



## **SELECTION OF CIVIL SERVANTS IN THE MINISTRY OF INTERIOR OF REPUBLIC OF BULGARIA**

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### **Abstract**

*Given the variations in the styles and structures of police organizations, is there one best way to manage and administer them? Most experts in management do not think so. They draw on one of the iron rules of organizing: that successful organizations adapt to the specific circumstances (or contingencies) of their environments. This is known as contingency theory, and it is the framework for the following discussion. The purpose of the study is to review the method of selection and training of employees in the Ministry of Interior. As a scientific approach, an analysis of the training of employees in the Ministry of Interior was made. As a result of the research we can say that it is a continuous analysis of the way in which employees are appointed and trained.*

*Keywords: Police, Education, Selection, Human Resources*

### **INTRODUCTION**

Every police department is faced with the necessity of recruiting and selecting personnel to fill the complex roles discussed in previous chapters. Personnel must be recruited and selected to fill positions at three different levels: the entry level, the supervisory level, and the chief 's level. "With the prolonged economic downturn, there are a greater number of high-caliber candidates who are seeking employment opportunities" (Orrick, 2012, p. 1). This finding is a reversal from recent years when police agencies struggled to locate qualified recruits. Most agree that this increase is based on the downturn in the economy and the employee reduction



in corporate organizations. And police chiefs expect that those victims of corporate reductions should be well suited for public safety positions since many have experience in the workforce, were a part of a team, and are more mature about the world of work (Johnson, 2009). Because recruitment and selection are critical to the success of any agency, and virtually all promotions in police agencies are internal, it is imperative that police administrators attract qualified applicants. As we begin this chapter, several questions come to mind: Is there a group of traits that characterize the ideal police officer? Have these traits been identified? Can this group of traits be developed in recruits?

## **THE IMPORTANCE OF RECRUITMENT AND SELECTION**

The importance of productive recruitment and selection procedures cannot be overemphasized, regardless of the level involved. Poor recruitment and selection procedures result in hiring or promoting personnel who cannot or will not communicate effectively with diverse populations, exercise discretion properly, or perform the multitude of functions required of the police. Even in the twenty-first century, questions still exist “about whether or not current pre-employment screening techniques are capable of identifying that police candidate who can successfully complete the training academy and perform in an admirable manner on police patrol” (Wright, Dai & Greenbeck, 2011, p. 626). Recognizing the need for candidates with such traits, most departments expend considerable time and money in the process. The extent to which such recruitment efforts are successful largely determines the effectiveness and efficiency of any department.

While generation gaps are not new, they are much more complex today than those previously experienced (Sanders & Stefaniak, 2008). For example, many police officers who lived in the baby-boomer generation had been in the military and were used to discipline and a hierarchy of authority. They had the ability to cope with stress in the crucible of military training and service and fit readily into the paramilitary structure that defined police organizations (McCafferty, 2003). However, according to McCafferty (2003), the Generation X and Y recruits have been exposed to modern liberalism, the passage of affirmative-action laws, drug use, increased civil disobedience, and the breakdown of both the family and authority. These differences often create conflicts in values between generations or between the veteran baby-boomer officers and the Generation X and Y police officers. Notwithstanding these differences, Hubbard, Cromwell, and Sgro (2004) believed future generations could have a very positive role in police organizations.

## THE PROCESS OF RECRUITMENT AND SELECTION

It must be pointed out that in many cases the recruitment, selection and promotion of officers, chiefs, and supervisors is done in large part by those outside of policing. That is, police and fire commissioners, personnel departments, or civil service board members often determine who is eligible for hiring and promotion, and assessment teams, city managers, mayors, and council members typically determine the selection of chief. In the former case, police officials may select officers from among those on the eligibility list and, in the case of promotions, have a good deal of input—as we shall see later. Still, much of the recruitment and selection of police personnel is done by civilians with varying degrees of input from police administrators. It is important to note that some form of the recruitment and selection process recurs throughout the career of an officer. Once selected for an entry-level position by a specific department, the officer is likely to be involved in selection procedures involving appointment to different assignments (detective, juvenile officer, crime technician, patrol officer, etc.), to different ranks (via promotional examinations), to different schools or training programs, and so on. For some, the process ends with their selection as chief; for others, the process continues as they seek the position of chief in other agencies; and for other individuals, the process begins and ends at the rank of patrol officer. Nonetheless, even for the latter, this recruitment/selection process is repeated over and over throughout their careers, even if they are not a direct participant in the process. That is, some officers make a conscious choice to remain patrol officers and to not seek opportunities for training. These officers are important in understanding the recruitment and selection process of promotions because they may become perceived as outside of the pool of candidates to be recruited for such advancement or training. (Bell, 2004).

Given the specific tasks and activities performed by employees of the Ministry of Interior, the selection, appointment, training and career development is strictly regulated by laws and regulations.

According to the Ministry of Interior, Article 142, paragraph 1, the employees of the Ministry of Interior are:

1. civil servants - police bodies and bodies for fire safety and protection of the population, employees of the Academy of the Ministry of Interior carrying out teaching activity for professional training of police bodies, employees of the Inspectorate Directorate exercising control over the activity of the employees, as well as employees of the Institute in Psychology of the Ministry of Interior, preparing psychological analysis and criminal psychological research in pre-trial proceedings
2. civil servants - Their status is regulated by the Civil Servant Act

3. persons working under an employment contract. Their status is regulated under the terms and conditions of the Labor Code and the Ministry of Interior.

