

NATIONAL UNIVERSITY OF PUBLIC SERVICE
Doctoral School of Military Sciences

Lt. Col. David Bertalan

The necessity and possibilities of establishing joint decision-making and leadership in cooperation between the Hungarian Defence Forces and law enforcement agencies

Theses of the doctoral (Ph.D.) dissertation

AUTHOR'S SUMMARY

Consultant:

Col. Gábor Boldizsár PhD

Budapest, 2024.

Table of Contents

Introduction	2
Formulating the scientific problem	4
Hypothesis of the research.....	4
Aims of the research.....	5
Research methods.....	7
The structure of the dissertation.....	8
Summary of the research work.....	10
Summarised conclusions.....	10
New scientific results.....	15
Practical usability of the research results, recommendations, areas requiring further research	16
List of publications	18
Professional and academic Curriculum Vitae.....	19

Introduction

The terrorist attacks of September 11, 2001, which targeted the twin towers of the World Trade Center in New York and other government buildings, fundamentally changed the principles and practice of warfare. The military interventions carried out in Afghanistan and then in Iraq further strengthened these changes, deeply affecting the operation of the Hungarian Defense Forces and, indirectly, law enforcement organizations. Generational warfare theories, particularly fourth-generation warfare theories that focus on asymmetric conflict, have received increasing attention as the United States and its allies have faced an enemy that employs this form of warfare. International terrorism has presented new types of challenges to the law enforcement and national security structures of "western" democracies. In particular, the activities of the terrorist organization called Islamic State brought the reality of asymmetric warfare to Europe. The Ukrainian crisis that started in 2014, the annexation of Crimea, and the ongoing conflict in eastern Ukraine put hybrid warfare at the center of attention, and in 2022 the situation further escalated into a high-intensity conflict, which induced further changes primarily in the European region. in "western" societies as well. Organized crime and the international drug trade in some countries, such as Mexico, have reached such a scale that law enforcement forces, tools and methods have proven insufficient to deal with the crisis. Narco-terrorism and its treatment require the national and international cooperation of military, law enforcement and secret service organizations. The wave of illegal migration that started during the 2015 Middle East crisis and then due to the instability of the African Sahel region presented additional challenges to European countries, as a result of which the refugee crisis remains a prominent topic in security policy research.

The changing security environment of the 21st century has simultaneously become increasingly unpredictable, uncertain and rapidly changing at the global, regional and local levels, which significantly determines the convergence process of law enforcement and military professions. As a result, one of the fundamental directions of my research was the analysis of challenges, risks and threats arising from the changed security situation. Another main direction was the examination of the foundations of the organizational culture of law enforcement and national defense organizations, the directions and possibilities of its further development, basically in the context of management theory. In the environment determined by the two directions, I examined the necessity and possibilities of establishing joint decision-making and leadership in cooperation between the Hungarian Defense Forces and law enforcement agencies.

In the complicated security situation of the 21st century, the diversity of threats and the complexity of the challenges require a comprehensive, coordinated application of different resources, cooperative knowledge and competences. Cooperation in this context is not only a possible solution, but a strategic necessity that is essential for the protection of the country and the provision of public order.

The choice of the topic was mutually motivated by objective and subjective reasons. The fact that the world changed radically after the terrorist attack of September 11, 2001 appeared as an objective factor. After the attack, in the name of the "War on Global Terror", the coalitions led by the United States of America first invaded Afghanistan and then Iraq. Although the "Western" powers quickly won the "conventional" war, international military and police contingents were present in both countries for a long time. This is due to the fact that after the end of the war, the enemies engaged in asymmetric warfare appeared, who presented the other side with completely new types of tasks. In connection with this, in the mid-2010s, terrorism reappeared in Europe as well, which, in addition to the military dimension, exerted considerable pressure on law enforcement and intelligence agencies. In addition, additional security challenges such as hybrid warfare, organized crime, the international drug trade, and the crises caused by illegal migration have motivated military and law enforcement agencies around the world to approach each other.

