



## **THE MANAGEMENT OF THE HUMAN RESOURCES AND POWER IN POLICE ORGANISATION**

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### **Abstract**

*The reform of the socio-political and socio-economic system in the Republic of Bulgaria in recent decades has led to a new understanding of the problem of the image of the leader, his training and the necessary qualities to be able to successfully fulfill its purpose in the new conditions. This problem has a connection and refers to the concept and practical organization of the training of managers for different areas - the public sphere, the non-governmental sector, the private business, etc. Human resources in police organisation also must be reformed and trained.*

*Keywords: Police, HR Management, Discipline, Organisation*

### **INTRODUCTION**

The field of human resources management is extremely relevant and modern, both from an organizational point of view and in terms of a field for professional performance. The evolution of the understanding of the essence of the human resource leads to the upgrading of its purely operational functions to more integrative and strategic ones.

The main and main resource of any organization are the people who work in it. Therefore, the greatest importance should be given to the study of issues related to the management of their behavior at work, the motivation of their activities. Workers are the ones who create the products of the organization, and although machines and appliances have become "masters" of many technological processes, the role of man in the organization not only does not decrease, but constantly increases. In the modern dynamic development of the

economy, the people working in the companies are very important, but also an expensive resource. Therefore, the people working in the organization are the main object of management.

The effective management of human resources is based on the use of modern methods, tools and tools from the world and Bulgarian practice in this field. It also requires managers who have high morals, values and patterns of behavior that meet the stated values of the organization, who understand the significant effect of improving governance and who work to improve the human resources system to achieve better results. In this sense, one of the leading practical difficulties in motivating human resources in our country can be rightly highlighted the lack of understanding of the role, importance and mechanisms for motivation by the leaders (management) of organizations, resulting from insufficient knowledge in this area, but also - the result of established views and thinking, in which motivation is in the background or seriously deformed.

Appropriate motivation and professional satisfaction are important prerequisites for the implementation of the new functions and role of the employees of the administration in the society and for the increase of the efficiency of their work. This determines the relevance of the present study. This will help to develop specific criteria and activities through which to implement the processes for stimulating employee motivation. I think that it is extremely important given the critical situation in which the country finds itself - both political and economic - that the employees in the Ministry of Interior be absolutely motivated to perform their daily duties.

## **FUNDAMENTALS OF MANAGEMENT - THEORETICAL FORMULATION DEVELOPMENT OF MANAGEMENT AS A DISCIPLINE**

The study of the discipline "Management" is a relatively new phenomenon in world history. Many of those who first began to study and write about management were practicing managers. They described their own experience and tried to summarize the principles that they thought could be used in such situations.

However, now there is another category of people - those who are interested in management from a scientific point of view. Sociologists and psychologists refer to the management of organizations as an extremely important social phenomenon that must be studied using the methods of scientific analysis. Between these two extremes - the practice of the manager and the science of management, there are a large number of individuals who have also contributed to its study. These include engineers, sociologists, psychologists, anthropologists, lawyers, economists, accountants, mathematicians, political scientists.

There are three most common approaches to management: the classical, behavioral and scientific management approach.

The classical approach is the first attempt to study modern management. And today he gives a basic knowledge of the modern manager. Management began to be studied more seriously at the turn of the century. Managers are already looking for answers to basic practice-related questions. They see management as a process of coordinating group efforts to achieve group goals. It is during this period of planning, organization and control that they are recognized as functions of management.

In the behavioral approach, managers face problems in which the behavior of their subordinates does not always coincide with what is expected according to the classical approach. The behavioral approach uses concepts from psychology, sociology, anthropology and other sciences that study human behavior. The emphasis in the behavioral approach is on the relationship between people, work and organization. It focuses on topics such as:

- motivation;
- communications;
- leadership;
- formation of working groups.

## **MANAGEMENT CHARACTERISTICS**

Management is a process with universal manifestation. Management can be discussed in:

- wildlife;
- inanimate nature;
- society.

Despite the specific features of this process in the different systems of these three areas, it is characterized by some common features:

1. Management is a process of impact on one object - the organization. A subject of management is the body that can influence the system or the organization.
2. Management is an active process. It is not just a passive contemplation of reality, but an active intervention of the subject of management in the normal functioning and development of the object. Therefore, the management is connected with changes, with new directions of development, with conducting an effective policy. It is a relentless renewal process of bringing the organization from one state to a new, better, more effective development. With his active intervention, the subject of management changes the natural course of events.

3. Management influence is purposeful influence. Management is always a purposeful process, through which the subject of management seeks to achieve pre-set goals. The goal is the pre-conceived result of people's conscious activity, this is something ideal.

4. Management pursues the achievement of any predetermined results. But their achievement should not be done "at any cost", ie. it must not lead to imbalance or destruction of the object. Only an intervention that achieves the entity's objectives without destroying or damaging the system is recognized as management.

5. Management is a conscious process. The interference in the functioning and development of the site by the subject of management is fully conscious, intentional. The management impact itself is a choice of one of the many other possible impacts on the site. Since management is a purposeful process, it is natural that management is also a conscious process.

6. Management is typically a human activity - one of the most complex, responsible and creative activities of people. In this activity, they are different from all other beings. However, this does not exclude the presence of managerial influences in other systems - biological and technical. Within them, however, one cannot speak of a complete management process in the classical sense of the word. In biological and technical systems it is a matter of self-regulation, self-organization or, at best, self-government.

7. Management arises and develops as a need for concerted action in connection with obtaining the expected results of the activities of a particular person.

The management processes have been influenced / considered in historical aspect / and are influenced by many factors, but the knowledge and skills of the individuals are of a certain importance.

No matter how much the thesis is maintained that the emergence and development of management is associated with a specific activity of people, it is indisputable that the joint activity of people is the main reason for the emergence of management, ie the management process is determined by this influence.

With the complication of work, the idea is reached that the individual activity of people cannot give such results as their joint activity. This requires coordination, management, because otherwise everyone will act according to their views, their interests and the overall goal will not be met. One can govern oneself as well as others. He can do this in two ways: consciously, considering his activity; intuitively / subconsciously. In modern conditions, the emphasis should be placed on the first way.

Regardless of the type and nature of the system, management is inherent in it, ie. there can be no system without management. Since each system consists of many elements with certain properties and features, each of the elements has a certain independence and can be

considered as a subsystem. This means that each of the elements can take the initiative and self-regulate, but it is mandatory to coordinate their activities, which is carried out through management.

This is the first time he has put the classical approach. Its essential feature is the use of mathematics and statistics as aids in the management of production and operations. The aim of the training is for students to learn to define concepts, to describe, discuss and identify essential issues related to modern management.

It is clear from the above that the term "management" is multifaceted and universal and is used in various cases, which makes it difficult to define it. Difficulties also arise from the fact that it is not only an economic but also a social and philosophical concept.

