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OF RISK MANAGEMENT

PARMA ANNUAL CONFERENCE

FEBRUARY 7-10, 2023

SACRAMENTO CONVENTION CENTER

Better Together: Strategic Partnerships Between Police Departments, Risk Management and Human Resources

Presented By:

Police Lieutenant Christopher Bagby

Jena Covey, Risk Manager

Christi Tenter, Human Resources Director

Better Together Survey

Provide up to three words to you define your relationship, current or present, with your police department.

Examples: Non-existent, good, collaborative, etc....

Go to www.menti.com and use the code 4149 1908



Provide up to three words to define your relationship with your police department.





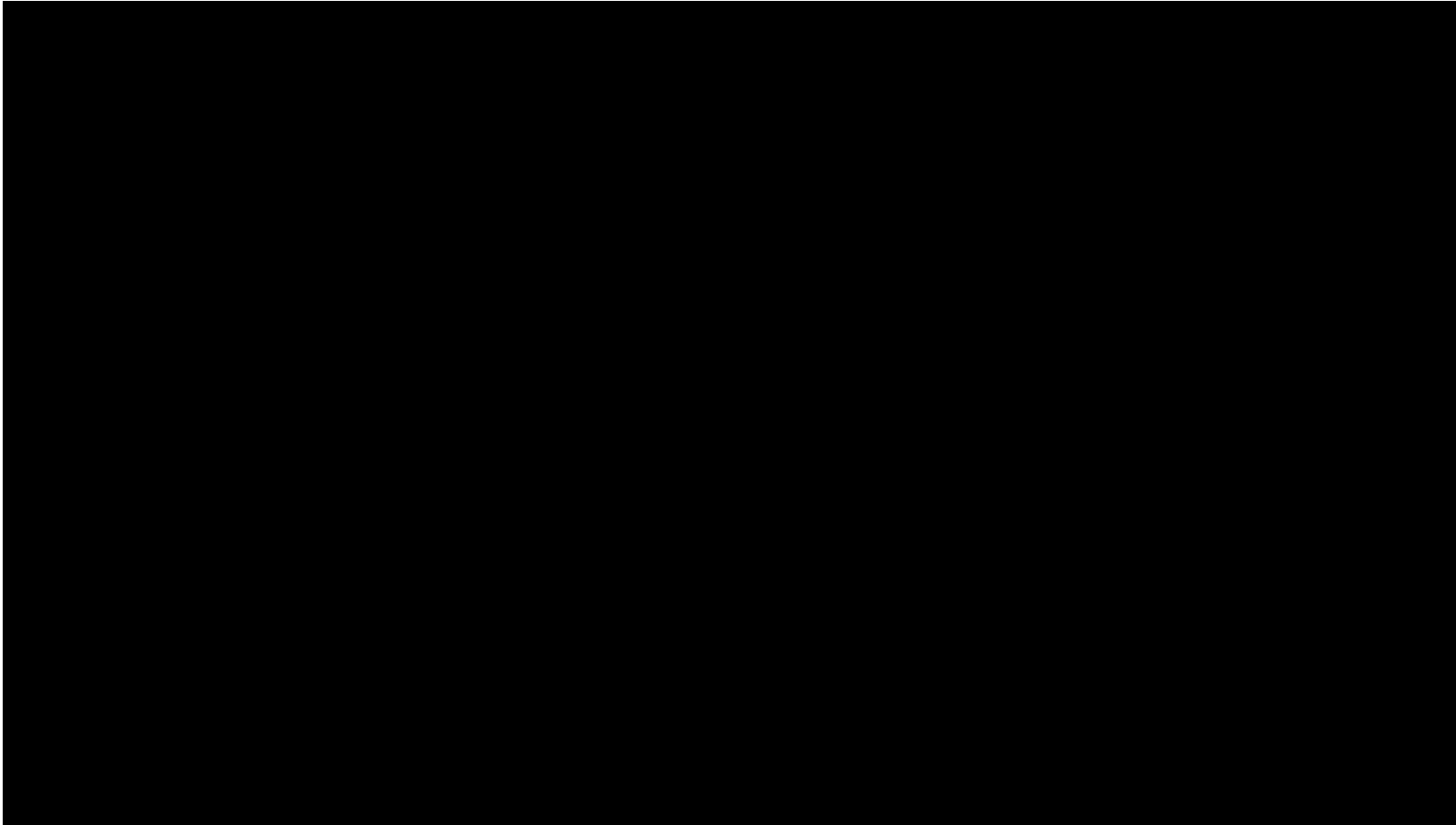
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- Bakersfield
 - ~400,000 residents
 - ~450,000 daily population
 - ~143 sq miles
 - 9th Largest City in CA
- Bakersfield Police Department
 - ~700 Employees
 - ~475 Sworn Officers
 - ~75 Vacancies



