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# DESIGN AND OPTIMIZATION OF POLICE ORGANIZATION ACCORDING TO THE COMMUNITY POLICING CONCEPT

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**Abstract:** *Community policing concept brings a new model of organization, content and methods of work of the police. The basic idea of this concept is the cooperation of the police and citizens in solving security problems of the community, starting from the citizens, their needs and their expectations. In order to implement a new philosophy of police work, it must be supported by the entire police organization. Community policing is not just a change of form, it is a long-term and demanding process, thus it requires serious adapting of each element of the police organization to the vision, mission and new values that this concept carries. Police organization has to adapt towards building trust between police and citizens, as well as to a flexible and decentralized approach to crime prevention work in accordance with specific security problems of the local community, in order to be able to act directly, concrete, appropriate, and in a timely and humane manner at any place where security reasons require it. The realization of the community policing concept will be examined in the light of the influence of constitutive elements of the police organization. These are: /1/ goal, /2/ human resources, /3/ organizational structure, /4/ legal basics and /5/ material-technical resources.<sup>1</sup>*

**Keywords:** *Key words: community policing, elements of the police organization, human resources, goal, organizational structure, legal basics, material and technical means.*

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## INTRODUCTION

Everywhere in the world, as in our country, organization of the police is regulated differently than other state administration bodies. There are many reasons for this. Among the most significant differences between the police and other bodies are related to: tasks, human resources, internal organizational structure, methods and means of work, special rights and other professional rules of work.

The process of democratization and depoliticisation of the police is going towards the change of the conception of the police work, ie, moving from the traditional model of work to the community policing. The selection of the police work model is one of the most important strategic decisions of the police, it determines its organization, the mode of coordination and command, the division of competencies and the entire management of organization [Milosavljević 1997]. The disadvantages of the traditional way of policing are reflected in the repressive and reactive approach, the centralized and hierarchic police organization, with the military bureaucratic type communication. In contrast, community policing has a preventive and proactive approach and is based on the idea that a police organization should be such as to promote the establishment of a partnership with citizens and a problem-oriented approach.

Community policing as a new model of police work has a local, problematic, partnered, cooperative and proactive approach and as such requires a different police organization. Community policing shifts the focus of the police action from responding to the existing problems of citizens to elimination of their problems [Feltes 2002].

In order to achieve this, significant changes are needed in each of the basic elements of the police organization. These are: goal, human resources, organizational structure, legal status and material-technical means.

In order to examine the influence of the elements of the police organization on community policing, it is necessary to have knowledge about the concept and basic components of community policing, forms of work, characteristics and goals, management, value system, education and training of human resources, legal basis and material resources necessary for its implementation, as well as about its role, position and importance in society, and social requirements and expectations.

Implementation of the community policing concept is a long-term process that is conditioned by the fundamental changes of the traditional police organization, which primarily relate to its decentralization and democratization. This is because the police organization must be adjusted to the specific security needs of the local community, and that citizens are not only viewed as partners in the fight against crime, but as end-users of police services, and the police as a citizen service.

This paper, besides the introduction and the conclusion, contains a description of the basic elements of the police organization, with a review of their impact on the realization of the community policing. These are the following elements: /1/ goal, /2/ human resources, /3/ organizational structure, /4/ legal status and /5/ material-technical resources.

## THE GOAL

The goal or purpose of an organization is the desired situation that the organization seeks to achieve by appropriate action. [Kavran 1991: 132].

The goals of the police organization have a public legal character and are determined by strategic, legal and other regulations. In Proposal of the Development Strategy of the Ministry of Interior 2018-2023. [<http://www.mup.gov.rs/wps/portal/sr/>], the overall goal is the improvement of the work of the Ministry of Interior as a modern, democratic, responsible and efficient police organization that guarantees security and acts as a citizen service. Through the definition of the overall goal, what is seen is the system of values that the Ministry strives for. In a broader sense, by functioning of the police, public order is protected, ie normal economic, political, cultural, or social life in general, which indirectly ensures the enjoyment of economic and social rights of citizens guaranteed by the Constitution [Marković 1995: 555-590].

The Law on Police [„Službeni glasnik RS“, br. 6/2016, 24/2018 и 87/2018] prescribes that the police conduct police tasks with the aim and in a way to provide everyone equal protection of security, rights and freedom, applying the law and the constitutional principle of the rule of law. Nevertheless, despite such normative precision, much more is required for it to come to life in practice.

