



OHIO ASSOCIATION OF CHIEFS OF POLICE
ADVISORY SERVICES

OACP Advisory Services and the Management Review Process

Expertise and Experience: The OACP has been providing law enforcement services since 1928, with assessment centers, management reviews and organizational studies being conducted since 1985. The OACP has now conducted over 500 Assessment Centers and over 24 management reviews (organizational studies) throughout Ohio. Agencies that have used the OACP Assessment Center approach and/or management reviews/organizational studies tend to keep using these processes. The police management consultants who conduct the Assessment Centers are required to receive additional training from experts on an annual basis.

The Advisory Services Policy Committee (ASPC) helps to direct and monitor the activities of the police management consultants. This committee oversees the application process for interested consultants, grants approval of consultants and manages the process of assigning them to particular clients. The committee provides a continuing review to ensure that the process is being conducted in an objective and professional manner. The committee also continues to “fine tune” the Management Review process based upon research and feedback from our previous clients.

The Management Review Process: While the police management consultants associated with the Ohio Association of Chiefs of Police, Advisory Services Program are most often used to conduct promotional assessment centers, a number of our uniquely qualified consultants have conducted management reviews, including organizational studies and special interest reviews, for law enforcement agencies throughout Ohio. Typically, we use a lead consultant and one or two other consultants on a team.

Our management reviews are based upon standard management guidelines, such as those of the Commission of Accreditation for Law Enforcement Agencies (CALEA), and standard management principles from leading management training centers, such as the Police Executive Leadership College (PELC), the Federal Bureau of Investigation’s National Academy, Certified Law Enforcement

Executive (CLEE), and others. Current law enforcement literature is used to back up the recommendations of our teams. The goal of the review is always to provide the agency with a clear plan of action that can act as a blue print for its future direction.

There are five steps in our process. The first is the selection of the lead consultant and other members of the team. This is accomplished by discussing with the client the various consultants who we feel are qualified to examine the general issues that have been identified to be addressed in the study. Typically, the lead consultant works with the client to identify the additional member or members of the consulting team.

The second step is a Pre-Review meeting. This meeting will include the members of the consulting team and those individuals within your organization that are necessary to be present to identify and clarify issues, to reach consensus on the services to be performed (including the number or days involved in the on-site review) and to prepare for the formal on-site review. Prior to the meeting, the lead consultant will contact the client by phone to develop a cost estimate for both the Pre-Review Meeting and for the overall study.

The third step is the completion of the contract. The contract will include the agreed upon dates of the On-Site Review, a brief description of the general nature of the study, the scope of services to be provided, including items or problems to be addressed in the study, the date the written report is to be received, and a “not to exceed” figure for the cost of the study. In the past, the “not to exceed” figure for studies has been in the \$7500 to \$10,000 range, depending upon the scope of the study. However, this range may not apply to your situation if the scope of your study is very narrow or if it requires a great amount of time.

The fourth step is the actual study. The police management consultants review documents and materials provided, conduct on-site interviews – taking notes and listening closely to those interviewed, examine facilities and then analyze each item or problem identified for study. Based upon their analysis, the consultants will recommend a strategic direction for each item or problem. In conducting the analysis and in formulating recommendations, the consultants take into consideration current professional guidelines and research. Typically, the study requires two or more months.

The fifth and last step is the final report. The initial section of the written report contains a table of contents and background information about the consultants and the agency. The body of the report includes sections where each problem or issue identified for study is addressed and recommendations made. A summary or concluding statement is often included to provide overall direction for the agency. Appendices are included at the end of the report.

If you would like more information or would like to schedule a meeting about our services, please contact Craig King, Advisory Services Program Director at craig.king@oacp.org or 614-761-0330. Our offices are located at 6277 Riverside Drive, Suite 2N, Dublin, Ohio 43017.