



# PICT806

## Police Leadership and Governance

S1 External 2014

*Centre for Policing, Intelligence and Counter Terrorism*

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## General Information

Unit convenor and teaching staff

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Credit points

4

Prerequisites

Admission to MPICT or PGDipPICT or PGCertPICT or MPICTMIntSecSt or MIntSecStud or PGDipIntSecStud or PGCertIntSecStud or PGCertIntell or MCompForensics

Corequisites

Co-badged status

Unit description

In modern western democratic environments the issues of leadership and governance are never far from the surface of any policing organisation. What was historically a bureaucratic cumbersome and non-responsive organisation driven by rules and regulations with an elaborate hierarchy is now a decentralised, proactive, open and accountable organisation that not only reacts to important issues but often leads the debate with respect to changes in public policy and legislation. Whilst not all policing organisations are the same, there has been a shift in the past 20 years in the direction of the characteristics described. This unit will explore the critical policing issues of leadership and governance with specific emphasis on discerning how that applies in the policing/public sector. It will also examine the developing move towards policing becoming a profession.

## Important Academic Dates

Information about important academic dates including deadlines for withdrawing from units are available at <https://www.mq.edu.au/study/calendar-of-dates>

## Learning Outcomes

On successful completion of this unit, you will be able to:

- Evaluate how the history and practice of policing has played a critical role in structuring contemporary policing
- Investigate the impact of internal and external dynamics affecting policing
- Critique the strengths and weaknesses of competing and evolving strategies employed in contemporary policing
- Critique the often competing and contradictory claims and representations of the popular media, scholars and practitioners regarding strategic policing issues
- Examine and explore critical texts, concepts and theories relating to policing

## Assessment Tasks

Name	Weighting	Due
<u>Research Exercise-1500 words</u>	20%	Sunday 30 March 2014
<u>Minor Assignment - 2000 words</u>	30%	Sunday 11 May 2014
<u>Major Assignment - 2500 words</u>	50%	Sunday 8 June 2014

### Research Exercise-1500 words

Due: **Sunday 30 March 2014**

Weighting: **20%**

Sir Robert Peel is credited with the development and implementation of 2 discrete models of policing; Colonial Policing, introduced to Ireland in 1814 and Policing by Consent, introduced with the establishment of the London Metropolitan Police in 1829. Of course each of these policing models has since been introduced in a variety of locations around the world since then.

You are required to identify two police forces, each one a location that does/has employed one of these forms of policing and contrast the differences in policing function between the two.

On successful completion you will be able to:

- Evaluate how the history and practice of policing has played a critical role in structuring contemporary policing
- Critique the often competing and contradictory claims and representations of the popular media, scholars and practitioners regarding strategic policing issues
- Examine and explore critical texts, concepts and theories relating to policing

## Minor Assignment - 2000 words

Due: **Sunday 11 May 2014**

Weighting: **30%**

Policing structures and strategies vary from force to force. There are many reasons (eg. political, social, economic, geographical) that contribute to these differences. You are required to select 2 significant police forces (ie. each force must have at least 1000 personnel) from the same country and analyse the factors that led to the differences in structure and strategy between them.

On successful completion you will be able to:

- Evaluate how the history and practice of policing has played a critical role in structuring contemporary policing
- Investigate the impact of internal and external dynamics affecting policing
- Critique the strengths and weaknesses of competing and evolving strategies employed in contemporary policing
- Critique the often competing and contradictory claims and representations of the popular media, scholars and practitioners regarding strategic policing issues
- Examine and explore critical texts, concepts and theories relating to policing

## Major Assignment - 2500 words

Due: **Sunday 8 June 2014**

Weighting: **50%**

It can be argued that culture, ethics and governance have a significant impact on the existence and/or prevention of corruption. Do you agree? Why/why not?

