TEAM BUILDING WORKSHOP
AFTER ACTION REPORT

Monterey, California
February, 2012
**A Special Thank you**

What was achieved in this team building workshop would not have been possible without the men and women of the UC Davis Police Department who stepped up and ensured that the delivery of service to the community was not impacted while the workshop took place. Many individuals worked overtime and others stepped into temporary leadership roles to replace those who attended the workshop. This, in itself, was an exercise in teambuilding and proved what we already knew; the UC Davis Police Department is a model law enforcement agency.
Executive Summary

The California Commission on Peace Officer Standards and Training (POST) provide California Law Enforcement Agencies with the opportunity to attend a Team Building Workshop. In 2012, the UC Davis Police Department applied to and received approval from POST to attend this important workshop. A pre-team building meeting was held in December to prepare for the workshop. Along with the pre-workshop meeting, all team building participants completed various survey tools to ensure as much work in advance could be accomplished. These survey tools were then evaluated and used during the workshop as a catalyst to encourage open dialogue.

Twenty two professional members of the UC Davis Police Department attended a three day workshop which was facilitated by Ron George, retired police chief from the City of South Gate, California. Chief George is the Vice President of PMW Associates who provided their professional service for this workshop. The purpose of the workshop was intended to provide the UC Davis Police Department with specialized consultant services to assist the Management Team in problem solving, developing organizational goals and objectives, and team building.

The process required all professional members to participate in this three day workshop which included several team building exercises and group activities during business and after hours. This report identifies the goals and direction the UC Davis Police Department will take over the next twelve months. This endeavor will not only engage all professional members of the department, it will seek to engage the UC Davis community with the ultimate goal of providing the highest level of police service.

While the Team identified several organizational goals, it is noteworthy that all members recognized the true spirit of collaboration and a shared interest to meet the needs of such a dynamic community was already present. During the workshop, the team broke out into three subgroups to identify specific organization goals. Once returning to the main group, all three subgroups found they had the same direction in mind. Finally, the workshop ended with an agreement founded on the notion that this would not just be another workshop. All the hard work and development of goals truly mean something and the proof would be in the follow through and completion of all tasks with the support of all professional members of the department and collaboration with the community. Each action item identifies a lead person with the intent that completing the task will involve all professional members of the department.
This report will identify the following:

- Organizational goals
  - Specific action items
  - Professional member(s) assigned the task
  - Due dates
- Tracking of action items in a transparent manner
Goal

Community Policing Customer Service was identified as the top organizational goal. The notion of the community policing philosophy has been one that many law enforcement agencies embrace, but at times will not engage the community at a realistic level. This Team took it a step further and decided the only way to define our community policing philosophy was to seek community input to first define what community policing means to UC Davis. The desired outcome was identified as:

Utilizing input from the UC Davis community will develop and identify the definition of “Community Policing.” From this definition, information will be used to assist the UC Davis Police Department in the delivery of police services to our community.

Action Item

- Formation of a focus group for receipt of input
  - Academic Senate
  - GSA
  - ASUCD
  - GAC
  - Staff Assembly
- Create a survey tool and distribute
  - Focus group members to support this goal for distribution through the community members they represent
  - Seek information through various informal face to face meetings
- Focus group to analyze survey data and other received information to help define community policing, what it means to UC Davis and how it will be implemented.

Lead Professional Member

Sergeant Jennifer Garcia with support from the Office of the Chief

Due Date

November 1, 2013
Action Item

➢ Marketing/crime prevention
  o Update Department website/Utilize Social Media
    ▪ MYPD Smartphone application
    ▪ Facebook
    ▪ Twitter
  o Update marketing materials that are practical such as bike lights
    ▪ Substitute disposable giveaway promotional products with items that would
      market the Department’s message and appeal to our community
    ▪ Partner with students, staff and faculty to identify marketing strategies

Lead Professional Member

Office of the Chief will take lead on the website and social media. Sergeant Garcia will take the
lead on the update of professional marketing/crime prevention materials.

Due Date

September 1, 2013

Action Item

➢ Collaboration
  o Integrate PSO/Aggie Hosts into typical team roll call briefing
  o Integrate PSO/Aggie Hosts into community and department related events
  o Continue to have Outreach Unit lead events, but ensure all professional members of
    the department are included
  o When possible, respond to community email requests in person instead of an email
    response
➢ Provide interpersonal skills training/update to all professional members of the department

Lead Professional Member

Lieutenant Murphy will coordinate collaboration with PSOs/Aggie Hosts. Sergeant Garcia will
identify and implement training.

