

HUMAN RESOURCES MANAGEMENT IN THE POLICE SYSTEM

Zahari Goranov

Academy of Ministry of the Interior of Republic of Bulgaria

zgoranov27@e-dnrs.org

Abstract

All organizations need to have skilled personnel who will be able to do some tasks. The Office of Human Resource Management hires, manages, and retains a qualified and diverse workforce, which includes recruitment efforts for new police officers. Human Resource Management also manages medical claims, ensures the MPD is in compliance with all occupational health standards, and controls the testing and standards process for the selection and promotion of sworn members. The purpose of the paper is to show how important HR management is. The most important findings are that if you have well-trained staff it is possible to improve the quality of work. The most important resources for the organization are HR. They are especially valuable because they are very difficult to be skilled.

Keywords: Human resources, Administration, Police system, Bulgaria

INTRODUCTION

All organizations be they business, educational or government are basically social systems. The people run these organizations. The functioning of these organizations depends on how people work. The human behaviour is caused and highly unpredictable. The human resources of an organization constitute the entire work force. Human Resource Management has responsibility for identifying, selecting, inducing the competent people, training them, facilitating and monitoring them to perform at high level of efficiency and providing mechanism to ensure that they maintain their affiliation with their organization. So police department is not an exception. HRM is of utmost importance in a police department as it renders direct services to the society and is responsible for protection of members of the society. The police personnel, who are qualified, well trained, best motivated and lead by the competent superiors will improve the present work culture.

POLICE AS A SOCIAL SYSTEM

The most general definition of the system is that it is an aggregate, a multitude of interconnected, interdependent and interacting elements that are characterized by certain quantitative measures. The ensemble of the elements between which there are specific relations and relationships forms a definite integrity, a unit that fulfills a certain function.

In a system, the behavior of each element influences the behavior of the whole; the behavior of the elements and their impact on the whole are interdependent, ie. no single element affects the whole independently; there are subsets of elements, each of which influences the behavior of the whole, and none of them has any influence independently; elements are linked in such a way that independent subgroups cannot occur. Therefore, the system is such a whole that cannot be divided into independent parts. Here are two important features of the system:

- 1 / each part of the system has properties that are lost if the part is separated from it;
- 2 / each system has such qualities - and essential ones that are absent in its parts.

The essential properties of the system derive from the interaction between its parts and not from their action individually. Therefore, if the system is divided, it loses its essential properties. For this reason, the system can be understood through analysis.

Necessary and sufficient conditions for an object to be a system:

- a / presence of elements;
- b / existence of conditions of conditioning between the elements;
- c) the connection between the elements, resulting in the system being created.

Not every way of connecting the elements leads to a system. According to Abebi, to form a system, the elements must be connected through their inputs and outputs and this connection is such that after it the elements retain their essence as it was before the connection. The system is such a whole, the essential properties of which arise as a result of the interaction between its constituent elements.

The system changes when new components are added or added. If the system is split in half, there are not two smaller systems, but a broken system that is unlikely to work. The behavior of the system is determined by the structure of its parts, by how its elements are connected to each other. Changing the structure of the system changes the behavior of the whole. The system has properties that do not have its components. It is not possible to predict the properties of the system by disassembling and analyzing its parts.

1. Determination of elements of the system - the system, whose elements interact in a definite way, is considered as determined. Police work on instructions and orders. Elements must only perform the prescribed operations. In the functioning of the police system there can be no great

uncertainty, because the previous state of individual elements has been set and their activity program is known, which makes it possible to predict the next state of the elements;

2. Dynamicity of the social system of the police. The police system must operate continuously. to change its status over time. Its dynamics is expressed in the essence of the transitions of its state. Transition from one state to another does not occur instantaneously, but as a result of a specific transition process. The police system is constantly being adapted in line with changes in the operational environment;

3. The existence of a management parameter in the system;

4. Production in the system of enhancing properties. These are: the ability of the management entity to accept even weak commands (signals) from the controller; the ability to respond immediately to the alert; transmission of signals to other structural units of the system. Strengthening properties exist because of the need to overcome various difficulties in the system of institutional, conceptual, psychological and organizational nature;

5. In the system of at least one feedback link. The management system functions normally when an information on the degree of execution of the control commands (decisions) is received. Particular attention should be paid to feedback for safety information, as it often causes interference with a disorganizing effect on the system.

