Washington State Patrol

Values Based Leadership Development
### Key Agency Documents

**2016 WSP Goals and Priorities**

**Goal 1:**
- **Build a culture of trust, collaboration and continuous performance improvement.**
  - Strengthen and develop a leadership team with a clear vision and a strong commitment to each other.
  - Strengthen WSP’s performance measurement system.
  - Increase accountability and transparency.
  - Strengthen and develop a leadership team with a clear vision and a strong commitment to each other.

**Goal 2:**
- **Make Washington State a workplace of choice.**
  - Establish a culture of transparency, accountability, and continuous improvement.
  - Increase engagement and satisfaction levels among employees.
  - Strengthen and develop a leadership team with a clear vision and a strong commitment to each other.

**Goal 3:**
- **Increase public safety and security.**
  - Strengthen and develop a leadership team with a clear vision and a strong commitment to each other.
  - Increase engagement and satisfaction levels among employees.
  - Strengthen and develop a leadership team with a clear vision and a strong commitment to each other.

**Goal 4:**
- **Deliver results-oriented, cost-effective programs.**
  - Strengthen and develop a leadership team with a clear vision and a strong commitment to each other.
  - Increase engagement and satisfaction levels among employees.
  - Strengthen and develop a leadership team with a clear vision and a strong commitment to each other.

**Goal 5:**
- **Improve and sustain public safety and security programs.**
  - Strengthen and develop a leadership team with a clear vision and a strong commitment to each other.
  - Increase engagement and satisfaction levels among employees.
  - Strengthen and develop a leadership team with a clear vision and a strong commitment to each other.

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**Fields Operations Bureau**

**District 1**

- **Tacoma Freeway Detachments 1, 2, 12, 14**
- **Gig Harbor Detachment 16**
- **East Pierce County Detachments 3, 4, 5, 15**
- **Thornton County Detachments 7, 8, 9**
- **District 1 Target Zero Team 13**
- **District 1 Traffic Enforcement 11**
- **District 1 Administrative Support Section**
- **District 1 Command Staff**

**Division/District Operational Plan January – December 2015**

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**WSP Field Operations Bureau: 2016 Goals and Priorities**

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  - Strengthen and develop a leadership team with a clear vision and a strong commitment to each other.
  - Increase engagement and satisfaction levels among employees.
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- **Goal 2:** Make Washington State a workplace of choice.
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- **Goal 3:** Increase public safety and security.
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  - Strengthen and develop a leadership team with a clear vision and a strong commitment to each other.
Strategic Advancement Forum: Objectives

• Meet face-to-face every 60 days
• Practice Accountability Driven Leadership
• Facilitate problem solving discussions
• Performance based reporting
• Create an atmosphere of collaboration
• Emphasis on continuous performance improvement

Forum changed in January 2016 to facilitate our need to study and build upon the “best of what is” in our agency?
Values-based Leadership

“When police departments establish a set of organizational values, they create a foundational belief system on which all organizational and individual decision making can be based.”

“In the future, effective police departments will align everything they do with democratically framed values reflecting their community commitment.”


79% of employees say that recognition tied to core values gave them a stronger sense of company goals and objectives.

65% of workers who could name their core values say that had a strong grasp on company objectives, versus only 23% who say they didn’t know the core values.

88% of employees who know the organization’s core values say they are engaged.

- 2012 Workforce Mood Tracker
Values-Based Strategic Advancement

WSP Values

- Strong Leadership
- Effective Partnerships
- Professional Excellence
- Acting with integrity and accountability
- Respecting and protecting individual rights
- A culture of continuous performance improvement

Accountability Driven Leadership

- Inclusion and agreement on goal setting
- Established standards of measurement
- LPO Thought Process
- Lean process improvements
- Situational understanding
- Immediate and on-going collaboration and feedback
- Timely and accurate information
- Effective tactics
- Rapid response
- Relentless follow-up

Values-Based Strategic Advancement

- Builds a culture of continuous performance improvement
- Facilitates constant goal alignment through strong leadership
- Creates enhanced accountability through honest and open dialogue
- Encourages efficiencies
- Requires deep buy in
- Results in greater effectiveness
Values-Based Strategic Advancement

• Confronts “brutal facts” - Accountability
  – Inquiry
  – What do the data really tell us?
  – Agreed upon performance metrics

• Looks forward – Strong Leadership
  – Focus on operational plans
  – Adjust targets and expectations based on new knowledge
  – Identify emerging problems
  – Questions that focus attention in a particular direction

• Facilitates information sharing – Effective Partnerships
  – Facilitate engagement at every level of the agency
  – Identify and share best practices
  – “Safe” environment that fosters candid discussion

• Encourages learning – Continuous Performance Improvement
  – Analyze raw data to gain understanding
  – Assess trends in order to create a timely and effective response
  – Incorporates LPO “Leader Thought Process” and problem solving
Can be used to address questions from the last SAF or to discuss the Assessment step of a previously presented Area of Interest.
Area of Interest: Supervisor Basic training course is not adequately preparing new supervisors for success.