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The Problem Space:

- On any given day ~50 employees down due to modified duties
- Routinely carrying ~80 vacancies (45/35 sworn professional staff)
- Measure N (PSVS) promises





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The path to victory:

- Start a pathway of communication and feedback
- Build better systems for dealing with RTD and employee retention
- Engage with the data and learn from it
- Rethink the existing frameworks and systems- Don't solve problems, solve systems
- Prioritize and execute

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Our collaborative body of work:

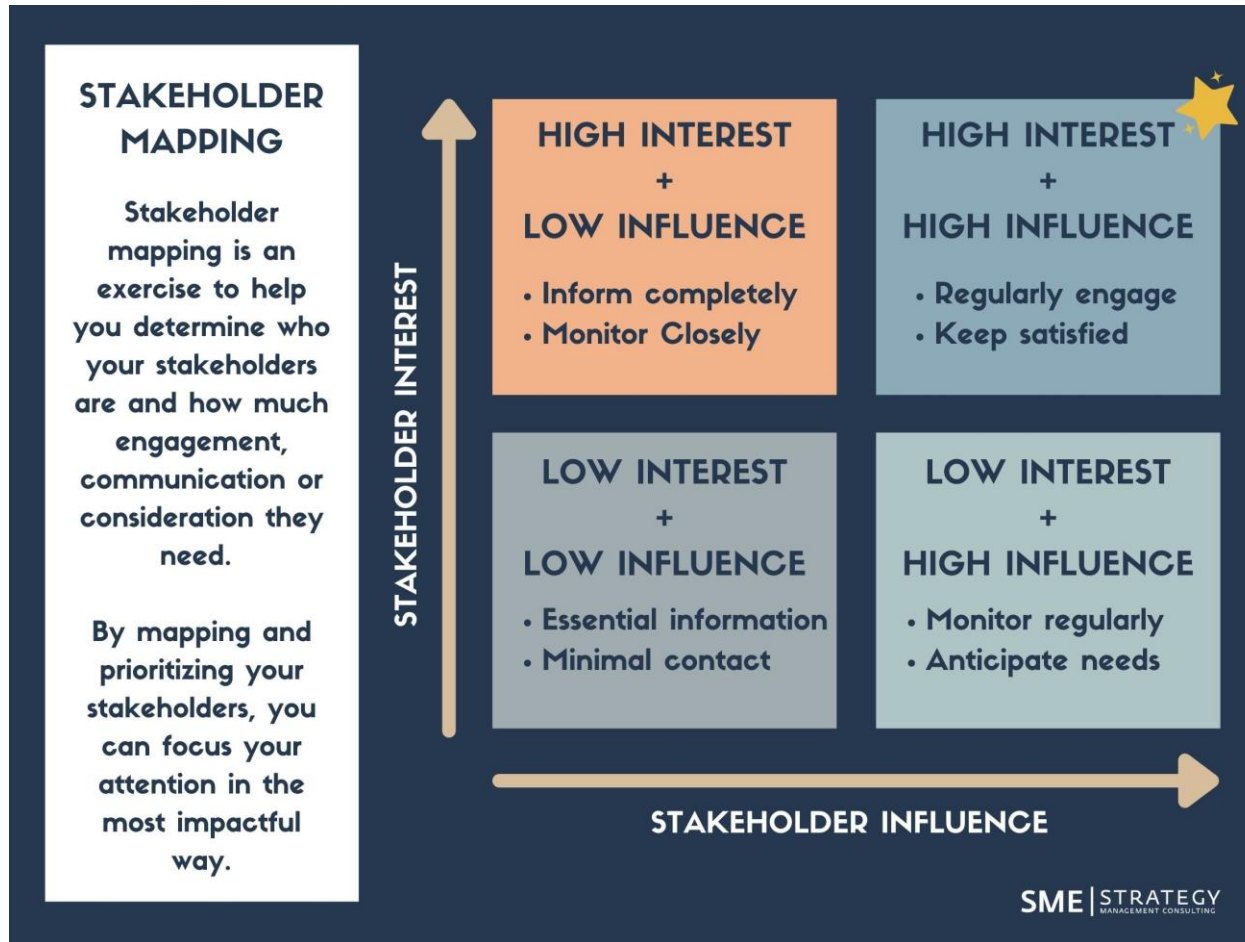
- Early intervention tools
- Wellness coordinator and services
- Streamlined IOD and modified duty processes
- COVID-19 impacts
- Retention opportunities
- Efficient and Cooperative Systems
- Happy accidents (residual impacts of the partnership)



