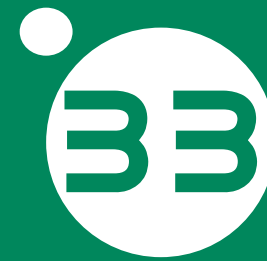


INTERNATIONAL

POLICE  
ASSOCIATION



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Int'l:Police

● 國際警察

宜興文化交流團  
Cultural Visit to Yixing



國際警察協會澳門分會 International Police Association Macau Section

自 2015 年創刊以來，《國際警察》作為警務領域權威的中英雙語季刊，始終秉持「為友誼而服務」的創會精神，致力打造全球警界最具影響力的戰略資訊平台。本刊以三大核心職能服務國際執法社群：

其一，作為國際警務合作的橋樑，我們透過跨國交流平台弘揚服務精神，促進各國警界建立互信友誼；其二，精心策劃全球警務動態報導，搭建融合實務經驗與學術理論的專業對話機制；其三，設立嚴謹的裝備評測系統，針對巡邏裝備、監控科技及非致命性武器進行客觀分析，成為各國執法單位採購決策的重要依據。

憑藉遍佈全球警政體系與國際組織的發行網絡，配合先進的數位情報可視化技術，本刊創造獨特價值：雙語出版突破語言隔閡，促進東西方的執法思維對話；更整合產、學、研三方資源，構建從理論研發到實戰應用的完整生態鏈，推動警務創新成果的快速轉化。

《國際警察》不僅是資訊載體，更是國際警務合作的催化劑。未來，我們將持續優化內容品質，深化國際合作，為提升全球警務專業水準貢獻力量。

Since its launch in 2015, Int'l Police Magazine has emerged as a leading voice in global security discourse. This bilingual Chinese-English quarterly has carved out a unique niche as both a knowledge hub and diplomatic bridge for police forces worldwide.

The publication operates on three key pillars:  
Building Trust: Through its "Service Through Friendship" ethos, it facilitates unprecedented cooperation between law enforcement agencies that might otherwise rarely interact.

Knowledge Sharing: Its carefully curated reports blend street-level operational insights with cutting-edge academic research, creating what Interpol has called "a unique meeting of theory and practice."

Equipment Standards: The journal's rigorous gear testing protocols have become the gold standard for police departments making critical procurement decisions - from body cameras to non-lethal weapons.

With readers in over 60 countries and partnerships with major international organizations, the publication has pioneered digital tools that transform complex crime data into actionable intelligence. Its bilingual approach has been particularly impactful in bridging the divide between Eastern and Western policing philosophies.

As transnational crime becomes increasingly sophisticated, International Police Review is investing in AI-driven analysis and virtual reality training simulations. "We're not just reporting on policing," says Editor-in-Chief [Name]. "We're actively shaping its future through technology and cooperation."

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# 8th Anniversary Celebration of IAA

## Asian Affairs Bureau

### &

## 2025 General Assembly of IAA



### 公告 NOTICE

根據本會《章程》，經會員大會一致通過第十屆本會領導機關成員如下：

Pursuant to the Association's Statutes, the General Assembly has unanimously approved the following members of the 10th Executive Committee of the Association:

會長 President :

李雄波 Lei Hong Po

常務副會長 Executive Vice-President :

魏 忠 Ngai Chung

副會長 Vice-President :

周紀仲 Chao Kei Chong

理事 Committee Member :

李諾謙 Marco Lei

黃志榮 Wong Chi Weng

李潔貞 Lei Kit Chen

周炳釗 Chao Peng Chio

Fernando Costa

李嘉莉 Lei Ka Lei

鄧柏高 Tang Pak Kou

會員大會主席團主席 Chairperson of General Assembly :

李秋波 Lei Chao Po

會員大會主席團 Presiding Committee of the General Assembly :

郭召樞 Kok Sio Su

周紀仲 Chao Kei Chong

周炳釗 Chao Peng Choi

崔炳榮 Choi Peng Weng

監事長 Chief Supervisor of General Supervisory Committee :

唐治平 Tong Chi Peng

監事委員會 General Supervisory Committee :

李淑貞 Lei Soc Cheng

朱容仟 Zhu Rong Qian

Vitor Ferreira

周雪雯 Chao Sut Man





為促進文化交流，本會於上月組團前往江蘇宜興進行文化考察，由會長李雄波爵士和名譽會長張建耀先生親自率領。此次行程以深入了解當地傳統文化為宗旨，獲得豐碩成果。

考察期間，代表團重點參觀了宜興多個具有代表性的文化景點，包括紫砂博物館、古龍窯遺址等。團員們不僅觀摩了紫砂陶藝的製作過程，更有機會與當地工藝大師進行深入交流。張建耀名譽會長表示：「宜興的紫砂文化歷史悠久，此次考察希望讓外地的會員親身體驗到宜興傳統工藝的獨特魅力。」

此次考察活動特別安排了專業導覽，讓團員們能夠系統性地了解宜興的文化底蘊。代表團還參觀了當地多家知名紫砂工作室，見證了從原料選取到成品燒製的全過程。

會長李雄波爵士指出，此次考察達到了預期目標，為未來開展更多文化交流活動奠定了良好基礎。考察團已計劃將此次所學應用於本會後續的文化推廣工作中。



A high-profile delegation led by Chevalier Lei Hong Po, National President of the Association, and Honorary President Mr. Zhang Jianyao recently concluded an immersive cultural study tour to Yixing, Jiangsu province—China's celebrated "Pottery Capital."

The meticulously curated itinerary featured masterclasses with local artisans at the Zisha Museum and ancient Dragon Kiln ruins, where delegates observed the intricate process of crafting purple clay teaware—a UNESCO-recognized intangible cultural heritage.

"This was about experiencing Yixing's 1,200-year ceramic legacy firsthand," remarked Mr. Zhang, noting how members gained rare access to ateliers demonstrating raw material selection to final firing techniques. Specialized docents provided scholarly context throughout.

Chevalier Lei confirmed the tour's success in establishing frameworks for future exchanges, with insights to inform the Association's upcoming cultural initiatives. Plans are underway to integrate Yixing's craftsmanship into transnational heritage promotion programs.





## 第 12 屆中國國際警用裝備博覽會

被譽為「亞洲警用裝備風向標」的第 12 屆中國國際警用裝備博覽會 (CIEPE)，月前在北京國家會議中心盛大開幕。今屆展會以「智慧警務·科技強警」為主題，匯聚全球 600 餘家參展商，展出逾萬件最新警用科技產品，其中四足機械警犬、AI 虛擬警員等黑科技成為全場焦點。

▼ 即睇本屆警博會 5 大亮點裝備 ▼

### 1. 機械警犬巡邏隊

由中國企業自主研發的「絕影 X20」四足機械人首次公開演示，可負重 80 公斤進行全地形巡邏，配備熱成像儀與 AI 識別系統，能自動追蹤可疑目標，已在北京多個地鐵站試點應用。

