

Speakers & Content

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Policing in a dynamic environment – how much change can a police force take?

Police forces in modern Europe are under various kinds of pressure: Social, political, economic, technological, and legal changes force police forces to react. Open societies and open borders offer new chances for criminals. Citizens demand security and value for money, but public funds remain scarce and the demands of police compete with demands from many different sectors in society. Politicians want police to be efficient, lean, responsive, and flexible, but at the same time stable, accountable and strictly sticking to the rules. Senior police officers are expected to perform like managers in big companies, but they are paid only a fraction of private sector salaries and bound by countless bureaucratic rules. Most citizens want their police forces to be professional, internationally oriented and linked across organisational and national borders, technologically advanced, unbureaucratic, friendly and tolerant, culturally open, morally decent and with a high level of personal integrity. We want management and leadership in our police forces to be on a par with the private sector, and we want to be sure that none of our tax payers' money is wasted on clumsy procedures, inefficiency, and bureaucratic red tape. Numerous change processes in most European police forces try to address these challenges, and most police officers feel subjected to a never ending stream of reforms and reorganisations, new rules and technologies, challenges and demands. Some of these changes succeed and manage to improve performance, raise commitment, and make people feel safer than before. But some changes fail to do so: They destroy rather than build commitment, they lead to a deterioration of professionalism and performance, they destroy trust, and they accrue unexpected costs. How can these divergent demands be reconciled and the dilemmas described above be solved? What are the factors that determine success or failure of change processes? What can we learn from more than 20 years of ambitious change processes in most European countries? How important is organisational culture? What role do external stakeholders play? Are there different types of police forces – types that are more open to change and others that are more conservative and traditional?



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International Conference
on the 11th and 12th of December 2012
at the Mercure Hotel Potsdam City
(Germany)

Organised by



Fachhochschule
Polizei Brandenburg



Programme, 11th of December 2012

Programme, 12th of December 2012

09:00-09:30	Registration of participants and welcome coffee
09:30-09:40	Opening of the conference: Dr Gabriele Jacobs (EUR)
09:40-10:00	Welcoming address: Jürgen Jakobs (Chief Supervisor of the State Police of Brandenburg)
10:00-10:15	Organisational information: Dr Jochen Christe-Zeyse (FHPol BB)
10:15-11:00	Prof Dr Arndt Sorge (WZB): "Too much change may kill you – Lessons from organization studies"
11:00-11:15	Discussion
11:15-11:45	<i>Coffee break</i>
11:45-12:30	Prof Dr Christoph Reichard (University of Potsdam): "Public management reforms in Europe – Taking stock after 20 years"
12:30-12:45	Discussion
12:45-13:45	<i>Lunch</i>
13:45-14:30	Dr Gabriele Jacobs (EUR): "Understanding change in Europe's police forces – Research aims and methodology of COMPOSITE"
14:30-14:45	Discussion
14:45-15:00	Marlijn de Lange (EUR): Presentation of the COMPOSITE Gallery
15:00-15:30	<i>Coffee break</i>
15:30-16:15	Dr Arjan van den Born & Melody Barlage (Utrecht University): "How to deal with external stakeholders – Some iron rules of modern stakeholder management"
16:15-16:30	Discussion
16:30	<i>End of conference day one</i>
17:00	<i>Evening event at "Bornstedt Crown Estate"</i>

09:00-09:45	Dr Jochen Christe-Zeyse (FHPol BB): "It's not about management, it's about culture – Some thoughts on the manageability of organic professional cultures"
09:45-10:00	Discussion
10:00-10:45	Dr Leslie Graham (Durham Business School): "They are all different, but somehow the same – A typology of European police forces"
10:45-11:00	Discussion
11:00-11:15	<i>Coffee break and finding your way to the workshops</i>
11:15-12:30	Workshops:
	<i>Workshop 1:</i> "Successful change management – Lessons from the private sector and management studies" (Dr Leslie Graham, <i>Durham Business School</i>)
	<i>Workshop 2:</i> "Can organisational cultures be changed? How?" (Dr Jochen Christe-Zeyse, <i>FHPol BB</i>)
	<i>Workshop 3:</i> "Diversity and similarity in European police forces: Strength or problem?" (Dr Arjan van den Born & Melody Barlage, <i>Utrecht University</i>)
12:30-13:30	<i>Lunch</i>
13:30-15:00	Presentation of the workshop results
15:00-15:20	Concluding remarks: Dr Jochen Christe-Zeyse (FHPol BB) & Dr Gabriele Jacobs (EUR)
15:20	End of the conference