



Comparative Police Studies in the EU

Understanding organizational change

Organizational change

Change within organizations cannot be controlled arbitrarily. Organizations rarely do exactly what they are told to do.

(James March, 1981; Stanford University).

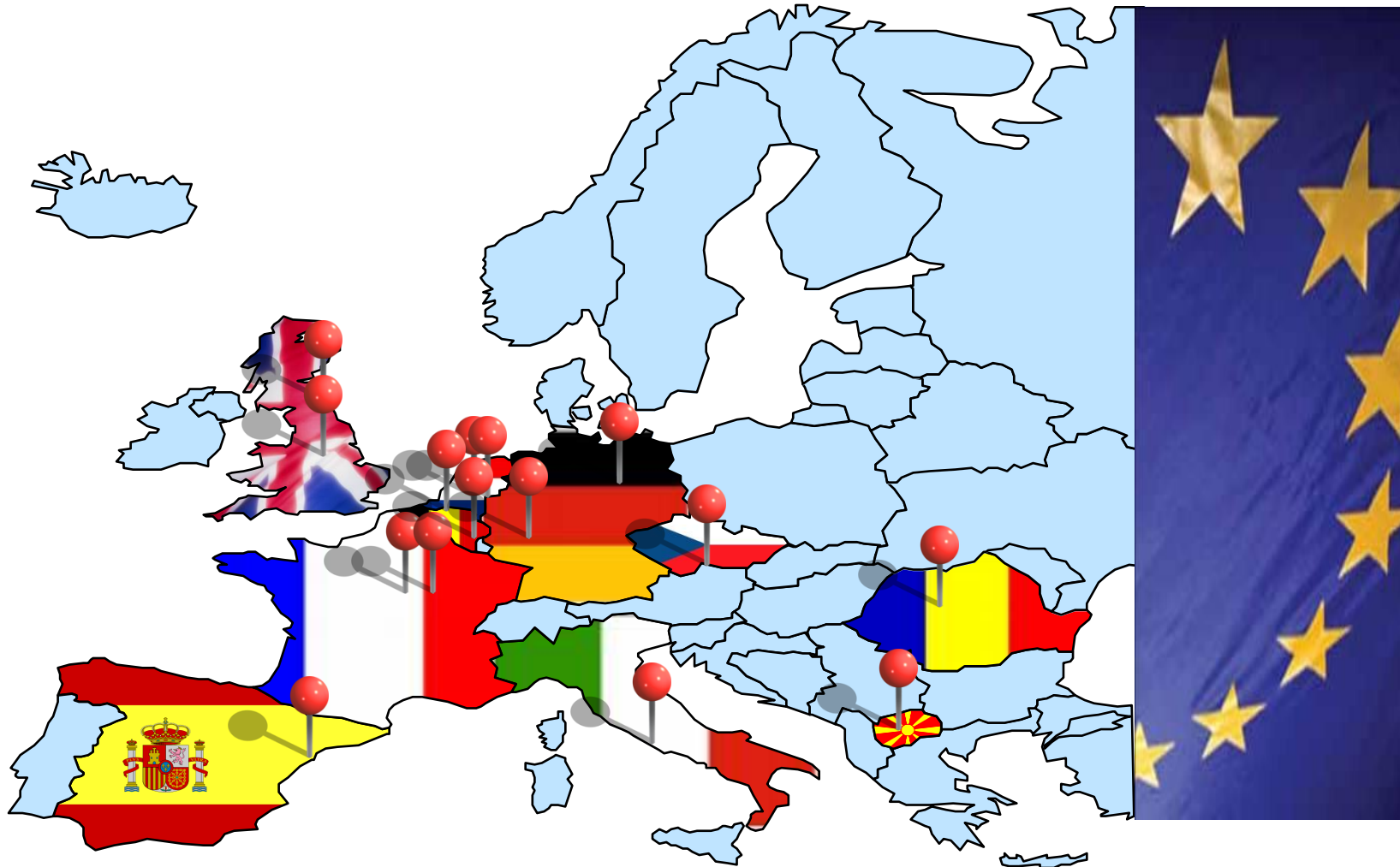
There are no general solutions to perform organizational change. Change has to be tailored to police forces in general and the specific culture and context a particular police force operates in.

