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Polizei Brandenburg

“Taylorising” Investigative Police Work

The Effects on Professional Performance and Identity

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EAWOP

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How does this go together?



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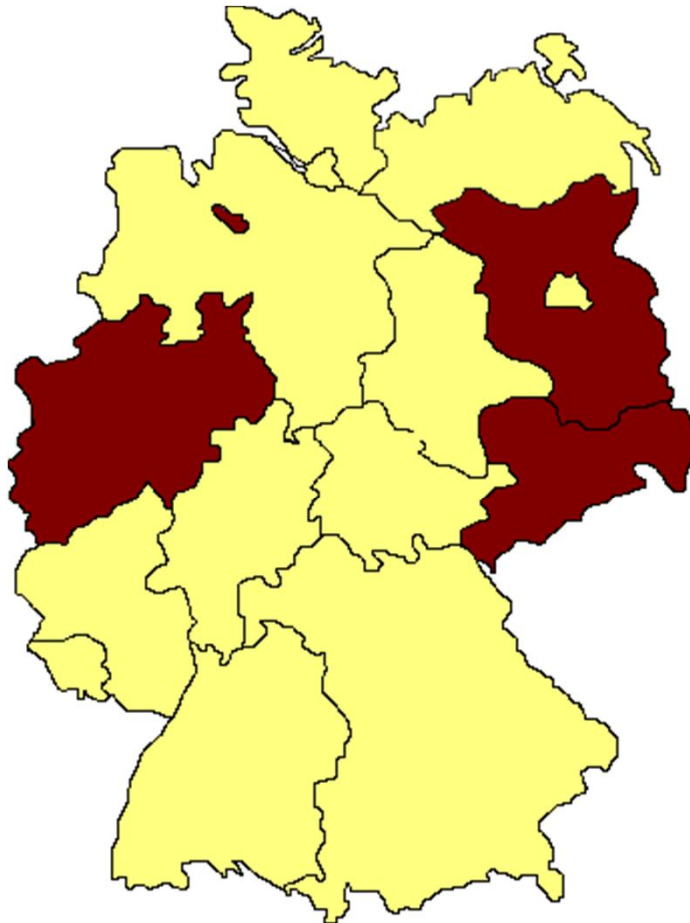


1. Bureaucratisation of working processes: working processes in ZENTRAB
2. German police and cop culture
3. Methods
4. Results: ZENTRAB characteristics
5. Summary, conclusion, outlook

