

# Changing decision-making at the Dutch Police with Process Mining

Process mining camp 2022

Machteld Oosterhof  
Marianne Ravelli  
June 2022



**We are ...**

**Machteld  
Oosterhof**

**Marianne  
Ravelli**

**Shared Services Center  
HRM Police**



# Agenda

1. The Dutch Police organization
2. The HR Backoffice
3. Transforming decision-making with process mining
4. Conclusions





# DO YOU HAVE WHAT IT TAKES?



**Make it police work**

Get inspired



<https://kombijde.politie.nl>

# How are we organized.

1. Noord-Nederland
2. Oost-Nederland
3. Midden-Nederland
4. Noord-Holland
5. Amsterdam
6. Den Haag
7. Rotterdam
8. Zeeland-West-Brabant
9. Oost-Brabant
10. Limburg
11. Landelijke Eenheid

 Politiedienstencentrum



# We process 230.000 requests every year!

- Onboarding
- Mobility
- Outflow
- Salary payment
- Etc.



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**Change the decision-making mindset.**

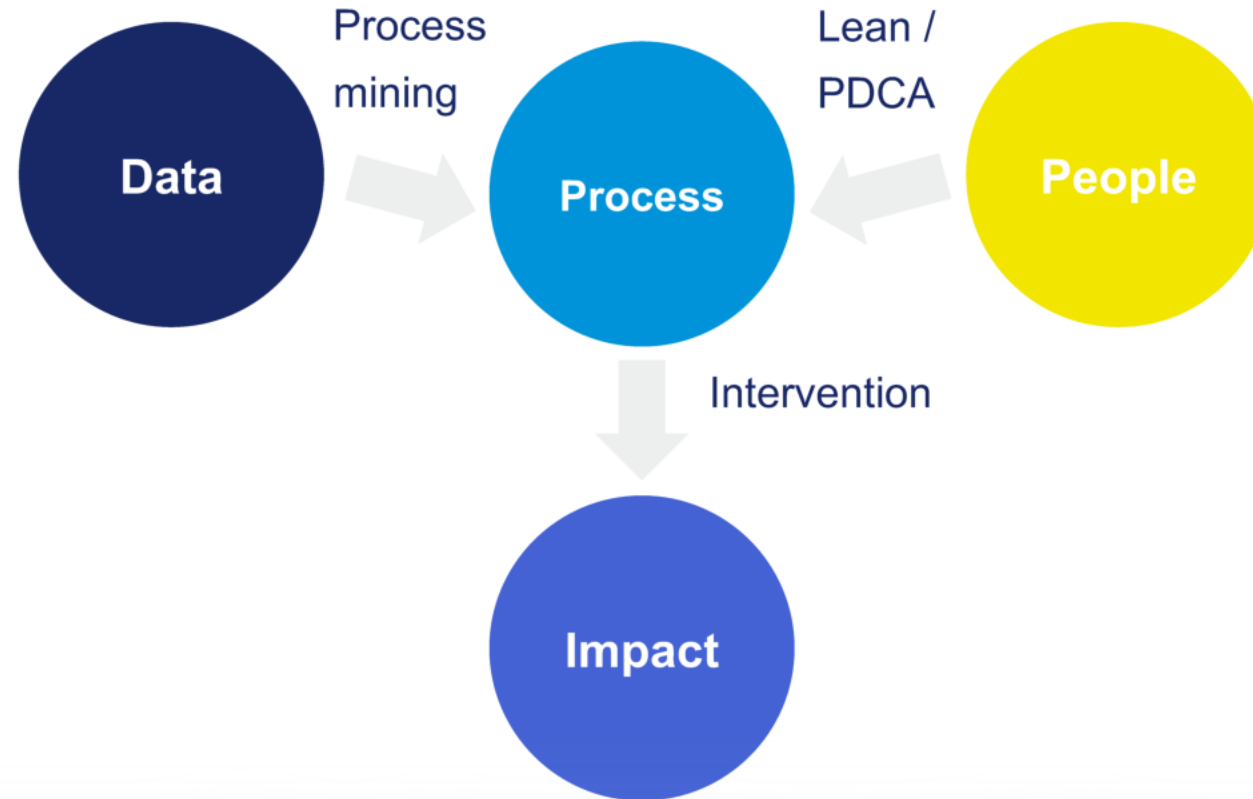
**Driven by  
knowledge**

**Guided by  
facts**





# Changing the mindset takes time.



**Change the decision-making mindset.**

**Driven by  
knowledge**

**Guided by  
facts**



- 1. Subjective vs. Objective**
- 2. Doing things right vs. Doing the right things**
- 3. Endless discussion vs. Founded conclusion**

