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## CAREER DEVELOPMENT OF POLICE OFFICERS IN THE REPUBLIC OF SERBIA

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**Abstract:** The paper specifies the career development of police officers in the Ministry of Internal Affairs of the Republic of Serbia (MoI RS). In this regard, this document covers the following issues: 1) defining employment conditions for admission in MoI RS, 2) the classification of jobs in the MoI RS (includes the determination of equivalent organizational units and equivalent jobs in the MoI RS movement in the career of police officers) 3) requirements for promotion to the higher rank within the same immediate and senior management levels (including the requirements of the internal competition for attending appropriate managerial level training, as well as the conditions of internal competition to fill the vacant managerial positions and ranking of the candidates, and 4) the key selection and training as a condition for promotion and transfer of police officers. In addition, the focus of this document is on explaining the idea that career advancement is based on rank / profession as a condition for attending training for the managers of the appropriate level and applying for appropriate job positions. In addition, considerable attention is dedicated to the tabular modeling of police officer career. All of the above mentioned regarding career development of police officers, MoI RS, is subject to the current Law of the police and secondary legislation which defines its individual provisions. Some attention of this document is devoted to transitional arrangements for the implementation of the career development of police officers, MoI RS.

**Keywords:** career development, police officers, promotion, transfer, conditions.

### INTRODUCTION

The career development of police officers is a process of continuous improvement to maximize an employee's individual and organizational performance, with the aim of lawful and effective contribution to the strategic goals of the Ministry. An integral part of career development and career advancement is the movement of a police officer from the workplace at the lower position to a higher hierarchical level. The mentioned progression is based on the minimum rank / profession, as a condition for the internal competition: (1) attending training for the managers of the appropriate level and (2) for applications to an equivalent job position. This introduces two levels in the process of selective employment of police officers in management positions (which was not the case), that creates conditions that only capable, competent and motivated candidates (those with the best performance) are suitable for applications in managerial positions, thus creating the preconditions that only quality candidates

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fill the positions which are planned for the most complex operating jobs and the highest level of responsibilities. In order to obtain the immediately higher rank / profession is no longer enough just to cumulatively fulfill previously needed conditions (appropriate level of education, the time spent in the previous act and the corresponding official rates), but it is necessary to successfully pass the professional examination for the lowest rank / title of the immediately higher-level management, which is implemented upon completion of training for managers of the appropriate level.

### DEFINING MANNER AND CONDITIONS OF ENTERING INTO EMPLOYMENT SYSTEM OF MOI RS

Employment with the Ministry shall be entered into through a vacancy notice, or by means of assuming employees from another government authority based on the agreement of officials and with the consent of the person being assumed. Employment with the Ministry may be entered into only for job positions envisaged by the act on interior organization and job classification, and in cases when filling in a job position is in accordance with the adopted personnel plan. The competition is mandatory for employment in the Ministry and filling vacancies, however it does not apply in cases of admission of candidates with higher education institutions that are educated in accordance with the special program of study with the Ministry on the basis of previously concluded contracts (such institution is *The Academy of Criminalistic and Police Studies*<sup>2</sup>). The procedure and manner of implementing a vacancy notice shall be prescribed by secondary legislation.<sup>3</sup>

A person entering into employment with the Ministry, in addition to general conditions for employment in a government authority, must meet the following special conditions:

1. Be a citizen of the Republic of Serbia;
2. Have registered permanent residence in the Republic of Serbia for at least five uninterrupted years before filling an application to enter into employment;
3. Shall not have dual citizenship for those job positions where exclusively the citizenship of the Republic of Serbia is required;
4. There are no security threats for the performance of activities in the Ministry;
5. Fulfill the criteria of health, mental and physical capacity, and the criteria of competences for the job position that he applies for.
6. In the entry into employment procedure, the Ministry shall take into account the representation of national minorities, in accordance with the law<sup>4</sup>.

Employment with the Ministry shall be prohibited for persons:

7. Undergoing criminal proceedings for criminal offences which are prosecuted *ex officio*,
8. Convicted of a criminal offence which is prosecuted *ex officio*,
9. Sentenced to a term of imprisonment longer than six months,
10. Whose employment with a government authority was terminated due to serious violation of official duty by a final decision of a competent authority,
11. Whose employment with a legal person with public authority was terminated due to violation of the work responsibility or breach of work discipline,

<sup>2</sup>Decision on the Establishment of Academy of Criminalistic and Police Studies, "Official Gazette of RS", No 58/06.

