



National Police Headquarters

THE POLISH POLICE'S EXPERIENCES FOCUSING ON STRATEGIC RESEARCHES AND BUILDING UP THE POLICE STRATEGY

I. DIAGNOSIS OF THE STRATEGIC STANDING OF THE POLICE

To diagnose the strategic standing of the Police we used the TOWS/SWOT analysis, a tool which is commonly used throughout the world in institutions and organisations that are managed in a modern way, and which allows to formulate strategic development directions objectively.

Factors that limit the effectiveness of the Police:

a) main weaknesses:

- poor management skills of the middle-level and upper-level managerial staff, most notably in respect of strategic management,
- low organisational culture,
- poor internal communication,
- recruitment of Police officers, the vocational training system,
- no clear promotion rules (HR management),
- a shortage of means of transport and IT equipment

b) main threats:

- increasing threat of terrorism
- weak public finances
- no lobbying for the Police, not even in the parliament
- increasing number of tasks unaccompanied with appropriate resources
- increasing threat of international and ethnic crime

Factors that are central to the development of the Police are based on:

a) the strengths of the Police, such as:

- combating organised, cross-border and drug crime,
- young and promising lower-level managerial staff,
- the potential and skills of the firm's employees,
- using advanced criminalistic methods in day-to-day operations,

- combating organised crime.
- b) chances identified with the external environment:
 - agreements and co-operation of the Police with other law enforcement authorities and other institutions in charge of public order,
 - opportunities to finance Police operations with funds from external sources (both domestic and foreign), including EU sources,
 - co-operation with international and foreign police services,
 - co-operation with research and development centres and higher education institutions in Poland

II. GENERAL CONCLUSIONS

- The extent of crime, the constantly revealed new threats mean that with the existing potential of the Police, the existing level of financing, and without changing the way the Police is managed, the sense of security will not grow substantially.
- The number of the Police's tasks is systematically growing. This results from the adoption of acts of law, arrangements and agreements, including the treaty of accession to the EU, which entrust new tasks to the Police. However, the increase in the number of tasks is not accompanied with any increase in expenditure on the Police.
- These factors make the Police look for internal reserves, continually improve the management of its units, and acquire and train its personnel, which should be motivated in order to be constantly committed to the service, and to identify with it.
- The Police must be able to look for state support with necessary resources efficiently and reduce its activity in areas that are not organically associated with its social role. The Police must also inspire other authorities and institutions to co-operate and take joint responsibility for security and public order.
- It is necessary to promote lobbying for the Police, lobbying being understood here as providing extensive information about all the internal and external factors affecting the Police's functioning to the representatives of state authorities, self-government authorities, local government council members, opinion-setting circles, scientific circles and the media, and indicating the ways of facilitating the work of the Police.
- The Police have diagnosed the chances and threats by confronting them with the strengths and weaknesses identified. Opinion poll results have also been taken into account as they constitute an important element in shaping the evaluation of the working and commitment of units. The general public views the Police as a mobile institution that is capable of combating crimes, including those that stir the public opinion the most. Considering the growing threat posed by common crime and threats associated with the movement of people and goods, crime using advanced technologies, and terrorist threats, it is necessary to adopt the directions for changes in the Police which will give a new momentum to the work of the whole police force. The direction of such changes should be determined by the Police Strategy for 2005-2010.

- The Police Strategy is a study of conditions and adopted directions of changes the implementation of which should yield an increase in the efficiency of the Police, its greater role in shaping prevention programmes that really protect against the crime threat and demoralisation, and the ability to restore public order and react in crisis situations.
- The Police must make a qualitative change of work in order to ensure high sense of security among the public.
- Consistence in realising the objectives adopted is required. Systematic evaluation of projects being completed, with existing risk allowed for, and corrective action taken on time will lead to the full accomplishment of objectives set.

By making qualitative changes inside the organisation the Police may reach a high degree of efficiency and thus ensure a growth of the society's sense of security.

