

Design of the German Targeted Study:

New Structures and Processes regarding HR Management and Operational Leadership within the Guard Duty and Policing on the Beat of the Brandenburg Police

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OBJECT OF RESEARCH

The German targeted study is dealing with the perceptions and assessments regarding personnel management and operational leadership within the German police force in Brandenburg. It is planned to analyse how these perceptions and assessments are changing or developing in terms of change processes, which expectations regarding personnel management of the staff members are addressed towards their executives, but also which expectations of the executives can be observed towards the organisation.

Background: The parliament and the government of the Land Brandenburg, especially considering the expected demographic development in the region, decided to cut the staff of the police by 20 per cent until 2020. The changes are profound with regard to the police structure and organisational aspects and are known as the “New Management Model”: Since the 1st of November 2011 the existing 49 police stations (which until then were the organisational sub units of the former districts (*Schutzbereiche*)), were structured into four police directorates (*Direktionen*) with 16 inspectorates (*Inspektionen*). Now, these police stations or rather precincts (*Reviere*) without any organisational autonomy are managed over distance by the inspectorates. Respectively, the number of leaders of the unit for stand by duty, radio car duty, emergency call service and operative police service (*Wach- und Wechseldienst*) of the former stations were reduced from 500 to now 192. Now, there are 33 police precincts in total as part of the 16 inspectorates ensuring the police presence all over the region. Firstly, these structural changes are organisational changes, too: The unit for stand by duty, radio car duty, emergency call service and operative police service of the precincts is now the task of the sub unit leaders and leaders of the guard duty (*Wachdienstführer*) who are sitting in the inspectorates. The leaders of the precincts are responsible for the community police officers on site as well as they are the contact persons for the population and public authorities. However, regarding the unit for stand by duty, radio car duty, emergency call service and operative police service they no longer have any direct authority on site. Secondly, these new structures also have an impact on the policing tasks and processes, which until then were clearly defined. In this targeted study, the German COMPOSITE team is interested in the effects of the changes on the “New Management Model” as well as on the operational staff being managed from a distance.

**GOAL OF
THE
RESEARCH**

The officers' implicit understanding of the "New Management Model" shall be investigated, meaning those characteristics of a leader that are never questioned and taken for granted, for example: "Trust does not depend on the personal contact or the intensity of the contact with my leader", "I can fulfil most of my tasks self dependently without my leader" etc.

DESIGN

It is planned to combine a variety of qualitative and quantitative methodological approaches, which are planned to take place in the following order until September/October 2013:

1. Analysis of the organisational scientific literature:

The analysis of the organisational scientific literature shall provide information in order to build a theoretical model of the "New Management Model". From this model the hypotheses which have to be tested will be deduced.

2. Conduction of interviews (qualitative):

Around 30 to 36 interviews of a length of 60-90 minutes will be conducted in April and May 2013. The leadership (leaders of the police inspectorates, sub unit leaders and guard duty leaders) as well as the dependent operative officers involved in the guard duty and policing on the beat of four inspectorates will be addressed in order to test the hypotheses. Therefore, the German COMPOSITE team has chosen one inspectorate in each of the four directorates in Brandenburg (Inspectorate in the county of Barnim (BAR), Inspectorate in the county of Prignitz (PR), Inspectorate in the city and surrounding municipalities of the state capital of Potsdam (P), Inspectorate in the county of Dahme-Spreewald (LDS)). Variables which have been considered regarding the choice of the inspectorate are: 1.) which kind of shift model is available in the relevant police station; 2.) distance to the relevant inspectorate; 3.) urban vs. countryside.

3. Participative observation (qualitative):

After having analysed the qualitative interviews, it is planned by the German COMPOSITE team to participate in June 2013 during two days in a guard duty and policing of the beat in each of the four inspectorates. These participations shall help to validate the data which have been derived from the interviews as well as to supplement the data collection regarding the fulfilment of the officers' tasks in the "New Management Model".

4. Online survey (quantitative):

In order to validate the data derived through the interviews and the participative observation and to increase the representativeness for Brandenburg police all officers involved in the guard duty and policing of the beat in Brandenburg will be addressed by a short online questionnaire around August 2013.