Due Date

Collaboration of professional members identified above to be completed and implemented by
May 1, 2013. Identify and implement department-wide interpersonal skills training to be
completed by January 1, 2014.
**Action Item**

- Create a *Department Vision, Mission and Value statements*
  - Collaborate with all professional members of the department
  - Review community input
  - Ensure statements are realistic and meaningful

**Lead Professional Member**

Chief of Police

**Due Date**

May 1, 2013
Action Item

- Create a comprehensive campaign for public education on bicycle safety and traffic laws
  - Collaborate with community partners for marketing
  - Deliver information in various forms
    - Add information to housing agreements
    - Increase information at student/parent orientation
    - Department website
    - New bike safety video to be produced

Lead Professional Member

Lieutenant Murphy

Due Date

September 21, 2013
Goal

*Communication* is a priority for the UC Davis Police Department both internally and externally. We recognize communication has been a challenge over the past seven years. Respectful and thoughtful communication will ensure a consistent and comprehensive message.

“Respectful and thoughtful external communication is important to improving upon our current community based policing philosophy. Internal communication relies on treating each other with respect recognizing that our success is based on the contributions of every professional member of our department”.

**Action Item**

- Face to face communication versus email
  - Develop an internal process for face to face internal/external communication
    - Include a six month review from time of implementation to measure effectiveness of action item

**Lead Professional Members**

Lieutenant Murphy, Lieutenant Barbour, Mark Spangler, Lieutenant Malloy

**Due Date**

Implement developed plan by May 1, 2013
Action Item

- Create a meaningful department newsletter
  - Includes both the campus and Medical Center communities
  - Monthly
  - Requires all command staff to provide input
  - External community input
  - Input due no later than the last week of each month

Lead Professional Member

Deborah Hammond

Due Date

May 1, 2013

Action Item

- Online overtime signup process for patrol

Lead Professional Members

Lieutenant Murphy, Ben McNulty

Due Date

Implement developed plan by June 1, 2013
Action Item

- Acknowledge job performance
  - Important for all department supervisors at every level to recognize exceptional performance

Lead Professional Members

Chief of Police responsible for command staff

Lieutenants and Support Services Manager responsible for sergeants and supervisors

Sergeants and supervisors responsible for all professional members

Due Date

Implement developed plan by immediately, review at six months by command staff after six months

Ben McNulty leading group discussion
Goal

*Training* consistent with department policy is a priority for the UC Davis Police Department. This includes the identification of each department job title and the necessary/required training for each position. This training plan should also have an emphasis on assisting professional members in attaining their own personal professional goals.

Action Item

- Develop a comprehensive training plan consistent with the department’s strategic plan
- Review and update all department job descriptions

Lead Professional Members

Sergeant Garcia – Training Plan

Lieutenant Murphy – Job Descriptions

Mark Spangler – Job Descriptions

Due Date

Implement developed plan by July 1, 2013

Action Item

- Develop and mentor all professional members of the department
- First line supervisor to develop own process consistent to develop and mentor consistent with department needs

Lead Professional Member

First line supervisors. The lead person for this action item is the Chief of Police working with command staff

Due Date

Implement philosophy now. Chief to evaluate in six months from time of this report
Goal

Staffing in all department positions is critical to providing the highest level of service and ensuring a safe work environment. The emphasis on hiring quality people must be balanced with meeting staffing needs in a timely fashion.

Action Item

- Identify an outside company to conduct an internal staffing/workload needs assessment for all positions within the department
  - Study should be based on the United States Department of Justice comparative study
  - Chief of Police to review study and collaborate with command staff for potential change
  - Funding/budget model should include a strategy consistent with the data in this assessment
    - Review of salaries

Lead Professional Member

Chief Carmichael with support from Mark Spangler

Due Date

January 1, 2014

Action Item

- Provide comparative analysis with other universities in the UC system based on
  - Staffing
  - Funding
  - Salaries
- Implement comp time program
- Review step increases due to compaction/inequity

Lead Professional Members

Betsy Archer and Susan Kennedy

Due Date

July 1, 2013
Goal

Strategic Plan. The lack of a formalized shared strategic plan has hampered the department for many years. The department’s strategic plan will serve as a foundation for the organization and provide clear direction as we move into the future. This plan will contain formalized future planning with an emphasis on technology, staffing, community needs and succession planning. The UC Davis Police Department models the community policing philosophy and to ensure a comprehensive strategic plan it must include input from the community.