<sup>3</sup>Article 135 *Law on Police*, [http://www.parlament.gov.rs/upload/archive/files/cir/pdf/predlozi\\_zakona/3712-15.pdf](http://www.parlament.gov.rs/upload/archive/files/cir/pdf/predlozi_zakona/3712-15.pdf).

<sup>4</sup> Article 137 *Ibid.*

12. Convicted by a final judgment of a misdemeanor with an element of violence or of another misdemeanor making him unfit for the performance of activities at the Ministry, and

13. If security threats are determined in the procedure of conducting a security check.

Data on the persons wishing to enter into employment with the Ministry shall be collected in the procedure of performing security checks and may not be used for other purposes<sup>5</sup>.

Optimal use of the mentioned provisions of the *Law on Police* is possible with admission to employment in the executants working places, with a secondary education and exceptionally high degree education (e.g. If the workplaces of high complexity jobs whose filling is required narrow specialization, for example, helicopter pilot). Staffing job of a police officer requires the prior completed basic police training at the Centre for Basic Police Training (CBPT)<sup>6</sup> in Sremska Kamenica, after successfully mastering the curriculum, and certification of students *The Academy of Criminalistic and Police Studies* (ACPS) in terms of mastering basic police training after successful completion of the second year of basic studies). This solution optimizes the admission of candidates to the MoI RS according to the criteria of economy, time and efficiency, because the candidates (in this case students of ACPS) at their own expense certified for the occupation of a policeman, which allows them to acquire competencies for employment in the workplace of a policeman at MoI RS etc., to work and study, work if they leave the studies, in which the MoI RS without additional competition (time, money, and energy resources) fills the jobs of police officers (police officers) with secondary education competent candidates.

To apply the mentioned solution, it is necessary to include the content of basic police training that is implemented in the CBPT Program in the first and second years of basic vocational and academic studies in criminology at ACPS, necessary to be done in the new cycle of ACPS accreditation. Staffing jobs of police officers with secondary school education, on the principles of automatism, should be implemented and the recruitment of students financed by the ACPS after successfully mastering first study program of the Academy. Staffing the above mentioned jobs is possible and the recruitment and self-financing students ACPS - as needed. Finally, when it comes to filling vacancies with police officers with higher school education, it is possible to be done only from the ranks of police officers who have spent at least two years effectively in the workplace of a policeman of general jurisdiction.

## CLASSIFICATION OF JOBS AND CAREER MOVEMENT OF THE POLICE OFFICERS IN THE MINISTRY

Job positions in the Ministry shall be appointed positions, managing and staff-member job positions (a police officer, a forensic technician, gendarme, specialists, etc.). The persons at appointed positions in the Ministry shall be exempt from provisions on career development of employees of the Ministry. The Ministry does not apply the provisions on career development of employees in the Ministry on the people at the position (which means that the minister and state secretaries are out of a career system)<sup>7</sup>.

<sup>5</sup>Article 138 *Ibid.*

<sup>6</sup>The purpose of Center for basic police training is to train participants basic police training including both male and female who have completed four years of high school. The aim of basic police training is to provide quality vocational training for uniformed police officers of general jurisdiction, which meets the needs of the Ministry of Internal Affairs of the Republic of Serbia for qualified Contracted personnel in the fields referred to police work, and society as a whole, in accordance with the *Law on Police*, "RS Official Gazette", No. 101/05, 63/09 - YC, 92/11 ([http://www.copo.edu.rs/novi\\_vid\\_obuke.html](http://www.copo.edu.rs/novi_vid_obuke.html), available 10.07.2009).

<sup>7</sup>Article 147 of the *Law on Police*, [http://www.parlament.gov.rs/upload/archive/files/cir/pdf/predlozi\\_zakona/3712-15.pdf](http://www.parlament.gov.rs/upload/archive/files/cir/pdf/predlozi_zakona/3712-15.pdf).

Managing job positions of police officers shall be classified into four categories depending on the complexity of jobs, education, rank/grade, and degree of responsibility, authorization to make decisions and independence in work, as follows<sup>8</sup>:

1. *Strategic-level managing job positions* (Police Directorate - director, deputy and assistant director of police, department / unit commanders and their deputies – and equivalent functions within the sector MOI RS, MOI RS organizational units outside the Directorate and sectors);

2. *High-level managing job positions*, (generally speaking, the regional police directorate (RPD) - Deputy Chief of the RPD to the Assistant Chief of Administration and an independent organizational unit of the Police Directorate (Gendarmerie (G), Special Anti-Terrorist Unit (SATU), Helicopter Unit (HU) and others);

3. *Middle-level managing job positions* (management positions of intermediate levels (from Assistant to the Head of the RPD, except (R)PD for the City of Belgrade));

4. *Operational-level managing job positions* (management positions of operational level (in general, positions in police stations (PS) and police substations (PSS), including 1<sup>st</sup>category PS / PSS Assistant Commander and its equivalent jobs)).

