

## STRATEGIC MANAGEMENT WITHIN THE REALMS OF THE POLICE RELATED ORGANISATION

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**Abstract:** The paper regards the concept of strategic management which is analysed through the prism of the implementation of its fundamental assumptions in the current operation of the police related organisations. Rules and trends of strategic management and planning at the central level of the management of such institutions, among others, were discussed in the paper. In addition, it describes principles to improve the quality assurance system of managing a police related organisation. The text has been written within the framework of the implementation of the project No. DOB-BIO7/03/01/2015 entitled: 'Creation of an IT system supporting communication in the police and other services subordinate to the Ministry of the Interior in terms of internal security' funded by the National Centre for Research and Development.

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### 1 INTRODUCTION

The operation of any organisation is carried out in an ever-changing environment and the said occurring changes stem equally from the demands and the diversity of the realities of the internal environment of the institution, as well as from the accompanying external environment. Today, an adequate response of an organisation to multi-level expectations is an indispensable condition for its development.

Changes in the environment police organisations operate in, especially correlated with the level of security, force those organisations to constantly strive for raising the level of readiness, comprehensive preparations for the performance of statutory duties and for improving the efficiency of the undertaken activities.

The creation and expansion of the European Union, which in the 21<sup>st</sup> century included also the countries of the former 'people's democracy', leads to consequences in the context of the evolution of public life in those countries, intensifies consumerism and introduces technical methods in all aspects of social functions. In those changing conditions institutions of police provenance also evolve through, among others, improving their technical, organisational and economic capacities. Abilities to attract and effectively implement the current doctrine of activities – new information and communication technologies are simultaneously improved, knowledge and experiences of other entities (whether general or particular) which deal commercially, legally or statutorily with security issues are also enhanced.

Today, a social model referred to as the 'knowledge society', in which science and intellectual capital play a crucial role, becomes increasingly important. The term 'labour economics' referring to the working age population who is able to work is gradually replaced by the term 'intellectual abilities economics'.<sup>1</sup>

The Police, as a specific form of social organisation, operates for the benefit of the whole community. Filling a social mission by ensuring a high level of performance of statutory tasks is the primary role of this institution. The Police really influences social relations by, among others, supervising the compliance with existing legislation, protecting citizens from crime and performing specific services to society.

This article is addressed primarily to people who scientifically and professionally deal with the public security management in a broader sense, to students in faculties/specialties of, among others: internal/national security, dispositional groups management, security systems administration, as well as to others, for whom the issues of security and public order in the local, regional and continental levels are very important.

### 2 STRATEGIC MANAGEMENT DEFINITION

Strategic management in the modern sense is both a field of knowledge and specific practical activities. It includes both general methods and principles, as well as specific detailed techniques. The complexity and diverse range of activities of contemporary organisations cause that very different research methods and techniques are used in strategic management.

The genesis of strategic management should be primarily linked to such researchers as A. D. Chandler Jr., H. I. Ansoff and P. F. Drucker.<sup>2</sup>

A. D. Chandler analysed the relations between organisational structure and strategy. He formed the view that strategy should be the foundation for the activity and organisational structure has to be subordinate to it. The author was also an advocate of decentralisation in management and attributed most importance to planning and coordination in the management process.

<sup>1</sup> ARMSTRONG, M.: *Zarządzanie zasobami ludzkimi*. [Eng: Human resources management].

<sup>2</sup> STABRYŁA, A.: *Zarządzanie strategiczne w teorii i praktyce firmy*. [Eng: Strategic management in the theory and practice of a company].

Whereas H. I. Ansoff was famous as a pioneer of planning and analytical approach to management. In 1965 in the book entitled *Corporate strategy*, he presented long-term planning methodology and offered recommendations regarding conducting diagnostic tests.

In turn, P. F. Drucker is the creator of the analysis principles of products based on the concept of categorisation. Those principles should be interpreted as a kind of harbinger of strategic analysis. In the literature it is underlined that the 'father of management' applied the term 'economic chain' which was the source of the concept of the 'value chain'.

