

# The Present and Future of Leadership Training in Police Officer Education at the Faculty of Law Enforcement

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The university-level (bachelor and master) training of police officers has been ongoing for ten years at the Faculty of Law Enforcement of the Ludovika-University of Public Service in Hungary Budapest. A significant part of the supply of police managers is provided by the Faculty in the full-time and correspondence bachelor's degree program and the part time master program in the in law enforcement management. In the study, the current system of police leadership and management education is presented. The reader also gets some relevant information of future plans. For professionals and experts, teachers, who are dealing with the topic, in the study find good practices, that can be adapted in the training system of police officers in different countries.

**Keywords:** UPS - Faculty of Law Enforcement, management theory, management practice, leadership competencies.

## I. Introduction

One of the defining and most important institutions of Hungarian public service training - the Ludovika-University of Public Service began its operations on January 1, 2012. In the time that has passed so far, the structure and content of the training courses have been significantly renewed. This includes the transformation and modernization of the teaching of management and organizational theoretical knowledge, which we witnessed recently.<sup>2</sup>

The entire teaching staff of the Faculty of law enforcement strives to fulfill the requirements set by the founding ministers. The law enforcement professionals should be able and capable - equipped with knowledge corresponding to the requirements of the modern age - the emerging challenges effectively for treatment. The field of knowledge covered by the management and organization theory subject, the thorough theoretical mastery of the knowledge material and its application in practice contribute significantly to the fulfillment of these requirements. The Faculty offers bachelor's, master's and doctoral programs, and in addition to all of these, there are also special training, retraining and further training programs.

## II. Method

One of the most important areas in the training of law enforcement leaders is the management theory education. There is a significant tradition of leadership training in the Department of Police Management Theory at the University. The study examines the methods of management

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<sup>2</sup> *The university of a secure future* - Institutional development plan 2020–2025. Draft 4.0. National University of Public Service. Available: [www.uni-nke.hu/document/uni-nke-hu/TERVEZET%204\\_0%20Int%C3%A9zm%C3%A9nyfejleszt%C3%A9si%20Terv%202020-2025.pdf](http://www.uni-nke.hu/document/uni-nke-hu/TERVEZET%204_0%20Int%C3%A9zm%C3%A9nyfejleszt%C3%A9si%20Terv%202020-2025.pdf) (Download date: 16.10.2022.)

preparation, presents, analyzes, evaluates, and reviews the individual topics included in the subject programs. The study is based on an extensive literature analysis.<sup>3</sup>

### **III. Results and discussion**

Results in there are presented in seven main sections: 1. Application of cooperative learning methods at the education process; 2. Competency-based development and development of teaching materials; 3. The main areas for acquiring management skills; 4. Managerial training within the framework of individual professional subjects; 5. Common public service exercise; 6. Master's degree in law enforcement; 7. The possible future of the international law enforcement management education.

#### ***A Application of cooperative learning methods in the education process***

These are learning methods that are based on the cooperation of the instructor and the trainees, on the acquisition and acquisition of knowledge based on experience in an interactive form. We use them effectively in group sessions, when solving tasks.

Features:

- Individual responsibility can be seen both in the division of work, in the performance of tasks and during evaluation, which also influences the performance of the group, e.g.: management practices, common problem solutions.
- During the division of work within the group, the roles are differentiated, which is one of the key element of cooperative learning.
- Within the group, there is continuous interaction and communication between group members, which promotes the involvement of all group members and the sharing of knowledge.
- Through the development of the curriculum, task structures, and evaluation methods, interdependence is emphasized in the development of the training participants, both at the individual and group level.

Advantages:

- It promotes the acquisition of the competencies of cooperation, teamwork, and cooperative leadership, which are indispensable in the organization.
- The group ensures norm control, tolerance, equal opportunities and mutual acceptance.
- It enables bringing abilities and skills to the surface, uncovering the values inherent in the individual and translating them to the benefit of the group.
- Strengthens group cohesion and the development of positive group norms.
- Improves communication at the individual and organizational level.
- Increases individual and group performance.

#### ***B Competency-based development and development of teaching materials***

In the management and organization theory subjects, special attention was paid to developing the leadership competence of the students.

