

Business Intelligence Solution Enhances the Eyes and Ears of Police Force



Company Profile

Israel Police is regarded as one of the most progressive, best-trained, and most dedicated forces in the world, with approximately 27,000 officers spread over six districts, 17 sub-districts, and some 70 police stations. In 1999, in an effort to be accountable and responsive to the needs and concerns of citizens and to demonstrate the impact of its efforts in areas of crime, traffic law, and beyond, Israel Police implemented a basic system for collecting performance information. However, the system lacked tools for organizing information to make informed decisions about how to improve service performance. Israel Police chose a corporate performance management solution from Panorama Software that is based on Microsoft's platform. With this solution, Israel Police plan to improve the quality of service it provides to citizens.

The Israel Police strives to enforce the law in the spirit of the basic values set forth in the Proclamation of Independence, with the aim of ensuring the security of both individuals and society as a whole and enhancing quality of life in the State of Israel.

Business Challenges

Israel Police wanted a comprehensive solution to pinpoint problems specific to each station and to share data effectively across the entire organization.

Today, Israel Police is regarded as one of the most progressive, best-trained, and most dedicated forces in the world. It is responsible for everything from enforcing traffic laws to handling matters of state security and public safety, from preventing white-collar crime to controlling riots and uprisings, and from enforcing settlement policies to acting as ambassadors of goodwill in the community.

With approximately 27,000 officers spread over six districts, 17 sub-districts, and some 70 police stations, Israel Police is an

extremely large and multi-faceted national organization by any standard, and not unlike a national corporation. According to the latest figures from Israel's Central Bureau of Statistics, Israel Police serves a population exceeding 6.7 million.

If a corporation is responsible to its shareholders, an organization such as Israel Police ultimately answers to the public it serves. Understandably, the pressure and expectation to perform is immense. After all, security and safety are paramount to all human beings.

Ultimately, the challenge facing Israel Police was how to be accountable and responsive to the needs and concerns of citizens relating to safety, law, and order.

Because of the intense public scrutiny, Israel Police realized quite early on that it needed to be able to intelligently respond to the ongoing questions and concerns raised by the public, the media, and politicians.

“ We sought a powerful, yet user-friendly tool that wasn't intimidating for our officers to use... A solution that offered us all the flexibility we needed to adapt to any changes we may need to consider in the future. ”

Chief Superintendent Gilboa,
Israel Police

When pressured about certain crime trends, it was expected to have statistics (and solutions) at its fingertips. Israel Police had to have the numbers to justify its actions and decisions regarding departmental priorities. The organization was under pressure to demonstrate the impact of its efforts in areas of crime, traffic law, and beyond.

This “burden of proof” was vital if Israel Police were to maintain public confidence and show that it was acting in a guided and proactive manner.

In 1999, the Israel Police introduced a basic system which was in essence a giant master database. It collected reports from nearly all the operational police databases and (until now) has been the core instrument for management by police officers and stations at all levels.

While the system worked on a very basic level of collecting and centralizing data, Israel Police felt it still lacked a way of strategically utilizing this information to make informed decisions. The system did not provide a solution for improving and standardizing overall performance throughout the entire organization.

Chief Superintendent Gilboa notes that when you have one force in charge of policing an entire nation, you can guarantee that the problems and concerns are not uniform across the board. Just as every branch office of a national corporation faces unique problems, so too do the various police stations across the State of Israel.

Take crime statistics for example. Israel Police wanted the ability to compare trends in various districts. It hoped to see if there were any similarities or patterns that would help the police anticipate problems and implement more cost effective solutions. If one district was keeping a problem in check, perhaps others could benefit from its methodology and leverage knowledge to make better decisions.

Realizing they were missing a valuable opportunity to harness the true potential of the data they collected, the State’s Commissioner of Police assigned a strategic task force to provide a state-of-the-art business intelligence system.

The visionaries at Israel Police looked into the array of powerful tools available to measure and improve upon performance and provide the answers—and answerability—they were seeking.

With such a system in place, senior Israel Police staff could confidently set performance targets and dynamically implement strategic policy throughout the organization, right down to the basic police units.

Gilboa enthusiastically explains the approach Israel Police took when determining its needs. “We looked at it like any business or corporation would. Our goal was to create a management tool that would be effective and efficient. Something capable of

gathering answers from a variety of interspersed yet integrated resources in real time.”

According to Gilboa, there were several business drivers guiding the need for a solution that could be implemented across the organization. They include:

1. The ability to gauge and measure quality of performance, particularly as it related to citizen satisfaction.
2. The ability to set benchmarks and meet targets (which would vary between stations).
3. The ability to identify and target crime and policing issues that require significant attention and immediate response.
4. The ability to monitor and analyze all parameters that reflect the quality performance of Police Commanders in domains such as crime, road accidents, and policing.
5. The ability to measure and evaluate each individual police unit according to its resources and the specific challenges it faces on a localized basis.
6. The ability to compare performance vis-à-vis targets across Police Commanders according to a numerical scoring system.
7. The ability to quickly communicate crime and policing issues and collaboratively come up with recommendations among the police units to address these challenges.
8. The ability to use historical data and modeling tools to perform predictive analysis and run “what-if” scenarios.
9. The adaptability and flexibility to work instantaneously across a large and diversified organization.

Solution

Israel Police chose Panorama Scorecards solution to compare trends, anticipate problems, and gain insight from information gathered in order to make better decisions.

Chief Superintendent Gilboa and his team sought a comprehensive solution that would pinpoint problems specific to each station and effectively share data across the entire organization. Or, to put it another way, the men and women in uniform wanted to deliver a uniform quality of service.

“We sought a powerful, yet user-friendly tool that wasn’t intimidating for our officers to use. A system that could automatically link information from a wide range of data sources across the state. A solution that offered us all the flexibility we needed to adapt to any changes we may need to consider in the future,” says Gilboa.

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“From a practical perspective,” Gilboa adds, “we also realized that the solution we chose had to be extremely simple and intuitive. After all, it would be used by police officers—not IT specialists.”

In a competitive bid process, Israel Police looked into various different systems. In the end, Israel Police chose Panorama Software’s Scorecards solution. Based on Microsoft’s platform, the solution best addressed all of the organization’s needs.

Already, Israel Police has programmed approximately 110 KPIs (Key Performance Indicators) into the new CPM solution. KPIs are ways of measuring performance across an organization.

Benefits

- Israel Police has been able to program approximately 110 Key Program Indicators into its CPM solution to measure performance across the organization.
- Israel Police now have the ability to efficiently allocate resources to address trends across the various districts.

Perhaps the greatest benefit Israel Police hopes to achieve from the Panorama solution is a way to ensure that the organization is constantly improving the quality of service it delivers to all citizens—no matter where in the country they may be. The system has been introduced to all senior officers and is in the process of being implemented across the organization.

Gilboa says, “We anticipate that this scorecarding solution will revolutionize the way Israel Police approaches our job. It will have a significant impact on our internal culture as it relates to serving the public. Our ability to effectively police the state and efficiently allocate resources will be dramatically improved.”

In the end, the citizens of Israel will benefit most from these business innovations within their police department.


Panorama Software


Panorama Software helps clients grow revenues and reduce costs by giving them the ability to analyze data, identify trends, maximize business opportunities, and improve corporate performance and results. Panorama software offers an intelligent, collaborative and easy-to-use, BI solution that enables enterprises the ability to gain insights more quickly, more efficiently and with greater relevancy. Panorama maintains over 1,600 global customers.

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