
Policing in the Czech Republic: Evolution and Trends

Pavel Foltin, Andrej Rohál, and Mária Šikolová

Introduction

The Czech Republic (further CR) is a landlocked country situated in Central Europe. From a geographic point of view, the CR's neighboring countries are Poland in the north, Germany in the west, Austria in the south, and Slovakia in the East. All neighboring countries are members of the European Union (further EU) and part of the Schengen Area. They are also members of the North Atlantic Treaty Organization (further NATO), except the neutral Austria which is involved in the Partnership for Peace Program. The Czech Republic is a pluralist multiparty parliamentary representative democracy, with the Prime Minister as the head of government. The Parliament is bicameral, with the Chamber of Deputies and the Senate. In 2000, the CR was divided into 13 regions and the Capital of Prague. The CR population is 10.5 million inhabitants.

P. Foltin (✉)
Faculty of Economics and Management,
University of Defense, Brno, Czech Republic
e-mail: pavel.foltin@unob.cz

A. Rohál
Police College and Secondary Police School of the
Ministry of Interior, Holešov, Czech Republic
e-mail: rohalovi@quick.cz

M. Šikolová
Language Training Center, University of Defense,
Brno, Czech Republic
e-mail: maria.sikolova@unob.cz

The development in the Czech Republic from 1990 to 2011 can be described as rich in essential social changes. Since the fall of the communist regime in 1989, substantial changes have impacted political, economic, and social arrangement of the Czech society. These changes have also fundamentally affected the organizational structure of the Police of the Czech Republic (further PCR), its position in society, its mission and the spectrum of the tasks it fulfils. The following chapter will briefly outline the principal changes characterizing the period of the last 20 years, as well as the way how they influenced the current PCR. Moreover, possible trends of future development will be drafted.

Main Events in the Czech Republic in the Last 20 Years Which Have Influenced Policing

The development of the Police Forces and the range of the policing carried out in the CR during the last 20 years have been affected by social changes taking place in this period of time. The first and the most significant event was the fall of the communist regime in 1989. The following events have substantially marked the current form of the PCR, the policing and the overall security situation (climate, atmosphere) in Czechoslovakia, later on in CR and in the Slovak Republic. On 29 March 1990, the name of the country was changed from the Czechoslovak Socialist Republic (further CSSR) into the Czechoslovak Federal

Republic (further CSFR). On 23 April 1990, the Republic was renamed again the Czech and Slovak Federal Republic. The federal state consisting of two republics was peacefully split at the end of the year 1992. On 1 January 1993, two new independent states, CR and SR, started to exist. After splitting the former Czechoslovakia, new era of stable environment commenced in which both states started to independently modify their own Police Forces.

Another milestone in the modern history of the CR was its gradual integration into international organizations, including the security ones. This process culminated by the admission of CR into the NATO on 12 March 1999. Joining NATO newly defined the security of CR and, at the same time, the membership itself resulted in international commitments which, however, primarily concerned the mission and tasks of the Czech Armed Forces. As a result of the Slovak Republic joining NATO on 21 November 2002, CR is surrounded by neighboring countries that are NATO member states and Austria which, in spite of its neutrality, is integrated into the Partnership for Peace NATO Program.

As far as the direct impact on PCR is concerned, another event was of high significance—joining the structures of the European Union (further EU). Joining EU resulted in gradual enlargement of international cooperation with other police authorities of EU member states. Another landmark was the full integration of CR into the Schengen Cooperation on 21 December 2007, when border checks of the countries integrated into this cooperation ceased to be carried out. Geographically, the CR borders with the countries which are included in this cooperation. Since 2007, it has been possible to enter the CR from the non-Schengen Area only at the following airports: Prague-Ruzyně, Brno-Tuřany, Ostrava-Mošnov, Pardubice, and Karlovy Vary.

Police of the Czech Republic

By the year 1989, policing was carried out by the Public Security which was a part of the National Police Forces of the CSSR. These Forces were a

part of the Federal Ministry of Interior of the CSSR and further they were organizationally incorporated into the Ministry of Interior of the Czech Socialist Republic and the Ministry of Interior of the Slovak Socialist Republic. After the events of 1989, a structural change took place in 1991 when the Federal Police Forces were established with powers on the whole territory of the former Federal Republic. The previous tasks of the National Police Forces were taken over by the components of PCR and the Police of the Slovak Republic.

After dividing CSFR into two independent states—CR and SR—the Federal Ministry of Interior was dissolved. Its tasks were handed over to PCR and the Police of SR. From 1 January 1993 on, police tasks in CR have been performed by PCR. It is worth mentioning that within the process of splitting the former CSFR, the main activities of the Police Forces were managed without serious problems, which significantly helped keep interior stability of both newly established states.

From the viewpoint of territorial division, a new opportunity to establish municipal police bodies came into existence in 1991. These are local security bodies which are being voluntarily established by municipality (community or city). By 30 November 2008, 349 municipal police bodies had been established, in which approximately 8,800 police officers were serving (Ministry of Interior of the Czech Republic, 2009). The powers of these police officers are built on the local basis and they provide additional security services on the territory of the land registry of the municipality that has established them. The powers of municipal, or more precisely metropolitan police, are considerably limited in comparison with PCR. They primarily consist in coordination and cooperation.

Key Legislative Issues

Changes in the Constitution of CSFR and consequently in the Constitution of CR can be considered as key legislative changes. Constitutional changes in the period of time between 1990 and

1992 mirrored the social development of that time, the recognition of private property, the transition to the market mechanism of economy and more active integration into international relations. These changes resulted in a significant transformation of PCR and other armed forces in CR. In 1993, the position and role of PCR was defined in the Constitution of CR. What is typical for the newly established CR is its constitutional law and significant and real permanence. From this, legislatively stable conditions for the activities of PCR ensue. Another decisive milestone for the policing of PCR was the split of the former CSFR. Immediately after it, the current Constitution of CR started to be valid. Since 1993, it has been gradually amended as follows:

- In 1997: establishing higher local self-governing units of CR (Zákon č. 273/2008 Sb., o Policii České republiky, 2008)
- In 1999: joining the NATO¹
- In 2001: integration of the Czech National Bank into the system of European Economic Area²
- In 2004: joining the European Union³

In accordance with the current legislative definition, PCR is the security institution of CR whose main task is to protect the security of individuals, and property and to enforce public order, prevent criminal acts, and to protect human rights and freedom. PCR was founded according to

¹Amendment of the Constitution of CR by Constitutional Law No. 300/2000, The Czech Republic joined NATO in the so-called “first wave of the NATO enlargement,” together with Hungary and Poland. The amendment was related to legislative handling of the process of sending the Armed Forces of the Czech Republic outside the territory of CR, to the residence of Allied Forces on the territory of CR and to CR participation in defense systems of international organizations. It was also connected with the distribution of competences between the Government of CR and the Parliament of CR concerning sending and receiving armed forces on the territory of CR.

²Amendment of the Constitution of CR by Law No. 448/2001, stating more precisely the conditions of stability of prices in connection with the activity of the Czech National Bank, within the European Community and the activity of European system of central banks.

³Amendment of the Constitution of CR by the so-called Euro-Amendment, from October 2003, adjusting CR joining EU.

Law No. 283/1991 Sb., *on the Police of the Czech Republic* (Zákon č. 283/1991 Sb., o Policii České republiky, 2008). The main tasks of the PCR at that time were in particular tasks related to the protection of personal security, property, and public order (in case of breaking it to take measures to restore it). Other main tasks of PCR were to detect criminal acts, to protect state borders and to protect constitutional officials and buildings of special importance. Also since 1991, anti-terrorist concept has been enforced.

The current position of the PCR is defined by Law No. 273/2008, concerning *the Police of the Czech Republic* (Zákon č. 273/2008 Sb., o Policii České republiky, 2008) which came into force on 1 January 2009. The existing version also specifies the PCR primary tasks as follows: to safeguard security of individuals and property and to maintain public order. In comparison with the original version of the Law on PCR from 1991 (Zákon č. 283/1991 Sb., o Policii České republiky, 2008), a high degree of the alignment with other laws concerning security of individuals, property, and public is apparent. The Law also defines the rights of a detained person, cooperation of PCR with the elements of rescue system, and other subjects of the security system of the CR. The Law on PCR is aligned with the following laws:

- Law No. 361/2003, concerning *Employment Relationship of Security Force Members*, as amended by Law No. 341/2011, from 6 November 2011
- Law No. 99/1963, *Civic Legal Code*, as amended by Law No. 218/2011, from 1 September 2011
- Law No. 40/2009, *Penal Code*, as amended by Law No. 357/2011, from 1 January 2012
- Law No. 200/1990, concerning *Offences*, as amended by Law No. 199/2010, from 1 January 2011
- Law No. 326/1999, concerning *Residence of Foreigners on the Territory of CR*, as amended by Law No. 379/2007, from 5 December 2007
- Law No. 500/2004, *Administrative Code*, as amended by Law No. 413/2005, from 1 July 2009
- Law No. 361/2000, concerning *the Traffic on Ground Communications*, as amended by Law No. 341/2011, from 6 November 2011

As far as the PCR activity and territorial structure is concerned, key definition is given in Law No. 347/1997, about *establishing higher local self-governing units*. According to this law, changes in territorial division of CR were carried out with effect from 1 January 2000 (Zákon č. 347/1997 Sb., o vytvoření vyšších územních samosprávných celcích, 2011). Eight regions were established that from the territorial point of view correspond to individual territorial regions. The Capital Prague is considered to be a separate region. The new division of territorial structure of the CR required corresponding changes in PCR structure, i.e., in the number of regional directorates. This territorial arrangement is further specified by Law No. 192/2003, about *courts and judges* (Zákon č. 192/2003 Sb., kterým se mění zákon č. 6/2002 Sb., o soudech, soudcích, přísedících a státní správě soudů a o změně některých dalších zákonů (zákon o soudech a soudcích), ve znění pozdějších předpisů, zákon č. 283/1993 Sb., o státním zastupitelství, ve znění pozdějších předpisů, a některé další zákony, 2008). In line with this law, the competences of individual courts are defined. Based on the new organizational structure, 14 district directorates identical with territorial areas of higher local self-governing units have been founded in total since 1 January 2010.

