

***Development Programme  
Police Academy of the Czech Republic in  
Prague as a Research Organisation  
for the Years 2017–2023***

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## Analytical Part

### *Trends in Security (User) Environment Development*

The security environment in the Czech Republic, as well as the security environment in an international context, is developing dynamically and almost dramatically. There are new challenges (threats) to which new or more intensive responses need to be addressed. The Czech Republic differentiates its security interests according to its importance. In the Security Strategy of the Czech Republic, interests are divided into three categories: life, strategic, and other significant ones. Selected categories may follow up each other in principal aspects. These may be either single-dominant, latent or chronic, cyclical or gradually accelerating challenges. These are often trends that seemed to be of minor importance a few years ago (for example, the migration wave). The Police Academy of the Czech Republic in Prague (hereinafter referred to as the "PA CR") responds flexibly to these trends by establishing new research activities and transferring knowledge and research results into educational programmes and qualifications. The lifelong learning courses are an important area, where these most up-to-date topics are presented immediately and flexibly, and the results of research activities are thus directly put into practice.

The research areas are based primarily on the objectively existing demand of the public sphere (part of the national security community). For this reason, the PA CR focuses on priorities arising from the following relevant documents:

- "National Priorities of Oriented Research, Experimental Development and Innovation" ("Priorities 2030", adopted by Government Resolution No. 552 of 19 July 2012).
- "Interdepartmental Concept of Security Research and Development of the Czech Republic until 2015" (and its updates).
- "Analysis of Threats to the Czech Republic" (adopted by Government Resolution No. 369 of 27 April 2016). The document identified 22 types of hazards for the Czech Republic (types of hazards with unacceptable risk) for which a state of emergency may reasonably be expected. In such cases, measures must be taken to eliminate their impact. For this reason, preparation of a new generation of type plans is foreseen in the crisis planning system.
- "Action Plan for the National Cyber Security Strategy of the Czech Republic for the period 2015 to 2020" (topic for prospective cooperation with the National Security Authority).
- "National Security Audit", which was initiated at the beginning of 2016.

### *Trends in Interest Fields*

Security research topics are increasingly becoming interdisciplinary, overlapping in natural sciences (climate change), social sciences, demography and other fields. Out of the broad range of security issues, the PA CR will focus particularly on those issues that will be the output of the National Security Audit.

It focuses on an active approach to the fight against terrorism, reducing the vulnerability of the Czech Republic to terrorist attacks against its territory, population or its interests abroad, and the fight against all forms of organised crime. Furthermore, an active approach to addressing the security aspects of migration, extremism and last but not least, addressing the updated problems of natural and anthropogenic threats.

Research trends also correlate particularly with the following accentuated areas:

- reducing crime with an emphasis on organised crime and economic crime;
- information crime and the fight against corruption;
- strengthening the intelligence protection and defence of the Czech Republic;
- creating conditions for a tolerant civil society, suppressing extremism and its causes;
- increasing the efficiency and professionalism of government institutions and, in this context, strengthening cooperation between the public administration and citizens and individuals and legal persons running their business;
- developing civic associations and non-governmental organisations active in the field of security;
- strengthening public awareness and active participation of citizens in ensuring security;
- protecting population and critical infrastructure;
- developing technical and technological skills in processing and transmitting classified and sensitive information with an emphasis on their protection and availability.

The basic problem will always be the ability to detect, identify and eliminate a particular security threat, the ability to subsequently respond to a situation when a security incident has occurred, and the ability to address its consequences immediately.

## ***Implication of Trends for the Organisation (Threats and Opportunities)***

### **Opportunities**

The key opportunities are those that the PA CR is able to use in research work.

- Objectively existing demand for solving security problems, in particular
  - “National Priorities of Oriented Research, Experimental Development and Innovation” (“Priorities 2030”, adopted by Government Resolution No. 552 of 19 July 2012).
  - “Interdepartmental Concept of Security Research and Development of the Czech Republic until 2015” (and its updates).
  - “Analysis of Threats to the Czech Republic” (adopted by Government Resolution No. 369 of 27 April 2016).
  - “Action Plan for the National Cyber Security Strategy of the Czech Republic for the period 2015 to 2020”.
  - “National Security Audit”.
- New emerging security topics and their trends (soft targets, food security).
- Special position of the PA CR in the system of universities with a focus on security issues.
- Increasing interest from the professional public to publish in the journal *Security Theory and Practice*.

## Threats

We consider threats to be objectively existing facts that the PA CR is not able to directly address or is able to do so only to a certain extent.

- The research activities of the PA CR are predominantly based on the security research programme. However, the content of the term security itself is not precisely constituted and the issue of security is often wrongly attributed to some of the existing scientific disciplines, although the issue is interdisciplinary with considerable specificities.
- Efforts of other research institutions to take over the solution of the essential tasks of the PA CR.
- Possible attempts to replace PA CR's activities with a group of private and other public universities and entities.
- Generally problematic communication and approach of the Department of Security Research and Education of the Ministry of the Interior of the Czech Republic towards the PA CR and generally the approach towards the PA CR. This is related, for example, to the impossibility of involving the PA CR academicians in various positions and activities implemented and required by the provider.
- Elimination of the journal Security Theory and Practice from the non-impacted peer-reviewed journal list.
- Eventual purposive termination or fundamental purposive transformation of the institution.
- Purposive non-objective evaluation of the PA CR by a third subject.

## *Organisation's Strengths and Weaknesses*

### Strengths

- Relatively broad coverage of security issues.
- Within its relatively robust academic base, the institution has been following development for a long time and contributes flexibly and actively to national and, partially, international discussions on topics related to the practice of security forces and public administration.
- Rapid response to the needs of security forces and public administration.
- Interconnection with practice, cooperation of the PA CR with institutions, or between individual academicians and experts within other institutions (Police of the Czech Republic, General Inspection of Security Forces, Prison Service of the Czech Republic, Customs Administration of the Czech Republic, Fire Rescue Service of the Czech Republic, University of Defence) Criminological Institute Prague Police of the Czech Republic, National Security Authority (NSA), Security Information Service (SIS), Office for Foreign Relations and Information (OFRI), etc.).
- Knowledge of the internal environment of the security system and continuous communication with security practice, for example with the Ministry of Interior – Directorate General of Fire Rescue Service of the Czech Republic, Security Policy and Crime Prevention Department of the Ministry of Interior of the Czech Republic, Police Headquarters of the Czech Republic, or specific regional directorates of the Police of the Czech Republic, etc.
- Development of excellent issues, e.g. criminal science, criminology, forensic psychology.
- A good link between the research activities of the departments and teaching of the

vocational subjects of bachelors, masters, and doctoral study programmes and lifelong learning (transfer of knowledge and research results), mainly because these programmes and their disciplines were created based on the need to solve many security tasks.