The above classification of jobs is written in general. In order to be applied, it is necessary to establish equivalent organizational units and equivalent positions in the MoI RS. For example, it is necessary to establish that the PS/PSS (1<sup>st</sup> Category) = troop Gendarmerie, or 1<sup>st</sup> cat. PSS Assistant commander = Crime Inspector in the Department for Combating Crime of Police Station (DfCCoPS) = ... or – 3<sup>rd</sup>Category PSS Commander = 2<sup>nd</sup>Category PSS Deputy Commander = 1<sup>st</sup>Category Assistant commander = ... The attached abbreviations are listed for better understanding of the following table, which refers to the proposal of equivalent organizational units and equivalent jobs in the Directorate of Police MoI RS.

Table 1: *Proposed equivalent organizational units and equivalent jobs in the Directorate of the Police MoI RS*<sup>910111213</sup>

LEVEL	Work-place/duty PoGJ <sup>9</sup>	Equivalent PoGJPU for the City of Belgrade	Equivalent CP <sup>10</sup>	Equivalent TP <sup>11</sup>	Equivalent BP <sup>12</sup>	Equivalent PUoSP <sup>13</sup>	Ranks range from / to	The numerical code act (training / education)
EXECUTANT	Police officer	Police officer	/	Traffic policeman	Border policemen	Gendarme	Junior sergeant of police/ Police sergeant	1-2 (CBPT/ ACPS)
	2. Escort	2. Escort	/	2. Escort	2. Escort	Gendarme	Junior sergeant of police/ Police sergeant	1-2 (CBPT/ ACPS)
	1. Escort	1. Escort	Crime technician DfCCoPSPS	1. Escort	1. Escort	Gendarme	Junior sergeant of police/ Police sergeant	1-2 (CBPT/ ACPS)
	Patrol leader	Patrol leader	Crime technician DfCCoPS	Patrol leader	Patrol leader	Gendarme	Police sergeant/ 1 <sup>st</sup> Sergeant	2-3 (CBPT/ ACPS)
<b>BASIC TRAINING FOR MANAGERS (minimum Police sergeant)</b>								

