

# OPERATIONS REVIEW

# Purposes of Operations Review

- ✚ *Assess short term performance*
- ✚ *Respond to problems that have arisen recently and need immediate attention*
- ✚ *Rapid problem-solving*

# Operations Review

## *Characteristics of Operational Review Meetings:*

- *Short*
- *Frequent*
- *Data-driven*
- *Highly focused*
- *Provide opportunities for feedback, problem-solving and learning*

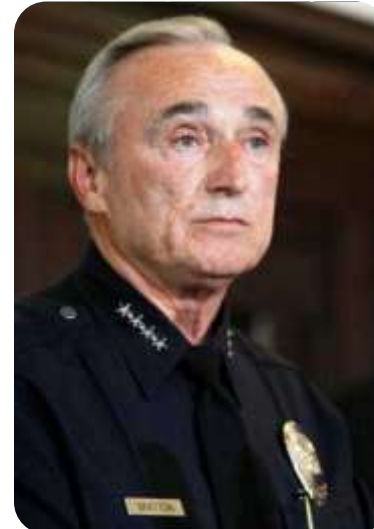
# Operations Review

## Case Study: *NYPD CompStat (Computerized Comparison Crime Statistics) Meetings*

**Mayor Rudy Giuliani**



**Comm. William Bratton**



- ***1993 – Mayor Giuliani appointed William Bratton as NYPD Police Commissioner***
- ***Bratton promised 40% reduction in violent crimes in New York City in 3 years***

# Operations Review

- *Jack Maple was appointed as the Deputy Commissioner*
- *Compstat became dashboard for NYPD's twice-weekly operational reviews*

# Operations Review

## *Weekly Operational Review Meetings*

- *What are we doing about the shooting incidents?*
- *How are we doing buy-busts?*
- *Why are assaults which have been downtrend in the last 6 months starting to rise?*
- *Why are carnapping cases down 20% citywide but up 10% in your area?*

# Operations Review

*The questions were used to understand how the Precinct Commanders were responding to the crime data:*

- *What countermeasures are being attempted*
- *What worked and what did not*
- *What the Precinct Commander expect to occur when a particular action is undertaken*

**GOAL:** *Discover innovative & successful tactics that were shared to the attendees*

# Operations Review

*The system exposed Precinct Commanders who were :*

- *Not tracking incidence and causes of crime*
- *Did not understand the drivers of change in crime stats*
- *Not generating effective, creative and innovative countermeasures*

***RESULT:*** *Close monitoring of operations and development of new approaches for preventing crimes*



# Operations Review

## **OUTCOME:**

- *1994 major crimes declined 12% compared with the national average that declined 1.1%*
- *1995 NY accounted for 61% reduction in serious crimes nationwide*
- *Use of operational dashboards (CompStat) and frequent operational review meetings was extend to other city services*

# Operations Review Template

Objective: Crime Prevention

Primary Driver: Enhance community engagement

Secondary Driver: Intensify community awareness

Target	Accomplishment	<u>(+/-)</u> <u>Variance</u>	Impact on <u>Process Shift</u> on Crime Prevention	<u>Cross</u> <u>Match</u> with SD, PI, T, A	<u>Identification</u> <u>of Gaps</u>	<u>Intervention</u> Resulting in breakthrough/ transformative outcome
--------	----------------	---------------------------------	---	---	---	---

## DASHBOARD

SD - Secondary Driver

PI - Performance Indicator

T - Target

A - Activities

## SCORECARD

(OBJECTIVE)

(MEASURE)

(TARGET)

(INITIATIVES)

# Operations Review Template

Objective: Crime Prevention

Primary Driver: Enhance community engagement

Secondary Driver: Intensify community awareness

Target	Accomplishment	(+/-) Variance	Impact on Process Shift on Crime Prevention	Cross Match with SD, PI, T, A	Identification of Gaps	Intervention Resulting in breakthrough/transformative outcome
336	302	- 34	30.62% decrease in AMCR			

# Operations Review Template

Objective: Crime Prevention

Primary Driver: Enhance community engagement

Secondary Driver: Intensify community awareness

Target	Accomplishment	(+/-) Variance	Impact on Process Shift on Crime Prevention	Cross Match with SD, PI, T, A	Identification of Gaps	Intervention Resulting in breakthrough/ transformative outcome
336	302	- 34	30.62% decrease in AMCR			
504	2,483	+ 1,979	17.25% decrease in index crimes			