Management is mainly associated with activities in the name of which expenditures are made and revenues are generated. As an exception, however, we can point out the bodies of the Ministry of Interior. The protection of public order is one of the indivisible public goods and no profit is sought from it.

Creating and maintaining security for the population is always a sensitive issue, as it satisfies the most basic human need. Security can be broadly defined as the protection against external aggression and the maintenance of public order within the country, which is why its guarantee is usually identified with some of the functions of the state.

In other words, the creation and maintenance of security can be defined as a typical public good, i.e. service that is used by all and is characterized by non-exclusion from and absence of competition in consumption, due to which its implementation is financed by part of the population taxes (budget of the Ministry of Interior and the Ministry of Defense). In addition, it is characterized by all the negatives of the non-market sector - the inability to accurately measure what is received and paid, the lack of competition, hence comparability and choice, and presumably low efficiency.

A large part of the budget expenditures is for the delivery of public goods by the state and municipalities. Such are, for example, the defense of the country, the protection of security and order, the transport infrastructure, the road markings and signals, the terrestrial television, the street lighting and many others. There are several main features that distinguish the public good from the private.

The first distinguishing feature of the pure public good is that it is indivisible. Unlike beers and kebabs, where we measure consumption in quantities, the public good cannot be divided into units and delivered in parts according to the individual's needs. Therefore, for most pure public goods, it is impossible or difficult to pay according to their use because the use cannot be measured. Furthermore, those who do not pay cannot be excluded from the consumption of

public goods. Take street lighting as an example. Everyone who walks down the street uses it. The good cannot be divided among the consumers and how much of it is consumed by each passer-by.

The second difference of pure public goods is that, unlike private ones, public goods have no competition in consumption. The consumption of one consumer is not at the expense and does not limit the consumption of another.

## **GOALS OF THE ORGANIZATION**

The first and perhaps most important decision in planning is to define the goals of the organization, regardless of its nature (small or large).

Mission of the organization. The main common goal of the organization, which clearly expresses the reason for its existence, is called its mission.

Significance of the mission. The importance of the mission, which is formally expressed and effectively presented to employees, must be realistic. The goals developed on its basis should serve as criteria for the whole subsequent management decision-making process. If managers do not know what the main goal of their organization is, then there will be no logical connection for them to look for solutions when choosing alternatives. Without a specific mission, managers will use their individual experience and knowledge in their decisions. The results can be multifaceted, costly, rather than a unity of purpose that is essential to the organization.

The mission details the status of the organization and provides direction and guidelines for defining the goal and strategy at different organizational levels.

At the present stage, governance is becoming one of the most important areas serving the overall socio-economic development. It coordinates the pace of development, resource consumption, interdependence: economy-ecology-social policy.

Human and in particular his work (his ability to lay in public useful labor) is a resource like all others (machinery, raw materials, fuels, energy and etc.). In acquiring and using this resource, the employer is guided by purely economic reasons and motives such as: people are part of the "things" without which production is impossible; human labor is a commodity, with the corresponding value and consumer value, is "bought" on a specific "market" (labor market) and has its "price"; man as a resource is physically depreciated (tired, aged) and morally (his knowledge is obsolete), which requires investment for its recovery and development.

On the other hand, man is a specific resource because: unlike the material resources do not react unambiguously to the commands given to him; people work in groups, which gives rise to interpersonal, group and intergroup relations - formal and informal groups that have specific "refractive" properties of managerial influences; people have different material, spiritual and

social needs, profess different values, are motivated and demotivated by different things have their own personal goals other than organizational and all of this inevitably affects the way they engage in organizational processes; humans are social beings and unite (formally and informally) for protection of its interests and the organization must comply with their associations; people have emotions, feelings, etc. (Weder, 2014)

## **NOWADAYS MANAGEMENT**

We are moving into a network-centric world, where organizational structures will look radically different and direct communications will allow for better decision-making. Today e-mail, a graphic-rich environment, videoteleconferencing, and networks are part of a world that allows us to share data and connect, to make better decisions, to improve efficiency and effectiveness. In the future, we will get information directly to the person who needs it to do a job, who needs it to make decisions on the spot. We will routinely communicate messages directly to large masses of people, without going through a hierarchical structure. We have started to do some of that at Boeing, but we are in the very early stages of network-centric communications. I can send an electronic broadcast message over our network and communicate anytime, anywhere, to thousands of employees (Thomas A. Kochan, and Richard Schmalensee, 2003).

In a network-centric world, that process will fundamentally change. Status will be available automatically online. I believe we will see a shift in roles and responsibilities as more teams work on projects around the clock globally to use time effectively and wisely. When I was an engineer, for example, we created drawings on Mylar that had to be moved physically. Today, we have the ability to work digitally and interactively so our employees can work with customers and colleagues across the world, with a collaborative environment systems tool. The 78,000 people in our new Integrated Defense Systems unit work in 33 states, with many working in a virtual environment on the same programs (Thomas A. Kochan, and Richard Schmalensee, 2003).

## **THE PROFESSIONAL POLICING MODEL DISTANCED THE POLICE FROM THE PUBLIC**

The professionalism movement was governed by the quasi-military model and top-down management. Leadership stressed oversight and control with the ultimate goal of maintaining the status quo. The automobile, telephone and radio gave the police the ability to expediently respond to calls for service. Policy, procedures, and regulations were part and parcel of this movement. The guiding theme seemed to be don't ask, just follow departmental policy and whatever you do, don't rock the boat. Several things occurred during this era. First, the police distanced themselves from the public. Direct contact with citizens lessened throughout efforts to

professionalize policing. Second, managerial control became a management imperative, and lastly, professionalism governed every thought and action. Isolationism dominated the police relationship with the public, and the foundation for the existence of the police was the law. Consequently, law enforcement agencies became harbingers of the statusquo dominated by one theme – professionalism (More, H. W., & More, T. L. 2012).

## **CRITICAL SUCCESS FACTORS FOR MANAGING PEOPLE: CREATING AN ENVIRONMENT OF ACHIEVEMENT**

There are a number of pervasive human capital challenges confronting various levels of government, including the police. A consistent strategic approach to marshaling, managing, and maintaining people is necessary in an organization. Employees represent the knowledge-base of an organization and become the cornerstone of any change management initiative. It is generally accepted that law enforcement agencies need to develop a less rigid organization and flatter, become less process-oriented, more externally focused, and above all results oriented. ( More, H. W., & More, T. L. 2012).

## **MANAGEMENT METHODS**

Police oversight agencies are citizens' watchdog bodies designed to ensure that police are operating with integrity and accountability. From the beginning of policing two centuries ago, there has been a debate about who should oversee the police and enforce modern integrity and accountability principles. The question of who is best suited to police the police has been answered in different ways depending upon the problems in any given era in any given region of the world ( More, H. W., & More, T. L. 2012).