Organization and Functions of the Police of the Czech Republic

The Police of CR is a homogeneous armed security force set up according to the Law of the Czech National Council from 21 June 1991. It serves to the public and its task is to protect the security of

individuals and property, to enforce public order, and to prevent criminal acts. It also fulfils tasks according to the Penal Code and other tasks in the area of internal order and security defined by laws and regulations of the European Communities and international agreements which are parts of legal law of the CR. In accordance with valid legislation, it is possible for PCR to perform tasks also outside the territory of CR. The structure and organization of PCR is adjusted to the type of activities they perform.

Structure and Organization of the Police of the Czech Republic

The PCR is an armed force subordinated to the Ministry of Interior of CR. To perform police tasks, PCR is organizationally divided into formations/units and elements with regional competence and units and institutions with the republic-wide competence. Organizational structure is shown in Fig. 1.

Police Presidium

Governing body of PCR is the Police Presidium headed by the Police President who is appointed to the office by the Ministry of Interior. The Police President is responsible for policing to the Minister. However, the Minister has not the competences for his potential appeal. Organizational structure of the Police Presidium is shown in Fig. 2.

Activities of the PCR are governed by the Police Presidium headed by the Police President. Units with republic-wide competence and regional police directorates are subordinated to the Police Presidium. Units with republic-wide competence are established by the Minister of

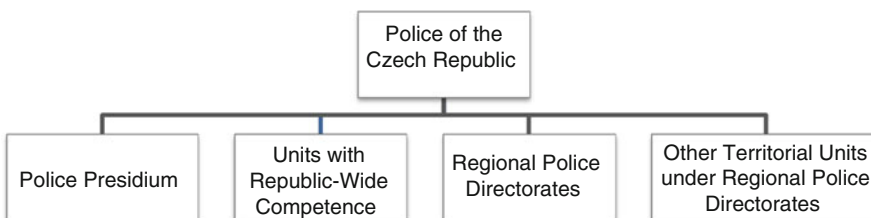


Fig. 1 Organizational structure of the Police of the Czech Republic source (Source: Ministry of Interior of the Czech Republic, 2012)

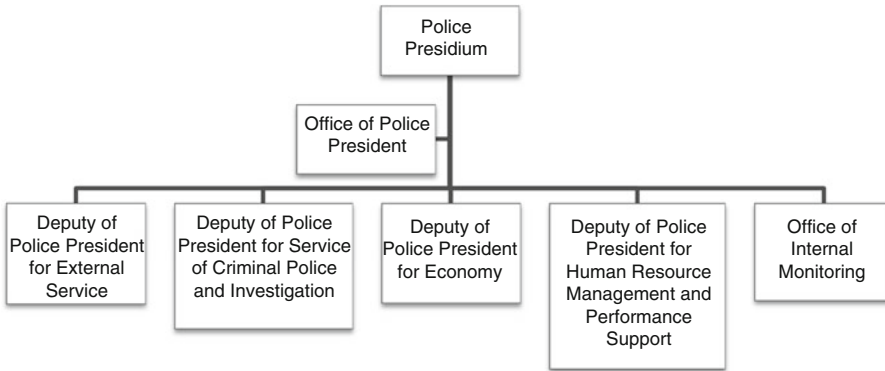


Fig. 2 Organizational structure of the Police Presidium (Source: Ministry of Interior of the Czech Republic, 2010f)

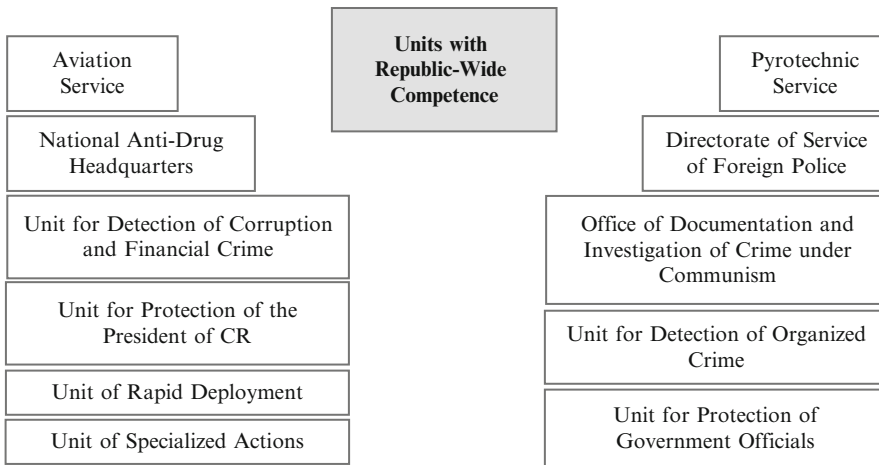


Fig. 3 Organizational structure of the units with republic-wide competence of the Police of the Czech Republic (Source: Ministry of Interior of the Czech Republic, 2010f)

Interior following the proposal of the Police President. The Police Presidium defines the goals of police development, designs the concept of its organization and management and specifies the tasks for individual services of the PCR. The Police Presidium also analyzes and inspects policing, creates conditions to police units for performing their tasks, and coordinates their activities when they fulfil the tasks which go beyond their territorial or factual competence.

Units with Republic-Wide Competence

The following services operate within the PCR: Service of Riot Police/Law Enforcement Police,

Service of Traffic Police, Service of Foreign/Alien Police, Aviation Service, Pyrotechnic Service, Protection Service, Service of Criminal Police and Investigation, and other specialized services. Units with republic-wide competence perform specific tasks on the whole territory of state. Some of them provide a special service to other police units, others are specialized for instance for the detection of organized crime, corruption, or serious financial crime. They also combat drug-related crime or ensure protection of the President of the Republic or other Government officials. Organizational structure of the units with republic-wide competence is shown in Fig. 3.

Regional Police Directorates

Both the structure and organization of PCR are divided into units with republic-wide competence, regional directorates, and units established within regional directorates. On the regional level, the structure of PCR corresponds with territorial division, i.e., there are 14 regional directorates and territorial districts are identical with territorial districts of higher local self-governing units (Zákon č. 273/2008 Sb., o Policii České republiky, 2008).

Regional directorates are units with territorially defined competence. They serve the public on certain territory and they represent independent state organizational units. The police independently manage the state budget funds for performing the tasks. It is possible to establish other territorial units operating within the regional directorates that are subordinated to them. Such units are established by the Police President following the proposal submitted by the Regional Director. They exist in the capital Prague and in other cities.

General Inspection of Security Forces

The task of the Inspection of PCR, directly subordinated to the Ministry of Interior of the CR, was to search, estimate, and verify facts suggesting criminal acts within the Ministry of Interior. This Inspection was canceled on 1 January 2012, when Law No. 341/2011 (Zákon č. 341/2011 Sb., o Generální inspekci bezpečnostních sborů a o změně souvisejících zákonů, 2011), on the *General Inspection of Security Forces and Amending Related Laws* came into force. Thus, by this law the only body responsible for searching, detecting, and screening of potential criminal acts of a PCR member or employee, customs officer, member of CR Prison Service, or a member of the inspection was established. Neither military nor civilian employees of the Czech Armed Forces are included into the competences of the General Inspection Security Forces.

From the viewpoint of the classification of its position, the General Inspection of Security Forces is a CR Security Force. It is headed by the Inspection Director who is appointed and

dismissed by the Prime Minister, based on the proposal of the Government and factual discussion of the relevant committee of the Chamber of Deputies. Within its activities, the General Inspection cooperates with all CR armed and security forces, along with other public authorities and private sphere.

Numbers of Police Force

There have been significant personnel changes in both security and armed forces after 1989. The changes have also affected the number of Police Force members and civilian employees, together with numbers of firemen, within the Ministry of Interior CR. Since the 90s of the previous century, the number of Police Force has been gradually decreased. The PCR number was approximately on the same level from 2000 to 2007. Since 2008, the number has been decreasing; at the beginning of 2011, there were 41 thousands of members in service and 9.4 thousands of civil staff in PCR. In terms of percentage representation, the ration of firemen and police officers is constantly balanced, see Fig. 4.

It is assumed that the gradually declining trend will continue also in the year 2012. Since 1 January 2012, PCR should have less than 39 thousands of police officers. What can be considered as certain disadvantage of this decreasing trend is that no recruitment is conducted simultaneously with the reductions. The reason is obvious—it is necessary to keep the fund limit for wages (Ministry of Interior of the Czech Republic, 2010a).