In the 1980s there was a rapid development of the concept of strategic management. M. Porter is one of the persons who contributed the most to this development, in his book entitled *Competitive Strategy. Techniques for Analyzing Industries and Competitors* published in 1980 he presented the concept of strategic sectoral analysis. K. Ohmae also had a significant impact on the development of the concept of strategic management; in 1982 in the publication entitled *The Mind of the Strategist* he formulated many rules of carrying out a strategic analysis. The author is a supporter of the concept of 'global localisation', which means the creation of a distribution network satisfying the needs of a 'global customer'.

Referring directly to the concept – strategy, it should be indicated that this is, in simple terms, ensuring the survival and development. The concept of strategy is derived from Greek (strato – army) and (agein – lead). In ancient Athens 'strategos' was in command of the army and was a member of the War Council. Originally, the term had a narrow meaning as the command of the army and military art. Only in the period of the Napoleonic wars, military theoreticians were induced to make a transition from reflections on the conduct of battles to the need to learn about the military art.

Industrial and institutional concept of strategy, based on the definition by C. Sicard, reflects the way in which a company intends to pursue its mission: it is a procedure to achieve success. Whereas, B. Karlof states that the aim of the strategy is to combine resources into models of integrated activities in order to gain a big competitive advantage and achieve specific objectives.<sup>3</sup>

W. R. Griffin defines strategic management as '... management process aiming to formulate and implement strategies which contribute to a higher degree of compliance of the organisation with its environment and achievement of strategic

objectives'<sup>4</sup>, while J. Stoner, R. Freeman, D. Gilbert Jr. consider that it is '... management process covering the development of strategic plans and subsequently acting according to those plans'.<sup>5</sup>

A. Stabryła, representing the community of Polish scientists, believes that strategic management is '... information and decision-making process (supported by planning, organisation, motivation and control functions) aiming to deal with the main problems of the company's activities, its survival and development, taking into account especially the impact of the environment and key factors of its production capacity. Key issues are connected with the basic areas of activity of the whole company and strategic business units within it. For this reason, it is assumed that strategic management is focused on the one hand on global activity, and on the other hand on particularly sensitive or troublesome areas of activity, namely the ones that because of their uniqueness are of crucial importance to the whole company'.<sup>6</sup>

Today, strategic management should be based on sound knowledge, because both the environment and the interior of an organisation are becoming less and less predictable. The sense of uncertainty arises and increases reluctance to act and think strategically. Therefore, in the knowledge society, society of the future is to become, management should also develop based on specialised knowledge.<sup>7</sup>

To briefly recapitulate the above considerations, the authors of the article hold the view that the concept of strategic management should be perceived as a system of management which is characterised by specific features and aims to adapt the activities of a given organisation to the changing social and economic environment.

## 2 CONTEMPORARY TRENDS IN STRATEGIC MANAGEMENT AN OUTLINE

The literature includes many attempts to classify main trends and approaches to the issues regarding strategic management. Many authors underline that behavioural, neoclassical and systemic trends had

<sup>3</sup> ZELEK, A.: *Zarządzanie strategiczne* [Eng: Strategic management].

<sup>4</sup> GRIFFIN, R. W.: *Podstawy zarządzania organizacjami* [Eng: Management of organisations basics].

<sup>5</sup> STONER, J.A.F., FREEMAN, R. E., GILBERT, D. R.: *Kierowanie* [Eng: Management].

<sup>6</sup> STABRYŁA, A.: *Zarządzanie strategiczne w teorii i praktyce firmy* [Eng: Strategic management in the theory and practice of a company].

<sup>7</sup> PENC, J.: *Systemowe zarządzanie organizacją. Nowe zadania, funkcje i reguły gry* [Eng: Systemic management of an organisation. New tasks, functions and rules].

the greatest scientific impact on the contemporary form of strategic management.

Behavioural trend attributes the key role to the organisational culture and its creative role in the development of an organisation. It contributes to the development and implementation of the strategy and its lack is a kind of hang-up on change and progress. This trend prefers the soft way of management which is conducive to creativity and innovativeness of employees.

Neoclassical trend is connected with the concept of management through objectives. Its main postulates include the views that the ultimate goal of a business is to create a customer, multiple objectives of the organisation, clear definition of objectives in the most important areas for the organisation and that marketing and innovations are two fundamental features of a company.

