

## **CHAPTER 7**

### **LEGAL AND PSYCHOLOGICAL PRINCIPLES OF THE OPTIMIZATION OF SELECTION AND ASSIGNMENT OF THE NATIONAL POLICE OF UKRAINE PERSONNEL**

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#### **INTRODUCTION**

At the current stage of the social and economic development of the state, the significant efficiency increase of professional activities, better results achievement in the fight against crime, public safety and order protection, defense of constitutional rights and freedoms of citizens, provision of the appropriate police service are expected from the National Police of Ukraine. Such an increase in efficiency of activities should be based on the selection of the police personnel with a high level of psychological readiness for service activities, responsibility and reliability, ability to personal and professional development.

The priority direction of the human resources work in the new conditions are become police unit completing with necessary businesslike, moral and professional qualities individuals; optimization of the unit number; providing the stability of the official police relations, etc. The issue of clarification and specification of the requirements for the police officer, his/her personal qualities, professional selection, and professional training is becoming more and more relevant.

Among the primary tasks of increasing effectiveness of law enforcement activity, the most important is the establishment of an effective and efficient system. The system will allow to men the agencies and units of the National Police with employees who have necessary qualities for the successful acquirement of the law enforcement profession, and further, to keep their efficiency, to increase reliability, to develop a professional potential. The determinative basis for such effective and efficient system is an appropriate professional psychological selection which is a complex of measures aimed to ensure the qualitative selection of the personnel based on the evaluation of the development level of the necessary psycho-physiological, psychological and personal characterization according to the qualification requirements of the professional activity.

### **7.1. The essence of the professional psychological selection and its fundamental system-forming concept**

The problems of professional selection of the law enforcement officers in our country and abroad were dealt with by following lawyers, psychologists, and sociologist as D.O. Aleksandrov, O.M. Bandurka, V.I. Barko, O.V. Zemlianska, H.Y. Zaporozhtseva, S.I. Korsun, O.I. Kudermana, T.M. Malkova, O.V. Shapovalov, S.I. Yakovenko, V.Y. Petrov, A. Soshnykov, M. Dunnette, J. Flanagan, and other researchers. Definitely, scientific sources on the subject of the professional selection of the law enforcement officers contain various definitions. However, basically, the essence and context of the appropriate measures coincide and remain unchanged. Generally, professional selection involves implementation of the evaluation of the development of the psycho-physiological properties, mental processes and candidates' personal qualities which determine the success of professional activities, in order to determine the degree of their compliance with the requirements of a particular specialty. At one time, it is a measures' complex, aimed at providing a qualitative selection of personnel on the basis of such an evaluation (compliance with the development level of the necessary individual psychological and personal characteristics of the professional activities' requirements)<sup>1</sup>.

Evaluating the various theoretical concepts and approaches of professional selection, while studying the complex of the relevant issues, first of all, you should be guided by the completeness criterion, integrity, complexity, adequacy and correspondence. However, the scientific literature analysis suggests that some types of professional selection do not always take into account certain life realities and show interest in the aspect of a purely theoretical point of view, than in a system that functions effectively in practice.

Thus, one of the most widespread theoretical models is based on the selection of the highest indicators of the professional activity success in accordance with the professionograms, that is through the confronting requirements of the «ideal profession profile» of an applicant. However, the main real condition is a predominance of candidates over the number of vacancies, that is quite problematic, considering the current state of the

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<sup>1</sup> Maklakov A. H. *Professyonalnyi psikhologicheskyi otkor personala. Teoriya y praktyka: uchebnyk dlia vuzov* / A. H. Maklakov. – SPb: Pyter, 2008. – P.52.: yl. – (Seriya «Uchebnyk dlia vuzov»).

labor market. Consequently, the impossibility of abidance the main condition of the contest-based selection on leads to the search of other methodological approaches of professional selection organization, development of a proper concept reasoning, technology, methods, and criterions.

Due to this fact, the attention of specialists is mainly focused on the need to create an adequate psychodiagnostic procedure of the studying of significant psychological qualities and functional reserves on the basis of a systematic approach to estimate the psychological adaptability of the individual to the new conditions of professional activity which in fact is a priority direction of such a search. That is, one of the possible solutions to the problem is the complex consideration of not only the motivational, emotional-volitional, cognitive and typological personality characteristics, but it's also the adaptive possibilities and risk factors (probability of delinquent behavior).