The civil servants with under art. 142, para 1, item 1 according to the performed functions and the possessed qualification shall perform their official duties at the following types of positions:

- 1.high-water;
- 2.leading;
3. executive;
4. junior executive.

The Minister of Interior shall approve a classifier of the positions in the Ministry of Interior for the employees under Art. 142, para 1, items 1 and 3 and shall issue an order for its application. The positions and the specific names are determined in a classifier, which are published in the State Gazette.

In Ordinance № 8121z-344 of July 25, 2014, as amended. and ext. SG No. 44 of June 4, 2019. the terms and conditions for the appointment of a civil servant in the Ministry of Interior are regulated. It sets out the general provisions and specific requirements for candidates and the conditions for reassignment.

The main structural units analyze in advance the needs for human resources on the basis of the operational situation and the policy for human resources management and send motivated proposals to the Human Resources Directorate - Ministry of Interior regarding the available number of vacancies for which a competition is to be announced.

For its part, the Human Resources Directorate - Ministry of Interior summarizes the proposals and submits to the Minister of Interior a draft order announcing the competition.

The prepared Order of the Minister of Interior determines the type of competition:

- The number of vacancies, divided by categories, areas of activity in the main structural units and administrative-territorial areas - in a competition for positions that require initially professionally trained, ie newly appointed employees in the Ministry of Interior;
- The number of vacant positions, divided by categories and structural units - in a competition for positions, divided into categories and structural units - in a competition for positions that do not require initial professional training - ie. already active employees of the Ministry of Interior;
- The general and specific requirements to the candidates are determined, as well as the conditions for participation in the competition;
- The necessary documents for participation in the competition are mentioned and the deadline for their submission is determined;

- The units "Human Resources" are determined, in which to submit the documents for participation in the competition;
- The competition stages and the term for conducting the competition procedure.

The norms for checking the physical fitness and, if necessary, conducting an examination of the admitted candidates shall be attached to the same order, determining the subject matter, manner of conducting, assessment and the elimination threshold. The announcement of the competition is made on the grounds of art. 156 para. 1 item 5 of the LMI, namely by an order of the Minister of Interior or of an official authorized by him. (law on the Ministry of Interior)

To participate in the competition within a predetermined period, each candidate submits an application form, fills in a blank questionnaire and submits the following documents: ID card, notarized photocopy of completed secondary or higher education, manually fills out a declaration that he has only Bulgarian citizenship, criminal record, certifying a document that he has not been charged with an intentional crime of a general nature; declaration under Art. 4 para. 1 item 2 of the Personal Data Protection Act; consent for research under the Classified Information Protection Act - if such is necessary in view of the requirements for holding the position for which the candidate is applying. Documents of candidates submitted after the deadline specified in the competition order will not be accepted.

The employees of the Human Resources Unit at the respective Regional Units and Units of the Ministry of Interior accept, check the regularity of the documents received by the candidates and after their registration in the information system for management of Human Resources complete and store them in the candidate's file; provide the candidates with samples for applications, questionnaires, a letter-direction for performing a medical examination of the person, a declaration under Art. 4 para. 1 item 2 of the Personal Data Protection Act, as well as the consent for research under the Classified Information Protection Act, prepare and send to the Human Resources Directorate - Ministry of Interior a summary report on the recruited candidates and within 5 days before the final interview send the cases to the commission of those candidates who are admitted or close the cases upon termination of the competition procedure for the respective candidate.

No later than 3 days after the expiration of the term for submission of documents on the competition, an order shall be prepared by the Minister of Interior which shall determine:

The composition of the competition commission, the regional competition centers and their territorial competence, the terms for conducting all stages of the competition procedure, the heads and the composition of the expert groups for conducting the stages of the competition and their territorial competence. (law on the Ministry of Interior)

The same order shall indicate the composition and the activity of the competition commission, which is a collective body in a composition determined for each competition by an order of the Minister of Interior. The Secretary General of the Ministry of Interior proposes its composition for positions for which initial professional training is required, and the composition of the competition commission for positions for which initial training is not required is proposed by the Director of the Human Resources Directorate after coordination with the head of the main structural unit of the Ministry of Interior for which the competition has been announced.

The composition of the commission includes a chairman, vice-chairman and members who are civil servants from:

1. The main structural units of the Ministry of Interior, for which the competition has been announced;
2. Human Resources Directorate - Ministry of Interior;
3. The Institute of Psychology at the Ministry of Interior;
4. The Center for Combat Training and Sports - Ministry of Interior.

The appointed competition committee:

- admits the candidates to participate in the competition procedure;
- announces the lists of admitted or rejected candidates, stating the reasons for this;
- determines specific places and schedules with main and reserve dates for each stage of the competition;
- determines the composition of the expert groups from the list of specialists in the field of physical culture and sports, psychology and the research of the intellectual abilities and knowledge of the candidates, approved in advance by the Minister of BP;
- appoints the heads of the expert groups;
- distributes the candidates for participation in each stage of the competition according to the schedules and places for their holding;
- chooses a variant of an examination test to check the intellectual abilities and knowledge of the candidates;
- approves the results of the conducted research or measurement and admits the candidates to the next competition stage;
- performs the ranking by score of the candidates who have successfully passed the stages of the competition, announces the final ranking and determines a reserve of candidates;
- distributes the candidates who have won the competition by areas of activity or positions in the main structural unit according to the vacant positions in the order of ranking;

- gives opinions on received complaints in connection with reported results from the individual stages and the final ranking / in case of such received during or after the end of a given stage of the competition, as well as in the final ranking of the candidates /.