### 2. AI 警員「小安」

這款由騰訊雲開發的虛擬數字警員，能同時處理報案、查詢等 12 項警務工作，支持粵語、英語等 8 種語言實時翻譯，預計明年在深圳口岸試行。

### 3. 鴻蒙 OS 智能單警系統

華為首次展示基於鴻蒙系統的全場景警用終端，從執法記錄儀到無人機均可數據互通，指揮中心能實時調取前線 4K 影像並進行 AI 分析。

### 4. 隱形防彈裝備

南京理工大學研發的超薄液體防彈衣，厚度僅 3 毫米卻能抵擋手鎗子彈，預計將裝備於要員保護小組。

### 5. 無人機反制系統

針對黑飛無人機問題，中國電科展出「天網」攔截系統，可在 5 秒內癱瘓 2 公里內的無人機。

公安部裝備財務局局長表示，今屆展會規模較上屆擴大 40%，反映中國警用科技已從「跟跑」轉向「領跑」。有參展的德國廠商坦言：「部分中國企業的無人機技術，已超越歐美同類產品。」主辦方預計今屆共吸引超過 10 萬專業觀眾參觀。





## 12<sup>th</sup> China International Exhibition on Police Equipment

Beijing's National Convention Center has become a showcase for the future of policing in May, as the 12<sup>th</sup> China International Exhibition on Police Equipment (CIEPE) unveils groundbreaking technologies. The event, considered Asia's premier platform for law enforcement innovation, features over 10,000 advanced systems from 600 global exhibitors, with autonomous robots and artificial intelligence solutions dominating proceedings.

Among the most striking exhibits is Zhejiang University's Jueying X20 robotic dog, demonstrating remarkable capabilities for high-risk environments. The four-legged machine can navigate complex terrain while carrying 80kg of equipment, using AI-driven thermal imaging to identify suspects—a system already undergoing trials in Beijing's subway network. Meanwhile, Tencent Cloud's virtual assistant Xiao An promises to revolutionise frontline services, handling multiple tasks from case reporting to real-time translation in eight languages, including Cantonese, ahead of its 2026 deployment at Shenzhen border crossings.

Integration emerges as a key theme, with Huawei demonstrating its HarmonyOS-powered ecosystem that seamlessly connects body cameras, drones, and command centres. The system streams 4K footage with instant AI analysis, allowing real-time threat assessment. Equally innovative is Nanjing University's liquid body armour—just 3mm thick yet capable of stopping handgun rounds—set to equip VIP protection units. For airborne threats, China Electronics Technology Group's Sky Net counter-drone system can disable rogue UAVs within five seconds across a 2km radius, a technology already safeguarding Chinese airports.

The expo's 40% growth since 2023 underscores China's rising influence in security tech. "Some Chinese drone solutions now outperform Western equivalents," noted a German exhibitor, speaking on condition of anonymity. Observers spotted Hong Kong police representatives evaluating counter-terror equipment, hinting at potential regional adoption. As the event displays offer a provocative glimpse into policing's automated future—one where algorithms and machines increasingly stand on the thin blue line.



## 安全空間：印度擴大全女性警察局網絡

### SAFE SPACES: INDIA SCALES UP WOMEN-ONLY POLICE STATIONS

新德里，2025 年 7 月 — 印度正大規模擴建其全女性警察局 (AWPS) 全國網絡。這項於 2025 年 5 月宣布的大膽舉措，旨在通過建立完全由女性警務人員運營的安全、可近用據點，解決性別暴力犯罪長期舉報不足的問題。

AWPS 起源於 1990 年代的坦米爾納德邦，AWPS 提供了一個避風港。完全由女性警官和輔助人員進駐，它們消除了阻礙女性舉報家庭暴力、性侵犯和嫁妝騷擾等敏感犯罪的恐懼與污名。社會工作者阿南雅·夏爾馬 (Ananya Sharma) 表示：「對許多女性來說，走進男性主導的警局本身就是一道障礙。AWPS 移除了這第一道門檻。」

內政部的計劃全面而詳盡：

1. 覆蓋每一縣區：優先服務資源匱乏的農村 / 半城市地區。
2. 升級基礎設施：增設輔導諮商室、兒童照護空間及法律諮詢服務台。
3. 專業化培訓：警官接受強化訓練，內容涵蓋創傷應對、性別敏感度及受害者中心處理程序，並與非政府組織及法律專家合作設計。
4. 數位整合：透過國家平台實現線上報案 (FIR) 及案件進度即時查詢。
5. 公眾意識宣傳：告知女性其權利及 AWPS 據點位置。

其迫切性顯而易見。根據國家犯罪統計局 (NCRB) 數據，2024 年所有犯罪中有 31% 的受害者為女性 — 專家認為，由於社會污名、害怕報復以及對傳統警力的不信任，實際數字遠高於此。一位內政部官員表示：「真實規模被隱藏了。AWPS 正是為了彌合這信任鴻溝。」

潛力已證，挑戰仍存：在坦米爾納德邦、喀拉拉邦和拉賈斯坦邦等地的成功經驗顯示，AWPS 有效提高了舉報率、建立了信任關係，並為倖存者提供了全面的支持。然而，挑戰依然存在：確保全國培訓品質一致、維護基礎設施、管理案件負荷量，以及在更廣泛的警察體系內促成真正的制度性變革。

印度擴建 AWPS 網絡是賦權女性和將性別暴力曝光於陽光下的鄭重承諾。其成效，將以被賦權的聲音和被改變的生命來衡量。

India is launching a major nationwide expansion of its All-Women Police Stations (AWPS) network. Announced in May 2025, this bold initiative targets the chronic underreporting of gender-based crimes by creating safe, accessible hubs staffed entirely by women.

The AWPS Difference: Born in Tamil Nadu in the 1990s, AWPS units offer a sanctuary. Staffed solely by female officers and support staff, they dismantle the fear and stigma often preventing women from reporting sensitive crimes like domestic violence, sexual assault, and dowry harassment. "For many women, a male-dominated station is itself a barrier. AWPS removes that first hurdle," says social worker Ananya Sharma.

The National Blueprint: The Ministry of Home Affairs plan is comprehensive:

1. Every District Covered: Prioritizing underserved rural/semi-urban areas.
2. Upgraded Infrastructure: Adding counseling rooms, childcare spaces, and legal aid desks.
3. Specialized Training: Officers receive enhanced instruction in trauma response, gender sensitivity, and victim-centric procedures, developed with NGOs/legal experts.

4. Digital Integration: Enabling online FIR filing and real-time case tracking via national platforms.
5. Awareness Campaigns: Informing women of their rights and AWPS locations.

#### Why It Matters

The urgency is clear. The National Crime Records Bureau (NCRB) reported 31% of all 2024 crimes targeted women — a figure experts believe is vastly underreported due to stigma, fear of reprisal, and mistrust of traditional police. "The true scale is hidden. AWPS bridge that trust gap," stated a Home Ministry official.

Success in states like Tamil Nadu, Kerala, and Rajasthan shows AWPS boost reporting, build trust, and provide holistic survivor support. However, challenges remain: ensuring consistent high-quality training nationwide, maintaining infrastructure, managing caseloads, and fostering broader institutional change.

#### The Road Ahead

India's AWPS expansion is a profound commitment to empowering women and bringing gender-based violence out of the shadows. Its success will be measured in the voices empowered and lives transformed.





