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## What about this Police?

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Soon, the Polish Police will celebrate the thirtieth anniversary of their vocation. Among the professionally active policemen and politicians, few people remember the atmosphere of those years, anxieties, threats and doubts related to the comprehensive political transformation of the state in the then political configurations. Contrary to the current views of some politicians, for the success of the political class of that time, I recognize the bloodless course of the then changes.

It should be remembered, however, that the turn of 1989/1990 was a time when part of the staff of the then liquidated special services tried to gain a decisive influence on the development of the Police – we can get the impression that we still have some consequences of it until today. This phenomenon could be easily noticed at the stage of creating the NSSZ (Independent Self – Governing Trade Union Solidarność „Solidarity”) of the Police officers, and above all, after the first and subsequent foundations of headquarters of the Police Headquarters (KGP), fundamentally important for the institution.

It was a time when an important but almost completely forgotten decision was made to liquidate militia structures fighting economic crime. It is an unfathomable mystery, how much fortune has grown up as a consequence of this settlement. Today, one can only suppose what subtle circumstances involved affairs FOZZ (foreign debt servicing fund), Art B, InterAms, Elektromis, ZUS (Social Security) and hundreds of others. These powerful interest groups have already drawn attention much earlier, talking about the system of mutual connections and blackmail. At present, with high determination and the use of modern criminal analysis tools, it would probably be relatively quick and more importantly – effectively – to show these connections and mechanisms, but let this sphere remain in the background.

Analyzing after a few years the course of the evolution of the Police, it is tempting to indicate a few notable tendencies which were universal and regardless of what option exercised power. I consider a few of them the most important, being aware that this is only a part of a larger scale:

- promoting people representing PMF’s attitude [explanation for the younger generation: passive, mediocre, but faithful], often interested only in the specific interest of the state – the Kwiatkowski, Kowalski, Kędzierski... [I apologize to all honest K. for possible abuse];

- placing on the important functions people who will have in the long run debt of gratitude or those whose weaknesses were known;
- experience shows that almost every successive Chief Police Commander had his guardian - advisor who subtly or categorically dissuaded him from “ill-conceived” ideas. An interesting regularity is very fast isolation of the head of the Police from voivodship commanders and limiting their contacts only to selected directors of KGP Offices;
- blocking changes in the personnel promotion system over the years – because they could pose threats to people useful for interest groups, and as a consequence hindering changes in vocational training and fighting of corruption in it and nepotism;
- promoting the tendency of the Police to close to external scientific analyzes and blocking internal attempts to obtain objective assessment tools;
- transferring the personnel decision center to the Ministry of Interior and Administration and creating duplicates of parts of the KGP structures as well as controlling the decisions of the Police Commander in Chief through the minister’s advisers;
- subtle support for the internal opposition to the Police leadership – this tendency appears each time about one year before the parliamentary elections and allowed for the recruitment of people hoping for a future career promotion;
- perception of internal problems and conflicts in the KGP as being identical with the problems of the entire formation; hence the tendency to build the strategy of a “besieged stronghold” and fortify against the linear units. The effect of this phenomenon is also anxiety of the KGP before transferring competences to the level of voivodship headquarters and police schools, as it threatens the authorities and reduces the justification for the huge structure of KGP;
- to facilitate the control of the Police, the following deficiencies were cultivated:
  - management tradition characteristic of an organization operating in democratic conditions – including combating any form of independent thinking about formation – hence the emergence of informal platforms for the exchange of views,
  - the tradition of team work, very often, service briefings are not conducive to creative work, and in addition do not build the authority of superiors;

- sense of identity of individual levels in the organizational hierarchy, which often leads to duplication of work;
- a sense of mission common to the whole organization, which results in sectoral and individual thinking; a mission recorded verbally in the Police unit does not mean that it is familiar with and identifiable with it;
- offers of help and support provided by the higher-level units to lower level units – the instructions and instructions sent are very rarely accompanied by the offer of specific assistance consistent with the identity of the unit.

This very fragmentary and much simplified historical reflection prompts us to reflect on the most important tasks for entities that bear the burden of making the necessary changes in the Police.

