

STRATEGIC RESPONSES TO CRIME

Thinking Locally, Acting Globally

Edited by
Melchor de Guzman
Aiedeo Mintie Das
Dilip K. Das



International Police Executive Symposium Co-Publication



CRC Press
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INTERNATIONAL POLICE EXECUTIVE SYMPOSIUM

Co-publication Preface

The *International Police Executive Symposium* (IPES) was founded in 1994 to address one major challenge, i.e., the two worlds of research and practice remain disconnected even though cooperation between the two is growing. A major reason is that the two groups speak in different languages. The research is published in hard to access journals and presented in a manner that is difficult for some to comprehend. On the other hand, police practitioners tend not to mix with researchers and remain secretive about their work. Consequently there is little dialogue between the two and almost no attempt to learn from one another. The global dialogue among police researchers and practitioners is limited. True, the literature on the police is growing exponentially. But its impact upon day-to-day policing, however, is negligible.

The aims and objectives of the IPES are to provide a forum to foster closer relationships among police researchers and practitioners on a global scale, to facilitate cross-cultural, international and interdisciplinary exchanges for the enrichment of this law enforcement, to encourage discussion, and to publish research on challenging and contemporary problems facing the policing profession. One of the most important activities of the IPES is the organization of an annual meeting under the auspices of a police agency or an educational institution. Now in its 17th year, the annual meeting, a five-day initiative on specific issues relevant to the policing profession, brings together ministers of interior and justice, police commissioners and chiefs, members of academia representing world-renown institutions, and many more criminal justice elite from over 60 countries. It facilitates interaction and the exchange of ideas and opinions on all aspects of policing. The agenda is structured to encourage dialogue in both formal and informal settings.

Another important aspect of the meeting is the publication of the best papers presented by well known criminal justice scholars and police administrators who attend the meetings. The best papers are selected, thoroughly revised, fully updated, meticulously edited, and published as books based upon the theme of each meeting. This repository of knowledge under the co-publication imprint of IPES and CRC Press-Taylor & Francis Group chronicles the important contributions of the International Police Executive Symposium over the last two decades. As a result, in 2011 the United Nations awarded IPES a Special Consultative Status for the Economic and Social Council (ECSOC) honoring its importance in the global security community.

In addition to this book series, the IPES also has a research journal, *Police Practices and Research: An International Journal* (PPR). The PPR contains research articles on police issues. It is an international journal and is distributed worldwide. For more information on the PPR visit <http://www.tandf.co.uk/journals/GPPR>

This unique volume, titled, *Strategic Responses to Crime: Thinking Locally, Acting Globally*, includes selected articles that were originally presented by police executives and scholars from several countries who attended the 13th Annual Meeting of the International Police Executive Symposium held in Ayvalik, Turkey, in 2006. However, the articles have been updated and several papers outside of the conference have been added to capture the

theme of the book. The volume is divided into four sections, each of which includes perspectives of police administrators and members of the academia from different countries. These chapters encompass topics in law enforcement from operations to organizations including pervading issues that the police confront both locally and globally. The chapters provide a comprehensive survey of police practices across police jurisdictions. This book is a useful reference for practitioners and researchers.

IPES advocates, promotes, and propagates that POLICING is one of the most basic and essential avenues for improving the quality of life in all nations; rich and poor; modern and traditional; large and small; as well as peaceful and strife-ridden. IPES actively works to drive home to all its office bearers, supporters, and admirers that, in order to reach its full potential as an instrument of service to humanity, POLICING must be fully and enthusiastically open to collaboration between research and practice, global exchange of information between police and academics in every country, universal disseminations and sharing of best practices, generating thinking police leaders and followers, and reflecting and writing on the issues challenging to the profession.

Through its annual meetings, hosts, institutional supporters, and publications, IPES reaffirms that POLICING is a moral profession with unflinching adherence to the rule of law and human rights as the embodiment of humane values.

—Dilip K. Das

Founding President, *International Police Executive Symposium*, www.ipes.info



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Founding Editor-in-Chief, *Police Practice and Research: An International Journal*, PPR, <http://www.tandf.co.uk/journals/GPPR>



Introduction

MELCHOR C. DE GUZMAN

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DILIP K. DAS

This unique volume includes selected studies originally presented by police executives and scholars from several countries who attended the thirteenth annual meeting of the International Police Executive Symposium held in Ayvalik, Turkey, in 2006. The theme for this volume describes how local police agencies are addressing issues of crime that have global implications. In addition, the chapters show variations of policing practices that seem to have transcended global boundaries such as community policing. Although some of the original articles were solicited from the participants to the Turkey conference in 2006, they have been updated by their respective authors for this current volume. In addition, several chapters outside of the conference have been added to capture the theme of the book.

