



# A presentation of The Swedish Police Service

POLIS



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**T**he work of the police is multi-faceted and covers a wide range of areas. It also attracts great public interest, as evidenced by the many questions about police work we receive daily. The purpose of this booklet – which focuses more on operational than on organisational matters – is to give the public an insight into our work methods.

The Swedish Police Service is characterised by the professionalism of its 23,000 employees and their commitment to reducing crime and increasing public safety. They deliver an excellent service, despite the sometimes meagre resources at their disposal and despite the intense pressure under which they sometimes work.

# The Swedish Police Service



Unlike many other countries, Sweden has a national police service, responsible to the Ministry of Justice. The police service comprises the National Police Board, the National Laboratory of Forensic Science and 21 police authorities, each responsible for the policing of the county in which it is situated.

It is the duty of the police to safeguard the legal rights of the individual, to prevent and detect crime and to ensure that anyone who commits an offence is identified and brought to justice. The police service with its more than 23,000 employees working at the local, national and international level is one of the largest government services in Sweden.

## National Police Board

The National Police Board (NPB) is the central administrative and supervisory authority for the police service. It is headed by the National Police Commissioner, who is appointed by the government. The main duties of the NPB are to supervise the police and to ensure co-ordination and the rational use of resources in the police service. The NPB may also be instructed by the government to direct police work aimed at the prevention and detection crimes against the safety of the realm.

The development of new technology and work methods in the police service is another important area of activity. The NPB is the supervisory authority for the National Laboratory of Forensic Science and is also responsible for basic and advanced training within the police service. Such training is provided by the National Police Academy in Solna and the police programmes at the universities of Växjö and Umeå.

The NPB also decides how funds allocated by the government to the police service are to be distributed among the police authorities and is responsible for the co-ordination of border controls, international police work, central police records and the planning of police responses to special incidents.

## National Security Service

As the National Security Service's areas of responsibility are counter-espionage, anti-terrorist activities, protection of the constitution and protection of sensitive objects, including royal and diplomatic protection, it is to be expected that its work is often



surrounded by a great deal of confidentiality. In recent years, however, there has been a development towards greater openness.

It is the duty of the NSS to detect and take measures against crimes against our national security, and in many cases, the NSS also handles the investigations of such crimes. Sometimes, however, such investigations are carried out by regular police units, while the NSS provides the necessary intelligence.

## National Criminal Investigation Department

The National Criminal Investigation Department (NCID) is chiefly active in international police work, the fight against aggravated organised crime and specialised tasks requiring peak competence. The role of the NCID in the police service is to co-ordinate, support and direct police work. The NCID is also increasingly active in various international police partnerships and is an important link between the local, national and international levels of the police service.

## National Police Academy

The National Police Academy (NPA) is the competence development centre for the Swedish police service. Its primary function is to provide basic police training, but the Academy also provides a wide range of advanced training courses. The NPA also comprises a Leadership Training Centre that provides support for the police authorities in matters relating to leadership and leadership development. Police training is carried out in three places in Sweden: at the National Police Academy in Solna and at the universities of Växjö and Umeå. Swedish universities also provide other kinds of training for the police service.



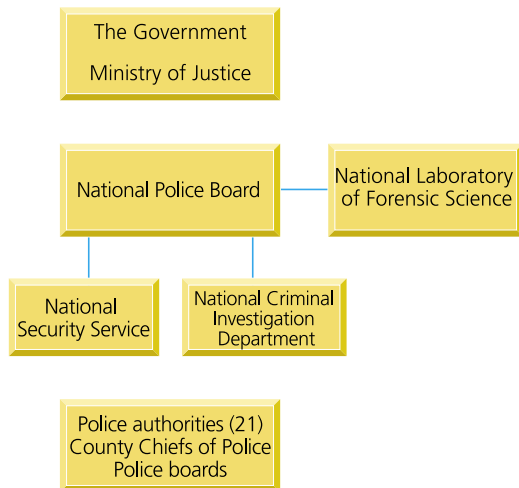
### National Laboratory of Forensic Science

The National Laboratory of Forensic Science performs laboratory analyses of samples deriving from various types of suspected crimes. The laboratory has expertise in most science disciplines and uses advanced technology to find and preserve traces and to establish links between people, places and objects.

### Twenty-one police authorities

The police officers that the public most often meets are usually stationed in one of the 21 police authorities, which operate within the same boundaries as the 21 counties in Sweden. The police authorities are responsible for police work at the local level, such as responses to emergency calls, crime investigations and crime prevention. Their responsibilities also include other duties, such as the issuing of passports and various kinds of permits and licences.

The national police authority



### Who supervises the police?

The police are a government service with considerable powers. To safeguard the legal rights of the individual and ensure the observance of democratic values and principles, it is therefore important that their work be supervised. Responsibility for such supervision is shared by several different bodies:

#### The National Police Board

performs inspections with a view to checking that the work of the police is carried out efficiently in accordance with the directives issued by the government and parliament and with due observance of the legal rights of the individual.

#### The Office of the Parliamentary Ombudsmen

is a parliamentary supervisory body responsible for checking that state and municipal public services and public servants adhere to acts and regulations and treat the citizens fairly.

#### The National Audit Office

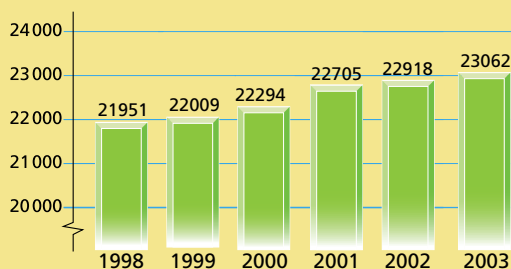
is an independent authority responsible to Parliament which audits all public services in the country.

#### The Office of the Chancellor of Justice

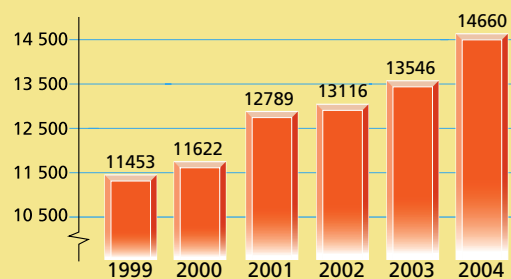
is a government body that supervises the public services. Like the Office of the Parliamentary Ombudsmen, the Office of the Chancellor of Justice supervises authorities and their officials with a view to ensuring that they make the best possible use of the resources placed at their disposal and carry out their work efficiently and effectively.

