

## **EVALUATION OF THE USE OF PERSONAL AND PROPERTY PROTECTION COMPANIES FOR ENSURING SAFETY IN POLAND**

Andrzej Czop, Ph.D.

*School of Higher Education in Public and Individual Security „Apeiron” in Cracow, POLAND*

### **ABSTRACT**

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For many years author of this paper was dealing with the co-operation with people and properties protection companies as he was performing important functions in Police. After the police career of his, he became an auditor of these entities. He was given an important function of the vice-chairman of the Polish Association for Employers „Security” – Department in Małopolska [pol. - Polski Związek Pracodawców „Ochrona”- Oddział Małopolska]. This paper is an effect of the research programme, managed by the author, which was finished this year. The main objective of the conducted researches, which were both theoretical and empirical was establishing whether it is possible in Poland to increase the level of usage of the private security sector for providing security. To answer this important question, first we had to determine the current level of usage of these entities. In the paper one will find detailed data, which are an evaluation of the current level of engagement of these companies in the public security. This evaluation serves to indicate specific solutions that can allow for more effective participation of the private security sector within this socially important mission.

### **ARTICLE INFO**

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#### *Article history*

Received: 03.11.2014 Accepted 10.11.2014

#### *Keywords*

people and properties protection companies, public security, public security system, security worker

The author of this publication has worked for many years on issues related to public safety in terms of both practical and theoretical. His service in Police allows him to approach this important topic in a comprehensive way. During his service the author held the office of the Chief of Police in the city of Cracow, the second largest city in Poland, where many determinants of threats occurred cumulatively escalating dynamics of crime. Then it turned out that in order to obtain a satisfactory level of social security it is not enough to properly organize preventive services and carry out reconnaissance and investigative operation by the police. Even best-trained officers, who have a lot of experience and are fully engaged

in the performance of their tasks themselves do not ensure optimum safety level. It seems that the thesis which is a travesty of Winston Churchill's saying *Protection is too serious to leave it in the hands of the police* is correct. Hence, the author being the Police Chief of a large urban area soon discovered that in order to succeed in this field it is necessary to socialize police activities by providing them support of local authorities and inhabitants. That is for and in the interest of the police to carry out their mission. Measures divorced from local communities will only be a manifestation of strength, but it will not translate into real results, and this do not ensure implementation of social expectations.

So, there is a need to create coalitions of different entities for security and to constantly examine whether it is well-organized and effective. It is necessary to carry out this audit in order to keep the correct assumptions, objectives and methodology activities. Only then it will be effective and will meet with a favourable social assessment. The author served also as Chief of the Prevention Division of Police Headquarters in Cracow, Poland, during the period when this unit dealt with issues related to personal and property protection companies. It was the time of a dynamic development of the private sector and the creation of the so-called private police, which appeared to be a complete novelty in Poland. It was a matter of course that they could not have been missed in organizing of the process of ensuring security. They complement the local services -Municipal Police, whose functions and tasks the legislature settled earlier. Urban Headquarters in Cracow, Poland, cooperate both with the city Municipal Police and commercial security entities. In years 2002 through 2006 the author was the Chief of the Prevention Department Main Headquarters in Cracow. In this period of time he was organizing the projects which aimed to reduce threats and prevent crimes. He was also convinced that in order to be effective we need to achieve efficient interaction of various organs and institutions. The problem of the proper use of potential of various entities to ensure an increase in the sense of security had been recognized by the Ministry of Internal Affairs and Administration, where in 2006 they launched the Government Programme of Reduction of Crime and Antisocial Behaviour, under the name "Safer Together". This programme combined the actions of the police, Government, local authorities and partners interested in improving the quality of security and public order. The most important areas for actions

under the programme include: security in public places, violence at school, security in public transport, in traffic, in business and protection of national heritage. The author, being experienced in practical aspects of security, has decided to carry out a research aimed at examining the condition of the Polish security system with a particular focus on not underestimated, in his opinion, private security sector. He wanted to verify whether his views on the issues related to underestimation of commercial entities of protection would confirm in practice. These studies were to be the diagnosis, basing on which we could work out the solution that would allow the optimal use of private police in security system. On the basis of the carried out research process there was founded a scientific publication<sup>1</sup>, which is also basis for the reflection contained in this article.