I include among others:

- working out a long-term strategy to ensure internal security state and protection of its interests (including economic ones) and focusing on this idea a cross-party agreement;
- incorporation of Police tasks into a systematic prepared criminal policy; perhaps this task requires preparation of a modernly edited legal act with the rank of the Police Act, correlated with the review of other legal regulations designating tasks for the Police; it is worth noting that for the last time the years of her duties were radically increasing;
- personality and “positivistic” determination of the Police Commander in Chief, as well his susceptibility to gradually becoming surrounded by advisers–suggesters;
- building an internally loyal team managing the Police;
- making a reliable analysis of the tasks of the commander-in-chief’s office and necessary changes in the structure made in isolation from nepotism within the institution;
- a well-thought-out strategy of rebuilding trust in business supervisors, necessary after numerous cases, and above all the tragedy of the police officers in Magdalena and the process of their commanders;
- implementation of an uncompromising program to combat pathologies within the Police; without this element, no profound changes will take place – nobody

will trust a policeman whom he suspects of corruption, abuse of physical violence, selling information, etc. A “zero tolerance for pathology” program is required in the Police;

- improvement of communication within the Police, which is at a dramatically low level – it will allow to limit the scale of the decommissioning of institutions, often living with various speculations funded by “quarterback”;
- regulation of the salary scale in the Police and full-time proportions – many years ago a demonstration of 10,000 police officers took place in The Hague, who in the face of a significant increase in danger, publicly announced a demand for a rise in salaries adequate to threats to the service, and above all to the state of respect for the police. The manifestation of the uniform services, which took place on October 2, 2017 in Warsaw, ran under similar slogans, but let us ask ourselves whether in the era of Polish “negotiating democracy” [read: style from a mining pickaxe] an economic consensus can be found that creates conditions for changes?

The threat of common and organized crime as well as terrorism will always arouse fear and anxieties, and thus will require even more efficient and effective Police, modern and effectively managed. Equally important is the adequate preparation of this formation for all forms and manifestations of economic crime, which is a **much more difficult** challenge, as it requires a huge **practical** knowledge and understanding of the mechanisms of economic life and business.

Therefore, apart from the systematic modernization of technical equipment, the search for the most effective operational and process techniques for combating crime, as well as widening the circle of police partners in preventing social pathologies, I consider it the most important to create and educate leaders.

How difficult this problem is, it is shown by the previous experience of the Police. Although great progress has been made in the effectiveness of preventing and combating crime, not even a traceable human resources policy has been developed. It is also worth noting that attempts to implement modern methods of evaluation, selection and promotion of police managers were once again directed onto the old tracks.

Recapitulating these remarks, I would like to express the view that for making profound changes in Police, they seem essential above all:

- courageous leadership,

- transparency of the institution's operation and personnel policy,
- constant improvement of human resources, methods of work and structures,
- training and professional development, keeping up with the development of social phenomena.

Apart from such a small thing as the maximum removal of the Police from politicians at all levels [the fantasy ?!], as well as the appropriate budget of the Police, satisfying the needs of its development.

In connection with the above observations, it is difficult to refuse the possibility of formulating a few reflections on the role and importance of training and leadership in the Police. I will focus only on selected aspects of staffing and organization that seem to bring hope, while being relatively the least costly for the state budget.

Looking at the progress of civilization, it is easy to come to the conclusion that we can increasingly use technology, computers and technology to manage time, processes and documents. But we can not expect that these tools will get us out of **leadership and management**, because they need imagination, and this is only human property. It is also worth reminding that things and processes can be **managed**, but people can only **lead**. According to the criteria of modern management, leaders are **servants**, not **masters** of their organization, and do not look for money, honors, titles, but above all **take responsibility** – which may sound romantic, but it is not subject to negation. It is worth noting here that the American Police describes their mission on patrol cars – “serve and protect”, in the version of everyday business practice – “serve, protect and keep an eye on everyone”.

If we were to retrospect over the past years, every policeman could judge how many of his bosses met these criteria, and anyone who watched other executives from KGP up close, may be tempted to think of it all the more. Fortunately, many, many things have changed during this period. These experiences, unfortunately to a certain extent are negative, they enable me to indicate the features that a leader should have. I include, above all, the ability to combine reflective and open thinking (based on analysis) with practical and effective action.

