

# EUROPEAN POLICE SCIENCE AND RESEARCH BULLETIN



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## Editorial

by Ulf Göransson  
Director of  
CEPOL

How can governments across Europe ensure that police services are delivered in the best possible way for the sake of their citizens? How can policing in the 21st century be organised in the most efficient manner while at the same time ensuring that human rights and the rule of law are observed without compromise? How should 'good police practice' be achieved in the European area of freedom, security and justice?

CEPOL - European Police College, whose main purpose is to help train senior police officers of the Member States, has to play its part in this process, not least in regard to developing a 'European approach' to the main problems facing Member States in the fight against crime, crime prevention and the maintenance of law and order and public security, in particular the cross-border dimensions of those problems.

Nowadays the dynamics of organisations, regardless of whether they are public or corporate bodies, are driven by the harvest, utilisation and creation of knowledge. A growing part of this 'organisational knowledge' is supported by systematic research efforts and scientific studies.

In the area of the police, this process goes way beyond the implementation of new technologies or techniques: research and science have become integral elements in the evolutionary path of policing. Successful modern policing, within a complex and dynamic social environment, is unthinkable without all the innovations taken from the natural and social sciences of the last decades.

This kind of insight was the basis for the decision to establish CEPOL. The decision states that one of the tasks for CEPOL is to 'disseminate best practice and research findings' (Article 7d).

CEPOL is a network of senior police colleges and institutes within the EU. From the start, research and science were considered important

elements in developing an institution for the training and further education of senior police officers across Europe.

Going back to my own early involvement in CEPOL matters, as Chair of the Research and Science Committee in 2001-02, I still remember the enthusiasm that met us when we discussed how police research could improve police tactics and strategies. Several Member States, which until then had not been working in the field of police research and science, saw the potential of bringing new knowledge into policing. Very many of us felt like pioneers when we invited police forces to take part in the network of research knowledge. Since then, CEPOL and the network of colleges and institutes have pushed forward ideas and concepts of how research and science could make a contribution to a high standard of police training courses and seminars.

A reminder regarding the annual CEPOL police research and science conferences. These conferences inform trainers how to make the best use of input received from scientific research and transfer it to courses or databases within CEPOL's electronic network. A database of good practice; formerly e-Doc, now the CEPOL e-Library, has also been developed.

*"The main aim of the bulletin is to provide up-to-date scientific information to participants, trainers and course managers in CEPOL activities."*

The *European Police Research and Science Bulletin* is a new way to disseminate good practice and research findings and to facilitate communication among those who are potential contributors to define and shape the European approach to police training, education and practice.

The main aim of the Bulletin is to provide up-to-date scientific information to participants, trainers and course managers in CEPOL activities, particularly with a view to self-study and assignments. A second aim is to promote a European debate about the findings of police research and development. The Bulletin will serve CEPOL's main tasks by reaching police officers and experts on policing and police matters in the scientific

communities and circles of researchers in Europe (and beyond).

This small and modest publishing project is driven by an ambition to make a significant contribution towards improving the links between police training, education and research.

Seen from a training and learning perspective, research and science have to be understood as indispensable elements as they not only feed and incite the individual learning progress, but also because they will be alert to future training needs.

This is the very first issue of the Bulletin. Readers should be aware that the publication is in a trial period, during which we wish to find out to what extent this periodical can achieve its ambitious goals while commanding very limited resources.

It is also important to understand what the Bulletin does *not* want to be: it is neither a full-blown scholarly journal, nor is it meant to disseminate any kind of police-related news. Rather it strives to become a self-sustained vehicle to spread relevant information about police-related research findings, scientific projects, studies and events. It will focus very much on the European scene and connections, without ignoring the links and developments being achieved beyond the European horizon.

Experience will show how much the Bulletin serves an actual demand. The CEPOL Governing Board will decide on the future viability of the project at a later stage. I also want to point out that the Bulletin is a project invented, promoted and implemented by CEPOL's Research and Science Working Group, driven by the enthusiasm of the members of the group. The Bulletin depends on the willingness of police officers, trainers and experts to support the project by actively making contributions.

As Director of CEPOL I would like to offer the project mine and the Secretariat's support and I wish the Research and Science Working Group and the members of the editorial teams all the best for the project's implementation. A good outcome will strengthen European police cooperation and the fight against crime.

