Ethics as part of police management:
Institutionalizing ethics in police organizational culture

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Abstract

This article examines which ethical features can be found in the police's more economically oriented management tactics, as well as the extent to which ethical considerations are factored into police decision-making processes. In this approach, the article builds on the author's previous work, which focused on a police resource's risk assessment. The goal of this research is to answer the scientific question of whether harmful police trends could have been detected sooner. In this context, it's worth noting that the police force and its members are under a lot of moral and ethical criticism from a population that's becoming increasingly critical across borders. The author concludes that every police officer's moral compass can really provide a foundation for police activity, based on a literature study and a secondary quantitative content analysis. It is demonstrated that, in terms of duty ethics, ethical features are heavily reliant on role models. However, such role models are not always available. Supervisors, on the other hand, do not always live up to their responsibility as role models. Professional ethics are being implemented and strengthened in the training of young police recruits, which is positive. It is intended that ethical considerations would become more prevalent in the police force.

1 Introduction

At the beginning of the 1990s, the German police began to adopt a more economic orientation. Since then, the "New Steering Model" (NSM) has been applied primarily in North Rhine-Westphalia (NRW). The NSM was adapted from the internationally more significant New Public Management (NPM). The aim is to streamline internal work processes.

The focus is on improving police work results (output). Police managers are responsible for achieving these goals. Their main task is to use the available financial and human resources as efficiently as possible to carry out the core tasks of the police. However, most police officers have little idea of output and its optimisation. Their opinion is that the NSM was not developed for the operational forces of the police [1]. The economic orientation of the police and its relationship to the daily operational requirements of police officers must be considered from this perspective. Police officers are confronted with violations of the law almost every day, which not only raise moral questions, but also occasionally trigger moral doubts [2]. Nevertheless, every police officer is expected to enforce the law. The applicable law is based on a canon of values and is the standard for the personal maxim of conscience (moral integrity). Furthermore, the applicable law also reveals to a certain extent the moral concepts of the legislator. Compliance with the law depends on the moral attitude of the respective intervening police officer. This shows how important morale is within the police's field of activity. Nevertheless, it is clear that police organizations and their respective members are under great ethical pressure in the face of a population that is reacting more critically [3].

In this respect, ethics must also be understood as a central task of police management. The implementation and institutionalization of ethics in police organizational culture supports police management in its task and contributes to a growing self-perception among police officers that the police is an "ethical organization". In many cases, police officers do not only come into contact with deviant behaviour when prosecuting violations of the law. Undoubtly, police officers must combat deviant behaviour. This is part of their legal mandate. However, this also makes police officers vulnerable to involvement by behaving deviantly themselves in combating deviant behaviour. One possible explanation for such misbehaviour is the different cultures in the police. The (official) police culture communicates a mission statement that seems to be clearly defined by numerous regulations. The (unofficial) cop culture, on the other hand, is lived more as a deviant subculture at the police base. Cop culture differs from police culture through an individually created value system. The police culture consistently demands unprejudiced communication between police officers and themselves and citizens. This generates a "police ethic", which is expressed in the slogan "Citizen-oriented, professional, constitutional". However, this mission statement is criticized for embodying a politically correct desire instead of orienting itself on what is actually feasible in everyday police life [4].

The operational forces of the police are therefore developing their own procedures to cope with a police situation. However, these are frequently in contradiction to the more ethically justifiable police regulations [5].

Nonetheless, it cannot be denied that the uncertainty about the course of a police intervention and its escalation increases the demand of police officers for more effective judicial protection. Arguably, this is also linked to the hope of being supported and

protected in the event of an attack. This also includes the desire for the legislature to expand powers that serve the goal of self-defence [6].
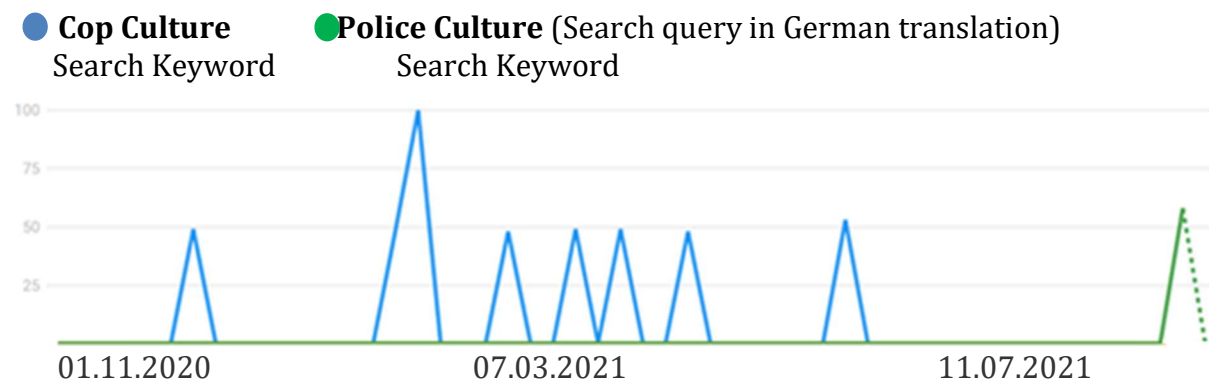
Figure 1. Retrograde investigations via Google Trends (adapted from [7])

