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**RAISING PUBLIC CONFIDENCE IN THE POLICE THROUGH NEW
WORKING METHODS: A CASE OF THE EXPERIMENT AT SAMBIR
POLICE STATION OF THE MAIN DIRECTORATE OF THE MINISTRY
OF INTERNAL AFFAIRS OF UKRAINE IN LVIV REGION**

The need to reform the law enforcement system of Ukraine is recognized by all stakeholders: society, politicians and police. The activity of institutions that are supposed to protect the rights of citizens is fairly criticized. The key actors of the reform (Parliament, President, Government, MIA (and its individual structures), NGOs, representatives of international organizations in Ukraine) have a certain consensus on European principles of reforming internal affairs: demilitarization, depoliticization, decentralization, introduction of the principles of the rule of law, accountability and transparency, professionalism, cooperation with society. Almost all of them are unanimous in understanding the need of structural optimization, clear division of functions and powers, establishment of the National Police, provision of proper working conditions and social protection of personnel [1, 2].

Some issues on the reform of the Interior were addressed in scientific studies, applied research / analytical practices and practical recommendations by scientists, researchers, practitioners and representatives of civil society such as S. Alfiorov, V. Hatseliuk, V. Zhmyenko, I. Zozulia, H. Zaporozhtseva, Ye. Zakharov, T. Minka, A. Martynenko, K. Chaplynskyi etc.

However, the comprehensive research of applied aspects of the model efficiency of the new structure of the bottom unit of the Interior was not carried out, hence the purpose of this article is to study applied aspects of the experiment

on introduction of new forms and methods at Sambir police station of the Main Directorate of the Ministry of Internal Affairs in Lviv region.

The experiment at Sambir police station that serves Sambir and Sambir district was applied to the managerial staff of the unit and sectors of public order, criminal police for children, district police inspectors, information and analytical support, staffing as well as to the department of patrol duty, a group of Escort Service, a headquarter, certified members of the service staff group, a temporary detention centre of persons taken into custody and assistant chief of the department for public relations [3, 4].

The working group that was created to accompany the experiment prepared temporary functional responsibilities and plans of action for the employees of Sambir police station who were involved in the experiment [5].

At the time of the experiment the head of Sambir police station had at disposal the personnel in number of 12 persons: Office of State Automobile Inspection Service of Sambir and Sambir district of the Department of State Automobile Inspection of the Main Directorate of the Ministry of Internal Affairs of Ukraine in Lviv region - 7 employees, the Dog Training Center of the Main Directorate of the Ministry of Internal Affairs of Ukraine in Lviv region - 1 employee, the Research Forensic Centre at the Main Directorate of the Ministry of Internal Affairs of Ukraine in Lviv region - 4 employees [6].

The head of Sambir police station had at disposal four cars "Renault Kengo" from the car fleet of the Main Directorate of the Ministry of Internal Affairs of Ukraine in Lviv region and one car VAZ 2110 VDAI that served Sambir and Sambir district. 1 ton of fuel was given additionally from the contingency fund of the Main Directorate of the Ministry of Internal Affairs.

A joint working group was created from among the employees of the Main Directorate of the Ministry of Internal Affairs of Ukraine in Lviv region, scientists of Lviv State University of Internal Affairs, representatives of NGOs and local authorities (by agreement) to accompany the experiment, process and synthesize

proposals on this issue, in particular to solve outstanding issues on all stages of its implementation.

To provide consultative assistance the specialists of the Consultative Mission of the European Union in Ukraine were involved.

The aim of the Sambir experiment was to test the efficiency of the new model of the structure of the bottom unit of the Interior and the ability of the structure to ensure proper twenty-four-hour respond to all calls received from citizens; to establish necessary minimum funding limits; to identify the needs of the unit in conducting special trainings for staff development, especially for the provision of skilled care in responding to messages and organizing the activity of the unit in accordance with the principles of "community policing" – establishing trusting relationships through "police-community" and raising the level of public confidence in the police.

