



# **HUMAN RESOURCES PLANNING IN THE MINISTRY OF INTERNAL AFFAIRS: DETERMINING THE NEEDS OF HUMAN RESOURCES IN THE CENTRAL STRUCTURES OF THE MINISTRY**

**Zahari Goranov, Ph.D.**

Assos. Professor, Academy of ministry of interior, Bulgaria

[zgoranov27@e-dnrs.org](mailto:zgoranov27@e-dnrs.org)

## **Abstract**

*The Ministry of Internal Affairs (abbreviated as MIA) is a state institution of Bulgaria with the rank of a ministry. It takes care of the protection of internal and national security, the fight against crime, the preservation of public order and others. The Ministry of Internal Affairs is headed by a politician (minister), a member of the Council of Ministers of Bulgaria. It needs to have enough trained staff to function well. The purpose of the paper is to show what are the problems with providing human resources to the central structures of the Ministry of Internal Affairs. As an approach, a review of the state of Human Resources in the Ministry of the Interior was made. We can argue that human resource management faces a number of challenges. It is the role of professional and political leadership to resolve them. As a conclusion, we can state that the problems of human resources in the Ministry of Internal Affairs can only be resolved with the will of the management and the provision of better working conditions.*

*Keywords: Ministry of Internal Affairs, employees, employee insurance*

## **INTRODUCTION**

The Ministry of Internal Affairs (MIA) is an executive authority whose mission is aimed at ensuring the protection of the rights and freedoms of citizens, combating crime, protecting national security, preserving public order and fire safety, and protecting the population. According to Art. 6, para. 1 of the Law on the Ministry of Internal Affairs (Ministry of Internal Affairs - last amended and supplemented SG No. 62 of 05.08.2022 ), the ministry performs the

following main activities: operational-investigative; security (maintenance of public order; monitoring of the state border; protection of strategic objects and diplomatic missions, etc.); crime investigation; ensuring fire safety and protection of the population; providing citizens with access to emergency response services through the National Emergency Call System with a single European number 112 (EEN 112); information, control (issuance, refusal and revocation of licenses; border checks; document verification; checks for compliance with road traffic rules, etc.), preventive, administrative punishment and provision of administrative services (issuance, refusal, revocation of Bulgarian personal documents; administrative service for foreigners, etc.). In order to ensure continuous and effective implementation of the main activities in the Ministry of Internal Affairs, administrative and auxiliary activities are organized and carried out.

On the other hand, in recent years, the Ministry of Internal Affairs (MIA) has been subject to numerous reforms, with a number of amendments to the Ministry of Internal Affairs and the by-laws related mainly to the organizational structure of the Ministry, the status, career development and social benefits of employees, some of which are characterized by insufficient justification and financial security, contradiction and inconsistency. This led to increased staff turnover.

The 2017 transformation of the employment relationships of the employees of the administration into employment relationships under the Civil Servant Act (ZDSI) and employment relationships under the Ministry of Internal Affairs and the Labor Code (LC), which led to additional problems, also had a decisive influence on the departure of employees in human resource management. Various rules, procedures and requirements apply to the employees of the ministry in all aspects of the civil service (status, career development, awards, disciplinary liability, remuneration, etc.), but in terms of financial commitment. This leads to significant difficulty in managing human resources, social tension and demotivation of the staff.

According to Art. 142, para. 1 of the Ministry of Internal Affairs (amended - SG No. 14 of 2015, in force from 01.04.2015) the employees of the Ministry of Internal Affairs are:

- employees under item 1 - state employees - police authorities and fire safety and population protection authorities,
- employees under item 2 - civil servants and
- employees under item 3 working under an employment relationship.

The status of civil servants is governed by this law.

According to Art. 142, para. 3 of the Ministry of Internal Affairs with the status of civil servants - police authorities and authorities for fire safety and protection of the population, are also the employees of the Academy of the Ministry of Internal Affairs, who carry out teaching activities for professional training of police authorities and authorities for fire safety and

protection of the population; the employees at the Institute of Psychology of the Ministry of the Interior, who carry out the activities under Art. 51, para. 1 of the Ministry of Interior, the employees of the National Institute of Forensic Science, who carry out the activities under Art. 50a, para. 1, items 1 and 2 of the Ministry of Interior, the employees of the Center for Vocational Training in the General Directorate of Public Health, who carry out teaching activities for vocational training under Art. 17, para. 2, item 10 of the Ministry of Interior, the employees of the Specialized Unit "Aerial Surveillance" in the General Directorate of Civil Aviation, who ensure the technical maintenance and maintenance of permanent airworthiness of the aircraft used to carry out border control.

The status of civil servants under Art. 142, para. 1, item 2 of the Civil Servant Act is governed by the Civil Servant Act (Civil Servant Act) and Art. 56, Art. 151, para. 1 and 7, Art. 156, para. 4, Art. 181, para. 3, Art. 182, Art. 185, para. 1, Art. 186a, Art. 190, para. 2, Art. 191 and 233 of the Ministry of Interior.( Law on Administration, published DV).

The status of persons working under an employment relationship (LRTP) is regulated under the terms and conditions of the Labor Code and the Ministry of Internal Affairs and Communications.

The application of different rules and procedures for appointment, transition to the civil service, performance evaluation, etc., complicated the work of forecasting the needs of human resources and their management, created social tension and opposition between employees. As an example - civil servants under VAT are put in a disadvantageous position compared to other civil servants and LRTP regarding the amount of leave, lump sums for clothing and food and for travel expenses during paid annual leave.( Panayotov, D)

The demographic crisis together with other factors with an adverse effect on the security environment, such as poverty, corruption, the transformation of society's value system, increased migration processes, etc. lead to difficulties in the work of law enforcement agencies.