Until the 20th century, mayors, alone or in conjunction with commissioners, was the primary police oversight mechanism. A mayor's principal power was to hire and fire the Chief of Police. Not unlike the ward heelers before them, some mayors treated the police as political patronage and required the police in turn to raise money for their next political campaigns and provide protection to the mayor's cronies.

These corrupt practices led to the next wave of police reform and a new model for police oversight. The progressive movement in the United States in the first quarter of the 20th century was deeply distrustful of politicians and electoral politics, viewing each as hopelessly corrupt. Instead, the progressives argued, power over the police should rest in the hands of good citizens (bankers, established merchants, civic-minded lawyers and other professionals) who would serve on a part-time basis, usually without pay, to oversee the police on a nonpartisan, politically independent basis. However, the good citizen model never quite performed as the



progressives had intended. Therefore, many new police oversight models emerged. Current models employed in the US were classified by Davis et al. (2005) into three categories: (i) review and appellate models, (ii) investigative and quality assurance models, and (iii) evaluative and performance-based models. Presthus (2009) argues that the most difficult challenge for bodies mandated to monitor or investigate the police is to gain the public confidence that their task is performed independently and objectively. It is crucial that the work is done professionally and effectively, and with the necessary degree of transparency for all parties involved, the public in general and the media.

## **ESSENCE OF ANALYSIS AND PLANNING**

Analyzes of organizational human resource needs seek answer to the questions:

What resources do we have by units and positions?;

From what resources we need in different units and positions ?;

What to do to meet the needs ?;

What problems we may face and how we could to overcome them?

Staff planning can be defined as anticipating how much and what kind staff will be needed in the future and to what extent this need is likely to be satisfied. It has received a lot of attention in recent years because of all the resources an organization has, people are the most mobile. Providing the right number of people with the right skills at the right time and on the right place is key to success. Personnel planning is an element of the overall strategic activity of the organization. It starts with defining the goals of the organization, goes through balancing the production program and the resources for its implementation, takes into account the financial aspects of this insurance and ultimately leads to developing specific plans to increase labor productivity, for recruitment, training and qualification, relocation (movement) of employees etc. In pursuit of its goals, the organization needs enough of number and suitable employees, so it should try to attract, train or, if it is necessary to release staff during its activities. Not all these attempts can be considered planning because they are sometimes too random while planning the staff is rather the result of analytical work and reflection. Furthermore the planning process is carried out "once" within a certain plan period and gives the "macro framework" of future behavior, and operational and tactical the day-to-day running of the business can cause a number of incidental problems, who must find their solution immediately.

Personnel planning can be seen as a rational approach that assists management in decision-making regarding recruitment of sufficient staff in terms of quantity and quality; staff retention in the organization; optimal use of the available human resources; improvement of the

performance of the work; dismissal of unnecessary staff, etc. Human resource reproduction planning can be considered in two aspects. On the one hand - as planning the reproduction of human resources in a global aspect (for the country as a whole, strategically), and on the other – within the organization. Strategic planning touches on such areas as general economic and demographic development; emigration and immigration; political and social problems; planning the reproduction of labor resources; educational and qualification planning in the country; healthcare; social politics, etc. The subject of this topic is much narrower: planning the reproduction of human resources within the individual organization. The general concept of human resource planning expresses the relationship between organizational goals and plans and the development of specific plans, activities and activities to provide the necessary people for their implementation

### **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 causeless stress. There is also a growing concern of work- life balance in private sector (Weder, 2014).

HRM is very important in the police organization because police officers deal with the people of the community as a visible symbol of government. Police HRM is complex and demanding because it involves the management of the policemen both on and off duty from the day they are selected to the day they retire. The essence of a dynamic personnel management is getting effective optimum results not only in the short run but also in the long run through building and maintaining a satisfied, motivated and productive human the start on but also in the long run through building and maintaining a satisfied, motivated and productive human organization. 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. Successful culture change depends upon:

- The commitment and focus of top management and their willingness to commit resources for achieving cultural change.

- Listening to the employees.
- Developing strategic Human Resource plans.
- Designing and modifying Human Resource practices such as recruitment, development, selection etc (Weder, 2014).

## **CONFLICT IN THE ORGANISATION**

Every person is forced to make many choices every day - goals, methods, behaviors, appropriate moments, etc. In most cases, choosing one option eliminates all the others. This creates a personality conflict or an intrapersonal conflict.

Interpersonal conflict depends on people's willingness to cooperate or compete when there is a point of conflict between them. These tendencies are influenced by many different forces. Chief among them is the system of punishment / reward. By changing the incentives and penalties for carrying out various joint actions, more or less opportunities for cooperation or competition may be triggered. Research highlights the importance of the relationship between the parties to the conflict as a means of stimulating the desire for cooperation between them. The idea is to instill in people the idea that through working together they achieve "I win and you win", and through opposition and competition they reach "We both lose". Some interpersonal conflicts are not on a professional basis, but on a purely personal one. They arise due to "organic intolerance" and incompatibility of characters, due to poor upbringing, low culture, prejudice and others.

Conflicts in a group are more than the sum of the personal and interpersonal conflicts that exist in it, just as a group is something larger and different from the "sum" of its individual members. Regardless of the specific reason, elements of all existing tensions are intertwined in the group conflict. A peculiar multiplier effect is obtained. Conflict in the group is a clash between some and / or all of its members and / or internal mini-groups defending different positions, which reflects on the work and results of the group as a whole.

Intergroup conflicts are usually the biggest and most dangerous, moreover, they often escalate to the next level of general organizational conflicts. In practice, each group (unit, department, team, etc.) enters into at least a partial conflict with any other group with which it cooperates.

## **INTERPERSONAL AND INTERPERSONAL CONFLICTS**

When conflict is a fact, one has three main alternatives to behavior: attacking the source of the conflict; attacks himself because he has not been able to control the situation; changes his expectations for the situation. The first reaction is the most common. Everyone tends to attack

others first, those who stand in their way. This attack can be milder or expressed in a very direct insult. People who attack themselves play the role of the eternal loser, the loser. This attack can be considered normal (everyone should take the blame for their failures), unless it shows a tendency to turn into manic depression. The third alternative assumes that the individual balances the possibilities for achieving results in the real world and his expectations. When a person wants to be on top, but the objective reality does not allow him to do so, he must adjust to more realistic expectations so as not to fail completely. This is achieved by "resonance reduction" or by "rationalization". In rationalization, the person tries to combine his expectations with the actual situation (I did not overestimate the difficulties, it is objectively impossible to...), and in the first case he tries to explain and / or downplay the situation (I do not care so much about the result). This adjustment, which in many cases takes place on a subconscious level, allows a person to maintain self-esteem, maintain understanding with other people and continue to lead a normal life as an active part of society.

