

**Retaining/Transferring
Organizational Knowledge
at the Tulsa Police Department**

Knowledge & Project Management
Symposium
October 3, 2007

Major Paul Williams

Formal Knowledge Transfer

- Training
 - Recruits
 - Promotions
- Accreditation
- Policies

Informal Knowledge Transfer

- Investigations
- Specialty assignments
- Transfers
- Promotions

[Training Academy]

- Apprentice Police Officer (APO)
 - 24 weeks
 - Lecture
 - Practical
 - Testing
 - Documentation

[Field Training Program]

- Field Training Officer (FTO)
 - 16 weeks
 - Observation to observed
- Field Training Supervisor (FTS)
 - 6 weeks
 - Participation to observation

[Policy and Procedure]

- Reviewed and revised
- Updates distributed
- Historical context

**Tactical and Operational
Guidelines (TOG)**

- High risk or infrequent occurrences
 - Not procedures
- Reviewed and Revised
- Distributed

CALEA

- Commission on Accreditation for Law Enforcement Agencies
- Application
- National Standards
 - 444
- Re-accreditation
 - Every 3 years

**Citizen's Police Academy
(CPA)**

- Knowledge transfer to the public
 - Lecture/discussion
 - Practical exercise
 - Ride along(s)

Managing Law Enforcement Initiatives (MLEI)

- Proposals
 - Bottom up
 - Partnership with community
 - Relatively quick review and decision
- Database
 - Approved
 - Updates
 - Implemented
 - Denied

KNOWLEDGE RETENTION POLICY

Level One Study

Version 1.0
January 2007

Created for the:
Tulsa Police Department



Knowledge Retention Policy

- Formal written document
 - Intellectual properties are vital organizational assets
 - Document intellectual assets
- Level One-Defines
 - Knowledge areas
 - Knowledge topics
 - Knowledge transfer mechanisms

Knowledge Retention Policy

- Knowledge Areas
 - Recognizable to organization
 - Responsible party
- Knowledge Topics
 - Programs, processes, systems
 - Owner/expert
 - Ranked by significance
- Knowledge Transfer
 - Documentation
 - Apprenticeship
 - Training
 - Mentoring
 - Cross-training
 - Communications
 - Structured
 - Unstructured

Knowledge Retention Policy Intellectual Assets Inventory

Draft

KNOWLEDGE AREA: <Uniform Division North>				RESPONSIBLE PARTY: Major Paul Williams	
Knowledge Topic	Description	Risk (H/M/L)	Status (W/L/N)	Owner/Source	Transfer Mechanism
Patrol	Day to day field operations	H	L	Shift Captains: Evans, Dalglish, Bayles	Training, mentoring.
Traffic Unit	Collision Investigations and Traffic Enforcement	M	W	Cpl. Crow	Training
School Resource Officers	School safety and GREAT training	M	W	Cpl. Crow	Training
Equipment Control	Equipment maintenance	L	W	John Beaver	Apprenticeship
Front Desk Operations	Daily administrative tasks	M	W	Timothy O'Keefe	Physical documentation
Division Administration	Non-Field duties	M	L	Capt Richard Lawson	Physical documentation, apprenticeship, mentoring
Directed Patrol Unit	Specialized enforcement/investigation	L	N	Sgt. Glen Moore	Training, mentoring.

Knowledge Retention Policy Intellectual Assets Inventory

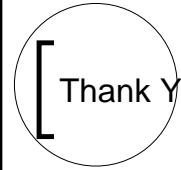
Sample (excerpt)

