



**Knowledge Sharing Diagnostic Tool**  
**Effectiveness of Knowledge Sharing in Police  
Organisations – Diagnostic Instrument**

**EKSPO-DI**

**Work Package 3: Knowledge Sharing Capabilities and  
Best Practices in Police Organisations**

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## INTRODUCTION

The EKSPD-DI (Effectiveness of Knowledge Sharing in Police Organisations – Diagnostic Instrument) is designed to provide police forces, and business units within forces, with a way of assessing how effective the force is at sharing important knowledge.

Alongside an assessment of knowledge sharing practice more generally, the tool also provides the opportunity for an assessment of knowledge sharing on four dimensions:

- Internally within the force
- With other forces within the same country
- With the public
- With other forces internationally and with international policing agencies

Your answers to these questions will allow your force to identify:

- Areas where knowledge sharing is working well
- Areas where knowledge sharing needs to improve to ensure strategic and operational effectiveness
- Key barriers that are affecting knowledge sharing.

## INSTRUCTIONS

You have been asked to complete the questionnaire because you are a member of **(insert force name or sub unit within the force)**. Please complete all the answers to the best of your ability.

Please complete based on your recent experience, i.e. within the last two years.

Where the table contains numbers please circle the relevant number. Where the questionnaire contains boxes please tick the relevant box, following the instructions provided in each question.

## MODULE A: QUESTIONS ABOUT YOU

Responses to this questionnaire are anonymous. If you are concerned that a particular question in this section may result in you being identified then please leave the question blank.

1	Name of force			
2	Subregion / district			
3	Department			
4	Job Title			
5	Gender	Male	1	Female
			2	
6	Tenure (in years)			
7	Police Officer Rank	Chief officer Group, e.g. Chief Constable, Deputy Chief Constable		1
		Senior level, e.g. Chief Superintendent, Superintendent		2
		Supervisory level, e.g. Inspector, Sergeant		3
		Front line / Operational level, e.g. Police Constable, Warden		4
		Police staff / civilian		5

## MODULE B: KNOWLEDGE SHARING WITHIN YOUR FORCE

The following questions focus on your experience of knowledge sharing within your force and identify barriers which might inhibit effective knowledge sharing.

PLEASE NOTE: by 'Effective' or 'Effectively', we mean how successful it is in producing a desired or intended outcome.

### 1. In your experience how effectively does knowledge sharing take place...?

	Not at all Effectively	Not very Effectively	Effectively	Very Effectively	Highly Effectively
a) Within your own team	1	2	3	4	5
b) Between your team and other teams critical to your work	1	2	3	4	5
c) Between different functions / departments	1	2	3	4	5
d) Between different ranks within the force	1	2	3	4	5
e) Between different districts or regions within the organisation	1	2	3	4	5
f) Between the senior management within your force	1	2	3	4	5

### 2. How effectively does your force share the following types of knowledge?

	Not at all effectively	Not very effectively	Effectively	Very effectively	Highly effectively	Don't Know
g) Intelligence about criminal activity	1	2	3	4	5	0
h) Operational knowledge related to ongoing police activity	1	2	3	4	5	0
i) Advice, experiences and best practice	1	2	3	4	5	0
j) Legislation and other legal requirements	1	2	3	4	5	0
k) Force strategy	1	2	3	4	5	0
l) Organisational information e.g. procedures, admin, and systems	1	2	3	4	5	0
m) Force performance	1	2	3	4	5	0
n) Future priorities	1	2	3	4	5	0
o) Training	1	2	3	4	5	0
p) Other, please state	1	2	3	4	5	0

3. How competent do you feel in using the following methods of knowledge sharing?

	Do not use	Slightly competent, e.g. some awareness of how to use	Moderately competent, e.g. some basic skills	Very competent, e.g. can use to a skilled standard	Extremely competent, e.g. could train others
a) Computers	1	2	3	4	5
b) Smart phones	1	2	3	4	5
c) Email	1	2	3	4	5
d) Intranet	1	2	3	4	5
e) Internet	1	2	3	4	5
f) Meetings (groups)	1	2	3	4	5
g) Face to face briefings	1	2	3	4	5
h) Briefings via technology e.g. intranet, Skype	1	2	3	4	5
i) One to one meetings	1	2	3	4	5
j) Telephone	1	2	3	4	5
k) Force Radio	1	2	3	4	5
l) Social media e.g. Facebook	1	2	3	4	5
m) Databases and systems	1	2	3	4	5
n) Training and related activity	1	2	3	4	5
o) Paper based systems	1	2	3	4	5
p) Other, please state _____	1	2	3	4	5

