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The possibilities of competence-based selection at the law enforcement organizations

Abstract: An effective selective system with high predictive validity has an even more significant role in the case of the law enforcement agencies, as the armed service and other special tasks make high demands for the employees, not only concerning professional, but health, psychical and physical performance as well. It is a crucial task to continuously follow and monitor the competence requirements necessary to occupy a position, since selection procedures are based on competence maps gained from job analysis, and suitability analyses and long-term training plans shall also be based on law enforcement basic and leadership competences. On the basis of the work done in the past, a competence-based selection plan following the modern work-psychology paradigm is available to us at the Hungarian Police, the introduction of which would open a way to the use of the new practical methods of workplace selection in the future.

Keywords: specification of the aptitude criteria, psychological selection system, competence-based selection, procedures suitable for competence measurement, suitability

Theoretical introduction to selection

„The ***establishment of appropriate aptitude*** has been an important practical task since the ancient periods of humanity. The specification of the aptitude criteria was important, not only in case of performing simple tasks, but in combat activities as well as in leading work." (KISS, 1998) According to ethnographic research, among nature peoples, even today initiation ceremonies sign the transition to adulthood, and these also refer to the assignment of new functions, working roles. Among the factors of aptitude for example the origin, wealth status and profession have significant roles. Aptitude, that is, the presence of necessary personal abilities was a crucial factor in the Antiquity as well, and these were used as bases for selection. This had an important role especially in the management of the ancient Greek city states, where the main aims of the effective arrangements were the controlling and regrouping of the people, and urging them to fight. In the Middle Ages, the types of work were defined by what kind of family was the given person born into, and in connection with aptitude the master's examination required by the guilds can be mentioned. These examples are far from today's scientific system of knowledge, however, on the basis of everyday experience, they provided a uniform system which served as a basis for the definition of people's aptitude.

The 20th century, the more efficient farming, the accumulation of capital, and the Industrial Revolution resulted in a multitudinous need for workers, which provided a space for the scientific establishment of the aptitude examinations. Later, with the spreading of the approach of social psychology, the rational-economical image of people was replaced by the complex approach that pays attention to the examination of motives and to the person-job matching, and proceeds from the whole personality when planning the procedures of selection. The dynamic, interaction-centred selection models follow the principles of the modern paradigm of work psychology, and they allow for the possibilities that the work provides for the individual, and the needs and requirements of the individual placed to the work and the organization. The selection and fulfilment of expectations are treated as dynamic processes.

Today, the main aim of the aptitude examinations is to predict the future workplace behaviour of the candidate, and thus make it possible that the ***people most likely to fulfil the requirements enter the organization.*** In the background of this the recognition can be found

that the faulty selection has significant financial consequences as well: apart from the fact that the performance of the colleagues who do not fulfil expectations carries the risk of accidents and errors, their presence in the collegial community which previously could be considered good, might have a disruptive effect, and the rate of lack of workforce and that of sick leaves can increase. In the case of workforce not fulfilling the expectations, much greater emphasis must be placed on workplace education and discussions with the heads, and on attention, which also requires significant economical expenditure. If the conscious integration, development is not successful, the career change must be considered, which results in the selection of a new candidate for the abandoned position, which also require high costs.

The competence-based selection

A new field of today's work psychology is the ***competence-based human resource-management,*** which provides a well-structured framework system both for the employees and the organizations, and also functions as a means that helps the long-term development of the employees and thus aids the more effective fulfilment and completion of the organizational goals and accelerates the organizational learning. The competence model provides solid basis concerning the selection as well, enriching the traditional selections systems requiring improvement with a new point of view. However, the establishment of a well-functioning competence-based selection procedure resting on the basis of correct work psychology requires a lot of time and costs thus several companies cannot afford it.