In order to be able to respond adequately to the expectations and needs of society, the Ministry of the Interior should have motivated employees who are distinguished by their professionalism and expertise. In view of this, it is necessary to take measures in the field of human resources management policy in the ministry to improve the effectiveness and efficiency of the activity, with an emphasis on analyzing and establishing the needs of personnel, finding suitable candidates, carrying out effective selection of personnel and expansion of opportunities for career development, and improvement of professional qualifications. All this will help to successfully perform the functions assigned to the employees.( Armstrong, M.. Atanasova M)

## **Nature and main activities of human resources management**

People in the organization represent a colorful mosaic of human personalities with different abilities, interests, characters, emotional manifestations, needs, attitudes, culture, family situation, personal problems. Their individual differences can be managed, but it is therefore necessary to:

1. The organization selects the personnel suitable for it.
2. The organization should provide the right incentives to its employees.
3. The organization knows how people accept these incentives.

Theory and practice unanimously recognize that human resource management is a highly effective and useful way to bring together an organization's human resources to achieve its goals.

Human resources are the most valuable asset of any structure, organization, market unit. They are a factor that activates all other factors for development and improvement in the activity of the organization. Each of their actions or inaction predetermines the competitiveness and effectiveness of the organization.

In a broad sense, the concept of human resources management includes all management decisions at all levels in the organization related to the regulation of labor and social relations and issues related to the standard of living. In a narrower sense, it includes activities related to the management of employees in the organization, in accordance with national legislation, the labor market, etc.( Gekov B).

Various definitions of human resource management are presented in specialized literature, which are distinguished above all by their emphasis on individual characteristics of this activity. The definition of M. Armstrong, who presents human resources management as a strategic approach to managing the organization's most valuable factor - people who are the main source of sustainable competitive advantage and who individually and collectively contribute to achieving its goals, is widely popular. In the literature, diversity is also outlined in terms of the scope of human resources management - basic activities that are carried out within its framework.

In the context of the objectives of the present study and based on the emphasis in the studied conceptions of the nature and scope of human resource management, the understanding that "human resource management is a specific activity of attracting, retaining, motivating, developing and using people, necessary for the operation of the organization".

In the conditions of a growing diversity of ideas and opinions in this area, it is striking that regardless of the peculiarities of the approach, authors and analysts do not fail to include the following groups of activities in the scope of human resources management:

- analysis and design of positions;
- planning and selection of employees;
- training and development;
- performance evaluation;
- remuneration management;
- ensuring safe and healthy working conditions;
- interaction with employees;
- staff motivation.

When carrying out these activities, it is necessary to formulate specific long-term, medium-term and short-term goals of the company and the steps to achieve them. Appropriate strategies, plans, programs, policies and procedures must be developed and implemented, daily operational activity, administration of the main human resource management processes, in which the relevant documentation is created, organized and stored according to the requirements of the regulatory framework. In this regard, human resource management activities are divided into three main levels: strategic, operational and administrative. Each of them has its place and role in the effective management of people in the organization and should not be underestimated. It can be tentatively assumed that human resource management focuses on 4 main areas:

- Structuring the labor process, which consists in determining positions, requirements for their occupation, competences, tasks and responsibilities;
- Turnover management, which consists of finding new personnel, training, career development, dismissal, etc.;
- Goal management, which covers the implementation of current tasks and the achievement of final goals;
- Management of communications in the organization, which includes organization of information flows and channels.

Like any activity in the management of organizations, the management of human resources can be considered in a procedural and normative aspect.

In a process aspect, it includes a set of successive processes of attracting, retaining, motivating, developing and using human resources necessary for the organization's activities. . (Milanova and Naydenova).

### **Human resource management system**

In a normative aspect, the management of human resources in the organization is presented as a system of rules (specific to the organization and/or valid for all organizations in

the country), which regulate the activities carried out to attract, retain, motivate, develop and use the people necessary for the activity of the organization. On this occasion, laws, ordinances, etc., which regulate certain activities of the management of human resources in the organization, are considered. In addition, internal organizational regulations (regulations, instructions, programs, internal rules, instructions, etc.) are developed and introduced in the organization, which are valid only for the specific organization. Information systems for human resources management are also formed, implemented and developed in the organizations.

### ***General characteristics of planning. Objectives and principles of the human resources management system***

Through personnel planning, requirements are set regarding the quantity of people and the quality of knowledge they must possess. Planning is based on the information system that statistically prepares this data. Information about human resources in an organization is based on data that is extracted from employee files, from staff lists, from job and name lists, and from job descriptions and individual work plans of employees. The human resource planning process includes:

1. job analysis;
2. recruitment;
3. personnel selection methods;
4. turnover analysis.

The objectives of planning are:

1. Research the quantity and quality of human resources;
2. Forecasting the possible problems caused by a shortage or surplus of personnel.

Human resources planning includes 4 main stages:

- Assessment of current human resources - this process involves studying the strengths of human resources in terms of skills, talent, competencies, qualifications, experience, years, compensation, bonuses, etc. At this stage, HR specialists should conduct interviews with managers in the company to understand the main problems and opportunities.
- Analysis of future workforce requirements - all variables should be taken into account here, such as retirements, redundancies, pre-set staff transfers, etc.
- Demand forecasting – this is the next step aimed at making a connection between the current workforce and future human resource needs. The organization's long-term strategy and goals should be taken into account.

- Developing a plan is the last stage in which the human resources development plan is laid out. It may include transfers of employees, finding new ones, training, revision of current human resource management policies, etc.

Plans are being made for:

- recruitment of external personnel;
- selection among the internal staff;
- ways and methods of personnel evaluation;
- vision for employee development;
- necessary personnel in the future (for example: due to retirement of people).

All of this must be linked to the organization's strategic goals, taking into account oversupply and overdemand.

For the presentation of the human resources management system and in the context of the objectives of the present development, can be used, which presents the human resources management system as a set of the main activities that must be carried out within its framework , the connections between them, their interaction with the environment and the way of functioning, in which the level of labor performance increases and the provision of the organization with the necessary human resources increases.

As can be seen from the presented scheme, the human resources management system uses certain input resources and through the relevant activities transforms them into a result - an output, which can generally be defined as a certain state of the quantitative and qualitative characteristics of the employed and the level of their work performance. This means that the qualitative dimensions of human resources cover both their qualifications and a series of behavioral characteristics.