Action Item

- Identify priorities/expectations by seeking input from
  - Members of the department
  - Campus community partners in Sacramento and Davis
- Lead open forums and work groups to identify priorities/expectations
- Identify potential future funding sources such as grants
- Create a three year comprehensive strategic plan and share both internally and externally
- Command staff to evaluate the strategic plan every 12 months and provide a formal analysis as to the status of the plan

Lead Professional Member

Lieutenant Don Malloy

Due Date

September 1, 2013
Goal

*Workflow* is a sequence of steps by which members of the department are able to complete a particular task or request. Creating a formalized workflow/process will help increase efficiency which in turn will greatly enhance our level of service and create a transparent and trusted environment. The implementation of a new department policy manual has focused on removing procedures (or operational processes) from the policy manual and placing them in an appropriate location. There is a current need to create various procedure manuals for the department.

**Action Item**

- Identify the need for new procedure manuals, and/or update current manuals including, but not limited to:
  - Report writing manual
  - Patrol procedures manual
  - PSO manual
  - Aggie Host manual
  - Dispatch manual

- Identify and create a system to monitor all annual audits and/or inspection of the department to provide a clear system of responsibility and due dates. Forecasting will increase the opportunity for success

- Compile and analyze various department workflow processes
  - Create a formal structure which will identify the appropriate person and include the proper routing of a process

**Lead Professional Members**

Workgroup consisting of Lieutenant Malloy (lead), Lieutenant Murphy and Mark Spangler

**Due Date**

January 1, 2014
Conclusion

The UC Davis Police Department is comprised of professional and caring individuals. This teambuilding process identified the already existing spirit of community policing and focused on the success of the organization versus an individual. Recognizing the importance of all employees, this team has decided to refer to all members of the organization as professional members versus sworn/non-sworn. While we each serve a specific role, we embrace the true spirit of teamwork. To this end, the current draft department policy will reflect all references to the team as professional members. The success of the team building workshop now rests with every professional member of the organization. While the action item leads have been identified in this report, the success will only be attained with the support of every professional member. The metrics established in this report will be reviewed by command staff every two weeks until all action items are complete. A living document will be created and maintained by the Office of the Chief and shared both internally and externally.
UC Davis Police Department Team Building Members’ Final Thoughts

PSO Sergeant Alicia Bennett

“The team building workshop was really inspiring. As a PSO at the Medical Center who doesn't see a lot of the great folks who work at the police department on Campus this workshop made me feel an accepted part of a team. Action plans were developed for the mission and goals of the department. Because of this workshop, I was able to see a vision of the future of the department. Everything was so organized. Now for the fun part of it; it was AWESOME! The weather was beautiful, the Lighthouse Inn was gorgeous, and the food was great. The first night when we played the game it was so funny I haven't laughed that hard in a long time. And just hanging out with the group was great. Thanks Chief, this was a great idea.”

Deborah Hammond, Office of the Chief

“The team building retreat was an excellent experience. To have all senior staff in one place, at one time, hearing the message and vision for the future of the department directly from the chief, left an immeasurable impact on staff. And while it was unanimous that our community outreach and communication must be our priority, the health of the department, the creation of departmental structure and a commitment to value ourselves as team members were also inspiring goals that flushed out during the discussions. My hopes are that senior staff will not lose the momentum created in the past week and actually dare to be the very best we can be. A memorable moment for me was in the Fish Market video when the 18 year old kid asks, “Why not dare to be the best in the world…” UCDPD’s reputation was definitely tainted by the events of November and poor management; however, I believe our greatest success can arise from our greatest falls and I hope we will truly utilize every tool and talent to seek this level of excellence.”

Patrol Sergeant Ray Sutera

“I think the conference gave us all an opportunity to see one another in a different light from what we are accustomed. From the responses the groups offered it appears we, as a group, are more like minded than some would have imagined, me included. It is encouraging to see you waving the flag as you do and literally shouting "follow me" and leading instead of trying to drag us in a direction we really don't want or should go.

