

A light gray world map is centered in the background. Numerous blue, 3D-style location pins are scattered across the map, with a higher concentration in Europe and North America. One pin in Europe is a darker blue color.

Pearls in Policing 2014

‘A New Police, A New Generation’

San Francisco, the United States of America

14 – 18 June 2014



Date and Location

The eighth *Pearls in Policing* conference will be held from 14 – 18 June 2014 in San Francisco, the United States of America.

The conference will commence on Saturday evening 14 June 2014 with a welcoming reception and will finish on Wednesday morning 18 June 2014. A special group activity will be organised on Sunday morning 15 June for all *Pearls in Policing* participants, Academics and IALG participants.

Costs

The Federal Bureau of Investigation (FBI) and the Pearls Curatorium will cover the costs of the meeting including hotel accommodation for three nights from 15 June - 18 June 2014. If participants wish to extend their stay, they may do so at their own expense.

Participants are kindly requested to cover their own travel expenses to San Francisco. The FBI will organise transport between airport and hotel upon arrival and departure.



Mr. Gerard Bouman
Commissioner of the National Police of the Netherlands, President of the Pearls Curatorium

Organisation

The FBI is responsible for hosting and co-organising the *Pearls in Policing* conference 2014 in cooperation with the *Pearls in Policing* Secretariat. For all other matters relating to the conference including registration, participants are requested to contact the *Pearls in Policing* Secretariat.

Contact

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Mr. Kevin Perkins
Associate Deputy Director of the FBI, the United States of America



Members of the Pearls Curatorium (The Netherlands)

1. Mr. Herman Bolhaar, President of the Board of Prosecutors General, Public Prosecution Service
2. Mr. Gerard Bouman, Commissioner of the National Police of the Netherlands and President of the Pearls Curatorium
3. Ms. Frederike Everts, Deputy Executive Board President of the Police Academy
4. Mr. Sandor Gaastra, Director General of Police, Ministry of Security and Justice
5. Mr. Arie IJzerman, Deputy Director General Law Enforcement and Administration, Ministry of Security and Justice
6. Lieutenant General Hans Leijtens, Commander of the Royal Netherlands Marechaussee

Board of International Advisors

1. Prof. Willy Bruggeman, President of the Belgian Federal Police Board, Belgium
2. Mr. Saidi Mwema, Inspector General of the Tanzania Police Force, Tanzania
3. Mr. Tony Negus, Commissioner of the Australian Federal Police (AFP), Australia
4. Mr. Peter Ng, Commissioner of the Singapore Police Force (SPF), Singapore
5. Prof. Jürgen Stock, Vice President of the Bundeskriminalamt (BKA), Germany
6. Mr. Rob Wainwright, Director of Europol



Pearls in Policing continues...

Top-level executives in the field of law enforcement are confronted with a growing number of significant challenges every day. These challenges and emerging issues can no longer be dealt with on a national basis and require an international think tank to develop effective strategies to best position law enforcement for the future. The need for senior police executives throughout the world to research new ideas, realities, risks, threats and opportunities in order to face challenges in the field of law enforcement resulted in the launch of a unique initiative in 2007 called *Pearls in Policing*.

The first *Pearls in Policing* conference was held in The Hague, the City of Peace, Justice and Security. The main topic in this first year was the impact of globalisation on security. The conference was deemed so valuable by the participants that it continued the following years.

In 2008 the theme of the conference was *'Policing the Future or Future Policing. Are you prepared?'*. That year, a carefully selected group of participants was challenged by a set of four possible scenarios that might confront police executives in the year 2020. In addition, over thirty executive police leaders from twenty four countries and international organisations worldwide discussed topics such as universal values and standards of global policing, police leadership of the future, the trade in small arms and future scenarios.

The next year, under the theme of *'Bridging the Gap'*, participants considered how prepared their agency was for the future, both nationally and internationally, and were challenged to identify the gap between where police agencies are now, and where they need to be. Working groups looked in depth at issues associated with identity, mapping international collaborative efforts and rebranding of the police.

'Navigating the Way Ahead' was chosen as the challenge for the 2010 conference. The important and topical question of what it is that determines the legitimacy of your organisation was considered. Other points of discussion were the impact of social media and new technology on policing, the need for law enforcement cooperation and the management of strategic organisational change.

'Charting the Course of Change' the theme of 2011, brought the subject topics of opportunities for cooperation in a globalised world, the improvement of police services through contemporary professionalism and, as the theme was considered so important, the implications of social media and associated new technologies. Introducing the Socratic Dialogue as a discussion method which explored the possibility of worldwide peer consultation gave a new dimension to the initiative.