## 德國反偷拍 App：隱形鏡頭無所遁形

Germany's Anti-Spy App: Uncover Hidden Cameras



德國柏林警方今夏推出革命性應用「SpyScan」，市民在更衣室、酒店或公共廁所開啟 App 掃描環境，即可偵測偽裝成螺絲釘、掛鉤、煙霧感測器等日常物品的偷拍攝像頭。此程式由警方聯同慕尼黑網絡安全公司 CyberGuard 耗時兩年研發，採用雙重檢測技術：

1. 射頻信號分析：捕捉鏡頭傳輸的 2.4GHz/5GHz 無線電波
2. AI 圖像識別：通過手機相機識別鏡頭反光光斑

經實驗室及實地測試，準確率高達 95%，誤報率僅 0.8%。上線首月下載量突破 10 萬次，市民主動掃描熱點逾 5 萬處，偷拍案舉報銳減 52%。警方更據用戶回報數據，跨國合作搗破 3 個偷拍集團，查獲隱形鏡頭裝置 217 件。德國內政部長南希·費瑟強調：「這是公民與警隊協作的隱私防衛革命！」歐盟已啟動技術標準統一化談判。

Berlin Police launched "SpyScan", a revolutionary app enabling citizens to detect covert cameras disguised as everyday objects (e.g., screws, hooks, smoke detectors) in private spaces. Developed with cybersecurity firm CyberGuard, it deploys dual-scanning technology:

1. RF Signal Analysis: Detects 2.4GHz/5GHz wireless transmissions from hidden devices
2. AI Visual Recognition: Identifies lens glints via smartphone camera

Lab and field tests confirm 95% accuracy with 0.8% false alarms. Within the first month, downloads exceeded 100,000, triggering over 50,000 user-initiated scans. This contributed to a 52% decline in voyeurism reports. Police leveraged crowd-sourced data to dismantle 3 spy-cam rings across borders, seizing 217 devices. Interior Minister Nancy Faeser declared: "This revolutionizes privacy defense through citizen-police synergy!" EU standardization talks are now underway.





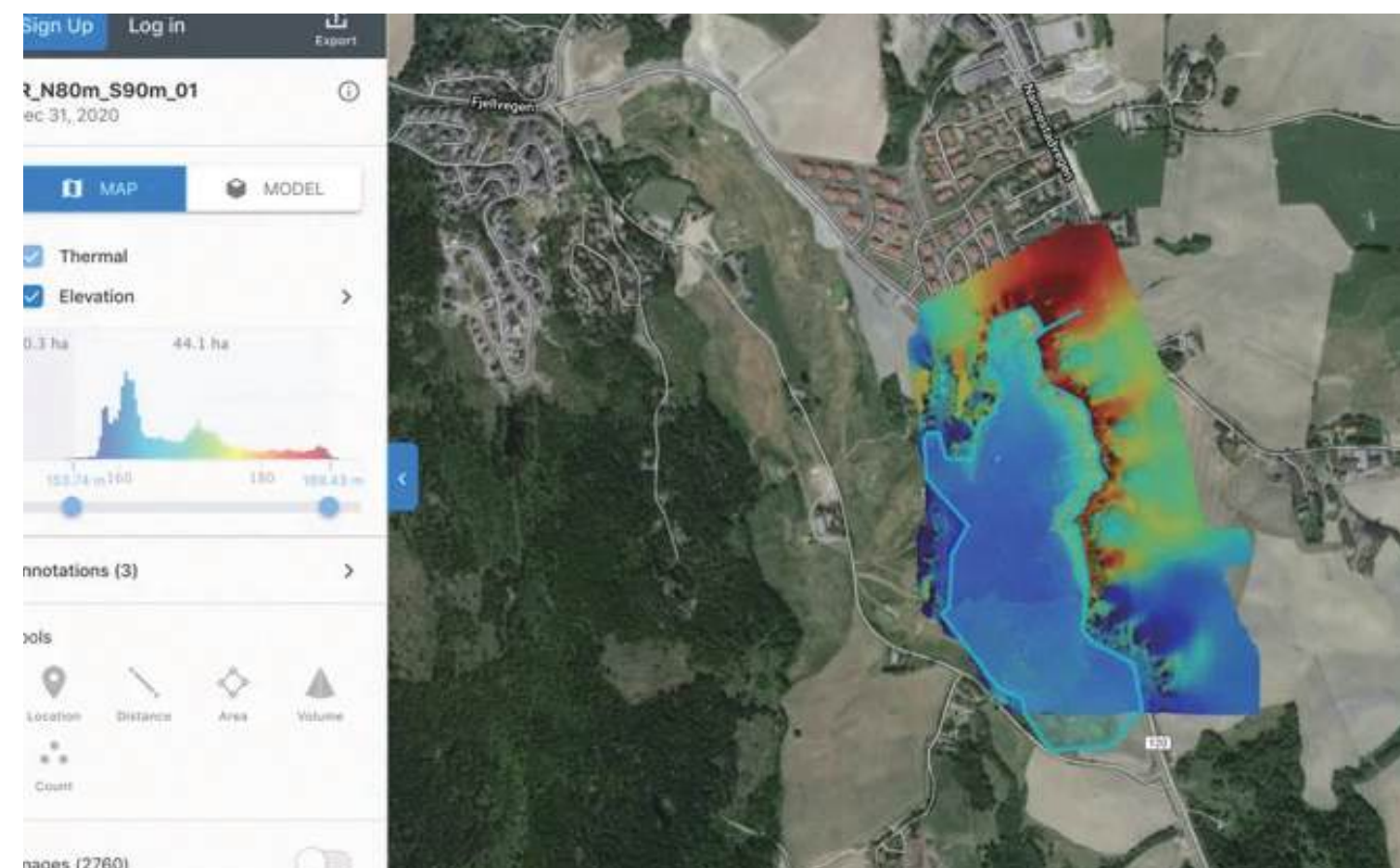


## 挪威雪山奇蹟：無人機極寒救援登山客

### Norway's Arctic Rescue: Drones Save Climbers in -20° C Blizzard

挪威特倫德拉格警局創下警務科技新紀錄—在體感溫度低至 -35° C 的斯堪的納維亞山脈暴風雪中，成功以無人機主導救援兩名失溫登山者。警方出動特製 DJI Matrice 350 極地版無人機，其搭載三重抗凍技術：自熱鋰電池採用航天級相變材料（PCM），在極寒環境保持 95% 電量；渦流防冰螺旋槳內置微型加熱絲，融冰速度較傳統快 3 倍；光流與雷達融合感測器實現雪厘米級定位。無人機群啟動蜂群網絡搜索模式，憑藉 YOLOv7 極地 AI 模型穿透暴雪鎖定目標（識別精度 98.7%），並分三波次精準空投物資：首波釋放北斗/GPS 雙模信標建立通訊，二波投送碳納米加熱毯（5 分鐘升溫至 38° C），三波提供急救針劑。地面救援隊透過數位孿生平台接收即時 3D 地形圖，駕駛低溫改裝 Bv206S 履帶車穿越 1.5 米深雪，3 小時內完成生命接力。挪威司法部宣布此技術將納入《北極救援標準》。

Trøndelag Police set a milestone in policing technology by executing a drone-led rescue at -35° C wind chill on Scandinavian peaks. Deploying modified DJI Matrice 350 Arctic drones with triple anti-freeze systems: self-heating batteries using aerospace-grade Phase Change Material (PCM) retained 95% capacity in extreme cold; vortex de-icing rotors with embedded micro-heaters melted ice 3x faster; optical-radar fusion sensors achieved centimeter-level snow positioning. Drone swarms conducted grid searches via YOLOv7 Arctic AI model, penetrating blizzards to locate targets (98.7% accuracy). They executed precision airdrops in three waves: BeiDou/GPS beacons for communication, carbon-nanotube thermal blankets (heating to 38° C in 5 mins), and emergency injectors. Ground teams navigated 1.5m-deep snow using real-time digital twin terrain maps, evacuating victims via cold-adapted Bv206S tracked vehicles within 3 hours. Norway's Ministry of Justice will integrate this system into the Arctic Rescue Standard.