If you have any comments relating to training in the methods above please include them in the box below

4. In your experience, please indicate the extent to which any of the following situations have stopped the effective sharing of knowledge within your force

	Never a barrier	Rarely a barrier	Sometimes a barrier	Often a barrier	Always a barrier
a) Inability to deal with high volumes of information	1	2	3	4	5
b) Ineffective or inaccessible technology	1	2	3	4	5
c) Data protection legislation / managing sensitive information, which restricts what information can be shared	1	2	3	4	5
d) Working practices that do not encourage knowledge sharing	1	2	3	4	5
e) Lack of staff resource/ time	1	2	3	4	5
f) Lack of facilities and equipment	1	2	3	4	5
g) Lack of motivation to share	1	2	3	4	5
h) Lack of access to relevant information	1	2	3	4	5
i) Organisational politics	1	2	3	4	5
j) Lack of skills and experience by police personnel	1	2	3	4	5
k) Leadership shortcomings	1	2	3	4	5
l) Other, please state _____	1	2	3	4	5

## STRATEGIES AND PROCESSES TO SUPPORT KNOWLEDGE SHARING

The following questions are designed to establish what strategies and processes support knowledge sharing in your force.

PLEASE NOTE: by 'strategy', we mean a stated policy or formal document which explains how the force will share and manage knowledge and what the aims of sharing knowledge are for your force.

5. If you have a force strategy that explains how to go about sharing knowledge with the following groups, please state how effective you think the strategy is?

	Not aware / No strategy	Not at all Effective	Not very Effective	Effective	Very Effective	Highly effective
a) Internally, between different functions	0	1	2	3	4	5
b) With other forces in the same country	0	1	2	3	4	5
c) With the public	0	1	2	3	4	5
d) With forces or agencies from other countries	0	1	2	3	4	5

6. Please state the extent to which you agree / disagree with the following statements

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
a) Important knowledge is always accessible when needed to solve police problems	1	2	3	4	5
b) This force carefully collects and documents key information	1	2	3	4	5
c) This force has formal procedures for recording solutions to problems or best practice	1	2	3	4	5
d) This force has formal knowledge management systems	1	2	3	4	5
e) This force stores key information in manuals or a central documentation centre	1	2	3	4	5
f) This force has reference systems which make it quick and easy to obtain stored information	1	2	3	4	5
g) The electronic systems designed to store and share knowledge are easy to use	1	2	3	4	5
h) This force has specific procedures regarding how to share knowledge	1	2	3	4	5

## KNOWLEDGE MANAGEMENT WITH OTHER STAKEHOLDERS

This section asks about your experience of knowledge sharing between your organisation and other stakeholders.

Please note, by 'stakeholders', we mean external organisations or groups with whom it might be necessary for your force to share knowledge, for example those who rely on information from your force or who can be affected by the force's actions.

### 7. In your experience, how effectively does knowledge sharing take place with these stakeholders?

	Not aware / No contact	Not at all Effectively	Not very Effectively	Effectively	Very Effectively	Highly Effectively
a) Local government	0	1	2	3	4	5
b) National government	0	1	2	3	4	5
c) Other government	0	1	2	3	4	5
d) Judicial bodies	0	1	2	3	4	5
e) Health service	0	1	2	3	4	5
f) Fire service	0	1	2	3	4	5
g) Social services	0	1	2	3	4	5
h) Other partner organisations	0	1	2	3	4	5



## MANAGEMENT AND LEADERSHIP WITHIN YOUR FORCE

The following questions are designed to establish the extent to which management and leadership impacts upon knowledge sharing.

### Engagement

8. From your experience, please state the extent to which you agree or disagree with the following statements about your force

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
a) This force takes into account employees' opinions when making changes	1	2	3	4	5
b) Top management listen to the opinions of employees from all levels when developing strategy	1	2	3	4	5
c) This force takes into account and reflects employees' views in policy statements	1	2	3	4	5
d) This force ensures all employees are aware of the aims of the organisation	1	2	3	4	5
e) Employees are kept informed of decisions by senior management	1	2	3	4	5

### Organisational flexibility

9. From your experience, please state the extent to which you agree or disagree with the following statements

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
a) New ideas are readily accepted here	1	2	3	4	5
b) This police force is quick to respond when changes need to be made	1	2	3	4	5
c) Management here are quick to spot the need to do things differently	1	2	3	4	5
d) This police force is very flexible; it can quickly change procedures to meet new conditions and solve problems as they arise	1	2	3	4	5
e) Assistance in developing new ideas is readily available	1	2	3	4	5
f) People in this police force are always searching for new ways of looking at problems	1	2	3	4	5
g) This force easily makes changes based on new knowledge	1	2	3	4	5
h) This force adopts new processes quickly	1	2	3	4	5
i) Our police personnel take on board new ideas easily	1	2	3	4	5
j) This force is good at managing changes to the way it works	1	2	3	4	5