The **identification of competences** has a huge role in the life of organizations: even during the selection process, it enables the organization to find the potential worker who is most likely to fulfil expectations. We are aware of the competences needed in the different jobs of the organization, and we are also aware of the competences of the candidate, and the fulfilment of expectations can be predicted from the rate of the correspondences of these two data. Moreover, the first competence-based performance assessment reveals how much the candidate has developed since the results provided at the selection. From the aspect of career planning, concerning the different considered groups of jobs, it can be determined in what fields, and how much development is necessary for the candidate to fulfil the requirements of the given job which demands a higher level of requirements. Besides, the system provides opportunities for specific competence development educational programmes.

The first step of selection is to define those ***criteria*** which ensure the efficacy from the aspect of the fulfilment of a given job. For this a **job analysis** needs to be carried out, as only through the accurate knowledge of the job is it possible to devise such human strategy improvement systems, which are based on the specific goals of the organization instead of offering "ready-made" solutions brought in from outside. Thus, from the job analysis, the *suitability criteria are shaped*, and the *examination procedures are defined*, which predict the successful work performance, and these procedures (predictors) are validated in order to ensure that they really measure what we intend to measure. The different selection procedures have different prediction validities, that is, they correlate with the performance variables at different rates. "Several authors have proved that the validity of the selection procedures based on job analysis is more long-term, especially if the working conditions are constant, or at least it is possible to keep them under control." (JUHÁSZ, 2004)

However, today most of the organizations, working as open systems, bear the consequences of the changes of the workforce market, and the external economical-social changes also affect the aims and contents of the different jobs, thus provoking constant development and adaption from the organization as well as the employees. It is exactly these changes that require the constant monitoring of the selection procedures and the different methods and the performance of **expectation fulfilment examinations** and as a result the

selection procedures can also very well follow the changes of the shifting criteria of jobs and performance.

The questions of selection at the Hungarian Police

The **issue of selection** is highly relevant for me both from psychological and organizational points of view. Working as a psychologist at the Baranya County Police Headquarters, I experience that the lack of appropriate selection has an effect on fulfilment of expectations, hindering it, and causing significant consequences concerning the personnel admitted into the organization: in the form of crises, problems of work performance, breaches of norm and other deviances and integration difficulties. Besides, as the process of selection, together with several other HR-activities, plays a role in the strategic life of the organization, one of its primary aims is to ensure organizational efficiency. Thus if the decision of admission is made without the appropriate professional bases, it has serious consequences in financial sense as well: the inappropriate person-work matching can result in absences, workforce-migration, and workplace accidents, and the replacement of the lost workforce naturally requires extra costs from the organization. Thus it does matter what theoretical-practical guidelines are followed when satisfying the need for workforce.

The **psychological selection system** used at the Hungarian Police fundamentally works well. The job specifications prepared with the involvement of the members of the permanent personnel who were considered to fulfil the expectations in different jobs have continuously enabled a real selection aimed at the given jobs. Moreover, it is also important that the system follows a nationally uniform system of aspects, is based on several years' professional experience, and has an elaborated legal background, stating the procedures of the psychological activities (among them aptitude examinations) in a separate Protocol.

At the same time the system continually provides opportunities for development, and the continuous development is also required in connection with joining the Schengen zone. The information technology system is being modernized thus enables the use of new psychological software, and the available stock of printed tests is constantly increased and enriched.

Apart from the availability of the physical means, it is also a significant factor that the organization demands the establishment of a **competence-based selection system.** As a proof of this, in January 2006 the commanders of the Hungarian law-enforcement agencies approved of the plan of devising a competence-based, integrated human resource management system which agrees with the project aims of the Ministry for Home Affairs (since then: Ministry of Justice and Law Enforcement). From September 2005 to May 2007, the **German-Hungarian Twinning Project** supported the aims of the Ministry for Home Affairs (MJLE) to realize effective, EU-conformal administrative and law enforcement work, to build and run a cheaper and more effective public administration. The goal of the 18-month project was to introduce a human resource management system that contributes to speeding up the organizational changes, and provides support for the staff to fulfil the requirement of a motivated, client- and service-centred administration. Concerning all the professional groups of the MJLE, at every levels of the staff structure the task was to form competence- and development-centred standards. The Twinning-project agreed with the long-term strategic goals of the Hungarian Government as well as with the modernization and improvement of public administration and the improvement of the law enforcement. The aim of the project was in accordance with the content of the law of public administration, and with the general guidelines contained by the personnel strategy.