# 日本 AI 防自殺系統：守護生命最後防線

## Japan's AI Guardians: Tech That Saves Lives on the Edge

東京警視廳啟動全球首個「AI 生命守護計畫」，在隅田川橋樑、新宿站等 15 處自殺高風險點部署智能監護系統。該系統搭載 Sony IMX585 星光級感測器與 NVIDIA Jetson Edge AI 處理器，透過即時分析行人步態軌跡（如徘徊時速  $<0.5\text{m/s}$ ）、高危停留（欄杆旁  $>300$  秒）及微表情（哭泣特徵點位移  $>1.3\text{mm}$ ），以 98.4% 準確率識別潛在輕生者。一旦判定風險值超閾值 85%，系統觸發三階響應：

1. 現場播放 AI 個性化安撫語音（如「我們一起聊聊好嗎？」）
2. 同步向 200 公尺內巡邏警員發送定位座標與風險等級

### 3. 啟動隱形防墜網預警機制

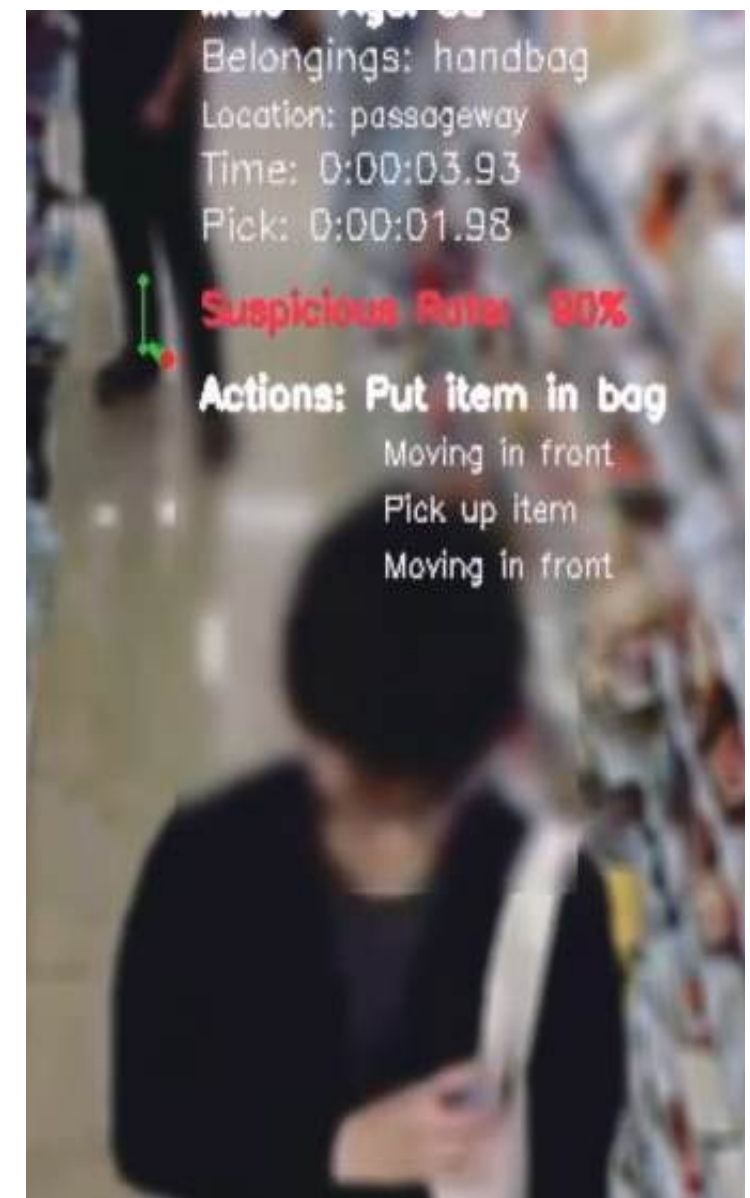
試行四個月成功干預 23 宗案件，誤報率僅 0.28%。為化解隱私爭議，系統採用「動態遮罩」技術——所有人像經邊緣計算後即刻像素化，原始影像 0.5 秒自動銷毀。東京福祉廳強調：「這不是監控，而是用科技編織的生命防禦網。」



Tokyo Police launched the world's first "AI LifeGuard Initiative" at 15 suicide hotspots including Sumida River bridges and Shinjuku Station. Equipped with Sony IMX585 starlight sensors and NVIDIA Jetson Edge AI processors, the system detects crisis indicators in real-time: abnormal gait (e.g., pacing speed  $<0.5\text{m/s}$ ), high-risk loitering ( $>300\text{s}$  near edges), and micro-expressions (tear-tracking with  $>1.3\text{mm}$  movement). Upon identifying risks exceeding the 85% threshold, it triggers a triple response:

1. Plays personalized calming messages (e.g., "Let's talk?")
2. Alerts patrol officers within 200m with GPS coordinates
3. Activates invisible anti-fall net alerts

The 4-month pilot prevented 23 suicide attempts with a 0.28% false-positive rate. To address privacy concerns, "dynamic masking" ensures all faces are pixelated during edge computing, with raw footage auto-deleted in 0.5 seconds. Welfare Bureau representative stated: "This isn't surveillance—it's a tech-woven safety net for life."







## 巴西貧民窟「電競警營」：遊戲化解警民隔閡

### Brazil's Favela Cops: Where Esports Meet Community Policing

在里約熱內盧 Complexo do Alemão 貧民窟——一個曾被毒品集團控制近 30 年、2024 年槍擊案高達 1,127 宗的暴力重災區，一場由警隊主導的社會實驗正改寫歷史。2025 年初，里約軍警動用沒收毒資 2,300 萬雷亞爾（約 3,400 萬港元），將廢棄的毒品加工廠改造為拉美首座「警營電競中心」。這座三層玻璃幕牆建築配備：

競技級設備：32 台搭載 RTX 4080 顯卡的遊戲 PC、PS5 及 Xbox 主機、Meta VR 訓練系統

教育融合空間：電競戰術沙龍區植入「反幫派心理課程」，遊戲角色死亡時觸發法律知識動畫

職業轉型機制：頂尖玩家可獲警隊電競獎學金，直通巴西遊戲開發公司實習

計劃核心在於「雙向去標籤化」：警方挑選 24 名年輕警員接受為期三個月的《英雄聯盟》職業培訓，與貧民窟青少年組建「混編戰隊」，每週舉辦「和平使者盃」電競聯賽。數據顯示，參與計劃的 427 名青少年（平均年齡 16.7 歲）中：

- 92% 首次與警察建立非對抗性關係
- 槍擊案熱點區域 夜間活動人數上升 305%（中心開放至凌晨 2 點）
- 警方據玩家情報破獲 3 個武器藏匿點，收繳槍枝 47 支

