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HUMAN RESOURCES PLANNING IN THE MINISTRY OF INTERNAL AFFAIRS. DETERMINING THE NEEDS OF HUMAN RESOURCES IN THE CENTRAL STRUCTURES OF THE MINISTRY.

ABSTRACT

Human resource planning is particularly important in any organization. In the Ministry of Internal Affairs, human resource planning is particularly important, otherwise it is possible to find yourself in a situation where you cannot fulfill the tasks. Proper planning helps the smooth organization of work in the Ministry of the Interior

KEYWORDS: Human Resources, Management, Planning, Administration, Police

JEL: M 10, M 19

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 (Law on the Ministry of Internal Affairs, published DV. no. 53 of 27.06.2014, final change DV. no. 62 of 05.08.2022).

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.

STATUS OF CIVIL SERVANTS

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 (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).

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 (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).

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.

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 (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).

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.

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 (Law on Administration, published DV. no. 130 of 05.11.1998, amended. DV. no. 21 of 13.03.2020).
- *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.

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 (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).

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 (Armstrong, 1994).

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.

PLANNING METHODS

In theory, there are a number of subjective planning methods. They rely on past experience, intuition, logical thinking and assumptions rather than rational mathematical calculations. However, they quite often give accurate results.

"Manager's judgment" is the most commonly used method of workforce planning. The forecast is prepared by a single expert, that is, the approach is quite informal. It works well in small and medium-sized organizations with a stable environment (for larger and dynamic organizations, the Delphi method is more suitable). It can be applied quite quickly and does not need as much data as statistical techniques. Although less precise, this technique is generally more thorough and comprehensive than objective methods. Indeed, manager judgment is important even when statistics are used - the purpose of statistical techniques is to simplify the problem to the point where human reason can deal with it effectively, not to eliminate subjective judgment.

"Mathematical methods" - these include statistical and modeling techniques. Statistical methods are based on the relationship between certain variables (factors) and the number of personnel. They use past data to predict future staffing needs. They proceed from the belief that the future situation represents some kind of continuation of the past. By projecting past trends (trends) into the future, one simulates or models the likely outcome that will occur if they persist.

To be useful, any method must be clearly understood not only by those who apply it, but also by those who use the results, be as accurate, reliable and closely related to the strategic plan of the organization.

Methods of researching the required number of employees

There are four main methods for researching the required number of employees, which differ in the way of collecting the information, as well as in the nature of the data obtained:

- analytical method of calculation;
- analytical evaluation method;
- workplace method;
- planning the number of employees.

A main criterion for choosing a research method is obtaining qualitative data. In many cases, several techniques are applied in parallel or in combination to acquire the necessary data, respectively to refine the data obtained by one technique by using another technique.

Analytical calculation method - the method is applied to the study of quantifiable tasks. Data collection should take place over a representative period of time.

The following quantitative techniques are used to collect data:

- time recording;
- independent recording;
- accompanying inventory.

Time recording - the technique is suitable for application in the same type, routine, frequently repeated, short-term tasks. By applying it, the most reliable and accurate data is obtained. In this technique, the time required to complete the tasks is measured by a member of the research team during the work process at the particular workplace. The aim is to perform the measurement in the normal working environment under the existing technical and material conditions. Only typical workplace processes are measured.

Self recording

With the "Self-recording" technique, each employee himself records the time for working individual tasks from the catalog in minutes.

Accompanying inventory

The technique is applied by attaching a table to a given document, in which each employee notes the time and date of receipt of the document and, after processing it, notes the time and date of sending it to the next employee or unit. The specific tasks are pre-described or added by the employees while working on the document.

Analytical Estimation Method - Data collection techniques for quantifiable tasks cannot be used to research the number of employees required for dispositive-creative tasks. They also do not apply when a representative time period for data collection cannot be found. Instead, rough estimates and fixed values are accepted. They must be thoroughly justified and documented, due to the analytically collected data. The method is also suitable for longer tasks that do not occur often and cannot be measured in any other way during the period under study.

In the analytical method of evaluation, data is collected through interviews and document analysis. An interview is conducted with the employees who perform the relevant activities. The basis for conducting the interview is the catalog of tasks. Before the interview begins, the objectives of the study are explained in detail. The type of activity performed by the specific employee (managerial, expert or technical) is clarified. The interview should not be too long (between two and four hours). The information received is documented during the interview, and at the end the results are verified. At the end of the interview, the information is summarized, if necessary, discussed with the employee and corrections are made, for example if the total time exceeds the normal working hours for the day/year or the data differs too much from that of other employees.

