

INTERNATIONAL SCIENTIFIC CONFERENCE “ARCHIBALD REISS DAYS”
THEMATIC CONFERENCE PROCEEDINGS OF INTERNATIONAL SIGNIFICANCE

INTERNATIONAL SCIENTIFIC CONFERENCE

“ARCHIBALD REISS DAYS”

Belgrade, 2-3 October 2018

**THEMATIC CONFERENCE PROCEEDINGS
OF INTERNATIONAL SIGNIFICANCE**

VOLUME II

Academy of Criminalistic and Police Studies
Belgrade, 2018

Publisher

ACADEMY OF CRIMINALISTIC AND POLICE STUDIES

Belgrade, 196 Cara Dušana Street (Zemun)

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Computer Design

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Impression

200 copies

Print

Službeni glasnik, Belgrade

THE CONFERENCE AND THE PUBLISHING OF PROCEEDINGS WERE SUPPORTED
BY THE MINISTRY OF EDUCATION, SCIENCE AND TECHNOLOGICAL
DEVELOPMENT OF THE REPUBLIC OF SERBIA

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ISBN 978-86-7020-405-8

ISBN 978-86-7020-190-3

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HUMAN RESOURCE MANAGEMENT IN THE POLICE- Strategic and Legal Basis of Career Development –

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Abstract: In the Ministry of Interior (police), instead of personnel management, human resource management is established. Hence the need for strategic treatment of human resources in the police as the most valuable and most expensive resource that requires long-term planning and management.

An indispensable segment in the process of human resources management is the establishment and implementation of the career development of police officers based on equal opportunities, transparency of procedures and clear criteria for career advancement. This system should lead to an open and healthy competitiveness among police officers based on their competence and achieved results of work, which will ultimately result in the right people being in the right (working) places, as well as their commitment and motivation to work, specialize in their respective fields and in leadership positions.

Career development links and integrates individual and organizational goals and interests, and as such contributes to the professionalisation of the police and the improvement of their quality and responsibility. Organizations predominantly realize their role in development of professional career through the human resources service. New content, new function and a new management modality in the police require a new management style, a new atmosphere and organizational culture, as well as different individual competencies of managers, human resources experts and all employees.¹

Keywords: police, human resource management in the police, career development and advancement in the police.

INTRODUCTION

The Ministry of Interior has recognized the need for strategic treatment of human resource management, as it is the most valuable and most expensive resource that requires long-term management. Therefore, since the beginning of the reform process within the Ministry, it is trying to transform the traditional personnel management into human resources

¹ This paper is the result of carrying out the research project funded by the Ministry of Education, Science and Technological Development of the Republic of Serbia (no. 179045) and implemented by the Academy of Criminalistic and Police Studies in Belgrade (2011-2018), titled Development of institutional capacity, standards and procedures for countering organized crime and terrorism in terms of international integration, and the result of the research on project: Management of police organization in preventing and mitigating threats to security in the Republic of Serbia, which is financed and carried out by the Academy of Criminalistic and Police Studies, Belgrade – the cycle of scientific projects 2015-2019.

management. This management process has a more humane relationship with employees who are increasingly treated as a subject in the work process, rather than a management object.

In development documents of the Ministry, the establishment of a modern human resources management system has been recognized as a strategic goal, and by forming a special Human Resources Sector and creating a normative framework for achieving the function of human resource management, it has seriously entered the modern concept of human resources management.

Career development is undoubtedly in the function of building a strategic, modern and professional human resource management function that is oriented towards the achievement of goals of the police, but all of their members also. Human resources in the police are becoming regarded as their most important resource, and man and his potential as a value with no alternative. As such, it is the key to the efficient and effective work of the police. Therefore, more and more attention is dedicated to establishing and implementation of career development and career advancement of police officers. In the model of career development of police officers, which has clearly defined and has transparent procedures equal for all employees, the conditions for progression are tightened and at the same time the conditionality of further advancement with professional development and the results of work is emphasized.