On successful completion you will be able to:

- Evaluate how the history and practice of policing has played a critical role in structuring contemporary policing
- Investigate the impact of internal and external dynamics affecting policing
- Critique the strengths and weaknesses of competing and evolving strategies employed in contemporary policing
- Critique the often competing and contradictory claims and representations of the popular media, scholars and practitioners regarding strategic policing issues
- Examine and explore critical texts, concepts and theories relating to policing

## Delivery and Resources

### UNIT REQUIREMENTS AND EXPECTATIONS

- You should spend an average of at least 12 hours per week on this unit. This includes listening to pre-recorded lectures prior to seminar discussions and reading weekly required readings detailed in iLearn.
- Internal students are expected to attend all seminar sessions and external students are expected to contribute to on-line discussions.
- Students are required to submit assessment tasks 1, 2 and 3 in order to pass the unit.

### **REQUIRED READINGS**

- The citations for all the required readings for this unit are available to enrolled students through the unit iLearn site and at Macquarie University's Library EReserve site.

### **RECOMMENDED READINGS**

- Recommended readings will be posted to the unit iLearn site as Session 2 progresses.
- While there are no prescribed textbooks for this unit, students might consider obtaining a copy of the following books:
- Roderick Broadhurst and Sara Davies, (Eds), *Policing in Context*, Oxford University Press, South Melbourne, 2009.
- Charles Edwards, *Changing Policing Theories for 21st Century Societies*, 2nd edition, Federation Press, Sydney, 2005.

### **TECHNOLOGY USED AND REQUIRED**

- Personal PC and internet access are essential for this unit. Basic computer skills and skills in word processing are also a requirement.
- The unit can only be accessed by enrolled students online through <http://ilearn.mq.edu.au>

### **SUBMITTING ASSESSMENT TASKS**

- All assessment tasks are to be submitted, marked and returned electronically. This will only happen through the unit iLearn site.
- Assessment tasks must be submitted as an MS word document by the due date.
- All assessment tasks will be subject to a 'Turnitin' review as an automatic part of the submission process.
- Assessment tasks do not require a coversheet but students should be aware that by submitting your assignment you are certifying its originality and your ownership of the work.
- The granting of extensions of up to one week are at the discretion of the unit convenor. Any requests for extensions must be made in writing before the due date for the

submission of the assessment task. Extensions beyond one week are subject to special consideration. The policy for this is detailed under Policy and Procedures.

### **LATE SUBMISSION OF ASSESSMENT TASKS**

There is a penalty for the the late submission of assessment tasks. If an assignment is submitted late it will initially be marked as if it had been submitted on time. However, **5%** of the weighting allocated for the assignment will then be deducted from the mark the student initially achieves in the assessment task for each day it is late. For example if the assessment task's weighting is 20, 1.00 mark per day will be deducted from the initial mark given per day it is late ie a task initially given 15/20 but which is submitted four days late will lose 4 x 1.00 marks. That means 15/20-4marks=11/20. It is this second mark which will be recorded in gradebook.

The same principle applies if a student seeks and is granted an extension and the assessment task is submitted later than the amended submission date.

## **Unit Schedule**

<b>Week 1</b>	Introduction, Definition and Context: This session is designed to set the direction and focus for the semester, outlining student expectations and requirements. It then further expands on the basic concepts of leadership, governance, professionalisation and social media as a tool.
<b>Week 2</b>	History of Policing in the Western World: Policing emerged from a change in the relationship between state and society. Its antecedents can be traced back centuries before Robert Peel, but he is credited with the establishment of the first professional police force in the world. Before establishing "The Met", Peel had created the Irish Constabulary. There could be no sharper difference between the two. This session maps out the key historical developments in policing and provides an analysis of how that has shaped the police forces of today.
<b>Week 3</b>	Leadership Issues in a Policing Context: The traditional perspectives of police officers organised along para-military lines, operating as a machine bureaucracy have become outdated. In contemporary society, new police officers are prepared to question authority and decision making, often seeking justification and understanding of the context in which decisions are taken. The advent of new technologies, flexible work practices and an increasing mobility of the workforce requires different approaches to leadership. This session will examine some of the key issues as they relate to leadership practices in a policing environment.
<b>Week 4</b>	Principles of Command: Notwithstanding the changing dynamic of the workplace with respect to leadership practices, the nature of the business that is policing will always require the exercise of command and control in certain circumstances. This session will examine the principles of command, giving consideration to the context that requires the exercise of this form of authority, the methods and practices employed and assessment of what works and what doesn't.