The English term "Cop Culture" seems to have prevailed in Germany. A search query on "Google Trends" revealed that the related search term "Police Culture" was not used in either English or German for an extended period of time. Currently, there seems to be increasing interest in the use of the latter term in German translation (figure 1). On the other hand, the result of a search query for the term "Police Culture" in pure English can only be represented as a zero line. However, it is a major shortcoming to assume that the "Police Culture" elevates the already mentioned NSM to dogma. A case study by the author on the deployment of German police officers in Myanmar has shown that in individual cases economic requirements are put aside in favour of a leadership decision to be made according to ethical considerations [8].

This article is therefore intended to contribute to a better understanding of management decision-making processes and to examine the research-deficient ethics of police management in more detail. For this purpose, the article is structured as follows. First, the applied research methods are presented. Then, the available literature on the anchoring of ethics in the police organizational culture is systematically reviewed. Subsequently, available quantitative research data on the ingredients of a police resource are subjected to a secondary analysis with a view to ordering or approving its use. After that, it will be discussed to what extent this seems justifiable and represents an indication of ethical decisions in police management.

2 Methods

Knowledge about the interaction of economic requirements, ethical / unethical leadership and different police cultures can be helpful for police managers and further members of the police organization. In view of the tension between economic and ethical aspects of police management decision-making processes outlined in the introduction, the following economic research question is therefore clarified: "To what extent are economic requirements a fundamental approach to police management or are ethical aspects also taken into account that indicate that ethics is part of police management?"

2.1 Literature review

To answer the proposed scientific research question, a comprehensive literature review was first conducted. For this purpose, the following databases/library catalogues were used for literature searches:

- Springer Link
- Web of Science
- SCOPUS
- JSTOR
- ABS Academic Journal Quality Guide
- PROQuest
- Google Scholar
- Google Search

The following search terms (English/German) were used as part of a targeted literature search:

- Moral + Manager
- Ethics + Management
- Moral + Police Managers
- Ethics + Police Management
- Ethics + Organizational Culture
- Ethics + Police Organizational Culture
- Moral Leadership + New Steering Model

In empirical research, there are no consistent criteria for the analysis of identified sources. However, it should be noted that such an analysis includes both qualitative and quantitative elements. For the detailed evaluation of the extracted literature sources, qualitative content analysis seems to be the most suitable. The criteria of empirical social research should refer to both aspects in parallel. To this end, the procedure is based on a five-stage evaluation concept. The literature sources are analysed in detail and restructured into categories to create a usable information base. This concept comprises the following steps [9].

1. Research question and selection of material
2. Construction of a category system
3. Extraction
4. Preparation of the data
5. Evaluation

Especially the construction of a category system enables the subsequent analysis of the existing literature sources in the context of the scientific question. In the review process, a structural framework was therefore first created with the help of a MAXQDA tool. An overview of the main codes and subcodes created in this respect and their hierarchy can be found in the following figure.
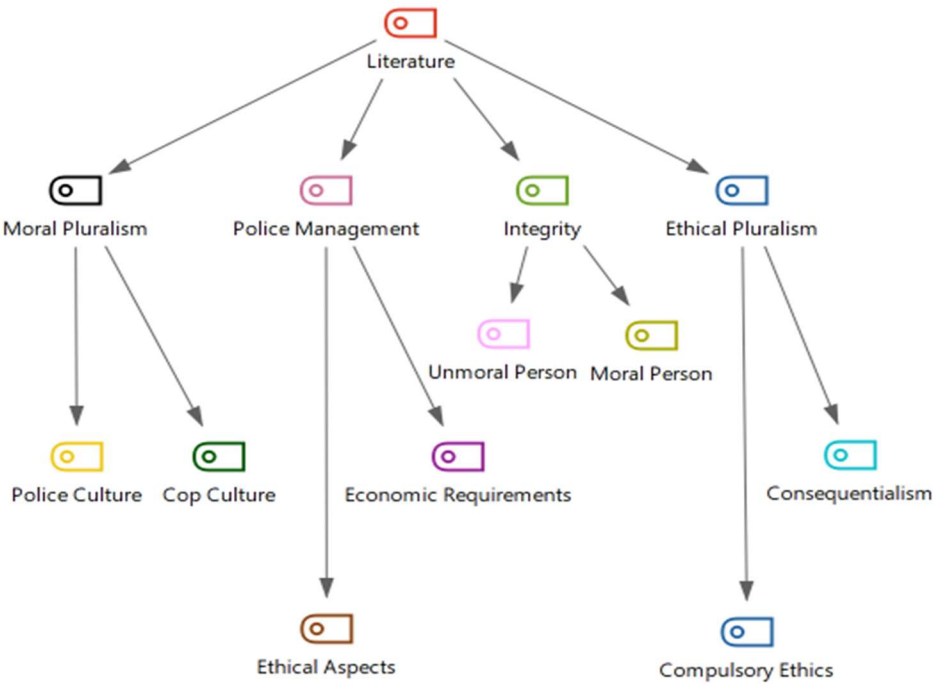
Figure 2. Coding with MAXQDA