Within the deadline for submission of documents for the competition, the candidate appears before the competent expert medical commission to certify his suitability for medical indicators, which after the examination sends the results of the medical certificate to the unit "Human Resources".

Conducting the competition stages:

The first stage is a study of the physical fitness of the candidates. The candidate appears on a schedule in a pre-equipped place for the purpose before an expert group for assessment of physical fitness by a specialized methodology. The expert group assesses the physical fitness of the candidate and registers the results in a protocol according to a sample specified in the methodology. The head of the expert group presents the results to the competition commission for approval, after which they are announced, ranks the candidates in descending order of evaluation and announces those admitted to participate in the next competition stage.( Ordinance № 8121h-310 OF JULY 17, 2014 on appointment of civil servants in the Ministry of internal affairs)

The second stage is a study of intellectual abilities and knowledge, as the candidate appears on a schedule in a regional competition center before an expert group for a written test. The written test is developed and conducted according to a specialized methodology. The expert group for research of intellectual abilities and knowledge registers the individual results of the test for research of intellectual abilities and knowledge in an assessment card and summarizes the results of the individual assessment cards in protocols according to a sample defined in the methodology.

The head of the expert group presents the results to the competition commission for approval, as it announces and ranks the candidates by score and allows them to participate in the next competition stage. The score is formed as a mathematical sum of the evaluation of the results of the examination of physical fitness and the evaluation of the results of the intellectual abilities and knowledge of the candidates.

At the stage "Psychological research" each candidate appears on schedule in a regional competition center before an expert group of psychologists to assess the personal qualities, social and communication skills and integrity of the candidate. The psychological research is organized and conducted according to a specialized methodology as the expert group:

- Examines the candidate and registers the results of the examination in an evaluation card according to a sample specified in the methodology;



- Summarizes the individual results in a protocol according to a sample.

The head of the expert group for psychological research presents the results to the competition commission for approval, after which the commission announces the results, ranks the candidates by score / is formed as a mathematical sum of the evaluation of the result of psychological research and score of previous results / and admits them to participation in the next competition stage.

Candidates who are assessed as psychologically unfit are not allowed to participate in the next stage of the competition.

At the stage "Final interview" the candidate appears on schedule in the regional competition center before the competition commission for evaluation of motivation, professionally significant personal qualities, knowledge and abilities. The final interview is organized and conducted according to a specialized methodology, which determines the elimination threshold. The interviewers register the results of the candidate in an evaluation card according to a sample, after which the commission announces the results and performs the final ranking of the candidates, passed the elimination threshold at the stage "Final interview".

The final ranking is done by administrative-territorial areas and positions by arranging the candidates according to their wishes by score in descending order.

After the deadline for appealing the results of the final ranking, the candidates are allocated to positions:

- a / for which initial vocational training is required
- b / for which initial vocational training is not required

The candidates appear before the competition commission according to the number of the final ranking, choose the direction of activity in the structural unit for which it is ranked, the selection is final and a protocol is drawn up for the results, which is signed by the candidate and the commission.

At the proposal of the chairman of the competition commission, approved by the Secretary General of the Ministry of Interior, the candidates who won the competition for positions for which mandatory initial vocational training is required are appointed as interns and sent to an initial vocational training course.

## **TRAINING OF CIVIL SERVANTS FROM THE MINISTRY OF INTERIOR**

The Ministry of Interior has its own bases for professional training and education of newly appointed and current employees. For this purpose, trainings on certain topics are planned annually with detachment from the workplace. The trainings are held in:

1. The Academy of the Ministry of Interior



2. The centers for specialization and professional training in the city of Varna, the city of Pazardzhik and the city of Kazanlak

### **CENTER FOR COMBAT TRAINING AND SPORTS**

The Academy of the Ministry of Interior is a high school for training specialists and research for the needs of the Ministry of Interior. The school trains cadets and those wishing to acquire educational-qualification degrees "bachelor" and "master" and scientific degree "doctor" in accredited professional fields and specialties. Prepares civil servants with higher education for the specialized police structures, for the directorates of the general and specialized administrations of the Ministry of Interior and for the specialized detachment for fight against terrorism. The Academy of the Ministry of Interior annually prepares an Ordinance for admission of cadets, students and doctoral students in the Academy of the Ministry of Interior, which regulates the terms and conditions for application, specialized selection, ranking, enrollment and enrollment of cadets, students and doctoral students for the academic year. The admission of cadets and students in AMVR is carried out by specialties, qualification degrees, forms and term of study. The number of reception places is determined by an order of the Minister of Interior. Candidates for cadets are trained only in a regular form and can be persons who meet certain conditions. While candidates for part-time students must meet the conditions to have completed secondary education, entitling them to continue their education in higher education. Candidates for doctoral studies are studied only in part-time and independent form and can only be persons who have a master's degree. Initial vocational training is a priority and main focus in the activities of the Centers for specialization and vocational training. The main goal of the initial vocational training is the acquisition of knowledge, skills and habits for lawful performance of the assigned police functions for the application of police powers and protection of human rights and freedoms. For this purpose, centers have been established in various places in Bulgaria for specialization and professional training in maintaining public order and combating crime for trainees and current employees of the Ministry of Interior. The professional specialization is organized for training and acquisition of knowledge for holding a position in another field of activity, for which the employee does not have the necessary professional qualification. The purpose of the courses for updating the professional qualification is training and development of the professional knowledge and skills and maintaining a good level of professional qualification in the position held, affecting the effective performance of the official duties. Trainings for raising and updating the professional qualification are held in the centers for specialized police training.