Looking at the tasks facing our society and the economy, taking into account internal and geopolitical tensions in our region, probably the largest the challenge for the heads of the Polish Police in the 21st century it will be to build an organization that can ef-

fectively recognize, accept and use the rapidly changing global cultural, economic, technological and IT changes. Constantly changing social expectations, the scale of employee values, organizational and technical possibilities, and finally the so-called police work philosophy and ethical norms are just a few examples of spheres that require understanding and constructive use of today's and tomorrow's leaders. The ability to lead others, indispensable to people in managerial positions in the Police, is a fundamentally important attribute, but in the future causes a constant need to raise competence and use the potential more fully.

The most important elements of the HR policy strategy are:

- **transparent selection** of candidates for the staff reserve, which is probably the most difficult challenge,
- the need to maintain a constant, large number of candidates with specific personal attributes, appropriate education and vocational training,
- competition for the highest management positions (which will probably increase significantly in the group of well-educated professionals),
- increasing the number of educational programs and trainings preparing for work on managerial positions, which will enable the above-mentioned group of candidates to emerge,
- greater involvement of the current Police chiefs in the development of the curriculum for future commanders, especially in cooperation with leading domestic and foreign managerial training institutions,
- raising and constantly emphasizing the importance of ethical values and behaviors, which is necessary for proper preparation and functioning of leaders,
- taking into account the fact that the public, state authorities, and especially other employees increasingly expect from the head of the ability to define a clear and precise vision and mission of action and to define common values,
- change in the direction of participatory management – the heads of contemporary organizations (including Police units) have to cooperate with employees at various levels of the hierarchy and with other stakeholders, especially due to the need to effectively implement changes,
- pay attention to the fact that numerous, complex problems and changes in the environment require a special passion from the police leaders of the 21st century

- they should look at the duties assigned to them as for calling, requiring full involvement and not just for work to be done.

Departing from the traditional understanding of the role of manager and ambitions associated with the position held, I consider it highly important to use the potential, meaning and contribution of the “head of transition period” – a person who takes a managerial position to lead the organization during a painful and radical transformation.

I think that a good solution could be a 2-3-year police repair program, correlated with the strategy of the authorities of our country in the field of deep changes in public administration. Certainly, particular emphasis would require the healing of these structures from the still widespread phenomenon of corruption and nepotism.

A big challenge for the Minister of Internal Affairs and Administration would probably be the adoption of the “umbrella” role, supporting the necessary actions aimed at increasing and maintaining the effectiveness of today’s Police chiefs and preparing a new generation to take up managerial positions.

It seems that supporting current and future Police chiefs should be based on:

- development of a model training program for new managers,
- increasing the offer of training in the ethics education of leaders,
- lobbying for the introduction of professional skills development programs for people on leading managerial positions in the country,
- lobbying for state-funded training programs serving the development of the management staff of public administration, including the Police,
- developing and disseminating articles and publications on the role of the leader,
- creating a network of lecturers,
- building a data bank of people with the ability to lead the group, serving the creation of human resources policy,
- increasing the number of joint workshops for voivods, city presidents, foremen and the Police leadership,
- conducting annual, reliable surveys of internal opinions and assessment of the level of professional satisfaction and leadership conferences,
- providing broad political support to “bosses in times of change” and “bosses in times of crisis”.



The development of the “Every officer is a leader” program should become the highest priority. The most important message and the declaration being the motto of the Police Commander-in-Chief should be the statement that the quality of 21st-century leaders’ actions is the responsibility of each of the persons currently performing a managerial function in the police ranks. This objective seems clear – it is about giving people aspiring to managerial positions and today’s management team some basic knowledge, tools, benchmarks that can increase the probability success in such an important job as the police service.

When we listen to the social expectations of an effective Police, it seems that today’s Police chiefs must have an extremely wide range of skills – the leader; a person making decisions; trustee; politician; a person who listens to subordinates; therapist; mentor; administrator; supervisor; spokesman; social leader; teacher; the person carrying out the changes; helper; partner; negotiator; idol /model; manager; student; visionary; manager; leader of leaders...

