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Exact Verification of the Professional Profile Composition of Managing Members of the Police of the CR

Introduction

This article follows the previous article, published under the name “Professional Profile of Managing Members of the Police of the CR”.¹ The above-mentioned article contained theoretical basis for the interpretation and assessment of professional competences of police managers and for the reasoning of alternative approach to their classification.² Results of an exact verification of five-factor composition of professional profile of police managers at the level of head district departments of the Police of the CR were presented here.

For the identification of a professional profile of managing members of the Police of the CR, combination of qualitative and quantitative research methods was selected. At first, questionnaire was prepared by the use of qualitative research methods. More specifically, an analysis of work activities of police managers at the level of managers and deputy managers of district departments of the Police of the CR was made, based on the valid legal rules and internal regulations of the Ministry of Interior of the CR and of the Police of the CR. On the basis of mentioned step, final questionnaire was prepared, divided into three parts.

Data collection was performed through an internet questionnaire of the Google web platform, securing total anonymity of respondents. An electronic (internet) questionnaire was made as it was not possible to use the communication network of the Police of the CR in effective manner. By the above-mentioned way, all management members of district departments of the Police of the CR were addressed through their official or personal e-mails, available in an electronic system ESIAR of the Police of the CR.³ In total, 235 respondents were involved actively.

¹ Viz KOVAŘÍK, Zdeněk a Lukáš MIKLAS. Profesionální profil vedoucích příslušníků Policie ČR. *Bezpečnostní teorie a praxe*. 2018, No. 3, pp. 63-82. ISSN 1801-8211.

² In the referred article, authors used alternative approach for the classification and on the basis of results of research investigation, they have prepared a scheme of professional profile of managing policeman within district departments of the Police of the CR, consisting of five factors.

³ ESIAR – *Electronic collection of internal management regulations*. Note of authors: Mentioned system contains an organisation structure of the Police of the CR, including all contacts for each department and respective policeman within the entire Czech Republic.

First part of the questionnaire contained 13 variables, set on the basis of analysis of official work positions (age of respondents, gender of respondents, Regional Directorate of the Police of the CR, where respondents work, the highest education achieved of respondents, total number of years of respondents in service at the Police of the CR, total number of years of respondents in service at the Police of the CR at the position of the manager or deputy manager of a district department, actual number of subordinates, if and to what extent are the respondents involved in criminal proceedings, if and to what extent are the respondents involved in administrative proceedings, if and to what extent are the respondents involved in planning of shifts, satisfaction of respondents with their position of manager or deputy manager at the Police of the CR, last actual work evaluation of respondents, relationship of respondents to their service at the Police of the CR). Second part of questionnaire consisted of 46 questions focused on the finding of actual condition of professional competences of managing members of the Police of the CR within the area of district departments.

The outcome of the second part of this questionnaire was the determination of mentioned professional competences of police managers, forming five components of a professional profile of managing policeman. This includes the managing competence, mental resistance, social and communication competence, professional competence and moral competence.

One of the outcomes of performed analysis that has not been published yet, is the calculation of the so-called factor score. In brief, factor score expresses the position of individual respondents they keep in relation to the material content of respective factors. This position of individuals may be compared with regard to the reference of respective persons to different identification aspects.

The objective of this article is to verify exactly if the perception of five components of a professional profile (in a form of factor score) is practically significantly affected by selected professional characteristics of questioned respondents and in which way. Therefore, it's about the search for relevant, practically significant asymmetric relations between selected identifiers¹ (independent variable) and five factor score (dependent variable), forming the content of a professional profile of head members of the Police of the CR.

Search for the above-mentioned asymmetric dependences follows organically the results of exploration factor analysis. Within this analysis, respective components of a professional profile were extracted as well as the mentioned factor score in a form of a so-called T-score, allowing the execution of intended comparison.