Polish system of public safety is formed by the government, local authorities and personal and property protection companies. All of these entities, albeit in different terms and with different powers, are responsible for ensuring public protection. Here the system is understood as the orderly layout of elements, among which there are certain relations that make up the whole. R. Kulczycki believes that the protection system is a collection of relatively isolated, but organizationally, functionally, substantively and legally related common whole of subsystems that dispose potentials able to stand up to threats, ensuring a lasting, sustainable and safe development.<sup>2</sup> That set of subsystems is organized in a way to comply with the conditions of the continuous action in the stage called the state of a permanent and standby emergency response.<sup>3</sup> All system entities carry out routine, day-to-day people

<sup>1</sup> A. Czop, *Udział firm ochrony osób i mienia w zapewnianiu bezpieczeństwa publicznego w Polsce*, Katowice 2014.

<sup>2</sup> J. Wojnarowski, J. Babula, *Bezpieczeństwo militarne Rzeczypospolitej Polskiej*, Warszawa 2004, p. 14

<sup>3</sup> W. Kitler, A. Skrabacz, *Wojskowe wsparcie władz cywilnych i społeczeństwa*, Warszawa 2003, p. 22.

life-saving, property and the environment saving activities, and they deal with the effects of the neutralization of emergency events. The action here is monitoring, prevention and effective control of risks.<sup>4</sup>

Public protection is sometimes being referred to as a co-ordinated internally set of organizational elements, human material aimed at countering any threat to a state, in particular, the psycho-social, economic, political and military.<sup>5</sup>

Its overriding goal is to ensure constitutional order, protect against criminogenic phenomena, environmental hazards and to ensure public order.<sup>6</sup>

To make the system function effectively it is necessary to provide good cooperation between all the elements (subsystems) in order to achieve the main purpose, which is ensuring public security. A state is responsible for the creation and efficient functioning of a public security system, for whom providing security is one of the basic and most important tasks. In fact, there was only one function of a state which was common for all political systems and it was constant. It was a protective function, aimed at ensuring public protection. This task from antiquity until the modern times is universal and timeless.<sup>7</sup>

In Polish public security system beside public and local administration organs there are also commercial entities.<sup>8</sup> At the end of the last century as a result of a political

transformation processes of privatization covered different areas of public life, including public safety and order. As it is defined in the Act on the Security of People and Property (art. 2) - protection measures all activities aimed at ensuring safety of life, health and personal integrity, whereas property protection to prevent offences and offences against property, as well as to prevent the formation of damage from these events. On 26 August 1997 the Government of Poland passed the Act on the Security of People and Property<sup>9</sup>, which was a big step towards decentralization of ensuring public safety. Thus, operators at local commercial businesses transferred (within a certain range)<sup>10</sup> competence and responsibility for such an important sphere of life of the citizens and the state economy. Under the Act these tasks can be fulfilled only by a person included on the list of qualified security personnel.

Protective measures<sup>11</sup> are implemented in form of direct physical protection, which may have permanent or ad hoc basis relying on constant supervision of signals transmitted, collected and processed in electronic devices and alarm systems or on convoying monetary values and other valuable or dangerous objects. Another form of protection is technical security which consists of installation of electronic devices and alarm systems which signal a threat to people and property and use, maintenance and repair at their places of installation. The Act has also defined the duty of protection by using specialized protective formations, areas of transport responsible for defence and economic interests of the state, public security and other vital interests of the

<sup>4</sup>W. Kitler, *Obrona cywilna*, Warszawa 2004, p. 110.

<sup>5</sup> *Słownik terminów z zakresu bezpieczeństwa narodowego*, AON, Warszawa, 2002, p. 139.

<sup>6</sup>M. Lisiecki, B. Kwiatkowska - Basalaj, *Pojęcie bezpieczeństwa oraz prognostyczny model jego zapewnienia* [in:] *Zarządzanie bezpieczeństwem*, (red. nauk.) Tyrała P., Wydawnictwo Profesjonalnej Szkoły Biznesu, Kraków 2000, p. 57-58.

<sup>7</sup>Cf. M. Rozwadowski, *Doskonalenie systemów zarządzania bezpieczeństwem ruchu drogowego*, Kraków 2014, p. 22 - 23.

<sup>8</sup> P. Pajorski, *Aktywność agencji ochrony osób i mienia na rzecz bezpieczeństwa na poziomie lokalnym*, „Zeszyt Naukowy”, no 6, Apeiron, Kraków 2011, p. 142.

<sup>9</sup> Dz.U.1997 nr 114 poz.740.

<sup>10</sup> R. Kręglec, P. Pajorski, *Ustawa o ochronie osób i mienia - Komentarz*, Warszawa 2014, p. 9 - 11.