<sup>8</sup>Article 148 *Ibid.*

<sup>9</sup> PoGJ – Police of General Jurisdiction

<sup>10</sup> CP – Criminalistic Police

<sup>11</sup> TP – Traffic Police

<sup>12</sup> BP – Border Police

<sup>13</sup> PUoSP – Police Units of Special Purpose

OPERATIVE	1 <sup>st</sup> Category S. sector Leader	1 <sup>st</sup> Category S. Sector Leader	/	1 <sup>st</sup> Category T.S. Sector Leader	1 <sup>st</sup> Category S. Sector Leader	/	1 <sup>st</sup> class Sergeant / Warrant officer	3-4 (CBPT/ACPS180 ECTS)
	LPD <sup>14</sup> Commander	LPD Commander	/	/	/	Group leader	1 <sup>st</sup> class Sergeant / Warrant officer	3-4 (CBPT/ACPS180 ECTS)
	PSS/PS DS Shift leader	PSSDS Shift leader	Crime inspector SE <sup>15</sup>	TPSS <sup>16</sup> DS Shift leader	BPSDS Shift leader	Assistant shift chief of Duty service of squad of The Gendarmerie	1 <sup>st</sup> class Warrant officer / Warrant officer	3-4 (CBPT/ACPS180 ECTS)
	PSS/PS DS Shift chief	PSSDS Shift chief	Crime inspector	TPSSDS Shift chief	BPSDS Shift chief	Shift chief of Duty service of squad of The Gendarmerie	Warrant officer/ 1 <sup>st</sup> class Warrant officer	4-5 (ACPS180 ECTS)
	Assistant 3 <sup>rd</sup> Category PSS/PS commander	Assistant 3 <sup>rd</sup> Category PSS Commander	3 <sup>rd</sup> Category PS Crime inspector	Assistant 3 <sup>rd</sup> Category TPSS Commander	Assistant 3 <sup>rd</sup> Category BPS Commander	Team leader	1 <sup>st</sup> class Warrant officer / Warrant officer	4-5 (CBPT/ACPS180 ECTS)
	Assistant 2 <sup>nd</sup> Category PSS/PS commander	Assistant 2 <sup>nd</sup> Category PSS Commander	2 <sup>nd</sup> PS Category Crime inspector	Assistant 2 <sup>nd</sup> Category TPSS Commander	Assistant 2 <sup>nd</sup> Category BPS Commander	Deputy platoon commander (1 <sup>st</sup> team leader)	Warrant officer/ 1 <sup>st</sup> class Warrant officer	4-5 (ACPS180 ECTS)
	Deputy 3 <sup>rd</sup> Category PSS Commander	Assistant 2 <sup>nd</sup> Category PSS Commander	2 <sup>nd</sup> Category PS Crime inspector	Assistant 2 <sup>nd</sup> Category TPSS Commander	Assistant 2 <sup>nd</sup> Category BPS Commander	Deputy platoon commander (1 <sup>st</sup> team leader)	Warrant officer/ Warrant officer	4-5 (ACPS180 ECTS)
OPERATIVE	Deputy 1 <sup>st</sup> Category PSS/PS commander	Assistant 1 <sup>st</sup> Category PSS Commander	1 <sup>st</sup> Category PS /DfC-CoPS Crime inspector	Assistant 1 <sup>st</sup> Category TPSS commander	Assistant 1 <sup>st</sup> Category BPS commander	Platoon commander	Warrant officer 1 <sup>st</sup> class / 2 <sup>nd</sup> Lieutenant	5-6 (ACPS 180 ECTS)
	Deputy 2 <sup>nd</sup> Category PSS commander	Assistant 1 <sup>st</sup> Category PSS Commander	1 <sup>st</sup> Category PS /DfC-CoPS Crime inspector	Assistant 1 <sup>st</sup> Category TPSS commander	Assistant 1 <sup>st</sup> Category BPS commander	Platoon commander	Warrant officer 1 <sup>st</sup> class / 2 <sup>nd</sup> Lieutenant	5-6 (ACPS 180 ECTS)
	3 <sup>rd</sup> Category PSS Commander	Assistant 1 <sup>st</sup> Category PSS Commander	1 <sup>st</sup> Category PS/ DfC-CoPS Crime inspector	Assistant 1 <sup>st</sup> Category TPSS commander	Assistant 1 <sup>st</sup> Category BPS commander	Platoon commander	Warrant officer 1 <sup>st</sup> class / 2 <sup>nd</sup> Lieutenant	5-6 (ACPS 180 ECTS)
	Head of 3 <sup>rd</sup> Category PS	Deputy 1 <sup>st</sup> Category PSS commander	1 <sup>st</sup> Category PS / DfC-CoPS Group leader	Deputy 1 <sup>st</sup> Category TPSS commander	Deputy 1 <sup>st</sup> Category BPS commander	Assistant Company commander	2 <sup>nd</sup> Lieutenant / Lieutenant	6-7 (ACPS 180/240 ECTS)
<b>HIGHER TRAINING FOR MANAGERS (minimum 2<sup>nd</sup> Lieutenant)</b>								