My subjective motivation for choosing the topic was the personal interest that I myself am active in the field of law enforcement, so I come across analyzes and documents of current security challenges every day. The shaping of organizational culture and the theoretical and practical subject areas of management theory also play a prominent role in my work, because I have held a leadership position for almost a decade. Establishing and maintaining cooperation within the Parliamentary Guard and with partner organizations is also part of my duties, which enabled me to build close relationships with colleagues working in the fields of law enforcement and national defense. Late police colonel Lajos Liktó, who was my supervisor in the criminal investigation specialization of the Police College and remained my mentor until his death, gave me the following advice: *"Two things are important to a good police officer, professional professionalism and red, white, green "* During my career, I always tried to follow these words, and I believe that I also carried out my research in this spirit.

The actuality of the topic choice in recent years is justified by the fundamental changes in the global and regional security situation, which also have a profound impact on nations and people's everyday lives at the local level. In our case, even a high-intensity conflict cannot be ruled out during the escalation of the Russian-Ukrainian war. The security threats analyzed in

the dissertation and the ways to deal with them are key to maintaining national and global security. In light of this, the topic of my research is particularly topical and important in the context of the current security situation.

Formulating the scientific problem

The problem at the center of my research is the emergence of new security threats of the 21st century – such as new types of terrorism, hybrid warfare, illegal migration and international crime – which pose a complex challenge to law enforcement and national defense organizations and require effective and integrated cooperation. These threats not only demand a re-evaluation of classic security paradigms, but also highlight that closer coordination and cooperation between law enforcement agencies and national defense forces is essential in properly dealing with the security challenges of the modern age. As my research problem, I examine how well the available command and control systems and organizational cultures are suitable for the effective management of these threats. I pay special attention to the analysis of existing cooperation forms and mechanisms between the Hungarian Defense Forces and law enforcement organizations, in order to determine in which areas cooperation still needs to be strengthened, developed, or even restructured. My goal is to make specific proposals for the further development of cooperation between the two professions, the introduction of new organizational models and joint decision-making procedures, which contribute to strengthening the country's national defense capability. In this context, the solution of the formulated scientific problem is crucial not only for the professional community, but also for the wider layers of society, as effective and integrated cooperation is essential for maintaining national and international security in today's complex and dynamically changing world.

Hypothesis of the research

During my research, I wanted to prove or disprove the following 5 hypotheses:

1. In order to effectively manage the new, complex challenges of the 21st century, the national and international legislative environment needs to be supplemented and clarified. The different security risks and threats appear with different priorities in the relevant NATO¹, EU² and national security documents and legislation, but they only partially form a coherent system.

¹ NATO – North Atlantic Treaty Organization

² EU – European Union

2. There are challenges, risks and threats affecting the security environment, the action against which is relevant both from the point of view of the law enforcement and the national defense forces, their specific identification is necessary. Such threats can be: international terrorism, cross-border organized crime, international drug trade (narco-terrorism), hybrid warfare, illegal migration, cyber warfare, etc. Effective protection against the direct and indirect effects of these phenomena is not possible with military or law enforcement means alone, and joint decision-making is sometimes necessary.
3. In order to holistically manage the new type of security challenges of the 21st century, which affect both organizations to a differentiated extent, structural and leadership-management system changes are necessary in some organizational elements of the law enforcement and military organizations, the basis and prerequisite of which is the implementation of an organizational culture change complex application of innovative management theory methods. However, this does not apply to all organizational elements.
4. The joint decision-making system between the organizations generally affected by the law or specifically designated in the cooperation of the professional associations, as well as the forms of cooperation related to both peacetime and occasionally assigned operational tasks, require new approaches. The cooperation is based on mutual trust, a common knowledge base based on mutually agreed and understood conceptual bases, the sharing of relevant information based on a necessarily temporarily created integrated database, and dynamic resource management.
5. Cooperation between organizations is not a subjective need, but a legally prescribed, objective necessity. Based on this, a theoretical model can be created that effectively supports the management of the complex security challenges of the 21st century by harmonizing the available human, material-technical, economic and financial resources and the basic tasks of each organization, and also strengthens professional interoperability and state resilience.

Aims of the research

The objectives of the research are as follows:

1. Analyze the domestic and the main NATO and EU legislative environment, the relevant security and strategic documents. To determine at what level the central theme of the research is represented and what changes are necessary in order to increase efficiency.