### Facts

#### Number of employees



#### Government grants Millions SEK



# Twenty-one independent police authorities

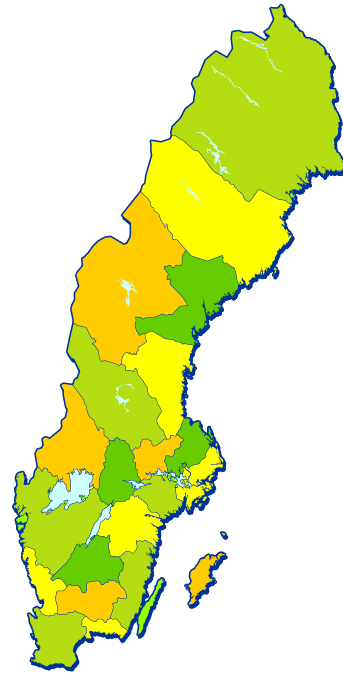


It is laid down in the Police Act that each of the 21 counties in Sweden constitutes a police district. In each police district, there is a police authority responsible for the policing of the district. A police authority is led by a Police Board made up of the County Police Commissioner, who is also the head of the authority, and a number of politically appointed members.

As each police authority decides how its work is to be organised the structure of the police authorities differ. Normally, however, a police authority is organised in the following manner:

- **Management:** The management consists of the County Police Commissioner and the Assistant County Police Commissioner. The County Police Commissioner is responsible for ensuring that work at the police authority is carried out efficiently and in accordance with pertaining acts and regulations.
- **Administrative Department:** The Administrative Department is responsible for joint administrative functions such as financial, staff and public relations duties and office services.
- **County Criminal Investigation Department:** County CIDs usually have at least four squads, a Crime Investigation Squad, a Drugs Squad, an Economic Crime Squad and a Forensic Squad.
- **Public Order Department:** Public order departments are sometimes divided into police areas or community police areas. It is usually in the community police areas that the public come into contact with the police on a daily basis. These areas have their own police station and personnel. A Public Order Department may also include a Traffic Police Unit and, where applicable, a Border Police Unit.

The number of employees in the police authorities varies considerably. The Stockholm Police Authority with its 5,800 employees is the biggest, while the Gotland Police Authority is the smallest (135 employees, 100 of whom are police officers).



## Facts

Police authority	Number of employees	Expenditure (in thousand crowns)
1. Norrbotten	566	335 002
2. Västerbotten	496	262 160
3. Jämtland	269	134 366
4. Västernorrland	513	282 765
5. Gävleborg	575	319 222
6. Dalarna	619	322 066
7. Värmland	506	276 908
8. Örebro	612	333 157
9. Västmanland	598	298 824
10. Uppsala	639	328 694
11. Stockholm	5 804	3 394 368
12. Södermanland	604	328 968
13. Västra Götaland	3 614	1 954 281
14. Jönköping	626	326 824
15. Östergötland	862	477 671
16. Halland	572	308 725
17. Kalmar	490	273 812
18. Gotland	135	78 925
19. Kronoberg	341	194 386
20. Skåne	2 869	1 526 115
21. Blekinge	342	181 867
Total	21 652	11 939 106

# The police – one link in the legal system



The work of the police is only one of the phases in the administration of justice. When someone has fallen victim to a crime and reported this to the police, a whole chain of events is set in motion. If the crime in question is a serious one, the entire legal system will eventually become involved, i.e. the police service, the public prosecution service, one or more courts of law and the prison and probation service.

## The Public Prosecution Service

A public prosecutor decides how the legal provisions pertaining to crime investigations are to be applied during an investigation, e.g. whether a suspect is to be detained and whether and when charges should be brought against a suspect.

The Public Prosecution Service is made up of six public prosecution authorities, each of which is divided into units responsible for a particular geographic area. Some such units specialise in certain crime categories, for example aggravated drug offences.

The Economic Crimes Bureau is a special public prosecution authority that handles cases of economic crime. The prosecutors and other experts at the ECB are assisted by a large number of police officers.

## The courts

Trials are handled by courts. These are made up of judges and lay judges who impose punishments on offenders and resolve disputes. The Swedish court system consists of ordinary courts (district courts, courts of appeal and the Supreme Court), ordinary administrative courts (county administrative courts, administrative courts of appeal and the Supreme Administrative Court) and special courts. Ordinary courts handle criminal cases and civil cases involving disputes

between individuals, while ordinary administrative courts deal with disputes between individuals and the state or a municipality.

Special legal competence is sometimes required to settle disputes in certain areas of law. To this end, a number of special courts have been set up, e.g. the Labour Court and the Market Court.

## The Prison and Probation Service

When a person has been sentenced to imprisonment, placed on probation or given a suspended sentence with community service by a court of law, it is the responsibility of the prison and probation service to ensure that the sentence is implemented. There are a total of fifty prisons in the country. The service is also responsible for the conveyance of prisoners and sometimes also of other people deprived of liberty. In addition, it may in certain cases be given the task of administering and executing decisions regarding deportation or refusal of entry. Their responsibilities also cover the arrest facilities where people who are suspected - but not yet convicted - of a crime are detained.



'Justitia' is the Latin word for 'justice'. In Roman mythology, it is also the name of the Goddess of Justice, who is a symbol of the legal system in many countries. Her blindfold and scales represent the fair and equal administration of justice.



# Reducing crime and increasing public safety



**B**etween the 1950s and late 1980s, there was a considerable increase in crime rates. There are many reasons for this rise in crime, such as the increasing affluence during this period which was accompanied by an increase in the number of theft-prone objects, the expansion of metropolitan areas, slackening social control and an increasingly greater readiness among the public to report offences.

However, since the 1990s, reported crime has remained at a fairly steady level. In 2002 a total of 1.2 million offences were reported to the police. 50 years ago, the corresponding figure was 200,000.

Crime trends and crime rates are affected by many factors over which the police have little or no control, e.g. economic development and social and demographic changes in society. It is therefore very important that the police in their efforts to prevent crime and improve public safety should co-operate with other local stakeholders, such as various municipal agencies, the county councils, the customs service, the prison and probation service, victim support centres and various NGOs.

## **Crime prevention**

At the beginning of the 1990s, it was apparent that traditional police work with its focus on reactive responses and crime investigation was not an efficient or effective way to combat crime. A new approach was devised where efforts to fight serious crime were combined with initiatives against everyday offences.

Community policing is an important component in the crime prevention work of the Swedish police. Key concepts in community policing are high visibility policing and crime prevention initiatives taken in close co-operation with people who live or work in the community police area. The focus is on everyday offences in the area. As the term implies, 'everyday offences' are offences which people are



often subjected to in their everyday lives, such as burglary, theft, assault, criminal damage and public order disturbances.

This approach makes it possible to optimise the efficiency and effectiveness of both the police authorities' response to emergency calls and their crime prevention work. Traditionally, the work of the police has largely been event-driven and focused on emergency responses. Today, several police authorities are about to implement an inverted approach where responses to emergency calls are seen merely as temporary breaks in their pre-planned and target-oriented work.

### **Problem-oriented policing**

In order to be able to efficiently prevent crime the police must adopt a problem-oriented strategy. Problem-oriented policing is focused on identifying the direct causes of crimes and public disorder and can be divided into five phases: identifying a problem, analysing the problem, designing a response, monitoring the impact on the targeted problem and evaluating the response. Sometimes, very simple measures will yield good results, such as improved

lighting at crime-prone locations, higher levels of police presence at clubs around closing-time or informing the public about better locks.

### **An example of problem-oriented police work**

#### *Identifying a problem*

The problem is identified and its extent and severity determined.