Development of Crime Rate During the Last 20 Years

The development of the crime rate has undergone substantial changes since 1989. Up to 1989, it was compulsory to be employed. This was considered as one of the decisive factors contributing to minimizing the crime rate. In 1989 the regime was changed and since this year, the crime rate has grown significantly. The increasing crime

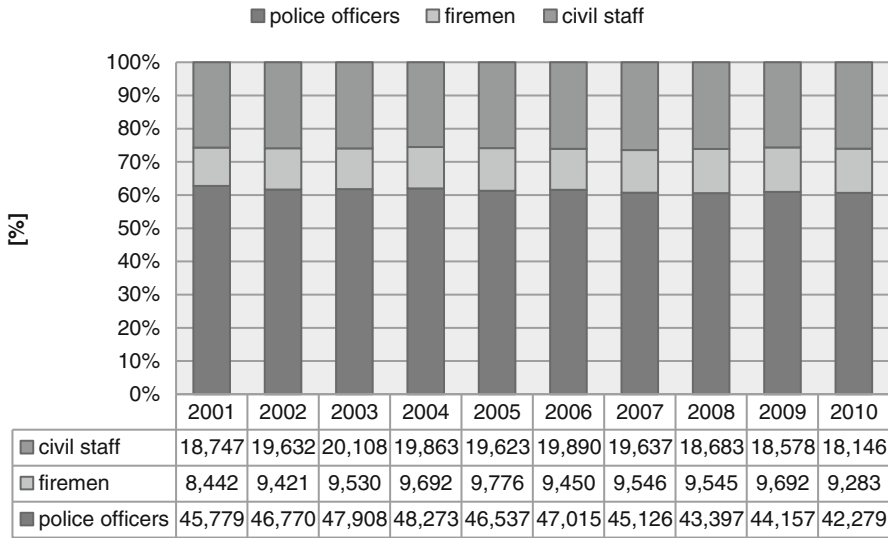


Fig. 4 Personnel numbers of the Ministry of Interior of the Czech Republic (police officers, firemen and civil staff) (Source: Ministry of Interior of the Czech Republic, Personnel Department, 2012). Note: All numbers are valid to 31 December of every year

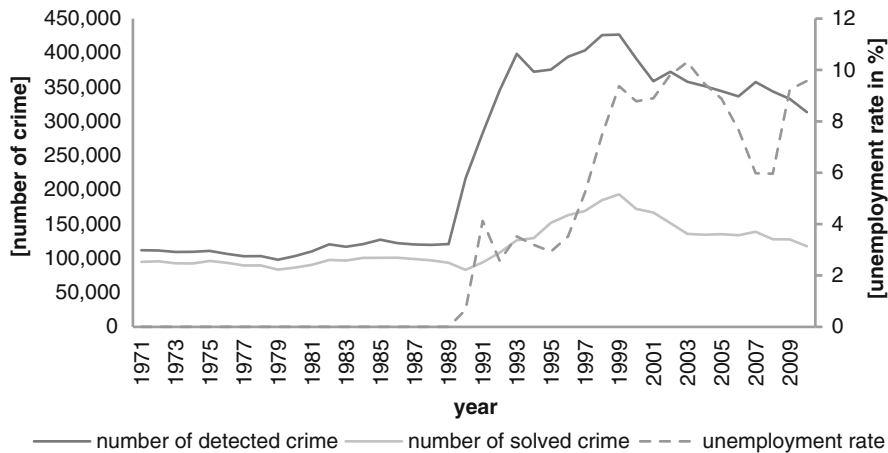


Fig. 5 Development of the number of detected and solved crimes and unemployment rate in Czech Republic from 1971 to 2010 (Source: Czech Statistical Office, 2012; Ministry of Interior of the Czech Republic, 2012)

rate got stable from 1998 to 1999. Since the year 2000, the crime rate has been gradually decreasing. What can be perceived positively is the increasing of overall detection of cases which accompanied the period of robust growth of crime. The development of crime and detection from the period of time between 1971 and 2012 is illustrated in Fig. 5.

Generally, the tendency of crime development is similar to the tendency within EU. As far as the number of homicides for 100,000 inhabitants is

concerned, CR occupies the fifth position in EU (Eurostat, 2012).

Training and Educational System of the Police of the Czech Republic

Both training and education can be considered as one of the priorities of Human Resources within the Ministry of Interior. This fact can be illustrated on the overall development of changes in

the educational system of the Ministry of Interior. In spite of gradual decrease in the number of training and educational facilities, the general ability in this area is usually maintained.

The training and educational system is currently managed by the Department of Security Research and Police Education in close cooperation with the Department of Education of the Police Presidium of the CR. The target group is about 40,000 police officers.

Changes in Educational System

When PCR was established, the Ministry of Interior possessed the Educational Institute in Veltrusy, in addition to secondary vocational schools of the Corps of National Security in Prague, Brno, Pardubice, and Jihlava. After the formation of PCR, they were transformed into secondary police schools of the Ministry of Interior in Prague, Brno, Pardubice, and Jihlava. The Federal Ministry of Interior had a Secondary School of Border Guards and the Ministry of Interior CR Forces.

After the splitting of Czechoslovakia, the federal schools on the CR territory were taken over by the Ministry of Interior of the CR. Thus the new secondary police schools were formed in Prague 6—Ruzyně and Holešov, the Ministry of Interior Language Institute⁴ and the PCR Training Centre. From 1993 to 1994 only two secondary police schools worked shortly—one of them in Prague (with a branch in Prague—Ruzyně) and the second one in Brno (with branches in Jihlava, Holešov, and Pardubice). In 1993 the PCR Training Centre was dissolved and included into the Secondary Police School in Prague—Hrdlořezy. The Educational Institute of the Ministry of Interior of the CR was closed in the same year and its tasks were taken over by the Police Academy of CR. Between 1995 and 1997, the Secondary Police School of the Ministry of Interior of the CR existed in Balková.

From 2007 to 2008, the secondary police schools were transformed into higher vocational or combined schools. The following schools were thus formed: the Higher Police School and Secondary Police School of the Ministry of Interior of the CR in Prague 9—Hrdlořezy,⁵ the Higher Police School, the Higher Police School in Jihlava, the Higher Police School in Pardubice, and the Higher Police School and Secondary Police School in Holešov. Only the school in Prague—Ruzyně was transformed into the School and Functional Facility in Prague 6—Ruzyně. For certain period of time, civil students were also allowed to enroll to the secondary police schools into 4-year courses ended by school-leaving exam. At present the schools, together with school police centers of regional police units, focus almost exclusively on the training of new members and on further education of the Ministry of Interior employees.

The educational system of the Ministry of Interior of the CR includes also a university. However, at the time of establishing PCR within the Ministry of Interior, there was no police university, since the only police university in the history—the University of the Corps of the National Security in Prague 4—Lhotka with faculties in Prague and Bratislava (earlier also in Holešov) was canceled without compensation on 30 July 1990. The closing of the police university providing the highest levels of education was later reconsidered and on 29 May 1992, the Police Academy was formed in Prague 4—Lhotka; at that time in the competence of the Federal Ministry of Interior. Unlike the University of the Corps of National Security, it was not divided into faculties and it offered only a comprehensive undergraduate course—in current terminology this would mean the Bachelor's Study Program.

After the splitting of the CSFR, the former University of the Corps of National Security in Prague 4 was transferred and got subordinated to the Ministry of Interior CR. Its official name is the Police Academy of CR. According to the present

⁴The Language Institute of the Ministry of Interior of the CR was canceled on 1 January 1998.

⁵Since 1 October 2010 renamed Higher Police School of the Ministry of Interior of the CR in Prague.

Higher Education Act, it belongs, together with the University of Defense, to the category of state universities, alongside public and private schools. Both of these state schools offer study programs normally accredited by the Accreditation Committee of the CR. Their internal structure and organization corresponds to the requirements for other universities in CR. All their activities are in accordance with the Law No. 111/1998, about *universities*. The Police Academy of CR currently provides also Master's and Doctoral Study Programs. It consists of two faculties, the Faculty of Security and Law and the Faculty of Security Management. Since 2012 it has also had the accreditation for habilitation procedure. All police schools have always been outside force structure and subordinated directly to the Minister of Interior.

What can be perceived positively is the coherence of theory and practice. Under these conditions, the Minister of Interior has the power to summon the police to carry out the tasks not only at the Ministry of Interior but also at the Police Academy of the CR or at school or school facility which are not an organizational part of PCR (Ministry of Interior of the Czech Republic, 2010d).

System of Training and Education

The system of training and education is the backbone of well-functioning police. From this reason, the emphasis is put on practical preparation of newly recruited police officers. The police officers who are recruited to serve in law enforcement, railway, transport, immigration police, eventually in protection service, are required to undergo basic training. This is focused on professional knowledge and skills, as well as the abilities and attitudes of police officers. The basic training is currently divided into theoretical and practical parts (Ministry of Interior of the Czech Republic, 2010g).

For high school graduates with diploma, the basic training takes 9 months. For law-oriented university graduates, this basic training is shortened to 10-week training conducted in the so-called

combined form. This means in practice that the trainees combine their school attendance with their duties in the unit. The university graduates from other universities than law-oriented are trained similarly; however, the length of their training is 12 weeks. For further professional training of police officers, a system of long-life educational courses has been designed.

What is generally emphasized in the training system is communication skills, improving legal awareness, mental resistance, and improving skills in the use of force and service weapons. Every year, police officers have to undergo 120 hours of service training, along with passing the tests of firearms training, fitness training, and use of force training (Ministry of Interior of the Czech Republic, 2010d).

Another factor that has also to certain extent affected the system of training and education is the abolition of conscription and full professionalization of the armed forces. Since that time, certain percentage of new PCR members is recruited from people who have not undergone the conscription and thus they acquire their first experience with armed forces just with PCR.

Essential Changes in Approaches and Activities of PCR Over the Past 20 Years

Ministry of Interior of the Czech Republic

Throughout its existence, the Police of CR has been subordinated to the Ministry of Interior of CR which participates in the provision of policing and sometimes it directly performs police tasks. With the formation of the PCR, the Ministry of Interior designed an entirely new concept of the departments of the Police Force. In the past, it always applied that on the highest level, the structures of the Police Forces and the structures of the Ministry of Interior were practically identical. The Law on the PCR clearly states that the Police consist of units that are not integral parts of the Ministry of Interior. Nevertheless, in contrast with smaller and more specialized security forces

(e.g., Prison Service), it was not simple within Ministry of Interior to separate policing and to transfer it exclusively to the Police, since policing has always been the main activity of the Ministry of Interior; the similar applies to the Ministry of Defense and the Armed Forces. A similar approach was implemented in the Slovak Police Force; though unlike in the Czech Police, lots of police tasks have been carried out up to now by the Ministry of Interior Units. On the contrary, the Federal Police Force has been hardly affected by this process.