2.2 Secondary analysis of quantitative data

The research method in this academic article is not limited to a literature review to investigate the scientific research question. The deployment of police officers in a crisis area was described above. Using this example, it could be shown that ethical aspects took priority over economic considerations in a police management decision. It will therefore be examined whether ethics or ethical considerations always have precedence and seem to be already institutionalized in the organisational culture of the police.

Consequently, an attempt will be made to get to the inner core of the police, especially its technical equipment. It will be examined to what extent ethical aspects are currently considered at this point. For this reason, the police pepper spray, which was used for the first time by the police in NRW in 2000, will be examined more closely as an example. For this purpose, the first author of this paper commissioned a quantitative study.

A chemical testing laboratory was provided with two pepper sprays that are commonly used by German police officers. These were the Curd's Police RSG 2000 (IDC System AG) and the original TW 1000 Professional RSG-5 (Hoernecke). The aim of this study was to examine the content of the respective test substances in detail under almost the same practical conditions of use as the Police Technical Institute (cf. chapter 4.4).

For this purpose, a laser diffraction spectrometer was used to make the measurements in micrometer (µm). The measurements of the volume-weighted particle size distribution were specifically performed with a helium-neon laser. Three different distribution sums of D10 (µm), D50 (µm) and D90 (µm) were formed.

Directly related to the design of the survey instrument is the determination of the survey form and thus the determination of the research design [10]. With the present quantitative study, it is also possible to create a secondary "ex post" analysis, which at the same time will give the present study and its generated outcomes a new lease on life in relation to the given topic [11]. The aim is to rule out alternative explanations outside the assumed context. This goal will be pursued through a secondary quantitative data analysis of the particle size distribution and the distribution sum of the individual measurements of the pepper sprays.

In this way, the following hypothesis is to be empirically tested (verified or falsified) within the framework of the scientific research question:

> *The findings on pepper spray are sufficient for the existing deployment*
> *tactics to enable police officers to use the police resource in an ethically*
> *permissible manner.*

3 Results

The following section contains an evaluation and detailed description of the results obtained. The qualitative data form the theoretical background for this scientific article. Using the categorisation as a basis, the literature was now analyzed. A corresponding presentation of the generated results can be found in chapter 3.1. Chapter 3.2 then presents the results of the secondary analysis of the quantitative data.

3.1 Qualitative data

Based on the literature review, 477 potential sources are identified. In addition, another source of literature can be identified in the author's literature collection. After removing the duplicates, the total number of texts amounts to 449 titles. Among them are 383 sources that meet the

generally accepted scientific standard for the level of detail or quality of the elaboration and are therefore classified as relevant. The task of systematic literature research is to select data sets and reports according to fixed criteria [12]. The process described is shown in more detail in the following diagram (figure 3).

Identification of studies via databases and registers	
Identification 477 identified Records Databases (n = 712) Registers (n = 1)	Duplicate records removed (n = 28)
Screening Records screened (n = 449)	Records excluded: (n = 47)
Reports sought for retrieval (n = 402)	Records not retrieved: (n = 19)
Reports assessed for eligibility (n = 383)	Records excluded: (n = 358; cause: n < year 2008)
Include Reports of included studies (n = 25)	

Figure 3. Literature search and evaluation for inclusion (adapted from [13])

In a further step, 25 reports were selected from the eligible assessed reports to be included more closely as sources in the content analysis. These are all monographs and articles in scientific journals. Most of these sources are recent works with a publication date above 2018.

A few works explaining generally accepted scientific foundations are even older than the previous mentioned. The oldest work used is the 2008 publication "It's Lovely at the Top: Hierarchical Levels, Identities, and Perceptions of Organizational Ethics" by Trevino et al. [14]. The most recent work used is "The Role of Organizational Culture and Climate for Well-Being among Police Custody Personnel: A Multilevel Examination" by Werner-de-Sondberg et al. from 2021 [15]. These elicited literature sources were analyzed using MAXQDA (table 1).

Table 1: Code frequencies (valid) by MAXQDA

|	Frequency	Percent
Literature	25	100,00
Documents with code(s)	25	100,00
Documents without code(s)	0	0,00
Analyzed documents	25	100,00

In the analysis, a total of 67 text passages were marked, paraphrased and assigned to the individual main codes or the subcodes of the category system. This prepared the relevant text extracts for further evaluation and discussion (cf. chapter 4.1 - 4.3).