Example: The community police in a Swedish city notice that several car thefts and thefts from cars have been committed recently in a parking lot in their area. A check of local crime statistics shows that the number of reports relating to such offences has gone up by 76 per cent in the past two months.

#### *Analysing the problem*

Facts are gathered and analysed with a view to finding possible solutions. Sometimes the problem identified may be similar to one which has been dealt with successfully in the past. In such cases, the police can draw on previous experience.

Example: All crime reports relating to the parking





lot received in the past two months are analysed. The analysis shows that the majority of these offences were committed between the hours of 11:30 pm and 5:00 am and that they are concentrated mainly to the eastern section of the lot. This section turns out to have the poorest lighting. Most of the people who use the parking lot live in a nearby area of high-rise flats.

### *Designing a response*

The next step is to design a response. Consultation with the public, local agencies, businesses and organisations in the area will improve the chances of success.

Example: The police contact the municipality, which is responsible for the parking lot, and suggest that the lighting should be improved and that the surrounding hedges should be trimmed as they block people's view of the lot. At a meeting with the local housing co-operative police officers inform the residents about the problem and what measures have been taken so far. Car owners are asked not to leave theft-prone objects in their cars and to park their cars with the front facing the road to make it easier for passers-by to spot any suspicious activity. They are also encouraged to phone the police if they see anything out of the ordinary.

The community police decide to patrol the area more frequently. In addition, they keep a watch on the parking lot every night for one week. As a result, one person is caught in the act of stealing a car.

### *Monitoring the impact of the response*

A response should be continually monitored in parallel with the operational police work and

any changes in reported crime and in people's attitudes and perceived level of safety should be recorded. This information can then be used to assess whether additional measures are required.

Example: The community police received many positive reactions from the public. The increased levels of patrol in the area made them feel safer. The municipality is also very happy with the initiatives of the community police. Two months later reported crime in the area has dropped by 60 per cent.

### *Evaluating the response*

In this phase, the results achieved - as recorded during the monitoring phase - are weighed against the measures taken and the costs involved. The information thus obtained can be used in the planning of future initiatives.

Example: The costs to the community police for the measures taken are found to be fairly small. The measures have been successful and people who park their cars in the parking lot now run a much lower risk of having their cars stolen or broken into.

### **Crime – a common concern**

The efforts of the police and other law enforcement and judicial agencies of course make a very important contribution to the fight against crime. Howev-



er, it is essential that all sectors of society should be aware of the importance of crime prevention.

Surveys have shown that the public considers violent crime to be one of the most serious social problems in Sweden, while burglary, bicycle thefts and auto crime rank among the biggest problems of local concern.

There are many who are prepared to work to prevent crime. In order to channel individual initiative and commitment into action, many municipalities have set up crime prevention councils where representatives of the municipality, the police, schools, churches and local trade and industry work together to resolve local crime problems.

### **Local crime prevention work**

The National Crime Prevention Council is an authority with the same overall goal as the police, i.e. to reduce crime and improve public safety. The NCPC works to promote crime prevention initiatives through research and through spreading knowledge about crime, crime prevention initiatives and the legal system's responses to crime.

The NCPC website ([www.bra.se](http://www.bra.se)) contains crime statistics and information about ongoing projects. Information about local crime prevention schemes can be found under "Crime prevention".

### **Major areas of operational police work**

The work of the police encompasses several differ-

ent areas, such as crime prevention, crime investigation and the administration of matters incumbent on the police service in its capacity as a government agency. The five most resource-intensive areas are:

- Public order and safety
- Violent crime
- Theft and criminal damage
- Police authority matters
- Traffic offences

### **Public order and safety**

When members of the public see a police officer in the course of their normal, everyday lives, that police officer has very likely been assigned to public order and safety duties, e.g. patrol duty, the policing of special events, responses to emergency calls or police authority matters such as the issuing of passports and various kinds of licences and permits.

Apart from investigation and charging, the maintenance of public order and safety constitutes the bulk of the work done by the police.

There are also police officers who are specialists in public order duties requiring specific competence, e.g. those posted to the Marine Police, the Mounted Police, the Emergency Response Units and the Police Helicopter Service.



# Reducing crime and increasing public safety



## Violent crime

Violent crime is increasing. One type of crime belonging to this category is illegal threats. When such threats are made via electronic media, it is sometimes very difficult for the police to identify the offender. Another is assault in a public place, a crime type that is increasing in all parts of the country. Through various crime prevention initiatives, e.g. close co-operation with football supporter clubs, the police and other stakeholders have managed to achieve a reduction in violence at sporting events.

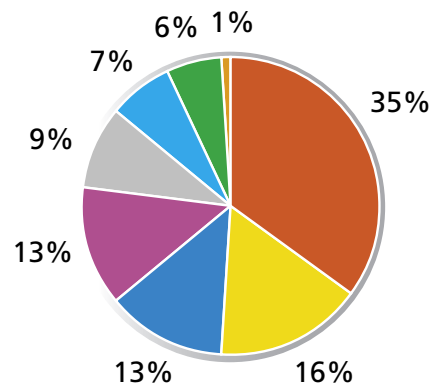
Even though crimes of violence are not very common overall, they are serious as many victims suffer physical injury and severe emotional trauma. Such crimes are also very often difficult to investigate and advanced forensic methods are increasingly used to identify offenders.

## Theft and criminal damage

Car theft, burglary, shoplifting, pick-pocketing and robbery are examples of crimes of theft, the crime category generating the greatest number of reports. In 2002, 60,000 car thefts and 120,000 burglaries were reported. Criminal damage is also prolific and a problem that is on the increase. The most common types are damage to cars and graffiti.

As the police service has had to allocate substantial resources to this area, primarily for investigation and charging, crime prevention initiatives focusing on these crime categories are very important. There are several different ongoing projects, e.g. projects tar-

getting drug crime, which is often accompanied by theft from cars, partnerships with insurance compa-



- Public order and safety
- Violent crime
- Theft and criminal damage
- Police authority matters
- Road traffic
- Other offences
- Drugs
- Financial administration



nies and analyses of bulk crime which will provide data for the design of crime prevention responses to these types of crime.

### **The most resource-intensive areas of police work in 2003**

#### **Police authority matters**

Every year the police handle more than 1.5 million police authority matters, for example the processing of lost property and the issuing of passports and various kinds of licences and permits. Contacts with the public are made at police stations, by telephone or via the Internet. The police authorities are currently working to improve their service to the public by extending their telephone and Internet services.

The issuing of passports and licences is an important aspect of the work to maintain public order and safety:

- Passports provide proof of the holder's identity at border controls.
- Firearms licences improve police chances of finding the owner of a particular firearm.
- Licences to arrange a public event provide the police with the opportunity to plan their supervision of an event and to have extra police officers on standby should they be needed.

#### **Road traffic offences**

One of the goals of the police service is to reduce the number of people killed or severely injured in road accidents. In order to achieve this goal, a large number of police officers are assigned to traffic duty. In addition to the traffic police units, all patrolling police officers are involved in the maintenance of road order and safety.