關鍵轉折點在 2025 年 6 月——曾控制該區的「紅色司令部」幫派頭目之子加入戰隊，其公開呼籲：「停止射擊，開始點擊！」促使社區休戰協議誕生。計劃推行一年間，青少年涉毒案下降 37%，幫派招募新成員成功率暴跌 81%。聯合國人居署將此列為「全球暴力轉型典範」，警司卡瓦略的觀察直指核心：「當孩子們為警隊的戰術失誤懊惱捶桌，而非向警車投擲汽油彈時，我們知道遊戲已改寫現實。」

Illustration: PHELLIPE WANDERLEY

In Rio's Complexo do Alemão favela—a violence-plagued community with 1,127 shootings in 2024 under three decades of drug cartel control—a police-led revolution is unfolding. In early 2025, Rio Military Police transformed a seized drug factory into Latin America's first "Cop Esports Hub" using R\$23 million (≈HK\$34 million) from confiscated cartel assets. The three-story glass complex features:

Pro-gaming gear: 32 RTX 4080-powered PCs, PS5/Xbox consoles, Meta VR training systems

Educational integration: "Anti-gang psychology modules" triggered during gameplay, legal knowledge animations upon character death

Career pathways: Top players earn police-sponsored scholarships to Brazilian game studios

At its heart lies "de-labeling": 24 young officers trained as

professional League of Legends coaches formed mixed teams with favela youth, hosting weekly "Peacemaker Cup" tournaments. Among 427 participating teens (avg. age 16.7):

- 92% established first non-confrontational relationships with police
- Nighttime activity in former shooting hotspots surged 305% (center open until 2am)
- Intel from players led to busts of 3 weapon stashes, seizing 47 firearms

A pivotal moment came in June 2025—the son of "Red Command" cartel leader joined a team, declaring: "Stop shooting, start clicking!", catalyzing a community truce. Within a year, youth drug offenses fell 37% while gang recruitment success plunged 81%. UN-Habitat certified it as a "global violence transformation model". As Commander Carvalho observed: "When kids slam desks over our in-game misplays instead of throwing Molotovs at patrols, we know games are rewriting reality."



## 警察決策架構中的新興決策與風險感知要素： 消極的、積極的與「自私的」

The Emergent of Decision-Making in Police Framework and The Perceptivities elements of Risks:

The Bad, the Good, and the "Egoïstic"

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### 引言

判斷和決策能力是執法人員必須具備的前兩項認知能力。幸運的是，對於那些尚未做出如此不明智行為的其他人來說，判斷決策能力是可以培養的，甚至可以被糾正。近年來，各種令人不安的報告傳播和一系列備受矚目的案件顯示，警察在執行任務期間表現出嚴重的不當行為和非法行為，人們常常對於如何防止出現此類情況而感到不安——哪怕是單一事件，也可能讓其對警方管理的信任和信心產生巨大影響。警察建構評估的方式源自於他們如何感知風險的處理以及/或他們對此的更進一步態度。

因此，警務行動的每個階段都與之息息相關，從首次互動到案件的最終結案，但不幸的是，統計數據仍然顯示對警務人員行為的嚴厲批評，這些行為降低了他們的專業風度和文化。例如提交給警察內部道德部門的記錄，

### INTRODUCTION

Judgment and decision-making are pretty much the top two cognitive capabilities a law enforcement professional must possess. Fortunately, for everybody else who hasn't yet done something this ill-advised, judgement decision-making ability can be trained—and possibly even fixed. In recent years, there has been a series of high-profile cases through various disturbing reports circulated around Police Officers exhibiting gross misconducts and illegal behavior during their assigned task, communities often are not comfortable with how can be controlled – even at a single incident, in which can have a huge impact on their trust and confidence in its operational management. The way in which police officers construct their assessments has its roots on how they perceive the risks in dealing with and/or their wider attitude towards it.

Hence, it is relevant at every stage of a policing encounter, from the first interaction through to the conclusion of a case, but unfortunately statistics still lingers with higher criticism about officers behavioral cognizant that diminish their professional demeanors and culture such as records presented to the police internal ethics divisions in assessing the capability of vetting and monitoring its operative officers, this included examining forces' abilities to detect and deal

用於評估審查和監控其執勤官員的能力，這包括識別和處理厭女症和強迫性行為的能力。如公開案件揭露的一些公共安全人員因涉嫌在部門的學院訓練中心的洗手間內進行性行為而被停職，同時其他官員則對現在的新兵不擔心或不在乎因違反規則被抓到表示遺憾。

所以，如今對警察內部決策的審查比以往任何時候都要嚴格，而對審查在風險因素下警官的正面判斷影響更為苛刻。一位戲劇性的脫口秀喜劇演員推廣了“你無法修復愚蠢”這句話——他甚至試圖將其註冊為商標——這並不是說涉及執法事件的兩名個體（官員）是“愚蠢”的，而是關於他們做出令人驚訝決策的機率方式和傷害程度，這些是情境模式，其中特定情況的集合反映了感性因素支撐了決策者的壞意識行理性判斷進入「情感參照框架」...考慮到執法人員處理威脅的獨特性...即使是基於證據的風險評估也受到個性方面的影響。

with misogynistic and predatory conducts and behaviors, such as publicized cases unveiled that few recruits within the public safety workforce have been suspended for allegedly engaging in a sex act in a restroom at the department's College training academy, while another officers lamented that recruits these days don't fear or care about getting caught breaking the rules.

Thus, nowadays there is now more scrutiny than ever on decision-making within the police and the influences that follow officers during affirmative judgmental encounters towards risk factors. A theatrical stand-up comedian popularized the phrase "You cannot fix stupidities"—he even tried to trademark it too——this is not to say that the two individuals (officers) involved in an active operational incident are "stupid", but rather on the surprising probabilities ways and magnitude of harm that they came to their decisions, which are situational patterns where a specific set of circumstances could reflects on the context of influential feelings elements that may underpin sharpness awareness whether is good and bad in order to have an impact on the rational judgement of a risk into an “affective frame of reference”...given the uniqueness of how Law Enforcement officers deal with threats...even evidence-based risk assessments are influenced by idiosyncratic aspects.



警察決策為何重要？

在什麼情境框架下警察做出決策？警察在決策過程中必須考慮哪些結構、設計和認知承諾？在警務和犯罪背景下，「好」和「壞」對人類決策心理學有何影響？決策可能受到哪些因素的影響？決策可能受到多種因素的影響，包括情境和環境、個性和過去經歷或情緒狀態和其他因素。進化賦予了個體一種難以置信的強大意識和深思熟慮的過程，通常被稱為“直覺方法”，也被稱為“系統二”思維 ..... 因此，更加理性、計算性的“高風險 - 回報權衡者的優勢”促進了智慧的方式，在大多數決策視角中提高了精度。

在這些不同類別的情況中，可用的時間量影響著是否能夠有效地使用分析性與直覺性方法 進行風險評估。在更多的警察調查決策調查中，包括種族、性別和年齡對管理模式的影响，以及 / 或非法定因素如何影響其決策過程和政策，比如何時進行逮捕和 / 或濫用權利發生 的情況。

WHY DOES POLICE DECISIONS-MAKING MATTER?

