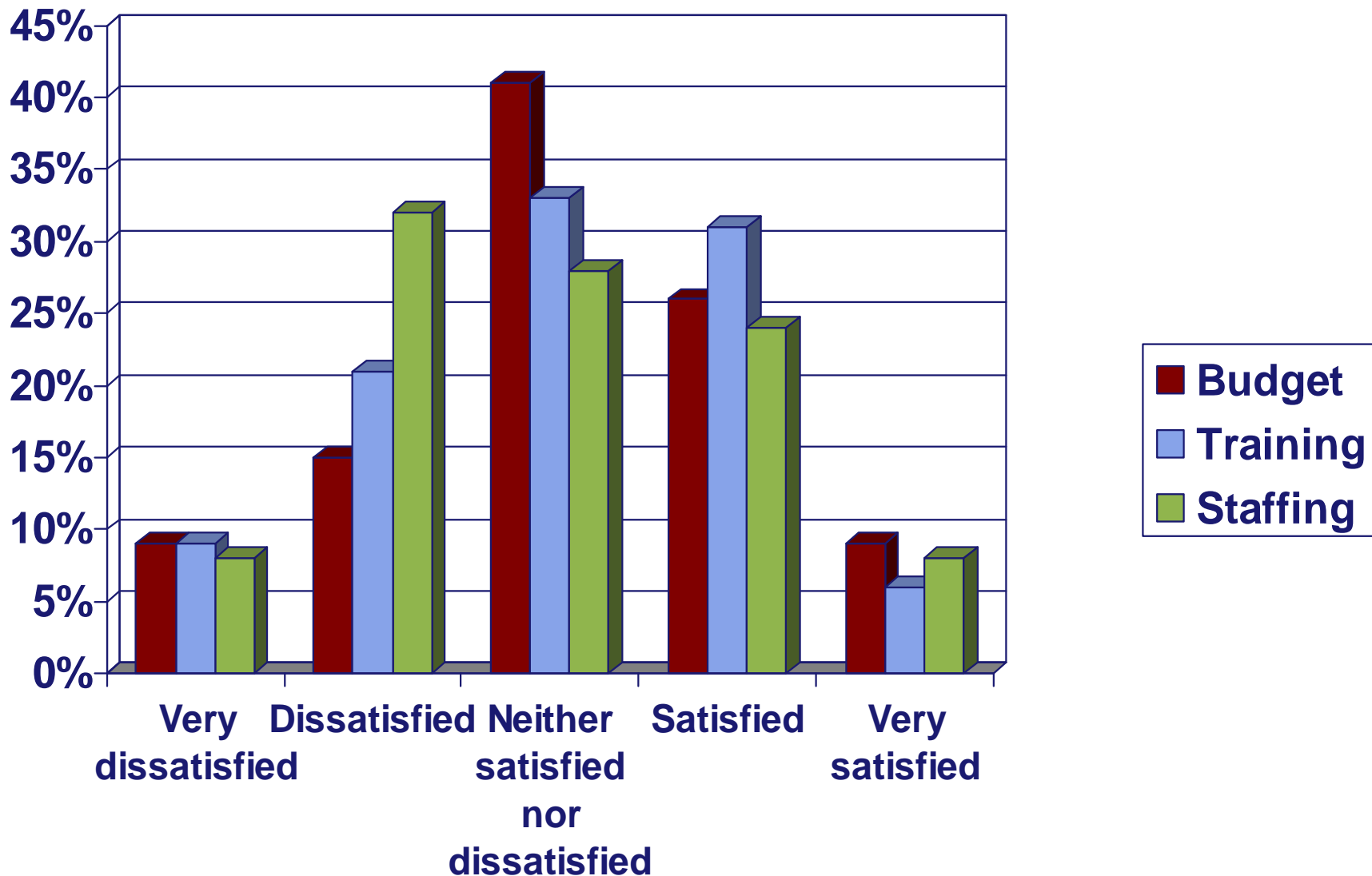


Top 7 Staff Skills





Budget, Training, and Staffing



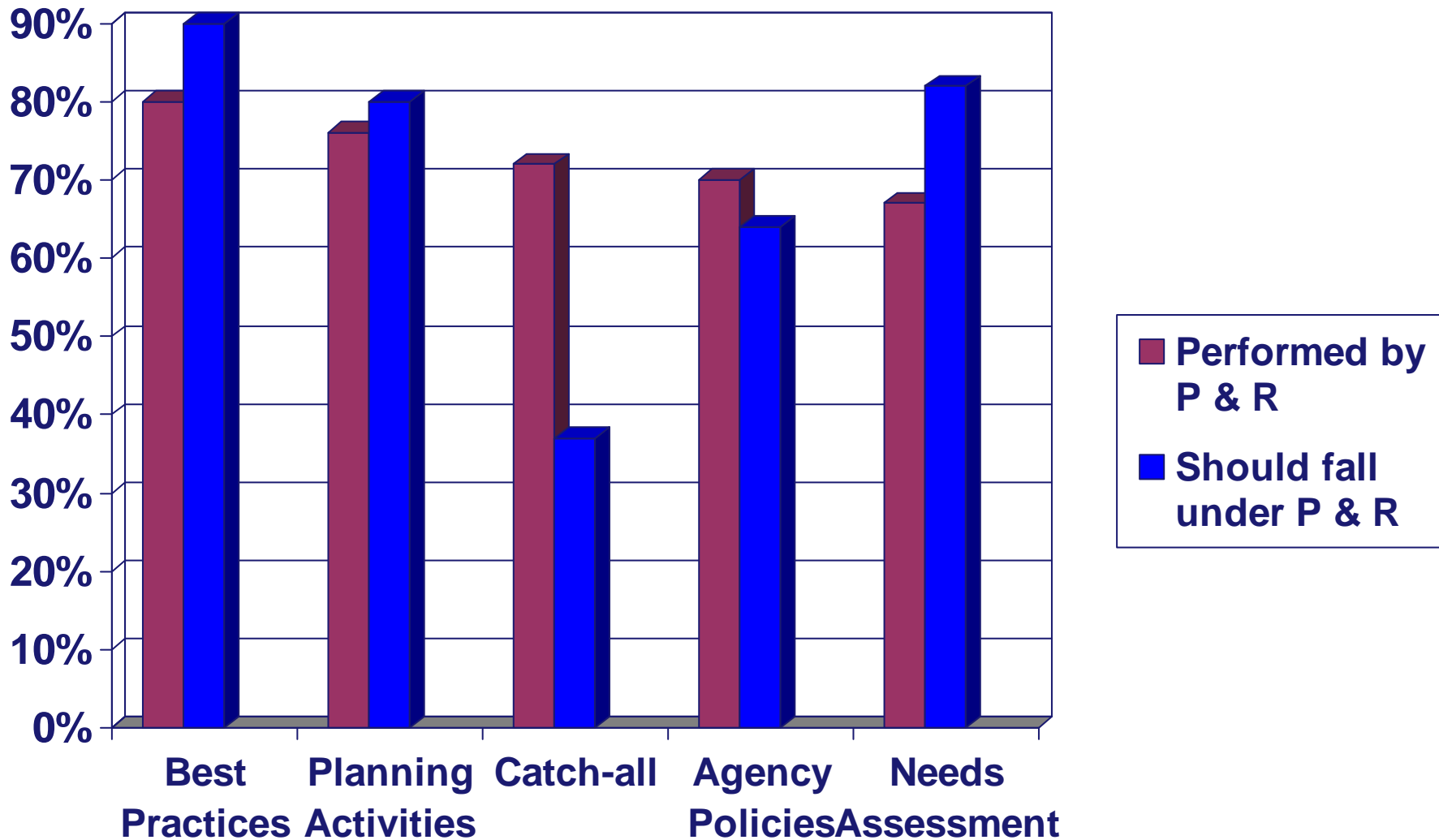


Unit Activities

- ❖ Analyze crime statistics
- ❖ Conduct crime mapping
- ❖ Write grants
- ❖ Develop new policing strategies, programs, and innovations
- ❖ Assist officers with problem solving
- ❖ Gather information on best practices used by other agencies
- ❖ Conduct needs assessments for potential programs or initiatives
- ❖ Conduct field research (e.g., community surveys, interviews, focus groups)
- ❖ Conduct internal research studies using agency staff (e.g., employee surveys, interviews, focus groups)
- ❖ Conduct evaluations of existing programs
- ❖ Assess technology needs of the agency
- ❖ Engage in agency planning activities (e.g., work on strategic plans, change management, performance measurement)
- ❖ Work on partnership development (e.g., engage partners for crime prevention)
- ❖ Coordinate your agency meeting accreditation requirements (e.g., CALEA)
- ❖ Develop agency policies
- ❖ Conduct process mapping, quality improvements, internal auditing, and/or systems analysis
- ❖ "Catch all" function--everything and anything in terms of assignments



Top 5 Unit Activities, cont.