3.2   Quantitative data

The total measurements showed that the aerosol particles in the two police pepper sprays (Curd's Police RSG 2000 & TW 1000 Professional RSG-5) ranged in size from 6.78 to 782.79 μm. With a distribution sum of D90 (μm), it was finally determined that the predominant aerosol particles (90 per cent) from all first spray bursts were ≥ 285.83 μm. With further spray bursts, the particle size increased and only decreased again after the seventh to eighth spray burst. In the distribution sum D90 (μm), the smallest particle size of 25.18 μm was measured in the last spray burst of the first series of measurements of the original TW 1000. In the distribution sum D10 (μm), it was possible to measure in the very first spray bursts that a small amount of aerosol particles (10 percent) were ≥ 68.94 μm in size. The size distribution also increased here with further spray bursts. The smallest particle size of 6.78 μm was measured in the eighth spray burst of the first measurement series of the Curd's Police RSG 2000. Finally, the distribution sum D50 (μm) formed the mean value of the distribution sums (cf. appendix).

According to the available particle size statistics, first and middle sprays are quite similar. In the last spray burst of the Curd's Police RSG 2000 (figure 4: 8th pattern in brown) and the TW 1000 Professional (figure 5: 7th pattern in dark-blue), only propellant gas and residual sample particles are emitted, resulting in significant deviations from the previous spray bursts.
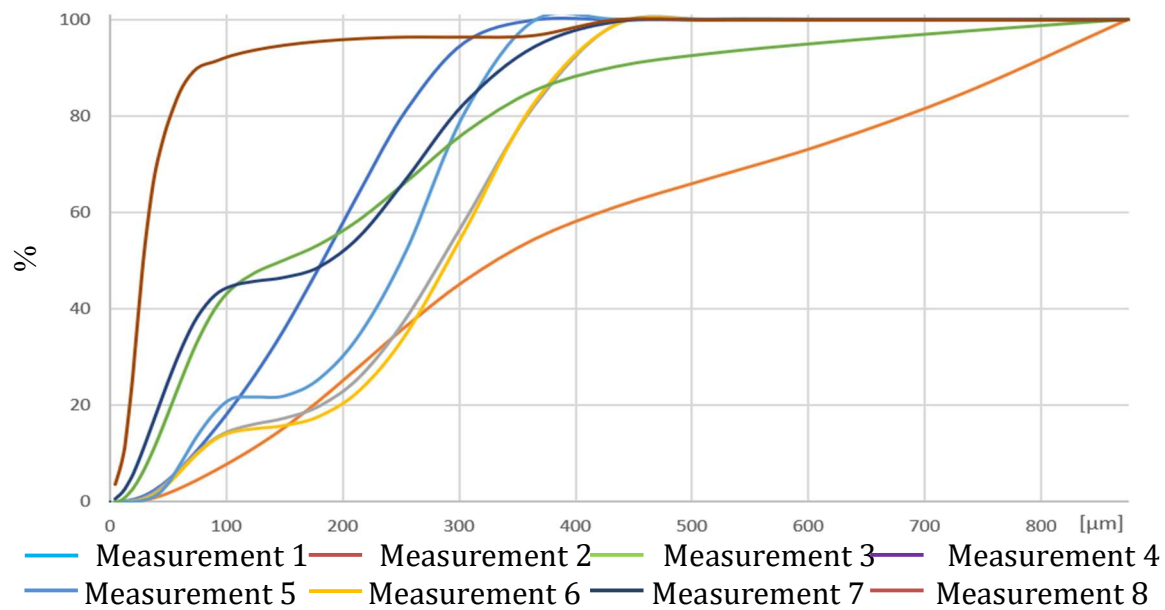
Fig. 4. Distribution sum of the measurements of Curd's Police RSG 2000 (cf. appendix)
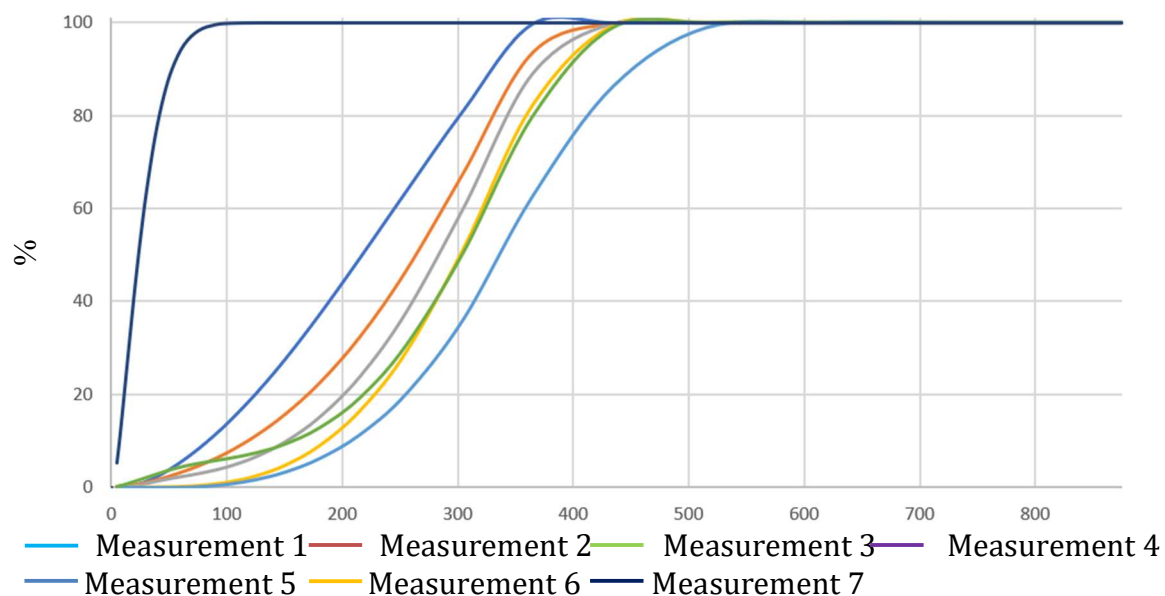
Figure 5. Distribution sum of the measurements of original TW 1000 Professional RSG-5 (cf. appendix)

