

Received 29 June 2019; Revised 8 November 2019; Accepted 31 January 2020

DOI: 10.33119/EEiM.2020.55.3

Jedinák, P., & Čandík, M. (2020). Results of Statistical Analysis of the Service Evaluation of the Czech Republic Police Officers. *Education of Economists and Managers*, 55(1), 33–51.

Retrieved from: <https://econjournals.sgh.waw.pl/EEiM/article/view/2350>

Results of Statistical Analysis of the Service Evaluation of the Czech Republic Police Officers

PETR JEDINÁK, MAREK ČANDÍK

*Department of Management and Informatics, Faculty of Security Management,
Police Academy of the Czech Republic in Prague*

Abstract

At present there are increasing demands for security. The Police of the Czech Republic are aware that without educated and motivated employees, their activities will not be professionally developed at the required pace. Senior management has a number of tools to improve performance and one of the main features is to identify a quality staff appraisal system. The paper presents the results of the research concerning the issue of evaluation of officers of the Czech Republic Police, which was carried out at the beginning of 2019. The obtained results were processed by standard statistical methods.

Keywords: Police of the Czech Republic, evaluation system, research

JEL Classification Codes: M12, M15

Introduction

The paper deals with the evaluation process in the Police of the Czech Republic. Assessment is a systematic process that has individual stages and procedures (Lilley, Hinduja, 2006). Approved methods are used to apply it to an organisation. We can evaluate the entire organisation, its individual organisational units, and each employee of the organisation. At present, a great emphasis is placed on evaluating the performance of the organisation's employees (Zhang, 2013). From an organisational point of view, the manager is very important. The priority activity of all managers is to fulfil the required tasks for specific managerial positions of their organisation using all the resources at their disposal, especially human resources (subordinate staff). Under the High Performance Management concept, managers are required to manage the performance of their subordinate employees and also evaluate them. The evaluation is carried out according to an established methodology that should apply to all the employees of a given organisation. The output of the employee's performance is an evaluation of the work performance, which is monitored by appropriately selected evaluation methods (Mládková, Jedinák, 2011). It is very important that this assessment methodology is carried out by the employees themselves. The results of this evaluation should be directly proportional to the employee's remuneration and should be the main measure of his/her career in the organisation (Jedinak, Mládková, Kovařík, 2011). In our own research, we tried to get feedback from the police in the form of new surveys, as the police themselves see the importance of evaluation.

The research builds on previous research in this area (Kovařík, 2007). The methodology of results processing was performed in accordance with the previous research (Kovařík, 2006).

Methodology

Research problem and its goal

In the past years, some research reserves have been identified in police assessment systems. Although most organisations have a methodology for evaluating their staff, in practice the outputs do not match the targets expected from the evaluation system. The outcomes of the evaluation should be among the priority documents for further development of the employee in the organisation and his/her remuneration. The aim of the research was to find out how members of the Police of the Czech

Republic perceive the issue of evaluating their performance and what opportunities they have for further development in the organisation.

Research questions

The main research questions emerged from the research objective:

- How is the issue of the assessment of civil servants on the basis of gender perceived?
- How is the issue of assessment of public employees with experience under 3 years and practice of over 3 years perceived?
- How is the issue of the assessment of civil servants per job position perceived?
- How is the issue of the assessment of civil servants pertaining to their further development perceived?
- How is the assessment of state employees living in urban and rural areas perceived?

Research assumptions

- We do not expect any significant differences in the perception of gender-based assessment of policemen.
- Two perceived factors, partly against each other, are perceptions of the issue of assessing policemen with up to 3 years of experience and practice of over 3 years. On the one hand, police officers with less than 3 years of experience are graduates who have no work experience and have not yet been evaluated. Older policemen (3 years and more) already have some experience and already know what they expect from work performance. Therefore, statistically significant differences between the groups can be expected.
- Perception of the issue of assessing policemen in relation to their job due to the similar nature of work cannot be considered statistically significant.
- Statistically significant differences can be expected to perceive the issue of assessing police officers in relation to their further development due to their development in all the indicators.
- Due to the nature of the work, it is not possible to assume statistically significant differences in the perception of the issue of assessment of policemen living in a town and in the country.

