



## **Development Programme**

**Police Academy of the Czech Republic in Prague  
as a research organization for the years 2021 -  
2026**

**Prague 2021**

ANALYTICAL PART.....	5
Trends in the development of the security (user) environment.....	5
Trends in fields of interest .....	7
Implications of trends for the Police Academy of the Czech Republic in Prague.....	8
Strengths of the Police Academy of the Czech Republic in Prague.....	8
Weaknesses of the Police Academy of the Czech Republic in Prague .....	10
Opportunities for the Police Academy of the Czech Republic in Prague .....	12
Threats to the Police Academy of the Czech Republic in Prague.....	13
SWOT matrix presentation .....	14
Stakeholder analysis.....	16
Identification of research partners in the Czech Republic .....	16
Identification of research partners abroad .....	17
THE CONCEPT OF DEVELOPMENT OF THE POLICE ACADEMY OF THE CZECH REPUBLIC IN PRAGUE .....	18
The mission of the Police Academy of the Czech Republic in Prague as a research organisation .....	18
Vision of the Police Academy of the Czech Republic in Prague as a research organisation .....	18
Strategies for managing the societal and scientific benefits of research activities.....	20
Transformational goals for achieving societal and scientific benefits of research activities.....	20
Implementation of objectives to achieve social and scientific benefits of research activities.....	21
Indicators of the success of the strategy for managing the societal and scientific benefits of research activities .	25
Stakeholder communication strategy.....	27
Transformational objectives of stakeholder communication .....	27
Implementation of stakeholder communication objectives .....	28
Indicators of the success of the stakeholder communication strategy .....	31
Strategies for internationalisation of research and development .....	33
Transformational objectives of internationalisation of research and development.....	33
Implementation of the objectives of internationalisation of research and development .....	33
Indicators of the success of the internationalisation strategy of research and development .....	37
Strategy for internal capacity development of the research organisation.....	39
Transformational objectives of internal capacity development of the research organisation.....	40
Implementation of the internal capacity development objectives of the research organisation .....	40
Indicators of the success of the internal capacity development strategy of a research organisation .....	44
THE ORGANISATION'S RESEARCH PROGRAMME.....	45
Research programme management .....	45
Outcome parameters of the organisation's research programme .....	46
Research programme management procedure.....	47
Transformational measures of research programme management .....	49
Internal projects funded by institutional support and transition period .....	50
INTERNAL DEVELOPMENT PROGRAMME OF THE ORGANISATION .....	52
Transformational internal development measures.....	55
RRO2017+ performance indicators: signalling-warning mechanism for the management of organisational development .....	57

---

Interlinkages between the development programme and the research programme.....	59
Financial strategy: Budgetary framework (including RVO share).....	60
Risks of strategic management and complex organisational development.....	65
Sources used .....	67

## List of abbreviations

AJ ... English language  
AP ... academic staff (all departments) AS ...  
academic senate  
BV ... security research  
CEP IS VaVal ... Central register of projects of the Research, Development and Innovation Information  
System D ... deans  
FO ... Finance Department HE  
... Horizon Europe  
IF (Q1 - Q4) ... impact factor and quartile Q1 - Q4  
Library ... library of the Police Academy of the Czech Republic in Prague  
MP ... Motivational Programme of the Police Academy of the Czech Republic in  
Prague Ministry of the Interior of the Czech Republic ... Ministry of the Interior  
of the Czech Republic  
OIT ... Department of Information Technology  
OMS ... Department of International  
Cooperation OVV ... Department of Science and  
Research  
PA ČR ... Police Academy of the Czech Republic in Prague Pd  
... vice-deans  
PdVaV ... Vice-Deans for Science and Research  
PO ... Personnel Department  
Vice-Deans of R&D ... Vice-Deans for Science and Research Vice-  
Rector of SaVV ... Vice-Rector for Studies and External Relations  
Vice-Rector of R&D ... Vice-Rector for Science and Research  
Vice-Rector of ZSaCV ... Vice-Rector for Foreign Relations and Lifelong Learning Pr ...  
Vice-Rectors  
PrVaV ... vice-rector for science and research  
R ... rector  
Development programme ... Development programme of the Police Academy of the Czech Republic in Prague as a research  
organisation for the years 2021 - 2026  
RP 2017 - 2023 ... Development Programme of the Police Academy of the Czech Republic in Prague as a Research  
Organisation for 2017 - 2023  
SKV ... Collecting quality results  
SVOČ ... Student scientific and professional activities VP  
... senior staff  
CoR ... scientific council  
of the university ...  
university  
WoS ... Web of Science  
ZS ... stakeholders

## ANALYTICAL PART

The analytical part of the Development Programme of the Police Academy of the Czech Republic in Prague focuses on a brief description of the expected trends that seem likely for the future security environment, as well as on an objective assessment of the current strengths and weaknesses of the Police Academy of the Czech Republic in Prague, including estimated future opportunities and threats that may potentially affect the future scope and effectiveness of the Academy's scientific and research activities. The overall evaluation of the institution's potential is prepared in accordance with the criteria of the Methodology for the Evaluation of Research Organisations and Evaluation of Programmes of Special Purpose Support for Research, Development and Innovation of the Government of the Czech Republic (the so-called Methodology 17+).

### Trends in the development of the security (user) environment

Security is a priority, even strategically key, area of governance and operation for any state. Irrespective of size or geographical location, the security of the population, mechanisms, apparatus, industry, service sector and all important infrastructures is also the most serious attribute maintaining the **continuity of the state**. Continuity and anchoring of civil and administrative safeguards together create the preconditions for future progress and balanced social sustainability.

It is clear that **the concept of social sustainability** is increasingly permeating the governance of the state. However, it also requires an even stronger focus of sustainable development on a specific area: the internal security of each state. This new focus must now also be linked to another new concept, namely the **Industry/Society5.0**<sup>1</sup> concept, whereby, "The new Industry 5.0 paradigm involves the penetration of artificial intelligence into people's everyday lives and their collaboration to enhance human capacity" (Skobelev and Borovik, ). In this respect, the new concept of sustainable and sophisticated state security becomes inevitable, even guaranteeing the very essence and functionality of the state and its invulnerability.

The criticality of the internal security of states increases enormously in times of national, international and especially global **stresses, controversies and crises**. In particular, various security, humanitarian or health disasters, with high numbers of human casualties and perceived social powerlessness, need to be addressed conceptually, in a multidisciplinary manner and with an open mind of scientists and experts.

Although it is clear that the Covid pandemic<sup>19</sup> is the result of various imperfections from the global past, it highlights the importance of police forces as a guarantor of internal security and as one of the actors to promote societal resilience to multiple crises. As the Police Academy of the Czech Republic in Prague is the strongest and closest partner of the Ministry of the Interior in the field of scientific research efforts and transfer of the latest knowledge, the scientific, research and innovative outputs of the Police Academy can provide **effective solutions, inspiring recommendations and comprehensive argumentation** for the streamlining and progress of current and future security practice. In fact, the Police Academy of the Czech Republic in Prague, as a research , is exclusively and systematically engaged in improving the security of society as one of the necessary conditions for its sustainable development<sup>2</sup>.

---

<sup>1</sup> This new philosophy must be oriented not only towards the progress of industry. It must comprehensively cover all areas of social life. The explanation of the necessity of sectoral overlapping is to achieve that the continued development of industries should stand on the firm pillars of living progress, achieve its usefulness and perfecting courage, and the unwavering multiplication of all efforts, metes and ambitions. Therefore, it seems more appropriate to use not only the term Industry 5.0, but also the term Society 5.0 at the same time. That is, Society 5.0 "will impact people's work and lives by encouraging them to realize a high quality of life ... by adding new value in society" (Nirmala, 2016).

<sup>2</sup> The Police Academy of the Czech Republic in Prague is (next to the University of Defence in Brno) the second state university operating in the Czech Republic and has a specific position in the tertiary education system, different from public and private universities. The Police Academy is an organisational unit of the State under the Ministry of the Interior. Its scientific and research work is different in that it is aimed at protecting the interests of the state in the field of internal security.

to promote and maintain public confidence in internal security, the state and as a whole.

It is obvious that in addition to the constantly emerging scientific challenges, the Police Academy of the Czech Republic in Prague and the Czech Republic's internal security sector have a number of **other key obligations and functions**. The national and international security situation repeatedly, both cyclically and in leaps and bounds, escalates into various misunderstandings, controversies and conflicts. Many of these are, and certainly will be, very serious. Many will directly affect the lives and security of the people of the Czech Republic. Although these are life, strategic or other significant situations, all of them need to be conscientiously guarded, examined in the time and logical-consequence axis, and scientifically justified solutions and effective countermeasures developed to deal with them.

The Police Academy of the Czech Republic in Prague will continue to respond to these trends in a flexible manner by setting up **adequately targeted scientific research activities**. In these activities, it will involve even more intensively not only all its staff, partners and students, but also members of the police, rescue and fire brigades and other internal security forces of the state. In this way, the latest knowledge can be implemented in security practice **immediately and in an absolutely targeted manner**.

In this context, the Police Academy of the Czech Republic in Prague as a development research organisation will proactively focus on **building and anchoring the sustainability of the internal security of the state**. In doing so, it will continuously reflect the priorities and challenges arising from the following relevant documents:

- National Policy of Research, Development and Innovation of the Czech Republic 2021+ (Resolution of the Government of the Czech Republic of 20 July 2020 No. 759).
- National Research and Innovation Strategy for Smart Specialization of the Czech Republic 2021 - 2027 (National RIS3 Strategy).
- National Priorities of Oriented Research, Experimental Development and Innovation 2012 (Resolution of the Government of the Czech Republic of 19 July 2012 No. 552).
- Analysis of Threats to the Czech Republic (adopted by Resolution of the Government of the Czech Republic of April 2016 No. 369).
- Interministerial Concept of Support for Security Research in the Czech Republic 2017 - 2023 with a view to 2030 (Resolution of the Government of the Czech Republic of 10 July 2017 No. 509).
- Concept of the fight against organised crime until 2023 and the Strategy for the prevention of crime in the Czech Republic for the years 2022 - 2027, approved by Government Resolution No. 262 of 8 March 2021.<sup>3</sup>
- Concept for the Development of the Police of the Czech Republic until 2027, approved by the State Security Council on 21 December 2020.
- National Security Audit, approved by the Government of the Czech Republic on 14 December 2016.
- Methodology for the preparation of public strategies, approved by the Government of the Czech Republic on 28 January 2019.
- Horizon Europe Framework Programme 2021-2027, including continuously updated calls and Community programmes.

From the point of view of intra-system **genesis and interconnectivity**, the newly elaborated Development Programme also incorporates appropriate elements and criteria of the previous development, i.e. the Development Programme of the Police Academy of the Czech Republic in Prague for the years 2017 - 2023.

---

<sup>3</sup> The strategic objectives contained in the Crime Prevention Strategy of the Czech Republic for 2022-2027 are defined on the basis of relevant analyses and are based on the priority areas approved for this purpose by the Republic Committee for Prevention. These areas are:

(A) Support and development of the crime prevention system in the Czech Republic. (B) Assistance and support to victims of crime. (C) Work with offenders, prevention of recidivism. (D) Comprehensive and coordinated approach to security in high-risk localities, work of the Police of the Czech Republic in relation to minorities. (E) Situational crime prevention and new approaches. (F) Crime committed by and against. (G) Prevention of cybercrime.

and other current security requirements. The intention is to maintain continuity in all areas in which the Police Academy of the Czech Republic in Prague has been **positively evaluated** so far, especially the sustainability of applied research in the field:

- prevention and detection,
- CBRNE,
- Criminalistic technique, tactics and methodology,
- forensic victimology,
- radicalisation and deradicalisation etc.,

and at the same time to reflect the future challenges of security practice and to **define potential topics** in the field of security research, which academic and research staff of the Police Academy of the Czech Republic in Prague will be able to deal with in their subsequent scientific research activities, example: <sup>4</sup>

- innovations in forensic-tactical procedures,
- extremism, radicalism, organised crime, terrorism, drugs,
- the use of non-lethal weapons and other technical means in police practice,
- hybrid threats - disinformation,
- corruption,
- interference by public authorities in the property and personality rights of citizens,
- protection of soft targets,
- application aspects of the service relationship of members of the security forces,
- problems of enforcement of applicable law in the field of security,
- development of managerial skills in security management,
- applied police psychology and ethics, etc.

### Trends in the fields of interest

The latest concepts presented, i.e. balanced social sustainability in security and Industry/Society 5.0, will be systematically **combined** with other scientific and disciplinary approaches, principles models and methods at the Police Academy of the Czech Republic in Prague. They will be focused on the **most pressing challenges and crises of state security** at the time, requiring concentrated and systematic scientific and research attention.

The Police Academy of the Czech Republic in Prague is fully aware of its **societal commitment** in the field of scientific research: to systematically build a **civically safe society** through scientifically erudite efforts and especially outputs. It proudly assumes this commitment in its mission as a research organisation and is committed to **helping build, cultivate and internally protect the Czech state**. It wants to and will develop a society in which citizens can work and live without fear of their own and their loved ones' and their homes being threatened, and with a peaceful mind both develop and fully exploit their potential and contribute their work and influence to all .

With this intention, the research trends considered, adopted and addressed at the Police , will correlate primarily with the following areas:

- Reducing all types of crime, including organised crime and its most serious manifestations in the area of crime threatening the economy of the state and the European economic environment (financial crime, corruption crime, cybercrime, crime against

---

<sup>4</sup>The defined topics are appropriately linked to the key areas set out in the Crime Prevention Strategy of the Czech Republic for the years 2022 - 2027, but they are also directed towards even more ambitious research methods so that the scientific efforts of the Police Academy of the Czech Republic can successfully stand up in national and international academic comparisons.

environment, etc.) and general crime (murder, robbery, extortion, human trafficking, migration, extremism and terrorism, serious property crime, etc.).

- Strengthening the conditions and mechanisms for all types of national protection (socially sustainable state security, tolerant civil , equipment and capabilities for dealing with sensitive information, countering extremism, protection of the population and critical infrastructure).
- Increasing the efficiency and professionalism of state and security institutions, including inspiring and improving the professional and personal competences of the staff of these institutions, strengthening cooperation with citizens and their awareness and active participation in ensuring security.

The alpha and omega of all scientific and research activities of the Police Academy of the Czech Republic in Prague will be the **maximization and substantiation of efforts** to strengthen the position of the Czech Republic in the field of internal security, understood in the national, European and broader international context.

### Implications of trends for the Police Academy of the Czech Republic in Prague

The correctness of the definition of the future scientific research strategic domains can be supported by the currently created analysis of the internal and external environment. The analysis was carried out by senior staff of the Police Academy of the Czech Republic in Prague and staff of the Science and Research Department of the Police Academy of the Czech Republic in Prague. Subsequently, it was concretized and confirmed by external collaborators.

The analysis also included the results of the **Assessment of Research Organisations in the Higher Education Segment in 2020**, discussed in a joint meeting between the Ministry of the Interior, the Council for Science, Research and Innovation and the Police Academy of the Czech Republic in Prague. In Module 1 (Quality of Selected Outcomes) and Module 2 (Research Performance) of this evaluation, the Police Academy of the Czech Republic in Prague received a grade of "D" (below average), noting the insufficient number of outcomes to be evaluated. In Module 3 (Social Relevance), a grade of 'B' (very good), in Module 4 (Viability) a grade of 'C' (good) and in Module 5 (Strategy and Concept) a grade of 'B' (very good) was awarded. For Modules 3, 4 and 5, the following was noted: "The uniqueness of the University stems from national needs as identified by the Government and from specific needs related to safety and issues or challenges. The PA CR offers both a theoretical and practical perspective, which is rare. This provides individual course participants with a unique perspective and insight into both academic and practical aspects. Given the school's focus on national homeland security, it is imperative that it is dedicated to this mission, which combines theory with practice," (Protocol II for the Assessment of Research Organizations in the HE Sector in 2020). The Ministry of the Interior, in its role as provider, has given an overall rating of "**C**" - **good** - to the university.

In the final stage, the comprehensive analysis of the Police Academy of the Czech Republic in Prague resulted in the definition of the strengths, imperfections and reserves of the Academy and its mechanisms, including the expected influences of external entities (opportunities and threats). These were subsequently transformed into the definition of strategic objectives in order to develop the existing strengths and eliminate the weaknesses of the institution.

### Strengths of the Police Academy of the Czech Republic in

#### Prague Position of the only state police college in the

#### Czech Republic:

- The status of the only state university focused on increasing the erudition of staff/members and managers of the internal security sector and the state administration provides security of the current and future "social order", in the field of scientific research and education,

knowledge-transfer, dissemination, etc.

**Original research in homeland security, criminology and other disciplines:**

- The Police Academy of the Czech Republic in Prague, in close cooperation with close partners, carries out unique research and expert activities in the sector of security and public protection, produces unique outputs, findings, models, recommendations and generally ensures the development of related scientific disciplines.

**The pride of the staff at the Police Academy:**

- The absolute majority of the staff of the Police Academy of the Czech Republic in Prague are proud of their institution, openly espouse it, and are aware of its importance, uniqueness, commitment and contribution to the whole society, both nationally and . This pride is manifested and increased especially in cooperation, meetings and contacts with staff of other institutions, ministries and countries.

**Own scientific journal Security Theory and Practice:**

- The Police Academy of the Czech Republic in Prague prepares and publishes its own scientific journal, publishing scientific articles and other socially relevant outputs not only of its own staff, but also of authors and author teams from other institutions and countries. In addition, one issue of the journal is published each year in a fully English version. In this way, the Academy seeks to network and internationalise. In addition, the standard of the journal is guaranteed by membership of the ERIH plus database of scientific journals.

**Close cooperation and contacts with social/application practice entities:**

- Contacts with the security practice of the Czech Republic (Police of the Czech , BIS, GIBS, Prison Service, Customs Administration, Fire Brigade, etc.) make the Police Academy of the Czech Republic in Prague a unique institution with which other research are interested in cooperating. In this respect, the Police Academy of the Czech Republic in Prague is a unique link with the security forces of the Czech Republic.

**The unique experience of practitioners coming from a security :**

- Many of the staff of the Police Academy of the Czech Republic in Prague often have many years of experience with the Police of the Czech Republic, which brings unique know-how and irreplaceable practical experience gained in the direct performance of security, police, legal, protective and other related activities to the originally purely academic environment. This results in a permanent intermingling of science and application.

**Good cooperation and positive relations with the Ministry of the Interior:**

- In the last period, cooperation with the Ministry of the Interior's units and individual employees has improved and deepened significantly. This is a real promise of a much richer and more targeted focus of the scientific and research activities of the Police Academy of the Czech Republic in Prague on challenges, projects, activities and other social orders offered by the Ministry of the Interior. At the same time, the quality of this cooperation allows to streamline the processes and decisions of PA CR managers.

**Successful cooperation with foreign entities:**

- The Police Academy of the Czech Republic in Prague has established contacts with many foreign partners, especially from the USA, Israel, Spain, Poland, Lithuania, Slovakia, etc. These contacts were established and are continuously expanding as part of the internationalization of the Academy. Cooperation with the international network CEPOL and the ENLETS organisation is also being successfully built up.

#### **Establishment of research cooperation with the University of Defence in Brno:**

- The newly established cooperation with the University of Defence in Brno is already providing the first positives (involvement in joint projects, sharing of administrative experience). However, it is also a support for joint grasping and solving of future inter-ministerial challenges (Ministry of Defence, Ministry of Interior, Ministry of Education, etc.).

#### **Efforts of the leaders to progress the Police Academy of the Czech Republic in Prague:**

- The management of the Police Academy of the Czech Republic in Prague is progressive and aware of the need to strengthen the action drive of the entire institution. The development of the institution is approached in a systemic, harmonizing, managerial dynamic manner, rationally linking all activities (scientific, research, pedagogical, expert, etc.) into a balanced complex.

#### **Increasing support for scientific research activities from the management:**

- The approach of the management of the Police Academy of the Czech Republic in Prague is completely positive and inspiring and is becoming essential for the development of scientific research activities and is reflected in all its aspects. The higher the support of the management, the higher the success in all areas of the Academy's activities.