I am encouraged with the direction we have taken; as a first line supervisor I truly feel that I control my destiny and that of my team. I am thankful you have given Jim the latitude to allow us to lead, a concept lost on the previous administration. I’m looking
forward to what's ahead and how we will get there. I know it isn't going to be all peaches and cream and you acknowledged it yourself, we may disagree on things from time to time, but we all agree on the fact the department is what we are focused on, it's successes which will inevitably be our successes. So I'll end with an old military expression...whoo-wah!”

PSO Sergeant Adam Barrera

“I believe the team building retreat was very productive; it allowed everyone to communicate in a way that we never had a chance to in the past. From the open and honest first day, to the ideas we all created on the last day, every moment helped everyone build a more unified and positive outlook on the department’s future and direction. Definitely something that should be done on a yearly basis, not simply reactionary to negative events. The only negative I can take from the meeting is that it would have been great for more officers to go to, while I understand the nature of a retreat for supervisors. I believe the positive messages and ideas being shared would be immensely beneficial to share with everyone.”

Patrol/Motor Sergeant Paul Duffy

“After a few days to think about it, I find myself thinking about the notion that "small dreams inspire no one." If we're going to have a vision, I think we should be going for the big dreams. This place is going to be every bit the great place to work that it should be.”

Support Services Manager Mark Spangler

“As the newest member of the management team, I could not think of a better way to begin integrating with the department than this meeting. When someone new joins a team it usually takes a while for them to meet other team members or they never see them at all as they become faceless emails. The team building process gave me the unusual opportunity to interact with other members of the management team all at once and in a positive atmosphere. To summarize, I found the meeting to be a positive environment allowing for frank discussions regarding challenges the department has faced and will face in the future. Because of the safe environment to have these discussions, I believe that the team left the meeting with a sense of energy, commitment and achievable action plans that will continue our amazing service to the community as a model police department.”
Patrol Sergeant Walter Watt

“This was a great experience for me; I had never been involved in molding and planning a new direction for a police department. This tells me that the Chief of police and command staff have a lot of trust and respect for the members of this organization. This retreat was well worth the money and it fun at the same time.”

Patrol Sergeant Rick Mair

“As stated, I think the workshop was a positive and valuable experience for all of us. It was very encouraging to see that, even though the three groups deliberated separately, we identified common areas that we should be focused on. We have an abundance of talent, knowledge and experience that can only help to improve the quality of this department. I look forward to the months ahead, as we incorporate the action items. It’s a privilege to be here, and work as a member of UCDPD. Thank you for your enthusiasm and leadership.”

Aggie Host Security Coordinator Ben McNulty

“The Team Building environment and curriculum at Pacific Grove created a thought-provoking understanding of our workplace across professional and personal levels not before seen in my experience. Our collaborative efforts prompted the creation of tangible action steps we will each implement to further strengthen our department in critical areas. The focus on customer service and community policing through direct involvement with our campus community speaks volumes to the kind of intellect and foresight we have among our supervisory members, and your genuine commitment to the development of our strategic plan (which we mirror and will model) while utilizing the supervisory TEAM as a significant tool in the process is genius and arguably unprecedented in the history of the UC Davis Police Department.”

Patrol Sergeant Danny Sheffield

“Honestly, I went into this thinking it was going to be three days of my life I’d never get back. I left with a realization that those were three days this department will never forget. Good things will come to a TEAM that commits to making it happen...”

PSO Sergeant Randy Cron

“It ended up being a good experience for me. I feel more a part of the team than ever before.”
Patrol Sergeant Mike Green

“We’ve been through these workshops before but they lacked follow-up and follow through. Being able to assign deadlines and persons responsible for getting them accomplished is invaluable. I applaud the fact that you (the Chief) are willing and visionary enough to ask for feedback. Wonderful experience.”

Patrol Lieutenant Greg Murphy

“As a newly appointed lieutenant at the department, I appreciated the teambuilding workshop, because I consider it an opportunity to be an active participant in establishing a baseline for the department going forward. I am energized about the prospects and opportunities that will exist in the upcoming months and years. The fact that 21 supervisors and managers reached consensus on the top six issues to address on the department was no less than impressive. I am committed and anxious to contribute fully to every task I undertake. I believe the plans that were identified are similar to a playbook in the NFL; every play is “designed” to get a touchdown – however, if only 12 yards is gained, the team doesn’t say “this play doesn’t work – so we need to quit,” rather, they huddle up and continue running plays until success is achieved. That same tenacity is what will be required as we go forward. The key is to “never give up.”

