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CZECH POLICE REFORM

Service under New Conditions
(version with comments)

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Preface

This document titled “**Czech Police Reform – Service under New Conditions**” has been drafted on the basis of the conclusions adopted by the Security Committee of the Chamber of Deputies of the Czech Parliament at its meeting on 11 September 2008. The document provides a public presentation of the Czech Police Reform (hereinafter “the Reform”) and, especially, a comprehensive overview of the objectives and tools of the Reform. Through specific data, the document describes the organisational, financial and staff-related results to be achieved by the Reform.

Dated beginning of December 2008, this document is issued at the time when preparations by all of the 58,000 police as well as civil staffs for the implementation of the newly adopted Act No. 273/2008 Coll., on the Police of the Czech Republic, are culminating and a single month remains until the Act becomes effective. On 1 January 2009, the Police of the Czech Republic (hereinafter “the Police”) will enter the so called “transformation phase” of the Reform. They will start to perform their duties under completely new conditions (new legislation, new police stations, new cars, new powers provided by law). The date will constitute a key milestone in the modern history of the Czech Police after November 1989.

1. Introduction

The Police was established in 1991 by Act No. 283/1991 Coll., on the Police of the Czech Republic. The first and, at the same time, the last major reform of the activities and powers of the Police was carried out in 1993, in connection with the division of Czechoslovakia and the establishment of the Czech Republic as an independent and sovereign state. Since then, the Police evolved in line with the development of the Czech society. When changes were needed, they were implemented through amendments of the then laws. The number of these amendments amounted to over thirty.

More than 15 years after the contemporary Police had been established, it became clear that the public order legislation was fragmented, uncoordinated and, consequently, insufficiently effective. Simultaneously, the society became far more demanding. People have been calling for a helpful and balanced approach. Therefore, an extensive analysis of police work was performed in 2006. Together with relevant public opinion surveys the analysis became a key document to base the long-expected Reform on. A proposal for the Reform was discussed within the Czech Parliament, with representatives of the Czech Ministry of the Interior, representatives of the Police, Chief Executive Officers of Regional Authorities, as well as professional community and the general public. The preparation and implementation of the Reform became a priority proclaimed by the Government Programme Declaration. **The key objective of the Reform is to convert the current Czech Police into a modern police force comprised of police officers that act professionally and work under adequate conditions.**

The Reform is a set of legislative and non-legislative measures divided into the following **ten areas constituting its pillars**:

- I. authority and powers of the Police and other entities in ensuring the internal security of the state
- II. territorial division and organisational structure
- III. new economic position of the Police
- IV. internal and external control
- V. education – key to professionalism
- VI. Service Act – working with human resources
- VII. Project P1000
- VIII. new structure of non - uniformed police
- IX. electronical criminal proceedings
- X. debureaucratisation.

The Reform was introduced to the public in 2007. In the middle of 2008, the Parliament passed Act No. 273/2008 Coll., on the Police of the Czech Republic, and Act No. 274/2008 Coll. (so called “Amending Act”, see below). These two laws provide a general legal framework for the implementation of the Reform. The remaining part of 2008 has been fully reserved to prepare the application of the new laws that are to enter into effect on

1 January 2009. Thereafter, the Police will commence acting under changed conditions. Doing so, they will start applying the Reform in practice – a long-term process to take several years.

2. The Police prior to the Reform

Even though the Police¹ have enjoyed the trust of a relatively significant part of the public (approx. 65%) in recent years, **they still face a range of problems** they would like to address through the Reform in a systematic manner. First of all, there is a disharmony between the territorial division of the Police and the territorial division of the Czech Republic. In addition, the internal organisational structure of the Police is too complex. The current Police Act (No. 283/1991 Coll.) does not sufficiently reflect the way in which the society has evolved so far; it loads the Police with too many non-police activities. Police stations, technical equipment and fleet are obsolete. In addition, the Police are using over 50 information systems that are too fragmented and need to be integrated in a single platform to be also shared with other investigative, prosecuting and adjudicating bodies. Likewise any other public body, the Police are largely bureaucratic. They do not use state-of-the-art technologies (such as internet/intranet) to a sufficient extent, whether in carrying out their core activities or, for example, providing information on their results to the public. As well, they have not avoided the problem of excessive fragmentation of responsibility at all levels of management.

