



SACRAMENTO POLICE DEPARTMENT - 2320
ADAPTIVE POLICING – 10206
POST Certification II / Reimbursement Plan NA / 2 hours
EXPANDED COURSE OUTLINE

Statement of Purpose

The purpose of this course is to bring various methodologies from subject matter experts (SME's) in policing to encourage learners to be more adaptive in their approach when providing service and professionalism to the community and within the department. Using various teaching modalities including learning activities and facilitated discussions students should be able to demonstrate improved customer service skills and gain more inclusive attitudes towards those that they encounter.

I. Introductions

- A. Names, experience, assignments, etc.
- B. Reason for the class
 - 1. No previous customer service specific training for law enforcement
 - 2. No clearly defined expectations for service delivery for police officers
 - 3. No industry standards for interactions
- C. Expectations
 - 1. Participate
 - 2. Give Feedback

II. What is the problem?

- A. Negative publicity
 - 1. Perception that Law Enforcement is bad
 - 2. Trying to help people but unable to communicate effectively
- B. Un-trusting public
 - 1. Policing disenfranchised neighborhoods
 - 2. People don't always understand why we do what we do

III. What is Customer Service

- A. Define
 - 1. Customer service is identifying the needs of the customer and meeting those needs
 - 2. Customer service requires a mindset supported by actions
 - a. *Start with Why*, the golden circle.
 - b. The purpose behind what we do is service
 - c. What we do and how we do it only supports our purpose of serving
- B. Mindset
 - 1. Customer service = Service
 - a. We are here to serve
 - b. How we serve and what we do to serve only support our purpose – TO SERVE
 - 2. Customer experience = customer service + the emotional outcome
- C. Customer service in the private sector
 - 1. What are their goals and outcomes?



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- a. Obtain new customers
- b. Keep their customers happy
- c. Keep their customers loyal
- 2. How do they treat and value their customers?
- 3. What happens when private industry does not treat their customers well?
- D. Customer service in the public sector
 - 1. What are their goals and outcomes?
 - a. Monopoly on service
 - b. No Competition
 - c. The customers need the public sector employee, not the other way around...
 - 2. How do they treat and value their customers?
 - 3. What happens when public entities do not treat their customers well?
- E. Who are police customers?
 - 1. The community
 - a. Direct customers
 - b. Indirect customers
 - 2. What are our goals and outcomes?
 - a. How do we treat and value our customers?
 - b. What happens when we don't treat our customers well?
 - c. Can we apply private sector principles to the public sector?

Required Learning Activity

Through facilitated discussion, students will identify who law enforcement agency customers are. They will explore how it is feasible to have customers as law enforcement agencies do not sell a product.

IV. Customer Service and Policing

- A. What does the community expect of us?
 - 1. Why are we doing what we do?
 - 2. What can we provide to the community?
 - 3. How do we provide it to the community?
- B. What does our organization expect from us?
 - 1. Why are we doing what we do?
 - 2. What can we do to serve the organization and our peers?
 - 3. How do we serve our organization and our peers?

V. Techniques and Strategies

- A. What principles of customer service can we learn from the private sector?
 - 1. Start with Why (the Golden Circle)



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2. There's no such thing as customers in the plural, rather there's just one customer: The one who's being served right now.
3. Find a way to say yes when you have to say no. Create alternative yeses.
4. Anticipate your customer's needs to build an emotional bond.
5. Create a predictably positive experience. This will build trust.
6. You can't be all things to all people, but all people will appreciate it when you level with them. It's a sign of maturity and integrity.
7. Customers tend to compare their service experiences across industries
8. Customer service is truly about a customer experience
9. A brand is a promise delivered.
10. Not everyone wants hyper personal interactions
11. Research shows that service far above and beyond expectations results in only moderate improvements in loyalty and satisfaction.
- B. How do customer service principles apply to police work?
 1. Why does this apply to police work?
 2. How does the customer service process affect emotional outcomes?
- C. What can we learn from the public sector?
- D. What does the public expect?
 1. How do we surpass those expectations?
 2. When they are wrong, how do we make them happy?

Required Learning Activity

In groups, students will explore the differences of private sector and law enforcement customer service and professionalism and consider the impact our contacts have on the organization. Students will compare their findings to formulate best practices.

VI. The Customer Complaint Resolution Process

- A. Intro
- B. Body
 1. Listen
 2. Ask questions
 3. Empathize
 4. Address the issue
- C. Conclusion
 1. Test questions
 2. Officer additional help
- D. Closing
 1. Appreciation
 2. Follow-through

VII. Implementing Customer Service into Police Contacts:

- A. Mindset
 1. Look for opportunities to serve



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2. Align with organizational values
- B. The anatomy of a call:
 1. Introduction
 - a. Introduce yourself by name and agency
 - b. "Police, we're here to help."
 2. During the body of the call:
 - a. Active listening/procedural justice
 - b. Find out what the "customer's" expectations are and meet those expectations
 - a. Listen, ask questions, address the issue
 - b. The customer isn't always right; however, instead of saying no, find an alternative to no. Try to get to a "yes"
 - c. Create an emotional experience between you and your customer when you can. Customers remember emotions much longer than they remember facts or outcomes.
 - a. Empathize
 - b. A positive emotion outweighs a negative outcome
 - d. Be genuine and authentic
 3. The conclusion
 - a. "Do you have any questions that I can answer for you before I go?"
 - b. "Is there anything else that we can do for you before we leave?"
 - c. Thank you for calling us
 - d. If you need us, we're just a phone call away
 - e. BONUS: FOLLOW-UP
 - a. Find ways to follow up with customers
 - b. Nothing builds an emotional bond like follow-up

VIII. What Do We Gain with Good Customer Service?

- A. Positive interactions with the community
 1. Trust
 2. Partnerships
 3. Decrease in complaints
 4. Loyalty from the community
- B. Increased morale
- C. Positive image for the agency

Required Learning Activity

Students will be presented a case study to determine if the way one communicates during police contacts can change the perception of that customer. Students will participate in a role play exercise, utilizing the customer complaint resolution process to evaluate their ability to change the perception of their customer.

Required Test

None



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IX. Assessment of Learning

At the conclusion of the course students will be given a series of questions that they must answer based on the information presented throughout the course.