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The Finnish Police

Ministry of the Interior
Strategic steering of policing, performance management of the National Police Board, police framework preparation, legislation, international affairs of the Ministry

National Police Board
To plan, develop, direct and supervise policing and related support functions, to assume responsibility for the performance guidance and to make decisions on cooperation between police units

National Traffic Police
Security Police
Local Police Departments
National Bureau of Investigation
Police Technical Centre
Police College of Finland

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THE BASIC TASK

The task of the Police College of Finland is to maintain and improve the skills and the information base of the police staff. The Police College of Finland is responsible for police training recruitment, student selection, diploma and advanced studies and further training and carries out research and development in the police field. The Police College of Finland is an active participant in the public debate on security matters.
The Police College of Finland is developing existing and future police skills at many levels. The focus of the work is on general police skills and the strengthening of the quality of operations and personnel skills of the Police College.

The Police College has a quality assurance system ensuring that the multisectoral training institute can operate in a unified and efficient manner. The main parts of the system – processes, the feedback system and self-assessment – are being continuously developed. Quality management is gradually becoming an instrument allowing the Police College to focus its activities in a changing environment.

**Practical quality work**

The central objectives of the Police College and the guidelines steering its operations were approved as part of the training institute’s strategy in May 2010. The three sub-strategies provide the steering process with a pedagogic and research content and incorporate the views of the Police College staff.

The implementation, monitoring and assessment of the strategy have been incorporated in the performance planning process. The strategy is a powerful tool for steering operations in such endeavours as the Polku project aimed at updating diploma and advance studies at the Police College.

The main principles and procedures of the quality work of the Police College and the aims laid out for it were incorporated in the operational manual of the training institute in late 2010. The manual is the most important document of the quality assurance system. The electronic manual is accessible to staff and students on the intranet and it can also be viewed by other employees of the Finnish Police Administration.

**Feedback guiding operations**

The Police College makes use of extensive internal assessment procedures, which provide a comprehensive picture of the training institute’s operations. The feedback system and the assessment procedures are continuously developed: The results are used as a basis for concrete development objectives for the Police College.

The Police College on the path of continuous learning

The Police College of Finland has existed since 2008 in its present form. This means that even though the nation’s police training system has long traditions, a police college providing all Finnish police training at diploma and advanced level has only operated for three years.

The process of merging the old police training institutes is barely behind us but the Police College is already working on a new major project, which involves the updating of its degree structure. The Polku (path) project will substantially change the way in which the degrees provided by the Police College will be positioned in the European system of degrees. The introduction of the new degree system will mean changes in teaching contents and is also a substantial administrative process. However, Polku will provide us with a rare opportunity to take a comprehensive view at the well-established traditions and procedures of police training. Society at large, its values and the technology it uses are undergoing profound changes and the police must be able to adjust the way in which they operate in accordance with new needs and requirements. The best way to do this is through a training system. At the same time, the future police personnel must be provided with the ability to understand the change and to react to it by continuous self-development.

**VALUES**

- Fairness
- Professionalism
- Service to the community
- Employee wellbeing

**VISION**

In 2020, the Police College of Finland will be a highly respected and an increasingly valued provider of police training, research and development that works to promote security cooperation at both a national and an international level.
coming operating period and the manner in which the objectives are met is regularly monitored.

The central part of the feedback is collected using questionnaires carried out among students and staff members. The views of the students on the quality of the training and the study atmosphere were charted with regular student feedback questionnaires and a student survey in 2010. The working atmosphere and the quality of the internal services were examined with questionnaires targeting the staff. The results show that the Police College of Finland is a well-functioning study and working environment where operations are continuously developed.

For the second time, the self-assessment of the operations and results was carried out using the CAF model. The objectives laid out in the previous self-assessment development plan have been met and progress has been achieved in a number of assessment areas. The new self-assessment will form a basis for operational development in strategy work, effectiveness surveys and staff skills. During the year in review, self-assessments were also carried out in the financial and personnel management and occupational safety. The results will be used as a basis for quality improvements in the sectors concerned.

Basis for an external audit

An external audit of the quality assurance system of the Police College will be conducted in autumn 2011. The audit, to be carried out by the Finnish Higher Education Evaluation Council, will examine the quality objectives that the Police College has set out for its operations and assess the methods that the training institute is using for improving the quality of the training and other operations. It will also be examined whether the quality assurance system of the Police College produces appropriate information supporting the quality work.

