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AND FOREIGN EXPERIENCE**

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The collective monograph describes the priority areas for development of scientific research: domestic and foreign experience. The general issues of the history of pedagogy, teaching theory and methods, vocational education, educational management, state of affairs in philological studies, social psychology and philosophy, history and theory of state and law, etc. are considered. The publication is intended for scholars, teachers, postgraduate students, and students, as well as a wide readership.

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## CHAPTER «LAW SCIENCES»

### ADMINISTRATIVE AND LEGAL SUPPORT OF PERSONNEL TRAINING OF THE NATIONAL POLICE OF UKRAINE

Kateryna Izbash<sup>1</sup>

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**Abstract.** The article is devoted to the study of the current state of staffing of the bodies and units of the National Police of Ukraine. It is proved that the priority direction of law enforcement reform is to improve the staffing of the National Police, which consists in its timely and optimal provision, efficient and balanced process of selection, staffing, development and dismissal of personnel. The main legal acts on staffing the National Police of Ukraine are: the Constitution of Ukraine, laws of Ukraine: «On the National Police», «On the Disciplinary Statute of the National Police of Ukraine», Resolutions of the Cabinet of Ministers of Ukraine: «On the establishment of the National Police of Ukraine»; «On approval of the Regulations on the National Police»; «On the uniform of police officers»; «On the financial support of the National Police» and others.

It is analyzed that the Law of Ukraine «On the National Police» adopted in 2015 contributed to the renewal of personnel work in the bodies and units of the National Police of Ukraine. It is substantiated that the positive aspects of staffing in accordance with the Law of Ukraine «On the National Police» are: 1) the establishment of permanent police commissions in the police to ensure transparent selection, competition and promotion of police officers; 2) mandatory presence of two members of the public in the permanent police commission; 3) holding a competition for service in the police, for a vacant position; 4) carrying out of attestation of the policeman by attestation commissions of bodies, institutions, establishments of police, in the cases directly provided by the specified Law; 5) the mechanism of movement of police officers in police bodies, institutions and establishments.

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However, despite the positive changes that have taken place since the establishment of the National Police, there are many issues that need to be addressed. It is argued that the essence of staffing is a timely, optimal and balanced process of selection, service, certification, dismissal of personnel and aimed at providing the National Police bodies and units with highly qualified personnel who serve society by protecting human rights and freedoms, combating crime, maintaining public safety and order.

### **1. Introduction**

Adoption of the Law of Ukraine «On the National Police» of 02.07.2015 № 580-VIII introduced the legal basis for the establishment and operation of a new central executive body in the system of the Ministry of Internal Affairs of Ukraine, the National Police of Ukraine.

The ongoing law enforcement reform and the expected results of legislative innovations require significant changes and approaches in management standards of bodies and units of the National Police of Ukraine, implementation of new approaches with priorities for service functions, improving police skills to citizens, significant growth of citizens' legal awareness and culture.

One of the priority areas of law enforcement reform is to improve the staffing of the National Police, which is its timely and optimal provision, effective and balanced process of selection, staffing, development and dismissal of personnel.

Working with staff, their quality selection for further professional development is one of the most effective means of improving the functioning of the National Police of Ukraine as a state institution aimed to protect human rights and freedoms, legitimate interests of society and the state, public safety and order and crime.

New requirements for police officers, educational and qualification level, acquisition of skills in work, psychological readiness to perform law enforcement tasks are priority areas in providing the National Police of Ukraine with highly qualified personnel.

### **2. Regulatory and legal bases of staffing of bodies and divisions of the National Police of Ukraine**

The effectiveness of legal regulation is a prerequisite for the successful implementation of any reform. In the context of European integration, the

government continues to actively adopt new legislation aimed primarily at improving the activities of public authorities and local governments and harmonizing Ukrainian legislation with European norms and standards.

