

**MANAGING THE CITIZENS' SATISFACTION, ESSENTIAL PREMISE OF
IMPROVING THE QUALITY OF POLICE PUBLIC ORDER AND SAFETY SERVICE
IN THE PREVENTION OF CRIMINALITY**

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Abstract: The service provided by the police and policemen should be focused mainly on deterring individuals from violating the moral way of life, based on order and serenity, on increasing community awareness on his role in maintaining order and public safety. In this context, the public image of the police is determined by the dynamism of the relation policeman-citizen and it is a highly complex concept, encompassing issues grouped in three main categories, namely: the overall picture of police, the perception of the police activity results and perception of police processes. The appraisals can vary considerably, depending on the aspect that is measured and how it is measure, in the sense that each aspect of the measurement must be very clearly and specifically defined. As a result, in the context of the implementation and application of the international standard ISO 9001:2008 on the quality management system, this article aims to capture some specific features relating to the police relationship with the citizens in their capacity as clients and interested parties, some important aspects relating to quality of service for order and public safety and attention that should be given to the citizen, as well as aspects relating to the management, monitoring and measuring the degree of satisfaction of citizens by the police structures. We appreciate that all of these things may be useful to the policeman from the Romanian police but also to those from local police, the academic environment and practitioners, as well as all those who want to get their proficiency in this field.

Keywords: *police; citizen; client; satisfaction; monitoring.*

Introduction

Globalization is one of the terms used to describe a multi-causal process, whose outcome is that the various facts and events, including those of antisocial nature, occurring in a part of the globe have growing repercussions on societies and problems from other geographical areas. As a result, because we are currently living in a world which is in the middle of a process of globalization, as life and everyday reality develops the risks and vulnerabilities of citizens and of society are becoming more numerous. Thus, in the present context of globalization, the evolution of Romanian society revolves around two main coordinates, respectively: "coordinate substantiating the rule of law in its relationship with other European States and coordinate increasing safety and national security" [1]. This fact clearly emphasizes that the ratio of the concept of rule of law and order and public safety in Romania, is indisolubil.

According to the doctrine in matter, order and public safety is the state of normality regarding politics, economic and social State, achieved through a systematic and coherent set of standards and measures, which must ensure the prevention of and fight against crime for the normal functioning of the State apparatus, the maintenance of peace, observance of the rights of citizens and their freedoms, to public and private property, as well as to improve the overall quality of life of citizens for economic and social progress of the country [2].

Under these conditions, the service provided by the police and policemen must be focused, mainly and without any discrimination, to deter any person from violating the moral way of life based on the order and serenity, on increasing community awareness on its role in maintaining order and in public safety. But, in order to do this, it's necessary to identify, understand and satisfy the needs and expectations of citizens, which can be the starting point in the organization at a high level of quality of all the services and activities of the police departments. Also permanent actions in order to improve the satisfaction of citizens and communities are the best way to increase citizens' confidence in the police and to ensure a proper image of the police in society.

The confidence in the police and the public image of the police are determined first by the dynamism of the relation policeman - citizen and represents extremely complex concepts, including topics grouped in three main categories, namely: the overall picture of police, the perception of the police activity results and perception of police processes. The appraisals can vary considerably, depending on the aspects and characteristics that are measured and how they are measured, in the sense that each aspect and characteristic of the measurement must be very clearly and specifically defined. In any case, however, we appreciate that for a better public image of the police, at the level of the accepted standards at the European level, it is necessary to improve public image regarding the honesty of the policemen in performing their duties and, in particular, in their work in preventing and combating crime through consistent compliance with the standards regarding quality and ethical activity.

In order to avoid the discontent of citizens we believe that it is necessary, at the level of the police departments of the Romanian Police, as well as at the level of local police for the international standards of quality ISO 9000 series to be consistently known, understood, applied and enforced. Thus, the main purpose of the implementation of standards relating to the quality management system, it must be considered the need to improve the quality of police service for order and public safety in preventing and combating crime, sense in which the management of citizens' satisfaction must constitute an important objective of such a system.

Below I will try to present a few aspects that I consider important in order to ensure the effectiveness and efficiency of the police and policemen activity in managing citizens' satisfaction, from the perspective of the international standard ISO 9001:2008 - Quality management systems - Requirements, in the fulfilment of the police service of order and public safety that they realize for the prevention and control of criminality [3].