## **POWER IN MANAGEMENT STRUCTURES**

One of the most important components of management structures is power. In essence, the whole history of mankind is a history of the struggle for power. Different definitions of power are known in different sciences. In theory, governance is generally understood to mean the right to rule, ie. the right from many options to choose one, the best according to certain criteria, formed and built by the one who is authorized to make a decision. Power, according to many authors, always belongs to one center, but it can not exercise it directly, for a number of reasons - specialization in governance, the territorial remoteness of government, the large size of management, the complexity of management. That is why it is necessary to delegate power.

Delegation of power means the granting of rights by bodies at a higher hierarchical level to bodies at a lower hierarchical level. Delegation is usually done directly, ie. from one level to the next lower level of government. In carrying out this process, it is possible to jump over hierarchical levels, which is less common. Through the delegation of power, the necessary correspondence between centralization and decentralization in the management structures is achieved. Delegation confers not only rights but also responsibilities. It should be borne in mind that the one who delegates power is not released from responsibility, but shares it with his proxy, but in each case - in a strictly defined ratio. Only available power may be delegated, but no power should be delegated that relates to tasks for which the manager is directly and solely responsible. Otherwise, there would be a desire to transfer relevant responsibilities to others and to avoid liability. And as we know, the division of labor in the field of management, the hierarchical structure of the management structure and the differences in pay at different levels

are precisely for this, to know exactly what everyone performs and what they are responsible for. Ultimately, the delegation of power must also facilitate information flows.

Conflict between people is easy to understand and almost always obvious. As we have already said, conflict at the organizational level means that the internal mechanisms of the organization do not work well and its goals suffer. Most organizations are aware of the organizational conflict and turn to it when they see that the goals have not been achieved. Again, we must remind the rule - prevention is easier and more valuable than treatment. Unfortunately, top managers almost always think like ordinary people - "Nothing can happen to my organization!", They think. They often even look down on people who are trying to show that things are going wrong. As a result, most employees seek to "adjust" their reports so that they hide bad things and news so as not to accuse them of pessimism and pessimism. It kills the organization's chance to find its problems in time and solve them before they grow into crises. Conversely, in organizations where problems are perceived as symptoms, where there is strong positive and negative feedback, where managers support and encourage their employees to discover and report problems - the organization lives with a view to the future.

## **DELEGATION**

Delegation, as a term used in management theory, means the transfer of tasks and powers to a person who assumes responsibility for their implementation.

The special role of delegation is enshrined in its definition. It is a means by which management distributes among its employees the many tasks that arise and must be performed to achieve the goals of the organization. If a significant task is not delegated to another person, the manager is obliged to perform it himself. This is in many cases simply impossible, as his time and abilities are limited. It is very important to note a thought of Mary Follett - one of the classics of management, that the essence of management is in "the ability to do the work of others." Therefore, in the true sense of the word, delegation is an act that makes a person a leader.

Delegation, despite its fundamental importance, is one of the most misunderstood and misunderstood concepts of governance. Many successful entrepreneurs did not understand the place of delegation for the success of their business, which led them to stagnate in their development.

## **RESPONSIBILITIES OF THE DELEGATION**

Responsibility is the obligation of the employee to perform the assigned tasks and to be responsible for their solution.

An obligation is understood to mean that a person is expected to fulfill specific work requirements when he holds a certain position in the organization.

### **THE MOTIVATING INFLUENCE OF THE LEADER IN THE ADMINISTRATION (Ministry of Interior as an administration)**

"Leadership raises the human vision to great heights, raises human achievements to higher standards, builds the human essence beyond normal capabilities (Drucker, 2003)

Leadership is the third management function - leadership. Undoubtedly, effective managers know how to guide others to the success of their department and organization. In this regard, issues related to leadership and motivation in the organization are addressed

In many ways, leadership and motivation are "two sides of the same coin." Leadership is defined as the attempt by managers to influence the productivity of individuals and groups, but motivation is also aimed at influencing behavior.

For about a century now, theoretical managers have been trying to find an answer to the question, "How do you become a great leader?" For a time, most people believed that great leaders were born with the ability to inspire others. But today the world accepts the idea that anyone could become a great leader if they find themselves in the right circumstances, or that effective leadership depends on choosing the right management style for a particular situation, rather than having certain personal characteristics. The question that is still being answered is: "Is there a single leadership style that is better than all the others, and if not, which style is best for a given situation?" Some managers firmly believe that the most effective leadership style is one that involves subordinates in the decision-making process; they are proponents of a participatory approach. Other managers oppose this approach and prefer to make their own decisions; they are followers of the autocratic leadership style.

Leadership is not just a territory reserved for CEOs or generals in the military. Each of us is in a position to lead something at some point; we run our family, group of friends, work team, small business or multinational corporation. In our world of growing opportunities and growing demands for personal initiative, leadership is a life skill that we must all develop if we want to realize our full potential.

The concept of "Leader" is mainly developed in the field of social psychology, the theory of organizational behavior, the theory of social organizations and social management. Can individuals be trained as leaders or are they born that way? Why do people with completely different ethnic and moral backgrounds manage to present themselves as successful leaders? A leader is a person who is informally recognized and accepted by the group in order to organize and lead it. The guide refers to the formulation and implementation of missions, visions

and strategies, rules and procedures. Leadership, in turn, encompasses value management, ethics, organizational behavior, and interpersonal relationships. A leader is a person who has consistent goals, shows the right direction and direction, takes the lead and manages the activities of his followers. The leader must be able to motivate, to stand out with his common sense, honesty, responsibility and concern for others. He must be able to listen, explain, and also involve other people in decision-making. In short, a leader must be a role model for everyone.

Types of leadership:

- By nature: Leaders by nature are those who gain the trust of the community with their common sense, honesty and concern for others. They do not pursue personal interests.
- Institutional: These leaders are affiliated with religious, educational or political institutions. Such a leader has power, authority and influence in the community.
- Prestigious - the prestigious leader is the one who has wealth and a high social position in society. Most often he comes from a family that has had an influence in society.
- Professional - professional leaders are those to whom the community turns when there is a specific problem and seeks the best advice. Such a leader has been successful in a field.
- Voluntary - such leaders are those who voluntarily sacrifice some of their energy and time for the cause of society.

Clarifying the nature of leadership as a phenomenon in people's lives is not an easy problem. For decades, scientific units and organizations, individual scientists have been trying to find the key to revealing this social phenomenon to answer the question "what is a leader"? As a result, dozens of theories of leadership and various combinations of traits have appeared. In general, it could be said that leadership is a certain type of managerial interaction based on the most effective sources of power for a given situation and is aimed at persuading (or forcing) people to achieve common goals.

Peculiarities of human resources management in the Ministry of Interior.

