

## Police officers professionalization impact in the public security agencies of the Jalisco State through a hybrid model

### El impacto de la profesionalización de agentes policiales en las dependencias de seguridad pública del Estado de Jalisco a través de un modelo híbrido

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#### Abstract

The prevention of high-impact crimes is fundamental for the healthy coexistence and integral development of the population of all the entities of the country. In Jalisco, based on the events that occurred in 2020 and as a result of the work of the technical committees aimed at citizen security, the Government of the State of Jalisco instructed the Secretary of Planning and Citizen Participation and the Secretary of Innovation, Science and Technology, the implementation of a strategy that strengthens and consolidates the profiles of the police officers of the Secretary of Security, with the Technological University of Jalisco being responsible for operating the professionalization project, which was carried out during the year 2022, ending with the development of crime prevention skills, protocol management and dispute resolution among others, for which the UTJ through a hybrid model with the support of Information and Communication Technologies, professionalization was carried out of the state and municipal agents of Guadalajara, Zapopan, Tlajomulco and Tlaquepaque, generating positive impacts in 811 colonies from the Guadalajara Metropolitan Area.

**Professionalization, Police officers, Hybrid models**

#### Resumen

La prevención de delitos de alto impacto es fundamental para la sana convivencia y desarrollo integral de la población de todas las entidades del país. En Jalisco a partir de los hechos ocurridos en el año 2020 y como resultado del trabajo de las mesas técnicas rumbo a la seguridad ciudadana, el Gobierno del Estado Jalisco instruyó a la Secretaría de Planeación y Participación Ciudadana y ésta a la Secretaría de Innovación, Ciencia y Tecnología, la instrumentación de una estrategia que fortalezca y consolide los perfiles de los agentes policiales de la Secretaría de Seguridad, siendo la Universidad Tecnológica de Jalisco la responsable de operar el proyecto de profesionalización, el cual se llevó a cabo durante el año 2022, finalizando con el desarrollo de competencias de prevención de delitos, manejo de protocolos y solución de controversias entre otros, por lo cual la UTJ a través de un modelo híbrido con el apoyo de las Tecnologías de la Información y Comunicación, se llevó a cabo la profesionalización de los agentes estatales y municipales de Guadalajara, Zapopan, Tlajomulco y Tlaquepaque, generando impactos positivos en 811 colonias de la Zona Metropolitana de Guadalajara.

**Profesionalización, Agentes policiales, Modelos híbridos**

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## Introduction

The professionalization of Citizen Security actors has been a strategic policy in several states of the Mexican Republic, with the aim of improving the conditions of citizens with respect to crime prevention, such as femicide, torture, disappearance of persons and sexual violence. In this sense, there are states such as Mexico City, Mexico, Nuevo Leon and Guerrero, among others, that for years have bet on this strategy to improve the conditions of citizenship.

In the state of Jalisco, following the criminal acts that occurred in June 2020 and based on the results of the technical security roundtables, the Governor of the State instructed the Secretariat of Planning and Citizen Participation (SPPC) to work together with the rest of the Government actors, to work on the bases for the formation of the Police University, as a strategic element of professionalization in Jalisco, which contributes to the strengthening and consolidation of the efforts made from the police and traffic academy of the State of Jalisco through an initiative of Constitutional reform. So the SPPC in collaboration with the Secretariat of Innovation, Science and Technology (SICyT) as a strategic leader which integrated the Technological University of Jalisco (UTJ) to contribute to the citizen security strategy received by police officers of the Secretariat of Security (SS), according to Espinoza (2017), the new conceptualization that integrates elements that do not violate the labor rights of police officers.

The UTJ implements this project to promote the training and performance improvement of police officers in the state of Jalisco, up to 40 participants through a mixed or "blended" modality defined by Sanz *et. al* (2009) as a combination of face-to-face learning processes integrating distance learning technologies, which were carried out through Virtual Learning Environments in a technology-assisted model.

Professionalization has a systemic approach based on competencies that prioritizes the comprehensive civilian training of police students. Based on the Pedagogical Guide for the curriculum design of higher police training of the National Conference of Justice Procurement (2014), the following were established as pedagogical and andragogical principles of the curriculum:

- Socio-formative approach.
- Ethics of care.
- Gender perspective.

