



# Pearls in Policing

*International Action Learning Group*

2008 - 2009

## Introduction

Those of you who sit before us are the top law enforcement officials from police and law enforcement organizations across the globe. You have been responsible for incredible successes in the fields of organized crime, counter-terrorism, long-term sophisticated investigations.

Yet, with all of your capabilities and expertise, lightly armed teen-age boys have created a situation that thwarts your law enforcement efforts and frustrates those citizens you have sworn to serve. Isn't this an international embarrassment? While this pirate example may not relate directly to your organization, it leads us to ask the following questions:

- How have you worked together as international partners?
- How have you worked in concert with your private security counterparts?
- Even though you represent the top leadership in law enforcement from across the world, what leadership have you shown?

Good Evening, on behalf of the International Action Learning Group, it is my pleasure to welcome you.

We have had the privilege of meeting in Montebello, Canada in November 2008, in Sydney Australia in March 2009 and are so pleased to be with all of you here in The Hague.

Our group consists of 14 representatives from eleven nations with diverse backgrounds, bringing with them a broad range of experience in policing on the local, federal and international front.

We were guided on our journey by the Pearls Management team and experts who continually challenged us to think with the future in mind.

The host organizations of the Royal Canadian Mounted Police, the Australian Federal Police and the Dutch and Belgium Police were essential and selfless towards our group and we wish to express our sincere gratitude to these organizations.

During our initial meeting in Canada, Commissioner William Elliot from the Royal Canadian Mounted Police provided us with a tasking.

We in turn identified the following scenario question:

**What are the essentials of policing 2020 and beyond that maximize resilience and relevance globally?**

Our research focused on several key topics such as:

- The impact of private policing on public policing
- The challenges confronting police leadership
- Professional values and ethics
- Demographic shifts and generational change
- The impact of wildcard events
- How police organizations prepare for the future

We used the scenario methodology to identify two key uncertain drivers moving towards the year 2020.

Our work focused on the continuums of private to public policing and isolationist to integrated environments.

Our work ultimately produced four scenarios:

1. **The Globo Cops** – Policing organizations have become increasingly transnational and cooperative.
2. **International Guns for Hire** – A future world in which borders and public policing organizations have been sidelined in favor of private global policing monoliths.
3. **Private Corporations Rule** – A future where nation-states have privatized the business of policing.
4. **Police State 2.0** – The international environment is characterized by isolationism, where in nation states have retreated from the world stage and now look internally to respond to challenges.

All of the scenarios are described in greater detail in the program books you have received.

Our scenario work identified a number of key issues and questions that must be addressed. We have chosen to focus our work on three of these issues, which we believe are most critical to ensure our future relevance as policing services:

- Our continually changing International Environment
- Public and Private Partnerships
- Future Leadership requirements

We begin with a look at our continually changing International Environment.

## **INTERNATIONAL ENVIRONMENT AND INTERNATIONAL COLLABORATION**

### \* WHAT ARE THE KEY CHALLENGES?

- The increased flow of people, goods, money, and data all over the world with little collective understanding by our countries, nor coherent strategies to develop this concept. If we accept this should be done. Who should be doing it?
- Despite significant efforts, the gap between strong and weak states leaves us all vulnerable. For instance, organized crime has exploited certain Western African states and are using them as smuggling routes into Europe, but there are many more examples.
- We fail to share data, in particular intelligence and biometrics, leading to missed opportunities. Nor do we pursue fugitives, wanted for the most serious offences, and leading an anonymous life within our communities.
- Existing law enforcement structures are lacking effectiveness and international cooperation is often fragmented - too much talk and too little real operational work with significant outcomes. Police and law enforcement organizations need to share objectives and key performance indicators.
- Technology and structure dictates our international work and is not met by the hearts and minds of our people, their skills and abilities. A chief officer with over 30 years experience remarked, “ I’ve spent 60% of my career re-structuring – we

need to invest more time in changing the way our staff think, time investing in all our staff”.