Traffic patrols also play a vital part in preventing crime. Single-officer patrols are used to a large extent to increase police visibility and to create a higher perceived risk of detection among motorists. Traffic is also supervised using unmarked video-equipped cars. The majority of traffic offences are detected through pre-planned traffic checks or spontaneous interventions by police officers on patrol. Drink-driving and seat-belt use are prioritised areas in which the police work closely with the National Road Administration and the National Association for the Promotion of Road Traffic Safety.



Vehicle checks are an important aspect of the road safety work. In order to improve their competence in this field, the police have employed civilian experts. Such experts also perform technical investigations of vehicles that have been involved in accidents.

The traffic police are also responsible for the investigation of traffic offences and accidents. Traffic offences account for a substantial part of the total number of reported offences, the most common ones being driving without a licence and drink-driving.

#### **Crime victim support**

Another area prioritised by the police is crime victim support. People who have fallen victim to a crime often find themselves in a traumatic situation. The police are required by law to support victims of crime, e.g. by informing them of their rights or referring them to other victim support providers. By routinely carrying out risk and threat assessments, which may show that a victim is entitled to some kind of personal protection (e.g. an assault alarm or a telephone with an automatic call recorder), the risk of repeat victimisation can be reduced.

In their work to support crime victims the police work closely with a number of agencies and organisations. One of the key stakeholders in this field is the Crime Victim Support and Compensation Authority whose main duties are to further the rights, needs and interests of crime victims and to make decisions in matters involving criminal injuries compensation and compensation from the Crime Victim Fund. It also serves as a knowledge management centre in crime victim matters and spreads information about such matters.

# A crime has been committed



A man has been murdered in his flat in Dalagatan in Stockholm. A few days later, a friend discovers the body and calls the police. A police patrol from the Norrmalm Police arrives at the crime scene, finds that the man is dead and seals off the flat. A doctor is called in to pronounce the man dead. After a crime scene examination, the body is taken to the National Board of Forensic Medicine in Solna where an autopsy is carried out to establish when and how the man died.

## *Crime report*

The police officers conduct brief interviews with people in the building and make a record of what the scene looked like on their arrival – whether the door was locked, the bed made etc. All the information thus gathered is recorded in the crime report.

## *Crime scene examination*

Crime scene technicians from the Forensic Squad at the Stockholm Police Authority are called to the scene. They carry out a thorough examination of the flat. Surfaces are dusted with a black powder to develop any latent fingerprints. They also check the floor for footmarks, collect traces of blood, examine the contents of the garbage bin, look for signs of struggle etc. The entire flat and the body are photographed from various angles.

## *Crime investigation*

The law prescribes that a crime investigation must be commenced as soon as there is reason to assume that a crime has been committed. In this case, the decision to initiate an investigation is made by an experienced crime investigator who will be in charge of the investigation for the time being. The file containing the crime report, interview records and other documents pertaining to the case is handed over to the Crime Investigation Squad of the County CID.

The victim's family, friends, neighbours, and other people who might have some information about the murder are interviewed. The victim's lifestyle is also studied, as it may provide important clues, and the reports of the medical examiner and the Forensic Squad are analysed.

Eventually police suspicion focuses on an acquaintance of the victim. The Crime Investigation Squad requests assistance from the Surveillance Squad. The suspect is placed under 24-hour surveillance, in the course of which information is obtained which confirms the investigators' suspicions that he committed the murder. He is now reasonably suspected of the crime and responsibility for the investigation is taken over by a public prosecutor.

## *The public prosecutor*

Throughout the investigation, there is a close liaison between the County CID and the public prosecutor assigned to the case. The latter is kept constantly informed of any progress made. In this particular case, the public prosecutor considers it essential to have access to the suspect's telephone conversations. He therefore applies to the District Court for a wire-tap warrant. The court decides that the suspect's phone may be tapped for a period of no more than one month.

## *Arrest*

Eventually, the prosecutor finds that there is sufficient evidence to issue a warrant of arrest. The surveillance team is notified and the suspect is taken to the Kronoberg Detention Facility where he is interviewed several times by investigators of the County CID. A search is also made of his flat. Several pieces of evidence are found, for example blood-stained clothes hidden in a stove. When questioned about the clothes, the suspect says that he is a hunter and that the blood on the clothes is animal blood; the clothes smelled bad



so he put them in the stove until he could book a time in the communal laundry facility. He does not admit to the murder.

*National Laboratory of Forensic Science*

The blood-stained clothes are sent to the laboratory for forensic examination. The bloodstains are DNA-tested against a sample of the victim's blood and the test results show that they match the DNA from the victim.

*Further detention*

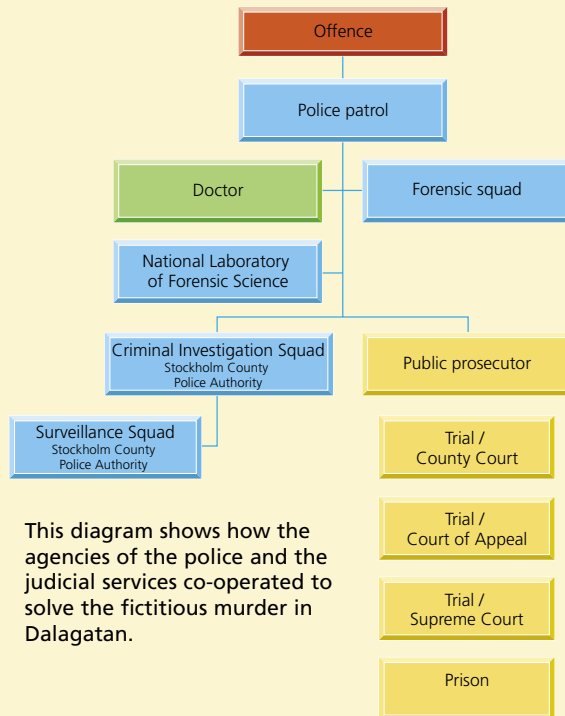
The public prosecutor submits an application for further detention to the District Court. The court sets a date for the detention hearing. The public prosecutor, the suspect and his defence counsel are present at the hearing. The prosecutor gives an account of the facts underpinning her application, and the suspect and his counsel are then given an opportunity to respond to this account. The court finds that further detention is justified and sets a date by which charges must be brought against the suspect.

*Charges*

The suspect and his defence counsel are given access to the entire case file and have a right to give their views on the investigation. They may also request that there should be additional interviews with witnesses, or that other information be taken into account in the investigation. When the public prosecutor is convinced that there is sufficient evidence to gain a conviction, she decides to bring charges against the suspect. She submits an indictment to the District Court, which in turn issues a summons and sets a date for the main hearing.

*The District Court*

The District Court tries the suspect in a main hearing. The court is made up of a judge, five lay judges and a court clerk. The prosecutor appears for the victim's family and files a claim for damages to be paid by the defendant. The defence counsel appears for the accused. The accused is heard along with several witnesses and the prosecutor presents the evidence and tells the court what punishment she believes should be imposed on the accused, should the court find him guilty as charged. The main hearing takes several days. At the end of the hearing, the judge and the lay judges have to decide whether the accused should remain in custody or be released pending the court's decision. In



This diagram shows how the agencies of the police and the judicial services co-operated to solve the fictitious murder in Dalagatan.

this case, they decide that their verdict will be made public in two weeks and that the accused is to remain in custody.