Acting Professional Standards Lieutenant Don Malloy

“After attending several team building sessions during the course of my law enforcement career, I thought the process of having three groups of people coming to a consensus on the six most important goals for the department would involve a lot of negotiation. To my surprise, the groups came up with basically the same six goals. I think the team building session was a great help in giving our department a starting point for a new direction.”

Dispatch Supervisor Leticia Garcia-Hernandez

“It was nice to see what people learned in the last leadership class being used and applied over these last few days. I have seen many people promote and it is nice to see the transition and growth”

Patrol Lieutenant James Barbour

“Having been a police officer for almost 25 years now, this was my first experience at a team building event. I have been a member of this department for 9 of the said listed years of service. While I will not elaborate on the dynamics of our department’s storied past, I can say that there has been a huge shift in leadership and practices since we acquired our new Chief (Matt Carmichael). This is a most welcome transition for us all, although for some change is difficult due to the unknown.
When Chief Carmichael decided it was time for all the supervisors/managers to attend the team building event, most went with uncertainty as to what we would possibly gain from attendance besides a trip away from our current assignments.

I can proudly say that this event truly helped define who we are as a department and not just as an individual. I felt empowered and even stronger after gaining more knowledge of my peers and subordinates. I honestly feel that we all are united together into one cohesive unit that will take our department in the right direction; not for personal gain, but for the betterment of the entire agency.

I am proud to be a member of the UC Davis Police Department, and proud that I am also a member of our supervisor/manager team (professional officer and professional staff).

Thank you for giving me the opportunity for growth and knowledge that we (UCDPD) are the best police department in the state.”

Outreach and Training Sergeant Jennifer Garcia

“It’s always good to get together and work in an “out of the office” environment. By your lead (Matt) we forge new and different trails to success. It’s obvious that you truly care. We had the kind of laugh that our department had been missing for 7 years. You can’t put a price tag on that! Many of us have always said this place could be a great place to work, and by the work and goals that we identified as a cohesive group, we are out of the gate and running!”

Acting Patrol Lieutenant Bill Beermann

“I thought that the team building exercise in Monterey went very well. I liked how we broke into smaller groups and set our goals individually then got into the bigger group and made our presentations, this gave us all insight to the decision making process of the group. I also like how we then pared them down to the most important to the overall group. This should help when the Strategic Plan is formulated and adopted. Overall, being away from work and working together was very helpful. As I said in the closing statements of the exercise, its important how we got to the final 5 items and the order in which they were placed. More importantly to the organization now is what we do with the information. If we move forward with it in the manner it was presented, I believe we will grow and move forward if we don’t then each one of us is responsible for the future path of the organization. In short, “If we do what we have always done then we get what we got.”

Like you, I’m ready to continue to move the department forward, the future is bright.”
Patrol Sergeant Paul Henoch

“First off I was very skeptical about the retreat having civilians there and having done these several times before without any follow through afterwards. The first day was great and the evening portion playing the game of Charades really brought the people together by their interaction with one another and just plain laughing. This set a good tone for a good team building workshop for the days to come. I think we accomplished a good start on our strategic plan but again it is the follow through that will count to better the department in the months to come. We have always been a great department! We should not let one incident over shadow our image and our continued commitment and service to the community!”

PMW Associates, Retired Police Chief Ron George

“Just a note to say how much I enjoyed working with you and your “cramazing” team of professionals. When I look at healthy organizations I look for leadership, commitment and talent. Once in a while you find organizations with all three components. UC Davis Police Department is blessed with great and passionate leadership, committed team members with the talent to make it happen. Recognizing your history, you have come a long way in a short time.”

Police Chief Matthew E. Carmichael

“The health of an organization can never be about one person. This team building exercise reminded me of the talented and committed individuals we have the opportunity to work with on a daily basis. I too have attended many team building events in my career but never with such an amazing group of leaders as this one. I am publicly committed to ensuring we stay on track and complete the action items we set forth in our team building process. We are a model law enforcement agency and will only get better with time. While we acknowledge our past, it is obvious to me we are all committed to moving forward. Business as usual no longer has a place in the UC Davis Police Department.”