#### **Increased methodological support for science and research by the Science and Department:**

- The area of science and research management, consistently dynamised by the staff of the Science and Research Department, has recently shown a more significant capacity for active assistance and systematic support. The latter is offered and provided to all academic staff.

#### **Motivational programme of the Police Academy of the Czech Republic in Prague:**

- The Police Academy of the Czech Republic in Prague has a uniquely developed Motivation Programme aimed at improving, developing and rewarding scientific research results (projects of higher importance, publications and citations in Web of Science and Scopus). Its implementation is progressing favourably and has already seen the first convincing positive results.

#### **The enthusiasm and productivity of some workers:**

- The willingness and interest of the academic and administrative staff are a guarantee not only for the current, but especially for the future operation and achievement of ever better results of the Police Academy of the Czech Republic in Prague.

#### **Current sufficient funding of institutional support:**

- The Police Academy of the Czech Republic in Prague currently has sufficient financial resources for the functioning of its institutional processes. This allows to adequately cover the more financially demanding activities (equipment with appropriate hardware, software, licenses, equipment, devices, etc.) and also to financially reward the above-average results and excellent outputs of academic staff. In addition, it also allows for the personnel strengthening of science and research at the PA CR through institutional support.

### **Weaknesses of the Police Academy of the Czech Republic in Prague**

#### **Overload, lack of motivation and feelings of frustration among workers:**

- The shortcoming is the enormous amount and demanding nature of the work of academic, managerial and administrative staff, due to previous budget cuts and spreadsheet positions, which cause fatigue, burnout, and a decline in motivation and drive.

**Lack of high-tech equipment and techniques for research:**

- Compared to other universities, new instruments, equipment, laboratory equipment, etc. are provided on a much smaller scale. This slows down the development of science and research, reduces the competitiveness of applied research, and fails to serve effectively for innovative teaching or valuable research work for master's and doctoral theses.

**No internal doctoral studies:**

- The influx of unblocked modes of thinking and scientific zeal is grossly inadequate. The lack of in-house PhD students makes it impossible to involve them in science and research, to send them on internships abroad, to entrust and hand them new challenges, etc. At the same time, the Police Academy of the Czech Republic in Prague loses a number of publications that internal PhD students and their supervisors could publish, especially in domestic journals.

**Insufficient number of projects (GA CR, TA CR, MoI CR):**

- Historically, the number of successfully accepted projects of GA CR, TA CR, MoI CR and the number of solved major public contracts in the field of security research is below average. This is detrimental to the Police Academy of the Czech Republic in Prague in terms of evaluating the institution's performance, establishing new collaborations, etc.

**Insufficient number of international projects (Horizon Europe, etc.) and :**

- The number of foreign and international projects of significant quality is also very low. The Police Academy of the Czech Republic in Prague is currently not a guarantor of any such project.

**Low number of papers in the Web of Science and Scopus databases:**

- The number of outputs reported in the Web of Science (WoS) and Scopus databases has been low so far. This is due to the fact that the Police Academy of the Czech Republic in Prague is a university with a predominantly legal orientation and as a state university, it strives to academically influence mainly domestic application practice. Most of the papers are published mainly in domestic sources, possibly also in foreign journals and conference proceedings, but often without inclusion in databases.

**Lack of impacted citations and failure to track citations of scientific papers:**

- One of the consequences of the low number of publications listed in the WoS and Scopus databases is the lack of citations to papers in these databases.

**High number of retired academic staff:**

- The age structure of both academic and research staff is one of the issues that will require increased attention in the future.

**Lack of digitalisation of project and programme administration for R&D and results:**

- There is no digital administration of projects and no unified programme for storing and reporting the results of scientific research activities. There is a lack of a unified and clear system for control activities, simple outputs for different types of evaluation and submission of results to public databases, a repository of results from scientific research activities, a database of results, etc.

**Lower salaries for employees:**

- Especially in the recent period, dissatisfaction of workers with pay has been growing. A significant number of workers are considering leaving or looking for additional financial support. This limits their potential and creative capacity (especially in the scientific and research field), which they should be handing over to the Police Academy.

## Opportunities for the Police Academy of the Czech Republic in Prague

### **Adoption of the development strategy of the Police Academy of the Czech Republic in Prague to address security challenges:**

- The adoption of a state or departmental development strategy for the fulfilment of the vision of the irreplaceable role of the Police Academy of the Czech Republic in Prague as an academic base for solving urgent security challenges at the level of the entire Czech Republic, regions and the immediate surroundings of the Police Academy of the Czech Republic in Prague can be considered significant.

### **Exclusivity of the Police Academy of the Czech Republic in Prague for the education of members of the security forces:**

- A valuable opportunity will be the granting of an exclusive licence to the Police Academy of the Czech Republic in Prague for the training of members and employees of the security forces in the field of security law. Education in the field of security at the state university creates a guarantee that the education of this target group is in the hands and under the control of the state.

### **Tasks and public contracts awarded by the Ministry of the Interior:**

- The Ministry of the Interior can continuously accentuate socially relevant research tasks and domains addressed by the staff of the Police Academy of the Czech Republic in Prague by issuing appropriate project competitions and public contracts in the field of security research. Acquired and successfully solved activities can then be reported in future applications for accreditation and in the Self-Evaluation Report.

### **Tasks and challenges with/by other ministries and institutions:**

- A great opportunity for intensification and expansion of scientific research activities (projects, contracts, tasks, etc.) will be the increased interest of other ministries or partners from other ministries for deeper cooperation. This interest needs to be purposefully generated and intensified. The already established cooperation with the University of Defence in Brno can serve as an inspiration.

### **Various project calls (e.g. also for the development of the Police Academy of the Czech Republic in Prague as a research ):**

- Currently, many project calls are opening up aimed at the systematic development of higher education institutions as research organisations. It can be expected that the spectrum of these challenges will continue to expand and that through them the Police Academy of the Czech Republic in Prague will be able to move forward as an educational and research entity more significantly than before.

### **Offers of cooperation on projects and research from foreign partners:**

- The constantly developing partnership relations with foreign entities can also be a positive opportunity. On the basis of friendly ties, these entities can offer the Police Academy involvement in scientific projects and challenges, or other forms of joint, international research and research, including relevant participation in possible follow-up publications.

### **Participation in Ministry of Education projects and other calls (Horizon Europe, etc.):**

- Another similar opportunity may be the offer of Czech and foreign partners to involve the academic and scientific staff of the Police Academy of the Czech Republic in Prague in newly prepared projects and programme calls of a larger , both educational and developmental (e.g. the operational programme Research, Development and Education, announced by the Ministry of Education, Erasmus+) and of a purely scientific nature (Horizon Europe, etc.). These first incentives may in the future develop into participation not only in

in projects of other entities, but especially in taking on the role of guarantor or gestor of subsequent national and European projects.

**Projects with/addressed with the civil sector (universities, research institutes, etc.):**

- The co-design and acceptance of other activities, jointly developed with civil organisations and institutions, can also gain the momentum indicated. Although the Police Academy of the Czech Republic in Prague is primarily focused on internal security and protection of the population of all , joint intersections may also be found in active cooperation with ministries of other fields (e.g. the Department of Agriculture in jointly dealing with environmental disasters, the Department of Transport in jointly dealing with traffic problems and tragedies, etc.).

**Establishment of new collaborations (based on membership of editorial boards, conferences, citations):**

- New contacts, impulses, offers, cooperation, etc. can also arise as a culmination of the existing and newly opened memberships of the Police Academy of the Czech Republic in Prague in various domestic, and especially: foreign editorial boards of journals, scientific committees of conferences and congresses, citing the works of foreign authors in their own publications, etc.

**Educational and information events focused on science and research and current trends:**

- The offer of various information, educational and practical skills development activities, meetings, transmissions, trainings, workshops, etc. is constantly expanding. Their essence is to bring new trends, new requirements and new impulses in science and the transfer of science into practice. It is important to make use of these offers and to actively contribute to them in the future.

**Opportunities for internships in other parts of the state for good practice and long-term partnership with other security research organisations:**

- It can be enriching to be able to administratively arrange, prepare and participate in internships in other organizational units of the state (e.g. the Institute of Criminalistics, etc.) in order to learn about their good practices in scientific research activities, activities and institutional processes. However, it is particularly important to establish long-term partnership cooperation, especially with the Institute of Criminalistics, which is a research organisation of the Police of the Czech Republic dealing with specific problems of security research. Since the Police of the Czech Republic is one of the most important actors in the applied sphere of security research, a close and long-term relationship with both of these organisations is strategically important.

## Threats to the Police Academy of the Czech Republic in Prague

**Strengthening the position of other universities in the field of**

**internal security:**

- One of the biggest threats is the constant consolidation of the position of other , especially in the areas of education and research, in which the Police Academy of the Czech Republic in Prague is also active. These are mainly private .

**Stagnation of salaries at the Police Academy of the Czech Republic in Prague:**

- If it is not possible to increase the salaries of all categories of staff at the Police Academy of the Czech Republic in Prague in accordance with Czech legislation, the outflow of quality staff in particular will begin to intensify. This may negatively affect the future success and performance of the entire institution in all its areas and commitments.

**Persistent low evaluation of the outputs of the Police Academy of the Czech Republic in Prague:**

- Failure to fulfil the intention to move the assessment of the quality of outputs to a higher level (from the current

level "C" to level "B") may have a negative impact on the ability to attract additional domestic and foreign partners, succeed in project calls, retain quality staff, etc.

**The emergence of new criteria for evaluating the performance of science and research:**

- The current Methodology 17+ places considerable on the Police Academy. If the evaluation attributes change and the criteria become stricter, the position of the Police Academy of the Czech Republic in Prague will weaken again. Consequently, various negative influences and forces within the academy may be activated, conflict, demotivation, stress, etc. may increase.

**Setting stricter criteria for the submission of project proposals:**

- The future and unexpected tightening of the entry (application) criteria binding for applications for national and international research projects may further weaken the ability to succeed in project calls and competitions.

**Low interest of new recruits to work at the Police Academy of the Czech Republic in Prague**

- The sequence of threats outlined in the preceding text may result in understaffing of the academy. In particular, the inability to continuously recruit new, properly qualified and appropriately motivated staff may negatively impact institutional self-renewal, sustained acceleration, and necessary generational renewal.

**Not increasing or limiting table places:**

- The limited number of posts set out in the tables may lead to understaffing in sub-activities and a lack of quality results in all areas, particularly research.

**Reduction of the budget of the Police Academy of the Czech Republic in Prague:**

- The potential reduction of the budget of the Police Academy of the Czech Republic in Prague may have a negative impact on science and research and other activities.

## **SWOT presentation matrix**

The individual results of the analysis of internal and external influences point to a number of existing positive and negative elements as well as possible future impacts on the Police Academy of the Czech Republic in Prague. For clarity, the findings in all four quadrants are presented together in Table 1.

Table 1: Concentrated SWOT matrix for the area of science and research of the Police Academy of the Czech Republic in Prague

Strengths	Weaknesses
The position of the only state police college in the Czech Republic	Overload, lack of motivation and feelings of frustration among workers
Original research in homeland security, crime and other disciplines	Lack of high-tech equipment and techniques for research
Pride of staff at the Police Academy	Lack of internal doctoral studies
Own scientific journal Security Theory and Practice	Insufficient number of projects (GA CR, TA CR, competitions, public procurement)
Close cooperation and contacts with social/application actors	Insufficient number of foreign and international projects (Horizon, Erasmus+)
Unique experience of practitioners coming from security practice	Low number of papers in the Web of Science and Scopus databases
Good cooperation and positive relations with the Ministry of the Interior	Lack of citations and lack of tracking of citations of scientific papers
Successful cooperation with foreign entities (USA, Israel, Poland, Lithuania, CEPOL, etc.)	High number of retired academic staff
Establishment of research cooperation with the University of Defence in Brno	Lack of digitalisation of project and programme administration for R&D and results
Efforts of the managers to progress PA CR	Lower employee pay
Increasing support for scientific research activities by the PA CR management	
Increased methodological support for science and research by the science and research department	
Motivational Programme of the Police Academy of the Czech Republic in Prague	
The enthusiasm and productivity of some working-age workers	
Current sufficiency of institutional support funding	
Opportunities	Threats
Adoption of a development strategy for the irreplaceability of the PA in addressing security challenges	Strengthening the position of other universities in the field of security and law (private and public)
Exclusivity of the PA CR for training of members of security forces	Stagnation of salaries in the Czech Republic
Tasks and public contracts awarded by the Ministry of the Interior	Persistently low evaluation of the Czech Republic's PA outputs
Tasks and challenges with other ministries and institutions (University of Defence, etc.)	The emergence of new criteria for evaluating the performance of science and research
Various project calls (e.g. also for the development of PA CR as a research )	Establishment of stricter criteria for project proposals (gender, HR Award)
Offers of cooperation on projects and research from foreign partners	Low interest of new employees to work at the PA CR
Participation in Ministry of Education projects and other calls (Horizon Europe, etc.)	Not increasing or limiting table places
Projects with/addressed with the civil sector (universities, research institutes, etc.)	Reduction of the budget of the Czech Academy of Sciences (with a negative impact on science and research)
Establishment of new collaborations (based on membership in editorial boards, conferences, citations)	
Educational and information events focusing on science and research and current trends	
Possibility of internships in other government agencies (Institute of Criminalistics, etc.) for good practice	

## Stakeholder Analysis parties

The two analyses presented (SWOT analysis and analysis) together provide inspiration and limits for the future activities of the Police Academy of the Czech Republic in Prague. The basic features for the strategic action in the field of scientific and research activities are set out in the following updated concept for the development of the Police Academy of the Czech Republic in Prague.

### Identification of research partners in the Czech republic

Since the Police Academy of the Czech Republic in Prague focuses its activities on the internal security of the state, its main partners are institutions from the **application (state) sphere**. Cooperation with these institutions allows us to target research activities to the needs of social practice and to respond promptly to unexpectedly emerging or long-term escalating challenges. The application partners are in particular:

- Police of the Czech Republic,
- Ministry of the Interior of the Czech Republic,
- General Inspectorate of Security ,
- Prison Service of the Czech Republic,
- Military police,
- Customs etc.

Important partners also include organizations with which the Police Academy of the Czech Republic in Prague cooperates and plans to continue to cooperate on joint scientific research projects, specifically in the creation of results that are more effectively created for direct use in application practice. The cooperating **research organizations** include, for example:

- Academy of Sciences of the Czech ,
- Institute for Criminology and Social Prevention,
- Criminalistics Institute of the Police of the Czech Republic, etc.

In terms of creating outputs with a strong potential to contribute to the development of scientific knowledge and the growth of scientific disciplines, collaborating research partners include **colleges and universities** operating in the Czech , in particular:

- Czech Technical University,
- Charles University,
- University of Defence in Brno,
- University of Economics in Prague,
- University of Pardubice, etc.

Other stakeholders may also include companies focusing their activities on **products useful for security research** or security practice.

For the development of the scientific and research activities of the Police Academy of the Czech Republic in Prague, it is important to strengthen the existing cooperation both at the level of the application sphere, i.e. the sphere of the security practice of the Czech Republic, and cooperation with other research organizations or companies and to **develop new cooperation** so that the mission of the organization can be fulfilled in the best possible way. Since one of the key partners of the application sphere is the Police of the Czech Republic, it is essential to deepen cooperation not only with them, but also with the Criminalistics Institute of the Police of the Czech .

The interest of the Police Academy of the Czech Republic in Prague is to **disseminate knowledge about social phenomena affecting the internal security of the state and also to apply this knowledge in practice**, both by direct penetration of the results into the application sphere and by dissemination and transfer of knowledge through publication and dissemination of results in high-quality scientific publications, preferably registered

in the Web of Science or Scopus databases, as well as the transfer of new knowledge through pedagogical and educational activities within the study programmes of bachelor's, master's and doctoral studies or within lifelong courses. By linking stakeholders and cooperating with different types of partners, the Police Academy of the Czech Republic in Prague aims **to connect the potential of cooperating partners and its own potential to fulfill its mission** to systematically build a civically safe through scientifically erudite efforts and especially through excellent outputs, helping to build, cultivate and internally protect the Czech state.

Stakeholders also influence and will influence the activities of the Police Academy of the Czech Republic in Prague. The applied sphere of security research sets the direction and update of the necessary research activities, both through its own identification of its needs and through external identification of opportunities and needs for development and innovation, which can be carried out by the Police Academy of the Czech Republic in Prague in cooperation with other research organisations.

### Identification of research partners in abroad

At present, the cooperation is mainly at the academic . The most frequent current collaborations are with foreign colleges and universities, including:

- Tarleton State University ( ),
- Hochschule der Sächsischen Polizei im Rothenburg (Federal Republic of ),
- Fachhochschule für öffentliche Verwaltung, Fachbereich Polizei im Fürstenfeldbruck (Federal Republic of ),
- Hochschule für Polizei Villingen Schwenningen (Federal Republic of ),
- National University of Public Service, Budapest (Hungary),
- University of Haifa, Haifa (State of Israel),
- Mykolas Romeris University in Kaunas (Lithuania),
- Pomeranian University in Slupsk (Poland),
- University of Szczecin (Poland),
- National Pedagogical Dragomanov University, Kyiv (Ukraine),
- General M. R. Štefánik Armed Forces Academy, Liptovský Mikuláš (Slovak Republic),
- Academy of Police Corps in Bratislava (Slovak ),
- University of Žilina (Slovak Republic) etc.

Other organisations of international renown with which the Police Academy of the Czech Republic specifically cooperates :

- CEPOL (European Union Agency for the Promotion of Law Enforcement Cooperation through Education and Training), cooperating by providing professional events and exchanging the latest knowledge,
- AEPC (a network of police training institutions with more than 50 members), aimed at sharing good practice and possible cooperation in the field of science and security research),
- MEPA (an association of seven European countries, i.e. Austria, Germany, Switzerland, Slovakia, Hungary, Slovenia and the Czech Republic), oriented towards the provision of further training for police officers, especially in the field of prevention and combating serious international crime.

The Development Programme deals in more detail with foreign partners and forms of establishing and maintaining mutual cooperation in the chapter on the Strategy for the Internationalisation of Research and Development.

## CONCEPT OF DEVELOPMENT OF THE POLICE ACADEMY OF THE CZECH REPUBLIC IN PRAGUE

Two key strategic phenomena are the key basis for determining the concept of development of the Police Academy of the Czech Republic in Prague: the mission and vision of the Police Academy of the Czech Republic in Prague as a state police university. The new "strategic domains" of science and research for the next period will be based on these.

### The mission of the Police Academy of the Czech Republic in Prague as a research organization

The main mission of the Police Academy of the Czech Republic in Prague is to spread education, cultivate free thinking and independent scientific research in areas important for the security of the Czech Republic, the security system and the performance of public administration of the Czech Republic. The University freely develops educational and scientific activities, research, development and other creative activities that are in accordance with its main mission and the law. It educates experts mainly for the Police of the Czech Republic and other security forces, municipal police, the Ministry of the Interior, or for other ministries involved in ensuring the security of the Czech Republic.

The mission of the Police Academy of the Czech Republic in Prague, as a state university, is to responsibly and eruditely carry out educational, scientific research and knowledge transfer activities in the field of security law and security management, and to make a valuable contribution to building socially sustainable security in the Czech Republic. In these areas, the departments of the Police Academy of the Czech Republic in Prague make a significant contribution to the formation and continuous development of security science and are also recognised institutions in the field of criminology, criminology, forensic psychology and other disciplines.

The internal structure, implemented processes and set mechanisms, in relation to the established vision, are aimed at the development of the Police Academy of the Czech Republic in Prague as a centre of professionally implemented and permanently improved research and educational activities in the field of internal security of the state. In order to ensure the highest efficiency and quality of all activities and expected outputs, it is divided into two faculties - the Faculty of Security Law and the Faculty of Security. Both faculties work closely together, seeking and finding unique intersections of their respective domains of interest, thus creating mutual synergies.

