

Pearls in Policing



Assignment 2019-2020

International Action Learning Group (IALG)

Creating the Police Workforce of the Future

Introduction

In order to be relevant and adaptive in response to an increasingly changing environment, police agencies must focus on the future and identify a strategy that will move their organizations forward. As part of that process, it is critical that police organizations focus on how to transform the police workforce of the future.

Context

Globally there are many changes that will impact the nature of policing and there will be a need to match the workforce of the future with the challenges that lay ahead of us. The challenges will include the introduction of new forms of crime, climate change and polarization related to inequality, poverty and economic instability - all of which will have an impact on the safety, security and well-being of our communities. In addition, police services will see the exponential development of disruptive technologies such as artificial intelligence and biometrics.

These global changes will require a police workforce enabled by visionary leadership, enhanced training, new forms of attracting expertise and the ability to adapt continuously. Notwithstanding the anticipated changes in police culture, will the values at the heart of policing endure?

Assignment

Building on the work of the previous IALG groups and the reports of recent Pearls conferences, the IALG is asked to prepare a presentation for the Pearls that responds to the following:

What will the police workforce of the future look like if it is to accept the challenge to be innovative, relevant and responsive to the changing societal landscape?

The IALG is asked to consider the following:

- What kind of leadership is required to guide police organizations into the future? What are the skills required of the police officer of the future? How will we ensure that we hire and recruit the right people? How will we ensure that the police organization of the future has a workforce that represents the values of equity, diversity and inclusion?
How will we manage the expectations of new, young officers that expect to work in a police culture that is innovative and leading edge?
- How do we create a police culture and workforce that is adaptable and responsive to change to ensure that police organizations are not static, but that they reflect the dynamic reality of the society within which we live?
- What steps are required to transform police organizations?
- How will we address the health and wellness of police officers as we engage in this transformational process? How do we provide a safe environment for officers dealing with mental health issues such as PTSD, as well as de-stigmatize therapeutic intervention?
- How will we evaluate our progress? How will we know if we have added value to our police services as we move forward? How can our data/intelligence support us in evaluating our progress?

Consider how police services can meet the challenges of the future in a way that:

- i. Ensures that the police have the skills and support to meet their future organizational goals;
- ii. Is consistent with police values that are shared globally;
- iii. Addresses the factors that may arise as a result of the implementation of the above;
- iv. Takes into consideration stakeholders that will be impacted by the implementation of the above.

Provide recommendations and a future narrative that takes into account the political, human resource and operational realities of the regions represented in the IALG group, as well as other regions of the world not represented within your IALG. You are required to document your findings for the purpose of sharing with the Pearls participants. An academic forum, consisting of a small group of academics, will be assigned to work with the IALG throughout the process. The findings of the assignment are expected to be a co-production between the IALG and the academic forum.

Format

By tradition, the IALG assignment is always a complex one that tackles a wicked problem. The exercise is designed to encourage systems and future-oriented thinking. Considering the assignment, the IALG is

asked to present ideas, strategies, concrete approaches, and practices that police leaders can use in their own organizations, individually or collectively, to help reach that goal. However, the IALG outputs should be grounded in:

- **Thinking creatively:** The IALG is encouraged to be bold and look for ideas and solutions outside the everyday. Unconventional, creative, and future-orientated thinking is an essential part of this assignment.
- **Providing practical advice and tangible strategies or practices:** Although this assignment encourages the IALG to ‘think big’, the ultimate outputs should be clear and tangible. What deliverables can a police leader take home and immediately identify within their own organization?
- **Finding what works:** How are other large organizations tackling the same problems that the police will face in the near future?