## Encouragement to share

10. From your experience, please state the extent to which you agree or disagree with the following statements

Within my force...	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
<b>General encouragement to share</b>					
a) Police personnel are encouraged to share knowledge with everybody in the organisation	1	2	3	4	5
b) Police personnel are encouraged to share knowledge with close colleagues	1	2	3	4	5
<b>Line manager support for knowledge sharing</b>					
c) My line manager actively encourages me to share knowledge with colleagues in my team	1	2	3	4	5
d) My line manager actively encourages me to share knowledge with other teams	1	2	3	4	5
e) I am encouraged to pass on knowledge in team meetings, briefings and in individual meetings with my line manager	1	2	3	4	5
f) Knowledge sharing is part of my objectives set by my line manager	1	2	3	4	5
g) I am encouraged to pass on knowledge via informal conversations with my line manager	1	2	3	4	5
<b>Senior management support for knowledge sharing</b>					
h) Senior management actively ensure that key knowledge is shared throughout the force					
i) Senior managers actively encourage knowledge sharing <u>within</u> teams	1	2	3	4	5
j) Senior managers actively encourage knowledge sharing <u>between</u> teams	1	2	3	4	5

## Specific actions to promote knowledge sharing

11. From your experience, please state the extent to which you agree or disagree with the following statements.

Within my force...	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
a) Knowledge sharing is built into my job description / it is a compulsory part of my job	1	2	3	4	5
b) My force has a good reward system for sharing knowledge	1	2	3	4	5
c) My force has an effective mentoring scheme where officers who are older in service mentor new recruits and pass on knowledge to them	1	2	3	4	5
d) My force has an effective meeting / briefing structure through which knowledge is passed from the bottom up and the top down	1	2	3	4	5

## MODULE C: KNOWLEDGE SHARING WITH OTHER FORCES IN THE SAME COUNTRY

The following questions focus on your experience of knowledge sharing with other forces in the same country and identify barriers which might inhibit effective knowledge sharing with these forces.

### 1. Have you had experience of sharing knowledge with other forces?

No	0	If no, please move to section G
Yes	1	If yes, please continue to answer the questions in this section

### 2. In your experience how effectively does knowledge sharing take place...?

	Not at all effectively	Not very effectively	Effectively	Very effectively	Highly effectively
a) Between your force and other forces you most frequently work with	1	2	3	4	5

### 3. How effectively does your force share the following types of knowledge with other forces in the same country?

	Not at all effectively	Not very effectively	Effectively	Very effectively	Highly effectively	Do not Know
a) Intelligence and related information on cases which require communication between two or more forces	1	2	3	4	5	0
b) Operational information regarding police operations e.g. tactics, plans, procedures, specific work practices, projects and schemes of work	1	2	3	4	5	0
c) Preventative information and awareness which need to be shared between forces e.g. matters of safety, security or risk	1	2	3	4	5	0
d) Crime trends and statistics	1	2	3	4	5	0
e) Advice, experiences and best practice	1	2	3	4	5	0
f) Legislation and policy	1	2	3	4	5	0
g) Organisational information, including human resources, staffing, force structures and finances	1	2	3	4	5	0
h) Court orders and requests for information in order to process cases	1	2	3	4	5	0
i) Contextual information on local area	1	2	3	4	5	0
j) Other, please state _____	1	2	3	4	5	0

4. How effectively do the following methods support knowledge sharing with other forces?

	Not at all effectively	Not very effectively	Effectively	Very effectively	Highly effectively	Do not know
a) Telephone	1	2	3	4	5	0
b) Meetings	1	2	3	4	5	0
c) Email	1	2	3	4	5	0
d) Databases and electronic systems, e.g. intranet	1	2	3	4	5	0
e) Written documents	1	2	3	4	5	0
f) Internet and online forums	1	2	3	4	5	0
g) Force Radio	1	2	3	4	5	0
h) Fax	1	2	3	4	5	0
i) Joint force training sessions	1	2	3	4	5	0
j) Co-location of forces via shared facilities	1	2	3	4	5	0
k) Social media e.g. Facebook, Twitter	1	2	3	4	5	0
l) Other, please state	1	2	3	4	5	0

5. In your experience, please indicate the extent to which any of the following situations have stopped the effective sharing of knowledge within other forces?