In order to be effective and efficient, the Human Resources Management System, like any other system, must meet certain principles, which are as follows:

- Human resource is one of the most important leading assets for the organization. Investment in its quality development and use is the key to the success of any organization;
- For HR management to be successful, it must follow the strategy, policy and objectives of the organization and be controlled. Control is the key to effective management of all processes and activities;
- Management is extremely important. His role is to create an environment in which employees have a positive attitude and readiness to perform their duties;
- Human resource management is a system of interconnected elements;
- Any change to one element of the system leads to a change in the processes associated with it;

- It is very important to take into account not only internal but also external factors for the organization.
- Decisions to change the organization's human resources management must be made as a result of changes in legislation and regulations in the country;
- Management must be built in such a way that it meets the requirements for expediency, legality, effectiveness and efficiency.
- In order to achieve the desired result of human resource management, it is necessary not to separate it from other processes in the organization.

### **Basic parameters of the human resource management system**

The input of the human resource management system covers the employees working in the organization. They have certain quantitative and qualitative characteristics, which for the purposes of the present development are systematized into two main groups:

- Number and structure of human resources, represented by various indicators for the organization as a whole and/or its structural units: by positions, by educational and qualification level, by age, by gender, by turnover level, etc.
- Level of work performance of people in the organization, represented by various indicators characterizing the entire organization or only structural units - labor productivity, degree of performance of work tasks, etc.

In the context of the systems approach, the input of the system is transformed into output through basic activities in the management of human resources, which are carried out on the basis of cause-and-effect relationships between them.

Job analyzes provide basic information that is needed to determine how many and what kind of people the organization needs. They are related to research, formulating conclusions and recommendations about existing jobs (job analysis), creating new ones or changing them (job design), which in practice determines how many and what kind of people should work in the organization, as well as their roles (duties, responsibilities, etc.).

Job design covers the activity of determining the content, functions and interrelationships between jobs, taking into account both the technological and economic requirements of the work, as well as the individual needs of the contractors. The final products of job analysis and design are job descriptions.

Human resource planning is the activity of determining human resource needs and formulating appropriate actions to meet them so as to achieve organizational goals. These activities are also directly related to the modeling of work (business) processes, but they also have a serious impact on the motivation and behavior of employees in the organization.



Recruitment, selection and appointment of personnel are the "front door", a specific "entry filter" of the organization, which predetermines their extremely great importance. Typically, this refers to procedures, processes and practices for recruiting candidates for vacancies (jobs), assessing the qualities and future behavior of candidates, selecting and appointing the most suitable candidate.

Working hours, work schedules and holidays are related to the provision of the necessary personnel for the normal functioning of work processes in the organization. On the other hand, they create prerequisites for preserving the health and working capacity of the employees in the organization. This component of the human resources management system is particularly important for organizations in which the staff or part of them work in shifts and in continuous work processes. The component usually includes procedures and practices related to the allocation of working time and the determination of work schedules (daily, weekly, monthly, etc.), the planning and use of different types of leave.

Staff rewards in the broadest sense of the word - monetary and non-monetary - affect the attraction, retention, motivation and behavior of staff. This component of the system includes procedures, processes and practices through which the structure, level, dynamics (changes) and differentiation (ratio) of rewards are determined.

Evaluating the work performance of employees in the organization is important for the provision and use of human resources. In addition, performance appraisal results are used in other components of the system – training, professional and career development, succession planning, talent management, etc. The content of this component of the human resources management system most often includes procedures, processes and practices through which the achievements of people and their competences (knowledge, skills, attitudes) are evaluated, including the extent to which they are used in work.

Personnel training or, more generally, the knowledge management system, in modern conditions are an important prerequisite for maintaining the competitiveness and prosperity of the organization. This typically includes procedures, processes and practices for:

- research and determination of training needs;
- training planning;
- conducting training;
- evaluation of the results of the conducted trainings;
- a system for research, collection, storage and dissemination of knowledge.

The development of the people working in the organization is important for securing, motivating and using them. Usually, this component of the system includes procedures, processes and practices in two main directions:

- management of employees' careers, including professional development and career growth;
- succession and talent management – identification and development of key and talented employees, identification and development of potential replacements for key people for the organization.

Relations, communications and equal opportunities are generally associated with procedures, processes and practices to:

- confirmation of a certain organizational culture, generally understood as shared values and models of behavior (work morale);
- the relationship between management and staff, as well as between different groups of staff, including the participation of employees in the management of the organization;
- the relationship between management and trade unions, if any;
- internal vertical and horizontal communications (exchange of information);
- ensuring equal opportunities for expression and non-discrimination. Occupational safety and health activities have as their main objective the protection of the life, health and working capacity of personnel in the organization. Most often, this component of the system includes procedures, processes and practices for:
  - evaluates the health and safety risks of the various positions and workplaces;
  - monitoring the health status of employees in the organization;
  - development and implementation of specific programs and measures to ensure healthy and safe working conditions - buildings, machines, work processes, personal protective equipment, etc.;
  - training of employees to ensure safety at work.

It should be emphasized that the individual components of the human resources management system are interconnected so that the successful construction and functioning of a given component is a prerequisite for the effective and efficient functioning of the other components. It is important to consider the issues discussed.

### **Human resource management models**

Different models in human resource management can be strategic, descriptive, normative; be specific or consider the concept of human resource management in general.

#### ***The Michigan Business School Model, the Harvard Model, and the Warwick Model***

The "Michigan" model was developed in 1984 by three professors at the Business School of the University of Michigan (USA) - Charles Formbrun, Noel Tisci and Mary-Ann Devanna. It considers all resources as equal, including human resources. It is process-oriented.

Investments in the workforce must meet specific needs, and the price must be acceptable to the organization, with the emphasis on the economic aspect.

