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# “From the Student Bar to the Front Line”

The Leadership Challenges presented by the Academic/Professional Policing Nexus.

Presenter – Nick Symonds

# Overview

- From this....



- to this.....?



# Professionalisation

- “All Police Recruits be required to complete a degree programme in order to develop the professional status of the Service.”

Augustus Vollmer, quoted in Rowe, 2012, p.270

- “Policing is more difficult and complex than it used to be and police need better education and training than they have had up until now.”

Alex Marshall, Chief Executive, College of Policing (2016)

# International Consensus?

- “Higher Professional Police Education is performed in 12 European countries : Germany, Norway, Belgium (the Gendarmerie), Greece, Finland, Poland, the Slovak Republic, the Czech Republic, Ukraine, Croatia and Slovenia.”

Pagon, Virjent-Novak, Djuric and Lobnikar, 1996, p.4

- “The professionalism approach stresses the need for academic qualifications in general.”

Jaschke, 2010, p.305

- “Research from the last 15 years alone on the topic [of Higher Education in policing] is substantial, yet less than 10% of police agencies in the United States require a college degree.”

Richardson, 2015, p.3

# Three Challenges

- Students:

"...they needed to juggle their dual identities in order to function successfully within the two communities of practice."

Heath, 2011, p.118

- Change:

"...a more confident police service — one which emphasises individual professionalism and which is founded upon strong standards and team values . . . means we need to move away from training towards education."

Flanagan, 2008, p. 53 in Wood and Tong, 2008, p.296

- Police Culture:

"Numerous negative aspects of Police culture have been exposed including cynicism, isolation, suspicion, sexism and racism." Macvean and Cox, 2012, p.16

# Leadership (1)

- “Leadership is the capacity to frame plans which will succeed and the faculty of persuading others to carry them out.”

Moran, 1968, p.171

- “The quality which connects an understanding of what it is that must be done with the capability to achieve it.”

College of Policing, 2015, p.4

# Leadership (2)

- “At the individual level everyone working in Policing needs leadership attributes to be successful in their role.”
- “A more collective model of leadership may shift power to all levels and improve two-way communication.”

College of Policing, 2015, p.4



# Leadership (3)

According to Western (2013):

- “Controller”
  - Hierarchical – coercive mechanisms (Grint, 2010), restrictive control (Fitzgibbon, 1995)
- “Therapist”
  - Humanise and democratise - peer review, reflective practice and continued professional development (College of Policing, 2015)
- “Messiah”
  - Manipulate using emotion, passion, anger and commitment – heroic, individual figurehead and willing followers (Bailey et al, 2013, College of Policing 2015)
- “Eco-Leadership”
  - Dispersed through an organisation rather than residing in a specific individual – an idea of position, person, result, process (Grint, 2010)

# A Final Challenge – the 'Nexus'



## Higher Education v the Police Service



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