Higher productivity is an aim in all spheres of public administration. It is often seen as producing a widening gap between finances and service expectations but it can also be examined from a different point of view. It can be an opportunity to take a critical look at one’s own practices and to find and identify their focus areas. This is also the situation at the Police College. High professional ethics, typical of an expert organisation, requires a more in-depth approach to operations and focusing on more efficient and productive teaching is not easy. However, quality management and the construction of a quality assurance system support the change. The assessment procedures that are integrated in the system act as a continuous incentive for improving operations, while describing operations as processes allows us to analyse and improve them.

In its quality work, the Police College is now focusing on the external audit, to be carried out by the Finnish Higher Education Evaluation Council. However, it is only one step in a process that in the next few years will make the quality assurance system a central steering instrument for all operations. For the Police College, external audits will be an important part of an extensive feedback system, allowing us to improve our expertise as part of the Finnish Police Administration.

Kimmo Himberg, Director

Quality work is part of our daily operations and integrated into the performance management system. Quality assurance aims to ensure that all operations are on a unified basis, satisfy customers and stakeholders and help to meet the targets laid down in the performance agreement.

Quality work is a question of continuous development of processes and staff skills. High-quality operations require the input of every employee. Performance management is quality management in which both the achievement of performance targets derived from the strategy and the workability of the processes are assessed. Development work aimed at quality improvements is based on documented monitoring, feedback and assessment procedures.

**QUALITY POLICY**

**STRATEGIC OBJECTIVES**

- improving professional police skills and providing the police field with a broader information base
- continuous improvement of processes
- personnel development
- development of international cooperation

Police College of Finland | Annual Report 2010/2011
Student recruitment and selection

The aim of the recruitment and selection of students is to find enough cadets suitable for police work. The students are selected on the basis of an aptitude assessment and entrance exam.

The qualification requirements for the Diploma in Police Studies are laid out in the Act on Police Training. A vocational qualification, completion of upper secondary school or a matriculation examination is the minimum selection requirement. The applicant must, in terms of health and other qualities, be suitable for carrying out police duties. Applicants must also have worked for at least one year.

In 2010, almost 90 per cent of the applicants met these requirements. The aim is to invite all qualified applicants to take the entrance exams.

**Police training remained popular**

The number of applicants to the Diploma in Police Studies programme continued to increase in 2010. There were about 2,200 applicants to the training programme in the application periods of the year in review. This was almost ten per cent more than in the previous year. The number of applicants to the Police College has been on the increase since autumn 2008, when the employment prospects of police graduates started to improve. The positive visibility of the police in different media has also helped to make the training more popular.

Seven courses with teaching in Finnish and one course with teaching in Swedish began during the year in review. The average age of the applicants and those starting training is about 24 years. Women account for a quarter of the applicants and those beginning training.

The number of applicants to the Diploma in Police Studies programme with teaching in Swedish increased by almost 25 per cent from the previous year. The applicants totalled 92, and 18 of them were selected for the training.

**Growing interest in advanced training**

The students to the Finnish Police Sergeant’s Examination and the Bachelor in Police Command programmes are selected in a two-stage entrance exam. All eligible applicants are invited to the first stage.

During the year in review, there were a total of 261 applicants to the Finnish Police Sergeant’s Examination programme, and 44 were selected for the training. Women account for about 15 per cent of the applicants and those beginning training. Students for the next programme, starting in 2012, will be selected during 2011.

A total of 15 students began the Bachelor in Police Command programme during the year in review. A total of 46 students applied for the programme; 13 per cent of them were women. A total of 70 students applied for the Bachelor in Police Command programme in the 2010 application period. Almost one fifth of them were women. The students for the training starting in 2011 will be selected from this group.

**A multiphase selection process for a police career**

“Being selected to police training means being selected for a police career. Over the years, the multiphase selection process has been adjusted in accordance with the changing requirements for police professionals. I have just started in my job and I am already convinced of the effectiveness and workability of the selection process.