With regard to a non-incidental way of preparation of a selected group and to a small extent of respective sub-groups, statistical significance won't be applied to the analysis of dependence, but the concept of a so-called "practical significance".²

¹ These identifiers are: age, gender, place of service, education, total number of years in service, total number of service at the head position, number of subordinated employees, relation to the criminal proceeding, relation to the administrative proceeding, relation to the planning of shifts, satisfaction with the work position, evaluation and relation to service.

² When using quantitative data, analysis tends to perform only an assessment of statistical significance of results. However, the result should not be only generalized to population we

Cohen index “d” will be preferred during the search for dependence between selected determinants and factor score (for the purpose of making the analysis easier, they are transformed to the T-score). This rate is based on the difference of averages in two groups, but this simple indicator standardizes, i.e. divides by standard deviation of averages. The result is a dimensionless value, not depending on original units of measurements and allowing to compare the results also in researches used for the measurement of the same phenomenon in different ranges.

Analysis of effects of selected determinants to the composition of a professional profile of managing policemen of the Police of the CR

We may assume that the perception of relevance of the professional profile composition of managing policemen within district departments of the Police of the CR is affected by number of factors. These include, e.g. gender, age, place of service, work experiences, satisfaction with the service at the Police of the CR, satisfaction at the managing position, education and number of others. The efficiency of effects of the mentioned identifiers was necessary to verify in a form of exact approach.

As mentioned above, during the determination of dependences, the concept of so-called practical significance (or effect size) is utilized. The dominant focus during the search for practically significant effects between the independent nominal variable (e.g. type of professional orientation of respondent) and dependent variables of interval nature (factor score in a form of T-score) will be the determination of effect size or the determination of the so-called practical significance of median difference.¹

For our needs, following rates of practical significance of differences are used: Cohen's “d”, Hedges's g, Glass's delta. Cohen's standard has few options that are trying to solve some of his insufficiencies. Hedges's g standardizes the difference between groups through the so-called composite standard deviation to the elimination of effects of non-homogenous dispersion on both groups. This approach provides the so-called composite standard deviation calculated from both compared groups, when there is no need to assume the dispersion homogeneity for both groups. Glass's delta is based on the standardization of difference, when the difference between compared averages is divided by a standard deviation of control group (second group).

Conventionally² recognized values, including the significant difference of Cohen “d” are the following: grade of minor effect – 0.2; medium effect – 0.5 and big effect – 0.8. However, these values must be considered rather as interval values than as the values of point estimates.

In the attached tables, there are all three mentioned rates of practical significance mentioned with informational specification of reliability interval. Reliability intervals are,

investigate, but also practically useful. In: SOUKUP, Petr. *Věcná významnost výsledků a její možnosti měření*. [online]. [cit. 20. 9. 2018]. Available at: http://dav.soc.cas.cz/uploads/fd5db6d740120e06ee3102c9fa85a5febfc_b56b8_DaV_2013-2_125-148-1.pdf.

¹ For the term “*practical significance*,” there are following terms used in English language: *effect of size, effect size, substantive significance, logical significance, scientific significance, result importance* nebo *result meaningfulness*.

² Jacob Cohen warned against simplistic use of the mentioned effect sizes. Researcher should have reasonably acceptable practical significance of difference. However, it's not hard, and therefore he follows the convention.

in fact, related only to the estimate of lower and upper position of the practically significant difference in population. The fact that the range of reliability intervals contains zero in certain cases means small ranges of used selected subgroups.

From the tables below, it's clear that not each from the thirteen monitored identifiers (independent variables) affect respective factor scores. This includes age, total time period in service, relation to the administrative proceeding, place of service performance, education, number of subordinates, relation to the service planning, satisfaction with the work position, evaluation of service and relationship to the service.

