## STATUS QUO CULTURE:



## Continuous Improvement Is a Necessity

By John Nielsen, California Highway Patrol (ret.)

e are slow to change in law enforcement, and that doesn't surprise me. In all of recorded history, there is little evidence to indicate man has changed in any major respect. Because we don't like change, the kinds of errors we commit remain constant, and the errors we will make can be predicted from the errors we have made.

Welcome to risk management.

So what does this mean? The point is we keep making the same mistakes over and over again. We haven't figured out any new ways to crash cars or aircraft. Cops keep getting into the same trouble, with variations over time, but it's the same stuff I've witnessed throughout my 30 years in law enforcement.

Airborne law enforcement is a helicopter-based culture. Sure, some use fixedwing platforms for surveillance and transport missions, but most agencies are stalled in a "status quo" mindset of, "we have always operated this way, and we are not changing." Let me ask you—how is that working out? Have you been hit with draconian budget cuts over the last five years? Is your unit exploring new ways of providing air support? Has technology changed aircraft requirements? Are you willing to explore new possibilities?

Let's look at some simple straightforward rules that I guarantee will improve your air support statistics.

Rule 1. Continuous improvement must be a part of the way we do business. The status quo is no longer acceptable. We all need to explore the "next best thing," and when we find it, we must commence the search for the "next next best thing." Embrace the technology that's available, and make a bona fide effort to continually improve the way you provide effective air support.

Rule 2. Officers running complex systems should be highly capable. Our tactical flight officers need to be sharp and well trained. They have an extremely complex job and need to have extensive and focused training. A full-time expert TFO brings the crime into the cockpit. Recruit the best people, and invest as much time and money in training as you would a pilot.

Rule 3. Increase proactive flight patrols. Units that fly the greatest number of hours have better results. That sensor needs to be airborne over a crime to make a difference. Focus on timely, quick, clear and concise information. It's this type of information ground support can make use of. Ground-based response in this line of work is statistically ineffective. This is important to the future of your department's program. Airtime equals locate-and-arrest.

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In my 24 years of flying fixed-wing aircraft in airborne law enforcement missions, I've seen many changes. The intelligence, surveillance and reconnaissance (ISR) equipment that's available to us has drastically changed the platform requirements. Many agencies are looking for new and improved ways of doing this most complex job of serving and protecting from above.

I believe airplanes and modern ISR technology is the future. This is not change for change's sake but a proven way to be more efficient and effective.

I'll leave you with this fact. A special ISR law enforcement airplane in Northern California flew recently and was directly responsible for more than 500 arrests and 200 pursuits in a single year when the agency increased its hours in the air. Fixed-wing, proactive patrol support is the "next best thing." The question is, will you be ready to embrace the change?

Guidance and surveillance from the sky is crucial and you need an aircraft that can be customized with modern, cutting edge equipment that can facilitate rapid and responsive role changes to meet your needs while also not breaking your budget.

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