Target: Develop new training curriculum by July 2016.

Analysis:
- What have you learned about the problem/opportunity?
- Describe any relevant outputs/outcomes.
- Have you identified a root cause?
- Reveal patterns or trends that could be predictive.
- What harm results from the pattern/trend?
- Who is directly affected by the pattern/trend?
- Identify important essential elements.
- Identify training needs.
- Policy modification needs.
- Is this an isolated problem?
- Can we have an impact on the problem/opportunity?

Action Plan:
- What is your strategy to address the problem/opportunity?
- What are you expecting to happen?
- How will you use available resources? Partnerships?
- How do you encourage and recognize the participation of your personnel?
- What are the key performance indicators of your action plan?
- What assistance/resources/direction do you need from the Executive Staff?
- What are your next steps?
**Goal 2: Make people safe on Washington roadways.**

**Priority 2.1: Support Target Zero strategies to reduce injury and fatality collisions on state routes and interstates.**

**Area of Interest:** Decrease speed-involved fatality and injury collisions on state routes and interstates from 150 in 2015.

**Analysis:**
- What have you learned about the problem/opportunity?
- Describe any relevant outputs/outcomes.
- Have you identified a root cause?
- Reveal patterns or trends that could be predictive.
- What harm results from the pattern/trend?
- Who is directly affected by the pattern/trend?
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**Action Plan:**
- What is your strategy to address the problem/opportunity?
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- What are the key performance indicators of your action plan?
- What assistance/resources/direction do you need from the Executive Staff?
- What are your next steps?
**Goal 2**: Make people safe on Washington roadways.

**Priority 2.1**: Support Target Zero strategies to reduce injury and fatality collisions on state routes and interstates.

**Area of Interest**: A 200% increase in injury collisions on SR 520 between milepost 1 & 3 vs. 2015 YTD.

**Target**: Reduce injury collisions in this area by 100% before June 2016.

**Analysis**:
- What have you learned about the problem/opportunity?
- Describe any relevant outputs/outcomes.
- Have you identified a root cause?
- Reveal patterns or trends that could be predictive.
- What harm results from the pattern/trend?
- Who is directly affected by the pattern/trend?
- Identify important essential elements.
- Identify training needs.
- Policy modification needs.
- Is this an isolated problem?
- Can we have an impact on the problem/opportunity?

**Option #4: Problem/opportunity related to an EMERGING ISSUE.**

**Action Plan**:
- What is your strategy to address the problem/opportunity?
- What are you expecting to happen?
- How will you use available resources? Partnerships?
- How do you encourage and recognize the participation of your personnel?
- What are the key performance indicators of your action plan?
- What assistance/resources/direction do you need from the Executive Staff?
- What are your next steps?
Option #5: **SIGNIFICANT EVENT** that presented a problem/opportunity
Goal 5: Improve and sustain agency infrastructure and business processes.

Priority 5.1: Develop, improve, secure, and sustain agency use of technology with computers, operating systems, applications, networks, phone systems, radios, and microwave communication systems.

Area of Interest: Relocate server and network infrastructure into the State Data Center (SDC).

Accomplishments and Comments
- Good progress on current schedule
- Continue to meet our objective to avoid any disruption to services
- CAD move set for May
- RSI contract will require additional funding due to extended need for consulting support
- Conflicts for resources from other projects have caused minor delays to early 2016 work and moved ACCESS from April to August/September
All Agency SAF

- **Frequency:** 3 per year (Feb/Jun/Oct)
- **Duration:** 1 ½ days
- **Participants:**
  - Executive Staff
  - Command Staffs
  - Local teams/detachments
  - Open to public

- **Focus:**
  - Employee Recognition
  - Progress toward Agency Goals and Priorities
  - Areas of Interest
    - Analysis
    - Action Plans
    - Assessments
  - Values-based success stories
  - Info with agency-wide implications/interest
Bureau-level SAF

- **Frequency:** 2 per year (Apr/Aug)

- **Duration:** 4 hours

- **Participants:**
  - Executive Staff
  - District/Division Commanders

- **Focus:**
  - Progress toward Operational Plan targets
  - Areas of Interest
    - Detailed Analysis
    - Assess Action Plan effectiveness
    - Challenges
    - Executive / Peer Collaboration
  - Emerging Trends
  - Hot Topics
Division/District-level SAF

- **Frequency:** Every two months
- **Duration:** Varies
- **Participants:**
  - Supervisors
  - Mid-Managers
  - District/Division Commander
- **Focus:**
  - Progress toward Operational Plan targets
  - Progress toward agency goals & priorities
  - Areas of Interest
  - Employee Recognition
  - Value based success stories
  - Emerging Trends
  - Hot Topics
Values-Based Training Programs

• Leadership in Police Organization, 3 weeks

  • The Individual System (Leading Individuals): Area I features the concepts of individual motivation with an emphasis on the leader’s thought process which is a problem-solving approach to resolving some of the most common personnel issues that leaders face and the fundamental process that supports each lesson throughout the three-week course.

