

The chapters in this book “focus on how knowledge obtained from education, training, and scientific research pertains to current police practices” (p. 7). Importantly, this book helps to address those who are mired in the ‘experience is the best teacher’ mentality. Although it is possible that this book will appeal primarily to those who already understand and have experienced the benefits of collaborative policing, this text should be used as an example of the practicality of constructive and continual dialogue between all criminal justice stakeholders. It should be mandatory for police leadership and management courses. Similarly, it should be used by academics wishing to develop and sustain effective and meaningful collaborations with the police. Academics must realize that police need cost-effective solutions as all police organizations are being asked to do more with less, are being held to a higher level of accountability to ensure that they are meeting public safety goals and objectives, and are operating in a climate where virtually every aspect of policing is taking longer and is more complicated than in the past. Tenure as a police manager is usually short and contentious. Academics can assist in quickly accessing and addressing the agency’s needs, provide practical and timely feedback, while not necessarily thinking about how this research will be parlayed into a longitudinal, methodologically complicated journal article or book. Although too numerous to mention, this book uses many examples where all the goals of the participants are met through collaboration, which is the ultimate goal. This book should be seen as a practical guide for attaining the best policing and public safety outcome for a community through education and collaboration. In this endeavour, Kratcoski and Edelbacher’s book does an outstanding job of informing the practitioner and academic alike of the importance and benefits of collaborative policing.

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Leading policing in Europe: an empirical study of strategic police leadership, by Bryn Caless and Steve Tong, University of Bristol, Bristol, UK: Policy Press, 2015, 272 pp., \$115.00 (hardcover), ISBN 978-1447315728

This book presents the results on a study of strategic police leaders in Europe. Using interviews and questionnaires, the authors explore a range of leadership and law enforcement issues in order to provide ‘some authentic insight into the top end of European policing.’ (7) This ambitious, yet challenging project is particularly relevant given the rapidly changing social, political, and criminal justice environment in Europe, including escalating concerns over refugees, terrorist activity, and the ongoing threat posed by international organized crime. According to the authors, it is important to understand social elites, including senior police leaders, since they reflect salient characteristics of their society, while their decisions have a direct impact on the lives of its citizens.

The complexity of the project discussed in this book is demonstrated from the outset as the authors define what they mean by ‘strategic police leaders.’ While identifying police leaders in a single country might be a difficult, but relatively straightforward task, doing so across many countries is quite challenging. The authors describe the considerable diversity that exists in the way that European countries have organized their policing resources. Some have multiple policing agencies operating within their borders with varying and often overlapping responsibilities. At the same time, rank structures and titles are not directly comparable across jurisdictions making comparisons difficult. For example, while the same name may be used, the roles and responsibilities associated with a particular rank in different European countries may not be equivalent. In order to deal with this diversity, the authors

decided to focus on 'leaders, specialists and managers, each of whom has strategic responsibilities at the top of the policing hierarchies within Europe.' (19)

A 'snowball' sampling technique was used to identify and recruit potential participants. Using this strategy, 49 interviews and 59 questionnaires were completed with representatives from 29 different countries. Subjects from all regions of Europe participated, including 10 from the British Isles, 20 from Nordic countries, 18 from the Alpine region (Austria, Switzerland, etc.), 22 from Central Europe, and 22 from the Mediterranean region. This range of participation is impressive given the difficulty in identifying potential candidates and establishing a sufficient level of trust to convince them to participate in the study. Additional challenges to participation included language differences and the busy schedules and availability of most senior police leaders.

Five main themes were addressed in the study. The first theme explored how participants made their way up the ranks to their current positions. As part of this theme, the respondents were asked for their perceptions of their career development process. Their comments in this regard proved quite revealing. Next, the authors looked at how these police leaders were held accountable for their actions. A third theme examined the nature of cooperation between European police agencies, the challenges involved, and what could be done to improve the situation in their jurisdictions. The views of the respondents regarding current law enforcement issues were then discussed, followed by a discussion of their perspectives on future challenges facing European policing.

The first chapter provides a brief overview of European policing. For non-European readers, this chapter presents an interesting history and analysis of some of the key developments of policing in Europe. Of particular interest is the comparison of the different policing models that have influenced the development of the contemporary policing environment in Europe. As an example, the discussion of the Napoleonic model shows how it served to bring order and clarity to what had, in many instances, been an unorganized and disparate system. Similarly, the discussion of policing as political repression highlights the lingering impact of such notorious policing organizations as the Gestapo, the KGB, and the Stasi. In this regard, the authors note the challenges inherent in the ongoing transition to democracy being experienced by many eastern European police agencies as they move away from the remnants of the former Soviet system.

