Chapter VII

Officer-to-Information Systems

Information from knowledge workers is stored and made available to everyone in the police force who is in need of, and eligible for this information. Data-mining techniques can be applied here by law enforcement personnel to find relevant information, and combine information in data warehouses. Search engines and Web browsers enable police officers to quickly search and find information in criminal cases.

At this stage of knowledge management technology, information is stored and made accessible as a resource. The resource perspective is important, and we start this chapter by describing the resource-based theory of the firm. As an example of police work using stored information at Stage 3, we discuss eyewitness reports stored in databases. Again, we are more interested in understanding the difficulties of trusting eyewitness reports in police investigations, rather than the database technology.

Strategy has traditionally focused on products and services to gain competitive advantage. Recent work in the area of strategic management and economic theory has begun to focus on the internal side of the equation, the organization’s resources and capabilities. This new perspective is referred to as the resource-based theory of the firm.

The resource-based theory has been adopted in police organizations because of rising costs, limited resources, and growing service demands. Murphy (2004) documents the police adoption of neoliberal business models and values in order to facilitate rationalization of police governance, organization, manage-
Figure 1. Officer-to-information systems at Stage 3 of the knowledge management technology stage model

Stage 1
Officer-to-Technology
End-user-tools

Stage 2
Officer-to-Officer
Who-knows-what

Stage 3
Officer-to-Information
What-they-know

Stage 4
Officer-to-Application
How-they-think

Use of a specific IT system designed to solve a knowledge problem (e.g., expert system, business/criminal-security intelligence, etc.)

Use of IT to provide access to stored documents (e.g., databases, contracts, articles, photographs, reports, etc.)

Use of IT to find other knowledge workers (e.g., intranets, yellow-pages systems, e-mails, staff profiles, etc.)

Use of IT tools that provide personal efficiency (e.g., word processing, spreadsheets, presentation software, etc.)

Level of IT supported knowledge management in law enforcement

Time in years
Problem of Plenty: Managing Employee Surplus
www.igi-global.com/article/problem-of-plenty/143219?camid=4v1a