# Operations Review Template

Objective: Crime Prevention

Primary Driver: Enhance community engagement

Secondary Driver: Intensify community awareness

Target	Accomplishment	(+/-) Variance	Impact on Process Shift on Crime Prevention	Cross Match with SD, PI, T, A	Identification of Gaps	Intervention Resulting in breakthrough/ transformative outcome
336	302	- 34	30.62% decrease in AMCR			
504	2,483	+ 1,979	17.25% decrease in index crimes			
336	396	+60	51.69% decrease			

# Operations Review Template

Objective: Crime Prevention

Primary Driver: Enhance community engagement

Secondary Driver: Intensify community awareness

Target	Accomp	(+/-) Variance	Impact on Process Shift on Crime Prevention	Key Success Factor	Objective	Performance Indicator	Target	Initiatives
336	302	- 34	30.62% decrease in AMCR	1. Jiving distribution of IEC materials with other activities (patrol, dialogue, visitation);  2. Community-initiated invitations for the conduct of lectures (community empowerment)	<i>Are the key factors aligned with the objectives</i>	1. Disaggregate Performance Indicator into:	Under target setting  ↑accomp + 1979	Continue IEC material distribution
504	2,483	+ 1,979	17.25% decrease in index crimes			1. 2. 3.		
336	396	+60	51.69% decrease			Number of: 1. Symposia and lectures conducted 2. IEC materials distributed 3. QUAD media activities conducted		

# Operations Review Template

Objective: Crime Prevention

Primary Driver: Enhance community engagement

Secondary Driver: Intensify community awareness

Target	Accomplishment	(+/-) Variance	Impact on Process Shift on Crime Prevention	Cross Match with SD, PI, T, A	Identification of Gaps	Intervention Resulting in breakthrough/ transformative outcome
336	302	- 34	30.62% decrease in AMCR			
504	2,483	+ 1,979	17.25% decrease in index crimes			
336	396	+60	51.69% decrease in non- index crime			

# Operations Review Template

Objective: Crime Prevention

Primary Driver: Enhance community engagement

Secondary Driver: Intensify community awareness

Target	Accomplishment	(+/-) Variance	Impact on Process Shift on Crime Prevention	Cross Match with SD, PI, T, A	Identification of Gaps	Intervention Resulting in breakthrough/transformative outcome
336	302	- 34	30.62% decrease in AMCR	SD PI		
504	2,483	+ 1,979	17.25% decrease in index crimes	T A		
336	396	+60	51.69% decrease in non-index crime			



# Operations Review Template

Objective: Crime Prevention

Primary Driver: Enhance community engagement

Secondary Driver: Intensify community awareness

Target	Accomplishment	(+/-) Variance	Impact on Process Shift on Crime Prevention	Cross Match with SD, PI, T, A	Identification of Gaps	Intervention Resulting in breakthrough/transformative outcome
336	302	- 34	30.62% decrease in AMCR	SD PI	Under target setting	
504	2,483	+ 1,979	17.25% decrease in index crimes	T A		
336	396	+60	51.69% decrease in non-index crime			

# Operations Review Template

Objective: Crime Prevention

Primary Driver: Enhance community engagement

Secondary Driver: Intensify community awareness

Target	Accomplishment	(+/-) Variance	Impact on Process Shift on Crime Prevention	Cross Match with SD, PI, T, A	Identification of Gaps	Intervention Resulting in breakthrough/ transformative outcome
336	302	- 34	30.62% decrease in AMCR	SD PI	Under target setting	Stretch target setting for 2013 onwards
504	2,483	+ 1,979	17.25% decrease in index crimes	T A		
336	396	+60	51.69% decrease in non-index crime			

# Operations Review Template

Objective: Crime Prevention

Primary Driver: Enhance community engagement

Secondary Driver: Intensify community awareness

Target	Accomplishment	(+/-) Variance	Impact on Process Shift on Crime Prevention	Cross Match with SD, PI, T, A	Identification of Gaps	Intervention Resulting in breakthrough/transformative outcome
336	302	- 34	30.62% decrease in AMCR	SD PI	Under target setting	Stretch target setting for 2013 onwards
504	2,483	+ 1,979	17.25% decrease in index crimes	T A		
336	396	+60	51.69% decrease in non-index crime			