Police organization has a very important role in the development of a professional career and this role is achieved by performing the functions of police management assisted by the Human Resources Sector. This sector should implement innovative programs and undertake concrete activities to provide support and help individuals to manage professional careers in order to achieve their own interests and goals, while at the same time achieving the goals of the police organization. Therefore, the realization of the human resource management process must be based on the theoretical postulates of this new kind of management, as well as good national and foreign practice. Likewise, strategic determination and legal definitions are necessary, because any kind of work with people, especially the management of their careers, does not endure any improvisation and voluntarism. That is why this paper will be about 1) theoretical and practical starting points, and 2) the strategic determinations and legal definitions of career development and career advancement in the police of the Republic of Serbia.

THEORETICAL AND PRACTICAL STARTING POINTS ABOUT CAREER DEVELOPMENT AND CAREER ADVANCEMENT

In theory, there are two basic systems of career advancement: 1) an open system of advancement in which a civil servant's advance is primarily based on an assessment of his ability to perform higher-level tasks by a senior manager or body empowered to make such a decision, and 2) an automatic system of advancement in which an official makes progress independently of the will of individuals or any bodies, because his advance depends exclusively on the fulfilment of a certain objective, legally prescribed criteria (e.g. time spent in service, gaining more professional qualifications, etc.). Since both systems of advancement have their advantages and disadvantages in practice, their combination is most often applied.

Career development implies the evaluation of objective criteria for advancement (education, work experience, expertise, annual evaluation, results of work etc.), without accepting political, family, clan and other similar criteria. It is based precisely on the stability of the position and career development opportunities through career advancement in titles and salaries, which take place on merit. It is a merit system that encourages the system of advancement and rewarding according to abilities. Contrary to such a system, it was a prey system that implied

that candidates are received in the administration not because they have qualifications for a job, but because of party affiliation.² The deviation from such a system has been made in our civil service system by separating the category of functionaries from the category of civil servants, as well as by clearly determining the circle of faces belonging to the so-called political layer in the ministries.

The career term has several meanings. In everyday use, it can mean advancement, profession or sequence of jobs in the working life (Robbins & Coulter, 2005: 299). In this paper, it will be defined as "a series of individual work roles. Traditionally, this word only refers to persons who perform managerial or professional tasks, but are now increasingly used in the general sense, to describe the working roles of employees. The career's word was also used to mark upward movement and advancement in working roles" (Torrington et al., 2004: 443).

Career planning is an individual process in which an individual becomes aware of himself, his/her knowledge, skills, abilities, constraints, aspirations and consequences, identifies goals in his/her career and programs his/her training, work and other development programs in order to achieve the set career goals (Gutteridge, 1986). It is a process of independent assessment of one's own abilities and desires.

Career success is viewed by the individual's eyes and can be defined as a career satisfaction through the attainment of personal goals related to the work, and within the contribution of the organization (Torrington et al., 2004: 443).

Career management is a process in which the organization's management, planned and organized, monitors, evaluates, allocates, directs and develops employees and their potentials, in order to ensure the necessary number of qualified people and the optimal utilization of their knowledge, skills and abilities in order to achieve organizational and individual interests and goals (Kulić, 2005: 293). Or, a shorter, organizational process of preparing, implementing and controlling career plans of employees.

Career development is a process in which numerous, interconnected and coordinated individual and organizational activities take place, in which employees and organizations appear as partners in the improvement and development of individual careers (Kulić, Milošević, 2014: 244). Career development aims to link the needs, knowledge and skills of employees with the existing and future needs of the organization – the right people at the right moment in the right place. It is a continuous, organized and formalized process that is based on the assumption that people are the most important resource in the organization (Leibowitz, 1987).

Human Resources Sector of the Ministry has a career tracking of employees in its area of work, from the moment of employment, movement within the Ministry, until the end of the working life. This is in accordance with Article 3 of the Regulation on Career Development of Police Officers ("Official Gazette of the RS" no. 11/2017) which determines that the organizational unit responsible for human resources affairs is in charge of planning, implementation and supervision of the implementation of the career development of police officers, in cooperation with the organizational units of the Ministry.