The systemic trend treats a company as a cybernetic model, i.e. as an 'information and decision-making system', whose objectives, organisation, operation, costs and effectiveness reflect the economic system of the company. Strategic aspects regard the formulation of objectives, the use of cybernetic concepts for strategic analysis, optimisation of the use of resources, the use of matrix structures and the relation between the hierarchical structures of systems and the structure of the strategic management system.

### 3 PRINCIPLES OF STRATEGIC MANAGEMENT

While analysing main concepts and schools of management one may emphasise specific rules and principles which will ensure the efficient performance of tasks within strategic management.<sup>8</sup> Below there are several principles described that are the foundation in the use the methods and techniques of strategic management in the practical activities of an organisation. The following principles were defined in the literature regarding crisis management issues:

- *The specific purpose principle* – the formulation of the mission, visions and strategic objectives for the organisation compliant with the values approved by the senior management.
- *The principle of the systemic approach* – the perception of an organisation as a multidimensional system, each part of which should cooperate with others. In practice it includes such design of structures that allow for an efficient cooperation of all parts of the structure from the perspective of its intended objectives.

<sup>8</sup> HRYSZKIEWICZ, D., SUCHANEK, P.: *Zarządzanie strategiczne w Policji. Teoria i praktyka* [Eng: Strategic management in the Police. Theory and practice].

- *The principle of strategic thinking* – concerns focusing on key objectives and their advantages over interim objectives, using techniques of strategic analysis and the implementation of '4F' model:
  - Focus – focus on the development;
  - First – become a leader in innovations;
  - Fast – quickly adapt the organisation to changing conditions of the environment;
  - Flexibility – flexibility of operation.
- *The principle of strategic behaviour* – concerns the skills of accurate preference in the selection of strategies and the order of implementation, analytical decision-making and forecast in preparing the organisation for changes.
- *The principle of situational approach* – concerns the positive development of relations of an organisation with the environment, compliance with an adaptive approach in situational requirements for performance.
- *The principle of strategic choice* – involves making a significant change in the strategic position of an organisation, using selection criteria for strategies which determine economic efficiency, making strategic choices regarding expansive and defensive orientation.
- *The principle of competitive advantage* – involves satisfying all needs of customers, rational obtaining and use of resources as well as searching for creative personalities.
- *The principle of creativity* – concerns active creation of the market and creative influence on the environment and needs of customers.
- *The principle of strategic change* – involves, among others, the implementation of modern management concepts, self-improvement in the process of overcoming reluctance to changes, the development of organisational culture as well as the organisation's capacity to introduce changes in the key areas of activity.
- *The principle of using key competences* – involves the effective use of workers' competences in the areas where they will be needed the most, employees turnover in the organisational structure according to their competences, organising interdisciplinary task forces and the proper use of the knowledge and skills of employees.
- *The principle of integrity* – concerns efforts to make employees identify with the organisational culture, development of shared responsibility, participation of employees in the decision-making process and effective management of stakeholders.
- *The principle of the development of human knowledge* – includes the management of human capital based on knowledge, motivation for professional and scientific development, creating a learning organisation and continuous improvement in all areas of activity.

- *The principle of positional analysis* – involves the implementation of the concept of benchmarking in connection with the competitive strategy of an organisation, conducting research regarding the assessment of strategic position in the market, carrying out internal performance assessment system.
- *The principle of the development of social relations* – involves activities developing social communication, developing positive relationships with the environment, for example through the implementation of the concept of social responsibility and creating a positive image of the organisation.
- *The principle of collecting information about stakeholders* – creating a system to monitor competitors, suppliers, etc., using the services of consulting firms and creating a system of information flow.
- *The principle of strategic complementarity* – concerns the complementarity of the established objectives, not producing a product or providing a service with low productivity and obtaining resources in a way that ensures the autonomy of an organisation.
- *The principle of control* – includes the construction of a strategic controlling system and the use of tools to study the condition of an organisation in different areas of activity.
- *The principle of emergency response* – involves the postulates of management ‘by exceptions’, minimising losses and creating a security system in the event of uncertainty and risk.
- *The principle of globalisation* – concerns taking into account globalisation processes in the carried out activities, aiming to build a system of international cooperation and integration into the global financial system.
- *The principle of global business planning* – involves the use of forecasting methods and giving the leading role to international undertakings.