In view of the above, it is worth to stop on some of the fundamental system-forming components which are the basis of professional selection.

First of all, it is worth to address to such an important concept as «professional suitability», which reflects the various individual characteristics of the person, necessary for the successful execution of work (human aptitude for a concrete activity), and the work characteristics as for conformity of human capabilities itself (labor suitability for a person).

The process of the determination of professional suitability is not limited to the selection procedure, because it is dynamic in time and covers the whole period of professional formation: from education (training) to direct labor activity. As for the integral structure of professional competence, it is formed by a set of initial characteristics of the person (psychological, physiological and other qualities and properties that ensure the success of the future profession); the system of available, formed professional knowledge, skills, and abilities; all further developments and experience gained during the formation and development in the process of the labor activity<sup>2</sup>.

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<sup>2</sup> Bodrov V. A. *Psykholohyia professyonalnoi pryhodnosti: uchebnoe posobye dlia vuzov* / V. A. Bodrov. – M.: PER SYE, 2001. – 512 p. – (Seryia «Sovremennoe obrazovanye»).

Taking into account the general tendency of personality changes that take place during activities of the daily life<sup>3</sup>, the formation of professional suitability suggests observance of the principle of multilevel prolonged ontogenetic development of a person from the natural, biologically predetermined in it, to social (anthropometric, physical, physiological qualities → psychophysiological, psychological, socio-psychological qualities → social, professional qualities). Therefore, solving the problem of the formation of professional suitability, it is necessary to develop an appropriate complex system that will take into account all levels with the expedient development of certain qualities, taking into account the time, quantitative and qualitative indicators introduced in the process of personality development.

In the context of the research, it is necessary to concretize one more concept – which is the «professional psychological suitability». As a component of professional suitability, it is defined as the accordance of cognitive and other abilities, and also individual psychological characteristics of the individual (biological, psycho-physiological, psychological, social) requirements of the profession, group of occupations or type of professional activity in the primary (first acceptance) or secondary (recrudescent) selection.

The analysis of the psychological content of professional suitability with necessity suggests consideration of such components as ability and professionally important qualities. Among scientists, the most common is the idea of abilities as a complex of natural instincts and qualities, formed on the basis of anatomical and physiological characteristics of human and developed as a result of his/her upbringing, learning, and labor activity. Moreover, in psychological literature attention is generally focused on special and professional abilities. It is highlighted that general abilities are the foundation of mastering of the many kinds of activities, and special ones – determine the success of mastering a certain, according to a concrete specialty (and the more complex the professional activity, the more important the need of the development of the special abilities). At the same time, it is accentuated inseparable interconnection of abilities, the interdependence of congenital and acquired psychological qualities: for

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<sup>3</sup> Maklakov A. H. *Obshchaia psikhohohyia*. – SPb: Pyter, 2001. – P. 475 : yl/ – (Seryia «Uchebnyk novoho veka»).

example, professional abilities are considered as a genetically continuous line of «overgrowth» of general opportunities in special.<sup>4</sup>

Special interest in the issue of professional selection is the establishment of a close relationship of professional suitability and the success of activity with abilities and individual characteristics (in particular, their involvement in the process of professional development). In the process of development of professional abilities, the conformity of the individual psychological properties with the requirements of the profession are is formed.

Following this fact, the system of professional selection should address the task of assessing the level of development of both general and special abilities, depending on the types of activity and the group of appointment. The indicated position allows to discharge such an essential characteristic as the differentiation of the methodological approaches of the professional selection organization: that is, the volume of techniques that included in the appropriate diagnostic procedure, which may vary depending on its goals and objectives or activities.

By expanding the value of professional suitability scientists point out that everybody can take up any profession, but the whole thing is how much time and efforts it will take<sup>5</sup>. In other words the importance of this component as the «price of success» (the price of energetic and functional opportunities of the human body) is analyzed in the process of the active professional suitability formation, that is, taking into account the mental and psychological capabilities of the organism as to save the balance during adaptation to the new conditions of activities in professional development period, the establishment and maintenance of an appropriate level of professional ability.

The noted above emphasizes the exceptional role of another component of professional selection system – «adaptation» (lat. adaptatio – «adaptation») – it is a dynamic process of an organism adapting to the changing environmental conditions. Physiological, mental, social and professional adaptation are distinguished in labor activity, moreover, in the

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<sup>4</sup> Markova A. K. *Psykholohyia professyonalizma* / A. K. Markova. – M.: Znanye, 1996. – 312 p.

