



# Problem-Solving Team Brief

## CS360 Framework

CompStat360 (CS360) is a modernized police performance management approach that represents the next generation of CompStat. It seeks to supplement the strengths of traditional CompStat models with an enhanced management framework emphasizing the performance dimensions most important to law enforcement agencies and the communities they serve: Prevent, interrupt, and solve crime; Maximize organizational effectiveness, and; Integrate community and governmental partners.



## Strategic Problem-Solving

CS360 is a strategic approach that supports, fosters and informs problem-solving in policing. The approach enables law enforcement agencies and other government partners, along with community members, advocates, and other service providers to better understand their interrelations and collaboratively identify, prioritize, and solve problems. To solve such problems, successful CS360 implementation relies on the concept of Problem-Solving Teams (PST).

## CS360 Problem-Solving Teams

When an issue worthy of intensive problem solving is identified by agency decision-makers, the organization creates a PST to study the problem, develop strategies to solve it, make recommendations for implementation, evaluate its impact, and document lessons learned. The PST meets regularly and remains intact until the problem is ameliorated, at which time the PST is dissolved. Importantly, not every agency will create a new or formalized team—in fact, some will find that they already implement these processes through preexisting systems. With this brief, we present recommendations for establishing and implementing a PST, regardless of priority, dimension and performance measurements.



## Departing from Traditional CompStat

PSTs were not systematically utilized in traditional CompStat operations, which relied on standard enforcement responses to crime problems. CS360 departs from this practice and instead relies on and encourages internal and external problem solving to address the issues identified through CS360's scanning process. PSTs become the “engine” that drives change through the resources available to the agency.

## Creating a CS360 PST

The steps for creating a PST are as follows:

1. Internal and external stakeholders collaboratively identify and prioritize a problem.
2. Agency leadership directs its Problem-Solving Coordinator to establish a PST and designates an Accountable Manager to liaise between PST and executive leadership.
3. Regardless of rank or status, PST members can be comprised of anyone in the agency, community, or other governmental sector with the ability to engage in constructive dialogue, conduct effective research, and who possess the forward-thinking mindset necessary for a successful problem-solving effort.
4. Agencies should be open to the benefits of including external stakeholders on a PST (e.g., county representatives, community members, academic partners, etc.), including those

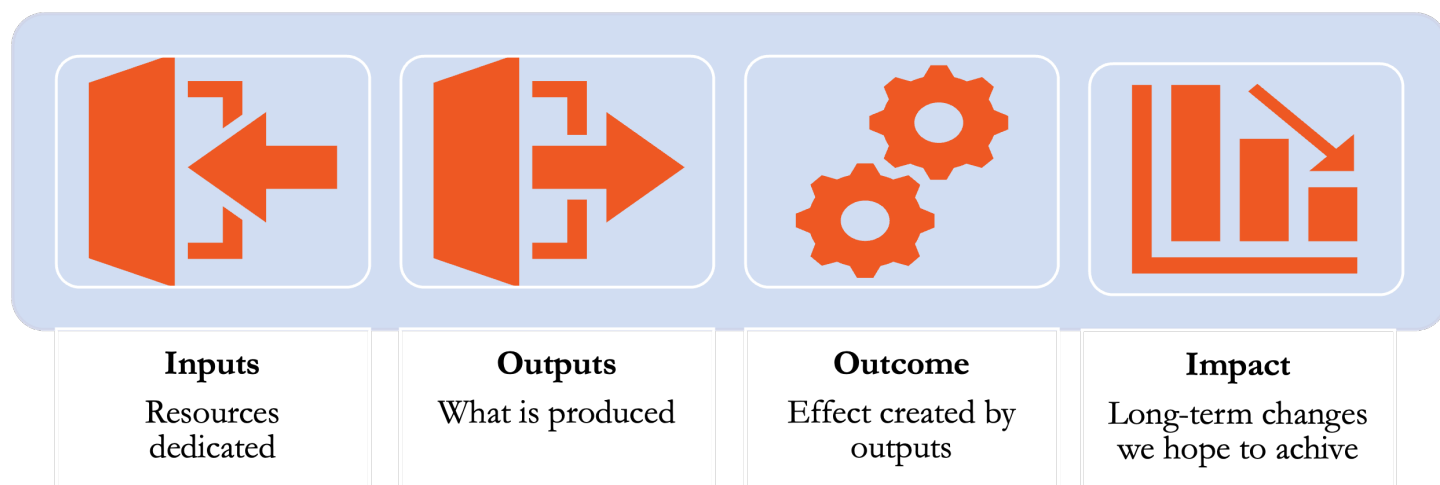


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PST membership will vary based on the identified priority, which CS360 dimension it falls within, community and agency resources available, etc.

## Defining CS360 PST Tasks, Priorities, and Workflow

Regardless of the structure, membership, priority issue or dimension the PST is working on, without clearly defined tasks, priorities, and deliverables, the PST will not be successful. Once a priority dimension has been identified, it may be helpful to think about the following elements of an effective performance management framework:



Once a PST has determined the performance measurements it will be tracking and assessing, there are many ways in which a PST can make sure they track their tasks, priorities, and deliverables. Best practices identified from pilot CS360 sites include outlining the identified tasks the PST will focus on and then clearly stating the recommended solution and performance measurement(s) for each task. The general workflow of a CS360 PST is as follows:

1. Identify the issues and conditions related to, and causing the problem
2. Identify, collect, and analyze the relevant data about the problem
3. Specify the nature and scope of the problem, identifying any resources that may be helpful, and developing an actionable theory about why the problem has manifested
4. Identify and examine evidence-based and promising practices
5. Conceptualize strategies to solve the problem, in both the short and long term
6. Select, outline, and implement a PST plan, including affected and responsible parties
7. Begin to brainstorm
8. Create metrics to measure progress of strategy (Rule of 3)
9. Assess whether plan was implemented as desired, if objectives were achieved, and why
10. Determine if any new strategies need to be added to supplement the existing plan
11. Document entire process



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## CS360 PST Briefings

PST briefings provide all participating with an overview of how the department is addressing the priority problems identified. Below are some guidelines to managing the PST and the PST briefings. CompStat360 does not involve the traditional approach of tracking crime and assigning responsibility to commanders. Problem-solving team briefings should emphasize joint problem solving, contributions to the team, support for the problem-identification and solution “trial-and-error” processes, support for innovation and creative approaches, and the relentless application of data and science to the problem.



### Strategic Problem-Solving Through Routine Briefings

Because departments may have multiple PSTs functioning simultaneously, prioritizing the team briefings may be necessary. This determination should be made by all involved, allowing executives to require a briefing if necessary and allowing team leaders to justify when a briefing is/not appropriate.

Each team briefing should include a review of the problem, changes to the data/understanding of the problem, the actions taken, results, a discussion of front line and other officer and community needs and challenges, and lessons learned.

It is expected that many interventions will take months to have demonstrable impact. Executives should avoid rapid changes in team focus, team participation, and strategic approaches based on high-level scans and instead should rely on analytic staff to use data and creative measures to assess the interim impact of strategies and tactics.

The PST(s) briefing is intended to offer two-way or multi-way dialogue about the work underway and about the challenges and needs of all involved.

