

Enhancing Law Enforcement Response to Victims:

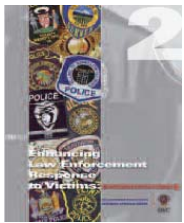
Strategy Implementation Checklist



Enhancing Law Enforcement Response to Victims is a new professional standard developed by the International Association of Chiefs of Police (IACP) with funding from and in collaboration with the Office for Victims of Crime (OVC) at the Office of Justice Programs, U.S. Department of Justice. The *Enhancing Law Enforcement Response to Victims Strategy Package* consists of four interconnected volumes: a *21st Century Strategy*, the *Implementation Guide*, the *Resource Toolkit*, and the *Training Supplemental*.



Volume 1 – A *21st Century Strategy* introduces state, local, and tribal law enforcement leaders to the benefits, challenges, methods, and responsibilities for enhancing their response to victims of crime. It discusses the evolution of enhanced victim response, summarizes its four core elements (leadership, partnering, training, and performance monitoring), identifies the seven critical needs of victims, and illustrates the importance of community partnerships. The chiefs of the three agencies that piloted the strategy provide an inspiring message and a summary of the project history.



Volume 2 – The *Implementation Guide* includes four sections that outline the steps to implement the strategy and instructs law enforcement agencies how to identify their goals and measurements of success, gather pertinent information, develop action plans and sustain the effort in the long term. The *Guide* operationally bridges the gap between the concepts outlined in the *Strategy* and the existing templates in the *Resource Toolkit*.



Volume 3 – The *Resource Toolkit* provides templates to aid in the implementation of the steps in *Volume 2*. The *Toolkit* stores sample documents and materials developed by the pilot and validation sites that can be adapted for use in any law enforcement agency. The available resources include revised mission statements, schedules and process descriptions, key stakeholder interview questions, sample action plans, Memoranda of Understanding (MOU's) and partnership agreements, policies and procedures relating to victim response, steps toward personnel buy-in and performance appraisals, informational brochures provided to crime victims, press releases, Web site samples, and links to numerous victim-related resources.



Volume 4 – The *Training Supplemental* is designed to assist in an effort to train law enforcement personnel, from the newest recruit to executive, to be knowledgeable about victim rights, sensitive to their needs, and familiar with victim services.

This Strategy Implementation Checklist will help you follow the steps designed by law enforcement and found in the Implementation Guide. Use the Strategy Implementation Checklist to assess your implementation progress and spotlight where goals are “Completed”, “In Process” or “Needing Attention” as your agency steers toward an Enhanced Victim Response.

The *Strategy Package* is available at www.responsetovictims.org.

I. Starting	Status In Your Agency		
Identify Critical Implementation Factors (Implementation Guide, pp. 9-11)	Completed	In Process	Needs Attention
1. As the Chief Executive Officer in your agency, commit to implementing the strategy for enhanced response to victims in your jurisdiction. To realize this initiative's benefits fully will demand long-term, top-down driven leadership and commitment.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. Designate an executive sponsor , preferably a member of senior leadership, to lead this effort. The executive sponsor will serve as the agency point-of-contact to maintain executive presence, drive the formation of the leadership team, support your priorities and carry your message forward to all levels of the department.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Obtain buy-in from remaining executive level management followed by everyone in your agency.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Prepare to address resistance to change in positive ways on all levels. Show concerned personnel information, demonstrating that they are, in fact, better able to perform their jobs and serve citizens when they invest more energy in victim response.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Modify your strategies as necessary to adapt to changing circumstances. Your efforts are part of a new way of doing business, not a project with a deadline or completion date.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assign Infrastructure and Short-Term Goals (Implementation Guide, pp. 11-13)	Completed	In Process	Needs Attention
6. Create a Leadership Team -the core group of individuals that will guide and direct the initiative. The size and membership of this team will depend on your organization. Team members may include officers, supervisors, as well as non-sworn personnel.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Use the Leadership Team to create short and long term goals of enhanced victim response and record them.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. As necessary, reevaluate your goals as you discover new information and ideas.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Identify the need for financial resources (mainly it will be personnel time) and be able to explain the cost-effectiveness of improved response to victims to relevant decision makers in your community (i.e. elected officials).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

