

Challenges and Lessons of IT Installation

A Case Study in Law Enforcement
Change Management

By

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Also Known As:

- “What do you mean it doesn’t do that?”
- “We have to do what?”
- “That’s not how we did it before!”

IT Projects=Change

- If you didn't want to change, you wouldn't have done the project
- Many people don't like change of any kind
- How do you make the changes you want, and hold on to what you want to?

Case Study

- Longview Police Department Integrated Information Systems Project
 - ◆ New CAD
 - ◆ New RMS
 - ◆ MDCs
 - ◆ Field Reporting
 - ◆ IBR
- Ouch!

Longview Police Department

- City of 75,000 in NE Texas
- 143 sworn officers
- Independent Communications Division
- 1st dedicated Information Systems staff in 2000

Integrated Information System Project Overview

- Began in 2001
 - ◆ New RMS
 - ◆ COPS MORE
 - ◆ New CAD
 - ◆ Field Reporting
 - ◆ IBR

Project Governance

- 2 basic teams
 - ◆ CAD (Communications)
 - ◆ RMS/MDC (Police)
- 2 Executive Sponsors
 - ◆ CAD: Assistant City Manager
 - ◆ RMS/MDC: Police Chief
- Not recommended

Approaches to Change

■ CAD-Minimize

- ◆ Only wanted more stable system
- ◆ Emphasis on quick training
- ◆ Minimize process changes

■ RMS/MDC-Embrace

- ◆ Wanted more capable system
- ◆ Emphasis on total system capability
- ◆ Willing to use process changes to improve overall product

Focus

■ CAD-High control

- ◆ Very detailed RFP
- ◆ Emphasis on similarity to existing operations

■ RMS-High options

- ◆ Less detailed RFP
- ◆ Emphasis on greatest utility in long run

Techniques

- Teams, teams, teams
 - ◆ Proposal, Selection and Implementation Teams
 - ◆ Aim for commonality
 - ◆ Prepare for changes
 - ◆ Retirements
 - ◆ Promotions
 - ◆ Transfers
- Size of Teams

Who Served?

- Domain experts
 - ◆ Multiple areas
 - ◆ Tech skills not required (but are a plus)
 - ◆ Good Team Skills Required

Major Changes

- IBR

- ◆ Incident vs Offense Reports

- Field Reporting

- ◆ “I’m a cop, not a records clerk”
- ◆ Computer familiarity

- Coding

- ◆ Natures of Call
- ◆ Offenses

Training

■ CAD

- ◆ All personnel
Trained by Vendor
- ◆ Smaller Group

■ RMS/MDC

- ◆ Train-the-Trainer
- ◆ Larger Group
- ◆ Selection Teams as Trainers

Solution Architecture

- Tiburon CAD/RMS/MDS
 - ◆ Integrated System
 - ◆ SQL Server
 - ◆ IIS WebQuery
- Panasonic Toughbooks
- Sprint CDMA
- Cisco VPN
- Crystal Reports

Whoops!

■ Investigations

- ◆ Was On All Teams
- ◆ Didn't Participate Well
- ◆ Missed Functionality
 - ◆ Case Management
 - ◆ Property Room Management
 - ◆ Criminal Records

Whoops 2

■ Field Reporting

- ◆ Field Approval/Correction
- ◆ System Didn't Really Support
- ◆ Bandwidth Limitations/Network
- ◆ Enter in Field-Approve/Correct in Station

What Happened?

- Everyone Received Equal Opportunity
- Some Didn't Take Advantage
 - ◆ Didn't Provide Extra Assistance
- Poor Timing of Training
 - ◆ 6 months Before Go-Live
 - ◆ Only Chance to Get Trainers

What We Should Have Done

- Process, process, process!
 - ◆ Make Sure You Know What You Do
 - ◆ Make Sure Your Vendor Knows What You Want To Do
 - ◆ No Such Thing As Too Much Communication!
- VISION