In addition to protecting citizens, one of the goals of the police is to systematically and continuously improve the quality of the police service, in order to become a modern and professional organization in the service of citizens.

In the aforementioned goals, goals of community policing concept are recognized, and the only difference is in the way and approach of achieving them. While the traditional mode of police work is reactive and repressive, community policing focuses on preventive action. As a modern approach to citizen security, community policing has a problem-oriented approach and seeks to establish a partnership with a community that actively cooperates in resolving security issues. Community policing show interest and respect of citizens' attitudes about their security needs.

Regarding the police organization, the community policing aim is to transform it into a citizen service. This model of work regards that effective police organization is democratic, depoliticized and decentralized, flexible and adaptable to the security needs of the local community, and its members are independent, creative and responsible. In order to achieve all of these goals, proactive policing is necessary, and raising the professional culture and level of awareness of its members and citizens at the same time.

Goals act as motivating and directing, therefore, police managers have to design goals well, pass it on to all members of the police, who must be acquainted with it in order to work effectively. A well-designed goal is the goal that is: written in terms of outcomes rather than in terms of procedures; then, the goal that is measurable and quantitative, clearly defined, written, challenging, but achievable [Robbins&Coulter 2005: 166].

In the Community Policing Strategy, strategic goals (and activities through which they are implemented) are recognized as: 1) Establishment of modern standards in the work of the police (development of police training, development of management in the police, development of security culture of citizens and communities). 2) Strengthening the trust of citizens and the community in the police (informing the community and increasing trust in police work; informing the police about facts of relevance to its work). 3) Cooperation

and partnership of the police with the community (establishment and operation of partnerships). 4) Establishing effective safety prevention (preventive action); 5) problem-oriented approach to security protection (security analysis methodology - mapping delicts, solving security problems in the community). 6) Commitment to the respect of ethical principles and diversity (police work with respect to diversity, work of police adapted to the needs of citizens).

The strategic goals of the community policing are realized through the application of the four leading elements that form the basis of community policing in the Republic of Serbia, and those are: 1) prevention which represents an act to reduce the causes of crime, disorder, fear of violence and other security threats; 2) Police work directed at communities is an adequate response to the priority and other needs of citizens and the specificities of local communities, ethnic, religious and other social groups; 3) Problem oriented work is a method based on sources of information, and uses them to identify forms of crime and tension in communities; 4) The Security partnership refers to the consensual action in security prevention of both police and the community, solving security problems and developing security strategies including representatives and capacities of other state bodies, local self-governments and civil society.

Well defined, set and harmonized goals are evidently important for the effective implementation of the community policing, noting that the effectiveness of the police is not only appreciated to the extent in which the goal has been achieved, but also in a way that it has been achieved and by the means it has been achieved, and in particular - whether it has come to a legitimate way.

## HUMAN RESOURCES

The police is a large organizational structure that performs various, complex and extensive jobs, which presupposes the employment of a large number of people. The strength of any organization, and so the police, lies in people, in their expertise, training, skills and moral qualities. Increasing the expertise and moral quality of employees in the police is a sure way to achieve positive results [Ristović 2014: 163].

As for other segments of police work, as well as the community policing concept, the issue of human resources is of crucial importance precisely because the success of its acceptance and achievement in practice depends mostly on them. "The ability to reason properly, open opinions, maturity, honesty, communicativeness, a good understanding of social and cultural issues and issues of the local community are precisely those qualities and knowledge that form the basis for the new role of the police in society and its better relations with citizens and their rights" [European Code of Police Ethics, Recommendation (2001) 10].

A policeman in the community must have a whole range of positive traits, such as: intelligence; good judgment; common sense; morality; operativeness; confidentiality; justice and fairness; flexibility; courage and self-confidence; originality; creativity, resourcefulness and inventiveness; results orientation; courage and fearlessness; interest in people's problems; professional attitude; ability to analyze and synthesize; organizational and coordinating skills.

As undesirable traits, the theory and practice of police activity has differentiated the following: dishonesty and insincerity; intolerance, arrogance, aggression and arbitrariness;

repulsion, stiffness and tightness; impatience; egoism; inhumanity and immorality; introversion and inertness; fear of responsibility; incompetence.