The main thesis of the model is that the implementation of the mission and strategic goals is possible only through strict control over the performance of individual and group work, with the help of an appropriate human resource management system. The model includes three external factors that influence the choice of mission, strategic goals, type of organizational structure and methods of managing human resources in the organization - economic, political and cultural. At the top of the "Michigan" model are the organization's mission and strategy, which have the strongest influence on the choice of organizational structure and the system of management activities for human resources. The model is defined as a "hard" approach in human resource management, as it relies above all on strict control over the implementation of strategic goals and management activities for human resources. Human resource management according to this model includes:

- Selection;
- Performance management;
- Performance evaluation;
- Remuneration;
- Human Resources Development.

The Harvard model focuses on performance. The "Harvard" model was developed in 1984 by a group of professors at Harvard Business School - Michael Beer, Paul Lawrence, Richard Walton, Daniel Quinn and David Mills. In comparison with the previous model, the "Harvard" model is a "soft" approach, as it emphasizes the human factor - needs, expectations, empathy, commitment. The goal is to achieve positive results from the work activities of employees who are dedicated, work in harmony, develop their skills and competencies and reduce costs for the company. Subsequently, David Guest (1987) enriched this model with the aim of achieving the maximum possible commitment of employees at work.

The main thesis of the "Harvard" model is people - the most important resources of the organization. Hence the statement that the attitude to human resources should be "managerial" - with its inherent principles, policies and methods. In this respect, the model differs from its "predecessors" - the school of human relations and personnel management. The school of human relations places the needs of employees as the starting point in making decisions to increase motivation and productivity at work. The Harvard model offers a completely different approach to human resource management. It is based on the thesis of the crucial importance of human resources for the achievement of significant long-term results of the company.

Another model that reflects European management models is the "Warwick" model - created by Chris Hendry and Andrew Pettigrew. They seek to align the internal and external contexts to achieve higher organizational effectiveness. The focus shifts from adherence to certain norms to an emphasis on changing aspects.

#### Modern innovation models and approaches in human resources management

Innovative approaches in recruitment are associated with the use of social networks as a source of recruitment. Statistics show that out of 300 million Google searches, more than 30% of them are related to employment. 89% of all employers surveyed said they hired someone through LinkedIn, 26% from Facebook and 15% from Twitter 94% of employers surveyed said they use social media to post job vacancies.

Every announced competition for the position of civil servant in the administrative structures is also announced in the Administrative Register, which is maintained through the integrated information system of the state administration (IISDA). The entry of information into the register is carried out by employees appointed by order of the head of the relevant administrative structure, who are responsible for the reliability and completeness of the entered circumstances, as well as for compliance with the entry deadlines. Job seekers are given the option to apply electronically for a specific position and submit their documents electronically.

Telephone and/or Skype interviews are increasingly used in the selection process. This method has been particularly pronounced in recent years, during the pandemic. Video interviews are also relevant at the moment. In the selection of candidates, in the information technology sector, the testing of candidates is done online, in real time with specific tasks. Innovative approaches applied by employers in the process of attracting personnel are of particular importance for job seekers. Research data shows that innovations in the presentation of the vacant position influence the behavior of job applicants.

Innovations in human resource training activities are also not far behind. There statistics show that there is enough evidence to claim that e-learning is a revolution in the education sector. The number of people willing to attend online courses is increasing.

The trainings organized by the Institute of Public Administration (IPA) are conducted face-to-face, online or in a mixed form. In the published on the page of the IPA "Analysis of the needs of training in the state administration of the Republic of Bulgaria for the period 2022-2024" the data from a study conducted on the question of the most suitable form of training are presented, with the lecturers preferentially choosing the face-to-face or the hybrid form (present - 40%, hybrid - 30%, depending on the goals and topics of the training and the number of students - 30% and electronic - 0%).

Innovations in the management of human resources are also manifested in the formation of teams. Virtual teams are an increasingly common phenomenon in medicine, consulting, education. The epidemiological situation in the world and in our country during the last 3 years also contributed to this development.( Vladimirova K)

Changes in the number of staff of the Ministry of the Interior and determining the needs of human resources in the central structures, as part of the functions of the Directorate "Human Resources" - Ministry of the Interior

#### 1. Changes in the number of staff of the Ministry of Internal Affairs over the years

According to Art. 104, para. 1 of the PUDMVR (in force from 22.07.2014, last amended and supplemented SG No. 31 from 14.04.2021), the total number of employees of the Ministry of the Interior, as of 09.03.2021, has been reduced from 49 838 out of 49,798 full-time employees.

Over the years, the full-time number of employees of the Ministry of the Interior has changed many times, and for the first time the total number of employees in the Ministry of the Interior was regulated at the beginning of 2010 with the Regulations for the Implementation of the Law on the Ministry of the Interior (repealed SG no. . 60 of 2014), with 61,170 staff members determined. Before the regulation of the number, it was determined and amended by various acts of the Council of Ministers, depending on additional assigned or abandoned activities of the ministry, and as of May 2009 it was 63,742 full-time employees.

For the period 01.2010 – 03.2021, the total number of employees in the Ministry of the Interior has changed as follows:

- with PMS No. 97/20.05.2010, the number of employees was reduced by 3,000 employees;
- with PMS No. 15/02.02.2012, the number of employees was reduced by 3,000 employees;
- with PMS No. 233/11.10.2013, the number of employees was reduced by 50 employees to 55,120 employees. They have been transferred to the State Agency for Refugees under the Council of Ministers;
- with PMS No. 279/12.10.2013, the number of employees was reduced by 97 employees to 55,023 employees. They were transferred to "Lozenets" hospital;
- with PMS No. 298/19.12.2013, the number of employees was reduced by 110 employees to 54,913 employees. They have been transferred to the State Agency for Refugees under the Council of Ministers;
- with PMS No. 89/17.04.2014, the number of employees was reduced by 10 employees, which were transferred to the State Agency for Refugees under the Council of Ministers;