- The private sector are increasingly ‘bridging the gap’ with what was otherwise traditionally public police responsibilities. We’ve lost control and the initiative. The Private Sector is ‘data rich’, with limited public accountability but delivering global solutions. We now have a diverging market and don’t see the bigger picture nor realize the significant opportunities.

\* *Metaphor: there’s an urgent matter playing out (people do get killed, serious harm is really done, considerable economic loss is brought every day), we stand around the house discussing, negotiating, signing agreements, but we don’t act, there are people in the house. Death and harm is already done. Many more possible victims are still in the house, we should start to hose the house now !!*

Can we relate this to Piracy in the Gulf of Aden or human trafficking? Who here is affected by this and who is taking the lead?

\* HOW ARE WE GOING TO BRIDGE THE GAP? WHAT ARE THE ESSENTIALS FOR POLICING AS WE MOVE TOWARDS 2020 AND BEYOND: - Some thoughts.....

- We need greater investment in environmental scanning (people, goods, money, and data) and better understanding of the international environment and how organized crime exploits opportunities. We need to identify the enablers of organized crime and target harden the criminal environment – reduce the opportunities for organized crime to exist.

- Everyone must understand their relevance in the broader context – at all levels. If we do not synergize local, regional, national, and international (glocal) objectives, the officer on the street will not understand the bigger picture. Understanding the international environment must be embedded in every aspect of our training.

- We must coordinate and prioritize international capacity building. Currently many are doing their own thing /projects and overlooking the opportunities in having a bigger impact.

- We must operationalise the power and resources of the international institutions like Interpol and regional institutions like Europol, Aseanpol, Ameripol, ensuring our contributions are far more comprehensive and of greater value. International institutions require live data, which is the responsibility of all of us. It's not happening! Our existing contributions are poor and our success limited. Our credibility is compromised by our lack of trust and investment. We need to engender greater trust. If we have concerns we need to confront these and have the courage to collaborate and not compete.

We invest millions yet we notionally support these structures. We cannot even get some of the basics right, for example why aren't all stolen motor vehicles on the Interpol database and why isn't this automatically linked to all automated number plate readers.

- We are currently confronted with competing institutions in the field of policing and law enforcement and we note with interest the work that you have begun with the mapping of all these organizations.

- We must demand common international law. There are significant opportunities to learn from international organizations like the International Criminal Court, enabling the international structures to work, and creating opportunities for working across different jurisdictions. Having been given some legal gateways – we must use them more often.

- We need to harmonize our international engagement. In view of the challenges we will have to face in the future, international policing must be more than mere flowery rhetoric on the importance of cross-border co-operation. Internationalisation means the acceptance of international rules and standards and the transfer of tasks to international police organisations. Here, the key themes are harmonization and certification of international police training, exchange of senior police staff, availability of intelligence, interoperability of technical systems, multinational investigation teams, and collectively responding to the future needs of policing.

- The priority now is to take collective ownership of these issues and to make better use of existing structures.

- We need to move from strong spirit of cooperation to one of meaningful and sustained collaboration.

## **PARTNERSHIPS**

When further reflecting on the totality of the scenarios, we have also been able to extract key recommendations relating to partnerships with other key stakeholders. One key question, which we asked ourselves, was: “Is the police community prepared to adapt and take advantage of future opportunities beyond 2020, considering that evolving relationship?”

Based on our discussions, improving cooperation with other policing service providers, such as private security firms will enhance our ability to deal with future issues. We therefore must foster such relationships in a more structured way, and recognize private security providers as one of the formal partners. This is about optimizing our capacity to act in an open environment.

We need to remember that any partnership is based upon a reciprocal bond of trust. We can only continue to operate effectively if this bond of trust and the reputation of public policing are maintained across the profession. It must therefore not be undermined by unqualified and unjustified actions of public and private actors.