The effective management of human resources is based on the use of modern methods, tools and tools from the world and Bulgarian practice in this field. It also requires managers who have high morals, values and patterns of behavior that meet the stated values of the organization, who understand the significant effect of improving governance and who work to improve the human resources system to achieve better results. In this sense, one of the leading practical difficulties in motivating human resources in our country can be rightly highlighted the lack of understanding of the role, importance and mechanisms for motivation by the leaders (management) of organizations, resulting from insufficient knowledge in this area, but also - the

result of established views and thinking, in which motivation is in the background or seriously deformed.

Appropriate motivation and professional satisfaction are important prerequisites for the implementation of the new functions and role of the employees of the judicial administration in the society and for the increase of the efficiency of their work. This determines the relevance of the present study. This will help to develop specific criteria and activities through which to implement the processes for stimulating employee motivation. I think that it is extremely important given the critical situation in which the country finds itself - both political and economic - that the employees in the Ministry of Interior be absolutely motivated to perform their daily duties.

## **NATURE OF HUMAN RESOURCE MANAGEMENT**

Management in society manifests itself as a purposeful way of acting or influencing. People control people, machines and animals and in each case it is a matter of achieving a certain goal and a purposeful way of acting and behaving. Achieving the set goal is a result of the management activity. The efficiency of management is determined by the degree of achievement of the set goals, and the efficiency is the achievement of certain results with the least expenditure of forces and resources. Management is reduced to managing employees in the process of performing their duties. Human resource management deals with the management of working people, namely employees and their relationships in police services. To the common provisions also apply to:

- the functions of all managers;
- professional function of some of the managers who are directly responsible for the staff;
- activity for providing and coordinating the work of human resources.

The human resources management approach is based on four strictly defined requirements, which are:

- Employees are the most important assets and their effective and efficient management is the key to the success of the structural unit in which they work, and hence the whole system. Employees are the most important asset and their effective and efficient management is the key to the success of the structural unit in which they work and hence the whole system. It is necessary to pay attention that for the employees in the Ministry of Interior there are increased requirements for physical, medical and psychological fitness. These factors further complicate the management of human resources in the system of the Ministry of Interior.
- The success of each unit of the "Police" can be achieved only if the policy of human resources management stems from the strategic plans of the respective structural unit.



- The success of the unit presupposes reporting of the achievements and compliance with the requirements of each employee who works in it.
- The approach to human resources is characterized by the following two principles:
  - Human resources are the most important asset of the unit;
  - Human resource management is the philosophy of management.

Human resource management can be defined as a system of principles, methods, procedures for the formation and use of human resources in police services in accordance with strategic goals and priorities.

## **TYPES OF HUMAN RESOURCE MANAGEMENT**

There are several types of human resource management, which are:

- strategic management - is implemented by all managers in the Ministry of Interior and is aimed at developing and implementing a long-term strategy in this area;
- operational management - performed by the line managers for the management of the employees in the respective structural unit.

## **ELEMENTS (DIRECTIONS) OF HUMAN RESOURCES MANAGEMENT**

The elements of human resource management are the following:

- planning the need for human resources;
- analysis and design of positions;
- selection and appointment of employees;
- staff training and development;
- improvement of labor relations;
- ensuring safe and healthy working conditions;
- remuneration of labor;
- staff appraisal.

Planning the need for human resources is the first and very important condition for improving the performance of employees. It is carried out by various methods, which are:

- Standardization of labor, namely the determination of standards of service under certain conditions. It is carried out on the basis of the cost of working time to perform the individual tasks.
- Use of a mathematical model for the distribution of the staff based on the possibilities for maintenance of certain full-time employees.

The determination of the need for employees is calculated by the following formula:

$$V = A_0 + A_1X_1 + \dots + A_nX_n$$

Where, Y is the staff of the "Police", which is determined by the budget; A<sub>0</sub> is a free member, which is obtained by the redistribution of staff; X<sub>1</sub> to X<sub>n</sub> is the numerical expression of the indicators characterizing the operational environment; A<sub>1</sub> to A<sub>n</sub> are indicators and their coefficients determining the degree of severity of each of the indicators, which are:

- population;
- serviced territory in sq<sup>2</sup>;
- number of application materials;
- number of other criminal offenses;
- number of sites under "Control over generally dangerous means";
- number of unemployed;
- number of recidivists;
- number of persons of operational interest;
- number of permanently residing foreigners;
- number of the Roma population;
- number of urban population;

The results of these calculations are subject to expert evaluation. After the staff is released, each head of the Regional Directorates of the Ministry of Interior distributes them to separate positions. For each position, a job description is prepared, which describes the responsibilities of each employee. The staffing of the administrative structures in the Ministry of Interior is determined by an approved methodology for determining the number of administrative structures in the Ministry of Interior - rec. 8121h-909 of 31.07.2015. The selection and appointment of employees is strictly determined by the Ministry of Interior, and the competitive start is mandatory for all, Ordinance №8121h-344 of 21.07.2014. After their appointment, the employees of the Ministry of Interior are sent for training, as they are employed as trainees. The training is an initial vocational training (CVT) course. See Ordinance for the professional training of the employees of the Ministry of Interior - rec. 8121h-346 of 2014. The development of employees is their professional training. It is divided into vocational training and vocational education (AMI).

Vocational training is conducted in two main forms - face-to-face and distance, which combines several types of courses:

- initial vocational training courses;
- courses for raising the professional qualification;

- course for professional specialization;
- courses for updating the professional qualification.

When we talk about improving labor relations, we mean the relationship between manager - employee. Managers must control their employees in the performance of their tasks, but at the same time they must create conditions for their development. It is also mandatory to ensure safe and healthy working conditions.

## **BASIC GUIDELINES FOR IMPROVING THE WORK ORGANIZATION OF THE MANAGEMENT STAFF**

The head of the "Police" is an official who is entrusted with the functions of planning, decision-making, organizing, controlling and reporting the activities of the unit, employees and its activities. The main areas for improving the work are:

- awareness of the need to improve their own work;
- prioritization of tasks - Peter Drucker says that 90% of the success in solving the assigned tasks depends on the correct setting of priorities, and global leaders spend only 10% of their time on this activity;
- delegation of powers - the manager sets the task  
qi of the executive staff;
- rational distribution of working time, which is done through a "photo of the working day". It records the date, type of activity performed, the time of commencement of the activity (beginning), the time of completion of the activity (end) and duration of the activity.

## **PHOTO OF THE WORKING DAY**

I like the photo in order to reveal the reserves for saving time, to increase the results and to make measures for the organization of work, monitoring the cost of working time for:

- conducting operatives, meetings and work with correspondence;
- admission of employees on official matters;
- reception of employees on personal matters;
- reception of citizens;
- participation in meetings of the regional or municipal ministry;
- study and analysis of information for changes in the operational environment;
- direct participation in operational and security activities;
- culture and occupational hygiene, namely: observance of management levels, observance of rest and meal hours.