<sup>11</sup> Por. W. Hrynicki, *Ochrona osób poza ustawą z dnia 22 sierpnia 1997 roku o ochronie osób i mienia*, Bezpiecne Slovensko a Europska Unia, Kosice 2011, p. 149 - 154

state. It is particularly important in a situation of terrorist threat. According to the information provided by the Parliamentary Committee on Administration and Home Affairs on 1 March 2012 by the Deputy Minister of Internal Affairs Piotr Stachanczyk in Poland there were 1084 specialized protective formations, of which 265 were internal security service units and the rest 819 were entrepreneurs who have security concessions and bearer firearm licenses.

Overall there are about 5200 protection companies, which are employing 114 thousand licensed security guards and 18 thousand licensed employees of technical security. According to the Minister of Internal Affairs the total of people employed in protection industry reaches about 300,000 people. Thus, in Poland the most numerous public protection subsystems are private personal and property protection companies and workers their employees.

So far in the scientific literature, issues related to the functioning of the private security sector were only the subject of law research, interpretation of law and made, at best, a collection of instructions stored in "vademecum" for candidates for the position of personal and property protection companies worker. Studies and science research carried out by the author are innovative. They give a complete diagnosis of personal and property protection companies condition as well as the situation of their workers.

When the research was being planned the author assumed that it would relate to the section of the social reality which is an internal security, and precisely to the one of the important spheres of security, namely to the security sphere and public order, for which are also responsible personal and property protection companies.

The most important determinant which ensures the acceptable level of safety is the efficient functioning of both government

institutions which were established to protect this safety, and the private protection companies. The main burden in terms of people security and maintaining public order and security is on the Police as a uniformed and armed formation aimed to provide public service which consists in protecting individuals and the state from threats.<sup>12</sup> Thus, public protection directly depends on functioning of this most important formation, which is Police, but also on businesses, which are personal and property protection private companies, the so-called private Police.<sup>13</sup>

In the conducted scientific research a poll method was used, which is based on surveys and a questionnaire survey.

Personal and property protection companies were the subject of the research. There were examined act laws regulating the subject matter and scope of their activities, as well as the rules of cooperation with other entities responsible for public protection. There has also been analyzed the practice of functioning of these companies, as well as their organization in terms of determining the current level of their participation in the security system. There has also been studied the authority, competence and level of professional preparation of security personnel. The author analyzed actions of entities which are managing public protection system for both legal basis of their activity and engagement in joint work with people and property security companies. There has also been defined elements hindering the optimal share of personal and property protection companies in the security systems for opportunities to increase their involvement in activities for public safety.

<sup>12</sup>Ustawa z dnia 6 kwietnia 1990 r. o Policji (Dz.U.1990,nr 30, poz.179).

<sup>13</sup> J. Gierszewski, *Firmy ochrony jako komercyjne organizacje odpowiedzialne za bezpieczeństwo innych podmiotów*, [w:] *Logistyka – Komunikacja – Bezpieczeństwo. Wybrane problemy*, M. Grzybowski (red.), Gdynia 2009, p. 171.

The aim of the study was to determine the possibility of intensification of personal and property protection in Polish public security area.<sup>14</sup> The main objective was achieved through the following specific objectives:

1. Analysis of the public security system;
2. Determining the scope of formal and legal basis for the functioning of people and property security companies;
3. Identification of the factors limiting the optimal share of companies to protect people and property in provision of public safety;
4. Identify ways to increase participation of companies to protect people and property in ensuring public safety.

Basing on the problematic situation and goal, the main problem is entered in the form of the research question: Is it possible to intensify the participation of personal and property protection companies in ensuring public safety in Poland?

Based on preliminary analysis of the available literature, own experience and explicit research goal there has been formulated the following specific issues:

1. Does current Polish public security system work efficiently?
2. Is the scope of the formal and legal basis for operating businesses to protect people and property sufficient to carry out the tasks entrusted by the public security system ?
3. Is the use of the potential of people and property protection companies in the area of public security sufficient?
4. What are the ways to increase the share of companies to protect people and property in ensuring public safety in Poland?

The research assumes a working hypothesis : Intensification of the participation of companies to protect people and property in ensuring public safety in Poland is possible and desirable.

On the basis of the working hypothesis there has been formulated the following specific hypotheses:

1. Polish public security system is not fully efficient;
2. Formal and legal bases which determines the operation of person and property security companies are not sufficient for the assigned tasks to be performed by these entities;
3. Use of the potential of personal and property protection companies in the area of public safety is not sufficient;
4. The state of knowledge resulting from the analysis of the operation and use of the potential of personal and property protection companies in the area of security, as well as empirical and heuristic research findings allow to identify the solutions to increase the share of companies to protect people and property in the state public safety system.