2. In the changed security environment of the 21st century, to present the natural history and the effects on the human environment of the threats that are relevant to the activities of both the military and law enforcement organizations and that require effective cooperation in the joint decision-making system for their management.
3. To describe the organizational culture models, the application of which can enable law enforcement and national defense organizations to act more effectively against the new, dynamically changing security challenges of the 21st century. To analyze the current organizational cultures of the Hungarian Armed Forces and law enforcement organizations, to assess their strengths and weaknesses. Formulate proposals for those areas where possible changes, refinements or complete transformations are needed in order for organizations to be able to respond more flexibly and effectively to the requirements of the rapidly changing security environment.
4. To analyze and evaluate the specific command and control methods and systems that are essential for the Hungarian Armed Forces and law enforcement agencies in relation to the management of various security challenges that are jointly affected. I pay particular attention to identifying innovative and effective approaches that enable these organizations to respond and respond more effectively to common security risks such as terrorism, hybrid warfare, and international crime, etc. against. To determine the optimal management structures and management mechanisms that enable closer cooperation, better coordination and a faster, more flexible reaction to security threats.
5. To present the forms of cooperation and approaches that are particularly important in relation to the central topic of my dissertation – the cooperation between the Hungarian Armed Forces and law enforcement agencies. During the analysis, focus on those best practices and innovative solutions that have already proven their effectiveness in other countries or at the international level and can potentially be adapted to the Hungarian context. To identify the coordinated action strategies, communication channels and operative procedures that promote smooth cooperation between organizations, cooperative organizational learning, knowledge sharing and the effective achievement of common goals.
6. The final objective of the research: to create a theoretical integrated security cooperation model that relies on mutual trust, uniformly accepted basic principles and solid legal foundations, a collective knowledge base built on a common vocabulary, thus promoting cooperation between law enforcement and national defense professions harmonious cooperation. This model would not only provide a theoretical framework

for improving cooperation, but also offer practical guidance for strengthening resilience, especially with regard to challenges and threats affecting national security.

Research methods

During my research, I primarily preferred the inductive methodology, which I used together with a correlation-discovery approach. During the years I spent at the Parliamentary Guard, I gained extensive experience in the field of cooperation agreements, especially in terms of maintaining contact with various units of the Hungarian Defense Forces and tasks related to the special legal order. These practical experiences provided significant inspiration for my research, which allowed me to integrate real-life situations and examples into the dissertation. Thanks to this practical basis, my research was able to bring to the surface real problems and proposed solutions that are directly related to the daily operation and cooperation of law enforcement and national defense organizations.

The basis of my research was both primary and secondary sources, with the help of which I strove to achieve my research goals and to verify and prove the hypotheses. At the beginning of the research, the focus was on document analysis, focusing primarily on Hungarian and English language journal articles, publications, books and relevant literature. In doing so, I thoroughly studied the relevant domestic and international literature, as well as performed an analysis of the key elements of the domestic and international (NATO and EU) legislative environment. This method allowed me to scrutinize and evaluate the documents that were relevant to my research topic, thereby drawing informed conclusions.

One of the key elements of my research was a series of structured interviews with law enforcement and military leaders, which I conducted using a qualitative methodology. During the interviews, I conducted conversations with 17 leaders of different ranks and positions, which provided rich and in-depth insights into the research topic. I thoroughly analyzed and evaluated the results of the interviews, from which I integrated my conclusions into the content of the dissertation. The summary of the interviews and the main findings from them were presented in detail in the first appendix, thereby contributing to a more comprehensive understanding of the research results.

As an additional method during my research, I also used an online questionnaire, which was filled out by 233 professional soldiers and law enforcement officers. This form of anonymous data collection, assessed using a quantitative method, allowed me to gain a broad and objective insight into the opinions and experiences of the staff of the various professional orders. The analysis of the results of the questionnaire provided key information for the findings

and conclusions of the dissertation. The data and analyzes obtained in this way were documented in detail in the second appendix, thereby further strengthening the empirical basis of the research.

On several occasions I have personally participated in international conferences and military technology exhibitions, where either as a speaker or as a delegate I had the opportunity to hold interactive consultations with domestic and international players in the security sector, to make individual observations on the interoperability issues of the security sector in English, and furthermore, the cooperative I followed the learning methodology in the domestic civil service exercises, as well as during the practical preparation for them during the special training courses I gave.

