

**ZRÍNYI MIKLÓS NEMZETVÉDELMI EGYETEM
KOSSUTH LAJOS HADTUDOMÁNYI KAR
HADTUDOMÁNYI DOKTORI ISKOLA**

REFORM OF POLICE'S LOGISTIC SUPPORT

Ph.D. THESES

AUTHOR'S REVIEWER

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Budapest

- 2011 -

1 A formulation of the scientific problem

The Police of Hungarian Republic (further on: the Police) has complex duty protecting the public security and the public order, guarding the state border, checking the border traffic, keeping the state border's order, terror-preventive fight, as well as the control aiming crime-prevention and reconnoitring defined by this Act¹.

The bases of present-day Police were laid after the 2WW's end, and its structure was definitely modified only following change of regime. In fact, there has continuously happened re-fashioning and various reorganizations in the Police's structure. A significant event was the integration of Police and Border Guards, realized on 1st of January, 2008. The fusion of these two organizations has modified the Police's structure, but the direction and degree of changes hasn't achieved the set aim, and the rationality and effectiveness of result are unambiguously questionable. The detailed analysis of changes was not aim for my dissertation.

Several organizations' name was modified, some units have been established and others wound up, but the functioning of Police and first the logistic supporting organizations, as well as the methods providing supply and work organization for them, the definitive economic regulators has remained unaltered. The Directorates of Economics were transferred from the county Police HQ's staff (further on: MRFK) to subordination of National Police HQ's Directorate-General of Economic, so I class the fact among the significant ones.

No significant change was at the supporting methods applied by police logistics. As long as at the Hungarian Home Defence Forces and in the meantime ceased Border Guards, the optimum solutions – for more favourable modifications can be realized affecting defence economy – have been sought, people at the Police insisted on the ancient structure and the used methods, and a lot of them do it today so. By today it became evident, there are no high level solutions and efficient realizations for professional tasks without radical refashioning of logistics, as recently numerous changes occurred considerably influencing the Police's economic management.

I have been engaged in this project since 2005, authorized to this by my various places of services (at Alert Police [further on: KR]: head of technical department, at National Police HQ's Directorate-General of Economic, at Ordnance Directorate [further on: ORFK GF GEI]: head of IT department, at ORFK GF GEI: head of logistics department). I have felt so that my professional experience – acquired in this sphere during nearly 20 years – is an adequate basis to transilluminate the police logistics, to define the anomalies (existing in functioning of police

¹ Act XXXIV of 1994 on the Police

logistics), and to elaborate proper propositions, which taking into account a more efficient logistics organisation and functioning can be formed.

Beginning of my research I studied what professional tasks are defined by the Police Act¹, and what logistic organization is available backing up to execute these tasks. I've paid distinguished attention to the fact that the refashioning of police logistics has started, but this refashioning has no coincidence with the project searched by me, since no revolutionary changes have occurred in functioning of police logistics.

In the course of my researches I reached the conclusion that the refashioning of police logistics is urged by the undermentioned factors:

- Dwindling of the budget sources,
- Claim to initiation civil sphere's services,
- Reorganization of police's economic institutions into regional structure,
- Border Guards' integration into police,
- Requirement to a high degree support of police activity to satisfy the extraordinary tasks arisen in the recent past.

Any of listed factors above by itself motivates the refashioning of police logistics, but in complex entirety the change is inevitable. One of the causes of development of factors urging refashioning, that the police logistics has basically remained exclusive, isolated from the civil logistics. Neither basic principle of police logistics have been for years laying. May I mean so my dissertation is the first written subject-matter, in which the basic principles of police logistics are laid, and systematized. In my elaboration is a comparison between the old logistic organization and the new – reorganized onto regional structure – one; as well as I drew conclusions which of the two organizations is more suitable for receiving of refashioning (suggested by me) and new methods (which hasn't been applied at the Police).

