



# Setting up a threat management facility;

*10 guiding principles of running a successful project*

# Outline

- Introduction – 10 min
- Setting up a threat management facility:
  - How to develop from incident driven, into a structural, preventive approach:  
10 guiding principles of project management – 25 min
  - Elements of a threat management facility – 15 min
- Discussion – 10 min

Short introduction:



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Buitenlandse  
Zaken



Rijksoverheid

Justitie



POLITIE

CORGWELL  
INTERIM MANAGEMENT & CONSULTANCY

POLITIE



NEDERLANDSE  
VERENIGING  
VOOR RECHTSPRAAK

medicinfo



Rijksoverheid

GGD



woonbron



Den Haag



The Cause



30 april 2009



Large group of persons with problematic behaviour,  
communicating with and approaching public figures  
(Royal Family & Politicians)  
Severe mental health issues and/or psychosocial  
problems

Different agencies and mental health professionals are involved: problems everywhere, no solution, no communication.

Prosecution not possible or does not stop them

Safety issues



## 2009

- Focus on personal protection of victim
- Lack of treatment “dangerous persons”
- Start pilotproject



## 2018

- Threat management facilities in all units
- Part of going concern, further specialisation





How to develop from an incident driven approach, to a structural, preventive approach?

Setting up a project!



# A project:

- Has a sponsor (client) and a contractor
- Aims to establish a predefined result contributing to a predefined goal
- Is time bound and focused on planning
- Is a process of cooperation with stakeholders and teams
- Is well structured and rolls out in a controlled manner

# A project:

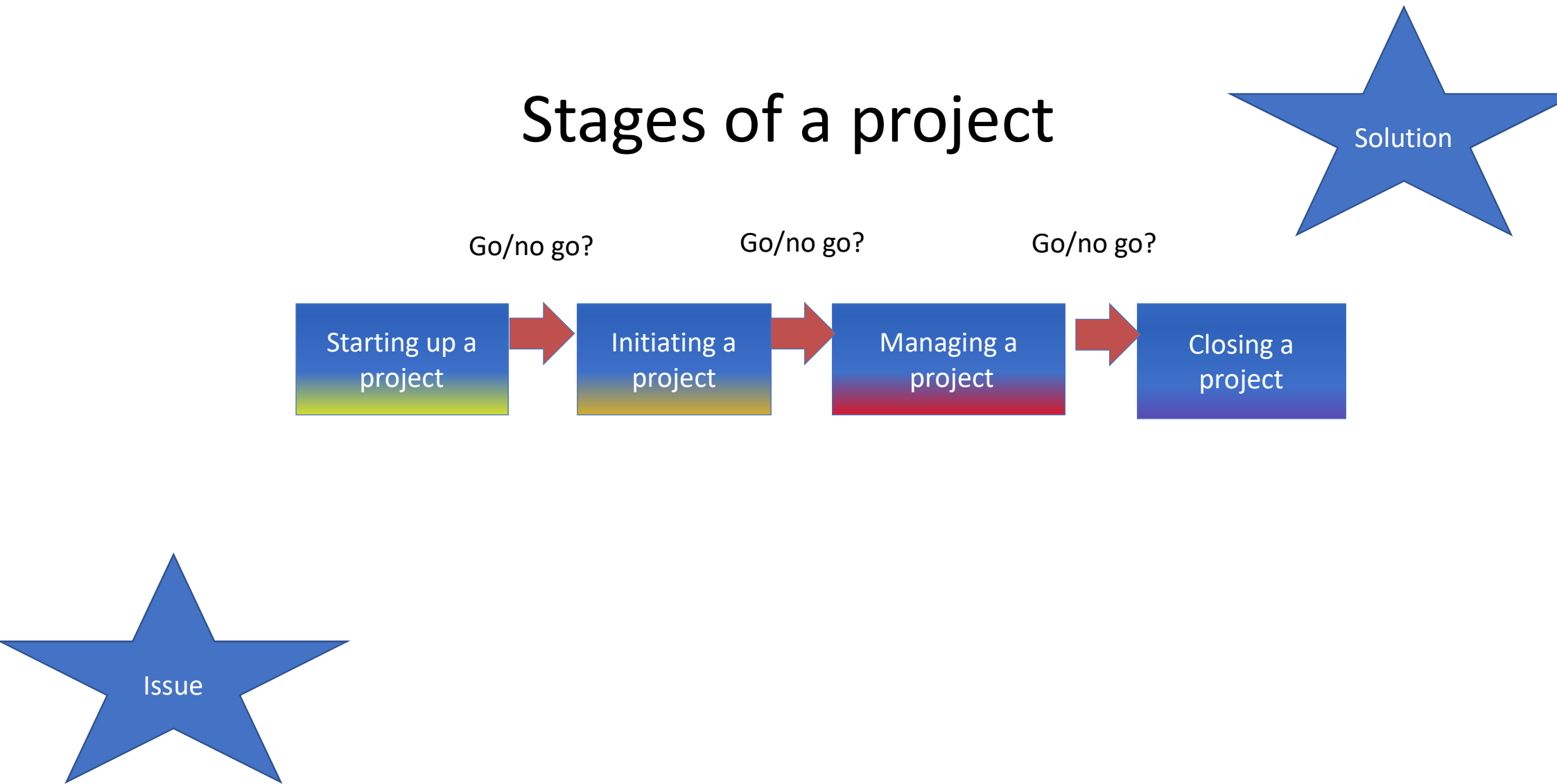
- Fills in a need, a challenge, works towards a result
- There is a clear start, middle and end to the faced challenge
- The challenge is unique and new
- Multiple parties are involved
- There are budget restrictions and go / no go moments
- Criteria for evaluation are defined