The social commitment that the Police Academy of the Czech Republic assumes and implants in its mission as a research is:

To build systematically through scientifically erudite efforts and especially through excellent outputs  
**civically secure society, to help build, cultivate and internally protect the Czech state.**

### Vision of the Police Academy of the Czech Republic in Prague as a research organization

The Police Academy of the Czech Republic in Prague wants to be a dignified, dominant, unique, inventive and ethically acting educational, scientific research and creative institution with a valuable socially responsible function and an irreplaceable contribution to the sustainable internal security of the Czech Republic and nearby European countries. To fulfil its vision, the Police Academy of the Czech Republic in Prague will:

- To assist in protecting the safety of residents, their full lives and the protection of their homes,
- to advocate for and contribute to greater efficiency in the public administration of the Czech Republic,
- to stabilise the critical infrastructure of the Czech Republic and Europe through scientific research results,

- to activate the progress of security sciences in the European and global context,
- to estimate future security threats in advance and to address their management and elimination in a scientifically correct way, by combining academic and application potentials.

The Police Academy of the Czech Republic in Prague wants to become an internationally renowned institution. It wants to become the first and only choice of the Czech state in the field of professional and personal training of officers, specialists and managers of internal security forces.

The established vision of the Police Academy of the Czech Republic in Prague, in accordance with a detailed analysis of strengths, imperfections, opportunities and threats, logically and emphatically leads to the following comprehensive strategic goal:

**To systematically improve the quality of all activities of the Police Academy of the Czech Republic in Prague and to achieve a "B" grade in 2026.**

In order to achieve this comprehensive goal, the Police Academy of the Czech Republic in Prague sets a **balanced system of strategic - transformational - goals** (presented together in Table 4 at the end of this document), concretised into **four strategies**:

- Strategies for managing the societal and scientific benefits of research activities.
- communication strategy.
- Strategies for internationalisation of research and development.
- Strategy for internal capacity development of the research organisation.

## Strategies for managing the societal and scientific benefits of research activities

The Police Academy of the Czech Republic in Prague will purposefully participate in a wide range of scientific research and innovative activities and projects with clear pro-social significance, activating impact and positive effects on the field of internal security. Academic and research staff will continue to build a credible foundation of multidisciplinary security sciences and their development, so that the Police Academy of the Czech Republic in Prague can successfully compete both nationally and internationally.

In order to further accelerate intentions in the field of **initiation, networking, presentation and transfer of science and research results**, multiple collaborations will be carried out on several **complementary levels**. It should be noted that the Police Academy of the Czech Republic in Prague will emphasize the **internal dynamics** of each of these levels as well as their **balance and positive systemic links**. These aspects are also included in Figure 1.

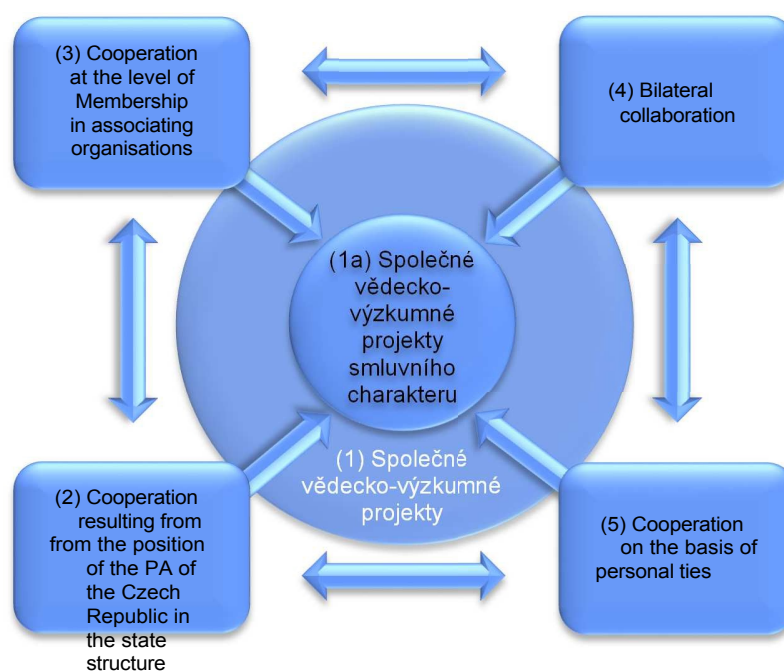


Figure 1. Cooperation in science and research

It will be strategically beneficial to focus these types of cooperation on the creation of concrete joint scientific research projects, especially on a contractual .

## Transformational goals for achieving societal and scientific benefits of research activities

The criteria for the selection of cooperating parties and the specified management of all cooperations are based on the mission and vision of the Police Academy of the Czech Republic in Prague (based on national and supranational strategic documents) and the requirements of the Methodology 17+. The following **strategic objectives** are particularly important:

1. To strengthen the **attribute of social usefulness and scientific contribution of research** by cooperation with partners, i.e. to increase the contribution of outputs to the application sphere of internal security of the state, as well as the publication and dissemination of results at the national and international level.
2. **Strengthen the attribute of originality and relevance of scientific research** by collaborating with partners, i.e. **justify** research efforts by organising or participating in relevant research.

In order to meet these strategic objectives, links between organisations and should be strengthened. These should in turn lead to joint research projects, activities, publications and socially applied outputs.

### Implementation of objectives to achieve social and scientific benefits of research activities

For the achievement, dissemination and application of the results into practice, projects carried out primarily on the basis of contracts are and will be particularly important, as these should guarantee, through the application guarantor, the real social relevance and practical benefit of the research carried out. The direct link between the scientific and research thrust of the Police Academy of the Czech Republic in Prague oriented towards the development of security sciences and practice can best be achieved in the form of **actively sought and implemented collaborations**:

#### 1. Cooperation at the level of joint scientific research projects.

This cooperation may be either contractual or non-contractual.

- a) **A formal and contractual character** defining and clearly defining specific cooperation (earmarked support projects) will be key. This is the fundamental level of cooperation where the other forms of cooperation listed below will need to be directed. This type of cooperation will enable the production of effective results, which usually have a prior prediction of significant results applied in or in terms of contribution to knowledge in basic research. In the future, it may be:

- concluded with another research organisation (currently, e.g. the Institute of Nuclear Physics of the Academy of Sciences, the Faculty of Nuclear and Physical Engineering of the Czech Technical University, the Faculty of Social Sciences of Charles University, etc.),
- concluded with the application guarantor,
- concluded with a private company, etc.

The form of this cooperation will usually be used to create proposals for scientific research projects submitted in the framework of competitions and the research will be oriented towards the solution of public security research contracts of the Ministry of the Interior of the Czech Republic, project proposals will be created for the calls of the Technology Agency of the Czech Republic, the Grant Agency of the Czech , the EU Framework Programme for Research and Innovation Horizon Europe, Norwegian funds, etc.

- b) For the Police Academy of the Czech Republic in Prague, non-contractual but concrete cooperation, e.g. on the basis of a more general cooperation agreement, will also be important. This **does not have to be contractually specified and precisely defined**. Examples are current institutional support projects (solved in cooperation with the General Inspectorate of Security Forces, the Prison Service of the Czech Republic, etc.) or various joint conferences, workshops, publications, etc.)

2. **Cooperation resulting from the position of the Police Academy of the Czech Republic in Prague in the state structure.**

The potential of these collaborations stems from the position of the Police Academy of the Czech Republic in Prague in the state structure. The closest link is the provider of institutional support for the development of the research organisation, i.e. the Ministry of the Interior of the Czech Republic. The potential of this relationship for the development of scientific research activities lies in the possible connection with the application sphere of security research, i.e. with organisations providing internal security of the Czech Republic (the Police of the Czech Republic, the Fire Rescue Service of the Czech Republic and other security forces or municipal police), but also with other research organisations falling under the same provider (e.g. the Institute of Criminology of the Police of the Czech Republic, the Institute for Criminology and Social Prevention, etc.). Another suitable partner is the University of Defence in Brno, the second unique state university in the Czech Republic. In addition, there may be other related state organisations, e.g. the Customs Administration of the Czech Republic, the Prison Service, or other related institutions and authorities.

3. **Cooperation at the level of membership in associative (international) organisations.**

These memberships allow interaction with other organisations of similar focus or objective, especially at international level (e.g. ERASMUS, AFCEA, etc.) and thus offer the possibility of closer networking in scientific research activities.

4. **Arrangements for bilateral cooperation between the management of the Police Academy of the Czech Republic in Prague and the management of other organisations of a more general nature.**

In terms of strategic communication, a renewed focus on more formal and informal cooperation will be needed, follows:

- a) **formal** expression of the intention of cooperation of a more general nature between partner organisations, which creates space for concrete cooperation ("Memoranda of Cooperation", etc.) - framework cooperation with the General Inspectorate of Security Forces, Memorandum of Cooperation with the Israeli University of Haifa, etc.
- b) **an informal** expression of the intention of mutual cooperation of a more general nature between partner organisations, which creates space for concrete cooperation.

5. **Cooperation based on personal ties.**

This type of cooperation will continue to be an important part of the entire cooperative portfolio of the Police Academy of the Czech Republic in Prague. They can take one of the following forms:

- a) from the staff member's previous work at another institution - usually very rewarding as it brings the potential of point 1 above,
- b) while the employee is currently working at the Police Academy of the Czech Republic in Prague - resulting from the activities carried out on the basis of the above points, participation in joint conferences, workshops, etc.

For the most effective **presentation of the Police Academy of the Czech Republic in Prague as a organization**, and especially for the **implementation of the set strategic goals**, it will be necessary to implement a complex of many decisions, activities, measures, etc. For each of the objectives (also in other partial strategies of the Development Programme of the Police Academy of the Czech Republic in Prague) the implementation mechanism will be structured separately, with the determination of the content of the process of achieving the objectives, the determination of

responsibility for its implementation, time of implementation, financial and non-financial requirements, risks and potential benefits.

**Objective 1: To strengthen the attribute of social usefulness and scientific contribution of research by cooperation with partners, i.e. to increase the contribution of the outputs to the application sphere of the internal security of the state and also the publication and dissemination of the results at the national and international level.**

**Implementation process.** The content and intention will be to strengthen and focus the scientific research projects on projects of higher national and international importance and relevance, with a positive impact on the evaluation of the Police Academy of the Czech Republic in Prague as a research :

- Each year, submit an application for a project within the framework of a public competition or a public contract of the Ministry of the Interior's security research programme, or national agency calls (calls of the Grant Agency of the Czech Republic - GA CR or the Technology Agency of the Czech Republic - TA CR), or participate as a co-investigator in a suitable project submitted by a foreign partner.
- To create a clear scientific research portfolio of the Police Academy of the Czech Republic in Prague, which will serve as a presentation of the potential of the Police Academy of the Czech Republic in Prague for serious cooperation with partners, including updating and modification of the website.
- To create appropriate administrative support for the submission of new projects and procurement solutions and to financially reward academics for submitting projects of higher national and international significance.
- To organise joint meetings of vice-rectors and senior staff of universities and joint (multilateral) meetings with representatives of the application sphere.

**Responsibility.** In order to achieve the set goal, it will be necessary to activate the joint efforts of all the staff of the Police Academy of the Czech Republic in Prague. Therefore, the responsibility will be borne by:

- academic staff (all departments of the Faculty of Security Management and the Faculty of Security Law),
- heads of departments and relevant departments,
- vice-deans for science and research,
- Deans,
- Vice-Rector for Science and Research,
- the staff of the Science and Research Department<sup>5</sup>,
- administrative staff (of departments and relevant units).

. The implementation of the objective will be a continuous process, both in terms of providing inspirational and administrative assistance in considering the submission of an application for a project of a particular type, and in particular in terms of the formulation of decisions on the nature, aims, timetable, methods, , expected outcomes of the projects conceived, etc. by academic staff. Time Milestones:

- consistency of the process,
- deadlines for project competitions and calls, including international schemes,
- the dates of the Internal Opening Ceremonies (or the dates of the Science Days),
- project reporting deadlines.

---

<sup>5</sup> The creation of Tables for researchers and their subsequent recruitment is a necessary objective of this Development , see for details.

**Financial and material requirements.** The costs associated with conducting the relevant analyses, trend estimates and prospective feasibility calculations, setting relevant and sufficiently ambitious project objectives, English translations and all other requirements related to the implementation of the above objectives (e.g. costs for the provision of the necessary information resources, costs for the publication and dissemination of publications and other results of scientific research activities, including travel costs, etc.) and the development of projects will be covered by the institutional support of the Police Academy of the Czech Republic in Prague. The costs related to the actual implementation of the accepted project of special purpose support (public procurement in the field of research) will be covered by the grants and aid received.

**Non-financial requirements.** The non-financial requirements will be the basic attributes of serious scientific research work (creativity, willingness, motivation, inventiveness, enthusiasm, precision, analytical thinking, trust, loyalty, etc.), language skills (especially knowledge of English), strategic thinking and continuous support and inspiration from the academic staff and the management of the Police Academy of the Czech Republic in Prague.

**Risks.** The greatest staffing risks are resignations and avoidance of academic, research and management staff from undertaking and high quality research, including less experience to date of submitting higher projects. The greatest material risk may be the insufficient novelty of the technical equipment available, laboratory facilities, software available, etc.

**Expected benefits.** The potential benefit will be the contribution of the achieved results to the comprehensive strategic goal of the Police Academy of the Czech Republic in Prague: to achieve a "B" rating. Furthermore, the benefit will be the strengthening of research self-confidence and project-invention erudition of academic and research staff, gaining new partners for cooperation, gaining new impulses, strengthening the institution's partner attractiveness in the field of important projects, better focusing of future scientific research activities of individuals, teams and the whole institution, etc.

## **Goal 2: To strengthen the attribute of originality and relevance of scientific research through cooperation with partners, i.e. to justify research efforts by organising or participating in relevant research.**

**Implementation process.** The content and intention will be to strengthen the originality, feasibility and international competitiveness of scientific research, with a positive impact on the evaluation of the Police Academy of the Czech Republic in Prague as a research:

- To mutually connect academic and research staff of the Police Academy of the Czech Republic in Prague for their participation in large-scale research and later on to actively organize and provide more extensive research, with the involvement of domestic and foreign partners.
- To implement the measures of the Motivation Programme of the Police Academy of the Czech Republic in Prague, in particular measures for increasing the involvement of academic and research staff themselves, achieving mutual synergies and multiplications, creative cohesion, etc.
- Develop appropriate administrative and technical support for participation in and/or organisation of research, including direct assistance in the implementation of research methods (quantitative and qualitative).
- Financially and non-financially reward academic and research staff for the preparation, organisation and implementation of national and international research, including sub-research investigations.

**Responsibility.** In order to achieve this goal, the intensive efforts of the creative personalities of the Police Academy of the Czech Republic in Prague will be essential. These personalities will be sought from among all academic, managerial and research staff. They will be for identifying, approaching and engaging them:

- senior staff (of departments, faculties and the management of the Police Academy of the Czech Republic in Prague),
- researchers and heads of the Science and Department,
- Vice-Rector for Science and Research.

. The objective will be pursued systematically and continuously, while the implementation process will be dynamic, continuous over time, increasing its pace and time requirements. Deadlines will naturally be set depending on the scope and nature of the participatory or umbrella research. Support from the management of the Police Academy of the Czech Republic in Prague and the Science and Research Department will be continuous. Time Milestones:

- consistency and continuity of the process,
- terms of reporting on creative outputs.

**Financial and material requirements.** Costs associated with searching for research suitable for engagement, contacting potential and actual partners, preparing analytical tools (questionnaires, interviews, experiments, observations, field measurements, etc.), implementing relevant surveys, methods and , conducting relevant analyses, statistical evaluations, comparisons and syntheses, translations into appropriate languages, including travel costs and all other related requirements, will be covered by the institutional support of the Police Academy of the Czech Republic in Prague and other grants and support obtained as appropriate.

**Non-financial requirements.** Non-financial requirements will be the basic attributes of serious scientific research work (creativity, willingness, motivation, inventiveness, enthusiasm, precision, analytical thinking, trust, loyalty, etc.), strategic thinking, personal and team responsibility, team and communication competences, language skills, permanent support and inspiration from creative personalities and senior staff of the Police Academy of the Czech Republic in Prague, direct assistance from the Science and Research Department.

**Risks.** The biggest personal risk is the fear or even anxiety of providing personal contacts, results, own methodologies and know-how to other colleagues in domestic and foreign environments. This caution may stem from previous negative experiences, especially in the case of improperly capitalized dissemination. The greatest material risk may be the inadequacy of existing technical, mathematical and statistical and other equipment.

**Expected benefits.** Potential positives will be the irreplaceable contribution to the achievement of the comprehensive strategic goal (to achieve a "B" rating), a significant strengthening of the credit of the Police Academy of the Czech Republic in Prague as a research , not only in the domestic, but especially in the international and perhaps even global context, etc.

### **Indicators of the success of the strategy for managing the societal and scientific benefits of research activities**

The indicators of the success of the strategy for managing the societal and scientific benefits of research , which will be used to assess progress in meeting the defined objectives on an annual and cumulative basis over the whole period, are linked to the above identification of strategic stakeholders, in close connection with the achievement of the set objectives. Specifically, the following assessment indicators can be identified:

- Total number of implemented scientific research projects recorded in the CEP IS VaVaI database (link to Objective 1).
- Total number of application results registered in the RIV IS VaVaI database (link to objective 1).

- Evaluation of selected best results - i.e. the grade given to results of this type entered into the SKV database (link to objectives 1 and 2).
- Number of results applied annually and cumulatively over the period considered (link to Objective 1).
- Number and list of users of the scientific research results at national , including a description of the effects and benefits arising from this cooperation (link to Objective 1).
- Number of publications registered in the Web of Science or Scopus database (impact factor) and their citation rate (link to objectives 1 and 2).

A specific quantification of the most relevant indicators, differentiated into sufficient, excellent or insufficient levels, including the values achieved so far in each indicator, is provided in the cumulative Table 5 at the end of this document.

## Stakeholder communication strategy

The Police Academy of the Czech Republic in Prague has been cooperating with many for a long time. In the future, it will focus primarily on relations and communication with those entities that have proven to **be trustworthy and socially responsible partners**. It is desirable to stress that the subject of internal security is **highly sensitive** and often unfolds on the basis of necessary information restrictions or even information and documentation embargoes.

The intention of the communication strategy with stakeholders will be to respect the aforementioned sensitivity and to take into account the desired Czech and European security interests. Therefore, the Police Academy of the Czech Republic in Prague will pursue all existing and future cooperation to **ensure**:

- unique, effective and memorable presentation of the results of its scientific research activities to the scientific public, both nationally and internationally, and at the same time
- successful, efficient and socially beneficial dissemination of the results of its research activities into security practice, again in the national and supranational space.

The presentation of the Police Academy of the Czech Republic in Prague as a research organisation will be characterised by **a clear communication of the added value created** and **unique attractions** produced, enabling the Police Academy of the Czech Republic in Prague to be perceived as a **solid, scientific and innovative organisation**.

With this intention, the Police Academy of the Czech Republic in Prague will purposefully involve stakeholders in all appropriate **research activities, projects and sub-tasks**. For more effective targeting of security research projects, the application partners - users of the considered outputs (e.g. the Ministry of the Interior of the Czech Republic, the Police of the Czech , other security forces, the Ministry of Justice, etc.) will also be involved, both in the phase of defining security research needs and stimuli, as well as in the phase of collecting research data and their transformation for meaningful use and implementation in practice.

It will also be appropriate to include and involve partners in the **educational process**, especially in the area of presenting concrete applications of science to practice, corrections or challenges from practice towards theory, etc. It will also encourage stakeholders to participate in **the cultivation and development process**, especially in the perspective of building and instilling professional competencies that are realistically required in the conditions of professional training of security professionals and public administration.

## Transformational objectives for communication with stakeholders

The specific selection of cooperating parties and the setting of forms of communication with these parties are predetermined by the nature of key aspects of the mission and vision of the Police Academy of the Czech Republic in Prague. In order to achieve the comprehensive strategic objective (to obtain a grade "B") and to maintain consistency with all other partial strategies, the following composition of **communication strategic objectives** can be defined:

1. **Improve communication with stakeholders**, i.e. also prioritise communication forms, channels and competences that can communicate appropriate challenges and impulses more forcefully.
2. **To strengthen the dynamics of inter-institutional communication with** , i.e. to encourage the active exchange of scientific knowledge and its subsequent application in .

- 3. To create unique forms of communication and alliances with** , i.e. to design, test and use new communication platforms aimed at societal and scientific benefit.