  • The Group System (Leading Groups): Area II builds on the previous week, adding concepts of group formation and process, as well as an overview of several critical skills necessary for leading groups.

  • The Leadership System (The Leaders): Area III explores theories of individual leadership and how students can improve their effectiveness with their people and teams.

  • The Organizational System (Leading Organizations): Area IV focuses on organizational concepts such as leading change, creating and maintaining an ethical culture, and better understanding the environment in which organizations work.
WASHINGTON STATE PATROL ACADEMY  
Supervisor Basic-Headquarter Week  
Tentative Schedule

<table>
<thead>
<tr>
<th>TIME</th>
<th>MONDAY</th>
<th>TUESDAY</th>
<th>WEDNESDAY</th>
<th>THURSDAY</th>
<th>FRIDAY</th>
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<tr>
<td>8:00 TO 8:50</td>
<td>GMR</td>
<td>Risk Management</td>
<td>HRD</td>
<td>BFS</td>
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<td>9:00 TO 9:50</td>
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<td>11:00 TO 11:50</td>
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**LUNCH**

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<th>WEDNESDAY</th>
<th>THURSDAY</th>
<th>FRIDAY</th>
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<tr>
<td>1:00 TO 1:50</td>
<td>Welcome- FOB</td>
<td>OPS</td>
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<tr>
<td>2:00 TO 2:50</td>
<td>Executive Staff- expectations for first line supervisors</td>
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<td>HRD</td>
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<td>3:10 TO 4:00</td>
<td>Risk Management</td>
<td>GMR</td>
<td>Lean</td>
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<td>Labor and Policy</td>
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<td>4:10 TO 5:00</td>
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## Values-Based Training Programs
### Mid-Manager Example

**WASHINGTON STATE PATROL ACADEMY**
**MID-LEVEL MANAGER TRAINING**
**October 12 - 15, 2015**

<table>
<thead>
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<th>Administration Classroom</th>
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<tr>
<td><strong>MONDAY</strong></td>
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<tr>
<td><strong>TUESDAY</strong></td>
<td>#10 PIO GMR</td>
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<tr>
<td><strong>WEDNESDAY</strong></td>
<td>#1 Internal Affairs OPS Staff</td>
<td>#2 Incident Management IMT (unknown)</td>
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<td><strong>THURSDAY</strong></td>
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<tr>
<td><strong>FRIDAY</strong></td>
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- **LUNCH**
- **#5 Division/District Operational Plan**
  - SPPS Lila Kirkeby
- **Government Ethics**
  - Bob Maki
- **#7 Budgeting 101 & Purchasing & Procurement**
  - BFS Staff
- **#9 HRD**
  - Employment Law Fair Labor Standards Act Disparate Treatment & Impact Dr. Ben Lastimado
  - Panel Discussion High Performing Supervisors
    - *Messaging & Communication 14*
    - *Where authority starts/stops*
    - *Expectations Capt->Lt & Lt->Capt*
    - *Mng things, lead people*
      - Drake, Otis, Layhew, Lastimado
- **#9 HRD**
  - Labor and Policy Dory Nicpon
- **#8 Panel Discussion High Performing Supervisors**
  - *Messaging & Communication 14*
  - *Where authority starts/stops*
  - *Expectations Capt->Lt & Lt->Capt*
  - *Mng things, lead people*
    - Drake, Otis, Layhew, Lastimado
360 Degree Confidential Feedback Survey

- 12 Areas of Leadership Self-Assessment & Feedback from Superiors, Peers, & Subordinates
  - Strategic Thinking (Analysis, Ideas)
  - Engagement (Communication, Interpersonal Relationships, Teamwork, Partnerships)
  - Management Excellence (Action Management, People Management)
  - Personal (Self-Management, Values & Ethics)
  - Public Service Best Practices (Public Service Motivation, Emotional Intelligence)

- De-identified aggregate data will be used by WSP for use in informing training curriculum and building increased leadership capacity within the agency.
2016 WSP Goals and Priorities

GOAL #1: Build a culture of trust, collaboration, and continuous performance improvement.
1.1 Recruit, train, and retain a qualified and diverse workforce committed to the Washington State Patrol’s mission and values.
1.2 Uphold an ethical, nonbiased workforce that operates with integrity and accountability.
1.3 Review compensation strategies to address issues of pay competitiveness.
1.4 Leverage POPS and Lean philosophies to build effective partnerships, solve problems, and improve processes.
1.5 Provide robust employee recognition and celebration programs.
1.6 Deliver high-quality training programs for the entire workforce.
1.7 Support the specialized work, training, and certifications that enhance employee development and agency capabilities.
1.8 Collaborate with those closest to the work being done in order to sustain successes, encourage innovation, and identify emerging problems.