# A project is successful if:

The agreed result is delivered within;

- the agreed timeframe
- the agreed budget
- the agreed quality indicators

# Stages of a project



## Project vs proces



Your most successful project?

# Why do projects fail?

1. Failing projectmanagement (32%)
2. Lack of communication within and around the project (20%)
3. Project Goals not defined (17%)
4. Too complex or scope too wide (17%)
5. Technical complexity (7%)
6. Other (7%)



# Projectprocesmanagement:

## 10 guiding principles

1. “Nice of you to think of me” : to assign a projectmanager
2. “Monkey on your back” : to accept a project
3. “Let’s have a coffee” : to manage your environment
4. “There is always a way” : to define goals
5. “A projectmanagers hobby” : planning a project
6. “Your discovery” : organizing a process
7. “Tools to inform” : managing expectations
8. “The grapevine” : communication
9. “The secret” : quality and riskmanagement
10. “Monkey off your back” : to implement and to end a project

# Projectprocessmanagement: guiding principles



Starting up a  
project

1. “Nice of you to think of me”: to assign a projectmanager
2. “Monkey on your back” : to accept a project
3. “Let’s have a coffee” : manage your surroundings

To assign and accept a project;  
when can you take the monkey on  
your back?



# The perfect.....Project sponsor/ client

- Is one person
- Takes responsibility for the entire project
- Has a mandate to do so
- Arranges sufficient budget and time
- Takes decisions
- Is sensitive to the context of the project
- Is supportive, but doesn't take over
- Asks questions and provides you with feed back

# The perfect.....Project manager

## .... Project manager

- Does not accept the assignment straight away
  - Is not afraid to ask questions
  - Negotiates
  - Communicates well
  - Is positive, critical and aims to find solutions
  - Has a focus on strategy and implementation
- Is clear on deliverables, and ensures results are achieved
  - Is accountable (pro active and going concern)
  - Is responsible for the tasks assigned, within his or her own mandate
  - Informs the project sponsor on the risks if he or she does not take his or her responsibilities
  - Pro actively informs about risks and solutions

# To start up a project



- Appointing a Sponsor and projectmanager, Steering committee and Quality Board
- Designing and Appointing a Project Management Team
- Preparing a Project Brief
- Defining Project Approach
- Taking the monkey on your back



# Managing your environment



# To keep a project sponsor involved

- Timely and accurate updates
- Inform project sponsor, and others involved in the hierarchy
- Regularly meetings, written reports formal and informal



# Projectprocessmanagement: guiding principles

- 4. “There is always a way” : to define goals
- 5. “A projectmanager”'s hobby” : planning a project
- 6. “Your discovery” : organizing a process



Initiating a  
project

## Lewis Carroll, Alice in Wonderland



“Alice: Would you tell me, please, which way I ought to go from here?”

The Cheshire Cat: That depends a good deal on where you want to get to.