A landmark was in Police's life the fusion with the Border Guards. However, three years passed since this, but many problems have been unresolved or undecided. One of these ones is the bedding-in of devices and reserve funds (belonging to Border Guards) into the Police's organization, and creation the best conditions for their efficient operation. I've been searched for such a solution, which in addition to managing this problem will improve the Police's pre-fusion device registry. The preparation of police management's decision will be in large measure assisted by the registry method to be initiated for my proposal, since instant information are obtainable about the exact types, amount and main parameters of integrated Police's devices.

In addition to the above ones, I studied that introducing of what actions, and methods (which are accepted in the civil logistic) how can be compensated for the dwindling financial possibilities. First of all the foregoing experiences of Hungarian Home Defence Forces taken into account, I've studied the dissertations have been done so far in this topic. Drawing the civil sphere services into the police logistics is important for me not only due to cost reducing, but increasing efficiency. I'm appraising so, the dwindling of the budget sources mustn't manage as an unambiguous minus factor. This situation apart from the fact that makes the high level provision of police activity more difficult, answers the door for the civil service providers in participation of police activity's logistical support, namely widens the free scope and horizon of police leaders.

The till now sketched problems are meaning a serious challenge for police logistic, however most significant event series for the service providing organizations happened following 28th September 2006, the siege Hungarian Television. On the first days the Police were defeated by the perturbers, and it should be admitted the poor effectiveness of logistic organizations and inelastic supply contributed to the development of these.

It became evident for me, the present-day logistics cannot powerful serve the provision of police troop activity². Above all I searched for effectiveness improving solutions and not cost reducing ones, as the Police must be in this area resolute and self-confident,

An infirmity (to which the poor efficiency of logistic support can be contributed) causes grave damages not for the Police but the entire society since the human feeling of safeness is diminishing.

May I think so, that this problem gives by itself grounds for refashioning of police logistics, therefore my choice of subject timely, justified and up-to-date. Academic elaborations with similar topic were born at the Hungarian Home Defence Forces and at the ceased Border Guards, by which I am supported in my dissertation (from among the elaborations born at Border Guards I would highlight the following ones: Col. László Tóth „The analysis, rationalization of Border Guards' budget, working up of new solutions” (2007. ZMNE PhD dissertation) and Lt.Col. Zoltán Faggyas Dr. „Logistic support, principles, methods and police practices (RTF Law Enforcement Booklets 2009/2 ISSN-1249, pp 96 to 117, document type: periodical article/study). Sorry, at the Police such types of scientific studies, analyzing the troop

² **Police troop activity:** summing up name of those criminal preventive, criminal investigating, administrative and provost activities as well as technical activities (belonging to the police's authority) which require the concentration of personnel, organization into task force, subordinating one-man leadership and adoption of specific procedures. The sphere of police troop activities is defined by law. (11/1998. (IV. 23.) NPHQ's directive on issue of Troop Activity Regulation of Hungarian Republic's Police. Ref. No: 5-1/11/1998. TÜK).

activity were not finished yet. The importance and timeliness of processed topic is given by these problems and factors contributing to the solution. One of my aims is to search the task efficiency increasing possibilities in a measurable cost-effective adaptable form in the experiences of law enforcement and the connecting areas, Ministry of Interior (further: BM), as well as the assignable civil market economy's processes.

2 Targets of project's search

- 1 Systemizing the basic principles of police logistics' operation.
- 2 Defining the anomalies of police activities' logistic support in order that the police service tasks – primarily requiring troop activity – should be done on higher level and more efficiently.
- 3 Systemizing all task relating to logistic assuring of police activities for extraordinary situations.
- 4 Put forward a proposal for development of such logistic supplying system which provide proper level support for activities of police units in all circumstances.
- 5 Defining the possible directions of police logistics' conversion in compliance with the new challenges.

3 Hypotheses, to be justified by me:

- 1 With the better arrangement and organization, and exploration of causes of overlapping and contradictions presenting in the Police logistic system can be implemented a more successful police activity.
- 2 The precondition of development a modern police logistic is the definition and systemizing of support's fundamental principles.
- 3 Efficient troop activity can be only implemented with efficient logistic support and this doesn't mean cheaper logistic support.
- 4 The planned and organized invitation civil sphere's services into the supply don't decrease the logistic support's security however expand the limit of logistic abilities.

