



UDC 351.74(477)

**Bondarenko Viktoriia**

*Associate Professor of the Department of foreign languages  
and the culture of professional communication,  
Lviv State University of Internal Affairs,  
Candidate of Juridical Sciences*



**Kuzo Liubov**

*Associate Professor of the Department of foreign languages  
and the culture of professional communication,  
Lviv State University of Internal Affairs,  
Candidate of Psychological Sciences, Associate Professor*

### **THE SIGNIFICANCE OF PROFESSIONAL COMPETENCIES IN THE PROCESS OF THE PLACEMENT OF PATROL POLICE PERSONNEL**

**Bondarenko V., Kuzo L. The Significance of Professional Competencies in the Process of the Placement of Patrol Police Personnel**

**Abstract.** The basic principles of competence approach to the personnel placement of patrol police of Ukraine are examined in the article. Experience of organizing selection and placement of police under the competence for all areas of policing and psychological provision of police service activities are analyzed. The use of competency approach in the work of the police personnel provides for the creation of professional competencies profiles for positions in various departments of police, methods and criterion of instruments for assessment. Analysis of the competence approach in the personnel management of the EU Police shows the prospects of the development of this direction in the personnel policy of the National Police.

**Key words:** *personnel placement, competence approach, police, official activity, experience of the European Union.*

**Formulation of the problem.** The Association of Ukraine and the EU sets requirements in various areas of functioning of the state apparatus, primarily in the system of law enforcement agencies, which determines the reformation of the Ministry of Internal Affairs of Ukraine. In conditions of reforming, society needs professional adoption and placement of personnel in the police. Modern changes in the field of personnel policy in the system of the Ministry of Internal Affairs of Ukraine are defined by the Law of Ukraine «On the National Police». Adaptation of

national legislation to the requirements of the EU forms a new view on the definition of the main directions of personnel policy in the police system, focused on the development of models of professional competencies in accordance with the specific functions of the police activities depending on the position category, which allows solving the problems of formation, development, rational and efficient use of human resources. At the same time, the reorientation of approaches to human resources requires research in various fields, including legal psychology.

**Analysis of recent studies and publications.** Problems related to the study of professional competence of specialists are reflected in the writings of foreign researchers: R. Bose, R. Boyatzis, D. McClelland, J. Raven, G. Roberts, L. Spencer and S. Spencer, S. Whiddett, D. Farnham, K. Fletcher, S. Hollyforde.

In the field of legal psychology problems of the competence approach are researched in the works of V. Vasyliyev, A. Dulov, M. Kostytskyi, V. Konovalova, Ya. Kondratieva, V. Koshchynets, V. Marchak, V. Medvediev, O. Ratynov, S. Yakovenko and others. General psychological principles of police activity were studied by V. Barko, R. Blahuta, O. Hubariyev, V. Danilov, A. Duhin, H. Zaporozhetsev, V. Luri, L. Kazmirenko, N. Kovalska, O. Kretchak, and H. Yukhnovets. With all the diversity of research on this issue, there is a need for the integration and development of new knowledge about the professional competence of the police.

**The purpose** of the article is to single out the principles of the professional competencies as a prerequisite for the effectiveness of the personnel placement of patrol police in Ukraine.

**Main results of the study.** The process of reforming the militia into the police involves changing the legislative and organizational and legal foundations of the police functioning, changing the status of its bodies and employees, dismissing the police from functions unrelated to its activity, and extending the powers aimed at solving the tasks of law and order protection. The reform aims at solving a complex social task — to overcome the crisis of public confidence, to develop new organizational and legal forms of interaction between the police and society, to ensure that public opinion is taken into account when assessing the activities of the police, to develop modern indicators of the effectiveness of law enforcement agencies. The reform of the police caused a change in the personnel system, made adjust-

ments to the organizational and legal forms of activity and interaction with civil society on personnel issues.

The educational and cultural level of the police is considered as a key factor in the progressive development of the police, and police education is recognized as a powerful reserve for increasing the effectiveness of police activity. In the EU law enforcement system, the police are considered to be the main structure that provides security and law enforcement [1]. Each country has its own system of training and placement of specialists for the police, which has developed under the influence of territorial, historical, political, socio-economic factors and features of national legal systems. Personnel management of the police in developed foreign countries is very widely used in a competent approach. Catalogs of profiles of professional competencies, methodical and criterial tools for their evaluation according to various police positions have been developed.