As obvious, there had been numerous problems before the work on the Reform was initiated. Still, the most serious one must be mentioned: the police behaviour is frequently perceived by the public as too withdrawn, insufficiently open, sometimes even arrogant. In the case of junior police staff, this may be due to limited professional experience resulting in uncertainty when facing a citizen. Such uncertainty may be hidden behind an authoritative, or even arrogant, communication style. Sometimes they show insufficient communication skills, in particular when reacting emotionally or breaching official police procedures. On the contrary, senior police officers are exposed to the risk of the burnout syndrome; they may show a tendency towards passiveness and apathy which is then adversely reflected in the direct contact with citizens. **Changing the mindset and behaviour is one of the most difficult managerial roles. Notwithstanding that, the Police management views it as a fundamental, inevitable change constituting one of the main objectives of the Reform.**

3. Legislative Changes

The legal framework for carrying out the Reform is provided by the new Police Act (Act No. 273/2008 Coll., on the Police of the Czech Republic) and the so called Amending Act (Act No. 274/2008 Coll., to amend certain laws in relation to the adoption of the Police Act). These two Acts (including the regulations to implement these laws) will enable changes in the current legal environment without which the Reform could not be carried out at all. **Indeed, these new laws introduce the most extensive and most comprehensive**

¹ The surveys by STEM/MARK, a.s. (2003/2004) and Ipsos Tambor (2007) indicate that the long-term rate of satisfaction with the Police's work amongst the public has been around 70%.

public order and security legislation changes in the history of modern police. For the first time ever, a new police work style is being promoted whose nature can be described by the motto “**from suppression to prevention**”. The particular changes to be elaborated on hereinafter rest, in particular, in the following:

- ❖ **debureaucratisation** (simplification and acceleration of certain official procedures)
- ❖ **increasing the efficiency of police work** (fieldwork performed by police officers of a number as high as practicable)
- ❖ **creation of a modern organisational structure** (more efficient and flexible management; less managerial staff; less police officers in offices, more in the streets)
- ❖ **sharing of security responsibilities with the public as well as private entities** (the security role is not fulfilled only by the Police, but also by local authorities, state agencies, non-profit organisations and other entities including individuals)
- ❖ **new powers given to the Police** (new statutory instruments to increase efficiency in crime combating).

3.1 New Police Act

The new Police Act **to become effective on 1 January 2009** is of a great significance for the work of the Police as well as the entire society. It allows for changes that the Czech Police force has long been seeking and that will eventually help get the Police out of the office back into the street. People will be no more limited to meeting policemen and policewomen only at the stations when coming to report something; they will be able to meet the Police, above all, in every-day life situations in line with the Police’s motto “to help and to protect”.

The new Act approaches Police tasks from a general perspective. This provides an advantage in regard of its application in practice. The Police are given a range of options utilisable in ensuring public order and security. On the other hand, the Act stipulates numerous statutory obligations and requirements that the police staffs must always respect. In some aspects, the Act is built upon the provisions of the previous law and, as the case may be, it supplements well-established legal institutes (for instance, when a person’s freedom is limited, he/she may be treated by a physician that he/she selects). Elsewhere, the Act provides the Police with **entirely new powers**, such as the following:

- ❖ collection of localisation data in combating terrorism, in searching for missing persons, etc.
- ❖ expelling a domestic violence perpetrator was “debureaucratized”; now it is an act that can be (simply) executed by the Police in the field
- ❖ coercive means and weapons are no more divided into standard and special ones
- ❖ in certain situations, media are obliged to publish information necessary to resolve serious cases of security endangerment (such as searching for infants, elderly or sick persons, or escaped prisoners).

Furthermore, the new Act provides for **the transfer of certain** (rather administrative) **activities so far performed by the Police** so that these can be carried out by the civil employees from the beginning of the next year. Thus, more space will be given to the Police to focus on fieldwork (similar changes have been implemented, and have proved correct, in regulations governing the work of fire fighters and customs authorities). Another significant, long-expected change is the so called “**removing the burden of “non-police” activities**”. This measure will also enable the Police to concentrate on fieldwork to a much greater extent. It includes, among other things, the following:

- ❖ end to substituting the role of an organiser of sporting and cultural events
- ❖ end to serving deliveries to courts and other public bodies
- ❖ end to the duty to investigate commonplace road accidents
- ❖ limiting the duty to provide assistance to executors
- ❖ transfer of the obligation to transport persons for medical examinations and to a sobering-up stations
- ❖ transfer of certain administrative proceedings from the Alien Police to the Ministry of the Interior.

Another significant change introduced by the Act consists in the establishment of a new police supervision body called the **Police Inspection** that will take over from the current Inspection of the Ministry of the Interior and, most probably, will soon undergo additional changes. This is because recently the General Inspection Act has been circulating for comments within the interdepartmental comments procedure. The General Inspection will replace the Police Inspection if the Act is passed. According to the Act, the General Inspection Director should be appointed by the Government (after the appointment has been discussed by the relevant parliamentary committee). Apart from the Police, the General Inspection will also supervise over the activity of the Customs Administration Authority and the Prison Administration Authority of the Czech Republic. The key role of the General Inspection would be to act as an **independent body investigating the activities of members of the above said security forces**. So far, no such body has existed even though the general public and professionals have been calling for its formation.

3.2 Amending Act

As mentioned above, the Czech Police is not the only entity guaranteeing internal security exclusively. A range of responsibilities in this area is carried out by the following:

- ❖ public administration bodies (such as the Czech Ministry of Justice, the Czech Ministry of Defence)
- ❖ local authorities at all levels
- ❖ intelligence services
- ❖ rescue teams (fire fighters)
- ❖ armed forces (the Czech Army)

- ❖ private sector (non-profit organisations, commercial entities)
- ❖ and last but not least, the public.