Working hypotheses:

H1: The perception of performance assessment of the police is not gender specific.

A1: The perception of the performance appraisal system of the police varies by gender.

H2: The perception of the system of assessing the performance of police officers with less than three years of practice and practice for three years is no different.

A2: The perception of the system of assessing the performance of police officers with less than three years of practice and practice of over a three-year period is different.

H3: The perception of the system of assessing the performance of police officers does not differ depending on the job position.

A3: The perception of the performance appraisal system of the police varies depending on their job position.

H4: The perception of the system of assessing the performance of police officers living in a city and in a rural area does not differ.

A4: The perception of the system of assessing the performance of policemen living in a city and in a rural area is different.

The aim of the research was to map the respondents' attitudes to performance assessment at their workplaces. The questionnaire was made in paper form (1 A4 sheet on both sides) and the form of the printed questionnaire (compared to e-questioning) was chosen to ensure a higher return on questionnaires (based on practical experience).

The questionnaire consisted of 11 questions that were partially open and partially closed. The questionnaire was divided into three parts.

The first part contained the identification characteristics of the respondents (gender, age, highest educational attainment, length of work experience, job classification, etc.).

The second part of the questionnaire form was a survey part of the questionnaire form. The search section consisted of the following statements:

- I believe that the results of my job evaluation were judged objectively by the manager.
- My direct supervisor continuously assesses my job performance (for example, he/she will appreciate a well-accomplished task).
- My direct supervisor conducts interviews evaluating my work performance.
- My direct supervisor conducts interviews evaluating my work performance. These interviews have met my expectations.
- In our organisation there is a methodology of work performance evaluation.

- In our organisation there is a methodology of work performance evaluation: this methodology can fully evaluate the work performance of the employee.
- From the side of my supervisor, I have been told what job performance is required of me.
- My direct supervisor has received tasks for my further development in the organisation.
- I have been assigned to my supervisor to further develop my profession in the organisation: I could comment on the assigned tasks.
- Employees are rewarded for extraordinary performance or special occasions.
- There is good feedback on performance in the workplace where I am employed.

The third part was a table illustrating how to fill in a questionnaire (a 4-point scale, the respondent is asked to express the degree of consent or disagreement with various statements relating to a certain attitude: an attitude scale). The answers are summed up and the result is proportional to the attitude of the individual. Each point of this scale is coded 4, 3, 2, 1 with respect to the positive statement, or vice versa, if the statement is negative, and the highest value is, therefore, the consent to the positive or disagreement with the negative statement).

Table 1: The scale of the questionnaire survey used

4	3	2	1
I agree	I partly agree	I partly disagree	I disagree

Source: own elaboration.

Pre-research (pilot survey)

Prior to the research, a pilot survey was conducted to ascertain whether the questionnaire was sufficiently comprehensible. This pre-research should further verify the statements for part of the respondents' attitudes. The pilot survey was conducted for the correct setting of the attribute level and for revealing possible errors in the questionnaire.

In the pre-survey, 20 responses were received from 10 men and 10 women.

Data collection took place in paper form between 24 December 2016 and 2 January, 2017.

The questionnaire was corrected in terms of validity (different formulation of some questions, omission of questions in which all the respondents declared only their consent/disagreement, etc.). The questions were also examined by three experts (academia, andragogy, statistics).

Collection, processing and control of data

Data collection took place between 1 January 2019 and 15 February, 2019. During this period, 1216 questionnaires were received.

Subsequent computer processing excluded 138 questionnaires (11.3% of the total number of questionnaires received) due to incomplete performance. A total of 1,078 questionnaires were used for statistical fulfilment.