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- Risk Management
- What is risk management to your organization? To your Police Department?
- History and Assessment of work – finding the value; identifying and understanding your customer—Your risk program should understand and know the police department objectives
- The Why? (do they need Risk Management, my data or product?)
- Risk Management impact to BPD on operations and key program initiatives





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- Stakeholders—Who are they?
 - Government Leaders—City Manager
 - Police Administration—Chief and Command Staff
 - Police Unions
 - Rank and File
 - Other Key Contributors

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- Who is on your team in the police department?
- Be transparent—Why meeting your needs meets their objectives
- Have them assist in the creating the programs/processes to achieve better outcomes
- Understand your role is to empower, educate, and deliver outcomes



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- So...How are we Better Together?
- Trust + Ownership + Transparency + Communication=

Connection

“CONNECTION IS THE ENERGY THAT EXISTS BETWEEN PEOPLE WHEN THEY FEEL SEEN, HEARD, AND VALUED; WHEN THEY CAN GIVE AND RECEIVE **WITHOUT JUDGMENT;** AND WHEN THEY DERIVE SUSTENANCE AND STRENGTH FROM **THE RELATIONSHIP.**”

BRENÉ BROWN

THE GIFTS OF IMPERFECTION
10th Anniversary Edition



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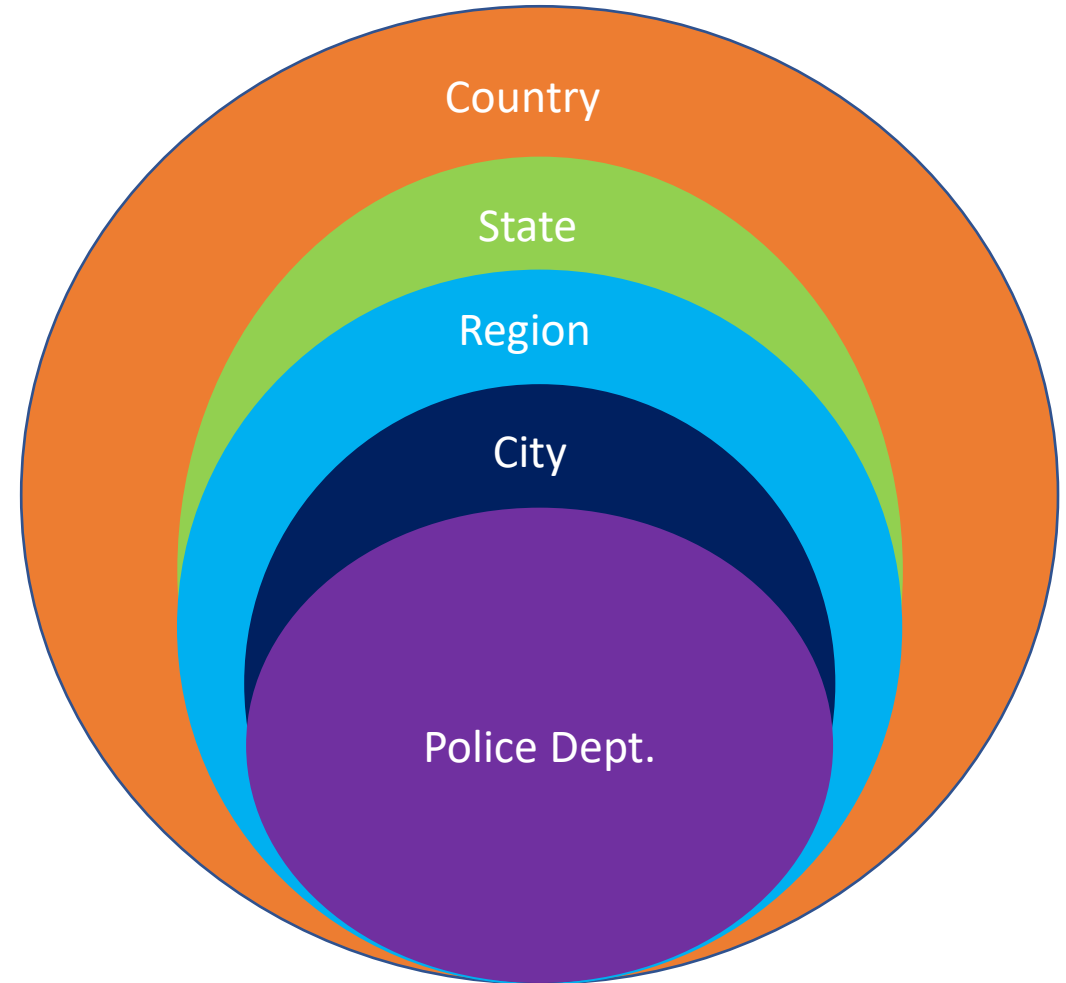
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Better Together Outcomes