A serious approach of the Human Resources Sector to the development of a professional career of employees can provide multiple positive effects for both individuals and the organization. Career development is closest to planning and training of employees.

Career development programs have different effects on different groups in the organization: employees, managers, organization as a whole and the human resources sector.

This will have multiple positive effects for employees, they will receive significant help in making decisions about their own career, enriching the job and increasing job satisfaction,

² This system was applied in the administration until the 19th century, but in recent time, the prey system appears in totalitarian and ideologically exclusive regimes of power.

better communication with managers, more realistic goals and expectations, better feedback on performance achieved, information on organization, greater personal responsibility for their own careers, and more.

Regarding managers, they develop skills in managing their own careers, retain quality people, have better communication, more realistic planning, better understanding of the organization and they gain a reputation to encourage the development of their people and to “care” about them.

Managers have an indispensable role in the career development of their subordinates. Unfortunately, managers often do not recognize this role, nor do they see it as part of their responsibility, considering that only the Human Resources Service is responsible for the career development of employees. In addition, managers are often guided by their own interests to retain good workers, rather than encouraging and supporting their development elsewhere.

They are efficient for the organization if they result in better use of employees’ skills, better information at all levels, better communication in the organization, keeping quality people, developing the image of the organization which takes care of employee advancement, clarifying the goals of the organization, then making the organization more attractive for potential workers, strengthens the image of the organization by showing that it can recognize the needs of employees; then, it is very likely that such an organization will encourage employee commitment and motivation, improve the results of the work because employees are able to see movement and advance in their work (Leibowitz et al., 1986: 7; Torrington et al., 2004: 443-444).

For the Human Resources Sector, all the positive effects pertaining to the organization as a whole can relate to this sector, but they also manifest themselves in establishing a stronger relationship with line managers, which enables faster implementation of the planned ideas and tasks. In addition to this, in order for career development programs to be successful, it is necessary for it to be integrated and supported by other human resource management activities, since they all have the same function or goal, which is to harmonize the interests and needs of individuals and organizations. Human resource experts in the police must be characterized by entrepreneurial, strategic thinking and management, the ability to adapt to the continuous changes in the internal and external environment.

In practice, the Human Resource Sector can intervene in career development by applying different programs. By applying specific programs in career development practice, there are systematic efforts to help individuals manage their own careers, helping organizations to achieve their goals, for instance, self-assessment tools (workers fill in the exercises in a career guide and go to seminars before meeting with career counsellors); individualized counselling (meetings with professionals who help workers evaluate their own work skills and abilities); information services (benefits that workers can use to get to know new career options and how to get ready for such new jobs); organizational programs for grading (systematic testing and advice to workers to find out more about their skills and abilities and on the basis of results put workers at the places that best suit them); programs for finding a new job (benefits that help workers who are no longer needed) (Grinberg & Baron, 1998: 210-211). There are also paths and career networks (a range of work roles and positions determined by the content of a job, by which the individual can move); fast programs (development and retention of workers who achieve high work results); management support (not just appointing staff, but also providing support for career development of current employees); career counselling (direct manager, HR staff, and even professionals outside the organization can play the role of advisor); career workshops (usually conducted outside the organization and offered as private programs that help individuals to assess their own strengths and weaknesses, values and interests, in discovering career opportunities, etc.); self-learning instructions (represent an alter-

native to workshops, and the structures and frameworks contained therein can help in career planning and development); career centres (where you can get organizational and external information related to career); evaluation and development centres (using the type of assessment: passed/not passed, but the essence of it is in action plans and career development; assess the strengths and weaknesses of the individuals and provide feedback, as well as development plans so that everyone can use their potential to the maximum) (Torrington et al., 2004: 453-455). It is also possible to provide each employee with a personal career development budget that could be used to find out about career development opportunities and personal development; encourage employees to temporarily work in different jobs to better understand their strengths and weaknesses; organize courses and programs for career and development, alone or through cooperation with police education institutions or other higher education institutions, as well as by engaging various consultants; organize teams of employees from the same or different departments who meet occasionally in order to exchange experiences and support each other in achieving the goals; ensure the availability of various computerized online and offline programs to improve organizational career planning (Dessler, 2007: 202-203).