1. Distribution of ZENTRAB I in Germany



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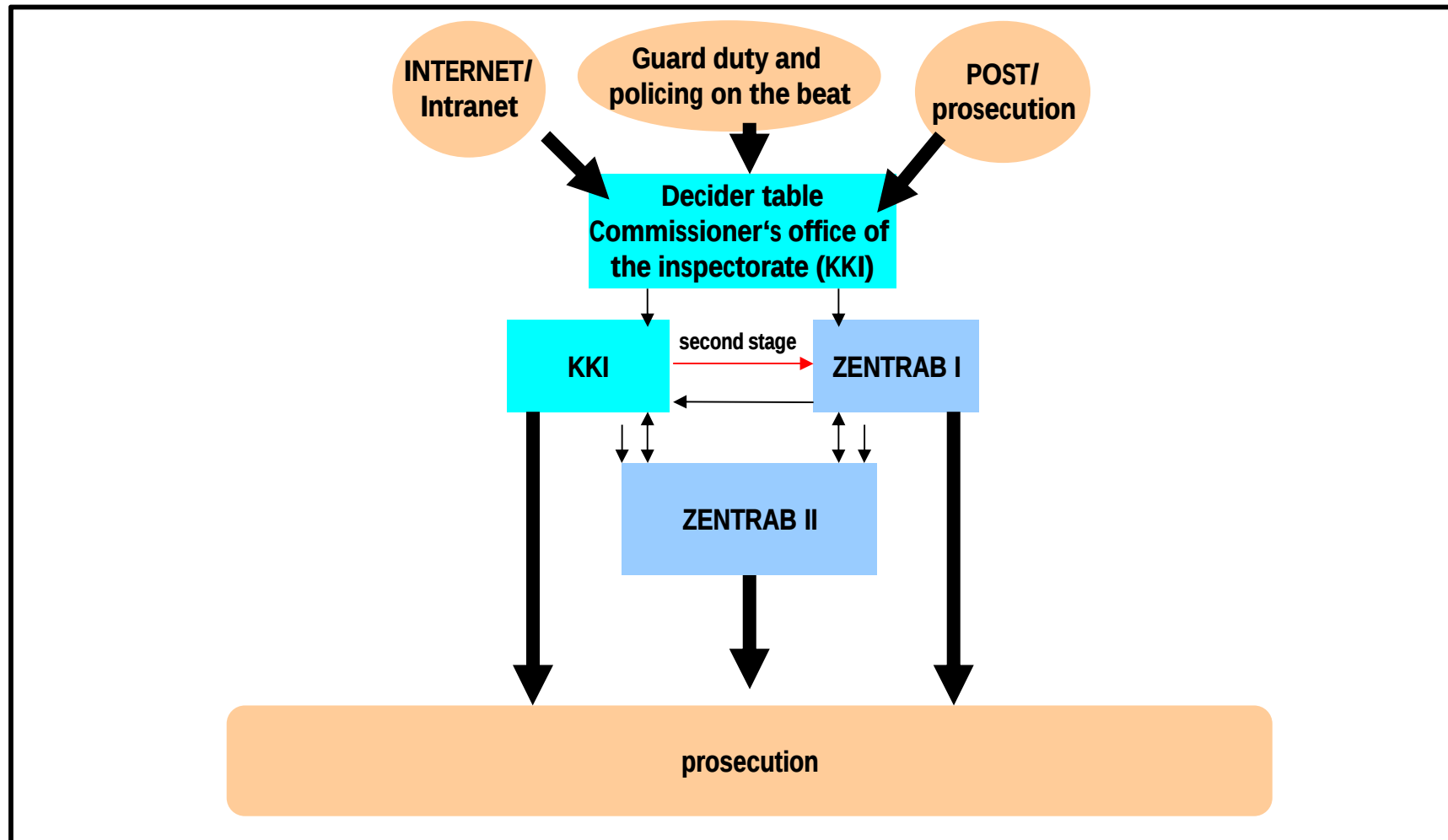
■ Bundesländer using ZENTRAB I

- **Brandenburg:** Barnim (pilotproject), Cottbus, Neuruppin, Oranienburg, Königs-Wusterhausen, Potsdam, Frankfurt/O., Bernau, Brandenburg a.d.H.
- **North Rhine Westphalia:** Köln (first project), Aachen, Dortmund, Duisburg, Essen, Düsseldorf, Mönchengladbach, Recklinghausen etc.
- **The Free Hanseatic City of Bremen**
- **Saxony:** Dresden (pilotproject)

1. Operational structure of ZENTRAB/KKI 2013



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1. Procedures in ZENTRAB I



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“I’ll take the complaint, have a look at it (...). I’m doing my record here, finish the statistics and contact the suspect, he will get a sheet and then I’ll put the thing away for four weeks. If he does not answer within these four weeks, it [the complaint] will be closed and will be sent to the prosecution. If he answers [the suspect], it will be closed as well. Or he says: I want to get heard by the police and then it [the complaint] will be forwarded to the ZENTRAB II box. Final report at the end and sent off.” (I-05).