1. Features specific to the police relating to the relationship with the clients and interested parties

First I mention that, management from the highest level of the police, as well as all subordinate structures, management must ensure that the requirements of the permanent citizens, in their capacity as clients, are identified and satisfied, in order to increase their satisfaction. As a result, the requirements of the international standards relating to quality management systems, but also the social responsibility of the police, involves a wider understanding of the expectations of clients-citizens.

In order to know and understand the expectations of their clients-citizens, each police structure, in relation to its tasks assigned by law, must first understand that it has its clients and the interested parties, with their own needs and expectations. In this respect, I consider that the main types of clients of the police are the clients-citizens, individuals, which can be classified as follows:

a. citizens of Romania, which can be: honest and of good faith citizens; citizens potential victims; citizens victims of various crimes: assault and battery, including in the family, murder, manslaughter in connection with various types of accidents (road, rail, air, naval) theft, rape, of robbery, of fraud, of human trafficking, etc.; citizens of various offenses, more or less visible: rape, robbery, fraud, theft, begging, etc.; citizen witnesses; citizens who can be: babies, kids, minors, teens, adult, old men; men citizens and women citizens; citizens with a good state of health and citizens with diseases in various stages, including dangerous mentally ill; citizens of different ethnic groups; violent, aggressive and non aggressive citizens; merchants and noncommercial citizens; citizens with dignitary status of the Romanian state or without dignitary status; active citizens with a job and active unemployed citizens; retired citizens; pupils and students citizens, etc., citizens that are in many and very different situations involving various types of activities on the part of police in order to solve them, including reviews, recommendations and activities of preventive nature and to combat anti-social acts;

b. European Union citizens, citizens from outside the European Union, or persons without citizenship, which can be: residents and non-residents in Romania; with diplomatic status and without such status; tourists; authors of crimes; potential victims or victims of certain crimes, asylum found in any of the above situations, etc.

All these categories of customers-citizens, generally analyzed have different categories of implicit needs and expectations, but also explicit needs and expectations, in particular, presented by them upon contact with the police.

In order to meet the citizens' needs and expectations, the management from the level of each police hierarchical structure must identify their own categories of clients within the communities in which they operate, to make as much as possible a list with them and proceed to the identification of specific needs and expectations, implied and explicit, in their case. At the same time, the management must ensure that in the police structure he runs, the entire staff is aware of the legal and regulatory requirements, which apply to specific activities and processes that they perform in the relationship with citizens-clients. All these regulations must be included as part of the quality management system, taking into account: the need to promote the observance of the current and perspective requirements, in an ethical, effective and efficient way, as well as the importance of the role of the police structures in the protection of the interests of the whole community.

2. The quality of the service of order and public safety and the attention given to the citizen

The institutions of order and public safety, especially the police, according to the legislation in force, offer a wide range of services, with both tangible and intangible components. The requirements of any type of service offered by all police structures, are

those requirements that are needed to meet the needs and expectations of society in general, as well as those requirements which, although they are not specified by the client: citizen, institution, organization, etc., are required to comply with the regulations in force, as well as the rights and fundamental human freedoms.

Thus, regardless of the type of service provided, I think that in any situation, the quality requirements of any service offered and provided by police and policemen, having in mind the principles of equality in rights and dignity of citizens, but without limiting to it, involves the following aspects: irreproachable, honest and respectful professional conduct for the entire staff of the police, in any situation and in any context; work program adequate for citizens; acceptable waiting time and response from the police; high response capacity of the police to various requests, emergencies and crises; professionalism, competence and skills developed in the complete and thorough resolution of all problems and issues addressed; ensuring the availability of information and clear, precise and permanently updated instructions for the citizen, in relation to the public information needs. At the same time, I appreciate that the leadership of any police structure, regardless of hierarchical level, in report of the legal competences with which it is invested and the unwritten or written requests of the citizens, need to ensure that all the staff is at its disposal, regardless of rank and office, understands and is able to satisfy the demands of citizens, clients of the institution, before engaging in the provision of such a service. In case, the requirements for various services requested are not clearly defined, and may lead to confusion and dissatisfaction, the management of the police unit, together with the police officer involved in the provision of the service, must ensure that processing of those requirements in measurable and verifiable characteristics.

