

MINISTRY OF THE INTERIOR
OF THE CZECH REPUBLIC

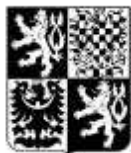
Security Policy Department

STRATEGY ON POLICING MINORITIES

(for 2008 - 2012)

Prague 2008

THE GOVERNMENT OF THE CZECH REPUBLIC



RESOLUTION OF THE GOVERNMENT OF THE CZECH REPUBLIC

No. 384 of 9 April 2008

on the Strategy on Policing Minorities (2008-2012)

The Government

I. **takes note of** the Strategy on Policing Minorities (2008-2012) contained in part III of document No. 445/08 (hereinafter referred to as the “Strategy”);

II. **approves** the Priorities and strategic goals contained in part 3 of the Strategy

III. **assigns** the Minister of the Interior

1. to develop and implement action plans that would fulfil the strategic goals of police work related to minorities for the 2008-2012 period;

2. to submit to the Government

a) a report on the implementation of the first action plan on 31 March 2010 at the latest,

b) a report on the implementation of the Strategy and a new strategy document concerning minority-related police work on 31 March 2013 at the latest.

To be implemented by:

The Minister of the Interior

Prime Minister
Ing. Mirek Topolánek

The Strategy on Policing Minorities (2008 – 2012)

Contents

1. Introduction

2. Evaluation of the tasks arising from the Strategy on policing Minorities for 2006-2007

2.1. Training and career building of police officers

2.2. Employment of minorities in the Police of the Czech Republic

2.3. The application of supervision within the Police of the Czech Republic

2.4. Survey of crime in socially deprived areas

2.5. Implementing systemic and local measures for minority policing

2.5.1. Liaison Officers for minority issues and their working groups

2.5.2. The Police Assistant of the Police of the Czech Republic for work in socially deprived areas

2.6. Raising awareness about minority policing

2.7. Summary of financial costs

3. Strategic goals for the 2008 - 2012 period

Priority No. 1: Improving measures for minority policing

Priority No. 2: Dissemination of information about the priorities, goals and tasks arising out of the Strategy on Policing Minorities (2008 – 2012)

Priority No.3: Training of police officers in policing minorities

Priority No. 4: Implementation of the Strategy on Policing Minorities (2008-2012)

1. Introduction

The Strategy on Policing Minorities (2006 – 2007)

The key goals of the *Strategy for 2006-2007* were to support the Police of the Czech Republic in its effort to adapt to increasing social diversity, and to provide officers with the social competences they need. This should enable them to work with minorities and foreigners effectively and to treat them with dignity and fairness.

While preserving the main principles articulated by the National Strategy from 2003, the *Strategy for 2006-2007* focused mainly on the following areas:

1. training of police officers in minority policing
2. developing mechanisms for employing members of minorities in the Police of the Czech Republic
3. the application of supervision in the Police of the Czech Republic
4. carrying out surveys of crime in socially deprived areas
5. establishing a comprehensive framework for preventative minority policing measures

The Strategy for 2006-2007 further developed the measures that had already been introduced by the National strategy. **The key tools for minority policing have successfully been consolidated** (e.g. setting up the positions of Liaison Officers for minorities or the positions of Police Assistant for work in socially deprived areas). Major progress has also been made regarding **the training of newly recruited officers**, or in the area of **surveys** focusing on minority issues.

It must be admitted, however, that the results achieved in minority policing have not been satisfactory across the board – there still is a lot of work to be done.

Within the Police, significant inter-regional differences persist in the quality of delivery on minority policing tasks. These variations are caused by differences in the attitude of regional police management, and by varying degrees of support from local government, NGOs and other local actors. Resolving these weaknesses will be one of the key future priorities of the Ministry of Interior of the Czech Republic.

Target group

Members of minorities are the target group of the present Strategy. The term “minority” is used in a wider sense. Minorities are defined as persons or groups that have different ethnic, racial, religious or cultural characteristics from those of the majority, or live under adverse social conditions, causing them to experience marginalisation.

The purpose of minority policing is the introduction of an equal and fair attitude, and respect for the diversity of minority groups. Respect for diversity does not imply a higher degree of tolerance for illegal acts committed by members of minorities. However, what respect for diversity does entail, is making a real effort to understand different cultural values and patterns of behaviour. Such values or behavioural patterns must never serve as grounds for ostracism, exclusion, limitation, or any other form of discrimination of members of a minority group or foreigners who are not in breach the law.

The results of systematic minority policing should be:

- **a professional attitude of police officers and the Police as a whole towards members of minorities, in line with the principles of Community Policing** (see below),
- **the highest possible degree of awareness of the Police about specific traits of minority communities.** (If the Police will lack adequate information about minority communities and socially deprived areas, it can hardly expect to be successful in tackling the crime associated with these groups),
- **mutual trust between the Police and minorities** (If police officers appear to act professionally, they will gain the trust of minorities)
- **successful introduction of notions of law and order into the specific environment of socially deprived areas**
- **a contribution by the Police itself to the process of integrating minorities into the majority**

Most minority policing measures of the Police of the Czech Republic focus on all minorities living in the country. As part of their training, police officers learn about the specific cultural and religious traits of a large variety of minority communities in the Czech Republic, and about the role of the Police in a multicultural society. The principle of recruiting members of minorities applies to all minorities living in the country. Liaison Officers for minorities interact with all minority groups present in their region, if at all possible. Other measures tend to focus on a particular minority group (inhabitants of socially deprived areas). Typically, such measures would take the form of surveys of crime in affected localities, or the use of Police Assistants for work in socially deprived areas. As far as other minority groups are concerned, the specific measures aimed at crime prevention and overt cooperation between these groups and the Police are not yet in place. It is assumed, however, that as minority policing work develops further, new measures will be developed and implemented under the scope of future Action Plans.

The Strategy on Policing Minorities (2008 – 2012)

The *updated Strategy* is a strategic document setting out the principles of minority policing. It builds on other strategic documents referred to earlier in this text. The initiative officially entitled “*Reform of the Police of the Czech Republic and of related internal security matters*” (hereinafter, the *Reform of the Police*) – which is a part of the Government’s programme manifesto, and a priority of the Ministry of Interior – is one of the foundations of the updated Strategy. The impending *Reform of the Police* will affect all areas of police activity, which means that all activities implemented in the framework of the *updated Strategy* will have to be co-ordinated with the police reform process.

Both founding stones of the present Strategy, i.e. the previous strategic papers addressing minority policing, and the *Reform of the Police*, share a key principle – **community policing**. The term “Community Policing” denotes one of the methods available to police forces in their effort to reach their key goal: safeguarding the safety of the population, and combating crime. The goal of community policing is engaging the public in policing work, and making police officers and the Police as such more involved in the life of the community. Community policing methods are based on good cooperation among the Police, the public, local government, and

other organisations and institutions on a local level. The application of this approach requires that the Police should be familiar with the security aspects of the population it is attempting to serve. It must know the needs of the community, and reflect them in Police strategies and measures¹.