# Operations Review

**End of presentation.  
Thank you.**

“We Seek The Truth”

# May Outlook User’s Guide and Templates





**"We Seek The Truth"**



## I. INTRODUCTION

The use of historic data to determine the direction of future trends have long been used by companies to determine how to allocate their budgets for an upcoming period of time. This is typically based on demand for the goods and services it offers, compared to the cost of producing them. Investors utilize forecasting to determine if events affecting a company, such as sales expectation will increase or decrease the price of shares in that company. Forecasting also provides an important benchmark for firms which have a long-term perspective of operations ([www.investopedia.com](http://www.investopedia.com)).

In the Philippine National Police (PNP), the use of forecasting (Outlook) have been employed as an analysis tool in the Strategy and Operations Review (SOR) of the Performance Governance System (PGS) scorecard by PRO-COR and CIDG, as conceptualized by PDIR BENJAMIN MAGALONG, where projections of the actual accomplishments are made at a certain period of time (usually during the months of May and September).





*"We Seek The Truth"*



## II. DEFINITION OF TERMS

1. Activity – A thing that a person or group does or has done or the condition in which things are happening or being done.
2. Actual Accomplishment – This pertains to an activity that a person or a group can do well or something that has been achieved successfully.
3. Annual Plan – An intention or decision about what is going to do for the whole year.
4. Baseline – A minimum for starting point used for comparisons.
5. Calamity – An event causing great and often sudden damage or distress.





*"We Seek The Truth"*



6. Forecasting – Is a process of making statements about events whose actual outcomes have not yet been observed.
7. Occasion – A particular time or instance of an event (Ex. Panagbenga Festival).
8. Operational Condition – Capable of, needed in or actually involved in operations. This pertains to various conditions that affect the operations of a certain unit/office.
9. Outlook – Looking forward or an expectation for the future.
10. Projection – An estimate or forecast of a future situation or trend based on a study of present one.







*"We Seek The Truth"*



### III. GENERAL TYPES OF FORECASTING (OUTLOOK)

1. Qualitative – Forecasting based on the opinion and judgment of consumers and experts when past data are not available. Examples of qualitative forecasting methods are informed opinion and judgment, the delphi method, market research and historical life-cycle analogy. They are usually applied to intermediate or long-range decision making.
2. Quantitative – Forecasting method use to project future data as a function of past data. This method is usually applied to short or intermediate decision making. Examples of quantitative method of forecasting are last period demand simple and weighted N-Period, moving averages, simple exponential smoothing, multiplicative seasonal indexes and time series.





*"We Seek The Truth"*



## IV. OUTLOOK COLOR CODING SCHEMES AND ACRONYMS

The outlook projected on a line graph and shall consists of the following:

1. Baseline (BL)- Black
2. Annual Plan (AP)- Red
3. Actual Accomplishment ( AA)- Green,
4. Outlook (OL) – light blue
5. The width of the line graph should be 3pt.





*"We Seek The Truth"*



## V. OUTLOOK POINTS OF CONSIDERATION

In making the projection for the annual plan, the following must be considered:

1. The projection in the annual plan must reflect the baseline (actual accomplishment 2013);
2. In setting targets for a specific month in your annual plan, you must consider the activities, occasions, possible calamities and other operational conditions that will affect the accomplishment of the set target;
3. In setting for your outlook, the targets for the specific months must be in line with your annual plan and should still accomplish the target set in the annual plan;
4. In the target setting, whether for the annual plan or in the outlook , must be realistic, achievable and manageable; and
5. In formulating your outlook, use line graph if your data if it shows trending and bar graph if there is no established trending.