COMPOSITE in a nutshell

Three objectives

1. **Extensive comparative strategic analysis** of police forces in 10 European countries. This includes:
 - a. Environmental policing opportunities and threats to police forces;
 - b. Internal capabilities, trends, and best practices;
2. A comparative **analysis of planning and execution of organizational change processes**, focusing on the impact of leadership, professional and organizational identities and societal expectations.
3. A **managerial toolbox containing instruments such as training, consultancy, advice on technological adaptation and the Annual European Police force monitor** to plan and execute changes responding to known and yet unknown challenges and opportunities.

15 research institutes, 10 different countries,
25 police forces



COMPOSITE has 15 Research Partners who have extensive experience with organizational change in police forces



Universiteit Utrecht

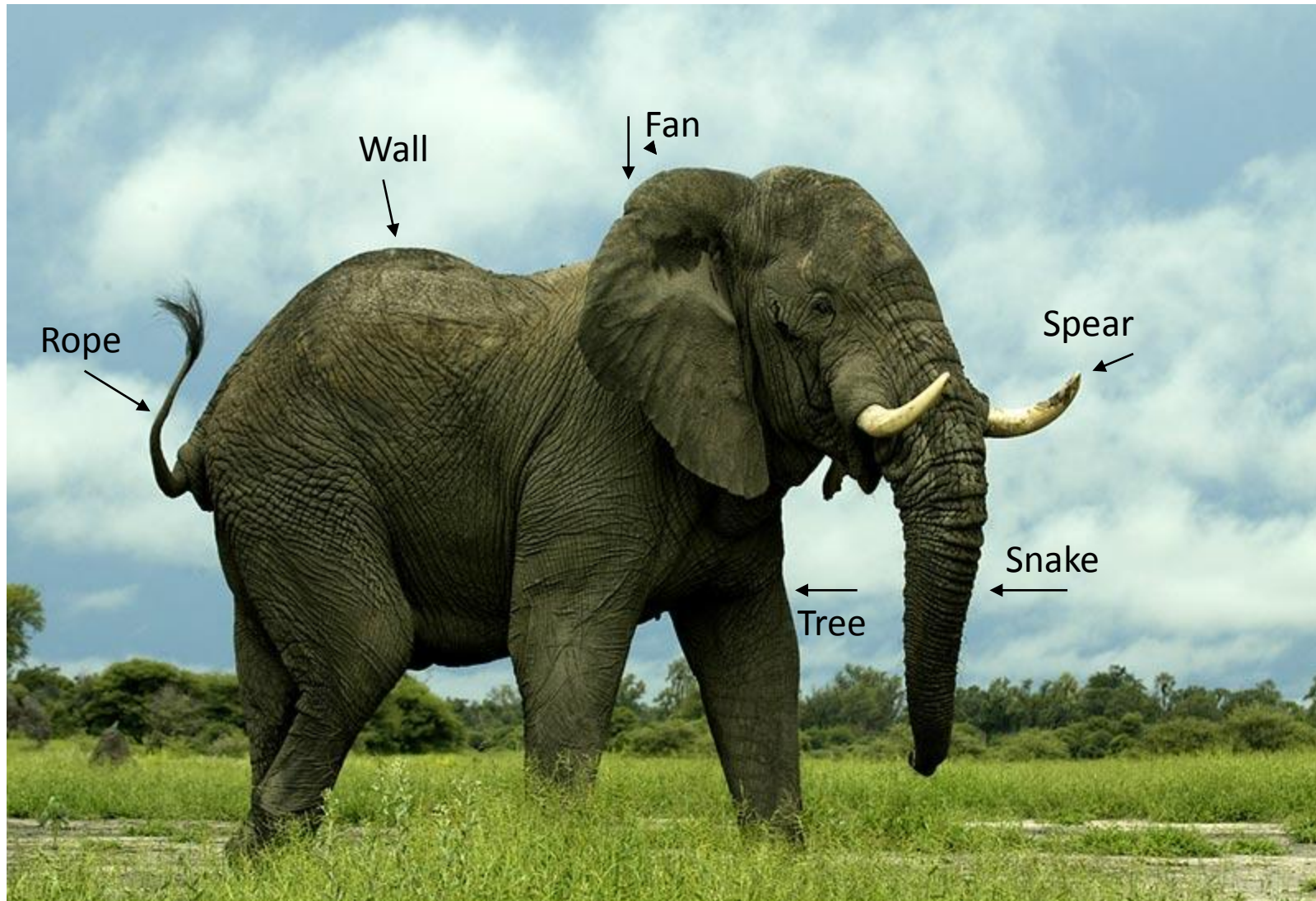


The University Of Sheffield.