Successful achievement of the strategic objectives identified above will help to improve overall current and future communication with . Care must be taken to continuously elicit, accept and use the input that can be obtained **through objective** , both from and from one-off communications and contacts.

### Implementation of communication objectives with stakeholders

Systematicity and orderliness in meeting the communication objectives will be best maintained through the implementation mechanism contained in the following text.

#### **Goal 1: Improve communication with stakeholders, i.e. also prioritise communication forms, channels and competences that can communicate appropriate challenges and impulses more forcefully.**

**Implementation process.** The content and intention will be to strengthen the overall quality of communication, both internally and externally of the Police Academy of the Czech Republic in Prague. The focus will be on improving internal communication, i.e. communication between all staff and departments representing internal . Internal communication will be the basis for improving external communication, i.e. communication towards external stakeholders. Partial communication objectives:

- Apply also communication forms, channels and competences that can more firmly connect and more effectively mobilize academic and research staff of the Police Academy of the Czech Republic in Prague. Emphasis will be placed on clarity, politeness, incentive, friendliness and the motivational-partnership aspect of communication.
- To individualize and evaluate communication with external partners, especially through active search and application of modern and effective forms of communication and dissemination channels, through which the Police Academy of the Czech Republic in Prague is able to disseminate the latest knowledge and innovations.
- To continue the successful tradition of the Student Scientific and Professional Activities by organizing national and international rounds (in cooperation with the Police Academy in Bratislava). To actively use the platform of the Student Scientific and Professional Activity for dissemination of the outputs of science and research at the Police Academy of the Czech Republic in Prague into police and security practice.

**Responsibility.** Achievement of the defined partial objectives will be conditioned by the "actively modelled" role of managers in particular, where the quality of managerial communication can serve as a model - a model of the expected quality of communication of all other employees. The specified responsibilities will be assumed by:

- senior managers (in the role of inspiring peer-to-peer communication),
- Academics, researchers and administrators (as beneficiaries and implementers of peer-to-peer communication).

. Improvement of communication will be carried out continuously. In doing so, initial, inspirational examples and models of appropriate communication will be activated by senior . Secondary, subsequent in time, will be the adoption of appropriate communication forms and skills by other staff of the Police Academy of the Czech Republic in Prague. Time milestones:

- consistency and time sequence of the process,
- dates of working meetings, meetings, internal workshops and similar communication forums,

- dates of the Student Scientific and Professional Activities (national and international round).

**Financial and material requirements.** Costs associated with the development and improvement of communication and other skills needed for or in connection with research, development and innovation activities (in particular: active listening, assertiveness, empathy, ethical persuasion and metacommunication), and the search for and training in addressable forms of communication. The costs associated with the implementation of the Student Scientific and Professional Activity, and all other related requirements, including financial requirements of the motivational aspect, such as scholarships for the best placement of participating future and novice scientists (students) in the competition within the national round of the competition and other scholarships for outstanding results in scientific research activities for novice scientists, will be covered by the institutional support of the Police Academy of the Czech Republic in Prague and possibly other sources obtained.

**Non-financial requirements.** Non-financial demands will be mainly the interest, willingness, helpfulness, perseverance, tolerance, etc. of all internal members and external stakeholders of the Police Academy of the Czech Republic in Prague.

**Risks.** The greatest personal risk is the unwillingness to , overcome and abandon ingrained communication habits. The greatest procedural risk may be the complexity of aligning the time, space, and personality to identify, prepare, and conduct development and training activities aimed at developing communication skills.

**Expected benefits.** There are many positive benefits to be gained, such : a more supportive working atmosphere, greater mutual trust, increased willingness to partner, retention of key external relationships and partnerships, long-term memorability with national and international partners, a decrease in misunderstandings and conflicts, reduced staff turnover, etc. Overall, improving internal and external communication is one of the most important conditions for the possibility of achieving an institutional rating of 'B'.

**Objective 2: To strengthen the dynamics of inter-institutional communication with , i.e. to encourage the active exchange of scientific knowledge and its subsequent application in practice.**

**Implementation process.** The content will be to strengthen the dynamics of communication directed towards external , with the intention of increasing the international awareness and reputation of the Police Academy of the Czech Republic in Prague. Partial communication objectives:

- In connection with scientific projects and research tasks, **intensify the organization of domestic and international conferences, seminars and workshops, organized directly by** the Police Academy of the Czech Republic in Prague, aimed at the presentation and transfer of the obtained scientific results.
- In connection with national and international scientific projects, **intensify cooperation with domestic and foreign partners and jointly organize international scientific conferences and forums** aimed at disseminating the results obtained and reaching out to (recruiting) new partners.

**Responsibility.** The fulfilment of the defined partial objectives will be possible on the basis of the creation and functionality of interconnections, implemented across the entire Police Academy of the Czech Republic in Prague. The specified responsibilities will be assumed by:

- senior staff (of departments, units and faculties),
- researchers and heads of the Science and Department,
- creative personalities,
- ,
- Vice-Rector for Science and Research+ Vice-Rector for International Relations and Lifelong Learning.

. Improvement of communication will be carried out continuously. It will draw on existing contacts with external partners of the Police Academy of the Czech Republic in Prague, which will be developed and deepened over time. Time milestones:

- consistency and time sequence of the process,
- dates of preparatory meetings for the organization of application and scientific communication activities within the Police Academy of the Czech Republic in Prague,
- dates of preparatory meetings for the organisation of application-scientific communication activities of the representatives of the Police Academy of the Czech Republic in Prague with the partners concerned,
- dates of upcoming scientific forums, conferences, seminars, workshops and similar presentation and application meetings,
- deadlines for periodic evaluation of the contribution of national and international communication activities.

**Financial and material requirements.** The costs associated with the increase and maintenance of the dynamics of inter-institutional communication within the framework of scientific research and support activities, the search for and involvement of partners in the prepared scientific communication forums and activities, the actual implementation of these activities, and all other related requirements, including financial requirements of the motivational aspect (target and disciplinary rewards for the organization of international activities), will be covered by the institutional support of the Police Academy of the Czech Republic in Prague and possibly other sources.

**Non-financial requirements.** Non-financial demands will be mainly the interest, willingness, helpfulness, helpfulness, tolerance, etc. of all the staff of the Police Academy of the Czech Republic in Prague and the concerned stakeholder groups.

**Risks.** The greatest personnel risk is the unwillingness to share acquired contacts, failure to perform tasks assigned in the preparation and implementation of the communication activities entrusted to them, etc. The biggest procedural risk may be the complexity of coordinating the preparation and the process of dynamising the communication portfolio of the Police Academy of the Czech Republic in Prague.

**Expected benefits.** The main positive benefits will be a valuable contribution to the fulfilment of the comprehensive objective (to achieve an institutional rating of "B"): a more renowned and trustworthy reputation of the Police Academy of the Czech Republic in Prague, retention of key international partners, acquisition of new partners, involvement in new (previously unrealized) projects and activities, a higher number and quality of scientific outputs (monographs, proceedings, articles and presentations from international forums, conferences, etc.).

**Objective 3: To create unique forms of communication and alliances with , i.e. to design, test and use new communication platforms aimed at societal and scientific benefit.**

**Implementation process.** Considering the permanent development of information and communication technologies and the pace of all scientific developments, the Police Academy of the Czech Republic in Prague will also focus its efforts on creating new, specific forms of active communication with stakeholders. Partial objectives of the new communication:

- In addition to the cooperation and dissemination forms used so far, **to propose unique new platforms, such as "science-research partnership circles", "friendly science-research alliances", etc.**
- **To test the effectiveness of new scientific research and application links** in cooperation with selected partners, in terms of efficiency (benefits) and cost-effectiveness (costs and other requirements) and especially in terms of effectiveness (suitability and current needs and opportunities).
- **Make meaningful use of positively tested new connections** and achieve through them

Increased number and, in particular, results of established scientific and application partnerships.

**Responsibility.** In close cooperation with appropriate external partners, the fulfilment of the partial objectives will be possible through the innovative potential of all the staff of the Police Academy of the Czech Republic in Prague. :

- deans, vice-deans and heads of departments,
- Vice-Chancellors,
- creative personalities,
- ,
- Information Department staff,
- staff and the head of the Science and Department.

. The design, testing and application of new scientific research and application links will be carried out on a continuous basis. The quality of relations with external partners of the Police Academy of the Czech Republic in Prague will be continuously built upon. Time milestones:

- consistency and time sequence of the process,
- currently emerging terms for identifying new linkages and corresponding stages of unique communication processes,
- subsequent deadlines for relevant testing of new links with the partners concerned,
- dates of upcoming meetings based on the newly defined links,
- deadlines for evaluating the benefits of new links.

**Financial and material requirements.** The costs associated with the design of new forms of communication within the framework of scientific research activities, the search for and involvement of partners, testing and implementation of the interconnection, procurement of the necessary software and hardware, travel costs, and all other related requirements, including financial requirements of the incentive aspect (target and disciplinary rewards for the creation of a new scientific interconnection with ), will be covered by the institutional support of the Police Academy of the Czech Republic in Prague and possibly other sources.

**Non-financial requirements.** Non-financial demands will represent the creativity, courage, commitment, willingness, helpfulness, etc. of all the staff of the Police Academy of the Czech Republic in Prague and the concerned .

**Risks.** The biggest personal risk is the fear of presenting one's own idea about the possible application of the new communication platform to other collaborators and partners, the lack of interest or fear of applying unique and unconventional interconnections, etc. The biggest procedural risk may be the complexity of preparing and implementing the process of changing the communication portfolio of the Police Academy of the Czech Republic in Prague.

**Expected benefits.** The primary positive will be the valuable contribution to the overall objective (to achieve an institutional rating of 'B'): The Police Academy of the Czech Republic in Prague will be able to contribute to the practical introduction and utilisation of all relevant innovations in the conditions of security theory and practice not only in the Czech Republic but also in the wider international environment.

### Indicators of the success of the communication strategy with stakeholders

The indicators of the success of the communication strategy are linked to the above identification of strategic , in close relation to the achievement of the set objectives. Specifically, the following indicators can be identified:

- National and international round of Student Scientific and Professional Activities (linked to objective 1).
- Number of external links and partnerships maintained and newly established (link to Objective 1).

- Number of conferences, seminars and workshops organised (linked to Objective 2).
- Number of co-organised international scientific conferences and forums (link to objective 2).
- Number and quality of new partnerships (link to objectives 1, 2 and 3):
  - number and quality of bilateral cooperation (bilateral cooperation of the Police Academy of the Czech Republic in Prague with one partner),
  - Number and quality of multilateral cooperation (cooperation in the form of amoebas between the Police Academy of the Czech Republic in Prague and several interconnected partners).
- Number of newly created publications registered in the RIV database and obtained citations registered in the Web of Science and Scopus databases (link to objectives 1, 2 and 3).
- Number of memberships in editorial boards of international journals and membership in scientific committees of international scientific conferences and forums (linked to objectives 1, 2 and 3).

## Strategies for internationalisation of research and development

The internationalisation strategy has the same objectives and criteria for the selection of partners as outlined in the Communication Strategy chapter. Since the Police Academy of the Czech Republic in Prague has a long-term goal to be a centre of professionally conducted and permanently improved educational and research activities in the field of internal security of the state in the Czech Republic, the strategy will focus on **the creation of joint projects with an emphasis on the development of contributions in knowledge on an international scale.**

The intention of the Police Academy of the Czech Republic in Prague in the framework of the development of internationalisation is also through membership and especially through active participation in international organisations and networks **to obtain and utilise information about the latest international trends and knowledge in the field of research dealing with internal state security and at the same time to actively produce and share the results of its own research and knowledge,** and thus to be at the centre of the latest world trends and scientific knowledge in the field of internal security.

Typical examples of international associating organisations suitable for the Police Academy of the Czech Republic in Prague in terms of its activities within the framework of scientific research are, for example, CEPOL, ERASMUS, etc. From the point of view of the publication of the professional journal Security Theory and Practice, it is important to advance its quality and gain international recognition and impact by meeting demanding criteria that will be confirmed by the inclusion of the journal in the world's most respected databases Web of Science or Scopus.

One of the important tools for improving the quality of scientific research activities, and especially the results with theoretical and practical impacts on the international , will be involvement in international **competitive programmes,** especially within the Horizon Europe, Norway Grants and other **international scientific research programme calls** dealing with the issue of internal security of the state.

## Transformational goals of internationalisation of research and development

In accordance with the mission and vision of the Police Academy of the Czech Republic in Prague as a research organization, the following **strategic goals** can be set in **the field of internationalization of research and development:**

1. **Increase the number of international projects,** especially projects under the auspices of Horizon Europe, Norwegian Funds and others, **by internationalising scientific research activities.**
2. **To increase the quality of scientific outputs by internationalising scientific research activities,** i.e. **to increase the quality and international acceptance of the results achieved and presented to the professional public.**
3. **To open the process of inclusion of the journal Security Theory and Practice in the world scientific databases Web of Science and possibly Scopus by cooperation with foreign partners.**

Successful achievement of the above defined strategic goals will be conditioned by a significant intensification of efforts of all staff of the Police Academy of the Czech Republic in Prague and will build on synergies resulting from the implementation of previous strategic goals and partial strategies.

## Implementation of the objectives of internationalisation of research and development

The importance, content and complexity of the objectives set require a well thought out approach, adherence to all established priorities, use of all existing and future new capacities, respect for

ethical principles and generally accepted principles of scientific responsibility and ambition.

**Goal 1: Increase the number of international projects, especially projects under the umbrella of Horizon Europe, Norwegian Funds and others, by internationalising scientific research activities.**

**Implementation process.** The scope of achieving the stated objective will be to strengthen international scientific cooperation and to focus it on the development of applications/projects for grants from international schemes. The intention will be to strengthen the positive evaluation of the Police Academy of the Czech Republic in Prague as a research through the solution of international projects. Partial internationalisation objectives:

- **Strengthen and expand cooperation with foreign universities and organisations**, especially in the preparation of joint projects and the implementation of socially beneficial security research.
- **Invite partners from foreign universities and institutions**, prepare and organize research stays for them, both short and long term, with the intention of joint preparation of future scientific projects.
- **To carry out short- and long-term research stays at foreign universities and institutions**, with the intention of jointly preparing future scientific projects.
- In cooperation with other partners from the Czech Republic and especially suitable partners from abroad, seek to participate in at least one upcoming Horizon Europe or other international each year.
- Develop appropriate **administrative assistance in identifying suitable project calls** and identifying the specific requirements and demands of new projects and actively assist in the administration of proposed international projects.
- **To financially reward academic and research staff for the development and submission of projects of international importance** (Horizon Europe, Norway Grants, etc.).

**Responsibility.** The achievement of the defined partial objectives will depend on the activating influence of key actors in the development of science and research . The effect of this influence will be to involve other . Responsibility in this area will be taken by:

- leaders and creative personalities (in their role as inspirers of scientific research activity),
- Academics and researchers (as followers and implementers of appropriate activities),
- staff and managers of the Science and Research Unit (as identifiers of suitable calls and facilitators in the design and administration of projects),
- staff of the International Cooperation Department (as facilitators and executors of procedures related to foreign exchanges).

. Improving internationalisation will be carried out systematically. Impulses for suitable collaborations are and will continue to be generated on an ongoing basis. The response to these impulses and the subsequent seizure of suitable opportunities must be immediate and flexible. Time milestones:

- consistency and time sequence of the process,
- dates of international project calls,
- deadlines for submitting applications for grant support,
- current dates of foreign guests' stays at the Police Academy of the Czech Republic in Prague,
- current dates of stays of the Police Academy of the Czech Republic in Prague ,
- deadlines for internal reporting of requests for payment of incentive awards for submitted projects.

**Financial and material requirements.** The costs associated with the search for international project calls and the preparation of appropriate conditions for their use, the necessary scientific research for the development of specific projects, the purchase of the necessary equipment, and all other related requirements, including financial requirements of the incentive aspect (target and disciplinary rewards for submitted projects), will be covered by the institutional support of the Police Academy of the Czech Republic in Prague and possibly other sources. The costs of international exchange visits will be covered by appropriate schemes (e.g. Erasmus+, etc.).

**Non-financial requirements.** Non-financial requirements will be especially the ability to activate, scientific zeal, creativity, language skills, acquired experience and contacts, etc. of all staff and interested foreign partners of the Police Academy of the Czech Republic in Prague.

**Risks.** The biggest personnel risk is the lack of interest or resignation of academic staff to further international cooperation and projects. The biggest methodological risk may be the inappropriateness of the announced calls for solutions by the Police Academy of the Czech Republic in Prague.

**Expected benefits.** Benefits may : strengthening cooperation with international partners, gaining new experience, involvement in new projects, enhancing the scientific prestige of individuals, teams and the institution, etc. Partial effects will support the achievement of the overarching objective of obtaining an institutional grade 'B'.

**Objective 2: To increase the quality of scientific outputs by internationalising scientific research activities, i.e. to increase the quality and international acceptance of the results achieved and presented to the professional public.**

**Implementation process.** The scope and intention will be to increase the number and especially the quality of scientific papers (articles, papers, chapters, etc.) published in scientific journals and proceedings of international conferences and scientific forums, registered in the Web of Science and Scopus databases.

- To activate the scientific research activities of academic staff, with a direct orientation towards the presentation of the results achieved through publications in the Web of Science and Scopus databases.
- To inform about the possibilities of publishing scientific contributions in the Web of Science and Scopus databases, to provide substantive and methodological support for the production of quality contributions.
- Encourage and support joint author teams across the Police Academy of the Czech Republic in Prague, including the creation of appropriate links with authors outside our institution.
- Create and continuously update a database of positive experiences with appropriate scientific periodicals, including a database of inappropriate publication sources (journals, proceedings).
- To financially reward contributions published in the Web of Science and Scopus databases, as well as citations and responses to the contributions of the Police Academy of the Czech Republic in Prague in these databases.

**Responsibility.** Specific responsibility for meeting the partial objectives in the field of internationalisation of science and research will be taken by:

- senior staff (of departments, units and faculties),
- creative personalities,
- ,
- researchers and heads of the Science and Department,
- the staff of the Department of International ,
- Vice-Rector for Science and Research+ Vice-Rector for International Relations and Lifelong Learning.

. The improvement of the international dimension of the overall operation, the activities carried out and the image of the Police Academy of the Czech Republic in Prague will be prepared, organised, implemented and evaluated continuously. Time milestones:

- consistency and time sequence of the process,
- dates of editorial closures of journals included in Web of Science and Scopus,
- Dates of scientific conferences and forums with outputs in Web of Science and Scopus,
- deadlines for internal reporting of requests for incentive payments for publications and citations in Web of Science and Scopus.

**Financial and material requirements.** Costs associated with the increase in the number and quality of scientific outputs registered in Web of Science and Scopus, searching for and involving partners in the preparation of joint publications of this level, updating internal databases of experience, updating statistical software for the evaluation of the data obtained, and all other related requirements, including financial requirements of the incentive aspect (target and disciplinary rewards for publications and citations in Web of Science and Scopus), will be covered by the institutional support of the Police Academy of the Czech Republic in Prague and possibly other sources. Costs associated with the preparation and publication of papers produced within the framework of specific scientific projects will be covered from the funds of these projects.

**Non-financial requirements.** Non-financial demands will be in particular inventiveness, creativity, new ideas, partnership cooperation, credibility, authorial discipline, etc. of all employees of the Police Academy of the Czech Republic in Prague and the external partners concerned.

**Risks.** The greatest personnel risk is the lack of will to carry out responsible scientific research and publish their results to a demanding professional community, etc. The biggest procedural and methodological risk will be the disruption of communication flows, access to appropriate scientific databases, etc.

**Expected benefits.** The key positive contribution to the comprehensive objective (to achieve an institutional rating of "B") will be the following: an increased number of highly rated , an increase in citations to the work of academic staff in internationally recognized sources, strengthening of the statuses and profiles of academic staff of the Police Academy of the Czech Republic in Prague (ORCID, Publons, Loop, etc.).