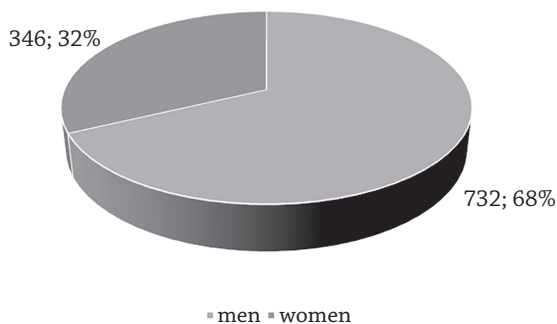
All the questionnaires were subsequently recoded into MS Excel 2016 so that their statistical analysis was possible. The volume of data that was imported into the Statistica v. 10 software environment was created to subsequently analyse the data in this environment. The next step was to check the data that did not reveal any errors or discrepancies, so the number of the questionnaires remained the same after the check: thus, the sample contains 1,078 questionnaires.

Research results

Representation of respondents in terms of gender is shown in Figure 1 below.

Figure 1. Structure of the respondents in terms of gender

Representation of the respondents in terms of gender



Source: own elaboration.

The total number of the respondents was 1,078, men predominated: 732 (68%), and there were 346 women (32%).

The other basic statistical quantities of the respondents are shown in Table. 2.

Table 2. Basic statistical data on the respondents' age and practice

respondents' age (in years):		respondents' practice (in years):	
Minimum	19	Minimum	1
Maximum	56	Maximum	36
Mean	33.1	Mean	12.5
Standard deviation	8.1	Standard deviation	8.3
Median	34	Median	12
Mode	37	Mode	1

Source: own elaboration.

The youngest respondent in the survey was a 19-year-old respondent (minimum), the oldest respondent was a 56-year-old respondent (maximum). The average age of the respondents was 33.1 years, the median age of the respondents was 34 years, the most frequent group of the respondents was a group of 37-year olds (modus). This group of the respondents had a practice of one year (minimum) to 36 years (maximum), the average length of practice of the respondents was 12.5 years, the median value of the practice was 12 years, the most frequent group of the respondents was of one-year practitioners (modus).

For further statistical processing of the received data, the respondents were divided into two groups by gender.

The group of men (total number: 732 respondents) consisted of respondents aged between 19 (minimum) and 53 (maximum), the average age of men was 34.1 years, the mean age of men was 35 years, the largest group of men was 37-year-old men (modus). In terms of practice, this group had a practice of 1 year (minimum) to 35 years (maximum), the average length of practice was 13.5 years, the median length of practice for men was 14 years, the largest representation had the respondents with 20 years of experience.

For women (total number: 346 respondents), their age ranged from 19 years (minimum) to 56 years (maximum), the mean age of women was 31 years, the median age of women was 29 years, the highest age group was 24 years old respondents (modus). From the point of view of practice, this group had an annual (minimum) to 36-year (maximum) practice, the average length of practice was 10.2 years, the median value of the length of the women's practice was 8 years, the most frequent group of women were women with a yearly practice.

Other groups of respondents were the respondents who work in their workplaces as managers and the respondents working in non-managerial positions.

The group of managers consisted of a total of 234 respondents, ranging in age from 21 years (minimum) to 52 years (maximum). The average age of managers was

35.5 years, the median value of managers age was 37. The largest group of managers in terms of age was managers aged 37 years (modus).

Table 3. Basic statistical data from the point of view of gender

Men (732 respondents)			
respondents' age (in years):		respondents' practice (in years):	
Minimum	19	Minimum	1
Maximum	53	Maximum	35
Mean	34.1	Mean	13.5
Standard deviation	7.7	Standard deviation	8.0
Median	35	Median	14
Mode	37	Mode	20
Women (346 respondents)			
respondents' age (in years):		respondents' practice (in years):	
Minimum	19	Minimum	1
Maximum	56	Maximum	36
Mean	31.0	Mean	10.2
Standard deviation	8.5	Standard deviation	8.6
Median	29	Median	8
Mode	24	Mode	1

Source: own elaboration.