The analysis carried out on the more than five thousand applicants for the Diploma in Police Studies programme shows that the provision of information and student recruitment are correctly targeted: The applicants are strongly motivated and well aware of what is required of police officers.

The Finnish Police are facing the positive challenge of ensuring that police training will remain an attractive alternative. The recruitment and selection expertise must also be kept up to date. It is therefore important to make use of the expertise of the Police College in such areas as the assessment of changes in the operating environment and make the analyses part of the development of recruitment work and selection tools.”

Markku Nyman, Psychologist
For detailed information about the application requirements for the Diploma in Police Studies programme and the different stages of the entrance exam, go to [www.policecollege.fi](http://www.policecollege.fi) and click 'Applications for the College'.

### Number of applicants for diploma and advanced studies and students starting training in 2008-2010

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Diploma in Police Studies</td>
<td>947</td>
<td>218</td>
<td>2,014</td>
<td>248</td>
<td>2,183</td>
<td>365</td>
</tr>
<tr>
<td>Finnish Police Sergeant’s Examination</td>
<td>294</td>
<td>48</td>
<td>261</td>
<td>67</td>
<td>261</td>
<td>44</td>
</tr>
<tr>
<td>Bachelor in Police Command</td>
<td>61</td>
<td>24</td>
<td>46</td>
<td>22</td>
<td>46</td>
<td>15</td>
</tr>
</tbody>
</table>

Student recruitment makes use of the channels that are popular with young people. Since spring 2010, the Police College has also had a presence on the popular Facebook site of the Finnish Police.

During the year in review, the Police College reached out to potential Swedish-speaking applicants by showing conscripts around the training institute. Almost twice as many Swedish-speaking students started training in the Police College as in the previous year.
Training

The Police College of Finland in Tampere is the only place in Finland providing police training. In addition to the Diploma in Police Studies, students can also complete the Finnish Police Sergeant’s Examination and the Bachelor in Police Command degree. In addition to degree level education, the Police College also provides further professional training and specialist studies.

The training is provided in both Finnish and Swedish. The training follows the same syllabus in both languages.

A comprehensive basis for work

Training for the Diploma in Police Studies takes about two and a half years and is worth 165 credit points. The Diploma in Police Studies follows the secondary-level degree. The Diploma in Police Studies confers eligibility for the posts of Senior Constable, Senior Detective Constable and Detective.

The Diploma in Police Studies consists of basic studies and vocational studies. In addition to classroom training periods, the Diploma in Police Studies includes a supervised work practice period, a fieldwork period and the writing of a study paper.

The Diploma in Police Studies covers five areas: Field work, traffic, crime prevention, communications and information systems and the use of force. Apart from the professional subjects in police training, the training includes legal studies and behavioural and communication sciences, such as psychology and language studies. During their training, the students take a language exam, the aim of which is to prove fluency in the second official national language - a skill required of public employees.

A total of 269 new police officers

A training course for the Diploma in Police Studies in Finnish usually begins at the Police College every six weeks and new police officers also graduate every six weeks. Each year, one group of students is offered training in Swedish.

A total of 269 new police officers graduated in 2010. Of these new graduates, nine had completed the Diploma in Police Studies in Swedish.

Entering one’s dream job is an exciting prospect

“Two and a half years ago I changed an interesting and well-paid job to a career that I had been dreaming of since my teens. It was the best decision of my life. Working as a police officer provides you with an excellent opportunity to view developments in society at large. The job has already taken me to places and events that would otherwise be out of bounds to me and taught a lot about myself and others. I was also attracted by the different job and training opportunities on offer.

Basic training has made me well-prepared for making use of them. Police training has been a good mix of intensive studying and practical work. I have a career of 30 years ahead of me, which means that this is a good spot to continue. As a police student who is graduating soon, I know that I am not setting out to save the world. However, I hope that I can have a positive influence on general safety and the manner in which people behave.”

Minna Laukka, Constable
The aim of the training is to ensure that the total number of police officers remains at targeted levels despite the annual attrition. The intake for the Diploma in Police Studies programme is laid down in the performance agreement between the Police College and the National Police Board.

**Learning at work in police units**

Learning at work is an integral part of the Diploma in Police Studies. The studies include supervised work practice and a fieldwork period, lasting about a year altogether. The work practice is carried out in one of the 24 police departments in Finland. The fieldwork period can also be undertaken in one of the national police units, for example, in the National Traffic Police.