Subsequently *'Policing for a Safer World'* became the theme for 2012. This conference took place against the backdrop of an uncertain global economic outlook, compelling the delegates to contemplate the twin challenges of defining and enhancing the value of policing to a more demanding public, and responding innovatively to a more complex operating environment in an era of economic austerity.

Pearls 2012 in its turn led to the appropriate theme for the 2013 conference: *'Sustainable Leadership in a Changing World'* inviting participants to imagine leadership capable of not just tackling these challenges, but doing so in a way that is sustainable over the long-term.

'A New Police, A New Generation' will be the theme of the eighth Pearls in Policing conference 2014.

Each conference builds on the results and experience of the previous one. For over seven years now, the *Pearls in Policing* initiative has explored meaningful learning lines with each conference bringing us one step closer to shaping future police strategies and building effective partnerships.



Pearls in Policing

The Concept

The Pearls Curatorium of the Netherlands and the Board of International Advisors carefully select the participants to invite to this unique ‘invitation only’ conference. The target audience consists of eminent top-level executive police leaders from various continents and is limited to approximately 35 participants. To ensure a proper worldwide balance per continent, the list of participants is based on the following selection criteria:

- Good command of the English language (there will be no translation in other languages);
- Balanced gender division;
- Geographical division from the different continents;
- Top level professionals with final responsibility (no politicians);
- Participants able and willing to share professional knowledge and experience;
- Good balance between those acting on the national, regional and local level;
- A good mix between participants from previous years and ‘new’ participants;
- Organisations participating in the International Action Learning Group (IALG) will have an invitation extended to the respective Commissioner/Director.

The *Pearls in Policing* conference comprises of three days of intensive discussion and personal exchange of views between top-level executives in the domain of law enforcement. Other important characteristics that lay the scene for an atmosphere which fosters inspiration, reflection, exchange of ideas and mutual understanding are:

small-scale meetings (maximum of 35 participants), interactive meetings (participants have the opportunity to be both speaker and participant) and absence of the media (allowing freedom of expression).

The Objective

The objective of the conference is to search for and identify ‘*Pearls in policing*’ to use as a basis to develop a strategy in order to define policing requirements for the future.

Academics

A limited group of international renowned academics focus on the same assignment carried out by the IALG. They present their insights during the conference and take part in work sessions that are interactive and focussed on the current year’s theme. The findings of the academics are incorporated in the annual Pearls conference report.

Working Groups

At the 2013 conference delegates agreed on two research topics. The corresponding working groups will explore the following research topics and will present their findings during the conference ‘A New Police, A New Generation’:

Working Group 1:
Topic: Police versus policing in an ever changing world

Define the future role of the police given fundamental shifts in their strategic and operational environment. What do stakeholders – political, private, and public – want their police to be? What will policing look like as the traditional security monopoly erodes?

Drivers: Chief Constable Pieter-Jaap Aalbersberg of the Amsterdam Regional Unit (The Netherlands) and Professor Bob Hoogenboom of Nyenrode University (The Netherlands)

Co-Drivers: Professor Willy Bruggeman (Belgium), Toronto Police Service (Canada)

Working Group 2:
Topic: From big data to smart policing

Explore how the police can bridge the gap between masses of raw data and information that is useful in an operational context. How do we manage volume and sharing? And how do we navigate the social, trust and ethical implications of big data?

Driver: Federal Bureau of Investigation (FBI, United States of America)

Co-Drivers: Royal Netherlands Marechaussee, Europol, Former Interpol President Khoo Boon Hui (Singapore), Hong Kong Police Force, Bundeskriminalamt (Germany)



International Action Learning Group (IALG)

The IALG is a high standing international leadership programme for senior police leaders based on action learning: research, simultaneous working and learning.

The IALG 2013-2014 is assigned the following challenge:

Assignment:

The IALG has been presented with three scenarios set ten years into the future, based on the global trends identified by the Joint Global Vision working group in 2013. The IALG is challenged to put themselves in the place of their leadership and consider the human, rather than technical, requirements of the police to handle these scenarios, and how the police will fit into the whole-of-community response in the future. Furthermore, the IALG has been tasked with looking at the problem from not only a response perspective, but also prevention and managing the aftermath.

The Assignment Giver for the 2013-2014 IALG assignment is Mr. Andrew Scipione, Commissioner of the New South Wales Police in Australia.

The 2013-2014 IALG will report its findings at the next *Pearls in Policing* conference in 2014.

