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**Relative Efficiency of Crime Investigation and
the Police**

Abstract of the Ph.D Theses

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1. Summary of the Research Task

1.1. The Topic of the Research

The increase of criminality cannot be explained by the low statistic rates of crime investigation. Criminology latency researches have clearly proved the fact that efficiency presented by statistic rates depend on the authorities' capacity of solving cases. Reasons of criminality depend on several direct and indirect coefficients, and its single but not insignificant element is the crime investigation authority: the police. Concerning the scientific topic of the thesis, in addition to interpreting theoretical questions, it definitely deals with the organizational and operational questions of the police as a crime investigation authority. Reflecting on all of it from the perspective of efficiency, it serves examining the efficiency of the operation of the criminal justice system, the most dynamically improving field of criminology. Its subject is examining the crime investigation efficiency of the police through its form of operation and through its role in society.

Efficiency cannot be easily defined, since the appreciation and evaluation of 'quality' lie on such factors which can be only indirectly concluded in case of their lack. Such essential elements as the quality of crime investigation are not allowed to be forgotten, just because science lacks the instruments of wording. However, it cannot be allowed that the efficiency of crime investigation is represented only by the rare statistic data of legal facts made by exact mathematical transformation, as they do not implement such figures as the service user's satisfaction or the negative trends of fear of crime.

Several researches and studies have dealt with the social function/scope of the police to some degree. When reading them I always lacked something because of the open questions left by monocausal approaches. Meanwhile I always had the feeling that there should be a thesis which is able to show and resolve the conflict between the internal and external view of the quality of the police and crime investigation. The root of the problems can either be the centralised and military structural form, or the low level of trust relation between citizens and the police, or maybe the poor quality external communication, and the full or partial lack of

civil controll. All these factors are only needs for reform, modernization or change, which – failing political will- puts another 'theory' on the attic as a fruitless and vain effort, despite that „*effective steps against criminality is a politically neutral question. It does not depend on political ideologies or across party lines.*”¹

The weakness - wants to shape 'life' - of social sciences, such as law enforcement science, hides in its abstract and theoretical view. It is no coincidence that *Adolphe Quetelet* Belgian astronomer, mathematician and moral physicist who worked at the border of the field of the science broke through the barriers of criminology becoming a science, as he laid the foundations of criminalstatistics.² Not forgetting *that natural sciences are more objective than social sciences, so distinguishing criteria are given. Social science phenomena are less separated, their borders are not so persistent/ permanent.*³ The requirement of a science being exact is well shown by criminalstatistics, since it is still the most important 'thermometer' of criminality despite of its several critics, and 'statistical view' makes efficacy undifferentiated from effectiveness, even in case of such an organization embedded into society as the police. If the situation was born by the rigorous rationality of mathematics, it must be solved by that then: its possible way is to reveal efficiency by statistics and rationality. Its method is the comparative based measure of efficiency, offsetting the trust attitude of the society.

In the past decades there were researches that shown specific links/relationships between the social role and acceptance of the police, and its reputation. These correlational researches highlighted several factors that made such abstract notions tangible, indirectly –showing its lack- and measurable, as subjective sense of security or trust in connection with the work of the crime investigator authority.

In addition, the exact measurement of crime investigation which is coordinated with criminality, carries the hope of revealing the real situation.⁴

¹Farkas Ákos: Kriminálpolitikák egy globalizált világban, avagy kriminálpolitikák vándorúton. In: *Kriminológiai Közlemények* 68. Magyar Kriminológiai Társaság, Budapest, 2010, 40. o.

²Beirne, Piers: Adolphe Quetelet and the Origins of Positivist Criminology. *American Journal of Sociology*, vol. 92, no. 5, 1987, pp. 1140–1169.

³Spaller Endre: A rendészettudomány bevezetője. *Magyar Rendészet*, 2004/1.,34. o.

⁴Vavró István: A társadalmi változások és a bűnözés. In: *Társadalmi változások, bűnözés és rendőrségcímű nemzetközi konferencia, Budapest, 1992. június 1–4.* Budapest, 1993, 74. o.