During the work practice, the student participates in normal police tasks under the guidance and supervision of an experienced police officer. During the fieldwork period, the student works in a police unit and undertakes distance learning under the supervision of Police College teachers.

During the year under review, 278 students began supervised work practice and 139 students began a fieldwork period.

**Advanced training programmes provide eligibility for supervisory tasks**

The Finnish Police Sergeant’s Examination is a supervisory training qualification comprising 45 credit points. Those who have completed the Diploma in Police Studies and worked at least two years in the profession can apply for the training programme. Studies for the Finnish Police Sergeant’s Examination are undertaken alongside work and last about one and a half years. The Finnish Police Sergeant’s Examination confers eligibility for the posts of Sergeant, Detective Sergeant and Senior Detective. A total of 66 students took the Finnish Police Sergeant’s Examination during the year. Of them, 13 completed the training programme in Swedish.

The Bachelor in Police Command programme consists of training in leadership skills and supervisory duties. The applicant must have successfully completed the Diploma in Police Studies and worked as a police officer for at least seven years or have completed the Finnish Police Sergeant’s Examination and worked as a police officer for at least three years.
Specialists for different fields of police work

Specialist Studies for Police Officers is a study programme that provides the officers with an opportunity to extend and deepen their professional know-how. Applicants eligible for the Specialist Studies must have at least two years’ work experience as a police officer after the completion of the Diploma in Police Studies. The extent of the study programme is 45 credit points and studies are undertaken alongside work over a period of three years.

Students in Specialist Studies for Police Officers can choose between the following major subjects: technical investigation, drug-related crime investigation, police dog operations, traffic or information technology.

No new courses in Specialist Studies for Police Officers were started during 2010. A total of 17 students completed the study programme.
The knowledge, skills and abilities of police cadets are tested in a so-called policing skills competition before they start work practice. The competition tests the students’ ability to handle different police work situations.

**Nationwide further training**

The Police College provides further training to maintain and develop the skills of the personnel in the Police Administration. A significant proportion of the staff in Police Administration participate in training organised by the Police College every year. In 2010, approximately 160 different further training events were provided at the training institute. Over 5,000 persons participated in seminars, meetings and occupational courses for the Police Administration.

The restructuring of the Police Administration has strengthened the role of the Police College as a provider of nationwide personnel training. The training provided by the Police College contributes to the development of uniform working models and good practices throughout the Police Administration. Instructor training provided by the Police College supports regional workplace training at police units. For example, the Police College trains all instructors, providing police officers and students with use-of-force training.

**Finnish Police Sergeant’s Examination (45 cr.pts.)**

<table>
<thead>
<tr>
<th>Aptitude assessment and entrance examination</th>
<th>Supervisory studies 32 cr.pts.</th>
<th>Optional studies, max. 3 cr.pts.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>- General police management 6 cr.pts.</td>
<td>Cooperation between authorities 3 cr.pts.</td>
</tr>
<tr>
<td></td>
<td>- Field operations management 13 cr.pts.</td>
<td>Situation commanding 3 cr.pts.</td>
</tr>
<tr>
<td></td>
<td>- Criminal investigations management 13 cr.pts.</td>
<td>Language studies 1–3 cr.pts.</td>
</tr>
</tbody>
</table>

Other studies approved as part of the personal curriculum 1–3 cr.pts.

Development task 4 cr.pts.

Supervisory training 4 cr.pts.

**Key figures for the Bachelor in Police Command degree 2008-2010**

<table>
<thead>
<tr>
<th>Year</th>
<th>Studies for the degree started</th>
<th>Studies for the degree completed (part A / Bachelor degree)</th>
<th>Training days</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>24</td>
<td>0 / 5</td>
<td>6,416</td>
</tr>
<tr>
<td>2009</td>
<td>22</td>
<td>24 / 10</td>
<td>9,659</td>
</tr>
<tr>
<td>2010</td>
<td>15</td>
<td>21 / 8</td>
<td>8,181</td>
</tr>
</tbody>
</table>

Training day = a training day for one individual
The college also organises fee-based training, which is directed at others than those in the service of the Police Administration. For example, the training of guard trainers in the use of force and the training of security steward trainers are fee-based courses available to civilians.