The rules for cooperation and shared responsibility of these entities are defined by the Amending Act that was issued to **amend 59 related acts** (e.g., the Local Police Act, the Act on Free Access to Information, the Road Traffic Act, the Criminal Procedure Act, etc.). These numerous statutory amendments will lead to removing the burden from the Police as mentioned above.

4. Organisational Changes

4.1 New Territorial Arrangement of the Police

From January 2009, the new legislation gives the Police the power to establish six new Regional Police Directorates to make the territorial arrangement identical to the territorial arrangement of the country (currently, the Czech Republic has 14 “regions” (called higher-level self-government units (HLSGU) under Constitutional Act No. 347/1997 Coll., on the establishment of higher-level self-government units). As of 1 January 2009, the currently existing eight Regional Police Administration Authorities (see Figure 1) will be converted into eight Regional Police Directorates. On the same date, a transition period will commence, leading to the creation of **14 Regional Police Directorates** (see Figure 2) by 1 January 2012 at the latest. The anticipated schedule of building new Regional Police Directorates are stated in the table below.

CURRENT SITUATION (Figure 1)

14 higher-level self-government units = **8** Regional Police Directorates sub-divided into **79** District Police Directorates



TARGET AS OF 1 JANUARY 2012 (Figure 2)

14 higher-level self-government units = **14** Regional Police Directorates without any sub-units



Anticipated Schedule of Building New Regional Police Directorates:

Month/Year	Regional Police Directorate localities
December 2010	Liberec, Jihlava, Olomouc
June 2011	Karlovy Vary
December 2011	Pardubice, Zlín

The seats of Regional Police Directorates in Liberec, Zlín and Karlovy Vary will be located in new buildings; the others will be located in renovated police buildings.

The costs related to the building of new Regional Police Directorates will be covered to a major extent from funds acquired through the sale of redundant police assets (sale of real estate in lucrative town areas; transfer to renovated or newly built premises on the outskirts of towns and cities, easily accessible for the public as well as the staffs). The new Directorates will be staffed so that the current number of police and civil staffs remains unchanged. Likewise, the wage funds will not be increased.

Two years ago, the **estimated financial resources** needed to establish 6 new Regional Police Directorates amounted to **CZK 5 to 7 billion**. Now, after an “audit of the capacity-related as well as other requirements regarding the buildings to hold the Regional Police Directorates and the investment projects of the Regional Police Directorates” and other analyses were performed by external companies, the estimated costs equal **CZK 1.2 billion**.

To obtain funds to pay the construction of new Regional Police Directorates, the Police will **sell** redundant real estate with the total value of **CZK 421 million**. By that, the total financial means to be taken from the Police budget will be reduced significantly to **CZK 779 million**.

In order to improve the efficiency of cooperation, to reduce operating costs and to concentrate cooperating units in one site, also the locations of the future Regional Police Directorate of Central Bohemia as well as certain other nationwide units under the management of the Deputy Police President for Criminal Police and Investigation Service will be changed. The funding for these transfers will be acquired similarly – by selling redundant assets.

The establishment of 14 Regional Police Directorates represents a fundamental organisational change on the basis of which **each Regional Police Director will have his/her regional partner** – the Chief Executive Officer of a Regional Authority. Together, they will be able to address security issues within the respective region and share territorial liability for security therein (currently, most of Police Directors cooperate with two or more Chief Executive Officers).

4.2 New Internal Organisational Structure

To provide improved efficiency into police work, the internal organisational structure also needed to be changed. The new structure will have **two levels** (previously there were three levels): the Police Presidium of the Czech Republic (hereinafter “the Police Presidium”) and Regional Police Directorates (previously Regional Police Administrations). Additional changes will be executed through centralisation and decentralisation processes to result in improved flexibility and performance.

The **main pillar** on which the new organisational structure is based is a **Regional Police Directorate** including the newly created **local divisions of external (that means uniformed) service and local divisions of Criminal Police and Investigation Service** (within the territories of current District Directorates). These local divisions will only retain the execution of so called core police activities while all back office activities (in particular, regarding human resources, logistics or finance) will be performed at the regional level. The creation of local divisions will lead to **improved management efficiency and more effective cooperation with local authorities** and, also, to increasing the performance potential of the Police.

Furthermore, the cancellation of District Directorates and the creation of local divisions as sub-units of Regional Police Directorates will result in extended personal liability of managers (primarily, local division heads) for security within the territory they are responsible for, and to significant savings that will be achieved predominantly in wages since the abolishment of District Directorates will imply the **cancellation of approx. 320** director and deputy director positions and office manager positions that were part of the system. The estimated annual **savings** on wages will amount to approximately **CZK 120 million**. These positions will subsequently be converted in order to increase the number of personnel performing direct police services, to ensure the execution of new responsibilities and to staff the newly established Regional Police Directorates.

