



Microsoft Case Study Business Productivity



Italian Criminal Police Central Directorate

Achieving operational excellence in the National Police Force through people-centric process innovation

Overview

Industry

Government Agency

The Client

The Italian Criminal Police Central Directorate is a composite organization that encompasses the five branches of the national police and the civil administration of the Interior.

The Requirements

- Make the most of employee knowledge & skills in the Police Force
- Employ simple methodologies for process-mapping
- Identify roles and responsibilities within the organization
- Based on the operational goals to be achieved, tackle the related operational risks
- Lower the cost of change management
- Increase individual and group motivation
- Adopt familiar and easy-to-use tools

The Solution

- Implementation of a Microsoft Office Visio based platform
- Adoption of a plug-in developed by SPHIDA, a Microsoft partner
- Implementation of a methodology for process mapping and analysis

The Benefits

- Rapid alignment of the organization's operational objectives with its effective capacity to reach those objectives (people readiness)
- Standardized and comprehensive process-mapping
- Lowered costs associated with change management
- Access to an archive of employee knowledge and skills
- Best use of employee ideas and suggestions
- Identification of risk factors tied to people, technology, execution and environment
- Opportunity to train staff in an innovative way using a vast and carefully documented knowledge base
- Tacit information and knowledge capture and digitalization
- Employment of a familiar and easy-to-use Microsoft Office platform

The Italian Criminal Police Central Directorate (Direzione Centrale della Polizia Criminale) has adopted an innovative solution- which was developed by a Partner and is based on Microsoft technology- that effectively utilizes human capital within an organization. The individual and his/her distinctive skill-set become a focal point through this dynamic system that maps out processes, roles and knowledge, and which implements an innovative process improvement framework developed by the partner for the achievement of "Operational Excellence". The use of Microsoft Office Visio lowers the cost of change management, develops collaboration and internal knowledge-sharing, and exploits front line experience in the fight against crime.



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The Requirements

Effectively utilize human capital

The Criminal Police Central Directorate of the Italian Police Force is a composite organization that encompasses the five branches of the national police (Polizia di Stato, Arma dei Carabinieri, Guardia di Finanza, Polizia Penitenziaria, e Guardia Forestale) and the civil administration of the Interior. Its primary responsibilities include the statistical and situational evaluation of security threats, the supervision of finding and scrutinizing information, and the development of prevention strategies to defeat routine offenders as well as the perpetrators of organized crime.

The complex nature of these tasks requires highly qualified personnel. Thus, the most valuable resource in this organization is its workforce comprised of people who must be utilized to their full potential and supported in their work by tools that are sufficient to further productivity in the individual and the group as a whole.

Document and share information

The national headquarters of the Italian Police Force decided to focus on the effective utilization and motivation of those individuals who must collaborate with colleagues in an inter-force context. The experience, relationships, knowledge, and skills of these employees comprise an immense capital that should be used and expanded continually. The goal here was to employ a positive mechanism of information exchange and collaboration aimed at continuous performance improvement. A simple and effective method became necessary to further

develop interaction among individuals; and to re-evaluate the tasks and technology used in various operational contexts (also the management of knowledge, documents and information).

The final objective: obtain improved results in the pursuit of crime prevention thanks to the optimal use of shared information and individual expertise. To achieve this goal it was fundamental to guarantee each employee adequate tools and a work environment that promoted professional motivation. The requests and suggestions of front-line employees could emerge more easily in such a favorable setting. This strategy is consistent with a cultural initiative that is both innovative and conscious of the human element, which better links efficacy and efficiency with collaboration and safe knowledge-sharing.

The Solution

From people to processes

Operational processes are the DNA of an organization: they describe the way in which employees carry out their given tasks each day. Consequently, they must be documented and improved upon over time until they are easily exploitable by the final users. The Criminal Police Central Directorate chose a methodology and tool designed for documentation and process analysis in compliance with its existing culture, which is dedicated to the effectual use of people within the organization. The adopted solution, based upon a methodology developed and patented by SPHIDA (a Microsoft partner), aims to reduce operational risks that are tied to the human element. SPHIDA'S methodology for the continuous improvement of

business processes was designed to replicate the noted success of the Six Sigma methodology in the realm of “information work”. These processes are in fact carried out by people (knowledge workers) not by machines and therefore they are based on the dynamic exchange of knowledge & information, on collaboration, and on the ability of properly motivated workers to innovate and solve problems in a creative way. Therefore, while Six Sigma seeks to eliminate defects and process-errors (especially applicable to processes carried out by machines) SPHIDA’s methodology called Citizen Sigma™ identifies, evaluates, and controls the operational risks that impede people within an organization from being productive and achieving their performance objectives. Citizen Sigma™ accomplishes this by starting with the correct definition and documentation of the processes themselves.