### **Objective 3: To open the process of inclusion of the journal Security Theory and Practice in the world scientific databases Web of Science and possibly Scopus by cooperation with foreign partners.**

**Implementation process.** To improve the scientific level and international prestige of the university periodical Security Theory and Practice, to strive for its internationalisation by publishing papers in English and to start the process of inclusion of the journal in the Web of Science and possibly also Scopus database. Partial objectives:

- **Initiate efforts to include the journal Security Theory and Practice in the world database Web of Science or Scopus.**
- **To improve the information content and enhance the graphic attractiveness of the electronic pages of the journal, presented on the website of the Police Academy of the Czech Republic in Prague.**
- **Develop equivalent versions of the instructions and support for authors and readers in Czech and , complete the review forms according to current publishing practices, ensure the assignment of identification codes (DOI) for each article.**
- **Supplement the scientific board of the journal with renowned foreign experts, including defining a group of suitable reviewers for the received papers.**

**Responsibility.** The primary responsibility will be with the staff and managers.

Secondary responsibility will be borne by the journal's governing and editorial bodies. Specifically, they will participate in:

- staff and the head of the Science and Department,
- the scientific/editorial board of the journal, headed by the chairman,
- the journal's review board,
- Academics (as authors and reviewers),
- Information Department staff,
- Vice-Rector for Science and Research.

. The process of raising the overall level of the Journal of Security Theory and Practice will be long-term and continuous over time. Time Milestones:

- consistency and time sequence of the process,
- currently set deadlines for identifying and approaching new members of the Scientific/Editorial Board from abroad,
- Current deadlines for identifying and approaching new review members, both nationally and internationally,
- dates of editorial closures during the year (for authors),
- the current deadlines for the review process and subsequent editorial changes,
- the dates of publication of individual issues of the journal during the year.

**Financial and material requirements.** Costs associated with the identification of appropriate parameters of comparability with prominent journals (already included in Web of Science or Scopus), the design and implementation of new impulses to raise the overall level of the journal, the cost of access negotiations, personal costs for the activities of the expert in charge of preparing and implementing the process of inclusion of the journal in the Web of Science (Scopus) database, the necessary software costs (electronic editorial system), the costs of addressing new members of the editorial , relevant travel costs, and the costs of all other related requirements will be covered by the institutional support of the Police Academy of the Czech Republic in Prague and possibly other sources.

**Non-financial requirements.** Non-financial demands will be proactive approach, diligence, creativity, negotiation communication skills, responsibility, author and citation discipline, etc. of all concerned staff of the Police Academy of the Czech Republic in Prague, involved internal and external members of the editorial and review board and the authors themselves.

**Risks.** The biggest personal risk is the loss of initial enthusiasm for the improvement and access process, the failure of the involved to follow the agreed procedures, the reluctance or failure to meet deadlines of the reviewers approached, etc. The biggest procedural and methodological risk may be the complexity of preparing and implementing a change in the current level of the journal and the high input-quality requirements from the Web of Science (Scopus) database.

**Expected benefits.** The primary positive will be to support the achievement of the overarching goal: to earn an institutional grade of "B". Partial effects: strengthening of prestige and reputation in the scientific and professional community, transfer of outputs to domestic and foreign readers, indirect support of the institute of socially sustainable state security, etc.

## Indicators of the success of the internationalisation strategy of research and development

Indicators of the success of the internationalisation strategy are defined with regard to the harmonisation of all

types of strategic goals of the Police Academy of the Czech Republic in Prague, i.e. communication goals, internationalisation goals, etc. Specifically, the following indicators can be defined:

- Number of **implemented scientific research projects** at the international level supported by a foreign provider, **registered in the CEP IS VaVal database**, e.g. within **Horizon Europe, Norwegian funds**, etc. (link to Objective 1).
- **Number of publication results** registered in the most important international scientific databases, i.e. **Web of Science** and **Scopus, at the same time registered in RIV** (link to objective 2). Partial indicators:
  - The number of all results recorded in this way.
  - Number of results registered in the Web of Science and Scopus databases published abroad.
  - Number of publications registered in the Web of Science and Scopus databases with respect to the impact factor criterion (classification in the corresponding quartile Q1 - Q4), which reflects the significance, quality and impact of the published output.
- **Registration of the journal Security Theory and Practice** in the **Web of Science** or Scopus database (linked to objective 3).
- **Recognition by the international research community** (link to objectives 1 and 2). Partial indicators:
  - Number and listing of the most important elected memberships in professional societies.
  - Number and list of the most important foreign and Czech prestigious R&D&I awards.
  - Number and list of participation of academic staff of the Police Academy of the Czech Republic in Prague in editorial boards of foreign scientific journals (e.g. editor, member of the editorial ).
  - Number and list of the most important invited lectures of the academic staff of the Police Academy of the Czech Republic in Prague abroad.
  - Number and list of the most important lectures of foreign scientists and other guests relevant to the field of R&D&I at the Police Academy of the Czech Republic in Prague.
  - Number and list of users of scientific research results at international .

## Internal capacity development strategy of the research organisation

The Police Academy of the Czech Republic in Prague anchors the shape of its current and future activities in its mission and vision as a research organisation and specifies its core ambition in a comprehensive strategic goal, which is to achieve a "B" rating in 2026. The fulfilment of the stated ambition is conditional on a network of other objectives, measures and conditions.

The absolute priority and the most important pillar are the **human resources, or human potential** of the Police Academy of the Czech Republic in Prague, including academic, research, managerial and administrative staff, including the necessary support staff. In terms of future internal development, it is necessary to focus attention on the age structure and its **qualitative replenishment**. Particular attention will be paid to improving **work motivation and creativity**. Respecting the general difficulty to attract and retain qualified university teachers and scientists, it will be necessary to strengthen the employer image of the Police Academy of the Czech Republic in Prague.

Employer ethics will continue to address **pro-social comfort** issues, especially in the area of providing accommodating conditions for workers with health limitations, workers on parental leave, workers caring for close persons requiring specific care (young children, sick or disabled persons), etc. The system of enabling home working in situations suitable for effective work performance (silent mode in the case of writing scientific articles, evaluating data, preparing presentations at international conferences, etc.) will be completed. The implementation of the effective and, where appropriate, new measures to respect gender equality will continue.

In order to achieve excellent results, the Police Academy of the Czech Republic in Prague sets as a goal the **creation and qualitative and quantitative development of personnel capacities in science and research**. This development and improvement of the expected results in the field of science and research will be implemented on the one hand in the form of work performance agreements and/or work activity agreements concluded with academic and research staff. It will also take the form of new **systematised posts** and a general strengthening of the Science and Department, which will be supplemented in particular by researchers and administrative and organisational support for science, research and innovation activities.

The material and technical, hardware and software **infrastructure** of the Police Academy of the Czech Republic in Prague will also be continuously improved. The aim will be to ensure that academic, research, managerial and administrative staff can carry out all aspects of their work with maximum support from modern information and communication technologies and broadly defined working equipment (personal computers, printers, scanners, software, licences, access to electronic and printed information resources and access to information platforms, necessary information systems, security of sensitive information, as well as the necessary equipment for the offices of the science and research department, including furniture, etc.).

High attention will be paid to the state-of-the-art technical equipment of the laboratories and research centres of the Police Academy of the Czech Republic in Prague. The current needs of researchers and academics for scientific research activities will be continuously identified, focusing in particular on the creation of the necessary infrastructure for the solution of future special-purpose support projects, but also the necessary equipment in terms of the solution of possible institutional scientific research projects or for the scientific research activities of students, i.e. for young scientists or for the preparation of future new workers.

These work facilities, including targeted performance incentives, will be **funded** as a priority

from institutional support intended for the development of a research organisation and provided by the Ministry of the Interior of the Czech Republic. However, efforts to obtain financial coverage from other sources will be intensified. The intention will be to significantly increase the success rate in obtaining research grants, both in national and international competitions and schemes. Attention will also be given to obtaining suitable public contracts announced by the Ministry of the Interior and other ministries of the Czech Republic. Partnerships with other research institutions and professional institutes, both at home and abroad will be developed and intensified.

### Transformational objectives for internal capacity development of research organisations

In close relation to the strategies of the Police Academy of the Czech Republic in Prague, as outlined in the previous sections, the following **strategic objectives in the area of internal institutional development** can be set:

1. **To focus key attention on human potential and creative personalities** through intensive cooperation of the whole institution, thus increasing excellence in all areas: scientific research, education and management.
2. **To expand the research** through the mutual efforts of all concerned departments and the management of the institution, thereby enhancing the performance and contribution of the Science and Research Department for all academic and managerial staff.
3. **To modernise and supplement the infrastructure** by joint involvement of all staff, thus enabling the implementation of competitive research with scientific and application benefits according to Methodology 17+.

### Implementation of internal capacity development objectives of the research organisation

**Goal 1: To focus key attention on human potential and creative personalities through intensive collaboration across the institution, thereby enhancing excellence in all areas: research, education and management.**

**Implementation process.** The content of the process will be to improve the system of development and motivation of human potential, in all departments and faculties. The intention and ideal state will be to achieve that each of the employees of the Police Academy of the Czech Republic in Prague can be considered as a creative personality in his/her field. Partial objectives:

- To ensure **age and quality continuity of human potential**, not only in terms of professional (scientific, innovation, pedagogical, publishing, project), but also in terms of management, thus expanding the team of creative personalities of the Police Academy of the Czech Republic in Prague.
- **To systematically improve the content of the Motivational Programme** of the Police Academy of the Czech Republic in Prague, to assess its effectiveness annually, to discuss its benefits, to identify opportunities to add new elements and to innovate it appropriately with regard to changing social conditions.
- Create conditions for the **full-time form of the doctoral study programme** and its harmonisation with the combined form of study, specifically in the area of building the quality of joint research with an emphasis on the needs of security forces and municipal police. Include PhD students in the Motivation Programme, with a focus on improving the quality of scientific outputs and applying for scientific and research projects in the field of security research.

**Responsibility.** Initiating impulses will be developed by the Department of Science and Research, in close collaboration with the institution's leaders. Specifically, the following will participate:

- staff and the head of the Science and Department,
- staff of the Personnel Department,
- the staff and head of the Finance Department and the Bursar,
- ,

- heads of departments and faculties,
- Vice-Rector for Studies and External Relations,
- Vice-Rector for Science and Research.

. The process of improving the human potential and strengthening the team of creative personalities will be long-term and permanent in time. Time milestones:

- consistency and time sequence of the process,
- deadlines for assessing the structure and quality of human potential (December/January; June),
- the deadline for evaluating the effectiveness of the Motivation Programme (January/February),
- deadlines for internal reporting of requests for payment of incentive bonuses,
- deadlines for submitting an application for accreditation of internal doctoral studies.

**Financial and material requirements.** The costs associated with securing, developing, shaping, stabilising and motivating human potential and building a team of creative personalities, the costs of evaluating, increasing the effectiveness and refining the content of the Motivation Programme, the costs associated with preparing the conditions for accreditation of internal doctoral studies and the subsequent costs of additional motivation of internal doctoral students, the necessary software costs (electronic personnel-motivation system) and the costs of all other related requirements will be covered by the institutional support of the Police Academy of the Czech Republic in Prague and possibly other sources. The costs of scholarships for internal PhD students will also be covered by institutional support or other sources.

**Non-financial requirements:** analytical and strategic thinking, systems , systematic effort, ability to achieve synergies, accountability, social responsibility, and in particular: highly developed people skills, i.e. communication skills, creative skills, motivational skills, inspirational skills, influencing skills, etc.

**Risks.** The biggest personal risks are lack of interest or rejection by the staff and managers concerned, underdeveloped interpersonal skills, unwillingness to share progress ideas with others, etc. The biggest methodological risk will be the difficulty of making the necessary changes and interventions in existing procedures and documents, the legal complexity of some processes, etc.

**Expected benefits.** Of all the partial objectives and all the strategies, it is the achievement of this objective that is the alpha and omega of achieving the overarching objective: to receive an institutional grade of "B". Partial effects: internal strengthening and external consolidation of the institution's position, staff loyalty, excellent outputs.

**Objective 2: To expand the research through the mutual efforts of all departments and the management of the institution, thereby enhancing the performance and contribution of the Department of Science and Research for all academic and managerial staff.**

**Implementation process.** The scope of the process will be to increase the existing staff and staff of the Science and Research Division with **new staff**. The intent will be to more massively expand the forms, speed, quality, and overall nature and scope of specific support and service in the area of science and research for the entire . Partial Objectives:

- To define **new desirable activities, scope of work, responsibilities, result parameters and strategic orientation, which** will increase the complex quality of scientific research activities and its ability to contribute to the excellent results of the Police Academy of the Czech Republic in Prague.
- Prepare and implement a **selection procedure to** reach out to the labour market, attract the interest of suitable candidates and fill the newly conceived posts of the Science and Department.
- To implement a managerially and professionally correct process of orientation (adaptation) of new research

staff, paying attention to their **full work commitment**, cultivating loyalty, and above all, **the expected contribution to the achievement of the institution's overarching strategic goal**.

**Responsibility.** Initiating impulses will be developed by the Department of Science and Research, in close collaboration with the institution's leaders. Specifically, the following will participate:

- competent staff and the head of the Science and Department,
- staff of the Personnel Department,
- staff and the Head of the Finance ,
- Quaestor,
- Vice-Rector for Science and Research.

. The process of expanding the ranks of researchers will be phased. The process of retaining new recruits will be continuous over time. Time milestones:

- Time sequence of the process: defining the expected profile of new recruits→ publishing labour market incentives→ initial (pre)selection of candidates→ selection process→ orientation),
- consistency of the stabilisation process and motivation towards expected results,
- deadlines for performance reviews of new ,
- the dates of the internal survey on satisfaction with the activities of the Science and Department.

**Financial and material requirements.** The costs associated with advertising, pre-selection, selection, development, formation, stabilisation, remuneration (salary) and motivation (rewards) of new , the necessary hardware and software costs for the performance of the new staff, and the costs of all other related requirements, e.g. provision of necessary technical and other equipment, including e.g. furniture for researchers and staff of the Science and Research Department, etc., will be covered by the institutional support of the Police Academy of the Czech Republic in Prague and possibly other sources obtained.

**Non-financial requirements:** analytical and strategic thinking, systems thinking, ability to achieve synergies, accountability, and in particular: highly developed people skills, i.e. communication skills, creative skills, motivational skills, inspirational skills, influencing skills, etc.

**Risks.** The biggest staffing risk is the lack of interest from suitable candidates or the selection of an unsuitable candidate who will not fulfil the expected tasks. The biggest procedural risk may be the overall substantive and legal complexity of the process of selecting and stabilising new staff etc.

**Expected benefits.** There are to be direct and indirect benefits to the overall progress of the Science and Department, resulting in an institutional grade of "B". Partial : full service for academics in the field of science and research (advice, methodology, reporting, new activities, projects and events, etc.).

**Objective 3: To modernise and complement the infrastructure by joint involvement of all staff, thus enabling the implementation of competitive research with scientific and application benefits according to Methodology 17+.**

**Implementation process.** The content of the process will be the modernization and substantial addition of infrastructural capacities, not just a sudden but a continuous completion of the infrastructure so that the workplace has an adequate technical and software base. The intention and the ideal state will be to achieve that each of the staff of the Police Academy of the Czech Republic in Prague will be able to work on equipment and facilities. Partial objectives:

- To propose a **mechanism for permanent renewal of the existing infrastructure** and appropriate supplementation through the acquisition of new, competitive ICT

technologies, laboratory instruments, various facilities and appropriate equipment for progressive and competitive research.

- Design, fine-tune, implement and evaluate a **regular questionnaire survey** based on feedback, **identifying the infrastructure needs** of academic, research and management staff and PhD students, including requirements for state-of-the-art statistical and other related software (designed for research collection, measurement, testing, evaluation, etc.).
- **To design suitably equipped classrooms and research spaces** capable of modern presentation, dissemination and objective discussion of new knowledge, particular: lecture halls, seminar rooms, rooms for specialized teaching, rooms for original research and measurement, etc.

**Responsibility.** Initial impulses will be developed by the Science and Department, in close cooperation with the Information Department. Subsequently, other staff will be involved. Overall, they will participate:

- Department of Science and Research,
- Information Department,
- Finance Department,
- Quaestor,
- academic and managerial staff,
- creative personalities,
- Vice-Rector for Science and Research.

. The process of improving the material-technical-technological infrastructure will be long-term and permanent in time. Time milestones:

- consistency and time sequence of the process,
- set a deadline for the preparation and refinement of questionnaires to gauge views on necessary infrastructure,
- set deadlines for the implementation and evaluation of a questionnaire survey on the infrastructure needs of staff and PhD students,
- set deadlines for the acquisition of appropriate equipment, including procurement deadlines.

**Financial and material requirements.** The costs associated with identifying and meeting infrastructure needs, including gathering and implementing inspiration (based on e.g. questionnaire and other surveys) for the acquisition of high-end equipment (including high-end research equipment) and software, and the costs of all other related requirements will be covered by the institutional support of the Police Academy of the Czech Republic in Prague or other sources obtained. The institutional support will finance the digitisation of the administration - the creation of an information system for the registration of projects, a digital repository of the results of scientific research activities and a system for transferring data to the IS R&DaI. In the case of procurement of equipment and facilities for specific research tasks, the costs will be covered by related projects.

**Non-financial requirements.** Non-financial requirements will be analytical and strategic thinking, systems thinking, ability to project future research capacity and coverage, accountability, communication skills and skills to draw deductive conclusions from research and analysis undertaken, etc.

**Risks.** The biggest personnel risk is the lack of interest of academic, research and management staff and PhD students, the inability to predict future trends and needs, etc. The biggest process risk may be the difficulty of procurement processes.

**Expected benefits.** In addition to strong support for improved institutional assessment, the greatest potential positives are the ability to produce internationally comparable results and outputs, pride in

staff at their own institution and greater satisfaction and enjoyment from research work.

### **Indicators of the success of the internal capacity development strategy of the research organisation**

The indicators of the success of the internal capacity development strategy of the research organisation are defined with regard to the harmonisation of all types of strategic objectives of the Police Academy of the Czech Republic in Prague, i.e. communication objectives, internationalisation objectives, etc. Specifically, the following indicators can be defined:

- **Marks/grades of annually assessed excellence** awarded by external assessors (link to objective 1).
- **Level of perceived motivation, communication, atmosphere** (link to objective 1).
- **Perceived effectiveness of applied motivational tools** (link to objective 1).
- **Number and reason for terminations** (link to Objective 1). Partial indicators:
  - the number and reason for terminations by the worker,
  - the number and reason for terminations by the employer.
- **Number of staff in the Science and Research Department** (linked to Objective 2).
- **Contribution of the staff of the Science and Research Unit to the institution** (link to objective 2).
- **Drawing on institutional support and possible grants for the modernisation and completion of technical and technological equipment and the renewal of physical infrastructure** (link to Objective 3).
- **Worker satisfaction with the available infrastructure** (link to objective 3).

## RESEARCH PROGRAMME ORGANISATIONS

In view of the current sensitivity of the security situation in the Czech Republic and in Europe, and also with regard to the current and future capacities of existing departments and workplaces, and especially the skills and enthusiasm of academic and research staff, the research programme of the Police Academy of the Czech Republic in Prague needs to be determined with respect for two basic perspectives: concreteness and . The concreteness perspective reflects the need to define future objectives and tasks precisely, detailing all the specifics, procedures, established methods, expected outputs, etc. The perspective of abstractness suggests the need for freedom of academic inquiry, i.e. the use of creative abilities and original ideas.

### Management of the research programme

The Police Academy of the Czech Republic in Prague conceives of its research programme as a harmonised link between the two aforementioned perspectives. At one end of the continuum, the basic approaches, principles and values will be defined, including the identification of potential areas of socially accentuated research (the so-called strategic research domains). At the other end of the continuum, the expected outputs and potential benefits of scientific research activities will be defined (outcome parameters).

The basic **approaches and principles that will** guide future security research and through which it will seek to achieve the necessary compactness of scientific research efforts are contained in Table 2. The table leads to the identification of the core **values that** will be followed and characterise each research project, task, investigation, etc.

