

Diversity: Are we asking the right questions?

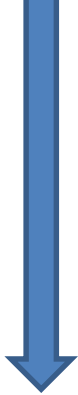

Gareth Stubbs
3406@lancashire.pnn.police.uk

How did I get here?

- Personal experience – app form
- Masters in Research – Positive action in recruitment and selection (procedural justice)
- Current Research – Level of social tie (social psychology)
- And hopefully... a PhD beckons 😊

Where did the literature take me?

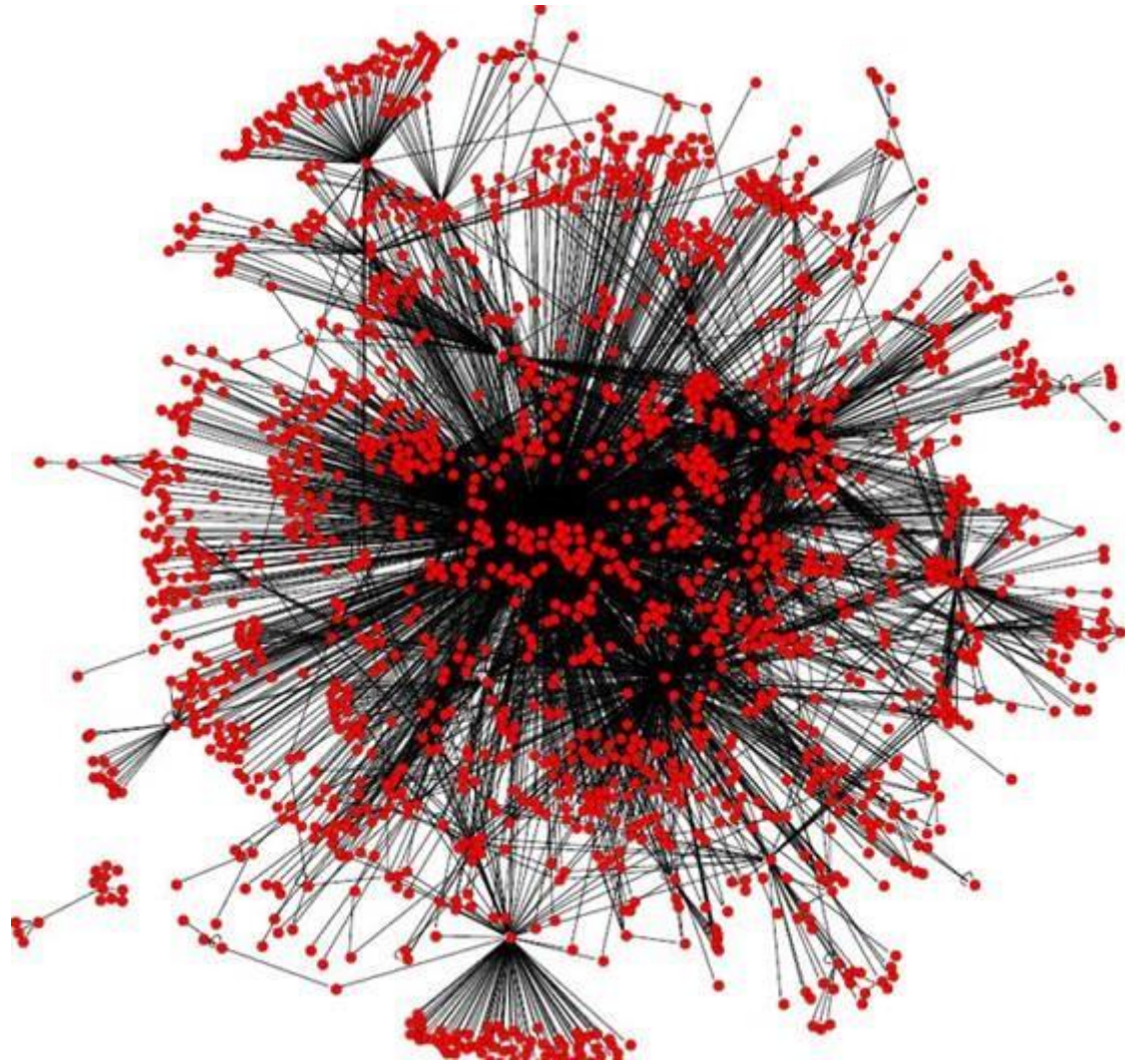
Social
identity

- Decker & Smith (1980) (US)
 - Confidence and trust? No positive correlation.
 - Mast (1970) (US)
 - Quali study – speculates on a multiple set of layers of loyalty – Community/The Law/Colleagues
- 
- 
- What defines this loyalty? Is it subjective? Has it even been studied?

More:

Confidence & Trust is not a 'simple' state of affairs

- Starting blocks: Weitzer & Tuch (1999), Brown & Benedict (2002), Sampson and Jeglum-Bartusch (1998) and Correia (2000)
- & More recently: Bradford, Jackson & Stanko (2009), Jackson & Bradford (2010), and Bradford (2011; 2014)



Some assumptions...

- 1. Increasing BME recruitment is an effective tool to address both institutional, overt and covert racism in policing.
- 2. That increased BME recruitment is desired by the communities in which they serve.
- 3. That increased BME recruitment is an effective tool to address a closed/resistant police culture.

Is the problem with 'representation' actually the understanding of the term itself?

Some questions...

- Is increased BME recruitment an effective tool to address both institutional, overt and covert racism in policing?
- Is increased BME recruitment desired by the communities in which they serve?
- Is increased BME recruitment an effective tool to address issues with a closed/resistant police culture?

What are the underlying problems?



- Notoriously poor relationships with ethnic minorities – although there are pockets of good practice
 - Recent work from Bradford points towards the targeting of marginalised communities through institutional action/inaction
 - Concerns continue through austerity as funding of specialist units/NHP decreases

If ethnicity doesn't provide the entire 'answer' to the question of 'representation,' what does?

More questions...

Does the term 'representation' refer to behaviour?

Is it about procedural justice?

Could it be about persistent cultural behaviours, and an inability to change them?

How could we see behavioural bias?
Are there internal examples?

- Why do we need positive action?
 - What is missing?
 - Why are our processes exclusive?
 - How can we see what this gap looks like?