	Never a barrier	Rarely a barrier	Sometimes a barrier	Often a barrier	Always a barrier
a) Bureaucratic processes, e.g. poor or slow processes, excessive paperwork	1	2	3	4	5
b) It is not customary for forces to share information	1	2	3	4	5
c) Data protection legislation / managing sensitive information, which restricts what information can be shared	1	2	3	4	5
d) Lack of processes or strategy for sharing	1	2	3	4	5
e) Lack of staff resources / time	1	2	3	4	5
f) Incompatible systems between forces	1	2	3	4	5
g) Lack of motivation to share	1	2	3	4	5

**5. Cont.. In your experience, please indicate the extent to which any of the following situations have stopped the effective sharing of knowledge within other forces?**

	Never a barrier	Rarely a barrier	Sometimes a barrier	Often a barrier	Always a barrier
h) Organisational differences e.g. structure and size	1	2	3	4	5
i) Organisational politics	1	2	3	4	5
j) Lack of skills and experience of those involved in knowledge sharing	1	2	3	4	5
k) Other, please state _____	1	2	3	4	5

### **ADDITIONAL COMMENTS**

If you have any additional comments regarding knowledge sharing please add them here.

## MODULE D: KNOWLEDGE SHARING WITH THE PUBLIC

The following questions focus on your experience of knowledge sharing with the public and identify barriers which might inhibit effective knowledge sharing with the public.

### 1. Have you had experience of sharing knowledge with the public?

No	0	IF NO, please move to section H
Yes	1	IF YES, please continue to answer the questions in this section

### 2. In your experience how effectively does knowledge sharing take place...?

	Not at all effectively	Not very effectively	effectively	Very effectively	Highly effectively
a) Between your force and members of the public	1	2	3	4	5

### 3. How effectively does your force share the following types of knowledge with other forces in the same country

	Not at all effectively	Not very effectively	Effectively	Very effectively	Highly effectively	Do not Know
a) Information on specific criminal investigations, e.g. wanted individuals	1	2	3	4	5	0
b) Crime prevention information	1	2	3	4	5	0
c) General information about the local area, e.g. traffic reports	1	2	3	4	5	0
d) Laws and regulations	1	2	3	4	5	0
e) General organisational information about the police	1	2	3	4	5	0
f) Information on ongoing police initiatives	1	2	3	4	5	0
g) The responsibilities of the police	1	2	3	4	5	0
h) Public complaints	1	2	3	4	5	0
i) Procedures for the public to follow, e.g. in contacting the police	1	2	3	4	5	0
j) Police performance	1	2	3	4	5	0
k) Other, please state -----	1	2	3	4	5	0

4. How effectively do the following methods support knowledge sharing with the public?

	Not at all effectively	Not very effectively	Effectively	Very effectively	Highly effectively	Do not know
a) Printed material (e.g. letters, flyers, brochures)	1	2	3	4	5	0
b) Social media (e.g. Facebook and Twitter)	1	2	3	4	5	0
c) Email	1	2	3	4	5	0
d) Telephone	1	2	3	4	5	0
e) Press (Newspapers)	1	2	3	4	5	0
f) TV	1	2	3	4	5	0
g) Radio	1	2	3	4	5	0
h) Police website / internet	1	2	3	4	5	0
i) Meetings with key people within the community	1	2	3	4	5	0
j) Public meetings or events held by the police	1	2	3	4	5	0
k) Attending public meetings arranged by others	1	2	3	4	5	0
l) Face to face discussions with members of the public	1	2	3	4	5	0
m) Hosting or making visits to civilian groups	1	2	3	4	5	0
n) Other, please state	1	2	3	4	5	0

5. In your experience, please indicate the extent to which any of the following situations have stopped the effective sharing of knowledge within the public?

	Never a barrier	Rarely a barrier	Sometimes a barrier	Often a barrier	Always a barrier
a) Data protection legislation	1	2	3	4	5
b) Managing sensitive information	1	2	3	4	5
c) Lack of staff resources / time	1	2	3	4	5
d) Lack of facilities and equipment	1	2	3	4	5
e) Lack of public interest	1	2	3	4	5
f) Difficulty of targeting the right audience	1	2	3	4	5
g) Complex procedures for communicating with the public	1	2	3	4	5

5. Cont.. In your experience, please indicate the extent to which any of the following situations have stopped the effective sharing of knowledge within the public?