The experiment was based on the current legislation of Ukraine, and came out of the authorized staff size of the unit. The number of functions of the unit was left unchanged before and during the experiment. The efforts were directed at optimization of the performance of specified functions and increase of the effectiveness of staff at the police station of Sambir.

At the time of the experiment, a Subdivision of Quick Reaction was created in the department, which included employees of sectors of the criminal police for children - 4 persons, district police officers - 20 people (17 people of senior and middle management staff, 3 – of junior management staff), Department for patrol duty – 13 persons, Escort service – 3 persons, State Automobile Inspection – 6 persons, TCC – 2 persons, policemen-drivers of support and security group – 4 persons.

The Subdivision of Quick Reaction was divided into four duty shifts. The staff of each duty shifts included 14 employees: head of shift, 12 employees of quick reaction groups, and a policeman of Temporary Containment Cell (hereinafter - TCC). The distribution of personnel to shifts was made by the order of head of department in view of not less than 40% of senior and middle

management staff in each shift, and not less than one employee of State Automobile Inspection.

All duty services of Sambir police station were supposed to be on duty 12 hours (including squads of police control room and crime scene investigation teams), according to the schedule approved by the head of department.

From the list of most experienced employees of the department 4 heads of shifts were appointed. They were senior district police officers who enjoyed respect and authority among the personnel, and had good leadership skills.

Employees of senior or middle management staff and law enforcement officials who have the right to review materials coming in to the police were appointed as heads of quick reaction groups.

In case of foot patrol sent on duty by the head of shift, the most experienced employee from among junior managerial officers could be appointed as foot patrol leader.

In case of escorting detainees or arrested persons, the head of shift made a decision on the allocation of the required number of personnel from the list of those who passed the appropriate training. The escort was guided by the chief of Temporary Containment Cell. If it was necessary the quick reaction group was withdrawn from duty and involved in the convoy. At that time, the service area was overlapped by the neighboring guard duty.

In addition, employees of quick reaction group on instruction of the head of shift carried out a joint with ambulance staff escort of mentally ill persons to medical institutions.

For the period of service the head of duty shift was vested rights of a responsible person and executed functions provided by sub-clauses 4.13 - 4.15 of the instructions on the organization of duty units of authorities and subdivisions of internal affairs of Ukraine, aimed at protecting the interests of society and the state from illegal encroachments, approved by the Interior Ministry of Ukraine № 181 from 28.04.2009. That is at Sambir police station the functions of a responsible person were performed on a regular changeable basis by heads of shifts for quick

reaction, thus ensuring a more effective control and awareness of the situation in the service area, and becoming one of the important positive developments of the experiment.

The head of duty shift carried out the placement of workers in quick response groups and foot patrols. He also appointed shift staff for the execution of other tasks imposed on the duty shift, including the protection of the administrative building, escorting detainees, ensuring public order in the execution of court sentences and etc.

Quick reaction groups and foot patrols of the duty shift in case of receiving notification of a criminal offense provided a prompt response, on arriving at the scene of the event found out circumstances and descriptive information of people who committed offense, and took measures for their arrest in hot pursuit. The results were immediately informed to the head of duty shift. Before the arrival of the investigative team the scene of the event was protected to store the traces of criminal offense. If it was necessary, they were in disposal of the supervisor of the crime scene investigation team.

Regarding the work on other (non-criminal appeals), quick reaction groups of the duty shift on receiving (identifying) data of another offense or appeal of citizens provide a complete and comprehensive study of information, and collection of necessary materials, draw up protocols on administrative offences, execute official warnings, conduct preventive interviews etc.

The reaction time to messages around Sambir before the experiment was considered acceptable within 15 minutes, and in the district area it was minimum 30 - 45 min. In the cases when the group was already at work, the call was placed "in a waiting list for reaction", and the reaction time increased, sometimes significantly. Even under ideal circumstances, the reaction time in Sambir very rarely exceeded 10 minutes. During the experiment, the reaction time in Sambir was 4-6 min. (average 4.4 min.), in district area 12 - 18 min. (average - 14), the average reaction time for all calls was 8.5 minutes.