In practice, the average length of their managerial activity was 8.4 years, the median value was 16 years. The minimum length of managerial experience was 1 year (minimum), the largest length of managerial experience was 33 years (maximum). Most represented were managers with 24-year experience (modus).

The group of executive employees consisted of 844 respondents. Their age ranged from 19 years (minimum) to 56 years (maximum). The average age of employees was 32.4 years, the median age was 32 years. The most numerous group of executive employees was 28 years old (modus). Their experience ranged from 1 year (minimum) to 36 years (maximum). The average length of practice was 11.7 years, median value was 10 years. The most numerous group consisted of employees with 2 years' experience (modus).

The other groups of respondents were the respondents with a practical experience of up to three years and a group of respondents with a three-year and longer experience.

In the group of respondents with experience of up to three years (total number: 157 respondents), the respondents were aged 19 years (minimum) to 40 years (maximum), the average age of the respondents was 23.3 years, the median age

was 23 years, The most frequent group was 22-year-old respondents (modus). From the point of view of practice, this group had an annual (minimum) to two-year (maximum) practice, the average length of practice was 1.5 years, the median value of the respondents' practice was 1 year, the most frequent group was of one-year practice (modus).

Table 4. Basic statistical data in terms of job position

Managers (234 respondents)			
respondents' age (in years):		respondents' practice (in years):	
Minimum	21	Minimum	1
Maximum	52	Maximum	33
Mean	35.5	Mean	15.2
Standard deviation	8.2	Standard deviation	8.4
Median	37	Median	16
Mode	37	Mode	24
Non-managers (844 respondents)			
respondents' age (in years):		respondents' practice (in years):	
Minimum	19	Minimum	1
Maximum	56	Maximum	36
Mean	32.4	Mean	11.7
Standard deviation	7.9	Standard deviation	8.6
Median	32	Median	10
Mode	28	Mode	2

Source: own elaboration.

For the group of respondents with 3 years of experience (total number: 921 respondents), their age ranged from 21 years (minimum) to 56 years (maximum), the average age of the employees was 34.8 years, the median age of the employees was 36 years, The most frequent group in terms of age was 37-year-old respondents (modus). From the point of view of their practice, this group had a 3-year (minimum) to 36-year (maximum) practice, the average length of practice was 14.3 years, the median value of the employee's length of service was 15 years, the most frequent group of employees consisted of the workers with 3 years of experience.

The last group of respondents was composed of the respondents living in a city and a group of respondents living in the country.

For the group of the respondents living in a city (total number: 753 respondents), the respondents ranged from age 19 (minimum) to 52 years (maximum), average age of the respondents was 32.8 years, median age was 33 years, the largest group was

of 37-year-old respondents (modus). From the point of view of their practice, this group had an annual (minimum) to 33 years (maximum) of experience, the average length of practice was 12.2 years, the median length of the respondents' practice was 11 years, the most frequent group was the respondents with a two-year practice.

Table 5. Basic statistical data in terms of the length of practice

Practice of below 3 years (157 respondents)			
respondents' age (in years):		respondents' practice (in years):	
Minimum	19	Minimum	1
Maximum	40	Maximum	2
Mean	23.3	Mean	1.5
Standard deviation	3.1	Standard deviation	0.5
Median	23	Median	1
Mode	22	Mode	1
Practice of 3 years and more (921 respondents)			
respondents' age (in years):		respondents' practice (in years):	
Minimum	19	Minimum	21
Maximum	56	Maximum	56
Mean	34.8	Mean	34.8
Standard deviation	7.5	Standard deviation	7.8
Median	36	Median	36
Mode	37	Mode	37

Source: own elaboration.

There were 325 of respondents living in villages. Their age ranged from 19 years (minimum) to 56 years (maximum). The mean age was 33.7 years, the median value of their age was 34 years. Most represented were the respondents aged 40 years (modus). Their practice ranges from 1 year (minimum) to 36 years (maximum). The average length of practice was 13.1 years, the median value of their practice was 13 years. The largest group with experience was the responders with the duration of practice of 1 year (modus).