Connection between Planning and Research Units and Agency Leadership



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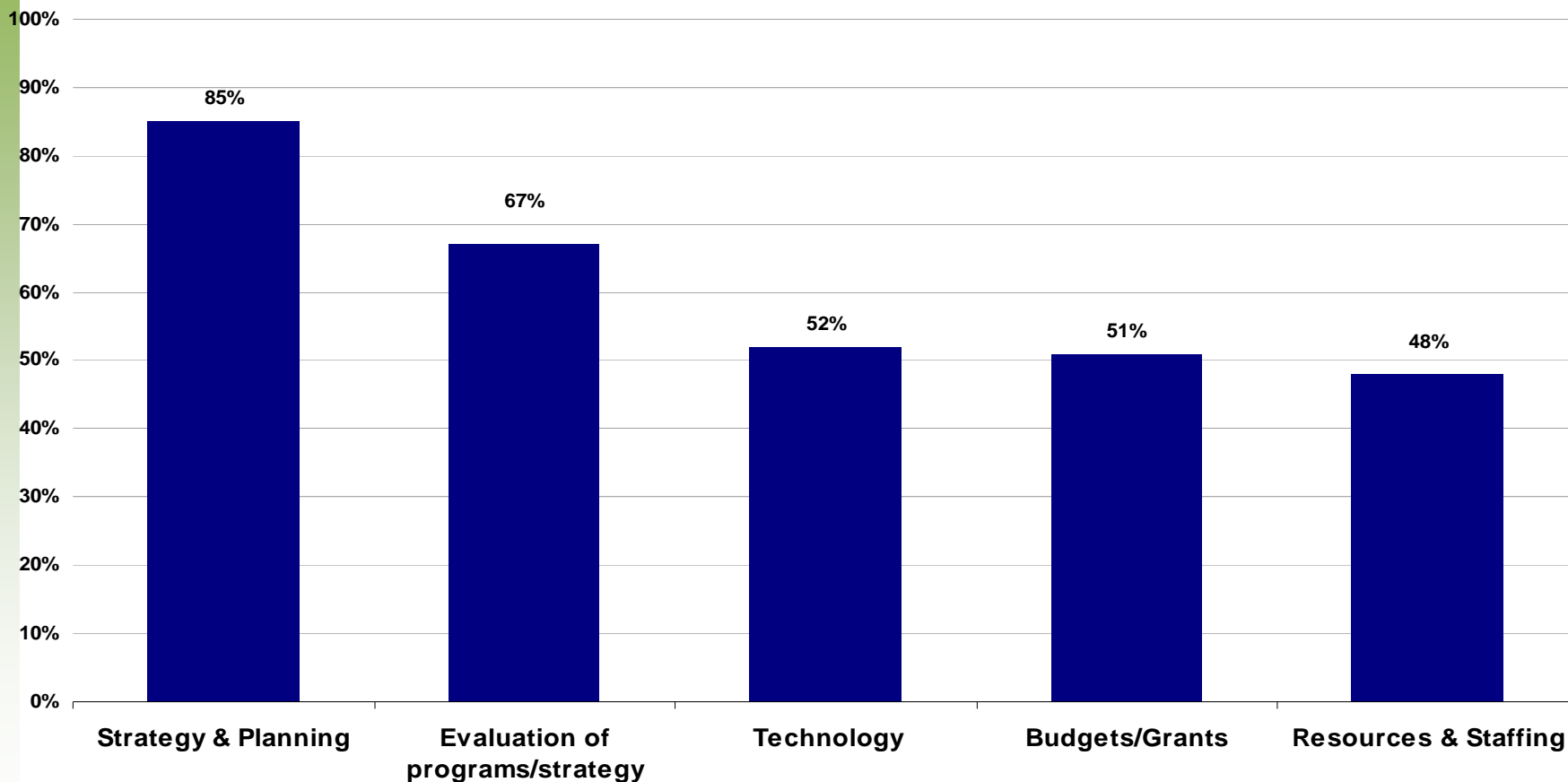




Involvement with Chief/Sheriff

Planning & Research Units- Involvement:

