

Knowledge Management: Unlocking the Potential of Law Enforcement IT Systems



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Objectives of Presentation

- Present a functional and operational overview of KM
- Demonstrate the relationship between KM and law enforcement IT systems
- Illustrate this relationship through examples
- Identify strategies to further develop KM applications for law enforcement



Descriptions of KM

- Embodies organizational processes that seek to synergistically combine the data and information processing capacity of information technologies with the creative and innovative potential of individuals
- Caters to the critical issues of organizational adaptation, survival, and competence in an increasingly discontinuous change environment



KM Operationalized for Law Enforcement Agencies

- Intelligence generated from collective knowledge to accomplish specific objectives or agency goals
- Officers with questions linked with the resources to make decisions
- Decisions made faster than individuals involved in criminal activity



The Evolution of Knowledge

- Knowledge is the end result of a distillation process
 - Data (unrelated points)
 - Information (reference for points)
 - Knowledge (pattern or relationship of points)
 - Wisdom (Truth - big “T” or little “t”)



What is knowledge and how does it differ from intelligence?

- Knowledge is a resource (potential) and an asset (value)
- Knowledge is dynamic (systemic relationship with IT)
- Intelligence is the job output (result of systemic relationship)
- Intelligence is action oriented and operationally related to KM



Knowledge and Intelligence in Law Enforcement Operations

- Knowledge: (IT maintains)
 - Historical (artifacts and electronic files)
 - Videos and photos
 - Incident reports
 - Databases
 - Indigenous (internalization of knowledge)
 - Personal relationships and experiences
 - Case management
 - Contact cards



Knowledge and Intelligence in Law Enforcement Operations

- Intelligence: (IT generates)
 - Enables officer to take action, make a decision, and achieve objective
 - Links historical and indigenous information so that it is readily available to all authorized personnel
 - Taxonomies: can information be easily located



How does KM relate to law enforcement?

- Intelligence or knowledge driven
- Data sharing critical
- Interoperability vital
- Infrastructure IT based
- Strong need to capture tacit knowledge
- Results oriented



The Value of KM

- KM can increase operational efficiency
- KM can identify “hidden assets”
- KM can enable individuals to perform more effectively
- KM can facilitate learning (explicit knowledge –available to agency)
- KM can locate experts and expertise (tacit knowledge – specific to individual)



What is explicit knowledge in law enforcement?

Institutional Knowledge (open access)

- Standard Operating Procedures
- General Orders
- Field Training Manuals
- Written Documents
- Computer Aided Dispatch (CAD)
- Records Management System (RMS)



What is tacit knowledge in law enforcement?

Personal knowledge – limited access

- Individual experiences of officers (personal beliefs, perspectives, and values)
- Generally associated with “seasoned” officers
- Stovepipe of tactical, operational, and organizational knowledge



Relationship Between KM and Law Enforcement IT

- KM is a paradigm or a framework for the operations of IT systems
- KM is a facilitator to achieve goals outlined in an IT strategic plan
- KM is an approach to leverage the inherent value in IT systems
- KM is inclusive of IT



Relationship Between KM and Law Enforcement IT

- Focus is process oriented (job inputs and job outputs); not hierarchically structured
- Exponential impact of wrong assumptions can be minimized when working from a sample to the population
- Introduction of non-linearity (relationship dominates in IT systems)



What problems can KM overcome?

- Losing institutional memory (Baby Boomers are retiring)
- Functional stovepipes (interoperability)
- We're drowning in a sea of data (but not intelligence or knowledge)
- Unwilling to share data (It's mine and you can't have it)
- Knowledge is power



KM Functionality of Law Enforcement IT Systems

- Directly related to IT: (technical)
 - Document management
 - Collaborative technologies (case management)
- Indirectly related to IT: (social)
 - Communities of Practice
 - Storytelling



KM Applications : Procurement of IT

- Examine collective knowledge and understand knowledge assets before making a purchasing decision
- Purchase functionality not knowledge
- Understand how the purchase will operationalize knowledge and increase the knowledge value



KM Applications :

Procurement Case Study

- Purchase a CAD interface to capture racial profiling data from traffic stops
 - Currently agency does not require race to be captured as an informational element when a traffic stop is made
 - Decision is made to capture this information to build relationships with minority community



KM Applications :

Procurement Case Study

- Purchase a CAD interface to capture racial profiling data from traffic stops
 - CAD interface will provide functionality to collect race as an informational element when traffic stops are made
 - Knowledge has been increased and a strategic objective has been achieved with the purchase of the CAD interface



KM Applications :

Data Sharing

- Focus on connectivity by understanding what elements are being connected and their impact on knowledge assets
- Generate knowledge and intelligence, without re-creating existing data
- Understand the interaction of participating agency's IT structure and data sharing project



KM Applications :

Data Sharing Case Study

- Neighboring law enforcement agencies are considering a mobile data sharing project to access each others reports
 - Agencies have disparate systems that do not allow for easy transferability of data
 - In order to share “information” data must be duplicated



KM Applications :

Data Sharing Case Study

- Neighboring law enforcement agencies are considering a mobile data sharing project to access each others reports
 - The objective of the participating agencies is to increase their collective knowledge
 - An alternate solution may be to develop an integrated IT solution that has greater knowledge value



Conclusions

- Knowledge management will not give you answers, but it will facilitate the concentration of resources needed to make decisions
- Knowledge management is a framework that uses IT systems as an operational facilitator to achieve strategic objectives



The End

- Questions???
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