## **BASIC GUIDELINES FOR IMPROVING THE ORGANIZATION OF LABOR OF THE EXECUTIVE STAFF**

Division of labor means - differentiation of different activities and operations into separate units in order to specialize employees and increase the efficiency of their work. The division of labor is of several types:

- functional - it is the division of functions between different units at the same level;
- technological - it requires for each task to determine the procedures for implementation in compliance with the required sequence;
- qualification - it is required by the participation of employees with different knowledge, qualifications, experience and skills (the inspection group requires an operative, an investigator and an expert to be included in it).

Labor cooperation, in turn, is the unification of the work of employees from different areas of activity to serve a particular area or solve a specific task.

## **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 (Laissez – faire) to do as they like.

A successful police leader will be able to promote internal cohesion by emphasizing before his subordinates the goals of the organization and at the same time, treating them like human beings by recognizing and fulfilling their individual needs.

In the context of police organization, leadership is the process of influencing organizational member to use their energies willingly and appropriately to facilitate the attainment of goals set up by the police organization. All police leaders should be sensitive to their three main responsibilities:

- Contributing to the fulfillment of department mission.

- Ensuring that the efforts of employees are productive.
- Producing impact on their areas of responsibility.

The police leaders are at various levels. Mathur emphasizes on some important qualities of police leader. The police leader should be tough, but sincere, accomplished but basic, formal but approachable, informal but strong, suspicious but empathetic, authoritarian but flexible, democratic but management oriented, physical bearing, moral courage, decisiveness, dependability, endurance, enthusiasm, initiative, integrity, judgment, justice, knowledge, loyalty and unselfishness are considered as essential traits of successful police leadership. The formal leaders leads by virtue of be hierarchical positions and has followers assigned to him by the police organization.

Thus, the issue of police leadership itself needs to be addressed in the context of restructuring the entire police force and re-institutionalizing of effective leadership from with the organization based on the principles of professionalism, democratic value system, autonomy, management skills and commitment to public section (Mathur K. M., 1991). He also says that there is a need to redefine police leadership. Witham named Transformational police Leadership. He has described the role of leader as

- Ability to envision – It means they are capable of seeing the entire organisation, the complex environment and the interaction of the two as a single entity. Further, they are able to project this view into the future and foresee a favorable future for the organization.
- Areas of concentration -That is range of police, management expertise, level of formal education and the extent of professional development and training.
- Involvement with community and other groups outside law and enforcement.
- The quality of development and execution of training programs.

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 (Sears, 1995). The model of Servant leadership (SL) would be best suited to nature the police officers in service of people. The Indian police officers to its leaders, a readymade ground to serve the public, especially the disadvantageous weaker section of society and an appropriate environment where servant leadership model can be of immense utility. Visionary and inspiring leadership was found to be more critical trait (Lierber, 1998). 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 (Peters, 1987). 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.

## **COMMUNICATION IN THE ORGANISATION**

Besides these major roles, good communication skills and excellent management skills are key to successful human resource management as well as general management. We discuss these issues in "Successful Employee Communication".

## **STAFF TRAINING**

Adequate funding for education and research is mandatory for a normal learning process. For this purpose, various sources of income and high efficiency of investments are sought. A promising direction is the development of results-oriented financing models (Dozev, 2015). It is a fact that in our country there are several departmental educational institutions and training centers, which acquire targeted or job qualifications, as well as various organizations for specialized research or development of technologies for security and public order.

Every system for the protection of national security and public order needs financial resources, material resources, means and technologies, but to the greatest extent it needs knowledgeable, capable, prepared and motivated people who have the necessary professional skills and managerial capacity. to manage it in the best possible way in a world of ever-increasing features, direction and impact risks, threats and challenges. The direct connection between the effectiveness of the system for security and protection of public order and the personal and professional qualities of specialists, experts and managers, their knowledge and skills to manage, direct and coordinate the activities of structures, forces and means in real conditions is obvious. threat, crisis or emergency. (Kirilov, 2015)

The training structure in the system of the Ministry of Interior is the Academy of the Ministry of Interior. The Academy of the Ministry of Interior is a higher school in the Republic of Bulgaria for training civil servants for the needs of the Ministry of Interior. It is the successor of the best traditions of special education in the field of security and public order.

Structurally, it has two faculties - "Police" and "Fire Safety and Protection of the Population", it also has centers for specialized police training and a center for combat training and sports.

The Faculty of Police prepares civil servants with higher education for the specialized police structures, as well as for the directorates of the general and specialized administrations of the

Ministry of Interior and the Specialized Detachment for Combating Terrorism. The faculty conducts training for acquiring the educational-qualification degrees:

- "Bachelor" - in the specialties: "Crime Prevention and Protection of Public Order", "Public Administration", "Border Police", "Corporate Security";
- "Master" - in the specialties: "Countering crime and protection of public order", "Protection of national security", "Strategic leadership and management of security and public order", "Public administration".

During their training, the cadets receive solid legal training in the disciplines "Criminal Law", "Criminal Procedure", "Administrative Law and Procedure", "Police Law", "Criminology", "Criminology" and others. Passed exams in the main legal disciplines are recognized in all law faculties in the country.

Leading specialists from the practice, as well as lecturers from other scientific units and universities, with which AMVR has contractual relations, are attracted for the overall professional training of the students in this faculty. (AMVR - website)

## **THE DIFFERENCES BETWEEN TRAINING AND DEVELOPMENT**

In the previous chapter we discussed the training aspect, the term which applies generally to non-managerial personnel, usually, the factory level, sales-floor personnel and maintenance workers. Such training helps the new employees to get adjusted to work conditions and situations when they are initially placed on the job or moved up to the next level in the hierarchy. The training is more jobs focused. Usually, it is administered to a group of people who are called trainees. The trainees can be new employees or existing members of the organization. Generally, the focus of the training is the job to which the new employees are assigned or being promoted to the jobs. The focus of development is the individual manager or executive who is preparing himself or herself to move up in the organizational hierarchy. Such development can be at the initiative of the individual or generated by the organization to assist the manager to upgrade himself or herself. While the training is focused on jobs, the development is focused on the individual. In the training process, the individual's job receives attention as to what skills and qualities are needed to perform so that the best performance results. On the other hand, development requires certain individual qualities and characteristics to perform the current job as well as to prepare himself or herself to move up in the hierarchy of the organization (M.Putti, 2003).