During the development process, we emphasized the following:

- Take into account the existing knowledge, abilities and motivation of the students.
- Emphasis should be placed on the use of practical methods.
- All elements of the education system should be based on precisely defined competencies and performance.
- Performance-based evaluation is done by continuous measurement of competencies.

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<sup>3</sup> Henry Mintzberg: *Managing*, San Francisco ISBN 978-1-1-57675-340-8 – 201

- In the teacher-instructor role, the management of learning, knowledge transfer, and the helpful, consultative nature should be decisive.

### ***C The main arenas for acquiring management skills***

#### *(i) Basic training, internal affairs basic knowledge module*

It is also a requirement for our students studying in the law enforcement branch that they are excellently prepared for the performance of various management jobs/roles. Preparation for this task begins on the first day of basic training, as first-year students can experience the activities of higher-level trainers, thus mostly meeting positive examples. The senior training student staff also gain practical experience from how the training knowledge acquired in theory during classroom sessions can be applied in practice.

At the Faculty of Law Enforcement, after the even semesters, all students complete a professional internship at the ordering organization where they are expected to start their professional service. This scene is also excellent for exercising command and leadership tasks. The leadership activities of the students are continuously measured by the managers of the training sites, and a record is made of it.

#### *(ii) The main subjects of law enforcement management theory*

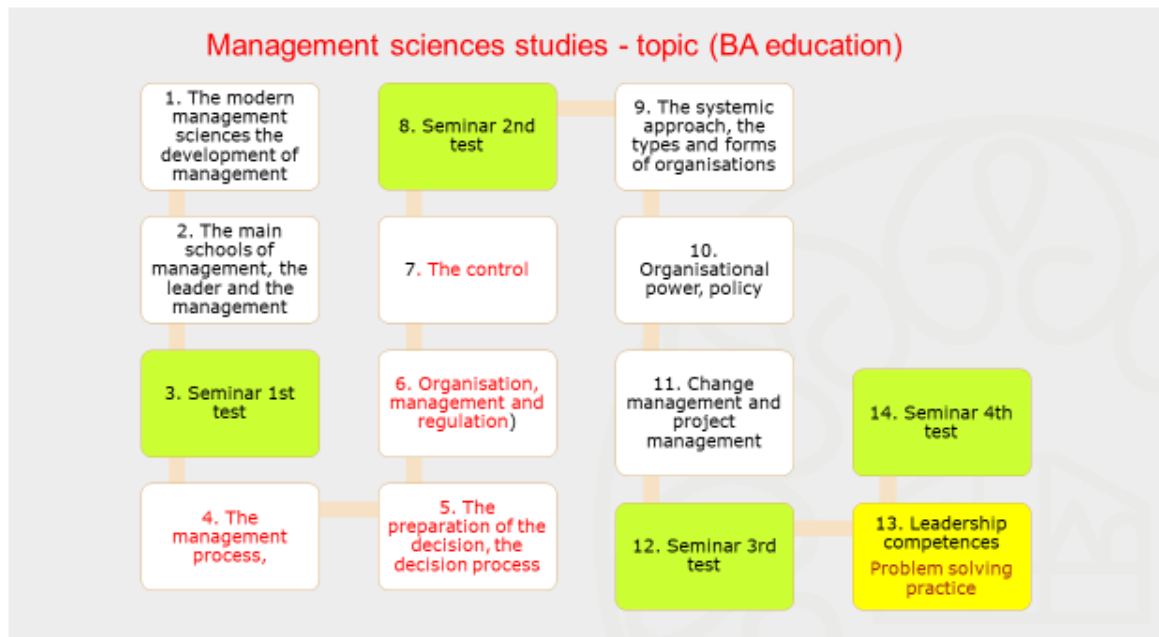
The subjects serves the professional management preparation of students studying in the Faculty of Law Enforcement, introduces and practices the main stages of the management process, functions and managerial tasks. The aim of the course is to transfer, organize and practice the knowledge necessary to perform the tasks of a police leader/commander, to establish the leadership (commander's) approach and application skills.