- Specific know-how consisting in the ability to provide quality and comprehensive education in the field of security and law studies and security management (a unique compact set of law, security, economic, social sciences).
- Institutional funding enables the long-term planning of the specific professional focus of individual workplaces.
- The university professional journal "Security Theory and Practice", which is included in the European database of important scientific journals ERIH+ and in the List of reviewed non-impacted periodicals published in the Czech Republic, and which publishes the results of the research activities of individual workplaces. The journal is a significant transfer of findings and results of security research into practice, as its subscribers include the Ministry of the Interior of the Czech Republic, the Headquarters of the Police of the Czech Republic, the Police of the Czech Republic, the Supreme Public Prosecutor's Office of the Czech Republic, the Government Office, police schools and many other important Czech and foreign entities.
- Transparent management of entrusted funds.

### **Weaknesses**

- Lower financial stimulation for research results.
- Limited possibilities to increase tariff-based positions for the implementation of scientific mentoring and coaching.
- Limited capacities for scientific and research activities.
- Limited promotion of research results.

***SWOT Matrix Evaluation – See Annex***

## Stakeholder Analysis

The traditional research partners of the PA CR are public institutions that award or formulate a certain research need.

The cooperation of PA CR academicians with professional practice is obvious, as many of the academicians (research workers) from police and security practice come as significant experts. The research activity is then a strong motivating factor to keep the connection with the practice, continually reflect questions, issues of the respective interest professional area, contribute to finding a possible solution or optimising the situation. Such cooperation is a source of constantly new findings from practice for the implemented educational process, for thematisation of research tasks, bachelor and diploma theses, and last but not least, for academic staff of a more general focus (e.g. psychologist, political scientist), through practical assignments, they find practical application of knowledge to address the issues of security in a broad sense.

The PA CR cooperates in solving research tasks and will continue to cooperate (or newly establish cooperation) with the following institutes, departments and institutions operating within the government, public, academic or non-governmental sectors:

- **Ministry of the Interior of the Czech Republic** – universal cooperation and communication, engaging in expert working groups, created or coordinated by the department, training of management and other employees of the department, creating conditions for organising events relevant to the department, tradition of student internships.
- **Police of the Czech Republic** – the dominant consideration in cooperation with security forces will continue to be focused on the Police of the Czech Republic, which is and will be the dominant partner in terms of identifying research needs and using research results - joint conferences and round tables, cooperation on public procurement.
- **Institute of Criminology Prague Police of the Czech Republic** – the issue of searching, securing and investigating forensic traces.
- **Fire Rescue Service of the Czech Republic** – all-round cooperation generally referred to as linking academic theory with practice in the field of population protection, endeavour to incorporate the latest practical knowledge and findings into the teaching so that the subject matter would correspond with the most up-to-date statutory provisions and other relevant documents, tradition of student internships, involvement in programmes of instructional and methodological jobs.
- **Population Protection Institute, Lázně Bohdaneč** – co-organisation of professional events in the field of crisis control and management.
- **Intelligence Services of the Czech Republic** – communication in the preparation of relevant subjects, *ad hoc* cooperation in providing lectures by experts from practice, etc.
- **National Security Authority** – comprehensive cooperation with an emphasis on information security issues, involvement in the solution of certain tasks.
- **Ministry of Justice of the Czech Republic**, including **Institute for Criminology and Social Prevention Prague** (issues of development of criminological sciences) and the **Prison Service Academy of the Czech Republic**.
- **Transport Research Centre of the Ministry of Transport of the Czech Republic** – opposing projects and research outputs implemented by this department.

- **Charles University Faculty of Law** – development of fields of study.
- **First Faculty of Medicine, Charles University, Prague** – cooperation in the field of forensic technology.
- **University of Defence in Brno** – co-organising professional events in the field of management and information and communication technologies, forensic detection and identification of samples of toxic, biological and radioactive substances.
- **University of Pardubice** – Collaboration on an applied research project "Developing an Innovative Method for Detecting Road Crime Using Electronic Accident Data".
- **Czech Technical University, Institute of Forensic Engineering** – problems of traces in solving traffic accidents.
- **Czech Helsinki Committee** – cooperation within the grant project of the Czech Helsinki Committee, Human Rights and Police.
- **AFCEA**, Armed Forces Communications and Electronics Association, national branch (participation and joint organisation of professional events in the field of information and communication technologies). It is cooperation with an international reach, an overview of activities in this area can be found on the website <http://www.cybersecurity.cz>.
- **Safer Internet** – exchange of information on current cyber security trends, co-organisation of a number of events in the field of information security.
- **White Circle of Safety** – assistance to victims, domestic violence issues.
- **Association of Companies for Organisation Protection, AFOI** – Information security issues.
- **T-soft, a.s.** – development of security software, assistance in building a crisis management laboratory and cooperation in training of experts.
- **ASIS International Czech Republic and Chamber of Commercial Security Enterprises of the Czech Republic** – current challenges in the field of security privatisation.
- **Czech Centre of Excellence for Cybercrime, C4E** – cooperation on the exchange of information on current information security challenges.
- **Accendo, o.p.s.** – information exchange in relation to crime prevention issues, co-organisation of international seminars.

## Organisation Development Concept

### *Mission of the Organisation*

The Police Academy of the Czech Republic in Prague was established by Act No. 232/1992 Coll., on Police Universities and the Establishment of the Police Academy, dated 27 April 1992. As of 1 January 1999, pursuant to Act No. 111/1998 Coll., on Higher Educational Institutions and on Amendments and Supplements to Other Acts (the Higher Educational Institutions Act), as amended, it has been a state university of the university type.

By granting accreditation to a doctoral programme in 2003, three degrees of university education (bachelors, masters and doctoral) were established and in 2006 a credit system was introduced. In 2010, the Ministry of Education, Youth and Sports of the Czech Republic decided to grant accreditation to the habilitation procedure in the field of security management and criminal science and in 2014, the PA CR obtained the authorisation to hold state rigorous examinations and to award the degree PhDr.

Since 1 April 2008, the PA CR has been organisationally divided into two faculties – the Faculty of Security and Law and the Faculty of Security Management.

During its more than twenty years of existence, the PA CR has contributed substantially to the development of the educational process and research activities in the area of security and law issues and security management, not only in the Ministry of the Interior of the Czech Republic, but also within other security forces and other security system components of the state. The PA CR workplaces in these areas significantly contribute to the formation of the emerging security science and are also a recognised workplace in the field of criminal science, criminology, forensic psychology and other forensic disciplines.

The strategic objective of the PA CR is to develop the position of a centre of quality university education and research organisation in the field of security and law studies and security management, in close relation to the Ministry of Interior of the Czech Republic, the Police of the Czech Republic, the Fire Rescue Service of the Czech Republic and other security components of the state.

In the next period, the PA CR will continue to focus on security research in the Czech Republic, which systematically and systemically deals with increasing the security of the society as one of the necessary conditions for its sustainable development.