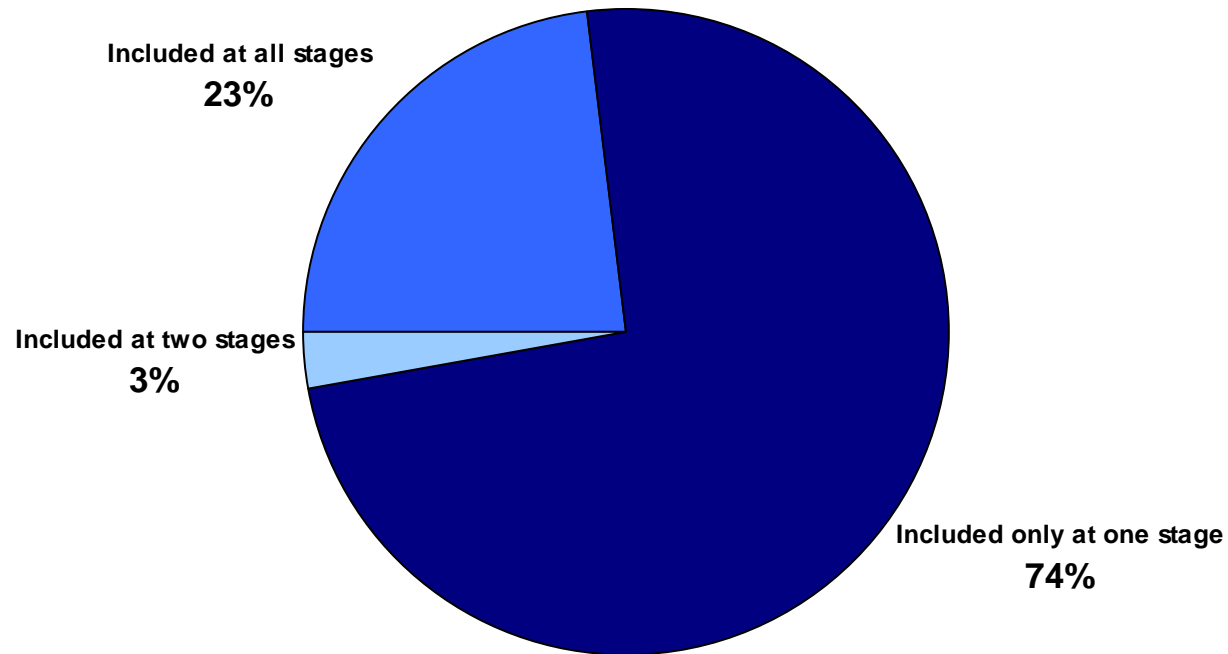
Question: Is your unit directly involved in discussions with Chief/Sheriff/Command staff on...