## Welcome to the First Issue of the CEPOL Bulletin



*By CEPOL's Research and Science Working Group and Bulletin Editorial Team*

Welcome to the very first issue of the *European Police Science and Research Bulletin* disseminated by CEPOL - European Police College. It is the product of a process which started in CEPOL's Research and Science Working Group a while back, when the need for a periodical gathering and spreading information on police research in Europe was identified. Since then, the initial idea has been reshaped, fine-tuned and adopted to the character of CEPOL, which functions as an EU Agency and a network at the same time.

The concept is quite simple and straightforward. The Bulletin will provide a platform where experts across Europe can keep each other informed on a regular basis about police research projects and matters related to police science. Built on scarce, mainly voluntary sources, the Bulletin is — and does not strive to be more than — something in between a journal and a newsletter.

Its main feature is to be as brief as reasonably possible rather than to be exhaustive. In other words, it aims to highlight opportunities for cross-field contacts and further exchange among the various experts and institutions in Europe who are engaged in police-related research and science matters. The Bulletin also aims to reach-out to police officers in practice, who are looking for innovative ideas and scientifically grounded concepts, explanations and solutions. For more information about the Bulletin's aims and scope, as well as the procedure for contributing to the publication, please visit CEPOL's website.

In this first issue we present contributions from Belgium, Denmark, Finland, Italy and Sweden. You will also find a report about the 2008 CEPOL Police Research and Science Conference. Finally, announcements of forthcoming conferences and events are listed. The focus is on the European scene, on the one hand, and on events

featuring dedicated police research and science topics, on the other. Please forward any relevant, future announcements to the Bulletin email address.

It must be underlined that this periodical just aims to offer a humble spotlight on the wide-range of police research going on in Europe. We have learned that, in many Member States, police officers and scientists are working on interesting and relevant problems and research topics. The challenge is to give this knowledge a better visibility beyond established boundaries of nationality or language.

Despite different cultures and legal frameworks, we believe that there are no differences in principle between the core missions conducted by a police officer in Finland, in the Netherlands, in Spain or in Greece. Good practice and research findings are thus to be shared as widely as possible in order to build up European knowledge in policing.

This Bulletin is a fragile new media and our hope is that it will be found to be of relevance within the professional networks CEPOL is a part of. It is now up to you — the reader — to bring more content. Please do not hesitate to share your work and to propose contributions for the next issues. Make this Bulletin yours — send us your contributions. The deadline for submissions for the next issue is published on the CEPOL's website on the bulletin pages.

## The Sixth CEPOL European Police Research and Science Conference Report

*By Dr János Fehérváry, Head of Unit, Sicherheitsakademie, Austria & Dr Detlef Nogala, Research and Knowledge Management Officer, CEPOL Secretariat*

For the sixth consecutive year, CEPOL organised its annual European Police Research and Science Conference, on 24-26 November 2008 on the outskirts of Vienna. As a flagship event for CEPOL's research and science activities, the aim was to support the dissemination of research results and the optimisation of cooperation between police training institutions, universities, research institutes and researchers in the field of police science. The host country Austria, supported by Germany, the Netherlands and the United Kingdom, centred the event around the topic of 'Comparative policing research from a European perspective: with a focus on organised crime'. By taking Europol's 'Organised Crime Threat Assessment' (OCTA) report as a case in point, the experts and participants were invited to tackle questions regarding how a comparative scientific approach can (pro) actively support the development of best practice in police training and police practice in Europe.

Almost 80 participants, representing equally police trainers, researchers and police practitioners, listened to the contributions of 12 expert speakers from EU Member States and European institutions such as Europol and the European Monitoring Centre for Drugs and Drug Addiction. In several workshops, the topics were examined in more detail and participants had the opportunity to exchange knowledge and opinions.

Welcome addresses by the Director of the Austrian Sicherheitsakademie, Norbert Leitner, and the Conference Manager, Dr János Fehérváry, were followed by a presentation of CEPOL's research and science activities by the (then) Chair of CEPOL's Training and Research Committee, Salvatore Siena. The first day of the conference was dedicated to the keynote addresses of three distinguished European experts in the field of organised crime. The round of keynote addresses was opened by Prof. Hans-Jörg Albrecht, Director of the Max-Planck Institute for Foreign and International Criminal Law (Germany), with a comprehensive introduction on the topic of 'Police, policing and organised crime — Lessons from organised crime research'. Looking closely at available research about organised crime, the policing of organised crime and the results of what he called 'organised crime policies', He guided the audience