**A broad range of teaching methods**

The teaching for the Diploma in Police Studies is on a multi-method basis. The training includes lectures, demonstrations and practice in small groups as well as independent study. Use is also made of problem-based learning (PBL) and online teaching.

In the training for the Finnish Police Sergeant’s Examination and for the Bachelor in Police Command degree, different activities related to leadership and supervision are undertaken in addition to theory teaching. The aim is that the student will acquire a new leadership-related viewpoint on police work.

The Police College is developing blended learning methods. Combining studies with work can be made easier by combining different teaching elements. For example, people attending an expert lecture can communicate with each other using information and communications technology even if they are not in the same location.

**International cooperation in education**

The Police College’s main emphasis in international activities is on active participation in the operation of the European Police College (CEPOL). Finland’s CEPOL office is based in the Police College. The Police College also participates in CEPOL’s European exchange programme, which is intended for teachers and commanding police officers. In 2010, two international CEPOL courses were held in Finland, while more than 50 Finnish police officers from different police units took part in training organised in different EU countries.

The second exercise involving students of different study programmes took place in 2010. Patrols consisting of Police Diploma students and led by Bachelor in Police Command and Finnish Police Sergeant’s Examination students carried out dozens of different police tasks over night in the grounds of the Police College. About 150 students and teachers of the training institute took part in the exercise.
In 2010, six Police College students went to different Nordic countries as part of the Nordic NORDCOP student exchange programme. Two exchange students from Denmark, Norway and Sweden each studied at the Police College during the year in review. The college also participates in the NORDCOP network’s teacher cooperation.

The Police College has the University of St. Petersburg as its Russian partner. The two have joint working groups covering such issues as traffic safety and drug-related crime. During the year in review, representatives of the Leadership Academy in Moscow familiarised themselves with Finnish police training by visiting the Police College of Finland.

Ensuring high-quality training

The quality and effectiveness of training are constantly monitored. The skills provided by the training at the Police College are assessed using exams and other texts produced by the students and practical exercises and demonstrations and supervised work practice.

The feedback received from the students during and after the studies is part of the process of ensuring the high quality of the training. The feedback allows the Police College to develop the objectives, contents and methods of teaching and to determine what is required of the students. Feedback is also gathered from graduates already in working life. The assessment tools indicate that training for the study programmes provides good professional skills and responds well to the demands of police work.

Preventive safety work

The Police College has been coordinating the production of police material on preventive measures since 2008. Short films, brochures and instructions are used for generating discussion on problems or for advising how to act in a safer manner. The aim is to influence the attitudes of ordinary citizens and, consequently, help to prevent crime.

Preventive material is used by school, community and other police officers in their work and it is an important part of police training.

The material produced during the year in review included a DVD package on moped and motorcycling accidents for school and community police officers.

Police training on the path to Bologna

“Police training is in a state of constant change. Contents and structures are revised so that the skills of the police officers would be in accordance with the changing requirements of the job.

The Polku (path) project involving the updating of the diploma and advanced studies provided by the Police College was started during the year in review. As part of the project, the skills required in police work in the future will be examined and proposals on the updating of the structures and contents of the programmes will be prepared.

The Polku project is part of a comprehensive process of updating university education in Finland. The degree structure of police training will be adjusted in accordance with the aims laid out in the Bologna Declaration of 2002 and the objectives concerning the updating of Finnish university degrees.

The manner in which the Diploma in Police Studies could be made into a polytechnic Bachelor’s degree and police management and leadership training developed into a polytechnic Master’s degree is examined as part of the project. The first students studying under the new degree system are expected to graduate in 2015.”

Petri Alkiora, Director of Training
Police dog activities

The Hämeenlinna-based Police Dog Training Centre is part of the Police College. It trains the police dog handlers and acquires the dogs for the Finnish Police. The Centre is also involved in the development of police dog activities, monitors the quality of dog training and works to ensure that the dog handlers possess the required skills.

The Police Dog Training Centre cooperates with national and international stakeholders. The most important partners in Finland are the Defence Forces, the Border Guard, Customs and the Criminal Sanctions Agency. There is also cooperation with Finnish kennel training establishments in puppy training.