Especially important in the current conditions of formation of the National Police of Ukraine is to ensure the interests of the state in competitive, highly professional staff of the National Police, able to effectively perform their responsibilities to protect human rights and freedoms, protect the interests of state and society, combat crime, public safety and order.

The main legal acts on staffing of the National Police of Ukraine are: the Constitution of Ukraine [1], the laws of Ukraine: «On the National Police» of 02.07.2015 № 580-VIII [3], «On the Disciplinary Statute of the National Police of Ukraine» of March 15 2018 № 2337-VIII [2], Resolution of the Cabinet of Ministers of Ukraine: «On the establishment of the National Police of Ukraine» dated 02.09.2015 № 641 [8]; «On approval of the Regulation on the National Police» dated 28.10.2015 № 877 [6]; «On the uniform of police officers» from 30.09.2015 № 823 [7]; «On financial support of police officers of the National Police» dated 11.11.2015 № 988 [5], orders of the Ministry of Internal Affairs of Ukraine: «On approval of the Regulation on the Personnel Department of the Ministry of Internal Affairs of Ukraine» dated October 20, 2014 № 1108 [10], «On approval of the Regulation on organization of official training of employees of the National Police of Ukraine» dated 26.01.2016 № 50 [11], «On approval of the Procedure for taking the Oath by employees of the National Police» dated 09.11.2015 № 1453 [12], «On approval of the Instruction on the procedure for attestation of police officers» dated 17.11 .2015 № 1465 [9], «On approval of the Standard procedure for holding a competition for service in the police and / or filling a vacant position» dated 25.12.2015 № 1631 [13]; Decree of the President of Ukraine of May 30, 2012 № 365 «On departmental incentives» [4] and others.

These regulations provide for the following tasks regarding staffing of bodies and units of the National Police of Ukraine:

firstly, ensuring compliance with the requirements of the Constitution of Ukraine, laws of Ukraine, acts of the President of Ukraine and the Cabinet of Ministers of Ukraine, as well as acts issued by the Ministry of Internal Affairs of Ukraine on the organization of selection and training of personnel for National Police;

secondly, improving the quality of selection of personnel of bodies and subdivisions of the National Police, higher educational institutions with specific training conditions, research institutions of the Ministry of Internal Affairs;

thirdly, improvement of the rules and procedure for appointment to the position of a police officer, service, transfer and promotion, training and retraining of police officers, certification, assignment and deprivation of special ranks, dismissal of bodies and units of the National Police of Ukraine;

fourthly, strengthening discipline and legality in the activities of bodies and units of the National Police and respect for the rights and legitimate interests of citizens;

fifthly, ensuring the organization and conduct of service training, which includes: functional, general, tactical, fire and physical training of personnel and initial training of persons recruited to the bodies and units of the National Police;

sixthly, providing support and optimization of the socio-psychological climate in the teams; preservation of physical and mental health, increase of psychological stability, reliability and readiness of the personnel of bodies and divisions of the National Police of Ukraine.

Researching the issues of training for law enforcement agencies, according to Bytiak Yu.P., the main tasks of staffing are: planning and forecasting staffing needs; career guidance work; staff selection; career development of staff; motivation and stimulation of staff; certification and social protection of personnel, personnel accounting, personnel documentation; control of labor discipline, etc. [15, p. 364].

We believe that the opinion of Bandurka O.M. is correct, which to the tasks of staffing includes: determining the number of employees and staff structure, clarifying the categories of positions and the level of training, working with staff, as well as training, stimulating their work, education, etc. [14, p. 192–193].

Considering the issue of staffing of bodies and units of the National Police, it is worth paying attention to the position of scientists on the essence of staffing. Thus, the point of view of Rukolainina I.Ie. is interesting, which determines the essence of staffing of the National Police of Ukraine in the implementation of authorized management entities of the process of filling organizational structures with qualified personnel, creating favorable working

conditions for effective use of knowledge, skills, experience and motivation for effective work, taking into account opportunities for development, training and professional growth, which is carried out on the basis of democratic principles of building our state and the principle of ensuring the rights, freedoms and legitimate interests of the individual [17, p. 105].