EU experts who carry out the selection and placement of personnel in the police consider competence as the capability, the ability of related, but different sets of behavior, the intentions of man, manifested in relevant situations of law enforcement activity. Police of the EU countries have developed various methodological and technological foundations for introducing into practice of personnel management a competency approach: behavioral (USA), functional (Great Britain), multidimensional and integral (France and Germany).

The peculiarities of professional selection and placement of personnel in the police structures of Great Britain, the United States, Germany and France are high competition for vacancies, a comprehensive study of various skills and qualities of applicants, a clear sequence in the stages of promotion (selection of citizens at the entrance to study and service, selection employees for further training and transfer to positions requiring a higher

qualification, the selection of candidates applying for management positions), the participation of specialists in professional psychological selection. In addition, people accepted to serve in these structures, before taking up any, even the lowest position, must undergo training in one of the special departmental educational institutions. In these states, great attention is paid to the creation of high image of law-enforcement bodies in society [2, p. 273–275].

According to the European Police College researchers (CEPOL), the US main approach in assessing the competence of staff is a behavioral approach based on identifying the functional responsibilities of each person, basic fixed actions that result in the implementation of the best results in the process of their activities. The first competencies were manifested in the process of monitoring the most successful professionals, so in most cases they were based on the behavioral characteristics. Following this theoretical approach, the USA began to develop tests for evaluating competence allowing to predict the effectiveness of the work after graduating from the higher institutions with high predictive validity [3, p. 10–13].

In the United States, the technology of professional selection in the police has been worked out, taking into account the qualities necessary for the employee of each particular service. There is a shift from bureaucratic methods of recruiting to scientific ones. The increased attention and refinement of the professional competencies of the employee of different police services is revealed. The material for profiles of professional competencies is fixed by the methods of observation, interviewing, questioning, analysis of specific operational and service situations. The universal functions inherent in many police specialties are determined, the priority tasks, which include the detention and execution of arrests, the gathering of evidence, the review of the crime scene,

the termination of the family conflict, action in critical situations are highlighted. The competencies that a police officer must possess are determined. In conducting psychological testing, the following professional competencies are defined: initiativeness, responsibility, ability to act independently under difficult conditions, ability to contact with the representatives of different social, cultural and ethnic groups, ability to react quickly to the change of situation, ability to adapt quickly to technological changes, the desire to help people in trouble, the ability to understand others, emotional maturity [3, p. 35].

For the UK, the competency approach involves the pursuit of functionality through the integration of knowledge, values and skills. A functional approach implies that a person should demonstrate the ability to perform the work according to a certain professional standard. Professional standards define key roles, which are then described as a set of competencies. Next, for each competence, sub-levels are allocated, and for each sub-level, in turn, specific work criteria are determined which are used in the evaluation procedure. The professional work of the police in the UK is close to the ordinary, peaceful profession. The main task of the police is serving the society, citizens, and then the state and government. Prominent British police Chief Robert Mark wrote: «The police function that we devoted ourselves to may have one of the most worthy and noble functions in a free society. We represent you with power through consent, but not power» [4, p. 576]. This statement reflects the philosophy of the police service that has developed in the EU. These features imprint on the organization of professional selection of law enforcement officers. In order to facilitate selection and improve its quality, preliminary work is being done to recruit candidates who have an idea of a future career and meet national and regional requirements. Much attention in professional psychological selection is

given to studying the motivation of candidates for service and training in the police.

There are two competency approaches in France: personal, focused on the behavior of each employee, and collective that focused on construction of the model of competencies required for effective organization of work groups and participation in this work as one of the members of the team. Knowledge, experience and behavioural characteristics constitute the basis of competencies [5, p. 62; 64].

In Germany, the competence approach is more holistic, individual-oriented, versatile. Profiles of professional competencies cover subject, personality and social competencies. In the North Rhine-Westphalia Police, professional profiles (psychograms) have been prepared for all positions in the field of public order and safety protection in order to carry out the certification of employees and competitive selection. When describing the profiles, different competencies are allocated (personal, social, methodological, pedagogical, managerial), the presence of which ensures the success of the official activities of the employee in the position.