Each of these programs has the goal of helping employees to fully determine their career goals and to look at the directions and opportunities for achieving them. This approach enables the organization to fully manage the career development of its employees by having an insight into their "history" in terms of training, competencies, development plans and forthcoming career planning deadlines, and, if necessary, to organize various courses, make the necessary reassignments, etc.

The career development system in our police system is new and to ensure that it would not be just a letter on a paper, experts and managers in charge of human resources management have to devise different initiatives and specific programs based on them that will contribute to career advancement achieving its full implementation in the Ministry of Interior.

Career monitoring of employees from the moment of establishment, through the continuous monitoring of the movement of police officers through service, until the termination of employment, will lead to the detection and elimination of shortcomings in the work of police officers, encouraging better results of work, creating conditions for proper decision-making on advance or additional rewarding, referring to professional development or additional training, imposing sanctions, and even termination of employment. Precisely because of all these consequences, the establishing of a career development system in the police will eliminate voluntarism and abuse, either in terms of someone's unjustified favour or marginalization, and will affirm the knowledge, expertise, experience, work results, personal and professional integrity (Ristović&Nikač, 2017: 88).

THE STRATEGIC ORIENTATION AND LEGAL DEFINITIONS OF CAREER DEVELOPMENT AND CARRER ADVANCEMENT IN THE POLICE OF THE REPUBLIC OF SERBIA

In the Development strategy of human resources in the Ministry of Interior (<http://www.mup.gov.rs>) the need is recognized to establish a human resources management process and the values on which the human resources policy in the police should be based. These are: professionalism, quality, teamwork, transparency, trust, individual responsibility, gender equality, continuous learning and integrity. From the stated values, it is concluded that the human resources management in the Ministry is oriented towards humanistic goals and principles, to emphasize the realization of individual, not only organizational goals, advocating for decen-

tralization and team work, that it is directed towards the future in seeking adequate solutions and advocates activating all the available potentials of its human resources. This approach to human resources management leads to the strengthening of organizational and individual performance and can provide a measurable contribution in solving current security issues.

The Development Strategy of the Ministry of Interior (2018-2023) recognizes human resources as the most important resource of the Ministry and emphasizes the investment in the development of human resources capacities as a special priority in its future development. This is because the Analysis of the current situation in the Ministry identified more inconsistency and inefficiency in human resources management. For example, the problem of understaffed units is highlighted in some areas of work of the Ministry due to the expansion of jurisdiction of individual organizational units, and therefore an increase in workload, but also because of the decision to ban employment. A special problem is the departure of personnel in the segment of deficient occupations (Development Strategy of the Ministry of Interior, 2018: 35). The human resources management system needs to recognize and overcome these problems in a timely manner, with an adequate employment policy, career development and retention of the most skilled and dedicated staff, which is a particular challenge given their availability and value.

This Strategy specifies that the Human Resource Sector will continue the process of development with its new functions, and will contribute to strengthening the integrity of the police through the development and implementation of transparent and impartial procedures, personnel planning, objective recruitment and selection, performance appraisal and employee competence that affect career development and advancement of the best quality.

By this definition, human resources management is imposed as a strategic organizational function and a trigger for changes in the basis of which there will be the creation of policy in the field of human resources, their planning, development, training, employee safety, job design, performance management and careers and similar. This will contribute to continuous attracting of high-quality police officers and managers and creating organizational, normative and material conditions for the development of their competence, dedication, training, responsibility and motivation for stay, work and develop within the police. In that sense, it is necessary to synchronize and integrate the projections and goals of the security policy and the resulting police programs and plans with the expectations and needs of the members of the police. This requires changing the role of human resources management from operational to strategic, reactive to proactive, administrative to consultative and functional to business.