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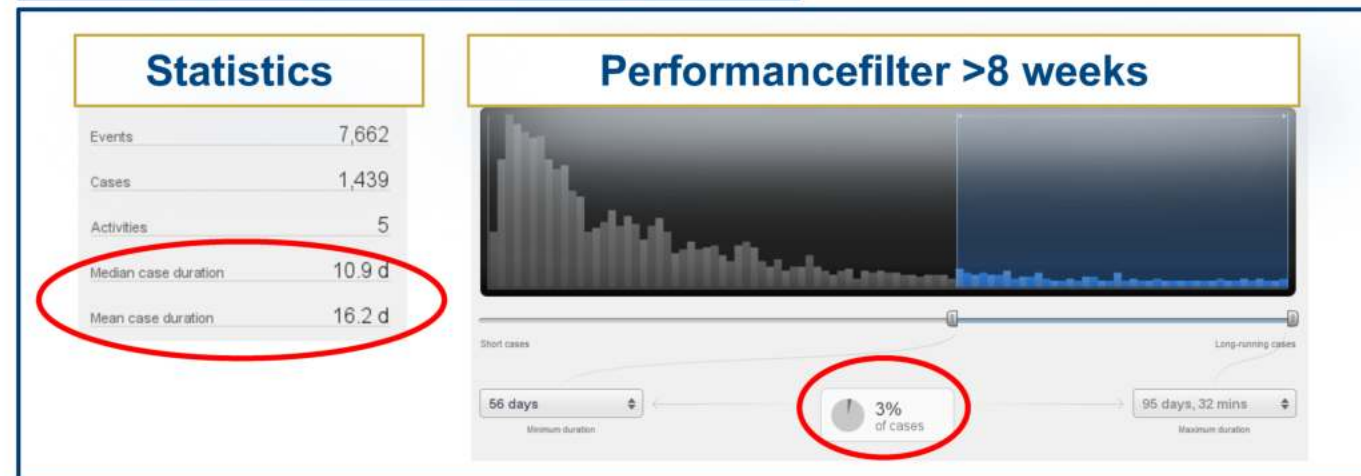
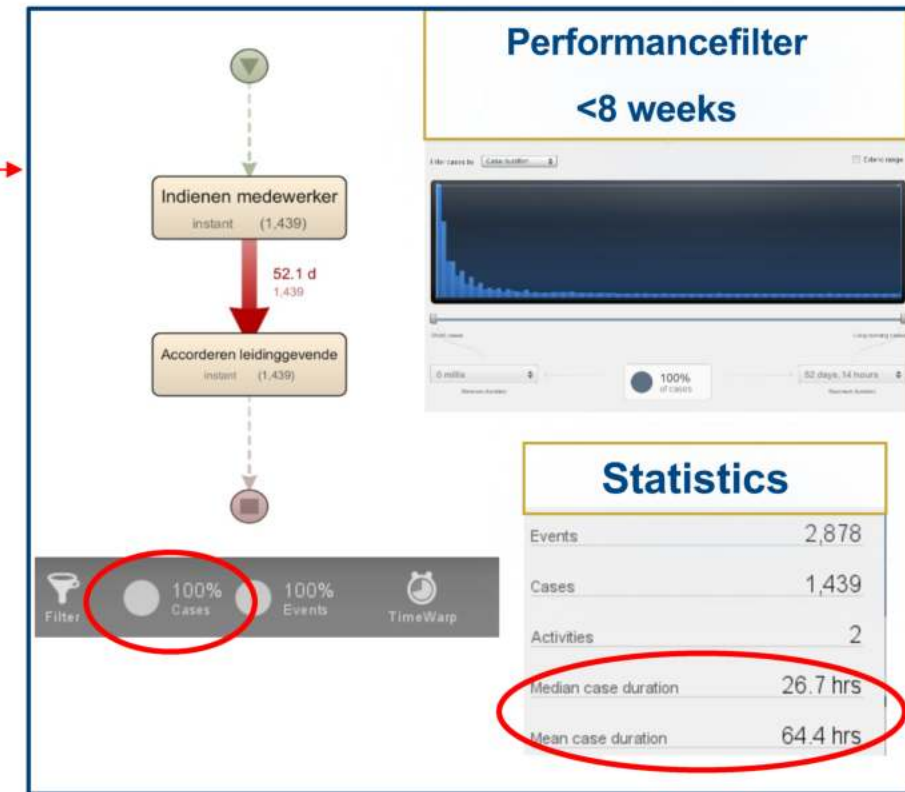
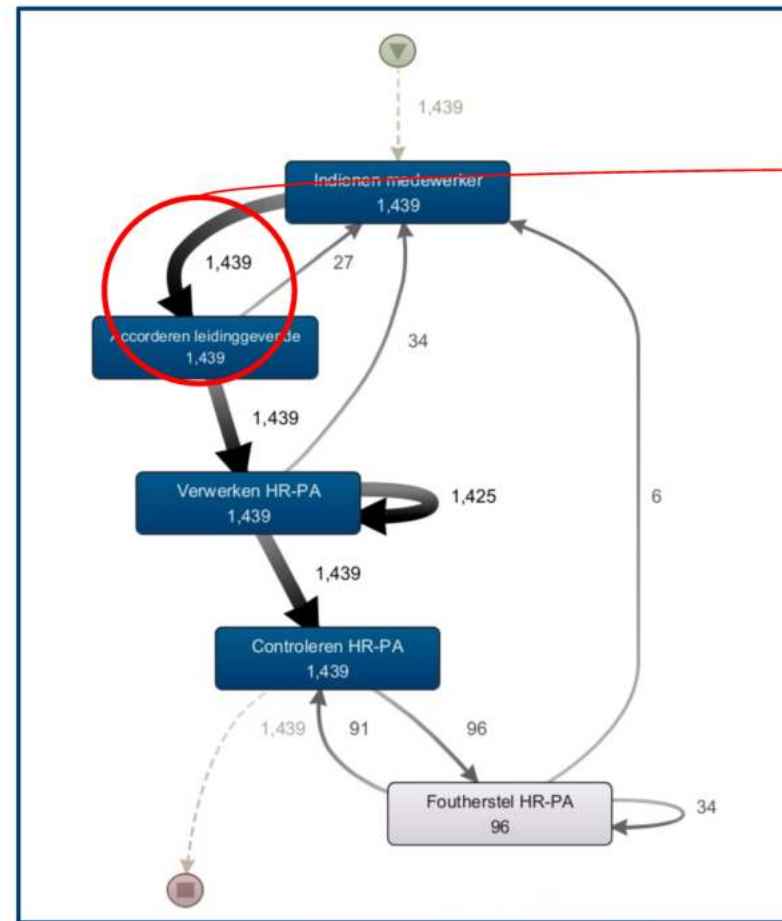