The guiding principle is the elimination or reduction of four different components of operational risk tied to people, execution, technology and environment. These four components are analyzed simultaneously in order to distinguish correlations and, based on the findings, improve the processes. Which risks call for attention? One example is the dispersion of knowledge acquired by employees during the everyday task of problem solving.

In order to tackle such a scenario and implement the principles of Citizen Sigma, the Criminal Police Central Directorate decided to adopt an easy to use software that meets users’ practical needs and is different from process analysis software

typically employed in the IT realm. Compatibility and integration with Microsoft Office were fundamental requirements.

The proposed solution was based on the combination of Microsoft Office System with a specific plug-in developed *ad hoc* by SPHIDA. Specifically, the principal technology is centered on Microsoft Visio, which provides a platform for individual and group productivity, which is used by the agency to create diagrams and to manage business processes. The Microsoft partner (SPHIDA) provided a plug-in for Office Visio that combines the high quality of a Microsoft product with functionalities designed for documentation, analysis and optimization of people-centric operational processes, and for the rapid implementation of the partner’s innovative methodology.

New scenarios and advantages

The applied solution guarantees that process maps are built with the correct structure and allows for the capture, organization, analysis, and preservation of the critical information needed to improve the process and to quantify the costs and benefits associated with change. The solution optimizes people processes by assuring that activities are well under control but without compromising spontaneous collaboration between people and flexibility. This solution assures the flow, efficient management, and reutilization of information along with the continuous growth and improvement of process related knowledge.

In fact, the Criminal Police Central Directorate was able to: 1) Formalize and organize the strategic objectives of a

process; 2) Create a governance structure for the process; 3) Document and analyze tasks (high quality diagrams, automated analytical charts; reports done in Microsoft Word and Excel); 4) Define Key Performance and Risk Indicators (KPIs-KRIs); 5) Assemble and organize proposals for change; 6) Quantify and manage operational risks; 7) Clearly quantify the value of change; 8) Manage the entire lifecycle of a process, from its documentation and analysis to its communication; 9) Manage and maintain process know-how over time; including roles & responsibility, workflow, links to external documents, expert knowledge base; 10) Distribute know-how to employees.

Practical application: the projects

Thanks to Microsoft technology and the plug-in developed by our partner- a complete, versatile, and easy-to-use tool- the Criminal Police Central Directorate was able to successfully carry out two important, initial projects. The first, called "High Altitude", followed SPHIDA's methodology to map out and analyze the entire organization with its main offices and tasks - allowing to further formalize the strategic objectives and the areas with higher priority. Subsequently, using a top-down approach, a second project was launched called "Low Altitude" which entailed the detailed analysis of operational processes within a particular area denominated "International Police Cooperation Service". Following such pilot projects a work group was permanently established - cross functional with respect to the Criminal Police Central Directorate's various branches - in order to gradually

expand the use of the method to new processes and continuously improve front-line performance, constantly adapting operational needs to new the challenges as they arise.

THE BENEFITS

Giving value to ideas

The innovative methodology developed by SPHIDA and supported by the Microsoft Visio based solution, allowed to rapidly detect and identify commonplace problems faced by front line workers and to further clarify roles and responsibilities. The method also assisted the Public Administration to discover proposals and new management solutions coming from the front lines. These ideas, when consistent with strategic objectives, can provide effectual support for decision-making since they are the direct result of firsthand, front line experience. They therefore become a proposition for improvement already agreed by those who will be interested by change and they carry enormous potential for organizational development resulting in continuous improvement.

Guiding change management

The process, implemented thanks to Microsoft Visio, considerably lowers the costs associated with change management. Furthermore, process analysis provides management with a valuable support tool for decision-making since it imparts a complete picture of operations with regard to tasks, people, technology, and work environment. The simultaneous supervision of these four



aspects allows the Criminal Police Central Directorate to multiply the many benefits that derive from different types of initiatives. This approach also guarantees the digitalization of human-based processes and responds to their actual needs, conforming IT solutions to the organizational culture and existing work practices.

Process mapping, knowledge and collaboration

Generally speaking, the methodology formulated by the Microsoft partner and its solution allowed for the maximum use of human capital to the advantage of the organization, which is fundamental since people comprise its patrimony of best practices and experience. Thanks to the processes defined and documented using Microsoft Visio, the Criminal Police Central Directorate is now able to further standardize its operations, better reutilizing the valuable knowledge of its most expert employees.

The process maps, rich with knowledge and easily viewable, also become very effective tools for staff training. The maps are easy to navigate and they completely describe roles and responsibilities providing access to the experts and all of the collateral documentation that pertains to a process including operating procedures, templates, manuals, and examples developed over time.

Products and Technologies

- Microsoft® Office Visio

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For further information on the Italian Criminal Police Central Directorate:

www.interno.it

For further information on Sphida:

www.sphida.com

Web link: <http://www.microsoft.com/italy/casi/caso.aspx?uid=02b7496a-fd0d-4dce-833d-1a72144f2965>

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