

Elected democracy of the police

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Police and democracy

- To be viewed as a process and not an outcome
- Policing in democratic and non-democratic societies
- Police are both a major support and a major threat to a democratic society
- The balance between liberty and order
- In times of crises, citizens look at their leaders: politicians, elected administrators, public managers and top civil servants
- The relation between elected official and police executives: temptations for police abuse, impartiality risks ...
- The purpose of policing must not be to enforce political conformity

Recent new developments

- The Netherlands
- Denmark
- Belgium
- United Kingdom
- Canada (Blair case)
- US

The police authorities

- Elected or appointed
- Classic (mayor, prosecutor, minister ...) or special authorities (e.g. police commissioner in the UK)

Direct or indirect authority, control, supervision, accountability

Operational, management, political authority

One, multiple authorities (judicial, administrative, other ...)

Roles: appointing and disseminating police commissioners, holding chiefs accountable, overseeing community safety, setting out force's strategy and policing priorities, setting out the force budget and community grants ...

The ups and downs (e.g. populism, extreme political movements ..) of political leadership: the ideal authority? (schooling (e.g. France, quality requirements, behaviour, succession policy ...)

With or without advisory board our council

Police strategies and plans

- Internal and external planning
- Involvement of the authorities
- Political (Parliamentary/democratic) influence
- Politics decide: police execute
Judiciary is more often leading also at strategic level

Basic (new) principles

- Primary political responsibilities
Police leaders: neutrality and loyalty
- Weber theory: strict separation
Current model: puzzling and powering (Hecló: “a government of strangers”)
- New roles for police leaders: think-tank, objective analysis and rational argumentation
- The balance of power has shifted: power playing is self fulfilling prophecy
- The relationship between the police chief and the ministers must be seen as one of (inter-) dependence: from zero-sum games towards positive-sum games + management development (steering on results)

Police chief??

- Police and crime commissioner
- Police chief (from within or from outside the police?) also known as Chief of Police, or just Chief (Police superintendent, Chief Constable)
or a combination (e.g. UK)

Elected (US-style “pollicisation”, directly by citizens/Sheriffs, by staff members): advantages of political responsiveness

or

appointed based on or without selection process (politically, by a board, by an internal/external selection commission): at top level, at lower leading levels: advantages of neutral competence

The police chiefs

- Being a sworn officer (having completed training at a Police College) or not
- It’s about the procedure to hire and fire, suspend, remove or dismiss (resign, retire, ..) a police chief
- Looking for competence, integrity and relatedness: open or closed procedure; fair or corrupted procedure,
- Political influence in the selection mechanism, in their functioning ..: selecting/electing strong/weak leaders, skills (“hard” an “soft”), followers, charismatic leaders, vertical and horizontal (own staff, citizens) capital ...
- Policing overtly or covertly influenced by politics (differing from one jurisdiction to another)?
- Possible impact of political changes
- Decision making processes: political integration versus political distance
... *an elected chief has the leverage to go directly against politicians* ...

And ..

- Towards a complementary model:
 - growing mutual respect
 - giving sufficient room for professional autonomy
 - striving for reciprocity
- The ideal combination: elected top chiefs and appointed other leaders (Suzan Millar: the effect of elected agency executives)
- Political and organisational leadership (P. 't Hart)
- Impact of political changes
- Temporary or long term contracts
- The added value of mission letters (mutual pact/contract management)
- Towards a joint code of conduct/ethics?

Democratic control and accountability mechanisms

Democratic control (EU, national, local)

Accountability

- Political accountability
- Legal accountability!
- Societal accountability (parliamentary or not)
- Citizen accountability
- Financial accountability