A significant segment of this function is the career development and career advancement of police officers that are based on legally prescribed conditions and which should eliminate arbitrariness of managers, as well as the uncertainty and apathy of employees for their careers. Career development implies that the position of police officers and other employees in the Ministry should be based on their capabilities and performance, which means, on the one hand, depolitization and, and on the other hand, guarantees the rules for advancement (Talijan et al., 2013: 345).

Human resources management will enable, through career development, recognition and development of the professional capacities of each police officer individually and, consequently, retain the best and professional staff. The establishment and implementation of the career development system will affirm the knowledge, expertise, experience, work results, personal and professional integrity. This is especially important, because today's security situation imposes a high-performance imperative for the police and for individuals working in it.

In order to achieve this need, in the function of which human resources management is established and developed in the police, scientific and expert support is necessary, i.e. human resources management as "an interdisciplinary science that combines a set of knowledge

related to people in organizations, explaining to managers how to manage this resource in organizations, that the performance (effects) of individuals (individual effects) as well as the performance (the results) of organizations would be high" (Petković, 2011: 219).

For career development an important legal aspect is that it must guarantee respect for the law, a fair salary system and an improvement that must be linked to the individual effect.

The definitions of the notion and content of career advancement are contained in the Law on Police and regulations based on it.

"Career development is a process of continuous professional capability development and advancement of police officers, aimed at improving individual and organizational work performance, and for the purpose of efficient and effective contribution to the achievement of the goals of the Ministry" (Article 2 of the Regulation on Career Development of Police Officers). Career development of the employee must be based on developing the ability to perform a certain job (competence) and measuring what is specifically done and the results of the work (effect).

The Law on Police from 2016 introduced career development, and already in 2018, by the Law on Amendments to the Law on Police ("Official Gazette of the RS" no. 24/2018) the provisions on the career development of police officers were more adequately and more precisely formulated than it was the case before, which should lead to their full and proper application. The biggest change of the previous legal solution is reflected in making the difference between executive and managerial positions, adding new provisions which regulate training and professional exam for different levels of management, as well as the emphasis that career advancement as a part of career development implies horizontal and vertical advancement.

Amended Article 165 reads: "In accordance with the system of career development of police officers: 1) rank/title shall be determined based on the tasks of the job position to which the employee is being assigned or transferred; 2) for acquiring the next rank/title within the executioner job position and within the same level of management it is necessary to meet the requirements of the appropriate level of education, the required number of years of service spent in the previous rank/title, successful completion of professional training for the rank/title, as well as appropriate annual grades; 3) for acquiring the next rank/title in the next higher level management it is necessary to meet the requirements of the appropriate level of education, the required number of years of service spent in the previous rank/title, training for the appropriate level of management, successful completion of professional competence examination for the rank/title, as well as appropriate annual grades; 4) for transition to operational or next higher level of management, in the acquired rank/title, the required training for the appropriate level of management and successful completion of professional competence examination for the next higher level of management; 5) the rank of general shall be acquired in accordance with the rules of career development of police officers for specific managerial job positions of strategic and high levels.

As criteria for career advancement there are requirements of the appropriate level of education, the required number of years of service, successful completion of professional training and of professional competence examination, as well as appropriate annual grades of police officers. The legally prescribed conditions for advancement establish a system of career advancement that will disable arbitrariness of managers to set their favourites and poltroons to the workplace, even if they have poor performance, insufficient working experience and even inadequate professional qualifications. Clearly defined criteria and transparent procedures for career development and advance should ensure equal conditions for all employees at the same time reducing the possibility of discretionary decision-making by the manager to a minimum.