# RPU

• **Assumption:**  
Decision takes longer than 8 weeks.

• **Analysis:**  
No, this is not true!

• **Change in behavior:** Discussion closed.



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# Uploading of certificates to the personnel file

- **Assumption:**

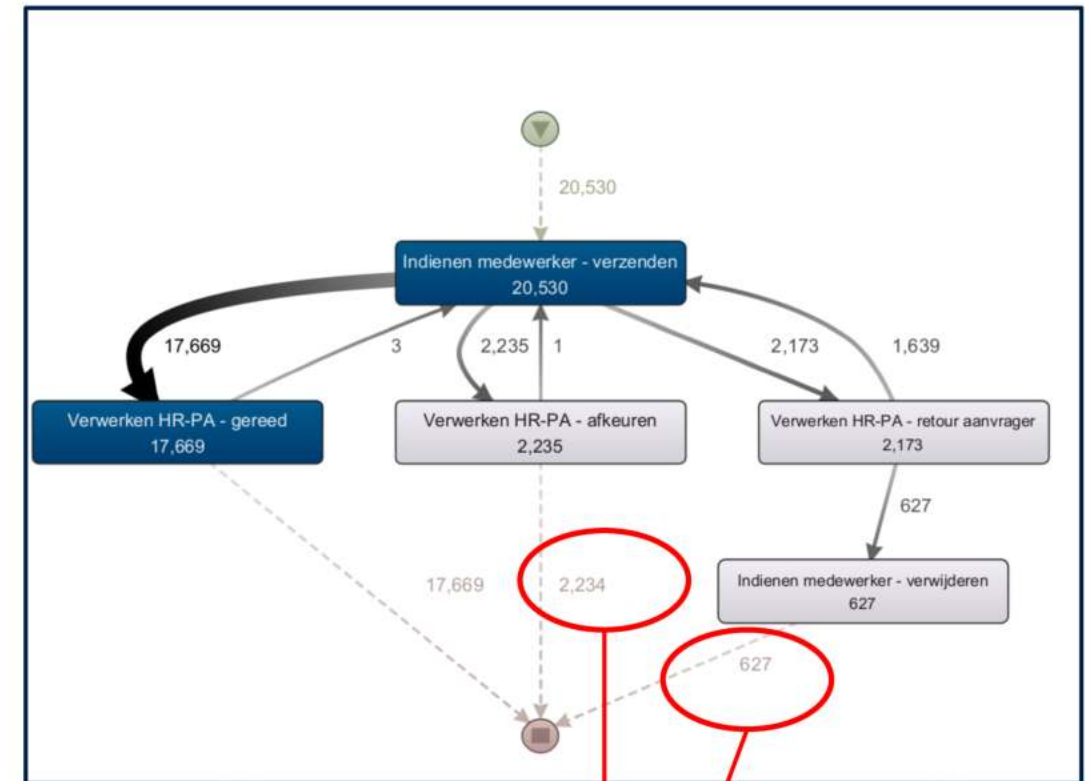
Too much work, too little yield.