4 My research methods

The selected topic of mine primarily appertains to the secondary and applied research types of the art of war. As below, I apply the general and specific research methods in the interests of research aims' performance:

- I have studied the special biography, military and civil proceedings with reference to the topic, as well as surveyed the legal background.
- I have personally participated – without decision making rights – in arrangements and fulfilment of Police economic organizations, as well as logistic provision of activities demanding police troop activity.
- I interviewed the commanding officers and the executive personnel. I have compared the things told by them to the things described by official reports, and estimated the statements concerning to the police logistics.
- I made comparative analyses regarding efficiency regarding logistical systems of Hungarian Home Defence Forces, of ex-Border Guards, of public service sphere and the existing one of Police.
- I disclosed by SWOT analysis the strong sides and weak ones, possibilities and threads of the new logistic organization set up after the reform of January 1st 2008.
- I explored and studied the concerning materials, as well as elaborated the foreign practices utilizable as pattern.

5 Essential setup of dissertation:

In the 1st Chapter I systemize the Police's task, scrutinizing the police logistics is able to fulfil its primary target, i.e. the all round service of police activity. Moreover I examine that the logistic organization is able to support on high level the police activity, in every circumstances. In same chapter I clarify and systemize which changes are urging the reform of Police's economic organizations. I've compared logistic supporting system prior to January 1st 2008 to the one was established after (this time was the integration of Police and Border Guards, and at this time were set up the economical supplying directorates). I have analyzed the police commanding and managing system reshaped for the regional structure, and investigated the present causes of contradiction between the logistic management and the police professional commandment. I have compared the newly established economic supplying system

with the organizational and managing structure proposed by expert's opinion³ preparing the fusion of Police and Border Guards, and the police logistics' conversion into regional structure.

In the 2nd Chapter I introduce, reveal in details any anomalies are presenting in the police logistic, throw light upon the divergent working condition are presenting inside organization, which challenge those people wishing rationalize the police logistic functioning. Take it as starting-point, I approach the contradictions are presenting during performing of the mandatory tasks, and investigate the eliminating methods of anomalies. In the previous chapter listed factors urging the logistics' reform are analyzed in details, and I put forward a proposal for solution in mirror of results – searching way out for managing of existing problems.

In this chapter the logistic experiences connected to execution police troop activities were analyzed in details. I divide chronologically the safety tasks, and compare the logistic safety tasks to be executed to activities made during the former safety tasks from which drawing the conclusions.

In the 3rd Chapter I lay down the principles of police logistic, and investigate the police logistics' operating possibilities in mirror of new challenges. At the principles lying down I utilize the operation supporting conceptions of HHDF, former Border Guards and NATO. I investigate the process and measures of introduceability – service level management as work-organizational and supervising system – on basis of existing economical supplying directions of the Police.

Taking into account the results of former ones, I analyze in details the areas and possibilities of the outsourcing's entering, as well as investigate the different efficiency increasing methods. I study stressed the logistic tasks for police activities of extraordinary situations. Taking into consideration the results of experiences obtained from safety tasks of the passed period, I put forward a proposal for reforming the police logistic. At the topic's elaboration my practical experiences and – not concealed – the first weeks' fiascos following September 18th 2006 have had big roles.

³ The IFUA Horváth & Partners Kft. took part in development of idea concerning the integrated Police's economical and economical supplying system as part-time contributor (as first winner of the public purchase process announced by the PM Office's public politic secretariat. (Lt.Col. Zoltán Faggyas Dr. „Logistic support, principles, methods and practices in Police (lecture notes of 2009'academic year, pp. 18 to19)

6 My summarized conclusions:

My hypotheses were completely supported by the three chapters of my dissertation. As long as at the other budget organizations the structural reform happened, the Police both as organization and in attitude did not change. The police and inside the logistic leadership knew the organization's efficiency was very low, but no particular measures – apart from the last years' reorganizations – happened to the direction of improvements.

