

Management by Objectives in the German police force? – Performance criteria, factors for success and failure from the employees' point of view

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Ellen Meissner
Registered Psychologist, QLD

What this presentation is about

- ▶ Introduction
- ▶ Context – German police force
- ▶ New public management
 - Bureaucratic paradigm
 - Managerial paradigm
- ▶ Management by Objective in the German police force
- ▶ Aim of the study
- ▶ Methodology
- ▶ Findings
- ▶ Recommendations
- ▶ Implication for discipline of evaluation

Introduction

- ▶ At least 60% of change projects are unsuccessful (Jacobs et. al)
 - But how do you know that a change project has been successful?
 - What does successful or unsuccessful in mean?
 - Why do police officers think it is a “waste of time”?
 - Why is the acceptance of new management ideas at an all time low?

Context: German Police Force



- ▶ Every state/province has its own police force
- ▶ ~ 270.000 employees
 - Uniformed police (Schutzpolizei)
 - Investigative police (Kriminalpolizei)

Modernisation of the Public Service

- ▶ Many change projects can be tied to the rise of new public management ('Neue Steuerungsmodell')
- ▶ KGSt – shortcomings of a bureaucracy
 - Less micro management
 - More discretion and leverage for the administration
 - Modern, citizen oriented , lean and efficient type of public management
- ▶ Introduction of a modern management
 - Impacts upon almost every part of the police operation and processes
 - Add to the bureaucratic paradigm (not replace it)

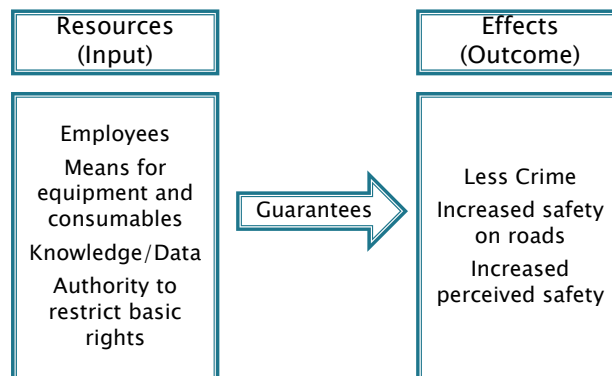
Reasons for the modernisation

- ▶ Innumerable projects designed to improve effectiveness and efficiency of police work
 - ▶ Main reasons for modernisation of the civil services
 - Efficiency gap / Strategy gap / Management gap
 - Attractiveness gap / Legitimation gap
 - Financial crises
- Adapt the police force to the needs of the 21st century, post-industrialised society

Bureaucratic Paradigm

- ▶ Authoritarian and hierarchical understanding of leadership
- ▶ Strict organisational rules and legislation emphasising internal and vertical communication
- ▶ Emphasis on integrity of the system
- ▶ Challenges:
 - Shifting values in the society
 - Stability vs. immobility
 - Management of problems vs. solution

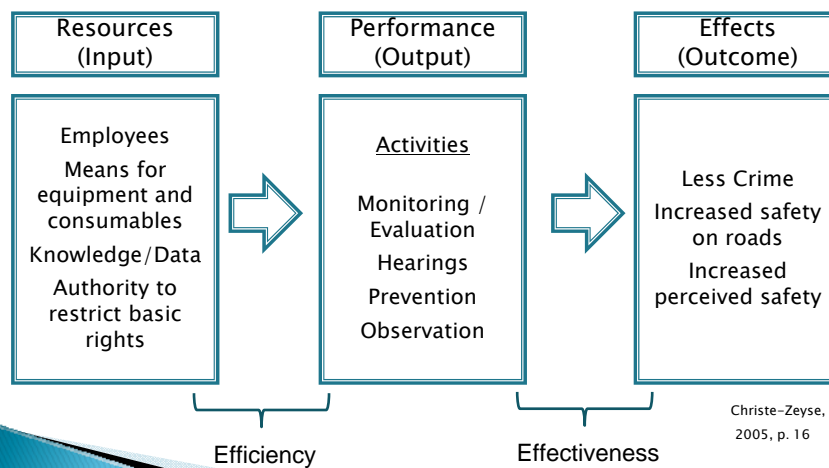
Bureaucratic Paradigm



Managerial Paradigm

- ▶ Inspired by private sector achievements
- ▶ Aimed to increase flexibility, adaptability and the development of innovative strategies and processes
 - Are resources used in most efficient way to achieve optimal results?
- ▶ Cycle of continuous improvement through feedback processes
- ▶ Driven by politicians and ambitious police officers in middle management

Managerial Paradigm



The hybrid identity of the German police force (Jacobs et al., 2008)

Identities	Claims regarding accountability	Claims regarding the use of resources	Claims regarding employee's satisfaction
Bureaucratic	As long as they follow the rules, they are on the safe side.	Civil servants have to observe the rules of thrift and parsimony in their daily work.	There are legal provisions that regulate what civil servants can expect from their employer.
Crime-fighter	Police work is performed to established standards.	Primary goal of police work is to do whatever is necessary – regardless of the cost.	They can expect a special kind of care, fairness, trust, and sympathy from their superiors.
Managerial	Officers are expected to think like entrepreneurs and pursue effective solutions efficiently and prudently.	Good management is finding the right balance between yield and costs.	Officers are the primary and most valuable resource to pursue organisational goals.