- What they don't know...they don't know...
- Budget—How Risk Management impacts the Police budget
- Administrative training to understand workers compensation and liability programs. data....data....data
- Disability management for on duty injuries
 - Collaboration regarding policies that were developed
 - Monthly meeting with Command Staff to discuss status and opportunities for injured employees so they may return to work.
- Training opportunities and delivering information more efficiently
 - Vector Solutions
 - Written Safety Programs, Policies, etc....
- More than ever need for Police Officer wellness and safety
 - COVID, PTSD presumption, Cordico App, evolving policing profession etc....

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- Recognizing the impact and opportunity in nested systems
- A need for strong but effective controls
- Holistic view of the problem space
- Intervention opportunities
- Strategic data capture and info sharing





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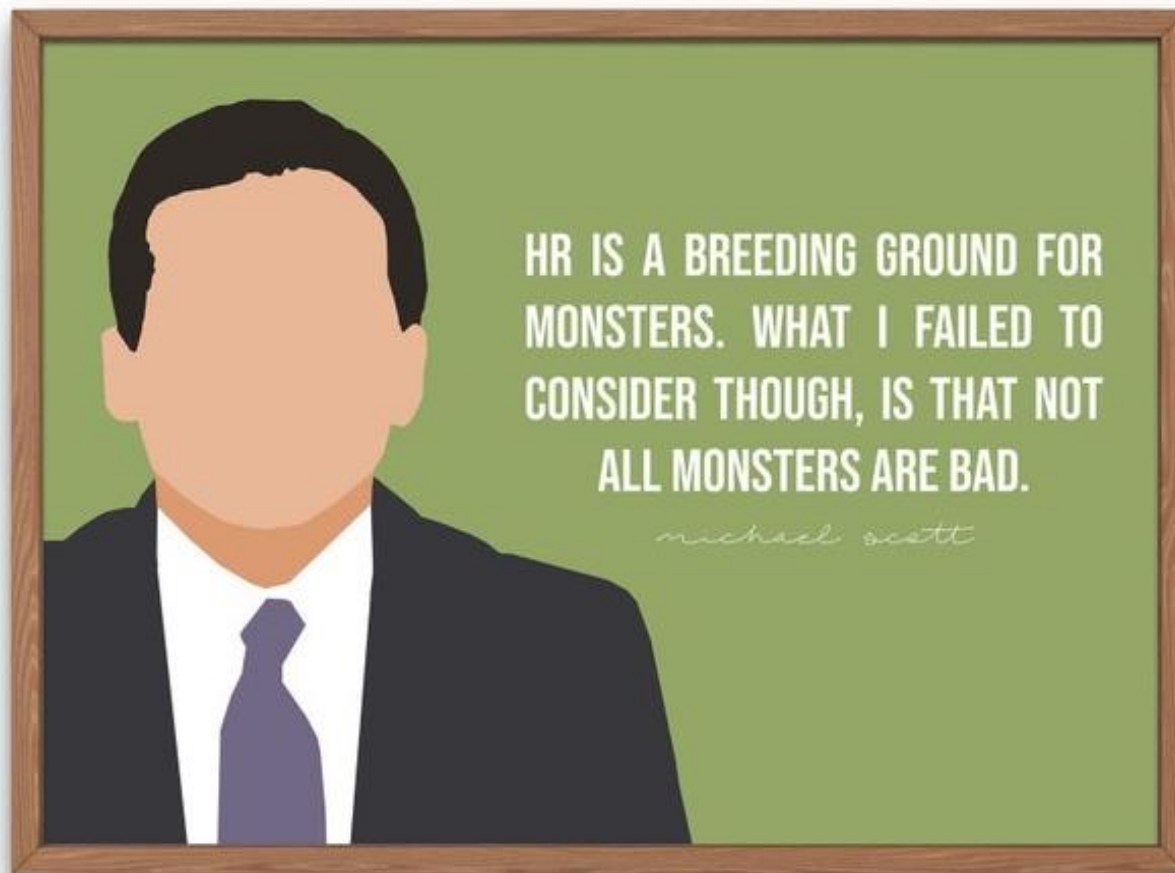
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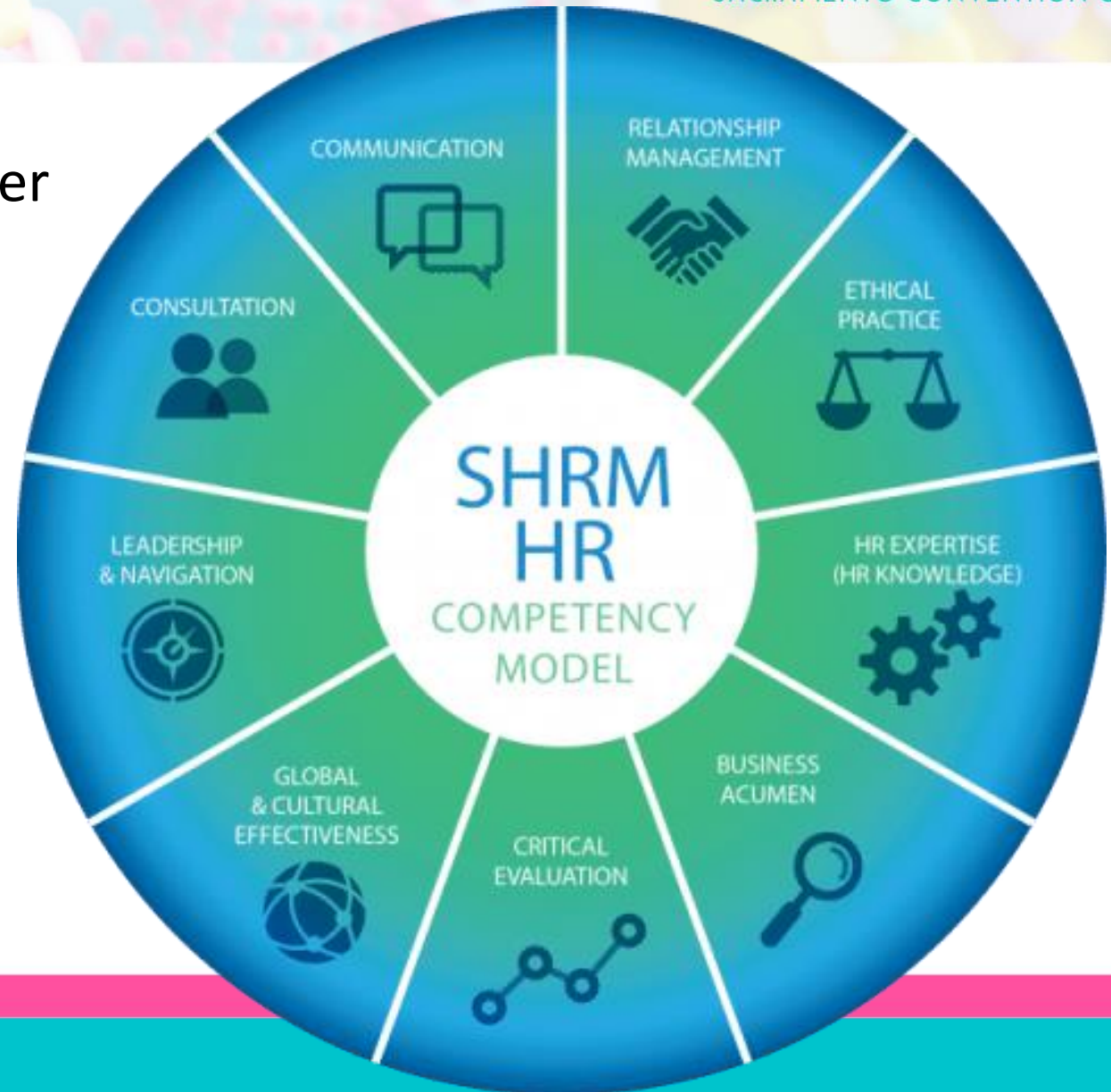
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Human Resources – Keeping it Together

- Our Agency
- Core Roles and Programs
 - HR Expertise (Knowledge)
 - Ethical Practices
 - Business Acumen
 - Consultation
 - Critical Evaluation
 - Communication
 - Cultural Effectiveness
 - Relationship Management





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HR – “Come Together...RIGHT NOW!”