Alice: I don't much care where.

The Cheshire Cat: Then it doesn't much matter which way you go.

Alice: ...So long as I get somewhere.

The Cheshire Cat: Oh, you're sure to do that, if only you walk long enough.”

# Goals define your path

- **If you do not define your goals, you will arrive in “Nomansland”**
- **If done correctly, goals give energy, power and they motivate people**
- Practice:
  - Small projects need 3 months to develop
  - Big projects need  $\frac{3}{4}$  of a year

# Defining the problem – “The Why”

There is always the challenge first:

- Occasion, back ground, questions asked
- Why is it a challenge?
- History?
- Context
- Problem behind the problem?
- Under the surface?
- Alone or in a group (PSU)?

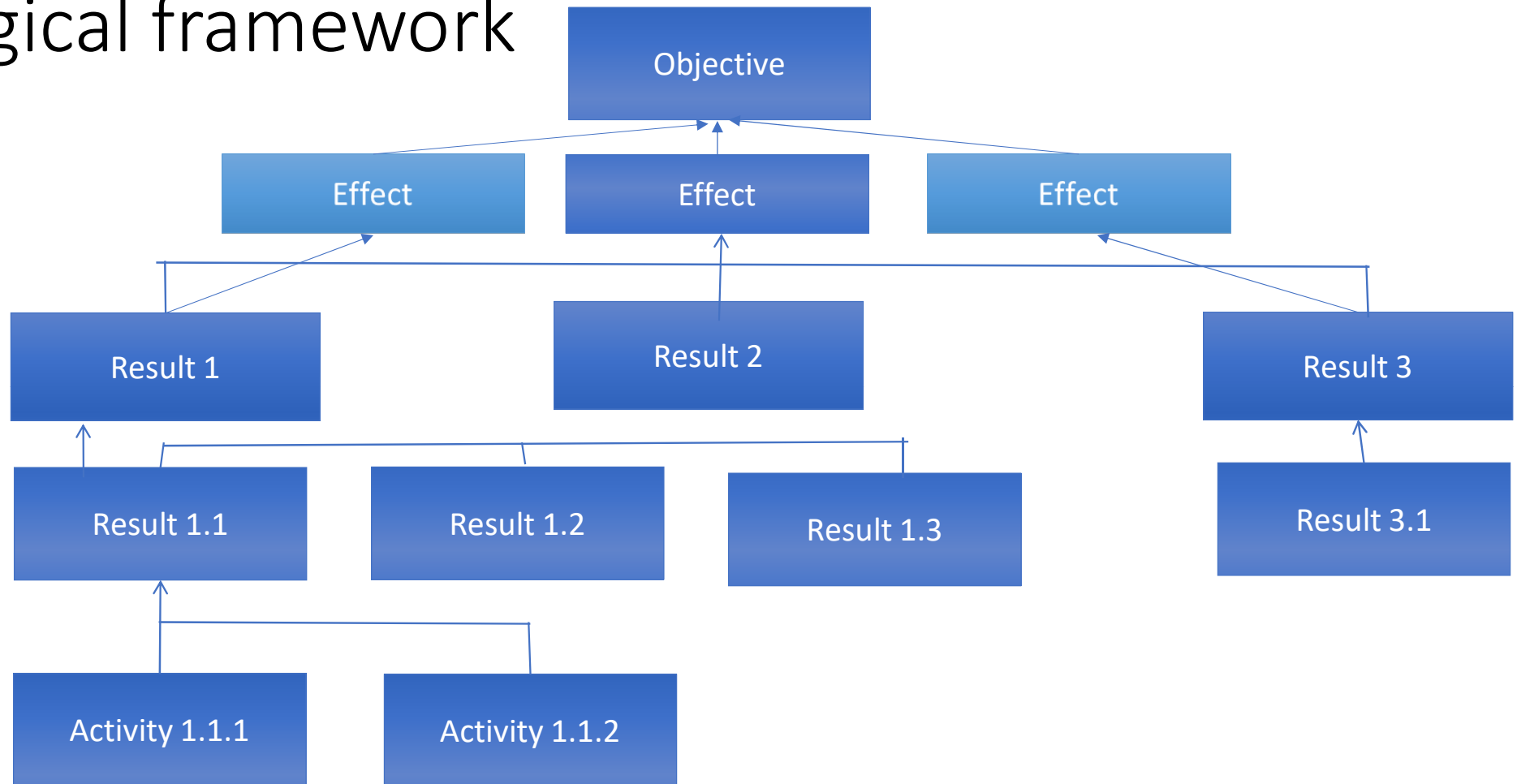
# ‘Five times why’

- To get to the heart of the matter
- Developed in the Japanese car industry
- Womack, Jones & Roos (1990)
- Asks “Why” 5 times
- How far can you go considering your project mandate?