Particularly positive in the career development of police officers is the conditionality for further progress with the appropriate level of education or professional advancement, and in this way it emphasizes the necessity of continuous education throughout the entire professional career. By the Law on Amendments to the Law on Police already established ranks and titles do not change, but the degree of education required for their acquiring is specified. In this way, they harmonize with the provisions of the Law on Higher Education ("Official Gazette of the RS", no. 88/2017 and 27/2018).

The second condition refers to the number of years of service spent in the previous rank/title, but the most important novelty is that the time spent in a rank/title with a lower professional qualification is not counted when calculating the time required for advancement, but only in the years of service required to advance to the next rank/title account exclusively time spent at the workplace in the previous rank/title. It is not enough to have only certain years of service in order to advance automatically to the next higher rank or title, as has been practice in the police, but also to fulfil other legally prescribed conditions and procedures.

The Law on Police of 2016 specifies that the years of service required to advance to the next rank/title include only the effective working time spent in the workplace in the previous rank/title. The Regulation on Career Development of Police Officers in determining the rank/title after the election at the internal competition and transferred to the workplace of the police officer, as the criteria for determining the rank/title, prescribes the tasks of the specific workplace and the effective working time spent in the Ministry. Amendments to this law omitted the word "effectively". Such a solution brings police officers into an unequal position, and may also cause doubts about the calculation of years of service, given that the years of service are counted in an increased duration for the police officers, and having in mind that it is not the same for all workplaces, with the word "effectively" possible errors in its calculation are avoided, and police officers are equalized and placed in the same, equal, career development position. In any case, insisting on a certain period of time for acquiring a higher rank/title contributes to acquiring of knowledge, skills, experience and the formation of a mature and responsible police officer. In addition, this condition is according with the prevailing practice in the police that police managers are elected from the police midfield. The future police managers should have experience in carrying out police tasks, because a successful management of the police requires a professional experience. Guiding of police forces is not possible only on the basis of school knowledge and theory, they need direct experience and knowledge of the organizational and functional activities of the police and the nature and character of the police work, as key conditions for effective and responsible police guiding.

Career development establishes the link between professional advancement and career progression in the Ministry. A police officer must successfully complete professional training for the rank/title if he wishes to progress within executive jobs or at the same level of management. In the case of acquiring the next rank/title in the next higher level of management it is necessary to attend training for an appropriate level of management and successful complete professional competence examination for the rank/title. The Law on Amendments to the Law on Police, Article 165, which regulates career development, is supplemented by paragraph 4, which reads as follows: "Transition to operational or the next higher management level, in the acquired rank/title, requires training for the appropriate management level and successful completion of professional competence examination for the next higher management level."

By these amendments, an obligation is established of "training for the appropriate management level" because the legislator obviously recognized the necessity of having certain knowledge, skills and competences for successfully performing the management function.

Emphasizing the conditionality for further advance with appropriate professional advancement in that way it points to the necessity of continuous education of all who want to

progress throughout the entire professional career, especially managers, because of the role and responsibility they have. Therefore, for acquiring the next rank/title of the next higher management level, as well as transiting to operational or the next higher management level, there is an obligation to successfully complete professional competence examination for the rank/title or the next higher management level. In this way, the level of knowledge and abilities of the manager for carrying out higher level tasks in relation to those currently performed is checked. Regulation about criteria for scheduling management work places of police officers ("Official Gazette of the RS" no. 8/2017) for each management level (strategic, high, medium and operational), the criteria for assignment are defined: complexity of business, business communication, education, rank/title, level of responsibility and decision-making power, and degree of autonomy in work.

One of the biggest weaknesses of our administration must be eliminated, including the police, and that is to advance "not by what the clerk knows, but whom he knows" (Milosavljević, 2012: 143). That kind of career system should and must change.