Table 2: Approaches, principles and values of scientific research activities of the Police Academy of the Czech Republic in Prague

Access	Principles
- interdisciplinarity	- social responsibility
- timeline and continuity	- individual responsibilities
- system links	- multi-criteriaity
- situational context	- recursion (sub-insertion)
- current rationalities	- strategic thinking
- immediate reaction abilities	- social relevance
- systematic improvement	- activation of joint efforts
- forward effects	- multi-variants
Values	
- Ethics	
- honesty	
- Dignity	

The areas of research, preparation of conditions and ensuring the **security of the state and public administration** will to be the dominant aspect of the scientific and research activities of the Police Academy of the Czech Republic in Prague. Read more

The scientific and research orientation and focus of the Police Academy of the Czech Republic in Prague will be directed towards the following "**strategic scientific and research domains**":

1. Development of the scientific base of the security and legal branches (criminal , administrative law, private law applied in the field of security and public administration, police activities, criminalistics, criminology and forensic disciplines).
2. Analysis of serious forms of crime and current socially pathological phenomena and their prediction and effective elimination in the immediate and future time horizon.
3. Development of knowledge in the field of protection against current security threats and disinformation.
4. Analysis of the needs and forms of strengthening the competences, control and cooperation of security subjects for the good functioning of public administration and defining effective mechanisms for its development.
5. Definition of approaches, models, methods and expert recommendations in the field of cultivation of personal and professional competences of public administration employees.
6. Streamlining the complex functioning of the system of population protection and crisis management of the state, its components and executive processes.
7. Uncovering the nature and causes of radicalisation to determine strategies for counter-action to ensure the internal security of the state.
8. Socially, generationally, economically, ecologically, etc. understood sustainable development of the internal security of the state and its continuous improvement.

**Depending on the results obtained so far, the experience gained, the legitimate ambitions and the ideas generated, and in accordance with at least one of the defined scientific research domains, the academic and research staff of the Police Academy of the Czech Republic in Prague will be able to apply for all types and levels of projects, grants and support mentioned in the Development .** With reference to the strategy for managing the social and scientific contribution of research activities and the graphically presented vertical procedure for managing the research programme (Figure 2), this means a **priority orientation** towards the preparation of projects within the framework of competitions and public procurement of security research of the Ministry of the Interior of the Czech Republic, calls of the Technology Agency of the Czech , the Grant Agency of the Czech , Horizon Europe, Norwegian funds, or within the implementation of public procurement in the field of related research.

## **Outcome parameters of the research programme organisation**

Efforts to focus scientific and research activities (projects, tasks, etc.) according to these strategic domains will always accentuate the definition of the framework and specifically expected outputs and potential benefits, the so-called outcome parameters. **The framework result that** will have to be formulated for each project or subtask are as follows:

- a) Meaningfulness, accountability and alignment with the mission, vision, overarching goal and Development .
- b) General defensibility of the effort and resources expended.
- c) Scientific originality, theory development and ideological invention (in basic research projects).
- d) Social applicability and application benefit (in application research projects).
- e) Transfer of the obtained results to the academic community and/or application practice.

The framework of the above-mentioned result parameters will be further specified as appropriate during the establishment of the propositions and subsequent implementation of projects and tasks, depending on the degree of possible quantification of the results.

The set of **specified outcome parameters** that can be alternatively determined and individually linked, developed in relation to the framework outcome, consists of the variables contained in Table 3. The principle is that the selection and composition of alternative outcome parameters depends on the focus, difficulty, scope, content, hypotheses and aspirations of the specific project.

Table 3. Result parameters of scientific research activities of the Police Academy of the Czech Republic in Prague

<b>Framework mandatory result parameters</b>	
Meaningfulness and consistency with the mission, vision, overarching strategic objective and the Development Agenda	
General defensibility of efforts and resources	
Scientific originality, theory development and ideological invention (for basic research projects)	Social applicability and application benefits (for application research projects)
Transfer of results to the academic community and/or application practice	
<b>Specified mandatory result parameters</b>	
Achievement of all objectives and fulfilment of all commitments set out in the project proposal	
Determination of financial, material, time, process and other savings achieved by the application of project outputs	
<b>Specified alternative outcome parameters</b>	
Number of publications presenting the results to the academic community (at home and abroad)	Number and quality of implementation results (methodologies, manuals, recommendations, explanations and interpretations, etc.)
Number of lectures presenting results to the academic community (at home and abroad)	Number and expected number of end-users and/or potential recipients of the results achieved
Number and quality of organised scientific conferences, symposia and forums (at home and abroad)	Number and quality of workshops, trainings, etc. related to the presentation and application of project results in practice
Number and quality of citations and other feedback on the results obtained from the academic community	Number and quality of responses communicated/received from real users of applied results

## Research programme management procedure

The specific procedure in the area of management of the research programme of the Police Academy of the Czech Republic in Prague will follow the scheme below (Figure 2). It reflects the vertical aspect of scientific research activities, the time-content sequence and the logical sequence (genesis) of the creation, implementation and evaluation of the projects carried out.



Figure 2. Vertical aspect of the management of the research programme of the Police Academy of the Czech Republic in Prague

The above procedure will be appropriately tailored to the subject matter and difficulty of the project, including its , the size of the research/project team, the international representation of the co-investigators, the amount of financial and non-financial resources obtained, the nature of the scientific methods and procedures used, etc. In the event that the project proposal cannot be fulfilled due to objective changes in societal demand or due to unexpected security, geopolitical and other developments, etc., the project team will request the relevant project sponsor or call for an appropriately argued change to the proposal. The change to the project documents will be made and forwarded to external bodies for approval using the same mechanism as for the project application or in accordance with the specific instructions of the project agency, approval body or scheme.

## Transformational management measures for the research programme

Effective management and implementation of the research programme of the Police Academy of the Czech Republic in Prague requires the definition of an appropriate transformation measure, as follows (Figure 3):

**Prepare and implement support and evaluation measures for the internal development of the organisation, the implementation of which will create conditions for more effective achievement of the defined objectives, strategies and measures.**

1. **Implement a system for the management and administration of scientific projects and projects of national and international application challenges**, preserving the achieved outputs and facilitating the preparation of new projects and mutual collaborations. This system will also be used for reporting and recording all data on all results, including the publication or storage of research data. It will be used both for academics and for reporting research results, e.g. by PhD students or other students.

Description of the measures and specification of the recommended procedures:

- **Determine the expected functionality**, capacity, content, structure, linkages and classified reports required to meet the institution's reporting obligations.
- **Acquire a suitable system, train the staff of the Science and Research Department and the Library**, including the responsible persons in the departments and faculties, and put the system into .
- **To create rules, procedures and forms** for recording scientific projects submitted by the staff of the Police Academy of the Czech Republic in Prague in a given year.
  - Responsibility: According to the specified involvement, the staff of the Department of Science and Research along with the staff of the Library in close coordination with the staff of the Department of Information , the Vice-Dean for Science and Research, the Vice-Chancellor for Science and Research, the Finance Department, the Bursar will implement as appropriate.
  - Milestones/time of implementation: (a) in the first and second year of the Development Programme; (b) according to the appropriate time points for the implementation of the measures.
  - Benefits: clarification of registered projects, provision of support services for academics in the preparation, handling and successful reporting and completion of projects, mutual search and networking of suitable research teams, dissemination of suggestions and ideas for participation in later projects and calls, etc.

2. **To develop and implement a methodological tool for objective evaluation of complex results of science and research and to continuously improve the results system.**

Description of the measures and specification of the recommended procedures:

- **To develop and apply a new methodological tool for sequential multi-stage assessment** of the quality and objectively recognized contribution of scientific work of academic staff.
- **To define annually a broader set of the best excellent results** of the Police Academy of the Czech Republic in Prague in a given .
- **Refine and narrow down the set of excellent outputs** in a given year according to the number of reporting allowed and obtain **author's arguments for the benefits of the** selected excellent outputs.
- **To recognize authors and author teams** whose outputs were ultimately evaluated and forwarded to the evaluating institution as excellent in a given year.
  - Responsibility: academic staff, heads of departments, Science and Research Department, vice-deans

for Science and Research, Deans, Vice-Rector for Science and Research, Finance Department, Bursar, Rector.

- Milestones/time of implementation: (a) in the first year of implementation of the Development Programme, (b) annually at the dates set by the external evaluators, (c) at appropriate points in time.
- Benefits: improved process of identification and subsequent selection of excellent results, more careful justification of the benefits of the selected excellent results, higher evaluation by external evaluators, etc.

- **Create and implement forms for reporting** projects recommended by the Development Programme and scientific publications and citations registered in the Web of Science and Scopus databases.

Description of the measures and specification of the recommended procedures:

- **To create rules, procedures and forms for recording scientific projects** submitted by the staff of the Police Academy of the Czech Republic in Prague in a given year.
- **Create rules, procedures and forms for recording scientific publications** of the Police Academy of the Czech Republic in Prague in a given year.
- **Create rules, procedures and forms for recording citations and responses** to the outputs of the Police Academy of the Czech Republic in Prague in a given year.
- **Explain to academic and managerial staff the content of reporting** in relation to the Motivation Programme, preferably in the form of motivational and instructional workshops.
- **Implement a system of forms**, assist in their completion, collect them and then use them appropriately for the needs of the Science and Research Department and external reporting.
  - Responsibility: academic staff, heads of departments, staff of the Science and Research Department and the Library, Vice-Deans for Science and Research, Deans, Vice-Rector for Science and Research.
  - Milestones/time of implementation: (a) in the first year of implementation of the Development Programme, (b) at appropriate points in time for subsequent implementation.
  - Benefits: improved identification of the academic performance of individual departments, faculties and the whole institution, simpler and duplication-free data for internal and external evaluation of institutional results, etc.

## Internal projects funded by institutional support and transitional period

In order to ensure a smooth alignment of the Development Programme of the Police Academy of the Czech Republic in Prague as a research organisation for the years 2017 - 2023 (RP 2017 - 2023) with the newly prepared Development Programme of the Police Academy of the Czech Republic in Prague as a research organisation for the years 2021 - 2026 (Development ), a **transition** has been established. Individual activities (projects) addressed within the framework of the RP 2017 - 2023 will be continued as needed and according to the evaluation of the faculty management. The projects will be completed by 2023 at the latest according to the existing mechanisms and methodologies.

**New activities (projects) funded by institutional support** for the development of a research organisation can be implemented on the basis of a guideline prepared by the Department for Science and Research and, above all, of a positively evaluated application submitted in the following sequence: proposer - supervisor - mentor - head of department - vice-dean for science and research - vice-rector for science and research. These types of projects will be intended for PhD students, postdoctoral fellows and early career researchers. The recommendation is to develop this type of project in line with any of the strategic research domains.

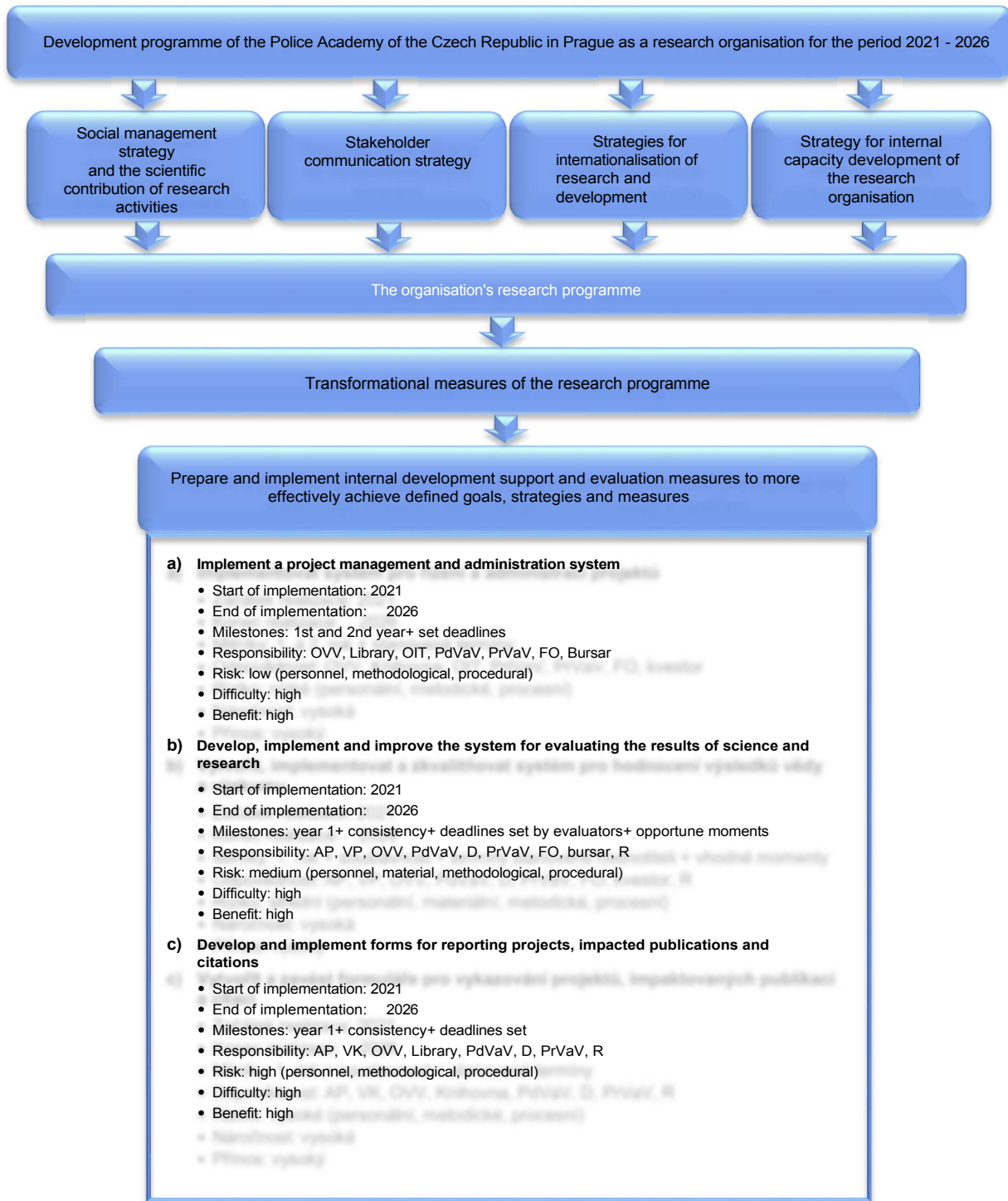


Figure 3: Time-logical schedule for the implementation of the transformation measures of the organisation's research programme

## INTERNAL DEVELOPMENT PROGRAMME ORGANISATION

In terms of broadly conceived strategic management of national importance, the Police Academy of the Czech Republic in Prague in 2020 participated in the development of the National RIS 3 Strategy. Almost all priorities for the strategic development of science and research in the Czech Republic, proposed by the Police Academy of the Czech Republic in Prague, were included in the National RIS 3 Strategy and thus became future priorities for Czech security research. Similarly, the Police Academy of the Czech Republic in Prague participated in the completion and commenting of other documents (e.g. the upcoming research programmes of the Ministry of the Interior of the Czech Republic). This expert activity was and is a strong inspiration and satisfaction for all academic and managerial staff. However, it also **allows to better focus future intentions and goals** in the field of improvement of all activities of the Police Academy of the Czech Republic in Prague as a research .

The starting point for the future goals of internal development of the Police Academy of the Czech Republic in Prague is the emphasis on **human resources= human potential**, which is the most important pillar of the entire institution. All measures of a strategic, tactical and operational nature will be developed with the idea of ethical use and, in particular, actively supported and valued development of skills and experience and overall professionalism of all members of the Police Academy of the Czech Republic in Prague.

**The core priorities of the internal development programme**, perceived as the implementation of the internal capacity development strategy of the research organisation, are focused on the **development of human potential and its** , and can be defined follows:

- ❖ Improving the age, quantity and especially the quality structure of human resources.
- ❖ Improving work motivation, satisfaction, creativity, high performance and responsibility.
- ❖ Building, maintaining and increasing mutual employer-employee loyalty.
- ❖ Strengthening the employer image and ethics of all processes, mechanisms, relationships and activities.
- ❖ Increase in the number of researchers and staff of the Science and Research Department (systematisation).
- ❖ Improving ICT, hardware and software infrastructure and modernising working conditions.

Taking into account the above mentioned facts, the top priorities of internal development, the considered targeting of scientific and research domains, and especially in the overall follow-up to:

- the conclusions of the International Evaluation Panel conducted at the end of 2020,
- the latest rethinking in assessing and improving the quality of scientific research,
- the results of the SWOT analysis,
- key attributes of the 17+ Methodology,
- and with the requirement to direct the Police Academy of the Czech Republic in Prague to continuously strengthen the quality of all processes and outputs,

**A comprehensive strategic** has been identified, i.e. to achieve an institutional rating of 'B' in 2026,

and strategic objectives were defined in relation to priority strategies, together forming **a system of strategic management of internal development of** the Police Academy of the Czech Republic in Prague. This system is contained in Table 4, illustrating the continuity of the strategies and strategic (transformation) objectives for the years 2021 - 2026, presented in detail in the previous chapters of this document, including the set partial objectives, time milestones, indicators and personnel responsibility for their achievement.

Table 4: Strategy, strategic objectives, partial objectives, time milestones, indicators and staff responsibilities of the research organisation for 2021-2026

Strategies	Strategic objectives	Partial objectives	Time Milestones	Responsibility	Indicators
Strategies for managing the societal and scientific benefits of research activities	1. To strengthen the attribute of societal usefulness and scientific contribution of research activities (to increase the contribution of outputs to the application sphere and the publication and dissemination of results).	<ul style="list-style-type: none"> <li>Each year, submit an application for a project of a public competition or public procurement of the BV programme of the Ministry of the Interior of the Czech Republic, or agency calls (GA CR, TA CR), or participate as a co-investigator in a project of a foreign partner.</li> <li>Create a scientific research portfolio of the PA CR as a presentation of the potential of+ to modify the website.</li> <li>Create appropriate assistance for new project submissions and reward staff for higher profile projects.</li> <li>To organize meetings of vice-chancellors and senior staff of universities and meetings with representatives of the application sphere.</li> </ul>	<ul style="list-style-type: none"> <li>consistency of the process</li> <li>deadlines for project competitions and calls, including international schemes</li> <li>dates of internal oppositions</li> <li>reporting deadlines</li> </ul>	<ul style="list-style-type: none"> <li>Academic staff</li> <li>VP of Departments and Units</li> <li>Vice-deans of R&amp;D</li> <li>Deans</li> <li>Vice-Rector of R&amp;D</li> <li>OVV+ admin. staff</li> </ul>	<ul style="list-style-type: none"> <li>Number of projects in the CEP IS R&amp;D&amp;I database (link to Objective 1).</li> <li>Number of developmental results in RIV (link to objective 1).</li> <li>Evaluation of application results (link to objectives 1 and 2).</li> <li>Number of results applied year-on-year and cumulatively over the period considered (link to Objective 1).</li> </ul>
	2. To strengthen the attribute of originality and relevance of R&D activities (to organise or participate in relevant research) through cooperation with partners.	<ul style="list-style-type: none"> <li>Linking staff to participate in large-scale research as well as securing more robust research.</li> <li>Implement the measures of the Motivation Programme of the PA CR, in particular for employee involvement, synergies, etc.</li> <li>Develop appropriate support for participation in and/or organisation of research, including direct assistance.</li> <li>Financially and non-financially reward staff for national and international research and sub-investigations.</li> </ul>	<ul style="list-style-type: none"> <li>consistency and continuity of the process</li> <li>reporting deadlines about creative outputs.</li> </ul>	<ul style="list-style-type: none"> <li>heads of departments and faculties</li> <li>Vice-Chancellors</li> <li>Rector</li> <li>researchers and heads of OVVs</li> </ul>	<ul style="list-style-type: none"> <li>Number and list of users of R&amp;D results+ Characteristics of effects and benefits (link to objective 1).</li> <li>Number of results in Web of Science and Scopus and their citations (link to objectives 1 and 2).</li> </ul>
Stakeholder communication strategy	1. Improve communication with the ZS (choose communication forms and competences that can communicate more strongly appropriate challenges and impulses).	<ul style="list-style-type: none"> <li>Apply communication forms to connect and mobilization of the PA CR staff (politeness, helpfulness).</li> <li>Individualize communication with external partners for modern communication and dissemination of knowledge and innovation.</li> <li>Organize national and international rounds of the JRC competition and disseminate the results of the science.</li> </ul>	<ul style="list-style-type: none"> <li>consistency and time sequence of the process</li> <li>dates of meetings, meetings, internal workshops</li> <li>dates of the JOC (national and international rounds).</li> </ul>	<ul style="list-style-type: none"> <li>senior staff</li> <li>academic, research and administrative staff</li> </ul>	<ul style="list-style-type: none"> <li>National and international rounds of the JRC (linked to Objective 1).</li> <li>Number of sustained and new partnerships (link to Objective 1).</li> <li>Number of conferences, seminars organised and workshops (linked to Objective 2).</li> </ul>
	2. Strengthen the dynamics of inter-institutional communication with the PIs (encourage the exchange of knowledge and its application in ).	<ul style="list-style-type: none"> <li>Intensify the organisation of domestic and international conferences (transfer of results).</li> <li>Intensify cooperation with domestic and foreign partners and jointly organize international conferences.</li> </ul>	<ul style="list-style-type: none"> <li>consistency+ consistency</li> <li>dates of internal meetings</li> <li>dates of external meetings</li> <li>dates of conferences</li> <li>evaluation dates. Benefits</li> </ul>	<ul style="list-style-type: none"> <li>senior staff</li> <li>OVV</li> <li>creative personalities</li> <li>Academic staff</li> <li>Vice-rectors of R&amp;D+ ZSaCV</li> </ul>	<ul style="list-style-type: none"> <li>Number of co-organised international conferences (link to Objective 2).</li> <li>Number and quality of new partnerships (link to objectives 1, 2 and 3):                             <ul style="list-style-type: none"> <li>Number and quality of bilateral cooperation</li> <li>Number and quality of multilateral cooperation</li> </ul> </li> </ul>
	3. Create unique forms of communication and alliances with ZS (use new communication platforms, targeting the social and scientific contribution).	<ul style="list-style-type: none"> <li>Design unique platforms ("R&amp;D partner circles", "R&amp;D friendly alliances", etc.</li> <li>Test the effectiveness of new R&amp;D and application links in collaboration with selected partners.</li> <li>Make meaningful use of new connections and achieve more partnerships and results.</li> </ul>	<ul style="list-style-type: none"> <li>consistency+ consistency</li> <li>deadlines for identifying new connections</li> <li>dates for testing new connections</li> <li>dates of the linking meetings</li> <li>evaluation dates. Benefits</li> </ul>	<ul style="list-style-type: none"> <li>Deans, Vice-Deans and Heads of Departments</li> <li>Vice-Chancellors</li> <li>creative personalities</li> <li>Academic staff</li> <li>OIT</li> <li>OVV</li> </ul>	<ul style="list-style-type: none"> <li>Number of publications and citations in Web of Science and Scopus (link to objectives 1, 2 and 3).</li> <li>Number of editorial (editorial) and scientific board memberships (linked to objectives 1, 2 and 3).</li> </ul>