The Ministry of Interior of the CR is led by the Minister, to whom the particular deputies are subordinated. The Ministry consists of departments whose directors are subordinated either to the Minister, or to one of his/her deputies. Since the beginning of its existence on 1 January 1969, the Czech Ministry of Interior was divided into security and civil administration sections. Apart from these sections, from 1988 there was the Main Administration of Fire Protection Corps (originally part of security section), which was transferred under the competence of the Minister for Local Economy and Fire Protection in 1991. Later on it was transferred, rather unsystematically, to civil administration section. Each Deputy of the Minister was responsible for either security or civil administration section, while, depending on concrete period of time, more deputies could have functioned in one section. Department Chiefs of Security Section were subordinated to the Minister, or to one of the deputies responsible for security section (the Chief of the Main Administration of Fire Protection Corps was also subordinated to one of the deputies by 1991). On 1 January 1991, the positions of department chiefs were substituted by positions of directors. After establishing PCR on 15 July 1991, the other positions at the Ministry were similarly renamed, with the exception of the Chief of the Main Administration of Fire Protection Corps—this name of the position was in use by the end of 1994. In connection with the premises of the Ministry, the following terms were used by 1994: the Chief of the Ministry of Interior Building and the Commander of the Ministry of Interior Building. Directors of civil administration section

departments, including the Chief of the Main Administration of Fire Protection Corps (from 1991 to 1994) and the Director of Fire and Rescue Service (from 1995) were subordinated to one of the deputies responsible for civil administration section, or to the Minister.

The existence of these two departments resulted from two completely different spheres of the competence of the Ministry of Interior. The most important area is the management of security forces. This was the task of security section, while in some periods of time, the relevant departments carried out directly the executive police tasks. Whereas for the Federal Ministry of Interior, the security area was practically the only sphere of activity (similarly as for the Federal Ministry of Defense, its only task was the management of the armed forces), the competences of republic ministries covered also the tasks concerning general state administration, and some other activities. This was in the responsibility of civil administration section. However, both sections were clearly separated in the area of management, plus in, e.g., the economic matters, collections of their own internal regulations or dislocation sites.

The division of the Ministry of Interior into security and civil administration sections was canceled on 1 January 1998. Nevertheless, over the ensuing years the organizational arrangement and division of competences among the deputies copied the structure before the reorganization on the basis of matter-of-fact relatedness.

Services of the Police of the Czech Republic

Since establishing PCR, the activities connected with the police have been gradually transferred from the Ministry of Interior CR to the police units. A traditional notion of police organization is services. Service means specific activities not necessarily connected by the organizational arrangement, but rather by the range of activities related to the factual context. The list of services was implemented by laws establishing new Police Forces in 1991, but the names of services had been commonly used long before. The new Law on the

Police of the CR, in effect since 2009, does not contain the list of services anymore; nevertheless the police included it into an internal regulation.

The list of services definitely does not cover all police activities and it generally does not even cover the most important ones. Some activities are not on the list and others have its name only over a part of the period of time of their existence. When PCR was established, the following services were on the list: the Administrative Service, the Service of Riot/Law Enforcement Police, the Service of Traffic Police, the Service of Criminal Police, the Service of Protection of Economic Interests and the Service of Protection of Constitutional Officials.

The following changes were put in effect on 1 January 1993: the Administrative Service was dissolved, the Service of Protection of Constitutional Officials was substituted by the Protective Service and two new services were founded—the Aviation Service and the Service of Immigration and Border Police. On 1 January 1994, the Service of Protection of Economic Interests was substituted by the Service of Detection of Corruption and Serious Economic Crime; two services were newly established—the Service of Rapid Deployment and the Service of Railway Police. On 1 January 1995, the Administrative Service was added to the list. On 1 January 2002 the Service of Criminal Police together with the Service of Detection of Corruption and Serious Economic Crime were substituted by the Service of Crime and Investigation Police. On 21 December 2007 the Service of Immigration and Border Police was renamed the Service of Immigration Police. The most recent changes up to now were made on 1 January 2009 when the Administrative Service was transformed into the Service for Weapons and Security Material; two services were newly established—Pyrotechnic Service and Forensic-Technical and Expert Service. Service of Railway Police was canceled.

Currently, the basic police services are as follows (Ministry of Interior of the Czech Republic, 2010a):

- *The Service of Riot/Law Enforcement Police* protects public order, fights crime, performs

criminal and misdemeanor proceedings, oversees road safety, ensures public order at railway stations and on trains, protects the safety of passengers and transported consignments. Apart from district and local departments, in some cities the Riot/Law Enforcement Police has also at its disposal motorized units, riot/law enforcement units and mounted police units.

- *The Service of Traffic Police* oversees the road safety, flow of traffic, takes parts in traffic management, investigates traffic accidents and checks the documents of liability insurance for damage caused by vehicles.
- *The Service of Immigration Police* is responsible for the protection of state borders outside the border crossings, checks the documents at border crossings, permits and checks entry and residence of foreigners, as well as it is in charge of granting refugee status.

Departments of the Police of the Czech Republic

In spite of all organizational changes, the structure of the departments of the PCR stays principally the same. The highest authority is the Police Directorate or the Police Presidium of CR; the organization system further consists of republic-wide departments and finally departments with locally limited competence (usually on regional or district level).

The official terminology has been changed during the last 20 years. The republic-wide departments were originally included into the category of departments with local competence; from 1 January 1994 the expression *CR-territory competence departments* was used. Since 1 January 2009, the phrase *republic-wide competence departments* have been used and it is considered to be the most appropriate one. Lower territorial departments were originally, together with republic-wide departments, included into the departments with local competence. Since 1 January 1994, they were called departments with locally limited competence. Since 2009, the expressions the *regional police directorates* and

departments established within regional police directorates have been used. From the era of the Corps of National Security, the category of the basic departments was taken and used for a short time. The basic departments lost officially its position on 24 February 1992 when they became parts of the departments they had managed before. Nevertheless, common language of police officers still uses this category anyway.

Within the departments, particular services and other activities are organized. Three different arrangements are used: methodically hierarchical, linear, and combined.

When the methodically hierarchical arrangement is applied, there are no direct hierarchical links between levels of service; only links of guidance function. For instance, the controlling level of service is a part of Police Presidium (exceptionally of republic-wide department) and lower levels of service are parts of regional and district departments (e.g., the Service of Riot/Law Enforcement, Forensic-Technical and Expert Service). If the linear management is used, the service as a whole is concentrated in a republic-wide department which, if needed, establishes its own local branches (e.g., the Service of Immigration Police). Another possibility of linear arrangement is the organization of service within the system of departments themselves (Investigation, Service of Railway Police in the 1990s). The combined arrangement contains both methodically hierarchical and linear approaches; the methodically hierarchical branch is directed from a workplace of the Police Presidium to local departments and the linear branch to republic-wide departments with possible local branches (the Service of Crime Police and Investigation).

History of Immigration and Border Protection Police

The organization of the Immigration and Border Protection Police has been significantly and relatively often changed since 1989. Until 1989, the issues of the Immigration Police were in the responsibility of Passport and Visa Divisions of CNS Regional Administration, with detached units

in particular districts. Departments of Passports Checks functioned at border crossings. Border protection was provided by the Border Guards. In 1990, the competence of the Immigration Police was transferred to the Office of Passport Service and Alien Agenda of the Federal Police Force. At the same time, the Border Police was established which was managed by departments of the Immigration Police of Regional Administrations. Departments of Passports Checks kept functioning at border crossings.

In 1991, the tasks of the Immigration Police were transformed to the offices of Immigration and Passport Service of the Office of the Federal Ministry of Interior—Immigration and Passport Service. Inside the country, the departments of the Immigration Police worked. Departments of Passports Checks kept functioning at border crossings. Protection of state borders was carried out by departments of the Border Police. Between 1991 and 1992, offices of the Immigration Police and Passport Service of the Federal Police Force were transformed and departments of the Immigration Police started to function separately inside the country. Since 1 January 1993, departments of the Immigration Police and Passport Service of PCR Regional Administration were newly established. To protect the state borders, departments of the Border Police were established. At the border crossings, departments of Immigration Police operated.

From 1994 to 2001, the immigration issue was taken over by departments of the Immigration and Border Regional Administration of the PCR. The Border Police was directly managed by district directorates. At the border crossings, departments of the Immigration Police operated. Inside the country, in individual regional and district cities/towns, departments of the Immigration Police were established. Since 1 January 2002, linear structure of this PCR Service has been in operation which has resulted in establishing regional directorates of the Immigration and Border Police. As a result, the departments of the Border Police were merged with the departments of the Immigration Police into the department of the Immigration and Border Police.

On 1 January 2008, the Service of the Immigration Police started to be essentially

reformed in relation to full accession of CR to Schengen agreements. Immigration Police Inspectorates were founded; they were managed by regional directorates of the Immigration Police. In 2011, departments of the Immigration Police of Regional Police Directorates were established which are divided into the following units: unit of residential control, search and escorts, documentation unit, unit of residential agendas, unit of documents and department of specialized activities. Inspectorates of the Immigration Police at international airports, as well as facilities for detention of foreigners in Pošorná and Bělá—Jezové are also components of the Service of the Immigration Police.

Police Cooperation with Other Security Forces of the Czech Republic

In terms of the range of performed activities, PCR represents the key body of implementation of security measures. In relation to other parts of public administration, it is also the main authority in coordination of cooperation.