After a thorough check and evaluation of the information from data collection and analysis, I was able to draw conclusions with the help of logical operations, which I presented in an organized manner. As a result of this process, I managed to support the actuality of the topic and the hypotheses of the research with practical experience. These results are in line with the original objectives of the research, thus contributing to the expansion of the body of knowledge known to the scientific community.

The conclusions and results obtained during the research led to the achievement of new scientific results. Based on these, I developed recommendations, the purpose of which is to provide normative, practical guidance for employees working in various areas of the law enforcement and national defense sectors. These recommendations contain guidelines and concrete steps, with the help of which organizations can respond more effectively to various security challenges and threats, and promote a comprehensive, coordinated response of the law enforcement and national defense professions to situations induced by changes in the security environment.

The structure of the dissertation

The actuality and justification of the research topic are outlined in the Introduction. Here, it is presented why I chose this topic, and what objective and subjective factors motivated my decision, as well as the hypotheses and aims of the research, as well as the research problem.

In the first chapter, I clarify the concepts related to the research topic, which provides a stable basis for the execution of further analyzes and reasearches. Regarding the central concepts, I clearly express which of the many definitions found in the literature I consider to be the guiding principles.

The focus of the second chapter is the relevant domestic and international legal environment, the system of security documents. The chapter analyzes the legal background of the research and the security strategies, including the domestic and international (mainly NATO and EU) legislative environment, as well as the operation of the special legal order and the role of the defense administration.

The third chapter focuses on a detailed analysis of 21st century security challenges, dangers and threats, especially those for which close cooperation between law enforcement and military organizations is essential for effective management.

The fourth chapter, divided into two main parts, discusses the role of organizational culture and leadership-management systems in professional orders. The first part highlights the importance of organizational culture, examining its characteristics and current state in the context of law enforcement and national defense organizations. The second part of the chapter focuses on leadership and management methods and systems, emphasizing the importance of mission command and its application in the practice of professional regulations. I pay special attention to the possible directions that support organizational adaptation and effective management, in addition to the evaluation of current systems.

The fifth chapter examines the importance and possibilities of cooperation between law enforcement and military, emphasizing the need for joint decision-making and the forms of cooperation. The chapter reviews the cooperation experiences to date, their successes and challenges, as well as the obstacles that may limit effective coordination between the organizations. It pays special attention to the approaches that have been applied in international crisis zones and in response to various security challenges.

The sixth chapter deals with a thorough presentation of the Integrated Security Cooperation Model (IBEM model) created by me, which aims to define new frameworks for cooperation between the Hungarian Defense Forces and law enforcement agencies. The aim of the model is to provide a comprehensive, normative and structured framework for cooperation between different professional orders, both in peacetime and in special legal situations. The chapter discusses in detail the basic principles of the model, the actors of the cooperation, the different forms of cooperation, as well as the legal and strategic background of the cooperation. It pays special attention to the practical implementation of IBEM, including the importance of war games and experimentation as important elements of the cooperation model. I record my partial conclusions at the end of each chapter.

During the Conclusion, I summarize my research work, highlight my scientific results based on my summarized conclusions, and then formulate recommendations for their practical

use, indicating further research directions that contribute to the theoretical and practical understanding of law enforcement and military cooperation. I will present how these results can be applied in everyday professional practice and how they can promote effective cooperation between the Hungarian Armed Forces and law enforcement agencies.

Summary of the research work

The main goal of the research was to examine the security challenges of the 21st century and how they affect cooperation between law enforcement and national defense organizations. In the first part of the research, I paid particular attention to the challenges posed by asymmetric warfare, hybrid threats, cybercrime and international terrorism, as well as the security problems caused by illegal migration and international crime.

During the research work, it became clear that due to the changing security environment, unified, coordinated action and close cooperation between the professional orders are unavoidable. The purpose of the Integrated Security Cooperation Model (IBEM) formulated on the basis of the dissertation is to provide a framework for effective cooperation between law enforcement and national defense organizations that can adapt to dynamically changing challenges and threats.