III. MISSION OF THE POLICE

We understand the mission of the Police as the most general objective the Police want to achieve. This is a specific reason why planned action is taken.

**BY SYSTEMATICALLY IMPROVING OUR EFFICIENCY WE SERVE
SOCIETY THROUGH ENSURING SECURITY AND PUBLIC ORDER IN LINE
WITH THE DEMOCRATIC RULE OF LAW.**

Defined in this way, the mission of the Police refers to numerous elements of the Hague Programme (directions for EU action within the area of justice and internal affairs for 2005-2010) and the Presidency Priorities for 2005. The Union objective is to take action aimed at strengthening the common area of freedom, security and justice, as these are important for, among other things, ensuring security of communities, mutual trust and observance of the rule of law within the whole area of the European Union. For the good of EU citizens all action taken in various areas must respect and actively promote the fundamental rights.

IV. PROGRAMME OF THE COMMANDER-IN-CHIEF OF THE POLICE

In order to ensure a high sense of security, reduce crime, and improve effectiveness, the Police shall:

- **ensure a real increase of security and public order**
Increasing the level of EU citizens' security by strengthening the area of freedom, security, and justice is one of the objectives contained both in the Presidency Priorities for 2005, and the Hague Programme. While upholding national security, member states should take into account the security of the European Union as a whole.

- **reach greater capacity as regards locating potential threats and reducing cross-border crime, by partaking in broad international co-operation.**
According to the provisions of the Hague Programme, to be efficient, combating cross-border organised crime, other types of the so called serious crime, and terrorism requires intensified practical co-operation between the law enforcement authorities of the Member States. In addition, according to the EU closer co-operation and better co-ordination in specified border areas are the only way of handling crime and public security threats effectively. Strengthening the co-operation between third countries and the groups of countries in the area of freedom, security, and justice will be one of the priorities of the Presidency in 2005.
- educate personnel capable of using all the resources available skilfully and creatively
- streamline its internal organisation with the highest standards of broadly understood customer (citizen) service, and co-operation with local administration taken into account.
- **be more effective thanks to using the latest scientific and technical findings**
Striving for strengthening police co-operation, the UE shall develop, in partnership with CEPOL and the member states, standards and modules of training courses for national police officers in the practical aspects of co-operation associated with enforcing the law in the EU. An exchange system will also be developed for the police to help understand the legal systems and organisation of the Member States.
- act as a social-trust organisation that integrates local communities within the framework of prevention programmes
- **adjust to the requirements of information society**
Based on the Hague programme, information exchange methods will utilize new technologies and must support any type of information, where appropriate, by mutual access or by connecting national databases based on their interoperability or direct access (online), also for the Europol, to existing central databases of the EU, such as the SIS.
- **become a 'self-learning' organisation.**
This is consistent with EU assumptions as it encourages member states to tighten co-operation by, among other things, holding training courses, joint exercises, and sharing experiences.

Possessed with a transformational capacity, the Police will turn into a strong social-trust institution that ensures continuous progress and adaptation to the changing environment in keeping with the needs of society.