In turn, Teteria V.M. exploring the essence and features of staffing of the National Police, defines that staffing as a complex phenomenon, which, like any other area of activity, has its own history of development, structure, purpose and function [18, p. 186].

According to Shatrava S.O., staffing of the National Police is working with staff, including their training, selection and placement, promotion, retraining and advanced training, encouragement and application of disciplinary sanctions, as well as assessing the quality of service activities of police officers [20, p. 86].

In our view, the opinion of Savelieva I.V. is quite correct, as she believes that training is one of the elements of the structure of staffing in general. The structure of personnel training for the National Police includes the following elements: professional selection of candidates for service, initial training, training in higher education institutions with specific training conditions, postgraduate education, in-service training and independent training [19, p. 60].

Thus, the essence of staffing should be understood as established in accordance with the rules of administrative law management activities, which is a timely, optimal and balanced process of selection, service, certification, dismissal and aimed at providing the National Police bodies and units with highly qualified personnel, that serve society by ensuring the protection of human rights and freedoms, combating crime, maintaining public safety and order.

The Law of Ukraine «On the National Police» adopted in 2015 facilitated the renewal of personnel work in the bodies and units of the National Police of Ukraine. The effectiveness of the functions and tasks assigned to the National Police of Ukraine depends on the properly organized work with personnel and how successful the personnel procedures will be. Therefore, in today's conditions, a modern police officer must have the necessary knowledge, skills and abilities, taking into account the operational environment, the specifics and profile of his operational and service activities.

During the staffing of bodies and units of the National Police of Ukraine, there are numerous organizational links between the participants in these relations, which require legal regulation. Such regulation takes place with the help of administrative and legal norms, determining the important place of administrative legal relations in the research area.

In the theory of legal relations, these are social relations regulated by the rules of law, the participants of which have mutual rights and obligations guaranteed by the state. According to Bytiak Yu.P., the norms of administrative law regulate relations both in the process of exercising executive power (functions of the National Police) and the implementation of state functions and powers outside this branch of government [15, p. 563].

We believe that the opinion of Hritchyna V.Iu., is correct, which indicates that the norms of administrative law regulate the rules and procedure for hiring a police officer, including competitive procedures, the order of service, procedures for certification, assignment and deprivation of special ranks, powers of officials in the organization of the labor process, procedures for the application of incentives and disciplinary sanctions in the police, rules for using and processing relevant documents, etc. [16, p. 36].

We also consider the administrative and legal aspects of staffing in the bodies and departments of the National Police of Ukraine contained in the Law of Ukraine «On the National Police». In particular, Section VI of the said Law «Selection for the position of a police officer» regulates issues related to: appointment to the position of police officers; compliance with the requirements for candidates for police service; mandatory screening of candidates for police service; holding a competition for the position of a police officer; publication of information on the competition; registration of documents submitted for participation in the competition; determination of the established procedure for conducting the tender procedure; certification of police officers and indefinite appointment to the position of police officers.

Thus, Section VII, entitled «General Principles of Service in the Police», outlines the issues governing: legal regulation of service in the police; restrictions related to police service; guarantees of professional activity of the policeman; concluding a contract for service in the police;

taking the Oath by a police officer; relocation of police officers in police bodies, institutions and agencies; police service; the presence of police officers; the procedure for appointing police officers to positions during the reorganization; the order of temporary performance of duties by the police; removal of a police officer from office (position); business trips of police officers to state (interstate) bodies, institutions and organizations with leaving the service in the police; professional training of police officers; initial professional training; training of police officers in higher education institutions with specific training conditions; postgraduate education of police officers; the maximum age of service and dismissal from the police; length of service in the police; formation of personal files of police officers; types of special ranks of police officers; assignment of primary and regular special ranks of the police, as well as terms of service; assignment of special ranks ahead of schedule and assignment of a special rank one degree higher than the rank provided for by the full-time position, as well as reduction and deprivation of special ranks of the police.