Community policing has been one of the cornerstones of all minority policing measures of the Police of the Czech Republic implemented since 2003, and it remains a key pillar of the updated Strategy and its future objectives. The purpose of minority policing measures applied by the Police of the Czech Republic has always been to develop and implement tools and measures that would improve communication with members of minorities and create trust between them and the Police. Furthermore, these policies are designed to tackle those problems of minorities that fall under the jurisdiction of the Police of the Czech Republic, and to engage people with minority backgrounds in safeguarding their own security.

The *Updated Strategy* adheres to principles set out in related MOI documents, e.g. the “*Crime Prevention Strategy for 2008 – 2011 (MOI, 2007)*”, and the “*Integration Policy Plan of the Ministry of the Interior of the Czech Republic for implementing the integration concept of foreigners*”. It is also fully compatible with other documents on protecting the rights of minorities (e.g.: the Charter of Fundamental Rights and Freedoms, Chapter III - the Rights of national and ethnic minorities; Act No. 273/2001 Coll. on the rights of members of national minorities and amendments of particular Acts; the International convention on the elimination of all forms of racial discrimination (UN, 1965); the Framework Convention on protecting national minorities (Council of Europe, 1995); the Directive of the Council 2000/43/EC of 29 June 2000 implementing the principle of equal treatment of persons irrespective of race or ethnic origin; the Principles of a long – term Strategy of integrating the Roma population until year 2025, and the National Action Plan for Social Inclusion (2006 – 2008)).

The Strategy, as updated, presents an evaluation of the measures taken in the 2006 - 2007 period, and sets priorities and strategic goals for the future. This *Strategy* defines **main goals and partial objectives**, but – unlike strategies from previous periods – it does not explicitly define particular tasks or measures. **The tasks will be defined in so-called “Action Plans” covering a period of 1.5 to 2 years. One task sponsor, or task co-sponsor, will be defined for each objective. The sponsors will be responsible for achieving a particular strategic goal, and they will set their own tasks (and the approach they chose to fulfil them) in Action Plans.** Sponsors named in the updated Strategy are responsible for the definition of tasks aimed at implementing each individual goal. The Security Policy Department of the Ministry of Interior - in its capacity of guarantor of minority policing and drafting documents for the Reform of the Police – is responsible for completing the Action Plan itself. The Action Plans will be approved by the Minister of Interior.

¹ See also www.community-policing.cz or http://cs.wikipedia.org/wiki/Community_policing

2. Evaluation of the tasks arising from the Strategy on policing Minorities for 2006-2007

2.1. Training and career building of police officers

Results achieved

Between 2006 and 2007, the key priorities in the area of training police officers for minority policing were: continuous improvement of training programmes, further training of police educators, and evaluation of the quality of minority-related training programmes delivered at Police Secondary Schools and Police Education Centres.

Topics pertaining to minority policing, i.e. minority integration, human and minority rights, issues of multicultural society etc., are included in the curricula of Police Secondary Schools and Police Education Centres, which train newly recruited police officers within the training module called „**Basic Professional Training**”, hereinafter “BPT” (Základní odborná příprava, ZOP). In addition to theoretical background, the courses include exercises based on model scenarios and analysis of case studies. The case studies focus mainly on communication with members of minorities.

In order to evaluate the quality of training programmes on minority policing, four short-time study visits of experts (ministry staff and external specialists) have been organised during the past two years. The experts visited two Secondary Police Schools (Praha-Hrdlořezy, Jihlava) and Police Education Centres (Domažlice and Teplice). These evaluators had an opportunity to sit in on theory classes, and to participate in the training based on model scenarios. Methods used to teach theoretical topics include the combination of lectures with discussions, practical exercises and games. The games usually simulate real cases that may occur while interacting with members of minorities. Other interactive methods and various types of media are also used in teaching – e.g. a TV documentary covering racist tensions in the London Police Force is shown, and then discussed in class. This format of teaching has proved to be highly effective; participants tended to be open to discussion and critical self-evaluation. Model scenario exercises represent a suitable method of preparing officers for situations they can find themselves in while on duty. The model scenario exercises are recorded on video, and then analysed in detail (in terms of the tactical approach of the police intervention, legal aspects, communication strategies, mediation, etc.). The evaluations made on the basis of the study visits show that the Basic Professional Training module – one that every newly recruited police officer goes through – covers in adequate depth all aspects of minority policing. Minority issues are well reflected in all relevant areas of training and teaching.

Continuous **education and training of police educators** has been provided by means of follow-up training of teachers in the topics of minority policing and combating racism and xenophobia. Experts from the Ministry and external specialists acted as trainers in these courses. Two 2-day training courses were delivered between 2006 and 2007. The Human Rights Centre, which had been established as a division of the Secondary Police School in Prague in March 2004, is one of the institutions providing specialist support to police educators. The Centre acts as a hub of information and expertise in the field of human rights and the protection of minorities. It processes and provides information from this field, organises educational activities, and

contributes to the development of teaching aids. In 2007, a comprehensive teaching material titled **“The Police in between cultures”** (*Policie mezi kulturami*) has been finalised by authors from the training centre. It describes a number of model scenarios, and focuses on communication between police officers and members of minorities.

Recently, the Police of the Czech Republic has been using external trainers to train police officers in minority policing. External trainers worked within the projects titled **“Training officers of the Police of the Czech Republic in the integration of foreigners in the Czech Republic”**, and **“Training for officers of the Police of the Czech Republic in the notion of non-discrimination”**. The first of these projects focused on topics like multiculturalism, migration, integration of foreigners and on the security risks associated with such integration. Furthermore, it looked at improving the ability of police officers to communicate with foreigners, and at ways of cooperation with NGOs and other institutions active in the field. As part of this project a total of 29 events took place: seminars, lectures and training events for police officers who get in touch with foreigners and foreign communities while on duty; and for officers designated for minority policing (e.g. members of the working groups of Liaison Officers for minorities). In addition, the project provided police officers with training materials. The project was financed from the part of the Ministry budget earmarked for activities aimed at integrating foreigners.