Hungarian statisticians quickly recognised the potential lying in criminal statistics: without the information and patterns hidden in the data of criminal statistics the state is unable to do anything against crime.⁵ Nowadays, statistics based system has become the indicator showcasing the quality of the system. Contrary to effectiveness statistics of crime investigation, the reciprocal of efficiency may expose the ratio of inner variables to one another, especially in the simplified relation of investment and profit. Moreover, it may show the integrity of implicit and explicit⁶ factors by inserting the whole system into an external environment.

When measuring the efficiency of crime investigation, we examine the operation of a complex system; in case of incorrect fundamental assumptions, the results, if applied to the system, can cause its structural and functional disorder, and it goes hand in hand with a feedback effect. Effectiveness view, as a cause, interacts with the consequence of suggesting ‘false’ efficiency, and it causes the entropy of formal and informal factors of the organization. The crime investigation authority falls into the trap of its own objectivity and in contradiction to its original mission preferring the efficiency of measuring effectiveness, it becomes demotivated and demoralised, which specifically originates weakening effects of the adaptability of structure and operation.⁷

The harmful effects of the current ‘orthodox’ measurement of efficiency causes the prejudicative effect mechanisms of the external surrounding of crime investigation, and the weakening of its social integration. It mainly leads to a decrease in operation performance and in efficiency, thus to the negative feedback of external environmental factors. Not recognizing the real nature of effects is an “ostrichism”, which attempts to evade or dodge objective statistical indicators. The so called crime investigation statistics is nothing else than a creature of numbers which serves to cover the internal structural efficiency. As a result, delivering the expected figures becomes the sole measure of performance of the organization and the system itself. Delivering these figures at all costs and making it socially accept by means of

⁵ Domokos Andrea: A kriminológiai gondolat megjelenése a magyar büntetőjogban a XIX. század végén. In: Deres Petronella – Domokos Andrea (szerk.): *De Iuris Peritorium Meritis 8. 80 Studia in Honorem Tamács Jakucs*. Károli Gáspár Református Egyetem Állam- és Jogtudományi Kar, Budapest, 2013, pp. 64.

⁶ I mean during this term the crime investigation own internal and external environmental factors.

⁷In agreement with the author, statistics production constraint necessarily the erosion of parental power. In: Danielisz Béla – Jármay Tibor: *Rendészet Európában*. Duna Palota Kulturális Kht., Budapest, 2008, pp. 285.

communication practically become more important than fulfilling the fundamental governmental and social function of the organization, and doing its tasks the best.

1.2.The Reason for Choosing the Topic, the Research Aim

More than twenty years at the police had an important part in choosing the topic. During the twenty years I climbed all steps of law enforcement education as a student, meanwhile during the more than five years I spent at 'execution' I got a picture of the internal operation and organizational culture of police organizations. After that I gained empiric experience in educational and human resource recruiting system at the secondary and also higher level of the law enforcement training system during my more than one decade long work experience. I had a chance to develop and improve the continuously changing educational structure, meanwhile during the continuous practical training of my active colleagues working on the scenes, I always got real experience from them about the 'internal life' of the organization.

I strongly believe that this police deserves a better life:several excellent colleagues and experts work day by day, and they perform with all their effort in the interests of common good.With my research and thesis, I would like to hold up a mirror for the police and show the real power linesof the society-media-police triadin their objective reality, and also their improvement in the coordinate-system of endeavours, plans, overthinking and practice.

The general aim of the research is to develop a fast and effective police which is close to citizens, respect human rights and legal guarantees, recognise citizens' real problems, cooperate and help in solving them, operate in accordance with public administration and civil organizations, communicate with them directly and bravely, instead of a military-type police which is exclusively crime investigator – do not care for prevention-, and emphasise perpetrator-centralization. It would mean creating a new concept, which puts citizens in the centre, which strengthens that police serve, which creates the atmosphere of trust, which flexibly adapts the crime investigation system to criminality, and develops the intention to create certain necessary legal institutions.

The research specifically aims to justify that statistics based police efficiency measurement model would not serve as comparing performance measurement and evaluation. That is why

my research shows the development of the efficiency measurement system and its current national and international situation. Otherwise police units will inevitably manipulate statistic figures and, as its consequence, the internal instinction system incentive system and value system of the organization will be distorted. The signs of all these can be seen at the Hungarian police. The Hungarian efficiency measurement model – contrary to the international trend- wishes to achieve efficiency decrease by pressuring police units with different performance conditions to compete and perform, instead of examining and improving input, output and environmental elements.