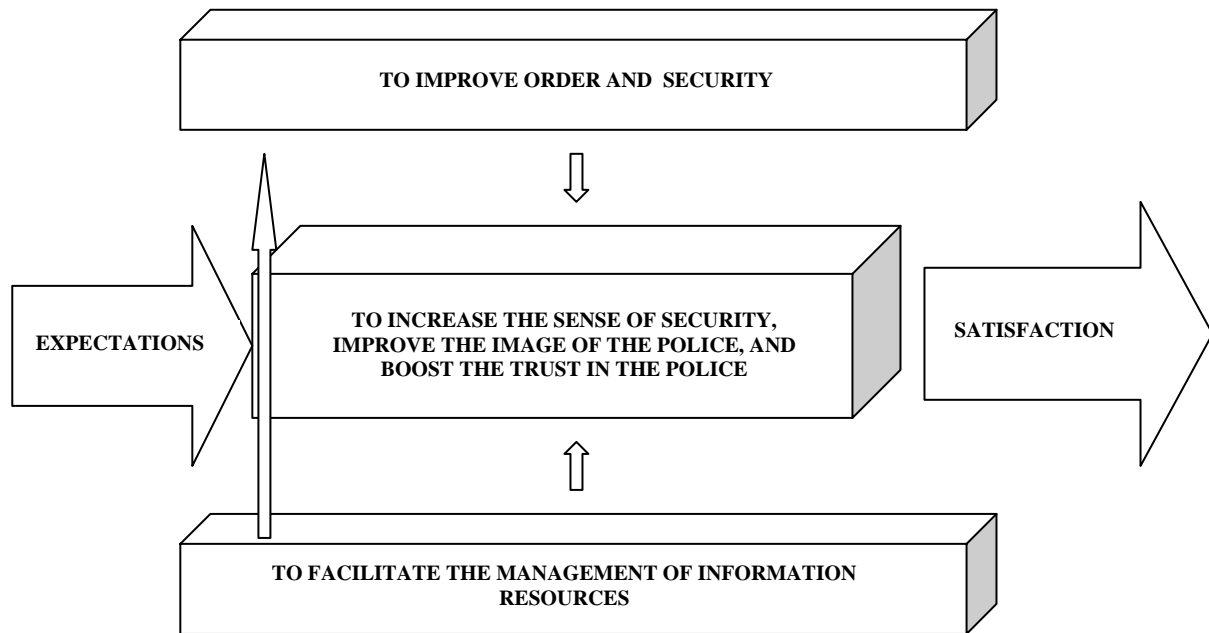
V. INTERNAL HIERARCHY OF "POLICE STRATEGY 2005-2010" OBJECTIVES

Setting operational objectives and programmes is prerequisite for achieving the main goals of the vision of the Police regarded as a model. Because of the nature of the objectives, and the time framework, two groups of them have been specified: the strategic objectives, and the functional objectives.

THE OVERRIDING OBJECTIVE

To perfect the effectiveness of Police operations in order to increase the citizens' sense of security and increase trust in the Police.

The hierarchy of the strategic objectives of the Police



THE STRATEGIC AND FUNCTIONAL OBJECTIVES OF THE POLICE

Three strategic objectives have been adopted in accordance with the vision developed:

STRATEGIC OBJECTIVE NO. 1

TO IMPROVE PUBLIC SECURITY AND ORDER

STRATEGIC OBJECTIVE NO. 2

TO INCREASE THE EFFECTIVENESS OF POLICE OPERATIONS BY FACILITATING THE MANAGEMENT OF RESOURCES AND INFORMATION

STRATEGIC OBJECTIVE NO. 3

TO IMPROVE THE IMAGE OF THE POLICE AND INCREASE SOCIAL TRUST IN THE POLICE

STRATEGIC OBJECTIVE: TO IMPROVE PUBLIC SECURITY AND ORDER

The accomplishment of this objective will increase the sense of security in the citizens of our country and people who stay within its territory, by reducing potential threats and effectively combating crime. It will be done by accomplishing, among other things, the following functional objectives:

- to increase the effectiveness of preventing and combating common crime,
- to combat cross-border crime and other offences, terrorism included, effectively by means of the CBS (Central Investigation Bureau) and specialised investigation services of the Police,
- to improve road traffic safety
- to introduce efficient mechanisms for containing the effects of disasters, serious accidents, natural disasters and other extraordinary events, most notably those resulting from acts of terrorism.

Improving security is also one of the objectives of the Presidency Priorities for 2005 and the Hague Programme. It stems from the need to meet the EU citizens' challenges and expectations, most notably those in the context of the terrorist attacks in the United States and Spain. The Hague Programme defines the most important tasks which influence the improvement of security:

- improvement of information exchange,
- combating terrorism,
- police co-operation and operational co-operation,
- EU management of crises having cross-border effects,
- preventing crime, organised crime and corruption,
- European Anti-Drug Strategy.