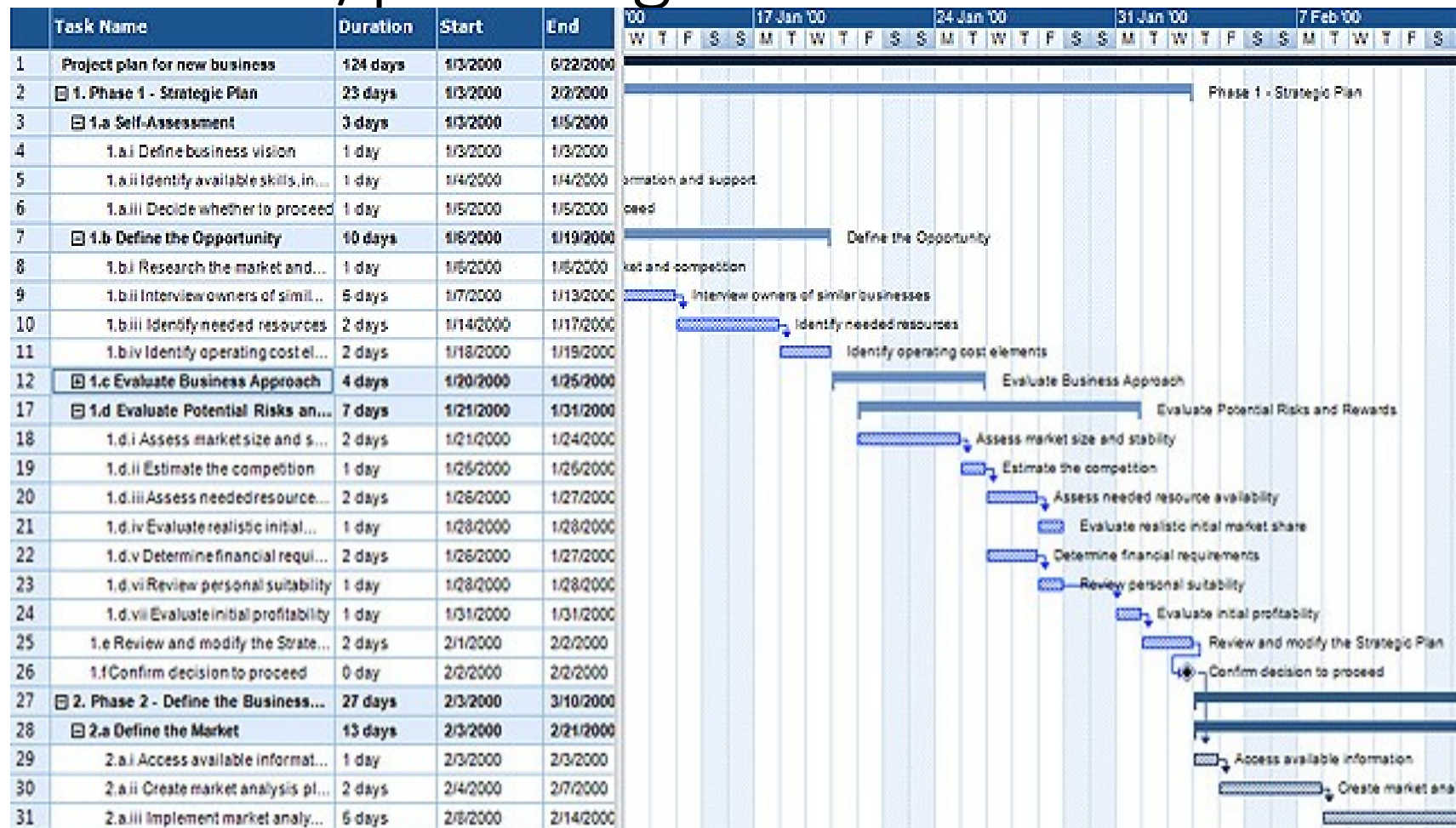
# Keep it Short, Simple and Stupid (KISSSS)