With the overall objective of ensuring that police officers of the State of Jalisco, responsible for security and order in public places, acquire and strengthen knowledge and skills for the analysis of violence and crime from a preventive approach, co-production of citizen security, in the community and urban environment.

For the operational structure of the program, an academic committee was formed to review progress, evaluate the process and develop proposals for continuous improvement, which was formalized through a collaboration agreement signed in July 2022, starting activities in August of the same year at the UTJ facilities in its Academic Unit of Ciudad Creativa Digital.

The program was integrated by 13 modules with the topics of: I Security models, II Policies of integral prevention of violence and crime, III Community prevention and situational prevention, IV Prevention of vulnerability and risk to high impact crimes, V Teamwork skills and empathy (self-care), VI Protocols of police action with a focus on citizen security, VII Protocol of arrests, protocol for transfers and legitimate use of force, VIII Communication of citizen security (oral and written), IX Attention to crime victims and complainants 1, X Attention to crime victims and complainants 2, XI Alternative means of dispute resolution 1, XII Alternative means of dispute resolution 2 and XIII Culture of peace and prevention of violence.

The courses were taught by a teaching staff of 10 expert instructors with local and national representation, belonging to the University of Guadalajara (UdeG), Monterrey Institute of Technology and Higher Education (ITESM), Western Institute of Technology and Higher Education (ITESO), Institute of Alternative Justice of the State of Jalisco (IJA), Jalisco Institute of Forensic Sciences (IJCF), Institute for Economics and Peace (IEP), the civil association Corpo Creativo A.C., as well as consultants in business, public policy and violence and crime prevention, as well as consultants in business, public policy and crime and violence prevention.

In the operation of the project, four police stations of the municipalities of the Metropolitan Zone of Guadalajara and personnel of the Secretariat of Public Security were represented, implementing a Virtual Learning Environment (EVA) exclusively for the development of the project, integrating the image, registration administration, creation of institutional email accounts and work on the platform, in addition to the help desk in which technical support and operational and administrative guidance was provided, using electronic means (videoconferences, emails and Whatsapp messages), telephone and face-to-face attention.

El diseño del proyecto en una modalidad mixta permitió la participación de forma sincrónica (presencial y en línea) y asincrónica para aquellos casos que derivado de la naturaleza de sus funciones sustantivas no podían estar físicamente en el aula.

**Methodology**

The development of the project contemplated the following phases: analysis and planning, design, operation, evaluation and closure, considering the human, technological and financial resources required and budgeted for its execution, starting activities in February 2022 and ending in December of the same year.

The analysis and planning defined the competencies, pedagogical principles, entry and exit profile of the participants, as well as the teaching profile and approaches, considering at all times a socio-formative approach, the ethics of care and gender perspective, through working groups organized by the SPPC, In the same way, UTJ established the hybrid model with the definition of the sessions and face-to-face activities, as well as the technological tools to be used, being Moodle an EVA centered on a paradigm of social constructivism, which Dávila (2011) defines as the construction of knowledge created collaboratively, favoring the learning process through social collaboration.

In this sense, the professionalization program was registered in the General Directorate of Incorporation and School Services of the State of Jalisco, in February with the certificate ESDIP-2022-002 with a curricular value of 8 credits and 130 hours.

At this stage, the mechanisms for the promotion, integration and registration of participants were also defined, including elements that would allow for a significant representation of operational and managerial profiles from the SS Citizen Security areas and the police stations with the largest populations in the Guadalajara Metropolitan Area, such as Guadalajara, Tlaquepaue, Tlajomulco and Zapopan. The thematic content of the course used in the promotion is shown below:

MÓDULO	Fecha
Áreas de seguridad	17 y 18 de agosto de 2022
Políticas de prevención integral de la violencia y el delito	19 y 20 de agosto de 2022
Prevención comunitaria y Prevención situacional	21, 22 y 23 de agosto
Prevención de la vulnerabilidad y el riesgo ante delitos de alto impacto	24 de agosto, 1 y 2 de septiembre
Habilidades de trabajo en equipo y empatía	3, 4 y 5 de septiembre
Protocolos de actuación policial con enfoque de seguridad ciudadana	16, 17 y 18 de septiembre
Protocolos de detenciones, Protocolos de traslado y Utilización legítima de la fuerza	19, 20 y 21 de septiembre
Comunicación de la seguridad ciudadana (oral y escrita)	22 y 23 de septiembre de 2022
Atención a víctimas del delito y denunciantes I	26, 27 y 28 de septiembre
Atención a víctimas del delito y denunciantes II	29, 30 y 31 de septiembre
Medios alternos de solución de controversias I	3, 4, 5 y 6 de octubre
Medios alternos de solución de controversias II	7, 8, 9 y 10 de octubre
Cultura de paz y prevención de la violencia	11 y 12 de octubre de 2022

**Figure 1** thematic content  
*Own Elaboration*

The design of the educational resources to be implemented in the process was carried out using the Analysis, Design, Development, Implementation and Evaluation (ADDIE) methodology defined by Esquivel (2014), as a model used in instructional design that is integrated by the phases of analysis, design, implementation and evaluation, which were applied for the development of all the resources stored in the project. A sample of the material published on the platform is presented below:



**Figure 2** Module design  
*Own Elaboration*

Once the educational resources were designed, the validation process was carried out, from which the team of the Virtual Environments Management and Help Desk of the UTJ carried out the validation in technical aspects, multimedia design and instructional design, which allowed the release of the resources, giving rise to the generation of institutional email accounts and the enrollment of participants in the EVA.

The operation of the training process began with the sending of access and welcome letter to the participants, in addition to the induction session in the institutional environments and platforms, the presentation of the program and the delivery of the physical and digital materials for the development of the project. The following is the home page of the program in the Virtual Environment:



**Figure 3** Integration of modules  
*Own Elaboration*

Once the training process was underway, a record of attendance per session was implemented for the on-site activities and the platform work, which allowed the generation of the participants' evidence portfolios during the operation; likewise, in each of the on-site sessions there was remote transmission of the sessions and their recording, This made it possible for users who could not physically attend the sessions to join the process in real time, while those who coincided with a police operation, event or commission could obtain the knowledge and carry out the face-to-face activities through the platform and with the support of the recordings, which were published immediately at the end of each session.

The following is the attendance record of a module:

**Figure 4** Attendance record  
*Own Elaboration*

The help desk implemented consisted of an electronic system from which the participant and facilitator could request technical support by generating a ticket, which were immediately attended by the technical support team, in addition to support by other means such as email, whatsapp, videoconferences, telephone calls and on-site attention at the beginning of each face-to-face session. The following is the home page of the technical support application or help desk:



**Figure 5** Help desk  
*Own Elaboration*

The performance and progress of the program was reported on a weekly basis to the authorities of the Secretariats and agencies that were part of the project via e-mail, in which the areas of opportunity, compliance with activities, attendance statistics, delivery of grades and administrative processes were notified. The following is an excerpt from a technical sheet:

Dependencia	Jueves 18		Viernes 19	
	Mujeres	Hombres	Mujeres	Hombres
Comisaría de Zapopan	2	3	2	3
Secretaría de Seguridad del Estado de Jalisco	5	5	4	5
Comisaría de Guadalajara	4	1	4	1
Comisaría de Tlaquepaque	3	1	3	1
Comisaría de Tlajomulco	2	0	2	0
Total	16	10	15	10
	26		25	

Figure 5 Excerpt from the data sheet  
Prepared by the facilitator

The evaluation of the training process was carried out through a continuous and permanent model which, according to Coll *et. al* (2007), allows the facilitators to provide a precise follow-up of the learning process and thus obtain multiple evidences of the results and the development of the competencies achieved; this evaluation was recorded in the EVA, so that the participant had the information of each of the activities, results and modules of the program. Likewise, these results were delivered by the facilitators through a physical medium where they recorded the academic progress of each of the participants.