The volume is divided into four sections, each of which includes views of police administrators and members of academia from different countries. The book intends to capture perspectives from different lenses. The first lens aims to provide a combination of academic scholars and practitioners in the field of policing, specifically policing problems and practices. Oftentimes, scholars and practitioners are in opposite poles; however, much could be learned from the merger of both views. On one hand, the scholarly ideas could provide the empirical evidence required for practitioners to hone their craft of policing. On the other hand, the practitioners' ideas could provide clues for scholars on the dimensions and appropriate indicators for the way their research is conceptualized, designed, and conducted.

The second lens aims to provide varying world perspectives about policing. This approach would enable practitioners, academicians, policy makers, and general readers to capture glimpses of policing issues and practices in various cultural settings. In this way, readers can be informed about police innovations. Furthermore, this approach intends to awaken the social consciousness of citizens about policing practices and compare their own to those of the rest of the world. However, the main concentration of the chapters

is on police services in democratic countries, both emerging and long-established. This is a limitation that readers must keep in mind.

Section 1: Global Innovations in Policing

These chapters provide insight into the contemporary policing innovations especially with regard to variations in the adoption of community policing. Community policing is a policing paradigm that has blossomed in the United States, but other countries have already adopted bits and pieces of the community policing strategies. These policing practices have been organized around the overarching philosophy of community-oriented policing.

This section opens with a discussion by James Albrecht, a former New York Police Department captain, on the evolution of community policing in the United States. Albrecht argues that the events of 9/11 have heightened the need to counter the threat of terrorism, a development that has negatively affected community policing in the United States. On the other hand, Albrecht maintains that community policing is becoming an international phenomenon and goes on to describe the development of community policing in the Scandinavian countries and in Israel.

The other chapters discuss police innovations in various countries. Goraz Mesko and Darko Maver, from the faculty of criminal justice at the University of Kotnikova in Slovenia, discuss the creation of 125 safety and security councils established on the local level in Slovenia to deal with everyday criminality, disorder, drugs, and traffic offenses. These practices might be synonymous with the COMPSTAT model that originated in New York City.

Terry Coleman, chief of police in Moose Jaw, Saskatchewan, Canada, and director of the Canadian Association of Chiefs of Police, discusses a study that attempted to measure and compare organizational performance in the private and public sectors to determine the organizational structures applicable to contemporary policing. As part of the study, Canadian police executives were surveyed to determine the extent to which organizations are managed strategically and performance management systems congruent with quality, value, and public sector reforms that might have been implemented in Canadian police organizations. The findings are that many police organizations in Canada are not managed strategically and still employ output measures of performance as opposed to measures of outcomes or results.

Section 2: Responding to Transnational and Emerging Law Enforcement Issues

The second section in this volume focuses on drugs cultivation and trafficking, a novel approach to counter international terrorism, the appropriate approaches to policing and handling of the mentally ill, and the promotion of

cyber safety for special populations. Drugs and terrorism are transnational crimes. Practitioners will appreciate the chapters that touch on this subject. The movements of drugs and the knowledge about recruitment of terrorists are vital information to enable local police officers to handle these problems. The other chapters in this section deal with a common local law enforcement challenge—the mentally ill. Regardless of jurisdiction, policing the mentally ill presents a dilemma for police officers. This special group of people dictates police officers to wear two masks—the law enforcement mask and the social worker mask. The balanced performance of these two roles is required in the handling of the mentally ill. The last chapter deals with twin special issues of children and cyber crime. These two issues are becoming common problems of law enforcement everywhere especially in a digital age. In addition, this problem of cyber crime has the potential of becoming transnational; therefore, other law enforcements in the world could learn from the information provided in this chapter.

The section opens with the discussion of drugs and terrorism. The cultivation and trafficking of cocaine, heroin, and marijuana from Colombia and Mexico to Chicago are discussed by Gad Bensinger and Arthur Lurigio, two Loyola University Chicago criminologists, and Thomas Lemmer, a Chicago police department captain. They maintain that despite the many efforts undertaken by the U.S. government to counter the cultivation, production, trafficking, and distribution of illegal drugs, the ultimate responsibility for successfully fighting the so-called war on drugs lies with local law enforcement. The authors conclude that the Chicago police department's antidrug and antigang efforts have disrupted the local drug trade to a greater extent than the federal efforts.

A new and innovative approach to deal more effectively with the problem of international terrorism is presented by Mutlu Koseli. Drawing conclusions from the literature on the motivations for joining terrorist organizations and the recruitment activities of a terrorist organization, Koseli outlines these different factors. He also confirms the relative importance of these factors by presenting data that were gathered through interviews of several terrorist organization members. Koseli's interviews and lived-experiences approach provide valuable insights into individuals' motivations to participate in terrorist organizations.

The problems dealing with mentally ill subjects are discussed in two chapters, both of which present the complexities of policing this special population. Avdi Avdija's chapter deals with the issues surrounding this population from U.S. perspectives. He proposes an organizational model that may be used to address this issue. The other chapter presents an international view by Duncan Chappell, discussing the standards that need to be in place for handling the mentally ill. Chappell argues that the manner of handling people with mental illness reflects on the nation's commitment to human

rights and respect for individual freedom. Particular attention is devoted to the way police exercise their powers of apprehension and detention within the framework of the United Nations (UN) Code of Conduct for Law Enforcement Officials, the UN Basic Principles on the Use of Force Firearms by Law Enforcement Officials, and the UN Principles for the Protection of Persons with a Mental Illness and the Improvement of Mental Health Care.