# Logical framework



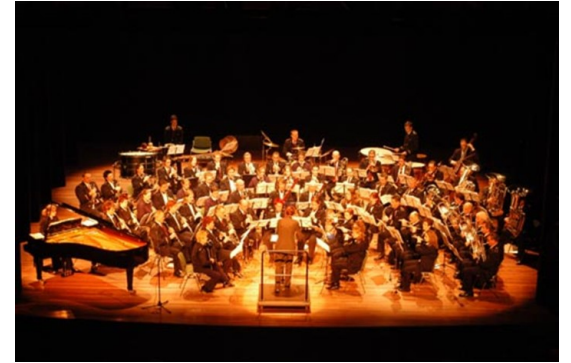
# Gantt chart /planning tool





# Road map is almost ready!

1. Define time, resources and milestones
2. Devide activities and tasks among team members
3. Monitor the progress and adjust your planning if necessary

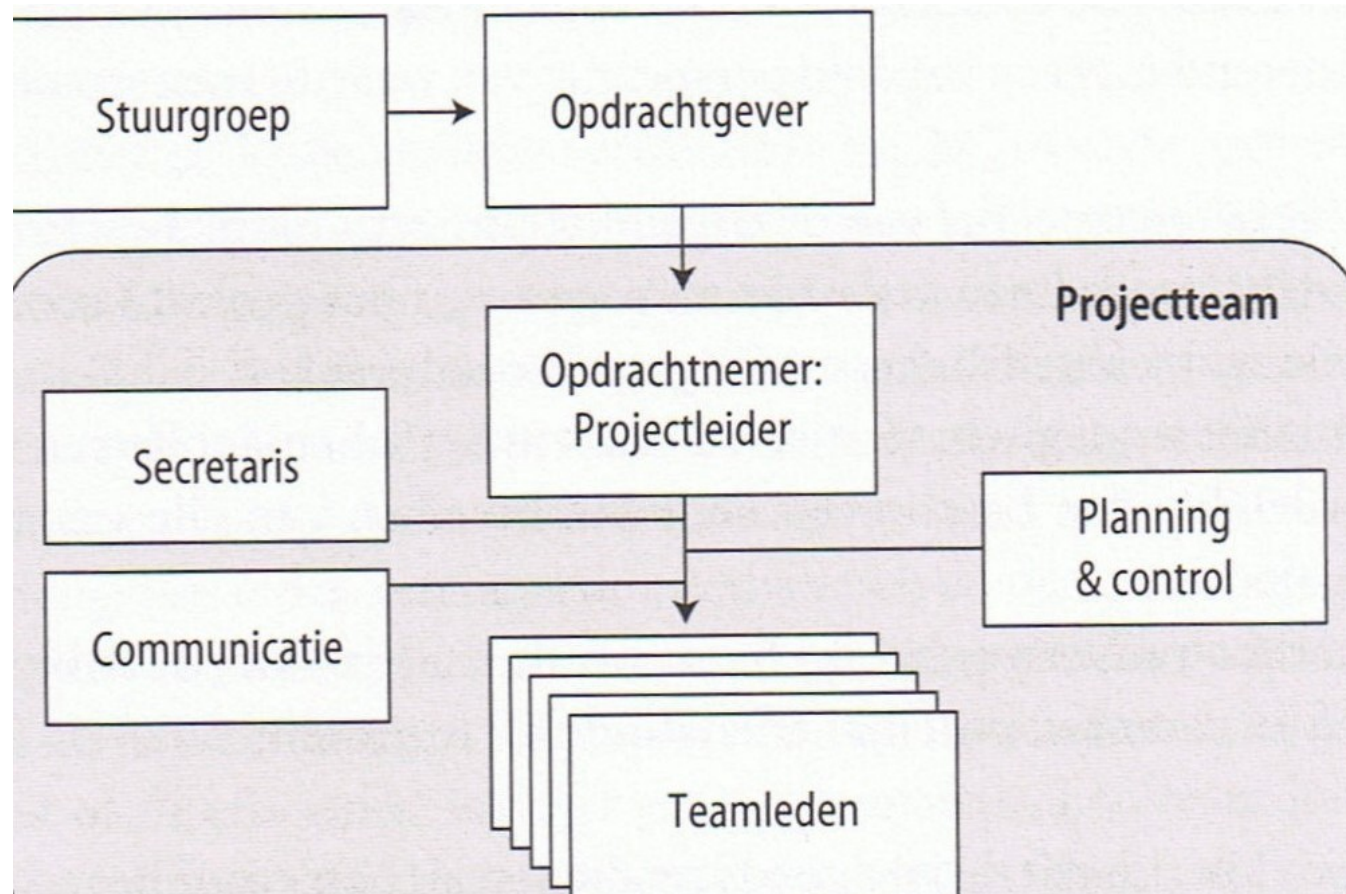


Organizing a process

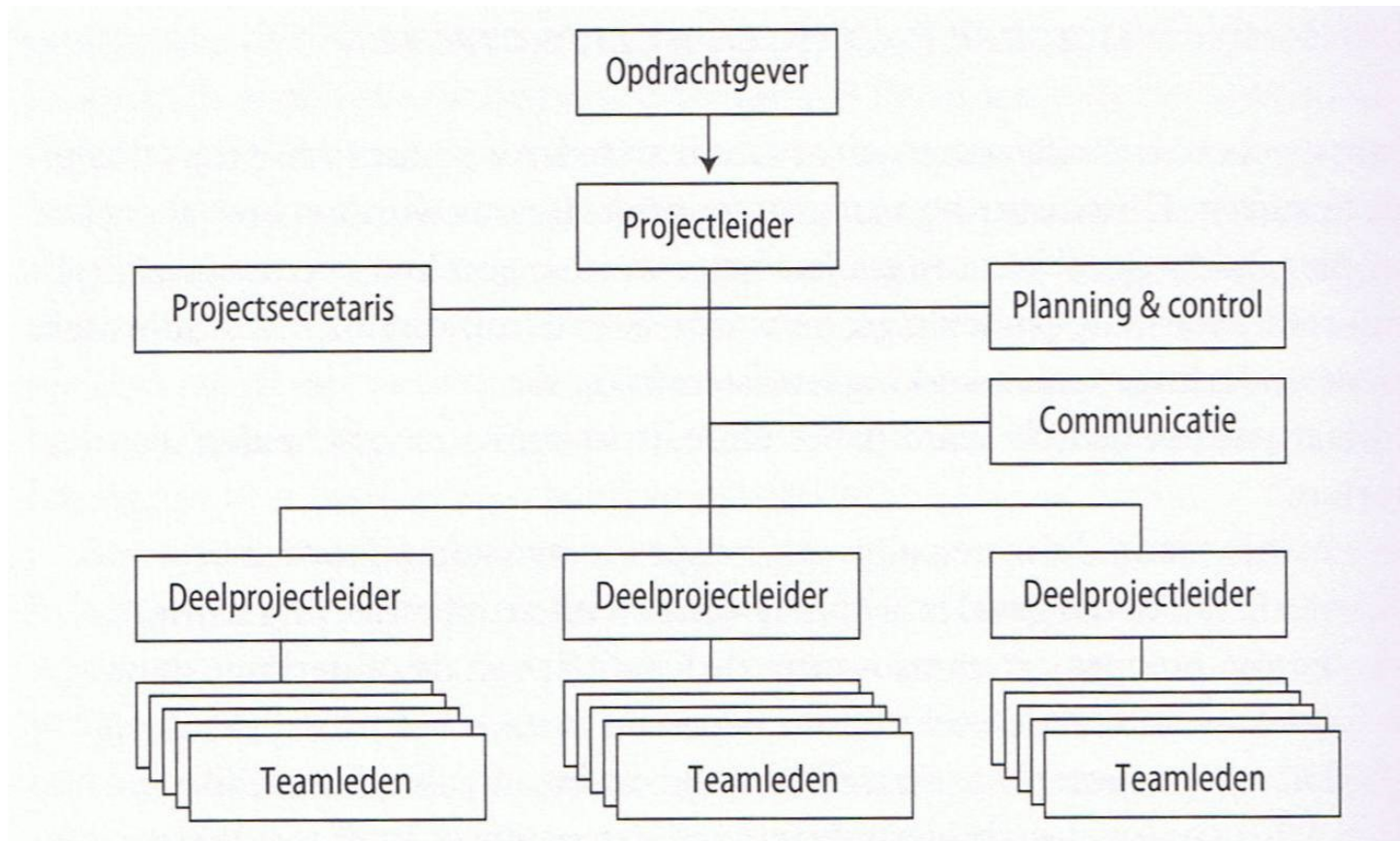
# Highlights

- Keep your projectteam as small as possible, max 6-8 teamleden.
- Sponsor and projectmanager meet regularly to discuss progress
- Sponsor chairs de steering committee
- Enable Steering committees to steer, be clear on what their scope is and offer them relevant material (projectplan, progress reports, quality reports i.e.)
- Quality and assurance groups are there to give advice about the quality of deliverables

# Example organization chart of a project



# Structuur met deelprojecten



# Projectprocessmanagement: guiding principles

- 7. “Tools to inform” : managing expectations
- 8. “The grapevine” : communication
- 9. “The secret” : quality and riskmanagement



Managing a  
project

# Information and communication

- While implementing your road map, register, report and communicate!
- Different instruments:
  - Meetings with team, project sponsor, steering committee, quality board and project environment (users, departments, sister organizations, press, and others)
  - Project documentation: project plan, logbook, progress reports.
  - Celebrate success

# Quality

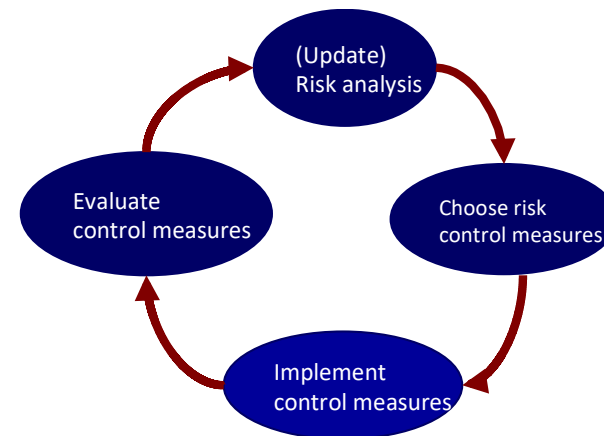
- Quality; projectmanager defines, sponsor decides
- Criteria i.e.
  - Time
  - Money
  - Level of education
  - Product specifications





# RiskMANAGEMENT

- Risikoanalysis:
  - Define risks for project
  - Analyse possible impact
- Implement counter measures
- Evaluate effect



# Projectprocessmanagement: guiding principles

10. “Monkey off your back” : to implement and to end a project

Closing a  
project

# Décharge



- Results achieved? You need to be officially relieved from your responsibilities. How?
- Final report (results, what was not delivered and why, what is follow up and who is responsible, , lessons learnt).

# Setting up a threat management facility



# CASE

Global idea 2010

Pilot 2011-2013

Program 2014-2018

Going concern - 2018

# Checklist Project

1. Challenge
2. Spronsor and contractor
3. Goal
4. Results
5. Activities
6. Organisation
7. Information and communication
8. Quality and Risk management
9. Budget

### 1. Challenge:

- Large group of persons with problematic behaviour, communicating with and approaching public figures (Royal Family & Politicians)
- Severe mental health issues and/or psychosocial problems

### 2. Sponsor: Ministry of Justice (political), Chief of National Police (operational)

### 3. Goal: to detect, reduce and manage possible threats by offering a person-centred approach

#### 4. Results:

- multidisciplinary team (intelligence, police and health care),
  - Manager/ Supportstaff
  - Information specialists
  - Casemanagers
  - Psychologists
  - Psychiatrist
  - Psychiatric nurse



## 4. Results

- knowledge and expertise pooled,
- workprocesses developed
  - Intake/ screening
  - Personal file
  - Risk Assesment (Stalking risk profile)
  - Risk management approach
  - Monitoring
  - Low intensity monitoring/ end
- Caseload was handled

5. Activities
6. Organisation: Steering Committee, Quality Board etc.
7. Information and communication
8. Quality and Risk management
9. Budget

Thank you!

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# CASE

Sponsor

Project partners

Quality Board

Steering committee

Projectteam