The centers for specialization and police training to be located in three cities in Bulgaria as their main activity is initial professional training in maintaining public order, professional specialization, as well as raising and updating the professional qualification of the trainees. (Ordinance № 8121h-433 of march 16, 2017 on the professional training of employees of the Ministry of internal affairs)

## **MOTIVATION AND TEAM ORGANIZATION OF WORK**

The Ministry of Interior carries out its tasks of protecting public order and counteracting crime with forces and means, separated into structures at national and territorial level. In its main part the implementation of the tasks is carried out through the implementation of management functions.

The results of daily policing are largely related to the ability to select and motivate employees who complement each other in competence and skills, have a common goal, work to achieve it and are responsible for the end results.

Successful leadership largely depends on the implementation of teamwork, which is achieved through optimal communication, coherence and interaction between police forces.

The team organization of the activity is more effective than the individual and group activity. Its use achieves greater efficiency and quality, accelerates innovative processes, increases competitiveness. The team model for carrying out daily police work has a positive effect on the motivation of police officers, giving them the opportunity and space for professional and personal expression.

## **NATURE OF TEAMWORK**

The team is a temporary structure, whose activity is subordinated to a common goal, which implies uniting the efforts of its members, depending on their professional competencies and training, as well as their functional responsibilities.

The team organization helps to increase the efficiency and quality of police activities. Through this organization the forms of interaction and coordination between the police and other state institutions for counteracting crime and maintaining public order are improved.

The team was formed to solve a specific problem related to the implementation of police activities aimed at ensuring the security of citizens and maintaining public order in the territory served by the relevant structures.

The implementation of teamwork aims to:

- stimulating initiative and empathy of police officers;

- ensuring optimal communication and interaction between the staff of the respective lines of activity;
- maximum use of the individual potential of police officers;
- generating ideas and innovative solutions;
- optimal distribution of forces and resources in order to respond in a timely manner according to the specifics of the operational situation in the service area;
- objective assessment of the specific contribution of the employees for the achieved results in the police activity in solving a certain problem / case /;
- efficiency of the police work, expressed in increased trust of the citizens in the police institution.

## **TEAM WORK IN THE MINISTRY OF INTERIOR**

Successful implementation of the priorities of policing requires periodic research and feedback on the effectiveness of management functions / planning, organizing, coordinating, motivating, controlling and evaluating /, as well as the real state of security and public order in the served areas. The identification and derivation of problems related to the implementation of the police activity can be initiated by employees with managerial and executive functions, who also propose specific measures for their solution.

Creating a team is a way to effectively solve specific problems through optimal interaction and coherence of the efforts of the police force. The term for the functioning of the team is in accordance with the period of time necessary for solving the problem.

Stages for teamwork:

### 1. Identify a problem.

Each police officer can identify and propose to solve specific problems related to the organization of work in the relevant structure, security and public order in the service area and others related to daily policing.

In most cases, it is required to mobilize additional human and financial resources, and sometimes to carry out activities outside the competence of the police institution.

### 2. Identification of stakeholders.

Affected and interested parties can be various subjects of the police structure, as well as representatives of external institutions, organizations and individuals.

This stage is directly related to the idea of forming a team and determining its composition, taking into account the willingness to assist and participate in solving the problem, the relevant functional responsibilities, professional competencies and potential.

### 3. Preparation of a proposal for forming a team

Based on the problem and identified stakeholders and affected parties, a proposal is prepared to the head of the relevant structure of the Ministry of Interior to form a team. The proposal provides a brief description of the problem, indicating the subjects who are involved in solving it and could work in a team.

#### **FORMING A TEAM**

On his own initiative or after getting acquainted with a proposal, the manager decides to form a team. In order to optimally determine the composition of the team, it is necessary to conduct additional consultations with relevant employees in the field of activity. A preliminary analysis of the problem is carried out, the goal is determined, the tasks of the employees, their competencies and ideas are specified. To resolve the information on the problem, it is appropriate for the manager to have an additional conversation with the employee who identified the problem and made the proposal for the formation of a team.

The composition of the team / number, representation of structural units, level in the hierarchical structure, competencies and functional responsibilities / should be in accordance with the nature of the necessary police actions aimed at solving the problem.

The head of the police structure determines the powers of the team members in accordance with their duties and responsibilities.

The team's activities should be planned, managed, organized, coordinated and reported. For this purpose, a team leader is appointed.

The criteria for determining the leader are: leadership qualities and ability to work in a team; authority and communicativeness; competencies corresponding to the issues to be solved; organizational skills and personal motivation.

The team is formed by order. It determines its composition and its head, specifies the problem, purpose and tasks to be solved and specifies a deadline for their solution. The order shall also specify the period for reporting on the activities carried out.

#### **TEAMWORK PLANNING**

An action plan is prepared to solve the identified problem. It can also be seen as a working card for solving problems of security of citizens and public order.

The team should analyze the problem to be solved. The analysis includes the origin, development and current state at the moment, clarification of the causes and prerequisites that give rise to and contribute to its existence. It is expedient for the team to study the possible

undertaken activities to solve the problem so far, as well as the available specific programs and projects with possibilities for their implementation.