The present study was built on the techniques of surveys that have been carried out among people employed as security personnel in personal and property protection companies. The basis for the selection was employment as a security guard in one of the companies.

The research group, representative of the employees of person and property protection company consisted of 503 people employed in six companies of varying size and employment equity. Three of these entities have national coverage action, two provincial and one county. Heuristic anonymous surveys were conducted during

<sup>14</sup> Zob. A. Czop, *Japoński wzorzec kultury bezpieczeństwa: Moralność poprzedza prawo. Konstytucja XVII Artykułów. Bezpiecne Slovensko a Europejska Unia*, Kosice 2011, p. 43.

the period from March to August 2013 in the areas: Krakow, Warsaw, Katowice, Nowy Sacz and Niepołomice. Their goal was to identify the factors limiting optimal share of people and property protection companies to protect property in ensuring public safety, and thus the empirical verification of the hypothesis which assumes that the use of the potential of persons and property protection companies in the area of public safety is not sufficient.<sup>15</sup>

Based on the analysis of factors such as age, gender and level of education of the members of the study group can be concluded that most of the companies employ middle-aged men (from 31 to 50 years old), with secondary education. Relatively the smallest age group are people who are over 60 years old. Only 13% are women. 11.2 % have higher education and 3.8% of them have primary education.

Nearly half of the respondents had security personnel licenses (46.6 %), of which the 1<sup>st</sup> degree license received 24.8 % and 21.8% second degree licenses, which entitles them to exercise managerial functions and the preparation of management plans for sites subject to mandatory protection (the so-called List of the Governor).

The studies covered also the earnings of the respondents. The vast majority earned up to 7 zlotys per hour of work (58,6%). In the group of respondents earning over 7 zlotys, with the upper limit specified at 10 zlotys, there were 34.9 % of respondents, while only 4.8% earned more, but did not exceed 13 zlotys per hour.

It was also ascertained that as many as 76.6 % of the respondents work more than 176 hours a month. 19,2% of them work from 170 to 190 hours, and 25,5% of them work from 191 to 220 hours a month. 31,8% of them

work well above the normal monthly working hours.

The variable, which is closely linked to monthly working time, is performing by protection personnel their duties for 24 hours without any break. 53.8% of the respondents answered "Yes" to the question if it happens to them to work for so long at least once a month. 29.4 % of them worked continuously for 24 hours or even more several times a week.

Working time is also associated with feeling tired. Therefore, 42,6% of respondents said they were feeling exhausted. There is no neutral opinion of 18.8 % of the workforce, and only 4,8 % of them replied that they definitely do not feel tired. These data are a natural implication of too long working hours, which was shown before.

In this study it was found out that 19.2 % of security workers are not employed only in one company, but at the same time work for another employer.

We also examined the nature of the employment of security personnel. Less than half of the interviewees (46,2%) were employed under the contracts of employment, of which 5,6% were part-time workers. The other respondents worked under civil law contracts: 51.1 % under fee-for-task agreements, 2.6% under the contracts of commission.

In the study group, it was ascertained that 58.5 % of workers in their employment history worked in more than one security company. This result indicates a high staff turnover in the private security sector. 32,7% of interviewees were employed in more than two companies.

The respondents were also asked to consider the question of their willingness to change their profession of security guard. Only 8.9% of respondents have answered "definitely no", "rather not"- 25,2% of them. There was very large percentage of people who could not make up their mind - 27, 4%.

<sup>15</sup> Zob. A. Czop, *Udział firm ochrony...*, op. cit., p. 199 – 227.

The rest of them, 38,5% have said that they would consider such a possibility.

When asked about job satisfaction, almost half of the respondents (49.2 %) answered that the work gives them satisfaction. A large percentage was also recorded in the group of hesitant - 29.1%, of which only 4.8% said they were definitely not accompanied by a sense of satisfaction.

We also examined whether the security staff believe that the job they do enjoys social prestige. As many as 62.7 % of the respondents replied in the negative, of which 24.6 % said "definitely not". Nearly 1/5 of the respondents had no view on the matter. Only 8% of the respondents said „definitely yes”.

The study determined the frequency of professional training undertaken by the respondents<sup>16</sup>. It turned out that despite the high cost of training and the lack of a legal obligation to undergo it, up to 60% of the subjects are covered by the internal training, organized by employers. However, in general the training does not cover 40.1% of respondents.