Depending on the situation, in order to help the main quick reaction group the head of duty shift was able to involve an additional quick reaction group, district police inspectors if it was not connected with changes in the schedule of reception of citizens, except for heavy and especially heavy criminal offenses committed in the territory or other resonant events, and could arrive on the scene personally.

The most typical example of the activity of duty shift at the scene of the event took place 06.28.2015 about 21:21 on Sunday at Sambir bus station near the shop "Mandaryn". The notification of committing attempted murder came in: an unknown person while drinking alcohol stabbed in the head of another person with an ax and escaped from the scene. Quick reaction groups were sent to the place and the head of shift arrived, gathering and departure of crime scene investigation team was announced. Within 5 minutes the first quick reaction group arrived at the crime scene. In 10 minutes 3 quick reaction groups and the head of shift were at the crime scene. The protection of the crime scene was organized and the areas of possible stay of the perpetrator were canvassed. In 12 minutes the crime scene investigation team arrived and started work on gathering evidence. In 20 minutes after receiving notification of an offense workers of the quick reaction group arrested suspected with material evidence.

If to simulate the given example for any other "village" Internal Affairs Body there are obvious advantages of the new structure of Sambir police station.

The next stage of the duty shift for quick reaction is to sum up the work. After being on duty, the head of shift examines work reports presented by senior officials of quick reaction groups and foot patrols, summarizes the information and reports to the head of department on the results of work. The deputy head of department - chief of police for public security gains the familiarity with results.

In addition, the head of duty shift studies materials on offense provided by senior officials of quick reaction groups and citizen appeals with no signs of a crime and makes one of the following decisions: agrees with the conclusion and gives it to the deputy head of department - head of MSD for approval and then to

the head of department for sanction, or leaves them for further consideration by quick reaction groups who are on duty. In some cases, he directs materials to the head of department to transfer them to other performers.

The head of duty shift can transfer materials on which the decision was not made to another head of duty shift for execution only under written resolution of the head of department that should ensure the responsibility of duty shift and its leader for a qualitative and complete collection of materials on each fact.

In the case of detecting in materials signs of criminal offense, the head of duty shift takes measures in accordance with the Regulations on the order of maintaining unified accounting on committed criminal offenses and other events in bodies and subdivisions of internal affairs of Ukraine approved by the Order of the Ministry of Internal Affairs of Ukraine of 19.11.2012 № 1050.

Organization of work and general management over administrative support units of the department (staffing sector, sector of financial support and accounting, administrative office, support staff and security, communications engineers) during the experiment is made by the head of staffing sector of the department. This work requires fundamental changes and much effort will be taken to reform it during the next stage "Sambir experiment" in the part of creation of the base unit, central according to the zone-functional principle of activity.

At the bottom units positions of sergeant-major of support staff and security are shortcut, as a result the work on economic section of units is laid upon workers as an additional burden to existing responsibilities that reduces the effectiveness of execution of main and additional functions. It is suggested while creating a basic unit to foresee one position of sergeant-major of support staff and security or a person responsible for the economic section in each unit. Holder of this position will provide oversight of the work of technical staff, make requests for material support, execute control over vehicle operation and ensure the protection of material evidence. The detailed description of functional responsibilities is to be developed during the second stage of the experiment.

What concerns the statistical results of work of Sambir police station, the

analysis of results was based on comparison of results of the same period before the experiment, and during it. As a basis for comparison were taken results over a working week before the introduction of the experiment. The reason was that the experiment was not started on the 1st of the month and ended on the 25th, not the end of the month. It should be noted that the personnel of Sambir police station did not have the task to increase or reduce indicators. The main objective of quick reaction groups was to arrive immediately at the scene of the event, perform tasks that are given by shift supervisor and formed on the basis of the analysis of the information carried out by planning and analytical unit, ensure polite and attentive treatment of citizens, prevent brutality and violation of the law, and execution of all functions provided by the Law of Ukraine "On Police".