through a collection of empirical facts and findings, highlighting how little is known about certain aspects. He stated that 'organised crime' remains a controversial issue, not only for definitional or measurement difficulties, but also for its complex link with the broader issue of 'security' and its ramifications in modern societies and their politics of threat containment. Implicit problems in measuring the performance of police actions were illustrated by contrasting the number of wiretaps (per 100 000 population) applied with the number of convictions per wiretap in the USA, Australia and Germany: figures suggested the more wiretaps the lesser the rate of conviction per wiretap. In his conclusions he emphasised the need for informed perspectives on the phenomena as well as on the various efforts to contain the problem with methods of policing, but remained sceptical about the ability of policymakers to listen to available research knowledge.

Focusing in on the conference's first day topic, Prof. Michael Levi of Cardiff University (UK), offered his thoughts on 'Organised Crime Threat Assessments — from an academic's scientific, but not wholly theoretical, perspective'. Pointing out the recent institutional growth of the threat assessment business, he rejected strongly the usual separation of 'academic' and 'practitioner' perspectives. Instead he offered a set of questions illustrating the key difficulties in threat assessment that Europol and the OCTA report is confronted with. His remedy was to suggest a sophisticated approach centred around the concepts of harm, probability, impact and risk.

In the final keynote address of the day, Dr László Salgó, Associate Professor of Criminal Law and Assistant Director of Europol, presented first-hand knowledge on the 'Scientific approach to the OCTA report from an analytical, operational point of view'. He gave a detailed account of the background and tasks of the OCTA report and explained comprehensively the methodological approach taken by Europol. 'Criminal markets' and 'regions' are two major axes of analysis of the vast amount of data reported by the EU Member

States, which are complemented by a third one: organised crime groups. Using a set of indicators, the OCTA report tries to identify these groups under a perspective to dismantle them and to rank them by threat level. He also explained the advanced concept of 'criminal hub', developed for better understanding of facts that influence the dynamic of these groups across the EU. He concluded his contribution with an outlook on trends and threats, not saving his concern for the occasional undue political interference and delay.

Provided by three outstanding experts with a sweeping introduction on the topic of organised crime research in general and the difficulties of scientifically reliable observations, measurements

*Professor Michael Levi of Cardiff University rejected strongly the usual separation of 'academic' and 'practitioner' perspectives.*

and assessments in particular, the participants afterwards had the opportunity to exchange first reactions and to collectively

prepare questions for the keynote speakers in three working groups.

Speakers of these working groups presented the main topics of discussion and major enquiries for the keynote speakers the next morning. A number of issues were raised, mainly those brought up by the keynote speakers themselves, such as the problem of a shared definition of organised crime and the difficulties in defining a joint approach in a hugely diverse territory like the EU. The possibilities and limits of Europol and its synthesised assessment efforts in the face of mostly regional horizons of organised crime were also pointed out.

While the first day was dedicated to research into organised crime and the OCTA report in broader terms, the conference continued on the second day with a more specific view on three selected areas, within the organised crime topic, assigned to working groups running in parallel. The discussion process was triggered by so-called 'kick-start addresses' delivered by the following experts:

- 'Illegal Drugs' — Laurent Laniel, EMCDDA, Lisbon
- 'Trafficking in Human Beings' — Nick Kinsella, Human Trafficking Centre, UK
- 'Financial Crime' — Prof. Michael Levi, Cardiff University, UK

The outcomes of the intensive group work were reported in the afternoon to the plenum and discussed in their entirety. The outcomes reflected some of the general problems and issues of organised crime research and assessment identified earlier in the conference on the more concrete level of the three given topics. On the third day, the conference programme shifted attention away from the topic of organised crime, and its analytical reflection in the OCTA report, towards the broader issue of comparative police research in the European setting.

Assistant Chief Constable Graham Hooper, Head of Operations Policing Policy and Practice NPIA (UK), brought his well-informed and inspiring practitioner's perspective on 'Cooperation in policing in Europe — Current trends and future challenges' to the fore. He looked, from a UK perspective, at the forthcoming challenges of European policing and the different ways in which cooperation in policing could be achieved more effectively. Although very much grounded in the problems of cooperative operational policing, he explicitly encouraged the research community to 'keep banging on the doors of police organisations' to foster a more educated and effective approach to policing.