GOAL #2: Make people safe on Washington roadways.
2.1 Support Target Zero strategies to reduce injury and fatality collisions on state routes and interstates.
   a. Decrease the number of impaired driver fatality and injury collisions.
   b. Decrease the number of speed-involved fatality and injury collisions.
   c. Decrease the number of young drivers age 16-25 involved in traffic fatalities.
   d. Decrease motorcycle fatalities.
   e. Decrease non-belted occupant involvement in fatal collisions.
   f. Decrease commercial-motor-vehicle-related collisions.
   g. Decrease the number of distracted driver-involved fatalities.
2.2 Enhance safety and services to our citizens through targeted enforcement, education, emergency communications, collision investigations, motorist assists, and other calls for service.

GOAL #3: Make people secure by reducing the risk of crime, terrorism, fire, and other natural disasters.
3.1 Identify, disrupt, and dismantle organized criminal groups.
3.2 Reduce crime through specialized investigative services and criminal interdiction.
3.3 Maintain effective security measures on and around Washington State Ferry System vessels and terminals.
3.4 Enhance agency-wide emergency response capabilities to all hazards in the State of Washington.
3.5 Reduce fire deaths through licensing, education, inspections, and plan review.
3.6 Efficiently mobilize resources for fires, disasters, and other emergencies.

GOAL #4: Deliver results-oriented, statewide public safety services.
4.1 Enhance analytic capability and capacity.
4.2 Improve inter-agency and intra-agency information-sharing.
4.3 Provide state-of-the-art training and certifications for professional law enforcement, fire protection, and criminal justice personnel.
4.4 Enhance criminal and forensic investigative capability and capacity.
4.5 Provide services, training, and support to assist in the recovery of missing adults and children.

GOAL #5: Improve and sustain agency infrastructure and business processes.
5.1 Develop, improve, secure use of technology with computers, operating systems, applications, networks, phone systems, radios, and microwave communication systems.
5.2 Implement and maintain a communication system that meets the Federal Communications Commission narrowband requirements and enhances statewide operable and interoperable communication for public safety agencies.
5.3 Evaluate and assess the functionality and safety of agency uniforms, vehicles, and equipment.
5.4 Improve our ability to provide business continuity for services, systems, and facilities that respond to disasters and other large-scale disruptions.
5.5 Manage and evaluate internal processes and work products to minimize risk and obtain legal compliance, accuracy, completeness, timeliness, and efficiency.
5.6 Develop a comprehensive capital plan to improve the condition and sustainability of agency assets and facilities.
Appendix B

Building Culture of Trust, Collaboration, and Continuous Performance Improvement
the case for values-based leadership

“it’s us vs. them”

Feelings of alienation (disrespect, inequity, no voice, low trust, etc.) that are allowed to manifest within an (organization) will eventually be expressed outwardly as a lack of respect and empathy for members of our community with whom we have a social contract.*

“it’s them not us!”

By seeing others suspiciously, accusingly, or fearfully, we become suspicious, accusing, or fearful ourselves...the kind of people we are cannot be separated from how we interpret the world around us.*

FALSEHOOD:**
You can harbor an internal attitude of disgust or anger but effectively mask it with professional language or actions.

FACT:
What we think about someone else is expressed on our faces before we consciously experience the affect in our own emotions.


WSP Motto, “Service with Humility”
What is humility...?

- Not natural
- Essential to leadership
- Perceived as a weakness (by some)
- Faith in your abilities
- Ability to subordinate your ego and desires to the mission
- Productively self-critical
- Open to new ideas
- Embrace change
- Share credit
- Creates an environment:
  - Promotes open exchange of ideas
  - Encourages creativity

“Humility is a lack of arrogance, not a lack of aggressiveness in the pursuit of achievement.”
agency values

- Timeless
- Leader agnostic
- Generation neutral
- Point to “something bigger”
- Draw us to our core mission
- Ultimate accountability
- Intrinsic

79% of employees say that recognition tied to core values gave them a stronger sense of company goals and objectives.

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leaders are readers