## **RECRUITMENT PROBLEMS**

The demographic crisis together with other factors with an adverse effect on the security environment, such as poverty, corruption, the transformation of the value system of society,

increased migration processes and others. lead to difficulties in the work of law enforcement agencies. Insufficient protection of employees in the performance of their official duties, the many responsibilities, low salaries compared to other services in the security sector and the judiciary, poor working conditions and outdated material and technical base in regional and territorial structures, lead to a feeling of underestimation of work and lack of interest in the profession. Unemployment and the lack of good opportunities for realization is the main motive for entering the civil service in the Ministry of Interior (HR Strategy of MI). As a result, a number of problems have accumulated in the field of human resources, which are reflected in the implementation of the main activities of the ministry. Some of them are:

- high turnover of employees;
- lack of continuity;
- demotivation of employees;
- negativism towards any reforms regarding the civil service; - social tension among employees;
- underestimation of the work of the employees in the Ministry of Interior by the society;
- low prestige and low interest in the profession;
- disconnection of the connection between the administration and the main activity;
- Insufficient financial and logistical support of the activities of the Ministry, assigned by the Ministry of Interior. (HR Strategy of MI).

As a specific state institution, the Ministry of Interior unites employees with professional competence in many different areas - security, economics, law, technical, social and natural sciences, healthcare and sports, etc. The employees of the Ministry of Interior are subject to increased requirements for health and physical status, psychological fitness, professional competence and behavior, skills for work in a dynamic environment, ethics and discipline. The work process is characterized by heavy workload, numerous responsibilities, various tasks and high levels of stress due to various factors (unstable, often changed regulations, work with shortened deadlines, risk to life and health, etc.). High public expectations in the conditions of complicated criminogenic situation are also a factor for further increase of the pressure on the employees.

Management Development is a systematic process of training and growth by which individuals gain and apply knowledge, skills, insights, and attitudes to manage work organizations effectively

(1).Management development programs shape the managers into new personalities. There is a change of attitude and understanding as a result of these programs



(2).Management development needs to be a planned, systematic process that integrates the organization's response to changing external and internal environments with the aspirations of individuals within

(3).The change of attitudes and the eventual change of personality is not a one shot approach. It is a long process. Therefore, it requires a planned approach.

Such an approach must be flexible enough to accommodate any internal and external environmental changes. Without such accommodation, the developmental process may not take root. The increasing complexity of problems, both technological and environmental, demands more rigorous skills and talents from managers. The managers who fail to keep themselves informed as to what goes on in the environment may turn out to be losers. Whatever the developmental programs designed by the organization or the individual, it must sense these and other changes and restructure their programs to meet new objectives and goals.

### **THE NEED FOR A FIT POLICE FORCE**

Police routinely deal with perpetrators who are young, fit and contrary, so it is easy to rationalise that being in better-than-average physical condition is important for effective law enforcement. The physical requirements of policing while undoubtedly greater than most occupations are somewhat paradoxical. At times there is a need for near-maximal physical exertions, yet the remaining daily policing routine could typically involve low-level activities that are not really taxing enough to maintain the fitness needed for the extreme demands of the job. (Wong, Cindy M. Police, 2017).

While this predominantly sedentary nature of police work may tempt some trivialising of the importance of physical readiness, the episodic and high-physical-demand activities are often critical events. In addition to the physical rigours of the job, policing also involves the physiological stressors of shift work, and routinely exposes officers to a broad range of incidents that can be emotionally stressful further emphasising the importance of overall physical and emotional fitness and well-being. Employment standards seek to help organisations employ and retain the 'right people' for a field of work, while at the same time preventing the 'wrong people' from being put in harm's way. For physically demanding occupations where physical ability is considered part of being able to perform a job effectively and safely, physical fitness testing standards may be considered necessary. Many law enforcement organisations use mandatory fitness standards to ensure that they select appropriate trainees, that sworn police officers remain fit-for-duty, and these also offer the added benefit of promoting and reinforcing an active and healthy lifestyle for those officers (Wong, Cindy M. Police, 2017).

Fit to Serve<sup>353</sup>. FITNESS TESTING Law enforcement fitness testing serves two main purposes, as a screening tool to evaluate an applicant's suitability to undertake law enforcement training, and as tool to monitor a serving officer's fitness and suitability for active duty. Some jurisdictions only test recruits (e.g., Victorian and New South Wales Police in Australia) while others test on entry and continue testing physical capabilities on a regular basis (e.g., Los Angeles and New Zealand). To make meaningful connections between fitness to train, fitness to perform a task and fitness testing, it is instructive to understand and appreciate the nuances of measurement and some of the theoretical fundamentals of fitness testing. . Reflections on Measurement Principles "Nothing is measured with greater error than the human body" Attributed to Frederich Wilhelm Beneke, 1878 Fitness testing is an intriguing area of sport science research and development and has multiple applications beyond sport and fitness. Fitness testing practices are primarily relevant in sport, industry and health, and despite significant overlap these three different applications demonstrate the highly nuanced needs that are associated with each context. Performance exercise testing is normally connected with sports participation, where the testing is used to evaluate maximal efforts, performance potential and training efficacy. Clinical exercise testing is often used to apply physical stress to the body's systems in order to assess how the respective systems respond to that stress, and by association indicate the likely presence and/or progression of disease processes. Functional performance testing is most commonly associated with vocational evaluations where tests are used to ensure that employees have the requisite physical capabilities to meet the demands of the occupation vocational fitness test is a proxy measure of a participant's ability to perform their work and in this context, maximal efforts may not be crucial but meeting a threshold level would. While the purpose and meaning of measurements are rarely challenged, there are a number of concepts relating to measurement that need to be considered. Broadly these principles underpin the fairness' of a test, and will be defined and explained in the context of employment testing. Measurement is ubiquitous; we measure to compare with others, against standards or against previous measures. Depending on perspectives the same measurements can be considered accurate, meaningful, unfair, erroneous, misplaced or irrelevant. As Beneke's statement above suggests, error and measurement coexist in many forms and this is certainly true in the field of fitness measurement. An individual's score on any given test arguably consists of two components; their true score plus a variable amount of measurement error. The true score is the value that would have been registered if the measurement had been perfect, while the measurement error includes elements of the test score that may have distorted the true score. Numerous factors can contribute to measurement error and while some error is inevitable, with careful attention to test design and administration, most systematic error can be minimised or at

the very least understood. Perhaps the greatest source of error in fitness testing comes from misperceptions and flawed understanding by those involved with taking, administering and interpreting fitness test results. Understanding the basic properties of measurement are an important part of avoiding misinterpretation errors. This brief primer seeks to provide a simple explanation of basic measurement properties. Phil J. Handcock<sup>36</sup> 'fairness' of a test, and will be defined and explained in the context of employment testing. Measurement is ubiquitous; we measure to compare with others, against standards or against previous measures. Depending on perspectives the same measurements can be considered accurate, meaningful, unfair, erroneous, misplaced or irrelevant. As Beneke's statement above suggests, error and measurement coexist in many forms and this is certainly true in the field of fitness measurement. An individual's score on any given test arguably consists of two components; their true score plus a variable amount of measurement error. The true score is the value that would have been registered if the measurement had been perfect, while the measurement error includes elements of the test score that may have distorted the true score. Numerous factors can contribute to measurement error and while some error is inevitable, with careful attention to test design and administration, most systematic error can be minimised or at the very least understood. Perhaps the greatest source of error in fitness testing comes from misperceptions and flawed understanding by those involved with taking, administering and interpreting fitness test results. Understanding the basic properties of measurement are an important part of avoiding misinterpretation errors. This brief primer seeks to provide a simple explanation of basic measurement properties. You may note that first paragraph in this section uses all of the terms; testing, measurement, assessment and evaluation. While these terms are often used interchangeably, there are subtle but important differences that may have some influence on how tests are interpreted. Measurement is a process whereby targeted attributes or dimensions are determined. Tests are measurements made under controlled circumstances for ease of administration and in the hope of accurate measurements. An assessment uses measurements to gauge changes in a performance or an outcome, and an evaluation is use of a measurement to determine the quality of a performance or outcome and to make decisions based on that quality. ( Wong, Cindy M. Police, 2017)