- with the Rules for the Organization and Activities of the Ministry of the Interior (PUDMVR), the total number of employees of the Ministry of Internal Affairs has been reduced from 54,903 employees to 49,500 employees;
- with PMS No. 84/09.04.2015, the number of employees was increased by 700 employees to 50,200 employees. The increase was carried out on purpose - for the structural and staffing of the Main Directorate "Fighting Organized Crime", which with the adoption of the ZIDZMVR (SG, No. 14 of 2015) moved from the structure of the State National Security Agency to the structure of the Ministry of the Interior works;
- with PMS No. 258/18.09.2015 (SG, No. 75 of 2015), the number of employees of the Ministry of Internal Affairs was reduced by 100 employees to 50,100 employees. With the same PMS, the Organizational Rules of the State Agency for Refugees at the Ministry of Internal Affairs were amended, and the number of DAB personnel at the Ministry of Internal Affairs was increased by 100 USD. No.;
- with PMS No. 384/30.12.2015 (Government Gazette, No. 2 of 2016), the number of employees of the Ministry of Internal Affairs was reduced by 10 employees to 50,090 employees. With the same PMS, the Organizational Rules of the Council of Ministers and its administration were amended, and the total number of employees in the administration of the Council of Ministers was increased by 10 USD. No.;
- with PMS No. 18/28.01.2016 (Government Gazette, No. 9 of 2016), the number of employees of the Ministry of Internal Affairs was reduced by 20 employees to 50,070 employees. With the same PMS, the Organizational Regulations of the Ministry of Education and Science were amended, and the number of personnel in the organizational structures and administrative units in the Ministry of Education and Culture was increased by 20 USD. No.;
- with PMS No. 274/28.10.2016 (SG, No. 86 of 2016), the number of employees of the Ministry of Internal Affairs was reduced by 53 employees to 50,017 employees. With the same PMS, the Rules for the activity, structure and organization of the State Agency "Electronic Government" were adopted, and the number of employees was determined - 592 full-time employees;
- with PMS No. 38/22.02.2017 (SG, No. 19 of 2017), the number of employees of the Ministry of Internal Affairs was reduced by 179 employees to 49,838 employees. With the same PMS, the Rules of Procedure of the State Security Commission are adopted, but the information and its administration, to which the Directorate "Special Courier Service" passes;
- with PMS No. 70/02.03.2021 (SG, No. 20 of 2021) effective from 09.03.2021, the number of employees of the Ministry of Internal Affairs was reduced by 160 employees to 49,798 employees (Art. 104, Paragraph 1 of the PUDMVR in force from 09.03.2021).

In Art. 105, paragraph 1 of the PUDMVR, it is stated that the Minister of the Interior approves the basic staff of the structures under Art. 33, Item 7 and Art. 37 Ministry of Interior within the framework of the total number of staff under Art. 104, para. 1, as according to para. 2 of the same - to the main states of the structures under Art. 37 MIA, the Minister of Internal Affairs may approve additional staff beyond the total number of staff, as follows:

- under item 1 - for carrying out activities based on concluded contracts under Art. 92, para. 1 of the Ministry of Interior (strategic buildings, sites, DAB buildings, certain monasteries);
- item 2 is cancelled
- under item 3 - for carrying out activities based on concluded contracts under art. 94 of the Ministry of Internal Affairs (for the protection of public order, the protection of objects, the safety of traffic on the roads and the implementation of the control and administrative penal activities of the local self-government bodies of the municipalities in the Republic of Bulgaria can be built in accordance with the order of Art. 92, para. 1 units "Municipal Police");
- under item 4 - for carrying out activities based on concluded contracts under art. 128, paragraphs 1 and 2 of the Ministry of Interior (for the implementation of fire-fighting and rescue activities and state fire control by the authorities for fire safety and protection of the population in objects);
- under item 5 - for positions for persons working under an employment relationship - for production, repair, social and service activities within the budget funds of the Ministry of the Interior;
- under item 6 - for positions for persons working under an employment relationship - for activities under Art. 140a Ministry of Internal Affairs (security and/or transit regime in the area of an object protected by the Ministry of the Interior - a building, complex of buildings or parts of them, a facility or part of it or a separate area with defined borders/ assistance in monitoring the state border/ territorial service activities of population)
- under item 7 - for positions for persons working under an employment relationship - for auxiliary activities for the implementation of the main activities of the Ministry of the Interior, provided financial resources are provided for these activities under the budget of the Ministry of the Interior for the relevant year or funds provided to the Ministry of the Interior under programs and mechanisms of the European Union and under other international programs and treaties;
- under item 8 - for positions for civil servants participating in missions of international organizations;
- under item 9 - for positions for persons working under an employment relationship, appointed under art. 68 of the Labor Code - for carrying out activities for issuing Bulgarian personal documents, as well as for personalizing Bulgarian personal documents issued by other

authorized services and departments, provided financial resources are provided for these activities under the budget of the Ministry of the Interior for the relevant year or funds , provided to the Ministry of the Interior under programs and mechanisms of the European Union and under other international programs and agreements;

- under item 10 - for positions for persons who work under an employment relationship - to support the activities of management and/or implementation of programs and projects financed with funds provided to the Ministry of the Interior from European Union funds and from other international programs and contracts or provided financial resources under the budget of the Ministry of the Interior for the relevant year.

The total number of employees of the Ministry of the Interior and the number under para. 2 of Art. 105 of the PUDMVR are kept on record in the Human Resources Directorate, and the Minister of Internal Affairs, within the total number of employees of the Ministry of Internal Affairs, maintains a reserve of employees not allocated to the structures for civil servants and for persons working under employment law, which is used to optimize the number of structures in the event of a significant increase in their functional duties or in the event of extraordinary changes in the operational situation, not allowing the use of the reserve when there are unoccupied staff members in the relevant structure.( PMS No. 129/ 26.06.2012)

According to published on the website of the Ministry of Internal Affairs "Information on the number of staff and unoccupied numbers in the structures of the Ministry of Internal Affairs as of 31.12.2022") 49,587.5 USD are employed by main staff. pcs., and the difference of 210.5 sh. no. is a reservation under Art. 106, para. 1 of the PUDMVR. According to the reference, the vacant no. according to the main states of the Ministry of the Interior are 4,436.25 USD. no., and in the reference they are broken down by structural units, type of legal relationship (DSVO, DSSO, LRTP/ by main and additional states).