Our vision

Scientific excellence and
Practical significance

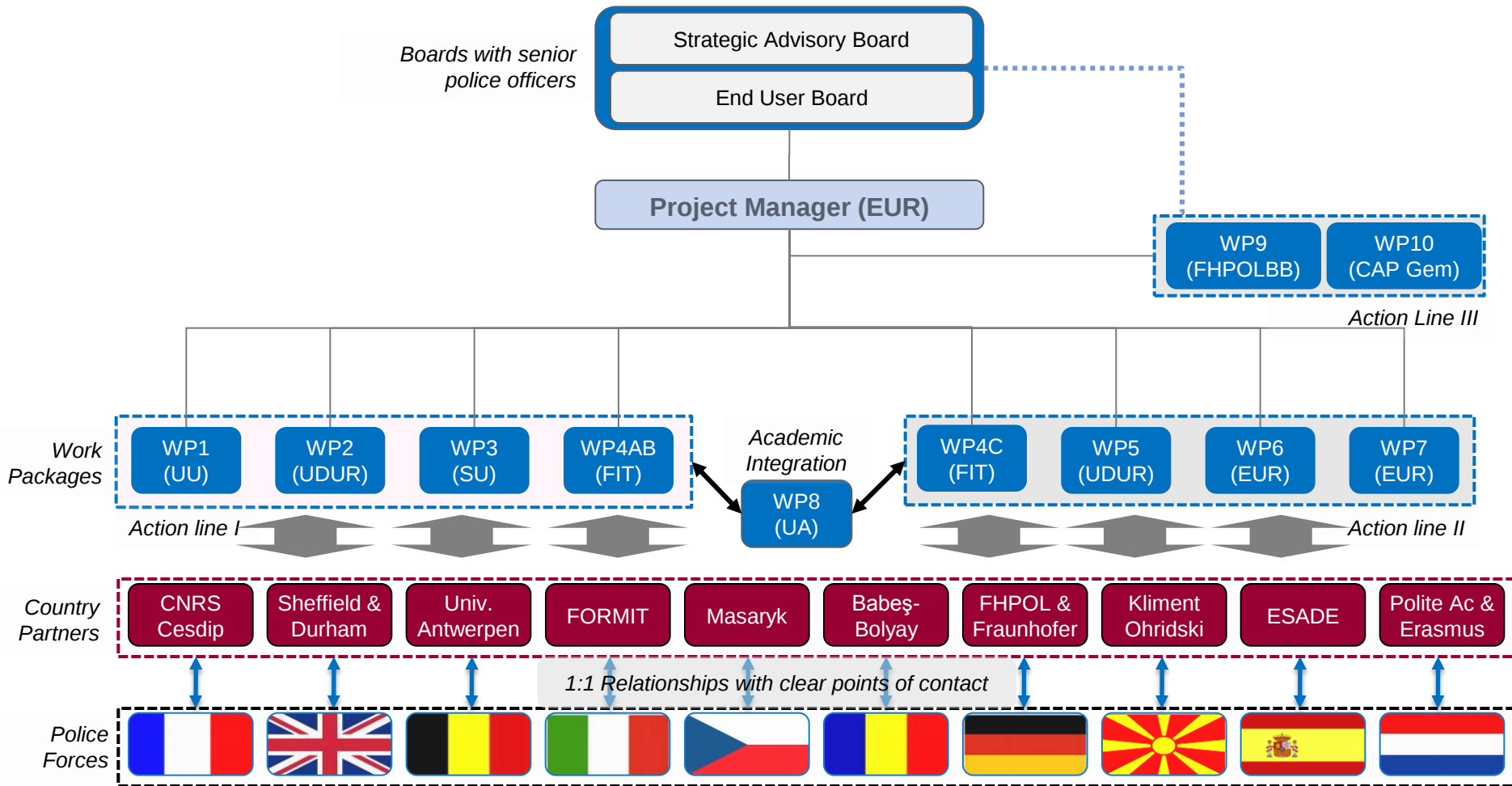
Methodology



Pluralism in many respects

- ★ Multi-disciplinary
- ★ Multi-level
- ★ Multi-method
- ★ Multi-country
- ★ ... and connecting theory and practice

Pluralism translated into Governance



Role of police boards

End user board (meet twice per year)