<sup>5</sup> Chukhraieva H. V. *Teoretychni ta praktychni aspekty profesiinoho psykholohichnoho vidboru pratsivnykiv politsii // Pravo i bezpeka*. – 2016. – № 1 (60). – P. 172.

context of consideration, it is worth to mark their close relationship and relative independence <sup>6</sup>.

Physiological adaptation – is the stability of the basic physiological functions of the human body to changes in external conditions, that aimed at preserving the relative constancy of the composition and internal environmental properties (homeostasis). Under favorable conditions of the professional environment and optimal capacities, the physiological adaptation leads to the increase of the stability and performance of the organism, the increase of its reserve capacities, reduction of diseases and injuries.

Psychological adaptation – is the process of achieving the optimal conformity of human psychology to the environment in the activation process. Psychological adaptation depends on the mental condition of the worker, the psychological properties and processes (sensation, attention, memory, thinking, etc.), response to stress that arises at work, professional activity peculiarities, certain working conditions, etc.

Social adaptation – is a human adaptation to relations system in a work team with its norms, rules, traditions, values orientations, considering their own needs, motives and interests. In the unfavorable course of social adaptation, the level of stress at work increases, the consequences of which affect the behavior and can lead to interpersonal conflicts, a decline of the socio-psychological climate and discipline, even to accidents.

Professional adaptation – is an adaptation to labor activity with all components (adaptation to the workplace, means, objects, and subjects of the labor, etc.). Professional adaptation is determined by the necessary minimum of knowledge and skills, which are required in the mastery of a specialty, the degree of responsibility, integrity, independence, practicability, rationality, and others, and it is considered complete when the employee achieves a qualification corresponding to existing standards.

Each of these types of adaptation has an influence on efficiency and health of an employee, it forms a certain level of sensitivity and stability to psycho-emotional capacity, as a result of which the reliability of professional activity may change significantly.

In general, adaptation process dynamic appears in unconformity of efficiency of different adaptation aspects (which is a completely normal

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<sup>6</sup> Osnovy okhorony pratsi: pidruchnyk / M. P. Handziuk, Ye. P. Zhelibo, M. O. Khalimovskyi; za red. M. P. Handziuka. – 5-e vyd. – K. : Karavela, 2011. – 384 p.

reaction and of a temporary nature), there is a further balance or at the level of effective or impaired adaptation, depending on the success of the overall adaptation process<sup>7</sup>.

All researches emphasize the continuity of the adaptation process, however mainly they associate it with a radical change of personal activity and some social environment (in fact, it is crisis period), which, by the way, coincides with the time of conducting of professional selection when studying and evaluating professional suitability.

In addition, given the intensity and rate of occurrence in some types of professional activities of stress and extreme capacity, it appears expedient to allocate high-risk groups for adaptive violations, and also the range of situations in which this risk is realized. This approach deserves special attention in connection with the development of the methodology and the choice of criterion basis of the evaluation of professional suitability in the organization of the professional selection system.

The determining the model of professional selection is important and there is also a suggestion about the need of allocation of limiting functions of professional activity<sup>8</sup>, which refers to those limitations and difficulties that cause certain tensions and complications in work, and successful overcome which is the level indicator of professional skill. In fact, limiting functions are the basis of the criteria for professional selection that determines the level of restrictions for a particular category of candidates.

Given the above analysis of theoretical views of the system components of the professional selection, there is a necessity to consider the concept of «expertise of the professional psychological suitability». Such expertise is a procedure performed by specialist-expert with help integrated investigation of individual psychological and psychophysiological peculiarities (abilities) of the person which were formed during the biological and social-psychological development, and also professional activity, with the purpose of establishing the degree of their conformity with scientifically substantiated and normatively approved requirements to a kind of professional activity or a concrete specialty. The expertise of the professional psychological suitability allows to solve the issues of providing the qualitative as the primary candidates' selection, as

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<sup>7</sup> Berezyn F. B. *Psykhycheskaia y psykhohycheskaia adaptatsyia cheloveka: monohrafiya* / F. B. Berezyn. – SPb. : Nauka, 1998. – P. 140-143.

<sup>8</sup> *Politseiski komisii v Ukraini: zvit za rezultatamy doslidzhennia* / Oleksandr Banchuk, Yevhen Krapyvin, Borys Malyshev. – K.: Sofiia-A, 2018 r., – P.8

well as the secondary specialists' selection depending on special purposes, and also prevention of previous loss of health under the influence of various factors of professional harm and prevention of deviant behavior among the employees.