Having analyzed the provisions of the Law of Ukraine «On the National Police», among the positive aspects of staffing it is necessary to determine: first, the establishment of permanent police commissions in the police to ensure transparent selection, competition and promotion of police officers; secondly, the mandatory presence of two members of the public in the permanent police commission; thirdly, holding a competition for service in the police and for filling a vacant position; fourthly, attestation of a police officer by attestation commissions of police bodies, institutions, establishments, in cases directly provided by the specified Law; fifth, the mechanism for moving police officers in police bodies, offices and agencies.

Despite the positive changes that have taken place since the establishment of the National Police, there are many issues that need to be addressed: first, as follows from the Law of Ukraine «On the National Police», there are no grounds and criteria for choosing an evaluation procedure. when recruiting in the order of promotion of junior, middle and senior police positions; secondly, the introduction of an open competition for admission to all positions in the police; thirdly, there are general unresolved issues related to financial and logistical support, social protection of police officers and the constant turnover of professionals.

### **3. Administrative and legal status of entities that train personnel for the National Police of Ukraine**

One of the important directions of the reform of the National Police in Ukraine is the establishment of entities that train personnel for the National Police of Ukraine. Today the system of subjects of personnel relations in the National Police of Ukraine is in the process of formation, the administrative and legal status of subjects of personnel relations of the National Police is practically unexplored, which determines the relevance of the study of administrative and legal status of subjects of personnel relations in the National Police of Ukraine.

The study of the administrative and legal status of subjects of training for the National Police of Ukraine should begin with an analysis of such concepts as «status», «legal status» and «administrative and legal status».

Modern legal encyclopedia provides a definition of the term «status as a certain state of something» [6]. In turn, the Great Explanatory Dictionary of the modern Ukrainian language defines that the legal status (set of rights and responsibilities of a natural or legal person [32]. The Great Legal Dictionary defines that translated from Latin, the term «status» means a position, the state of which anyone or anyone: «status of a person», «status of a person», «status of a citizen», «status of a body». [5] Thus, the term «status» is applied to individuals and legal entities; structural elements of the subject of study of specific social relations.

Regarding the definition of legal status, according to Volynka K.H., legal status is a system of interrelated rights and freedoms and responsibilities that are enshrined in law and determine the legal status of a person in society [7].

According to Kravchuk M.V., the legal status of a person is a set or system of all subjective legal rights, freedoms and responsibilities of a citizen, which determine his legal status in society, which is enshrined in current legislation and other forms of law [13].

We consider that the opinion of Kaliuta A.B. is correct in this regard, as the author distinguishes between general and special legal statuses. In particular, it is established that the general legal status of a person includes general rights and responsibilities that belong to all citizens (general constitutional and sectoral rights and responsibilities), and special rights and responsibilities that complement and specify the general rights and responsibilities, taking into account social, official and other provisions [10, p. 38–41].

According to the opinion of scientist Muzychuk O.M., the establishment of the place and features of any of the subjects of legal relations is possible under the analysis of their legal status and suggests the legal status of the subject of administrative relations to understand the system of features enshrined in regulations, which determine its role, place and purpose in the system of legal relations, indicate its difference from other subjects and the order of relations between them [14].

Thus, legal status is a complex category that contains complex structural elements, the main place among which belongs to the rights and responsibilities of the subject (authority, competence).

In our opinion, during the staffing of the National Police of Ukraine, the special status of the subjects of personnel relations, which is based on the specifics of the activities, functions and powers of the police, is important.

The content of administrative and legal status in the scientific literature is defined as a set of rights and responsibilities of a person, enshrined in the rules of administrative law, the implementation of which is provided by certain guarantees [3]. We consider that in this regard, the opinion of Bytiak Yu.P. is correct, who defines the administrative and legal status as a set of basic (inalienable) rights (or rights and freedoms of man and citizen), a set of rights and responsibilities enshrined in the Constitution of Ukraine, branches of law, including administrative law; as well as guarantees for the realization of these rights and responsibilities and the mechanism of their protection by the state [2].