An equally compelling case for the potentially highly practical value of academic knowledge gained by research and science was presented by Prof. Cyrille Fijnaut (Tilburg University, the Netherlands) in his keynote address on 'Reinforcing the European dimension of comparative police research'. By looking back through European history, Prof. Fijnaut underpinned his view that policing in a European context had been cross-border, and had mutually influenced national models, from the very beginning. He showed that the different police cooperation projects on various levels are in a way a continuation and evolution of these earlier efforts. For him the Lisbon Treaty, once ratified, will foster a trend towards further convergence of policing in Europe, as legal and procedural harmonisation will make cooperation on the ground much easier. In his conclusions he wondered about how little is actually known about police cooperation in Europe and pointed out ways in which to get past

the practical obstacles in order to overcome the shortcomings of comparative police research.

Discussing the 'Implications for research and police science' and summing up what had been said by the keynote speakers and the working group rapporteurs, as well as coming up with proposals for further steps, was the task of the concluding panellists' discussion round, featuring expert participants from Europol, Germany, the Netherlands, Slovenia and the United Kingdom

Irrespective of the acknowledgement that practitioners' and researchers' perspectives will require different approaches and are likely to focus on varying aspects of a phenomenon, the overall consent was that scientific methodology and academic analysis could indeed make a significant contribution to more successful policing efforts. Specifically in regard to the OCTA report — as one of many instruments and initiatives to understand and tackle the organised crime phenomenon in Europe — the keynote addresses and workshops were seen as shedding a brighter light on its actual contribution and value in the context of European policing.

This result of the panel discussion was echoed in the conference conclusion delivered by the Conference Manager, Mr Fehérváry, when he pointed out that the main topic of the conference and the outcome of intensive discussions was an excellent way of showing the necessity and success of an objective and tolerant meeting between researchers/academics and police practitioners, both dealing with a sensitive topic in order to make strategies, methods and expectations of modern law enforcement programmes or projects more transparent and to thus avoid misunderstandings or ignorance on either side.

The conference was one of CEPOL's future oriented activities for the support and development of a European approach to the main problems facing Member States in the fight against crime and crime prevention, in particular with a strong cross-border and European dimension. In this, the conference can be seen as successfully contributing towards bridging the gap between theoretical/academic and practical viewpoints and towards showing the necessity to analyse new police strategies and methods empirically.

# Training Analysis and Monitoring in Italian State Police Schools



By Prof. Renata Viganò, *Ordinario di Pedagogia sperimentale*  
*Università Cattolica del Sacro Cuore, Facoltà di Scienze della Formazione*

**A***BSTRACT:* The Italian Ministry of the Interior has carried out, in collaboration with the Catholic University of the Sacred Heart in Milan, a survey on the quality of the training provided in the Italian State Police schools. The topic of the survey was not only the quality of training, but also and above all an analysis of the final product of training itself: a person with a solid professional and personal identity able to face different and changing situations, firmly anchored to personal, social and institutional values, with a strong sense of responsibility towards the country and civil society. The survey had two main aims:

1. *To analyse the level of training achieved by the agents and deputy inspector students in different moments of the training courses;*
2. *To analyse the training courses in their complexity, in order to identify conclusive factors and those needing improvement, or even to consider adapting the current models.*

## Methodology of the Research

1. *First Step:* Enquiry into the relationship between State Police values and practical behaviour in order to verify the main values and professional conduct that policemen and women associate with them.

Method: Questionnaire sent to a significant sample of 2 000–3 000 police agents.

2. *Second Step:* Creation of a professional conduct handbook to be used in State Police schools.

Method: A draft of the text would be elaborated by a workgroup, made up of school managers. The draft would be discussed with the school managers and police trainers working as instructors in the basic courses.

3. *Third Step:* Redefinition of the formative and professional profile expected at the end of the courses; possible changes and improvements to be introduced in the training processes.

Method: Definition of an integrated professional profile to be shared both by the trainers and the users.

4. *Fourth Step:* Analysis of the best practices in the different Italian police schools, especially with reference to good management.

5. *Fifth and Sixth Steps* (to be developed in the second half of next year): Control and assessment of the training activity in Italian State Police schools.

## Description of the Research

The research, carried in phases, was realised between January and July 2006. From January to February 2006, semi-structured interviews were held with individuals and small groups of school managers and police officers, in order to gather information and opinions both from the 'trainers' and the 'users' of the training product. The following main issues were submitted to the police school officers:

- Educational mission of schools;
- Assessment of training both during the course and after;
- Training values;
- Quality required of good police officers.