Table 6. Basic statistical data in terms of the place of living

respondents living in a city (753 respondents)			
respondents' age (in years):		respondents' practice (in years):	
Minimum	19	Minimum	1
Maximum	52	Maximum	33

respondents living in a city (753 respondents)			
respondents' age (in years):		respondents' practice (in years):	
Mean	32.8	Mean	12.2
Standard deviation	8.1	Standard deviation	8.2
Median	33	Median	11
Mode	37	Mode	2
respondents living in a village (325 respondents)			
respondents' age (in years):		respondents' practice (in years):	
Minimum	19	Minimum	1
Maximum	56	Maximum	36
Mean	33.7	Mean	13.1
Standard deviation	8.2	Standard deviation	8.6
Median	34	Median	13
Mode	40	Mode	1

Source: own elaboration.

For the statistical evaluation, we made the calculation of the summary for all partial claims, which were statistically evaluated. In the collected research sample, the assumptions for the use of statistical methods, in particular normality and homoscedasticity, were verified. The test results were determined by a normality assay: Shapiro-Wilk W Test (Table 7).

Table 7. Verification of the assumptions (gender)

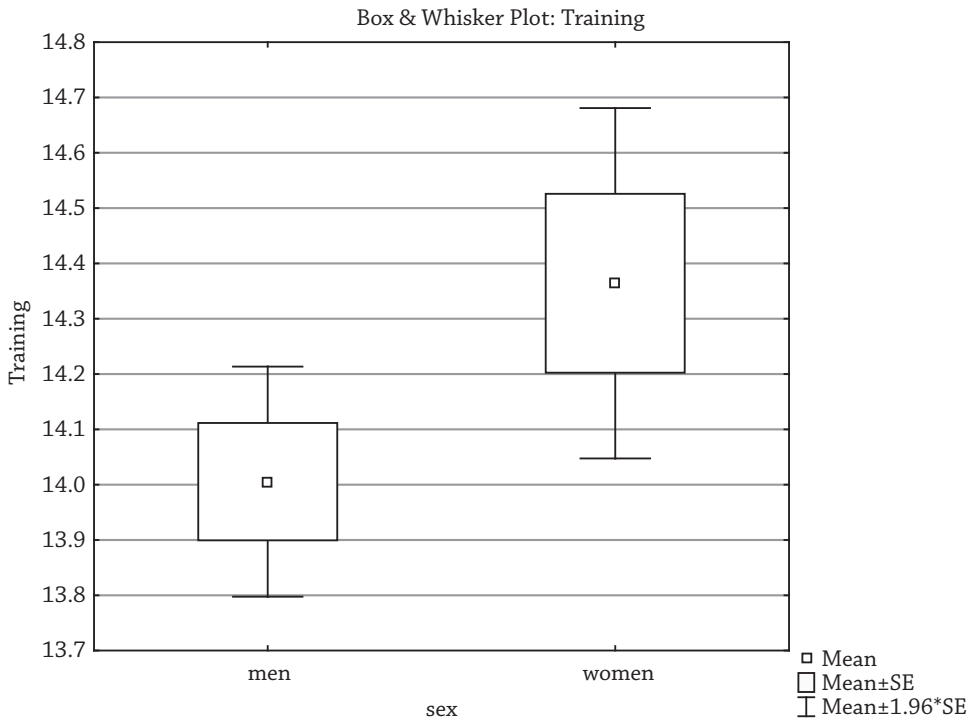
Normality (men)	Shapiro-Wilk's W-test	w=0.98339	p=0.000000	normality rejected
Normality (women)	Shapiro-Wilk's W-test	w=0.96278	p=0.000000	normality rejected
Homoskedasticity	F-test	F=1.094438	p=0.320898	homoskedasticity accepted

Source: own elaboration.

Due to the results of testing, we can state that the conditions for the use of parametric mathematical and statistical methods are not met, therefore, nonparametric tests were used in the data analysis (Mann-Whitney U test was used).