Methodologically, the research relied on a literature review, document analysis, structured interviews and questionnaire surveys, which enabled a multidisciplinary approach to the topic and a broad examination of the research goals. During the analysis and evaluation of the collected data, a number of new scientific results were obtained, which contribute to the theoretical and practical approach of cooperation between law enforcement and national defense sectors.

Overall, the research work contributed significantly to the understanding of cooperation between law enforcement and national defense organizations, joint decision-making processes and changes in organizational culture, as well as novel approaches to the leadership and management system. The results of the dissertation not only represent added value for the scientific community, but also provide guidelines for practical actors in the development of future collaborations and the effective management of security challenges.

Summarised conclusions

I verified the hypotheses of the research with the results and conclusions presented in the dissertation. Based on the partial conclusions presented in the individual chapters of the thesis,

the formulated hypotheses, as well as the research goals and the results achieved during the research, I came to the following overall conclusions:

A) In the focus of the first chapter of the dissertation, the primary goal was to establish and clarify the conceptual base, to establish the conceptual framework of the dissertation. In the course of extensive literature research and conceptual clarifications, I found that there is no universally accepted definition for many concepts. Therefore, in the dissertation, I developed my own position on the examined concepts, which enabled me to provide a clear and coherent framework for the research.

The knowledge base created as a result of the research is of fundamental importance in promoting effective cooperation between professional orders and joint decision-making processes. This not only promotes understanding between different professional cultures, but also contributes to an effective response to national and international security challenges. I summarized the partial conclusions of the first chapter in subsection 1.11.

B) In the second chapter, the analysis of the legal and strategic/security framework for the cooperation between law enforcement and national defense professions was highlighted. Based on the hypothesis, in order to effectively manage the new security challenges of the 21st century, it is necessary to further develop and clarify the national and international legislative environment. Accordingly, the aim of my research was a detailed analysis of the existing legislation and security documents, especially taking into account the provisions on cooperation.

The conclusions pointed out that there is currently no unified legal regulation applicable to all professional associations in the same way regarding the cooperation of professional associations, although Vbö.³ provides a suitable framework and basis for it. Currently, the cooperation between law enforcement and national defense organizations is carried out mainly within the framework defined by the sector regulators and on the basis of various cooperation agreements. In addition, during a detailed examination of the legislation, I found that although cooperation between the Hungarian Defense Forces and law enforcement agencies is prescribed by several laws, in practice, further harmonization and clarifications are still needed in terms of legal frameworks that promote cooperation. My results show that in order to realize the research goal, it would be necessary to supplement and clarify the national and international legal environment, as well as to create a uniform, coherent framework in order to strengthen the cooperation between law enforcement and national defense professions.

³ 2021: XCIII. act Coordination of the defence and security activity

In the second chapter, I managed to prove my first hypothesis, according to which the effective management of the new and complex challenges of the 21st century requires the addition and clarification of the national and international legislative environment. I found that different security risks and threats are listed with different priorities in the main security documents and legislation of NATO, the EU and Hungary. However, these provisions partly form a coherent system, which justifies the further development of the legislative environment. I summarized the partial conclusions of the second chapter in subsection 2.4.

C) The third chapter focused on the challenges, risks and threats of the 21st century, highlighting their complexity, which affects both law enforcement and national defense professions. According to the hypothesis, these threats cover such a broad spectrum that defense against them is only possible with a joint effort, which requires cooperation and joint decision-making. Accordingly, the research goal was to reveal the nature and impact of these threats on society and how to act against them most effectively.

As a result of the research, it became clear that dynamic changes in the global security environment have brought new, complex challenges to the surface, which affect both the physical and digital space and directly affect the security of societies and the functioning of professional orders. I found that effective reactions require an adaptive management style, flexible cooperation and the ability to operate in a network. I also proved that cross-border and often interconnected phenomena, such as organized crime or narco-terrorism, raise global problems that must be dealt with at the regional and local level. These phenomena point to the need to develop new strategies and joint decision-making models in addition to classic law enforcement and military approaches.

Based on my results, it can be stated that in order to effectively manage the security challenges of the 21st century, integrated cooperation between professions is essential, based on joint decision-making mechanisms and respect for each other's competences. This approach not only increases efficiency, but also contributes to improving the sense of social security and increasing the state's resilience.