Another important element in planning the activities of the team is the definition of the goal and the way of action for the implementation of the planned activities. There are several options for solving the problem, which implies choosing the best option.

The team should propose decisions taken in the face of competition of ideas. In the final choice of decision, the role of the team leader is essential. He must provoke the team members to propose different solutions with the appropriate argumentation. After choosing the option, teamwork activities are planned. For the tasks and activities set in the plan, specific responsible persons and deadlines for implementation are determined.

The plans should also include activities for securing the material, technical and financial provision.

It is essential in planning the correct determination of the term and the way of reporting of the members of the team for the implementation of the set activities. Indicate the period of reporting on the completed and identifying possible adjustments to follow-up activities.

The periodicity of the report depends on the duration and deadline for the implementation of the assigned tasks.

The action plan of the team prepared in this way is approved by the head of the respective police structure.

Achieving efficiency in the work of the team implies the definition of the relevant rules for its functioning regarding:

- Internal and external communication and exchange of information;
- Coordination of actions;
- Reporting of temporary results;
- Decision making for next priorities.

The activity of the team is coordinated and reported by the head of the team, and the control and evaluation of the implementation of the tasks in the plan is performed by the head of the police structure.

The team leader organizes the interaction and coordinates the work of its members by:

- analyzes the current state of the problem and the effectiveness of the actions taken to solve it;
- monitors the strict implementation of the activities set out in the plan. If necessary, take organizational measures to improve the work of the team;
- periodically requests and receives information about the deadlines and the implementation of the tasks set in the approved plan;

- makes current decisions for the organization of the work of the team and the implementation of the operational tasks;
- liaises with the management of the police structure and other teams;
- reports on the work of the team.

In order to achieve effective activity of the team, the head of the police structure performs the following main functions:

A / Initiates the application of this model for daily policing;

B / Demonstrates confidence in the personal and professional qualities of the team members and evaluates their efforts and personal contribution;

C / Guarantees his personal commitment to provide the team with the necessary resources.

D / Creates a suitable atmosphere for teamwork through free communication and exchange of ideas, optimal distribution of tasks and adequate intervention in the event of contradictions and conflicts.

E / Organizes the training and exercises control in the daily police activity in order to increase the efficiency of teamwork.

Teamwork requires the presence of appropriate personalities and professional qualities and skills of police officers. Effective resolution of specific professional cases related to the implementation of management functions and the state of security and public order in the served areas requires broader knowledge and skills for management, information support, material and financial support, work with external institutions and organizations and opportunities. to partner with them.

The evaluation of teamwork is related to the implementation of the necessary control. It is carried out by the head of the respective structure.

The periodicity of the evaluation corresponds to the deadlines set in the plan and to the deadlines for the reports specified in the order for formation of the team. The manager may request reports outside the regulated deadlines in case of new circumstances in the process of solving the problem.

The control and evaluation of the work in the team is performed according to the following indicators:

a / the degree of solving the problem in accordance with the set goal;

b / the results of the undertaken measures and measures;

c / new accompanying problems and coordination in the actions of the team have arisen;

d / organizational problems have arisen.

The assessment can be intermediate / at the stages of team work / and final / at finalization of team work /. It is possible to reflect it in tabular form, indicating by name the team members, indicators for reporting the activity, planned and achieved goals.

Monitoring and evaluation are needed in order to optimize teamwork in solving other problems.

The evaluation of the achieved results helps to improve the work of the respective structural unit. Each team member can re-evaluate and optimize their own activities and teamwork abilities.

The results of the team's work are introduced to the other employees of the police structure in order to promote the positive experience.

The decisions of the management of the respective structure for team work presuppose flexibility in the management activity, optimal use of forces and means in order to directly influence the state of the operational environment and the full use of the personal and professional qualities of the employees.

## **CAREER DEVELOPMENT OF THE EMPLOYEES OF THE MINISTRY OF INTERIOR**

The procedure and the ways for conducting the competitions for appointment of civil servants in the Ministry of Interior are described in Ordinance № 8121h-344 of 25.07.2014. edited and supplemented SG No. 44 of June 4, 2019. for appointment to civil service in the Ministry of Interior In this way transparency and observance of the principle of competition is guaranteed on the basis of the professional and business qualities of the candidates for civil servants.

The competition is held before the appointment of the civil servant to an vacant position. Prior to the announcement of the competition, the needs for human resources shall be studied and analyzed, taking into account the operational situation and the policy for human resources management, by sending motivated proposals to the Minister of Interior and notifying him of the available vacancies. announced the competition.

The competition procedure is conducted by a commission consisting of a chairman, vice-chairman and members with professional qualification and experience, in order to assess the professional and business qualities of the candidates. The competition is announced with an order, which indicates the type of competition, vacancies, conditions for participation, the necessary documents for participation. The units "Human Resources" for the submission of the documents, the stages and the term for conducting the competition, as well as the composition and the members of the competition commission are determined.



The competition procedure provides equal access to candidates without restrictions on rights or privileges based on race, nationality, ethnicity, gender, origin, sexual orientation, religion, political affiliation. Candidates submit a personal written application form for participation in the competition, a questionnaire and attach certain documents. The documents are registered by giving them an incoming number. One competition is allowed for one position.

The competition commission admits to participation persons who have submitted in time the necessary documents and meet the requirements. The commission shall publish a list of admitted and non-admitted candidates in an accessible place. Indicates the date of the competition, the time and place of its holding, as well as announces the results of each stage, ranks and admits to the next.