The issue of training is also related to the level of physical fitness, especially important in the situation of making intervention by a security guard . As many as 42.9 % of respondents gave a positive answer to the question "Do you do any sports regularly?"

Another question concerned the powers available to security guards in the buildings and premises where they carry out their tasks. More than a half of respondents (54.8%) said that they were sufficient tool to carry out their tasks. However, 45.2% disagrees recognizing that it would be necessary to give them additional powers.

When asked "Do you immediately transmit to the Police any information about the threats you have noticed? " 65,9% of respondents answered "yes".

From the point of view of the research the answer to this question was one of the most important - "Do you intervene when seeing someone committing an offense outside the protected premises?" 66,7% of respondents answered "yes". They also declared their readiness for action, which is not due to the currency of their contract .

The respondents were also asked about whether they believe that the civil authority is sufficient to intervene in an emergency situation outside the protected premises. In this case, the distribution of responses was almost even. 50,7% of them answered "yes" and 49,3% said "no".

In the consequence of the previous question , there was another one: "Do you think that a security guard who intervenes in the area not subject to mandatory protection should have protection of a civil servant?" The vast majority of respondents answered in the affirmative.

The following questions were related to the cooperation of person and property security companies with the Police, and in particular whether this institution, which is the principal entity responsible for order and the security situation in the country <sup>17</sup>, involves private security sector; whether it transmits information to security staff on the issues in which they might be helpful supporting activities of the Police. Over 80% of the respondents answered "no" to all of these questions. We also examined whether the security staff are provided with a radio channel to contact emergency services. 86% of the respondents answered in the negative.

<sup>16</sup> Zob.T. Ambroży, A. Czop, R. Kręgullec, *Wpływ nowej ustawy o sporcie na zachwianie kultury bezpieczeństwa – Polemika*, Security Forum Cracow 2012, Kraków 2012, p. 12-15.

<sup>17</sup> Zob. A. Czop, M. Sokołowski, *Historia polskich formacji policyjnych od II wojny światowej do czasów współczesnych*, [w:] „Kultura Bezpieczeństwa. Nauka – Praktyka – Refleksje”, red. J. Piwowarski, B. Wiśniewski, Kraków 2013, p. 44-46.

The last question concerning cooperation with the departments responsible for the broad public safety was about the opportunity to contact emergency services instantly in other ways than dialing common emergency telephone number. 69,9% of the respondents claimed that there was no possibility of contact with the Police on the premises. 76.8% of respondents granted a similar response regarding the possibility of contact with the Municipal Police on duty <sup>18</sup>.

This study has fully confirmed the established detailed hypothesis, especially that Polish system of public security is not fully efficient and the formal and legal basis defining functioning of security companies is not sufficient to carry out the tasks entrusted to those entities. The assertion that the current use of the potential of companies to protect people and property in the area of public safety is far from sufficient has been also verified as positive. This is due both to the lack of adequate normative regulation as well as from the organizational dysfunction occurring in the current system of public safety. Government subsystems (the uniformed services) and local authorities (Municipal Guards) mostly are not interested in cooperating with a local subsystem (people and property protection private companies). This means that there are no common actions, information exchange and mutual trust that allow efficient pursuing of the common goal which is to ensure public security.

Based on the results of heuristic tests on the possibility of intensification of people and property protection companies in the area of Polish public safety, there were examined formal legal basis defining the functioning of personal and property protection companies. There have been identified factors limiting the optimal share of people and property

protection companies in ensuring public safety.

In this paper, were erected and verified positive working hypothesis that an increase in the share of companies to protect people and property in ensuring public safety in Poland is possible and desirable.

The possibility of a fuller integration of these people in the public security system can effectively influence the prevention and control of hazards, both those affecting citizens, as well as the economic interests of the state. Without a doubt, it can also imply an increase in social security, which is an important indicator of the effectiveness of the state in this important area of activity.

The hypothesis that the functioning system of public security is not efficient was fully confirmed in the material test. It has been shown that there is no proper interaction between personal and property protection companies constituting the local level security system and central and local government formations. Lack of coordination, information flow and ensuring effective communication between the participants of the system does not allow it to work properly. We understand system as an ordered set of elements, between which occur certain relationships that form a whole. Thus, a security system is a set of relatively isolated, but organizationally, functionally, factually and legally integrated into a common whole subsystems, which have a potential that make them able to counteract threats and provide durable, safe and sustainable development. Studies have shown that there occur dysfunctions of both legal, and organizational and functional character, which make the system incapable of counteracting threats fully. Thus, the hypothesis that the system is inefficient has been proven.