- Police officers from all participating countries at operational and tactical level
- Sounding board for quality and relevance of the deliverables
- Highly relevant to
 - discuss cultural and national differences in police work
 - To suggest appropriate dissemination tactics
 - To make sure that the outcomes of COMPOSITE will provide new and relevant insights for security policy makers

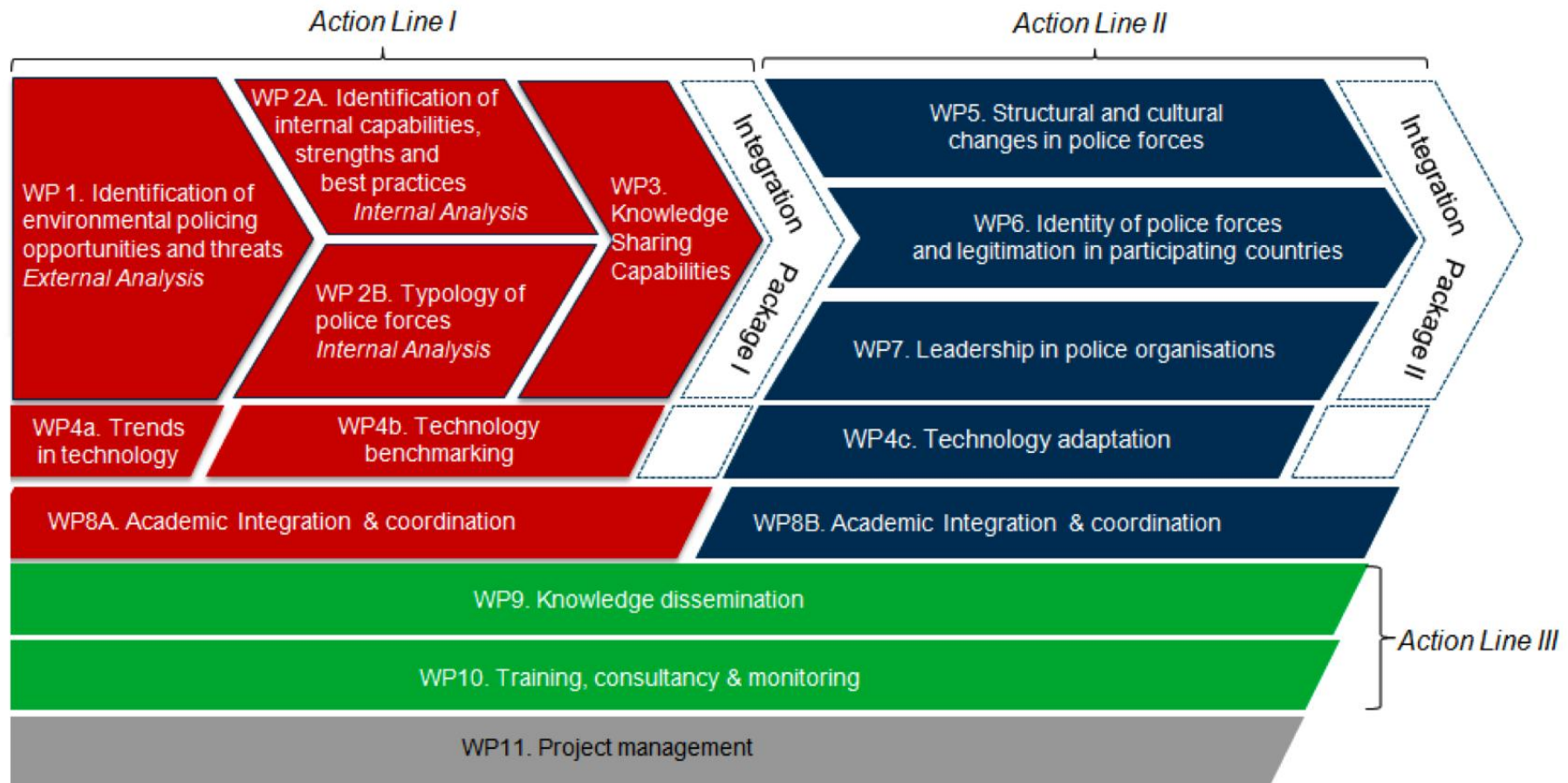
Strategic Advisory board (meet once per year)

- Very senior policy makers and police officers
- Ensure the strategic link between the project and the police force in the participating country
- Executive authority to create awareness of the project and its results at very strategic levels
- Stimulate that the deliverables of COMPOSITE will be used in practice