The Last 20 Years

To put the activities and tasks of the PCR into the context of the work of security bodies, it is necessary to at least briefly mention other security components of the Ministry of Interior. Police tasks of the Federation had been performed, up to the date of establishing PCR, by the Corps of National Security in competence of the Federal Ministry of Interior of CSFR which was in practice carried out by means of particular Federal Ministry of Interior departments (offices, administrations, etc.). Directors (commanders, chiefs) were subordinated to the Minister or to one of his deputies. At that time, the Corps of National Security had no general territorial units.

On 27 August 1991, the Corps of National Security was transformed into the Federal Police Force; however, actual reorganization and terminology within the Federal Ministry of Interior took place on 16 September 1991. According to the law, the following services were included

into the Federal Police Force: the Service of Crime Police, the Searching/Tracing Service, the Investigation Service, the Protection Service, the Service of Protecting Buildings of Special Importance, the Aviation Service, the Service of Rapid Deployment, and the Service of the Immigration and Border Police. The Federal Police Force was managed by the Federal Ministry of Interior divided into particular departments. It was headed by the Minister who, at the beginning, had only one deputy who was at the same time the Director of the Federal Police Force. Individual directors (commanders) of the Federal Ministry of Interior departments were subordinated to the Minister or his/her deputy. No general territorial units functioned within the Federal Police Force.

In the period of Federation, i.e., till 31 December 1992, the Police Force of SR carried out similar activities in Slovakia as PCR in the Czech Republic. In fact, the Police Force of SR was established a couple of months earlier than PCR. The Police Force of SR included the following services (defined by the law): the Service of Riot/Law Enforcement Police, the Service of Building Protection, the Service of Traffic Police, the Service of Crime Police, the Service of Protection of Economic Interests and the Service of Protection of Constitutional Officials. The Police Force of the Slovak Republic belonged to the scope of the Ministry of Interior of the Slovak Republic; some police activities and managing some services were performed by the departments of the Ministry of Interior or the departments subordinated. The activities of the Force were managed by the Police Force Presidium of the Slovak Republic, headed by the president subordinated to the Minister of Interior. The Police Force was further subdivided into regional directorates, regional investigation offices, district directorates and district investigation offices.

Another component of the Ministry of Interior was the Fire Corps of CR in the competence of the Ministry of Interior (similarly, the Fire Corps of the Slovak Republic worked within the Ministry of Interior). The governing body was the Main Administration of the Fire Corps which was a department of the Ministry of Interior. It was headed by a chief subordinated to the

competent Deputy of Minister. The secondary school in Frýdek-Místek was outside the Main Administration. In the districts, district administrations and district departments were established. They were parts of district offices with dual subordination of chiefs (in Pilsen City District, Brno City District and Ostrava City District they were municipal administrations and municipal offices as parts of district offices and from 1992 on of municipalities). The Fire Corps of the Capital Prague headed by the commander was a department of the Fire Corps of CR. It was a part of Capital Prague Municipal office; since 1992 a part of Capital Prague Municipality. On 1 January 1995, this corps was reorganized into the Fire and Rescue Corps of the CR. The governing body was the directorate as the Ministry of Interior department. It was headed by the director—the chief councillor. Fire school stood outside the directorate. In the districts, there were district fire rescue corps (in Pilsen, Brno, and Ostrava) functioning as parts of district offices (municipalities), headed by directors/district (municipal) fire councillors. In Prague there was Capital Prague Fire Rescue Corps as a part of Capital Prague Municipality. On 1 January, the Corps was transformed into fully functioning security force with exclusive subordination to the Ministry of Interior. The force is governed by general directorate as a department of the Ministry of Interior, headed by general director. The fire school stands outside this structure. Regional Fire Rescue Corps (copying the system of 14 regions) and Capital Prague Fire Rescue Corps are on lower level. They are headed by directors. Between 2000 and 2006, the position of the Chief Fire Councillor, or General Director, was connected with the position of the Deputy of the Minister for Fire Protection, Integrated Rescue System and Civil Crisis (Emergency) Planning.

On 30 July 1994, the Office for Foreign Relations and Information was established within the Ministry of Interior of the CR as an independent Intelligence Service. This office had existed from 1 January 1993 when it was established by the division of the Federal Ministry of Interior Office for Foreign Affairs and Information. Since there were no legal rules related to the office, it

was under the umbrella of legal rules of PCR. The tasks of the office were carried out by the police officers until 31 of December 2006. After that, the office became already the third security corps at the Ministry of Interior of the CR. It has been headed by the director who is subordinated to the Minister. The office does not establish any local departments.

In the Interior sphere, also the armed forces functioned. In the period of time of establishing PCR, there were the Border Guards and the Ministry of Interior Army. The Border Guards were governed by the Main Administration (later the Headquarters) of the Border Guards and Border Protection of the Federal Ministry of Interior. The Ministry of Interior Army was commanded by the Army Administration within the Federal Ministry of Interior. The Border Guards were dissolved on 27 August 1991. The Ministry of Interior Army was transformed after the CSFR split under the Ministry of Interior of the CR. On 1 July 1993 it was canceled. The only organizational unit which was left after dissolving the Ministry of Interior Army was the ministry department in Frýdek-Místek which was transformed under the competence of PCR on 1 January 1994.

Current Cooperation

The range of current cooperation is defined by Law No. 273/2008 Sb., on the Police of the Czech Republic (Zákon č. 273/2008 Sb., o Policii České republiky, 2008), which directly specifies the scope of the cooperation with other security forces of CR and with the armed forces of CR. It further specifies the forms of cooperation with the authorities of public administration, legal and natural persons, particularly in the following areas:

- Prevention of crime and socially pathological phenomena
- Educational activities in the area of internal order and security
- Providing support, care, and assistance to crime victims
- Prevention and managing the consequences of emergencies and incidents

Role of the Police of the Czech Republic Within Integrated Rescue System

In accordance with Law No. 239/2000, on the Integrated Rescue System and amending other laws (Zákon č. 239/2000 Sb., o integrovaném záchranném systému a o změně některých zákonů, 2000), the Ministry of Interior represents the main coordinating body of the republic-wide system. It is responsible for the coordination of activities of departments of the Integrated Rescue System in preparing for emergencies and in carrying out rescue and liquidation operations. Besides PCR, the Fire Rescue Force of the CR is another key department of the Integrated Rescue System. The Police of CR takes part in carrying out rescue and liquidation operations, including Air Support of the Integrated Rescue System and Air Support in emergencies.

If the Police Forces and resources are not sufficient for maintaining order and security, the Government of CR can call for soldiers in service and members of the Prison Service of CR or the Customs Administration of CR for the necessary time. The summoned soldiers and members have the powers and duties of police officers in performing the PCR tasks; the Government of CR can limit the range of these powers.

Current Trends in the Ministry of Interior of the Czech Republic and Police of the Czech Republic Activities

In terms of key activities of the Ministry of Interior CR, or PCR, the primary attention is being paid to the ongoing reform, the fight against corruption, and quality management within PCR.

Reform of the Ministry of Interior and Police of the Czech Republic

At the end of the second decade of its existence, the PCR entered into the period of transformation whose purpose is to conclude its legislative, organizational, material, and technical change into a modern security force of twenty-first century.

The aim of the reform is to increase executive potential of the CR and to strengthen its position of respected force of self-confident, educated, and well-equipped police officers who are able to meet all requirements of effective public service which the society expect.

The reform is based on the available financial resources, which determine the steps and its scope. The development of financial indicators of the Ministry of Interior CR is based on the overall economic situation of CR. The originally assumed trend of gradual increase in funds has been redefined as a result of economic development. For this reason, it is possible to consider state expenditures expressed in real values spent on the budget chapter of the Ministry of Interior CR from 2006 to 2012 to be stable, see Fig. 6. From the viewpoint of the total structure of the CR state budget, there is a real decrease in the given period of time, see Fig. 7.

The reform is based on ten fundamental pillars. The new Law on PCR which came into effect on 1 January 2009 has brought legislative changes. It focuses on prevention, debureaucratization, improvement of effectiveness of policing, modernization of organizational police structure, as well as sharing responsibility for security and public order with other public and private entities. The meaning of organizational changes lies in new territorial arrangement of the police corresponding to the state division into higher local self-governing units, in setting a more effective cooperation of police departments with local self-governing bodies, e.g., by coordination agreements and more flexible management of police departments. This can be achieved by simplification of its structure and reduction of the number of managing positions. The reform also directs to personnel stabilization of police force after its generation change and to the improvement of the quality of police education in the system which flexibly responds to practical needs. The new model of economic management enables the police departments to more effectively manage the entrusted funds. The police modernize their service facilities, build open receptions, modernize their car fleet, and implement modern information technologies. To cover numerous

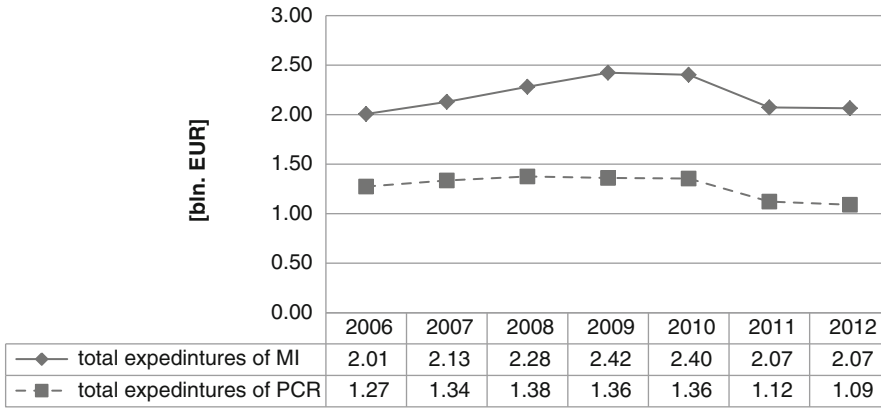


Fig. 6 Expenditures of the Ministry of Interior of the Czech Republic and the Police of the Czech Republic (years 2006–2012) (Source: Zákon č. 433/2011 Sb., o státním rozpočtu České republiky na rok, 2011, 2010).