The perception of the gender performance evaluation system (1,078 respondents) is shown in Figure 2. This figure shows that women evaluate their performance assessment system in the workplace more positively than men. This is confirmed by the results of the non-parametric Mann-Whitney U-test (Table 8).

Figure 2. Perceptions of the work performance assessment system in terms of gender (1,078 respondents)



Source: own elaboration.

Table 8. Results of gender differences testing

	Statistical differences: age			
	U	Z	p	
Work performance	115327	-2.36979	0.017799	Hypothesis H01 rejected

Source: own elaboration.

As can be seen from Table 8, the Mann-Whitney U-test results at a 5% significance level reject the H01 hypothesis ($p = 0.017799$), so we find (at the 5% significance level) that the perception of the work performance assessment system at the workplace varies (is statistically significant). The monitored group of women perceives the established system of performance evaluation better than the monitored group of men.

Analogously, we proceeded to compare the groups by job class. The conditions for statistical testing of these groups are shown in Table 9 below:

Table 9. Verification of the assumptions (job positions)

Normality (managers)	Shapiro-Wilk's W-test	w=0.96327	p=0.00001	normality rejected
Normality (employees)	Shapiro-Wilk's W-test	w=0.98194	p=0.000000	normality rejected
Homoskedasticity	F-test	F=1.0043200	p=0.702152	homoskedasticity rejected

Source: own elaboration.

The test results obtained showed that the conditions for using parametric mathematical and statistical methods were not met, therefore, nonparametric testing (Mann-Whitney U test) was used in the data analysis.

Figure 3. Perception of the work assessment system at the workplace from the point of view of employment (1,078 respondents)



Source: own elaboration.

As can be seen from Figure 3, in the monitored group of respondents, the respondents – managers – see a higher quality of work performance assessment system at the workplace than the monitored group of non-managers. In order to assess

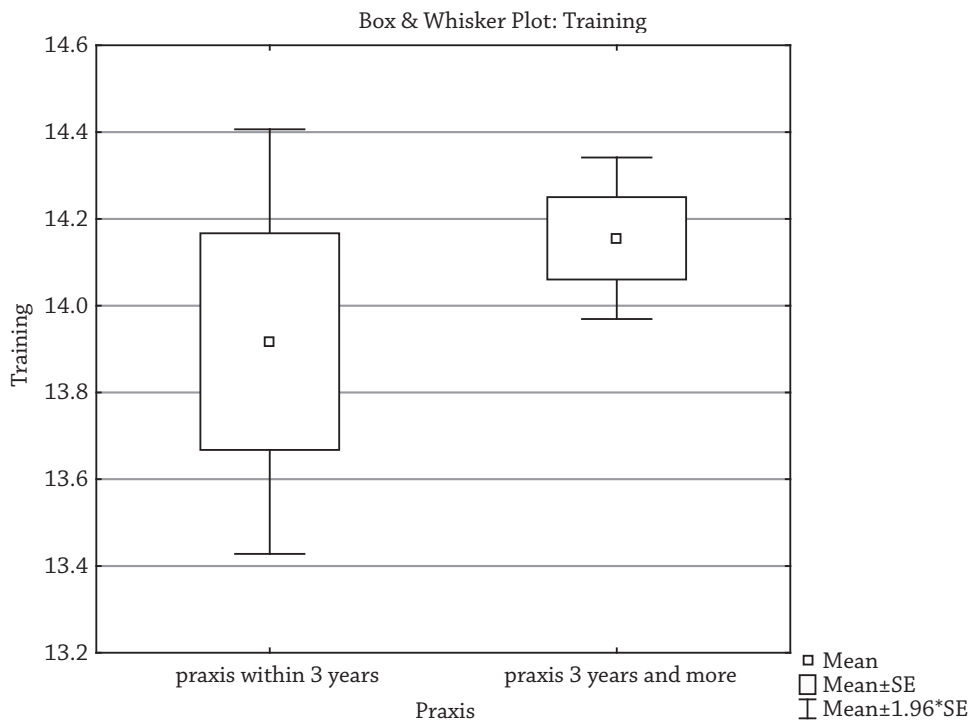
whether this difference is statistically significant, we used the non-parametric Mann-Whitney U-test (Table 10).