Consequently, the understanding of the essence of professional psychological selection and its fundamental system-forming concepts determine the materiality and scientific reason for the chosen approach. After all, clarification of terminology and main definitions constitute the most important part of the methodological aspect of the consideration, as they allow to avoid differences and misunderstandings, to follow a single and concerted view of the research problem. That is why the analysis of general theoretical issues of professional selection has provided an opportunity for further study of the subject, turning to the disclosure of its specifics in the agencies and units of the National Police.

## **7.2. Police committees as a new tool of effectiveness increase of personnel recruitment: advantages and disadvantages**

Thanks to national researchers' achievements there were worked out the professional psychological methods of candidates' selection for service in the Ministry of Internal Affairs of Ukraine, professional profiles of police professions. The system of the professional selection to the agencies of the internal affairs of Ukraine was characterized as scientifically substantive, complex, and consistent, but was not sufficiently transparent.

Based on the new legislation, in particular, the Law of Ukraine «On National Police» from 2015, Police Commissions were created – a new tool designed to increase the transparency and quality of police recruitment, to provide new opportunities for career development. In the period of 2016-2017 police commissions in the units of the National Police were created. Although this institute is quite important, nowadays society shows less interest in its activity. Information about activity and rising issues, with which the commissions came across in practice, is got covered neither in the mass media nor in the specialized expert circles. Police commissions in the media scene often make people confuse them with accreditation ones, which were created with the purpose to re-evaluate police personnel in 2015-2016<sup>9</sup>.

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<sup>9</sup> Guidebook on Democratic Policing. Senior Police Adviser to the OSCE Secretary General. – OSCE, 2008 // <https://www.osce.org/spmu/23804?download=true>



From 2015 police agencies started to be guided with open, clear and public integrity principles. According to these principles, different forms of public control were formed – those which are directly foreseen by legislation and also those which are independently introduced by civil society institutions. Thus, the requirements for legally established forms of public control over police agencies are present in international documents. For example, in paragraph 84 of the OSCE Manual on Democratic Foundations of Police Activity, dated 2008, the feature of democratic police services determined their subordination to public control, the perception of external control and inspections, as well as the degree of their openness for such inspections<sup>10</sup>. This also applies to public participation in the internal investigation. Monitoring of the activities of the external police services' activity is being introduced, for example, monitoring of the work of patrol police, police stations or lobbies of duty rooms, the entrance to which is free. Examples of such control in foreign countries are initiatives in the United States aimed at video filming of illegal police actions or monitoring campaigns in Ukraine called «Police under control»<sup>11</sup>. In Ukrainian legislation in the field of security and defense, there is also the term of democratic civilian control over the Military Organization and law-enforcement agencies of the country, part of which belongs to public control (Law of Ukraine «On Democratic Civilian Control over the Military Organization and Law Enforcement Agencies of the State» dated June 21, 2018, No. 2469-VIII ).

One of the elements of increasing the transparency of police activity was the creation of national permanent police commissions, part of which must be public representatives. Commissions' main tasks are: providing transparent selection (on the contest's basis) and promotion of the police officers. The major power of police commissions is conducting urgent recruitment to the police service and also making a contest-based selection to a vacant position.

The activity of police commissions is regulated both in accordance with the provisions of the Law of Ukraine “On the National Police” and with delegated legislation; in particular, the relevant provisions are

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<sup>10</sup> Hromadskist i orhany pravoporiadku: kontrol, monitorynh, spivpratsia / [O. Banchuk, Yu. Hadzhyeva, B. Malyshev, S. Perykoza, U. Shadska]; Praktychnyi posibnyk. Za zah. red. O. Banchuka. – K.: FOP Moskalenko O.M., 2017. – P. 27-55.

<sup>11</sup> Barko V. I., Ostapovych V. P. Strukturovana spivbesida yak zasib vyznachennia profprydatnosti kerivnoho personalu NPU // Pravo i bezpeka. – Kharkiv: KhNUVS, 2017. – № 2 (65). – P. 119-125.

contained in Articles 51-55 and 86 of the Law; in the Procedure of the Police Commissions' activity, as well as in the Typical Procedure for conducting contest-based selection for service in police forcer and/or holding the vacant position, approved by the Order of the Ministry of Internal Affairs of Ukraine dated 25 December 2015 № 1631. These statutory instruments regulate the procedure of involving commissions for resolving personnel's issues in the police, the grounds for the formation of commissions, the issue of organizational support for their work, etc. The role of the police commissions is very important in the aspect of the implementation of the personnel policy by the National Police.