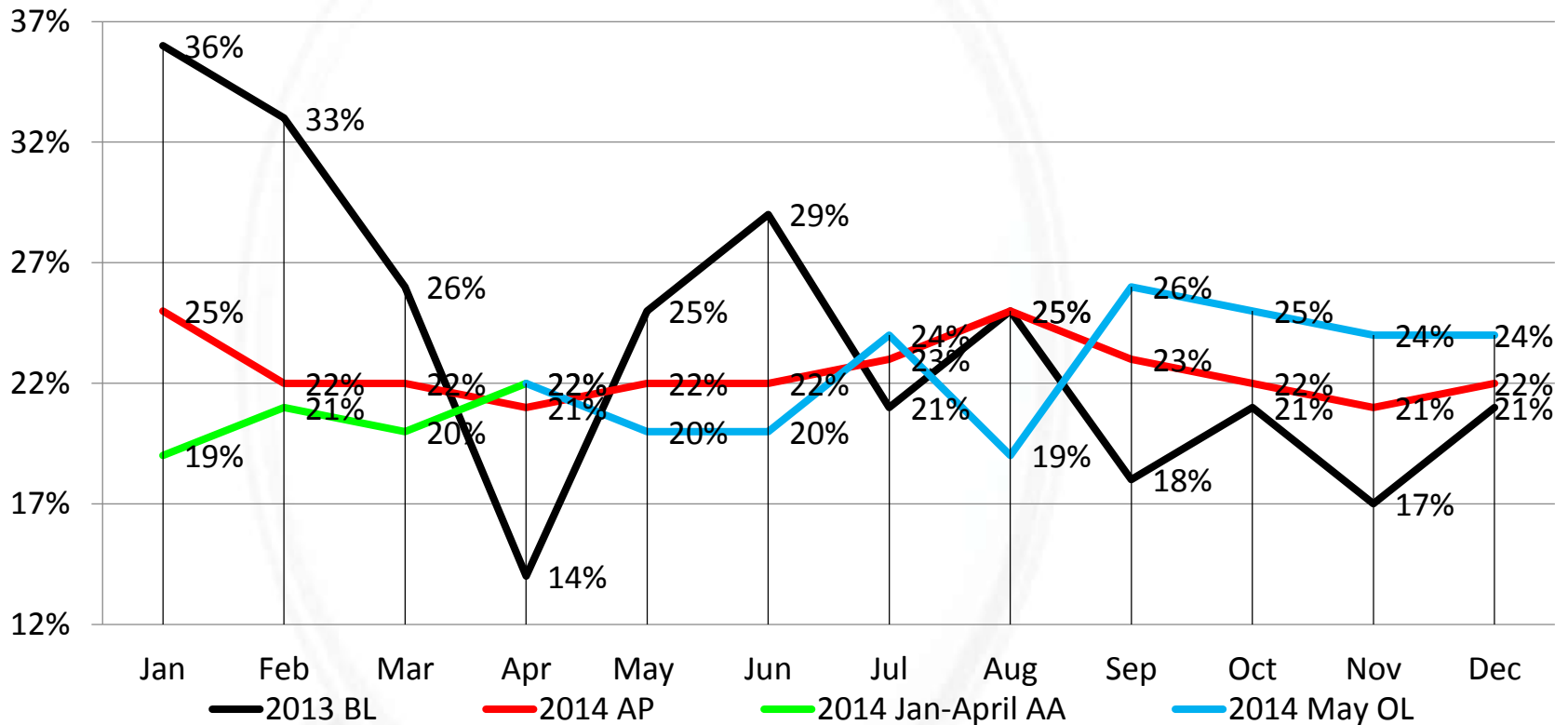




"We Seek The Truth"