Factor score of first factor – managing competence

Table No. 1.1a – verified influential identifiers of the managing competence

Factor score 1.F Compared groups Groups	Selected descriptive statistics							
	Avg. 1. gr	Number 1. gr n	SD 1. gr	Reliability interval for the average difference		Avg. 2. gr	Number 2. gr n	SD 2. gr
				Lower	Upper			
Age (up to 33, above 33)	56.02	21	15.73	2.17	11.05	49.41	214	9.12
Practice (up to 20 yrs, over 20 yrs)	51.25	122	10.85	0.04	5.16	48.65	113	8.89
Handling of offences (no, yes)	56.6	33	15.07	4.09	11.25	48.9	202	8.51
Employment evaluation	68.3	6	21.09	10.98	26.62	49.5	229	9.18
Relationship to the service	58.7	9	17.6	2.47	15.71	49.7	226	9.5

Source: Own preparation on the basis of acquired data.

Table No. 1.1b – Practical significance criteria

Factor score 1.F Compared groups Groups	Practical significance criteria					Effect size	
	Index ES	Hedges	Standard error ES	Reliability interval for the practical significance		Glass's delta	
	d	g		Lower	Upper	Glass's Δ	Grade
Age (up to 33, above 33)	0.67	0.67	0.23	0.22	1.12	0.72	Medium effect
Practice (up to 20 yrs, over 20 yrs)	0.26	0.26	0.13	0.00	0.52	0.29	Minor effect
Handling of offences (no, yes)	0.79	0.79	0.19	0.41	1.16	0.90	Big effect
Employment evaluation	1.96	1.95	0.42	1.12	2.78	2.05	Big effect
Relationship to the service	0.92	0.92	0.34	0.24	1.59	0.96	Big effect

Source: Own preparation on the basis of acquired data.

The evidence, specified in the Table No. 1.1a and table No. 1.1b allows us to conclude, that more favourable position of respondents in factor score, related to the managing competence of selected managing members of the Police of the CR is related to their higher age (above 33 years), longer practice in service (over 20 years), to their handling of offences of subordinated policemen and to a more positive evaluation of service and more positive relationship to their work. This is a meaningful and logical finding. In brief, it points to the fact that the managing competence is utilized more significantly by experienced head officers, with more responsible content of their activity, performance of service of higher quality and more positive relationship to the service.

Factor score of second factor – mental resistance

Table No. 1.2a – influential indicators of mental resistance

Factor score 2.F Compared groups	Selected descriptive statistics							
	Avg. 1. gr	Number 1. gr n	SD 1. gr	Reliability interval for the average difference		Avg. 2. gr	Number 2. gr n	SD 2. gr
				Lower	Upper			
Groups								
Graduation, Bc. – Mgr. Ph.D.	52.4	131	10.6	3.00	8.00	46.9	104	8.28

Source: Own preparation on the basis of acquired data.

Table No. 1.2b – Practical significance criteria

Factor score 2.F Compared groups	Practical significance criteria					Effect size	
	Index ES	Hedges	Standard error ES	Reliability interval for the practical significance		Glass's delta	
Groups	d	g		Lower	Upper	Glass's Δ	Grade
Graduation, Bc. – Mgr. Ph.D.	0.57	0.57	0.13	0.30	0.83	0.66	Medium effect

Source: Own preparation on the basis of acquired data.

The evidence mentioned in the table No. 1.2a and the table No. 1.2b points to the fact that a more favourable position of respondents in the factor score, related to the mental resistance of selected managing members of the Police of the CR is related to the degree of their achieved education. This is incredibly interesting and unexpected finding. We may state that the managing policemen within district departments who have achieved university education of the master or even higher degree, have better position (higher mental resistance) in the factor score of a mental resistance than the individual with lower education. This finding should be assessed even deeper for the purpose of revealing respective issue.

Factor score of third factor – social communication competence

Table No. 1.3a – influential identifiers of a social communication competence

Factor score 3.F Compared groups	Selected descriptive statistics							
	Avg. 1. gr	Number 1. gr n	SD 1. gr	Reliability interval for the average difference		Avg. 2. gr	Number 2. gr n	SD 2. gr
				Lower	Upper			
Groups								
Age (up to 33, above 33)	56.1	21	12.6	2.20	11.08	49.4	214	9.57
Praha – other regions	54.4	30	12.4	1.26	8.88	49.4	205	9.49
Planning of shifts	52.82	58	12.76	0.79	6.69	49.08	177	8.79

Source: Own preparation on the basis of acquired data.