The course guides the students through the theoretical and practical steps of command work. During the analysis-evaluation activity, information from different sources is processed, organized, compared, and then conclusions are drawn based on them. In the sessions, based on the prepared "Task", the students analyze and evaluate information and situations taken from practical life, and react and take action accordingly - in short, they practice these elements of the management process.

The next topic is planning as one of the main stages of decision preparation. At the session, the annual and monthly work and inspection plans of the police department (or other local level organizational unit of the police organization) will be prepared. Based on the course leader's announcements and the prepared background materials, the students compile the various plans, thereby mastering the basics of the designer's work.

The students practice the daily practice of organization and cooperation, the managerial tasks of organizing and conducting management forums (meetings, staff meetings, etc.). During the sessions, management tasks and the conduct of the meeting will be presented in a practical way. In accordance with the situation set on the basis of the "Task", conducting various leadership forums and practicing them in small groups.

Figure 1: Management Sciences studies – topic BA Education



The knowledge block on the manager's control obligations and their practical implementation provides important knowledge, in the framework of which the students prepare the monthly control plan of the given organization.<sup>4</sup>

The practical training requires students to prepare a police insurance plan related to public order protection. (Arrival of EU delegation, youth festival, mass migration etc. - based on "Task"). The task of the students is to prepare the use of the police and reinforcement forces involved in the security, to prepare a table of force and equipment, and to carry out command activities related to the use of various other organizations. Within this, the planning, organization, implementation, management and control of the leadership tasks of the "Task", then the exercise of leadership roles, the recognition of problem situations occurring in the management of law enforcement organizations and the analysis of their various solution options. Practicing different managerial situations (information collection and analysis, planning, decision, organization, control, evaluation), best practice of managerial/commanding work, processing case studies and exploring methods is a well-proven method.

The course closes with the experience of practical command work, its best practice, the invitation of an external speaker and the teacher's evaluation of the plans prepared in the framework of the course material learned during the semester, student expressions, and the awarding of the practical certificate.

#### ***D Managerial training within the framework of individual professional subjects***

During the performance of practical tasks, within the framework of individual professional subjects, students have the opportunity to test their acquired knowledge in practical situations. Practical testing of theoretical knowledge is a well-proven method also abroad.

Vocational subjects usually end with solving a specific problem of a profession. Here, the students have to solve a task that was developed by the lecturer of the vocational department

<sup>4</sup> 62-2020. (V. 21.) no. decision. Amendment and adoption of the curriculum of some courses of the Faculty of Law. The subject program of the subject "Leadership and organizational theory". Available: [www.uni-nke.hu/egyetem/szenatus/szenatusi-hatarozat/2020](http://www.uni-nke.hu/egyetem/szenatus/szenatusi-hatarozat/2020) (Download date: 10.21.2022)

and the lecturer of the management science department. The professional correctness of the solutions is supervised by the instructor of the department, and compliance with the management theory requirements is supervised by the instructor of the management science department. Each of the students acts in a leadership and commanding role. The sessions provide space for practicing the elements of the commander's work, as they can examine each moment from several sides in addition to their continuous and collective evaluation. It is very important for students to prepare in advance for classes.

### ***E Common public service exercise***

The main professional orders of the public service deepen the knowledge they have acquired during the preparation during the "Practice" adapted to a situation close to reality. The exercise is preceded by theoretical studies, which develop the public service approach and the ability to solve tasks together. During the execution of the "Practice", a complex "Task" with a theme that changes every year is solved by establishing a three-level management system (upper, middle and executive level), with time shifts, location transfers, and the active involvement of the trainee staff.<sup>5</sup> The organizations that order the training and their crisis management teams are involved during the debriefing.

The course material part of the course familiarizes the students with the general order and methodology of conducting the exercises. The students get an idea of the management system, the order of execution of the tasks, the content of the design work, they get to know the military, law enforcement and public administration management models in practice.

After all this, the students get to know the specifics of the core work of each professional order. Within this, the composition and tasks of the management organizations, the responsibilities and duties of service personnel assigned to the work group, the system of contact and information exchange with cooperating organizations, the order of reports and information flow, work methods, and records are included as priority topics.

In the course of the classes, the students get to know the conventional signs used by the organizations, map keys, the management system and the basics of cooperation. In order for modern GIS knowledge to reach the students, they will also be presented and applied.