I suggest to define the most important tasks of the boss, defining the outline of the model contemporary policeman-leader:

- duties towards society, including:
  - communication,
  - cooperation,
  - building a partnership,
  - understanding needs and satisfying them, freedom from social fears and fears,
  - honesty and building trust,
  - fight against crime and its reduction, solving environmental problems,
  - education in the field of security and prevention.
- duties in relation to formation management:
  - honesty,
  - trust,
  - truthfulness,
  - honesty,
  - commitment,
  - providing information on the needs and problems of the subordinated unit,

- guaranteeing equal protection and assistance to all citizens,
- caring for good communication and accessibility,
- honesty in communication,
- unpromising impossible things,
- awareness of political dependencies,
- assistance in meeting the needs, requests and goals of city residents and the selection of priority needs.
- duties in relation to subordinates:
  - indication of vision, precise mission, goals and intentions
  - creation of future generations of leaders in the ranks of the Police, which is of great importance, because the boss with his own complexes does not tend to promote talented people, but rather sees them as threats to his own future. Creating successors should take place, among others through:
    - creating career opportunities,
    - developing talents and abilities of employees at all levels,
    - creating a career concept,
    - showing how a good leader works,
    - compliance with the rules even with strong objections,
    - being an example,
    - caring for mutual respect and observance of moral principles,
    - giving tips on principles and values,
    - fair treatment of all staff,
    - providing the right tools for police work, including the latest technical solutions, creating appropriate conditions in the work environment.
- duties in relation to all persons performing the profession of a police officer - raising the rank of the police by:
  - training even more effective leaders,
  - promotion of the strategy: “every officer is a leader”,
  - raising new leaders,
  - raising professional standards,
  - help in gathering knowledge about police work and leadership functions.

It is worth remembering that forces affecting the society, inside the Police, local authorities – just like global trends – significantly change the expectations and requirements of the Police. A significant part of these factors is also inherent in the work of the management.

The role of the boss changes rapidly or should change. He is to become a “visionary” from the “prudent manager”. Society, state authorities, and especially employees expect the boss to clearly and precisely outline the vision and mission of action and to build a system of shared values. Increasingly, supervisors are expected to systematize certain concepts – defining the role and place of the Police in the society and communities of residents. “Piling” in thinking and reacting is much less useful. Heads must be aware of and take into account in their operation the significance and consequences of the decisions made – their significance for the society, employees of the Police and its image.

From future command positions, they should be expected to be social leaders and catalysts of activities that today seem to be outside their scope of duties or only of marginal significance. One of the examples of such completely new challenges may be interventions for young children who are victims of violence, which in many environments is a commonly shared secret and whose effectiveness of combat is very limited.

The change towards participative management seems irreversible. Increasingly, the decision of such a change is the responsibility of the boss himself. In modern times management organizations are less and less able to function only on the basis of hierarchical structures. He must work closely with other people on many levels of the organizational structure. However, actual sharing of power and giving up the myth of the infallibility and omniscience of the boss can be painful. Nevertheless, an effective superior will treat this change only as an emotional and operational transformation. Direct governance and control, understood traditionally, are becoming more and more less productive style of management – it is more important to choose a circle of competent colleagues and to give them a part of the “empire”.

Cooperation with the local community forces the managerial staff to expand knowledge, develop change management skills and – in some cases, the most important thing is to get rid of your fundamental (in the past) beliefs and values. The evolution associated with the social involvement of the police has not yet been completed, or it

will only start in good time if the foundations of civil society are grounded. It is obvious that along with its further development the role of the police leader will also change.

Greater access of public and media representatives to police chiefs and changes in organizational structure and culture lead to greater openness. Police separated by a wall from the rest of society should go back to the past. And greater public access to information, growing knowledge about the Police, in conjunction with calls for cooperation from both sides, contribute to the dissemination of an attitude of openness. Citizens will soon want to cooperate with the police more than ever in the past, including with its leadership, waiting for reactions to the proposals. At the same time, everyone is more and more critical in their opinions and more willing to talk about reluctance to cooperate with the police. Rising social expectations will require the boss to accept the role of the creator of such cooperation to the extent previously unknown.