14 LPD – Local Police Department

15 SE – Secondary Education

16 TPSS – Traffic Police Substations

INTERMEDIATE	Deputy 1 <sup>st</sup> Category PSS/PS commander	Deputy 1 <sup>st</sup> Category PSS Commander	1 <sup>st</sup> Category PS / DfC-CoPS Chief	Deputy 1 <sup>st</sup> Category TPSS Commander	Deputy 1 <sup>st</sup> Category BPS Commander	Deputy Company commander	Lieutenant / Captain	7-8 (ACPS240 ECTS)
	RPD/PD <sup>17</sup> Officer	An officer in the department at the headquarters (R)PD <sup>18</sup> for the City of Belgrade	RPD <sup>19</sup> / DoCP <sup>20</sup> Crime inspector	RPD/ DoTP <sup>21</sup> Officer	RC <sup>22</sup> Officer	Gendarmerie squad headquarter Officer	Captain / Major	7-8 (ACPS240 ECTS)
	Head of 2 <sup>nd</sup> Category PS	1 <sup>st</sup> Category PSS Commander	DoCPRP- DGroup leader	1 <sup>st</sup> Category TPSS Commander, Head of DoTPRPD Department	1 <sup>st</sup> Category BPS Commander	Company commander	Captain / Major	8-9 (ACPS240-300 ECTS)
	1 <sup>st</sup> Category PSS Commander	1 <sup>st</sup> Category PSS Commander	Head of DoCPRPD- Department	1 <sup>st</sup> Category TPSS Commander, Head of DoTPRPD Department	1 <sup>st</sup> Category BPS Commander	Company commander	Captain / Major	8-9 (ACPS240-300 ECTS)
	Head of 1 <sup>st</sup> Category PS	1 <sup>st</sup> Category PS Head	Head of DoCPRPD	Head of DoTPRPD	Head of RC Department	Head of Department at the Gendarmerie squad headquarter	Major/ Lieutenant colonel	9-10 (ACPS300 ECTS)
	Head of PDRPD	Head of department at the headquarters (R)PD for the City of Belgrade	Head of department at DoCPRPD	Head of DoTPat RPD	Head of DoBP <sup>23</sup>	Head of department at the Gendarmerie squad headquarter	Major/ Lieutenant colonel	9-10 (ACPS 300 ECTS)
	Deputy head of PDRPD	Deputy head of department at the headquarters (R)PD for the City of Belgrade	Deputy head of DoCPRPD	Deputy head of DoTPRPD	Deputy head of RC	Deputy head of department at the Gendarmerie squad headquarter	Major / Lieutenant colonel	9-10 (ACPS300 ECTS)
	Head of PDRPD	Head of department at the headquarters (R)PD for the City of Belgrade	Head of DoCPRPD and head of DoCP <sup>24</sup> GPD <sup>25</sup>	Head of DoTPRPD and head of department TDP <sup>26</sup> GPD	Deputy chief at the headquarters DoBP <sup>27</sup>	Head of Department at the Gendarmerie squad headquarter	Major/ Lieutenant colonel	9-10 (ACPS300 ECTS)
	Deputy head of RPD	Assistant Head of department at the headquarters (R)PD for the City of Belgrade	Head of department of DoCP GPD	Head of department of TDP GPD	Head of department of DoBP	Assistant commander of the Gendarmerie squad	Major/ Lieutenant colonel	9-10 (ACPS300 ECTS)
<b>HIGH TRAINING FOR MANAGERS (minimum Major)</b>								

- 17 PD – Police Department
- 18 (R)PD – (Regional) Police Department (specific)
- 19 RPD – Regional Police Department
- 20 DoCP - Department of Criminalistic Police
- 21 DoTP – Department Of Traffic Police
- 22 RC – Regional Centre
- 23 DoBP - Department Of Border Police
- 24 DoCP – Directorate of Criminalistic Polic
- 25 GPD – General Police Direktorat
- 26 TPD - Traffic Police Direktorat
- 27 DoBP - Directorate of the Border Polic

ADVANCED	Deputy head of RPD	Deputy head of department at the headquarters (R)PD for the City of Belgrade	Deputy head of Service of DoCP GPD	/	Head of RC	Deputy commander of the Gendarmerie squad	Lieutenant colonel / Colonel	10-11 (ACPS 300 ECTS)
	Head of RPD	Head of department at the headquarters (R)PD for the City of Belgrade	Head of Service of DoCP GPD	/	/	Commander of the Gendarmerie squad	Lieutenant colonel / Colonel	10-11 (ACPS 300 ECTS)
	Assistant head of PDi <sup>28</sup> GPD	Assistant head of (R)PD for the City of Belgrade	Assistant head of DoCP GPD	Assistant head of TDP GPD	Assistant head of DoBP GPD	Assistant commander of the Gendarmerie	Lieutenant colonel / Colonel	10-11 (ACPS 300 ECTS)
	Deputy head of PD GPD	Deputy head of (R)PD for the City of Belgrade	Deputy head of DoCP GPD	Deputy head of TDP GPD	Deputy head of DoBP GPD	Deputy commander of the Gendarmerie	Colonel / General	11-12 (ACPS 300 ECTS)
WITHOUT TRAINING FOR MANAGERS (minimum Colonel)								
STRATEGICAL	/	Head of (R)PD for the City of Belgrade	Head of DoCP GPD	Head of TDP GPD	Head of DoBP	Commander of the gendarmerie	Colonel / General	11-12 (ACPS 300 ECTS)
	Assistant police director	/	/	/	/	/	Colonel / General	11-12 (ACPS 300 ECTS)
	Deputy police director	/	/	/	/	/	Colonel / General	11-12 (ACPS 300 ECTS)
	Police director						Colonel / General	11-12 (ACPS 300 ECTS)