*The Court of Appeal*

The accused was found guilty of murder. He was sentenced to ten years' imprisonment and to pay damages to the victim's family in the amount of SEK 150,000. Through his counsel, he appeals against the decision to the Court of Appeal, which decides to review the case. A new hearing is held, similar to the one in the District Court. The Court of Appeal upholds the district court's decision that the man is to be imprisoned for ten years, but increases the damages to SEK 170,000.

*The Supreme Court*

Having been found guilty by the Court of Appeal, the man requests that this decision should be tried by the Supreme Court. However, the Supreme Court will only review cases where a decision may be useful as a guide to future action (a 'precedent') or where a review is deemed absolutely necessary, for example because a court of appeal has made a serious judicial error. In this case, the Supreme Court rejects the application for a new trial.

*Prison*

The man is taken to a prison where he will serve his sentence.



# Varying environments require specialisation



The great diversity of police duties and all the different environments in which the police have to operate sometimes call for a high degree of specialisation. The following are some of the specialist units in the Swedish police service:

## **The Marine Police**

The duties of the Marine Police are basically the same as those of other police units, i.e. responses to emergency calls, supervision and crime investigation. The Marine Police are responsible for the enforcement of various acts and regulations governing traffic at sea, hunting and fishing, nature reserves etc. and also the investigation of cases of receiving and fraud related to boat thefts.

The Marine Police have bases in Stockholm and Gothenburg, responsible for Sweden's east and west coast, respectively. The Marine Police work closely with the Coast Guard, which, among other things, guards our sea borders.

A police officer who wants to join the Marine Police must have at least five years of service and nautical competence at least equal to that required for a Master's Certificate. Recruits then receive a few

months' training, e.g. in radar navigation, traditional navigation and marine legislation.

## **The Mounted Police**

A police officer on horseback is afforded a view that is invaluable at crowded venues. He or she is also highly visible. Mounted police officers are often assigned to the policing of ceremonial functions, marches and rallies. Football matches, music festivals and markets attended by many people are other instances where mounted police officers can make important contributions. For example, they can clear a path through a large crowd for police cars or ambulances. Police horses also have a pacifying effect on a rowdy crowd – they are large and command respect while at the same time people enjoy contact with the horses and their riders.

Police horses are also used for many other purposes, e.g. for patrolling large open spaces. As horses move easily in difficult terrain, they are also used in searches for missing persons.

Accustoming a horse to the various environments in which it will be used is an important part of the training. A police horse must remain balanced and collected in heavy traffic, large crowds and environments with a multitude of loud and sudden noises. Police horses also undergo training in dressage, formation riding, jumping and agility.



Police officers who wish to train for the mounted police must have at least five years of service. Recruits are given a one-year course, which includes e.g. the care and attention of horses, veterinary medicine and farriery. In order to ensure the best possible interaction between the horse and its rider, mounted police officers always ride their own individual horse and they are also responsible for the training of their horse.

### **The Police Dog Service**

Police dogs are used for example to track wanted offenders and in searches for missing persons. Thanks to their excellent olfactory sense, specially trained dogs are an invaluable tool in the war on drugs and searches for explosives.

The most commonly used breed is Alsations (German shepherds) but the Swedish police also use Rottweilers, Riesenschnauzers, Malinois, Labradors and Springer Spaniels. Dogs selected for police dog training must be mentally and physically healthy and easy to handle. They must also possess an open and friendly disposition, a lively temperament, courage and fighting spirit.

The most important duty of the Mounted Police is to maintain order at major public events. The fact that people often enjoy contact with the horses and their riders usually has a calming effect in tense situations. Mounted police are primarily used for operations in Stockholm, Malmö and Gothenburg.

If a dog is considered suitable for training it will undergo an ability test aimed at finding out how it reacts to heights, noisy environments and walking on various kinds of surfaces, such as slippery floors, gratings, stairs etc. Its olfactory sense is also tested.

Dog handlers train their dogs for about 6-8 hours a week. The training is focused on the duties for which the dog is going to be used. The ability to use its olfactory sense correctly is one of the most important qualities in a police dog. Averting attacks on its handler and other police officers is also an important part of the training. Primarily, however, the training is focused on obedience.

To be eligible for dog handler training, a police officer must have a few years of service. Applicants are interviewed and undergo various physical tests and a test in dog handling. Officers who are accepted are given a seven-week central training course followed by supplementary training in their own police districts.

### **The Police Helicopter Service**

The Police Helicopter Service has evolved since 1964 into an organisation comprising about 30 pilots and 8 helicopters stationed at five bases. The helicopter service performs a wide range of duties. In addition to taking part in regular police operations, it works closely with the emergency services.



# Varying environments require specialisation



es, the Sea Rescue Service, the customs, the Coast Guard and the medical services.

The most common type of mission is rescue operations of various kinds, for example at sea or in the mountains. Searches for missing persons account for the bulk of the missions flown. Several hundred such searches are carried out every year.

When it comes to actual police work, the service performs a range of different duties, from general public order duties, traffic management, border controls, escort duties and supervision and protection of sensitive objects, to maintaining public order and safety in the vast, roadless national parks in the north. Among the more or less common tasks known to have been performed by police helicopter crews might be mentioned apprehending suspects fleeing from the police and spotting fires and oil spillages.

Police officers wishing to train as pilots in the PHS must have at least four years of service and have to undergo a series of selection tests. Successful candidates receive flight training at the School of Aviation in Gothenburg.

## Special Response Units

Special response units are stationed at the Stockholm, Västra Götaland and Skåne police authorities. Such units usually operate in metropolitan areas and are used for particularly difficult or dangerous op-

erations that may require special competence. The core duties of these units are:

- Interventions against dangerous persons
- Interventions against crowds
- Escorting people and valuable objects
- Rescue duties

When not used for such duties these units perform regular response duties or other qualified tasks where the officers' special competence, availability and equipment may come in useful. As training is very important for the successful performance of these units, about 20% of their working time is devoted to training.

Special response units are on call 24 hours a day, every day of the year, and are normally prepared for immediate deployment to all parts of their police district. Officers in these units are sometimes also seconded to other districts in connection with special incidents or functions, e.g. the armed robbery in Älvdalen a few years ago, the police murders in Malexander and the EU summit meeting in Gothenburg.

Police officers who wish to work in a special response unit must have a minimum of 2,5 years of distinguished service. Applicants go through a comprehensive selection process in several different stages. References are obtained and selectees undergo various physical tests, interviews, a medical



examination and phobia and motivation tests. The basic training is made up of three parts. Parts 1 and 3 include practical and theoretical training, while Part 2 consists of field training with a special response team.

### **The National Counter Terrorist Unit**

The National Counter Terrorist Unit is society's most advanced response to exceptional incidents, for example a terrorist attack.