Intensified cooperation with the public, largely inspired by police programs, will require management to develop multiple interpersonal skills and the ability to cooperate with a group, and to notice and use emerging opportunities to increase social involvement in the organizational practice and culture of the Police. At a time when criminals are moving more and more efficiently from one place to another, and crimes go beyond the territory of one province or country, police chiefs have to cooperate more efficiently with all law enforcement agencies, locally, regionally, nationally and – no doubt – in large scale, internationally.

Political leaders and heads of government increasingly use teamwork strategies. They will probably cooperate even more closely in determining the directions of activity in a given region and better coordinate actions in solving problems. Unfortunately, many people in the managerial positions in the Police have little experience in team management. In order to implement the planned intentions, the boss must speak very convincingly about the most important issues, needs and concepts, thus gaining the support of colleagues. At present, he must be able to function as a team member in a wide range of issues. Limiting yourself only to directive management is doomed to failure, and moreover, it does not arouse respect and trust.

The aging of the population in the context of crime, violence, service, the number of volunteers and the recruitment of new employees requires special attention from the today's police chiefs. The elderly expect the Police to understand their situation and to be sensitive to their needs.

It should also be remembered that in proportion to the economic progress and enrichment of the Polish society, there will be an influx of new ethnic groups and minorities population growth already living in our country. These phenomena will require from the Police leadership a huge awareness of cultural differences and the ability to adapt activities to the needs of an increasingly ethnically diverse environment. It is also necessary to ensure that representatives of various ethnic groups are represented in the ranks of the police, which should ensure better communication in the citizen-police relations. Demographic changes will bring new challenges in suburban areas, industrial districts and on the national scale. Relatively peaceful rural areas can become a fragment of big-city life in years.

Current and future bosses need to be aware of how new technologies affect the work of the police. Until recently, it was enough to hire an IT specialist. Those responsible for making decisions today and in the future will have to use information and analyze data more efficiently.

In general, the composition of the Police is undergoing huge changes, and apparently there are differences in education. Better educated people have higher expectations, they also demand more from superiors, which is visible in their thinking and behavior. Heads must be prepared today for questions about the directions of action, reasons for decisions and their frequent questioning.

Also, the gender diversity of police employees is a new and difficult problem for the management, because internal cultural norms, promotions and distribution of tasks will not remain free from the sex of functionaries.

Constant monitoring of changes in organizational culture is, therefore, a necessity today. It is difficult not to mention the current huge problems in the recruitment to the Police - this phenomenon obviously has many causes, but this issue would require in-depth research, so as not to limit itself to only one obvious aspect.

The experience gained in cooperation with local communities clearly shows the importance of work organization in the context of effective change management. Contemporary bosses must adopt a new perspective and attitude to work organization. Motivation and personnel management strategies should promote modern and more constructive solutions – partnership in management.

People in managerial positions have to solve problems that appear rarely or arise for the first time. International terrorism, computer crimes or the problem of physical

abuse or sexual abuse of children pose a much greater challenge than traditional ones such as legal highs or new drugs or changing forms of organized crime. To deal with them, people in managerial positions must learn very much quickly acquire and acquire information and be able to operate in areas unknown to them and in cooperation with experts in new fields.

Such activities require new ways of education, training and exercises developing professional skills, and above all a much higher threshold of imagination of bosses. I believe that much more emphasis should be placed on predictive conclusions from criminological analyzes, the Police can not manage risks only reactively.

The increasing complexity of police work, resulting mainly from the number and pace of change, can lead to more frequent and inevitable conflicts of interest and contradictory demands made by society, employees and political leaders. Balancing and resolving conflicts requires more and more attention of people holding managerial functions and the use of new interpersonal, political and intellectual skills, far removed from political servility. This situation requires special attention to new goals and priorities, and the interests of victims should certainly be of paramount importance.

Different people, and most often employees themselves, will increasingly look for evidence that their supervisor has enough knowledge to implement new ideas (if he has them). Therefore, the assessment of the boss's progress and achievements should be based on measurable achievements – success in limiting crime, contacts with the public and effective improvement of the organization, better fulfilling hopes and realizing its tasks. The professional position and authority of the person in power are less and less often subject to attempts to challenge them.