The above-mentioned principles are complementary and they overlap, creating specific postulates and guidelines in the process of strategic management. They constitute a guide for creating strategies that does not provide answers to all important questions, but points the way in the practical use of strategic management tools.<sup>9</sup>

#### 4 STRATEGIC PLANNING

Planning is closely connected with the decision-making function of the management process. Planning involves the development of the concept of operation and different versions of

a plan as well as the preparation of planning documents for the organisation and its individual organisational units. Versions of those plans are simply drafts of given decisions which need to be approved by senior management in the organisation. On the other hand, documentation includes different types of opinions and evaluations used in the development of plans. At the level of strategic management it contains a catalogue of key tasks, their characteristics and the necessary strategic potential needed to achieve established objectives.

Any modern organisation, regardless of what it does, whether it is large or small organisation, whether it is a concern or public body, has to answer two fundamental questions:

- What does the organisation plan to do in the future?
- What it really does?

The strategy is a general programme to determine and define organisational objectives. However, it should be noted that an organisation operates even if it is not intentional and planned. This means that each organisation has a strategy even if it is not planned. From the perspective of our discussion we perceive strategic planning as a kind of awareness of the organisation regarding its position and the direction the organisation has taken or wants to take. This awareness is the knowledge of set objectives, structure, markets, environment, organisational culture, philosophy of decision-making, human capital needs and expectations held by stakeholders about the organisation. Contemporary organisation has to have a long-term strategy. Practice shows that it is not an easy task. That is why strategic planning is such an important area in an organisation, the importance of which takes on a new shape in practice of management.

It should be noted that there is no single universally accepted definition of strategic planning. Many authors instead of the term ‘strategic planning’ use terms such as ‘long-term planning’, ‘far-reaching planning’. The literature includes five most important characteristics of strategic planning:

- it regards basic issues;
- it provides a framework for more detailed planning and the basis for everyday decisions;
- it is connected with a long period;
- it facilitates the organisation in focusing on the most important activities;
- it is an activity of the highest level of management.<sup>10</sup>

Strategic planning in an organisation applies to all employees. This includes not only the organisation as a whole, but all its parts. For this

<sup>9</sup> HRYSZKIEWICZ, D.: *Spoleczna odpowiedzialność Policji – teoria i praktyka* [Eng: Social responsibility of the Police – theory and practice].

<sup>10</sup> KUC, B. R.: *Zarządzanie doskonałe* [Eng: Perfect management].

reason, virtually all levels of management and all organisational units have to assume the responsibility for strategic planning. It is a very important tool allowing for the simultaneous development of competences and commitment of all employees. It is also an action, in which the senior management plays the most important role. Planning at the lowest levels is operational planning with a shorter term.

Most modern organisations recognise the importance of strategic planning in long-term development. The tasks of strategic planning include:

- improving the operation of an organisation. The main role is to develop a distinctive concept of the organisation, which will allow for the formulation of tactical and operational plans;
- responding to the changing environment. One should plan ahead to be able to respond to changes occurring in a dynamic environment;
- implementing the concept of creative organisation, i.e. one that is not only a participant in the market and recipient of external stimuli but one that shapes its environment.

Planning determines directions we want to take. It also allows the organisation to create an early warning system allowing for an effective anticipation of problems before they occur and their fast resolution. It also minimises losses that may be incurred as a result of poor decisions on the perspectives for actions. The larger the organisation and the wider the scope of its activities the more necessary strategic planning is.

Ensuring a consistent direction of the organisation's activities, helping managers to notice market opportunities and making informed choices as well as reducing errors are clear advantages of strategic planning.

Like any tool it also has some disadvantages. The possibility of creating an expanded bureaucracy with formalised strategic planning is indicated as main disadvantage. Planners focus on expert opinions, consultations and advanced planning models so they may lose contact with the product and the organisation's customers. In some cases strategic planning may also discourage decision makers from taking any risks which may lead losing some opportunities. This may happen especially in very formalised, inflexible organisations, in which excessive bureaucracy obscures or distorts the environment. Planning becomes an end in itself rather than a tool for actual organisational development.