Another instrument that will definitely contribute to an intensive cooperation and strengthen the partnership at local levels includes the so called **coordination agreements** that may be concluded between municipalities and relevant police units under the new law. These agreements enable the parties to proceed jointly in protecting public security in the relevant locality (for instance, the agreement can allocate a certain scope of liability to each of the

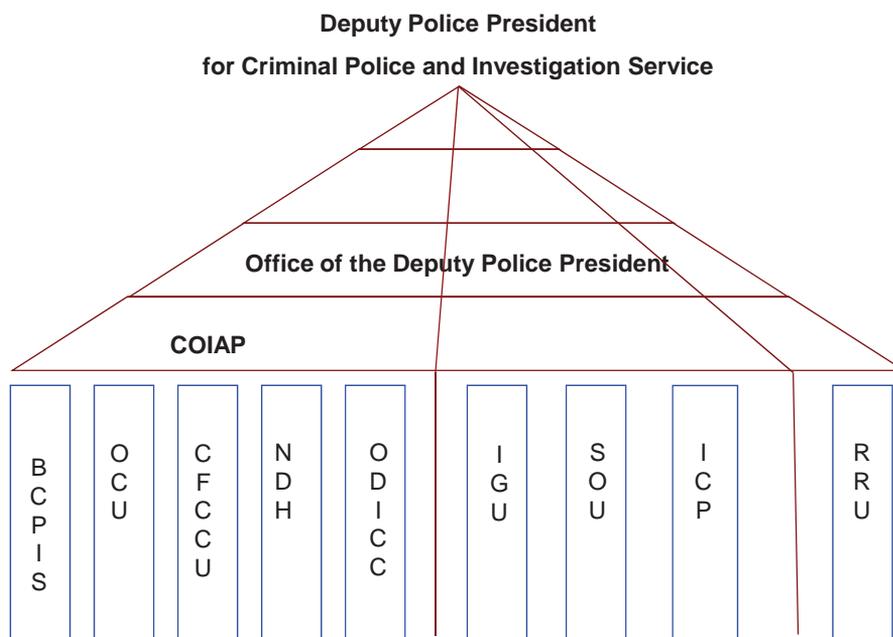
parties; it can determine personnel-related and other financial costs, etc.). On the basis of such an agreement, the municipality jointly with the Police can acquire, operate and analyse the information from a camera security system.

To conclude this section regarding the change of the internal organisational structure, it is necessary to mention one critical point: **the number of police units at the lowest level of organisation remains unchanged**. Thus, no locality can occur from where a citizen would have to travel long distance in order to reach his/her police officer. On the contrary, people will be closer to the Police in places where new Regional Police Directorates will be established, this being the primary goal.

4.3 The Fundamental Pillars of the Criminal Police and Investigation Service at the Police Presidium of the Czech Republic

Another major organisational change was executed at the Czech Police Presidium with regard to the entire area of the Criminal Police and Investigation Service. Since September 2008, the Criminal Police and Investigation Service of the Czech Police Presidium has newly been based on **three fundamental pillars** (see below), all of them within the responsibility of the Deputy Police President for Criminal Police and Investigation Service.

New Organisational Structure of the Units Managed by the Deputy Police President for Criminal Police and Investigation Service



For abbreviations, see the list at the end of the document. CPIS includes also Interpol, Europol and SIRENE – units important for international cooperation.

The reorganisation of the Bureau of Criminal Police and Investigation Service and of the System Control and Informatics Division of the Czech Police Presidium will lead to the creation of a new unit called the Central Office for Informatics and Analytical Processes of

CPIS (COIAP) that will provide support in the area of information and analyses to the entire Czech Police.

Before this change has been implemented, individual police units were located in different places. They often acted as independent “isles” not communicating with each other even though they were working on the same case. The new organisational structure removes these drawbacks, thus enabling optimum information sharing in particular with regard to serious criminal offences perpetrated at the national as well as international level.

The structure described above made it possible to establish a unified management for the Criminal Police and Investigation Service that will attempt to re-arrange, as soon as practicable, the location of the above said units so that they are concentrated on a single site and can communicate with and assist each other even more easily and effectively. This means that owing to the option selected, the change required in the criminal proceedings sector could be executed even without the institutional change consisting in the creation of a single **National Criminal Bureau**.

5. Staffing Changes

5.1 New System of Police and Civil Staff Positions

In order to stabilise the personnel and achieve an optimum distribution of police and civil staff positions, a new system of positions has been developed based, *inter alia*, on the following:

- ❖ financial audit results
- ❖ analysis of managerial positions optimisation (positions with a management bonus)
- ❖ personnel and process audit.

In the new system of police and civil staff positions, the total **number of managerial positions** has been and will further be **reduced** following the reformation measures to be commenced on 1 January 2009 by a total of **1,128 positions (855 police staff positions and 373 civil staff positions)**. The original proportion between managers and subordinates was **1:8**. Currently the proportion is **1:11** (to be fully implemented from January 2009).