Table 10. Results of differences testing depending on the job position

	Statistical differences: job position			
	U	Z	p	
Work performance	83247	3.678175	0.000232	Hypothesis H02 rejected

Source: own elaboration.

Figure 4. Perception of the work assessment system at the workplace from the point of view of the length of practice (1,078 respondents)



Source: own elaboration.

As can be seen from Table 10, the results of the Mann-Whitney U-test at a 5% significance level reject the zero hypothesis H02 ($p = 0.000232$), so we find (at the 5% significance level) that the perception of the work performance assessment system at the workplace of the respondents differs: the monitored group of managers has

statistically significantly higher attitudes towards the work performance assessment system at the workplace than the monitored group of non-managers.

Similarly, we proceeded to compare the respondents' attitudes from the practice point of view.

As can be seen from Figure 4, the respondents in the monitored group perceive the practice within three years better than the monitored group of respondents with a three-year and longer practice. We have verified the conditions for statistical testing (Table 11).

Table 11. Verification of the assumptions (practice)

Normality (practice of below 3 years)	Shapiro-Wilk's W-test	w=0.97206	p=0.00282	normality rejected
Normality (practice of 3 years and more)	Shapiro-Wilk's W-test	w=0.97942	p=0.000000	normality rejected
Homoskedasticity	F-test	F=1.161311	p=0.242005	homoskedasticity accepted

Source: own elaboration.

From the test assay results, it follows that a non-parametric Mann-Whitney U-test is needed (Table 12).

Table 12. Results of differences testing depending on the length of practice

	Statistical differences – praxis			
	U	Z	p	
Work performance	66083	1.723481	0.084522	Hypothesis H03 accepted

Source: own elaboration.

As can be seen from Table 12, the results of the Mann-Whitney U-test at a 5% significance level reject the H03 hypothesis ($p = 0.084522$), therefore, we find (at the 5% significance level) that the perception of the work performance assessment system varies (is statistically significant) depending on the length of practice. The monitored group of respondents with experience of under 3 years perceives the work performance assessment system better than the monitored group of respondents with a three-year and longer experience. However, this difference is not statistically significant.

Finally, we tested the respondents' attitudes towards housing. The boxplot depicted (Figure 5) suggests that perceptions of the work performance appraisal system do not alter; the respondents living in cities perceive the work performance assessment system better than the respondents living in villages.

Figure 5. Perception of the work assessment system at the workplace from the point of view of the place of living (1,078 respondents)



Source: own elaboration.

For statistical testing, we verified conditions for the use of statistical methods (Table 13).

Table 13. Verification of the assumptions (place of living)

Normality (city)	Shapiro-Wilk's W-test	w=0.97812	p=0.00000	normality rejected
Normality (village)	Shapiro-Wilk's W-test	w=0.97927	p=0.00012	normality rejected
Homoskedasticity	F-test	F=1.029718	p=0.745545	homoskedasticity accepted

Source: own elaboration.

Based on the results obtained, we assume that the non-parametric Mann-Whitney U-test (Table 14) is used to determine the statistical differences between the groups of respondents.

Table 14. Results of differences testing depending on the place of living

	Statistical differences: place of living			
	U	Z	p	
Training	120070	0.48850	0.625199	Hypothesis H04 accepted

Source: own elaboration.

As can be seen from Table 14, the Mann-Whitney U-test results at the 5% significance level accept the zero hypothesis H04 ($p = 0.625199$), therefore, we find (at a 5% significance level) that the perception of the work performance appraisal system among the respondents residing in a city and the respondents living in villages does not differ.