Strategies	Strategic objectives	Partial objectives	Time Milestones	Responsibility	Indicators
Strategies for internationalisation of research and development	1. Increase the number of implemented international projects (Horizon Europe, Norwegian funds and others) by internationalizing R&D activities.	<ul style="list-style-type: none"> <li>Expand cooperation with foreign universities and institutions.</li> <li>Invite partners from abroad for research stays.</li> <li>Undertake research stays at foreign universities.</li> <li>Aim to participate in at least 1 international project per year.</li> <li>Create assistance in finding project calls.</li> <li>Reward staff for international projects.</li> </ul>	<ul style="list-style-type: none"> <li>consistency+ consistency</li> <li>dates of project calls</li> <li>application deadlines</li> <li>dates of foreign stays</li> <li>reporting deadlines</li> </ul>	<ul style="list-style-type: none"> <li>senior staff</li> <li>creative personalities</li> <li>Academic staff</li> <li>OVV</li> <li>OMS</li> </ul>	<ul style="list-style-type: none"> <li>Number of international projects in CEP IS VaVal (link to Objective 1).</li> <li>Number of publications in WoS and Scopus (linked to objective 2): <ul style="list-style-type: none"> <li>number of WoS and Scopus results</li> <li>number of WoS and Scopus results abroad</li> </ul> </li> <li>Number of WoS results a Scopus+ IF (Q1 - Q4)</li> <li>Registration of the journal in WoS or Scopus (linked to objective 3).</li> <li>Recognition by the international community (link to objectives 1 and 2): <ul style="list-style-type: none"> <li>membership in trade union societies</li> <li>prestigious R&amp;D awards</li> <li>membership in editorial boards of foreign journals</li> <li>invited lectures abroad</li> <li>lectures by foreign scientists and guests at the PA CR</li> <li>users of R&amp;D results at international level</li> </ul> </li> </ul>
	2. Increase the quality of scientific outputs (increase the quality and international acceptance of results) by internationalising R&D activities.	<ul style="list-style-type: none"> <li>Activate R&amp;D for publishing in WoS and Scopus.</li> <li>Inform about publishing in WoS and Scopus+ support.</li> <li>Encourage author teams across the PA CR and outside the PA CR.</li> <li>Create a database of positive experiences with periodicals.</li> <li>Reward for publications and citations in WoS and Scopus.</li> </ul>	<ul style="list-style-type: none"> <li>consistency+ consistency</li> <li>dates of editorial closures</li> <li>dates of conferences</li> <li>reporting deadlines</li> </ul>	<ul style="list-style-type: none"> <li>senior staff</li> <li>creative personalities</li> <li>Academic staff</li> <li>OVV</li> <li>OMS</li> <li>Vice-rectors of R&amp;D+ ZSaCV</li> </ul>	<ul style="list-style-type: none"> <li>Signs of excellence (link to Objective 1).</li> <li>Level of motivation, communication, atmosphere (link to objective 1).</li> <li>Effectiveness of motivational tools (link to objective 1).</li> <li>Number and reason for terminations (link to Objective 1). Partial indicators: <ul style="list-style-type: none"> <li>the number and reason for terminations by the worker,</li> <li>the number and reason for terminations by the employer.</li> </ul> </li> <li>Number of staff in the Science and Research Department (linked to Objective 2).</li> <li>Contribution of the Science and Research Unit (link to Objective 2).</li> <li>Use of institutional support and modernisation grants (link to Objective 3).</li> <li>Staff satisfaction with infrastructure (link to Objective 3).</li> </ul>
	3. To open the process of inclusion of the journal Security Theory and Practice in Web of Science or Scopus by cooperation with partners.	<ul style="list-style-type: none"> <li>Initiate inclusion of Security Theory and Practice in WoS.</li> <li>Improve the content and graphics of the electron. pages of the magazine.</li> <li>Prepare instructions and forms in English + to ensure that DOIs are retrieved for each article.</li> <li>Supplement the journal's board with foreign experts and create a team of reviewers.</li> </ul>	<ul style="list-style-type: none"> <li>consistency+ consistency</li> <li>dates for addressing members</li> <li>dates of editorial closures</li> <li>review dates</li> <li>issue dates</li> </ul>	<ul style="list-style-type: none"> <li>OVV</li> <li>Scientific/Editorial Board</li> <li>Academic staff</li> <li>OIT</li> <li>Vice-Rector of R&amp;D</li> </ul>	
Strategy for internal capacity development of the research organisation	1. to focus key attention on human potential and , thereby enhancing excellence in all areas.	<ul style="list-style-type: none"> <li>To ensure the continuity of human potential in terms of age and quality and to expand the team of creative personalities of the PA CR.</li> <li>Systematically improve the content of the Motivation Programme and innovate it appropriately.</li> <li>Create conditions for full-time doctoral studies with a focus on improving the quality of scientific outputs.</li> </ul>	<ul style="list-style-type: none"> <li>consistency+ consistency</li> <li>terms of human potential assessment</li> <li>MP evaluation deadlines</li> <li>reporting deadlines</li> <li>deadlines for accreditation of doc.</li> </ul>	<ul style="list-style-type: none"> <li>OVV</li> <li>Personnel Department</li> <li>Financial. Department and Bursar</li> <li>Academic staff</li> <li>senior staff</li> <li>Vice-rectors of SaVV+ R&amp;D</li> </ul>	
	2. Expand the research team (increase the performance and contribution of the Science and Research Department for all academic and managerial staff).	<ul style="list-style-type: none"> <li>Define new desirable activities, , scope, responsibilities, etc. to increase the quality of R&amp;D at the PA CR.</li> <li>Prepare and conduct a selection procedure for filling new posts in the Science and Research Department.</li> <li>To realize the orientation of new researchers, build loyalty and contribution to the comprehensive strategic goal of the PA CR.</li> </ul>	<ul style="list-style-type: none"> <li>sequence of addressing and selection</li> <li>consistency of motivation</li> <li>performance evaluation deadlines</li> <li>dates of the OVV job satisfaction survey</li> </ul>	<ul style="list-style-type: none"> <li>OVV</li> <li>Personnel Department</li> <li>Finance Department</li> <li>Bursar</li> <li>Academic staff</li> <li>Vice-Rector of R&amp;D</li> </ul>	
	3. Modernize and complement the infrastructure (to enable competitive research with scientific and application benefits according to Methodology 17+).	<ul style="list-style-type: none"> <li>Propose a mechanism to renew infrastructure for competitive research.</li> <li>Design, implement and evaluate a regular survey of infrastructure needs.</li> <li>To design modern equipped classrooms and research facilities for original research and measurements, etc.</li> </ul>	<ul style="list-style-type: none"> <li>consistency+ consistency</li> <li>dates of preparation and fine-tuning the survey</li> <li>implementation dates and evaluation of the survey</li> <li>dates of equipment acquisition</li> </ul>	<ul style="list-style-type: none"> <li>OVV+ OIT</li> <li>Finance Dept.+ Bursar</li> <li>Academic staff</li> <li>senior staff</li> <li>creative osonosti</li> <li>Vice-Rector of R&amp;D</li> </ul>	

All four strategies and the strategic and partial objectives are set out as a **mutually supportive network of overarching objectives**. It is necessary to take care to continuously strengthen the emergence of **synergistic effects** that can have a positive and energizing influence on the interconnected and individualized achievement of the expected results. The following transformation provide internal dynamics to the entire strategic process of development of the Police Academy of the Czech Republic in Prague as a research organization.

## Transformational measures of internal development

1. **Ensure that all the set objectives and defined strategies are met**, i.e. the strategy for managing the societal and scientific contribution of research activities; the strategy for communication with ; the strategy for internal capacity development of the research organisation; the strategy for internationalisation.

Description of the measures and specification of the recommended procedures:

- **To monitor and evaluate the status of all goals and strategies** in terms of departments, faculties, workplaces and the whole institution:
  - Content of the implementation: a brief evaluation of the implementation of the objectives and strategies, based on the suggestion of the Science and Research Department and the documentary form provided.
  - Responsibility: according to the defined involvement will be appropriately implemented by the heads of departments and departments, vice-deans for science and research, deans, the Department of Science and Research, the Vice-Rector for Science and Research, the Academic Senate and the Scientific Council of the Police Academy of the Czech Republic in Prague.
  - Milestones/delivery time: (a) on an ongoing basis; (b) according to set .
  - Benefit: Collegial unification of all staff and managers, achievement of necessary improvements, harmonization of all efforts and departments of the institution, stronger position of the Police Academy of the Czech Republic in Prague in international comparison, fulfillment of criteria for obtaining accreditation, etc.
- **Motivate and reward academic and senior staff of the** Police Academy of the Czech Republic in Prague for their efforts in meeting the defined goals and strategies.
  - Content of implementation: to verbally, in writing and financially reward academic and senior staff for active and positive efforts in meeting the goals and strategies of the Police Academy of the Czech Republic in Prague as a research . The possibilities of the Incentive Programme (rewards for publications and citations in the Web of Science and/or Scopus databases and projects of higher significance) can be used, including the upcoming award for achievements of broader institutional significance.
  - Responsibility: according to the established involvement will be appropriately implemented by the heads of departments and departments, vice-deans, deans, the Department of Science and Research, the Vice-Rector for Science and Research, the Rector, the Academic Senate and the Scientific Council of the Police Academy of the Czech Republic in Prague.
  - Milestones/time for completion: (a) on an ongoing basis; (b) according to the timeframes set for each objective and the time available for the Incentive Programme.
  - Benefits: strengthening and reviving the motivation of the staff and managers of the Police Academy of the Czech Republic in Prague, more valuable outputs, voluntary identification of reserves and continuous improvement, increasing the efficiency of internal and external processes, etc.

2. **To develop a signalling and warning mechanism for the fulfilment of key indicators of the internal development of the organisation** and in case of deviation from the set indicators to intervene with appropriate decisions so as not to jeopardise the achievement of the comprehensive objective and individual partial objectives and strategies.

Description of the measures and specification of the recommended procedures:

- **Define the threshold levels of performance of the key indicators of internal development of the organization**, namely the desirable (expected) level; excellent (above average) level; insufficient (below average, requiring action level).
  - Content of implementation: to set appropriate thresholds for key indicators, based on existing developments in the areas concerned and appropriate opportunities for potential growth in the values of specific indicators.
  - Responsibility: According to the defined involvement, the Vice-Deans for Science and Research, the Deans, the Department of Science and Research, the Vice-Rector for Science and Research, the Rector will implement appropriately.
  - Milestones/time of implementation: (a) during the development of the Development Programme of the Police Academy of the Czech Republic in Prague as a research organisation for the period 2021 - 2026; (b) according to the appropriate time points in the process of implementation of objectives and strategies.
  - Benefits: quantification, clarification and interconnection of the most important attributes of the overall progress of the Police Academy of the Czech Republic in Prague, the possibility to apply continuous self-evaluation (individual, group and institutional), better targeting of all efforts and defined tasks.
- **Monitor the threshold levels of key indicators of internal development of the organization**, and in case of (negative and positive) deviation from the desired level, immediately intervene by taking appropriate management decisions.
  - Content of implementation: monitor the achieved values of key indicators, identify compliance/non-compliance with the set threshold levels and take appropriate decisions (decision network) to improve the current situation and meet the set objectives and strategies.
  - Responsibility: According to the specified involvement, the Heads of Departments, Vice-Deans for Science and Research, Deans, Department of Science and Research, Vice-Chancellor for Science and Research, Rector will implement appropriately.
  - Milestones/time of implementation: (a) Monitoring will be carried out according to set timelines; (b) management interventions will be implemented promptly.
  - Benefits: objective assessment of the attributes achieved, with immediate and continuous possibility to intervene and correct existing situations and parameters, more effective and more certain achievement of the overall objective (obtain a "B" rating).

An overview of the , substantive content, expected risk strength, complexity and benefits of the defined transformation measures is illustrated in Figure 4.

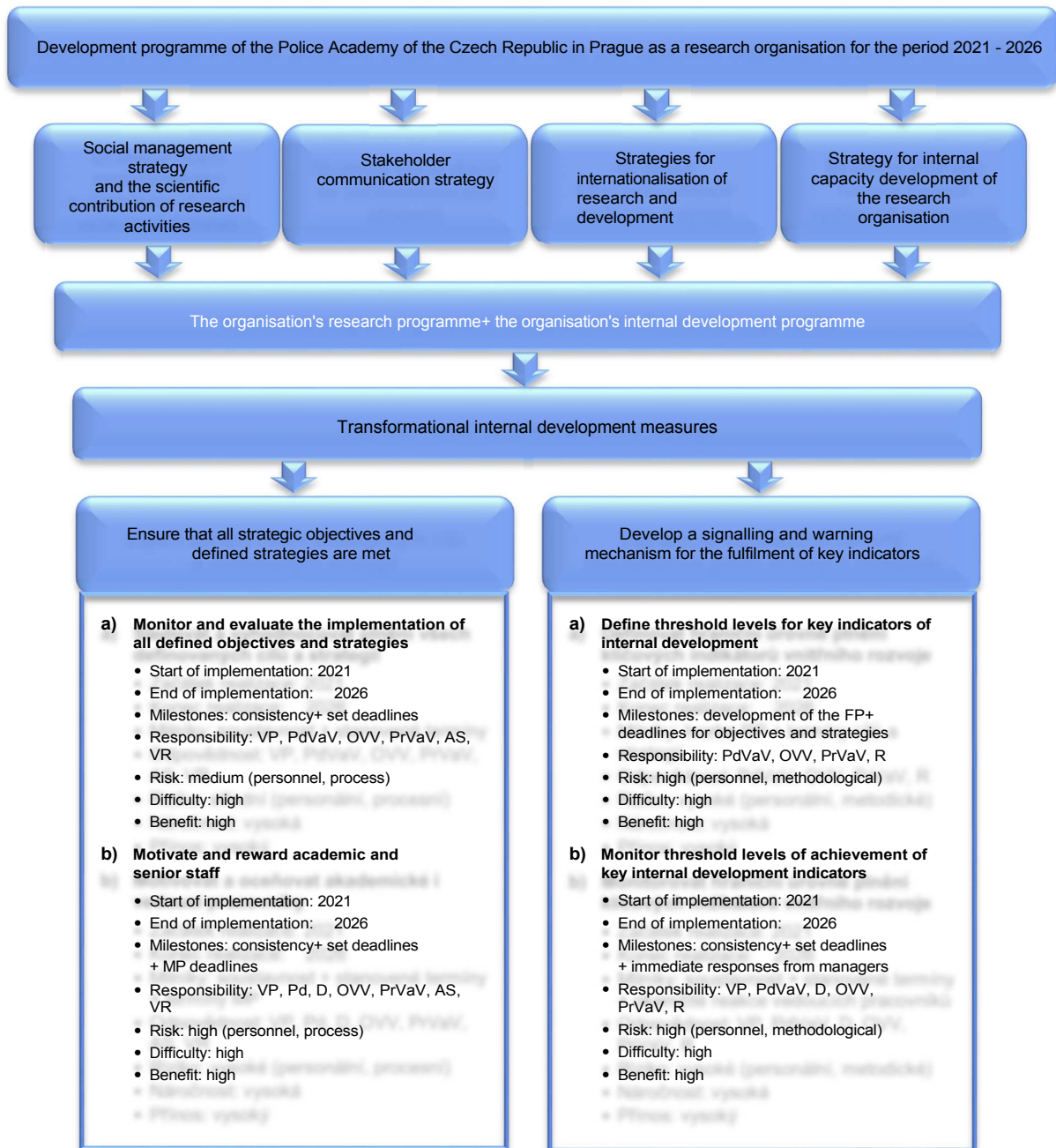


Figure 4: Time-logical schedule for the implementation of transformational measures of internal development of the organisation

## RRO2017+ performance indicators: signalling and warning control mechanism

The development programme of the Police Academy of the Czech Republic in Prague as a research organisation for the period 2021 - 2026 is extensive and long-term in terms of time. Ensuring the continuous fulfilment and ultimate achievement of all set objectives, strategies and measures therefore requires the establishment of a **system of key indicators**. The indicators will be set to encompass the holistic logic of future development, while at the same time ensuring that their limits indicate a state of positive development and/or the need to react immediately.

All indicators are interlinked and there is a reasonable expectation that they will interact with each other in time, quality and quantification. Therefore, a more detailed **specification of the identified indicators** can be established, in terms of the **expected level** of each indicator, and at the same time, the establishment of the so-called **critical values** at which the process of implementation of the given objective will have to be immediately reassessed and appropriate corrective measures taken. Determination of individual limit values of indicators must be rationally based on the parameters and results that the Police Academy of the Czech Republic in Prague has managed to obtain in the past 5 years. The average annual values to date will be the basis for setting the three subsequent - future - **indicator levels**:

- sufficient (expected) level (shown in blue Table 5),
- excellent (above average) level (shown in black Table 5),
- Inadequate (below average) level of action required (shown in red Table 5).

The newly established indicator levels are set for the next five years to, on the one hand, enable and challenge growth (to achieve the institution's overarching goal: to earn a grade "B") and, on the other hand that its values are not oversized and do not cause fear and stress rather than motivation to fulfil.

The proposed system reflects **qualitative indicators**, determined by the nature of the level (quality) of the expected result, with the most important indicators selected, monitored and evaluated on the one hand by the internal self-evaluation process, and on the other hand, by external evaluators. These are results registered in the Web of Science or Scopus databases, the organisation of conferences and the development of methodologies for application practice. **The quantitative indicators** set out numerical values to be achieved in each of the qualitative parameters in each of the following five years. **The time indicators** determine the need to monitor the progress of each quantitative and qualitative attribute over time, with the quantitative values gradually increasing in the later years of the planning period. This captures the systematic improvement and sustainability of the continuous development of the Police Academy of the Czech Republic in Prague. The values of the above mentioned indicators are presented in Table 5.