Note: Year 2012 according to approved state budget 2012, the Ministry of Finance of the Czech Republic

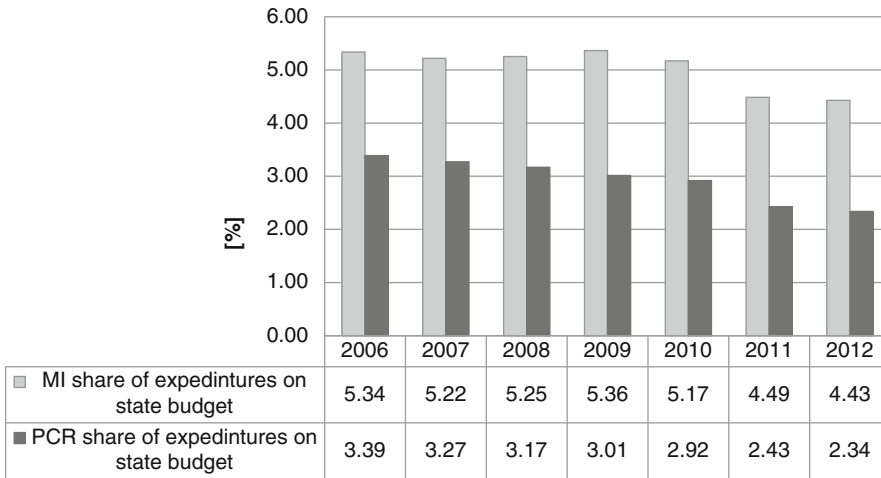


Fig. 7 Share of the Ministry of Interior of the Czech Republic and the Police of the Czech Republic expenditures on Czech state budget (Source: Zákon č. 433/2011 Sb., o státním rozpočtu České republiky na rok, 2011,

2010). Notes: Numbers are in blns EUR, rate 25.50 CZK per 1 EUR (28 January 2012). Year 2012 according to the approved state budget 2012, the Ministry of Finance of the Czech Republic

modernizing projects, they frequently use resources from European funds.

In accordance with reform goals of the Ministry of Interior CR, the following priorities for the year 2012 were formulated (Ministry of Interior of the Czech Republic, 2011b):

1. *Fight against corruption*: The attention will be focused on stricter rules for managing the community assets. What will help to carry it out is also the computerization of public

administration agenda, more effective system of free public access to information and better system for search and seizure of proceeds of criminal activity. More attention will be paid to the protection of notifiers of corruption acts and implementation of reliability tests for wider range of officials.

2. *Safe Czech Republic*: The following activities have been scheduled within this priority: the completion of the PCR reform ensuring cyber

- security of CR, the amendment of the Law on private security services, plus the preparation of new rules for entry and residence of foreigners on the territory of the CR.
3. *eGovernment*: Here, the attention is paid to the strategy of *EU Digital Agenda for CR*, further development of functionalities of existing projects of *Smart Administration*, especially *Czech POINT* and *data box* projects. Other components of this priority are the launching of the electronic system of *the Collection of laws (e-Collection)* and electronic legislative process (*eLegislation*). In this area, the preparation of implementation of electronic ID (*eID*) and electronic elections (*e-Elections*) is going on.
 4. *Effective public administration*: In this priority, the attention will be focused on promoting the principles of professionalism, openness, and clarity; further on effective and economic functioning of public administration. An overview of process agenda modeling will be carried out.
 5. *Effective Ministry of Interior*: The Ministry of Interior of the CR wants to operate as a model office with good management and quality services. The simplification of internal processes, elimination of duplicate and unnecessary agenda, and preparation of new Electoral Code which will also implement direct president and mayor election are other goals of this priority.

The current reform of PCR is based on Law No. 273/2008 Sb., on *the Police of CR and the so-called amending Law No. 274/2008*, which is amending some laws in connection with the adoption of the Law on PCR. The ongoing reform is based on the following ten fundamental pillars (Ministry of Interior of the Czech Republic, 2011a):

1. Scope and competences of PCR and other entities in ensuring internal security of the state, i.e., effort to curb nonpolice activities of the PCR and transferring them to other entities.
2. Territorial division and organizational structure, i.e., improvement of PCR relations with the public, modification of territorial division

of PCR, and cooperating authorities and their mutual cooperation.

3. New economic status of PCR; the goal is to achieve higher economic independence.
4. Internal and external monitoring, i.e., setting effective internal and external control mechanisms, including implementation of control unit outside the Ministry.
5. Education of police officers as a unified system of education responsive to the needs of practice, which will educate police experts, capable managers, and ensure transfer of the latest world knowledge to their students.
6. Service law and personnel work, i.e., streamlining and clarifying leadership positions, systemization of service, and other job positions.
7. P1000 Project focused on restoring and enhancing public confidence in PCR and modernization of police premises.
8. New structure of plainclothes PCR, i.e., establishing National Crime Office of the Police Presidium of CR, eliminating duplication in activities of various departments, computerization of criminal proceedings, and criminal PCR analytic centers.
9. Computerization of work, especially to reduce administrative work and to eliminate unnecessary time delays.
10. Debureaucratization, i.e., replacement of confusing internal regulations by a simple and clear set. Not to use statistics as an assessment criterion.

Fight Against Corruption

One of the significant trends is also the emphasis that is put on the fight against corruption. To illustrate the present state of corruption in CR, it is possible to use *Corruption Perceptions Index (CPI)*, compiled by Transparency International. The index shows that the perception of corruption has been generally improving since 1998. However, based on public opinion polls, the Czech population perceives the trend of corruption as growing. The development of CPI from 1998 to 2010 is given in the following Table 1.

Table 1 Perception of corruption rate in the CR according to Corruption Perceptions Index (CPI)

Year	Position of the CR	Number of reporting countries	CPI value for CR	Best outcome in the given year	Worst outcome in the given year
1998	37	85	4.8	10.0 Denmark	1.4 Cameroon
1999	39	99	4.6	10.0 Denmark	1.5 Cameroon
2000	42	90	4.3	10.0 Finland	1.2 Nigeria
2001	47–49	91	3.9	9.9 Finland	0.4 Bangladesh
2002	52–56	102	3.7	9.7 Finland	1.2 Bangladesh
2003	54–56	133	3.9	9.7 Finland	1.3 Bangladesh
2004	51–53	146	4.2	9.7 Finland	1.5 Bangladesh, Haiti
2005	47–50	159	4.3	9.7 Iceland	1.7 Bangladesh, Chad
2006	46–48	163	4.8	9.6 Finland, Iceland, New Zealand	1.8 Haiti
2007	41–42	180	5.2	9.4 Denmark, Finland, New Zealand	1.4 Somalia, Myanmar
2008	45–46	180	5.2	9.3 Denmark, New Zealand, Sweden	1.0 Somalia
2009	52–53	180	4.9	9.4 New Zealand	1.1 Somalia
2010	53	178	4.6	9.3 Denmark, New Zealand, Singapore	1.1 Somalia

Source: Ministry of Interior of the Czech Republic (2011c)

The fight against corruption is legislatively defined in CR. The Criminal Code (Law No. 40/2009, Zákonník, 2009) sanctions corruption first of all in terms of receiving a bribe (§ 331), bribery (§ 332), and indirect bribery (§ 333). At the same time, it defines some key notions, e.g., bribe (§ 334). It is apparent that the major risk of corruption lies in the field of public administration. That is why the Criminal Code contains selected acts of official persons, such as abuse of official person's power (§ 329) and obstruction of tasks of official person by negligence (§ 330). Although the Criminal Code protects the purity of public life and impartial and objective providing the things of general interest, it also penalizes corruption in business and private property legal relationships (Ministry of Interior of the Czech Republic, 2010c). The development of detected and explained criminal acts connected with corruption is given in Table 2.

The fight against corruption is perceived as a long-term process which requires the cooperation of all components of public administration and it is one of the key priorities of the Czech Government based on the *Government Strategy in the Fight against Corruption for the years 2011 and 2012*. This strategy was written by the

Ministry of Interior of the CR and approved by the Government resolution on 5 January 2011. The goal of the strategy is to reduce corruption environment in the CR by gradual taking measures through a balanced ratio of prevention and repression and transparency of the process. During the creation of the strategy, drafts of *Platform for Transparent Procurements*, National Economic Government Council and Advisory Board of the Minister of Interior for the fight against corruption were used (Ministry of Interior of the Czech Republic, 2011c). The strategy covers five areas that are given the highest priority in terms of the fight against corruption. The areas are as follows (Ministry of Interior of the Czech Republic, 2010c):

- *Public administration*: Measures in public administration on the level of central administrative offices, as well as on the level of local self-governments.
- *Procurements*: The area that is currently considered to be the most affected by corruption.
- *Police of the CR*: The focus is not only on the repression but also on comprehensive preventive non-legislative measures.
- *Public prosecution and courts*: The attention is focused on repression and prevention.

