

# Pearls in Policing



---

Assignment 2024 - 2025

International Action Learning Group (IALG)

---

"Pearls don't lie on the seashore. If you want one, you must dive for it."

## Enhancing Ethical Policing in a Rapidly Changing Landscape Dominated by Technology

*How to be at the forefront of ethical and effective policing through cooperation, applying technology and managing cybersecurity, facing polarization, and adequate recruitment and retainment?*

We are living in an era of unprecedented change and uncertainty. Technological advances, global events, and shifting societal norms are transforming the world at an exponential pace, offering new possibilities and at the same time causing turmoil and polarization. Being at the forefront of ethical and effective policing requires multifaceted strategies. Prioritizing collaboration with the private sector, communities, tech experts, the media and other agencies is necessary to foster trust and transparency. Embracing technology in a responsible way, leveraging AI and data analytics for proactive policing while safeguarding ethics and integrity through robust cybersecurity policies are important. Effective strategies to face societal polarization comprise promoting empathy, unbiased enforcement, and community engagement initiatives. Adequate recruitment can be ensured by emphasizing diversity, equity, and inclusion, while retention efforts should focus on career development and mental health support. By championing ethical standards, utilizing technology judiciously, fostering community partnerships, and prioritizing a diverse and resilient workforce, law enforcement can lead the way in navigating the complexities of modern policing while upholding integrity and effectiveness.

The assignment for the 2024/2025 IALG comprises the exploration of these critical aspects to enhance an ethical police force that is proactive, effective, and reflective of the community it serves.

The following reflections on these topics may serve as inspiration to start the discussion in the IALG:

### 1. Cooperation

Effective and ethical policing requires collaboration across various sectors:

- **Private Sector:** Partnerships with businesses can provide technological innovations, funding, and community support. For instance, collaborating with tech firms can enhance surveillance capabilities and cybersecurity measures. Existing partnerships are at risk because of the rapid introduction of technology, like AI and quantum computing. Local businesses can support community policing initiatives through sponsorship and joint safety programs. While outsourcing can provide specialized skills and resources, it has limitations in policing.

- **Public Organizations:** Cooperation with social services, healthcare providers, and educational institutions is essential for a holistic approach to public safety. Integrated efforts can address the root causes of crime, such as poverty, lack of education, and mental health issues. Regular inter-agency meetings, joint training sessions, and shared resources can facilitate this collaboration.
- **Citizens:** Community engagement is vital for building trust and legitimacy. Establishing community advisory boards, hosting public forums, building relations with the media, and maintaining active social media presence can foster open communication. This allows the police to better understand community concerns and tailor their strategies accordingly.
- **Politicians:** Working with (local) politicians ensures that policing policies align with community needs and legislative priorities. Political support can also secure necessary funding and resources for inclusive policing initiatives. Proactive communication can prevent poorly informed statements by politicians about police actions.
- **Media:** Establishing good relations with the media enables police to disseminate accurate information swiftly, enhancing public trust and cooperation. Regular press briefings, transparent communication, responsiveness to media inquiries, cultivating open communication channels with journalists, and offering access to reliable sources within the department. Regular updates and fact-checking mechanisms help prevent the dissemination of false information to the public.

## 2. Cybersecurity and Awareness of Technology Risks

As policing increasingly relies on technology, cybersecurity becomes paramount. Protecting sensitive data and ensuring secure communication channels are essential to maintaining public trust and operational integrity. Police departments must invest in robust cybersecurity measures, regular training, and awareness programs to prevent breaches and data leaks.

Awareness of technology risks, such as privacy concerns and algorithmic biases, is equally important. Ethical guidelines and oversight mechanisms should be in place to ensure that technological tools are used responsibly and do not infringe on civil liberties.

## 3. Polarization and Radicalization

Polarization within society and the potential radicalization of officers present significant challenges. Addressing these issues requires a proactive approach:

- **Training:** Provide comprehensive training on bias awareness, de-escalation techniques, and community relations to help officers navigate polarized environments.
- **Monitoring:** Implement monitoring systems to identify signs of radicalization or extremist behavior among officers. Establish clear protocols for intervention and support.
- **Engagement:** Foster an inclusive workplace culture that promotes diversity, equity, and mutual respect. Encourage open dialogue and support networks within the force to counteract divisive influences.

## 4. Recruitment and retainment

- **Inclusiveness:** An ethical police force that mirrors the community's demographics enhances trust, cultural competence, and effectiveness in policing. Recruitment strategies should focus on engaging underrepresented groups and groups with specific and scarce expertise by conducting targeted outreach in minority communities, partnering with educational

institutions, and creating mentorship programs. Addressing barriers such as discrimination or lack of representation is crucial. Recruitment campaigns should highlight the benefits of a diverse workforce and offer support through scholarships and preparatory programs to attract and retain all represented groups and skills.

- **Mental health:** Considering mental health and wellness of police officers is critical for maintaining an effective and resilient force. Recognizing red flags, such as changes in behavior, mood swings, or signs of burnout, is essential.
- **New Technologies:** applying new technologies (e.g. Artificial Intelligence, Quantum computing) in attracting and retaining talents among the youngest generations for working in a police environment, and exploring the possibilities for this generation to work with these technologies and give them a role in further developing them.

#### 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. 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-oriented 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?
- **Determine what works:** How are large organizations in other sectors tackling the same problems that the police will face in the future?
- The IALG will present their findings to the delegates of the Pearls in Policing conference in 2024. In addition to the presentation, a “take-away” document that the delegates may share with their own police services will be provided.