The following main topics of discussion were proposed to the so-called 'users':

- Quality of training provided by schools and experience on the ground;
- Appropriate and possible changes in training courses;
- Assessment of training camps;
- Quality required of good police officers.

The information gathered was processed in terms of perceptions, opinions and attitudes about the training and, more generally, about the reasons for the professional choice and the personal beliefs regarding the professional profile. In March 2006 the investigation continued with a semi-structured questionnaire, whose objectives were outlined to the students, guaranteeing their anonymity.

The survey concerned a sample of 604 persons:

- 270 agent students in the School of Trieste;
- 128 agent students in the School of Campobasso;
- 206 deputy inspector students in the inspectors Institute of Nettuno.

The questionnaire was divided into the following five main sections:

1. Identification data such as sex, age, status, educational qualifications;
2. Reasons and professional goals;
3. Ability for the proper exercise of the profession;
4. Training and development of values;
5. Feelings of belonging to the State Police.

For a correct interpretation of the collected data, in May 2006 a phase of qualitative comparison was carried out using the methodology of focus groups to discuss the results of the questionnaire and formulate new hypotheses.

Finally, in July 2006, in order to compose an interpretative framework and to assess the possible development of the educational system, a critical reflection was made by a group of experts from the institutes of education and State Police operational offices.

From the collected data, training in police schools was judged to be adequate to develop technical and professional skills but less effective in

influencing personal beliefs and attitudes in order to target and govern everyday professional life.

This general assumption is also supported by some empirical evidence: training in schools seems to have a weak influence on the students' personality whose references and ethical values are little affected by the training experience.

## Conclusion

Investment in the quality of human resources could be implemented by redefining the training courses and by several innovations. In particular, more active and participatory teaching is to be proposed, as well as integration between theory and practice as complementary factors for developing professional skills as well as setting up an appropriate professional identity.

In addition, courses on ethics could be adjusted, inserting them into specific activities, in order to make the students able to understand the reasons that established rules and requirements exist (analysis of problematic cases, guided comparison with testimony service, strategy of role play, etc.).

The use of professional cases, introduced in the curricula of training courses, could promote not only technical skills but also reference values. Job witnesses could bring their personal experiences into the classroom, in order to help participants to reinforce and implement their ethic principles and behaviour.

Obviously the task of building the police officers' professional identity cannot be delegated only to basic training, but it must become permanently integrated and consolidated, from the moment the individuals arrive at their operational departments. Particularly important are the first six to nine months, during which students, unless accompanied, risk finding a gap between what they learned during training and what is actually required on the job. In this perspective, different forms of tutoring could be tried, if defined in the context of a shared project.

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## Research at the Police College of Finland

*Risto Honkonen, PhD*

*Head of the Research Department &  
Member of the CEPOL Research and  
Science Working Group*

The Police College of Finland is responsible for research and development on issues of relevance to police work. Its examination of these issues focuses on the social and behavioural science perspective. The emphasis of research is on crime, crime prevention, policing and other matters of importance to the police service in general. The research is carried out with a long-term perspective and on an independent, scientific and systematic basis. The research also supports strategic planning by focusing on the police operating environment and by assessing development and legislative projects.

The research findings are used extensively in police training. The research staff teaches in the senior office education programme and supervises students working on their theses. Teachers are also able to make use of the research results in their work. The aim is to produce new research of relevance to police work and to develop appropriate research methods. The research findings also help to improve the quality and efficiency of policing and enhance the wellbeing of police personnel.

The research carried out at the Police College of Finland covers five areas: narcotics crime, crime and security, police administration, policing, and economic crime. A senior researcher is in charge of each research area.

### Narcotics Crime

In accordance with the anti-narcotics strategy of the Finnish police, the narcotics crime research team carries out scientific research focusing on narcotics crime and prevention of this type of crime. The emphasis is on demand reduction analysis and the work covers all stages of intoxicant use and criminal careers.

The aim is to gain a broader strategic understanding of the narcotics crime situation and to produce practical information for crime prevention and the prevention of substance abuse. The research team is headed by Tomi Lintonen (PhD).

Research projects in progress:

- Drug use among prisoners
- Drug-related adverse consequences in adolescence
- Driving under the influence of drugs
- Drug crime futures 2020
- Decision-making in drug-related crime

### Crime and Security

The research area of crime and security covers both reported and unreported crime. Ordinary citizens' experiences of policing, factors shaping their experiences and the experiences of crime victims are also examined. Trust between citizens and the police is an important factor in the police operating environment.