The theoretical and partly practical sessions are followed by specific preparation for the exercise, the description of the situation setting of the exercise, the role, task, authority, and activity of the international and domestic organizations and bodies involved in the management of the emerging conflict and danger situation, as well as mass migration, on the basis of which their involvement and participation in the prevention of emergency situations can be planned. The "Common Public Service Task" and the "Additional Public Public Service Task" will be handed over to the students, their interpretation and instructions for processing.<sup>6</sup> All of this is followed by the implementation of the exercise, the conflict and danger situation that has arisen, as well as the activities of the organizations involved in the management of mass migration and their cooperation based on the set task.

After completing the course, the students participating in the training will be able to review the activities of the organizations operating in the public administration sphere, the management control system, gain proficiency in core work, and contribute to the foundation of successful management decisions through active planning and preparation activities.

The purpose of this subject is to further develop the students' independence, leadership knowledge, abilities and skills.

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<sup>5</sup> Gábor Kovács - Tünde Pesti - Erzsébet Tózsér: *The appearance and process of changes in student behavior at the "Virus 2019" Joint Public Service Practice of the National Public Service University*. Hungarian Policing, 19. (2019), 2–3. 115–142.

<sup>6</sup> Gábor Kovács (ed.): *Public service operation management systems*. Budapest, Dialogue Campus, 2017.

## ***F Master's degree in law enforcement management***

In the master's program for law enforcement management, the subject "Leadership and Organizational Theory" consists of three modules. These modules are built on each other, and their mastery appears as a criterion requirement.

It is not our goal that the theoretical knowledge of management and organization acquired in the bachelor's program be taught again to our students participating in the master's program. Each topic is different - now it approaches the given problem area from a management perspective.

The following topics will be reviewed in the first semester: the development of modern management theory, the development of management theory, the prevalence of the systems approach in management theory thinking. The formation and development of management science, its main figures, the impact of changes in social conditions on management theory, the place of management theory in the system of sciences. The impact of scientific results on management theory thinking, the development of system theory and its impact on management theory.

Students learn about the formation of organizations, their general characteristics and possible types. They get an idea of the structural characteristics of organizations, one-dimensional and multi-dimensional organizations, basic organizational forms, organizational coordination tools - all of this approached from a managerial perspective!

*Figure 2: Law Enforcement Management science education subject - 4 semester*



This is followed by an introduction to the management process and decision preparation systems, the management information system and the planning process, the decision, organization as the implementation of the decision, coordination as an operative intervention. The place of control in the management process, the purpose and types of control, the main elements of the internal control system, organizational management systems and controlling. Students get to know the current issues of organizational power.<sup>7</sup>

<sup>7</sup> Course, class and exam schedule MA correspondence section 2022. – NKE-RTK Law Enforcement Management Department archives

All these are followed by group decision-making methods and their characteristics. It is important for future managers to familiarize themselves with project management issues, including the main topics: the project environment, the process and functions of the project manager and project management, project life cycles, stakeholders, establishing rules, project charter, statement of work, the matrix responsible for activities, the communication content of the plan, the project proposal. Risk management. Phases of project planning: work breakdown structure, realistic scheduling, balancing and communication.

Managerial training cannot be complete without studying Human Resource Management (hereinafter: HRM) issues. Main topics: components of intellectual capital, elements of relational capital, parts of organizational capital, elements of human capital, people as a strategic resource. HRM and personnel management. Strategic HRM. Best fit and best practice. The basic task of HRM and its measurable indicators. HRM activities, evaluation, auditing. Performance evaluation methods. 4 basic principles and 4 key concepts of HRM. Models of HRM.

Knowledge of the IT support of organizational management systems is extremely important for our students, including: overview of the main goals of organizational management, provision of reliable information, proactive management of risks, making the organization transparent. Managing databases, uploading data, searching for information between databases. Areas of use of organizational management systems. Quality assurance issues. Concept and operation of Business Objects.

Our goal is for our students to learn about organizational change, the behavior-oriented process of change management, and change management strategies. As the last topic, the interpretation and scope of public services, the division of public service systems, the system and development of closed public services will be discussed.