Competencies are evaluated by experts (direct manager, senior manager) based on the analysis of the results of professional activity, during discussions, observations, as well as during commission work within the assessment centers and on the results of psychological testing.

The work of the assessment centers involves the study of the employee's personality on the basis of analysis of the presentation of his capabilities and abilities, employee responses to questions asked by the commission (including situational issues) and behavior in role-play games. Analysis of the capabilities of the staff determines the career path of the employee either vertically (managerial careers), or horizontally (career specialty) [6, p. 85–87].

Modern transformations in the allocation of personnel in the system of the Ministry of Internal Affairs of Ukraine

are defined by the requirements of the Law of Ukraine «On the National Police» of July 02, 2015, the Order of the Ministry of Internal Affairs of Ukraine «On Approval of the Procedure for Selection of Candidates for Studies in Higher Educational Institutions of the Ministry of Internal Affairs of Ukraine» No. 29 of January 15, 2015 [7]. The concept of reforming the Ministry of Internal Affairs involves the placement of personnel in accordance with the principles of objectivity, adversity and anticorruption. The main purpose of the placement of personnel is the formation of professionally competent, active police forces in the police system.

When appointing a policeman to the position, the principles of equal access of citizens according to their abilities and professional training, with the unity of requirements to them, with the professionalism and competence of the applicants, are implemented. In psychological support the placement of personnel involves professional psychological selection. In Ukraine a structured system of psychological support for work with personnel is created and functioning. Psychological selection and placement of personnel are carried out on different levels by the territorial bodies of the police.

The orientation of psychological selection in the Ministry of Internal Affairs is the question under discussion. The activity of psychologists is aimed at identifying psychological pathology, rather than the defining of professionally important qualities of a person to a particular type of activity. The reasons for the current situation are the lack of regulated criteria for psychological selection in different services and police units, the orientation of psychological selection to identify signs of destruction, deviations, latent psychopathology, and not the assessment of the necessary competencies of a person to perform a particular type of law enforcement activity.

Competent approach involves evaluating employees through comparing perfor-

mance, quality, complexity of service with reference characteristics. Compared to the description of professionally important qualities, the competent approach applied in the EU countries allows to describe the occupational behavior that is required to succeed in the position, to develop profiles of professional competencies focused on specific functions of the police officer, depending on the categories of positions. The listed advantages of a competent approach can make the basis for professional description of the main types of activities in the police system of Ukraine.

Psychological support for work with the personnel is a complex of organizational and practical measures aimed at improving the work with personnel and increasing the efficiency of professional activity on the basis of mobilizing the psychological potential of a person, group, organizational structure and police system.

From M. Kovaliv's point of view, placement of personnel in police bodies is the formation of active working groups within the body, its structural subdivisions or temporary groups. In order for the placement of staff to be rational, it is necessary to take into account the relevance of professional qualifications of employees, professional and business and psychological quality of the content and specifics of the service activities, specific tasks or conditions. The placement of personnel should be based on criminal and human resources situations, based on current legislation regulating the issue of service and work with police personnel [8, p. 54]. At the same time, two goals are pursued: the formation of active working groups in structural subdivisions and the creation of conditions for the professional growth of each employee.

In the system of higher vocational education of the Ministry of Internal Affairs of Ukraine, a competent approach is developed, aimed at the convergence of academic knowledge and practice. The competence approach in the educational

sphere is considered as the conformity of models of professional activities and professional training. In accordance with the Law of Ukraine «On Higher Education» No. 2145-VII of September 05, 2017, the main task of education is the training of a qualified, competitive, competent, responsible specialist. The state standard of higher education determines that the graduate must have a general cultural and professional competencies that make it possible to apply knowledge, skills and personal qualities in relation to the tasks of future professional activities.

Competence is a combination of a number of personality characteristics, properties, abilities, skills and peculiarities of motivation that a person must have for successful work within the competencies of a particular position. It is the competence (quality, personal qualities, skills, inherent in a person) to be evaluated. A person can cope with the same tasks at the expense of completely different qualities.