The NCTU can be deployed in hazardous situations, e.g. hostage incidents, interventions against armed and dangerous persons, high-risk searches of premises, tactical negotiations, surveillance and surveys in difficult environments and various kinds of underwater operations.

The NCTU currently has a staff of about 50. In addition to having at least five years of service, officers wishing to join the unit must pass very demanding physical and psychological tests. The selection process is lengthy and involved.

To be a fully qualified member of the unit an officer must complete two years of special training and operational work.

### **The Auxiliary Police**

The Auxiliary Police is a nationwide organisation whose primary task is to participate in police operations related to the protection of the civilian population and in rescue operations. It may also be used for other police duties, for example where society has been, or is at risk of being, subjected to particularly serious threats to public order and safety.

The Auxiliary Police organisation has a strength of 1,500 auxiliary and 320 professional police officers. Auxiliary police officers are recruited from among people doing their compulsory national service in the Civil Defence.

Applicants to the Auxiliary Police should be between 30 and 35 years old, physically fit and have completed their military service with high marks. Applicants are subjected to a suitability assessment consisting of personal interviews. The 15-day basic training course includes leadership, legislation, tactics and firearms practice. Officers in the Auxiliary Police are also given a five-day refresher training course every second year.



# National and international crime



Serious crime often has nationwide or international ramifications. For the fight against such crimes to be effective, a national police organisation is required which can operate across county borders and work with foreign police services. The units responsible for this kind of work in the Swedish police service are the National Criminal Investigation Department and the National Security Service.

## **National Criminal Investigation Department (NCID)**

The chief areas of activity of the NCID are international police operations, the fight against aggravated organised crime and tasks requiring special competence not available at the central or regional levels. The role of the NCID in the police service is to co-ordinate and direct police work.

The NCID is increasingly active in international police partnerships and is an important link between the local, national and international levels of the police service. Its co-ordinating duties may be specific – as in criminal intelligence operations or IT-incident preparedness – or more general, as in co-ordination of the planning for special incidents.

At the request of a police authority, the NCID may assist the authority in a surveillance operation or crime investigation led by the authority. The NCID may also reinforce a police authority with the Na-

tional Counter Terrorist Unit, or a team from that unit. In addition to supporting the police authorities in their work the NCID also directs police work when action is taken against particularly aggravated crimes with nationwide or international ramifications, when the National Counter-Terrorist Unit has been called out and when incidents abroad call for national unity. The NCID operates in three core areas – crime intelligence, crime investigation and surveillance and public order and safety.

## *Crime intelligence*

Crime intelligence duties can be divided into five components, viz. the gathering, processing, recording, analysis and dissemination of information.

Crime intelligence is received and sent out by the NCID, e.g. through its National Communications Centre. Some of this intelligence derives from sources within established partnerships such as Europol, Interpol and Schengen. Special computer systems and databases have been developed to handle the large amounts of information involved.

Since the processing of the information requires specialist knowledge the crime intelligence work of the NCID has been divided into several main areas, e.g. drug crime, illegal immigration and human smuggling, economic crime (chiefly money laundering), environmental crime, crimes related to states in Eastern Europe, auto crime, football hooliganism, motorcycle gang-related crime, sexual assaults against children and child pornography.

Recent developments in this field - such as our increasing knowledge and experience, new approach-



es to crime intelligence work and new technology for the storing, processing and presentation of information - have made advanced analyses possible. Such analyses result in both operational, case-oriented intelligence used for short-term purposes as well as in phenomenon-oriented intelligence that may be used for longer-term strategies.

Crime intelligence is disseminated to police officers assigned to operational duties at the NCID and to the police authorities to be used in their day-to-day police work.

#### *Investigation and surveillance*

Some crime investigations are very complex. Specialist squads have therefore been set up to handle investigations into violent crime, IT-related crime and serious organised crime.

The NCID also has surveillance teams which can be deployed to assist police authorities in the fight against serious crimes and crimes with nationwide or international ramifications. Some of the officers on these teams specialise in the physical surveillance of criminals while others are specialists in

advanced technological surveillance methods. The nature of surveillance operations has changed in the past few years and today advanced technological aids are increasingly used in such operations.

There is also a squad responsible for identifications using the National Fingerprint Index and the Suspect Photo Index. In addition, the NCID has a team of experts performing identifications of people who have died in accidents abroad.

#### *Public order and safety*

The following NCID resources are available when special efforts are needed to maintain public order and safety:

- A peace support organisation for international operations made up of civilian police officers.
- Five police helicopter bases (in Stockholm, Gothenburg, Malmö, Jönköping and Boden) which provide assistance in various kinds of public order, search and rescue, surveillance and transport operations.
- Airport security personnel.

About 200 Swedish police officers are engaged in various peace support missions annually, chiefly missions organised by the UN. They serve abroad for between six and twelve months. The relatively short period of service is due to the fact that their work is very demanding, both physically and psychologically. Since civilian police officers work in war-like conditions it is only very rarely possible for them to take their families with them to a mission area.

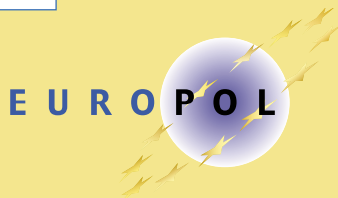


# National and international crime



- Police personnel on stand-by for special incidents of national concern where police intervention may be needed.
- Supervision and protection of sensitive transports, e.g. transports of nuclear or radioactive substances and firearms.
- The Police Dog Service.
- The National Counter Terrorist Unit.
- Liaison officers, most of whom are assigned to the Nordic Police/Customs Partnership against drug crime and international crime.
- The National Communications Centre, which is manned round the clock. The centre handles the dissemination of various kinds of police alerts, requests for and co-ordination of national police resources, the provision of information from central indexes to police authorities and contacts with personnel on stand-by at the NCID. When

## Facts



### Europol

Europol is a European law enforcement organisation whose chief objective is to improve police cooperation between the member states to prevent and combat terrorism, illicit trafficking in drugs and other serious forms of international crime.

Europol has a large number of liaison officers and observers from non-member countries. Stationed at the Europol headquarters in the Hague, they work to facilitate the exchange of crime intelligence information between member countries. They also provide analyses, expertise and technological support in crime investigations and police operations in the member countries.

For more information, see [www.europol.eu.int](http://www.europol.eu.int).



### Interpol

Interpol is an international police organisation for the dissemination and co-ordination of information and for police measures of an international nature. Within the framework of Interpol member states co-operate in the fight against crimes punishable under general criminal law. Via Interpol, Swedish police and prosecution authorities can, for example, request that a person in another country be interviewed, issue international notices about missing persons or request that a person or vehicle involved in a crime investigation be identified.

For more information, see [www.interpol.int](http://www.interpol.int)

### Schengen

Sweden has been a member of the Schengen pact since March 25, 2001. Schengen is a passport union comprising thirteen EU countries and Norway and Iceland. Citizens of these countries can move freely across national borders in the Schengen area. While internal border controls have been abolished, external controls

have been tightened and the member countries have also set up a joint computer system containing information about wanted criminals. This system has a large number of users in the police, customs and coast guard services of the Schengen countries and can be used to post international wanted notices and to obtain police information.