In 2010, a total of 12 police dog handlers completed their training. Like other police officers, police dog handlers must complete the Diploma in Police Studies before receiving special training. Dog handlers must have a long-term commitment to their job because they train the dogs assigned to them and must take care of them until the dog retires.

The German Shepherd and Belgian Shepherd dogs (Malinois) are the breeds most commonly used by the Finnish Police. Hunting dogs, such as English Springer Spaniels and Labrador Retrievers, are also trained as special dogs.

The dogs used by the Finnish Police are multi-purpose dogs. In addition to receiving basic training, patrol dogs are also taught to find narcotics, explosives, flammable liquids or cadavers. In addition to patrol dogs, the Finnish Police also have special dogs that are trained in obedience and in one specialty area. Special dogs are only used in their specialty area, such as the search for explosives or narcotics or scent identification.

At the end of 2010, the Finnish Police had 226 police dog handlers. Of the police dogs, 126 were narcotics patrol dogs, 10 were special narcotics dogs, 25 were explosives patrol dogs, eight were special explosives dogs, 15 were cadaver dogs, five were arson dogs and four were scent identification dogs.

The first dogs trained for tracking money were introduced in 2009. Three additional money-tracking dogs were under training during the year in review. These dogs are used for such purposes as investigation of organised crime and the grey economy. The dogs have proved their worth: They have already sniffed out hidden money totaling more than 100,000 euros.

During the year in review, the Police Dog Training Centre trained 4 narcotics patrol dog handlers, 5 special narcotics dog handlers, 4 explosives patrol dog handlers, 2 arson dog handlers and one cadaver dog handler.

**Number of dogs acquired in 2008–2010**

<table>
<thead>
<tr>
<th>Year</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>56</td>
</tr>
<tr>
<td>2009</td>
<td>74</td>
</tr>
<tr>
<td>2010</td>
<td>59</td>
</tr>
</tbody>
</table>

A police dog handler trains a future workmate

“I took the basic course for police dog handlers in 1991 because I had worked in a patrol with a dog handler and became interested in the job. I have Kamu, a seven-year old German Shepherd, as my furry workmate. It’s the third dog I’m working with. Kamu has received special training for searching narcotics. We like the work and the best thing is that it’s rewarding.

The skills of the patrol dogs are tested at the Police Dog Training Centre every second year and we have also attended refresher courses on a regular basis. Kamu is about to retire and I have received a new puppy through the Police Dog Training Centre. If everything goes well and Joke, which is now seven weeks old, is suited for the job, it will start as a police dog when it’s about 1.5 years old. The dogs are family members and the puppy has provided us with plenty of daily challenges and floors to clean. However, in the end, we will be rewarded with a good police dog for the work community.”

Ari Yliselä, Sergeant, Police Officer of the Year 2010, Western Uusimaa Police Department
Research

The Police College of Finland conducts independent research on police work in the field of social and behavioural science. The research published by the college focuses on police work and its organization as well as on the environment of the police work and changes taking place in it. The research is of help in the creation of a basis for police training, development of police work and improvement of internal security.

The research findings are used extensively in police training. The research staff participate in teaching, supervise Bachelor in Police Command students working on their theses and provide research information that the teachers of the Police College can use in their teaching. The information provided by the research staff is used in planning and decision making at ministerial level and in the evaluation of various reforms.

There are six research posts at the Police College. During 2010, a total of ten people worked with grants or in projects receiving separate funding. During the past few years, outside funding has accounted for about a half of the total research budget. Funding for research is provided by such bodies as the European Union, ministries, municipalities, the Academy of Finland and a number of foundations.

More efficient planning of research activities

The research carried out at the Police College of Finland covers five research areas: Narcotics Crime, Crime and Security, Police Administration, Policing and Economic Crime. A senior researcher with a doctoral degree is in charge of each research area.

The Police College of Finland drew up its first research strategy during the year in review. The principles governing the development of the research activities are outlined in the strategy. The projects that are carried out are specified in an annual research programme, which is based on the performance agreement concluded by the training institute, the analysis of its operating environment and strategies and programmes guiding the activities of the police sector.

A project manual for research work, part of the quality assurance system of the Police College, was introduced in autumn 2010. The manual describes how research and development projects should be implemented.