<b>Week 5</b>	<b>Change Management and Adaptivity:</b> The key strategic factors influencing policing are growing. Political, economic, social, technological and environment factors all impact on the policing landscape. The growing impact of global issues such as human trafficking, guns, organised crime, cyber-crime and drugs, to name a few require police leaders to be flexible and adaptive to a constantly changing environment. Repositioning police forces to take best advantage of capability and capacity will become even more crucial in declining budgetary environments. This session will examine leadership issues in the context of this changing environment.
<b>Week 6</b>	<b>Integrating Strategy, Culture and Political Influences:</b> Modern policing demands an almost continual development process with respect to strategy. Election cycles for governments are becoming more condensed leading to policy platforms that impact significantly on the capacity of policing executives to commit to long term actions. In this constantly changing environment sits the people of the organisation with a strong culture of peer level support and broad distrust of their superiors. This session provides the opportunity to analyse and consider a range of critical organisational issues that developing solutions to problems, driving organisational change and removing barriers to improved performance.
<b>Week 7</b>	<b>The Separation of Powers:</b> Montesquieu's Treatise on the American Constitution gave rise to the concepts embedded in the Separation of Powers. Since that time reference to the independence of a police force from its government has been the subject of much debate and confusion. Intertwined has been the notion of the independence of the office of constable of police, often mistaken for being the same thing. In this session as a segway into modern concepts of police accountability and governance we will examine the history and basis for the "Separation of Powers" and its application to the relationship between government and police agency. We will also examine the concepts attached to the "Independence of the Office of Constable of Police" relied upon so strongly in many western democracies.
<b>Week 8</b>	<b>Governance and Accountability Frameworks:</b> The significant power and authority vested in police officers and their agencies carries with it significant burdens with respect to governance and accountability, an issue that for many police officers and leaders causes a great deal of discomfit. The western democratic system requires that if the community cedes authority to a group to act on its behalf then they have the right to satisfy themselves that the exercise of that authority is in their best interests. It is upon this principle that the creation of governance and accountability frameworks for police agencies will be examined. We will examine the contract between community and agency, transparency in operations and the systems in place to ensure abuse of authority is absent.
<b>Week 9</b>	<b>Corruption Prevention:</b> History records that corruption in the public sector generally and police agencies in particular are somewhat cyclical. A major issue is identified and exposed through some form of public hearing; the government of the day and police agency implement a significant raft of reforms with the object of designing the issues out of the organisation; at a future point in time a review is conducted and the pronouncement made that the issue is if not eradicated at least under control. Then around a decade later a variation of the original issue develops or even a new issue arises with similar elements and the process repeats. Such is the importance of the corruption function, around the world specific agencies and commissions have been established to monitor and investigate police agency activities.
<b>Week 10</b>	<b>Culture, Ethics and Discretion:</b> The attitudes of police officers can greatly affect the way in which they use necessarily wide discretion in the exercise of their powers and discharge of their functions. These attitudes, which are not always positive, can in varying degrees be shaped by vocationally-determined informal occupational acculturation. The formal standards and expectations for ethical conduct affecting police officers are higher than in comparable vocations, yet corruption remains a perennial problem. This session examines the phenomena of "police culture", the nature of professional ethics, the exercise of discretion and how police are held accountable for their conduct.