Table No. 1.3b – Practical significance criteria

Factor score 3.F Compared groups	Practical significance criteria					Effect size	
	Index ES	Hedges	Standard error ES	Reliability interval for the practical significance		Glass's delta	
Groups	d	g		Lower	Upper	Glass's Δ	Grade
Age (up to 33, above 33)	0.67	0.67	0.23	0.22	1.12	0.69	Medium effect
Praha – other regions	0.51	0.51	0.20	0.12	0.90	0.53	Medium effect
Planning of shifts	0.38	0.38	0.15	0.08	0.67	0.43	Minor effect

Source: Own preparation on the basis of acquired data.

Mentioned tables No. 1.3a a No.1.3b describe the evidence of a practically significant effect of three identifiers (age, location for the performance of service, planning of shifts) to the position of respective respondents within the factor score of a social communication competence of the professional profile. On the basis of mentioned evidence, we can state that a more favourable position of respondents in the factor score, related to the social communication competence of selected managing members of the Police of the CR is related to their higher age (over 33 years), place of service performance (outside of Prague) and to the planning of shifts (policemen involved in planning of shifts). We may state that the social communication competence is utilized more extensively by more experienced managing employees who work outside of Prague as by those, who are involved in the planning of shifts within the performance of their service. Worse result of Prague policemen of selected group is interesting, but there is a reason behind. Service in Prague is very specific from number of perspectives. We may conclude that the demanding nature of service in Prague is higher in comparison to the other regions. Prague is known for its high

personal fluctuation of subordinated policemen, cumulation of criminals and related multiple times higher criminality within the territory of Prague, higher number of foreigners they must communicate with for different reasons, specific style of management of higher rank policemen etc. It's surprising that there was no acceptable practically significant relation found between Prague location for the performance of service and the mental resistance of policemen.

Factor score of fourth factor – professional competence

Table No. 1.4a – influential indicators of a professional competence

Factor score 4.F Compared groups	Selected descriptive statistics							
	Avg. 1. gr	Number 1. gr n	SD 1. gr	Reliability interval for the average difference		Avg. 2. gr	Number 2. gr n	SD 2. gr
				Lower	Upper			
Groups								
Age (up to 33, above 33)	54.10	21	17.92	0.01	8.99	49.60	214	8.85
Practice (up to 20 yrs, over 20 yrs)	52.30	122	12.03	2.27	7.29	47.52	113	6.44
Subordinates (up to 16, over 16)	52.92	73	11.90	1.48	6.963	48.70	161	8.80

Source: Own preparation on the basis of acquired data.

Table No. 1.4b – Practical significance criteria

Factor score 4.F Compared groups	Practical significance criteria					Effect size	
	Index ES	Hedges	Standard error ES	Reliability interval for the practical significance		Glass's delta	Grade
				Lower	Upper		
Groups	d	g				Glass's Δ	
Age (up to 33, above 33)	0.45	0.45	0.23	0.00	0.90	0.51	Minor effect
Practice (up to 20 yrs, over 20 yrs)	0.49	0.49	0.13	0.23	0.75	0.74	Medium effect
Subordinates (up to 16, over 16)	0.43	0.43	0.14	0.15	0.705	0.48	Minor effect

Source: Own preparation on the basis of acquired data.

Mentioned tables No. 1.4a and No. 1.4b record the evidenci of impact of three indicators (age, practice in service, level of managing position) to the position of individuals within the factor score of a professional competence of their professional profile. We may conclude on the basis of this evidence that a more favourable position of respondents in factor score, related to the professional competence of selected

managing members of the Police of the CR is related to their higher age (over 33 years), time period of practice in service (over 20 years) and the level of managing position given by the number of subordinated policemen (number of subordinates over 16). We may assume that the professional competence is significantly more utilized by the older (more experienced) managing employees, serving over 20 years and having a higher management position (having over 16 subordinates).