From this point of view, and in connection with the fact that it is also one of the dominant areas of education for the PA CR as a university, in the upcoming period, the PA CR will focus its departments on long-term research problems. These will form a basic and direct link to accredited fields of study and will be supplemented by those research problems that will need to be addressed for the immediate needs of the security forces.

### *Vision of the Organisation*

The area of security and risk management will be a dominant aspect of both research activities and educational activities of the PA CR throughout the entire upcoming period. The management strategy of the PA CR's further development will therefore be directed to the following basic directions of research activities:

- Criminal science and forensic disciplines aimed at identification of basic issues of criminal science, their theoretical analysis and transformation into the design of optimisation of object and system identification algorithms.
- Security and crisis management, which will aim to create and propose alternative solutions to sub-scenarios of basic situations in the areas of population protection and critical infrastructure protection as well as internal security and public order, using means relatively available to the public administration, and based on sophisticated systems.
- Analysis and prediction of selected current police security issues with special emphasis on current security threats of an anthropogenic character and possibilities for their elimination.
- Analysis and prediction of selected current problems of public administration, within which the research tasks will focus on, e.g. the issue of shaping the anti-extremism policy of the Czech Republic, including determining the role of individual entities to implement it, analysing current trends in information criminality with the proposal of recommendations for their forensic analysis.

In terms of methodology and organisation, the PA CR will monitor particularly that:

- specific tasks were really interconnected, not isolated or dependent on one or a few persons,
- the assignment of individual tasks was conceived in a multidisciplinary way to: interconnected departments, both faculties within the PA CR, or other institutions,
- sufficient emphasis was placed on the further dissemination of research results (dissemination in the form of various "research marketing" methods: i.e. through conferences, workshops, round tables, targeted distribution of research results to specific institutions, cooperation in training activities in supervising theses, etc.

The narrower areas of possible further interest and investigation are, in the light of current security developments, particularly, the following:

- Scenarios and predictions of strategic changes.
- Critical infrastructure protection.
- Protection of critical information infrastructure ("cyberspace threats").
- Sociogenic phenomena.
- Crisis management and population protection. Natural disasters.
- Energy and commodity (raw material) security.
- Sustainable development, vegetation fires.
- Education, raising public awareness, training courses for instructors and communication with the public.
- Public administration and its more effective functioning.
- Anthropogenic threats (terrorism, extremism and others).
- Protection of specialists in solving specific tasks of population protection.
- Cyber security and critical information infrastructure.

Not all of these areas are prospective as coherent subjects of research, but rather these are intersections of other activities, to which additional separate areas should be added, in particular:

- Involvement in security research projects (national and international).
- Usability of research results for the purpose of making the functioning of public administration more efficient.
- Legal (public, private) aspects of the above themes.
- Involvement of students in scientific research activities, endeavour to make them more visible in terms of their further professional growth (student scientific professional activity, other forms of activities).
- Closer cooperation with the scientific workplaces of other schools dealing with security research, particularly in the areas not covered by their own staff in terms of expertise.

When solving scientific and research problems, the PA CR departments will focus on their results being streamlined and made more specific in order to enable:

- **Outlining** possible prospects of further development in key security areas in relation to the Czech Republic.
- **Identifying** problem areas and indicators (triggers) of illegal activities, unlawful conduct, local, regional conflicts and their determinants.
- **Systematising** means and methods in order to streamline activities of security forces and other entities involved in combating and eliminating these phenomena.
- **Developing** methodology and application procedures in accordance with security practice needs and based on system weakness identification.
- **Designing** potential prevention, mitigation or other forms of resolving a situation (including identifying the relevant actors involved).
- **Creating** documents for relevant actors within the security community in the Czech Republic and, with good prospects, also abroad, including non-public documents.

## Strategy of Social Benefit of Research Activities Management

### Presentation of Research Results

With regard to the character of the PA CR as a research organisation, transferring the results of research activities through educational activities (bachelor's degree programme, master's degree programme, doctoral degree programme, lifelong learning courses) is one of the main ways of presentation.

Publications in printed and electronic form are another fundamental type of presentation of research results. At the same time, the effort will be focused on the publication of monographs (or participations in the creation of the monograph), professional and scientific articles published in journals, which are included in the List of Non-Impacted Peer-Reviewed Journals Published in the Czech Republic and, wherever possible, efforts will be made to publish in scientific journals registered in the Scopus and Web of Science databases, especially in those areas where well-profiled journals for the scientific disciplines covered by the PA CR exist.

The journal Security Theory and Practice will be one of the most important presentation materials of the PA CR. With respect to the ambitions of this journal, which is currently registered in the List of Non-Impacted Peer-Reviewed Journals Published in the Czech Republic and in the European database of important European scientific journals ERIH+, it is advisable that articles in languages other than only Czech and Slovak would be published more often. Due to the presentation of the results of the security research, which are concentrated in the journal Theory of Safety and Practice (not only contributions from the PA CR's own activities, but also from other organisations from the whole Czech Republic and abroad), an electronic online version of the journal will be created that will publish the full wording of the contributions so that they would be provided to the general public. At the present time, the printed form is no longer sufficient to meet the needs of demand.

The PA CR will also create electronic online versions of other publication outputs (monographs, etc.).

The organisation of conferences, "round tables" and the active participation of academicians at national and international conferences, including the publication of papers presented in the proceedings of these events is a very important aspect of the presentation of the research results.

Other planned types of research results presentation:

- Handbooks and information documents for relevant actors within the security system of the Czech Republic. Involvement in the process of creating outputs of public administration.
- Formulation of recommendations for relevant actors in specific areas of problem solving, including monitoring of best and worst practice in the field.
- Organising and co-organising workshops, round tables, scientific conferences, student conferences and science competitions and other information exchange platforms.
- Organisational activities, assistance in building communication channels between stakeholders.

- Presentation of results within the framework of masters and doctoral studies and lifelong learning.
- Active participation (in the form of speeches) at other relevant events at home and abroad.
- More intensive acquaintance of other state administration bodies and broader professional public with research results and analyses – including the projection of relevant findings immediately into the publication and teaching process.

### ***Transfer of Research Results into Practice***

The basic strategy of transferring the results of research activities into practice is to present the results of research activities in various forms. The journal Security Theory and Practice plays an important role in the presentation of these publication results. The publication of the PA CR in Prague has a long tradition.

The institution considers particularly the following as the key tools for the transfer of research results into practice:

- Publication outputs.
- Transfer of research results through educational activities with an emphasis on lifelong learning, PhD. proceedings and doctoral study programme.
- Conferences, round tables and other events of a similar nature.

The transfer of research results into practice is an integral interest of the organisation. However, this is often done on informal grounds.