The main functions of the Directorate "Human Resources" - Ministry of the Interior and presentation of the Methodology for determining the number of administrative structures in the Ministry of the Interior

In Art. 96 of the PUDMVR the main functions of the Human Resources Directorate at the Ministry of Internal Affairs (HRD), namely:

1. assists the Minister of Internal Affairs in the formation, implementation and control of the implementation of the human resources management policy;
2. organizes, coordinates and supervises the selection and career development of employees of the Ministry of the Interior;



3. analyzes functional duties, organizational structures and staff, coordinates and controls their development; prepares the staffs of the structures in the Ministry of the Interior and can propose the preparation of new staffs and changes to staffs;
4. plans and organizes the professional training of the employees of the Ministry of the Interior at the Academy of the Ministry of the Interior, the National Institute of Forensic Science, the Institute of Psychology and the center for professional training at the State Department of Internal Affairs; organizes and supervises the participation of employees in trainings of other national and foreign institutions;
5. supervises professional training according to the regulation under Art. 170, para. 5 of the Ministry of Interior;
6. studies the needs, collects, processes and analyzes data on the results of professional training;
7. assists the Minister of Internal Affairs and the Chief Secretary in exercising their powers as disciplinary authorities, such as:
  - a) provides methodological assistance and control over inspections ordered by them under Art. 205, para. 2 of the Ministry of Interior;
  - b) provides methodological assistance and control over disciplinary proceedings instituted by the Minister under Art. 207, para. 1 of the Ministry of Interior, in compliance with Art. 207, para. 3, sentence two and para. 6 of the Ministry of Interior;
  - c) provides opinions and proposals on inspections and disciplinary proceedings under letters "a" and "b";
  - d) prepares analyzes and proposals in connection with the implementation of control activities on disciplinary practice in the Ministry of Internal Affairs;
8. carries out methodological assistance and control in the implementation of disciplinary practice in the structures of the Ministry of Internal Affairs and in disciplinary proceedings in case of serious disciplinary violations committed by civil servants under Art. 142, para. 1, item 1 and para. 3 MIA;
9. processes information about the employees of the Ministry of the Interior, related to the origin, transition and termination of official and labor relations, as well as the state of discipline and disciplinary practice in the structures of the Ministry of the Interior, by maintaining files and using an automated information system;
10. issues and records the service cards of the employees of the Ministry of the Interior;
11. keeps and stores the personal personnel files of the employees in the management positions of head of sector and higher and their equivalents from all structures of the Ministry of

the Interior, as well as of the employees from the structures of the Ministry of the Interior, in which there are no "Human Resources" units;

12. prepares drafts of acts issued by the Minister of Internal Affairs for the establishment, amendment and termination of official legal relations;

13. prepares a Classifier of positions in the Ministry of the Interior for employees under Art. 142, para. 1, items 1 and 3 and para. 3 MIA and proposals for amendments and additions to the Classifier of positions in the administration;

14. coordinates and methodically directs the activity of developing the job characteristics of the employees under Art. 142, para. 1, items 1 and 3 and para. 3 MIA;

15. prepares opinions and draft decisions of the Minister of Internal Affairs on appeals:

a) against non-admission to participation and ranking in competitions for civil servants;

b) with which individual administrative acts for the creation, amendment and termination of official legal relations are disputed before the Minister of Internal Affairs;

16. prepares drafts of acts issued by the Minister, the Deputy Ministers and the Chief Secretary for awarding the employees of the Ministry of the Interior;

17. participates in the preparation and gives opinions on projects of normative, inter-departmental and other acts in the field of its activity;

18. carries out methodical guidance, assistance and control of the structures of the Ministry of Internal Affairs in the direction of its activity.

With Art. 96, para. 2 of the PUDMVR of the DRC, an additional activity was assigned to analyze the number of structures with functions of specialized and general administration in the Ministry of Internal Affairs by applying a methodology that is applicable to all structures of the Ministry of Internal Affairs, in which there are units with functions of specialized and general administration.

By ministerial order No. 8121h - 909/31.07.2015, the "Methodology for determining the number of administrative structures in the Ministry of Internal Affairs" was approved, and the order for organizing the activity for determining the number of administrative structures in the Ministry of Internal Affairs was also approved with the order. With another order, No. 8121h – 1020/28.08.2015, the Minister of the Interior has determined the activities, object of the analysis and the team for conducting the research. In 2016, the practical application of the Methodology in structures of the Ministry of the Interior began.

In its essence, the study of the required number of employees in the structural units is the basis for effective planning of human resources and an essential tool for management and their optimal use. The application of methods to obtain objective and quantitative data is a

condition for qualitative and sustainable determination of the number of employees in the structures.

The collection of data for the purpose of researching the required number of employees also provides an opportunity to reveal the potential for improving the work processes, the information and material and technical equipment of the structural units or areas of activity studied.

Thanks to the correct calculation of the necessary number of employees to perform the assigned activities and tasks under optimal workload, the following positive results are aimed at:

- long-term planning of human resources;
- stability of numbers;
- optimal distribution of human resources in the administration, achieving economic expediency and frugality;
- "Reporting" on the results of the analysis, by means of a preliminary report prepared by the team, which is presented to the head of the structure - object of the study. The received written objections to the results of the study are expected to be reflected in the final report to the Minister. The heads of the relevant structures are notified in writing of the approved decisions by the leadership of the ministry.
- "Customer care", with the aim of being a well-organized state structure with an efficient and working administration.

Until the middle of 2022, studies were conducted in 13 structures of the Ministry of Internal Affairs on the activities "Management of human resources", "Analysis and planning", "Bookkeeping and registry", "Protection of classified information", "Legal-normative service" and " Defense-mobilization preparation".

It has been established that the duration of the research takes a period, on average, about 6 months, due to the diversity of the functional duties performed by the administrative units, conducting numerous interviews with employees, requesting and preparing references, examining documents, actual counting, measuring the duration of specific operations, analysis and comparison with data. In the report by the Minister of the Interior, it is reported that the collection of quantitative data on the performed tasks is hampered by the lack of statistics, the specificity of individual structures and the presence of units with mixed functions. A large financial and time resource is also required to conduct the analysis.