For more information, see [www.riksdagen.se/eu/teman/schengen](http://www.riksdagen.se/eu/teman/schengen)



### Nordic Police/Customs Partnership

The objective of the Nordic Police/Customs Partnership is to further the fight against aggravated crime involving the Nordic countries. The NPCP is a partnership for advice, co-ordination and co-operation and has no supranational powers. Co-operation within the partnership is chiefly carried out by liaison officers and through joint Nordic programmes to combat aggravated transnational crime. NPCP liaison officers are authorised to assist and co-operate with law enforcement agencies in the country or countries to which they are accredited, and with such agencies in the Nordic countries.

The Swedish, Danish, Finnish, Norwegian and Icelandic police services have a total of 42 liaison officers (32 police and 10 customs officers) stationed in some 20 countries. Several of these posts are side-accredited to other countries: Bulgaria (Macedonia), Estonia, the United Arab Emirates, Greece (Cyprus), Jordan (Syria and Lebanon), Latvia, Lithuania, the Netherlands (Belgium, Luxemburg), Poland, Russia (Belarus), Spain (Portugal), Thailand (the Philippines, Laos, Cambodia, Vietnam), the Czech Republic, Turkey, Germany, Pakistan (Sri Lanka), Great Britain, Serbia-Montenegro (Croatia, Slovenia, Bosnia-Herzegovina), Hungary (the Ukraine) and Austria (Switzerland, Slovakia, Slovenia and Liechtenstein).

The National Liaison Office at the National Criminal Investigation Department is responsible for co-ordinating the operational cases of all Nordic liaison officers and for the administration of the Swedish officers.



incidents occur which affect several police authorities, the centre also assists the authorities involved by co-ordinating operational information.

#### *Liaison officers in all parts of the world*

A physical presence in another country creates opportunities for direct personal contacts with the police of that country. To facilitate such contacts, the Swedish police have a number of liaison officers stationed in various places abroad within the framework of a Nordic partnership. Depending on current crime trends, the places in which such officers are stationed vary from time to time. At present, there are Swedish liaison officers in e.g. Amman, Athens, Bangkok, Budapest, the Hague, Moscow, Riga, St Petersburg, Warsaw and Tallinn. As a rule, liaison officers are posted to the Swedish embassy in the host country.

In addition to the liaison officers, the Swedish police service has one police adviser working at the Permanent Mission of Sweden to the United Nations in New York, three officers at the Swedish Liaison Office at Europol in the Hague and three at Interpol in Lyon.

#### *Swedish Police Peace Support Operations*

Officers of the Swedish Police Peace Support Operations work as civilian police officers for the UN and other international organisations. Such operations are fully financed by the Department of Foreign Affairs. Some 200 Swedish police officers are engaged in various missions annually, chiefly those organised by the United Nations. Swedish civilian

police officers are currently participating in five UN missions, viz. in the Congo, Kosovo, Liberia, Sierra Leone and East Timor. In addition, Swedish civilian police officers are participating in missions led by the EU, OSCE and other international bodies in Afghanistan, Bosnia, Jordan, Kirgizistan, Kosovo, Croatia, Macedonia, Serbia and Montenegro and Sudan.

Civilian police officers function as advisers to the domestic police force of the foreign country in various matters and provide training for the same. They also monitor the observance of human rights and the use of coercive measures in the day-to-day work of the domestic police.

In certain situations of an emergency nature, these officers have executive police powers in the country in which they are stationed. For example, they may make arrests and perform searches. While it is unusual for the United Nations to take over all powers relating to the administration of justice, they have done so on a few occasions, for example in Kosovo and East Timor.

Civilian police officers serve abroad for between six and twelve months. The relatively short period of service is due to the fact that the work is very demanding, both physically and psychologically. As civilian police officers work in war-like conditions, it is not possible for them to take their families with them to mission areas.

Swedish civilian police officers on board a Hercules 130 during a flight to the Kosovo Mission in 2004







**T**he Swedish police increasingly participate in various international law enforcement partnerships. Such partnerships with countries in Central and Eastern Europe, Africa and Central America are a high priority for the Swedish government and major initiatives will be taken in the next few years to strengthen the legal systems in these countries, e.g. through various forms of support to the national police services.

The police service has become an important resource in Sweden's international law enforcement development schemes. Such schemes are increasingly seen as strategically important in achieving development towards democracy and respect for human rights. The Swedish police are currently running projects together with police services in Central and Eastern Europe, Africa, Central America and Asia.

The need for international police co-operation has increased as a result of the ongoing globalisation process. The opening up of national borders in our part of the world has resulted in a rise in transnational crime and there is a risk that organised crime will threaten our national and regional security and jeopardise the democratic principles on which our society is based. To counter this development, it is essential that the Swedish police be involved in various projects aimed at helping other countries develop their judicial systems and police services.

Our international co-operation projects are focused on knowledge transfer aimed at promoting development. All such projects are to be based on democratic values, respect for human rights and the principles shared by societies based on law.

## **Financing by SIDA and the EU**

The international development work done by the police forms a part of Sweden's international development schemes and Swedish foreign policy. Financing is provided by e.g. the Swedish International Development Cooperation Agency (SIDA) and the EU. The partners in this co-operation may vary over time. Estonia, Lithuania, Latvia, Russia, Bosnia-Herzegovina, Serbia and Montenegro, South Africa, Rwanda, Nicaragua and Sri Lanka are some of the countries with which the Swedish police have worked.

## **Development co-operation in international crisis management**

The Swedish government has stated that international efforts to prevent conflicts and develop crisis management are becoming increasingly important. Civilian police operations led by international organisations such as the UN play an important part in international crisis management. Like other kinds of crisis management efforts, the aim of development co-operation projects in the area of law enforcement is to achieve greater international security. This is of vital importance, not least for the crime prevention work in the countries or regions concerned.

## **The UN and the European Council**

Within the framework of the UN and the European Council the Swedish police participate in the fight against organised crime, trafficking etc. and in strengthening the protection of human rights.

## **EU**

The purpose of police co-operation within the EU is to create better opportunities for the police services of the member states to combat organised and transnational crime. Through concrete measures, such as those listed below, the co-operating police services aim to fulfil the EU goal of creating "an area of freedom, security and justice":

- A task force (TFCP) consisting of the national police commissioners in the EU member states
- A European Police Academy (CEPOL)
- Eurojust, an organisation which co-ordinates criminal investigations on organised crime through i.a. mutual legal assistance and in co-operation with the European Judicial Network
- An extended mandate for Europol, a joint strategy for external border controls and the establishing of a European Agency for the Management of Operational Co-operation at the External Borders.

The European Ministerial Council has set up some thirty working groups to deal with matters which, directly or indirectly, affect the work of the police,

e.g. legislation, the fight against particular types of crime, recommendations concerning best practice, the creation of specialist networks or the setting up of co-operation projects. Swedish police officers participate in the activities of such working groups as delegation leaders, experts or as contributors to the preparatory work done by the Swedish Government Offices.