### ***Transformation Objectives for the Period until 2023***

The PA CR considers the following as the key transformation objectives in the monitored area:

- The intensification of publishing activities in recognized journals, i.e. in journals registered at least in the List of Non-Impacted Peer-Reviewed Journals Published in the Czech Republic, further increase in the number of contributions to the journals registered in the Scopus and Web of Science databases, despite the complications that objectively exist in this area.
- Online version of the journal Security Theory and Practice (or other publications) with the possibility of monitoring the visit rate.
- Intensification of publishing activities with regard to monographs and chapters in monographs.
- Optimisation and updating of the content of study programmes and their modification based on research results (linking scientific activity with teaching).

### ***Strategy Success Indicators\****

The institutions consider the following as the key success indicators in the monitored area:

- Number of publications of recognised character.
- New website visit rate (online version of the journal).
- Number of conferences organised by the institution in a respective year.
- Number of participants at events organised by the institution.
- Number of speeches by the institution's academic and research staff at other national

and international events.

- Quotations and responses received through relevant channels.
- Feedback, letters of thanks from relevant institutions, etc.
- Number of full-time students in the doctoral study programme.
- Interest in innovative lifelong learning courses (MPA) based on science results transfer.

\*Trends will be determined based on the first two years of implementation of the development programme.

## **Communication Strategy with Stakeholders**

### ***Research Organisation (RO) Presentation***

During the course of the Development Programme, a number of conferences will be organised, thematically focused on current security issues, also in relation to the past. In addition, the events will be organised in the form of seminars, round tables or workshops on current topics.

An overview of some of the main planned events:

- Year 2017: Floods 1997 and 2002 (20 and 15 years later).
- Criminology and its contribution to national security – 2017
- Security threats today – 2018
- Year 2019: Study on the impact of cyber-crime in the field of critical information infrastructure.
- Risks in road transport – 2019
- Year 2020: 20 years after the Prague Summit of the World Bank and the International Monetary Fund.
- Year 2021: 35 years after Chernobyl.
- Corruption and other negative phenomena in security forces – 2022
- Advances in Criminology – 2017, 2019, 2021, 2023

### ***Involvement in Research Activities***

The institution primarily considers the following as the main possibilities of engaging in other activities:

- Involvement in public procurement and competitions.
- Involvement in joint projects and grants.

### ***Transformation Objectives for the Period until 2023***

The institutions consider the following as the key transformation objectives in the monitored area:

- Better coordination of the institution's presentation activities across its entities.
- Organising round tables for not only communicating with stakeholders but also events for the wider public.
- Social networks (possibly special websites) for publishing and disseminating research results and communicating with stakeholders or the wider public.
- More comprehensive self-presentation of academicians and the institution as a whole, including results and outcomes.
- More intensive use of science and research results in lifelong learning.

### ***Strategy Success Indicators\****

- Number joint publication outputs of different character.
- Number of joint conferences organised in a respective year.

- Number of active outputs of the PA CR employees at conferences organised by a partner or other institutions.
- Number of speeches at other events abroad.
- Feedback, letters of thanks from relevant institutions, etc.
- Websites visit rate.

\*Trends will be determined based on the first two years of implementation of the development programme.

## Research and Development Internationalisation Strategy

### *Membership in International Organisations and Networks*

The PA CR will continue its active cooperation with the following foreign partners, institutions and organisations:

- The PA CR will continue to participate in the activities of CEPOL (European Police College), which was established by the Council of Europe as a working network unifying national higher education police institutions of the member states of the European Union. The project aims to provide assistance in training courses for senior police officers of the Member States by optimising cooperation between national institutes with the support and development of the European approach.
- The PA CR will also continue to contribute significantly to the implementation of the project of the international educational cycle of the Central European Police Academy (CEPA). The Police Academy is represented in the editorial board and in the programme conference for organising the main course.
- In the future, the PA CR will be a member of the Association of European Police Colleges, which associates with thirty police educational institutions in order to support international education in police management.
- A number of international activities will be organised as per the international organisation AFCEA.
- The transfer of knowledge and research results through ERASMUS+ (mobility of academicians) will continue, including the establishment of other contacts that may grow into the creation of an international scientific-research consortia.

### *Involvement in Activities of International Organisations and Networks*

The forms of international cooperation of the PA CR are mainly implemented in the following areas or forms:

- Direct international cooperation based on bilateral and multilateral agreements at the level of police colleges and foreign universities.
- Involvement in international educational projects and programmes (LLP/Erasmus).
- Foreign mobility of academicians, students and employees.
- International cooperation in research and development.

At the present time, particularly the following institutions are partners as per the bilateral and multilateral agreements (including consultancy in solving research problems or mutual co-creation of scientific journals):

- Hochschule der Sächsischen Polizei – Federal Republic of Germany, Rothenburg: prospective of cooperation in the field of police work with immigrants.
- Akadémia Policajného zboru – Slovakia, Bratislava: all-round cooperation in the context of the similar focus of both institutions.
- University of Žilina in Žilina – Slovakia, Žilina: area of disaster scenario modelling and comparison of approaches in securing local public order matters, cooperation on the project “Development of an Innovative Method for Detection of Road Crimes Using Electronic Accident Data”.

Contacts with research institutions from other countries will be developed at the faculty level, e.g.: Poland, Hungary, the Ukraine, Austria, the Netherlands, France and many other countries.

### ***Involvement in International Competitive Programmes***

In the next period, the PA CR will also focus on engaging in other international projects, particularly within the V4 (Visegrad Group) and other European Union countries.

### ***Transformation Objectives until 2023***

The PA CR objectives and ambitions for the upcoming years include the following:

- Participation in at least two international security research programmes (for example, the European Crime Prevention Network).
- Mapping and implementing the possibilities of alternative funding of research and other activities as per the Visegrad Fund, Danube Strategy or Norwegian Funds (with regard to “bureaucratic demands” and necessary co-financing).

### ***Strategy Success Indicators\****

- Number of partner institutions.
- Number of jointly organised events.
- Number of related joint outputs.
- Number of participants involved.
- Number of submitted and successfully commenced (completed projects).
- Volume of funds within their framework.

These indicators will be supplemented by qualitative considerations such as: intensity of informal cooperation, creation of international networks and participation in international organisations.

\*Trends will be determined on the basis of the first two years of implementation of the development programme.

## Strategy of RO Capacity Internal Development

### *Human Resources*

As a research organisation, the PA CR has been struggling with a lack of direct investigators in the long term. Taking into account the constant pressure on the participation of the PA CR in competitive programmes and, in addition, with foreign participation, the PA CR is also strongly understaffed in relation to auxiliary staff, who would solve the formal aspects of such projects.

Scholarships for the full-time doctoral study programme are another problem point in the area of human resources.

While the qualification structure may be solved by the PA CR within the framework of the doctoral study programme, the financing of the above-mentioned problem areas is more difficult for it.

The future period will be more difficult for the PA CR, especially as it will be necessary to continuously update the qualification structure of the organisation, especially in connection with the generational replacement of investigators. Here, in addition to external resources, a doctoral study programme in all its forms will be irreplaceable, which must be linked to the basic scientific direction of the organisation.