	Never a barrier	Rarely a barrier	Sometimes a barrier	Often a barrier	Always a barrier
a) Lack of skills and experience of police officers	1	2	3	4	5
b) Lack of understanding by the public	1	2	3	4	5
c) Ineffective technology	1	2	3	4	5
d) Negative public perception of the Police	1	2	3	4	5
e) Other, please state _____	1	2	3	4	5

### ADDITIONAL COMMENTS

If you have any additional comments regarding knowledge sharing please add them here.



## MODULE E: KNOWLEDGE SHARING WITH FORCES FROM OTHER COUNTRIES AND / OR INTERNATIONAL AGENCIES

The following questions focus on your experience of knowledge sharing with forces from other countries and / or international agencies and identify barriers which might inhibit effective knowledge sharing with these organisations.

PLEASE NOTE: by 'International agencies' we mean external organisations or groups with whom it might be necessary for you to share knowledge on an international basis.

1. Have you had experience of sharing knowledge with forces in other countries or international agencies?

	Yes	No
a) With police forces in other countries	1	0
b) With international agencies	1	0

IF YES to either a or b, please continue to answer the questions in this section

IF NO to both a and b, please move to the additional comments section

2. In your experience how effectively does knowledge sharing take place...?

	Not at all Effectively	Not very Effectively	Effectively	Very Effectively	Highly Effectively
a) Between your force and forces in other countries	1	2	3	4	5
b) Between your force and international agencies	1	2	3	4	5

3. How effectively does your force share the following types of knowledge with forces from other countries or international police agencies / bodies in the last 2 years?

	Not at all effectively	Not very effectively	Effectively	Very effectively	Highly effectively	Do not Know
a) Evidence	1	2	3	4	5	0
b) Information on wanted criminals	1	2	3	4	5	0
c) Data on criminal activities or security issues	1	2	3	4	5	0
d) Operational data (e.g. public order activities, traffic)	1	2	3	4	5	0
e) Advice, experience and best practice	1	2	3	4	5	0
f) Police organisation and working methods	1	2	3	4	5	0
g) Legislation and regulation in different countries	1	2	3	4	5	0
h) Research, e.g. latest studies, new project findings	1	2	3	4	5	0

**3. Cont... How effectively does your force share the following types of knowledge with forces from other countries or international police agencies / bodies?**

	Not at all effectively	Not very effectively	Effectively	Very effectively	Highly effectively	Do not know
i) Technology changes	1	2	3	4	5	0
j) Political information	1	2	3	4	5	0
k) Police performance	1	2	3	4	5	0
l) Other, please state _____	1	2	3	4	5	0

**4. How effectively do the following methods support knowledge sharing with forces from other countries or international police agencies / bodies in the last 2 years**

	Not at all Effectively	Not very Effectively	Effectively	Very Effectively	Highly effectively	Do not know
a) Telephone	1	2	3	4	5	0
b) Cross-force group meetings	1	2	3	4	5	0
c) Attending workshops, seminars or conferences	1	2	3	4	5	0
d) Co-located working space	1	2	3	4	5	0
e) Email	1	2	3	4	5	0
f) Internet	1	2	3	4	5	0
g) Exchange visits	1	2	3	4	5	0
h) Postal mail	1	2	3	4	5	0
i) International databases	1	2	3	4	5	0
j) Printed material (e.g. brochures, reports)	1	2	3	4	5	0
k) Other, please state _____	1	2	3	4	5	0

5. In your experience, please indicate the extent to which any of the following situations have stopped the effective sharing of knowledge with forces in other countries and / or international agencies?

	Never a barrier	Rarely a barrier	Sometimes a barrier	Often a barrier	Always a barrier
a) Different languages	1	2	3	4	5
b) Different legal systems	1	2	3	4	5
c) Incompatible systems and processes	1	2	3	4	5
d) Bureaucratic/ complicated processes / excessive paperwork	1	2	3	4	5
e) Lack of internal resources	1	2	3	4	5
f) Data protection legislation	1	2	3	4	5
g) Managing sensitive information	1	2	3	4	5
h) Lack of motivation by police personnel	1	2	3	4	5
i) Lack of skills by police personnel	1	2	3	4	5
j) Technology shortcomings	1	2	3	4	5
k) Not knowing who to talk to in other forces	1	2	3	4	5
l) Lack of trust between forces	1	2	3	4	5
m) Working relationship between forces	1	2	3	4	5
n) Other, please state _____	1	2	3	4	5

## ADDITIONAL COMMENTS

If you have any additional comments regarding knowledge sharing please add them here.

Thank you for your help in completing this questionnaire.

Please return your completed questionnaire to **(insert name / address)**.