After conducting the interviews, the obtained data are summarized and the average time to complete the tasks is calculated.

Workplace method - applied when the existence of the workplace is mandatory. The amount of tasks and the time for their implementation are taken into account when more than the legally defined workplaces must be built.

Determining the required number of employees using the workplace method is applied when:

- creation of the workplace is mandatory. There should always be an employee for this position, regardless of workload (for example, for citizen service, clerical work, etc.);
- the need for the place arises from the organizational structure (for example director, head of department, head of sector and others);
- the need for the place is regulated in a regulatory act (for example, internal audit; occupational medicine; chief accountant and others).

Headcount planning is a simplified method that is based on various concepts built on expert assessment of human resource needs and management of staff engagement. This method is applicable mostly in central structures with dynamic changes in tasks, a large share of which are dispositive-creative and related to planning, analysis and methodical control. It is expedient for these structures to be able, in a short period of time, to offer numbers with which they can flexibly adapt to the current emphasis of their activity.

Counting the amount of tasks

The quantity of tasks is examined by the number of cases. The number of occurrences shows how often the task occurred in a defined period of time. The number of cases in a calendar year is the relevant quantity for calculating the required number of staff.

In principle, specific facts must be used to calculate the number of cases. These may be available statistics, reports, reports or other working documents that demonstrate the amount of tasks in a representative period of time. Which period is representative depends on the frequency of occurrence of task quantities in the study area. The past year cannot automatically be assumed to be representative if there have been changes in the distribution of the amount of tasks. With an uneven distribution of the task, it is more appropriate to calculate an average value, for example, from the last five years.

If statistics are not available, the number of cases and the frequency of occurrence should be investigated by analysis of documents, cases or by additional, accompanying investigation of the execution time, data collection by the "Time Record" and "Self Record" techniques. In this case, it is a matter of partial data collection.

Calculation of annual working hours for one employee (normal workforce)

Annual working time (normal workforce) is the time a full-time employee is at their workplace in a year. For convenience, it is expressed in minutes.

Annual working time is an abstract quantity and is obtained by multiplying the duration of one working day (8 hours), converted into minutes (480 minutes per day), by the number of working days in a year. For the purposes of the study, working days in a year are calculated by subtracting non-working days, such as Saturdays, Sundays, holidays, as well as time when employees are unavailable due to sick leave, from 365 calendar days. non-working days, such as Saturdays, Sundays, public holidays, as well as the time during which employees are unavailable due to sick leave, paid annual leave, additional leave, unpaid leave and other days of absence, are subtracted.

The data for the different types of leave and absence days are calculated as an average value of all such days relative to the number of employees in the department during the reporting period. Where statistics on average days absent are available, they should be used.

The average value of the annual working time for one employee, in some countries of the European Union, is 96,000 minutes (200 working days). In case of drastic differences between the calculated value of the annual working hours and the average, the objectivity of the reasons should be checked.

When there are no other ways of collecting data for calculating the annual working time for one employee, it is allowed to use the average value (Gekov, 2007).

Calculation of the time required to complete a specific task

In addition to the main time required for the immediate performance of a specific task, when determining the number of employees, additional time must be taken into account, which does not fall into the immediate performance of the specifically assigned task, but is part of the working time.

Additional time should be analytically investigated if possible and economically feasible. Before starting the study of the required number of employees, additional time data should be set.

An employee whose overtime values are within the following limits is considered efficient:

- additional time for preliminary preparation to perform the task; conversations and discussions related to task performance; interruption of the work process; technological downtime related to the performance of previous tasks and others - up to 6 - 8%;
- additional time needed for rest and refreshment - up to 6 - 7%.

It is permissible to bet even higher values when conducting the research, if they are justified and documented

Mechanically adding extra time may compromise the accuracy of the study, depending on the data collection method used.

For example, additional time should be added to data reported using the Self-Record technique, since employees in the study area only record the basic time for processing tasks.

To explain the model, I propose to assume that we have the task of calculating the need for employees for an activity performed constantly throughout the working year, which consists of 5 types of tasks that are repeated every week 6 times. In this case, we have a cycle of one week. In this situation, if we apply the various methods and techniques of data collection during one week and multiply them 52 times (as many weeks as there are in the year), we will get an annual workload commensurate with the actual workload of the employees involved in the implementation of the activity.