Strategy and Planning

Strategy & Planning - involvement in the process

Question: *At which stage(s) are you included- beginning, middle, end?*

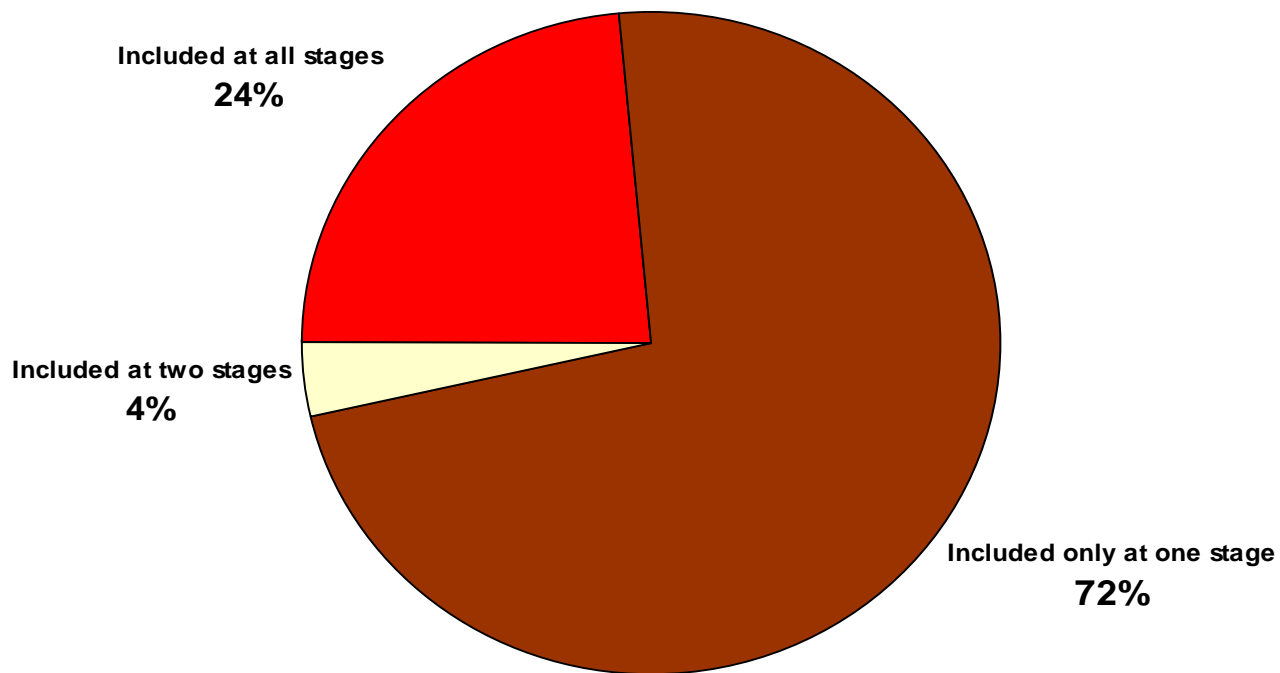




Evaluation

Evaluation: involvement in the process

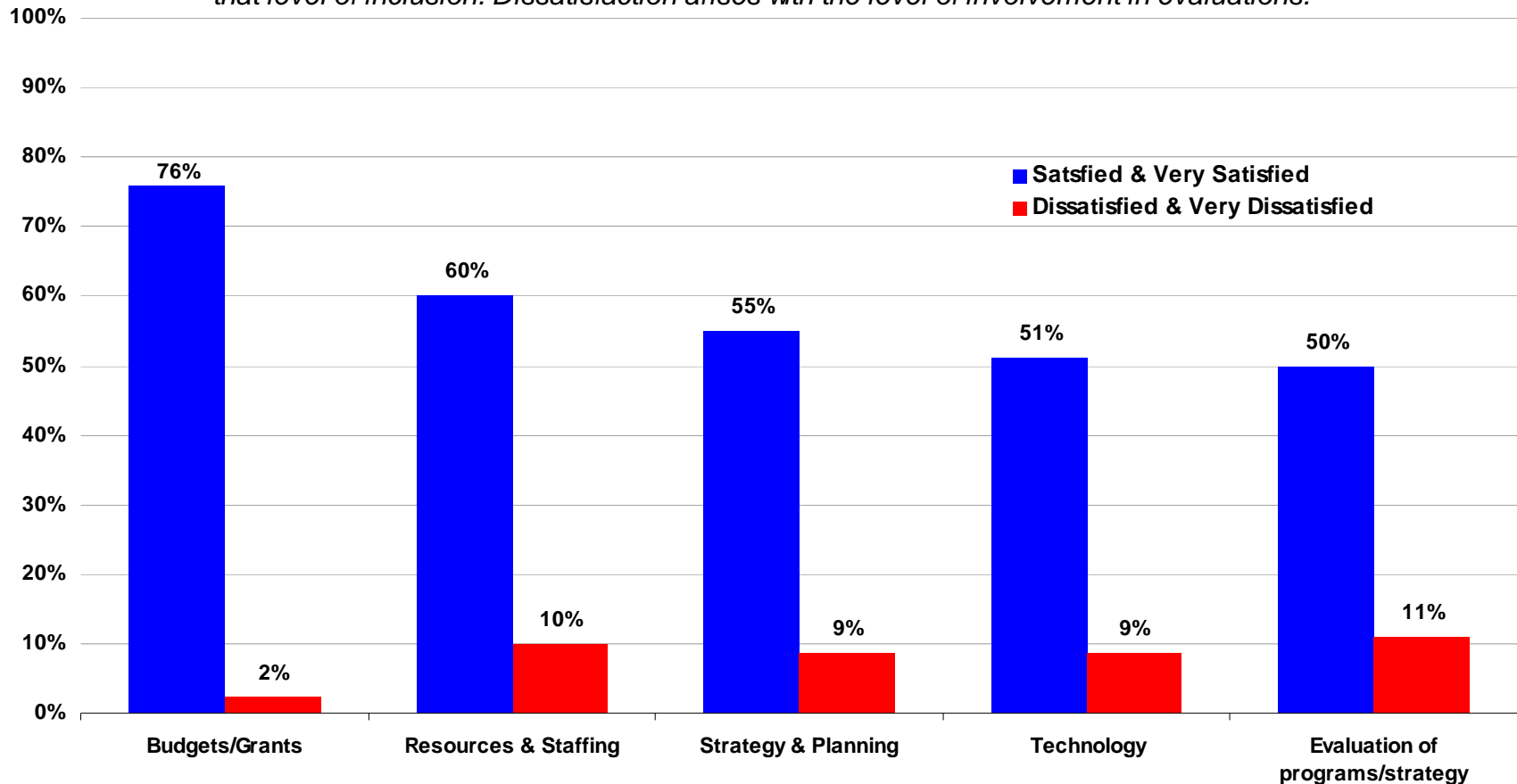
Question: *At which stage(s) are you included- beginning, middle, end?*