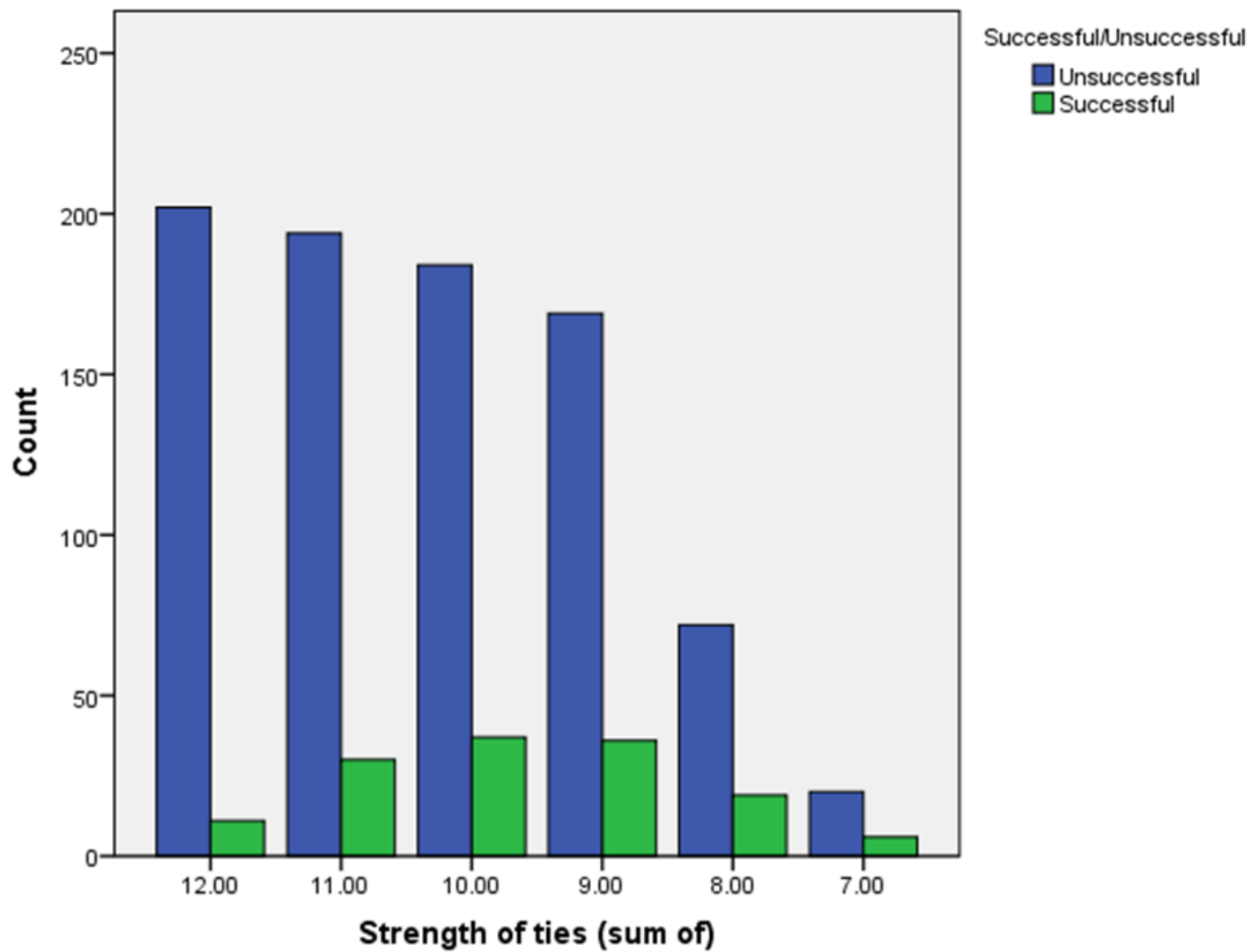
Are policing behaviours contagious?

Preliminary findings?

- How much does having prior police contact in your life, influence your chances of getting into the job?

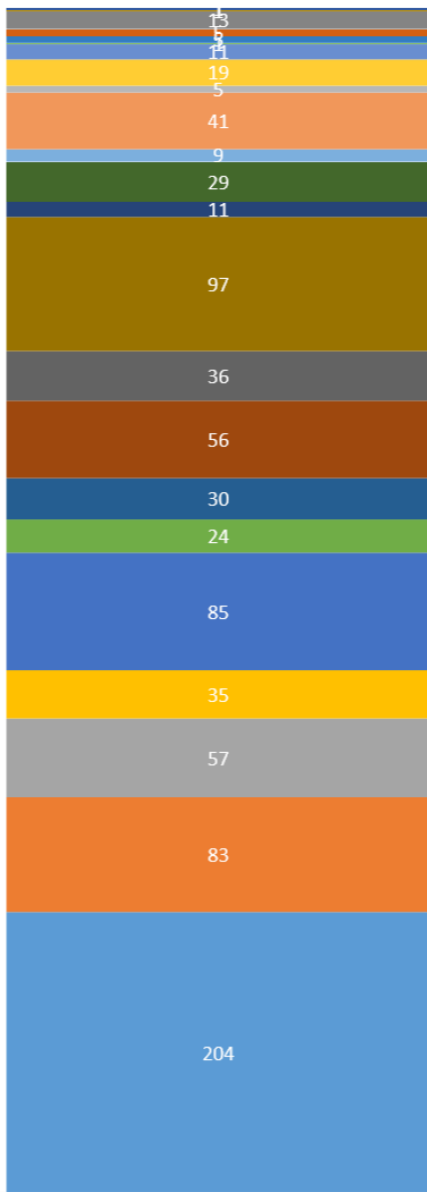
Granovetter (1973) &
Rapaport (1957)