The section closes with the chapter by Julia Davidson and Elena Martellozo of the University of Westminster, England, on dealing with a two-pronged police problem—special populations and cyber crime. Another element of vulnerability in society affecting police practices is sexual abuse of young children, especially with the use of the digital media. Davidson and Martellozo suggest that not enough is currently being done in England to educate children about sexual abuse or to safeguard them from the danger of the Internet. The authors suggest that there is a need for greater cooperation among government, the police, and schools protecting children from sexual abuse. Several programs in New Zealand and in England do just that. In England, for example, the Metropolitan Police Safer Surfing Internet Programme, designed in 2002 and evaluated by the authors, has proven effective in raising the awareness of children exposed to the program's safety strategies messages. Based on their research, the authors suggest that the police should work systematically with schools to educate children about sexual abuse in their neighborhoods and in cyberspace.

Section 3: Knowledge Management: Capturing, Sharing, and Sustaining

Stefan Holgersson of the Swedish Police Authority in Stockholm and Peter Gottschalk of the Norwegian School of Management in Oslo classify and describe different types of knowledge that are part of patrolling police officers' practice. In their discussion, they address five primary activities: initial crime scene assessment, assessment of incoming information, selecting appropriate lines of enquiry, case development, and postcharge case management.

Katrina Berger and Dee Wood Harper discuss jurisprudence, law, and empirical research dealing with racial profiling in the United States. They discuss the relevant legal jurisprudence on the limits of police action relative to minority populations. Their study also identifies the complexities of researching or establishing profiling incidents in policing. Finally, the authors provide guidelines for investigating terrorism and immigration issues.

Brion Sever and colleagues investigate a municipal police departments' attention to crime analysis. Their study examines the use of such strategies in New Jersey police departments in jurisdictions with a population of more than 15,000. They surveyed 90 police departments in New Jersey in an

effort to determine the type of computer technology they possess as well as the extent and manner to which they use crime analysis. They found that although most departments use crime analysis, few use modern strategies in such endeavors. Thus, the outcome of their study could potentially inform police practitioners of the utility and acceptability of crime analyses tools and models.

John Middleton-Hope, Chief of the Lethbridge Regional Police Service in Alberta, Canada, shares with the reader his concepts of emerging police administration strategies for the twenty-first century. Middleton-Hope notes that police leaders must deploy new strategies to confront emerging challenges in policing. His discussions included the ethical challenges that have eroded the image of the police as well as political challenges emanating from the community. He argues that in this new environment police chiefs should be more like corporate chief executive officers rather than just top cops. Thus, he suggests that the police executives must adopt the practices of corporations to develop human resources, ensure fiscal accountability, and create strategies for organizational effectiveness and efficiency.

Section 4: International Police Practices and Cultures

In the final section, scholars and police executives from Norway, Canada, the United States, and India present ideas and research on emerging police practices. The chapters stress the importance of social and organizational cultures and how they shape police behaviors and values.

Rune Glomseth of the Norwegian Police University College and Petter Gottschalk of the Norwegian School of Management present data based on questionnaires, interviews, and observations conducted to measure the dominating values among police officers assigned to the Norwegian Counter Terrorist Unit, which is a special unit within the Norwegian Police Service.

Helen Rosenberg of the University of Wisconsin at Parkside and her associates report on their examinations of police officers' attitudes toward various aspects of a community policing program in Racine, Wisconsin. Their study, based on a 40-item survey, documents officer perceptions to gradual changes implemented over a 6-year period in the Racine Police Department. They report that, despite the fact that an attempt was made to integrate community policing into a unified policy, departmental subcultures across rank signified divisions in the organization.

K. S. Subramanian provides an in-depth view of policing services in India and the adherence to democratic principles. The chapter provides a thorough synopsis of the Human Rights Watch Report, a comprehensive study of the Indian Police. Subramanian provides valuable insights on police behavior and reform efforts. He claims that although the Human Rights Watch efforts were commendable, police abuses were being perpetuated. He touches on the

role of culture and politics in policing as an explanation for the occurrence of these abuses.

Altogether, this volume promises a wide array of topics and perspectives. The chapters present and examine current and emerging police practices involving diverse issues in crime and disorder. The collection also touches on issues of accountability, legality, and control on the use of force and performance of police functions. One little caveat: The reader might see an emerging trend of the internationalization and uniformity of police practices in this volume. Furthermore, the body of literature, both theoretical and pragmatic, found in these chapters seems to converge. These latter phenomena are not intentional. Thus, the reader should remember that policing viewed from the local perspective tends to project the bias of the cultures and social organizations where the police operate. Therefore, readers are advised to reflect and critique these chapters based on these various cultures from which they originated.

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