Priority HR Goals – 2023:

1. **Recruitment** - We currently have approximately 250 vacancies.
2. **Negotiations** – Complete sessions with SEIU.
3. **ERP** – HCM development and launch is scheduled for 2023 and GO LIVE in 2024.
4. **NEOGOV** – Complete development and fully launch Perform and Learn modules.
5. **Citywide Class and Comp** – HR is anticipating the final delivery of data from the vendor by the end of the month, January.
6. **DOJ** – HR has several assigned roles to support Police with the stipulated agreement.
7. **HR Team Development:** 12 of our current 17 positions in HR have been here for a year or less

Priority BPD Goals – 2023:

1. **Quality Public Safety Services**
2. **Address Homelessness**
3. **Maintain Fiscal Solvency**
4. **Enhance Quality of Life and Public Amenities**
5. **Strengthen and Diversify our Economic Base**
6. **Enhance Infrastructure**
7. **Promote Community Pride, Image, and Excellent Customer Service**
8. **Invest in Urban Renewal and Downtown Development**

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Plan Together – Strategic Planning for Success

- Project/goal planning is ESSENTIAL – tends to focus on outcomes
- 5 Project Management Principles
- The 4 C's of Project Based Learning
- Competencies:
 - Sound Process, Good Judgement, People Skills, and Effective Communication



Project Management Lifecycle



Concept



Initiating



Planning



Executing



Closing



**Monitoring &
Controlling**

A3: Lean Planning

| | |
|--|---------------|
| | Date |
| | Title |
| | Team Members |
| | Event Date |
| | Project Owner |



| | | |
|---|--|--|
| 1. Why Change is Needed Compelling Urgent Change Voice of the Customer (VOC) | 4. Gap Analysis Process map & VA/BN/NVA Spaghetti Diagram Communication Circle Fishbone Diagram 5 Whys Gemba Walk | 7. Action Plan Strengths-Based Team Change Management Impact-Effort Matrix |
| 2. Current State Process map (+ 8 wastes & VA/BN/NVA) Spaghetti Diagram Gemba Walk Metrics | 5. Brainstorming Standard Work Mistake Proofing 6-S Visual Management Systems Single-piece flow vs Continuous Flow | 8. Results Metrics |
| 3. Future State Process Map Spaghetti Diagram Metrics Voice of the Customer (VOC) | 6. Experiments Standard Work Mistake Proofing 6-S Visual Management Systems Single-piece flow vs Continuous Flow Impact-Effort Matrix | 9. Insights / Lessons Learned |





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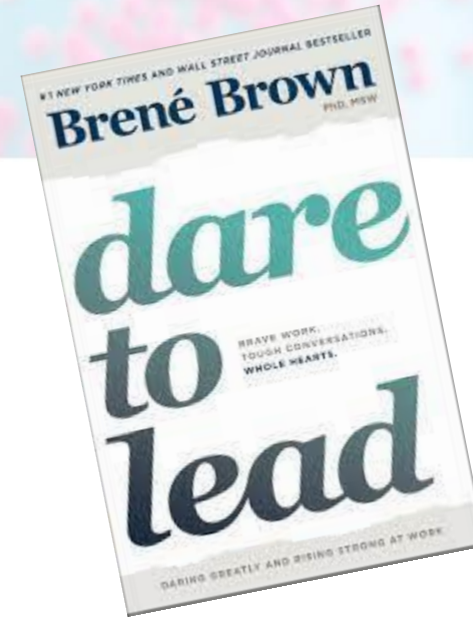
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Stakeholders Held Together -

- Stakeholder: a person with an interest or concern in something, especially a business.
- Relationship: the state of being related or interrelated

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Stanford University Innovation Lab – Embrace Team