### May Outlook Crime Solution Efficiency (Major Crimes)

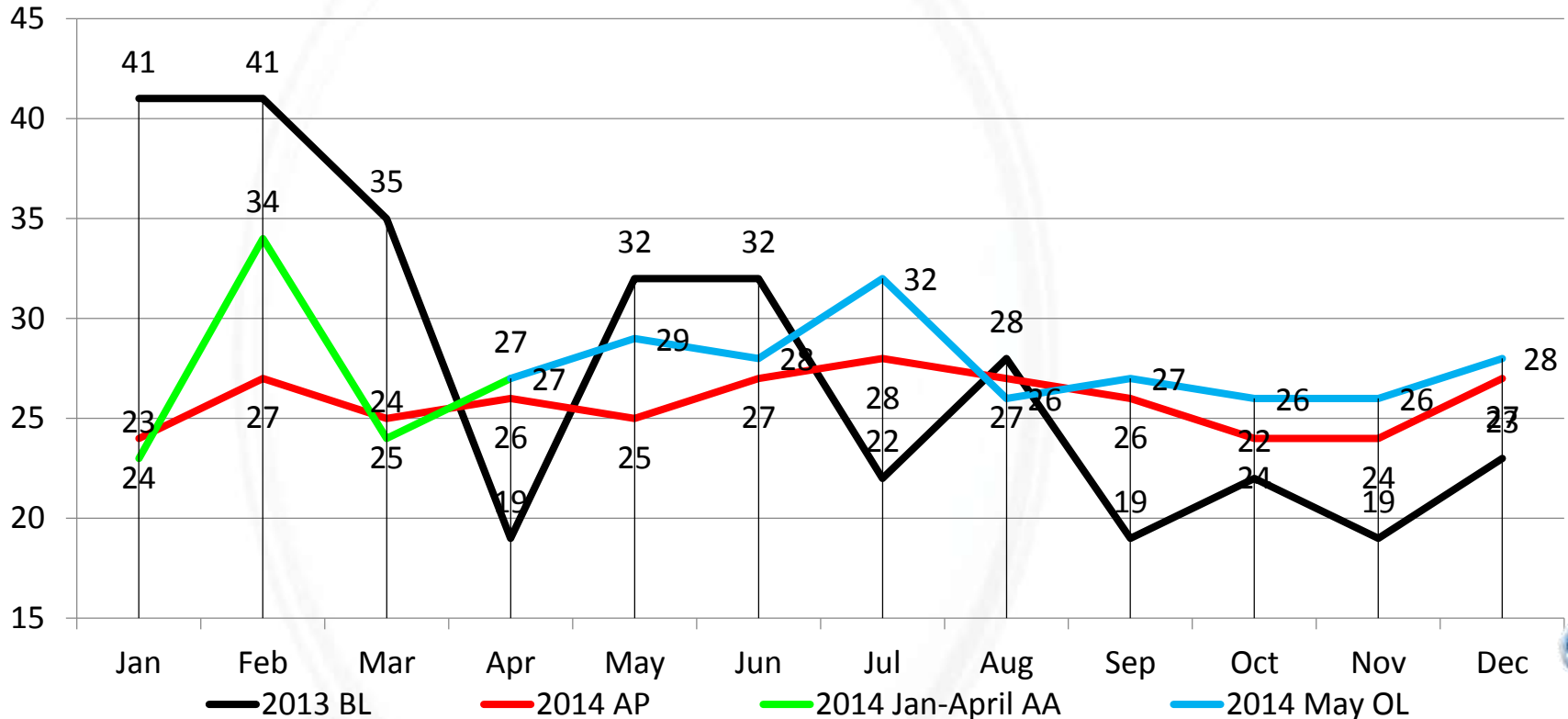




"We Seek The Truth"