This finding may be considered as logical and expected. An interesting knowledge is the influence of an identifier of the number of subordinates – level of managing position. It's apparent that the policemen at a higher managing position (having over 16 subordinates) evaluate their professional competence better as the managers at inferior positions. We may assume that the managers at higher positions are more experienced, more professionally mature and with more stable position than the managers at inferior positions.

Factor score of fifth factor – moral competence

Table No. 1.5a – influential identifiers of a moral competence

Factor score 5.F Compared groups	Selected descriptive statistics							
	Avg. 1. gr	Number 1. gr n	SD 1. gr	Reliability interval for the average difference		Avg. 2. gr	Number 2. gr n	SD 2. gr
				Lower	Upper			
Satisfaction with position	56.87	21	10.64	3.12	11.96	49.33	214	9.73
Relationship to the service	57.11	9	15.86	0.735	14.04	49.72	226	9.66

Source: Own preparation on the basis of acquired data.

Table No. 1.5b – Practical significance criteria

Factor score 5.F Compared groups	Practical significance criteria					Effect size	
	Index ES	Hedges	Standard error ES	Reliability interval for the practical significance		Glass's delta	
Groups	d	g		Lower	Upper	Glass's Δ	Grade
Satisfaction with position	0.77	0.77	0.23	0.31	1.22	0.77	Medium effect
Relationship to the service	0.74	0.74	0.34	0.07	1.41	0.77	Medium effect

Source: Own preparation on the basis of acquired data.

Evidence mentioned in the table No. 1.5a and table No. 1.5b records the found relevant practically significant influence of two socially psychological identifiers to the position of respondents assessing their moral competence of a professional profile.

These two identifiers are related. It's known and it's proven by research that the work satisfaction forms part of a more global social psychological category – relationship to the service.¹

It's very interesting that no practically significant impact of other monitored identifiers was found. Our findings point to a more favourable position of respondents in the factor score of moral competence of the professional profile at selected group of managing members of the Police of the CR that are more satisfied with their work position and their relationship to the service is more positive.

If we realize that the moral competence is affected by emotional part of human personality with regard to their content, then their organic relation to the two identifiers, mentioned by us, is completely logical. Both the relationship to the service, and the satisfaction from work (independent variables) are significantly emotionally affected and based on this fact, they are also asymmetrically interconnected with the moral part (dependent variable) of a professional profile. This knowledge points to the importance of a positive influence of work satisfaction and relation to the service of policemen within the process of daily management and leading of human resources.

Conclusion

The objective of this article was to verify exactly if the perception of a composition of professional profile in a form of five factor score of selected police managers is practically significantly influenced by monitored identifiers. The above-mentioned evidence, included in tables with attached brief interpretation confirms that the given objective was achieved. It's important to consider the relation of this article to the previous published article, describing the characteristics of selected group, description of identifiers and the finding of exploration factor analysis of a professional profile of police managers. Based on this, this article does not return to these facts and focuses on the presentation of new ones.

Its authors achieved results, producing few brief conclusions. It was found that only some of the monitored identifiers (independent variables) have impact on the professional profile of managing policemen of district departments of the Police of the CR. These include age, total time period in service, relation to the administrative proceedings, place of service performance, education, level of managing position, relation to the planning of shifts, satisfaction with the work position, employment evaluation and relationship to the service.