Adopted specific hypothesis ascertaining that the formal and legal basis, which defines functioning of the people and property protection companies are not

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<sup>18</sup> Ustawa z dnia 24 sierpnia 1991 r. o Państwowej Straży Pożarnej, Dz. U. 1991 nr 88 poz. 400.



sufficient enough for them to perform assigned tasks, was confirmed in the course of the research.

Entitlements of the protection workers, who have now limited permissions to check ID, and use of the means of coercion and firearms should be extended. The catalogue of both the available measures and the cases, in which they can be applied in author's opinion is insufficient. Security workers, who perform their activities on the premises, which are not under mandatory protection, do not use the legal protection provided for public officers, which is only guaranteed to workers of the specialized armed security formations (SUFO). A major problem is also lack of a legal obligation of state authorities to provide information on identified abnormalities, which can result in termination of the license. There is also no legal regulations concerning participation of security personnel in trainings improving their knowledge and practical skills. Unregulated remains also the issue of cooperation of the Police with security companies in the public space, which they would be obliged to protect under a contract with a client. Regulation of the Ministry of Internal Affairs dated 18<sup>th</sup> December 1998 "on the detailed rules of cooperation of SUFO with police, fire fighting units, civil defense units and municipal guards" only defined the cooperation with the part of the private security sector, which are specialized, armed security formations. Gaps identified in the legal regulations underlying the operation of the people and property protection companies, generate difficulties in the field of proper implementation of the tasks entrusted to these entities.

The hypothesis assuming that the use of the potential of people and property protection companies in the area of public security is not sufficient has been confirmed entirely.

The research shows that the police does not engage security companies to other tasks than protection of facilities entrusted to their care. Protection companies do not get information about vulnerable places, to which attention should be paid during performing patrols. Police also do not suggest places of dislocation of intervention groups that wait for an emergency call, although this would be of great importance for prevention. Security workers are not informed also about persons sought, stolen vehicles or persons for whom a pursuit chase is going. There is also a lack of actual cooperation between SUFO, and the Police in protecting buildings and areas, protection of which is mandatory and thus which are particularly important due to the strategic interests of the State. There is also lack of efficient communication in situations of emergency or which require cooperation of various services. All of this results in the fact that the forces and resources held by the private security sector are not being used despite that both business owners and employees are willing to work for the safety of not only the objects entrusted to them, but also of public places that are not supervised by them under a contract.

The state of knowledge, which is a result of the analysis of functioning and using the potential of people and property protection companies in the field of security, as well as findings of the empirical researches allowed to indicate solutions that enable an increase of participation of people and property protection companies in the system of public security of the state. In the area of security management it was proven that already in the current legal state it is possible to use the potential of private sector of security better, this however would require change of the governmental and local security formations' attitude to cooperation, especially the Police's which in this scope should be an animator and coordinator of the projects carried out. It was indicated that current

regulations does not exclude such a possibility of cooperation, which to a large extent depends on initiative and activity of persons, who manage the Police units or municipal guards units. Signing appropriate agreements can build some general framework of such cooperation.

Studies have confirmed that new legislation precisely defining the possibilities of cooperation of protection companies with other security formations in the field of securing the objects that has to be protected would be conducive to intensification of participation of protection companies in security actions. It was agreed that the legal framework does not cover 4 out of 5 business entities in the field of security industry, which carry out their tasks in the areas that are not subjected to mandatory protection. Therefore, it is necessary to create an act that regulates the relationship between security companies that are not SUFO and state formations responsible for security. Such an act should define the scope of cooperation and responsibilities of the participating entities. Entries must be detailed so that they will not give rise to doubt about what specific action are included in the process of implemented cooperation.

Studies have indicated that changes of the legislation should also apply to the issue of employment of security workers, who obligatory should provide their services under contracts of employment, rather than civil law contracts. This would allow to increase their material status and to create conditions for the protection companies for healthy competition, in which price of the service would be as much important as training, experience and level of the tasks performed. The final result of the research process, the findings of which are presented in this publication is indication of the specific directions of changes both in the security management and legislation, which may contribute to the better use of the high

potential of person and property protection companies, which is currently not satisfactorily integrated into the system of public security. This in turn can cause that the system will be much more efficient and will consequently increase the level and sense of security, which is a fundamental need and social value.

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