During the last few years, research on reported crime has focused on the monitoring of racist offences. As part of its work on unreported crime, the crime and security research team has also been analysing material compiled by the Ministry of Justice and the National Research Institute of Legal Policy. The team is currently collecting and analysing material for a research project on crime that targets children and young people.

Two principal methods are used for monitoring crime trends and the level of crime. Firstly, there are the registers compiled by the police and other information systems maintained by the authorities listing the number and type of offences reported to the police and the trends in

these figures. Secondly, because most offences remain unreported and are thus not entered in the information systems maintained by the authorities, polls and interviews can be conducted among the general public to investigate unreported crime. Most common among these are crime victim surveys in which people are asked how they have been affected by crime and about, for example, their experiences with the authorities. The crime and security research team is headed by Juha Kääriäinen (PhD).

Research projects in progress:

- Children in the criminal justice system
- Development of monitoring hate crimes in Finland
- Follow-up studies of hidden and reported crime
- Public confidence in the police in Finland and in Europe
- Police ethics
- Reported racist crimes in Finland in 2008
- Violence against children

### **Police Administration**

Research on police administration focuses on personnel-related duties of the police and on the structure and development of the police operating organisation. Research themes include police training, leadership, wellbeing in the workplace, and the organisation, assessment and development of police work. The research team also produces a police personnel barometer once every two years, which covers such matters as employee wellbeing and a 360-degree evaluation of leadership skills. The police administration research team is headed by Vesa Huotari (PhD).

Research projects in progress:

- Staff barometer: Occupational wellbeing, organisational climate and management in the police
- Evaluation system (360 degrees) for the development of leadership skills in the police

- Evaluation of the new salary system
- Personal performance and career development discussions and their evaluation
- Lateral career development in the new police organisation
- Sexual harassment in police education and training
- Leadership education in the police

### **Policing**

Although research on policing covers a wide range of issues, the common themes are operational police work and interaction with other stakeholders in a changing society. The focus is on the effectiveness of policing and on predicting changes in the security environment.

Cooperation with other authorities and civil society is of crucial importance in the determination of research topics, the allocation of research resources and the conduct of the research itself. The policing research team is headed by Kari Laitinen (DrSoc.Sc.).

Research projects in progress:

- Research on violent radicalisation and terrorism
- Standard reporting for performance measurement and mapping of analytical method
- Integration, inter-cultural communication and best practices: a case of Thai community

### **Economic Crime**

In the research area of economic crime the focus is on the different types of economic crimes and the ways in which they are committed. The research team also analyses the control and the combating of economic crimes. The research activities can be divided as follows:

- Research focusing on the crimes and the operating environment of the police;
- Research focusing on the police organisation and the work of the police.

The research focuses on, for example, such matters as trends of economic crimes, various types of economic crimes and ways of committing them, and the characteristics of economic crime investigation. In addition, cooperation between the authorities, the efforts to combat economic crime and economic crime in criminal policy are examined. The research team is headed by Vesa Mutttilainen (PhD).

Research projects in progress:

- The trends of economic crimes
- The grey economy in the construction sector in Finland
- Economic malpractices, administrative sanctions and crime suspicions
- Economic safety threats related to business activities
- Scientific research on economic crimes in Finland in the 2000s
- Corruption and bribery in business and public-sector activities

Enquiries for further information or contact should be directed to:

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## New Knowledge and Research Centre in the Danish National Police



The Danish National Police has established a new centre, the Danish Police Knowledge and Research Centre. The centre has been commissioned with the task of integrating police research and police science into the activities of the Danish National Police, and with making research and development knowledge about policing available to the police.

The centre will not only produce research that can contribute to the development of all areas of policing, but will also collect and disseminate research and knowledge that may help to secure the continued development and quality of policing. The centre will thus be cooperating with, and distributing knowledge and research from, police research institutions in other countries, private and public research institutions and universities.

### Educational Reform

The Knowledge and Research Centre plays a key role in the educational reform under way in the Danish police force. The National Police College is to be transformed into a University College with effect from August 2010. This requires substantial changes in the existing educational structure, not least a stronger emphasis on research and development within both education and practical policing. The Knowledge and Research Centre is expected to support these changes by producing, communicating and disseminating research and knowledge, and by working towards the development of a culture for lifelong learning and knowledge-sharing within the Danish police force.