The project titled **“Training for officers of the Police of the Czech Republic in the notion of non-discrimination”** was implemented jointly by the Ministry of Interior, a Civic Association of lawyers called “Counselling Centre for Citizenship, Civil and Human Rights” (*an NGO*), and by the organisation “Člověk v tísni – společnost při ČT, o.p.s.” (*Man in need, NGO working in the field of human rights*). The project was financed from EU funds (Transition Facility 2005 programme) and by the Open Society Fund foundation. The main outputs of the project consisted in the delivery of training **workshops for police officers**, which were organised at every Regional Police Administration. The main topics covered by the seminars were **the right to equal opportunities and the legal aspects of social exclusion**. Police officers from various Police Services participated, including management staff. A number of seminars were designated for newly recruited police officers, teachers at Secondary Police Schools of the Ministry of the Interior, and for Police Education Centre instructors. Originally, it had been planned that 700 police officers would be trained. Due to the high popularity of these workshops among officers the project was extended, and participation increased to 900 persons. The document “Be aware and do not discriminate” (Věz a nediskriminuj)² was also written as a deliverable of this project.

Potential future threats

- stagnation of systematic training of police officers in active duty

An analysis of this threat, and the measures proposed to eliminate it, are presented in detail in Part 3 of this document (Strategic goals for the 2008 - 2012 period, priority No. 3).

² See www.diskriminace.info/dt-publikace

2.2. Employment of minorities in the Police of the Czech Republic

Results achieved

In 2006, an awareness-raising campaign was launched to publicise the notion of recruiting police officers from the ranks of minorities by the Police of the Czech Republic. Its aim was to inform members of minorities about employment opportunities within the Police of the Czech Republic.

The campaign targeted the members of all national or ethnic minorities living in the Czech Republic and meeting key recruitment criteria for the Police. Minority applicants are guaranteed equal opportunities in the recruitment process. A key idea behind this project was to present the police as a modern corporation free of prejudices that is ready to recruit members of minorities, and sees such recruitment as a means of enriching its own corporate culture.

The campaign run in Prague, Ústí nad Labem and Brno. It was financed by the Ministry of the Interior and the British Embassy. The Ministry hired an external company – the PR agency Creative Bazaar - to help with campaign implementation. The agency created posters, leaflets and radio content, and disseminated these in cooperation with the Police of the Czech Republic. The promotional materials were distributed among NGO-s, schools, and Labour Offices, and the posters were displayed across the target areas. In Brno and Usti nad Labem, so-called “city-light” illuminated poster boxes were used as well to display the message. The posters and radio ads were inviting potential applicants from the ranks of minorities to Police promotional events, and the leaflet provided basic information about the criteria of joining the Police³. In Prague and in Ústí nad Labem, the campaign was aligned with the “Day with the Police” events (held on September 9, 2006 in Prague and on September 17, 2006 in Ústí nad Labem). A stand for the distribution of leaflets was set up at the venue of the promotional event. A police HR officer and members of the Prevention and Information Group were present at the stand, and provided information about police recruitment to interested parties. Potential applicants also had the opportunity to talk directly to police officers (who were present at the event, doing demonstrations for the public) about working for the Police force. In Brno, the Police organised a presentation and a public discussion with potential applicants at the “Celzus” Multicultural Centre. The Police was represented on this event by members of Prevention and Information Groups, HR officers, by the Director of the Municipal Directorate of the Police of the Czech Republic in Brno, and by other officers from various Police Services – the Criminal Police and Investigation Service, the Public Order service, the Transport Police Service, etc. There was also a tasting of meals typical of all the diverse cultural and ethnic groups living in the CR. The police campaign was aligned with the Government’s “Campaign against racism 2006”. The Minority Liaison Officer of the Northern Bohemian Regional Administration of the Police of the Czech Republic acted as one of the official “Faces” representing this anti-racism campaign.

In line with Act 273/2001 Coll., on the rights of members of national minorities, it is not permitted to keep separate records of those members of national minorities who apply, get recruited to, or are in active duty in the Police of the Czech Republic. This makes it impossible to make a precise quantitative evaluation of the efficacy of the awareness-raising campaign. However, an evaluation provided by the Police of the Czech Republic shows that the campaign

³ The electronic version of the poster, the leaflet and the radio ad can be downloaded at <http://www.mvcr.cz/bezpecnost/minority/kampan/mensiny.html>

generated a lot of public interest. Dozens of people came to the Days with the Police in each city, and were exposed to the messages delivered by the promotional materials. Subsequently, a number of potential applicants contacted the police HR office in person or by phone in order to request further information about working for the Police of the Czech Republic. The total number of persons across the Czech Republic who showed serious interest in joining the Police reached the order of dozens. The interest of these people was attracted by the campaign, and they declared a nationality other than Czech. Most of them, however, did not meet the basic preconditions of joining the Police (most frequently, they did not have secondary school or higher level education, or were not citizens of the Czech Republic). A number of people with a minority background are currently enrolled in the recruitment procedure.

It is the intention of the Police of the Czech Republic to continue recruiting people from ethnic minorities under the umbrella of the “Help and protect” (*Pomáhat a chránit*) recruitment campaign launched at the beginning of 2008.

The Ministry of Interior continues its efforts aimed at employing members of minorities by the Police of the Czech Republic, under the umbrella of the project of the Secondary Police School of the Ministry of Interior in Holešov titled “**The Police for all**” (*“Policie pro všechny”*). The goal of this project, which is to be launched in the academic year 2008 /2009, is to enable people with minority backgrounds to acquire a Secondary Police School leaving exam, which would then prepare them for joining the Police of the Czech Republic. Thanks to this project, the Police can gain new officers with a minority background, and the Secondary Police School at Holešov becomes involved in the process of increasing the competitiveness of minorities on the labour market. The project is in a stage of preparation at the moment. This stage involves promotion of the project in the media, and informing primary schools and their Boards of Trustees, Minority coordinators, and Minority Integration Centres. As of today, 30 members of minorities are registered as potential applicants. The project will be evaluated continuously.

2.3. The application of supervision within the Police of the Czech Republic

With respect to the attitude of the Police of the Czech Republic to minorities, the *2006-2007 Strategy* has highlighted the importance of deepening the basic social competences of police officers by means of training. Such educational effort should cover issues like racial equality, human rights, value systems, and cultural specificities of various minorities. One of the findings of the Strategy was to recommend that the tool referred to as **supervision** should be tested within the Police, in order to better prepare police officers for their demanding duties related to minority policing. Supervision is a modern method used to improve the quality of individuals and teams on the workplace, and to increase their performance at work. Supervisors are expected to hold meetings with staff members, where they discuss how officers go about carrying out their duties. They should also help staff to solve any conflicts, stressful situations, issues related to their clients, etc., whenever employees can not get the counselling they need from anybody else (e.g. from a superior or a colleague). **The main goal of supervision is to increase the professional qualities of staff.** Supervision augments the professional and personal development of staff members, and protects them from emotional strain and burnout.