Management by Objectives in the German Police Force

- ▶ Goal setting plays vital role in the modern management approach
 - Strategic governance instrument
 - Instrument for human resource management
- ▶ Process: Top-Down & Bottom-Up
 - Minister and top management set broad strategic goals and communicate them down
 - Feedback from employees helps top management to fine tune strategic goals
 - Managers at all levels break goals down and have goal setting conversation with individual employees

Aim of the study

- ▶ Explore the factors of success and failure and the criteria of success in regards to the MbO approach.
- ▶ What is the current level of satisfaction with the MbO? Why?
- ▶ Are there differences amongst staff with and without managerial responsibilities?

Methodology

- ▶ Evaluation design: sequential mixed design with
 - Qualitative strand (semi-structured interviews)
 - Quantitative strand (employee survey)
- ▶ Sample: Interviews (36) and survey (603; 50% return rate)
- ▶ Based on 'Change Explorer Instrument' (Greif et al., 2004)
 - Subjective assessment characteristics
 - Implementation of planned measures
 - Degree of target achievement

Acceptance of the MbO

- ▶ Very poor (m=4.31; Likert-scale: 1 - very good to 5 very poor)
 - Lack of opportunities for participation during goal setting phase
 - Poor provision of information regarding MbO
 - Lack of transparency
 - Unclear, absurd goals

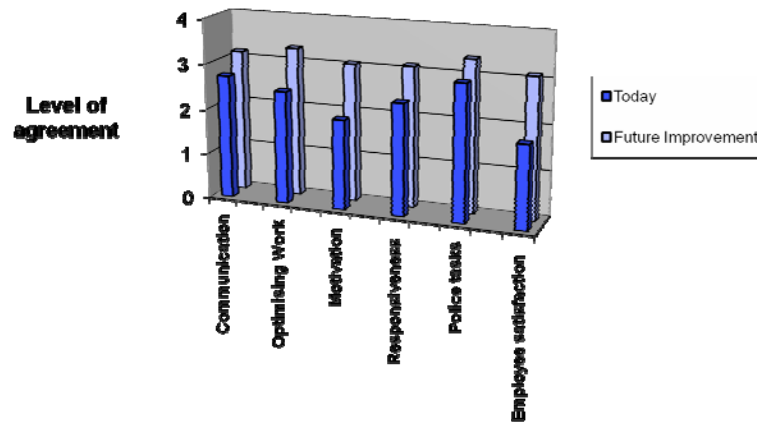
Factors of success and failure

Factors of success	Factors of failure
Participation "consider employee suggestions in regards to potential goals"	Lack of participation "no real participation"
Flexibility "Flexibility in regards to prioritising the goals"	Controlling "only focused on gathering numbers" "goals are maintained not achieved"
Transparency and feedback "more transparency about purpose of various goals"	Jargon "language is too complicated"

Criteria of success

Evaluation criteria	Factors impacting on achievement	Suggestions for improvement
Optimising police work	Goals are imposed; no feedback; inflexible	Consider employee suggestions; more professional development
Successful completion of police task / sense of achievement	Can't influence where and when crimes happen	More resources; better motivation; no change for sake of change
Improved collaboration and communication	Authoritarian leadership; withholding information	More feedback and discussions; clear articulation of strategic goals
Responsiveness to the public	service to public is not a priority	Education of public; preventive measures
Employee satisfaction	No participation; top-down	Regular conversations; more flexibility

Potential Improvements



Differences between staff with and without managerial responsibility

- ▶ Managers
 - Feel more involved/ engaged
 - Feel better informed
 - Believe that there are sufficient resources available
 - Perceive higher interest from superior
 - Utilise options to illustrate levels of goal achievement

Recommendations

- ▶ Training for all staff
- ▶ Communicate openly reasons for the changes
- ▶ Avoid unrealistic expectations
- ▶ Utilise the processes at all levels of the organisation
- ▶ Continuously monitor staff satisfaction and motivation

Where to from here?

- ▶ Evaluation allows for feedback on reform efforts and subsequent modification
- ▶ Evaluation needs to be contextualised and culture sensitive
- ▶ Evaluation of 'soft factors' (evaluation criteria of employees and the public)
- ▶ Evaluations might answer different questions than expected

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Thank you

I appreciate your comments, feedback or questions.