For a community policeman, it is particularly important to have a high level of inventiveness and creativity, thus getting rid of routine approach, which stifles the initiative and diminishes the efficiency of the police. Possession of these traits will enable it to successfully adapt to the concrete local community and its security needs and problems.

Community policing concept requires reacting quickly and making decisions as soon as possible as well as finding the most appropriate solutions in given and special circumstances. His responsibility is greater because this model of work gives more discretionary power to lower levels of management and executors.

Community policeman must show persistence, perseverance and resourcefulness in the most complicated situations. He should be representative and eloquent, thus giving positive impulses about himself and about the service he represents. Considering that he is constantly under the magnifying glass of the public and in direct contact with citizens, a community policeman must have a number of positive moral characteristics, cultivate good relations with the public, continuous and dynamic contacts with citizens, contributing to the creation of a general picture of police officers and the entire police organization.

Only such a police officer will have authority and enjoy a reputation in the community, which is the premise of his success in realizing community policing programs. Authority and reputation are difficult and gradually acquired, constantly confirmed in practice and checked, as well easily lost.

The stated traits, properties and abilities are of different importance and desirability for the realization of the community policing. However, even the best-made lists of desirable traits are not a sufficient guarantee that the selected police officers will be successful in the implementation of community policing. These traits must be enriched by knowledge, skills and experience and evolve with service, because only that way will it have practical significance.

Therefore, it is necessary to conduct education on the functioning of the community policing. The training of police officers on the organization and model of the community policing, modes of operation, partnership with citizens, problem-oriented approach can be done through seminars, courses, workshops, scientific and professional meetings, conferences, roundtables, etc.

Training of police officers which apply the model of the community policing, in addition to the usual for each police officer, includes a wider scope of skills, such as, for example: communication, trust building, mediation in conflicts, creative problem solving in the community, solving and conflict management, citizen motivation for cooperation with the police, information gathering, security situation analysis, designing preventive programs, involving the community in solving security problems, accepting cultural diversity and eliminating prejudice and so on.

Ministry of Interior of the Republic of Serbia published Community Policing Manual to provide police officers with basic information on the community policing, prevention, problem-oriented work with practical aspects of work and guidelines for policing.

Considering that an implementation of the community policing concept is recognized as a strategic goal and should be applied to all types of the operational work of the police, training about community policing must include all courses attendees and students of po-

lice education institutions, police trainees, police officers and their elders in the framework of regular vocational education and training [Sloan et al., 1992: 5-13]. The possibility of organizing joint training of police officers and community representatives who are or will be engaged in preventive programs and community policing projects should not be rejected, so that mutual relations and joint work can be improved and made more effective.

The realization of community policing requires the support of police management, especially the middle level, which will not only articulate the philosophy of the community policing, but will also operatively design it and implement.

Relationship with the subordinate implies the richness of interpersonal relations based on mutual respect and trust, and is one of the prerequisites for the successful implementation of the community policing. Being a community policing manager does not just mean having the right and authority over his subordinates, but also the ability to extract the maximum of work, dedication, talent and inventiveness when performing tasks, as well as bearing responsibility for them, to take care of people, to share good and evil with them, know their needs, desires and opportunities. What is expected from the police manager who is superior to the police officer on the field is support, initiative, innovation, motivation, support, encouragement of team work, problem solving with factual analysis, leadership on new bases, and especially mentoring. It can be said that he becomes a "supervisor who has a function as a mentor, motivator, and one who facilitates work" [Simonović 2006: 323].

Community policing involves the introduction of new criteria for rewarding and evaluating community policemen. Thus, for example, "the ability of police officers to creatively solve the problems of the community and to engage the community in these efforts must be evaluated in particular" [Brown 1989: 6]. Instead of evaluating the work of policemen in the field, according to the number of repressive actions and measures taken (for example, the number of misdemeanor and criminal charges, the number of arrests carried out or the written traffic fines) except quantitative, should measure qualitative criteria also, such as, for example: success in a problem-oriented approach in solving the community's security needs, the level of community satisfaction with police services, contribution to building partnerships with citizens, the level of community and police cooperation, contribution to the implementation of preventive programs in the community, sense of community security, team work, establishing contacts with other institutions, multi-agency approach, number of issued warnings and advice to citizens, number of operational information received from the citizens, the number of resolved security problems in the local community (reducing vehicle theft in a particular area, reducing violence in schools, reducing fear of crime, etc.) [Simonović 2006: 325; Vuković 2004: 89].