Researched information on safety

The research projects carried out in 2010 covered such issues as the restructuring of the Police Administration, hate crimes, asylum investigation processes, trends in economic crime and the anticipation of the narcotics situation and narcotics crime. There was also research on such topics as workplace well-being and leadership in the Police Administration and the trust placed by the public in the police.

The Police College gives out literature in three publication series covering police work, public safety and general social criminology. The researchers also have their results published in other publishing forums, such as scientific journals.

During the year in review, a total of 54 investigations, reports, textbooks and articles were published. About a third of the publications were peer reviews or referee publications. During the year in review, the focus was on reader-friendly and more concise articles. As a result, the number of publications was higher than in previous years.

Library a source for profession-related information

“Information searching has become an increasingly important skill in working life. This is because the amount of information has increased enormously. Finding the essential facts from the mass of information means that students in all fields, including those in police training, must study information search skills.

I completed the pedagogical studies as part of my teacher training in the academic year 2009–2010. They provided me with a good chance to examine myself as a teacher and to make my approach to teaching more workable. In particular, I realised that teaching information search skills involves cooperation with teacher colleagues and students. Only the setting of joint targets will teach students how to find the information they need in their profession.

In my opinion, we have been able to cooperate successfully and the teaching has also produced good results. One indication of this is that the number of loans in our library went up by nine per cent from the previous year. In the number of users, the increase was a whopping 30 per cent.”

Tuula Koponen, information specialist
Police statistics

The Polstat team, which manages the national police result data system, is a part of the research and development section. The system allows the production of statistics and reports on different police-related topics, such as the number of offences and information on personnel and working hours.

The result data system is used in the planning, follow-up and development of police activities. The statistical service also has other information users, such as the media, among its customers.

Cooperation at national and international level

The Police College’s Research and Development section cooperates closely with different research institutes and universities. The emphasis is on joint research projects and publications. The first research seminar on internal security was held in 2010. It was a joint venture involving the Police College, the Border and Coast Guard Academy, the Emergency Services College and the Crisis Management Centre Finland.

The persons primarily in charge of the research have close ties with the academic world. Lecturing and participation in international conferences are an important form of networking.

Trends in economic crime monitored

“More than 1,500 economic crimes are reported to the police each year. Comprehensive and up-to-date information about the trends in economic crime is continuously needed so that the phenomenon can be combated more effectively.

Increases in aggravated cases and offences by a debtor have been general trends in economic crime in recent years. Economic crime also involves organised crime, corruption and piracy. In this type of crime, too, information networks are an increasingly common tool as is shown by pyramid schemes involving investments and identity thefts.

In 2010, our research project monitoring trends in economic crime was supplemented with a research project focusing on corruption and the preparation of a regular questionnaire survey directed at economic crime investigators.”

Terhi Kankaanranta, researcher
Vesa Muttilainen, senior researcher
National Police Museum

The National Police Museum, located in the Hervanta district of Tampere, was opened to the public in September 2008. The Museum, which is part of the Police College, presents the history of the Finnish Police and provides the public with information about different aspects of police work. In addition to arranging exhibitions, the Police Museum also supports the research and training activities of the Finnish Police by, for example, providing teaching and producing publications. The National Police Museum serves the public at large, the Finnish Police and researchers.

In 2010, about 15,000 people visited the National Police Museum. During the year in review, the Police Museum took part in the European Museum of the Year competition and the international jury nominated the Museum for the 2011 prize.

The Museum’s first permanent exhibition, 900 vuotta poliisin historiaa Suomessa (“900 years of Finnish Police”), provides the first comprehensive overview of the history of the nation’s police force. The exhibition presents the history of the Finnish Police from the Middle Ages, when Finland was a province of Sweden, to the broad range of police activities of today.

In addition to the permanent exhibition, the Police Museum also hosts 1–2 special exhibitions each year on different aspects of police work. Both items from the Museum’s own collections and objects from elsewhere are displayed in special exhibitions. ‘The Nose Knows!’, presenting the 100 years of police dog activities in Finland, and photographic exhibitions on forensic criminal investigation in Tampere in the period between the 1920s and 1950s and the 80 years’ history of the National Traffic Police were the special exhibitions displayed in the Museum during the year in review.