On the basis of a financial audit and other measures to achieve cost savings, an aggregate number of **882 police and civil staff positions** (110 police staff positions; 772 civil staff positions) will be cancelled as of 1 January 2009. In accordance with the outcomes of the personnel and process audit at the **Police Presidium of the Czech Republic, 214 positions** will be **cancelled** there (**10.4%** of all positions at the Police Presidium) by the end of 2008. Similar principles were followed in creating the new systems of positions for Regional Police Administrations (Regional Police Directorates as of 1 January 2009).

5.2 Staff Stabilisation



Currently, the Czech Police force **lacks about 4,500 police staffs**. This is mainly due to the **change of generations** (as estimated, 9,000 new police officers should join the Police from 2007 to 2009) and the departures of **police officers** occurring after Act No. 361/2003 Coll., on the service of security force members, entered into effect in 2007. At the end of 2009, the Police should only have less than 3,500 vacancies (a **reduction by 1,000 positions**) as a result of the implemented stabilisation and motivation measures. These estimations are based on the expectations regarding the successful results of a massive recruitment campaign and current police staff departures. Consequently, **43,500 police officers** should be working with the Czech Police at the end of 2009.

For the purpose of reducing the number of vacant positions, various measures have been implemented. From among these, the above mentioned recruitment campaign is of greatest significance besides the motivation interviews and programmes (extra CZK 80 million provided to the Police Administration of the Capital of Prague and CZK 30 million provided to the Police Administration of Central Bohemian Region; investments into police station renovations; more new police cars). Owing to these measures, **the number of newly hired police staffs has now**, at the end of 2008, **for the first time exceeded the number of those who are leaving**. This signifies that the number of vacant positions is slowly being reduced. As a comparison, **5,475 police officers** quit the service in **2007**. In **2008**, the number will be **3,237**, i.e. **2,238 departures less**. Nevertheless, the staff stabilisation still remains one of the priorities for the years to come.

5.3 Recruitment Campaign



The initial phase of the recruitment campaign took place in the first half of 2008. The commercials and teasers were broadcast by nationwide TV channels, published in the press and on the Internet (www.nabor.policie.cz) as well as other sites accessible to the public. In addition, a green telephone line no. **800 880 910** was used for the first time in the history of the Police. The second phase, also including radio broadcasting, took place in October and November 2008.

The campaign was a clear success. 3,881 police officers have enlisted in **2008**, i.e. by **38% more** than in 2007. Another **6,834** interviewing procedures have been opened and should be finished in 2009. The fact that the campaign has been successful is also demonstrated by the vivid response amongst the public. Over 360,000 people entered the campaign's Internet site; more than 20,000 application forms were sent electronically, and over 14,000 calls were answered through the green telephone line. In

regard of these positive results, the recruitment campaign (of a renovated shape) will be continued in 2009.

The campaign that presents the job of a policeman/policewoman as a modern and perspective employment brings missing people to the Police, which is a success. On the other hand, the Police management is aware that although the vacant positions are filled and the related problems are thus being addressed, the “newcomers” must be duly trained and it takes time before they develop into fully competent police officers – professionals. Therefore, emphasis is laid on training and education and, primarily, on implanting the customer principle in the new police personnel.