In the third chapter, I proved my second hypothesis, according to which there are many challenges, risks and threats affecting the security environment, which are both relevant for law enforcement and national defense agencies, and their precise identification is indispensable. Such threats include international terrorism, cross-border organized crime, international drug trafficking, hybrid warfare, illegal migration and cyber warfare. The dissertation states that effective defense against the direct and indirect effects of these phenomena is not possible solely

with military or law enforcement means, and joint decision-making becomes necessary in some cases. I summarized the partial conclusions of the third chapter in subsection 3.8.

D) The fourth chapter consisted of two large parts, the first part dealt with the role and importance of organizational culture in organizations, while the second focused on the current situation of leadership and management systems and their development opportunities. An in-depth analysis of organizational culture as a dynamic entity and support for changes that enable organizations to adapt and respond effectively to changing challenges. Analysis and application of innovative and effective leadership and management methods (such as the mission command approach) and systems that promote effective collaboration and quick, flexible response to common security risks. Acknowledging the importance of organizational culture and supporting changes, which includes strengthening mutual trust and commitment between managers and staff, as well as highlighting the place and role of cooperation and communication in the organization.

The research established that the successful adaptation and response of law enforcement and national defense organizations to the new challenges of the 21st century requires an integrated approach, which includes the transformation of the organizational culture, the application of innovative management methods and closer cooperation between the organizations between. Based on the results, I formulated specific proposals for the development of organizational culture and leadership systems, which can help organizations adapt and respond more effectively to the changing security environment.

In the fourth chapter, I verified my third hypothesis, according to which, in order to effectively deal with the new type of security challenges of the 21st century, structural and management changes implemented in individual professional organizational elements are necessary. These changes are based on the complex application of innovative management theoretical methods and the transformation of the organizational culture, although they do not cover all organizational elements. I summarized the partial conclusions of the fourth chapter in subsection 4.5.

E) The fourth formulated hypothesis was discussed in the fifth chapter of the dissertation, according to which cooperation between law enforcement and military and joint decision-making require new approaches, highlighting the importance of mutual trust, the common knowledge base and the optimized use of resources. The research goal was to present the forms and approaches of cooperation, with particular regard to cooperation between professional orders.

Based on the conclusions, the complex security challenges of the 21st century require comprehensive and coherent responses, which are based on the coordinated cooperation of the various professional orders. Based on the comprehensive approach, the theories formulated within the framework of NATO and the emphasis on the importance of the network organizational structure highlight that effective cooperation is based on a common language, knowledge base and interoperability. In order to improve mutual cooperation, the establishment of a common conceptual base, the sharing of information, and the strategic rapprochement between law enforcement and military professions are of particular importance. In the chapter, I also analyzed the Resistance Operating Concept, as well as the Team of Team concept, and presented the current characteristics of cooperation between professional orders.

As a result of the research, it can be concluded that the strengthening of cooperation between military and law enforcement, joint decision-making and the coordination of operational procedures are essential for the effective management of the dynamically changing security environment. This includes the coordinated use of law enforcement and military capacities, where integrated responses based on a common knowledge base and shared information enable effective management of challenges, risks and threats.

In the fifth chapter, I verified my fourth hypothesis, according to which cooperation between organizations, including joint decision-making between legally affected or specifically designated organizations, as well as forms of cooperation related to peacetime and occasionally assigned operational tasks, requires new approaches. The basis for the success of the cooperation is mutual trust, a common knowledge base based on mutually agreed and understood conceptual bases, information sharing based on integrated databases created as needed, and dynamic resource management. I summarized the partial conclusions of the fifth chapter in subsection 5.5.

F) The Integrated Security Cooperation Model (IBEM model) created by me was described in the sixth chapter. The final goal of the research was to develop a theoretical model that supports harmonious cooperation based on mutual trust, uniformly accepted principles, and solid legal foundations. The five basic principles of the IBEM model – mutual trust, mission-based leadership, belief in a common goal, sharing of information, and adaptive organizational culture – define the guidelines to be followed at all levels and forms of practical cooperation. During the development of the model, the research pointed out the importance of peacetime, special legal order and operational cooperation, emphasizing that the effectiveness of everyday cooperation is essential for successful joint action in crisis situations.