The ten countries which joined the EU on 1 May 2004 participate in European police co-operation founded on the EU demands regarding legislation, stable institutions and efficient law enforcement. Internal border controls will be abolished once these countries have been connected to the Schengen information system (SIS) and have met the other EU demands for external border controls.

#### **Nordic co-operation**

Our non-operational police co-operation with the other Nordic countries is in many respects more far-

reaching than that within the EU. A new agreement which will further strengthen Nordic co-operation was signed in September 2002 by the Nordic national police commissioners, who meet annually to discuss matters of common interest and to promote the development of the Nordic police services, e.g. through joint equipment purchases and the development of Nordic police co-operation.

#### **Other kinds of international co-operation**

The Swedish National Police Academy is involved in international co-operation, e.g. with the European Police Academy (CEPOL) and the Association of European Police Colleges (AEPC). The Swedish National Laboratory of Forensic Science participates in international research and development projects, chiefly within the framework of the European Network of Forensic Science Institutes (ENFSI). The Swedish police also participate in international seminars, conferences and specialist networks in areas such as the development.



Rwandian police cadets



The National Laboratory of Forensic Science (Statens kriminaltekniska laboratorium, SKL) in Linköping is Sweden's forensic technology centre. It has about 230 employees who are experts in their respective scientific areas. The forensic evidence provided by the laboratory plays an important part in the judicial process.

The NLFS is a part of the Swedish police service but is also a government agency in its own right. It is divided into four units, viz. Biology, Chemistry/Technology, Drug Analysis and Documents. The laboratory's advanced research and development work and excellent international contacts place it at the forefront of forensic examinations, as evidenced e.g. by its comparative drug analyses and DNA profiling work.

### **An important knowledge management centre**

Samples are sent to the SKL for analysis from police units all over the country. Thus, the SKL is not only an advanced service laboratory but also an important knowledge management centre in matters of forensic science. The laboratory also supports the development of new forensic field methods.

### **Commissioned analyses**

While analyses for the law enforcement and judicial services are prioritised, the laboratory also carries out analyses for other agencies, private companies and individuals. Such analyses are paid for by the customers.

The SKL carries out a wide range of examinations, from handwriting examinations to drug analyses, but drug and DNA analyses account for the bulk of the work. DNA analyses have developed into one of the most important areas of forensic science and significant areas for the future are environmental crime, IT-related crime, digital sound and imaging technologies and fingerprint identification.

### **A department of the National Police Academy**

The SKL also act as a department of the National Police Academy and, as such, responsible for all forensic training courses in the police service. It also arranges such courses for other units of the law enforcement and judicial services.

For more information, see [www.skl.polisen.se](http://www.skl.polisen.se)



Two SKL experts searching for biological traces suitable for DNA analysis. Traces of sperm and other bodily secretions fluoresce when illuminated with light of certain wavelengths.

# Working in the police service



**P**olice work is very staff-intensive. The Swedish police service employs about 23,000 police and civil staff. Maintaining and developing staff competence and striving to achieve a good work environment are a high priority.

When people think of the police service, they usually think of its police officers. It is true that about 70 per cent of our employees are police officers, but there are also some 6,700 civil staff who are normally unknown to the public. The members of our civil staff often have special skills and are in charge of e.g. corporate issues, staff development, legal and financial matters, IT and crime investigations.

## **A popular career choice**

Joining the police service is a very popular career choice, as evidenced by the fact that it is very difficult to get into the National Police Academy: only about 5 to 10 per cent of applicants can be offered a place. The police service has traditionally been a male preserve. However, as we seek to employ a workforce that reflects the society we serve, we are striving to increase the proportion of women and ethnic minority officers.

## **Training for real-life situations**

Problem-oriented and crime preventive work methods are central to our vision of police work. This is also reflected in the training of police officers.

Students on the Police Programme of the National Police Academy work with case studies based on actual situations and events. Theory and practice are continually integrated e.g. in group discussions, study-integrated workplace experience periods, lectures and study visits.

The Police Programme comprises two years of full-time studies and six months of field training at a police authority.

## **Career development – a vital necessity for development**

Current career development initiatives in the police service are focused on leadership training and on broadening the base from which managers are recruited. Career development takes various forms, from counselling or a tailor-made programme for a specific member of staff to courses arranged for a group of employees at the request of a police authority. Leadership issues are co-ordinated by the National Police Board.

In order to keep up to date in this field, the NPB has set up a Leadership Training Centre at the National Police Academy. The LTC is a knowledge management centre which follows developments in the police service and other organisations, monitors the publication of books, articles and research papers in this field, provides advice on leadership strategies and supports pilot schemes at the police authorities.

In addition to providing leadership training, the police service also arranges competence development courses for both police and civil staff, for example in the use of IT or crime investigation duties. The police authorities usually prioritise training courses focused on operational duties, e.g. tactical police work and various practical skills. Several police au-



thorities are in the process of introducing job rotation and job exchange schemes and training courses have also been arranged for supervisors, internal instructors and teachers with a view to developing and maintaining their competence.

### Work environment

Work environment issues have come into focus in recent years, partly as a result of major reorganisations in the police service and partly because our employees are increasingly subjected to threats or violence. A member of staff who has been subjected to threat or violence will be offered counselling and protection. Preventive measures are also taken in this area, for example the mental training courses provided by e.g. the Police Academy.

### Equal opportunities

The Swedish police are very active in the area of equal opportunities. Work is in progress to make equal opportunity issues an integral and natural part of everyday police work and to ensure that managers at all levels translate our policies in this area into action. This also applies to other issues, such

as ethnic and cultural diversity in the police service. There are a number of networks in the police service working to strengthen and support their members in their professional roles, to extend the network and to spread knowledge about equal opportunities, sexual harassment etc. One of these networks is for men who wish to work against sexual harassment and for equal opportunities.

### Co-operation for development

The rapid rate of change in our society and in the world around us makes great demands on the ability of the police to develop. If we are to achieve a greater level of commitment among the staff, which will make for more efficient and effective police work, it is essential that the staff have a greater influence on their duties. There must also be constant dialogue throughout the organisation. To achieve this, a co-operation agreement has been made between the staff unions and the employer.

This agreement will result in a major cultural change in the police service: it will no longer be a centrally-governed organisation. Instead, decision-making will be decentralised as far as possible and the staff will have an opportunity to discuss and influence decisions before they are made. This will bring additional competence and experience into the decision-making process, increase staff commitment and ensure that decisions made will have whole-hearted support.

In practice, these ideas are being implemented e.g. through one-to-one professional development discussions, workplace meetings and consultative groups.

31th of December 2003

### Facts

Total number of employees	23 062
Men	15 054
Women	8 008 (35 %)
Total number of police staff	16 292
Men	13 133
Women	3 159 (19,4 %)
Total number of civil staff	6 770
Men	1 921
Women	4 849 (71,6 %)



**Rikspolisstyrelsen**  
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