

THE JOB TO BE DONE

Aurora, Illinois is coined the “City Second to None” due to the fact that it is the second largest city behind Chicago, but insists on having the highest quality of life.

While the Aurora Police Department (APD) is firmly committed to upholding that vision, a rash of shootings in 2004 caused City officials to respond in an aggressive fashion. After successfully reducing shootings in 2005 by over 50%, the city was not satisfied and sought to further reduce that number by another 20% in 2006. In addition, the APD knew they needed to focus on taking care of their people—and their institution.

Morale was extremely low and many work processes were driving the wrong behaviors. Specifically, the APD needed a focused strategy that aligned the behaviors of over 400 sworn and non-sworn officers so they could focus on their top three priorities: reduced shootings, improved resolution time for citizens and to improve the morale and trust within the department.

SOLUTION

Through a series of consultation and analysis with FranklinCovey’s xQ survey, a process that measures an organization’s ability to focus and execute on key organizational priorities, the APD learned they needed significant help on the clarity and commitment to their goals. Additionally, they saw extremely low scores in the areas of enabling (work processes), trust and accountability.

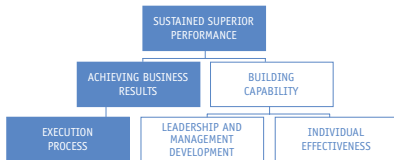
The APD implemented FranklinCovey’s execution process to achieve their desired objectives. This process included clarifying goals and addressing the misalignments deep within the APD culture. The front-line officers identified many barriers and the Command Group decided to make several, high-impact decisions to send the message that serious goal accomplishment required leadership answers to these issues.

The top 50 leaders agreed to a new behavior: They agreed to ask all of their team members, “What can I do to help you get your work done this week?” And whatever they say, that becomes part of their priorities for the week. They further agreed to publicly account for this behavior on a weekly basis.

RESULTS

In the first five months alone, the results have been solid:

- > As of November 2006, the city has met their objective of reducing shootings by 20% (YOY), and shootings resulting in homicides have reduced by 75%.
- > For Customer Service, their focus has been put on servicing the Police Officers who in turn serve the public. Eight full-time personnel will conduct all data entry for reports and enforcement actions, freeing up officers for community policing.
- > To impact morale, APD removed more than forty barriers that were identified by the front-line patrol officers.



The ability to execute on top organizational objectives is one of the necessary traits to achieve sustained superior performance.

Execution is only possible when everyone knows the top goals and possesses a relentless drive to achieve them.