The IBEM model emphasizes the four main factors of practical implementation – conceptual foundations, time-dependent cooperation, resource optimization and the relationship system of professional organizational cultures. The forms and areas of cooperation proposed by the model, as well as the role of informal and formal relations, are of paramount importance for the development of effective cooperation. Among the actors of the IBEM model, several law enforcement and military organizations are identified, which may come into contact with security challenges due to their basic tasks. The application of the model can be tested through war games, public service exercises and cooperative organizational learning, which provides an opportunity to refine the practical application of the theoretical foundations. Furthermore, I defined the steps for the practical implementation of the IBEM model differentiated by level (level 4+1).

In the sixth chapter, I verified my fifth hypothesis, according to which cooperation between professional orders is not just a subjective need, but a legally prescribed, objective necessity. In support of this, I developed a normative theoretical model that supports the effective management of the complex security challenges of the 21st century in the dynamically changing environment by coordinating the various resources – human, material-technical, economic, financial – and the basic tasks of each organization. This model not only promotes interoperability between organizations, but also contributes to the strengthening of state resilience. Overall, the conclusions of the sixth chapter support the importance and applicability of the IBEM model for strengthening the proactive cooperation between law enforcement agencies and national defense forces, which is essential for the effective management of the security challenges of the modern age. I summarized the partial conclusions of the fifth chapter in subsection 6.8.

New scientific results

Based on my research, the following new scientific results were formulated:

1) Based on my analyses, I pointed out that the need for cooperation between the militarized law enforcement and the national defense forces, which are gaining strength in their approach to law enforcement, is justified by the dynamically changing, interdependent security environment, whose direct and indirect effects can only be adaptively protected in an environment with a whole-of-government approach, in some cases can be handled using a joint decision-making system.

2) The results of my research supported my assumption that forms of organized crime are also developing dynamically worldwide, and are connected to other security challenges, risks and threats, against which effective action is basically the international cooperation of domestic

military and law enforcement organizations coordinated by law enforcement agencies based on can be successful.

3) I pointed out the objective and subjective elements of the organizational culture of the law enforcement agencies and national defense forces, as well as the factors that decisively influence its evolutionary process, the implementation and operation of which requires a renewed approach and methods from the leadership side of the law enforcement and national defense organizations, based on the collective consciousness of the staff they require a realizable adaptive attitude and mutual trust and patience on both sides, in order to operate more efficiently.

4) Based on my analyses, I proved that in the mutually influencing system of the operation of the law enforcement and national defense organizations, a collective consciousness based on a common, integrated information and conceptual base is formed, which forms the basis of joint decision-making, initiative cooperation, the effective implementation.

5) As a result of my research, I created the practical theoretical framework of the Integrated Security Cooperation Model (IBEM model), which:

- based on a comprehensive approach determined by Hungary's security environment, it is based on 5 basic principles,

- differentially takes into account the general cooperation in peacetime, the special legal order, and the operative forms of cooperation created on an ad hoc basis,

- includes a system of cooperative relations grouped by level of interactive professional cooperation to meet the challenges of the dynamically changing security environment,

furthermore, it simultaneously embodies the necessity of establishing joint decision-making and leadership.

Practical usability of the research results, recommendations, areas requiring further research

The scientific results developed based on the objectives of the research can be used in the following areas:

1. In the field of training, education, training and preparation:

- in the training system of the Military Science and Officer Training Faculty of the National University of Public Service,
- in the training system of the Law Enforcement Faculty of the National University of Public Service,

- during the preparation of the staff of the Joint Special Operations Command of the HDF,
- during the preparation and training of Counter-Terrorism Centre,
- in the training system of defense administration activity,
- in the system of preparation and training for special legal order tasks,
- in the leadership selection and training system of law enforcement agencies,
- in the management selection and management training system of HDF.

In the field of education, the results of the research can be particularly utilized in the training system of the National University of Public Service, especially during the organization, planning, preparation and implementation of joint public service exercises, as well as during management theory education. Based on the results, it can be concluded that the cooperation and interoperability between the professions can be significantly improved by the introduction of joint leadership training, such as general staff courses, or if law enforcement leadership training programs are opened to other professions as well.