Participation in working groups and consultancy work related to the educational reform has thus been a substantial part of the new centre's work portfolio since its establishment. The centre will continue to work closely together with the



National Police College, in order to ensure the integration of research and development in all educational activities within the Danish police force.

### **Police Research and Development in Denmark**

The field of police research and science is underdeveloped as an independent research field in Denmark, both within and outside of the police. The establishment of a knowledge and research centre is thus a first step towards developing this field of research.

Up until now, development within the police has been initiated by individual departments on an operative level and only in relation to particular problems of policing. These initiatives have been carried out mostly within the forums for cooperation and exchange of knowledge set up by European police forces such as ENFSI, Europol, CEPOL and the like.

An important objective is to facilitate the integration of research and development, and to facilitate development within more general fields of policing, such as patrol work, investigation of common crimes, public order management, etc. Also, the centre aims to set strategic goals in order to integrate development initiatives with general knowledge and research policies and to ensure that projects and developments are responsive to future trends and perspectives within Denmark and the EU.

### **The Centre Model**

The centre is geographically situated at the National Police College, but is organisationally placed under the auspices of the Department for Human Resources and Education within the Danish National Police. The centre runs a library that is intended to become a research and educational library that can service both researchers and students at the new University College.

The centre will employ both tenured and project researchers as well as police officers. In addition to its research staff, the centre will host police officers and specialists carrying out development projects supervised by the centre's

meant to facilitate a vibrant research environment, producing creative synergy and integration of research and practice perspectives, and is aimed at supporting the development of a culture for learning and knowledge-sharing.

The Knowledge and Research Centre currently hosts research within the areas of criminal investigation (methodology), police psychology and interrogation, and police ethics. It also participates in the establishment of a national multidisciplinary network of police researchers employed outside the National Police.

A significant part of the centre's activities will be organised around an Internet portal for sharing and disseminating knowledge. A web platform is under development that will host an Internet site, research databases, work spaces, e-learning facilities, and network facilitating and knowledge-sharing facilities, such as a 'Police Wiki' (user-edited encyclopaedia) and a 'Police Face book' (network tool with professional profiles).

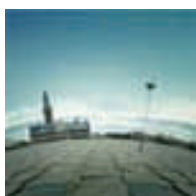
The centre welcomes ideas, suggestions or advice from both individuals and institutions. We would also like to get in contact with researchers, research environments and networks, with a view to investigating the possibilities of developing joint ventures and exchanging knowledge about research initiatives within the field of police research and science.

Please contact: [politiskolen-videnscenter@politi.dk](mailto:politiskolen-videnscenter@politi.dk)



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<sup>1</sup> are becoming known and applied in police operations. However the exchange of good practice is sparse for policing political manifestations in Europe.

<sup>1</sup>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

In Sweden a three year project on knowledge development within policing major events (the SPT-project) will come to an end this year. The project has been run by the National Police Board together with professor Otto Adang from the Police Academy of the Netherlands. Within the project field studies in the form of peer-reviews, a user- focused evaluation method, have been applied and the results have been fed back into the police operations. Research based knowledge has also become part of the new commander training.

One of the findings of the Swedish SPT-project is that dialogue and communication are crucial strategic principles to uphold human rights and the trust of the public, the demonstrators and the activist for the police and to promote self-policing (groups take responsibility themselves for keeping order) at political manifestations.

At a European seminar held by the SPT-project in October 2008 dialogue and communication were discussed, their importance and the ongoing developments were recognised as well as the need for further exchange of experiences.

CEPOL held a research symposium on "Policing major events" on 25-26 June 2009. The need for comparative research on policing major events in Europe was identified in order to find a European approach in these situations.

### **Purpose of the EU Project**

The application for EU funding is for a project called "Good practice for dialogue and communication as strategic principles for policing political manifestations in Europe". If the application for funds is successful the project will run from December 2009 until the end of November 2012.

The purpose of the project is to identify and spread good practice for dialogue and communication as strategic principles in managing and preventing public disorder at political manifestations and demonstrations in order to uphold fundamental human rights and to increase public safety at these occasions and in general. The overall idea of the project is to integrate operative police work, research and training within

the field and to build international and institutional networks.

### **Project Activities**

The project will carry out comparative field studies during political manifestations and demonstrations in Europe, research on social identities, identify and discuss the dilemmas of facilitation, how the general public and demonstrators perceive the police measures and if they feel secure enough to participate in demonstrations.