Table 2 Number of detected and explained criminal acts connected with corruption committed in the CR from 2000 to 2010

Year	Abuse of official person's power		Obstruction of tasks of official person by negligence		Acceptance of a bribe		Bribe		Indirect bribery		Bribery—total	
	D	E	D	E	D	E	D	E	D	E	D	E
2000	367	350	18	18	38	37	133	131	3	3	174	171
2001	390	381	18	18	28	28	171	171	4	4	203	203
2002	376	269	33	31	48	38	116	109	7	6	171	153
2003	384	324	23	23	49	42	102	101	4	4	155	147
2004	248	202	18	18	126	123	149	147	12	11	287	281
2005	212	167	19	18	39	32	94	92	5	5	138	129
2006	160	124	16	15	43	35	89	87	6	4	138	126
2007	187	112	16	14	40	34	62	58	1	1	103	93
2008	228	132	18	14	46	29	99	88	5	4	150	121
2009	204	137	14	9	38	27	75	68	8	8	121	103
2010 (1.1.2010– 30.9.2010)	128	94	13	8	31	19	85	62	5	3	121	84

Source: Ministry of Interior of the Czech Republic (2011c)

Note: *D* represents corruption crime detected; *E* represents corruption crime explained

- *Legislative power*: The attention concentrates on prevention and transparency in acting of legislators.

Each of the given areas contains both legislative and non-legislative measures. For each of the areas, the term for task performance is set. Each area has its own manager. Moreover, the emphasis is also put on professional training in the area of the fight against corruption. The strategy also defines government priorities of the fight against corruption while the most important one is the amendment of the Law on Public Procurement, adoption of the law on civil servants ensuring depoliticizing, and stabilization of public administration. Other priorities concern tightening the rules for dealing with property, strengthening the enforcement powers of Supreme Audit Office, computerization of agendas operating within public administration, amendment of law on criminal liability, and protection of corruption notifiers.

In September 2007, toll-free telephone line 199 was established in cooperation with Transparency International and the Ministry of Interior to eliminate corruption. Since that time it has been operated by Transparency International—CR.

Quality Management Within the Police of the Czech Republic

The high number of essential changes that has been implemented in the last two decades and the range of the tasks performed resulted in a need to improve the quality of the activities and services within PCR. That is why the Ministry of Interior decided to implement the quality management within PCR. The model of European Foundation for Quality Management (EFQM) was adopted as an instrument for comprehensive quality management which can be applied also in nonprofit organizations and public administration offices. The Czech Government responded to this emerging trend in both private and public sectors of European countries in May 2000 when it adopted the Program of *National Policy of Quality Support* by Resolution No. 458. Coordinating body of this Government program is the Board of CR for Quality in which all ministries are represented (Ministry of Interior of the Czech Republic, 2010e).

In June 2001 Project Phare CZ 98/IB/JH/02 *Complex System of HR Management for the*

Czech Police—Program of Professional Training for Policemen and Ministry of Interior Employees was completed. Within this project, the EFQM model was tested at a selected Regional Directorate of PCR (Ministry of Interior of the Czech Republic, 2010e). Based on overall positive feedback, a twinning project *Phare Implementation of EFQM model of quality management to PCR* was prepared, whose partner was the Dutch Police. The project was focused on the application of quality management methods in all components of PCR.

In 2004 within the Project of *Implementing Model EFQM Excellence*, action plans were formulated to promote the following five priorities (Ministry of Interior of the Czech Republic, 2010b):

- Culture of the organization
- Management training
- Ownership of processes
- Communication
- Motivation

Consequently in 2005, self-assessment at all regional administrations and units with republic-wide competences was carried out. The self-assessment was then used as a base on which action plans were created for improvement in identified areas. The most important was know-how used in application of quality management. Between 2006 and 2007, the adopted action plans were carried out. At the turn of the years 2007 and 2008, the self-assessment according to EFQM model was carried out at Police Presidium in the whole PCR, i.e., at regional administrations and district directorates. Key areas were identified for both improvement with a major impact on the system of organization and for further development of measures to improve and promote quality management within the whole PCR.

Within further projects of quality management, e.g., contact and coordination centers were established, the so-called *front offices*. These centers collect and provide basic information about prevention, precautions, or elimination of emerging risks in case of emergency or calamity situations. Thus, they fully ensure the role of contact and coordination centers within direct cooperation of

the elements of integrated rescue system of the CR. The emphasis is also put on building mobile contact and coordination centers which can, in case of emergencies, provide basic information about prevention, precautions, or elimination of threatening or emerging consequences of risks to the citizens directly on the spot.

Thanks to the emphasis put on overall quality management, PCR managed to get projects supported within the European Social Funds. For instance, the operational program *Human Resources and Employment* enables to carry out projects contributing to the improvement of PCR work efficiency through systematic support of police officers and civil employees of PCR in their work with minorities, persons threatened by social exclusion and persons socially excluded. Participation in other programs of the European Social Funds is also of high significance, especially participation in operational programs *Environment* and *Cross-Border Cooperation*. Apart from these projects supported by the European Social Funds, other projects are carried out which are cofinanced from *EU Community Programs*, *EEA Financial Mechanism/Norway*, and *Program of Swiss-Czech Cooperation*. What is also worth mentioning is strong involvement in the implementation of Security Research projects whose sponsor is directly the Ministry of Interior of the CR.

Presentation of Police and Public Opinion

The Ministry of Interior of the CR priorities put emphasis on positive public perception of PCR. The importance of the PCR presentation in society is underlined in the Law on PCR in which police officers and police staff are directly tasked to “respect the rules of courtesy and observe honor, respect and dignity of persons and their own” (Zákon č. 273/2008 Sb., o Policii České republiky, 2008). The motto of the PCR *to Assist and Protect* is considered the main slogan of PCR in relation to society and it also contributes to positive attitude of the public. This motto is, e.g., on all police vehicles with the right of priority ride.

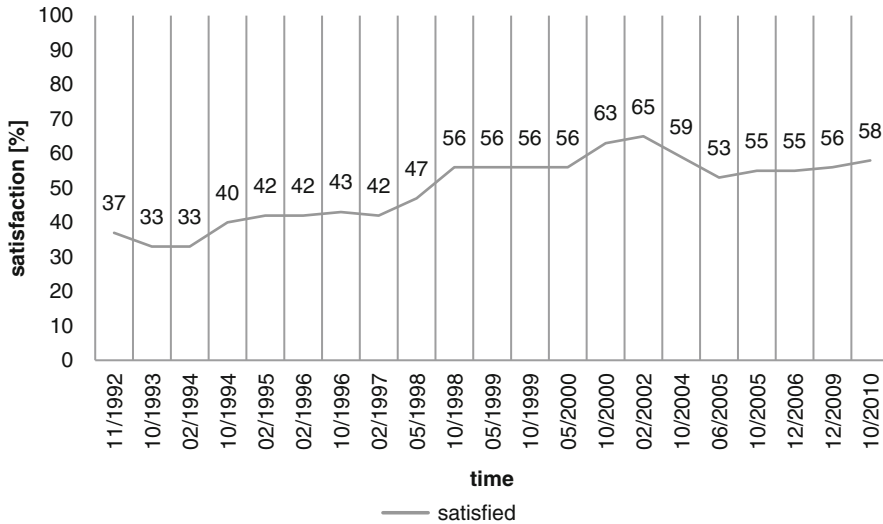


Fig. 8 Development of satisfaction with PCR activities in the place of residence (from 1992 to 2010) (Source: Centrum pro výzkum veřejného mínění, Sociologický ústav AV ČR, 2010)

The Ethical Code of PCR can be also considered as highly positive. It emphasizes the importance of policing as a service provided to the public which is based on respect for human rights. The Ethical Code of PCR also briefly and concisely defines main goals based on the Law on PCR. The emphasis is put on fundamental values of PCR members, which are professionalism, fairness, responsibility, thoughtfulness, and integrity.

In terms of public presentation, it is possible to highly appreciate, e.g., web pages of the Ministry of Interior of the CR and PCR. Their layout is very clear and it provides citizens quick orientation and access to the required and continuously updated information. The results of the public opinion poll in 2010 are as follows (Centrum pro výzkum veřejného mínění, Sociologický ústav AV ČR, 2010):

- The majority of respondents feel safe in the Czech Republic (58 % rather yes and 10 % definitely yes). A quarter of the respondents do rather not feel safe and 7 % of the respondents do not feel safe at all. During the time of observation of feeling of safety, the number of people who feel either rather safe or definitely safe increases—from 45 % in 2002 to 65 % in 2006. Since that time, the results have been kept on approximately the same level.

- As far as the feeling of safety at the place of residence is concerned, the proportion of positive responses was slightly higher than as it was in the whole CR. The sum of the responses definitely yes and rather yes in this case is 77 %. In contrast, 22 % of citizens do not rather or definitely feel safe. This result has not significantly changed since 2002, however in the last survey the frequency of the category *rather safe* changed into *definitely safe*.

- Another survey dealt with the assessment of policing. The proportion of the satisfied and dissatisfied is very close to each other—46–50 %. The development since 2002 implies a reduction of the worst ratings—a part of *the very dissatisfied* was gradually transferred into the category of *the rather dissatisfied*. In the place of residence, the satisfaction with the policing is higher than the dissatisfaction (58 % of total responses were definitely satisfied or rather satisfied; 38 % of total responses were definitely dissatisfied or rather dissatisfied). In 2002, the satisfaction with the police in the place of residence reached its top. After that, it has been decreasing.

Development of satisfaction with PCR activities during the period of time from November 1992 to October 2010 is shown in Fig. 8.

Development of Security Environment and Security Research of the Ministry of Interior of the Czech Republic

Based on the Government Resolution No. 287/2008 concerning the draft of *the Reform of Research, Development and Innovation System*, the Ministry of Interior of the CR, specifically *the Department of Security Research and Police Training* with its two sections—the Section of Security Research and the Section of Police Training—were appointed coordinators of the Security Research (Ministry of Interior of the Czech Republic, 2008). *The Council for the Program of Security Research of the Czech Republic for the years 2010–2015* was established as an advisory body of the Minister of Interior for Security Research Matters.