## **ANNOUNCEMENT OF A COMPETITION FOR APPOINTMENT TO CIVIL SERVICE IN THE MINISTRY OF INTERIOR**

The appointment of a civil servant is carried out in accordance with Ordinance № 8121h-344 of 25 July 2014 on the appointment of a civil servant in the Ministry of Interior.

The appointment of a civil servant in the Ministry of Interior is preceded by a competition announced by an order of the Minister of Interior or an official authorized by him. Competitions are organized and conducted for positions that require mandatory initial training, or for positions that do not require mandatory initial training (Ordinance № 8121h-344 of July 25, 2014 for appointment to civil service in the Ministry of Interior). There are the following specific requirements for entering the Ministry of Interior:

- Candidates must not be older than 40 years as of the date of announcement of the competition
- only for positions for which mandatory initial professional training is required.

There are also requirements for educational qualifications:

- higher education with a minimum educational qualification degree of higher education, determined in the staffs of the respective structures - for executive positions and for positions higher than executive;
- secondary education for junior executive positions.

Also, candidates for entering the civil service must meet certain requirements for physical fitness, which are determined by the requirements for the position. They must also meet the minimum requirements for psychological fitness set by the Institute of Psychology at the Ministry of Interior. The candidates also pass medical tests according to a certain methodology at the Medical Institute of the Ministry of Interior.

## **TERMS AND CONDITIONS FOR CONDUCTING A COMPETITION**

The announcement of a competition for appointment to civil service is preceded by a study of the human resources needs of the structures under Art. 37 of the Law on the Ministry of Interior (LMI). The structures under Art. 37 LMI analyze the needs for human resources based on the operational situation and human resources management policy and send motivated proposals to the Minister of Interior through the Human Resources Directorate - Ministry of Interior, regarding the available number of vacancies for which a competition is to be announced. The Human Resources Directorate of the Ministry of the Interior summarizes the proposals and submits to the Minister of the Interior or the person authorized by him a draft order for announcing a competition (Ordinance № 8121h-344 of July 25, 2014 for appointment to civil service in the Ministry of Interior).

The competition order shall specify the vacancies, whether or not there is a requirement for initial police training, the conditions for participation in the competition, the necessary documents, deadline and place for submission, the composition of the competition committee and technical secretary (s), the members of the competition commission - heads of expert groups. The composition of the competition commission includes a chairman, a vice-chairman

and members. The chairman of the commission directs its work. The competition has in most cases the following stages:

1. examination of physical fitness;
2. psychological examination;
3. final interview.

The candidates who have won the competition for positions for which obligatory initial professional training is required shall be appointed by the respective body under Art. 158 or Art. 159, para. 1 LMI for trainees for the period of training. The condition for holding the position for which the competition has been won is that the trainees successfully pass the initial police training course (Ordinance № 8121h-36 of 7 January 2020 on the procedure for the organization and distribution of working time, on its reporting, on the compensation of work outside regular working hours, on-call duty, rest and rest periods for civil servants in the Ministry of Interior works).

## **WORKING HOURS AND HOLIDAYS**

The normal working hours of civil servants are 8 hours per day and 40 hours per week for a 5-day working week. For activities, the implementation of which requires continuity of the work process, the working hours are organized in 8-, 12- or 24-hour shifts. For civil servants in the Ministry of Interior it is possible to work at night between 22.00 and 6.00, as working hours should not exceed an average of 8 hours for each 24-hour period. (Ordinance № 8121h-36 of 7 January 2020 on the procedure for the organization and distribution of working time, on its reporting, on the compensation of work outside regular working hours, on-call duty, rest and rest periods for civil servants in the Ministry of Interior works).

The standard working hours of the employees who work on a non-standard working day in the Ministry of Interior are from 8.30 am to 5.30 pm with one hour of lunch break. The head of a structure from the Ministry of Interior may determine another start and end time of the working day and lunch break for separate units, work teams or separate workplaces, when the nature of the work requires it, and the meal break may not be less than 30 minutes. The working hours of civil servants working in shifts are calculated and reported in hours, summed up for a three-month period. Overtime is also reported on a quarterly basis.

Civil servants in the Ministry of Interior have the right to leave of up to 40 days a year. When working in specific conditions, additional days of paid annual leave are taken. ( Ordinance № 8121h-36 of 7 January 2020 on the procedure for the organization and distribution of working time, on its reporting, on the compensation of work outside regular working hours, on-call duty, rest and rest periods for civil servants in the Ministry of Interior works).

## CONCLUSION

Human resource management needs to be constantly developed both in the scientific field and in practice. The dynamics in the normative base and the operational situation in the country, the changes in the public attitudes and expectations further complicate the management of the human resources in the Ministry of Interior. This complicates the daily work of the employees in the human resources management units.. Despite the existing difficulties in the management of human resources in the Ministry of Interior, I believe that in the future they will be overcome.

The analysis and planning of the human resources (APCR) is a specific management activity for staffing the implementation of the tasks set before the Ministry of Interior. The activity includes determining the necessary (in quantitative and qualitative terms) employees in the future and the necessary actions in connection with the planned conditions and movements of the staff - dismissal, retention and ways to fill vacancies - recruitment, appointment, reassignment, career development, internal and external mobility, staff training, detention and release.

For the future development it is necessary to formulate specific goals and steps for their achievement, to develop and implement strategies, plans, programs, policies and procedures, which ensures synchrony in the actions of managers and structural units to achieve the desired level of implementation. of the main professional activities in the system of the Ministry of Interior

The planning of the development of the staff should be carried out in accordance with the tasks set before the Ministry, the operational environment, the needs of the structures and the planned financial resources, taking into account the impact of the technical means planned to be put into operation. for career development of employees, for recruitment of persons for employment and for appointment to civil service in the Ministry of Interior, as well as the capacity of training institutions for training of newly appointed employees and raising the qualification and retraining of appointed employees in accordance with needs (MI - Strategy).

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