In the closing phase, satisfaction surveys were implemented to evaluate the quality of the materials, technological support, facilitator performance and the institution's services and facilities; the results were integrated into a statistical report with graphs that were delivered to the heads of the agencies involved in the project. Likewise, a technical report was prepared with all the evidence, deliverables, results and deviations of the project; this input was delivered to the Ministries of the Government of Jalisco involved, as well as to the heads of the police stations of Guadalajara, Tlajomulco, Zapopan and Tlaquepaque. A satisfaction survey is presented below:

Figure 6 Satisfaction survey  
Own Elaboration

At this same stage, the ceremony for the delivery of certificates and diplomas to the participants took place through the Secretariat of Innovation, Science and Technology. Images of the event are shown below:



Figure 7 Graduation Ceremony  
Own Elaboration



Figure 8 Graduation Ceremony  
Own Elaboration

## Results

The results of the project generate a positive impact on operational aspects of the Tlaquepaque, Zapopan, Tlajomulco and Guadalajara precincts, which according to CONAPO (2020) have a population density distributed in 811 neighborhoods, of which the personnel who participated have direct contact with citizen attention.

In the municipality of Tlaquepaque, with a total of 249 neighborhoods, an average of 1 unit per month has generated citizen attention in more than 100 neighborhoods, 1 unit between 75 and 100 neighborhoods, 2 units between 50 and 75 neighborhoods and 2 units in less than 25 neighborhoods.

In the case of Guadalajara, with a total of 284 neighborhoods, an average of 2 units in more than 100 neighborhoods, 1 unit between 50 and 75 neighborhoods, 1 unit between 25 and 50 neighborhoods and 2 units in less than 25 neighborhoods per month.

In Zapopan, with a total of 84 neighborhoods, an average of 1 unit per month has generated an average of 1 unit between 50 and 75 neighborhoods and 2 units from 25 to 50 neighborhoods.

In the municipality of Tlajomulco, with a total of 194 neighborhoods, an average of 1 unit per month has generated citizen attention between 75 and 100 neighborhoods and 1 unit between 50 and 75 neighborhoods.

In the case of the participants of the Secretariat of Security, although they do not generate actions of direct operative attention in society, they are those who coordinate and establish the mechanisms of support for the Police Stations mentioned above.

This is a follow-up strategy to the project of the Government of the State of Jalisco based on the technical tables towards Citizen Security that were generated with the recognition that there are areas of opportunity in the police forces, coordinated by the SPPC, the SICyT and the SS through the UTJ, in which it was possible to integrate highly qualified personnel with local and national recognition in their areas of application, generating academic and social collaboration networks.

UTJ, through the professionalism and dedication of its academic and management staff, was able to carry out the development and implementation of this project, generating a direct impact in 4 municipalities that make up the Metropolitan Zone of Guadalajara, generating an average of 80% to 90% of the application of knowledge in the participants who provide attention to citizens.

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## Conclusions

According to the National Population Council (2020), in Jalisco there are more than 8 million 530 thousand inhabitants with specific needs on citizen security determined by the technical tables, likewise Jalisco is one of the States that still does not have a professional training institution with an academic degree that provides professional competitiveness with respect to the rest of the professions in the market.

Therefore, the Constitutional Governor of the State of Jalisco, Mr. Enrique Alfaro Ramirez, instructed the State Government agencies and structures to coordinate in order to achieve these objectives.

In this sense, the SPyPC, the SICyT and the SS, formed a work team that through the UTJ and academic allies, governmental and civil organizations, developed and implemented this project as a first stage for the professionalization of the actors in charge of Citizen Security, which established the first efforts and guidelines for the implementation of the University.

Participants acquired basic and general knowledge of public, private, citizen and human security, becoming aware of the importance of the pro-person principle and the co-production of security in the community, as well as the centrality of contexts and environments in the face of vulnerability and risk; based on a systemic approach by competencies, giving priority to comprehensive civilian training, with pedagogical and andragogical principles with socio-training approaches, citizen ethics and gender perspective; through a techno-pedagogical ecosystem constituted in a hybrid or "blended" scheme, which was mediated by an EVA, communication platforms, help desk, online and face-to-face collaborative activities, technological equipment for the operation, transmission, recording and distribution of resources, without detracting from the traditional learning process considering the learning styles through physical media and conventional tools.

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