The competition for appointment of civil servants in the Ministry of Interior is held through:

1. examination of the physical fitness according to a specialized methodology. The Commission announces the results and admits participation in the next stage.
2. psychological examination for establishing the mental state of the candidate, preparation of a profile and assessment of the degree of compatibility with the professional requirements. It is conducted in two parts - an intelligence test and a psychodiagnostic interview.
3. final interview, at which the candidate is evaluated by professional motivation, knowledge and skills.

The stages of the competition have an eliminatory character, as each stage ends with the announcement of the results.

The determination of the conditions and the order for conducting competitions for transfer to a higher position of the civil servants from the Ministry of Interior are described in detail in Ordinance 8121z-406 of 14.04.2015. of the Minister of Interior with last amendment from September 21, 2018. and ext. DV. issue 3 of 12 January 2021

This ordinance determines the terms and conditions for conducting competitions for promotion to a higher position - from executive to managerial and from junior executive to executive. The professional career is realized under centralized planning and management. The competitions are organized and conducted by the Human Resources Directorate - Ministry of Interior, as the heads of the structures under Article 37 of the Ministry of Interior provide administrative and technical preparation and conduct of the competitions. The announcement is made by an order of the Minister of Interior, which together with the admitted and non-admitted candidates is announced on the website of the Human Resources Directorate - Ministry of Interior and is placed in public places. The European regulations of the European Parliament

and of the Council regarding the processing of personal data shall be strictly observed in the publication.

All civil servants of the Ministry of Interior who meet the specified requirements have the right to apply for participation in competitions for promotion to a higher position. The competitions are held with guaranteed publicity, by announcing the procedures for selection and career development and providing access to information to all employees of the Ministry for their conduct.

The civil servants of the Ministry of Interior may apply for participation in a competition for transition to a higher position when they have a certain minimum length of service in the category held / not less than 3 years of professional experience /, and when growing in degrees - based on the acquired professional experience and after a certain minimum length of service in the respective degree.

Given the specific functions of the employees of the Ministry of Interior, when a level of access to classified information is required for a position and the employee does not have such, he is allowed to participate in the competition, and the CIPA survey is conducted for employees admitted to the competition. The transfer to a higher position of the employee or his appointment to a position shall be carried out after the issuance of a permit for the respective level of access to classified information and completion of the respective professional training. If the employee is not allowed the appropriate level of access to classified information, then he continues his work in the previous position.

The professional development in the career of the employees in the Ministry of Interior is based on consistent growth through a competition, transition to a higher position and transition to the respective professional training. In the professional career it is admissible to grow in the next higher position.

When organizing competitions for promotion to a higher position, the vacant positions are offered by the heads of the structures under Article 37 of the LMI, taking into account the priority tasks and the state of the operational situation at regional and national level.

The proposals and the written requests are sent to the Human Resources Directorate - Ministry of Interior for analysis and preparation of a draft order to the Minister of Interior, for announcing a competition. Competitions for promotion to a higher type are organized depending on the needs of the respective main structural units and are organized and conducted separately for:

- positions for which police training is required;
- positions for which training in fire safety and protection of the population is required;
- positions for which training in national security protection is required.

The competition for promotion to a higher type is announced by an order, which is published on the website of the Human Resources Directorate - Ministry of Interior and is placed in public places in the services and directorates. The order shall specify and announce:

- the type of competition;
- the number and titles of vacancies of a higher category, their distribution by structural units and settlements, the general and specific requirements laid down for holding the posts,
- the conditions for admission to participation in the competition;
- the necessary documents for application, place and deadline for their submission;
- method of its implementation, assessment and elimination threshold;
- deadline for conducting the competition and announcing the results;
- Chairman and members of the competition commission.

An employee who holds a category equal to or higher than the category for which the competition is held shall be appointed chairman of the competition commission.

The competition commission includes representatives of the main structural units of the Ministry of Interior, a representative of the Human Resources Directorate and a psychologist from the Institute of Psychology - Ministry of Interior.

The meetings of the competition commission are chaired and controlled by the chairman or his deputy and are held in the presence of at least 2/3 of the members of the commission. The decisions of the commission are taken by votes of more than 1/2 of those present. In case of an equal number of votes, the vote of the chairman of the commission is decisive.

Minutes shall be kept at the meetings of the commission, which shall be signed by the present members of the commission. The members of the commission have no right to disclose classified information related to the organization and conduct of the competition and data about the participants in the competition within the meaning of the Personal Data Protection Act.

The members of the competition commission are obliged to notify in writing the body announcing the competition if any of the admitted candidates is a person related to them within the meaning of § 1 of the Additional Provisions of the Civil Servant Act. In this case, the body announcing the competition issues an order for replacement of the members of the commission, who are related persons to one of the admitted candidates.

The employees submit an application for participation in the competition for promotion to a higher position, indicating in the same the structure and the position for which they are applying. The application is registered with an incoming number and date in the registry of the structural unit at the place of work and is sent ex officio to the relevant unit "Human Resources", and from there in a timely manner to the competition committee of all employees who have applied for participation.

Not allowed to participate in competitions for growth in the category of employees:

- a / for which an order for imposing a disciplinary sanction under Art. 197 para. 1 item 4 and item 5 of the LMI and the term of validity of the punishment has not expired as of the final date for submission of the applications for participation;
- b / against which disciplinary proceedings have been instituted by the order of art. 207 para. 1 of the LMI, as of the deadline for submission of applications for participation;
- c / who have been temporarily removed from office by the order of the PPC.