In connection with the mentioned difficulties, we cannot help but ask ourselves whether the methodology is suitable for analyzing the structures in the Ministry of Internal Affairs. In addition, the numerous regulatory changes and organizational-structural reforms in the Ministry of Internal Affairs over the years, the assignment of new functional duties and the transfer of

functions from one structure to another lead to the instability of the state, and the required number of employees to perform the assigned activities is a variable quantity.

At the same time, such an analysis is applicable within the framework of the activities of the Human Resources Directorate, under Art. 96, para. 1, item 3 of the PUDMVR, namely - analyzing the functional duties, organizational structures and states, coordinating and controlling their development, preparing the states of the structures in the Ministry of the Interior and proposing the preparation of new states and changes to states. Currently, any change related to an increase in staff numbers, redeployment of staff numbers, etc. organizational changes should be preceded by an analysis of the volume of work in the relevant units and of the statistical data on the workload of the employees for a three-year period.

. Forecasting of available workforce and analysis of available staff

After determining the number and type of employees that will be needed in the future, these estimates should be compared with the organization's current or expected human resources. This requires a thorough analysis of the currently available personnel and forecasting of expected changes during the planning period.

A basic technique for analyzing the availability (number and competencies of employees) is performed by studying their personal personnel files. The purpose of these documents is to store detailed information about all the human resources that the organization currently has. This information can be very diverse, depending on the specific needs.

Computer technology has the advantage of providing faster and more detailed information. When a new position needs to be filled, the manager can set his requirements in terms of skills, qualifications, etc., and immediately get a list of suitable candidates. (Classifier of positions in the Ministry of the Interior for employees under Art. 142, para. 1 of 02.08.2022)

### ***Forecasting future stocks and turnover***

The next step is to assess which of the current employees will also be available in the next plan year. It takes into account the fact that the staff composition is dynamic - some employees are likely to be promoted, transferred or retired, and others will leave the organization. Forecasting future availability is all about anticipating these changes in the workforce. Some of them are easily predictable (for example, retirements), but others are not.

In Art. 226, paragraph 1 of the Ministry of Internal Affairs, the reasons for terminating legal relations with civil servants are described, the most important of which are: reaching the maximum age of 60; acquiring the right to a pension; for health reasons; By own will; layoffs, etc. Of particular importance for the continuation or termination of the service is the discipline during or on the occasion of the performance of professional duties.

In general, the forecasting of future availability is carried out in two directions - forecasting turnover and forecasting internal movements (mobility) of personnel.

Through human resource planning, it is determined how many people with what qualifications are needed to achieve the organization's strategic goals. Human resource planning is an attempt to predict the quantity-quality needs of the organization for personnel in the future and to assess to what extent these needs should be met. ( Law on Administration, published DV)

In the conditions of growing competition, an intensively developing labor market and easier access to information by job seekers, employers face a real risk of turnover. The problem related to the departure of employees has become increasingly relevant in the state administration in recent years. It is increasingly difficult to find the necessary employees, even more so with the necessary knowledge and qualifications. In order to affect turnover, the causes of turnover must first be clarified.

In general, frequent employee turnover is undesirable because it is associated with costs. On the one hand, investments were made for each staff member - the greater the longer his work in the organization. On the other hand, high turnover adversely affects the image of the organization, which can also have negative consequences.

The probability of employee turnover is usually determined by projecting past trends into the future, that is, statistical methods are used. But undoubtedly the subjective assessment is very important - it is related to the study of the reasons for leaving. If these reasons are analyzed and appropriate corrective measures are taken, this would limit the flow of leavers in the next planning period (which should be taken into account when forecasting stocks).

The reasons for leaving can be very different. Some of them cannot be avoided, for example, retirement, termination of employment, change of residence, emigration, pregnancy and childbirth, death, illness, etc.

The reasons that can be avoided include: finding a more attractive job, occupational disease, dissatisfaction with work methods, with labor remuneration and social benefits, with the conditions of the working environment, with the socio-psychological climate, etc.

The quality of the work of civil servants depends to a large extent on their motivation, on the incentives they have to do their job well. An indicator of the satisfaction with the work of employees in the state administration is staff turnover. For example: according to research analyzing the reasons why district inspectors (RI) and junior RIs would leave work are: large volume and diversity of the performed activity; insufficient recognition and prestige of work; lack of opportunity for career development; low wages; insufficient help and assistance from management; inconvenient working hours; requirement to wear uniform clothing.

There are methods that can be used to predict turnover.

- Annual turnover index - calculated as a ratio between the number of employees who left during the year and the list of employees at the beginning of the year. This method gives only the most general information, as it is not clear what positions the leavers held, which department they were from, with what length of service, and even less why they left.
- Stability index – it shows that turnover is highest among new hires. It is defined as the ratio between the number of employees with work experience in the organization of more than 1 year and the number of employees with work experience of less than 1 year. In principle, turnover is perceived as a natural process, but it should be borne in mind that its consequences depend not so much on the number of those who leave, as far as their quality and position. Research has established a correlation between turnover, gender, age, education, marital status, etc.

#### *Predicting internal movements and choosing an alternative for action*

Internal staff mobility is difficult to predict. However, there are some useful techniques. For example, by analyzing past patterns of promotion in the organization, the likely upward movements of personnel from one level to another can be predicted, as well as the periods required for this.

- Replacement and succession planning. It is implemented by drawing up a diagram that represents a "snapshot" of the key positions in the organization and illustrates the existing current opportunities for substitutions between employees.
- Matrix of probable moves. It illustrates the mobility of employees within and outside the structural unit (promotions, demotions, mobilities, appointments and turnover).

When the total needs are reduced by the available human resources and the assumed changes in them, the additional needs indicator is arrived at. Determining the additional needs does not yet provide an accurate guide as to whether new staff should be recruited or part of the existing staff cut. It is necessary to assess whether the planned activities cannot be carried out with the available personnel. If this is impossible, the so-called actual human resource needs - the new staff to be recruited. These real needs can also have a negative sign in the event that layoffs are foreseen.