At the most budget organizations the change of regime brought along the request of radical changes, but the Police succeeded in refusing any initiatives being aimed at changes. As the Police and its logistic were formed following the 2nd WW, they have functioned differing face-lifts, and it became obstacle of the efficient support. From the year of 2003 has been obvious that the government would maintain a same level public safety as in the previous years from fewer budgets, so the Police's economy has featured continuously an underfinancing. In the first term the criminal statistic's deterioration prevented the governmental intention's accomplishment, but the source interim withdrawals and the continuous budget cost stopping manifested that the forming of a „cheaper” Police appeared on the agenda, and the government didn't give it up. This governmental intention perceived by the police leaders (top cops) and tried to go to meet it thinking so it causes less pain if they themselves will execute the necessary changes. It seems good solution the correspondence with changes deriving from civil service's planned conversion into regional structure. As no role player of police logistics does directly criminal investigative tasks, therefore the reform or conversion of this branch meant the smallest risk.

I demonstrated that a logistic support with adequate efficiency can be reached with more opened police logistics, outsourcing of certain tasks, introducing service level management as work-organizational and supervising system, which will release significant number of servants, lightening the difficulties resulted from budget restrictions.

I disclosed that the logistic support of troop activity acts directly on task execution's quality. Establishing of such storage, supplying and maintaining system is justified, which adapt flexible to the modified or modifying police tasks.

In the interests for that the conversion should happen towards well-advised and consistent will, I specified the possible directions of police logistics' conversion and stated that will release by the progress' end significant number of servants, resulting cost saving available so the difficulties due to budget restrictions can be lightened.

September 18th of 2008 is one of the important milestones in the life of Police. Such things have been arisen to light which are unknown so far for the Police. As first and most

conspicuous problem, the unsuitability of the existing protecting equipment was, and the fact that the significant part of the effective force has even not this out-of-date protecting equipment.

The second problem caused by the reinforcement's difficulties. The staff's food, used up tear gas grenades, damaged equipment could not be refund, because the scenes of mission were unapproachable. The logistics was unable to meet one of its most important tasks – the reinforcements.

The third – and most serious or critical problem in my judgement – problem was that the police logistics was incapable to supply in the long run the considerable enlarged police forces; and not was so flexible be able to integrate the civil logistics' services into its own system.

In order that later similar things cannot occur, I systemized all tasks regarding to logistic safety of police activity in extraordinary situations, and elaborated such proposals to convert the police logistics so it be able to reinforce significantly increased police staff for several days, anywhere and in any situations. I made a proposal such logistic supply system which is being able to provide adequate support in any circumstances for the police forces.

The idea formulated in early parts of my dissertation, that invitation of the civil logistic into police activity's supply is supported by my research. The idea formulated in hypothesis, that invitation of civil services into the supply doesn't reduces logistic support's safety, but widen significantly the logistic capabilities.

I applied the changes occurring in Police's organizational structure in elaboration of my proposal, was aimed at this the reform of economical supplying directorates on pattern of service level management. I demonstrated the integrated system entirely appropriate for conversion onto this system. I stated, that the police logistics will be able – in any circumstances – to do on high level its supplying tasks in case of entering refashioning proposed by me. This refers not only to the riots, but police activities related to floods, area-blocking, search-and-rescue and all tasks, which request invitation of troop activity. Unfortunately, certain supplying problems, deficiencies – with regard to the police activity connecting to last period's flood protection – brought again to light the necessity of reforms.

In the last period a very important change was the integration the Police and the Border Guards. I explored the problems salient from the fusion of two organizations, and put forward a proposal to eliminate them. My solution proposal is able to give safe basis to elaborate unified article number system for eliminating the deficiencies existing on this sphere. Otherwise this problem is not fully settled at HHDF, therefore may I think so the cooperation among

these organizations is essential. I worked hard to forge benefit from the integration be able to utilize experiences existed in structural culture of the late Border Guards. Fortunately, this effort of mine has been supported by many ex-border guard logistic experts.