The *Strategy for 2006-2007* provided for the **implementation of a one-year pilot project under the auspices of the Brno Municipal Directorate of the Police of the Czech Republic, in order to test the applicability of supervision within the force.** The project was based on cooperation between a female police psychologist from the South Moravian Regional Police Administration, and a female supervisor from outside the Police. It involved nine supervisory meetings with a group of eight police officers designated for minority policing at the Municipal Directorate. The project goals were, on one hand, to increase the professionalism, expertise and skill levels of police officers, and, on the other hand, to find out which methods of the supervision “toolkit” are well applicable and effective in the organisation.

According to the final project report as drafted jointly by the participating psychologist and by the supervisor, supervision applied within this pilot project enabled selected police officers to better solve conflicts, and to cope with tension and frustration in an environment of good communication among team members. Officers appreciated the professional support of the supervisor, and the opportunity to analyse problematic situations they encountered while on duty. Furthermore, they appreciated the opportunity to identify solutions in cooperation with other colleagues, and to get feedback both from their peers and from their supervisor. **The final report recommends that supervision should be used as a method of working with staff.** In particular, police officers who often find themselves in situations involving conflicts or high levels of emotion, deal with conflict-prone persons, or carry a high degree of responsibility, should be working under the framework of supervision. Therefore, the report concludes, supervision could also be of great help to members of the management of the Police of the Czech Republic. The main purpose of supervision is to effectively prevent burnout syndrome, and to provide an opportunity to process the emotional tensions associated with Police duties. This, in consequence, contributes to the professional development of officers.

The “Final report on communications skills training for police officers: communicational challenges in police work – communication on the street” is an important analytical document, which reports on a number of negative outcomes caused by the absence of the supervision method within the Police of the Czech Republic. The document covers the implementation of a training programme delivered in 2007 for eight teams of police officers by an external training

company⁴. The report points out that as a result of demanding duty, police officers carry the burden of a number of inner conflicts, which have surfaced during the training sessions. Apparently, there is no specialist help available to officers to address these tensions. The absence of feedback and objective assessment of one's performance, the lack of opportunity to analyse situations of conflict and to jointly identify the correct solutions arguably has a negative impact on the quality of policing. Furthermore, the report calls attention to a phenomenon it refers to as "internal infection". This it defines as the assumption of views held by a more senior police officer (views often antagonistic against certain social groups) by younger officers: *"Due to a high degree of conformity prevalent in this group, this is quite a dangerous phenomenon. In general, the (senior police officer) tends to have been in active service for a long time and holds some very strong opinions that he/she would voice openly. These opinions are always very biased, racist or hateful. It is hard to argue with these opinions, as voicing opposition automatically handicaps the person who admits to a different view. The messages in question are simplified, radical and straightforward... It seems that the "carrier of the infection" surrounds himself (or gets surrounded by) young and newly recruited police officers, who subsequently catch the infectious views. This appears to be very dangerous, as the introducing police officer is not a designated, specifically predisposed or trained person, but a randomly chosen individual. The method of training police skills by trial and error, or by mimicking colleagues, is a risky one anyway, as it is impossible to shape this kind of learning."* Significantly, instructors at Police Education Centres have also raised the same issue, which they have noticed while training police officers in the Introductory Specialist Training module (ZOP). The report recommends that a so-called **officer in charge of induction** should be designated at police units (in particular, at the basic level, i.e. borough and local police stations), who would be properly trained to pass on his experience to new recruits and give them feedback as well.

The following points were made in the report regarding the attitude of participating officers to minorities: *"Some police officers are aware that their attitudes to these groups are problematic, with a potential negative impact on how they discharge their police duty. ... Police officers who report a need to analyse their own attitudes agree that they had not felt this need when they were younger, and that they first experienced it during the later years of their service."*

The report makes the following conclusion: *"It can be said in general...that tired, overburdened police officers, who receive no special counselling, will not be able to communicate effectively, as they may experience stress caused by fear from a complaint, by an unclear order received, or by feeling incompetent. They are unlikely to think clearly and behave professionally, as they spend most of the time coping with their own emotions. During all training sessions it transpired without doubt that the greatest problem officers had was the impossibility of talking about everyday stress and problematic situations in a safe environment. Police officers are not guided to be able to identify their own attitudes, and work with their own emotions."*

It became obvious that it would be ideal for the scope of supervision to extend to interactions with colleagues, superiors or the personal relationships of officers, in addition to their work with their regular external clientele. Only an insignificant minority of officers was

⁴ Czech title: "Závěrečná zpráva o průběhu komunikačních tréninků pro policisty – „komunikačně náročné situace v policejní praxi – komunikace na ulici“, by Mgr. Michaela Veselá, trainer and consultant in the fields of teaching, social pedagogy, legal awareness, crime prevention and community policing. She is accredited by the Ministry of Education, Youth and Physical Education to provide "Further education to teachers and educators".

capable of self-reflection. ... As soon as the training was turned into ...a supervision exercise, it became obvious that this form of work was highly desirable and acceptable for police officers. Some of them...cooperated; they were willing to work on themselves, to look at problems from different angles, etc.. With a view to the high number of personal interactions officers have on a daily basis, it is very useful to have an opportunity to present individual cases, and to be able to interpret them correctly.”

Potential future threats

- absence of supervision delivered by specialists within the Police of the Czech Republic

An analysis of this threat, and the measures proposed to eliminate it, are presented in detail in Part 3 of this document (Strategic goals for the 2008 - 2012 period, priority No. 3).

2.4. Surveys of crime in socially deprived areas

Results achieved

Between 2005 and 2007, surveys of crime were performed in a number of areas affected by social exclusion – in Ústí nad Labem and its surroundings, in Most and its surroundings, in the Sokolov region, in Brno and in Prague. The goal of these surveys was to get a clear picture of the structure and dynamics of crime that is associated with the living conditions of people inhabiting socially deprived neighbourhoods. Special emphasis was to be placed on the social causes of such crime. The target locations for the surveys were selected mainly with a view to the needs of the Police in the regions in question. The information gathered should help create new methods of policing specifically tailored for people living in socially deprived areas. The results of the survey will serve as a basis for finding better future solutions to the problems identified

The surveys focused on:

- 1) criminal acts perpetrated *inside the socially deprived group*
- 2) criminal acts originated outside these groups, but targeting the group, i.e. acts that fall outside the boundaries set by legal norms, and abuse the underprivileged situation of socially deprived persons and families
- 3) crime directed at victims outside the socially deprived neighbourhoods
- 4) factors that enable such crime, and contribute to its expansion

The theory and methodology of the research was based on methods of social and cultural anthropology, and qualitative sociology. The structure and dynamics of crime was mapped by means of stationary surveys, involving data collection in the field.

The NGO “Člověk v tísni, společnost při ČT, o. p. s“ was put in charge of carrying out the surveys in the Ústí and Most regions. The Department of social anthropology at the West Bohemian University in Plzeň was contracted to perform the surveys in the Sokolov and Brno areas.