At the same time, there is a number of gaps and collisions in the legislative acts which regulate the police commissions' activity. Thus, the contest to the positions to the National Police is only carried out only among persons who are recruited for police service for the first time with the appointment to the position of junior police (Section 3, Article 52 of the Law). However, in cases of the promotion of a police officer, including command positions, the contest is not mandatory. Therefore, the following positions may be filled in by orders of the appropriate chiefs in the police structure without contest. Thus, practically the police commissions are only engaged in the selection to the positions of junior personnel. The existence of such an alternative in the law (appointment of a person based on a leader's order or through a contest involving police commission) means that the chief may choose the more convenient option for the appointment. Thus, the appointment to senior positions and promotion in the National Police is possible without a contest-based procedure.

Also, the Law does not clearly specify the powers of the police commissions to conclude that there is a mismatch of the obtained positions by police officers. In accordance with clause 1, part 1, article 67 of the Law of the presence of police officers at the disposal (temporary stay between two positions) applies in the case of dismissal of a police officer in connection with the execution of the police commission's conclusion on the mismatch of the obtained position. However, the adoption of such decisions does not belong to the powers of the police commissions. According to Article 51 of the Law, making of the conclusion on the relevance/inconsistency of the position is possible in connection with the conducting of the contest for appointment to a vacant position, that is, the police commission is authorized to make the conclusion about the

relevance/inconsistency of the vacant position, which is conducted by the contest, and is not occupied. Moreover, according to the Article 65 of the Law, the reasons for moving the police to the lower positions include transfer/dismissal due to the official mismatch based on the conclusion of the accreditation, taking into account professional and personal characterization. According to Part 3 of the Article 57 of the Law, accreditation is carried out by the attestation commissions of the police authorities (institutions, establishments), conducted by their chiefs, thus, dismissal takes place in connection with the conclusion by the attestation commissions, and not by the police commission.

In accordance to the Law “On the National Police” and “Model Procedure”, the contest is conducted in several stages: testing upon the knowledge of the legislative base (professional test), the general abilities and skills (general abilities test), personal characterization (psychological test), examination of the physical activity level; interview with the police commission. For a professional test and general abilities test, there is a set duration which does not exceed one hour for each test. The results of testing are given by computer program in the form collected points. The professional test consists of 60 test questions or 50 test question and 2 situational tasks, every correct answer is evaluated with one point and the correct answer to the situational task – with 5 points. The maximum number of points equates to 60. General abilities test consists of 60 test questions in defining logical, verbal and mathematical abilities of the candidate, every correct answer is also evaluated with 1 point, the maximum number of points is 60.

Testing of the personal characterization or psychological test is conducted with the purpose to determine streak and types of character, candidate’s behavioral style, defining his/her emotional style, his/her suitability to service in the conditions of increased psychological stress. However, testing results of the personal characterization of a candidate do not influence on his/her rating and have only recommendatory character and are accounted by police commission while making a decision according to all stages of the contest. Such an approach to the evaluation of psychological suitability of a person to the service cannot be considered as explainable.

Besides, there is neither clear methodology and methods of conducting psychological testing of the candidates nor the approved list of

psychognostic methods. Using psychognostic methods without an appropriate scientific reason for their relevance can cause serious faults during professional selection and appointment.

Also, it is relevant to implement evaluation of psychological testing results according to the 5-points scale and consider this result while the formulation of the final summary to recommend this person for police service. According to the Article 55 of the Law and Chapter X of the Model Procedure, by the results of all stages of the contest, the police commission makes the rating of the candidates who are recommended for police service. The rating consists of the number of gained points by candidates (after passing all stages of the contest). The winner is selected according to the results of the general rating of the candidates.

It is necessary to mention, that out of all selective stages the police commission takes part only in the last. The final step of the selection is an interview. After the interview the commission makes one decision out of two: to recommend the individual for police service and/or holding a vacant position, or not. Thus, the results of the psychological test, as well as the other stages of the contest, should be elevated according to the points of the scale. Besides, while creating a general rating there should be established the proportion of the number of points, received by the candidate during psychological testing and interview with the points, received during the test. However, neither the Law nor Model Procedure does not contain any information about the elevation of the following stages in points and of such relation.