Case Study –

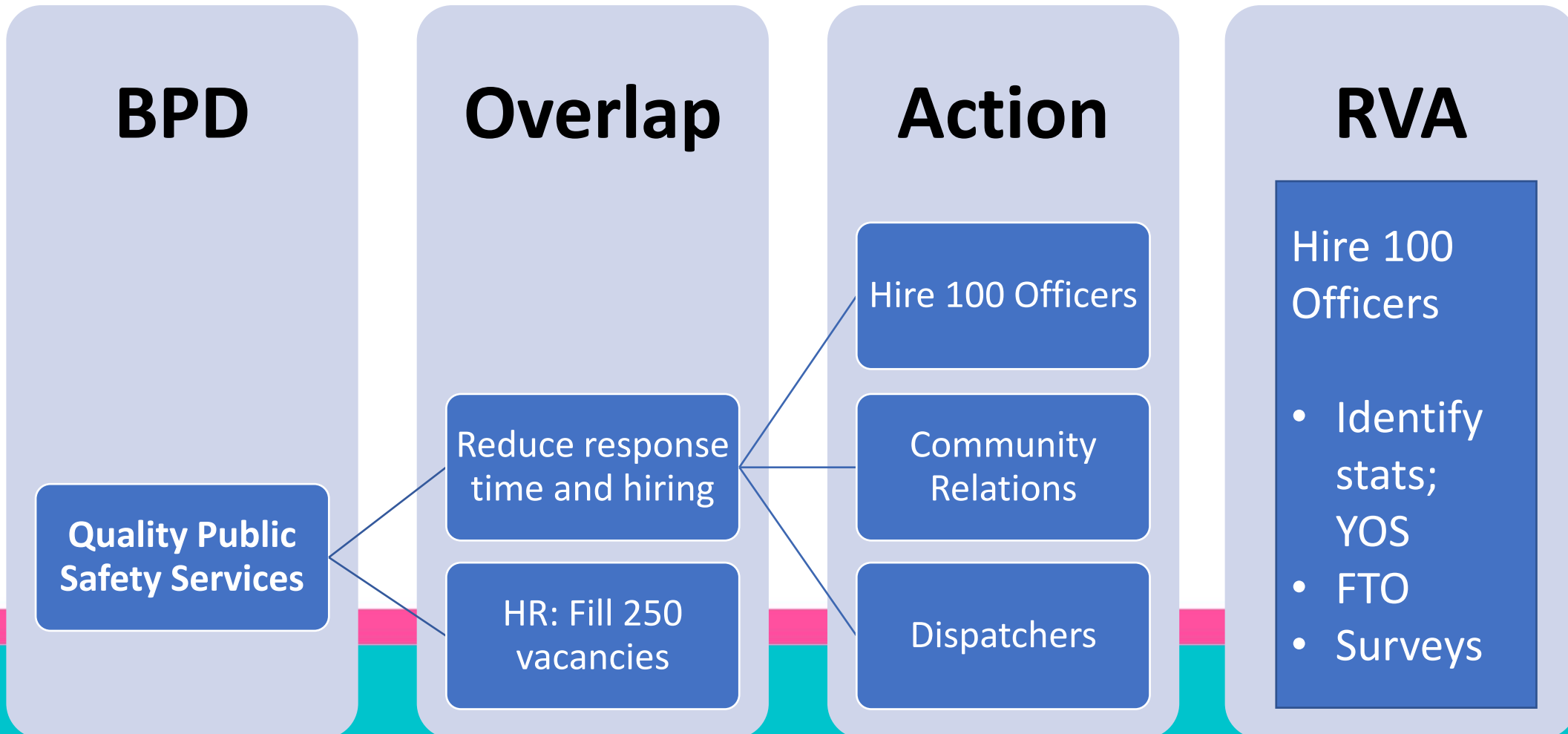
“Research shows that around the world 4 million low-birth weight babies die within the first 28 days of life. Because they are so tiny they don’t have enough fat to regulate their body temperature”



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Relationship Value Assessment (RVA)

- Goal Mapping





“It’s never the person who you most suspect. It’s also never the person you least suspect since anyone with half a brain would suspect them the most... The person who I most medium suspect.”

- Dwight Schrute



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HR – “In This Together...MORE THAN EVER”

- The “Great Resignation”
- COVID-19
- National Protests
- Qualified Immunity
- Department of Justice (DOJ)
- Presumptive Workers’ Comp Changes
- Geographic and Local Economy
- Compensation and Benefits
- Role of the “Community”



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**“I am about to do
something very bold in
this job that I’ve never
done before.
Try”**