In order for a police officer to progress, he must have, as the law has formulated "appropriate annual grades". According to Article 167 of the Law on Police, this means that "for promotion it is necessary that three-year average grade may not be lower than 4 (excelling)". This legal solution should prevent the progression of police officers with lower grades. Evaluation as a condition for career development and career advancement is important because it is the basis for monitoring and improving the results of work. The Regulation on the Evaluation of Police Officers and Other Employees in the Ministry of Interior ("Official Gazette of the RS" no. 17/2017) makes a difference in the evaluation of work results for employees at executive job positions and employees in managerial job positions. At the executives, certain virtues are evaluated: professionalism, innovativeness, use of new methods of work and technologies and contribution to the achievement of the planned results of the organizational unit, and for managers: leadership and development of employees, innovation, the use of new methods of work and technologies, and the degree of realization of the planned results of the organizational unit.

Unlike the previous one, this model involves a two-cycle evaluation of six months, with one final annual grade, indicating that evaluators will continuously monitor the results of work and employee progress.

What may be a problem in evaluating as a condition on which career advancement depends, is a way of evaluating that gives excessive discretionary rights to managers. Article 6 of the mentioned Regulation prescribed that the evaluation of the work of an employee is carried out by a direct manager, so-called evaluator, and that the control of grade of the employee is carried out by the direct manager of the evaluator. As an add-on, "the results of the evaluation process are confidential" (Article 3, paragraph 2 of the Regulation), i.e. no one other than the employee and the manager who evaluates him, cannot see the grade, which can additionally create doubts about the objectivity of the evaluator. A particularly bad solution is contained in Article 16, which is that "if the evaluator is the manager of an internal organizational unit, the evaluator is at the same time the controller". Such provisions open the space to the managers for "punishing" the opponents by making them obstacles and problems in career advancement, and on the other hand, it gives the opportunity to favour certain favourites.

Because of the recognition of the significance of evaluation for career advancement, the Human Resources Sector devoted special attention to the education of evaluators, so a plan for conducting training of all managers in the Ministry was adopted.

By introducing career development and career advancement, there is no longer a possibility of premature and extraordinary promotion, but only promotion in clear and publicly defined procedures, equal to all employees in the Ministry, without discrimination and unequal

treatment on any basis. In this way, the competition in the selection of staff is intensified, with the ultimate goal of reaching the highest quality employees or manager in every work place. In addition to strict rules and the elimination of the possibility of automatism in advancement, compliance with the staffing plan is also needed.

The Law on Amendments to the Law on Police created the conditions for the career development of police officers, as a system based on the principle of managing the competence and performance of an employee, which would ensure that only the best, in an expert, moral and professional way, can advance in career and occupy the most responsible jobs. It is believed that the use of staff that has been "nurtured" by the organization itself provides better working morale, which is achieved by the fact that people know that the paths of advancement are open and that they will be rewarded for successful work by promotion and/or transferred (Wren, Voich, 2001: 281).

CONCLUSION

The Ministry of Interior has taken steps to establish the career development of police officers. The undertaken activities and the creation of a normative framework for its implementation, set the basis for professionalization of the police and establishment of its integrity.

Recognizing and developing the work potential of police officers positively influences their motivation and higher productivity, affirms the peculiarities of the police organization, its jurisdiction and goals. The establishment of career development keeps the best and dedicated professional and expert personnel, which further contributes to the stability and quality of the police organization.

Career development of police officers is understood and implemented as a permanent process with the aim of continuously raising the quality of policing.

All this points to the undeniable fact that the Ministry recognizes the importance and role of human resources, as well as the creation of strategic, normative and organizational preconditions for establishing the concept of human resources management based on career development. But this is still not enough to create a modern human resources management system. An integrated approach to the development of human resources is needed, which will enable the development of strategies and policies of human resources as the main carrier of the Ministry's reform activities.

Some of the necessary activities are in progress (catalogue, descriptions, division of status, salary regulation), while others (talent management, performance management, etc.) are, for now, barely visible. But, if moving in this direction is continued, the Ministry of Interior with Human Resources Sector will undoubtedly achieve high standards and seriously step into the modern concept of human resources management.

Establishing a career development of police officers gives a significant contribution to this.

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