By taking these criteria into consideration before the beginning of implementation of community policing and their comparison with the results achieved after a certain period of time, objections about the invisibility or immeasurability of the effects of preventive action, as well as justification of the continuation or suspension of community policing programs and projects, can be removed.

## ORGANIZATIONAL STRUCTURE

The internal structure of the organization represents a determined schedule of tasks and a system of interconnections between employees in the organization.

The efficiency, rationality and cost-effectiveness of an organization are mostly dependent on the character and value of structural connections and relationships within an organization. Every large organization, that is, therefore the police, despite the different activities and goals in relation to other organizations, faces the issues about which and what organizational units to establish, how and in which organizational forms it can connect them into a harmonious whole, by which methods and means to provide unique planning, guidance, coordination, control, responsibility, as well as with other issues of internal organization and functioning [Miletić 1997: 244]. Each of the organizational units of the police is in the function of protecting security and fighting crime and other occurrences of threats to security in their own way, with their means and their people - police officers who have a very different educational profile [Bailey 1989: 368-374].

However, the organizational structure of the police, as well as other bodies, is not a static given phenomenon. On the contrary, it is a process that takes place and moves from full concentration on the internal factors of the organization, to an increasing acceptance of the influence of factors from the environment [Ristović 2014: 169]. Thus, for example, the police are being more and more aware that what's crucial for its effectiveness in the crime fighting is cooperation with citizens and other local community members, as foreseen in the community policing concept.

To do this, the police must change their organizational structure. The police are still an extremely centralized, rigid and bureaucratized organization, and as such represent a major impediment to the full realization of the community policing. This is because it is contrary to the basic idea of the community policing that the police must adapt to the specificities of each community and decide more on the local level on the problems of crime.

Linear and autocratic style that are recognizable for the police organization could be a major obstacle to achieving this modern model of police work.

Linear police management is based on the principle of absolute hierarchy, with strict adherence to the principle of unity of command. The traditional way of policing prefers this form because "the police system corresponds to a high level of discipline and mobility, which can be achieved by this type of management, which emphasizes the authority of manager, its ability and responsibility" [Ristović 2015: 167]. Poor communication with subordinates (while communication with the citizens almost does not exist), uncritical adherence with established procedures and prescribed rules, unconditional execution of orders, and resistance to any change, are characteristics of this form of police management. Causes of low morale, apathy and reduced efficiency of police officers are in the isolation of managers from the real problems and difficulties faced by their subordinates on a daily basis [Rogers 2000: 2]. Therefore, it is necessary to change the centralized decision making process and the lack of transfer of powers and responsibilities to subordinates.

Decentralization, transfer decision making and management from the middle level to the policemen at the operational level are of particular importance. Decentralization is linked and affects the responsibility of all police officers, in a sense in which police in the field becomes more independent, and the managers take on the role of coordination, guidance and support encouraging policemen at the operational level to be disciplined, but creative in taking the initiative and providing the means necessary to effectively solve the problem [Skolnick&Bayley 1988: 4].

Local police managers and community policemen must have the power to independent-

ly make decisions related to creative problem solving in the local community, forms and ways of cooperation with state and non-state bodies, citizens and other subjects involved in the life of a particular community, the creation and implementation of various preventive programs, etc. The introduction of decentralization has shown that delegating authority to immediate managers increases their accountability to the local community [Kerstetter 1982: 19-34]. Since each community has its own security specifics, decentralization of the police organization allows direct managers and community policemen to look deeper into specific security issues and needs in the local area, and to accordingly apply a problem-oriented approach. Therefore, police officers within community policing must be given greater authority to show initiative and independence in deciding and taking concrete actions. In this sense, communication within the police must go from the current (dominant) "top to bottom" (when issuing orders, instructions, requiring reports), to the bottom-up approach (in order to open channels for the flow of ideas, suggestions, initiatives, creative solutions, analyzes). This changed way of communication will lead to decision making through cooperation. Apart from that, decentralization, which involves setting up of police officers in a particular area, results in personal acquaintance and the establishing of various connections and relations between police officers and citizens, which enables better communication and information flow between them, and therefore more successful counteraction to criminality. The voice of the police officers from the lowest levels is important because of those who need to apply the community policing concept the most would not understand it as an imposed model of work and as the question of political decision. If police managers disregard their opinion, initiatives or suggestions, it can not be expected of them to accept the community policing as an essential and proper way of policing. This reduces the chances of its full implementation.