“Where you sit is where you stand.” Police executives must therefore continue to influence policy makers and governments in relation to the security field and policing as a whole, in order to collectively sustain that trust by clear legislative boundaries.

We also have to remember that monopolies such as the protection of Fundamental Rights, is not just a right but it is also an obligation. Fulfilling such expectations will always remain one of the core responsibilities of public policing.

But what lies beyond the core? Depending on countries and cultures, we must recognize that there are different choices to be made in what public policing “must do”, “should do”, “could do” and just simply “won’t do”. This is fundamental for police leaders to shape the future mandates for all actors in the police universe, using a multidimensional approach.

Police and corporate executives have different mental models on modern security. Moving into partnerships requires one to accept that security must be seen as a commodity that cannot be monopolized by any single player.

Clearly, private policing has developed in the “High end” and “Low end” policing fields. For example, the low-end segment, represented by basic security functions, is expanding across the European Union: it represents 1.7 million jobs, 50,000 companies and annual revenue of €15 billion. At the same time, corporations develop large analytical capacity and data pools, which are not available to public policing services, and, which could be essential in providing a higher level of service. Is this situation, which leaves public policing in the middle, desirable and sustainable?

Globally, we must be concerned with decisions made by our partners, which will affect policing outcomes. For example, private negotiators and companies respond independently to the demands of pirates taking hostages at sea, as they strive to seek economic solution. Such unilateral decisions or action in high stake situation can undermine trust.

Acknowledging that there has been and there will continue to be a shared field of responsibility between the private and public police forces, we must ask ourselves: Who are the counterparts of the police executives, leading to the new reality of the third decade of the millennium? Where are they? What do they think in relation to this evolving relationship and sharing of responsibility?

Here are some of the key strategic considerations that we would like to share with you, to outline Public/Private/Partnerships as the framework of future planning and collaboration 2020 and beyond.

Firstly, we have reflected on Customerization. If we want to remain the police forces of choice, we should go from serving a wide variety of customer at an average level, to serving the most valuable customers at a level of excellence. This has to be complemented by transferring non-core areas to other agencies or to the private market. The lifetime value of customers also has to be considered when these decisions are made. This is about making choices and long-term orientation for police and law enforcement. Customerization will require a shift in attitude to become a provider and not just a custodian of security and safety. This will finally require a more proactive approach to police service delivery.

Secondly, we propose that serious consideration be given to the creation of Centers of excellence. This is the proposed common ground to drive discussion and collaboration between the partners, to set the future direction for the policing profession and build capacity. We need to create a global network of centers for police excellence, leadership, and other cross cutting issues. This would be advanced with a secondary goal in mind, which would be to improve the relationship between public and private sector, in a non-threatening environment – building greater accountability and transparency for the extended police community.

But in order to effectively move these ideas into action driven initiatives, we need to explore Leadership as another essential identified during our international learning journey.

## **FUTURE LEADERSHIP = THE CAPACITY TO BRIDGE THE GAP**

During the reflections of our International Action Learning Group over the past 8 months, a consistent thread that has flowed through our research, presentations and discussions, and

considering what leadership capabilities police and law enforcement organizations require to develop and lead their people and which give us legitimacy to operate in the community.

Leadership is about Human Connections and the ability to use those human connections to bridge the gap and identify opportunities for our organizations.

What I would ask everyone here to consider tonight, and also in your deliberations over the next few days, is what legacy will you leave for policing and law enforcement across the world – to ensure the people who follow have the skills to continue to bridge the gap.

What we have learnt and heard from many inspiring leaders over the course of this program is that true leadership takes courage. We are not talking about conventional courage here like leading your people into battle. It is about the courage to be different; to put yourself in another person's shoes, to listen to others; be willing to take risks and to have the courage to bridge the gaps

What gaps are we talking about?

You have heard from my colleagues tonight that about two gaps and opportunities that we need to exploit in policing in relation to:

- Local / national / international law enforcement, and
- Public / private partnerships.