The competition commission admits to the competition the employees who have submitted the necessary documents in time, meet the conditions for growth in the respective category for the position for which they are applying. The lists of the admitted and non-admitted employees in the competition are announced on the website of the Human Resources Directorate - Ministry of Interior and in public places in the services of the directorates. For the ineligible candidates the ground for their non-admission begins.

A competition for promotion to a higher position is conducted by checking the professional knowledge of the employees in one or more of the following ways:

- exam
- test on professional topics
- resolving cases
- written development

A psychological examination is conducted with the employees to assess business, social and communication skills, which is not organized for the transition from executive to managerial position. Before performing the psychological examination, the psychologists receive from the competition commission, the personnel inquiries of the candidates who have successfully proved their professional knowledge, which after its conduct is returned. The competition ends with a structured interview for candidates who have passed the elimination threshold for testing professional knowledge. The final assessment is formed as a sum of the assessment of professional knowledge and the assessment of the structured interview and on the basis of the final assessment, the commission ranks the other candidates. In case of equal results, the longer length of service as a civil servant in the Ministry of Interior is taken into account, as well as the advantage of working in the structure for which the competition is held.

The specific ways of conducting the competition are determined by the order of its announcement. The tests and cases for checking the professional knowledge, as well as the methodology for conducting and assessing them are developed by the main structural units in the field of activity together with the Academy of the Ministry of Interior.

The tests for assessment of business, social and communication skills, as well as the methodology for their implementation and assessment are developed by the Institute of Psychology - Ministry of Interior, together with the Human Resources Directorate - Ministry of Interior. The results of the conducted psychological research are not of an eliminatory nature and determine the psychological criteria for the successful adaptation and effective realization of the candidate according to the position in the respective field of activity.

The interview with employees is conducted in accordance with the "Guidelines for conducting and evaluating a structured interview".

The main objectives of the prepared Methodological Guidelines are equality of the chances of the participants in the competitions for growth in a category and for holding positions, which is guaranteed by applying a structured interview. The interview examines and evaluates three basic areas -

Professional motivation:

- long-term individual professional goals and development plans;
- realism and ambition of the work goals that the candidate sets for himself;
- degree of identification of the candidate with the service in the Ministry of Interior;
- active activity in solving tasks important for the service.

Business qualities and skills:

- skills for planning and organizing one's own activity;
- volitional and behavioral activity;
- rationality of individual goal setting;
- persistence in pursuing goals;
- motivation for achievements;
- responsibility;
- skills for effective control over one's own activity and its results.

Social and communication skills:

- business communication skills, including the ability to establish contact, to have a conversation and to achieve through communication previously established significant goals;
- skills for creating and maintaining correct interpersonal relationships with colleagues at work, based on reciprocal mutual assistance and support;
- skills for group work / team / and participation in joint activities with others;
- skills for resolving interpersonal conflicts;
- tolerance to others and skills for non-conflict defense of their views and interests.

The competition commission determines at least three different options for conducting the competition, according to the manner specified in the order.

The competition is held with all employees on the same day and time on the drawn version, and one of the candidates draws by lot the version, which will be held immediately before the announcement of its beginning.

The employees appear at the designated places for the competition, no later than 15 minutes before the announced start, identify themselves with their service card and sign a attendance list.

Each employee writes on a provided form his three names, PIN, position and structural unit in which he works, the incoming number of the application and seals it in a small opaque envelope.

After the completion of the written work, it is sealed by the employee in a large envelope, in which the sealed small envelope is placed and handed over to a representative of the commission against a signature.

In the presence of the members of the commission, without a predetermined order, the large envelopes are printed and the same number of the small envelope and of the written work is written. Until the completion of the evaluation of the written works, the small envelopes shall be kept unprinted by the competition commission.

Upon completion of the evaluation, the competition committee checks the integrity of the small envelopes, prints them, identifies the written works and enters the evaluations in the minutes.

The evaluation of the written works is performed by the competition commission. Uniform criteria and methodology for evaluation of written works are applied in the assessment. The written works / with the exception of the tests / are checked by at least two examiners, who independently evaluate the work of the employee. The final grade of each employee is determined as the arithmetic mean of the grades of the examiners.

If in the assessments of the two examiners the difference is greater than one unit, the commission examines the written work and determines the final grade of the candidate.

When conducting a test for assessment of business, social and communication skills or an interview, the results shown are assessed according to uniform criteria and methodology for assessment, and the assessment is given a quantitatively measurable value.

The grades from the written work, the test for the assessment of business, social and communication skills and the interview are transformed in the manner indicated in the order for announcing the competition, and for each employee a final evaluation from the competition is prepared.

The received evaluation of the candidate is valid only for the specific competition.

Based on the results shown, the commission ranks the employees according to the positions indicated in their applications.

In case of equal final grades, the employee with more professional experience in the Ministry of Interior has an advantage. If in this case, too, there is equality, the employee who works in the main structural unit within which the position is held shall have priority.

Employees can appeal the admission to the competition and the ranking. The complaint shall be submitted within seven days to the Minister of Interior through the chairman of the course commission and shall be registered in the registries of the structural units at the place of work of the candidate or to the body that organized the competition.