<b>Week 11</b>	<b>Social Media and Policing:</b> The emergence of social media as a law enforcement tool is having a profound effect on policing. The use of social networking platforms to communicate and engage with individuals and groups provides the kind of accurate and immediate communication that had previously been thought of as impossible. Similarly, but from a counter perspective, those engaged in unlawful and criminal behaviour are using the very same technology to organise their activities. We are now experiencing the challenge of using this technology to spread the good news, prevent or limit the bad news and in some cases form the basis of a criminal prosecution. In this session we will examine the phenomenon that is collectively referred to as “Social Media” and consider the implications of its use from a policing perspective.
<b>Week 12</b>	<b>Policing as a Profession:</b> The notion of policing as a profession has been widely debated for decades. In some jurisdictions the movement towards a profession has been much stronger than in others. Not just across nations but within nations there is continuing debate about the relative merits of moving policing from an occupation to a profession. The issues have been somewhat confused with the introduction of “professionalism” into the debate. In this session we will tease out the issues of what it means to be a profession, what the implications of being a profession mean and how that contrasts with the concepts of professionalism.
<b>Week 13</b>	<b>Transitioning to a Profession:</b> The movement from occupation to profession is not one that can be done by decree. It requires a clear and manageable strategy to transition the organisation, the police officers, the government and the community into a new way of thinking and performance. This session will look at how an occupation like policing can transition into a profession, building on the experiences of other “new” professions.

## Policies and Procedures

Macquarie University policies and procedures are accessible from [Policy Central](#). Students should be aware of the following policies in particular with regard to Learning and Teaching:

Academic Honesty Policy [http://mq.edu.au/policy/docs/academic\\_honesty/policy.html](http://mq.edu.au/policy/docs/academic_honesty/policy.html)

Assessment Policy <http://mq.edu.au/policy/docs/assessment/policy.html>

Grading Policy <http://mq.edu.au/policy/docs/grading/policy.html>

Grade Appeal Policy <http://mq.edu.au/policy/docs/gradeappeal/policy.html>

Grievance Management Policy [http://mq.edu.au/policy/docs/grievance\\_management/policy.html](http://mq.edu.au/policy/docs/grievance_management/policy.html)

Disruption to Studies Policy [http://www.mq.edu.au/policy/docs/disruption\\_studies/policy.html](http://www.mq.edu.au/policy/docs/disruption_studies/policy.html) *The Disruption to Studies Policy is effective from March 3 2014 and replaces the Special Consideration Policy.*

In addition, a number of other policies can be found in the [Learning and Teaching Category](#) of Policy Central.



## Student Code of Conduct

Macquarie University students have a responsibility to be familiar with the Student Code of Conduct: [https://students.mq.edu.au/support/student\\_conduct/](https://students.mq.edu.au/support/student_conduct/)

## Student Support

Macquarie University provides a range of support services for students. For details, visit <http://students.mq.edu.au/support/>

## Learning Skills

Learning Skills ([mq.edu.au/learningskills](http://mq.edu.au/learningskills)) provides academic writing resources and study strategies to improve your marks and take control of your study.

- [Workshops](#)
- [StudyWise](#)
- [Academic Integrity Module for Students](#)
- [Ask a Learning Adviser](#)

## Student Services and Support

Students with a disability are encouraged to contact the [Disability Service](#) who can provide appropriate help with any issues that arise during their studies.

## Student Enquiries

For all student enquiries, visit Student Connect at [ask.mq.edu.au](http://ask.mq.edu.au)

## IT Help

For help with University computer systems and technology, visit <http://informatics.mq.edu.au/help/>.

When using the University's IT, you must adhere to the [Acceptable Use Policy](#). The policy applies to all who connect to the MQ network including students.

## Graduate Capabilities

### PG - Discipline Knowledge and Skills

Our postgraduates will be able to demonstrate a significantly enhanced depth and breadth of knowledge, scholarly understanding, and specific subject content knowledge in their chosen fields.