### May Outlook Crime Clearance Efficiency (Major Crimes)

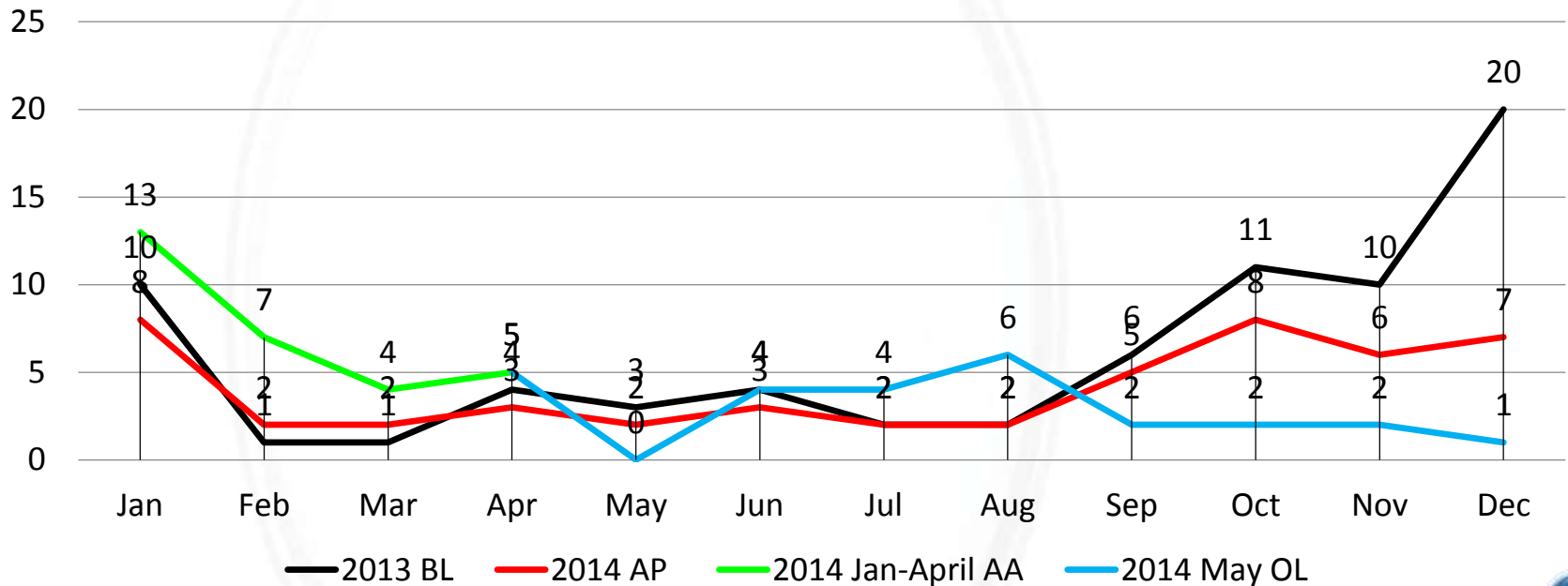




"We Seek The Truth"



### May Outlook % increase in the No. of Most Wanted Persons Arrested

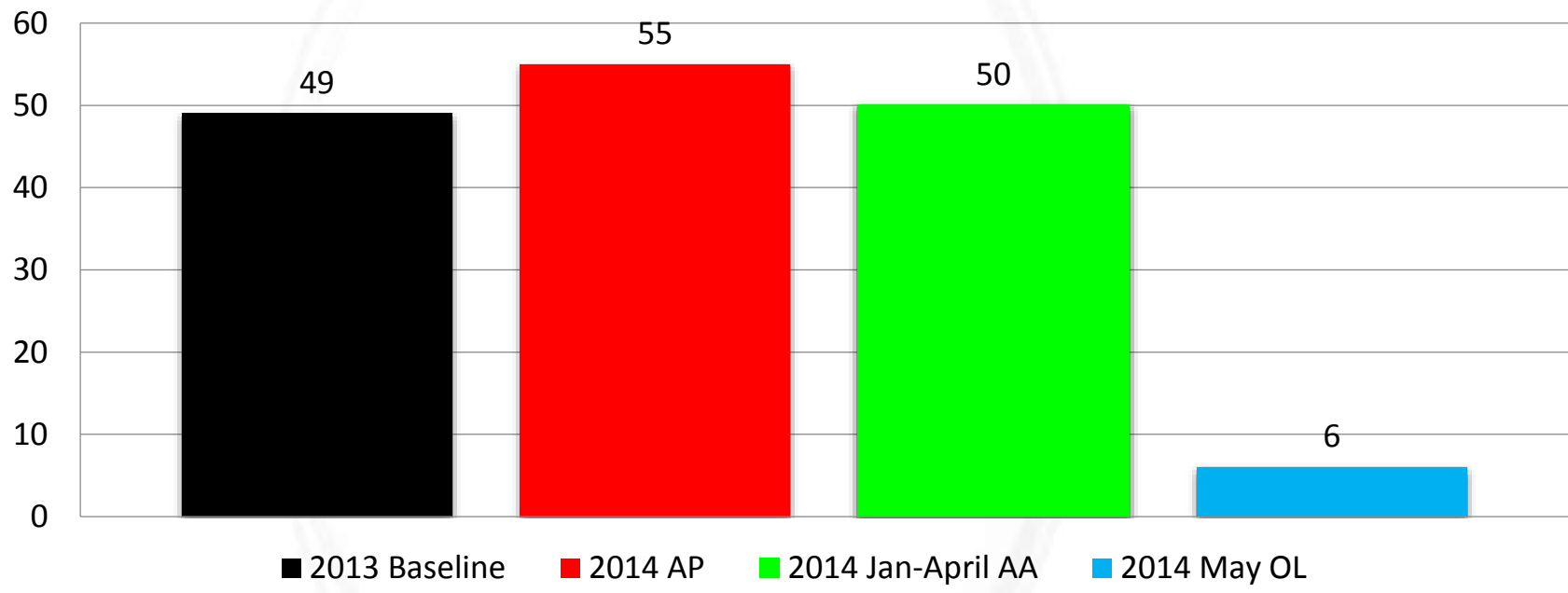




"We Seek The Truth"