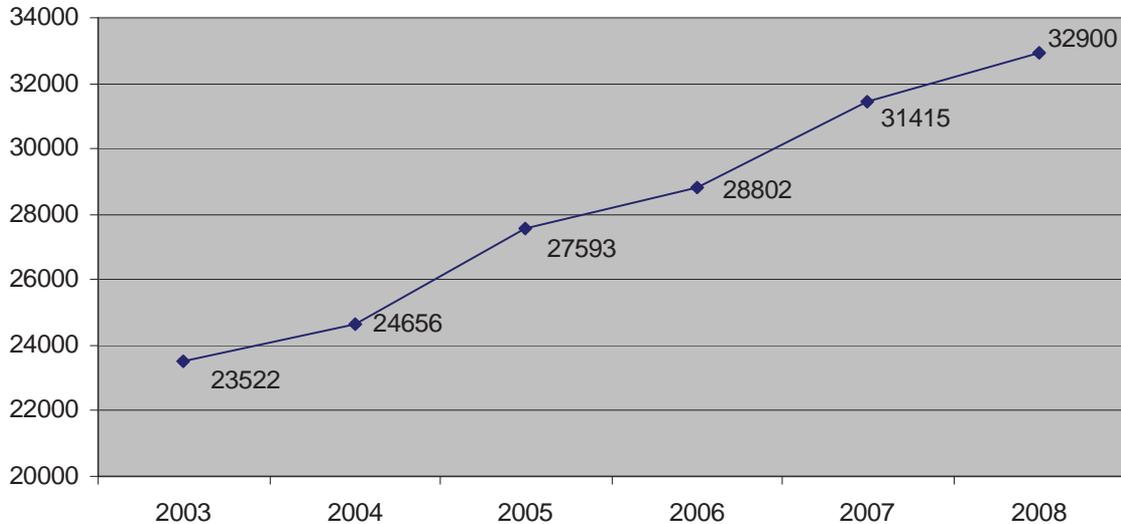
5.4 Education

A significant area, which has been the focus of the Police for several years and still remains its priority, is the care given to the police as well as civil staffs’ qualification enhancement and for instance to their mental hygiene. The fundamental **pillar, on which the police staff care is based, is the education** that is considered to be the key to professionalism. Education includes both induction (essential specialized police training) as well as lifelong training. Each policeman/policewoman must obtain such skills and knowledge that he/she will actually need for police service. The police officers are keen, for instance, on **language courses** provided with the use of internal resources such as personnel from the Ministry of the Interior. Another priority in this area is **management training** that will be carried out on the basis of an approved concept to be implemented on a nationwide scale. According to the concept, **approximately 4,900 managers** of the lower, middle and top levels will be trained in the next 6 years. This training will then be followed by a system of self-education. The estimated costs to be incurred in executing the new training system amount to CZK 162 million to be covered partly from the European Union funds.

5.5 Police Staff Care

Each policeman/policewoman should be aware that working on self-development pays back. For high-standard performance, the Police receive **decent remuneration** that carries on improving as shown in the diagram below.

Average Police Staff Pay 2003 - 2008 in CZK



The above shown positive trend has also continued in 2008. **In October**, the average police staff pay was **CZK 31,973**. **At the end of 2008**, it should reach the level of **CZK 32,900**.

However, police staff care is not limited to decent financial conditions and a lifelong education offer. Currently, each police officer can select some of a host of benefits such as health and recuperation stays, spa and medical treatment, statutory annual leave in the length of six weeks, a well-structured system of social and cultural benefits (contributions to holiday costs, meal vouchers, contributions to pension insurance schemes, sporting and leisure activities, etc.), psychosocial services (a telephone line for crisis aid, an interview with a superior), etc. Last but not least, it is the solidarity project of the Police and Fire-Fighters - Foundation of the Police and Fire-Fighters - that supports the families of police staffs deceased in service or those who were seriously injured while performing police service or fireman's duty. The Foundation, established in 2002, receives contributions from the Police officers in the total annual amount of about CZK 1.5 million (this year, police staffs have already contributed about CZK 1.7 million). Additional funding is provided by sponsors and individuals.

6. Economic Changes

6.1 New Financial Management Model

From January 2009, the Police will be organised according to a **new financial management model** that is entirely different from the current system. **Regional Police Directorates** will be converted into “**organisational components of the state**” that will, at the same time, be treated as **independent accounting units**. In practice, this will lead to a major change, as the Regional Police Directorates will be given an extended authority to dispose of their financial means at their own discretion and on their own account. They will be able to invest the money where they believe the need is most urgent (while having the possibility to take the local requirements into account).

In relation to the new financial management model, it should also be mentioned that the Police force frequently draws upon the funds provided by the European Union. For this purpose, a **Project Office** has been established at the Police Presidium to coordinate and support these activities. The responsibility of the Project Office is to consider whether and how financial aid might be obtained from the European Union funds in regard of each contemplated project. If a project is prepared of a high standard, up to 85% of the total costs can be refunded by the European Union. **As expected, up to several hundred millions of crowns** might be withdrawn from the **European Union funds**, for instance for state-of-the-art information and communication technology (ICT), the P1000 Project (see below), etc.

6.2 Project P1000

The Project P1000 has been launched in 2006. It focuses on modernisation of police stations, implementation of new technologies especially in the field of ICT, organisation of educational programmes, etc. The hostile police stations where people seeking help encounter offenders are completely inconvenient. **Therefore, the primary objective of the Project P1000 is to re-shape and re-build police stations in such a manner that visitors can feel safe and comfortable** without being subjected to secondary victimisation (i.e., without having to re-suffer the adverse experience that brought them to the police station). In addition to that, barrier-free access will be built in all buildings that are to be renovated. Likewise, the Project should improve the working conditions of the personnel working in the police stations. A comfortable working environment will help the Police to provide services of a professional standard, expected from a contemporary police force in the 21st century.



During the reconstructions, emphasis was laid primarily on building so called **open receptions**. This measure stems from the experience that almost every other person coming to the police station does not really need police assistance. Actually, they need advice other than related to police work (for instance, people need to solve common life situations). Therefore, there are civil employees at the receptions to handle such “non-police” queries whose resolution is also very important. Likewise, the offices of the police staffs (back office) as well as their equipment (computers, furniture, Internet connection, etc.) require changes. Within the Project P1000, new integrated police operations centres are being built or upgraded at all of the Regional Police Directorates.



The total investments into the project amount to almost CZK 4 billion.