Sum of ties when compared with level of success in recruitment

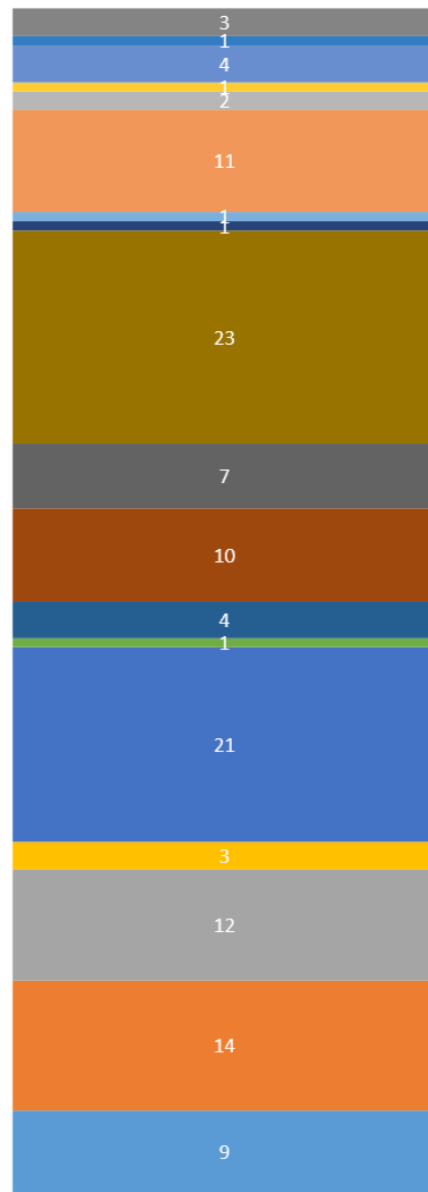


COMPARISON OF DATA BETWEEN SUCCESS/UNSUCCESS COMPARED WITH CUMULATIVE TIE

PERCENTAGE OF OVERALL SAMPLE SPLIT INTO COLOURS OF TIES



UNSUCCESSFUL



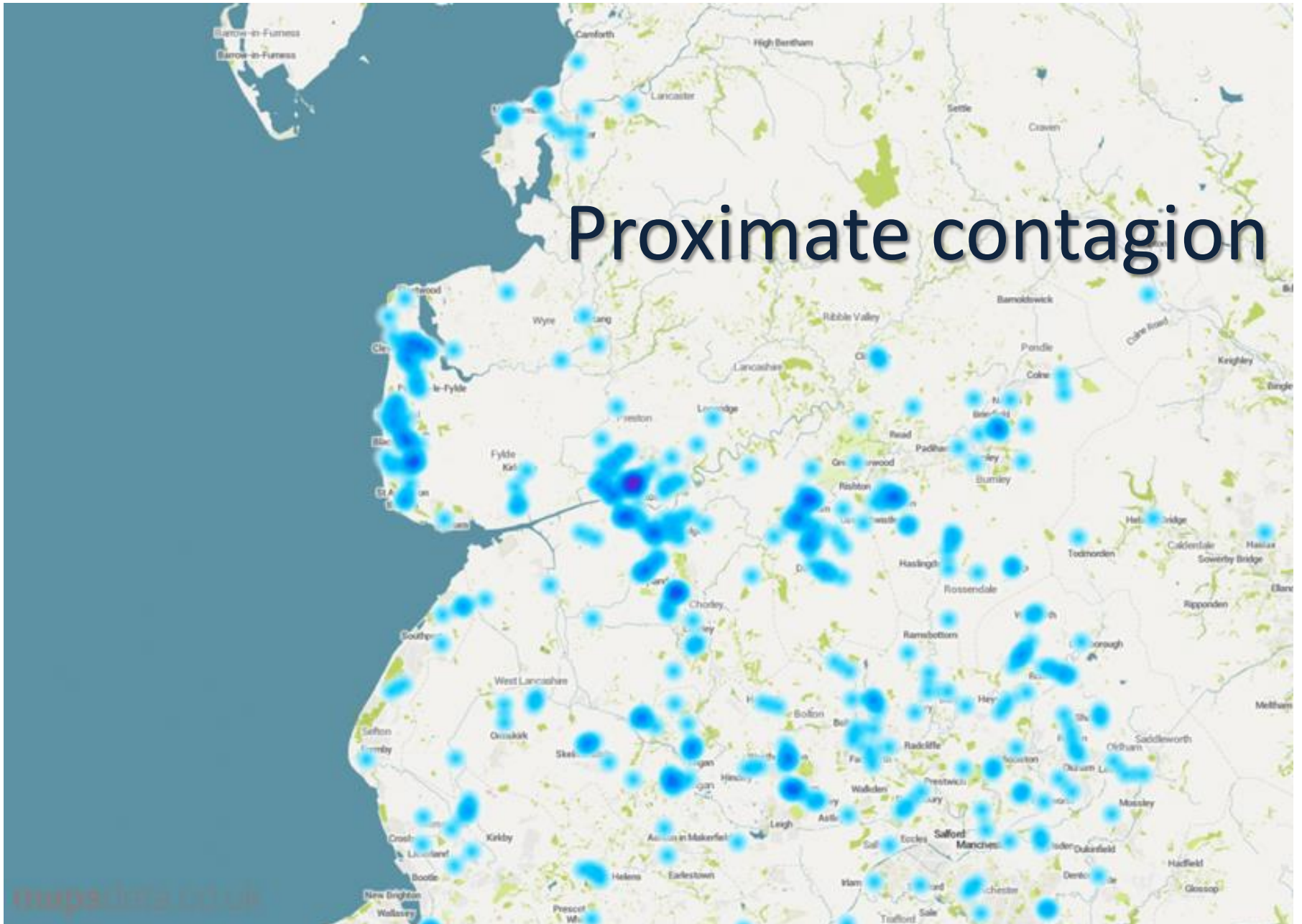
SUCCESSFUL

SUCCESSFUL/UNSUCCESSFUL

Cumulative ties with the police

- (blank)
- 27
- 21
- 20
- 19
- 18
- 17
- 16
- 15
- 14
- 13
- 12
- 11
- 10
- 9
- 8
- 7
- 6
- 5
- 4
- 3
- 2
- 1

Proximate contagion



The further away you are from contact, the less likely that you are going to be successful during recruitment...

- What does this mean for representation?

It may be less about what ethnicity you are, and far more about the behaviour that you evidence, and the insider information needed for competitive advantage.