In addition to the exhibitions, the Police Museum also has a ‘police station’ for children. The Pokela police station is intended for groups from day care centres and schools as well as for families. The purpose of Pokela is to provide children with information about the work of the police through personal experience and play.

The National Police Museum has about 6,000 objects, 60,000 photographs and 950 films in its collections. The largest collections are those covering the activities of the Police Technical Centre, the National Traffic Police and the Security Police. Most of the items in the Museum’s collections have been received as donations.

The National Police Museum cooperates closely with local police departments so that it can document the history and traditions of the Finnish Police. A nationwide network of museum contact persons assists museum professionals and supports documentation work in individual police units. Local police history is also presented in historical overviews and in small museums in police departments in different parts of Finland.

Only a fraction of the collections can be displayed

“The National Police Museum has thousands of objects and photographs in its collections and only a fraction of the items can be shown in the exhibitions. This means that we need storage space. Cars and pieces of furniture are the biggest items we have in our collections, while badges are the smallest. We present items not on display on such venues as the ‘Kurkkaa kokovelmiin’ (Take a look at our collections) series on our website.

The items offered to the Police Museum usually come from local police departments and we also carry out inventory rounds in different parts of Finland. If the object is a suitable addition to our collections, it will be given an item number and measured, photographed and catalogued. The most important thing is to document the role the object has played in police work. Apart from objects, the Museum also has such items as recordings of interviews in its collections. The making of interviews is fun as it adds variety to the work with ordinary objects.”

Panu Rissanen, researcher
At the end of 2010, the Police College of Finland had a staff of 213. Of this total, almost 90 per cent were permanent employees. At the end of the year, police officers employed by the Police College numbered 91, which was about 40 per cent of the staff. Women accounted for one third of the staff. The average age of the staff was 47.4 years (44.8 years for women and 48.7 years for men).

The personnel plan of the Police College was updated and made into a personnel strategy during the year in review and integrated into the general strategy of the training institute. The personnel strategy includes a detailed implementation plan, which presents the measures required by the strategy up to the year 2015.

The performance and appraisal interviews were on a thematic basis so that the spring interviews focused on performance, while in the autumn, the emphasis was on development-related matters and workplace well-being. Theme-specific development plans will be drawn up on the basis of the appraisal interviews. They will be used for such purposes as the planning of personnel training. In 2010, the personnel received training on such matters as quality work and general work-community skills.

The personnel of the Police College are highly educated: Almost 50 per cent of the staff members have a university degree and about 70 per cent of the teachers have a degree in pedagogics.

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<th>Person work-year equivalents in 2010</th>
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<tbody>
<tr>
<td>Teachers</td>
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<tr>
<td>Research staff</td>
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<tr>
<td>Other staff</td>
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<td>Total</td>
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*Outside funding covered about eight person work-year equivalents (project)
Financing

The Police College of Finland receives its funding as State Budget allocations, revenue from operations and funding for projects. In 2010, the training institute had a total of EUR 26,544,252.63 at its disposal. This was about three per cent of the overall Finnish Police funding.

During the year in review, each student cost the training institute an average of EUR 162/day. In the Diploma in Police Studies programme the sum was EUR 164, in the training for the Finnish Police Sergeant’s Examination EUR 164, and in the training for the Bachelor in Police Command EUR 258. The figure for diploma and advanced programmes includes accommodation and meals during classroom teaching.

Operating income in 2010 (1,000 €)

| Revenue from chargeable operations | 741 | 54% |
| Rent and compensation for use | 199 | 14% |
| Other income | 436 | 32% |
| **Total** | **1,376** |

Operating expenses in 2010 (1,000 €)

| Machines and equipment (investment purchases) | 888 | 3% |
| Materials | 1,761 | 7% |
| Staff expenses | 13,463 | 52% |
| Rent | 6,174 | 24% |
| Purchasing of services | 2,435 | 9% |
| Other expenses | 1,215 | 5% |
| **Total** | **25,936** |

Social expenses for study in 2010 (1,000 €)

| Meals | 649 | 36% |
| Daily allowances for cadets | 371 | 21% |
| Equipment for the students (official uniforms, weapons and protective gear) | 722 | 40% |
| Health care | 47 | 3% |
| **Total** | **1,789** |