2. Possibilities of use in the practical field:

- to the organizations of the Hungarian Armed Forces involved in the management of security challenges,
- for law enforcement agencies – especially the Police, the Parliamentary Guard, the National Tax and Customs Administration – organizations involved in the management of security challenges,
- especially for the Counter-Terrorism Center,
- for the Ministry of the Interior,
- for the Ministry of National Defence,
- for the Defense Administration Office,
- for county territorial protection committees.

The results of the research can be particularly useful for the management and executive staff of organizations involved in managing the security challenges, risks and threats of the 21st century.

3. Areas requiring further research:

- Research into the development areas of the organizational culture of the Hungarian Defense Forces and, in particular, the law enforcement agencies is a priority area.
- The possibilities of integrating leadership and management systems, especially the mission command approach into the system of law enforcement agencies, may be the subject of further research.

- The further development of interoperability, that is, the ability to cooperate operationally between different organizations, is essential for the sake of effective cooperation. In-depth research is needed in this area to understand what technological, communication and operational barriers exist and how they can be overcome.
- Examining the effects of the latest technological developments and innovations on cooperation between professions, especially in the field of cyber security and digital communication tools.
- Evaluation of the effectiveness of training and education programs supporting cooperation between organizations. Research is needed in order to assess the impact of joint training programs and practices on cooperation between law enforcement and military.
- An in-depth analysis of psychological and human factors affecting cooperation between organizations, including issues of motivation, team spirit and job satisfaction.

These research areas can help to develop more effective cooperation strategies and methods, which improve cooperation and effectiveness between law enforcement and national defense professions, thereby improving national resilience.

List of publications

1. David Bertalan: Special Features of the Security Sector. *Felderítő Szemle*, 2017-3-4 pp. 28-44.
2. David Bertalan: Some Connections between Hybrid Warfare and Fake News. *Felderítő Szemle*, 2019-3. pp. 23-38.
3. David Bertalan: Narco-terrorism in Mexico. *Hadtudományi Szemle* 13. évfolyam 2020. 2. szám pp. 163–177.
4. David Bertalan: The role of law enforcement in countering hybrid warfare. *Hungarian Defence Review* különszám – 2021. Vol. 149.1-2. pp. 35-46.
5. David Bertalan: Law Enforcement Leadership in Dynamically Changing Environment. *Magyar Rendészet*, 2021-3. pp. 113-126.
6. David Bertalan: The Mass Migration Crisis and the Relationship between the Law Enforcement and National Defense. *Hadtudományi Szemle* 15. évf. 2022. 3. szám pp. 21-32.

7. Bertalan Dávid: A rendészet szerepe a hibrid hadviselés elleni fellépés során. Rendészet-Tudomány-Aktualitások 2020. című konferencia tanulmánykötet pp. 45-54.
8. Bertalan Dávid: Közös ügyeink – a rendészet és a honvédelem kapcsolata. Hadtudomány és a 21. század tanulmánykötet, 2022. pp. 289-297.

Professional and academic Curriculum Vitae

Lt. Col. David Bertalan completed his high school studies at the Berzsenyi Dániel High School in Celldömölk, after which he obtained a diploma in the criminal investigator speciality of the Police College. During his college studies, he studied for one semester in the United Kingdom, Leicester, at De Monfort University as part of the Erasmus program. From 2009, he joined the staff of the Dignitary Protection Service in the staff of the Police. In the course of his work, he worked in the field of personal protection and operations, and since 2013 he has been working in the staff of the Parliamentary Guard. From 2015, he held various leadership positions, and from 2023, he headed the Personal Protection Division. Cooperation with various partner organizations is also an integral part of his daily work, both with law enforcement and national defense organizations. In 2014, he obtained a master's degree in law enforcement leadership at the Faculty of Law Enforcement of the National University of Public Service. Subsequently, in 2018, he obtained a certified master's degree in security and defense policy at the Faculty of International and European Studies of the National University of Public Service. He has a C1 complex exam in English and an B complex exam in German. During his studies in security policy, he was a member of the Technical College of National Security. In his research topic, he combined the experiences gained during his domestic and international studies and work. He published his publications in Hungarian and English. The topics of his publications are the dynamically changing security environment, the command and control systems of law enforcement agencies and the Hungarian Defense Forces, security challenges relevant to cooperation. He regularly participates in national and international scientific conferences.