4 Discussion

At this point, the results obtained are compared with previously published work as well as the author's opinion on the differences found and his attitude towards the results. The discussion section also provides space to outline the need for further potential solutions or the significance for the development of science, society or practice.

4.1 Ethical and moral pluralism

Ethically questionable decisions by business leaders have been widely reported in the business environment [16]. As a result of right-wing extremist incidents and the

subsequent leadership decisions, the German police were not excluded from this either [17]. For this reason, it is worth approaching ethics and especially ethical and moral pluralism in terms of concepts and content. Ethical pluralism is not the same as moral pluralism. The distinction between morality and ethics can also be made between ethical and moral pluralism. Morality is the determination of a group of people to commonly held moral values, norms, rules (social morality). Ethics, on the other hand, is the critical discipline of morality. It reflects critically on existing moral concepts, including those of non-profit groups such as NGOs [18]. This means that ethics looks at morality, it questions it, it scrutinises it, and it examines it to see whether it can be justified. The talk of moral pluralism means that there is a plural, a plurality of moral views within a society or an organization. A plurality of moral views also means that there are different answers to the question of what is morally good and what is morally bad [19]. In this respect, it can be concluded that moral pluralism refers to a great diversity of moral views.

Let us now turn to ethics and the difficulties of implementing them in a unwilling organization. It has already been established that ethics stands above the multitude of morals. As a moral philosophy and critical instance of reflection, ethics looks down on the various morals from above. In doing so, ethics critically asks which of these different moral views are the most convincing and for which of these views the best reasons can be given [20]. Strictly speaking, there should only be one ethics that determines the best and most convincing moral views. Unfortunately, it is not that easy. In ethics there is also a pluralism of ethical approaches and theories. However, this pluralism is much more limited. Within ethical pluralism there are five or six different ethical theories, which are fundamentally different from each other. The difference between these theories exists in the criteria for being able to orient oneself in an increasingly complex world [21]. Specifically, it is about criteria with which one can weigh what is morally good or bad and which moral conception is superior to the other.

In this understanding, ethics is always on a meta-level, which means that there is a very manageable number of ethical theories. Ethics of duty and consequentialism will be examined in more detail.

Ethics of duty is about verifying the intention and the will of the actors. This is done in two steps. It begins with the analysis of the moral maxim that underlies the action. Once this has been clarified, the maxim can be tested. Broken down to a business enterprise or a public authority, this would mean that this maxim becomes a duty that applies to all members of the organisation without any exception, i.e. something like a moral law. This has an impact on the cultures in business enterprises and public authorities that have previously developed a social morality together [22].

Consequentialism is also about examining moral views or supposedly moral actions. It also proceeds in two examination steps. First, the consequences of an action are analysed. When considering an action, it is examined to which intended consequences the examined action leads and which side effects are possibly accepted. Here, a more precise distinction should be made between short-, medium- and long-term consequences. In the second and decisive step, it is then examined what benefit or harm these consequences have with regard to the well-being of all those who are affected by this action. In this context, normative ethical aspects of utilitarianism, probably the best-known ethical theory, are also considered. The term utilitarianism contains the Latin word "utilis", which means "useful". It is therefore about the doctrine of usefulness in moral philosophy. It compares different actions and management decisions with each other and examines the extent to which they protect the rights of the persons affected by the actions and management decisions. This involves two further steps. The first step is to calculate all the

consequences of an action or omission. What is the outcome of an action, what harm, what benefit does it bring? In the second step, a balance is drawn for several actions and compared, which maximises the general well-being and therefore appears to be morally good or necessary. If the balance is negative, it can also be a matter of minimising the harm. In this case, we also speak of the least evil. Therefore, the measure that causes the least damage becomes mandatory. In estimating future consequences, a residual uncertainty always remains. The question arises as to whether the consequences will actually occur as we have thought about them. Other aspects relate to the proximity or remoteness of the consequences and their severity. The severity of the consequence is about the potential they hold. If an action appears to have only good consequences, the future consequences must also be considered more closely. It cannot be neglected mentally that a chain reaction can be triggered. The further consequences may well be negative, especially in their extent [23].