Involvement: Satisfaction vs. Dissatisfaction

Direct involvement: Satisfaction/Dissatisfaction Rates

While only half of P&R units are directly involved in budgeting, three quarters are satisfied with that level of inclusion. Dissatisfaction arises with the level of involvement in evaluations.



Products of Planning and Research Units



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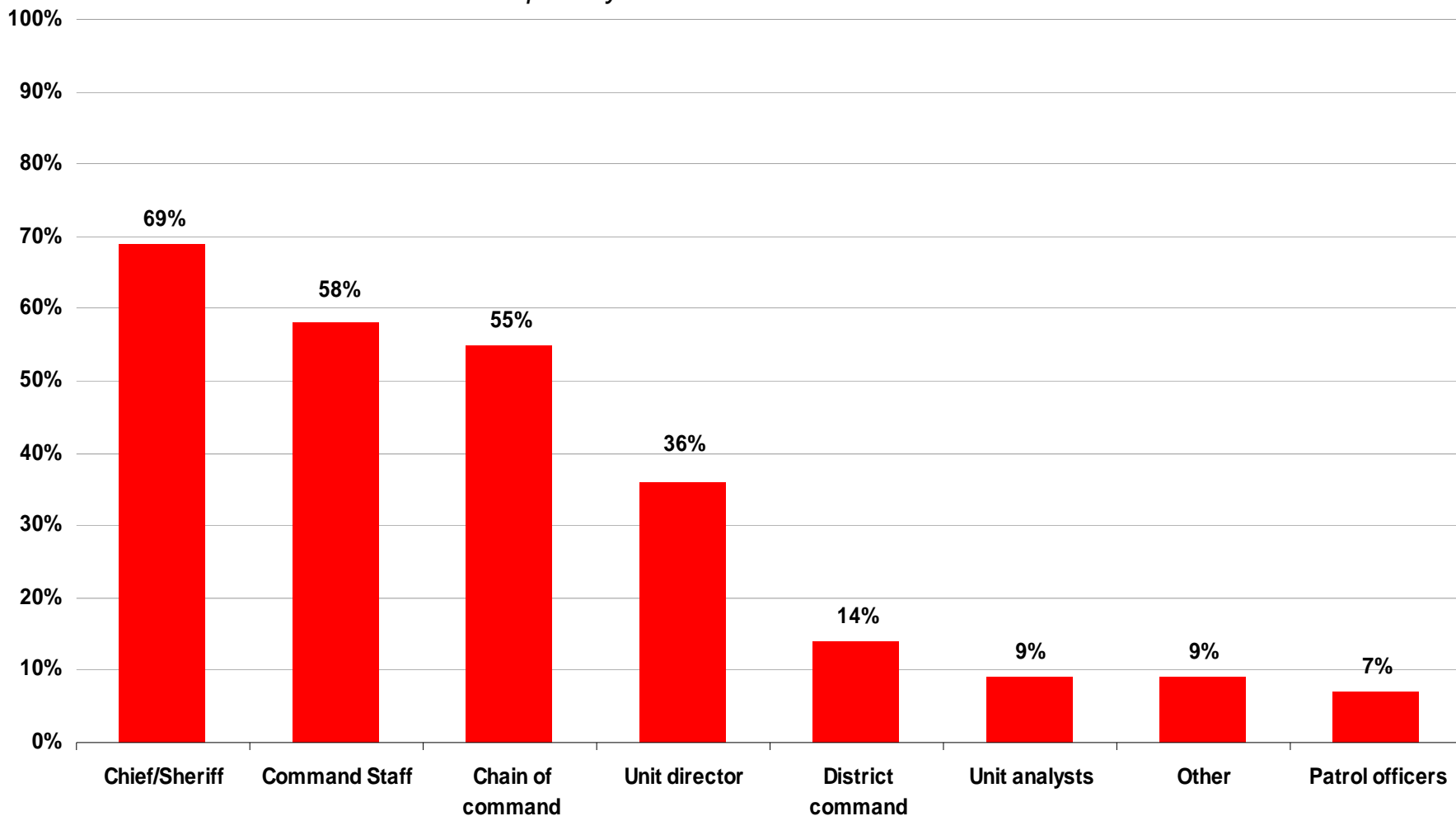




Who determines content?