1.3. The Scope of the Research

- I have processed and analised Hungarian criminology bibliography and legislative resources, also the criminal statistic data of the police and the prosecution/justice;
- I have analised and evaluated police models, especially the centralized and decentralized directing forms, and the adventages and disadvantages of using them;
- I have done a primer quantitative questionnaire research regarding the civil-police relation, and the factors preventing statistical approach and the reputation of the police.
- I have evaluated the results and made the necessary conclusions;
- I have reviewed the results of significant international researches and studies regarding efficiency;
- I have made a comparative analyses and research regarding the member states of the European Union, considering the structural and operational features of police models;
- I have analised crime investigation with the relative efficiency model based on the cost-effectiveness formula made by myself and on the current DEA international pattern.

1.4. The Methodologies of the Research

As a starting point of my research I have analised the relating bibliography, relevant acts, internal norms, regulators, plans and amendments. As a seconder research I have found it necessary to reveal and collect international bibliography and practical knowledge. In most of the research –preferring traditional research methods. I have made analyses of reviewing and

evaluating nature, and examined contexts. Doing so, I could not avoid historical and comparative view. When outlining theoretical opinions and trends, I have found it necessary to use critical methodology. My thesis –because of its nature- wished to use the methodology of mathematics and physics too.

Library research and internet source analyses, first of all national and international historical, law historical review were also parts of the overall analyses. Primary quantitative and qualitative empirical sociology methodologies were also essential parts of my research. I have revealed the most important elements and their consistences by technical consultations, directed multilingual international questionnaires and also representative questionnaire methodology. Sociological approach is particularly important because it is based on experience gained at the scene and it shows the tiny details of police work, it reveals emerging contradictions, so it gives an overall picture about police work.

My aim was to get a wider knowledge of the topic when monitoring the changes of the law enforcement training and carrier system.

2. Assumptions and Structure of the Study

2.1. The Hypothesis of the Research

1

Contrary to the centralised approach 'sticked' to the law enforcement system, neither modern law enforcement models and patterns, nor the scientific results of the empirically justified foreign researches were able to create a situation without contradiction, or encourage it to act and change radically.

• 4.4. alfejezet, 8., 10., 13. fejezetek. Empíria: 12.2. alfejezet.

2

Semantically, effectiveness and efficiency are different in case of crime investigation. Effectiveness does not reflect cost-effectiveness and the trust attitude of citizens, therefore its meaning cannot be the same as efficiency.

• 2. fejezet és 14.1. alfejezet. Empíria: 12.3. alfejezet.

3

The efficiency of crime investigation in a system- approach is disposed in the balance between crime investigation and social surroundings, and its basic elements are: trust, honesty and satisfaction.

• 4.2. alfejezet, 5. fejezet. Empíria: 11. fejezet és 12.5. alfejezet.

4

'External' and 'internal' efficiency of crime investigation can be distinguished. In case of external efficiency, we emphasize the communication of trust and satisfaction together with the objective results, on the other hand, internal efficiency is result-centric and statistics-based. Externally, it exposes its own efficiency with the results of public opinion researches which demonstrate citizens' trust (currently besides objective statistics), meanwhile statistical approach is only used for measuring the efficiency of the internal organization, where it remains the main basis of performance evaluation.

• 6. és 9. fejezet. Empíria: 11. fejezet és 12.4. alfejezet.

5

Central management model is systematically joined by the organization that bases its 'internal' efficiency on 'uniformizing' statistical approach. The reason for this, is that the central management schema does not ensure certain management levels the power of adequately matching responsibility and discretion. In this way, lacking the margin of making decisions, and because of increasing efficiency expectations and organizational/management pressure, lower organizational levels/units of the 'pyramid' focus their limited resources on simpler and easier tasks. All this passes through the system and makes authorities select cases informally and force them to distort statistics. The system reactively replies to it, widening the organizational and activity spectrum of its control activity, and does not understand causality deeper in it. With this, it makes the continuous and early erosion of organizational and individual performances cyclic and permanent.

• 3.5., 4.7.1. és 9.6. alfejezetek. Empíria: 12.6. alfejezet.