Thus, the administrative and legal status of the entities that train the National Police of Ukraine is a set of rights and responsibilities established by law, which arise in connection with the selection and recruitment to the police, passing, promotion and transfer, certification, assignment and deprivation of special ranks, termination of service, etc.

The subjects of training for the National Police of Ukraine should include general entities: the President of Ukraine, the Verkhovna Rada of Ukraine, the Cabinet of Ministers of Ukraine; and special – the Ministry of Internal Affairs of Ukraine, the Ministry of Education and Science of Ukraine, the National Police of Ukraine, higher education institutions with specific training conditions, primary training centers «Police Academy».

Regarding staffing of the National Police of Ukraine, the powers of the President of Ukraine are provided by his administrative and legal status,

which is determined by the Constitution of Ukraine, according to which he is the head of state and acts on its behalf, and is a guarantor of the Constitution of Ukraine, human rights and freedoms [11]. The President of Ukraine signs laws relating to the activities of the National Police of Ukraine, suspends government acts in case of their inconsistency with the Constitution of Ukraine.

The Law of Ukraine «On the National Police» defines the powers of the President in the field of staffing to: 1) approve the list of positions that may be replaced by police officers in state bodies, institutions and organizations (Article 71 Part 1); 2) establishment of maximum special ranks of the police of the highest composition of the police in regular positions (Article 80 Part 3); 3) assignment of primary special ranks of senior police officers (Article 81 Part 3); 4) assignment of special ranks of police to the highest police (Article 82 Part 5) [28].

Thus, the administrative and legal status of the President of Ukraine is to determine the main directions, tasks, ways of implementation and results of personnel policy, which should be implemented in the activities of other entities involved in training the National Police of Ukraine.

The next entity in this area that we consider is the Verkhovna Rada of Ukraine (hereinafter – the Verkhovna Rada). One of the powers of the Verkhovna Rada, which are provided by Art. 85 of the Constitution of Ukraine is the adoption of laws [11]. In this sense, the fundamental laws of Ukraine are: «On Higher Education», «On the National Police». Thus, the Law of Ukraine «On Higher Education» regulates the general provisions for all higher education institutions on state policy in the field of higher education; its basic principles; levels, degrees, qualifications, standards of higher education, ensuring its quality; management of an educational institution; organization of the educational process; scientific activity; international cooperation; control in the field of higher education [15; 28].

In addition, Art. 13 of the Law of Ukraine «On Higher Education» defines the rights of state bodies, the management of which includes higher education institutions with specific learning conditions: 1) to promote employment of graduates of higher education institutions belonging to their management, to distribute graduates of these educational institutions for further service; 2) by their acts to establish special requirements to: management of the corresponding institution of higher education with

specific conditions of training, military educational subdivision of the institution of higher education; candidates for the positions of heads of relevant higher education institutions with specific training conditions, their structural subdivisions, military educational subdivisions of higher education institutions and the procedure for their appointment; practical training of persons studying in the relevant institutions of higher education with specific conditions of study or military training units of institutions of higher education; realization of the rights and responsibilities of scientific and scientific-pedagogical workers and persons studying in higher education institutions with specific conditions of study or military educational subdivisions of higher education institutions; the procedure for expulsion, interruption of education, renewal and transfer of persons studying in higher education institutions with specific conditions of study or military training units of higher education institutions; training of scientific-pedagogical and scientific personnel in military educational subdivisions of higher education institutions in postgraduate (post-graduate) and doctoral studies of relevant higher education institutions [15].

In the context of our research, it should be emphasized that the Law of Ukraine «On the National Police» (Articles 72-75) regulates general issues of professional training, including primary training, training in higher education institutions with specific training conditions, postgraduate and service education. Thus, the law provides for continuing education and provides for police training at various levels. This provision is important given the different views on police education reform.