4.2 Integrity

Integrity is critical to the success of both private and public institutions [24]. In this context, an optimal mix of a morally stable employee and a corporate or organizational management with moral integrity would be desirable. Ethical leadership in particular has a positive effect on the output and prevents conflicts of a legal nature [25].

But let's look at the employees first. It can be seen that there are significant differences in the assessment of what is morally good or bad in the international comparison [26].

The introduction has already described a particularly critical component in everyday police work. This referred to the abuse of power described above, which can be observed in everyday police life, especially towards minorities. In this context, it is difficult to explain why ethics do not seem to play a role in everyday police life. Nevertheless, ethics in the police do not differ significantly from those in business enterprises. However, the consequences of misconduct seem to be more serious and have a greater impact on the public. An official guiding principle also seems to be of little help in this regard, as it reflects a politically correct perceived desire (ethics of duty) instead of being oriented toward what is feasible, which at the same time can be implemented in everyday police work. However, "ethical behavior [...] is formed and influenced by many factors" [27]. What is required above all is appropriate and correct conduct.

Here, the already mentioned utilitarianism could be helpful. However, a not insignificant objection is raised against the well thought-out and complex ethical theory. This is directed against the fact that utilitarianism does not know a sufficient guarantee for the protection of the individual against collective interests. This raises the problem that the individual is not sufficiently protected against the common good, which can be at the expense of the individual. The background is that utilitarianism assumes that an action or a rule, e.g. a fundamental right, only gets its value from the fact that it has the best possible consequences for all. If this is not the case, then this basic right is also put to the disposition, i.e. it can also be transgressed or must even be transgressed. This leads to the fact that values which are otherwise usually considered valuable in themselves, such as the right to life, the right to equality, the right to fairness, are turned into subordinate extrinsic values. As a result, they have value only to the extent that they contribute to the best possible promotion of human well-being. That means even moral rights, such as human rights, are transformed from absolute norms to rules of thumb. This means that there would also be exceptional situations in which one violates absolute norms and deliberately disregards them. The main goal of moral influence must therefore be to find an appropriate response to such a dilemma [23].

4.3 Police management

In the research field "police" there are numerous studies on its culture [28]. Organisational culture encompasses both individual phenomena and group-level phenomena, as described above. The following is an approach to professional ethics. This has two strands. The first strand is substantive. In concrete discussions about the abuse of power in the police, it is a question of what professional police ethics should be oriented towards. On the one hand, there is the ethic of duty with the idea that there are values, like commandments, which are valuable in themselves. One of these principles is human dignity, which is considered inviolable. A principle that must be followed in all circumstances. On the other hand, there may be situations where police officers may be tempted to think more from the consequences. This would put them on the track of consequentialism. The other point is that police ethics, despite ethical pluralism can claim to be an objective discipline and still arrive at clear and unambiguous judgements. This is more of a methodological aspect. For a first approach, one could also say that it is about questioning what comes to the mind of the acting police officers at the first moment. To take another step back and critically question oneself, even if one had good reasons for one's actions. This also concerns a possible justification towards third parties who are affected by my action. It is about justice towards everyone, a kind of formal equality, without regard to the person, as is also done in the oath of service of police officers. It is about independence of judgement, the duty of neutrality, which police officers should ideally always fulfill, and it is about the unreserved examination of results in investigative work. This can mean thinking in a different direction, using one's moral compass as a guide. Patterns need to be broken, even if they have been successful in some cases in the past [29].

It may hardly be mentioned as a prime example, but the haunting case is unfortunately the prejudiced investigations into the NSU, where for a long time the victims' milieu was investigated and it was just not considered that the perpetrators could be sought in a completely different direction, namely in the area of right-wing extremism. All this points to a morally dangerous profession [30]. This is where police management is called upon. In many cases, the idea prevails that cop culture is insurmountable and that the police have to limit themselves to their very own tasks of danger prevention and law enforcement. This thinking does not only take place among ordinary police officers, but also in the ranks of police management [31].

The findings imply that ethical management should be viewed as a fundamentally participative and collaborative process, one that involves creating relationships with external stakeholders, balancing organised planning and flexible adjustment, and integrating closely with human resource management [32].

4.4 Regarding the quantitative data

Early on in the police force, ethical considerations were taken into account [33]. In recent years, however, corporate management issues have become more prominent [31]. These were first expressed in the NSM, which became established as early as the mid-1990s [34].