The proposal for equivalent organizational units and equivalent jobs in the Directorate of Police MoI RS is neither complete nor applicable if not covered by secondary legislation. Specifically, this or a similar proposal should be covered by the act on internal organization and systematization of jobs and secondary legislation which refers to salaries in the MoI RS. More specifically, the act on salaries should provide basic (hierarchical) or additional coefficient (complexity of), as well as the coefficient of rank / title. This allows tinting hierarchical levels among workplaces, so that equivalent jobs are determined by the same basic coefficient (e.g. for 1st cat. PSS Commander and Company Commander of Gendarmerie), higher extra coefficient for the workplace involving more complex tasks (for Gendarmerie Company Commander, in this case) and the coefficient for the appropriate rank / profession (e.g. the range is 8-9, the captain-major), with the same coefficient if they were both officers of the same rank or higher for police officers of higher rank (Company Gendarmerie, in this case) and the coefficient for the appropriate rank / profession (e.g. the range is 8-9, the captain-major), with the same coefficient if they were both officers of the same rank or higher for police officers of higher rank.<sup>28</sup>

The classification of jobs by levels of police organization is a precondition for moving into a career of police officers. Career is an ambiguous term, most commonly referring to building a career in management, profession and sequence of activities in the working life of the employee.<sup>29</sup> The first definition is circular (career building career ...), the second relates to the profession, with anything regarding the question of what happens if someone does not have a

28 PDi - Police Directorate

29 Super, D.E, Hall, D.T, Career Development: Exploration and Planning. In: Rosenzweig M.R, Porter L.W, *Annual Review of Psychology*, Vol. 29, Palo Alto, 1978, p. 334



profession and a career, so that the most valid definition refers to the sequence of career jobs in the course of working life of an employee.<sup>30</sup>

Advancement in the career of police officers is possible through promotion and transfer. The progress of the police officers is part of career development in the course of which a police officer moves from hierarchically lower to the hierarchy higher workplace. It can happen within the hierarchical levels, as well as the transition from lower to higher hierarchical level of the police organization. On the other hand, the transfer of police officers represents a shift from one to another job of the same hierarchical level from one to another type of police, for example from the workplace of a policeman to the workplace of a crime technician in the PS (which implies the need for specialized training for which they apply) or move from one to another position of lower hierarchical levels within the same category of police (e.g. for family reunification and other reasons), which does not require specialized training.

### CONDITIONS FOR ADVANCEMENT IN DIRECT HIGHER RANK WITHIN THE SAME AND DIRECTLY SENIOR MANAGEMENT LEVEL

Conditions, procedure, manner of gaining and losing ranks/grades in the Ministry shall be regulated by secondary legislation within 90 days following the entry into force of this Law.

In accordance with the same career development, it is necessary:

1. To acquire the next rank/grade within the same level, the conditions that must be met include the appropriate educational level, the necessary number of years in service in the previous rank/grade, successfully completed professional training for a rank/grade, and appropriate annual assessments,

2. To acquire the next rank/grade of the immediately higher level, the conditions that must be met include the appropriate educational level, the necessary number of years in service in the previous rank/grade, successfully completed professional examination for a rank/grade, and appropriate annual assessments

The time spent in the rank/grade with a lower educational degree shall not be calculated in the time needed for the promotion. Only the time effectively spent at the job position in the previous rank/grade shall be calculated in the years of service needed for promotion to the following rank/grade.<sup>31</sup>

Therefore, career progression based on rank / grades is necessary to determine the ranks / grades of police officers. The status of authorized police officials includes police officers having the following ranks:

1. with secondary education - junior police sergeant, police sergeant and first class police sergeant,
2. with the first stage of higher education - warrant officer of the police, 1st class police warrant officer and 2nd police lieutenant,
3. the second degree of higher education - a lieutenant of police; police captain; police major; police lieutenant colonel; police colonel and a police general.

Police officers in the status of persons on special duties shall have the following grade:

1. with secondary education - junior police officer; a police officer and a senior police officer;

<sup>30</sup> Robbins, S. P, Coulter, M, *Management*, the eighth edition, Data status, Belgrade, 2005, p. 299

<sup>31</sup> Compare to the Article 165 *Law on Police*, [http://www.parlament.gov.rs/upload/archive/files/cir/pdf/predlozi\\_zakona/3712-15.pdf](http://www.parlament.gov.rs/upload/archive/files/cir/pdf/predlozi_zakona/3712-15.pdf).

2. with the first stage of higher education - junior police assistant; police contributor and freelance police assistant;

3. the second degree of higher education - senior police assistant; younger police adviser; police adviser; independent police adviser; senior police adviser and the chief police adviser.

