

DISSERTATION ABSTRACT

Over the past several years, Polish police underwent a series of significant changes in the organization and management. So far, the proposed works and studies relate to the management of this service as a whole. Numerous research works relate to business, company or organization management, however they do not take into account the specific character and the conditions in which it operates. Creating the image of a police unit, as an effective, efficient and professional institution, must be based on the use of management theory. District units are responsible for the most direct contact with society. Public opinion of the Police is largely shaped by their functioning. Evaluation of existing activities in this area, identifying capabilities for exploitation and seeking more effective methods of action are issues that remain in the interest of district units management.

In the presented dissertation, problems of management changes in the Police at the district level is a major line of consideration. Selected modern methods and management techniques in the processes of change in the organization were presented. Public sector and changes in management in public administration were characterized. Discussed were changes in the modern organization of the Police and issues related to centralization and decentralization of police structures. The organization and management of the district police unit were characterized, with particular emphasis on issues as organizational structure, hierarchical subordination and chain of command, police discipline, internal communication, orders, management decisions and commanding.

Carried out theoretical and practical studies were subordinated to the cognitive objective which was to examine application of the theory of change management in such organization as police district unit and to describe the specific nature of management in such an organization. The pragmatic purpose of the research was to systematize the so-called good practice in the management of the Police district unit.

In the dissertation both primary and secondary sources were used. The choice of research methods was subordinated to the issue of research. The most important of these were: monographic method – primarily taking into account information in the qualitative and descriptive form, a single diagnostic poll on a weighted sample, analysis of the source or case study method. Within these methods, applied research techniques, such as examination of the dossier, expert interviews, surveys and casual interviews. For the purposes of the dissertation,

in the years 2011-2013, 11 district-level Police units were studied, from the 17 existing in West Pomeranian Voivodship. In addition, the research included a group of 35 Police chiefs of district units (also from outside of Western Pomerania) and 30 persons from the middle management of district units. It was also examined the functioning of the units themselves – for this purpose, a comparative analysis of the organization in selected district units of West Pomeranian Voivodship was conducted. A case study was also carried out on the restructuring of the Police district unit.

Main problems in the units work were derived from the lack of management skills of middle and senior executives, that do not take initiative in improving the management of organizational units. Malfunctions in this area resulted in a number of adverse consequences, especially in the personnel policy, human resources management and information policy. Lack of a coherent information policy included both internal communication as well as communication with local communities. Most district units of Western Pomerania, to a lesser or greater extent achieves its objectives. As indicated by the Polish Crime Survey, the majority of the inhabitants of the region feels these actions, reflecting the positive evaluation of the activities of the Police and the growth of the degree of citizens sense of safety. This is a positive trend, that should be continued. The biggest obstacle or difficulty is the lack of orderly organizational structures or untrained executives in the management, or both of these factors at once, which also makes it difficult or even impossible for an effective change management or conduct of restructuring.

The dissertation presents the concept of organization and management of the district police unit – representing author's proposal – including valid legal solutions. The most important aspects should be included as follows: having the minimum amount of executives in the number of not less than 10% of the body personnel, striving for the entire managerial staff to be trained in management and the establishment of minimum number of employees in the departments most affecting local communities sense of safety, i.e. traffic department at least 10% of the body personnel as well patrol and intervention department at least 15% of the body personnel. This concept was prepared for units with a range of 90 – 150 employees.

To ensure a high sense of safety, public order, to reduce crime and improve effectiveness of undertaken tasks, executives of the district unit should determine strategic and functional objectives. An important section in presented management concept – such sections were not found during the studies in any Western Pomerania district unit – is a controlling section or a single post for controlling. The section should look at controlling overall activities and supervising realization of commands and guidelines. District Police has

to be seen through the prism of the organization, and the management of the unit must combine elements of management and command. It is necessary to train organization management, at least police officers in leadership posts at all levels. It is even more important that the Police is an institution in which decisions, and in particular management decisions are often undertaken in conditions associated with high levels of stress. On the effectiveness of the actions taken and the proper management of them may depend human life and health – not only citizens, but also subordinate officers.

Adaptation of modern management methods and techniques in the processes of change for the district police units may be the subject of further research. Exploration of research can also follow to evaluate proposed in the dissertation changes, after the management training for most managers of units. It may also relate to elements associated with the command police operations, which is also not so far thoroughly studied.

A handwritten signature in blue ink, appearing to read "Lukasz Bruska". The signature is written in a cursive style with a large, looping initial 'L'.