The focus is on success variables that directly affect police agencies using agency-specific security programs. The insights gained can be mapped and compared using defined key figures. Authorities with similar structures can receive suggestions for improvement in comparison groups through benchmarking. As a result, a complicated reform process was set in motion, which decentralized resource responsibilities and included the following additional measures:

- Budgeting
- Agreement on a target
- Control of output

The NSM was only one of four programs to modernise the police in NRW. Other projects concerned personnel development, organisational development and the introduction of quality management. Personnel selection and promotion fell within the scope of personnel development. Organisational development included change processes with regard to the structural and procedural organisation. Recently, the influence of aspects of organisational hygiene has also been recognised [35].

Quality management should act as a buffer between the designated areas in order to coordinate them methodically. The aim is to remedy the lack of efficiency in the area of internal security, which is criticized even by those who work in this area. Essentially, it is about a stronger economic orientation, which is justified with the aim of increasing the effectiveness of the political programmes.

In the context of organisational development, the focus has shifted to technical equipment and police technology. It has to be noted that the compilation of information on possible dangers resulting from their use is only done in a literary-theoretical way or in laboratory experiments. This also applies to police pepper spray, which was created to bridge the gap between the police baton and the police pistol. Here we narrow the discussion. The guideline for pepper sprays containing oleoresin capsicum (OC) or pelargonic acid vanillylamide (PAVA) came only into force in 2008. The technical guideline describes in detail the requirements of the Police Technical Institute for police pepper sprays [36].

From a pharmacological point of view, it is known that the aerosol particles in pepper sprays with an aerodynamic diameter of more than ten μm only affect the upper airways. Aerosol particles with a particle diameter of two to ten μm can reach the bronchial tubes, while particles with an even smaller particle size can penetrate even into the deeper alveoli. In this respect, the smallest particles reach the structural components of the lungs, where the gas exchange takes place during breathing. The risk of significant respiratory impairment increases [37].

Despite the lack of a technical-pharmacological requirement profile, it can be stated that the particle diameters of the aerosol particles were not smaller than two μm. With a distribution sum of D10 (μm), a particle size of less than ten μm could only be measured towards the end of the spray in a total of five measurements (6.78 to 9.10 μm).

In order to prove the targeting and hitting accuracy, a laboratory test was conducted in which the liquid jet of a police pepper spray was delivered to the centre of a target area from a usual application height of 160 cm and a distance of 100 cm (figure 6).
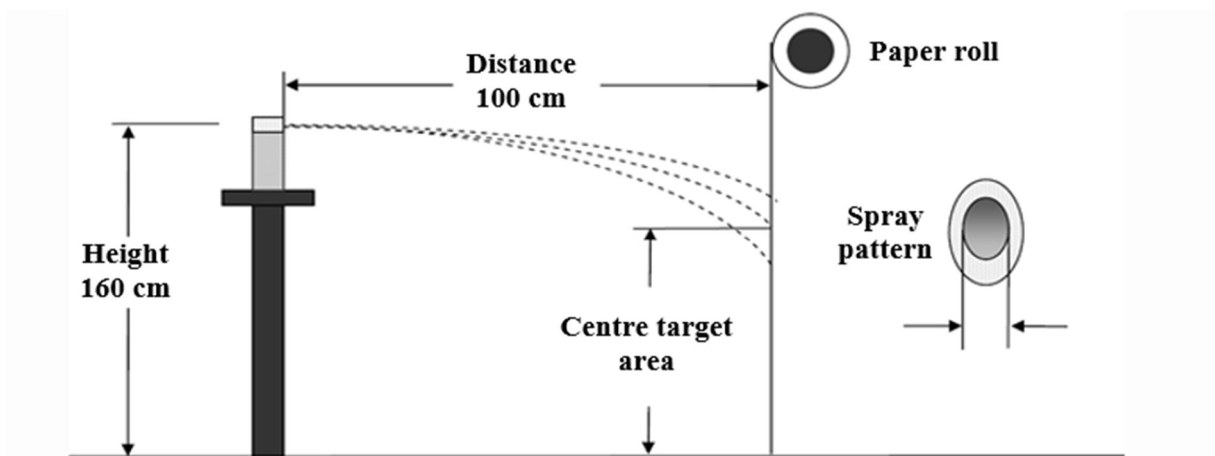
Figure 6. Laboratory test (adapted from [36])

Based on this practical laboratory test, the police use of pepper sprays is generally recommended in any location, as far as it appears necessary [38].

However, the experimental test set-up and the few German studies on police pepper spray reveal ignorance about the dispersion of aerosol particles. Despite assurances to the contrary by the NRW state government, there is a risk of aerosol-like dispersion of the pepper spray even with small particle sizes and crosswinds. This also increases the risk of exposure for users and bystanders [37].

Due to the gaseous dispersion of the smaller aerosol particles, the irritant aerosols spread more easily over a wide area with the last spray burst. This is especially true in wind-prone regions with large crowds, such as sports stadiums or street canyons, where there is a greater risk that bystanders will deeply inhale the essential irritant aerosols. Furthermore, the acute effects and health consequences for people indirectly affected by irritant aerosols are immeasurable, as large crowds are more likely to contain vulnerable people such as pregnant women and children. In practice, it is also important to know that no susceptibility to developing diseases (predisposition) can be predicted among visitors. People with hypersensitive airways (asthmatics/COVID-19 patients) may also be affected in this situation. However, the currently valid police regulations of the German police, especially their operational and training standards, do not take this into account [37].