II. Charting	Status In Your Agency		
Identify Information Gathering Requirements (Implementation Guide, pp. 15-18)	Completed	In Process	Needs Attention
10. Identify internal and external stakeholder groups , possibly from already existing partnerships, from whom you wish to gather data. These may include the sworn and civilian personnel in your agency (internal) as well as victims, victim service providers and advocates, community members, etc. (external).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Determine questions you will ask of each stakeholder group. Keep in mind sensitivity to victims, and be mindful not to “revictimize.” As you develop your baseline information collection approach, be certain to choose questions that relate to the goals and performance measures you have chosen to document your successes.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Select a Data Gathering Approach (Implementation Guide, pp. 18-21)	Completed	In Process	Needs Attention
12. You may choose from a variety of internal and external information gathering methods including interviews, focus groups, and/or surveys. Each method of information gathering has strengths and limitations, so using more than one approach will provide you with the most accurate and comprehensive picture of how well you are currently serving victims.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. Utilize outside and preexisting resources such as statistics about reported crime, annual reports for your agency and for victim service providers, written policies and procedures relevant to victim response, and recent media reports related to victim issues.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Collect and Analyze Baseline Data (Implementation Guide, pp. 21-23)	Completed	In Process	Needs Attention
14. Collect data relevant to your agency. Methods include: conducting interviews, facilitating focus groups, designing and analyzing surveys, and making use of existing data and documents to assess your agency’s response to victims. You can choose any combination of these collection methods, but be sure to collect data from <i>both</i> internal and external sources.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. Analyze the data you have collected. Partner with a local university to process the data. Utilize the data to record commonalities. What do stakeholders agree your agency is doing well, and what do they agree your agency can improve upon lacking? Keep in mind, this information is a necessary building block for your strategic development.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Refine Program Goals Based on Data Identified (Implementation Guide, pp. 24)	Completed	In Process	Needs Attention
16. Using your collected data, assemble a baseline picture of your current victim response. Identify trends and patterns of your research in the areas of strengths, challenges, and opportunities. Summarize key themes and findings. Highlight promising areas.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. After you chart your strengths, challenges, and opportunities, adjust or refine program goals to emphasize enhancement of your strengths and improvement of weaknesses.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
III. Implementing	Status In Your Agency		
Develop an Implementation Strategy (Implementation Guide, p. 25)	Completed	In Process	Needs Attention
18. Add external partners to your Leadership Team to create a Steering Committee which will drive the implementation strategy.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Develop a Detailed Action Plan (Implementation Guide, pp. 25-34)	Completed	In Process	Needs Attention
19. Brainstorm ideas for enhancing your victim response. Fully engage your Steering Committee to produce a wide range of ideas. Use your baseline data collection and strengths, challenges, and opportunities to explore potential approaches.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. The Steering Committee (or Leadership Team if you do not have a Steering Committee) should choose strategies and plans of action based on your agency's individual makeup. Your action plan will include both short-term and long-term objectives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21. Plan to implement the Strategy for all victims of all crimes . If you decide to phase in your implementation, begin with one watch, shift, or troop and then expand the effort to your entire agency.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22. Incorporate strategies and develop policies that foster internal and external buy-in .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23. Prioritize your action plan . You may not be able to implement all of your desired steps immediately, so incremental implementation may be a good approach for your agency. Acknowledge steps your agency has already taken to enhance victim response.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

24. Document your action plan by writing down your long-term and short-term goals and your intended steps to achieve them. Make sure expected results are achievable and measurable.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Implement the Action Plan (Implementation Guide, pp. 34-35)	Completed	In Process	Needs Attention
25. Select self-starters to lead your efforts. Permit these individuals to invest in the work, thus ensuring that they encourage, support, and monitor the ongoing progress within and outside the agency.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26. Market your ideas internally and externally. Identify and educate media outlets (electronic and paper) about your plans and the value of improving victim response to your agency.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
IV. Sustaining and Expanding	Status In Your Agency		
Celebrate Successes (Implementation Guide, pp. 37-38)	Completed	In Process	Needs Attention
27. Celebrate ongoing accomplishments and publicize them within your department and externally.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28. Incorporate victim response into employee evaluations to enable supervisors to provide positive feedback and encouragement for the continued commitment of personnel to effective victim response.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29. Keep things in perspective. When victims believe they are treated appropriately by law enforcement, they are more willing to come forward with information helpful in solving crimes and may also act as informal advocates and encourage others to come forward. Be careful not to confuse increased reporting with an increase in crime.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Continue to Engage External Resources (Implementation Guide, pp. 38-39)	Completed	In Process	Needs Attention
30. Formalize partnerships in writing with memoranda of understanding, declarations of cooperation, and/or partnership agreements.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31. Keep up with cross-training such as ride-alongs or sit-alongs with victim service provider partners. Solicit victim service provider partners to conduct officer training, which may help institutionalize a continued exchange of information and understanding of roles.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

32. Consider other partnership opportunities such as membership on partner boards or local decision making bodies.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assess Progress and Implement Course Correction (Implementation Guide, p. 40)	Completed	In Process	Needs Attention
33. Reexamine your baseline. In the <i>Charting</i> stage, you established a baseline for your victim response. Use this baseline to establish victim response progress with cyclic data gathering and analysis.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
34. Include victim response assessments in your audit process.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
35. Evaluate results. Continuously revise and add to the action plan as you implement tasks and achieve your desired results.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Monitor, Maintain, and Enhance (Implementation Guide, pp. 40-41)	Completed	In Process	Needs Attention
36. Support approaches compatible with an enhanced response to victims. Take the opportunity to initiate global changes in policies, practices, or procedures in response to identified needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
37. Stay flexible and take steps to modify your approaches accordingly.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
38. Build incentives for participation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>