

Changnyeong Police Station Chief

Best Security Service With Six-Sigma Innovation

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Changnyeong Police Chief
Kang Seon-Ju

The wind for Six-Sigma innovation has begun to blow into police organizations. Its origin is Changnyeong Police Station in Gyeongsangnamdo. On May 10, the police station held a ceremony to launch its Six-Sigma campaign and embarked on full-dress innovation activities. It is unprecedented not only in Korea but also in the world that a police station has introduced Six Sigma. For efficient Six Sigma promotion, the police station organized its own secretariat and asked KSA to participate in its Six-Sigma training.

In an interview, Changnyeong Police Station Chief Kang Seon-Ju said, "Police forces also have promoted various reforms and, in fact, reaped considerable achievements. However, there still were many areas requiring attention." Chief Kang explained: "First, due to frequent changes in

managers, reforms were not sustained in many cases; and second, the police failed to understand the true nature of the security service that the public really wants. Now, moving beyond superficial reforms, therefore, it was necessary to recognize citizens not as the simple object for security services but as the procurer of common security service for the community."

To enhance the satisfaction level of citizens, consumers of security services, continuously, Kang said that he had introduced Six-Sigma techniques and disclosed he would expand Six Sigma to the policy decision-making level, starting with shortening of civil petitioners' waiting time, case processing time, etc., which are measurable.

With regard to the 'Cost of Quality,' Kang said: "As for the police, the nation assumes the entire expense burden. Enterprises have conflicts with labor unions on many occasions in order to reduce costs through restructuring, etc. We do not have to deal with this issue. The only expense we care about is the resistance of our organizational members to change."

He insisted that for enhancement of citizens' satisfaction level, the police need to understand citizens' desires exactly, analyze related problem areas, and take steps for improvements, while preparing a system to verify how much the improvements have raised citizens' satisfaction level. He opined, "To date, reforms at public agencies have neglected this verification aspect, so I thought that Six Sigma would be the most appropriate tool to replace existing innovation campaigns as it addresses the aspect of verification of results."

The Changnyeong Police Station has established a three-year plan to carry out Six Sigma on a sustained basis. In the introduction stage, on April 28 this year, police chief Kang conducted 'Mindset Education' for all his members and created the right atmosphere. On May 3, he also conducted 'Champion Education' for section chiefs and selected five projects by section.

With the launch ceremony for the Six-Sigma campaign as the turning point, the police station plans to conduct 10-day training, two days a week for five weeks, for 'Black Belt' and also further specialized training on field application methods. Starting in June, the station is scheduled to hold monthly announcement sessions on the progress of the projects in which all its members will participate.