## 5 PRINCIPLES OF IMPROVING THE QUALITY ASSURANCE SYSTEM FOR THE MANAGEMENT OF THE POLICE RELATED ORGANISATION

The following should be included in the basic principles used to facilitate the management of an organisation to improve the quality assurance system: focusing on the customer, leadership, involvement of employees, flexible approach, process approach, systemic approach to management, ongoing improvement and learning, making decisions based on facts, mutually beneficial relations with suppliers and social responsibility. The order of the above-mentioned principles does not reflect their importance.

Meeting the needs and expectations of customers as well as systematic and objective assessment of their satisfaction are some of the conditions for a successful introduction of quality assurance management in a police related organisation. Today we may state that the times in which the provision/transfer of services or goods ended the relationship between the service provider/supplier and the customer are over. This fact is referred to in the main assumption of the principle – focusing on the customer, which is reflected in the statement that organisations, including the police related organisations, realised that they are dependent on their customers and therefore they should identify and understand their current and future needs and expectations. These needs should be always met to increase the level of provided services and improve the quality/supply of the offer beyond customers' expectations. Attention should also be focused on the assessment of customers' satisfaction and loyalty to the organisation, for example by carrying out tests on the quality assessment of the provided services in order to, among others, show the changes in the perception of the organisation.

In the case of a uniformed organisation this means that each employee and officer has to be aware of and take into account the fact that citizens, institutions (state, local government, social) and other entities are customers of their organisation, which was established to protect them. Objective, reliable and representative opinions of consumers of safety (i.e. citizens, corporate bodies and legal persons, institutions, etc.) about the organisation and the level of carried out tasks as well as officers who are the backbone of any police related organisation, are a sine qua non condition to ensure not only quicker and more effective response to current expectations of subjects provided with safety, but also to anticipate citizens' needs in the near future. Monitoring public opinion is one of the methods that is a source of knowledge and opinions

of citizens about the work output provided by a uniformed organisation.<sup>11</sup>

The principle of leadership should be regarded as crucial in the management process of an organisation and its essence is reflected in the statement that '... management staff is not only a guarantor of taking directions of strategic development of an organisation, but it also has to provide an example for other employees, both in terms of behaviour, performance and establishment of good relations in the workplace, in which the staff achieves the organisation's objectives'. Leadership is connected with many activities, which in essence aim to engage employees using any available method and means in continuous improvement of their competences. The leader is committed to consistently recognise the needs of other members of the organisation, to inspire them, to dispel a sense of fear related to work, to provide favourable conditions for further professional development and to create communications within the organisation based on open and businesslike message transmission.

In addition, the leadership also shows the active participation of management in the processes aimed at improving the operation of the organisation. The leader is an element of the organisation that determines the atmosphere in the workplace and contributes to improving the quality of human relations in a police related organisation. Also in uniformed organisations are there leaders who shape the future of individual parts of the organisation, gain trust and are perceived as credible, they are authority figures and their behaviour is a model of appropriate behaviour for employees/officers in a given institution, they motivate and inspire others, in short they make the organisation unique.

The principle involvement focuses primarily on gaining new knowledge and skills by employees, improving competences and motivation to make full use of qualifications for the benefit of the organisation. Competences of employees are the highest value of an organisation and are indisputably the most important source creating the potential advantage of an organisation in today's competitive market. The above statement is the main assumption of the analysed principle that indicates that employees/officers at all levels of management decide upon the actual value and culture of a police organisation, which is based on society's trust in the institution and they are its backbone and their active and initiative participation in all areas of activities of the organisation allows for efficient use of qualifications for the good of this organisation. The

fulfilment of this principle is reflected in, among others:

- communication of uniformed managers with employees at all levels of management;
- opening a constructive dialogue;
- systematic and active identification and elimination of obstacles affecting employees' performance;
- setting requirements for employees and identifying the opportunities for further development of competences, knowledge and skills.