There also are not established requirements for conducting the interview. Section of the Model Procedure, dedicated to the interview, consists of the general statements. Model Procedure says that during the interview police commission identifies his/her professional and moral qualities, management skills. However, there is a gap in the legal regulation relating the way of evaluation of interview's results and their inclusion to the process of compiling candidates' rating, there is no procedure in the specification of this statement. It means that there is a threat of biased candidates' evaluation by police commission, which can compromise social trust to the contest procedure in the whole, especially in those cases when the contest will be held to the command positions.

In V. Barko and V. Ostapovych's scientific research it is stated that the chief of the police unit should have four leading competences (in

accordance to the complexity of work and conditions): planning and control; making decisions and responsibility; collective work and motivation of the personnel; compliance with the pressures. For the contest to the positions of the junior personnel, there are only three competencies: effective communication; conscientiousness; flexibility and compliance with the pressures.

It was decided that the best procedure for evaluation of the psychological testing results and competence level during the interview is to use by police commissions five-points scale for evaluation where: 5 points correspond to the highest level of evaluation, 1 – to the lowest. The interview should foresee questions according to every competence in the similar formulation and in the same sequence for all candidates; Each member of the commission may specify the candidates with additional questions within the limits of each separate competence. Such an approach is worth to be implemented into the police commissions' activity.

At present, there are no methodological documents (instructions) necessary for the effective functioning of the police commissions. The activities of the commissions are regulated by two normative acts – the Law of Ukraine «On National Police» and the Order of the Ministry of Internal Affairs of Ukraine «On the organization of selection (contest) and promotion of police officers» dated December 25, 2015, No. 1631. Also, there is no systematic training and qualification upgrading of commission members; no web portals of police commissions, which violates the requirements of the paragraph 4 of the part 9 of the Article 51 of the Law of Ukraine «On National Police»; therefore, there is a legislative limitation in the options for making decisions by members of the commissions on the recommendation / non-recommendation of the acceptance of candidates for the position.

After the enactment of the Law of Ukraine «On the National Police», 84 police commissions were set up and are operating nowadays, ensuring the contest-based selection of candidates for the agencies of the NPU. However, the number of formed commissions is much smaller than it is required by the law, resulting in loss of the territorial communities of the opportunity to influence the personnel policy of the National Police. Also, the police commission of the executive office of the central police authority has not been set up. There is a number of gaps and collisions in the legislative acts regulating the work of the police commissions, the

mandatory selection of all police positions, the absence of methodological recommendations on the activities of commissions, the authority to determine the priorities of police activities, provision of the conclusion on the mismatch of the obtained positions by police officers, the evaluation psychological testing and interviews in points, etc.

Regarding the efficiency increasing of the selection and appointment of the National Police personnel, in our opinion, we are of the opinion to undertake the following priority measures<sup>12</sup>:

1) to improve the scientific and theoretical foundations of organization of work of professional units;

2) to enhance the system of interconnection of complex planning with the possibilities of realization of psychological support measures;

3) to look through and improve forms and methods of social and psychological examination of candidates to the NPU positions and evaluation of their professional and psychological suitability;

4) to introduce a unified methodological approach to the selection of psychodiagnostic techniques;

5) to scientifically prove and determine the optimal set of methods and most informative valid and reliable methodology for determining and predicting the professional suitability for activity in the MIA system;

6) to intensify the development of a positive influence of the service activity in relation to the formation of psychological readiness, reliability, competence, culture, etc., without limitation to work mainly with negative issues, different kinds of behavioral deviations police officers;

7) to persistently implement into the system of work with the personnel the modern achievements of predictive science simultaneously with advanced psychological technologies (e.g. interactive methods of diagnostics and behavioral prediction).

First of all, the serious approach to the issue regarding the reformation of the law-enforcement profession suggests its complex investigation (aiming at facilitation to the further development) especially from the professional, socio-psychological positions within the legal psychology. Undoubtedly, the formation of such a complex profession, profession of high risk and high social significance is impossible without scientific (and practical) psychological support.

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<sup>12</sup> V. A. Problemy optymizatsyy deiatelnosti psikhologicheskoi sluzhby orhanov vnutrennykh del [Elektronnyi resurs] / Vasylyi Aleksandrovych Lefterov. – Rezhym dostupu: <http://apd.dn.ua/articles/00055.html>.