Who determines the content of P&R products?

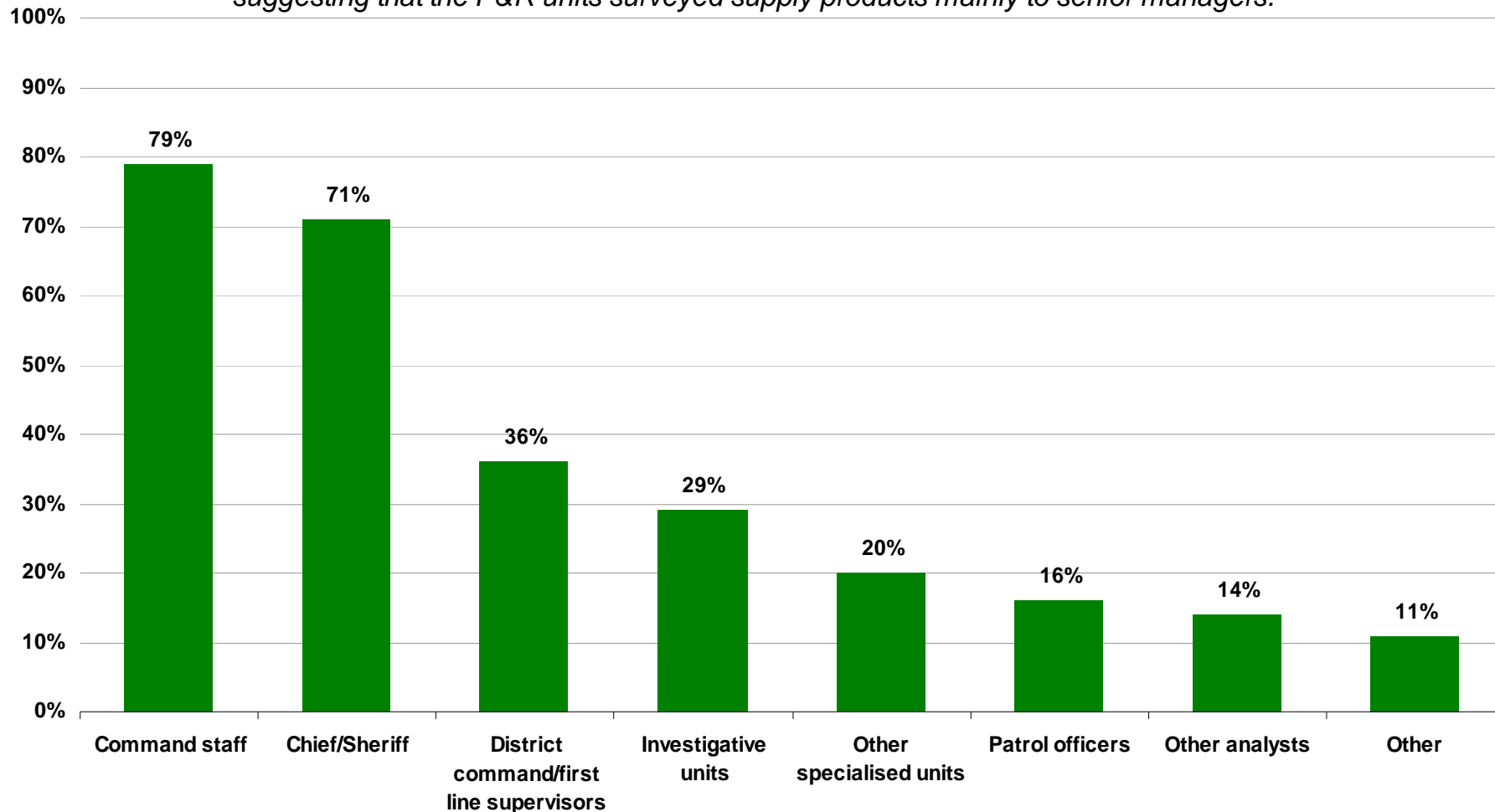
Respondents could pick all those that applied - over two thirds stated that the Chief or Sheriff had primary direction over the content.