The active involvement of police
forces in two different boards
ensures quality, vision, and practical
relevance

Where we are and what we did so far

Project Flow



Feedback effect on the environment

Input

External
Opportunities & Threats
PESTL

Technology

Internal
Strengths & Weaknesses

Knowledge Sharing

Contingency Analysis

Misfit

Throughput

Organizational
Identity

Professional
Identity

Leadership

Change Content
Losses / Gains

Change Process
Losses / Gains

Output

Organisational Identities
Performance

Organisational Legitimation



- ✧ **52 semi-structured interviews with ICT experts within various police forces of our 10 countries**
 - ✧ **Local and federal level**
 - ✧ **ICT experts, tasks ranging from specifying user requirements to deciding on national ICT strategies**
- ✧ **20 vendors**
 - ✧ **Currently delivering technology to police forces or aiming at doing so in the future**
 - ✧ **Large, multinational companies**
 - ✧ **Small, local niche players**

PESTL and SWOT analysis

- ✧ More than 400 semi-structured interviews with police officers and stakeholders in all ten COMPOSITE country
- ✧ Police officers across hierarchical ranks
- ✧ Different types of external stakeholders

Best practices

- Cases on best practices from 10 countries
- Dissemination opportunities
 - training cases
 - cultural dependency
- Input for change studies in Action Line II

- Legitimacy
 - Political leaders
 - The public
- Accountability
 - Highly accountable to local communities and the public
 - Highly accountable to local/regional government
 - Highly accountable to national government
- Main function
 - Maintaining order and tranquility in society
 - Providing a public service that addresses the wider need of the community
 - Preventing and detecting crime
 - High emphasis on political and administrative tasks on behalf of the state
 - High level of welfare duties assigned to it
- Structure
 - Managed on the national basis as a centralized institution
 - Managed on regional/local level
 - High levels of bureaucracy
- Source of authority
 - Command hierarchy of the department
 - The individual police officer, bounded by the practices of the local structure

Knowledge Sharing

- ✧ Analysis of 247 English language articles on knowledge sharing
- ✧ Policing focussed literature search in all ten countries in native languages
- ✧ 50 interviews with „knowledge brokers“
- ✧ Diagnostic tool of knowledge sharing: Pilot

Country	Number of Papers
Belgium	6
Czech Republic	0
France	9
Germany	9
Italy	9
Macedonia	0
Netherlands	14
Romania	0
Spain	2
United Kingdom	18

Police access

- In most countries very well
- High and continuously increasing interest from the police in the project
- Genuine interest in scientific insights
- Some countries are facing access problems, especially the more centralized, bureaucratic ones, i.e. Italy and France





COMPOSITE PROJECT Comparative Police Studies in the EU

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Latest News

2011-11-08 09:30

2nd European Workshop on Social Media as a Tool for Police Communication

How to interact with the Public? Communication with the public via Social Media is a topic with increasing relevance for police forces. Adapting the new systems, however, poses a number of questions. What messages should police forces publish? How formal or informal should police forces communicate on social media? How do you deal with feedback from the public?

[Read more ...](#)

2011-11-07 17:46

COMPOSITE research project

COMPOSITE stands for "Comparative Police Studies in the EU". COMPOSITE is a research project that looks into large scale change processes in police forces all over Europe. Some of these change projects reach their goals, but some fail or face serious problems along the way. COMPOSITE attempts to find out what factors contribute to success or failure of these change processes. Our researchers will have a close look at organisational structures, organisational identities and cultures, leadership styles, and processes.

COMPOSITE is funded over a period of four years out of the FP 7 framework programme of the European Union. Its consortium consists of 15 partners from ten European countries. It cooperates with police forces in Belgium, the Czech Republic, France, Germany, Italy, the Republic of Macedonia, the Netherlands, Romania, Spain, and the United Kingdom. Official project start was August 1, 2010. The project coordinator is Dr. Gabriele Jacobs of Erasmus University Rotterdam.