Year	Reconstruction or building of new premises	Purchases of mobile police stations and centres	Other equipment
2006	the most urgent renovations of 538 police premises for the price of CZK 209.5 million	travelling mobile police stations for quick resolution of road accidents – 30 pieces for CZK 35.7 million	acquisition of ICT for CZK 280.7 million , and other equipment for CZK 98 million
2007	building of 56 open receptions including equipment for the price of CZK 211 million , urgent repairs and maintenance of other premises for the price of CZK 285.6 million	mobile police stations for quick resolution of road accidents – 30 pieces for CZK 31.6 million	ICT and data circuits for CZK 83 million , construction of an integrated operations centre in Plzeň for CZK 57 million, 101 manual laser radar detectors for CZK 38 million
2008	building of 131 open receptions including equipment for CZK 438 million , reconstruction of back offices and acquisitions of equipment for other units for the price of CZK 752 million	mobile police stations for quick resolution of road accidents – 80 pieces for CZK 86 million	ICT for mobile police stations
2009-2010	building of 130 open receptions for CZK 438 million	mobile contact and coordination centres for CZK 123 million	up-to-date localisation and recording equipment for CZK 205 million , construction of new integrated operations centres for CZK 503 million , construction of E-GATE for CZK 158 million , INFOPOL for CZK 80 million

6.3 New Fleet

The current police fleet is not of a good shape. This is even obvious when looking shortly at the police cars passing by in the streets. Majority of them are close to or have passed the end of their useful life. Clearly, an upgrade was needed. Having become the priority of the Ministry of the Interior and the Police, the fleet replacement received sufficient financial support. The **most extensive one-off police fleet replacement in history** has thus been enabled.



The goal is obvious: **to replace the obsolete police fleet by 2011, for a price amounting to CZK 1.4 billion.** In total, **3,800 cars will be acquired.** Among these, there will be 3,500 passenger cars purchased for the total price of CZK 1.3 billion. What is more, by opting for the Škoda cars, **extraordinarily advantageous conditions** were obtained (an Octavia model for the price of a Fabia model). The contract has been concluded for a term of several years. Moreover, the use of Czech cars by the Police is viewed as positive.

The plan for **2008** (already accomplished to a large extent) was to buy **1,400 Škoda cars, 1 special mobile X-ray station, 5 Schengen Buses** (special vehicles for the Alien Police to be used for passport checks and accessing required databases in the field), **70 police motorbikes** provided with radar detectors, **16 special highway vehicles Volkswagen Passat** also provided with radar detectors (Passats will be used only on highways; motorbikes will be used as required), and another **290 vehicles** for special units. **In 2009,** additional acquisitions will be made of over **700 passenger cars and 4 Schengen Buses.**

7. Contemporary Information Technology (ICT)

As indicated above, extensive financial means of several million crowns are being invested in ICT. The acquired information technology will be used **primarily for the electrification of criminal proceedings** performed, above all, by the integration (urgently needed) of about 50 information systems within one platform (to be shared by police units as well as the other investigating, prosecuting and adjudicating bodies as stated above). Using electronic devices will enable prompter document handling, thus ending the “never-ending paperwork”. People will see that the police are not using the computer only as a typewriter and the time they need to address people’s problems has been significantly shortened, which is one of the main goals of the Police.

Furthermore, contemporary technology will be used extensively in the field. In the police cars, the Police will have access to all police information systems and will be able to print out any necessary records on site.

As well, the Project will considerably affect the operations centres that constitute the spinal system of the Police and are of immense importance for the internal police communication as well as the communication with other Integrated Rescue System units or foreign partners. The upgraded technology will enable the Police to connect its systems to the foreign ones in order to communicate on line without unnecessary delays.

8. Management and Unified Police Work Execution

By virtue of law, the Czech Police (unlike the police forces in certain other European countries) is construed as a unified security force. This provides a benefit consisting in the possibility to **define a single set of parameters regarding police work execution** applicable nationwide. These parameters are mostly defined through certain ratios as the best instrument to guarantee that identical police work of the same standard will be provided.

These ratios (also called minimum standards) as they were newly defined within the Reform and will be implemented from January 2009 are as follows:

- ❖ manager/subordinate personnel 1:11
- ❖ field service/logistics ratio 8.5:1
- ❖ police staff/civil staff ratio 4.5:1
- ❖ identical organisational structures at all Regional Police Directorates
- ❖ equal budget utilisation parameters.

These parameters were defined in relation to the transfer to the above mentioned new financial management model (the 14 Regional Police Directorates will be construed as organisational components of the state and independent accounting units). The new arrangement will enable ensuring that each individual in whatever place across the country has the guarantee of police work of a minimum standard. This is further related to the effort to ensure that all police as well as civil employees are evenly loaded. Where this is not the case, the variations should be reflected in the pay. Respecting these principles will contribute to the improvement of communication between the Police and the citizens. Therefore, this area is also perceived as one of the priorities to be dealt with in the period to come.

9. Other Projects and Conceptual Changes Related to the Reform

9.1 Reform Priorities for 2009

In the area of security and public order, **five reform projects** have been defined as the priorities for **2009**:

1. **Safe Journey to School** (monitoring of pedestrian crossings at the time children arrive at and leave schools in cooperation with municipal police).
2. **Everybody Knows their Police Officer** (improving the local citizens' awareness of the police officers working at the citizens' place of residence).
3. **Combatting Road Hogs** (establishment of two police teams to monitor the traffic on highways on special motorbikes provided with radar detectors (70 motorbikes) or by special Volkswagen Passat cars (16 cars)).