In this connection, a new by-law determining necessary time needed in one rank / profession in order to obtain immediately higher rank / position, if all conditions are met must be passed. On this occasion, a proposal contained in the following table, which applies only to ranks, but not the titles, is submitted.

Table 2: *Work time needed in one rank in order to obtain immediately higher rank, if all conditions are met:*

The numerical rank code	Rank	CBPT (years)	ACPS 180 ECTS	ACPS240 ECTS	ACPS300 ECTS	Level	Professional qualifications (type and level of education)
	Junior sergeant of police	5	4	3	/	EXE-CU-TANT	MIDDLE + CBPT (ACPS)
	Sergeant of police	5	4	3	/		
	1 <sup>st</sup> class police ssergeant	Until re-tire-ment (20 years)	4	3	/		
<b>BASIC MANAGEMENT TRAINING (minimum Sergeant of police)</b>							
	Police Warrant Officer	/	5	3	2	A JUNIOR OFFICER	HIGH (professional studies ACPS - 180 ECTS)
	1 <sup>st</sup> class Police Warrant Officer	/	5	3	2		
	2nd Police Lieutena-nt	/	Until re-tire-ment (8 years)	3	2		
<b>SENIOR MANAGEMENT TRAINING (minimum 2nd lieutenant of police)</b>							
	Police Lieutena-nt	/	/	4	3	OFFICER	HIGH (BASIC STUDIES ACPS - 240 ECTS)
	Police Captain	/	/	4	3		
	Police Major	/	/	Until re-tire-ment (4 years)	4		
<b>HIGH MANAGEMENT TRAINING (minimum major of the police)</b>							
	Police Lieutena-nt Colonel	/	/	/	4	SENIOR OFFICER	HIGH (Basic + Bachelor or Specialist academic studies ACPS - 300 ECTS)
	Police Colonel	/	/	/	4		
	Police General	/	/	/	Until re-tire-ment	GENERAL	

In terms of Internet, the competition for attending training of appropriate managerial levels and ranking of candidates may be:

1. Applicant on internal competition (voluntary)
2. CBPT (Central School of Interior - CSoI), ACPS (College of Internal Affairs - Police College, Police Academy - PA), and exceptionally, other higher-school educational institutions,
3. The appropriate level of education (180, 240, 300 ECTS)
4. MINIMUM RANKS (!),
5. Decision on the appointment of candidates to the workplace:
  - Executorial level for attending basic management training,
  - Operating levels, to attend more management training,
  - Secondary level, to attend high managerial training.
6. The three-year average official score which must be at least exemplary - 3.51.
7. The decision of the selection committee on the admission of candidates to managerial training to which he has applied.

On the other hand, the conditions of internal competition to fill the vacant managerial job and ranking of candidates may be:

1. Registration of candidates on the internet market (voluntary)
2. CBPT (CSoI), ACPS (College of Internal Affairs - Police College, Police Academy - PA), and exceptionally, other higher-school educational institutions,
3. The appropriate level of education (180, 240, 300 ECTS)
4. MINIMUM RANK (!),
5. The absence of security disturbances (determined by the security check)
6. Confirmation of successfully completed:
  - primary managerial training, to work in managerial positions at the operating level
  - higher managerial training, to work in managerial positions the secondary level,
  - high managerial training, to work in managerial positions of high and strategic level.
7. Appropriate three-year average official mark which must be at least exemplary - 3.51.

In the case of both internal competitions, ranking of candidate can be based on: the level of education (number of ECTS), the rank, the average official estimates, the workplace, the entrance exam (test) and others. Thus, each of the criteria is subject to scoring. Therefore, the rank as a condition occurs in both competitions, as protective mechanism of the integrity of the police profession, so that a lieutenant cannot compete for a high managerial training, and that a major cannot compete for the position predicted for the ranks ranging from colonel to general. This introduces the principle of heightened gradualism.

Bearing in mind the existing situation (that not all police officers have finished the course for police officers, CBPT, etc.), it is necessary to provide a transitional period, temporary solutions, which will give rise to the permanent ones depending on the cumulative fulfillment of conditions by the applicant, within 24 months as follows:

- successfully completed training in the CBPT, education CSOI, ACPS (the College of Internal Affairs - Police College, Police Academy - PA),
- the appropriate level of education (at least four-year secondary school, 180, 240, 300 ECTS), apart from those who need time to gain mentioned conditions in relation to the time left until their retirement,
- lack of security disturbances (determined by the security check),
- psycho-physical ability of candidates to perform police duties (determined by certificate Department of Occupational Health Ministries of Interior letters, in accordance with the Rules),
- three-year average official mark which must be at least exemplary - 3.51
- knowledge test.