- **Analysis:**

14% rejected

- **Change:**

Save time by eliminating steps in the process.



14% cases weren't stored  
in the personnel file



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# Change of job position

- **Assumption:**

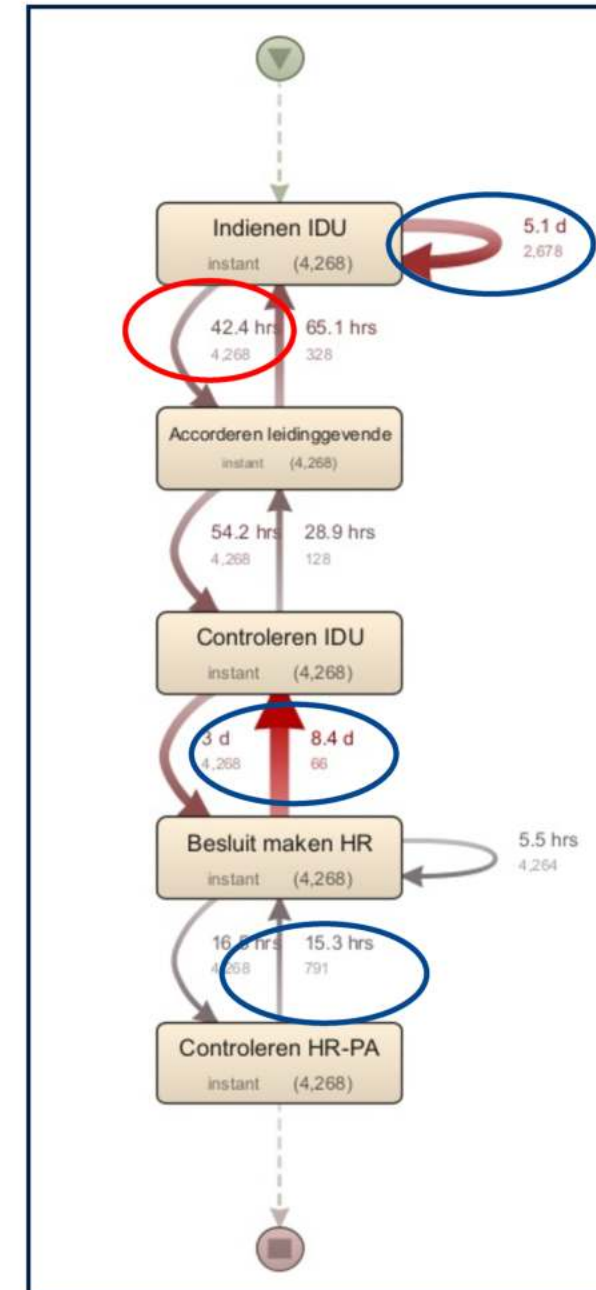
Approvals take too long.

- **Analysis:**

No, this is not true.

- **Change in behavior:**

No quick fix, but focus on the real underlying issue.





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# Take-aways

- Don't always trust your gut.
- Be aware that bias can be all around you.
- Analyze and validate before drawing conclusions.
- Move from pointing the finger to a mindset that makes decisions guided by facts.