In what circumstances framework do police make decisions? What factual decisions process’ s structure, designs and cognitive undertakings must officers make? What is the psychology behind "good" and "bad" to human decision-making in a policing and crime context? Decisions can be influenced by an infinite number of various factors, such as context and situation, personalities, previous experiences, or whether feeling apprehensive, and to name few. Evolution has provided individualities with incredibly powerful conscious and deliberate process commonly referred to as "intuition approach" and also known as "system two" thinking...therefore, the more rational, calculating, "advantages of high risk-reward weigher-upper precision" which facilitates ways of intelligence and in most making-decisions perspective.

In these dissimilar categories of situations, the amount of time available impacts whether risk assessments can effectively be made using an analytical versus intuitive approach. With additional police investigative decision-making examination includes the effects of race, gender, and age on management patterns, and/or how extralegal factors impacts its decision-making process and policies for when to make an arrest and/or abusive occurrences.

因此，在警務工作中，情境性觀點是不可避免的，因為缺乏能夠通知所有警務活動的指示性證據，也沒有指導手冊能夠涵蓋每一種可能發生的情況。然而，有三個核心的哲學行為 可以啟發倫理決策的重要價值，這些價值側重於道德標準框架，警察可以作為行為標幟的正面行為，帶來良好結果（結果主義）、過程（義務論）和品格（智慧 - 正直 - 承諾 - 支持）。 這些包括以證據為基礎的警務、減少傷害策略和高尚事業腐敗（以目的為手段辯護）。

警官的道德決策觀點，如果與既定規則、原則、義務和職責以及專業標準（效率、靈感、創新和鼓勵）一致，並通過多樣化的方法增添所需的美德特徵，這些特徵對於存在是必要的，包括公共生活的原則和價值聲明，這些原則和聲明將其倫理期望轉化為對關懷、公平和基於同意的警務（警察與公眾之間的契約和教育）可以處理灰色地帶的困境、不當行為問題和策略性解決方案。

Hence, situational outlooks are inevitable in policing because indicative evidence does not exist to apprise all policing undertakings, and no directive rulebooks can cover every eventuality, but the three core philosophical conducts that can enlighten the imperative values for ethical decision-making, which exhibits focus on the moral standards frameworks that officers can draw on as an affirmatory act of behavioral leadership with good outcomes (consequentialism), process (deontology) and characters (intellectual-integrity-commitment-support), include evidence-based policing, harm reduction strategies and noble-cause corruption (where the ends are used to justify the means).

Thus, the perspectives of the officer’ s moral decisions that are consistent with established rules, principles, obligations and duties, and professional standards (effectiveness, inspirations, innovation and encouragement) with diverse approaches in adding necessities of virtuous characteristics which are needed for existence, includes the principles of Public Life and value statements that presents advantages into its ethical expectations on care, fairness and policing by consent (informal contract between the police and the public)...while education, learning and practical experiences can deal with grey areas dilemmas, misconduct matters and strategical solutions.

涉及即時操作警務中的不良決策制定

警察的工作常常涉及在高壓情境下做出複雜決策，這要求他們迅速行動，特別是在面對不完整信息和僅有片刻時間考慮可選措施的風險評估時，警員們最有可能使用啟發式技巧來評估威脅，依靠思考熟悉事件來優先處理最危險的情況。此外，如果沒有足夠的培訓，這有些情況可能會減少有效的決策，導致不利的結果 — 因此，警員必須獲得充分的學習， 提供全面的認知工具來應對這些高要求的情況。

無數涉及警察的「挑釁性」事件成為新聞文章——以及電視上焦點對話的主題（想像力的發明）——因為這是主流媒體引發爭論的其中一部分，類似於實際上並沒有發生任何事情 — 另一方面，一些公眾評論員呼籲對警察出錯時進行更嚴厲的懲罰。專注於負面報導的頭條新聞在面對一個權威的主體代表時試圖「貶低」一名警官的聲譽，這暗示了警察在一個充滿審查和公眾批評的環境中工作，他們所做的每件事都可能受到關注和批評。

此外，關於警察在工作中所承受的官僚負擔充滿爭議。而更具挑戰性的是，缺乏「好」的選擇。警察對高壓力的請求做出回應，只給了他們短暫的時間來做出關鍵判斷（通常是短暫的時間框架），不採取行動或延遲行動可能導致重大的個人、政治和社會嚴重後果，如傷害和死亡。實際上決策者考慮任何預期的結果都同樣令人不愉

INVOLVING BAD DECISIONS-MAKING IN REAL-TIME OPERATIONAL POLICING

Police officers work often involves making complex decisions in high-stress situations that requires them to act promptly, especially when making risky assessments with incomplete information and only moments to consider their optional measures, in which officers most likely resort to the usage of heuristics techniques for evaluative threats, drawing on the intellectual familiarity events in order to prioritise the riskiest situation. Also, without adequate training, these situations can undermine effective decision-making, leading to the adverse outcomes -- therefore, the officers’ necessities to obtain sufficient learning curve that provides comprehensive cognitive tools to navigate these demanding situations.

Hence, countless "provocative" episodes involving police become news articles -- and themes for conversational attraction (invention of the imagination) on television -- because a segment of the mainstream broadcasts pursues

快，並可能（潛在 地）具有不利的嚴重性。

所以，這將引發人們對警察行為可能變得過於規避風險和不勝任的擔憂，他們使用自由裁量權的行為被描述為不可預測且潛在不可控性。然而，在涉及創傷性環境的決策策略中，時間壓力和不確定性的影響，以及在一系列關鍵操作事件設定中過度使用警力，這對於其表現至關重要，可能完全脫離正軌，透過高影響力幹預，並且因為展示認知偏見，一個或多個警察基於他們的默認假設做出一個或多個不良決策。

其定位的重要意識形態仍是問責制。社區向警察尋求幫助，因為他們是唯一被授權在和平時期裡公共空間行使權力的職業群體 — 警察必須對他們的決策和行動負責，這基於適 當的風險分析。因此，他們被期望在執法部門與公眾的關係核心中維護合理的責任和義務， 特別是在不斷地面臨更艱難的決策和 / 或甚至考慮現實可能性的時候。 雖然大多數人盡力避免置身於緊急情況之中，但執法人員卻肩負著面對並消除針對自己或公眾的威脅的期望。

了解在充滿挑戰和危險的環境中進行操作時所涉及的最佳決策策略和規定性過程至關重要，並且在所有情況下採取相對應的行動，包括資訊、靈活思考、目標、時間範圍、特定領域的經驗和有限資源在內的所有情況。

polemic cultivation, similarity when nothing actually occurs — on the other hand, some public commentators call for harsher punishment for the police when things go wrong. Headlines that focus on negative findings that display an attempt to "discredit" an officer characteristic for the behavior of a forceful subject, in which infers an agitation that police officers are working in an environment where scrutiny and public criticism awaits everything they do.

This, alongside a debatable issue about the bureaucratic burden placed on policing. Further, and even more demanding, is the lack of “good” options, officers respond to high-stressful requests that gives them just an insufficient moment to make crucial judgments (and often short timeframe), where not acting or delayed actions that could lead to a significant personal, political, and societal grave consequences outcomes such as injuries and deaths, which in fact that the decision-maker considers all the anticipated conclusions appear equally aversive and could (potentially) have unfavorable magnitudes.