Competencies differ from knowledge in a way that they exist in the form of activity, and not only information about it. Competencies differ from abilities in a way that competencies can be used in solving various problems. Competencies differ from the skills that they are conscious and not automatic, which allows to operate not only in a typical, but also in a non-standard situation. Without knowledge, there is no competence, but not all knowledge, and not under all circumstances, manifests itself as a competence [9, p. 11].

Professionally important qualities and competence are reflected in the requirements for a professional and determine the success of professional activity. The term «professionally important qualities» means the qualities that are important for the profession, regardless of the unit, while the term «competence» refers to the qualities important for the effective work of the employee in positions in the department [9, p. 17].

The basic issue of using a competency-based approach in staff placement is

the development of profiles of professional competencies focused on the specific functions of the police. Profile of professional competencies is a set of competencies that is necessary for the officers of patrol police for the successful performance of their work. This implies the ability of the police to solve professional problems based on knowledge, experience, motivation and value orientations. Competitive approach as a methodological basis for the placement of police staff has a set of advantages:

1) in the personnel policy it is able to combine the intellectual, experience, value component of professional activity and ensure the full coverage of organizational arrangements in the placement of personnel;

2) it has the necessary integrative nature, covering groups of homogeneous or similar skills and knowledge, belonging to a variety of service activities of units;

3) the basis for the placement of personnel is an objective professional profile analysis of positions.

In accordance with the Law of Ukraine «On the National Police», a policeman should have professionally significant psychological qualities, psychological stability and readiness to perform official tasks; to know and complete the job description, the provisions of other documents defining the official duties; to observe the rights and legitimate interests of citizens in the performance of official duties; to maintain the level of qualification necessary for the proper performance of official duties; to take professional training, retraining, advanced training, internship in accordance with the established procedure; be able to keep the secret; to comply with the requirements of official conduct.

Police not only organize and carry out the protection of public order, provide the protection of the individual, society, state from illegal encroachment, public safety. They also conduct preventive measures, prevent violations of public order and traffic safety rules, stop the offenses, and

bring violators to justice. In this regard, police of the patrol service must have the necessary training, be disciplined and vigilant, act decisively, boldly and persistently, to have high moral qualities. In dealing with citizens they should be polite and tactful, their actions must be legal and understandable for persons, for whom they are carried out. Psychological peculiarities of this activity are the intensity and diversity of interpersonal communication. Police communicate with different categories of road users who differ in age, social status, occupation, educational and cultural level, driving experience and other characteristics, reflected in patterns of interpersonal knowledge.

**Conclusions.** The professional activity of the patrol service police is characterized as a very complex, emotionally saturated activity, which differs by stress-related influence, which is associated with the actions of extreme factors that create problem situations. These factors are numerous and they differ by nature. The most common extreme factors that complicate the professional activity of the patrol service police include mental overload, frequent emergency situations, high degree of responsibility, and prolonged emotional conflicts.

Professiographic analysis of the activity of the patrol police enables to identify and describe the specific requirements for the professional competencies of specialists who perform duties at different positions. It is expedient to develop profiles of professional competencies, taking into account the specifics of the activities of the various departments of the patrol police, in order to form a professional staffing and personnel reserve. The decision of this task is facilitated by a professional study, during which it is expedient to develop profiles of professional competencies by positions of patrol police. The definition of the main areas of personnel policy in the police of Ukraine should be clarified. The issue of developing models of professional competencies of the per-



sonnel is one of the perspective and actual directions of modern personnel management, which make it possible to solve problems of formation, development, rational and efficient use of personnel.

The competent approach allows describing the occupational behavior required to succeed in the position, to develop profiles of professional competencies focused on specific functions of the police officer, depending on the categories of positions. The advantages of a competent approach make the basis for professional description of the main types of activities in the police system of Ukraine.

**Prospects for further research.** The obtained results and conclusions broaden the possibilities of personnel management, in particular, professional psychological selection, training, attestation, rotation, work with the personnel reserve for senior positions in the departments of the patrol service on the basis of evaluation of professional competencies of a specialist. In order to assess the professional competencies of the departments of the patrol police, it is expedient to use professional exam, structured interview, questionnaire, expert assessment, which requires further scientific research of psychological factors.

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