The concept of "internal security" reflects the totality of personal, group, public and state security, which is external to the needs of protecting the population from criminal assaults on the person, family, freedom, rights, property and property of the population, social groups and communities, the public structures and the non-governmental organizations, the state structures, as well as the needs to preserve the established public order in the national territory and respectively the internal order guarded by private security firms. This concept can be defined as a private concept of the more general concept of "national security", reflecting a set of practically expressed state, group and personal security that are secured, as opposed to internal security, from the law enforcement system (including the authorities the police, private security firms and detective agencies), the investigation, the prosecution and the court, and the Securitate sectors in the local self-government bodies as well as the Bulgarian Army and Counterintelligence Bodies and intelligence.

The information and analytical activity that takes place in the socially managed systems of internal security in the public and private sectors is a fundamental and to a certain extent a function of the management of the operational and security units at all levels. This type of activity should be understood as a type of specialized information technology for the preparation of management decisions. It is built, maintained and developed in: preparation of variants of management decisions based on analyzes, trends, outlooks and forecasts, etc. Information-

analytical activity has become an essential and inseparable part of both management and operational and other technological activities. It is a necessary condition for their implementation.

In the units of the socially managed systems for internal security in the public and the private sector, the information-analytical activity has as its object mainly the operational and criminological environment of the territory serviced by a unit and the fight against crime. What are the operational situation and the criminological situation?

For the management of the national security system relations arise, related to three main functions. The first one is aimed at achieving the objectives of the systems, ie. carrying out certain activities and behaviors that achieve their statutory goals. The second function is regulation, which, on the basis of feedback, corrects the behavior of the systems in order to achieve their goals in the best possible way. The third function is refinement, ie. improving the process of targeting, regulation and optimization, thereby improving the performance of the systems themselves. The larger and more complex a system, the more it is necessary for it to be able to self-manage. There is a need not only for decentralization, but also for the establishment of mechanisms that operate automatically in a certain way to maintain the internal balance, the basic characteristics, the integrity of the system and its interaction with the external environment.

The way of managing the systems is:

- Out-controlled systems without feedback;
- Controllable from inside systems (self-controlled or self-adjusting) - programmable, adjustable automatically under the influence of internal and external factors;
- Combined control (automatic, semi-automatic, organizational).

By origin, the systems (elements, links, subsystems) are:

- Artificial systems - tools, mechanisms, machines, vending machines, etc.;
- Natural systems - living, non-living, environmental, social, etc.;
- Virtual systems - based primarily on the use of the Internet environment (virtual enterprise, virtual office, etc.).
- Mixed systems (economic, biotechnical, organizational, etc.).

System approach - an approach to exploring and managing objects that treats them as a system that defines the elements, internal and external connections that affect the functioning of the system, the objectives of each element being shaped according to the general purpose of the system.

The prerequisites for the emergence of the systematic approach are summarizing the experience of the specialists in the investigation of operations; development of general theory of systems, theory of automatic regulation and management and cybernetics, which provide a methodological apparatus for uniting in a unified whole diverse management tasks. It is now acknowledged that the system approach is the most orderly and reliable basis for managing complex interconnected activities that allow the detection and analysis of system components and their interconnections.

A systematic approach to organizational systems research is based on the fact that each organization is a system, each element of which has its own defined and differentiated goals. Accordingly, the task of control is to integrate the system-forming elements.

The essence of the system approach is synthesized in:

- formulating the objectives and clarifying their hierarchy until the beginning of any management activity, especially with the adoption of decisions;
- achieving the set goals at minimal cost, by using comparative analysis of alternative routes and methods and making the right choices;
- Quantification of objectives, methods and means to achieve them, based on a comprehensive study of possible and planned outcomes.

Key benefits of a system approach are:

- (a) the identification, understanding and management of interrelated processes as one system contributes to the organization's effectiveness in achieving its objectives;
- b / discovering the processes that best lead to the desired results. Ability to focus efforts on relevant processes;
- c / Creating trust in stakeholders towards the performance and efficiency of the organization.

Hierarchy is an inherent feature of every manageable system, and of the police. In the so-called hierarchical sequence, each element of the police system is simultaneously in two roles:

- a) as an element of the structure of the superior system;
- b) as a stand-alone system with inherent specific features.

Simultaneously is a managed and managed system.

As a management system, the police have their external environment in the sense of an environment that surrounds them and in which they operate. In fact, this security environment generates the nature, volume and type of tasks and functions performed by the police. Territorial competencies also influence at least the volume of tasks.

The functioning of every element of the socially manageable system affects the other elements with which it is related and dependent. If changes in a separate unit of the police system remain

unnoticed by the other units and have no influence, this indicates that without this unit can be worked efficiently and it can be dropped from the overall structure.