The empirical findings related to the themes identified above will not be particularly surprising to those familiar with strategic police leaders in other jurisdictions. Thus, for example, most of the respondents noted that they had been identified early in their careers as potential leaders, and mentored as they made their way up the hierarchy. Again, not surprisingly, this has resulted in a fairly homogeneous group at the top echelons of European policing dominated by older white males. While the impact of education and training are discussed, the study notes the impact placed by current police leaders on selecting those who will replace them. Similarly, those familiar with the nature and extent of cooperation between police organizations will clearly recognize the patterns reported in this study, which showed a decided lack of trust and an inherent competitiveness among police organizations and their leaders. Again, it was not surprising that many of the respondents reported stronger relations with their criminal justice colleagues, such as prosecutors, than with their policing counterparts. These findings have important implications for those promoting a vision of pan-European policing given the challenges to greater cooperation identified by this study.

An interesting discussion on police accountability is presented in Chapter 3. In part, the need for the police in a democratic society to be transparent and responsive to its citizens is considered against a backdrop of notable instances of inappropriate police action, police corruption, a lack of supportive criminal justice structures and processes, as well as political and media pressure. The differences that exist between public expectations and police practices in the older democracies of Western Europe are also compared with the experiences in those countries emerging from many decades of Soviet rule. While many strategic police leaders readily make the link between democracy and police accountability, putting this principle into practice remains challenging for many police organizations.

Finally, the discussion of the future of policing and police concerns focuses on some of the themes that might be expected, such as international organized crime, terrorism, and the need for laws, policies,

and practices that will support a more effective pan-European response to these threats. The discussion elaborated on some of the specific pressing concerns identified in each category, such as the various types of organized crime. These include the threat posed by the drug trade, money laundering, and human trafficking. The increasing importance of cybercrime was also identified, as were the growing potential for social unrest as a result of massive immigration, economic fragility, and persistently high levels of unemployment (227).

While many of the findings from this study are not surprising, the discussion is insightful and thought provoking. Furthermore, the inclusion of the comments made by the respondents was especially helpful since it allows the reader an important window into the views and experiences of the strategic police leaders that participated in this study. The quotes help to ground the ideas and issues discussed in the book in the lived experience of those involved. For those that work routinely with senior police leaders, this book represents a useful compilation of ideas and evidence about important policing issues. For those with less experience in this area, this volume will provide an interesting and thoughtful overview and analysis of many contemporary policing issues.

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Policing in Milwaukee: a strategic history, by G. Kelling, Milwaukee, WI, Marquette University Press, 2015, \$21.43 (paperback), ISBN-10 1626003009, ISBN-13 978-1626003002

The purpose of this book is well outlined in both the preface and the Introduction chapter. When first approaching this book, I wondered what the author had in store because I knew very little about policing in Milwaukee as a whole. Coming from both an academic and police practitioner background, I am able to evaluate not only the theoretical, but the practical applications of policy and practice, so I approached this book questioning what the author could teach readers, not only about policing in Milwaukee, but policing across the nation as a whole. As I read through this book, it became quickly apparent that the author's wealth of experience from over 25 years in policing, coupled with his vast knowledge of Milwaukee's political issues by having lived there his entire life, spoke volumes as to the success of this book as a whole, from both a practitioner and an academic perspective.

Over the course of seven chapters and both an interesting and informative preface and introduction chapter, the author included not only historical information regarding the Milwaukee police, but about policing in the United States as well. Because of the way the author sketched out policing history in both Milwaukee and across the United States, even someone with little to no knowledge of policing in general could easily pick up this book and become relatively well versed about the challenges and issues facing policing in Milwaukee, in particular, and across the nation, more generally. The ability of an author to explore an issue from not just the local or micro-level, but to be able to apply the issues or concepts more broadly and at a macro level is a quality that makes this book compelling not just to academics and practitioners, but valuable for students as well. This is one of the strengths of this book. The way the author outlines policing in Milwaukee from the development and history of policing in the city to the implementation of community policing and beyond, can be easily applied to a good majority of urban police departments across the United States. Given this, the book can be used quite easily as a case study of policing and used as in a wide range of courses dealing with the development and implementation of policing in a large urban context in the United States.

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