The Human Resources Directorate of the Ministry of Interior prepares an opinion on the complaint to the Minister of Interior, who issues a decision within 14 days. After the expiration of the term for appeal and resolution of the appeals by the Minister of Interior, the commission shall prepare the final ranking.

The winners of the competition are sent to a course for professional development. The Minister of the Interior awards a new category to those who successfully complete the course and the employees are appointed to the respective positions by the appointing authority.

The evaluation of the performance of the position is performed with a motivated proposal of the direct head of the civil servant. By order of the appointing authority, an inspection commission shall be appointed, which shall cover a period of not less than one year. When preparing the performance appraisal, the requirements of the job description shall be taken into account and a reference from the direct supervisor of the appraised employee shall be required, reflecting the results of his / her official activity for a period covering the inspection.

Temporary reassignment of posts is made in:

a / need to appoint employees to vacant positions in the staffs of the main structural units of the Ministry of Interior.

b / in the absence of the holder for more than 30 days, except in the case of paid annual leave.

The temporary reassignment of employees is carried out by order of the appointing authority of the respective position for a period of up to 1 year. A temporary appointment for a longer period may be applied when the incumbent is on statutory leave for a period exceeding 1 year.

Temporary reassignment may also be terminated by order of the appointing authority before the expiry of this one-year period, subject to the following conditions:

- expiration of the term specified in the order;
- return of the holder;
- holding the position;
- redundancy.



The temporarily reassigned employee shall sign an act of dismissal and continue the service of his / her titular position. Temporary reassignment is made with the consent of the employee, except in cases of motivated official necessity.

Civil servants may be temporarily reassigned to posts of the same or the next higher category when they have appropriate professional qualifications and practical experience. In a higher category, the temporary appointment shall apply exceptionally, in the absence of suitable staff in the relevant category.

Civil servants may not be temporarily reassigned when they are ex-officio deputies.

A motivated proposal for temporary reassignment is prepared, with which the employee gets acquainted against a signature and reflects his / her consent or disagreement. In case of disagreement, he may attach his written objections to the prepared proposal.

Temporary reassignment in cases of motivated official necessity without the consent of the employee, as well as temporary reassignment to a position of the next higher category shall be carried out after permission of the Minister of Interior.

Vacancies held by temporarily reassigned employees are included as a matter of priority in competitions for promotion to a category and for holding positions.

Competition for positions with special responsibility / executives - from N-k sector, direction, etc./ is conducted on the basis of documents. The competition is held for positions determined by the Minister of Interior with the staffs of the main structural units of the Ministry of Interior, according to the managerial functions or the special nature of the official duties.

The evaluation is determined by criteria and indicators evaluated in number of points, including:

- timely and quality performance of obligations set out in the job description for the respective position
- knowledge and application of the normative acts, regulating the activity of the structural and the functions of the held position.
- organizational and managerial skills
- ability to work independently
- ability to work and behavioral self-control
- professional motivation and responsibility

The Commission determines which of the indicators in the criterion "Organizational and managerial skills" are applicable to the position held by the employee and evaluates them. In determining the final assessment, the distinctions, awards and penalties of the evaluated employee related to the direct performance of duties are important. An employee shall get acquainted with the prepared assessment against a signature and within seven days from the

acquaintance may make a written objection on the assessment to the appointing body through the chairman of the commission. The refusal of the employee to get acquainted with the prepared assessment shall be certified in writing by drawing up a protocol with the signatures, the three names and the positions of two employees. Within fourteen days from the receipt of the objection, the commission shall prepare an opinion on it and send all materials on the assessment of the appointing body through the Human Resources Directorate - Ministry of Interior. For its part, the appointing authority confirms whether or not the assessment has been made. Subsequent evaluation can be performed after 1 year.

Competitions for positions with special responsibility are held at any time of the year, according to the needs of the main structural units of the ministry.

The Human Resources Directorate of the Ministry of the Interior assists the Minister of the Interior in the needs analysis and prepares an opinion to him, coordinated with the Secretary General of the Ministry of the Interior for announcing competitions for positions with special responsibility in the analysis of the needs for announcing competitions.

Reassignment to a higher position shall be announced by an order for competitive selection, which shall determine

- the number and names of vacant posts, their distribution by structural units, the general and specific requirements provided for holding the posts
- the conditions for participation in the competition;
- the necessary documents for application, the place and deadline for their submission;
- deadline for announcing the results;
- Chairman and members of the selection committee.

Candidates for participation in the selection shall submit an application to the head of the structure for which the selection is announced, through the head of the structure at the place of work without requesting his consent for participation in the selection, as well as for his reappointment after approval.

An employee who holds a category equal to or higher than the category that should be held by the employees participating in the competition shall be appointed chairman of the commission.

The order for announcing a competition for selection is published on the website of the Human Resources Directorate - Ministry of Interior and is placed in public places in the services and directorates.

The application for participation in the competition is registered with an incoming number and date in the registry of the structural unit at the place of work and is sent ex officio to the

relevant unit "Human Resources", which in turn are sent to the competition committee the documents of all employees. application for participation.

## CONCLUSION

The Human Resource Management is very important aspect of any organization. Specially, in governmental originations, which are responsible for serve or look after the society or common person. The police organization is one of them. The police is playing an important role to providing a peaceful and secure atmosphere in the society. For fulfillment of the objectives, the police organization is required good human resource management. Human resource management includes recruitment, selection, training, promotion, job analysis and job evaluation. The police organization imparted various types of training to their personnel for more effective and efficient working.

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