Also, when police must act to resolve different situations and issues in its competence, *ex officio*, with no requirement for a formal written request from clients, anticipating the need for such actions, the police management must analyze, in a documented way, the requirements of that actions by taking into consideration all the consequences and the impact on customer satisfaction or dissatisfaction among clients-citizens.

Fulfilling expectations for quality of service of order and public safety and in terms of citizen attention, I believe it involves the police management structures to establish effective mechanisms to ensure good communication with citizens, in order to promote different services they provide, based on requirements, the characteristics, the availability, the procedures and criteria. Mechanisms of communication and feedback of the police may be those relating to: audiences, telephone service, information modules, web sites, e-mail, customer service offices, mail boxes for complaints and suggestions, use of media, etc. Also, depending on the communication mechanisms used, the leadership of each police structures must establish a documented process to record, analyze and respond to any request, regardless of the channel on which it was made. In this sense, it must be taken into account the fact that every citizen needs to know that he is properly served by the police and policemen, so that each citizen-client should be ensured a prompt and courteous, situation where eventual dissatisfaction would be transformed into satisfaction, before becoming an offence or an official complaint.

Furthermore, I believe that it is necessary that at the level of any police structures it should be established a process of evaluation, quantitative and qualitative, on communication on different channels with its clients. This way, the work of evaluation of communication with its customers, reflecting the attention granted to citizens, can be directly connected to the concept of continuous improvement, appearance that I also consider strictly necessary within the police structures of any kind. So, I have in mind that this way, any objective and accurate assessment may be a credible source of information, for the improvement of the services provided in that unit of the police, beyond the need to perform corrective actions to prevent the recurrence of problems and nonconformities.

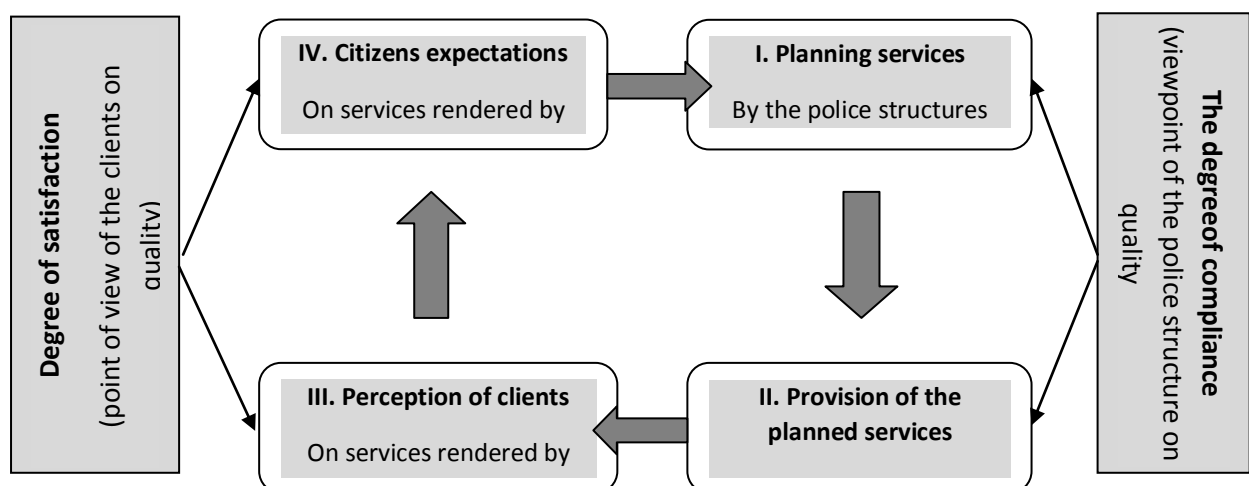
3. Management of the degree of satisfaction of citizens by the police structures

According to the international standard ISO/TS 10004:2011, on guidelines for monitoring and measuring customer satisfaction, "customer satisfaction is the client's perception of the extent to which their requirements have been fulfilled, being determined by the differences between client expectations and his perception of the product or service, as a result of the services delivered by the Organization". Therefore, for all the structures of the police and policemen, citizen satisfaction represents an opinion and an appreciation of them, relating to the way in which their needs and expectations are satisfied as a result of services rendered by the policemen. Finally, the management of the degree of satisfaction of citizens involved in determining differences between their expectations and the perception they have of the service provided by the police [4].