#### *Redundancy Actions*

Deciding what to do with redundant employees is the most difficult decision for management, as employees themselves are rarely responsible for the circumstances leading to their "redundancy". Such a situation can arise as a result of inadequate strategic decisions.

Downsizing is a matter of organizational policy and culture, not economic analysis. Some organizations do their best to avoid it, by reducing staff naturally or by retirement - getting rid of people who have acquired the right to a pension (for length of service and age).

Often layoffs can be avoided if the factors shaping labor costs are reviewed. Cost reduction without reducing staff can be achieved through programs reducing other factors, such as:

- introduction of variable pay, which is the most direct way to reduce costs by reducing pay levels, but a more possible and painless option is to introduce flexibility in the pay system (according to the results achieved);
- introduction of variable social benefits - this is one of the options for some benefits to be financed jointly, that is, for employees to pay part of the costs;
- introduction of variable working hours - where possible, introduction of reduced working hours;
- use of variable labor force - division of the labor force into two categories: main (working at full employment) and peripheral (working at partial employment).

Redundancies are the most radical option for overcoming staff redundancy. In the event that they are unavoidable, it would be more reasonable to use as a criterion not the length of service, but the level of work performance, since in this way only high-quality performers are retained.

As a result of identifying the need for human resources should initiatives are being taken to increase the effectiveness of methods for selection of employees who should ensure that people are employed, whose profile meets the identified needs of the respective structure and who, in addition to the necessary competence, also have the necessary motivation for professional realization in the Ministry of the Interior. Will be given the opportunity to timely planning of the necessary trainings in the Ministry of the Interior, such as the selection of

new employees will be directed to those directions in which there is or is expected that there will be a shortage of specialists. They need to be reconsidered the interdepartmental normative acts with a view to improving the competition ones procedures for entering the civil service in the Ministry of Internal Affairs and achieving the targets results of the employee selection activity. It is necessary to provide more opportunities for professional

development of civil servants from all structures of the Ministry of Internal Affairs, with a clear career path path and uniform rules to be consistent with their specific expectations and needs. It is appropriate to develop and implement effective tools such as for attracting qualified employees, as well as for their retention in the ministry. Regarding young employees, mechanisms should be created for assessment of their competences, in order to identify and

develop the potential them in a specific direction by undergoing the relevant training for increase of expert knowledge and motivation for future career development.

Experienced employees who have reached a certain stage in their professional development, become a valuable resource that the ministry should strive to hold on. In addition to the introduction of flexible policies in the field of pay and career management to motivate employees to stay in the Ministry of the Interior is it is necessary to create prerequisites for effective transfer of knowledge and ensuring stability in work. It is necessary to improve the activity of mentoring in the structures of the Ministry of Internal Affairs, with a view to avoiding formalism and increasing efficiency when introducing new employees.

The activity of the structures should be adequately provided with human resources resources, both in terms of their numbers and in terms of the knowledge and skills possessed. In this way, the execution of the main functions for which this administration was created. In view of the amendments to the legal framework and trends in the development of the main activities of the ministry need to be further developed.

The classifier of positions in the Ministry of the Interior, designing positions accordingly the specific needs of individual structures and financial possibilities of the ministry. It is necessary to develop a mechanism that allows maximally efficient use of the number of staff determined by the PUDMVR.

The expected results of taking timely and adequate measures are a permanent reduction in employee turnover, attracting more qualified and motivated candidates for work in the Ministry of the Interior, improvement of the system for professional development of the employees of the Ministry of Internal Affairs and motivation of employees to achieve the required quality, and efficiency of the performed work.

## CONCLUSIONS

In summary, the human resources management system is one of the main elements of the management of an organization or institution, regardless of the field of activity. Human capital is a valuable factor and resource on which the success and efficiency of work depends. Its proper management adds value and quality to the services and activities performed, and its lack leads to the failure of the organization. The human resource management system formed in any organization is a complex of separate and developed components that effectively interact with each other and cover a large number of elements. It needs effective control, management and periodic evaluation.



## REFERENCES

1. Law on the Ministry of Internal Affairs, published DV. no. 53 of 27.06.2014, final change DV. no. 62 of 05.08.2022
2. Regulations for the organization and activities of the Ministry of Internal Affairs, in force from 22.07.2014, published DV. no. 60 of 22.07.2014, final change and add. DV. no. 31 of 14.04.2021
3. Law on the civil servant, in force from 27.08.1999, promulgated State Gazette, no. 67 of 27.07.1999, final change State Gazette, no. 109 of 22.12.2020
4. Law on Administration, published DV. no. 130 of 05.11.1998, amended. DV. no. 21 of 13.03.2020
5. Classifier of positions in the administration, adopted by PMS No. 129/26.06.2012, promulgated State Gazette, no. 49 of 29.06.2012, final change DV. no. 70 of 30.08.2022
6. Ordinance on the implementation of the classification of positions in the administration, adopted with PMS No. 129/26.06.2012, promulgated SG No. 49/29.06.2012, final change State Gazette, no. 70 of 30.08.2022.
7. Classifier of positions in the Ministry of the Interior for employees under Art. 142, para. 1, items 1 and 3 and para. 3 of the Ministry of Interior, approved by Ministry of Health No. 8121z-140/24.01.2017, amended. and add. DV. no. 61 of 02.08.2022
8. Armstrong, M., "Essential Management Techniques", Dolphin Press, 1994.
9. Atanasova M., "Management of human resources. Theory and Practice" Sofia, 2015
10. Vladimirova K., "Management of human resources - strategies, standards and practices" UI, "Economy", Sofia, 2006.
11. Gekov B., "Problems of efficiency in the management of territorial police services", Scientific Research Institute of Criminalistics and Criminology, Center for Police Research, Ministry of the Interior, Sofia, 2007.
12. Milanova and Naydenova - "Management of human capital in a company environment", Sofia, 2013.
13. Panayotov, D., "Business Psychology", NBU, Sofia, 2006.