Conclusion

At present, there is a strong pressure on the work performance of each employee in organisations. Work is an important part of human activity and offers many possibilities and satisfaction. Work is also a source of social value for many people, the main source of self-actualisation. Work performance is determined not only by the motivation of employees but by many other factors. These include working conditions, skills and experience, workplace atmosphere, interpersonal relationships, seniors' personality, access to information, etc. Therefore, the basic objectives of each organisation are to keep its employees highly motivated and positively tuned. Therefore, it is important to recognise the importance and value of human resources, their management and subsequent evaluation. This determines and influences to what extent the organisation will be successful (Jedinák, 2016). A well rated employee assessment is one of the tools that empowers employees to a high level of engagement and improvement of skills and capabilities for effective behaviour through feedback, coaching and personal development planning (Armstrong, 2011).

The evaluation system is an important tool for influencing the performance of an organisation. This statement is also valid for organisations such as the Police of the Czech Republic. The research carried out showed a different perception of the evaluation process among police managers and police officers. A confirmed statistically significant difference in the perception of evaluation may be the subject of further research with an aim to identify the factors that make this difference.

References:

- Armstrong, M. (2011). *Řízení pracovního výkonu v podnikové praxi*. Fragment. Praha.
- Jedinák, P., Mládková, L., & Kovařík, Z. (2011). *Uplatňování manažerských dovedností pro oblast hodnocení ve státních organizacích*. Zlin: VeRBuM.
- Jedinák, P. (2016). *Hodnocení pracovního výkonu II*. Praha: PA ČR v Praze.
- Kovařík, Z. et al. (2007). Úvod do analýzy výsledků měření spokojenosti pracovníků Policie ČR v letech 2004–2007, *Bezpečnostní teorie a praxe*, roč. VIII, Zvláštní číslo, díl II.
- Kovařík, Z. et al. (2006). *Úvod do počítačové analýzy vícerozměrných úloh z policejní praxe*. Praha: Policejní akademie České republiky v Praze.
- Lilley, D., & Hinduja, S. (2006). Organizational Values and Police Officer Evaluation: A Content Comparison Between Traditional and Community Policing Agencies. *Police Quarterly*, 9(4), 486–513. Retrieved from: <https://doi.org/10.1177/1098611105281628>
- Mládková, L., & Jedinák, P. et al. (2011). *Vybrané aspekty systému řízení státních organizací*. Zlin: VeRBuM.
- Zhang, Y., Huddleston, S.H., Brown, D.E., & Learmonth, G.P. (2013). *A Comparison of Evaluation Methods for Police Patrol District Designs*. In: S.-H. Kim, A. Tolk, R. Hill, & M.E. Kuhl (Eds.), *Proceedings of the 2013 Winter Simulation Conference*.

Petr Jedinák

PhD, MBA, since 2007 he has been an academic worker of the Police Academy of the Czech Republic in Prague, where he is the secretary of the Department of Management and Computer Sciences, which falls under the Faculty of Security Management. He teaches students in doctoral, master's and bachelor's degree programmes in management, human resources management and managerial techniques and training. As part of the Lifelong Learning Programme organised by the Police Academy of the Czech Republic, he lectures in courses focusing on the personality of a manager in the organisation. At the Police Academy of the Czech Republic he has cooperated on several research tasks. Until 2007, he served with the Police of the Czech Republic, where he held the post of Head of the Police and Rail Police Department in Nymburk. Since 1998 he has been dealing with the evaluation of police officers. He was a member of a team that introduced a new concept of police officers' assessment methodology throughout the police, and he prioritises the officers' assessment process in cooperation with competent police managers. He has worked on several important research projects and published a number of scientific and professional contributions in the Czech Republic and abroad.

e-mail address: jedinak@polac.cz

Marek Čandík

BSc, MSc, PhD, MBA, graduated from radioelectronics (1997, MSc), telecommunications (2001, PhD), computer science teaching (2006, BSc) and management (2018, MBA), since 2009 at the Department of Management and Informatics Management of the Police Academy of the Czech Republic in Prague as an academic worker. He has worked at several universities. He specialises in the field of quantitative data processing, has been and is the solver of several research tasks. He has published a number of scientific and professional contributions in the Czech Republic and abroad.

e-mail address: candik@polac.cz