As a socially manageable system, the police should meet the following requirements placed on organized systems:

a / determinacy (predestination) of the elements of the system - the presence (rather than the place) of an element as a component must be caused by reason;

b) Dynamics of the social system - the external environment has an impact (disruption), which may have a disorganizing effect. This forces the system to be reorganized / adjusted according to the influences / changes;

c / presence of a control parameter in the system - each control system needs an element whose control parameter allows - first, to accept the commands of the superior subjects; secondly, bring them to the attention of their subordinates, and, thirdly, be responsible for the execution of the commands (decisions);

d / presence in the system of amplifying properties - for a control system it is necessary for the descriptive (command) and feedback (information) to be transmitted and received quickly and accurately. However, this does not always happen quickly and precisely, so it is necessary to overcome different barriers that hinder or hamper these processes. Some enhancing properties include improving work discipline, incentives, etc .;

e / presence of at least one feedback link in the system - multiple sets of pattern information links are possible for complex systems.

System design features

Organizational design - the design of organizational management structures (organizational design) is a way to improve the performance of management bodies. It is done after a preliminary analysis of the existing organizational structures, revealing their weaknesses and strengths, precisely defining the new structures, determining the costs of reorganization and the possibility of introducing the foreign positive experience. The organizational design takes place in three stages: preliminary study, direct research and project preparation, project validation. Basic Principles of Management in the Police System According to Angel Chaushev, the management system in organizational systems, including the police, should be based on four basic principles:

1. human resources are the most important assets of the organization and effective management is the key to its success;
2. the policy of the governor must be related to the achievement of the integrity and the strategic plans of the police unit;

3. the development of organizational values and culture must be ensured;
4. Servants should be loyal, participate and work consciously to achieve the common goal.

Organizational and technical principles are: the principles of the main unit in the system for managing the continuity of functioning and the management of the police units and the so-called "black box principle". Organizational projects in the police system should be designed in such a way that when they are implemented in practice, police units can change in relation to changes in the social environment and allow for a continuous response to criminal activities. The "black box principle" is an approach to understanding a system that is not familiar with the internal structure, and this structure can be identified at a given moment by examining the "input-output" link. Among the organizational-legal and organizational-technical principles is the principle of feedback, which states that management is impossible without feedback information or at least a feedback. It is particularly important. When displaying undesirable interference (s) in system management. This means that something wrong has emerged, and management intervention is needed to regulate relationships or correct decisions.

IMPORTANCE OF HRM IN POLICE DEPARTMENT

Organization culture is defined as a group of people working in an organization sharing a common perception and core values and believes. The range of different generation's culture in today's workplace requires careful management of HRM policies to prevent problems that differences of generation-specific values may cause stress.. There is also a growing concern of work- life balance in private sector. HRM is very important in the police organization because police officers deal with the people of the community as a visible symbol of government.

The police department has an urgent need to practice good human resource management policies. This will facilitate getting right person for the right job, enhanced motivation and morale of lower rank employee (constabulary level), amicable relationship between superiors and subordinates, effective training to meet the challenges, delegation of authority and empowerment. Thus, HRM plays an important role in bringing about culture change successfully. Culture should be characterized by a positive work climate, adaptable work practices and flexible, skilled and committed people.

TRAINING TO POLICE STAFF

Training and development is the key area in HRM of any organization. Training has been described as a conscious effort to improve and increase knowledge, skill and aptitude on an individual in a desired direction. Training helps to inspire employee's capacity to shouldering greater responsibility. Unfortunately, however, though the crucial and transforming role of

training in the police organization is acknowledged by one and all, there is hardly been any meaningful endeavors to expand and improve the scope and quality of the police training. Police training has been neglected over years and training arrangement, except in some central organization are unsatisfactory qualitatively as well as quantitatively. Lack of convention about the value of training on the part of the administration including the higher ranks of the police service.

LEADERSHIP IN THE POLICE DEPARTMENT

The leadership role assumes great significance in all organization because without leadership, an organization is but a muddle of men and machines. The essence of leadership is the ability to obtain from each member of the organization, the highest quality of service he has the capacity to render. Leadership can be defined as the process of influencing the behaviour of others to work willingly and enthusiastically for achieving pre determined goals.

Good leadership in the organization itself is the motivating factor for any organization. Leadership can be simply defined as an act of making an impact on others in a desired direction. Most work on leadership in organization has been done on the way a leader gets results through persons. There are many styles of leadership, some are known to be effective and the others are ineffective. For example, does he order them (autocratic style) to do what he wants done? Does he involve them (democratic) in planning how to do things? Is he indifferent and does he allow them to do as they like. Leadership is the process of directing and influencing the task related activities of group members. Mullins defines leadership essentially as a relationship through which one person influences the behaviour or actions of other people.