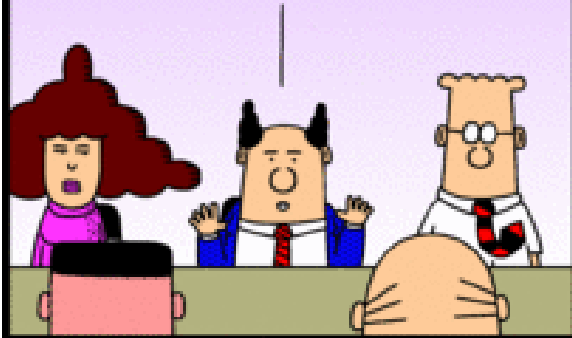
If you can't access that information, the profession may be very, very difficult to access.

If access to information is so important for recruitment, where does this create issues with selection throughout our leadership/ progression systems?



Ultimately, if representation is about the behaviour expected of police officers in order to maintain legitimacy, what do prescriptive processes and systems do to our efforts to achieve it?

I'M LOOKING FOR
THOUGHT DIVERSITY
IN MY HIRING. THAT'S
A THING NOW.



DilbertCartoonist@gmail.com
Dilbert.com

REALLY? THAT'S A
DUMB THING. ALL
YOU END UP WITH IS
A BUNCH OF PEOPLE
WHO CAN'T AGREE.



HOW DO
YOU LIKE
THOUGHT
DIVERSITY
NOW?



THAT
FAD
DIDN'T
LAST
LONG.

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