### *Infrastructure*

Security management and law are the dominant areas in which the PA CR carries out both pedagogical and scientific research activities. Therefore, the infrastructure itself will be primarily focused on these areas, although the possibility of creating and building special modelling laboratories will be continuously monitored.

### *Funding*

In the future, the funding of the institution will be dominant, primarily based on the government budget and institutional support of the research organisation. Other sources will be understood as complementary, secondary.

### *Transformation Objectives until 2023*

- Set a quality assessment that will help increase the qualifications of individual academicians.
- Increase tariff-based positions for investigators (at least 2 positions), including the employment of PhD students (at least 3 full-time doctoral students).
- Create tariff-based positions for non-academicians for the purposes of organising scientific and research activities (at least 2 persons).
- Create or strengthen the workplace, which would only deal with administrative matters and other "non-academic activities" related to research.
- Create conditions for a full-time doctoral study programme so that at least 1 full-time student may be admitted each academic year.

### ***Strategy Success Indicators***

- Number of full-time students in the doctoral study programme.
- Number of newly recruited investigators (possibly also academicians).
- Number of newly recruited administrative staff only for the purpose of support for scientific and research activities.
- Tendency of qualification growth of academicians and investigators.
- Adopted internal regulations for quality evaluation of the PA CR research activities.

## Organisation Research Programme

### *Research Programme Management*

#### *Research Directions*

The focus of the PA CR research activities is based on the key priorities set by the security strategic documents within the state.

The Faculty of Security and Law (FSL) responds primarily to the Security Strategy of the Czech Republic (2015), where the interests are divided into three categories: life, strategic, and other important ones. Individual categories may be linked to each other. In accordance with the Interdepartmental Concept of Security Research and Development, these will include activities aimed at strengthening security within the Czech Republic, in particular an active approach to the fight against terrorism, reducing the vulnerability of the Czech Republic to terrorist attacks directed against its territory or its interests abroad; combating all forms of organised crime, including corruption, with an emphasis on developing legislative and organisational measures that make this type of crime more difficult or even impossible.

The Faculty of Security Management (FSM) responds primarily to “PRIORITY 2030” documents (Area No. 6: Secure society. Chapter 3.2: Threat and risk assessment, creation and development of scenarios, procedures and measures; Subchapter 3.2.1 Analysis of security threats and scenarios for the development of the security situation in the world, Europe and the Czech Republic) and Resolution of the Government of the Czech Republic No. 552, dated 19 July 2012, on National Priorities of Oriented Research, Experimental Development and Innovation. The focus resonates with the National Security Audit as commenced at the turn of 2015 and 2016.<sup>1</sup> The document “Threat Analysis for the Czech Republic” (adopted by Resolution of the Government of the Czech Republic No. 369 on 27 April 2016) is also related to the topic. In such cases, measures must be taken to eliminate their impact. For this reason, preparation of a new generation of type plans is expected in the crisis planning system.

#### *Focus*

The research activities of the PA CR are predominantly coordinated and implemented mainly by faculties, the Faculty of Security and Law and the Faculty of Security Management.

The Faculty of Security and Law formulated for the years 2017 to 2023 the faculty research programme “**Current Security Threats of an Anthropogenic Character and Possibilities of their Elimination**”, which is structured into 3 research directions:

- 1) Development of the theoretical scientific base of security science disciplines.
- 2) Analysis and prediction of selected current forms of crime and socially pathological

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<sup>1</sup> The objective of the National Security Audit is to find out how the Czech Republic is prepared to face the current serious security threats and how resilient the Czech Republic is when confronted with specific challenges (and how to strengthen the identified weak points). The final results of the Audit are expected by the end of 2016. The Audit asks questions similar to those in the scientific and research activities of the Police Academy of the Czech Republic in Prague or its Faculty of Security Management, for example:

- Are existing statutory provisions (in relation to areas of interest and issues) sufficient?
- Are there sufficient human, technical and communication capacities (forces and means) within the Czech Republic to prevent, mitigate or address these issues?

phenomena.

- 3) Needs and forms of strengthening the competences and cooperation of security entities.

The Faculty of Security Management formulated for the years 2017 to 2023 the faculty research programme “**Scenarios and Predictions of Strategic Changes in the Security Environment in the Czech Republic**”. This is a summarising issue, in which two directions are included:

- 1) Streamlining the functioning of the system of population protection and crisis management in the Czech Republic.
- 2) Cyber security and critical information infrastructure protection.

The scenarios and their predictions are both general and specific assignments suitable for the format of the Faculty of Security Management (FSM). The topic of scenarios has been explicitly dealt with for several years, including publication outputs and implementation in education.

### *Activities (Projects)*

FSL research programme

**Current Security Threats of an Anthropogenic Character and Possibilities of their Elimination.**

*FSL research focus:*

***Development of the Theoretical Scientific Base of Security Science Disciplines.***

- *Possibilities of using new technologies with an emphasis on streamlining and speeding up the activities of law enforcement authorities and other entities.*

The project will address selected rapidly developing areas of human activity (transport, healthcare, information technology) with respect to criminal liability for threats or violations of interest protected by the Criminal Code, and, in the first step, practical problems associated with the use of new technologies and problematic (in terms of interpretation, ambiguous) aspects of the relevant legislation will be identified on the basis of knowledge of the practical context and relevant legislation, with the aim particularly to improve, streamline and accelerate (including using new technologies) the activities of prosecuting authorities or other entities outside criminal proceedings.

- *Current issues of forensic technology.*

Current possibilities of identifying persons and things are subject to constant development in the context and in accordance with the development of scientific knowledge. According to the current state of knowledge, there is a great need to develop methods that will enable new, in terms of criminal science, relevant information on micro-traces genetic investigations of human biological material, and detailed investigation of narcotics, medications and toxic substances. The issue of added identification features and findings related to theoretical but, above all, practical questions of the boundaries of the term “criminalistic trace” is of considerable identification importance.

- *Current issues of forensic tactics and methodology.*

The project aims to further develop and refine forensic-tactical methods in the sense of the current needs of practical performance of the police service with an emphasis on detecting and investigating serious crime, as well as developing new methodologies for detecting, investigating and preventing new types of criminal activity.

- *Current issues of forensic victimology.*

Victims of crime, their rights and position in criminal proceedings, legal and psychological support, etc. represent one of the priorities in the EU administrations and directives. In the Czech Republic, the relevant EU directives were applied in the form of Act No. 45/2013 Coll., on Victims of Crime. The proposed project will provide specific and empirically proven knowledge of the monitored problems, which will create the prerequisites for improving practice (optimisation of the behaviour of the Czech Police in contact with victims or injured parties in the Czech Republic). It will focus on the identification of reserves and weaknesses in the application of the law into practice. It will provide expert knowledge for the correct identification of particularly vulnerable victims, victim protection, crisis intervention provided by the Police of the Czech Republic, victimological expertise, interrogation procedures, cooperation with NGOs (so-called mediation).