We were successful to verify that a practically significant impact on the **managing competence** has the age over 33 years, time period of practice in work over 20 years, handling of offences within the service, positive employment evaluation and a positive relationship of respondents to service. Similarly, a practically significant positive influence on **mental resistance** of professional profile was found by the achieved university education of respondents. Attached evidence allowed us to find an acceptable practically significant influence of a physical age over 33 years, location of service performance (negative influence of Prague location) and the planning of shifts

¹ More at: KOVAŘÍK, Zdeněk. *Problémy vztahu policistů ke službě*. Praha: Police History, 2003, p. 278. ISBN 80-86477-13-4.

of subordinated employees (this activity is performed only by certain leading managers) to a **social communication**. A favourable, relevant practically significant impact of physical age above 33 years, practice in service above 20 years and of a higher managing position was found to the **professional competence** of a professional profile. As the last one, we can mention here the reasonably favourable practically significant impact of higher satisfaction with the work position and more positive relationship to the office to the **moral profile of professional competence**.

The achieved results may be considered as valuable as the research alone was performed within a real environment of the Police of the CR under the utilization of a sophisticated approach that allowed us to gain relevant data and on the basis of their analysis also meaningful and intersubjectively verifiable findings. However, it's necessary to mention that the given findings are only informal and should be scientifically verified further within scientifically more acceptable selected groups.

As a certain defect we may consider the absence of social competence of a professional profile that was not scientifically verified. By now, this competence is missing in the strategy of decision sphere and is not covered by respective organisational and legislative indicators. Scientifically, it's verified from a long term perspective that a social competence of professional profile stands on its peak. In this way, scientific and other activities should be developed for the removal of respective issue.

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Legal regulation and internal managing regulation

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- Act No. 361/2003 Coll., *on Security Corps Employment*, as amended.
- Act No. 412/2005 Coll., *on the Protection of Confidential Information and Security Competence*, as amended.
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- Instruction of the Police President No. 114/2015 from June 1, 2015, *amending the binding instruction of the Police President No. 75/2013, defining the scope of competences of officers to act and decide on the issues of employment of members of the Police of the Czech Republic (personal competence)*, as amended.
- Instruction of the Police President No. 170/2015 from November 2, 2015, *the File Order*, as amended.

RESUMÉ

Téma článku „Exaktní ověření podmíněnosti skladby profesního profilu vedoucích příslušníků Policie ČR“ se zabývá asymetrickým vlivem stanovených proměnných (identifikátorů) na složky profesního profilu vedoucích a zástupců vedoucích obvodních oddělení Policie ČR. Je zpracován v rámci vědeckovýzkumného úkolu s názvem „Analýza a očekávaný vývoj kompetencí Policie ČR a policejně bezpečnostních subjektů ve vybraných oblastech“, č. 3.1. Cílem článku bylo exaktně ověřit, zda je vnímání skladby profesního profilu policejních manažerů na úrovni obvodních oddělení Policie ČR ovlivněno vybranými třinácti identifikátory. Článek vychází z analýzy věcně významných asymetrických závislostí, které jsou dokumentovány v tabulkách. Obsahuje dále jednotlivé závěry a východiska provedeného výzkumu, včetně některých postřehů, které sledují optimalizaci daného stavu.

Klíčová slova: věcná významnost, ukazatele věcné významnosti, profesní profil, profesní kompetence, explorační faktorová analýza, faktorové skóre, vedoucí, obvodní oddělení, Policie České republiky, kompetenční model.

S U M M A R Y

The topic of the “Exact Verification of the Professional Profile Composition of Managing Members of the Police of the CR” is focused on the asymmetric impact of set variables (identificators) to the components of professional profile of managers and deputy managers at the district departments of the Police of the CR. It’s prepared within a scientific and research task with the name of “Analysis and expected development of competences of the Police of the CR and police security subject in selected areas,” No. 3.1. The objective of the article was to verify exactly if the perception of the professional profile composition of police managers at the level of district departments of the Police of the CR is influenced by selected thirteen identificators. This article is based on the analysis of practically significant asymmetric dependences that are documented in tables. Further, it contains respective conclusions and outcomes of performed research, including some comments that monitor optimisation of a given condition.

Keywords: practical significance, indicators of practical significance, professional profile, professional competence, exploration factor analysis, factor score, manager, district department, Police of the Czech Republic, competence model.