### May Outlook % increase of Personnel with Specialized Training

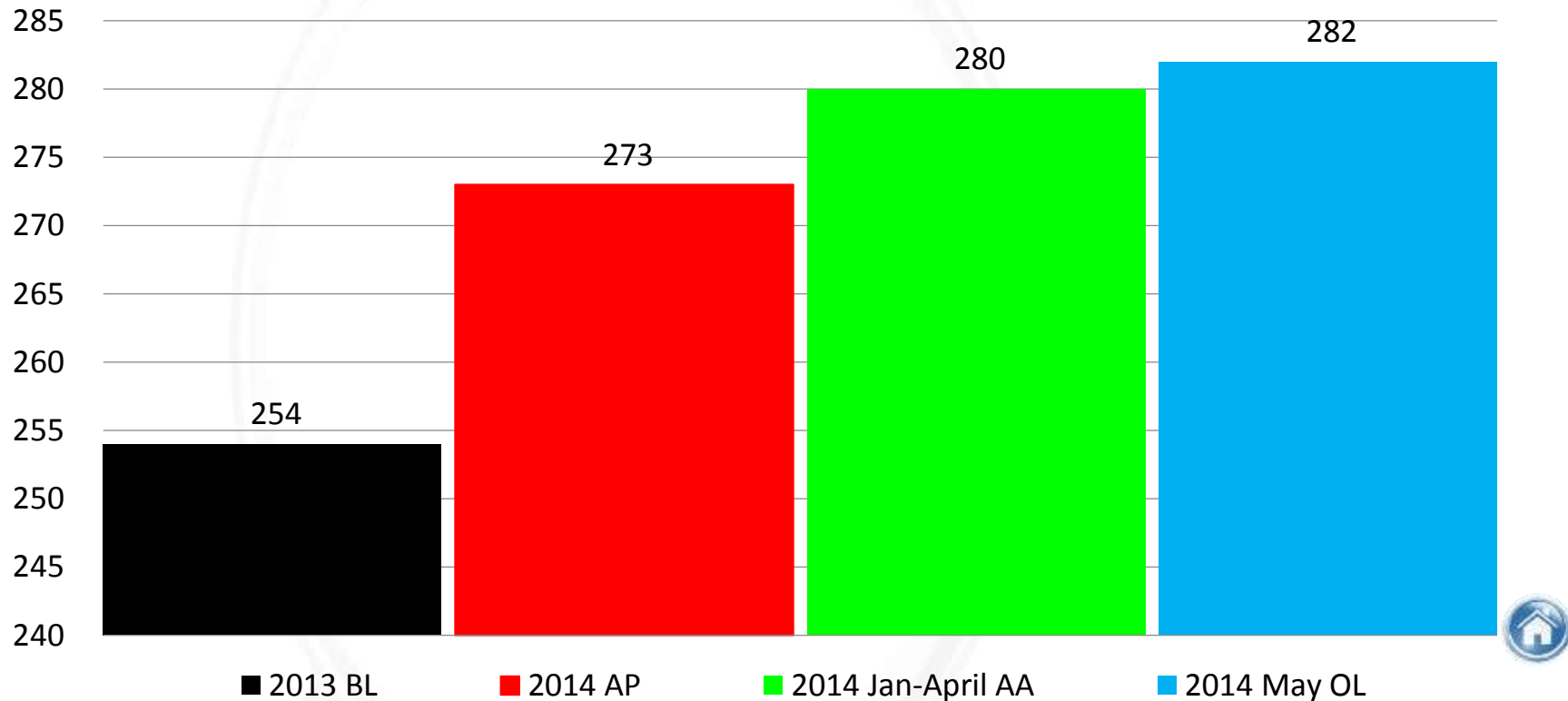




"We Seek The Truth"



### May Outlook MOBILITY (MVs)







"We Seek The Truth"



"Individually we can do so little,  
Together We can do so much"  
- Helen Keller

**Thank You**