This graduate capability is supported by:

### Learning outcomes

- Evaluate how the history and practice of policing has played a critical role in structuring contemporary policing

- Investigate the impact of internal and external dynamics affecting policing
- Critique the strengths and weaknesses of competing and evolving strategies employed in contemporary policing
- Critique the often competing and contradictory claims and representations of the popular media, scholars and practitioners regarding strategic policing issues
- Examine and explore critical texts, concepts and theories relating to policing

## **Assessment tasks**

- Research Exercise-1500 words
- Minor Assignment - 2000 words
- Major Assignment - 2500 words

## **PG - Critical, Analytical and Integrative Thinking**

Our postgraduates will be capable of utilising and reflecting on prior knowledge and experience, of applying higher level critical thinking skills, and of integrating and synthesising learning and knowledge from a range of sources and environments. A characteristic of this form of thinking is the generation of new, professionally oriented knowledge through personal or group-based critique of practice and theory.

This graduate capability is supported by:

## **Learning outcomes**

- Evaluate how the history and practice of policing has played a critical role in structuring contemporary policing
- Investigate the impact of internal and external dynamics affecting policing
- Critique the strengths and weaknesses of competing and evolving strategies employed in contemporary policing
- Critique the often competing and contradictory claims and representations of the popular media, scholars and practitioners regarding strategic policing issues
- Examine and explore critical texts, concepts and theories relating to policing

## **Assessment tasks**

- Minor Assignment - 2000 words
- Major Assignment - 2500 words

## **PG - Research and Problem Solving Capability**

Our postgraduates will be capable of systematic enquiry; able to use research skills to create new knowledge that can be applied to real world issues, or contribute to a field of study or practice to enhance society. They will be capable of creative questioning, problem finding and problem solving.

This graduate capability is supported by:

## **Learning outcomes**

- Evaluate how the history and practice of policing has played a critical role in structuring contemporary policing
- Investigate the impact of internal and external dynamics affecting policing
- Critique the strengths and weaknesses of competing and evolving strategies employed in contemporary policing
- Critique the often competing and contradictory claims and representations of the popular media, scholars and practitioners regarding strategic policing issues
- Examine and explore critical texts, concepts and theories relating to policing

## **Assessment tasks**

- Research Exercise-1500 words
- Minor Assignment - 2000 words
- Major Assignment - 2500 words

## **PG - Effective Communication**

Our postgraduates will be able to communicate effectively and convey their views to different social, cultural, and professional audiences. They will be able to use a variety of technologically supported media to communicate with empathy using a range of written, spoken or visual formats.

This graduate capability is supported by:

## **Learning outcomes**

- Critique the strengths and weaknesses of competing and evolving strategies employed in contemporary policing
- Examine and explore critical texts, concepts and theories relating to policing

## **Assessment tasks**

- Research Exercise-1500 words
- Minor Assignment - 2000 words
- Major Assignment - 2500 words

## **PG - Engaged and Responsible, Active and Ethical Citizens**

Our postgraduates will be ethically aware and capable of confident transformative action in relation to their professional responsibilities and the wider community. They will have a sense of connectedness with others and country and have a sense of mutual obligation. They will be able to appreciate the impact of their professional roles for social justice and inclusion related to national and global issues

This graduate capability is supported by:

## Learning outcomes

- Critique the often competing and contradictory claims and representations of the popular media, scholars and practitioners regarding strategic policing issues
- Examine and explore critical texts, concepts and theories relating to policing

## Assessment tasks

- Minor Assignment - 2000 words
- Major Assignment - 2500 words

## PG - Capable of Professional and Personal Judgment and Initiative

Our postgraduates will demonstrate a high standard of discernment and common sense in their professional and personal judgment. They will have the ability to make informed choices and decisions that reflect both the nature of their professional work and their personal perspectives.

This graduate capability is supported by:

## Learning outcomes

- Investigate the impact of internal and external dynamics affecting policing
- Critique the strengths and weaknesses of competing and evolving strategies employed in contemporary policing
- Critique the often competing and contradictory claims and representations of the popular media, scholars and practitioners regarding strategic policing issues
- Examine and explore critical texts, concepts and theories relating to policing

## Assessment tasks

- Minor Assignment - 2000 words
- Major Assignment - 2500 words

## Changes since First Published

Date	Description
05/06/2014	nil