To achieve a high degree of satisfaction of the citizens, I believe that all police structures must first understand the explicit and implicit expectations, as well as the insufficiently clear expectations expressed by customers as defined above, that they serve. And all the expectations of citizens, as they are understood by the police structures, should form the basis of all services that are planned and delivered.

The degree of satisfaction of the clients of the police shall be determined by the way in which the service provided by the police is perceived by citizens, as respecting or exceeding their expectations. I believe that it is very important to make the distinction between the views of the police structures on the quality of service provided and the citizens' perception of the service provided, because the latter perception is that which practically determines customer satisfaction. Relations between the point of view of the police structures and that of the clients regarding quality can be illustrated by the "conceptual model of customer satisfaction", in the figure below.

Conceptual model of citizens' satisfaction towards the services provided by the police



According to the model shown above, at the base of citizen satisfaction lies primarily the planning of services that must be provided by the police, depending on the generic nature of the expectations of citizens. This must be a planning characteristic to each type of service rendered, corresponding to the appropriate compromise between: a. initial understanding of citizens' needs and expectations of each police structure and each policeman from the respective structure; b. organizational capabilities of the police structure responsible for provision of the service; c. the domestic and foreign interests of the police structure; d. technical, legal and regulated constraints applicable to the police structure and the service rendered by it. Finally, in order to improve the activity, the citizens' expectations can be customized and redefined, depending on how the police services provided by the police are perceived and on the characteristics of the service that citizens would want to receive, reported to the feedback received on their expressed expectations in this respect with, if necessary, the citizens' experiences, available information and their needs play an important role.

Provision of services planned by the cops need to emphasize compliance with the quality requirements of each service rendered, features that are influenced by: maturity of the key specific processes associated with the services provided by the police structure; the documentation stage of the key processes, as well as performance characteristics, performance targets for these features and any condition of time, which is appropriate for carrying out the services; motivation, availability and ability of the police in carrying out the activities in key processes at a satisfactory quality level.

The citizens' perception on the services provided by the police is that characterizing the service, as it is perceived by clients, depending on the needs and their environment. The degree of compliance of the service provided by the police represents the viewpoint of the police structure, bosses and subordinates, with respect to the quality of that service, and the extent to which the service provided complies with the service planned. The degree of satisfaction of citizens in connection with the service provided by the police reflects the difference between the clients vision on the service expected from the police and the perception of the client on the service provided by the police.

To continuously improve the satisfaction of citizens, I believe that the management of each police structures must follow a permanent reduction in the difference between the quality expected by clients and their perception of the quality received by them through the service provided by the cops. For this purpose, the management of the police structures, should responsibly treat, each stage presented in the conceptual model of customer satisfaction in the sense that they must: a. understand, in a depth manner, the needs and expectations of the clients of the police structure, and, at the same time, ensure that all customers are fully informed about the characteristics and limitations of the service; b. carry out measurement and internal evaluations, in order to ensure the design and redesign of key processes and activities, in order to meet the criteria of performance in terms of efficacy, which is necessary for customers and efficiency, which is necessary for the management of the police structure, in connection with the services rendered; c. ensure all the necessary conditions for the provision of services in accordance with the projected services, aspect related to the operational management, as well as monitoring, control and evaluation of the processes and

services provided; d. carry out external measurements of the clients' opinion and understand their perception of the services rendered, in order to increase their satisfaction through the continuous improvement of the processes and services provided, as well as through the provision of improved information about the service provided and the constraints relating to that service. Another very important aspect, which I think the management of each police structure should take into account, consists in the fact that the customer satisfaction is not only related to the service provided and the characteristics of that service, but also to the characteristics of the organizational behavior specific to that structure.

Under the conditions mentioned above, the management of citizens' satisfaction involves monitoring and measuring the satisfaction of the police clients, objectively, systematically and with continuity. To do this, in all police structures an organizational framework should be created, framework allowing the planning, operation, maintenance and improvement of the processes of monitoring and measuring customer satisfaction [5].