While examining the administrative and legal status of the Verkhovna Rada of Ukraine as a subject of training for the National Police, emphasis should be placed on exercising parliamentary control over police activities, which consists of holding parliamentary hearings on training, hearing reports of the National Police of Ukraine.

Thus, the administrative and legal status of the Verkhovna Rada of Ukraine as a general subject of administrative and legal relations for training the National Police of Ukraine lies in its rights and responsibilities for the adoption of laws on this issue, amendments to current legislation, as well as control for their implementation.

The administrative and legal status of the Cabinet of Ministers of Ukraine (hereinafter CMU) as another general subject of administrative and legal

relations for training for the National Police of Ukraine is characterized by its rights and responsibilities for directing and coordinating the work of ministries and other central executive bodies that ensure the implementation of state policy in the relevant spheres of public and state life, implementation of the Constitution and laws of Ukraine, acts of the President of Ukraine, observance of human and civil rights and freedoms; exercising control over the observance of the legislation by the executive authorities, their officials; implementation of measures for staffing of executive bodies; formation, reorganization and liquidation of ministries and other central executive bodies in accordance with the law, approval of regulations on these bodies, etc. [27].

According to the Law of Ukraine «On the National Police», the Cabinet of Ministers is endowed with certain powers regarding training. Thus, Art. 1 part 2 establishes the authority to direct and coordinate the Cabinet of Ministers through the Minister of Internal Affairs of the police; Art. 21 Part 2 – appointment and dismissal of the Chief of Police on the proposal of the Prime Minister of Ukraine in accordance with the proposals of the Minister of Internal Affairs of Ukraine; Art. 74 part 4 – determination of the procedure for reimbursement of expenses related to their maintenance in higher educational institutions with specific training conditions, which train police officers, etc.

Thus, the administrative and legal status of such general subjects of training for the National Police of Ukraine as the President of Ukraine, the Verkhovna Rada of Ukraine and the Cabinet of Ministers of Ukraine is determined by the rights and responsibilities of these bodies to determine strategic areas, develop priorities and their implementation and control over implementation.

The next entity we are researching is the Ministry of Internal Affairs of Ukraine, which is the main one in the system of central executive bodies, which ensures the formation of state policy, including training for the National Police of Ukraine. Regulations on the Ministry of Internal Affairs of Ukraine provide for such tasks as ensuring the formation of proposals for the volume of the state order for training, retraining and postgraduate education of specialists, scientific, scientific and pedagogical staff for the Ministry of Internal Affairs; providing on the basis of educational institutions belonging to the sphere of management of the Ministry of Internal Affairs, training and professional training of personnel for the Ministry of Internal

Affairs and the National Police; establishing the order of organization and term of professional training of employees of the Ministry of Internal Affairs and the National Police, as well as selection, referral and enrollment in educational institutions belonging to the sphere of management of the Ministry of Internal Affairs, etc. [21].

The administrative and legal status of the National Police as a special entity is determined by the fact that according to Art. 1 of the Law of Ukraine «On the National Police» and Art. 1 Regulations on the National Police, police activities are directed and coordinated by the Cabinet of Ministers of Ukraine through the Minister of Internal Affairs of Ukraine in accordance with the law [22; 28].

The National Police ensures the organization of work on the selection, study and staffing of the National Police with qualified personnel; organizes training and internships for police officers and employees of the National Police; participates in determining the main directions of development of science and education on the activities of the National Police, etc.

In particular, based on the analysis of the provisions of the Law of Ukraine «On the National Police», we believe that the legal status of the head of the National Police consists of the following elements: 1) the procedure for holding the position of police chief; qualification requirements for the candidate (manager) for the relevant position; 3) principles and guarantees of service in the police; 4) powers and legal responsibility of the police chief; 5) grounds for dismissal from the post of police chief.