From Police's structural setup and task system I determined the anomalies presenting in logistics, to which firstly I laid down the fundamental principles of police logistics. The fundamental principles brought to light those factors hindering the system's efficient work. The laying down of fundamental principles is unparalleled at the Police, up to the present nobody has done them. Just here I demonstrated that fact is one of the largest obstacles of the efficient economy, according which the chief commissioners of county police dispose over the budget but the directors of authorized economical supplying directorates are responsible for the economic management.

In my dissertation I transilluminated the full segment of police logistic, utilizing my professional experience obtained during nearly 20 years in this field. My proposals to eliminate the deficiencies are current ones, and their application is supported by entering of procedures used hitherto on my specialization, this will be confirmed – in accordance with my judgement – of introducing the e-trade in the Police's clothes store (under development) on level the hitherto listed ones.

I'm considering necessary to the following ones:

- The outsourcing of tasks not reduces the supply's safety.
- The development of unified system (unifying of devices at police and border guards, as well as standards) increases the efficiency of supply.
- Logistic, harmonized to the police's commanding system enables more safe managing.
- Handling of troop activity or extraordinary occurrences respectively demands flexible logistic support having reserves.

7 New scientific results:

I deem my hypothesis as verified; I've reached my aims, and regard the following as new scientific result:

- 1 I have explored and analyzed the work of Police's logistic system, demonstrated the causes of overlappings and contradictions.
- 2 I have analyzed the logistic expectations connecting with Police's tasks, and defined the preconditions of more up-to-date functioning.

- 3 I formulated the fundamental principles, efficient procedures of Police logistics' support, and verified their inherencies connecting the real work.
- 4 I have defined the method of logistic management harmonized to commandment.

8 Recommendations, practical utilization of research results:

The dissertation assists in the handling of a part of problems originating the last period's underfinancing. Such procedural methods can be entered to the operation of the police logistics, which hitherto are not typical ones. The aim of these methods is increase of the efficiency and – in event of troop activity – the abilities. The dissertation assists also to establish a particular system of requirements for logistic support of unit's troop activity, which helps to implement in all circumstances an efficient police troop activity.

As the entering measures and chances of outsourced services at the Police were till now not systemized, so this material can assist in making top level decisions concerning to entering of the outsourcing as well as service level management.

The material is suppletory one, because of it lays down the fundamental principles of police logistics, which is great assistance for police leaders to lay down an authentic system of requirements towards the Police's logistic organizations. Moreover it will create the bases of logistic thinking and method – which are native to our new federal systems (EU, NATO) – at the Hungarian Police.

To manage one part of problems due to lack of unified article number system I elaborated solving proposal, my statements are suited to continue the work, and elaborate the final solution.

My work can be basis for further researches, i.e. development of logistic support in the police and budget sphere.

9 Publication registers:

1. Németh Gyula: Areas and main tasks of the Police's Schengen preparations, from logistic aspect. *Katonai Logisztika* 2006. 14th Volume, Number 1. pp 47 to 57. ISSN 1588-4228. Responsible editor: HHDF Field Army Logistic And Supporting Command
2. Németh Gyula: Reflection on possibilities, benefits and limits of outsourcing police logistics' some elements. *Katonai Logisztika* 2006. 14th Volume, Number 3. pp 57 to 65. ISSN 1588-4228. Responsible editor: HHDF Field Army Logistic And Supporting Command