The course ends again with a management practice, where management situation tasks are solved in connection with the topics covered in the semester.

In the third semester, we have included topics in the training that also affect other subjects, but here we specifically focus on the approach from the management perspective. These topics are: communication and media, public relations/social relationship building, its specialist areas and tools, theories and interpretive models, organizational image building.

We consider it important to familiarize our students with the management aspects of negotiation techniques, holding meetings, the stages of the negotiation process, and negotiation strategies. A well-prepared leader have to know the rules of dress code. We consider the issue of managerial time management and the basic principles of self-management to be important.

As the last topic of the training, our students get to know the specifics of law enforcement activities and law enforcement administration.

The course concludes with the questions of HRM in policing, the conceptual definition of performance and efficiency and possible measurement options, followed by the solution of managerial situational tasks in connection with the topics covered in the semester.

### ***G The possible future of the international law enforcement management education***

The preparation of the leading master of law enforcement in the organization of CEPOL has already been implemented with accreditation in Spain (National Distance Education University (Spain) – UNED). CEPOL partner universities participated in this training.

#### *(i) Policing in Europe European Joint Master Programme (CEPOL EJMP)*

The framework partnership agreement was signed on December 9, 2014 by the director of CEPOL and the members of the consortium (Bulgaria, Finland, France, the Netherlands, Lithuania, Hungary - NOK and NKE, Germany, Italy, Portugal, Romania, Slovenia and Spain, later Estonia also joined). Germany's Deutsche Hochschule der Polizei (Münster Police University) was selected as the leading institution of the consortium, and the Spanish National

Distance Education University (UNED) as the diploma-issuing institution. The Spanish National Quality Control and Accreditation Agency (Agencia Nacional de Evaluación de la Calidad y Acreditación, ANECA) as responsible for the accreditation of the entire program. These education methods were expensive so this program finished.

(ii) *International Policing English language Master Program*

The new proposal is the the International Policing English language Master Program (Draft Version) accredited and launched by the University of Public Service (UPS).

About the program (draft version):<sup>8</sup>

- The Master's degree to be established: International (and European) Policing - International Law Enforcement MA.
- Level of qualification: Master's degree (magister, master; abbreviation: MA);
- Qualification: Certified International Police Expert/ Certified expert in international policing.
- Number of credits required for the Master's degree: 90 credits (Diploma thesis: 12 credits, Professional practice: 30 credits).
- Duration of training in semesters: 3 semesters, online education method.
- Planned specialisations and/or specialisations: no specialisation.
- Orientation of the course: theory-oriented [~60-70%).

Figure 3: Master of international policing –proposal



In the end of the year of 2022 the CEPOL collect an Expert Group that will have the mandate to:

- 1) Discuss and make a proposal whether CEPOL should organise one or more EU-level Higher Education Programme(s) or rather become a Hub for Higher Education for Law Enforcement;
- 2) Suggest how this should be organised the International Policing Master program;
- 3) Prepare the EU-level Higher Education Programme and the draft a concept of education.

The Expert Group consists of three Co-chairs and 13 members, the chair is the Executive Director of CEPOL.

<sup>8</sup> Standards and guidelines for quality assurance of the European Higher Education Area (ESG 2015) Available: [https://enqa.eu/indirme/esg/ESG%20in%20Hungarian\\_by%20OFI-HAC.pdf](https://enqa.eu/indirme/esg/ESG%20in%20Hungarian_by%20OFI-HAC.pdf) (Date of download: 16.10.2022)



#### IV. Conclusion

In the study, the field of knowledge of management and organization theory taught at the Faculty of Law Enforcement was presented.

The aim of the Faculty is to use the modern education methods. Very important aim is the theoretical and practical education method.

Our teachers are always looking for development opportunities, new scientific results, and working methods. Our common goal is to produce theoretically well-prepared practical specialists for the Hungarian law enforcement organizations.

Summary:

- 1) The UPS - Faculty of Law Enforcement education in Hungary provides a modern well-designed education system.
- 2) The well-designed specialization system.
- 3) The practice oriented law enforcement basic and master level training and the education system is successful.
- 4) The new proposal of the CEPOL and the UPS Faculty of Law Enforcement is the International Policing English language Master Program

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