That is why the given information actualizes the task of developing an integrated strategy of personnel selection within the framework of the concept of personnel policy, which will create the necessary conceptual and organizational basis for restoring the balance of professional, socio-psychological and medical-psychological components of professional selection, and will ensure the success of solving tactical tasks for the identification of professionally important qualities and evaluations of professional psychological suitability.

This confirms timeliness, necessity, and importance of professional selection as an effective method of human resourcing, designed at the proper level to perform the task of forming a highly skilled potential of the MIA system.

At the same time, it should be noted that despite the comprehensive and detailed level of research and development of the issues of professional recruitment and appointment of the NPU personnel, many important aspects require further elaboration. This determines the continuation of the search for an effective model of professional selection in the MIA system, identifying perspective ways of development, improvement of existing facilities and developing and introducing new special technologies, taking into account the best international and national experience. This especially relates to the creation of an alternative psychodiagnostic tool that can meet the current requirements for proper human resources provision.

## **CONCLUSIONS**

Thus, summing up the information above, it is worth to mention the following. We hypothesize it efficient to make changes into the Law “On National Police of Ukraine” regarding the improvement of contest bases of appointment and promotion, especially giving the power to accreditation commissions to make conclusions on mismatch to the position of a police officer; increasing the openness of the competitive procedure; the implementation of short deadlines for the publication of the results of each stage of the test and the opportunities for the public and media to be present at the contest.

Our work has led us to conclude that for MIA it is worth to:

make changes to the Model Procedure of the conducting contest to the police service and/or obtain the vacant position regarding the establishment

of a list of professionally important qualities of the police officers and methods of their psychodiagnosis during psychological testing, determining the procedure for conducting an interview as a process aimed at finding out a definite list of competences of the candidate;

to amend the Operating Procedures of the police commissions on the definition of the procedure and the form of realization of the powers of the commissions on the establishment of priorities of police activity, the establishment of a transparent and objective way of evaluating the personal characterization and competences of candidates by members of the police commission, the way of calculating the points according to the results of the psychological test and the interview; methodology for determining the overall score of the candidate for the rating.

The NPU should establish the minimum and the maximum number of the positions which can further be announced as vacant; implement system training and career enhancement for members of commissions; provide the creation of web portals for police commissions.

It is advisable for the police commissions to approve methodological recommendations for conducting psychological testing and interviewing candidates and observing the established rules; substantiate the decision to refuse in giving a recommendation to candidates for appointment; it is reasonable to establish a rating of candidates for service and appointments based on the evaluation of all stages of the contest on a five-point scale.

Considerable attention must be paid to the need for optimization of the whole complex of personnel support for the Ministry of Internal Affairs of Ukraine, including the solution for a number of relevant questions that retard the development of the psychological service and reduce its practical benefits. Timeliness and quality of carrying out appropriate measures (especially in psychodiagnostic practice) not only will allow to identify professionally unsuitable individuals, but also will ensure the health and life of police officers during the performance of obligations, will facilitate the restoration and reinforcement of their ability to work, the disclosure and development of abilities, the growth of professionalism, which in general will enhance the image and authority of the National Police of Ukraine in society, as well as will create a solid foundation and will act as a warrantor of compliance of all applicable laws, rules and regulations in the state and society.



## **SUMMARY**

Among the primary tasks of increasing effectiveness of the law enforcement activity the most important is establishment of an effective and efficient system. The system will allow to men the agencies and units of the National Police with employees who have necessary qualities for successful acquirement of the law enforcement profession, and further, to keep their efficiency, to increase reliability, to develop a professional potential. The determinative basis for such effective and efficient system is an appropriate professional psychological selection which is a complex of measures aimed to ensure the qualitative selection of the personnel based on the evaluation of the development level of the necessary psychophysiological, psychological and personal characterization according to the qualification requirements of the professional activity. Based on the new legislation, in particular, the Law of Ukraine «On National Police» from 2015, Police Commissions were created – a new tool designed to increase the transparency and quality of police recruitment, to provide new opportunities for career development. At the same time, there is a number of gaps and collisions in the legislative acts which regulate the police commissions' activity. That is why the first task is to develop an integrated strategy of personnel selection within the framework of the concept of personnel policy, which will create the necessary conceptual and organizational basis for restoring the balance of professional, socio-psychological and medical-psychological components of professional selection, and will ensure the success of solving tactical tasks for the identification of professionally important qualities and evaluations of professional psychological suitability.

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