KNOWLEDGE AREA: <Detective Division>				RESPONSIBLE PARTY: Major Steve Steele	
Knowledge Topic	Description	Risk (H/M/L)	Status (W/L/N)	Owner/Source	Transfer Mechanism
MAJOR CRIMES 1	Responsible for the investigation of major crime scenes and conducting intakes on crimes that are investigated in the detective division.	H	W	Sgt. Joey Bayles	Physical Documentation Training Cross-Training
MAJOR CRIMES 2	Responsible for the investigation of major crime scenes, and the investigation of missing persons.	H	W	Cpl. Gene Watkins	Physical Documentation Training Cross-Training
MAJOR CRIMES 3	Responsible for the investigation of major crime scenes, SWIK's, AWDJ's, suicide, DOA's, stranger stalkings, PEW's, throwing objects at moving vehicles, shooting at an occupied dwelling, Bomb threats and assault on police officers.	H	W	Sgt. Tim Bracken	Physical Documentation Training Cross-Training

Knowledge Retention Policy Intellectual Assets Inventory <i>Sample (excerpt)</i>					
KNOWLEDGE AREA:				RESPONSIBLE PARTY:	
CALEA-Accreditation Manager				Gerald Konkler	
Knowledge Topic	Description	Risk (H/M/L)	Status (W/L/A)	Owner/Source	Transfer Mechanism
CALEA ACCREDITATION MANAGER	Coordinate changes to various written directives including policies, procedures, rules, regulations, departmental orders, unit manuals, etc. Locate, collect, create proofs of compliance. Ensure that time sensitive reports are completed. Ensure Police Department practices remain in continued compliance with accreditation standards. Liaison with CALEA, Police Department Staff, others	High (during the term of the Consent Decree) Moderate (thereafter)	W	Accreditation Manager Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA)	Physical Documentation Apprenticeship Training Communication

Transferring Organizational Knowledge					
KNOWLEDGE AREA:				RESPONSIBLE PARTY:	
Animal Control				Larry Briggs	
Knowledge Topic	Description	Risk (H/M/L)	Status (W/L/A)	Owner/Source	Transfer Mechanism
ADMINISTRATION	Encompasses all aspects of the management and day to day operation of the animal control function of the department.	H	W	Larry Briggs, Garl Willis, Charly Curtis, Steve Harris	Physical Documentation Mentoring Communications
BUSINESS OFFICE	Encompasses all aspects of customer service, dispatching, documenting activities, and preparing various administrative reports.	H	W	Jean Schwartz, LeeRoy Holland Animal Control Officers Duty Manual	Apprenticeship Training Cross-Training Communications Mentoring
CLINIC	Encompasses all aspects of a general veterinary practice.	M	W	Veterinarian (contract) Veterinarian Technician (contract) Karen Curtis, Tiane Chery	Physical Documentation Training Cross-Training Mentoring
FIELD SERVICES	Encompasses all aspects of field services, capturing animals, tranquilizing animals, and trapping domestic animals and wild life, and enforcement activities.	H	W	Garl Willis, Charly Curtis, Steve Harris Animal Control Officers P&P Operational Guidelines	Physical Documentation Training Mentoring Cross-Training Communications
INVESTIGATIONS	Encompasses all aspects of a criminal investigation function, including investigation of crimes, case management, preparing investigative reports on findings, and preparing prosecution documents.	M	W	Garl Willis, Larry Briggs, Jake Wilson, Charly Curtis, Curt Mallin Animal Control Officers	Training Mentoring Cross-Training Communications
KENNEL OPERATIONS	Encompasses all aspects of cleaning, feeding, and monitoring animals, intake and release of animals, euthanasia of animals.	H	W	Animal Control Officers P&P Operational Guidelines	Physical Documentation Training Mentoring Cross-Training Communications

Knowledge Retention Policy Continued.....	
<ul style="list-style-type: none"> ■ Level Two-Knowledge Attributes <ul style="list-style-type: none"> ○ Knowledge area ○ Knowledge topic ○ Attribute and description <ul style="list-style-type: none"> ■ List each knowledge transfer mechanism used ■ Describe where found, how used, time frames, etc 	



Thank You!



Major Paul Williams
Tulsa Police Department

(918) 591-4105
pwilliam@ci.tulsa.ok.us