6

Statistics-based performance evaluation of crime investigation has a demotivating effect, so this type of operation inevitably leads to efficiency deterioration. The decrease of 'internal' efficiency performance is caused by the amortization of the motivation of workforce, which is related to that individual performances inside an organization fit together in qualitative terms, because it is effectiveness centralised. Consequently, it pulls back the more educated and more creative workforce, it helps fluctuation and early burn-out, and it allows subjective management attitude.

• 9. fejezet. Empíria: 12.6. alfejezet.

7

The crime investigation organization which functions on the basis of statistical approach, puts its own internal operation into bureaucratic orbit for its own sake. Crime control and the social surrounding of criminality are moving further away from each other, and it becomes the engine of the tendency which weakens 'external' efficiency. The current communication style of the police tries to compensate the harmful effects of the media (harmful to the image of crime investigation and of the police), and it depicts a positive picture about itself.

• 3.3. és 6.3. alfejezet, 5. fejezet. Empíria: 11. fejezet és 12.3. alfejezet.

- 8 'External' efficiency means the quality of social integration, and it is linked to an organization and operation and approach organized on modern and public basis. The lack of these attributes cannot be permanently 'covered' by the arsenal of external communication 'persuasion', otherwise there will be an emotional and attitude gap between experience and illusion, which results in refusing the social and its own organizational medium and in weakening integrity.
• 6. és 7. fejezet. Empíria: 12.4. alfejezet.
- 9 The efficiency of the police/crime investigation is determined by organizational and operational system, the social environment and the integrated unit of efficiency evaluation dimension.
• Empíria: 11. fejezet és 12.5. alfejezet.
- 10 In case of the centrally directed police model, efficiency can be interpreted only in a 'relative' dimension. Such an organizational and operational model can be regarded efficient if it completely exploits the advantages of its order-like direction model in order to eliminate public safety deficits. But if there are big differences between the 'crime investigation' conditions of its local units, the model does not use the allocation competencies of the resource, consequently, it does not operate effectively. The comparable detection of the efficiency of the deconcentrated but horizontally the same level police units –reflecting the environmental elements of crime investigation and criminality- is necessary.
• 4.7. alfejezet és 9. fejezet. Empíria: 12.5. alfejezet.
- 11 In the public evaluation of the social function of the police, the media –as an information transfer medium- has a significantly negative impact, which can be compensated by direct, open, two-way communication channels.
• 6.1. és 6.2. alfejezet. Empíria: 12.4. alfejezet.
- 12 The efficiency of crime investigation, subjective sense of safety and citizens' attitude in connection with crime investigation can be objectivised indirectly, integrating certain investigation data into the formula of efficiency.
• 5. és 9. fejezet, 15.2. alfejezet.

2.2. The Topics of the Research

1. The basic questions of effective crime investigation:
 - The notion of efficiency, effectiveness, crime investigation;
 - The question of efficiency and effectiveness in case of crime investigation,
 - efficiency and statistics view;
2. Justice statistics as measuring means of criminality and crime investigation.
Contradictions of criminal statistics and efficiency.

3. Crime investigation as a system and its efficiency.
4. Place and role of crime control and criminology.
5. The roles of the police in criminality control. Certain police organizational models.
6. The sociology of the Hungarian police organization.
7. Latent criminality, crime fear and police statistics.
8. The role of informing the public in forming public trust towards crime investigation.
9. The current questions of the law enforcement training and carrier system.
10. The objectivity-trap of statistical approach and performance evaluation.
11. The Hungarian history of measuring the efficiency of crime investigation, the current efficiency measuring model.
12. International bibliography and practice of measuring the efficiency of crime investigation.
13. The result of the crime investigation efficiency measurement questionnaires at the police of several provinces. in Austria, Switzerland and Germany.
14. Empirical research among detectives and investigators regarding the factors hindering civil-police relation, statistics view and the actuality of investigation.
15. Criminalgeography as a science that helps the rational distribution of crime investigation resources.
16. The set of criteria of efficiency evaluation. The cost-effectiveness formula as a possible model of counting relative efficiency.
17. Using the DEA-methodology to illustrate and count 'relative efficiency', taking the evaluation of public trust into account.
18. Summary, deductions, conclusions, suggestions.

3. Summary, Conclusions and Uses of the Research Results

In the focus of my topic efficiency is concerned – in a system theory approach – the performance of the police as a crime investigator, and I approached that from organizational and functional sides.