Therefore, will lead to concerns that the officers’ actions will become a risk averse and incompetent accomplishments of using their discretion which are characterized as being unpredictable and potentially uncontrollable. But there is impact of times pressure and uncertainty when something of a traumatic environment involving the decision strategies of excessive police use of force, in which are essential for its performance in a variety of critical operational incidents settings that goes wildly off the rails entirely through a high-impact intervention and because exhibiting cognitive biases one or more officers acting on the basis of their default assumptions made one or more bad-decisions.

The significant ideology of its positioning remains one of accountability, communities look to the police for help, as the only occupational group authorized to exert power in the public space in time of peace -- police officers are accountable for their decisions and actions based on appropriate risk

在不進行選項比較的情況下做出明智決策  
執法是一項特殊的職業。它要求良好的判斷力，依賴於信任，高度的自主決策能力，以及履行警察誓言。在社區內執行任務應作為榜樣，以公正、誠信、勤勉和公正的態度，維護基本人權，對所有人給予平等的尊重——因此，也不能涉及欺凌、缺乏尊重、情感和包容，以及 / 或者發現自己沉浸在無休止的內部權力鬥爭中。這種鬥爭可能因自我、野心、怨恨和嫉妒而產生裂痕，從而導致一些不同部門的執法人員感到不安。

擁有良好的決策能力是一種煉金術 — 是一種逐漸結合培養和自然主義框架以及認知轉換 層次的過程，並且在操作上表現為壓力階段、模稜兩可和認知的限制，這些特徵使得專家決策者能夠有目的地克服複雜條件，利用先前的決策經驗以更堅定的模式和增加的直覺方式，促進無需比較的優良決策結果 — 當然，犯錯是人之常情，但這並非一條不良的經驗法則。

對於警察來說，接受適當的培訓至關重要，這使他們能夠在面對困難事件或真實世界中危及生命的敵對遭遇時，批判性地理解決策過程。這種培訓指導了理想的理性決策策略，幫助調整可能的目標，根據專業知識水平完善更複雜的策略，以專業知識的積累和提升直接靈活性、

analysis - and are, therefore, expected to uphold a rationale responsibilities and liabilities resolutions at the heart of the relationship between its own law enforcement departments and the public that centered on the situations, especially not stopping in making tougher decisions and/or even taking realistic probabilities - while most people do their best to distance themselves from critical circumstances, law enforcement officers are expected to confront and neutralize threats against themselves or the public.

It is vital to understand the optimal decision strategies and prescriptive processes involved when operating under challenging hazardous environments to a certain rational course of action -- also, the proportionate activities in all the circumstances, including information, fluid intelligence, objectives, timescales, domain-specific experience and limited resources at times in its operational context.

適應性參與和響應作為基礎，用更強大的控制感和積極性應對變化情況。

然而，對於在高壓力情境下做出適當決策的順序培訓和經驗的強調，表明了多樣化因素的直覺影響，這些因素使行為更精確、有效和專業，尤其是在面臨更大風險的嚴重武裝敵對發生時的壓力表現中。

綜上所述，一種是理性選擇理論 (RCT)，在這一理論中，人們被教導要收集所有可用的資訊，列出可能的行動選項，並根據一套可衡量的參數（價值）對比這些選擇。另一種是識別啟動決策模型 (RPD)，該模型提供了一種直觀的解釋，說明經驗豐富的決策者是如何通過對過去經驗中已知的情景結果（無論是個人相關經歷還是歷史案例）進行模式匹配，來執行快速概率行動的。

該訓練是一種不可或缺的方法，它針對多變的操作環境，強調了必須突出那些指向自動識別關鍵行動典型特徵的思維內容，這包括了重要的支持性方法論分析、響應性以及智慧，通常與技術、戰術和身體素質方面相互關聯，也包括對心理因素如威脅、壓力、焦慮和情緒持續應用抗逆力，帶來更有效的管理。

MAKING GOOD DECISIONS WITHOUT COMPARING OPTIONS  
Policing is an idiosyncratic profession. It requires good judgment, it relies on trust, high-capacity to exercise discretion, plus the fulfilment of the officer’s oath taken as role models with fairness, integrity, diligence and impartiality, upholding fundamental human rights and according equal respect to all people as they operate within its communities - hence, not involves bullying either, lack of respect, temperament and tolerance and/or finding themselves emerged in incessant, internal power-struggles chimes in the workplace knowing that can be riven by egos, aspirations, resentment and jealousies, in which cause for concern that would exhibits uneasiness to some operative officers in diverse divisions.

Having good decision-making abilities is an alchemy of sorts—a progressive combination of cognitive transformation levels of nurture and naturalistic framework, and operational environments that characterized by pressured phases, equivocations, and limited mental resources, in which exhibits purposefulness for expert decision-makers by overcoming complicative conditions in utilizing prior decisive experience in a firmer mode and added intuitive fashion, that will facilitate a virtuous decisions-making outcomes without optional comparison — every individuals tend to make mistakes of course, but that is not a bad rule of thumb.

It is of utmost importance that officers receive appropriate training that enables them to critically understand the decision processes involved when presented with the opportunity to identify operational themes under difficult occurrences and/ or during real-world life-threatening hostilities encounters, in which guides ideal rational decision-making tactics that could help adjust plausible goals, refining the more complex strategies based on knowledge in accordance with expertize levels as an underpinning attainment and accumulations of

progressively direct flexibility, adaptation engagements and responses with a greater sense of control and positivity to a changing situations.

However, the emphasis on the sequential training and experience for making adequate decisions within demanding scenarios, which indicates intuitive influence of diverse factors that will lead to more precise, effectual, and professional behaviors, especially under stressful performance with greater risks involves serious armed hostilities happenstances.

Consequently, one is Rational Choice Theory (RCT) in which people are taught to gather all available information, make a list of possible actionable options, and compare those choices against a set of measurable parameters (values). Another is Recognition-Primed Decision-Making model (RPD) in which offers an intuitive explanation for how experienced decision-makers execute rapid probabilities actions through pattern matching against known situational outcomes from past experiences (either personal relevant experience or historical example) in forming expectancies and typical courses of action.

The training represents an indispensable method for the purpose of variable operational settings underlining the necessity of highlighting the presence of thought content that directed towards automatic recognition of a defining typical characteristic of critical actions, in which encompasses significant supportive methodological analysis, responsiveness, and intelligence that often interrelated with technical, tactical and physical aspects of performance, including the role of psychological factors such as threats, stress, anxiety and emotions to the consistent application of resiliency, which could lead to more effective management of such reactions.





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A close-up photograph of a person's hands writing on a piece of paper with a fountain pen. The person is wearing a ring on their finger. The background is blurred, showing a desk with a keyboard and a notebook.

## 筆友計劃 PEN PAL PROJECT

除了通過旅行的形式去幫助會員廣交好友外，我們認為這種尋找筆友的方式將使會員能夠在互動下提高外語水平，甚至外地文化等。

It is important to help members create bonds of friendship through travelling, but also this search for correspondents will allow members to interact, improve foreign language and very often result in a meeting with their pen pal.

A photograph of two women sitting at a table, smiling and looking at a document together. The woman on the left has curly hair and is wearing a light-colored sweater. The woman on the right has long dark hair and is wearing a white shirt. They are both looking at a document on the table.

## 住宿接待計劃 HOSTING PROJECT

除了國際警察住宿服務 (IPA House)，我們眾多的會員亦有向其他海外會員提供住宿招待服務。有見及此，我們希望整合並且深化這項計劃，讓更多會員在出遊時能夠更容易配對到合適的當地住宿招待服務。

You can now offer to host members and their families from abroad whilst on their travels. Should you wish to offer to host members in your property, you can now do by completing the attached form and your property will be added central database of hosting accommodation.