- *Decision-making of secondary drug crime offenders.*

The research will specifically focus on drug offenders, especially secondary drug crime, i.e. committed under the pharmacological influence of drugs or for the purpose of their provision. It will focus on the value orientation of drug offenders, motivation of their criminal behaviour and style of criminal thinking during their criminal career. The knowledge about secondary drug crime offenders acquired by the research will be provided to police practice and for preventive work with drug addicts.

*FSL research focus:*

**Analysis and Prediction of Selected Current Forms of Crime and Socially Pathological Phenomena.**

- *Criminal intelligence as a tool to predict, prevent, detect and clarify crime and ensure internal security.*

The concept of criminal intelligence is not yet firmly defined and not commonly used in Czech security practice, even though many entities, in fact, carry out activities corresponding to this concept, as understood abroad. The main aim of the project is to create and define the theoretical basis of criminal intelligence (both in the legal and practical methodological areas) and its possible use in the prediction, prevention, detection and elimination of latent crime, especially in the field of economic crime, organised crime and other anthropogenic threats to national security. The partial goals are to create a methodology (reflection on the suitability and usability) of criminal intelligence and to prepare monographs and textbooks in the individual research areas (criminal intelligence in general, operational intelligence, intelligence informatics and analytics). Criminal intelligence, as a form of information provision for the process of predicting, preventing, detecting and clarifying particularly latent security threats, can thus be one of the important tools of government power in this activity. Although the concept of criminal intelligence is not enshrined in the current legal system of the Czech Republic, a number of institutions (not only intelligence services, but also some national police services) use methods and procedures that are commonly named by this term in the world. The definition and methodological processing of the issue of criminal intelligence in the Czech Republic can thus be considered a possible significant step forward in the process of predicting, preventing and detecting anthropogenic security threats related to various types and forms of criminal activity.

- *Social risk groups and risky behaviour.*

The so-called postmodern society of the contemporary West is characterised by extreme plurality of life forms and the relativity of evaluation codes, accompanied by distrust of the “metanarration of times past” and the relatively widespread nausea of adolescents and young people from the adult and powerful world. Thanks to the crisis of proven sources of individual and group identities, today's youngsters tend to more or less authentic and self-purposeful experiment with themselves and their surroundings – with life in general. In the environment that is driven by the dynamics of the moment, controlled by the mentality of consumerism (things and relationships), downplaying and trivialisation, blurred responsibilities and the collapse of authorities, there is logically a misunderstanding, conflict and spread of fear of Unlikeness (sufficiently unreflected, therefore, demonised). Instead of an adult “world sharing based on World base”, “parallel living” in the closed ghettos of ignorance and indifference is increasingly asserted, without open dialogue, understanding and respect. Without creative building of space for self-learning, communication and listening, there is a multiple polarisation (partition) of the society, conflicts of group pressure and, as a result, an unwanted “gap broadening” between legality and legitimacy at the level of the civil society and public authorities. All of this increases security risks and leads to radicalisation or extremisation of insecure, unrecognised and frustrated individuals eager for group acceptance.

- *Symbolism of a criminal tattoo.*

The research will focus on the issue of tattoo symbols spread in criminal and prison environments. It is based on the assumption that the symbols of tattoos used by prisoners carry key information that can help to know the personality of the offender, his/her criminal past, involvement in criminal organisations and groups, preferences, political and ideological beliefs, religion. Knowledge of the symbols used in the criminal environment can be used in the police and security area for tactical, operational, preventive purposes and as a tool for choosing effective procedures for the treatment of convicts. The principal part of the research project is focused on documentation, description, categorisation, analysis and interpretation of symbols of criminal tattoos. The expected output will include thematic monographs, a database of relevant symbols usable in security forces, and design and implementation of training courses for selected security entities.

*FSL research focus:*

**Needs and Forms of Strengthening the Competencies and Cooperation of Security Entities.**

- *Analysis and expected development of competencies of the Police of the Czech Republic and police security entities in the field of road traffic.*

The project focuses on the broader concept of the development of competencies of the activities of the Police of the Czech Republic in the field of road traffic, both within the supervision, management and investigation of traffic offences, as well as criminal activities, including other administrative and security entities. It concerns both the current situation and the possible development of this area in all categories and groups of road users in relation to the development of the needs of the police and security entities.

- *Relationship between the Act on the Service of Security Forces Members and the Code of Administrative Procedure.*

The purpose of the project is to analyse in detail the mutual relations of the Act on the Service of Security Forces Members and the Code of Administrative Procedure, with an emphasis on the application of the relevant provisions of the Code of Administrative Procedure in individual public procedures in the matters of service. The research will focus mainly on the unusualness of administrative proceedings in matters of service and on individual models of administrative proceedings provided for by the Act on the Service of Security Forces Members; special attention will be paid in particular to disciplinary proceedings and proceedings on acts showing signs of a misdemeanour as specific proceedings of the offence character. Attention will also be paid to procedural issues related to the establishment, change or termination of service, as well as to the issues of possible options for judicial review of decisions and other acts of service officials in the matters of service.

- *Selected aspects of possible corruption and other undesirable behaviour of security forces members and staff.*

The research focuses on obtaining information on legal regulations and relevant experience with analogous institutes – integrity tests abroad and on obtaining original and former information related to the reliability test from the environment of the Prison Service of the Czech Republic and the Customs Administration of the Czech Republic. The research findings will be mainly a feedback about the effect and efficiency of reliability tests, and also a knowledge fund of a whole range of new information related

to the operation of tests. Another part of the research will focus on summarising, analysing and predicting time series, police officers' announcements of bribery for the Police of the Czech Republic as a whole, and individual regional police directorates in the years 2002 to 2016, and, in addition, a comprehensive, precise analysis of all the cases of police officers' announcements on their bribery for the period 2006 to 2016 will be conducted. The research objective is to identify significant corruption risk factors of criminogenic situations related to a person being bribed and a person bribing and other circumstances of bribery.

FSM research programme

**Scenarios and Predictions of Strategic Changes in the Security Environment of the Czech Republic.**

*FSM research focus:*

***Streamlining the Functioning of the System of Population Protection and Crisis Management in the Czech Republic..***

The project aims in particular to create model scenarios for individually selected stress situations, develop proposals for streamlining (helping to overcome potential weaknesses) of the functioning of the crisis management system in the Czech Republic (proactive approach to some emerging challenges), map new trends in "crowd management", i.e. managing a potentially aggressive crowd by security forces, technical measures and other means, map the possibilities and limits for potential use of other parts of the security system, such as new forms of volunteering (voluntary clusters) or using the capacity of the private security service (the private sector as a whole), propose (technical, organisational or any other) measures to reduce the vulnerability of critical infrastructure (national and European) in the Czech Republic (including vulnerability due to external influences and intentional anthropogenic acts – terrorist attacks and sabotage).<sup>2</sup> Furthermore, formulate recommendations to improve communication between actors in the public and private sector, education of owners and operators (handbooks of recommended behaviour for operators of large concentration sites), assist methodologically the application of business continuity management within critical infrastructure entities and propose recommendations to make population protection and critical infrastructure protection more effective.