In addition, managers (including managers of the organisation) in accordance with the above-mentioned principle:

- divide duties and prerogatives adequately for employees' qualifications;
- introduce factors of motivational nature in the organisational reality;
- make substantive, periodic assessment of employees;
- implement elements of the learning organisation model to the operating doctrine;<sup>12</sup>
- initiate creative and innovative approach to reaching organisational objectives;
- transform the information included in the feedback from the interaction between the superior and subordinates for the purposes of the organisation;
- influence employees' attitudes.

Officers are expected to be creative, inventive and able to implement new, legal solutions, able to accept and quickly adapt to changes in the organisation, willing not only to take action in a model situation (standard interventions), but also to respond effectively to new and unexpected events occurring more and more often in social life.

The principle of learning is another equally important principle of the quality assurance management system in an organisation. This immanent principle in the management system of an organisation does not require any argumentation and exemplification. Operation and development of institutions are heavily dependent on the systematic and advanced process of education and professional

<sup>11</sup> ERNEKER, J., BILSKÝ, P., ČUŘÍK, P.: *Analýza faktorov ovplyvňujúcich dôveryhodnosť Policajného zboru u občanov Slovenskej republiky*.

<sup>12</sup> Elements of a learning organisation (human capital, applied system solutions) aim to revise the used concepts, always search for new opportunities to achieve desired effects, create new models of non-stereotypical thinking, develop during teamwork, always learn. A learning organisation is an organisation expert at the tasks connected with creation, acquisition and transfer of knowledge and at adapting their behaviour in response to new knowledge and experience. Source: PENC, J.: *Strategiczny system zarządzania. Holistyczne myślenie o przyszłości. Formułowania misji i strategii* [Eng: Strategic management system. Holistic thinking about the future. Formulation of missions and strategies].

training, in which employees of the organisation actively participate. Continuous improvement of employees' knowledge, competences and skills is the basis to achieve current objectives and success of the organisation in the future.

The implementation of the above-mentioned principle involves, among others:

- determining the level of employees' knowledge identifying current and future needs in the field of professional training and development;
- assessing practical skills and competences of the employees in the context of their further effective development for the benefit of the organisation;
- providing resources (financial, material and technical), which are necessary for the proper development of the organisation.

Moreover, the principle includes also a number of other parts that compose it, for instance, planning and selection of appropriate methods, place and time of training, initiating rising to educational challenges, monitoring the quality of the conducted trainings and the evaluation of their results. Consistent and continuous development of professional skills and qualifications related to the profession and general education of officers ensure the effective implementation of objectives of any organisation, including police related organisations.

A police organisation which strives for success, including success perceived through the prism of building up public trust in the organisation as well as relating to the improvement of the effectiveness of preventive and detection work resulting in, for instance, a lower number of criminal acts, has to be a learning organisation which is able to respond flexibly to the dynamic development of society based on knowledge and at the same time generating many risks.

The emergence of new forms of crime determines the need to update and expand the information by the officers and because of that it increases the role of education and refers to the subsequent principle forming the quality assurance management system in the organisation. This concerns the principle of flexible approach, whose main assumption may be expressed in the statement that the current and future success of the police related organisation obliges its employees/officers to creative and effective work/service, among others reflected in the immediate and adequate response to emerging unpredictable new threats and very fast adaptation to changes in the organisation, that should be interpreted as an opportunity to achieve something new, better, more efficient.

This mission may succeed only thanks to talented and qualified employees, who are expected to be flexible in the proceedings, think creatively, have a good grasp and act immediately in difficult situations. The principle of flexible approach

requires forecasting, predicting and analysing the development of future threats in the field of protection of life, health and safety of citizens and of their property. The organisation has to be able to meet the expectations of customers (citizens) and simultaneously take into consideration the need to take action to improve the safety and satisfaction of its employees (officers, civilian staff).

The principle of process approach is the basic principle for the efficient creation and development of all management systems, including the quality assurance management system. The essence of this principle is expressed in the statement that the organisation which understands and manages interrelated activities and regulates processes will have higher efficiency, thus it will achieve its objectives faster. The use of this principle requires focusing on key processes in the organisation, which leads to an increase in efficiency of the organisation with a simultaneous reduction of costs and also allows for a clear definition of responsibility and competences of individual parts forming a given organisation.