In many Police units, police officers notice a desperate substitution of management of business briefings and councils. Only – what is the result of them and what do we achieve thanks to them? How much do they move the work forward, and how much do they only satisfy the complexes of superiors, who in this way prove their position in the company? How interesting research can be, in which subordinates would answer only one question – “what did you gain thanks to the briefing, what was it helpful for you, what did your superior transfer to you?” This analysis would show how many real bosses we have, and how many accidentally or created by favoritism managers, whose activity and imagination is limited to the control of the presence or cleanliness of toilets, subtly leaving aside the love for cut-outs...

Understanding the full socio-political context of the work of the Police and systemic solutions and decisions become the norm. Decisions taken without taking into account external conditions will no longer be accepted. To effectively fulfill the role of a leader, the bosses will have to master the ability to make decisions based on the collected data and surround themselves with people of similar high qualifications. In this context, immediate access to information on trends, problems, promising programs, effective interventions and many other issues becomes a necessity. Networking activities and exchanging information with other people on managerial positions will be a new and positive phenomenon and will become the basis for a strategy for building a future standard for internal security policy management, assuming that they will be standard activities, not actions.

Choosing a position and fulfilling a specific function is often associated with the obvious expectations of those who decided on the choice – *nihil novi sub sole*. In principle, however, the boss can not act professionally if he feels that he owes his position to politicians. After the nomination, the bosses must function in accordance with the rules of the profession, obey the law and follow the instructions of the superiors. Political goals should only be taken into account when the expected results correspond to the principles of professionalism and the desired police practice. Superiors of bosses must be aware of potential conflicts of interest and avoid situations in which police chiefs may feel compelled to seek a compromise or do something that can be taken for lack of loyalty. The heads have to deal with such problems early on and from the first days on the new position develop some basic rules that will be satisfactory for both parties. Of course, I am fully aware that these are deeply idealistic assumptions, on the borderline of political fiction, but these considerations largely concern the optimal model.

Police leaders at all levels must answer questions posed by various official bodies – Sejm committees, ministers, voivods, city presidents, councilors, etc. However, they have only one direct superior and the requirements of this person on how to carry out their duties, care for local security, control and reporting are the most important. Persons in managerial positions in the Police should ensure that their direct superiors they knew about all the pressures, often *contra legem*, on the part of the various authorities and, when the need arose, ask superiors for guidance and possible protection.

Persons holding high political or administrative positions often try to get involved in decisions regarding personnel subordinate to the head of the police unit, for example,

they are seeking promotion of a specific person. In such situations, the safest solution is strict adherence to procedures and internal and administrative regulations, as well as the application of a strategy solely for the professional assessment of candidates' abilities - this rule, however, requires the implementation of regulations that will minimize the possibility of to undergo external influences when making staff decisions.

The whole society and every community of residents have the same right to effective care from the Police. The resources that are held very rarely allow to meet all needs at the same time, therefore decisions about the use of police resources should result from the analysis of problems, public awareness of the principles of resource allocation and public understanding that the needs regarding the use of Police resources are subject to its periodic analysis and not are dictated by political nepotism (eg the fact that a given Member or Minister lives in a given estate).

Political changes are a natural threat to the professional stability of Police chiefs. New superiors have the right to assess the effectiveness of the police officers who have been in office so far and replace them with others, if they consider it appropriate, and this is due to the conviction that this change will achieve better results – if this **belief** is the only criterion.

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The nature and consequences of the forces that regulate the rules or affect the functioning of the leaders in the ranks of the police are only partially understood. It seems that the final agreement on this matter should be one of the priorities in the field of leadership research. Unfortunately, the so-called practitioners of the Police management they can not afford the luxury of waiting for the results of academic research, because every day they have to deal with everyday tasks. I see this cause as the main reason for achieving significant successes in police work over the past years, but at the same time it is the main drawback that it has not worked out a coherent, consistently implemented strategy of creating leaders and building them a career development path.

From this final reflection there are **hopes** for the use of rules tested in the world. However, there are also **fears** that the daily chase for detectability and statistics and the will to satisfy the hope of political circles, as well as the tendency to think about future elections, and not next generations, will once again lead to the removal of these issues by *ad Kalendas Graecas* as less relevant.