We accept that after applying the methods and techniques for collecting data on the time required to complete the tasks, we have established the following:

Task Execution time, in the event of ...

1st time 2nd time 3rd time 4th time 5th time 6th time

Type 1 10 min 20 min 15 min 50 min 16 min 14 min

Type 2 40 min 50 min 45 min 44 min 46 min 10 min

Type 3 10 min 15 min 10 min 15 min 15 min 10 min

Type 4 30 min 28 min 32 min 30 min 30 min 30 min

Type 5 20 min 20 min 20 min 20 min 20 min 20 min

For example, from the table it can be seen that a task of "Type 1", when it first occurred, was completed in ten minutes; when it arose the second time it was fulfilled in twenty minutes; when it occurred for the third time in fifteen minutes, and so on.

To calculate the need for employees for the activity, it is necessary to use the already familiar formula:

Here it is worth noting that in addition to time for the performance of tasks, each employee needs time for rest, personal conversations, technical preparation time, etc. These times are not directly related to the performance of tasks, but should be accounted for in the study.

"Personal time" and "technological time" should be added to the time needed to complete the tasks. Personal time is the part of working time that is needed for physical rest, personal conversations with colleagues, etc. It is considered normal for it to be within 7% of the task completion time, or in an eight-hour work day, 7% is about 34 minutes.

Technological time is also part of working time and represents the time required for technical preparation to complete the task and is assumed to be within 8% of the average time for completing the tasks.

The values for personal and technological time are only indicative, it is possible that they may take on other values with different work organization. For some types of tasks, personal time and technical time are set by default when accounting for the time required for their completion. For example, when participating in working groups, seminars and trainings, etc. Therefore, when calculating the time required to perform these tasks, personal and technological time should not be added.

By adding up the minutes for the time required to complete each type of task, we will get the total time required to complete all tasks (842.97). However, this data is recorded for one week and before entering it into the formula, it should be reduced to a period of one calendar year, or in other words multiplied by the number of weeks in the year.

After calculating the total time required to complete the tasks, the annual work time for an employee must also be calculated. It is obtained by multiplying the duration of one working day, in minutes, by the number of working days in a year. For the purposes of the study, working days in a year are calculated by subtracting non-working days (Saturdays, Sundays, holidays) from 365 calendar days, as well as the time during which employees are unavailable due to sick leave, paid annual leave, additional leave, unpaid leave and other days of absence.

From the formula for calculating the need for employees, it is clear that the annual working time of one employee is in the denominator. By its nature, it is an abstract quantity and is obtained as the duration of one working day in minutes (480 minutes), multiplied by the number of working days in a year.

The data for the different types of leave and absence days are calculated as an average value of all such days relative to the number of employees in the department during the reporting period. Where statistics on average days absent are available, they should be used.

To account for the probability that the days off in the public holiday year will occur on working days, the number of such days is multiplied by 5 and divided by 7. In other words, these days off are multiplied by the probability that they occur on working days.

It is assumed that the value calculated in the table for the annual working time of one employee (95335) is an average value for the Ministry of Internal Affairs and it can be used in other studies without recalculation.

More accurate data will be obtained when calculating the annual working time for one employee with data reported for the studied structure (activity). For example, a difference in this value

will occur for employees working with ionizing radiation, as they are entitled to additional days of annual leave.

In the event that the value for the studied structure diverges drastically from the average value for the annual working hours for one employee, a critical examination of the circumstances that led to this difference should be made. It should also be assessed whether the data are not reported from cases that appeared in the reporting period, but are not typical for the structure (activity) (Milanova & Naydenova, 2013).

CONCLUSION

As a result of the identification of the need for human resources, initiatives should be taken to increase the effectiveness of employee selection methods, which should ensure that people are hired whose profile meets the identified needs of the relevant structure and who, in addition to the necessary competence, they also have the necessary motivation for professional realization in the Ministry of Internal Affairs. It will be possible to plan the necessary trainings in the Ministry of Internal Affairs in a timely manner, and the selection of new employees will be directed to those areas in which there is or is expected to be a shortage of specialists. It is necessary to review the interdepartmental regulations with a view to improving the competitive procedures for entering the civil service in the Ministry of Internal Affairs and achieving the targeted results of the activity on the selection of employees.

It is necessary to provide more opportunities for the professional development of civil servants from all structures of the Ministry of the Interior, with a clear career path and uniform rules that are in accordance with their specific expectations and needs.

It is expedient to develop and implement effective tools, both for attracting qualified employees and for their retention in the ministry.

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