2. German police culture since the 1980s (Behr 2006)



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1. Women's access to the police
2. Decisions of the Federal Constitutional Court
3. "New police philosophy"
4. Expanded police research
5. Alternation of generations in the police
6. New political constellations/change of government
7. Educational expansion and dualistic career
8. Gap between basis and leaders („Überbau“)
- 9. New procedures for editing cases, work schedule and controlling models**
10. Increased peacekeeping-missions abroad
11. Acceptance of migrants in the police force

2. German Cop Culture (Behr 2008)



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- Available daily work routines/procedures
- Standards of action between theory and practice

Or in other words for ZENTRAB:

*“Now forget everything, what you have done before in the last years,
we now show you how the processing of complaints is working.”*

3. Methods



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- Observation of a work process in ZENTRAB
- Qualitative semi-structured interviews

General research questions:

“How did you process complaints before ZENTRAB was installed?”

“What was the fascination back then?”

“Why did you decide to work in ZENTRAB?”

“Were your expectations and hopes fulfilled?”

“How is it like to work in a open-plan office?”

“What are your plans and perspectives in the future?”

3. Methods

Subjects: The project leader, one office leader, 6 ZENTRAB officers

ZENTRAB officers	
Sex	2 females and 4 males
Age	50 years (with a range of 35-58 years)
Rank	3 x medium echelon, 3 x elevated echelon (range from A07-A11)
Experience	all but one had processed complaints before

ZENTRAB officers form a specific target group that is appealed by the promised INCENTIVES.

3. Methods



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*“But these K-duties (...) where you are obliged to get out, (...), if anything happens. You have to do this only one day, one night, weekend. – **I just failed, so, I collapsed at home so to say due to the inner stress** (...) And when a call just came in on my mobile phone, “yes, come over”, if it was my turn and [I had to be] there and there and dead people and these kind of things. That was horror to me. (...) **And some day it was said, you have to do [these K-duties] on your own; I was saying I’m not ready yet; I CANNOT DO IT ON MY OWN.** I said that many times, even to my principal, but nobody was interested in that.” (I-02).*

3. Methods



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*“K-duty means that: **One is alone.** That’s not like here now, where two people are driving out. That is, the guidelines, the **police guidelines state: two person out to the crime scene. It’s not realised at all.** Or only in few cases, if there is a trainee.”*
(I-04).

4. Results



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Job satisfaction and police/cop culture

- standardised work procedures
- no K-duty or weekend services
- open-plan offices

4. Results – Standardised procedures



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Mass production

“Seeing that you get a great deal done, I enjoy working in ZENTRAB a lot. (...) And some days, you look at your watch: What, it’s already noon? I totally forgot lunch break. (...) (I-06).

4. Results – Standardised procedures



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Planning ability

- flexible working hours
- reliable and partly flexible holiday planning

4. Results – Standardised procedures



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Benchmarking across offices

“Partly they really go for these statistics. Before, there was no interest about such statistics among the colleagues, they didn’t care (...) But in the meantime that is different.” (I-01)

4. Results – No K-duty or weekend services



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Health

"If you reach your physical and psychological limits and you see your possibility to get out of this, to do something for yourself, to stay healthy during the last years. I just reached out for this [possibility]." (I-04)

4. Results – Open-plan offices



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Team work



“If there are questions, you can exchange. That is also worth a lot. Before you were running around: Well, who can I ask? Now you just throw a „thing“ into the middle and something comes back from everywhere.” (I-05)

4. Results – Open-plan offices



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Team spirit

*“You don’t say any more: «I will quickly be somewhere.»
During break for example.: «I go to ‘Netto’.» No! «Who wants
to come with? Is there anyone who needs anything?» **All this is
WE now.**“ (I-02)*

ZENTRAB offers:

- transparency as to how much work gets done
- planning ability
- protection against the most severe stressors
- team work

» **job satisfaction**
» **health**
» **life quality**

5. Conclusion



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Police culture and cop culture

⇒ ZENTRAB does not affect the self-concept nor the professional identity of being a “real” police officer

⇒ ZENTRAB partly has its own culture

5. Conclusion



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⇒ In an environment that considers our needs in our different phases of life and advises us about our possibilities accordingly



Thank you for your attention!

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