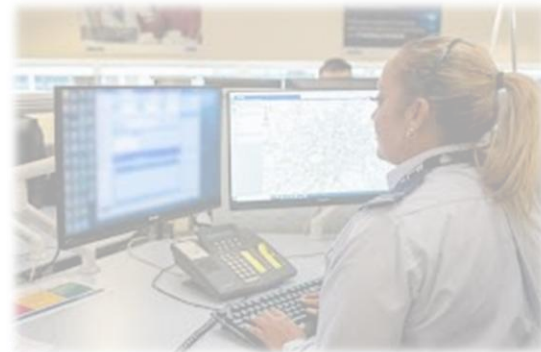


Agile Evidence Review: Measuring Culture in Policing

Naomi Davis-Crane
Professor Mike Rowe
Chief Superintendent Darren Adams



Context

“The themes outlined above (data, building capability, workforce culture, working with communities) form the foundations of the standard and inform the progress and assurance framework. The framework demonstrates what is expected of forces, illustrated with examples. Forces can produce a simple dashboard to track progress, identify where promising practice exists and where improvements can be made. Forces will play an active role in the assessment process as this strategy will adopt a continuous improvement and self-assessment matrix approach.”



AER Questions

- i. In what different ways is organisational culture measured and what are the strengths and weaknesses of these different approaches?
- ii. What other ways (i.e. qualitative) are there of assessing organisational culture?
- iii. Are measures of culture effective ways of then informing and tracking cultural change?



Culture in Policing Organisations

- The shared system of values, beliefs, assumptions, and norms that dictate how people behave, interact, and make decisions.
- “the way things are done around here”
- Frequently presented negatively in a policing context.



organisational
subcultures
socialisation
beliefs
values
functionalist
subjectivist
complex
assumptions
occupational

Quantitative Instruments

Significant methodological variation

Focus on shared values in research of policing cultures

- ✓ Ability to be used at scale
- ✓ Efficiency
- ✓ Replication
- ✗ Limited exploration of deeper facets of culture and nuance
- ✗ Applicability to policing

Examples:

- Denison Organisational Culture Survey
- The Organisational Culture Inventory
- The Organisational Culture Profile
- Competing Values Framework



Qualitative Methods

Focus on artefacts, behaviours and practices

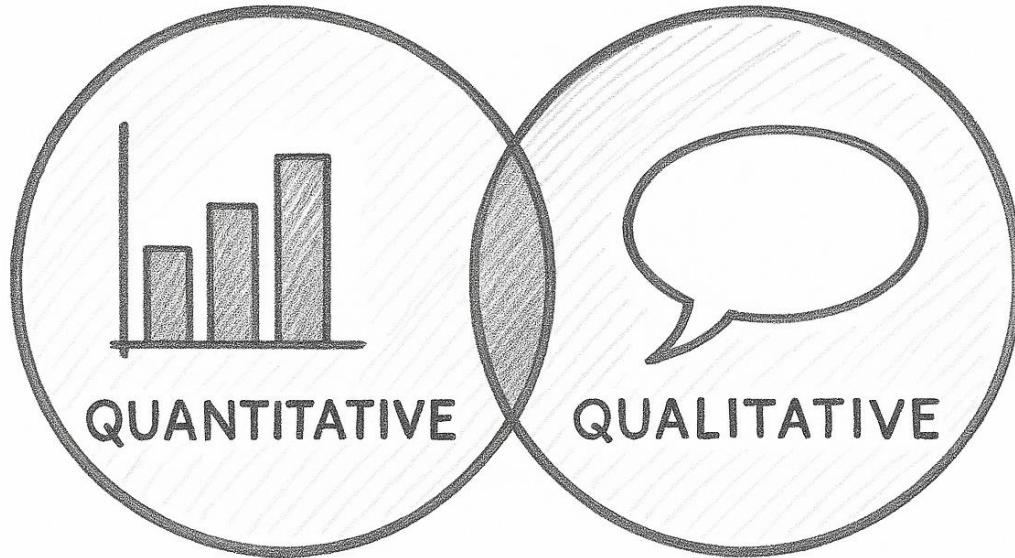
- ✓ Richness of data
- ✓ Cultural immersion
- ✓ Exploration of nuance
- ✓ Opportunities to blend data forms
- ✗ Researcher positionality
- ✗ Resource intensive
- ✗ Limited replicability

Examples:

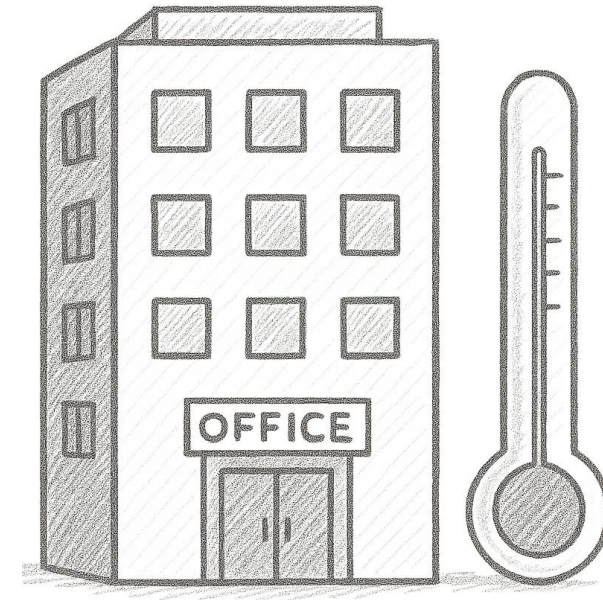
- Semi and unstructured interviews
- Document analysis
- Observations



Alternative Approaches



Mixed Methods



Organisational Climate

Are measures of culture effective in informing and tracking cultural change?



Future Research

- How effective are existing measures (for example, staff surveys) as providers of insight into organisational climate in policing?
- How may the reliability and validity of these measures be enhanced?
- How may measures of organisational climate in policing be used to track change over an extended period?
- How may measures of organisational climate in policing be used to inform Police Reform? Particularly in the context of police force amalgamation.
- How may measures of organisational climate in policing be used to enhance the human sustainability of the sector?



Conclusions

- i. In what different ways is organisational culture measured and what are the strengths and weaknesses of these different approaches?
- ii. What other ways (i.e. qualitative) are there of assessing organisational culture?
- iii. Are measures of culture effective ways of then informing and tracking cultural change?

