



Knowledge management binnen politie: een noodzakelijke innovatie op weg naar een evidence-based policing?

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CPS-studiedag evidence based policing
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Context

- New Public Management
 - Evaluatie, transparantie & verantwoording
- Politie
 - Hervorming
 - Visie op excellente politiezorg
 - Evaluatie 10 jaar politiehervorming
 - Beleids-en planvorming
 - Quid evaluatie?
 - Lessons learned?
 - Kloof beleidsniveau & politionele 'werkvloer'
 - Vertaling?
 - Externe perceptie van geslotenheid?
 - Leidinggevend?
 - Vernieuwde politieopleiding?

Kennis & Innovatie

- Kennismaatschappij
 - Innovatie = toverwoord
 - Nood aan specialisatie
- Evidence based policing als (academische) innovatie
 - Hefboom voor andere innovaties
- Kennis
 - Centraal element om tot innovatie te komen
 - Belangrijk(st)e resource binnen politie
- = Nood aan allesomvattende organisatiestrategie die kennisbronnen (intern & extern) intensief aan elkaar linkt
- Kennismanagement > evidence-driven innovatie

Haalbaarheid van evidence based policing?

- Strenge methodologische design
- Ethiek..?
- Doelgericht beleid op lange termijn...?
 - Wie betaalt dit?
- Hoe meet je outcomes?
- Cultuurkloof ...> 'dialogo der doven'?
- Stelling: Politiekorps als *'laboratorium voor experimentele criminologen'*?
- Vertaling en aandacht voor interne kennis /expertise en cultuur

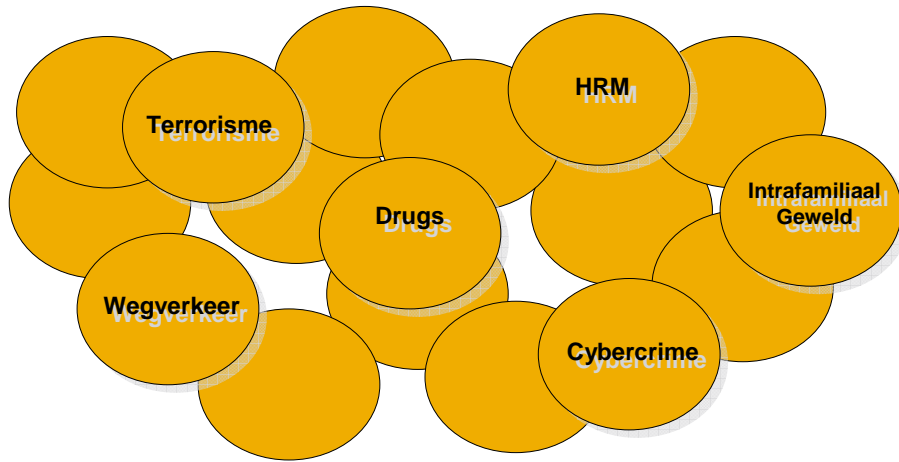
Evidence based voor politie

- Pragmatische definitie 'evidence based':
'het doelgericht (laten) genereren van een permanente stroom van onderzoeksresultaten op basis waarvan het politieel beleid binnen een cyclus van continue verbetering op korte, middellange en lange termijn kan worden vorm gegeven'.
- Sherman
 - Structuren
 - Vaststellen van prioriteiten
 - Stellen van juiste vragen
 - Stimuleren van praktijkmensen in productie en dagelijks gebruik van kennis (cultuur)
- Kennismanagement
 - Noodzakelijke randvoorwaarden creëren
 - Organisatiecultuur