The principle of systemic approach to management is based on the above-mentioned principle, and its essence is the perception of the police system as a set of interrelated processes that have to be identified, understood and properly managed, which will contribute to the increased efficiency and effectiveness in achieving the objectives of the organisation. The use of this principle requires, for example, a definition of the structure of the processes in the management system of the organisation, revealing the barriers between the processes and a mobilisation of resources necessary to increase efficiency of the process, etc.

One of the main objectives of any organisation – including a police organisation, is the continuous increase of efficiency and the search for opportunities for further development.

The principle of ongoing improvement and learning of an organisation refers not only to increasing the efficiency of processes and quality assurance management systems, but it also aims to enhance the ability to flexibly respond to changing conditions and realities in which the entity operates (organisation, uniformed organisation) and indicates to the need to create a favourable social and psychological atmosphere in the organisation, motivating employees for further development. The process of development is not a one-time activity, which ends after the organisation achieves its objectives, on the contrary, achieving improvement is the starting point for further positive transformation.

Implementation of this principle requires:

- identification of weaknesses of the organisation – which in the long term should be interpreted as an opportunity for an improvement;

- planning of corrective actions;
- creation of reorganisational projects;
- ongoing development of methods and techniques used in the corrective actions;
- monitoring of the efficiency and effectiveness of the implemented solutions and corrective actions.

Making a constant effort to achieve a higher level of the organisation as compared to the current state is an appropriate response to the expectations of citizens.

The essence of next principle of quality assurance management, i.e. the principle of making decisions based on facts, is reflected in the statement that any appropriate and constructive decision has to be preceded by an analysis of data and information. The use of this principle in practice requires:

- planning and implementation of various methods for monitoring and measuring the quality assurance management system in an organisation;
- professional training and development of employees in the field of the application of modern methods and tools for data collection and analysis;
- systematic collection of objective and reliable data from processes carried out within the operation of the management system of an organisation;
- willingness of managers in the organisation to implement the obtained data in the management process;
- providing workers of the organisation with the results of analyses;
- implementation of solutions which stem from the results of analyses and are consistent with development trends in the market.

The realisation of the concept of quality assurance management also requires the use of the principle of mutual beneficial relations with suppliers. Each organisation works more effectively when it ensures the development of positive relations (including partnership) with suppliers based on mutual trust, sharing knowledge and integration. A reliable supplier - partner, has a significant influence on the performance of an organisation. While searching for an analogy referring to the above-mentioned principle and also correlated with the issues of the operation of a uniformed organisation, it should be noted that at the stage of preparation of educational initiatives for each programme of a course or other form of training professional development, apart from the availability or supply of hardware and equipment or tangible deliverables, it is also very important to select appropriate instructors (teachers) conducting classes because the quality of the offered form of education greatly depends on them.

Any organisation which cares about its future and maintaining credibility in the eyes of society, has to be fully aware of the responsibility for decisions and actions. Because they have a direct or indirect influence on the environment in which the organisation operates. The principle of social responsibility is a reference to this axiom and should be complied with through:

- compliance with fundamental ethical principles by the organisation;
- respect for human rights;
- tolerance;
- consulting with interested parties;
- effective communication with the use of real and relevant information.

A police related organisation is expected to be, among others, lawful, credible, reliable, ready for cooperation, to respect of the interests of all interested parties, i.e. both clients (customers, suppliers) and employees, ensure the satisfaction of customers and employees, initiate and participate in efforts to increase the sense of security of citizens and institutions, etc.

## 6 CONCLUSION

It should be noted that enhancing the quality of the work output of a police related organisation is primarily dependent on the continuous improvement of the conditions of providing service and adequate vocational training of officers. Immanent components of this organisation improvement process include initiatives involving, among others:

- implementation of the principles of modern management in an organisation (including, among others: quality assurance management and strategic management);
- modernisation of resource base and technical facilities;
- providing professional stability of staff of an organisation;
- effective connection of education system for officers with the applicable rules of advancement in the organisation.

In conclusion, it should be noted that taking holistic actions in a multiplanar manner – including in the field of strategic management, supported by, among others, reliable legislative work output of legislative authority, will result in positive synergistic effects in the common plane of social and institutional actions for safety.

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