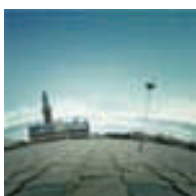researchers and partaking in the academic environment at the centre. This organisation is

Strategies for the Implementation of the Ethics Code of the Belgian Police: A Toolbox for Modern Integrity Management

Leuven Institute of Criminology

Leuven University, Belgium

Promoter: Jeroen Maesschalck

Co-promoter: Frank Hutsebaut

Researcher: Evi Devis

Introduction and Aims of the Study

In the context of this study, 'integrity' refers to the application of generally accepted values and norms in daily practice. 'Police integrity' then refers to the application of generally accepted values and norms in the daily practice of police officers.

The question of integrity is relevant for any organisation, but is particularly relevant for the police. Police officers' discretionary space and their authority to use violence not only create particular risks for integrity violations, but also increase the seriousness of the consequences of integrity violations. This responsibility is amplified in a society that becomes increasingly complex.

The Belgian police are aware of this significant and still growing importance of police integrity and have already taken a number of measures, including the approval of an ethics code (or 'deontological code') in 2006. Yet, the mere existence of such a code is not sufficient if one is to have a genuine impact on police behaviour. More and more local police forces as well as units within the federal police are therefore introducing instruments to implement the code. Although these constitute interesting initiatives, they do not yet amount to a comprehensive and systematically developed integrity management system. This study hopes to support police organisations in Belgium (and beyond) in developing such a policy by presenting a 'toolbox' for integrity management. This study not only contains instruments of integrity management in the police, but also more general recommendations to integrate these instruments into a genuine, comprehensive and effective integrity management system.

Methodology

The study took one year and was implemented by a full-time researcher under the supervision of two professors, all three working in the Leuven Institute of Criminology at the University of Leuven (K. U. Leuven). The study was done in three phases.

The first phase consisted of a review of the theoretical-descriptive literature on integrity and integrity management and a description of the current situation in the Belgian police force, in the form of an inventory of existing instruments.

The second phase aimed at an inventory of existing insights and practices outside Belgium. This occurred in three steps. First, a number of practices outside Belgium were described by means of document analysis. The second step consisted of empirical research. In particular, a number of case studies were carried out in four countries (the Netherlands, Finland, Canada and France). These emphasised the description and analysis of the overall strategy of integrity management, rather than the details of the specific instruments. The third step also consisted of empirical research, but then focused on two particular instruments of integrity management: training on the one hand and measurement instruments to map integrity in organisations on the other.

The third phase aimed at formulating recommendations for the Belgian context, based on the study. These recommendations were validated and further developed through workshops with practitioners and experts.

Results

The study used a number of theoretical frameworks to structure its analysis. Most important was the classic distinction between the 'rules-based' and 'values-based' approaches to integrity management.

The rules-based approach to integrity management emphasises the importance of external controls on the behaviour of public servants. It prefers formal and detailed rules and procedures as means to reduce the risk of integrity violations.

The values-based approach focuses on guidance and 'internal' control, i.e. control exercised by the public servants on themselves. This approach aims at stimulating understanding and daily application of values and at improving ethical decision-making skills through interactive training sessions, workshops, ambitious codes of values, individual coaching, etc.

Rather than selecting one of the approaches, the appropriate course is to judiciously combine them. The rules-based approach will then provide the legal framework that ensures minimal standards of integrity and the values-based approach ensures that police officers will be more ambitious than the moral minimum and that they will be capable of dealing with complex ethical dilemmas where laws and rules do not provide obvious answers.

The actual toolbox consists of a broad range of instruments of integrity management. Naturally, it is not necessary to apply all instruments in the same organisation. One should look for an appropriate mix, depending on the needs of the police force or unit in question and aiming at a balance between rules-based and values-based instruments. If the instruments are truly coordinated, then this could lead to synergies that would turn the whole into more than the sum of the different parts.

The different instruments are structured according to the stages of the career of a police officer. For each instrument a number of aspects are specified: its aims, its methodology, its advantages, its risks and some examples. The main instruments are as follows:

- Recruitment and selection: communicating about ethics in the recruitment and selection process, investigating the candidates' integrity, inviting candidates to sign an ethics code, etc.;

- Introductory training: organising separate ethics courses (e.g. dilemma training sessions), integrating ethics into the whole training curriculum (e.g. screening existing courses to check whether they provide a coherent message concerning required ethics), appointing 'mentors' who would support trainees in dealing with ethical dilemmas, etc.;

- Instruments during the police career:

  — Preventive measures: continuous internal and external communication about the importance of integrity, developing a plan concerning integrity management, organising regular discussions among staff concerning integrity problems, measuring aspects of integrity (ethical climate, incidence of integrity violations, etc.) within the organisation, etc.;

  — Instruments to formulate norms and rules: ethics code, structural measures (e.g. function rotation, separation of functions, etc.) on the basis of risk analyses, etc.;

  — Ethical leadership: both police management and politicians pay sufficient attention to integrity, integrity is addressed in training for managers, etc.;

  — Enforcement instruments: appropriate and fair reactions to integrity violations, establishing a whistle-blowing system, etc.;

- Instrument at the end of the career: organising an exit interview to ask for suggestions to improve the organisation's integrity.

Conclusion: Recommendations

The report concludes with a number of recommendations. Some of these were already mentioned above. We focus on the following three. First, it is important to structurally 'anchor' integ-

rity management in the organisation to ensure sufficient coordination, to ensure sufficient attention for the issue in the long run, and to allow for accumulation of knowledge and expertise.

This is best done in the form of a combination of a central actor (e.g. an 'integrity officer' or 'integrity bureau') with decentralised support (e.g. integrity coordinators in each sub-unit of the organisation). It is important that these actors address both the rules-based and the values-based approaches to integrity management.

Second, the commitment, not only in their words but also in their own behaviour, of senior police managers and politicians is a very important factor in the success of integrity management.

Third, integrity management should have its own, separate identity (so as to ensure sufficient visibility and to allow for coordination among the diverse instruments), but should at the same time be coordinated with other, adjacent policy fields (e.g. HRM and financial management).

Sweden: Call for Partners in "Good Practice for Dialogue and Communication as Strategic Principles for Policing Political Manifestations in Europe" Project

The Swedish National Police Board is calling for partners in order to apply for an EU funded project on policing major events. Police organisations (commanders, dialogue police/ equivalent and researchers) and research institutions are welcome as partners. The CEPOL symposium in June this year concluded on the need for comparative research within the field in Europe.

Background

Political manifestations and demonstrations are common in Europe. Demonstrators and activists are more mobile today and travel over borders. Due to historical and cultural factors, police organisations in Europe have developed different strategies and tactics for policing political events.

Through research results there has been a shift in crowd psychology towards focusing on the dynamics between groups in a crowd, between demonstrators and the police and on social identity theory. There is a growing awareness of how police behaviour can influence the outcome of events. Police deployment of masses have therefore in some countries developed from riot and crowd control to crowd management. Research based conflict reducing principles[1] are becoming known and applied in police operations. However the exchange of good practice is sparse for policing political manifestations in Europe.

[1] Reicher,S Stott,C Cronin,P, & Adang,O, *An integrated approach to crowd psychology and public order policing.* From Policing, An International Journal of Police strategies and Management. Volume 27, No.4 2004, p. 558-572
Reicher,S, Stott,C, Drury,J, Adang,O, Cronin,P & Livingstone, A. *Knowledge-Based Public Order Policing. Principles and Practice.* From Policing, Volume 1, No.4 2007, p. 403 – 415