Some of the other major gaps and opportunities that must be managed include the gaps between:

- Street cops and police leaders
- Politics and policing
- Academics and practitioners
- Perceptions in the community and media versus the reality of policing and
- The gaps between cultures.

The four scenarios of Globo cops, International Guns for Hire, Private Corporations Rule and Police State 2.0, that we have critically examined highlight four different policing states, at the extremes. Variations of all of these models do exist in the world today. So, how can we as police and law enforcement leaders bridge the gap within these different political and social contexts?

An analogy we have drawn is to consider leadership in terms of deep sea diving.

## **HAVE YOU EVER BEEN SNORKELLING or DEEP SEA DIVING?**

With snorkeling you are just skimming the surface; it doesn't take much time or equipment. Deep sea diving takes a lot of time to prepare, with significant support of others to assist you to explore uncharted waters – and importantly courage to undertake this risky activity. But when you do explore the deepest parts of the ocean, you experience a whole new world of endless discoveries; perhaps you may even find a new type of pearl.

How then does this analogy relate to leadership? How do you become a leader of courage; prepared for the deep-sea dive?

All leaders operate in complex, competitive and demanding environments – to be a highly effective, inspiring and entrepreneurial leader takes courage.

Courage to take risks and think more broadly than just within your own organization, courage to NOT be competitive but to become a collaborative leader. By 2020 we need to have moved from a strong spirit of cooperation to one of collaboration – using those human connections both internally and external to your organization.

Leadership is having the courage to recognize the gaps in your own development and gaps within your organization, and to then have the drive and initiative to bridge those gaps.

Another major feature of our discussions over these past eight months has been integrity in leadership. What we have seen around the world; in many organizations is that any perceived lack of leadership at the top can easily destroy the reputation of policing and law enforcement agencies. Leaders establish the culture and behaviors expected within their organizations – therefore leaders need to practice what they preach: Leaders need to embody the values of the organization that they want their people to exhibit – and we all agree that the key values are integrity, respect, trust and professionalism.

Courage in leadership means as heads of your organization you need to be strong enough to lead when required and clever enough to know when to be led.

Another key aspect to this is obviously to develop and mentor people who are the future leaders of your organization – your successors. As leaders, we must have a whole of life learning attitude – if leadership is only about the power for you, you will not be a successful leader.

You do not do this alone, however. As leadership is about Human Connections we must use and develop the networks we build to continually improve the way we deliver our services to the community, and the way we work in collaboration locally, nationally, internationally – with public and private agencies.

## **CONCLUSION**

In much the same way that Commissioner Elliott challenged us in Montebello we now challenge you. As the global leaders of police organizations across the world and as leading academics in the field of police sciences, it is you we look towards for inspiration, it is you we look towards for innovative ways of thinking, it is you we look towards for the leadership.

Are you prepared to further integrate with the private sector to meet community expectations in the future?

Are you prepared to share training and expertise with the private sector?

Are you prepared to work in partnership and share information and resources to meet local, national and international needs?

Are you prepared to dive deeply or will you stay on the surface when it comes to being a leader in policing?

Do you have the courage necessary for change?

How can we work together to meet these challenges?

At the start of our presentation we've shown you an example of a current world situation where criminals are dictating the outcome and to this day this is no satisfactory law enforcement solution. Is it a lack of leadership, a lack of ownership or simply a lack of creative thinking that fails to provide an adequate response? Or is this a political situation that is beyond the control and reach of law enforcement alone.

We also spoke this evening about

- Our continually changing International Environment
- The Public versus Private Policing continuum
- Future Leadership requirements

Our discussions have focused on the future of policing 2020 and beyond. The solutions necessary for the future must be initiated now. We must work together to bridge the gap between where we are and where the community expects us to be. How will we move forward towards 2020 and beyond?

Thank you for your time, we would like to introduce you to the members of the International Action Learning Group.