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3rd European CAF Users Event

Leadership for the creation of value for the L'Hospitalet de Llobregat Police Station

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3rd European CAF Users Event, Lisbon 11-12 October 2007



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What shall we talk about?

- We shall talk about a police organisation that wants to stand out and make serving the citizens its raison d'être
- We shall talk about how the CAF (common assessment framework) experience inspires change and makes it easier for changes to be effective and sustainable



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The beginning of the process

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- The political body in charge of public safety in Catalonia (Generalitat de Catalunya) wants to define a service improvement policy for the Generalitat Police Force - Mossos d'Esquadra
- The project must to be based on **three requirements**:
 - Oriented towards the **general public** and focused on **critical processes**
 - Diagnosis and proposals prepared by **officers themselves** (team work)
 - Sustainable and oriented towards **ongoing improvement**

The beginning of the process

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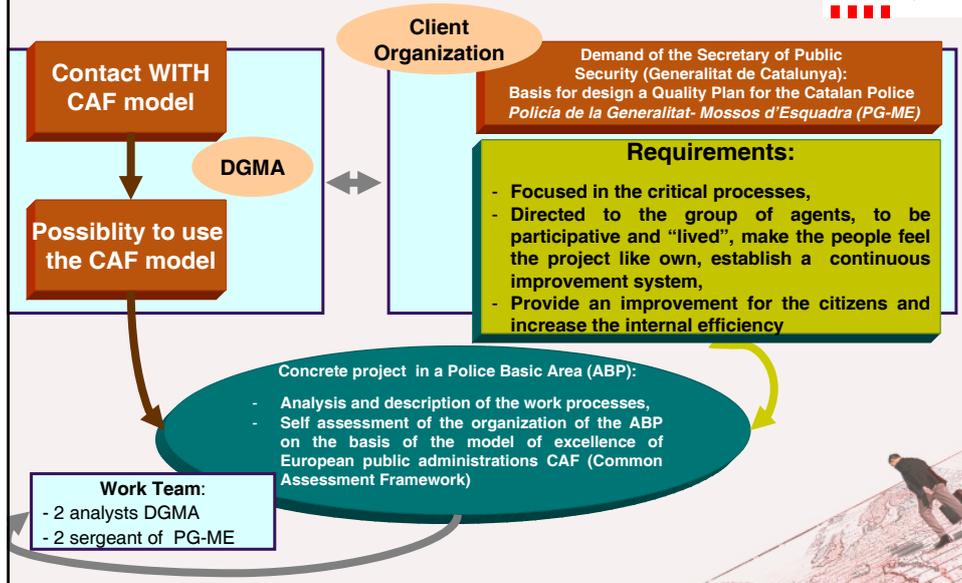
- Requested assistance of the DGMA (Department for the Modernisation of the Administration) and defined as a participated project:
 - **Generalitat de Catalunya** (<http://www.gencat.net>): Group of institutions comprising Catalonia's self-government
 - **Mossos d'Esquadra** (<http://www.gencat.net/mossos/>): historical name of the Generalitat's Police Force. It is Catalonia's ordinary police force and it coexists with the local police and the National Police Force and the Civil Guards (each of which perform very specific functions).
 - **DGMA** (Direcció General de Modernització de l'Administració): Department for the Modernisation of the Administration –unit of the Govern de la Generalitat that promotes and supports projects designed to change and improve the departments of the Generalitat

The project



- High level political demand / demand of political representatives had to correspond to the requirements of the political representative:
- What Instruments?
 - Analysis and improvement of processes
 - Self Assessment CAF (2002 version)
- Where? Target Organisation: L'Hospitalet de Llobregat Police Station / Generalitat Police Force - Mossos d'Esquadra.
 - A potential for learning: the political representative was aware that good work was being done there).

The project



The project



WHO

Secretary of Public Security (Generalitat de Catalunya):
Mossos d'Esquadra (PG-ME)

WHAT

Quality Plan
Participative (feel own project)
Improvement for the citizens

FOCUSED

Police Team

WHERE

Discused and debated. CONSENS
URBAN POLICE STATION
ABP L'Hospitalet de Llobregat

WHEN

MARCH – JUNE 2005

The context



■ L'Hospitalet de Llobregat town

- Town annexed to Barcelona (12.5 km²) (<http://www.l-h.es>).
- 2nd largest town in Catalonia: 260,000 residents (20,000 inhab./km²)
- Social diversity: 47% born in Catalonia, 31% from other autonomous communities in Spain and 22% from abroad

■ L'Hospitalet de Llobregat Police Station

- Highly hierarchical and specialized police organization
- Young organisation (since 2003)
- 240 offices + 10 clerks
- Control room and certain services shared with the local police
- High staff turnover
- People arrested (2006): 1.938 / (626 spanish/ 1218 others)
- Reports filed (2006): 14.220 (7601 delicts 6619 faltes)