Limited observation period makes it impossible to conduct an in-depth analysis of the state of accounting-registration discipline, but the basic trends can already be identified. For the period from 09.06 to 07.28.2015 1128 materials were registered in UA of Sambir police station, 284 of them with signs of criminal offenses. That is 21.9% more than for the period preceding the experiment when 903 materials were registered and 15% more of materials with signs of criminal offenses (there were 247 before).

It is worth noting that the number of telephone messages in the structure of all the materials registered in UA rose from 565 to 779, or by 37.9%.

Earlier in reaction to calls crime scene investigation team or foot patrols were sent to scene. In almost half of cases a district police inspector was also sent to scene. Particularly difficulties with reaction to calls occurred in the evening and at weekends.

Since the beginning of the experiment the reaction to calls by quick reaction groups increased dramatically. If during the previous period the crime scene investigation team executed 45 calls a week, during the experiment the number of calls executed by quick reaction groups was about 101 a week and by crime scene investigation team – 11-12 a week. Transferring the load on the quick reaction unit we discharged skilled investigation officers and investigators from performing

unexpected functions concerning the arrival at the crime scene where there were no criminal offenses. This greatly reduced the burden on investigators and operative workers and allowed them to pay more time to execution of basic tasks.

During the period of the experiment 239 criminal offenses were recorded, that is 24 times more than for the period before the experiment. At the same time 24 of registered offenses were revealed, 18 by employees of quick reaction unit, and in the previous period only 10 such crimes (on announced suspicion) were revealed.

The main crime growth rate was mainly due to the growth of the number of registered injuries from 33 (3 on announced suspicion) in the previous period to 81 (9 on announced suspicion) in the covered period. The analysis of this line of crime is also associated with the increase in public confidence and in the number of reactions for calls.

As well the number of criminal proceedings by accidents decreased from 9 to 5 that cannot be considered as a symbolic indicator at the moment, although during the period of the experiment exploratory works as to SAI were conducted on the territory of Sambir and the control over traffic was strengthened by quick reaction groups. The positive effect in terms of preventive maintenance has participation of SAI inspectors in the quick reaction group.

Rather more offenses were detected through drug trafficking - 14 against 4, 3 of them were revealed by members of quick reaction groups. The growth of the number of detected crimes occurred due to objective reasons related to ripening of poppy. But the preventive effect from the work of quick reaction groups, especially from patrolling settlements, in particular those where the police rarely came, resulted in destroying crops by owners before ripening of poppy.

Quantitative indicators of other crimes remain at the same level as in previous periods. As a negative aspect, it should be noted that none of the two registered robberies was managed to be solved. Although the last period of the same one two crimes were uncovered. Though, during last year one of such two crimes was revealed. Only one of two illegal occupancies was revealed. 3 damages

to property, two facts of bullying and 43 other crimes were not solved.

Conclusions

During the experiment the need for training of personnel involved in quick reaction groups was defined, in particular of middle managerial staff. The personnel of police station was mainly focused on the implementation of specific functions, so there is a need for its training as to organization and tactics of reaction to calls. The speed of squads' arrival changed requirements to workers who arrive at the scene not after the event but in many cases just at the moment of the greatest exacerbation. In addition, employees of quick reaction as a unit that is in direct contact with citizens, should be provided with trainings on the basis of "community policing" – orientation to the public, as well as on tasks that are assigned to the unit on a daily basis: escorting detained and arrested persons, communication with juvenile, preventive measures concerning the cessation of violence in families and places of accidents, safe-extreme driving. The experiment showed that there are a lot of areas on which training should be carried out, but the proficiency training system is fixated on the repetition of the same material, and has no effect as theoretical materials are useless without practical skills. Therefore, during the experiment aimed at defining the feasibility of introducing a zone-functional principle of activity at Sambir police station it is proposed to develop an effective and efficient system of organization of personnel training, involving trainers in different directions for all employees of units, by the staffing support unit.

In view of all this, we believe that the structure of the unit tested during "Sambir experiment" showed a number of important advantages and can be used as a basis for reforming other internal affairs bodies. Thus, it is planned to extend the positive experience gained during the experiment and to eliminate the revealed shortcomings of the structure during the second phase of the experiment, practical phase which started on August 7, 2015 [7].