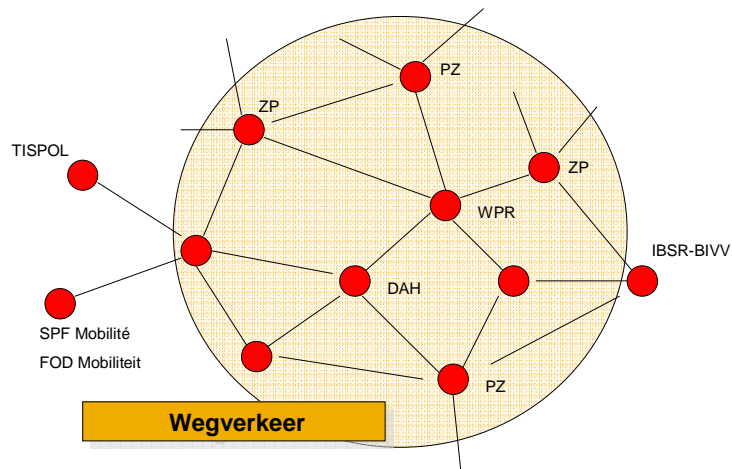
KM@police.belgium-model

- Kennis valoriseren
 - *Cosmopolitan Leaders*
- Kennis identificeren
 - Risico-analyse
 - evidence based onderbouwen
 - (meta-)Kennisdomeinen
- Kennis delen
 - Kennisoverdracht & sensibilisering via opleiding & netwerk kennisbeheer (KmCoP)
- Toegang tot de kennis aanbieden
 - Kennisplatform 2.0 > virtuele bibliotheek
 - Partnerschappen > universiteiten,...
- Kennis organiseren
 - Thematische netwerkorganisatie (Centrex)

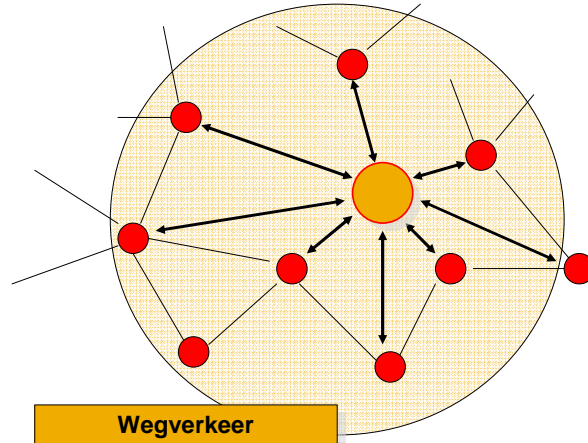
Kennisdomeinen



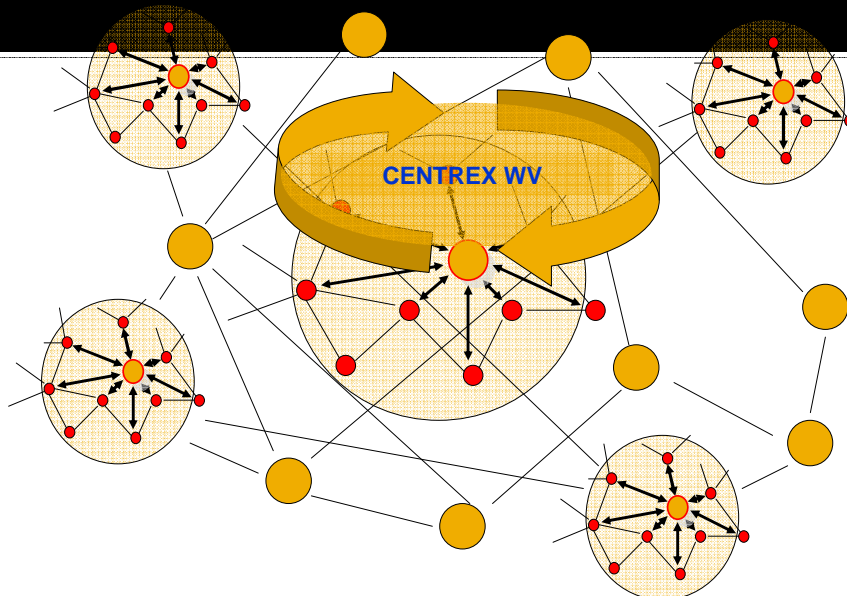
Domeinen >>> bestaande netwerken



« Knowledge-hub »



« Knowledge Network »





Evidence Cop

- Binnen elk kennisdomein
 - =brug tussen praktijk en wetenschap
- Netwerk van 'Evidence Cops'
 - Centrex Evidence?
 - Vertegenwoordigers politie binnen overlegorganen (CPS,...)
 - Beleid inzake wetenschappelijk onderzoek
- Hefboom naar aanbevelingen evidence based praktijken (Walter, Nutley & Davies, 2005)

Evidence cop als hefboom

- Vertaling onderzoek
- Belang van eigenaarschap
- 'Geloofwaardige enthousiastelingen'
- Contextuele analyse
- Leiderschap en aangepaste steun
- Integratie van activiteiten
 - Toepassing validatieniveaus goede praktijken?





Confidence

Evidenced based top tips

Information provision: evidence-based top tips


This paper provides an overview of the research evidence on information provision to help the police improve service delivery. It also highlights a series of practical steps that may have benefits in the shorter term. The summary does not provide a comprehensive assessment of 'what works', but draws on the best evidence currently available.