## KEY SELECTION AND TRAINING AS THE CONDITIONS FOR PROMOTION AND TRANSFER OF POLICE OFFICERS

To be a policeman in the MoI RS, in addition to performances (ability) and motivation (voluntariness, the absence of security interference), a police officer must have the competencies that fit that position. These prerequisites are necessary to achieve an adequate performance of police officers. These competencies enable students to acquire basic police training, i.e. training in CBPT or education at the undergraduate level at the ACPS. In addition to the other conditions provided for by law, the mentioned training and education are the prerequi-

site for the deployment of police officers in the workplace of a policeman for general jurisdiction, in which every police officer must spend at least two years of effective service.

In order to progress from executorial to the operating management level, among other things, a basic training for managers is required. To progress from the operational to middle management level, higher management training is required. Further, for the advancement from the medium to the high level of management, high management training is necessary. Finally, progress from the coordinating strategic level does not require training for managers. The following is a brief analysis of the main characteristics of the above managerial training.

Orientation contents of the basic training for managers training may be: organizational models, their advantages and disadvantages, the combination of models, organizational forms, methods and styles of work, the role of managers, performance management, respect for the principles and factors of management, etc., depending on the educational needs. The realization of this training should be entrusted to the RS Ministry of Interior (coordinator), ACPS (cooperator), because it is a potentially large number of participants which requires that the mentioned training is distance learning. Accordingly, the RS Ministry of Interior has issued a strategy,<sup>32</sup> positive experience,<sup>33</sup> personnel<sup>34</sup> and material base.<sup>35</sup> After training, information on certified participants is entered in the personnel base of the MoI RS, thus enabling an insight into human resources of the MoI RS, in terms of the number of candidates who meet the requirements of internal competition in order to fill vacancies for which the mentioned training is a fundamental requirement.

Approximate content of higher training for head of training can be: project management, knowledge, motivation, stress, risk, human resources, organizational culture and behavior, crises, etc., depending on the educational needs. Ideally, the realization of this training should be entrusted to the MoI RS and the ACPS. As with previous training, the information on certified participants is entered in the personnel base of the MoI RS.

A restricted number of participants is assigned to attend higher training course for managerial positions. Depending on the educational needs, provisional content of this training can include strategic context of management functions (methods of strategic analysis, programming work, (re)structuring, etc.), communications, public relations and the media, international police cooperation, leadership, etc. The training should be entrusted to the ACPS (carrier) and the MoI RS (cooperator). As with the above mentioned managerial training, the information on certified participants is entered in the personnel base of the MoI RS.

The need for the mentioned managerial trainings stem from the concept of career development provided for by the *Law on Police*, in particular by the provisions relating to the career advancement. These needs should be harmonized with the possibilities. In fact, all this training should be included in the Human Resources Plan, which should be harmonized with the plan (program) of MoI RS, which is a major limitation of the financial plan of the Ministry.

32 *Strateški dokument: Uvođenje elektronskog učenja kao podrške razvoju sistema obuke u Ministarstvo unutrašnjih poslova*, MUP RS, Beograd, 2011. (*Strategic document: Introduction of e-learning to support the development of the training system in the Ministry of Interior*, MUP RS, Belgrade, 2011).

33 Hurn, Dž; *Evaluacija pilot kursa e-učenja za pripadnike policije u Srbiji*, CEPOL, Bramshil, 2012. (Hurn, J.; *Evaluation of the pilot e-learning course for police officers in Serbia*, CEPOL, Bramshill, 2012)

34 *Ibid.*

35 <http://www.moodle.org>, available 20.08.2013.

## CONCLUSION

*The Law on Police* provides for career progression on the basis of the ranks. In order to make the provisions of the *Law on Police* applicable, a catalogue of jobs is required including the restructuring of the Ministry. After that, it is necessary to classify jobs into appropriate levels, one of which is an executive job position, and four managerial ones. Therefore, there is the need to establish equivalent organizational units and jobs and their grading not only by the Act on internal organization and systematization of jobs, with a focus on the range of ranks / grades, but also by the by-laws relating to wages. This is necessary in order to define what advancing and transfer are (whether or not requiring specialist training) as part of career development in the MoI RS. Finally, in addition to the minimum rank / grades, as well as the requirements for: (1) attending training for the managers of the appropriate level and (2) for application to the appropriate position, it is necessary to determine the other conditions of internal competition for career advancement in the MoI RS.

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