The surveys in question confirmed **that specific behaviour of people facing social exclusion (including their criminal and socially pathological behaviour) is the outcome of their adaptation to the conditions prevailing in the “ghettoes” they inhabit. It is the**

outcome of the acquisition of behavioural patterns that are created - and passed on across generations – in this environment during the socialisation process. Ethnicity, therefore, is not the direct cause of the objectionable behaviour. Due to ethnically based stigmatisation, however, members of these communities sometimes fall into a condition of social exclusion, which can cause a higher prevalence of crime.

The crime associated with these social structures and the people living in them has other specific features as well:

- The main cause of crime in these areas is **social exclusion** and the problems it creates, as described above.
- Another cause of crime is the higher occurrence of socially pathological phenomena and various form of addiction – gambling, alcoholism, and, in particular, drug abuse.
- People living in such environments tend to have **very low levels of legal awareness**. Furthermore, **they do not see crime, illegal activities and socially pathological behaviour as negative** or immoral phenomena. On the contrary, they consider them to be acceptable forms of earning a living and getting hold of some money (be it on a continuous, or one-off basis). Children growing up in such environments perceive these acts as the standard norm of behaviour.

All phenomena described above are major triggers of a long range of other criminal or illegal activities. It is safe to argue that the real originators of criminal behaviour associated with socially deprived communities and the people living in them are the persons who abuse the poor social conditions prevailing in these neighbourhoods (usurers, other providers of fast, high-interest loans, drug dealers, procurers, organisers of credit fraud, illegal employers and the like). These people either live inside the socially deprived neighbourhood, or operate from outside it.

The main victims of this group are persons who need money for a variety of purposes (to make a living, to pay rent, to play on slot machines, to buy drugs, to pay for a loan or for alcohol, etc.).

This, however, pulls them into a vicious circle of debt, repayments, dependence on the usurer or dealer, etc., which in turn forces them to find new sources of money. Thus, the victims become perpetrators of other forms of crime, usually **crime against property** (theft in supermarkets, pickpocketing, stealing cars or scrap metal, etc.). The stolen goods are then sold on or pawned. At this moment, other profiteers who benefit from this “secondary crime” enter the picture. These are, among others, owners of pawnshops and scrap metal collection sites, who can buy up the stolen merchandise at low prices, being aware of their illegal origin. Then, the providers of high-interest loans, pimps and orchestrators of credit fraud step in again, offering the perpetrator another “easy” source of income, thus setting in motion a vicious cycle. Abuse can also take place within the family (e.g. forced prostitution).

On the lowest level of this imaginary pyramid are the **victims** of the members of the group described above (i.e. of people who are victims and perpetrators at the same time). By these victims we mean all people who have been targeted by the “secondary” crimes against property, i.e. mostly members of the **majority population**. Significantly, this latest group also includes **people who are abused by the previous group with the intention to obtain money**. Usually, these are physically or mentally handicapped people, homeless persons, etc., who are under the total physical control of certain families. They are forced to commit crime, or subjected to unlawful restraint. Thus, the same situation occurs on two levels. A victim of credit fraud, for

instance, can become a perpetrator of the same crime against another person. Some of the most fundamental recommendations presented by the authors of the survey to the client in their final reports are listed below:

- Police officers should have an excellent understanding of socially deprived areas, so that they can understand them properly, and are able to distinguish perpetrators from victims. Only then will they be able to address the situation in a comprehensive way – by tackling the root causes of negative phenomena, not only their consequences (e.g. fight the root causes of property crime, not only the crime itself). Public administration bodies should make sure that notions of law, order, and civic society do get implanted into the socially deprived communities, and they ought to start interacting with structures inside these communities in order to systematically eradicate illegal activities. The position of the Police assistant for work in socially deprived areas should be set up where required. The Assistant can provide social and legal support to socially deprived clients who are victims of crime or discrimination, and support them in dealing with the police with a view to protecting their rights.
- Institutions on the local level should join forces to implement awareness-raising activities in order to inform socially deprived persons and families (in particular, juveniles) about the consequences of committing crime, and about the ways they can exercise and enforce their civil rights when they themselves become victimised by criminals. The participation of the Police in various regional and local activities (community planning, joint seminars with municipalities and NGOs) should be ensured or improved. This also applies to all other activities that utilise the resources and knowledge of the Police of the Czech Republic in solving problems and finding comprehensive solutions.

As the series of surveys performed to date has already provided the Ministry of Interior and the Police of the Czech Republic with an adequate amount of data on crime in socially deprived areas, the Ministry does not plan to continue organising similar surveys on a regular basis. The results of the surveys will continue to serve as input for specific analytical or strategic documents (e.g. action plans, work plans for Liaison Officers for minorities). Local surveys can be carried out in the future in locations where the needs of the Police or the municipalities justify the effort.

2.5. Implementing systemic and local measures for minority policing

2.5.1. Liaison Officers for minorities and their working groups

Results achieved

The posts of Liaison Officers for Minorities (hereinafter, “Liaison Officers”) have been set up continuously since year 2005 at every Regional Administration of the Police of the Czech Republic. The measure was designed to make it easier for the Police to be in touch with minorities and closed communities. **Liaison Officers are staff members specifically trained for minority policing tasks.** They act as mediators between the police and minority communities, and provide members of minorities with help in solving issues that fall into the legal remit of the

Police. Liaison Officers also act as consultants for all policing matters relating to minorities. They continuously monitor minority structures in the area and participate in the prevention and eradication of crime.

Liaison Officers and their working groups are set up by orders issued by Directors of Regional Police Administrations. Typically, these working groups would include officers from the Units for the detection of extremism-related crime at the District Directorates, and from the District or Regional Prevention and Information Groups. In some cases, officers from the Criminal Police and Investigation Service with different specialisations (usually juvenile crime specialists) have been appointed as working group members, as well as staff from the Alien and Border Police and management-level officers from the Borough police stations or District Police Directorates. The composition of the working groups depends on local conditions, and on the choice of the geographical part of the Administrative Region that Liaison Officers plan to focus on.

There are significant variations – in terms of type and intensity of activity – among individual Liaison Officers and members of their respective working groups. The way they operate is still fundamentally influenced by a number of factors varying in terms of nature and intensity (the time available to Liaison Officers to perform their tasks, degree of support from management, personal motivation, etc.). Based on existing experience with this (only) comprehensive, system-level minority policing measure used by the Police of the Czech Republic, we can summarise the key goals and principles of the “successful” liaison officers (those with a demonstrable positive impact in the field): Making communication with minorities and other stakeholders more effective, improving the detection of latent crime associated with minority communities, etc.. In the past two years, good results have been achieved by the Liaison Officers from the West Bohemian, North Moravian, South Bohemian and Prague Regional Administrations of the Police of the Czech Republic. Working group members and other police officers from the District Directorates at Cheb, Sokolov, Domažlice, Strakonice, Český Krumlov, Pelhřimov, Most, Ústí nad Labem, Pardubice, Nový Jičín and Karviná achieved some valuable outcomes, as well as officers from the Municipal Directorates of Plzeň-město, Brno and Ostrava.

