

Newsletter from CEPOL Future Leaders course 2021



CEPOL EU Law Enforcement Leadership Development - Future Leaders participants with the course organisers on Monday 11 October 2021.

CEPOL EU Law Enforcement Leadership Development - Future Leaders, Module 1 started at the campus of Police University College in Tampere, Finland, on Monday 11 October. The course lasted for five days and the participants were discussing and learning different aspects of leadership. This newsletter compiles the different topics from the week together and gives you an insight to the course.

We all have the same mission in mind

The first presentation was delivered by Superintendent Pasi Kempainen. He began by asking members of the group why there was a need for transnational policing. This brought a selection of

ideas, based on the ideas that criminals do not respect national borders. There is a need to disrupt and fight organised crime and terrorism, as well to manage mega-events, search for missing persons, deal with natural and man-made disasters. Pasi explained also relevant milestones of the EU instruments and legislation development in the field of internal and external security. It is crucial to know your history when heading to future.

“Before Covid came in, people were moving around more than they did decades ago, and criminals are doing the same. They can communicate more easily and create new types of criminality – such as hacking, spamming and phishing. So, it is crucial for law enforcement authorities to keep up to date on the latest technological innovations as well and have leadership skills to use in efficient way” Pasi explained.

I should have known that: beware the black swan event

Professor Jouni Kivistö-Rahnasto led the Monday afternoon session with a fascination presentation about the concept of risk. Part of this was a look at ‘black swan’ events, where the event itself came as a surprise, had a major effect, and would often be inappropriately rationalised afterwards with the benefit of hindsight.

“There are three types of black swan event,” explained Jouni. “The first is the sort no one could have anticipated. The second is where somebody knew but decision-makers did not have the information or didn’t understand its importance. 9/11 was a case like this. There were people who knew, but those responsible did not figure out the importance of this knowledge.



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“The third kind of black swan is where we know that something may happen but we assume the probability of that kind of accident is so small that we discount it. Then once it has happened, we realise we should have known.”

A glimpse into the future

Dr Juha Syrjä, Chief of Analysis at National Police Board of Finland, offered his reflections on how to understand the law enforcement operational environment, the current situation and law enforcement capability.

Observing the changes in the operations environment and forecasting what the future may look like is equally challenging. We need to know what is changing, what are the drivers of change, what is relevant, what is ‘noise’ – and what is the likely impact of these changes?

Likely disruptors include technology, public debate, mis-information and dis-information, the spread of ill-informed conspiracy theories, planned changes to infrastructure and public governance, regulation of new technology, global movement of people and an ageing population. Changes to criminality include the rise of violent extremism, crimes against society and corruption in public government.

Connecting the dots

Antoine Billard from DG Home oversaw an energetic and useful discussion during Tuesday morning on the subject of fighting crime across borders. He gave a presentation on EMPACT (European Multidisciplinary Platform Against Criminal Threats), a security initiative driven by EU Member States to identify, prioritise and address threats posed by organised and serious international crime.

He also played a video to illustrate how the strategies and action plans published by the European Commission were supported. Topics included such as child sexual abuse, firearms trafficking, counter-terrorism, drugs and migrant smuggling.

Antoine explained that the EU would benefit from more strategic coherence in terms of leadership, it was vital to look for this coherence. “Many entities say they have the strategy, but connecting different strategies is a specific challenge,” he said. “EMPACT is the instrument to help us collectively achieve coherence, and in fact bring more coherence into the environment at a strategic level”.

“EMPACT is the flagship EU instrument for cooperation to fight organised and serious international crime.”

Reaching staff and citizens in their preferred digital habitats

Many law enforcement agencies are aware that the desire to use social media and texting to conduct business is driven largely by a youthful, tech-savvy workforce. Millennials make up the biggest demographic percentage of the workforce. More law enforcement agencies are also recognizing the importance of keeping up with new communication trends to better collaborate across departments, with other agencies, and most importantly, with the public.

Departments should create and implement specific written policies for the use of text messages and social media platforms. A solid policy includes clear rules on text messaging and social media interaction, and how those communications will be retained. James Luckhurst simulated a role-play for the course participants on Wednesday afternoon where they had to think how to communicate during a crisis situation.

Study visit to the future of Tampere

On Thursday morning, the course participants visited the brand new UROS LIVE Arena in Tampere city centre. The arena is still under construction, but the topic of the study visit was to see how security is created together between public and private partners. This was presented by the arena personnel and a representative

from Central Finland Police Department. The topic created engaging and enthusiastic discussion as the role of police during mass events is very different in other countries. The participants learned what the situation is in Finland. Besides the partnership, the arena personnel presented how technological developments and innovations are utilised in the process of creating and controlling security. All in all, the study visit tied together two of the six filters discussed throughout the course: public-private partnership and technology. The participants are encouraged to see different leadership phenomena from these points of view.

What now, so what, now what...

Kurt Eyre facilitated Thursday afternoon’s agenda. “We’re often so busy we don’t have time for the ‘now what’ part of our learning philosophy,” he pointed out. “What do we think security is? The state of being free of being free from danger or threat, risk. Freedom from want, care, anxiety or doubt.

Suddenly, senior police officers need to consider a whole raft of new scenarios. Who has the right to human security? There was a big push to consolidate the



James Luckhurst, Jarmo Puustinen and Kurt Eyre are the coaches of the course.



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personal development when there are 300 unread emails waiting for you.

“Leadership is about attitude and aptitude, mindset and confidence. Accept that you may not know all the answers. Ask others and adapt. Then you can improve, you can do what’s right, based on your own skills, courage and determination. In the face of adversity, be prepared to have a laugh.”

Concluding reflections

From Kimmo Himberg, Director of the Police University College of Finland.

Look ahead 35 years... will the world need police officers anymore? When we talk about leading the police or any organisation, we need to be looking a long way ahead. This has been especially important for my colleagues here and me because we educate future police officers. We recruit young men and young women now who will be serving in 2050 and even 2060.

We need to be sure we teach them a way to think so that they can adapt to a changing world. This is one of the keys to leading today. We need to prepare our students to be competent in

life-long learning. They will need new professions, within the scope of policing but inevitably different from what we know now.

Future police officers belong to another generation... old tricks don't apply!

What next?

The Future Leaders travelled home on Friday with increased knowledge of leadership and remarkable network of colleagues around Europe. The course is divided into three modules, so the participants and coaches will come together in December in Vienna for the Module 2. Between the modules, the participants will work in groups their law enforcement leadership related assignments where they can indicate their improved leadership skills. What is more, after the week in Vienna, the six groups will participate to CEPOL Exchange where the assignments will be finalised and sent to the three coaches to be assessed.



James Luckhurst presenting the communication role-play.

Texts by James Luckhurst, Camilla Kattelus, and Pasi Kemppainen.



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