4. **The Honest are Welcome, the Bad Lot is Returned** (rigorous action to be taken by the Police against foreigners who stay in the Czech Republic illegally and/or engage in unlawful activities).
5. **Terrorism** (building of the National Terrorism Contact Point to collect, analyse and process information related to terrorists and individuals justifiably suspicious of being in contact with a terrorist organisation where individuals can report relevant information).

9.2 Other Projects within the Reform

The Reform is a long-term process that will include, besides the changes described above, also other changes that are no less important:

- ❖ Aviation Service (procuring an adequate amount of light and middle-sized helicopters (12 helicopters in total, reducing annual operating costs by approximately CZK 30 million)
- ❖ Alien Police – additional more than 1,000 positions will be transferred from the Alien Police to the Regional Police Directorates offices with the most extensive work load (*the final number will ensue from an analysis of the impacts resulting from the Czech Republic's accession to the Schengen Area that will indicate the recent trends in both legal and illegal migration*)
- ❖ implementation of the concept of media (external) communication (open approach to providing information on police work to the media and the public)
- ❖ internal communication concept (focusing on police work ethics and high-standard formal and informal communication)
- ❖ continued reduction of the amount of internal managerial acts (for instance, the Czech Police Presidium currently uses 416 internal managerial acts; these are being replaced with so called best practice manuals)
- ❖ new, more transparent and upgraded web www.policie.cz - already implemented
- ❖ application of a new unified visual style.

The listing of interesting changes and projects must include information on a range of **activities contemplated in relation to the Czech Presidency of the EU Council** that will also affect the Police. During the Presidency period, the Police with the assistance of the Ministry of the Interior will promote the security **priorities** following up the French Presidency. These will include the following:

- ❖ the use of more modern technologies for security; safe use of modern technologies
- ❖ international protection of children
- ❖ anti-drug policy

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Various meetings will be held in the Czech Republic during the Czech Presidency period, i.e. in the first half of 2009. These meetings will require security measures due to which the public will have to expect certain restrictions (traffic closures, security checks at entries to certain sites or protected premises, etc.). All such measures will be notified in due time.

10. New Face of the Czech Police following the Reform

What will the Police be like after the Reform? Definitely, it will be:

❖ **more efficient**

(with a consistent organisational structure and fewer managerial positions)

❖ **reasonable financial management**

(Regional Police Directorates will manage their financial resources according to their needs; they will organise the logistics for their territorial units)

❖ **ready for action**

(using new powers, equipment, cars and police stations)

❖ **working in a modern way**

(with interconnected information systems)

❖ **communicative and helpful**

(the Police providing help and assistance in accordance with the community policing methodology, communicating with people via all available channels including the Internet, offering for example opening hours for settling issues that are not urgent).

11. Conclusion

Owing to the successful launch of the Reform, the Police is now in a position to become a respected, modern institution. In January 2009, the Police will enter the final, transition phase of the Reform during which it will begin implementing all the contemplated visions and measures in practice. Each of the 58,000 people working for the Police must do their best so that the Reform is as successful as possible in accomplishing its goals. Still, the Reform can only be considered successful after the change is appreciated not only by the police officers, but mainly by the citizens of the Czech Republic.

Abbreviations

B CPIS	Bureau of Criminal Police and Investigation Service
CFCCU	Corruption and Financial Crime Combating Unit of CPIS
COIAP	Central Office for Informatics and Analytical Processes of CPIS
CPIS	Criminal Police and Investigation Service
District Directorate	District Directorate of the Czech Police
DPP CPIS	Deputy Police President for CPIS
EU	European Union
EUROPOL	Europol National Unit
HLSGU	Higher-level Self-Government Units
IAU	Independent Accounting Unit
ICP	Institute of Criminalistics Prague
ICT	Information and Communication Technology
IGU	Intelligence Gathering Unit of CPIS
INTERPOL	National Central Bureau of Interpol
IRS	Integrated Rescue System
the Ministry of the Interior	the Ministry of the Interior of the Czech Republic
NDH	National Drug Headquarters of CPIS
NTCP	National Terrorism Contact Point
OCS	Organisational Component of the State
OCU	Organised Crime Unit of CPIS
ODICC	Office of Documentation and Investigation of Crimes of Communism of CPIS
the Police	Police of the Czech Republic
the Police Presidium	Presidium of the Police of the Czech Republic
the Reform	Reform of the Police of the Czech Republic
RRU	Rapid Response Unit
SCID	The System Control and Informatics Division of the Czech Police Presidium
SIRENE	National Central Office of SIRENE
SOU	Special Operations Unit of CPIS

Notes:



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CZECH POLICE REFORM

Service under New Conditions
(version with comments)

Prague, December 2008