The key precondition for Liaison Officers to be effective is **having a good general overview, as well as a lot of highly detailed information, about the situation prevailing inside minority groups or reclusive communities**. Such information enables officers to understand these specific environments, and to be aware of the inner structure of minority communities. They focus on detecting latent crime, and seek new ways of combating it. Liaison Officers are aware that serious latent crime is a consequence of the social situation and of the reclusive nature of some minority communities. They know that serious crime generates widespread petty crime, which then affects the society as a whole. They approach minority-related issues with all this knowledge in mind. In their work, officers make the maximum use of the input from all members of their respective working groups. The Liaison Officers cooperate with colleagues from lower tiers of the Police service, who know more about the local situation in a particular area.

Designating individual police officers for minority policing at organisational units that are one level under the Regional tier – i.e., on District Directorate level – has proved to be a positive measure, which can help the Police of the Czech Republic to better communicate with minorities. Setting up a working group for minority issues on Police District level – in addition to the existing Regional level – has also proven useful. Members of these working groups primarily focus on solving particular, minority-related problems in a given location (usury, child prostitution, trafficking in human beings, selling drugs, juvenile crime, etc.).

Every year, liaison officers and their working groups prepare a **Minority Policing Activity Plan for the respective Regional Administration of the Police of the Czech Republic**. They share experience, information about problems and the knowledge gathered at national **meetings and workshops**. A brief meeting of all eight Liaison Officers is held at the beginning of each year, where the officers present their annual activity plan to the other colleagues. They also have an opportunity to agree ways of co-operation between different regions in minority policing matters. At the end of each year, a meeting is held – lasting a few days – of all Liaison Officers and members of their working groups. These meetings are used to inform other colleagues about results achieved during the year, and to provide further specialist training to officers. Therefore, brief training sessions about specific topics are important points of the agenda of these annual gatherings.

2.5.2. The Police Assistant of the Police of the Czech Republic for work in socially deprived areas

Results achieved

A network of **Police Assistants of the Police of the Czech Republic for work in socially deprived areas** has been used as a tool to achieve certain outcomes on local level since the year 2003. The Assistants **provide a specific type of social field work, making it easier for inhabitants of socially deprived areas to interact with the Police**. Typical clients of the Police Assistants would be victims and witnesses of latent crime (usury, procuring, drug dealing, trafficking in human beings, juvenile crime, etc.). Due to the unwillingness of witnesses and victims to cooperate, such crime is very difficult to investigate. The role of the Police Assistants is to improve relations between the police and inhabitants of enclaves in a number of ways. They strive to create conditions that make it easier for people living in socially deprived neighbourhoods to access the services and help provided by the Police of the Czech Republic.

Police Assistants can help their clients in a number of ways – they can organise that somebody accompany them when they go to the police station, they might help them with filing petitions to the courts, or support victims in their decision to co-operate with the Police. Furthermore, they would remind witnesses or victims about their imminent appointments with the Police on a certain date, or even come with them to a Police of the Czech Republic unit personally; if necessary, they can organise that statements are taken at places acceptable to the witnesses or victims, such as their own home or a community centre.

The legal framework for setting up the position of Police Assistant is provided by the **Social Services Act no. 108/2006 Coll.** The advantage of anchoring the Assistant's position within the existing legal framework of social field work is that, in consequence, the network of assistants becomes a measure properly integrated into the nationwide system of policies and tools – in particular, it becomes possible to finance this service from the state budget.

The key principles of police assistance work are partnership and transparency. The services of Police Assistants rest on the principles of Community Policing, and are therefore always based on close partnership and cooperation between the Police of the Czech Republic and the service provider (a municipality, an NGO, etc.) who typically acts as legal employer of the Assistants. At the moment, five District Directorates of the Police of the Czech Republic use Assistants in the following cities: Ostrava, Brno and Plzeň (cooperating with NGO-s), Cheb and Karviná (cooperating with the municipality).

Police Assistants work in a highly transparent way, i.e., their role, goals and powers are

known to the entire neighbourhood they serve, and to all their clients. They never work under cover. They also strictly adhere to the ethical standards governing social work.

During the implementation of various projects it has been demonstrated that using assistants is a useful method in policing, representing an **effective tool capable of significantly reducing crime rates in socially deprived areas**. The experience gathered to date proves that the use of Police Assistants leads to improvements in the detection of latent crime in socially deprived areas. Officers of the Police of the Czech Republic have acquired a deeper awareness of the conditions prevailing inside these groups, and are therefore able to better understand the problems their members face. Thanks to the efforts of the Assistants, inhabitants of socially deprived neighbourhoods have a better awareness of their own rights and duties, and therefore are better able to use the standard institutional framework to address their problems. Furthermore, the long term use of Police Assistants contributes to the systematic elimination of all factors leading to the social segregation of the affected communities.

The work of Police Assistants is described in detail in the document “*Guidelines for using Police Assistants for work in socially deprived areas*”⁵. The document is based on past experience with using Police Assistants by the Police of the Czech Republic. The experience gathered is long enough for the lessons learned to be useful to new users of this system. However, it is not long enough to turn the existing guidelines into a definitive, static recipe. The precise working methods of Police Assistants can undergo many changes in the future. It might be necessary to change these guidelines, should circumstances change significantly.

Potential future threats

- differentiated (non-uniform) implementation of minority policing methods within the Police of the Czech Republic
- low motivation of most police officers to get involved in minority policing
- absence of adequate management tools within the police force for the evaluation of minority policing

An analysis of this threat, and the measures proposed to eliminate it, are presented in detail in Part 3 of this document (Strategic goals for the 2008 - 2012 period, priority No. 1).

2.6. Raising awareness about minority policing

Results achieved

As the level of awareness about minority policing within the Police of the Czech Republic itself was seen as inadequate in the past, the Strategy for 2006 – 2007 recommended improvements in communication about these activities. The Ministry was therefore required to increase awareness about minority policing at top management level, and to create a brochure presenting examples of best practice that could inspire other police units.

⁵ See <http://www.mvcr.cz/bezpecnost/minority/kampan/mensiny.html>

In the 2006 – 2007 period, a number of meetings, workshops and briefings were held to present minority-related topics, with participation from various levels of police management:

-The workshop *Preventative minority policing within the uniformed police services (March 2006)*. District-level directors, commanders of the uniformed police, and heads of Borough police units from selected District Directorates of the Police of the Czech Republic were present.