Autocratic style is characterized by the dominant role of managers as individuals, as an autocratic and bureaucratic personality, who uses their position to make decisions and manage independently, without consulting with associates [Holden 1994: 16]. Management with power, as well as independent decision making by police managers, reduces the initiative, autonomy and commitment of the perpetrators, and thus their effectiveness.

Community policing is based on completely opposite principles and prefer a participatory management style in which subordinates participate in decision making and managing individual actions. A manager who applies this style consults and respects, essentially, not declaratively and formally, the opinion and advice of his associates and subordinates. This style implies relations of cooperation, respect, trust and esteem within management teams and between managers and perpetrators which is precisely what is preferred for realization of the community policing. This way, police managers will not lose their authority. On the contrary, by accepting proposals, initiatives and suggestions from its executors, as well as joint problem solving and operationalization of concrete actions, the manager will only get at his real authority. On the other hand, executors are additionally stimulated by this approach, they feel respected, and all of this has a positive influence on the acceptance of the community policing concept, and consequently on their efforts and efficiency in their work. "Within the police, they must identify the opponents who obstruct this new way of managing, and then reconcile them with this new policy or fired" [Bucqueroux 1994: 6].

The influence of the organizational structure of the police on its effectiveness is large, because of the way police jobs are divided, organized and coordinated, enables police offi-

cers to successfully accomplish their tasks. Police organization should be established in a way which is adaptable to security issues of the local community and the needs of citizens.

## LEGAL BASICS

The legal basis as an element of the police organization requires that members of the police, and especially its management, adhere to the letter and spirit of the Constitution, laws, bylaws and other regulations which prescribe the work of the police. Respecting the letter and the spirit of law by police officers is of the exceptional importance because they have a large number of powers and information that can jeopardize the rights and freedom of citizens and make other abuses. They must perform tasks conscientiously, responsibly, qualified and timely within their jurisdiction, at the same time respecting the rules, regulations, instructions and principles on which the work of the police is based. They must base their authority on the knowledge and respect of legal norms, and on that, base official authority, knowledge, education and expertise.

Since 2001, the Ministry of Interior of the Republic of Serbia has been preparing for the establishing of a new model of organization and way of police work in the Republic of Serbia, has taken a number of measures and activities, including the creation of a normative basis for introducing, establishing and developing of the community policing model. Firstly, it was necessary to improve and harmonize internal regulations with international norms, and the provisions on community policing have been incorporated into relevant legal, by-laws and other regulations.

In 2013, Republic of Serbia adopted Community Police Strategy, which is based on general legal standards relating to human and minority rights and freedom and obliged state authorities to achieve security and support the rule of law.

The Community Police Strategy is in line with the National Program for the Integration of the Republic of Serbia into the European Union, which promotes, inter alia, the acceptance of European values and standards, human and minority rights, and the police as a citizen service. Accordingly, the Community Policing Strategy represents the development of the Development Strategy of the Ministry of Interior, supports the relevant guidelines from the National Security Strategy and supports other strategies aimed at solving serious security challenges, risks and threats [Basic guidelines for the development of Community Policing in the RS 2015: 9].

The strategy is based on the provisions and principles contained in international agreements and domestic regulations, and in particular to: 1) the provisions of the Constitution of the Republic of Serbia [„Službeni glasnik RS“, br. 98/2006], which guarantees the prohibition of discrimination, the protection of human and minority rights and freedoms, the free movement, the inviolability of physical and psychological integrity, the prohibition of racial, national and religious hatred, the right to personal liberty and security for all persons living or residing the territory of the Republic of Serbia; 2) the provisions of the Law on State Administration [“Službeni glasnik RS“, br. 79/2005, 101/2007, 95/2010, 99/2014, 30/2018, 47/2018], which prescribe that state administration bodies are obliged to cooperate on all common issues and to submit the data and information necessary for their work to each other; 3) the provisions of the Law on Police that stipulate the obligation for the police to develop cooperation and partnership with citizens and other community members in order

to perform police tasks and to resolve local security priorities and coordinate the common interests and the need to create a favorable security ambient in the community, ie building a secure democratic society; Provides support in the work of advisory bodies within local self-government units for the development of crime prevention and other community security needs; Develops professional capacities, competences and ethics of police officers for the socially responsible functioning of the police service, with full respect for human and minority rights and freedoms and the protection of all vulnerable groups (Article 27); 4) provisions of the Code of Police Ethics [„Službeni glasnik RS“, br. 17/2017], relating to the standards of the behavior of police officers: duty to serve citizens and the community, respond to the needs and expectations of citizens, respect for legality and suppression of illegality, human and minority rights and freedoms, non-discrimination in execution of police tasks, proportionality in the use of coercive means, prohibition of torture and the application of inhumane and degrading treatment, providing assistance to the victims, adherence to professional behavior and integrity, the obligation to protect classified information and the obligation to refuse illegal orders and reporting corruption.