- Jim Halpert



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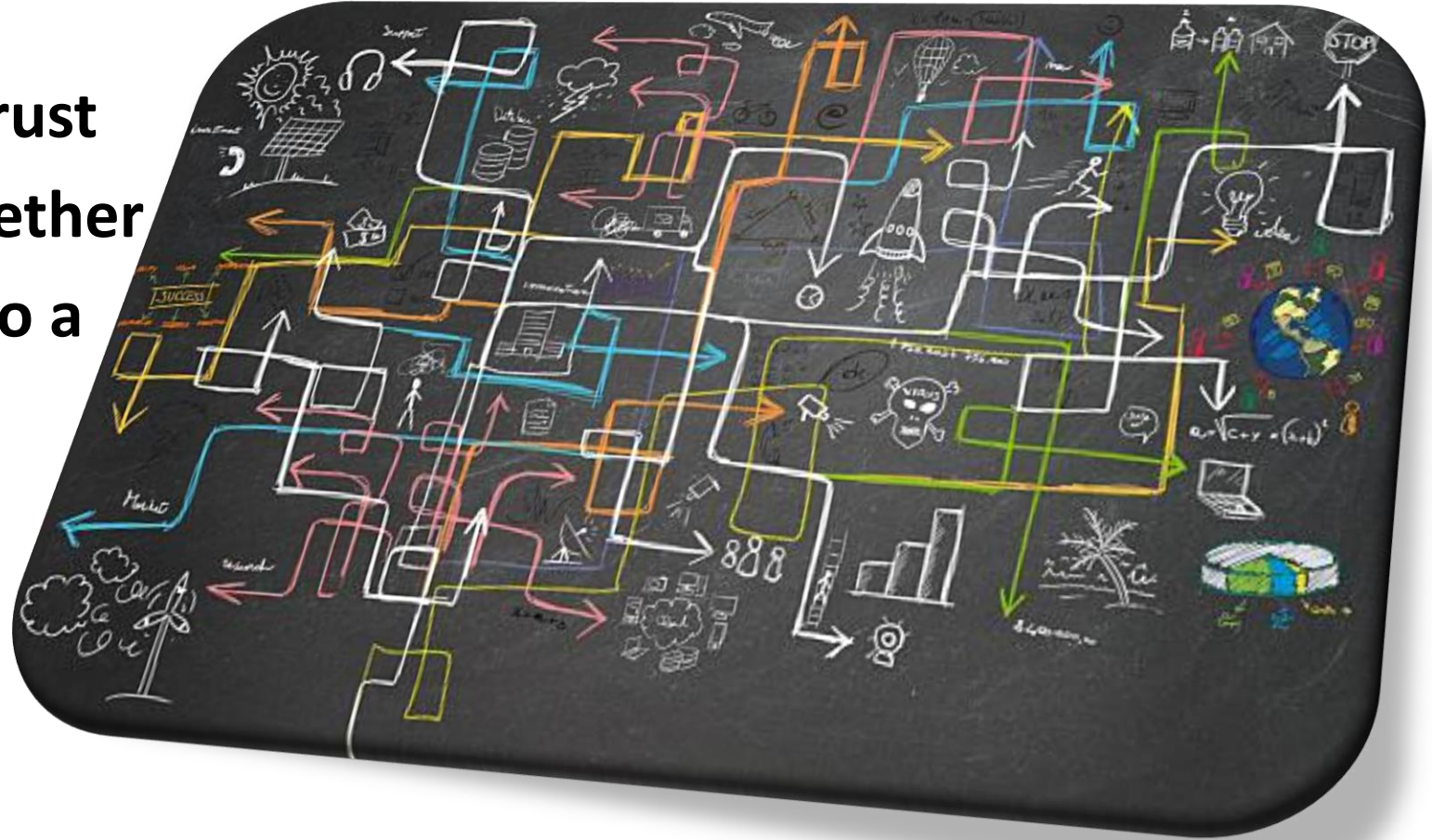
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“Purpose affirms trust, Trust affirms purpose, and together they forge individuals into a working team.”

-Stanley McCrystal

Team of Teams: New Rules

Of Engagement for a Complex World





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Truly Better Together--The Presenters

- **Jena Covey**—Risk Manager for the City of Bakersfield. She has enjoyed working for the City of Bakersfield for over 16 years, with a focus on identifying resources and programs that support employees, with special emphasis in finding culturally competent clinicians for first responders. She works closely to partner with departments to mitigate risks for liability, property and workers' compensation programs.
- **Christi Tenter**--Christi is a self-proclaimed people enthusiast who thrives on aligning core people processes for operational excellence. With over 20 years in the field of Human Resources, Christi has observed first-hand the conflict employees face in pursuit of balancing personal and professional life, and the negative impact "imbalance" can bring to operations and progress.
- Within the City of Bakersfield, Risk Management and HR, are focused on identifying resources and building programs to address employee needs, support agency values and build trusting relationships. The goal is to support public agencies in understanding the true costs of not implementing programs to support staff in unique ways and grow personal balance in the toughest of times.
- **Christopher Bagby**—Christopher Bagby is a Lieutenant for the Bakersfield Police Department (BPD) in Bakersfield, California. Assigned as a supervisor in the BPD's Quality Assurance Unit, he manages the organization's accountability and oversight programs, policy review, and organizational improvement projects. He holds collateral duties as the Covid-19 Resource Team Leader/Infection Control Officer, Terrorism Liaison Team Leader, department instructor, a member of the Department's Use of Force Committee and its Civil Litigation Team. He has been with the BPD since June of 2002. He joined the BPD and served in a variety of assignments including Patrol, Motors, Accident Reconstruction, Property Crimes Detectives, Robbery/Homicide Detectives, Headquarters, Investigations, and Patrol Sergeant. He is a graduate of National University with a B.S. in Public Administration and an M.A. in Security Studies from the Naval Postgraduate School Center for Homeland Defense and Security. Chris is a National Institute of Justice's L.E.A.D.S Scholar and Secretary of the International Association of Chiefs of Police (IACP) Police Research Advancement Section.

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