## 國際警察住宿服務 IPA HOUSE AND ACCOMMODATIONS

國際警察協會 (IPA) 目前在 16 個分會的支持下，擁有超過 40 個物業，為會員在外遊時提供一個優惠的住宿服務。有興趣人士，歡迎掃描下面的二維碼參閱最新版本的 IPA Hosting Book 以瞭解更多關於住宿服務的資訊。

The IPA owns more than 40 properties in 16 IPA sections where members can stay in reasonably priced accommodation. Have a look in our IPA Hosting Book, which is regularly updated and provides an overview of each IPA House and Other Accommodation option:



## 警務學術獎學金 ARTHUR TROOP SCHOLARSHIP

警務學術獎學金 (ATS) 作為本會創辦人亞瑟 (Arthur Troop) 的遺產，該計劃旨在鼓勵和協助會員提升並持續進修其專業領域上的技能和知識。有興趣的會員，歡迎聯絡行政辦公室。










The Arthur Troop Scholarship (ATS), as a legacy to Arthur Troop, the founder of IPA, is a professional education and advanced training bursary, with the aim of aiding IPA members in their professional careers and promoting the International Police Association. For further information, please do not hesitate to contact your Section.



# Seminare Seminars

## 2025

Preise inklusive Übernachtung und Vollverpflegung, Seminarpreise unter Vorbehalt  
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25   01	03.02. – 05.02.	■ Smart Investigations: OSINT Tools for Law Enforcement		499 €	IPA 369 €
25   02	05.02. – 07.02.	■ Demokratische Werte stärken – Ein Seminar für Führungskräfte und Extremismusbeauftragte		399 €	IPA 299 €
25   03	10.02. – 12.02.	■ Tactical First Aid   Advanced Basic Course		699 €	IPA 569 €
25   04	13.02. – 14.02.	■ Deeskalation und Eigensicherung im Umgang mit Menschen mit psychischen Erkrankungen		399 €	IPA 299 €
25   05	18.02. – 20.02.	■ Aktiv in den Ruhestand		499 €	IPA 369 €
25   06	03.03. – 09.03.	■ Fasten? Trau Dich! – Fasten im Oberbergischen Land		529 €	IPA 399 €
25   07	17.03. – 21.03.	■ Europäische Allianzen zur Bekämpfung von „Clankriminalität“ und organisierter Kriminalität European Alliances to Combat Clan Crime and Organized Crime		499 €	IPA 369 €
25   08	24.03. – 28.03.	■ Stressintelligenz entwickeln – Kompetenzen stärken: Hilfe durch Stressmanagement (Modul I)		499 €	IPA 369 €
25   09	26.03. – 28.03.	■ Konflikte im Dienst: Von der Spannung zur Lösung		499 €	IPA 369 €
25   10	31.03. – 04.04.	■ Optimiser les ressources: négociation et efficacité opérationnelle des forces de l'ordre		499 €	IPA 369 €
25   11	08.04. – 10.04.	■ Erfolgreich führen in Zeiten des Wandels		499 €	IPA 369 €
25   12	25.04. – 27.04.	■ ASP Instructor Course		399 €	IPA 299 €
25   13	25.04. – 27.04.	■ Motorradkultur und Sicherheit – Training für verantwortungsbewusstes Motorradfahren für Harley & Indian Freunde		399 €	IPA 299 €
25   14	28.04. – 30.04.	■ Eingriffsrecht für grenzüberschreitende Zusammenarbeit in Joint Investigation Teams		499 €	IPA 369 €
25   15	02.05. – 05.05.	■ The Art of Expression: A Journey Through Words, Paint, and Lens		399 €	IPA 299 €
25   16	07.05. – 09.05.	■ Führung in Aussicht oder den Rollenwechsel meistern		499 €	IPA 369 €
25   17	09.05. – 11.05.	■ Entspannung für Körper, Geist und Seele im Bergischen Land		399 €	IPA 299 €
25   18	14.05. – 16.05.	■ OSINT Tools – Application-Oriented Advanced Course for Professionals		499 €	IPA 369 €
25   19	16.05. – 18.05.	■ Motorradkultur und Sicherheit – Training für verantwortungsbewusstes Motorradfahren		399 €	IPA 299 €
25   20	27.05.	■ 3. IPA Fachforum in Stuttgart   KI im Polizeialltag: Potenziale und Grenzen		35 €	IPA 25 €
25   21	02.06. – 06.06.	■ Moderne Ermittlungsmethoden bei Gewaltdelikten Nowoczesne metody prowadzenia dochodzeń w sprawie przestępstw z użyciem przemocy		499 €	IPA 369 €
25   22	16.06. – 20.06.	■ Moderne Polizeiarbeit: Cyberkriminalität und der professionelle Einsatz digitaler Ermittlungsmethoden Il lavoro della polizia moderna: la criminalità informatica e l'uso professionale dei metodi di indagine digitale		499 €	IPA 369 €














11/2024 Änderungen vorbehalten changes reserve

### Themenschwerpunkte Topic Highlights

- Führung, Gesundheit, Stress/Resilienz  
Leadership, Health, Stress/Resilience
- Polizeifachl. Themen, Gefahrenabwehr, Kriminalpolizei, Ermittlungsarbeit  
Police technical issues, security, criminal investigation work
- Physische Eigen- / Fremdsicherung, Taktische Einsatztrainings  
Physical self-protection/external protection, tactical deployment training
- Sonstige Seminare Other seminars

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25   24	30.06. – 04.07.	■ Islamistischer Terrorismus – Globale Netzwerke und lokale Auswirkungen		499 €	IPA 369 €
25   25	07.07. – 10.07.	■ Social Media im Polizeieinsatz: Professionelle Kommunikation und Krisenmanagement		499 €	IPA 369 €
25   26	14.07. – 18.07.	■ Police Street Survival Training		499 €	IPA 369 €
25   27	04.08. – 08.08.	■ Defensive Training Instructor Course for Women in Law Enforcement		499 €	IPA 369 €
25   28	25.08. – 29.08.	■ Modern Forensic Methods for the Investigation of a Crime Scene		499 €	IPA 369 €
25   29	01.09. – 05.09.	■ Eagle Strike – Terrorism Counter Strike Training for Task Forces		599 €	IPA 469 €
25   30	15.09. – 19.09.	■ Seminar for Young IPA Members – Cyber Griffin Incident Response Training		499 €	IPA 369 €
25   31	22.09. – 26.09.	■ Technologie trifft Polizeiarbeit: Chancen und Grenzen der digitalen Transformation La tecnología se une a la policía: oportunidades y límites de la transformación digital		499 €	IPA 369 €
25   32	29.09. – 01.10.	■ Demokratiebildung für Polizeibehörden – Ein länderübergreifender Austausch für Entscheidungsträger		399 €	IPA 299 €
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25   40	17.11. – 21.11.	■ Policing Public Safety Events Policía en Eventos de Seguridad Pública	 	499 €	IPA 369 €
25   41	27.11. – 29.11.	■ Erholende Nächte, produktive Tage: Der Schlüssel zu Gesundheit und Leistung		399 €	IPA 299 €

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