Evidence summary

Informing the public

The Policing Pledge seeks to improve the responsiveness of the police by setting out a series of commitments on the quality of services to be delivered to the public. Providing information has a key role in the Pledge. Forces are expected to give people details of their neighbourhood policing team (Pledge Point 2) and provide monthly updates on local crime and policing issues (Pledge Point 8). A recent inspection, however, found delivery of the Pledge was mixed, with most forces achieving a fair rating.¹

Overall, survey research has suggested people who are well-informed about policing are more likely to hold better opinions of the police. A Rapid Evidence Assessment (REA), carried out for the NPIA, also found a growing body of research which has shown that information can have a positive impact on perceptions. Few drawbacks were identified in the REA. Overall, general information has not been found to increase worries about crime. A degree of caution is still required. Special care will be needed where information has the potential to make the public feel less safe and secure. A small and inconclusive US study, for example, has suggested written notifications sent to



¹ HMIC (2009) Responsive Policing: Delivering the Policing Pledge. Strategic Overview, London: CCL

² Bradford et al. (2009) 'Contact and Confidence: Revisiting the Impact of Public Encounters with the Police', Policing and Society 19 (1).

Short term improvement activity

Pledge 1

- a) Improve the content and quality of standard letters sent to members of the public.
- b) Remind officers and staff of the importance of being fair, polite and helpful in their dealing with members of the public.
- c) Encourage officers and staff to take the time to explain their actions and decisions to members of the public.

Pledge 2

- a) Take advantage of every opportunity to publish photographs and contact details of local policing teams. Ensure that there is a rigorous process to keep these up to date.

Pledge 3

- a) Remind all uniformed officers and staff of their role in improving police visibility and encourage them to engage with local communities.
- b) Ensure neighbourhood officers and PCSOs have the time to undertake community engagement and problem solving in their neighbourhoods.

Pledge 4

- a) Ensure that there are systems in place to guarantee that messages left by the public are responded to promptly - for all methods of contact.

Pledge 5

- a) Encourage officers and staff to become ambassadors of the service.
- b) Ensure that staff give members of the public positive explanations / reasons in the event that they are late for appointments.

Pledge 6

- a) Ensure that call handling and control room staff agree realistic attendance times with callers and advise attending staff of these. Ensure that callers are updated with changes.
- b) Dip sample calls for service that fall outside the pledged times to ascertain from the caller whether the incident was successfully resolved.
- c) Ensure that all uniformed personnel and crime investigation staff are aware of the local priorities for these areas.

Pledge 7

- a) Train officers and staff who are participating in or running public meetings.

Pledge 8

- a) Take advantage of every opportunity to publicise updates about local policing activity, online and within communities.
- b) Where possible hand deliver leaflets and discuss the content face to face.

Pledge 9

- a) Call handling and control room staff, and the officers and staff who attend reports of crimes and incidents, should discuss and agree with victims and witnesses the service that they can expect to receive.
- b) Ensure that officers and staff understand the importance of keeping the processes they make to the public.

Pledge 10

- a) Consider the use of Mystery Shoppers
- b) Include a customer feedback section or form on websites, as part of leaflets given to victims, in enquiry offices etc.
- c) Ensure that there are clear lines of responsibility for dealing with public dissatisfaction and make sure that there is a simple process in place for dealing with and resolving the issues.
- d) Support officers and staff to improve in areas identified locally as giving lower satisfaction e.g. suspension, case memos, etc.
- e) Regularly analyse all reports of public satisfaction and dissatisfaction – letters of appreciation, direction and control / discipline and contact complaints, user satisfaction and witness feedback, local confidence survey data to inform service improvements.
- f) Should we fail, say sorry and make any necessary reparation.

We are keen to build up our knowledge of what works and to share effective practice in improving the quality of policing services. If you are running similar initiatives or have a great idea that is delivering positive results please send the information to jayne.parsloe@npiia.pnn.police.uk and we will publish them on the NPIA's Community of Practice on the Policing Online Knowledge Area (POLKA), which will be launched this summer.

If you would like further information on the evidence base please email peal.quinton@npiia.pnn.police.uk

Relatie Politie & Wetenschap

- Quid intern praktijkonderzoek?
- Gespecialiseerd burgerpersoneel
 - Analisten,...
- Quid loopbaanbeheer en mobiliteit tussen organisaties?
- Nieuwe onderzoekstraditie:
 - Kennisontwikkeling vanuit collaboratief partnerschap op lange termijn
 - Visie, beleid en middelen
 - Leertraject
 - Nood aan participerend actieonderzoek
 - Gedeelde verantwoordelijkheid