

Conclusion

In this book, we have proposed that police investigation success is positively related to team climate, knowledge sharing perceptions, and stage of knowledge management technology. Furthermore, we propose that police investigation success is more positively related to the spokesman role than to other leadership roles for the team manager. These four research propositions for determinants of police investigation success should be empirically explored in future research.

Some of the important causal influences between knowledge management and police investigations are mapped in the causal loop diagram in Figure 1. Causal loop diagramming is described by Sterman (2000), and presented as a tool by <http://www.vensim.com>.

As illustrated in Figure 1, police investigation success is dependent on knowledge sharing, leadership roles, and organizational culture, in addition to crime complexity. When crime complexity increases, resource mobilization increases, leading to more knowledge management technology that improves knowledge sharing, leading to higher level of investigation success.

One positive feedback loop in Figure 1 is illustrated in Figure 2. When knowledge sharing increases, investigation success rises; as a consequence, management takes on leadership roles that further encourage knowledge sharing.

Figure 1. Causal loop diagram for knowledge management in police investigations

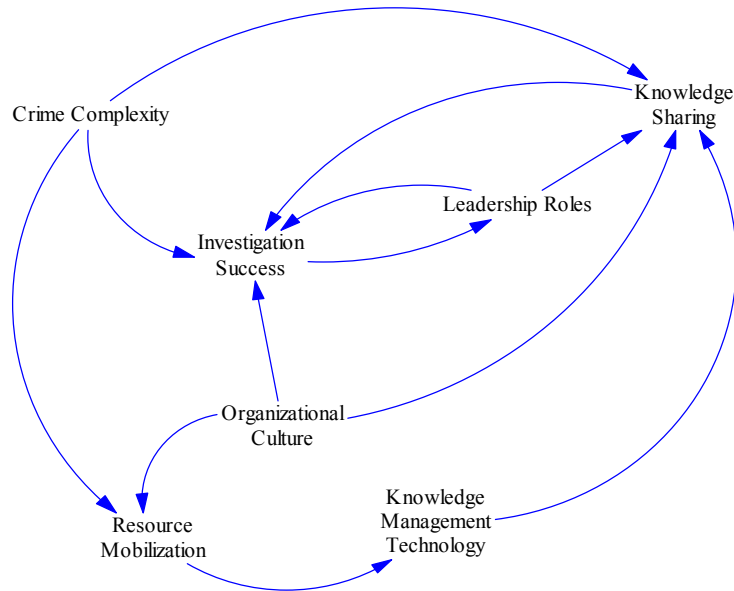
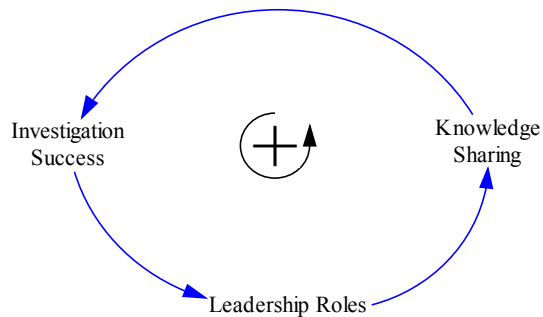


Figure 2. Positive feedback loop in the causal loop diagram



Information technology has become an integral part of police life. Information technology has redefined the value of communicative and technical resources, institutionalized accountability through built-in formats and procedures of

reporting, and restructured the daily routines of operational policing. These changes in the field of policing have led to some changes in the habitus. For example, information technology has allowed police procedures to be more transparent at the level of “customer interface,” and this transparency has become accepted as an indicator of good police service. Similarly, officers are beginning to appreciate the value of using technology-generated information for tactical and strategic purposes such as crime prevention, problem solving, and resource allocation. Nevertheless, the dominance of traditional policing styles and values remains. Although information technology has given police the capacity to follow a “smarter” or more problem-oriented style of policing, this capacity has not been fully utilized. Even where technology facilitated proactive police work such as the checking of outstanding warrants, it has been used mainly to support a traditional law enforcement style of policing focused on clear-up rates. The cultural suspicion and cynicism against management and external watchdogs is still very much alive, but this has been channeled into hostility towards the organization’s “obsession” with risk management, and external agencies’ demand for data and accountability (Chan, 2001).

As an organizing framework for this book, the stages of growth model for knowledge management technology was applied to both police investigations and law firm work. When lawyers and detectives communicate and exchange knowledge, we see more and more information technology applied in the information exchange. However, the use of information technology to support interorganizational knowledge exchange between police organizations and law firms is dependent upon the availability of similar infrastructure services and applications. This might require that both police and firm are at the same stage of growth in the stage model in the future.

References

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