In this context, it is worth noting that on 18 June 2020, a controversy erupted over the mediation of a dispute between residents of a coronavirus-quarantined apartment building in Göttingen (Germany). The coronavirus had infected nearly one out of every six people in the social hotspot. In spite of the great danger to people, the intervening police officers used pepper spray in accordance with official standards. Neither the technical regulations for police use of pepper spray nor the internal police instructions explicitly state that COVID-19 patients are particularly at risk from pepper spray. This indicates the neglected cumulative effect of police pepper spray on the respiratory tract of a COVID-19 lung patient, which are not covered mentally or by regulations. The hypothesis previously stated (cf. 2.2) can thus be falsified to the effect that the findings of the PTI are neither sufficient for the existing deployment tactics, nor do they enable police officers to include the potentiating and incalculable health risk posed by the use of pepper spray in their ethical decision-making process. It is also desirable for operational forces to be able to rely on independent scientific research rather than only internal specialist knowledge. In addition, the general public is increasingly seeking independent research on the safety of the individuals in question. Unfortunately, the Federal Government states against its

better knowledge that it is not aware of any current studies and expert reports on the health risks of the substances mentioned [39]. In addition, the Federal Government states in its answer to an international question that it has successfully countered political and media criticism in Germany [37]. This is a delicate and cynical situation with no simple solution. However, leadership means a strong and value-based relationship with organisational members that reflects shared intentions [40]. In light of this finding, the Federal Government's actions must be seen as extremely serious wrongdoing that impedes rather than aids the police's ability to work effectively [41].

5 Conclusions

It is demonstrated in the article that economic considerations are becoming increasingly important inside the police force. This can also be observed in the technical equipment of the police and the decisions on its use. Economic reasons appear to have won the day. There is no other explanation for the lack of independent empirical research on their threat. Nevertheless, it can be observed that a maxim seems to prevail for all police members, which is tantamount to a moral law [33]. Such a duty ethic has the potential to influence police members' behaviour if responsible role models are perceived as virtuous and trustworthy [42].

The question of whether ethical aspects are actually taken into account by police management and its claim to leadership can only be answered contradictorily. On the one hand, the role model function emphasises visible action as well as the perception and reputation aspects of ethical leadership. On the other hand, it was found that the employer and its leaders do not always live up to these demands.

The role model function may be similar to the category of "doing the right thing", but does not replace the content of the subject of professional ethics as a regular subject at the individual universities of police and administration. Moreover, the anchoring of the subject of professional ethics is at a very different stage. The training content is also integrated to varying degrees into the curricula [43].

Police leadership must be conscious that if they do not establish a reputation for ethics, they will be labelled as ethically neutral. To do this, police chiefs and police lecturers must be both moral managers and moral people. Senior executives have a much more favourable view of company ethics, which they should transfer to trainees [14].

A successful example of integrating ethics into training can be seen in the police in NRW. There, new police recruits are compulsorily sent on a so-called border walk, in which they learn at an early stage to move "in the area of tension between demands and professional practice" (figure 7). It also seems particularly clever that this offer is made to a very fitness-affine age group as a "power room" (figure 7). This offer is linked to constructive responses and encourages ethical aspects to find their way into the police. It is about strengthening the moral compass on a broad foundation of young people who are new to the police.

The economic requirements of police management remain seemingly unaffected by this. However, it is a considerable statement of will with high symbolic power, which expresses the enormous importance of ethics in the police force.

Figure 7. Ethics room in police training in NRW (own representation with inserted translations)

6 Limitations

This chapter is limited to the presentation of missing ethical aspects in the NSM and the directive on a police resource. In order to derive the resulting implications, the police pepper spray was chosen. Besides the pistol, the baton, the taser and the handcuffs, the police pepper spray is only one means of intervention that has an effect on the citizen concerned as a permissible means of coercion. The present study is also limited in that only one of five technical means was examined in detail. In order to determine the actual anchoring of ethics in the police and its management, further data must be used. To do this, information from various sources would have to be compiled and analysed as part of a meta-analysis. Where there is no valid data basis for such an analysis, assumptions have to be made on the basis of additive estimates and / or survey results. This offers economists and police scientists a wide field for further research.

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Appendix

Attached are two study reports.
The data corpus contains the following contents:
- Study No.: 20111201N981 (CURD´s POLICE RSG 2000)
- Study No.: 20111202N981 (Original TW 1000 Professional RSG-5)

The appendix is available at the following link:
https://doi.org/10.17605/OSF.IO/4YQXZ

The appendix can also be accessed via the following DOI:
10.17605/OSF.IO/4YQXZ