The goal of security research is the identification, prevention, preparation, and protection against the acts detrimental to human beings, tangible and intangible assets and infrastructure, and against natural or industrial disasters. Key priorities of security research are based on the EU security framework and national needs. Within CR, the following key priorities have been identified (Ministry of Interior of the Czech Republic, 2008):

- Security of citizens
- Security of critical infrastructures
- Crisis management
- Predictions and scenarios
- Situational preparedness (awareness)
- Identification of people and resources
- Innovations
- Coordination of security research strategy and its implementation in member states and relevant institutions and organizations

To identify real needs and direction of interdepartmental security research in CR, SWOT Analysis is considered to be the key source. It is the annex No. 6 to the *National Strategy of Security Research in the Czech Republic 2010–2015*. This SWOT Analysis was based on the identification of potential natural and man-made threats which the Czech Republic may have to face. There were identified the following crisis

situations areas (Ministry of Interior of the Czech Republic, 2008):

- Long-term inversion, major floods, and other major natural disasters such as large-scale forest fires, snow storms, wind storms, landslides, earthquakes, etc.
- Epidemics, epiphytic and epizootic—wide-spread diseases affecting human population, including public health and other regimes
- Radiation and chemical accidents and other technological disasters
- Disruption of dams of important water reservoirs and schemes with consequent special floods
- Water, air, and environment pollution caused by major accidents
- Major disruption of the state financial and foreign-exchange economy, disruption of the supply of strategic raw-material, crude oil and petroleum products
- Major disruption of energy, gas, or heat supply
- Major disruption of food supply, drinking water supply, supply of medicinal products, and medical devices
- Disruption of the transport system operability, public telecommunications systems, and information operability
- Migration waves and health emergencies besides epidemics
- Major disruption of the rule of law

Currently, not all of these threats pose real danger for CR. Though with growing globalization, it is possible to expect that the significance and potential impact of each threat will change. As a result of the SWOT Analysis, the emphasis was subsequently placed on individual areas of the implementation of security research. This research within the responsibility of the Ministry of Interior CR is supported by two ways—either by targeted funding or by institutional funding. The targeted funding means support of publicly announced programs of grants and projects when the selection is done within public competition. On the other hand, the institutional support is the funding supporting the advancement of research, development and innovation abilities through research projects, programs or specific projects. Within the Ministry of Interior CR,

the institutional financial support is provided by the Police Academy of CR and by the Department of PCR special activities.

Conclusion

Since 1989, the Ministry of Interior of the CR as well as the PCR itself has undergone an extensive process of changes. These changes were caused by social events (e.g., division of CSFR into two independent states) and by CR integration into European and Atlantic structures. In terms of the organization itself, Ministry of Interior or PCR have undergone extensive revision of the tasks performed, with the emphasis laid on preventive actions against repressive effects. The newly revised scope of the activities falling within the competence of the Ministry of Interior of the CR can be considered very broad. It requires massive deployment of national resources and coordination of activities in the international environment. Besides the traditional tasks of ensuring security, citizens' rights, and protection of property, there are other significant tasks of everyday activity of public administration falling under the responsibility of the Ministry of Interior of the CR. In this respect, it is important to appreciate the benefits of the computerization of public administration or fight against corruption. On top of that, the Ministry of Interior of the CR plays a key role in the integration of minorities into the society, the prevention of social exclusion, and in the prevention of socially undesirable phenomena. In terms of crisis management, the Ministry of Interior of the CR represents a crucial element of crisis infrastructure of the state which in case of crisis situation coordinates the activities of all actors involved.

References

Centrum pro výzkum veřejného mínění, Sociologický ústav AV ČR. (2010). *Pocit bezpečí a spokojenost s činností policie* [Sense of security and satisfaction with police actions]. Retrieved from http://www.cvvm.cas.cz/upl/zpravy/101091s_ob110120.pdf

Czech Statistical Office. (2012). *Unemployment rate in the Czech Republic*. Retrieved from http://czso.cz/csu/dyn-grafy.nsf/graf/cr_od_roku_1989_nezamestnanost_

Eurostat. (2012). *Homicide rate per 100 000 population, average per year 2007–2009*. Retrieved from http://epp.eurostat.ec.europa.eu/statistics_explained/index.php?title=File:Homicide_rate_per_100_000_population,_average_per_year,_2007-2009.PNG&filetimestamp=20120126125955

Ministry of Interior of the Czech Republic. (2008). *Meziresortní koncepce bezpečnostního výzkumu a vývoje ČR do roku 2015* [National strategy of security research in the Czech Republic 2010–2015]. Retrieved from <http://www.mvcr.cz/clanek/meziresortni-koncepce-bezpecnostniho-vyzkumu-a-vyvoje-cr-do-roku-2015.aspx?q=Y2hudW09Mg%3d%3d>

Ministry of Interior of the Czech Republic. (2009). *Úvod do problematiky obecní (městské) policie* [Introduction to local (municipal) police]. Retrieved from <http://www.mvcr.cz/clanek/uvod-do-problematiky-obecnimestske-policie.aspx>

Ministry of Interior of the Czech Republic. (2010a). *Kariéra v Policii ČR* [Career in the PCR]. Retrieved from <http://www.policie.cz/clanek/moznosti-uplatneni-v-policii-ceske-republiky.aspx>

Ministry of Interior of the Czech Republic. (2010b). *Sebehodnocení a PČR* [Selfevaluation and PCR]. Retrieved from <http://www.policie.cz/clanek/soucasnost-managementu-kvality-u-pcr.aspx>

Ministry of Interior of the Czech Republic. (2010c). *Strategie vlády ČR v boji proti korupci na období let 2011 a 2012* [Government strategy in the fight against corruption for the years 2011 and 2012]. Retrieved from <http://www.mvcr.cz/clanek/boj-proti-korupci-strategie-vlady-v-boji-proti-korupci.aspx>

Ministry of Interior of the Czech Republic. (2010d). *Systém policejního vzdělávání* [System of police education]. Retrieved from <http://www.mvcr.cz/clanek/system-policejniho-vzdelavani.aspx>

Ministry of Interior of the Czech Republic. (2010e). *Vznik projektu EFQM* [Establishment of the project EFQM]. Retrieved from <http://www.policie.cz/clanek/historie-zavadeni-managementu-kvality-u-pcr-750749.aspx>

Ministry of Interior of the Czech Republic. (2010f). *Webpage of the police of the Czech Republic*. Retrieved from <http://www.policie.cz/clanek/policejni-prezidium-ceske-republiky-459897.aspx>

Ministry of Interior of the Czech Republic. (2010g). *Základní odborná příprava a další vzdělávání policistů* [Initial training and continuing education of police officers]. Retrieved from <http://www.policie.cz/clanek/zakladni-odborna-priprava-a-dalsi-vzdelavani-policistu.aspx>

Ministry of Interior of the Czech Republic. (2011a). *O policii České republiky* [About police of the Czech Republic]. Retrieved from <http://www.policie.cz/clanek/o-nas-policie-ceske-republiky-policie-ceske-republiky.aspx>

Ministry of Interior of the Czech Republic. (2011b). *Priority Ministerstva vnitra 2011–2012* [Priorities of the Ministry of Interior for the period of 2011–2012]. Retrieved from <http://www.mvcr.cz/clanek/soucasnost-830237.aspx>

- Ministry of Interior of the Czech Republic. (2011c, December 6). *Strategie vlády v boji proti korupci* [Government strategy for combating corruption]. Retrieved from <http://www.mvcr.cz/clanek/boj-proti-korupci-strategie-vlady-v-boji-proti-korupci.aspx>
- Ministry of Interior of the Czech Republic. (2012). *Organization structure of police presidium*. Retrieved from <http://www.policie.cz/clanek/policejni-prezidium-ceske-republiky-459897.aspx>
- Ministry of Interior of the Czech Republic, Personnel Department. (2012). *Personnel numbers of the Ministry of Interior of the Czech Republic (police officers, firemen and civil staff)*. Praha: Ministry of Interior of the Czech Republic, Personnel Department.
- Zákon č. 239/2000 Sb., o integrovaném záchranném systému a o změně některých zákonů [Act No. 239/2000, of 28 June 2000 on the integrated rescue system and amending certain Acts]. (2000). *Legal Code*.
- Zákon č. 192/2003 Sb., kterým se mění zákon č. 6/2002 Sb., o soudech, soudcích, přísedících a státní správě soudů a o změně některých dalších zákonů (zákon o soudech a soudcích), ve znění pozdějších předpisů, zákon č. 283/1993 Sb., o státním zastupitelství, ve znění pozdějších předpisů, a některé další zákony [Act No. 192/2003, amending Law No. 6/2002 Coll., on courts, judges, assessors and state court administration and amending some other Acts (the Act on Courts and Judges), as amended, Act No. 283/1993 Coll., the State Prosecutor's Office, as amended, and certain other laws]. (2008). *Legal Code*.
- Zákon č. 273/2008 Sb., o Policii České republiky [Act No. 273/2008, on the Police of the Czech Republic]. (2008). *Legal Code*.
- Zákon č. 283/1991 Sb., o Policii České republiky [Act No. 283/1991, on the Police of the Czech Republic]. (2008). *Legal Code*.
- Zákon č. 40/2009 Sb., trestní zákoník [Act No. 40/2009, Criminal Code]. (2009). *Legal Code*.
- Zákon č. 433/2011 Sb., o státním rozpočtu České republiky na rok 2011 [Act No. 433/2011, on the State Budget of the Czech Republic for 2011]. (2010). *Legal Code*.
- Zákon č. 341/2011 Sb., o Generální inspekci bezpečnostních sborů a o změně souvisejících zákonů [Act No. 341/2011, on the General Inspection of Security Forces and Amending Related Laws]. (2011). *Legal Code*.
- Zákon č. 347/1997 Sb., o vytvoření vyšších územních samosprávných celků [Act No. 347/1997, on the Creating Higher Local Governmental Bodies]. (2011). *Legal Code*.