As Bandurka O.M. rightly points out, the activity of a modern leader is multifaceted. It combines activities to determine the main goals of the organization, as well as ways to achieve them, development strategies: it is the impact on subordinates, and the performance of certain functions, both in relation to subordinates and the organization as a whole and other bodies [4, p. 561]. It follows that the daily activities of the head can be reduced to the performance of such functions as: 1) administrative; 2) special-professional; 3) provision; 4) educational; 5) control and supervision; 6) representative, etc.

Provisions of Art. Art. 15, 21 of the Law of Ukraine «On the National Police» defines the requirements for the head, deputy head of the territorial police body, namely: 1) meets the general conditions of entry into service in the police; 2) has a higher complete legal education; 3) has at least five

years of experience in the field of law; 4) has experience in management positions for at least one year [28].

One of the important directions in the activity of the head is staffing of the police and selection of candidates for enrollment in the reserve of the National Police, objective assessment of their business and personal qualities, training of candidates during their stay in the reserve, analysis of their activities and selection and appointment of the most suitable employees to vacant positions [24].

Also, the leading subject of personnel work in the National Police is the Personnel Department of the National Police, as it is a structural unit of the staff of the central governing body of the National Police, which directly ensures the implementation of state policy on personnel and civil service in the National Police. Ukraine, territorial (interregional) bodies (institutions, establishments) of the National Police [20].

The main tasks of the Personnel Department of the National Police in accordance with the current legislation of Ukraine are: staffing of police activities; organizational, methodological and informational support of the work of personnel units of police bodies; ensuring the organization of work on the selection, study and staffing of police personnel with qualified personnel; organization and methodological support of special training of first-time recruited police officers in order to acquire the knowledge and skills necessary for the performance of police powers, as well as advanced training and retraining of police officers; organization of professional training and internships, psychological support systems for police officers and employees of the National Police; ensuring the implementation of organizational and staffing measures in the National Police, the optimal distribution and effective use of the available staff of the police to perform its tasks and functions; organization of work to strengthen discipline and legality in the activities of police, conducting official investigations, etc. [20].

In this regard, the leadership of the National Police of Ukraine is taking a number of organizational measures aimed at optimizing the structure and improving the efficiency of its staffing. Significant work finds its external expression in the forms of personnel management, among which we can distinguish general forms that are characteristic of all areas of management, and special, which can be found only in the study area.

The general forms include: publication of regulations; publication of individual (legal, administrative) acts; implementation of other legally significant actions, organizational actions and logistical operations.

Special forms of personnel management include the following: a) identification of personnel needs (forecasting new jobs, planning the number and quality of personnel needs, the choice of methods for calculating the number of personnel needs); b) career guidance work with candidates for the service (analysis of sources of personnel selection, personnel selection, establishing links with external organizations, business evaluation of personnel during the selection) [12, p. 67].

In addition, according to Art. 47 of the Law of Ukraine «On the National Police», appointments to police positions are made by officials of bodies (institutions, agencies) of the police in accordance with the nomenclature of positions approved by the Ministry of Internal Affairs of Ukraine. Appointments to the positions of cadets (students) of higher educational institutions with specific training conditions, which train police officers, are carried out by the heads of such institutions. At the same time, to ensure transparent selection (competition) and promotion of police officers on the basis of an objective assessment of the professional level and personal qualities of each police officer, compliance with their position, determining the prospects for use in police bodies, permanent police commissions are formed: 1) conducting selection (competition) for service, except for admission to higher educational institutions with specific training conditions, which provide training for police officers; 2) conducting a competition for appointment to a vacant position (Article 51) [27].

It should be noted that the competition is conducted in accordance with the Standard Procedure for Conducting a Competition for Police Service and / or Occupying a Vacant Position, approved by the Minister of Internal Affairs of Ukraine. According to this procedure, the preparatory activities for the competition are entrusted to the personnel department of the body (department) of the National Police, which announced the competition. It is interesting to note that the candidate has the following rights: 1) to withdraw his candidacy at any stage of the competition; 2) submit additional applications, petitions and documents for consideration by the commission; 3) to appeal the decision of the police commission before the higher commission or the leadership of the National Police, etc. [26].