The project will conduct study visits to and exchange knowledge and experiences with partner countries where dialogue and communication are applied as strategic principles by the police at political manifestations. Case studies of how these countries manage public order at these events, how research results are implemented into police practice at political manifestations and in commander training, good examples and lessons learned will be identified and documented. Through this a European dimension of policing crowds at political manifestations will start to emerge.

The partner police organisations and research organisations will be invited to seminars and workshops to discuss and process the findings of the project.

A booklet on European case studies of good practice for using dialogue and communication as strategic principles in policing political manifestations will be produced, that can be used for training.

A final conference will be organised in Stockholm in 2012 and all the partners as well as international expertise will be invited.

### **Project Organisation**

The project will be coordinated by the Swedish National Police Board. Partners will be invited to become members of the steering committee of the project. There will also be a project group consisting of partners who want to take part in the peer-reviews. Partners who want to take part in seminars and workshops are also welcome.

## Quality Assurance

The University of Uppsala in Sweden will supervise the project. They will continually monitor and review the project to ensure that it meets its objectives and is scientifically sound.

## The Role of Partners

The role of the partners is crucial for the project's development. There are two different roles for partners to choose between, one is to be a co-beneficiary and the other one is to be an associate. Below the two different roles are described:

### Partner/Co-beneficiary

- Provide members to the field study groups (commanders, dialogue police/equivalent and/or researchers) for one to two field studies per year (each field study lasts three consecutive days);
- Ensure that the members of the peer-study group participate in two-days training on the peer-review method;
- Ensure that the members of the peer-review group have good knowledge of English;
- Ensure that the members of the peer-review group take part in a two-day workshop or seminar each year;
- Is willing to have one peer-review of a political manifestation carried out during the project (relevant for police organisation);
- Will send participants to the workshops and seminars;
- Is prepared to share developments and research results within the field.

For the activities above the project will cover costs for travel, board and lodgings of the participants.

### Associated Partner/Non Co-beneficiary

- Participate at workshops and seminars of the project at their own costs;
- Is willing to share and take part in the exchange of good practice within the field.

## Contact Information

If your organisation would like to take part in the project please contact Marianne Hilton, email: [marianne.hilton@rps.police.se](mailto:marianne.hilton@rps.police.se) immediately as the application deadline ends in July.

If you have questions on the role of partners this can be negotiated.



## Upcoming Conferences, Meetings, Symposia, and Seminars

The European Police Science and Research Bulletin will publicise announcements of events that are relevant for the development and advance of police research and police science from a European perspective.

Please send any announcements to: [research.bulletin@cepol.europa.eu](mailto:research.bulletin@cepol.europa.eu).

### IX Conference of the European Society of Criminology: *Criminology and Crime Policy Between Human Rights and Effective Crime Control*

Dates: 9-12 September 2009

Place: Ljubljana, Slovenia

The European Society of Criminology conference will concentrate on the dilemma of exploring the effectiveness of crime policy and protection of human rights. Crime policy has been facing a major problem today: whether or not a balance can be found between the standards of human rights protection in this area and the ever stronger demand for greater effectiveness which – as far as we are aware of – could be achieved only at the expense of the former.

For further information, visit: [esc.sazu.si/](http://esc.sazu.si/)

### Fourth European Security Conference: *Security R&D Innovation for the Citizens*

Dates: 29-30 September 2009

Place: Stockholm, Sweden

The annual European Security Research Conference will continue to be the meeting place for the stakeholders within security research in Europe. Since the preparations for FP7 this has been a major meeting place and discussion point for forming the security research area in Europe and debating the European research agenda. The SRC'09 is organised by VINNOVA in cooperation with the European Commission, DG Enterprise & Industry within the framework of the Swedish Presidency of the Council of the European Union.

For further information, visit: [www.src09.se](http://www.src09.se)

### 2009 CEPOL European Police Research and Science Conference: *Future Policing in Europe: A Shared Agenda for Research*

Dates: 18-20 November 2009

Place: Amsterdam, The Netherlands (restricted access)

The 2009 CEPOL Conference will deal with the topic of 'Future Policing in Europe: a Shared Agenda for Research'. The topic will be approached from both an academic and practical angle. Keynote speakers will provide qualified input, whereas working groups, poster sessions and mini-seminars will give participants the opportunity to present and discuss experiences and data.

For further information, please visit:

[www.cepol.europa.eu](http://www.cepol.europa.eu)

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