According to my position, efficiency in a functional interpretation, when efficiency figures are produced by the organisation itself within bureaucratic frameworks, may run into conflict

with other fields of the judicial system, mainly with the efficiency views expressed by the society.

After colliding certain researchers' positions, I have come to the conclusion that efficiency is produced and becomes tangible according to measurable statistically exact figures, when examining the work and operation of crime investigation and the police, but it mainly manifests in its own efficiency figures created by the organisation itself.

I have noted that the efficiency and social function of the police cannot be simplified as only statistical figures or 'direct' satisfaction rates, or perhaps the results of surveys showing the increase of public's trust index.

In my interpretation, controlling criminality is the total of the state's criminal justice system and I identified it an opened system in the respect of system theory. During its operation, all systems try to maintain their own balance and also the balance between themselves and the outside world. According to the functional approach, the efficiency of the system can be interpreted in the relation of the system and its surrounding, on the contrary, structural interpretation manages an open system as a quasi closed system and examines it compared to itself.

Efficiency is not dimensioned in the end-means construction of crime investigation but in the quality balance between the system and its surrounding. Balance means effective crime investigation, on the other hand positions far removed from each other, interests and approach mean the level of disintegration and the lack of efficiency.

In the past centuries in Western Europe, in the United States and in the Far East researches related to the performance of the public sector have gone through huge improvement where several methods have been developed for measuring the efficiency of 'law enforcement', and further thematics have been worked out. The results of the empirical analysis of DEA methodology have revealed that most of the analysed police stations are not efficient compared to the others.

During my research I stated that neither in Switzerland nor in Germany or Austria the efficiency of crime investigation and the individual performance appraisal system are connected at the police stations.

3.1. The Statements of The Questionnaire Research Carried Out with Asking Policemen

- Policemen show more solidarity with the public than vice versa, moreover they would support the public's self-organization for public security, however they reject and significantly devalue the role and significance of the civil guard.
- The current and the former police are both authoritarian and does not function in community approach though it should play its basic social role while moving towards community approach, but first of all while moving further from political and social interests.
- Citizens have attitudes from being indifferent to rather hostile towards policemen, neither of them evaluated their relation with policemen excellent and only few of them considered it to be acceptable.
- Trust index represented by statistics and by the police is not suitable to express the real condition of public security in an objective way.
- Boulevard media shows crime investigation in distorted form.
- The police does not do its best in order to well exploit the potential of its external communication.
- Police communication towards the public is not open, direct or two-way.
- Statistics is not considered to be suitable for being the comparison factor of the efficiency of investigation authorities.
- Differences of investigation efficiencies are not caused by management methods but by different criminal-geographic conditions and by the differences in supply at police headquarters.
- The efficiency of crime investigation is best shown by social acceptance, by confidence level and by its organisational and functional nature. Least by objective statistics.
- Eliminating disproportionate workload and undue differences in capacity would mean the key to improve the efficiency of investigation.

- Individual performance appraisal – similarly to organizations – is under statistical effect, so 'internal' efficiency, that is statistical approach, mainly present in performance appraisal.
- In case of preferring management competencies, they clearly voted in favour of impartiality and objectivity.
- Mainly personal contacts and protectionism determine career development.

3.2. Modelling the Relative Efficiency of Criminal-geography and of Crime Investigation

In my relative efficiency model criminal-geography is such an aid that directs attention to local differences of criminality which significantly require adequate answers adapted to this from criminality control. Such a complex system is needed to establish that is able to project the resources of crime investigation used during the analysed period to local units with different social and economical system and with different social system conditions, and that is able to measure the efficiency of their usage depending on the above mentioned factors, on a comparable that is relative basis.

In the first model cost-effectiveness was the criterion, and I think that systems with different efficiencies can be ranked on the basis of this, I mean investigation authorities with different conditions. Cost-effectiveness is such an objective indicator of crime investigation which, in case of the same effectiveness of a case, will categorize systems with different conditions depending on the costs (conditions). From an efficiency measuring perspective the subjective sense of security and objective security are coherent, therefore their different factors must be made convertible, and the same units of measurement have to be used to compare them.