The Personnel (Personnel) Service of the police body where the competition is held shall check the documents submitted by the candidates for compliance with the general requirements specified in the announcement of the competition and shall inform the police commission thereof. In order to organize the competition or its individual stages, police commissions may establish working groups (advisory bodies), the quantitative and personal composition of which is approved by the chairman of the commission, a separate protocol is drawn up and signed by the chairman of the commission.

Such working groups may include: 1) police officers; 2) representatives of higher educational institutions, other institutions, organizations, on the basis of which the competition will be held (stages of the competition), with the consent of their management; 3) representatives of the public (by consent); 4) representatives of international technical assistance projects (by agreement). Note that the powers of the working group include: participation in the formation of groups for the competition (stages of the competition); participation in ensuring compliance by candidates with the conditions of the competition (stages of the competition); organizational support of the police commission, etc.

Police attestation is also important to assess business, professional, personal qualities, educational and qualification levels, physical training based on in-depth and comprehensive study, determination of suitability for positions, as well as prospects for their careers. In particular, attestation of police officers is carried out: 1) upon appointment to a higher position, if the replacement of this position is carried out without holding a competition; 2) to resolve the issue of transfer to a lower position due to official incompatibility; 3) to resolve the issue of dismissal from the police service due to incompatibility. Today, attestation is carried out by attestation commissions of police bodies created by their heads.

According to the Instruction on the Procedure for Carrying Out Police Attestation, the authority regarding personnel procedures is vested in the chairman and members of the attestation commission. Thus, the chairman of the attestation commission: 1) organizes the work of the commission; 2) makes proposals on changing the personnel of the commission to the head authorized to approve the members of the commission; 3) organizes the posting on the official website of the Ministry of Internal Affairs, the National Police of Ukraine or the relevant police body of information

about the invitation of a police officer undergoing (passed) certification for an interview, etc. In turn, the secretary of the attestation commission is responsible for the preparation of materials on the issues under consideration, as well as the maintenance and storage of documentation related to the work of the commission. Members of the attestation commission are authorized to: 1) get acquainted with the materials submitted for consideration by the commission, participate in their research and inspection; 2) make proposals on the draft decision of the attestation commission on any issues and vote on a decision [19].

### 4. Findings

Thus, the improvement of staffing of bodies and units of the National Police of Ukraine can be achieved taking into account the following measures: improvement of the regulatory framework for staffing in this area; consistent and gradual solution of strategic personnel tasks; ensuring transparency of personnel selection; formation of personnel reserve; involvement of trained specialists in professional activities; professional development of staff; introduction of the institute of professionalization of managers; introduction of a system of social and psychological protection of the staff of the National Police; compliance with the requirements of political neutrality; taking into account and minimizing corruption risks during service in the bodies and units of the National Police. Summing up, we notice that the proposals we have proposed above will help improve the management of the National Police in general.

### 5. Conclusions

The administrative and legal status of such special subjects of training for the National Police as the Ministry of Internal Affairs of Ukraine, the Ministry of Education and Science of Ukraine, the National Police of Ukraine is determined by their position as central executive bodies endowed with powers and rights and responsibilities, on the implementation of personnel policy. At the same time, the implementation of their rights and responsibilities defined by law ensures the reform of the educational process of training on the basis of a professional, activity approach; reforming the system of vocational education, which must be modern, continuous; modernization of the system of postgraduate education in order to maintain

a high level of professional qualification of employees; introduction of innovative technologies, positive foreign experience of training of specialists, accumulated achievements and the best domestic educational traditions into the educational process; formation of appropriate moral and business qualities of the individual on the basis of introduction of new moral and ethical standards that provide a high level of professionalism, spirituality, professionalism and responsibility of scientific and scientific-pedagogical workers, etc.

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