*FSM research focus:*

**Cybersecurity and Critical Information Infrastructure Protection.**

The aim of the project is to propose a solution of the prospectively created tasks in the area of the national system of information infrastructure protection (recommendations, created as per the National Security Authority, co-solutions based on proposals of the Ministry of the Interior, etc.). develop new solutions that include methods of obtaining key information from all available sources for effective detection and identification of potential hazards, improve systems for obtaining and sorting security

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<sup>2</sup> In order to ensure the recovery of critical infrastructure consisting of the effort to minimise the recovery period so as to prevent the development of a crisis situation with respect to the effects of the interruption of the function of critical infrastructure elements (its severity usually increases exponentially depending on the time of interruption of critical infrastructure function).

information, get engaged in improving cooperation between security forces and government and local authorities in identifying, transmitting information and analysing information sources.

## *Benefits*

The research activities are mainly aimed to:

- **Model** contingencies of further development with respect to the key security challenges in the future concerning the Czech Republic (their probability, impacts, timing, reactions, etc.).
- **Identify** alternative futures in the monitored areas (desirable and undesirable futures – with an emphasis on the functioning of the security system of the Czech Republic) and their determinants. For scenarios with highly likely negative impacts, potential prevention, mitigation or other forms of situation solving **will be proposed**, including the identification of relevant responsible actors.
- **Propose** a set of technical, organisational and other measures to address specific situations in the monitored areas using both foreign and national experience of best and worst practice.
- **Solve** model situations, including the possible creation of handbooks and recommendations for relevant actors, and other sub-tasks related to communication and cooperation between key actors from the public and private sectors (including vulnerability due to external influences, effects of natural disasters and intentional anthropogenic acts – terrorist attacks and sabotage).<sup>3</sup>
- **Get involved** in the definition of key terms (terminology, language aspects of the topic).
- **Propose** (technical, organisational or other) measures to reduce the vulnerability of critical (national and European) infrastructure.
- **Formulate recommendations** to improve mutual communication between actors in the public and private sectors, education of owners and operators (handbooks of recommended behaviour for operators of sites with large concentrations of people). The same applies to the topic of communication with the public (groups of society) during emergencies and crisis situations.
- **Methodically help** the application of **business continuity management** within critical infrastructure entities.
- **Fulfil** partial tasks resonating with the content of the relevant strategic documents (Concept of Population Protection until 2020 with an Outlook for 2030; State Energy Policy Update of the Czech Republic of August 2012; Environmental Security Concept 2012–2015 with an Outlook for 2020 of June 2012; Strategic Framework for Sustainable Development of the Czech Republic of January 2010 and others). Note: The Czech Republic lacks a strategic document on raw materials and energy security. It also lacks a document which would comprehensively address the issue of "drought".
- **Compare** approaches within international structures (the European Union, the North Atlantic Alliance, the International Energy Agency, the Visegrad Group, and possibly others) and the “everyone for itself” approach.

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<sup>3</sup> In order to ensure the recovery of critical infrastructure consisting in the effort to minimise the recovery period so as to prevent the development of a crisis situation with respect to the effects of the interruption of the function of critical infrastructure elements (its severity usually increases exponentially depending on the time of interruption of critical infrastructure function).

- **Suggest** solving the tasks with good prospects created in the area of the national system of information infrastructure protection (recommendations made as per the National Security Authority, co-solution based on proposals of the Ministry of the Interior, etc.).
- **Develop** new methods, procedures and tools for detecting and investigating cyber-crime cases and protecting information systems against cyber threats.
- **Specify** new requirements for the construction of new information systems, set principles and recommendations for interruption of data processing continuity in the information system.
- Address specific aspects related to the declaration of the cyber danger state.
- **Consider setting up a consultation group** for organising cooperation between authorities and organisations with the aim of creating simulators for crisis management of the possible consequences of cyber attacks.
- **Participate** in the legislative process in the field of cyber security.

Presupposed **results of the PA CR research activities** will particularly include for example:

- Publication outputs (printed and electronic). At the same time, the effort will focus on the publication of monographs (or participations in the creation of the monograph), professional and scientific articles published in journals, which are included in the List of Non-Impacted Peer-Reviewed Journals Published in the Czech Republic and, wherever possible, efforts will be made to publish in scientific journals registered in the Scopus and Web of Science databases, especially in those areas where well-profiled journals for the scientific disciplines covered by the PA CR exist.
- With respect to the ambitions of the journal Security Theory and Practice, which is currently registered in the List of Non-Impacted Peer-Reviewed Journals Published in the Czech Republic and in the European database of important European scientific journals ERIH+, it is advisable that articles in languages other than Czech and Slovak would be published more often.
- Handbooks and information documents for relevant actors within the security system of the Czech Republic. Involvement in the process of creating outputs of public administration.
- Formulation of recommendations for relevant actors in specific areas of problem solving, including monitoring of best and worst practice in the respective field.
- Publications of solved tasks and results of cyber security modelling at the national and international level.
- Active participation of investigators in professional conferences and seminars within the framework of the acquisition of new ideas to solve current problems of this task.
- Organisation of internal seminars and expert gatherings to update research.
- Organisation of educational activities to certify knowledge workers of the investigation organisation.

- Integration of research and education results with the goal of building a knowledge base of cyber security for rational search for ways in society's crisis situations.
- Use of selected information sources and Competitive Intelligence methods when detecting and clarifying cyber-crime.
- Public discussion and implementation of strategic documents on cyber security.
- Organisation of security seminars with the output of contributions on CD (electronic proceedings with ISBN).
- Comparison, recommendations, promotion of best national practice and best practice abroad.
- Involvement in the process of creating outputs of public administration. Organisation of workshops, round tables and other information exchange platforms (traditional cooperation with AFCEA, National Security Authority, etc.).
- Training courses and outcomes in the form of textbooks, handbooks, proceedings, electronic proceedings and monographs (professional books), e-learning or wikibooks.
- Active participation in relevant events at home and abroad.
- Creation of handbooks, or information and teaching materials within the school and for other users. Awareness-raising activities, e.g. as per the European Safer Internet Month.
- Promoting findings made by investigators within the institution ("security marketing").

The impact of the research activity on public administration and its more effective functioning is expected. Especially with regard to users who manage databases containing society-relevant data, personal data, central registers, etc.

The prospective of linking the research activity with the area of education, awareness, training courses of supervisors and communication with the public, especially with regard to "ordinary" policemen and other security specialists is an integral part of the research activity.