- In the 2006 - 2007 period, the topic was put on the agenda of nationwide and regional **meetings of Criminal Police and Investigation Service commanders**.

- in August 2006, an update on the topic was presented on the **meeting of the Police President** with the Directors of Regional Administrations and heads of units with nation-wide jurisdiction of the Police of the Czech Republic.

- in January 2007, the topic of minority policing was discussed on the **conference entitled “A common road towards safety” (“Společná cesta k bezpečí“)**, organised jointly by the Ministry of Interior and the Office of the Mayor of the Capital City of Prague. This conference was held in order to present to the public the existing opportunities of cooperation with the Police of the Czech Republic along the lines of community policing. Of the total of eleven presentations, four looked at minority-related issues.

In January 2007, the document *“Selected examples of best practice in the area of minority policing”* has also been completed. It deals with the tools and methods available to the police to improve communication with minorities, and to tackle the crime associated with minority groups. These examples include entire projects, individual acts worthy of special attention, and other activities or events that had been prepared and implemented across the police service. The key aim of this document is to serve as inspiration to other police units, and so foster the gradual implementation of all these tools across the entire force. It will be continuously updated, and new examples of good practice will be added.

The intranet pages titled *“The police and minorities”*⁶ are being continuously updated. This website contains key information about the activities undertaken by the Ministry of Interior and the Police of the Czech Republic in the area of minority policing, an overview of existing strategy papers and regulatory norms governing the protection of minority rights, final reports from surveys and other projects of the Police of the Czech Republic, information about the work of Liaison Officers for minorities and various projects implemented by Police Assistants, minutes of important meetings, workshops and other relevant events, and, finally, some contacts and relevant web links.

Key information and documents can also be found on the Ministry of Interior home page, on the address <http://www.mvcr.cz/bezpecnost/minority.html>.

Potential future threats

- a low degree of awareness of most police managers about the principles of minority policing, and about the tasks set out in key strategic documents

An analysis of this threat, and the measures proposed to eliminate it, are presented in detail in Part 3 of this document (*Strategic goals for the 2008 - 2012 period, priority No. 2*).

⁶ The pages are accessible on the Ministry of Interior Intranet server only, on the address www.let.aa/obp/mensiny/index.html

2.7. Summary of financial costs

Measure	Source	Costs in 2006, CZK	Costs in 2007, CZK
Project <i>“Training of officers of the Police of the Czech Republic in integration of foreigners in the Czech Republic”</i> .	MOI budget	-	400 000
Development of the activities of the Liaison Officers for Minorities (training and further education of Liaison Officers for Minorities, and members of their working groups)	MOI budget	160 000	-
Awareness-raising campaign to promote recruitment of members of minorities by the Police	MOI budget	750 000	-
Pilot project <i>“Supervision”</i> run by the Brno Municipal Directorate of the Police of the Czech Republic	Budget of the Police	-	12 000
Crime survey in socially deprived areas	MOI budget	500 000	200 000
Total		1 410 000	612 000

3. Strategic goals for the 2008-2012 period

Priority No. 1: Improving measures for minority policing

Future threats and possible solutions

Currently, the activity of Minority Liaison Officers and their working groups is the main and only minority policing measure of the Police of the Czech Republic (see Chapter 2.5.1.). At the moment, there are eight Liaison Officers active in the Czech Republic (one with each Regional Police Administration). On average, there are eight police officers in each working group. Formally, Liaison Officers are members of the Criminal Police and Investigation Service, who serve as Specialists for combating extremism. The members of their working groups would typically be officers serving as specialists for various types of crime (juvenile crime, crime prevention, etc.). Due to this situation – **one police officer being in charge of many specialised areas of service at the same time** – there are large differences among individual liaison officers, and members of their working groups, in terms of the resources they have to fulfil their tasks. This has an influence on the quality of the work of liaison officers and their team members, and on the results they achieve. Some Liaison Officers or members of their working groups are only designated to minority policing work “on paper”, and they only fulfil task related to this discipline on a formal level.

There are other factors impacting on the quality of work of these officers, like the level of motivation to work with minorities, or the support they get from their superiors. In general, police officers appear to have **little enthusiasm for minority policing**, a type of work that is based on prevention and on community policing methods. The results of this work only show up after a considerable time lag, and are hard to quantify as successes in the prevailing “scoring”⁷ system. Along with the introduction of new police work performance evaluation systems, the Police does move away from the “scoring” method. However, rank-and-file officers still encounter it as the prevailing evaluation system.

The motivation of officers is closely linked to the training in minority policing they receive. There are no specific skills or knowledge prerequisites in place to perform the role of Liaison Officer for Minorities or his working group member, and no introductory courses that everybody would have to pass to be allowed to perform this work. Police officers designated for this work are trained on an ad-hoc basis.

The low level of support provided by police management to minority policing is caused mainly by a **low degree of awareness of most police managers** about minority policing and the goals laid down in key strategic documents. Inadequate levels of support from management, and a lack of resources for minority-related preventative work are issues encountered mostly by police officers on lower organisational tiers, i.e. districts and boroughs. (See also the chapter devoted to the next priority.).

Therefore, the main priorities for the next period are to improve the system of minority policing measures of the Police of the Czech Republic, and to gradually eliminate the

⁷ The term “scoring system” is used to denote a method of performance evaluation in the police that mainly focuses on the quantity of work performed. Under this system, police officers are evaluated on the basis of the pure numbers of cases processed, persons checked, etc., with less regard for the quality of their work. This system brings distortions into the functioning of the police, and will be replaced by a more effective and fair system during the Reform of the Police.

shortcomings described above. At the same time, it is imperative to **maintain and develop the existing network of Liaison Officers for Minorities** (including their respective working groups) working under the auspices of the Criminal Police and Investigation Service (CPIS). Liaison Officers and members of their working groups have gone through many training courses, seminars, and study stays abroad. They have also accumulated a lot of experience.

Furthermore, as police officers working in the CPIS, they have direct exposure to active police duty. They investigate individual cases, which enables them to see minority policing from a global perspective and to incorporate new know-how into their work. In the future, it will also be necessary to adapt to the new territorial structure of the Police of the Czech Republic envisaged by the *Reform of the Police*.

The Police of the Czech Republic can find **inspiration** for improving the organisational framework of performing minority policing work in **models used in foreign countries**. We can find a good example of this in a country with a similar police organisational model, and similar minority-related problems – i.e. in the Slovak republic, where the concept of ***Police specialists for working with communities*** has been introduced in 2006. The posts of police specialists have been filled by public order police officers, who served at local police stations. The officers volunteered for this work, and a specialised training course was set up for them at the Police School. This post was also properly set up in the Human Resources management system, i.e. an official service position was set up together with an appropriate salary grade. At the moment, there are a total of 120 such specialists active across Slovakia. They work mainly in regions with a high number of socially deprived – usually Roma - communities. Their main role is to keep law and order, settle petty conflicts in so-called Roma settlements, or meet the inhabitants of these settlements and other stakeholders in order to address the very issues that cause crime in these communities. They also strive to improve the legal awareness of the inhabitants of the settlements and provide them occasional counselling services. The goal of the “community specialist” concept is to get involved in existing integrational activities of other organisations, and to build trust between the affected communities and the Police.