It is necessary to consider the need to monitor also the financial indicators of the expected development. In view of the fact that many of the future measures cannot yet be precisely defined (dynamic price development, the emergence of new generations of materials, devices and ICT with new performance capabilities and alternations, the planned identification of future infrastructure needs of academic, research and management staff, etc.), the key **financial indicator** is the adherence to the budgets set each year, while striving for maximum value for the allocated resources and maximum savings in all the organisation's activities.

The operation of the signaling-warning mechanism itself will also consider certain **academic result cycles**, whereby in one year there may be a significant increase in a particular indicator, but this trend will plateau in the following year (academic fatigue). Alternatively, the lower number of results in a given year is due to the preparation of a large-scale research study (collection), with the number of outputs increasing in the following year. For this reason, the warning-signalling mechanism needs to be seen as a **supportive tool for managerial intervention**, and in the design of corrective (or valuation) measures:

- first identify the causes and background of the current situation,
- Discuss the situation with the academic staff concerned,
- Define future corrective measures together with academic and managerial staff,
- implement the corrective measures adopted,
- monitor the implementation of corrective measures within a time interval of 2 to 3 months after implementation,

- Appreciate positive efforts when remedies are achieved,
- in the event of stagnation and failure to improve, reassess the original measures and reformulate more appropriate decisions,
- re-evaluate the effectiveness of the new measures and, if necessary, repeat the correction cycle.

Table 5: Determination of the values of the RRO2017 performance indicators

	(D) paper in WoS or Scopus			(Imp)= expert article WoS			(Jsc)= Scopus article			(N) - Methodologies (NimetA)			Security Research Project of the Ministry of Interior of the Czech Republic, TA CR, GA CR, Horizon Europe, Norway Grants		
2016	2			-			-			-			-		
2017	5			3			-			-			1		
2018	-			-			1			-			1		
2019	-			1			-			-			1		
2020	-			5			2			1			1		
Average	1,4			1,8			0,6			0,2			0,8		
	Sufficient level	Excellent level	Insufficient level	Sufficient level	Excellent level	Insufficient level	Sufficient level	Excellent level	Insufficient level	Sufficient level	Excellent level	Insufficient level	Sufficient level	Excellent level	Insufficient level
2021	2	3	1	2	3	1	1	2	0	1	2	0	1	2	0
2022	2	4	1	2	4	1	1	2	0	1	2	0	1	2	0
2023	3	4	1	3	4	1	2	3	1	1	2	0	2	3	1
2024	3	4	2	3	4	2	2	3	1	1	2	0	2	3	1
2026	3	5	2	3	5	2	2	4	1	1	2	0	2	3	1

## Interlinkages between the development programme and the research programme

The strongest link between the development programme and the research programme are the defined **strategic phenomena** of the Police Academy of the Czech Republic in Prague, : mission, vision, comprehensive strategic goal, four key strategies and a network of strategic and partial goals. These form the overall framework and inspiration for all efforts, processes and tasks and for all academic, research, managerial and administrative staff.

All the approaches, principles and values set out in the organisation's research programme find their urgency and necessary application also in the organisation's internal development programme. In particular, **the approach of** interdisciplinarity, continuity, forward effects, etc., the **principle of** accountability, strategic thinking, the activation of joint efforts and **all three values**, i.e. ethics, honesty and dignity, can be highlighted.

A further correlation between the organisation's research programme and its internal development programme is visible in the **parametric specification of** both programmes. The research programme sets out the framework mandatory outcome parameters and also the specified mandatory and specified alternative outcome . These result parameters of the research programme correspond in content to the indicators defined in the internal development programme. They concern and overlap in the specific definition of publication and other significant results expected from the Police Academy of the Czech Republic.

in Prague in the next five years (publications and citations, conferences, methodologies).

Mention should be made of **the logical interconnectedness and sequential-cyclical continuity** of the transformation measures of the research programme and the internal development programme. The research programme sets out R&D domains that are targeted at the progress of the institution as a research organisation and prioritises success in science and research. However, for their achievement, they necessarily require functional mechanisms not only of scientific research capacities but of the overall internal development of the whole institution. The connecting link here is human resources, i.e. human potential and its creative abilities. Conversely, in the future (especially on the basis of the Methodology 17+), an increasing emphasis and growing demands are expected, especially in the area of scientific research results and their application in practice. These requirements can only be met with quality staffing and properly set up systems, processes, procedures, etc., which are covered by the organisation's internal development programme.

### Financial strategy: budget framework (including the share of RVO)

The use of institutional support is primarily governed by Act No. 130/2002 Coll., on Support for Research, Experimental Development and Innovation, Act No. 218/2000 Coll., on Budget Rules, Act No. 563/1991 Coll., on Accounting, Act No. 134/2016 Coll., on Public Procurement, Act No. 320/2001 Coll., on Financial Control, Act No. 111/1998 Coll., on Universities and Act . 219/2000 Coll., on the Property of the Czech .

The content of the financial strategy is the **definition of the financial security of the set objectives**. In this respect, the financial strategy determines the financial support for the long-term conceptual development of the research organisation and serves as a tool for financing the needs necessary to fulfil the Development .

Taking into account the amount of institutional support allocated over the last five years and the development expected in the next five years (Table 6), it can be assumed that the Police Academy of the Czech Republic in Prague will have institutional support of approximately **CZK 35,619,000** for the period of the Development Programme (2021-2026). Although the allocated institutional support may slightly, especially in the period , for the next two or three years it is possible to assume a stable development in the approximate amount allocated for 2022. For this reason, and abstracting from unexpected effects, the breakdown (Table 6) assumes a stable amount of expected support for the whole period.

Table 6: Actual development of institutional support in 2016-2021 and expected development in 2022-2026 in thous. CZK

Institutional support for the development of the VO	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Budget amount in CZK	4 897	4 681	4 711	5 114	6 274	6 427	5 835	5 835	5 835	5 835	5 835
Claims from unspent expenditure						20 803	They will be gradually exhausted for the purpose of fulfilling the FP	They will be gradually exhausted for the purpose of fulfilling the FP	They will be gradually exhausted for the purpose of fulfilling the FP	They will be gradually exhausted for the purpose of fulfilling the FP	They will be used for the purpose of fulfilling the FP

The financial strategy is closely related to and is **already integrated in all four strategies of the** Police Academy of the Czech Republic in Prague as a research , i.e. the strategy of managing the social and scientific contribution of research activities, the strategy of communication with , the strategy of internationalisation of research and development and the strategy of internal development of the research organisation's capacities. Table 6 integrates the planned financial coverage of all these strategies in relation to the network of relevant strategic objectives. It is a compact illustration of the identified strategies and objectives in terms of their financial coverage.

In relation to the targeted funding listed in Table 7 and in accordance with the principles of correct financial development of the Police Academy of the Czech Republic in Prague, the funds earmarked for the development of the research , i.e. **institutional support funds**, will also be used to co-finance the necessary costs within the framework of earmarked support projects. The condition is that it will not be possible to fully cover these costs from the special-purpose support projects (e.g. specified co-financing according to the specifications and project documentation), but their expenditure will strengthen the overall development of the research organisation. At the same time, the institutional support funds may be used to co-finance costs (e.g. technical and technological equipment) of the Police Academy of the Czech Republic in Prague, according to the expected share of use for the purpose of fulfilling the Development Programme and the overall development of the institution.

The institutional support will finance the digitisation of administration - the creation of a system for registering projects, a digital repository of results from scientific research activities and a system for transferring data to the R&D&I IS. The institutional support and possibly other sources will cover the operation of electronic information platforms and other information systems important for scientific research , other operating costs and expenses as , access to electronic information resources important for scientific activities (e.g. Web of Science, Scopus, EBSCO, CEEOL, JSTORE, etc.) and further as .

Table 7: Financial security of strategic objectives and development strategies of the Police Academy of the Czech Republic in Prague as a research organisation

Strategies	Strategic objectives	Financial requirements
Strategies for managing the societal and scientific benefits of research activities	1. To strengthen the attribute of societal usefulness and scientific contribution of research activities (to increase the contribution of outputs to the application sphere and dissemination of results) through cooperation with partners.	Costs associated with the relevant analyses, trend estimates and prospective feasibility calculations, the establishment of relevant and sufficiently ambitious project objectives, translations into English and all other requirements related to the implementation of the above objectives (e.g. costs of the necessary information resources, costs of publication and dissemination of publications and other results of scientific research activities, including travel costs, etc.) and the development of projects will be covered by the institutional support of the Police Academy of the Czech Republic in Prague. The costs related to the actual implementation of the accepted project of special purpose support (public procurement in the field of research) will be covered by the grants and aid received.
	2. To strengthen the attribute of originality and relevance of R&D activities (to organise or participate in relevant research) through cooperation with partners.	Costs associated with searching for research suitable for engagement, contacting potential and actual partners, preparing analytical tools (questionnaires, interviews, experiments, observations, field measurements, etc.), implementing relevant surveys, methods and , conducting relevant analyses, statistical evaluation, comparisons and syntheses, translations into appropriate languages, including travel costs and all other related costs, will be covered by the institutional support of the Police Academy of the Czech Republic in Prague and other grants and support obtained, if applicable.
Stakeholder communication strategy	1. Improve communication with the ZS (choose communication forms and competences that can communicate more strongly appropriate challenges and impulses).	Costs associated with the development and improvement of communication and other skills needed for or in connection with research, development and innovation activities (in particular: active listening, assertiveness, empathy, ethical persuasion and metacommunication), and the search for and training in addressable forms of communication. The costs associated with the implementation of the Student Scientific and Professional Activity, and all other related claims, including financial claims of the incentive aspect, such as scholarships for the best placement of participating future and budding scientists (students) in the competition within the national round of the competition and other scholarships for outstanding results in scientific research activities for budding scientists will be covered by the institutional support of the Police Academy of the Czech Republic in Prague and possibly other sources.
	2. Strengthen the dynamics of inter-institutional communication with the PIs (encourage the exchange of knowledge and its application in ).	Costs associated with the increase and maintenance of the dynamics of inter-institutional communication, within the framework of scientific research and support activities, the search for and involvement of partners in the prepared scientific communication forums and activities, the actual implementation of these activities, and all other related requirements, including financial requirements of the incentive aspect (target and disciplinary rewards for organizing international activities), will be covered by the institutional support of the Police Academy of the Czech Republic in Prague and possibly other sources obtained.
	3. Create unique forms of communication and alliances with ZS (use new communication platforms, targeting the social and scientific contribution).	Costs associated with the design of new forms of communication in the context of scientific research activities, the search for and involvement of partners, the testing and implementation of the interconnection, the procurement of the necessary software and hardware, travel costs, and all other related requirements, including financial requirements of the incentive aspect (target and disciplinary rewards for the establishment of new scientific links with ), will be covered by the institutional support of the Police Academy of the Czech Republic in Prague and possibly other sources.

Strategies	Strategic objectives	Financial requirements
Strategies for internationalising research and development	1. Increase the number of implemented international projects (HE, Norwegian funds and others) by internationalizing R&D activities.	The costs associated with the search for international project calls and the preparation of suitable conditions for their use, the necessary scientific research for the development of specific projects, the purchase of the necessary equipment, and all other related requirements, including financial requirements of the incentive aspect (target and disciplinary rewards for submitted projects), will be covered by the institutional support of the Police Academy of the Czech Republic in Prague and possibly other sources. The costs of international exchange visits will be covered by appropriate schemes (e.g. Erasmus+, etc.).
	2. Increase the quality of scientific outputs (increase the quality and international acceptance of results) by internationalising R&D activities.	The costs associated with the increase in the number and quality of scientific outputs registered in Web of Science and Scopus, the search for and involvement of partners in the preparation of joint publications of this level, the updating of internal databases of experience, the updating of statistical software for the evaluation of the data obtained, and all other related requirements, including the financial requirements of the incentive aspect (target and disciplinary rewards for publications and citations in Web of Science and Scopus), will be covered by the institutional support and possibly other sources obtained. Costs related to the preparation and publication of works produced within the projects will be covered by the .
	3. To open the process of inclusion of the journal Security Theory and Practice in Web of Science or Scopus by cooperation with partners.	Costs associated with the identification of appropriate parameters for comparability with distinguished journals (already included in Web of Science or Scopus), the design and implementation of new impulses to raise the overall level of the journal, the costs of access meetings, the personal costs of the expert in charge of preparing and implementing the process of inclusion of the journal in the Web of Science (Scopus) database, the necessary software costs (electronic editorial system), the costs of addressing new members of the editorial board, relevant travel costs, and the costs of all other related claims will be covered from the institutional support of the Police Academy of the Czech Republic in Prague and possibly other sources.
Strategy for internal capacity development of the research organisation	1. to focus key attention on human potential and , thereby enhancing excellence in all areas.	The costs associated with securing, developing, shaping, stabilizing and motivating human potential and building a team of creative personalities, the costs of evaluating, improving the effectiveness and refining the content of the Motivation Programme, the costs associated with preparing the conditions for accreditation of internal doctoral studies and the subsequent costs of additional motivation of internal doctoral students, the necessary software costs (electronic personnel-motivation system) and the costs of all other related requirements will be covered by the institutional support and possibly other sources obtained. The cost of the scholarships for internal PhD students will also be covered by institutional support and other sources, as appropriate. The institutional support will also cover the costs of course fees and the organisation of special lectures and workshops for the purpose of increasing the competences of the scientific and research potential of the PA CR staff.
	2. Expand the team of researchers (increase performance and the contribution of the Science and Research Department to all staff).	Costs associated with advertising, pre-selection, selection, development, shaping, stabilisation, remuneration (salary) and motivating (rewarding) new , the necessary hardware and software costs of the new staff, and the costs of all other related requirements, e.g. provision of necessary technical and other equipment, including e.g. furniture for researchers and staff of the Science and Research Department, etc., will be covered from the institutional support of the Police Academy of the Czech Republic in Prague and possibly other sources.
	3. Modernize and supplement the infrastructure (to enable competitive research with scientific and application benefits according to Methodology 17+).	Costs associated with identifying and meeting infrastructure needs, including gathering and implementing inspiration (based on e.g. questionnaire and other ) for the acquisition of high-end equipment (including high-end research equipment) and software, and the cost of any other related requirements will be covered by institutional support or other sources obtained. The institutional support will finance the digitisation of the administration - the creation of an IS for the registration of projects, a digital repository of results from scientific research activities and the system for transferring data to the R&D&I IS. In the case of procurement of equipment and facilities for specific research tasks, the costs will be covered by related projects.

The next table (Table 8) shows the planned use of funds from the institutional support provided to the Police Academy of the Czech Republic in Prague. It is not possible to determine the specific amount of the drawdown in view of changing price levels and the development of salary and personnel costs. However, the key rule is to handle all funds entrusted to us in an absolutely correct and responsible manner, in accordance with the applicable legislation of the Czech Republic and the internal guidelines of the Police Academy of the Czech Republic in Prague.

Table 8. Planned use of institutional support funds

Cost or expense	Expected use of funds
<b>Personal costs or expenses</b>	
Wages/salaries based on employment	Creation of new positions, or an administrative coordinator in the field of science and research, implementation of the Incentive Programme (target and disciplinary rewards)
Personal costs/expenses under a work contract	Research activities, expert opinions, technical, expertise and support activities, etc., organization of lectures and workshops for the purpose of increasing the competences of the scientific and research potential of the PA CR staff
Personnel costs/expenses based on the agreement for the performance of work	Research activities, expertise, technical, expert and support activities, etc.
Compulsory social security contributions	As required
Compulsory health insurance premiums	As required
FKSP transfers	As required
Travel	As required
Read more	Scholarships, work contracts, etc.
<b>Costs or expenditure on the acquisition of tangible and intangible assets</b>	
Purchase of tangible fixed assets	Technical and other necessary equipment (including technical equipment acquisition, e.g. IT hardware, furniture, etc.)
Purchase of intangible fixed assets	Technological and other necessary equipment, software
Purchase of small tangible assets	Technical and other necessary equipment (including acquisition, e.g. IT hardware, furniture, etc.)
Purchase of small intangible assets	Technological and other necessary equipment, software
<b>Costs or expenses for services</b>	
Services, other services	Course fees for the purpose of increasing the competences of the scientific research potential of the PA CR staff, including language courses, payment of conference fees, access to electronic information resources important for scientific research activities (e.g. Web of Science, Scopus, EBSCO, CEEOL, JSTORE, etc.), services of electronic information platforms and other information systems important for scientific research activities, and as needed
Subcontracting	As required

## Risks of strategic management and complex development of the organization

The development agenda is set in a new, performance-intensive way. It places **high** on all categories of staff of the Police Academy of the Czech Republic in Prague. On the other hand, all defined objectives, strategies and measures are **justified by** the results of internal and external analyses and evaluations. From this, despite the future high demands that will be placed on all staff and, the objectives and measures for achieving them are inevitable.

Future mechanisms, processes, activities and tasks are associated with anticipated (but also currently undefined) **risks**. The following table presents a classification of potential risks, broken down into (a) personnel, (b) material, (c) process and (d) methodological risks. It also indicates the currently estimated probability of these risks occurring (Table 9).

Table 9. Analysis and register of risks potentially associated with the implementation of the Development Programme

Risks	Threats			Probability			Responsibility for elimination
	Low	Medium	High	Low	Medium	High	
<b>Personnel risks (human risks)</b>							
• - Insufficient ability to creatively lead, motivate and develop staff			•		•		AP, VP, PO, R
• - Insufficient ability to define the correct corrective action		•			•		VP, Pd, Pr, R
• - Avoidance of responsible scientific research and its quality performance			•			•	AP, VK, Pd, Pr, R
• - Fear of sharing own ideas, contacts, results, methodologies and know-how		•			•		AP, PO, VK, Pd, Pr, R
• - Lack of success in submitting more challenging projects			•			•	AP, VK, PdVaV, PrVaV, R
• - Reluctance to become aware, overcome and abandon ingrained communication habits			•		•		AP, VP, Pd, Pr, R
• - Lack of willingness to publish and present results to a demanding professional community			•			•	AP, VK, Pd, Pr, R
• - Disinterest/fear to apply non-traditional connections and synergies		•			•		AP, VK, Pd, Pr, R
• - Workers' reluctance to predict future trends and needs		•			•		AP, VP, Pd, Pr, R
<b>Process risks</b>							
• - Difficulty to motivate staff consistently and positively			•			•	AP, VK, Pd, Pr, R
• - Complexity to align the preparation and progress of development and training activities		•		•			AP, VP, PO
• - Complexity to prepare and implement a change in the communication portfolio of the PA CR		•		•			VP, Pd, Pr, R
• - Difficulty of processes for procuring new infrastructure	•			•			OIT, FO, Bursar
<b>Methodological risks</b>							
• - Inappropriateness of announced calls for solutions by the PA CR			•		•		Pr, R
• - Disruption of communication flows, access to appropriate scientific databases, etc.	•			•			K, OIT, OVV
• - The complexity of incorporating Security Theory and Practice into Web of Science (Scopus)			•			•	OVV
• - Difficulty of changes in procedures for improving staff structure		•			•		PO, D, R
• - Substantive and legal complexity of systemisation, selection and stabilisation of new staff			•			•	OVV, PO, FO, Bursar, R
<b>Material risks</b>							
• - Insufficient novelty of technical equipment, laboratory facilities, software, etc.		•			•		OIT, OVV, FO, bursar

**Used resources:**

1. Nirmala, J. (2016). Super Smart Society: Society 5.0. Robotics Tomorrow. Online. Available online: <https://www.roboticstomorrow.com/article/2016/09/super-smart-society-society-50/8739>.
2. Protocol II on the evaluation of research organisations in the HE segment in 2020.
3. Skobelev, P. O. & Borovik, S. J. (2017). On the Way from Industry 4.0 to Industry 5.0: From Digital Manufacturing to Digital Society. International Scientific Journal Industry 4.0, 2(6), 307 - 311.