To implement the processes for monitoring and measuring of the customer satisfaction in the police structures, an important aspect is to clearly define the purpose and objectives of the monitoring and measuring of customer satisfaction, which may include activities relating to: evaluation of clients' reactions towards existing services of the police, new services, or redesigned; getting information on some specific issues, important for customer satisfaction, such as those relating to the competence and conduct of police; investigating the reasons for the complaints to the police and the services rendered by them; determining the most effective and efficient methods and tools for monitoring and measuring customer satisfaction; monitoring of annual and multi-annual trends relating to customer satisfaction; comparison of clients' satisfaction in relation to other similar police structures, at the national, European and world level, as appropriate;

Based on the aims and objectives, I believe that the police structures should determine the scope of measuring customer satisfaction, so that, for each service rendered they must establish: a. the type of data and information that must be collected, upon completing by clients of forms, which can vary from the data for evaluating customer satisfaction specific to certain quality characteristics of services rendered, until assessment of overall satisfaction of the clients, for the activities of the police structure. The features selected for assessing customer satisfaction must be classified according to their relative importance in the definition of quality as perceived by clients. If they deem it necessary, a survey can be carried out on a small group of clients, to determine or verify their perception on the relative importance of characteristics, in order to identify their assessment of customer satisfaction; b. from who, how and under what circumstances information concerning satisfaction can be obtained, which implies the identification of generic, existing and potential clients, including individuals, whose expectations are intended to be determined; c. frequency of data and information collection directly from customers, frequency which can be at regular and occasional intervals, depending on the needs of each police structure and on some events specific to the activities carried out; d. who is assigned the information relating to the customer's satisfaction, in order to undertake appropriate actions of improvement, that result from their analysis and interpretation;

The process of monitoring and measuring the satisfaction of citizens in police structures, includes activities relating to the identification of clients' expectations, to collect the data relating to the customer's satisfaction, to the analysis of data relating to customer satisfaction and to provide feedback to improve customer satisfaction. Each police structure should select their own methods for the collection of data related to the satisfaction of its clients, methods adequate to the needs and the type of data collected. After collecting the data relating to customer satisfaction, about the police service provided, they must be analyzed to provide information on: a. the degree of customer satisfaction towards the type of police service provided and the overall activity of the police structure, as well as the annual and multi-annual trends of customer satisfaction; b. aspects of processes and services provided by the police structure which could have a significant positive impact on customer satisfaction, if it would be taken into consideration and implemented; c. strengths and key areas for improvement, etc.

It is very important to understand that all the information relating to customer satisfaction, both positive and negative, can help the police structures, regardless of their hierarchical position, to deal with the problems related to the demands expressed by clients, understand and handle the clients' expectations, as well as issues related to clients' perception on the service provided or on the police structure itself, leading to improving their satisfaction.

In the end, providing feedback for improvement involves the transmission of information, obtained from the measurement and analysis of data relating to the customer's satisfaction, to the appropriate functions within the police structure, in order for the measures of improvement of the processes and services provided to be taken.

Conclusions

Based on the foregoing, I believe that improving the quality of police service of public order and safety in preventing and combating crime, should have that fundamental objective the strengthening the rule of law, concomitant with increasing safety and national security. In this context, because the risks and vulnerabilities to citizens and society are becoming more numerous, more subtle and more sophisticated, it is necessary that in the police structures to be identified, understood and continuously satisfied the needs and expectations of thereof.

Meeting the needs and expectations of citizens and improving their satisfaction consistently involve the fulfilling of specific quality requirements of any service offered and provided by police.

To continuously improve the satisfaction of citizens the management of each police structures must follow a permanent reduction in the difference between the quality expected by clients and their perception of the quality received by them through the service provided by the cops. For this purpose, the management of the police structures, should responsibly treat, each stage presented in the conceptual model of customer satisfaction.

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[4] Management of the degree of customer satisfaction can be achieved by implementing the quality management system of the police, of the international standard ISO TS/10004:2011, concerning Quality management - Customer satisfaction - Guidelines for measurement and monitoring;

[5] The organizational framework that allows the planning, operation, maintenance and improvement of the processes of monitoring and measuring customer satisfaction is the design, implementation and application of a quality management system based on international standard ISO 9001:2008 - Quality management System - Requirements;