### ***Schedule of Activities***

For FSM and FSL research activities the following schedule is expected:

- 2017 – launch of the research programme solution;
- 2018, 2019 – gradual survey and data collection;
- 2020 – ongoing review proceedings and refinement of further focus of scientific and research activities;
- 2020 to 2022 – processing of results obtained and continuous publication of results;
- 2022 – in-depth analysis of research results and actual evaluation of results;
- 2023 – completion of the research programme, preparation of the final research report and final review proceedings.

## ***Linking Programme Objectives/Activities to Relevant Measures of Strategic/Conceptual Documents in the User Environment***

The link to strategic documents is at least the following:

- “National Priorities of Oriented Research, Experimental Development and Innovations” (“Priorities 2030”, Resolution of the Government of the Czech Republic No. 552 of 19 July 2012).
- “Interdepartmental Concept of Security Research and Development of the Czech Republic until 2015” (and its updates).
- “Threat Analysis for the Czech Republic” (Government Resolution of the Czech Republic No. 369 of 27 April 2016).
- “Action Plan for the National Cyber Security Strategy of the Czech Republic for the period 2015 to 2020”).
- “National Security Audit”, which started at the beginning of 2016.

## Organisation Internal Development Programme

### *Transformation Measures*

#### *Measure Description*

#### **1. Introduction of a Quality Evaluation System of Comprehensive Science Results**

Reflect the amendment to the Higher Educational Institutions Act into the internal regulations of the PA CR as a research organisation, both in terms of publication outputs and in terms of qualification growth of individual academicians.

#### *Implementation Schedule*

- Year 2017 – preparation of evaluation familiarisation of school staff with methodology.
- Year 2018 – introduction of methodology.
- Year 2019 and following years – continuous evaluation of organisation results.

#### *Benefits*

- Further improvement of publishing activities, both in scientific and application areas.
- The system of qualification growth of academic staff.

#### *Reciprocal Links between the Development Programme and the Research Programme*

- Individual publication outputs are a measure of success of both the research programme and the whole development programme.
- Qualification growth of academicians is one of the necessary conditions for future accreditations.

#### *Budgetary Framework (including Research Organisation Budget (ROB) Share)*

All costs, in particular for consultations and services, will be covered by the ROB.

### *RRO2017+ Performance Indicators*

#### *Qualitative*

Level of publishing activities, success in participation in public contracts, extent of national and international cooperation, qualification growth of individual academicians.

#### *Quantitative*

- Within the framework of research directions of faculties, at least every 2 years, an application for public security contracts or competitions.
- The trend of growth in the number of habilitation theses.
- Obligation of academicians to enrol in the doctoral study programme.

Recommended minimum requirements for publishing activities of an academician valid from the academic year 2017/2018:

- Publication output recorded in the RIR database once every 2 years (will be updated according to the valid Methodology).
- Active participation in the conference in the Czech Republic once a year.
- Active participation in a foreign conference once every 3 years.

### *Financial*

The cost of consulting and services – about CZK 100,000.

### *Time Intensity*

See the schedule.

## **2. Increase in the Number of Investigators and Auxiliary Staff**

### *Measure Description*

Between 2018 and 2019, recruit two investigators and two auxiliary staff.

### *Implementation Schedule*

- Year 2018 – recruitment of one investigator and one auxiliary staff.
- Year 2019 – recruitment of another worker from each category.

### *Benefits*

Increasing the ability of the PA CR to acquire and resolve public contracts, increasing the ability of the PA CR to respond to current research and professional topics, improving national and international cooperation, improving the application potential of research results in relation to the founder.

### *Reciprocal Links between the Development Programme and the Research Programme*

The publication outputs, solved public contracts, the quality of international and national cooperation as well as the ability to apply results for the needs of the founder are a measure of the success of both the research programme and the whole development programme.

### *Budgetary Framework (including Research Organisation Budget (ROB) Share)*

It will be specified with the Ministry of Interior of the Czech Republic.

## **RRO2017+ Performance Indicators**

### *Qualitative*

- Success of the PA CR in obtaining and solving public contracts,
- PA CR reaction to current research and professional topics,
- quality of national and international cooperation,
- opinion of customers of application results of research.

### ***Quantitative***

Number of hired staff.

### ***Finance***

Wage costs Year 2018 –  
CZK 1 mil.

Year 2019 and following years – CZK 2 million

### ***Time Intensity***

***See the Schedule.***

## Annexes:

### *SWOT Matrix Evaluation*

The key opportunities are those that the PA CR is able to use in research work. We consider threats to be objectively existing facts that the PA CR is not able to directly address or is able to do so only to a certain extent.

S – O analysis:

From the set of strengths and set of opportunities it is clear that the PA CR is well prepared to address new challenges and new assignments. In this, the advantages of the PA CR particularly rest in a robust, experienced scientific research base, knowledge of the internal environment of the security system, a link to practice and, last but not least, the journal *Security Theory and Practice*, as an important element of the transfer of research results into practice, as well as an element around which a number of potential cooperating partners gradually concentrate.

W – O analysis:

By comparing the set of opportunities and weaknesses, it is clear that these opportunities will enable the further professional growth to the PA CR. The current development of the security environment and its problems may fully embrace the professional capacity of the PA CR and in mastering the process of management of scientific activities, they will shift the qualitative structure and position of the PA CR in the scientific community.

S –T analysis:

The analysis of strengths and threats shows that in the next period it will be essential to make good use of the strengths of the PA CR, especially for optimum setting of qualitative indicators of the results evaluation. The strengths show that the PA CR has very good prerequisites to be well informed in the requirements of practice and trends in security issues. Quality orientation will be based on what is essential from the external evaluation of the PA CR results.

## **Risk Analysis and Risk Register**

The Police Academy of the Czech Republic in Prague is a specific university-type higher educational institution focused on the narrowly defined needs of its users. Its competence is focused primarily on security forces and selected public administration entities.

As a research organisation, the PA CR has developed a risk register, which is regularly evaluated and updated.

The following list specifies selected objectively existing risks that are the product of the probability of their occurrence and the potential impact on the organisation. The list contains the most significant risks to the research organisation. Risks requiring topical attention for which measures are taken.

1. Risk of a limited number of experienced academicians able to solve security research problems.

***Risk mitigation measure: In cooperation with the founder, address the issue of increasing the number of staff for research and development activities and related service activities. Attempt to solve the involvement of full-time doctoral study programme students.***

2. Risk of generational change of academicians.

***Risk mitigation measure: Purposefully prepare junior academicians for independent security research and involve them in teams of experienced senior staff.***

3. Risk of the limited possibility of economic stimulation of academicians in security research in the current legislative conditions of the PA CR as a government institution.

***Risk mitigation measure: Seeking solutions in connection with the preparation of young academicians involved in research activities.***

4. Risk of the low possibility of publishing the security research results in preferred and professionally recognised databases (Scopus, Web of Science, etc.)

***Risk mitigation measure: Focus on the publishing activities of those academicians who specialise in exact sciences with penetration and application in security sciences. More significant support for potential academicians involved in these exact fields.***