Users of Products

Users of the analytical products (select all that apply)

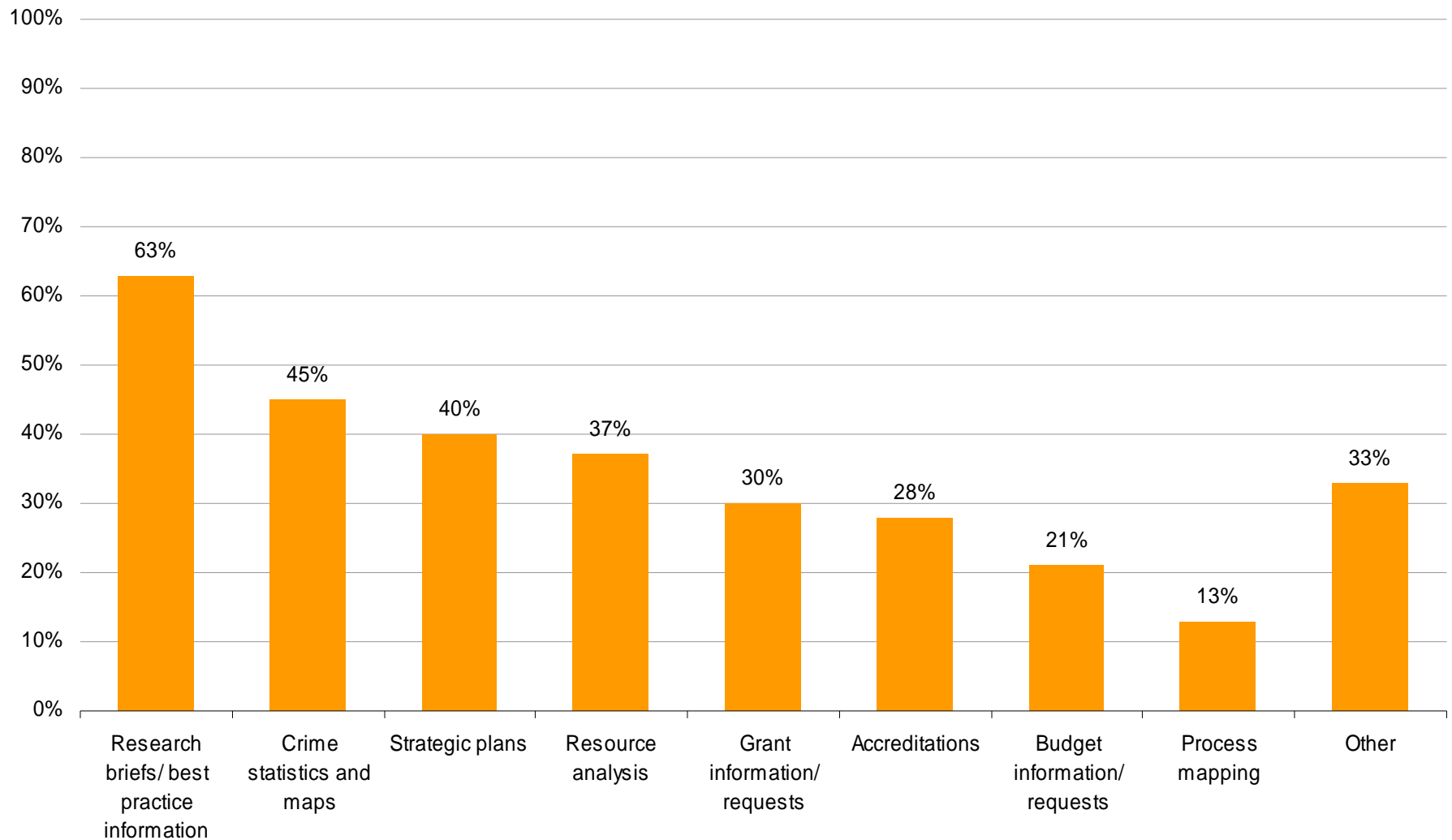
Command staff make the greatest use of the products, closely followed by Chiefs & Sheriffs, suggesting that the P&R units surveyed supply products mainly to senior managers.





Most Requested Products

P&R role: Products requested of the unit the most often





Utilization

		By the...	
		Whole Agency	Chief/ Sheriff
My P & R unit is...	Under-utilized	27%	23%
	Appropriately utilized	64%	72%
	Over-utilized	9%	5%



Final Comments

This brief overview of the survey results has been provided for your general information, and a more detailed report will be forthcoming in the future. Please feel free to contact Dr. Bruce Taylor at PERF for further information or to be added to the recipient list.

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