STRATEGIC OBJECTIVE: TO INCREASE THE EFFECTIVENESS OF POLICE OPERATIONS BY FACILITATING THE MANAGEMENT OF RESOURCES AND INFORMATION

What constitutes the strength of the Police is competence in each position, in line with the idea of investing in the human capital, and the philosophy of a continually learning organisation. Imperative in human and resource management are qualitative mechanisms. An educated and trained staff of officers and employees is the greatest asset of the Police. Without highly educated staff it will be impossible to meet the continually growing social expectations of the Police and the existing and potential threats. Therefore it is necessary to introduce clear professional development and promotion principles. The foregoing will be effected by accomplishing the following functional objectives:

- to introduce competition-based clear principles of recruitment to the Police,
- to implement legible professional development and promotion principles,
- to meet the identified training needs of policemen and police employees effectively,
- to implement effective methods of police units' management,
- to implement a flexible human resources management system,
- to broaden cross-border and international co-operation ensuring high assessment of the Polish Police both at the EU and regional levels,
- to provide IT support,
- to streamline the use of financial means and item resources,
- to acquire financial means from foreign and domestic sources, and to use them effectively

Matters associated with increasing the effectiveness of the Police are reflected in the part of the Hague Programme which deals with improving security. The aim of such activities carried out under the umbrella of the EU is, among other things to:

- *encourage the member states to co-operate, e.g. by establishing joint investigation teams supported by Europol and Eurojust (where necessary);*
- *co-operate with third countries within the area of freedom, security, and justice;*
- *co-ordinate law enforcement authorities' and other agencies' operations within all the aspects of the area of freedom, security, and justice;*
- *take action aimed at developing by the end of 2005, in partnership with CEPOL, the standards and modules of training courses in the practical aspects of co-operation in enforcing the law in the EU for national police officers;*
- *develop by the end of 2005, in partnership with CEPOL, systematic exchange programmes for police authorities in order to achieve a better understanding of member states' organisation and the operation of their legal systems;*
- *encourage states to co-operate by holding training courses and joint exercises, and sharing experiences;*
- *use new technologies, which have to support any type of information.*

STRATEGIC OBJECTIVE: TO IMPROVE THE IMAGE OF THE POLICE AND INCREASE SOCIAL TRUST IN THE POLICE

The ability of the Police to carry out its tasks effectively depends on, among other things, the measure of its social acceptance, and the extent to which it can earn the respect and approval of society. Society's trust in the Police is necessary so that problems related to crime, social fear, and threats to public order could be solved in partnership with local communities. The foregoing will be effected by accomplishing, among other things, the following functional objectives:

- to improve the image of the police
- to combat corruption and pathologies

- to develop the Police's co-operation with territorial self-government authorities and other external entities as regards meeting the expectations and requests of local communities.

The strategic objective is consistent with the EU policy expressed in the Hague Programme, where combating corruption is one of the aspects of strengthening security. In view of that, the European Council is of the opinion that action aimed at investigating problems associated with corruption and its connections with organised crime should be taken.

VI. EXPECTED RESULTS

Implementing the Police Development Strategy for 2005-2010 will allow to:

- reduce crime and increase the sense of security,
- focus the Police's activities on identifying the needs of local communities and meeting them increasingly better,
- create and maintain a work environment in which people remain committed, their skills used,
- continually improve the Police's functioning and increase the effectiveness of decisions taken, based on measurable facts and results,
- focus on working out mutually beneficial relations with external entities,
- convince personnel of their influence on the way their work is done, which will promote creativity and collaboration,
- improve internal communication and define responsibility in an unambiguous way,
- manage the resources available rationally,
- build a management system based on knowledge and tangible effects,
- ensure the Polish Police's high position in the international arena,

By using our knowledge, experience, information, external data, and above all opinion poll results, and with legal requirements met, we will satisfy the security and public order needs of the citizens. We will also make efforts to understand or predict the hidden needs.