- Many sub-meetings, master student exchange, phone, skype conferences, email
- Meetings:
 - Antwerp September 2010
 - Berlin January 2011 (including end user board)
 - Utrecht May 2011 (consortium)
 - Lyon June 2011 (end user)
 - Barcelona September 2011 (consortium)
 - Rotterdam October 2011 (end user, advisory board)
 - Ohrid, Macedonia, May 2012 (consortium)
 - Berlin, December 2012 (end user, advisory board, practitioners conference)

Project work



Advisory Board meeting October 2011



Conclusions so far

Conclusions (1)

- Mapping trends (e.g., ICT projects), the SWOT analysis and the state of the art in knowledge sharing all imply a value in themselves. Police forces all over Europe are to a large extent unaware of initiatives, discussions, topics and, in general, what is going on in other countries. Still, knowing about what goes on in other police forces is not only vital to generate trust and understanding, and to facilitate cooperation, but also to stimulate sensible organisational change initiatives based on tested best practices.

Conclusions (2)

- For the development of strategies at the European level, a **good overview of similarities and differences of police forces is a core prerequisite**. It is known from cross-cultural communication in the business context that especially **seeming similarities provide here the biggest threat**. Also, when police forces across countries agree that, say, economic shortfalls and societal changes provide the largest trigger for change, they often actually mean widely varying implications and manifestations.

Conclusions (3)

- The context dependency of topics that are often considered as culture-free, such as technology, needs **specific attention**. We have strong indications that the use of technology does not only differ, but often taps on the core of the cultural identity of police forces. A Europe wide adaptation of specific technologies without explicitly acknowledging the specific contexts could easily lead to major resistance in some countries.

Conclusions (4)

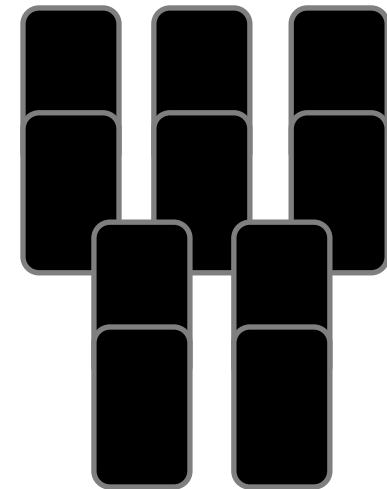
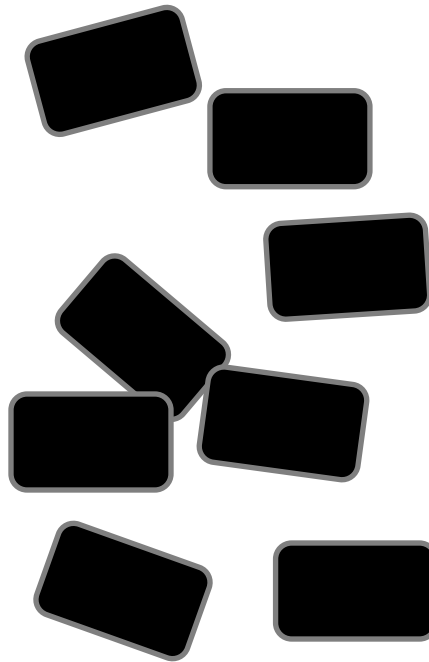
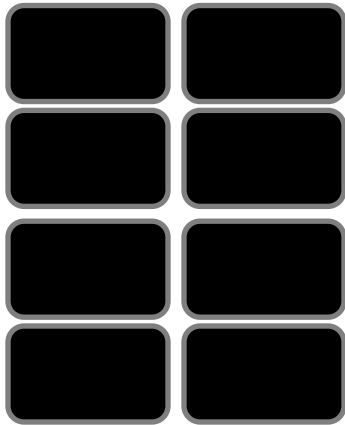
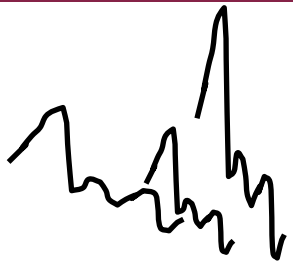
- Police forces underestimate the importance of a context-specific analysis of a core asset such as knowledge sharing. It is of vital importance for the successful broad implementation of knowledge sharing that the conditions of the specific police force are understood, and it would be a fundamental misunderstanding to assume that insights generated in other, typically Anglo-Saxon, countries could be directly implemented in each country. **Police forces need to generate local knowledge to understand the specific conditions and meanings organisational tools – such as knowledge sharing – imply.**

CHANGE

FIRST RUMORS

**UNREST after change
/insecurity**

**SETTLING DOWN into
new organization**



SURVEY time.1
– baseline –

SURVEY time.2
**– immediate
reactions –**

SURVEY time.3
**– mid-term
reactions –**