3. Németh Gyula: Logistic reshaping of police. *Katonai Logisztika* 2007. 15th Volume, Number 1. pp 157 to 167. ISSN 1588-4228. Editor: HHDF Logistic periodical, published on the web-site honvedelem.hu-kutatás
4. Németh Gyula: Handling and storage of explosives, as well as assurance of application in task system connecting to provost security service economic directorate. Published in conference edition of University Miskolc, Post gradual Centre, September 12 to 14, 2006.
5. Németh Gyula: Assuring chances of financial sources requested for Police's technical development from Schengen funds. Published in conference edition of a ZMNE Bólyai János Miltech Faculty on November 8th 2006.
6. Németh Gyula: Logistic support of extraordinary police activity. *Katonai Logisztika* 2007. 15th Volume, Number 2. pp 284 to 292. ISSN 1588-4228
7. Németh Gyula: „*New challenges in the field of military sciences 2007*” 5th INTERNATIONAL CONFERENCE. Logistic support of police activity in extraordinary situations. Published in conference edition of a ZMNE Bólyai János Miltech Faculty on November 14th 2007.
8. Németh Gyula: Effect of reshaping of economic directorates in year of 2008th to the Police's logistic support. *Katonai Logisztika* 2008. 16th Volume, Number 1. Practice of Military Logistic Safeguarding. Edition: HHDF Supporting Brigade (Zách street) Building XII. 1885 Budapest, Pf: 25.
9. Németh Gyula police Lt.col.: Logistic safeguarding of police activity in case of execution of service tasks required troop activity. Checked electronic publication: <http://www.biztonsagpolitika.hu/index.php?id=855&cat=14> (2008.01.29).
10. Németh Gyula: Police logistics. Police academy lecture notes 2008.
11. Gyula Németh: Civil logistic procedures in logistic support of the Police. AARMS. Volume 8. Issue 4. 2009.
12. Németh Gyula: Reshaping of police logistic support as a consequence of execution of service tasks required troop activity. Published on Military Sciences Doctorandus conference (2008.05.22.)

10 CV:

Particulars:

Name, rank: Gyula Németh police Lt.Col.

Year and place of birth: 1967, Gyöngyös

Place of work: National Police HQ's Directorate-General of Economic, Supplying Directorate

Employment: HD, Logistic Department

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Graduating:

1986 -1991: Home Air force Missile Engineering Academy – missile engineer

1996 - 2000: Budapest Technical University, Faculty of Electrical Engineering – electrical engineer

2001 - 2002: Police Academy – police officer

2005 – 2008: ZMNE – PhD training

Other graduations:

2003: Police Academy – police procedures, professional examination

2004: Police Academy – police procedures, leadership training's professional examination

Place of work/ proficiencies:

1991 – AAM Brigade 11th Duna, 7th Air Defence Missile Battalion: GC officer, platoon officer

1994 – AAM Brigade 11th Duna, 7th Air Defence Missile Battalion: Head of Technical-Missile Service

2000 – HHDF Main Communication Centre: master engineer officer

2001 – Alert Police: Head of Telecommunication and IT Subdivision

2003 – Alert Police (due to change of name REBISZ provost security service from 2004): Head of Technical Department

2007- National Police HQ's Directorate-General of Economic, Supplying Directorate: Head of Telecommunication and IT Department (due to change of name from 2008): Head of IT Department

2009- National Police HQ's Directorate-General of Economic, Supplying Directorate: Head of Logistic Department

Ranks:

1991 – Second Lieutenant

1993 – Lieutenant

1996 – Captain

2001 – Major

2004 – Lt.Colonel

Knowledge of languages, computer skills:

Russian – advanced state complex examination, professional interpreter

Bulgarian – lower state complex examination

Esperanto – lower state complex examination

My professional range of interests:

I have done police service 10 years ago. After my transfer from the HHDF, I have experienced the police top doesn't support the staff's training and education. I have had the conviction, and I mean so without professional-trained staff impossible to pursue successful activity in any field of Police. The most amazing was for me, which in practice teaching of logistic experts is not at the Police. Though at the Police Academy was teaching of logistic officers, but it was ceased in 2007, due to the logistic jobs' civilization. Because of above, I utilized my PhD instructional period on ZMNE University, to hold lectures for undergraduates, and participate on conferences studying on myself own.

Since the teaching of logistic experts was ceased at the Police Academy, I meant so should make good use of mine hitherto cumulated professional knowledge. In 2008 I compiled a lecture note entitled Police logistics (Rendőrségi logisztika) intended for postgraduation of police officers on active service. In the first period I have also instructed in logistics the undergraduates, and my supposition proved true: the staff's logistic knowledge is incomplete.

The police staff's teaching, further logistic education is included in my following plans on first place, in which I would intensively participate.