In order to model the DEA methodology, I based modelling relative efficiency on the costs of investigation, the ratio of personal status and the ratio of cases to be processed as input factors. On the ratio of the unemployed, the young, the poor and offenders as exogen or macro factors. On the effectiveness of the investigation, the ratio of the reimbursed damage, the ratio of personal means of evidence projected to solved cases, the timeliness of investigations and the index showing reputation as output factors.

These methods of counting efficiency aimed the distortion-free exposure of the real organizational performance. Its figure works its way right down the organization of crime investigation in an objective manner, it does not demotivate because of its inadequacy, its objectivity supports and appreciates better performance.

3.3. Consequences

- The organizational model, managing model and strategy of the police are not inevitable and logical consequences of efficiency, just like efficiency is not reflected in the reform of organizational models or strategies.
- Organizational and operational reforms have become political image campaigns, this way a decentralized model might not just as well be of community priority.
- Efficiency basically depends on the extent of social implantation. If law enforcement is not homogeneous with its medium in its operation, in way of thinking and spirit, it will be inevitably rejected by the community, despite of its performance and results.
- In the current information society external communication has become significant.
- Mass media distorts the picture about reality considering its own viewer share and sale, and depicts a negative picture on crime investigation and the police.
- From the 2000s there was a significant change in the external communication of the police. Following the trend, it was no longer enough to create security but also it needed to be sold while protecting itself from the news-distorting mechanism of the media.
- This consequence did not leave law enforcement communication unaffected as well. Exploiting the strong suggestive and influencing power of the media, it became logical that a campaign-type and boulevard-type propagation of high-sounding spirituality and view is enough, let it be a community approach or public satisfaction, rather than the hard, long, tiring production of the good quality 'product'.
- All this does not mean that forming public opinion contrary to reality with only communication would offer a permanently sustainable solution. The consequence of the contradiction between reality and the picture depicted about reality in the media: indifference, apathy, feeling separated and rejecting cooperation. It is realized in permanent lack of trust in and hostile attitude against social institutions such as the police.

- Police communication must become open, two-way and direct in order to have its own results accepted. Instead of using short-term, direct and superficial persuasion means of communication, it should think long-term: it should make its communication interactive, it should reduce its power and strip of its reservedness and defensive attitude. The increase of social solidarity has a promoting effect on crime investigation inputs, that is increasing interactivity is strongly a question of confidence.
- We can conclude on public's opinion about public security from the sense of public security differing at settlements. This alone places the notion of efficiency in the category of 'relative'.
- Criminal-geography in a relative efficiency model is such an aid which directs attention to that the local differences of crime significantly requires adequate answers of crime control fitted/set to it.
- A police that is not integrated into the society, that has resources disproportionally distributed and that is hierarchic, cannot reach real efficiency improvement. The one-way, punitive, formal control and deterrence are not really suitable for forming crime trends. Rather those intervention forms of crime prevention models are more successful that are constructive, involve those affected and operate according to the logic of the informal social control.

3.4. Uses of the Research Results

For improving the knowledge that serves the internal development of the discipline:

- introducing the terminology of 'internal' and 'external' efficiency of crime investigation; 'External' efficiency means the mutual effect of the crime investigation organization and the society that they have on each other. Its indicators: mass media and tabloid media, external police communication, attitude of trust, latency, subjective feeling of safety, organizational efficiency measurement. 'Internal' efficiency substantially involves the theoretical and practical methodologies of the organization's own internal performance measurement and of the quality evaluation of the completed work. Indicators: organizational structure, features of operation, training and promotion system, internal communication and information flow system, individual

performance assessment, attitude of management, criminal statistics indicating objective feeling of safety;

- clarifying the differences of crime investigation efficiency and effectiveness in law enforcement discourses;
- the complex interpretation of criminality and crime investigation when evaluating and judging the quality of the police organization;
- theoretical rethinking of the significance and current uses of criminal statistics;
- Multilateral examination and research of the effect of crime investigation on criminality;
- adequate efficiency tests relative to social context of different police models;
- re-evaluating the role and relation of the media and police communication;
- making citizens aware of the reasons for distorting news on crime investigation and on the police in the boulevard media;
- arising professional interests in measuring efficiency;
- revaluating citizens' trust in endeavours in order to improve efficiency, and considering them in a targeted way;
- putting discourses on objective safety situation and on subjective sense of safety into a new perspective,
- applying relative efficiency measuring model to fight against obstacles of developing a community-approach police model;
- scientific appreciation of evaluating criminality and crime investigation together, furthermore, citizens' attitude in connection with crime investigation is essential when interpreting efficiency;
- belief and proof: attempts on improving and modernising the structure and operation of the police are not enough without real and numerical data on the lack of relative efficiency;
- strengthening the thesis that the efficiency figures of crime investigation and operation cannot be improved without necessarily modernising the organizational model of the police.