CAF Self Assessment

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4 months. March – June 2005

Preparation and organization of the process

13 people team work

1 session of communication to the Police ABP staff

1 session of constitution of the group and learning

Development of the self assessment

6 Sessions of preparation for the self assessment

1 week of individual evaluation

Diagnosis / Scoring

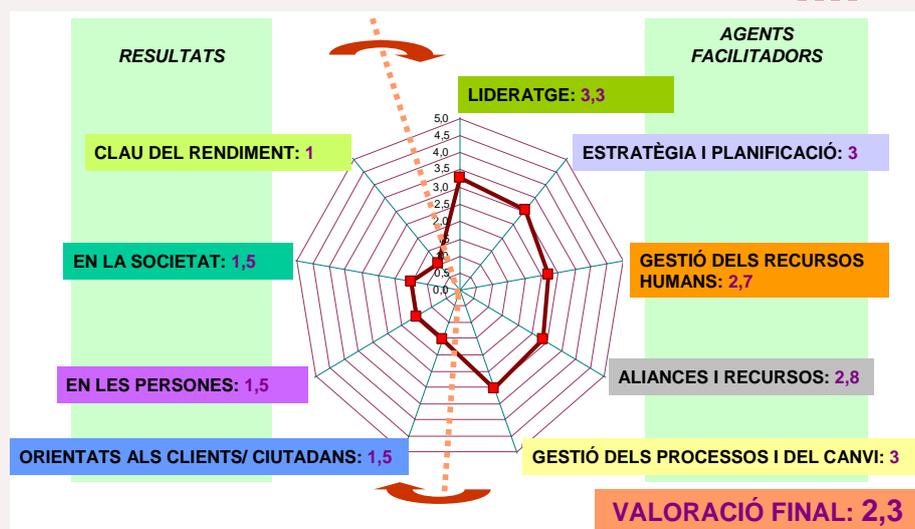
2 sessions of self assessment

Action plan

Presentation of the conclusions and the critical action plan to the high political managers

CAF Self Assessment

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CAF Self Assessment



Diagnosis main points

- Difficulty differentiating the strengths and weaknesses corresponding to the police station from those corresponding to the corporate and crossed units in the Generalitat Police Force
- Positive assessment of actions of facilitating officers. Confirmation that facilitating officers were well focused and developed
- Lack of results measures: insist on the need for measure

Action plan: where are we improving?



- Institutionalization of the ongoing improvement
- Increasing in size the management team (5 to 7)
- In-house communication plan
- Training plan
- Systematization of complaints and/or suggestions
- Strengthening of indicators and measures

Leadership good practices (I)

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- Suitable **choice of boss** and management team members
- The organization and **style of management** were defined at the beginning and set forth in a document and handed out to each new member
- The organization's **values** were explained in a document, they are recalled and stated for those present.
- Good **working atmosphere**, partly based on **trust** in the management and in the **information** policy and assessment of officers and units, which enhances motivation and officer involvement

Leadership good practices (II)

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- **Exemplary behavior** by directors and officers as a base for credibility
- **High assessment** by all professional profiles (no first and second-class officers: e.g. patroller status)
- **Accessible receptive and open** managers team (especially a ABP Head and subhead)
- Using all the **communication channels**
- **Transparency, clear rules** (based on merit) and no arbitrariness, but adaptation to personal situations (e.g. vacancies below unit head posts are broadcasted through public offers, taking into account the profile and willingness: the priority of employee training, etc.)

Leadership good practices (III)

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- **Organizational culture** that favours ongoing improvement
- **Shared management.** Participating style, aware of what is being done, assessing but respecting individual responsibility
- Strongly **committed to meet corporative objectives** (included in the police station organization planning)
- **Balanced scorecard** maintained and useful. Formal meetings of management to plan operational and strategic management (daily and quarterly meetings, respectively)



Leadership good practices (IV)

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- Very clear **segmentation of the public** and specific design of services to contribute maximum value
- **Key actors and alliances identified and maintained** with work systems and **with personal relations** to guarantee effectiveness and gain legitimacy
- **Campaigns designed** directed at risk collectives, in order to **attain the perception of safety**, involve them in safety strategies and prevent problems
- Implementation of the **police proximity model** to the citizens materialized in:
 - a specific organizational structure and services provided
 - an attitude and a way of acting that is felt to be unique.



Leadership good practices (V)

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- Relevance of **knowledge management**:
 - Documented protocols in order to preserve in-house knowledge
 - Police Station well oriented to meet objectives
 - Clearly identified responsible and well known
 - Implementing registers, reports, best practices, etc.

Conclusions

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- Aligning organization management with CAF model is a **driving force to orient**, direct and sustain actions for improvement
- It is also a **model of reference** for adopting a quality corporate management policy
- **Leadership actions**, particularly values, **are the basis** of all organisational systems
- The role of the managers not as mere bureaucrats but also as real **leaders who create public value**
- This experience **has awakened interest but** no further assessment has been made, nor a corporate policy has been defined in this regard.



A qui no té nord, cap vent no li és propici

*“No wind blows in favour
of he who goes astray”*

Catalan saying

**Thank you very much for you
attention!!!**



Contact

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