It is expected from police management and police officers which are applying the model of the community policing to, according to the proactivity which is expected in each segment of their work, notice the lack of legal solutions in practice, start an initiative to amendments certain laws, participate in their creation and suggest the minister passing of regulations, rules, orders, instructions, decisions, etc.

## **MATERIAL-TECHNICAL RESOURCES**

Significant investments in material and technical resources are carried out in the police which enable effective and lawful performing of work and an adequate standard, having in mind the powers they have, as well as the complexity and responsibility of the tasks which are performed by members of the police. These are mostly information and telecommunication equipment, means of communication, motor vehicles and other usual, but also special operational and technical means. In the fight against crime, modern technique and technology, especially the services of the Criminal-Technical Center, as well as modern information and telecommunication technology, should be increasingly used.

It must be invested in the material and technical resources continuously to ensure the conditions for successful work and the preferred standard of policing. This is particularly true in today's time of major and rapid technological changes, especially in the sphere of information systems that become less bulky, more powerful and more sophisticated, micro-processors are faster and stronger, electronic meetings are becoming common, automated services, new models of doing business in the electronic era, etc. [Ristović 2014: 165]. The community policing concept to work more effectively must be adapted to the great technological advancement. For example, to understand the security situation of the local community, it is necessary to have information and other technologies that provide the entire database of relevant data and their processing.

Currently, the most modern approach to combining computer databases, software for statistical and other analysis and comparing stored information is COMPSTAT, which serves for computer support to police management, assistance in making strategic and tactical police decisions, assessing and evaluating the effects achieved [Simonović 2006: 206-

214]. Without modern computer analytical programs and trained analysts, none of the models which are significant for analyzing security issues and making a strategic plan, such as SARA, CAPRA, SWOT, PESTEL, etc., could not function.

Strategic Policing should be mentioned here, which is a new approach to security issues in the community, within which contemporary methods of mapping criminal are increasingly applied, using modern computerized databases and programs for crime analysis supported by sophisticated databases [Nikač 2014: 133-134].

Without the appropriate technical and technological basis, mapping criminal as one of the modern forms of community policing couldn't even be imagined, and for which computer programs based on geographic information systems are necessary, as well as computer databases that allow cross-search by set parameters.

Each of these methods (models), using the most up-to-date, primarily computer, but also other material-technical means, contribute to achieving of preventive-strategic and repressive-operational goals.

If the material resources available to the police do not support the effective realization of the community policing, regardless of the attempt and effort being undertaken, then their mere maintenance is much more expensive than buying and additional financial investments into this resource of the police. For community policing to be effective, investment must be made in the most modern technical means, whose value is not measured by the economic price, already according to by the degree of their use, quality and results achieved by them in the protection of the life, rights, freedoms and personal integrity of the person, as well as the protection of property.

## CONCLUSION

The aforementioned elements of the police organization are mutually conditioned, by certain forms and methods connected, and form a coherent whole that works purposefully and in a specific way, thus creating a professional police practice that directs and leads to the realization of its mission and vision. Consequently, the proper organization of a police is a prerequisite for the realization of the community policing concept.

The influence of each of the elements of a police organization on community policing can be assessed on the basis of several criteria: level of decentralization, communication and cooperation with citizens, training for acquiring skills for community work, satisfaction with the work of police officers, reducing fear of crime, respecting the principle of the rule of law by police officers, and performing work in a lawful, professional and just way, the absence of discrimination, and so on.

Elements of the police organization, and their particular content, can and must stimulate police officers and their management to successfully apply the values of the community policing and be oriented towards more efficient realization of this model of policing.

In this sense, as one of the priority tasks of the police, ie, of its management, is to find out ways that each of the elements of the police organization adequately designs and maximizes their expression within the community policing concept.

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