Directly and indirectly for the professions of law application and law enforcement:

- improving the communication strategy of the police: opening towards the society, demolishing passiveness and reservedness;

- eliminating strict hierarchy and centralisation in external police communication;
- ensuring wider scope of competence of interactive contact forms and methods with citizens on local levels;
- reevaluating direct infocommunication channels between the police and the society;
- centralised, hierarchic and paramilitary police should consciously apply relative efficiency measuring model;
- collecting, processing and analysing law enforcement and procedural law data concerning the latency of criminality and the trust attitude of citizens;
- when modernising its performance evaluation system, police should do its best to soothe internal organizational and external social disadvantages caused by statistical approach;
- modelling formulas mathematically on the basis of the new efficiency measuring model, and testing them in practice, evaluating their results and using them;
- proposing partially forward-looking organizational and human-political trainings.

My thesis would encourage law enforcement profession to accept and apply the theses in practice as follows:

- organizational and structural reform experiments concerning the social acceptance of the police have not been successful so far, and they will not be until education and communication are added to them;
- applying foreign law enforcement patterns schematically and without impact assessment, does not move forward higher social acceptance of the police or its more efficient operation;
- effectiveness -without statistical distortion- can only happen if modern structural models are fitted, and if professionalism of law enforcement profession is kept, and if responsibilities are decentralised;
- reforming law enforcement training structure and its real practice does not serve building consequently expectations towards community policemen who are propagated high level;
- effectiveness expectations and the hierarchic operation of the militant organization contradict each other, and it creates a dissonant organizational atmosphere for performance-centric, talented/gifted and creative employees;

- the fluctuation of trained employees and early burn-out may be liquidated with an organizational model which is based on a more effective recruiting, training and rotation principle, and which really works, effectiveness and human centric, and has a high social sensitivity;

4.Publication list of the Author

4.1.The Author’s Hungarian Publications and Works Related to This Topic

1. VÁRI Vince: A rendészettudomány a rendészeti szakképzésben. In: *RTF Rendvédelmi Füzetek*, Issue 2011/1., pp. 26–50.
2. VÁRI Vince:A közösségi rendőrség szervezeti reformja, és a polgárbarát szemlélet kialakítása. Konferencia helye, ideje: Sopron; Eisenstadt, Magyarország, 2013.06.01. Budapest: Doktoranduszok Országos Szövetsége, „TAVASZI SZÉL 2013” konferenciakötet.2013. pp. 518-525.
3. VÁRI Vince: A bűnüldözés hatékonyságának rendőrségi vetületei. *Társadalom és Honvédelem*, Issue 2013/3–4., pp. 511–521.
4. VÁRI Vince: Bűnügyi statisztika és a bűnüldöző szervezet teljesítményértékelése – avagy hatékony-e, ami „objektív”? In: *13. PhD Tanulmányok*. Pécsi Tudományegyetem ÁJK Doktori Iskola, 2014, pp. 389–422.
5. VÁRI Vince: Hatékony vagy eredményes a bűnüldözés? *Magyar Rendészet*, Issue 2014/1., pp. 87–97.
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5. VÁRI Vince: Kérdőíves kutatás a rendőrök körében a civil–rendőrség viszonyról, a statisztikai szemléletről és a bűnüldözés hatékonyságáról. *Rendészettudományi kutatások*. szerkesztő: Dr. Christián László, NKE, Budapest, 2016
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4.4.Other Publications and Scientific Works of The Author

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4. „Büntetőeljárás-jogi jogeset-tár” online tansegédlet – Nemzeti Közszolgálati Egyetem Rendészettudományi Kar, 2013. pp. 76-93. (Társszerző: Dr. Budaházi Árpád –Dr. Fantoly Zsanett — dr.Gergi-Horgos Lívia.)
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