Psychologists, sociologists, political scientists and certainly management scientists have become increasingly interested in leadership. Another milestone in leadership research was Fiedler's theory of contingency, demonstrating that the effectiveness of task orientation depended upon the situation.

The police department by nature is a service organization. There is a developed model that attempts to simultaneously enhance the personal growth of workers and improve the quality and any of our many institutions through a combination of teamwork and community personal movement in decision making and official behaviour. This emerging approach to leadership and service is called Servant Leadership . The model of Servant leadership (SL) would be best suited to nature the police officers in service of people. The police leadership is even more critical and demanding. Effective leadership, at all levels is marked by a core philosophy (values) and a vision of how the department wishes to make it work Once the vision is created, the leadership then has to because the biggest living examples of this vision through the action

and should make it point to emphasize the vision, time and again, to the frontline policemen. For the frontline policemen to be able get at on instant, which they have to act most of the time, they most have clear understanding about the department is trying to achieve and in what manner.

THE IMPORTANCE OF LEADERSHIP

Effective leadership has the power to make or break a department and the best litmus test is to take a step back and look at those around you. Are you serving side-by-side with productive and motivated cops? When someone from the leadership hierarchy approaches, how do facial expressions and body language change? Do people become closed in body posture and more defensive in their words, or do they continue to smile and invite their supervisors into conversation? Is productivity contagious or is it a culture of resentment and pushback?

The beauty of effective leadership is once the skills are mastered a team can become a well-oiled machine. It literally functions without much supervision. When ineffective leadership skills are implemented, even just by one poor leader, the entire agency is infected with low morale, anger, low productivity until coerced, increased workers compensation claims, a higher risk of injuries, and abuse of sick time.

POLICE LEADERSHIP STYLES

Authoritative Police Leadership

Authoritative leadership is strictly rules-based with a preference for order and a sometimes military-like approach. In such organizations, the leader exerts full control over the team and subordinates are expected to simply follow and obey, not to offer feedback or contribute ideas. Most military and police forces have “historically followed a very authoritative model,” said former U.S. Marine Lt. Col. Ryan Sheehy, an adjunct professor in University of San Diego’s online master’s degree in Law Enforcement and Public Safety Leadership.

Transactional Police Leadership

Transactional leadership is much like authoritative leadership except that it relies on a rewards-based system to motivate subordinates. According to this system, rewards or punishments are handed out based on a subordinate’s performance and adherence to the rules. The theory is that individual officers will conform to the rules and vision of the leader — influenced by the fear of discipline for poor performance versus the anticipation of positive reinforcement for a job well done.

Transformational Police Leadership

Transformational leadership focuses on a “people-centered approach” that aims to inspire, empower and motivate one’s team. A leader following this approach works with subordinates to commit to a shared vision and goals for the organization, encouraging innovation and creativity in pursuit of those goals. Transformational leaders are inclusive, considering each individual’s unique needs, skills and motivations. They often have an “open door” policy to facilitate open communication

CONCLUSION

The Human Resources Division of the Police Department serves the agency in a broad variety of functions. Organizationally, our role is to enhance organizational performance through three functional levels. They are: Administrative dealing with the processing work necessary to maintain formal documentation and compliance; Operational providing the formal operating methods and processes to accomplish recruiting, hiring, promotions, etc.; and Strategic consisting of policy development, forecasting, organizational development, internal communication, management effectiveness, and evaluation.

The TPD Human Resources Division’s primary focus is in HR planning and analysis, recruiting and staffing, and health and safety issues. In addition we focus on coordinating outside resources and any HR need that is exclusive to the Police Department. To date the division has been relegated to almost exclusively administrative and operational functions. However, the agency is gradually moving toward using the division in more of a full-service HR capacity, and adopting more of a strategic role

REFERENCES

- Fiedler, Metropolitan Police Department (2005) <https://mpdc.dc.gov/page/human-resources-management-division>
- Human resources, City of Tucson (2015) <https://www.tucsonaz.gov/police/human-resources>
- Peters, (1987), The Excellence Dividend: Meeting the Tech Tide with Work That Wows and Jobs That Last, p.18- 35
- Sears, (1995). Servant Leadership, p.3-8
- Shodhanda, (2010) Shodhganga.inflibnet.ac.in/bitstream/10603/7597/10/10_chapter%205.pdf
- What Style of Police Leadership is Most Effective?, University of San Diego, <https://onlinedegrees.sandiego.edu/what-style-police-leadership-most-effective/>