Strategic goal:

- **To consolidate and harmonise the application of community policing methods within the Police of the Czech Republic**

Specific objectives:

- To analyse the current organisational framework underpinning the delivery of minority policing (based on community policing principles) within the Police of the Czech Republic, and to propose measures aimed at stabilising this framework
- Create and implement methods for the evaluation of minority policing, which will also be applicable to evaluate all police work based on community policing principles

Priority sponsor:

The Police Presidium of the CR

Priority No. 2: Dissemination of information about the priorities, goals and tasks arising out of the Strategy on Policing Minorities (2008 – 2012)

Potential future threats and possible solutions

Despite all the awareness-raising measures adopted in the previous period to promote minority policing inside the Police itself, **shortcomings are still present in the way information about police tasks in this area is disseminated**. As a result, police management is reluctant to participate in minority policing work and to fulfil minority-related tasks. Most police managers devote little or no effort to supporting and supervising officers designated for minority policing. Management does not appreciate that this area of police work is extremely important, and that addressing security aspects of integrating minorities is a key policing task. This attitude is a major obstacle preventing the full implementation of the principles of good minority policing, and, in consequence, of community policing methods within the Police of the Czech Republic.

Strategic goal:

- **To make sure that police officers of all ranks are well aware of minority policing and its purpose, and are familiar with the priorities, goals and tasks resulting from the *Strategy on Policing Minorities (2008 – 2012)*.**

Specific objective:

- Involve police management in the implementation of the *Strategy on Policing Minorities (2008 – 2012)*

Priority sponsor: The Police Presidium of the Czech Republic

Priority No.3: Training of police officers in policing minorities

Current risks and possible solutions

The training of police officers, as a key prerequisite of building a professional police force, is one of the cornerstones of the *Reform of the Police*. Training in minority policing - for new recruits – is well integrated in the introductory Basic Professional Training module (ZOP, see Chapter. 2.1.). In the last two years, **training of police officers in active duty has been stagnating** due to the high numbers of trainees participating in Basic Professional Training. The Police Education Centres, which play a role both in training new recruits, and in providing training to police officers in active duty, lack capacity to deliver the life-long training courses on minority policing, which had been successfully launched in the 2004 – 2005 period.

The tool referred to as “**supervision**” can improve the preparedness of police officers for their

duties – both in minority policing, and in other areas. The need to apply this tool is often raised by the officers themselves – e.g. during courses taught by external trainers. Supervision would enable police officers to:

- be able to analyse how they performed under psychologically demanding conditions
- analyse and re-evaluate their own mistakes committed while on duty
- cope with accumulated stress and frustration
- think through the ultimate consequences of their actions
- analyse case studies based on real events occurring on duty

A two-year project entitled “Improving the professional preparedness of police officers – the Supervision project” is now under preparation, **to ensure adequate financing of supervision** performed by external experts within the entire Police of the Czech Republic. This project will be eligible for financing from EU structural funds for the 2007-2013 period, namely from the “Public administration and service” priority of the Human resources and employment programme. The resources needed for the co-financing of this project have already been earmarked. They are currently allocated to the budgetary line of the Security Policy Department of the Ministry of the Interior, as a ministry-level coordinator of minority policing.

Strategic goal:

- **Provide systematic education and training of police officers in minority policing**

Specific objectives:

- To create a functional system of life-long training in minority policing that would build on the training received within Basic Professional Training (ZOP)
- To start using external supervision to improve preparedness of police officers

Priority sponsor: **The Police Presidium of the Czech Republic**

Co-sponsor of priority: **Education and Police Schools Administration Department of the Ministry of Interior**

Priority No. 4: Implementation of the Strategy on Policing Minorities (2008-2012)

The organisational and evaluation framework of overseeing the implementation of the *updated Strategy* has changed in comparison with the system used in previous periods. The latest *Strategy* defines **main goals** and **partial objectives** for a five-year period. **Action plans** – covering a period of 1.5 to 2 years – will present a breakdown of these higher level goals into short-term tasks, aimed at achieving the objectives and strategic goals of the *Strategy*. One sponsor or a number of co-sponsors will be defined for each objective. The sponsors will be responsible for attaining a particular goal or objective. In specific action plans, they will present the approach they plan to apply to achieve their goals.

As a result, sponsors defined by the updated *Strategy* will be responsible for the definition of tasks aimed at implementing each individual goal, and the Security Policy Department of the Ministry of Interior - in its capacity of guarantor of minority policing and

drafting documents for the Police Reform – will be responsible for completing the Action Plan itself. In addition to detailed and realistic **tasks**, the Action Plans will also state the **deadlines** for each task, and **indicators** that will be used to determine if the tasks have been fulfilled or not. **The first action plan will be prepared within 3 months from the approval date of the updated Strategy.**

In the action plans, the sponsors will state the estimated cost of implementing the tasks, and a **source of financing** where applicable. In addition to financing from the national budget, foreign financing tools will be accessible as well. In particular, the projects can be funded from the Operational Programmes of the EU Structural Funds for the budgetary period 2007-2013, or from programmes administered by the Directorate General of the European Commission for Justice, Freedom and Security (in particular, the „Criminal Justice“ and „Prevention of and Fight against Crime“ programmes could be considered). The financing of measures related to applying supervision as a method by the Police of the Czech Republic has already been earmarked (see description of Priority No. 3).

Every action plan has to pass a comment and approval procedure within the ministry. Subsequently, it will be approved by the Minister of Interior and become binding for the Ministry of Interior as a whole. During the year 2010, the Czech Government will be notified of progress made with the fulfilment of the Action Plans, and with the implementation of the updated *Strategy*. In 2013, a comprehensive evaluation of the entire process will be submitted to the Government, along with the Strategy for the following period.

Strategic goal:

- Creating action plans aimed at implementing the *updated Strategy*

Specific objective:

- Harmonising the measures envisaged by Action Plans with the ongoing *Reform of the Police*

Priority sponsor:

Security Policy Department of the Ministry of Interior

Co-sponsors:

All ministry units responsible for the individual priorities

The Strategy on Policing Minorities (2008 – 2012)

Editor: Mgr. Kateřina Pospíšilová

Email: pospiska@mvcv.cz

Publisher: Ministry of Interior of the Czech Republic,

Security Policy Department,

Nad Štolou 3, 170 34 Praha 7

Prague 2008