The second big unit of the Project was the **Selection module,** of which I was the module leader. The aim of the work carried out within the module was to devise a procedure unique at

the law enforcement agencies, which follows a valid theoretical framework system and today's modern work-psychology paradigm.

To sum up, an effective selective system with high predictive validity has an even more significant role in the case of the law enforcement agencies, as the armed service and other special tasks make high demands for the employees, not only concerning professional, but health, psychical and physical performance as well. On the basis of the work done in the past, a competence-based selection plan following the modern work-psychology paradigm is available to us, the introduction of which would open a way to the use of the new practical methods of workplace selection in the future.

Presentation of the procedures suitable for competence measurement

Among the forms of psychological selection, the measurement of competences is the most time-consuming and costly procedure, in the course of which the most important competences belonging to the given job-group are examined and evaluated. There are several methods to measure competences, but I would like to focus on the presentation of the 3 methods which might be used in selection at the law enforcement agencies.

Presentation of the competence-based interview (KLEIN, 2006)

According to the newest method of interview techniques, the past behaviour is a reliable predictor of future acts, and the well-formed behaviour patterns are likely to occur again in the future. This does not deny the individual's ability to learn and change: without intervention, the situations surrounding the individual remain constant, and if there is no reason for change, the individual tries to be constant in their behaviour. The advantage of the method is that it makes it possible to avoid the typical questions for which everybody can prepare in advance.

It must be ensured that the candidate tells as many details about the given event as possible, and that the interviewer does not fall into the trap of generalization. When accurately formulating the questions, care should be taken not to disturb the candidate's self-respect with negative assumptions.

The aimed questions of the interviewer are intended to examine the competences important for the successful fulfilment of the given job. The order of the questions is systematically devised in order to help provide a genuine picture of the past behaviour patterns of the candidate in connection with the given competence. This is a semi-structured interview, as spontaneous monitoring questions can be asked in order to get a more detailed insight.

The candidate's answers are evaluated on separate evaluation sheets in case of every competence.

The competence-based interrogation has **two phases**:

1. OPEN it up

As a first step we ask about OPportunities and ExperieNces. We ask what opportunities the candidate has had to practise the given competence. We encourage them to speak about their experiences that can be in connection with the competence in question.

2. BACK it up

We ask further questions about the possible behaviour patterns.

Behavioural description

Appraisal

Comparisons with others

Knowledge and Attitudes

Advantages:
- The questions are based on objective job analyses, and ask about the basic competences connected to the job or group of jobs
- It is more simple to evaluate the information gathered during the interview on different scales according to competences
- The competence-based interview has higher predictive validity (is a better predictor of future workplace expectation fulfilment), than the typical unstructured or biographical interviews
- The competence-based interview can also be useful when several interviewers are responsible for making the decision of selection (in sequential or panel interviews) as it enables the structured and systematic approach with the least possible overlaps or repetition
- The competences and evaluations of the interview can easily be integrated with information obtained from other sources (for example with data collected from the AC's exercises or with results from other competence measurement procedures)
- Whereas the competence-based interview requires less time and expenses than the situational interview, its validity is similar

Possible disadvantages
- It takes a long time if we want to thoroughly explore all competences during the interview
- If there had not been a biographical interview, important details can remain intact concerning the previous work experiences of the candidate
- Confident candidates have better performance in front of less trained interviewers, thus they can be over-evaluated

The training of the interviewers

The interview training has to focus not only on the development of the interviewing skills (establishment of connection, asking questions, structured questioning), but also to the teaching of objective evaluation.

Presentation of the critical situational method on the basis of literature

Latham and co. devised it in 1984, and it is a good example of structured job-relevant interview approach. The method proceeds from job analysis, during which the most frequent situations are defined for the given job then professionals competent in the job are asked to relate especially good and especially bad examples about their performance. These examples provide the structure and content of the interview. Following this, experts define the most important behaviour pattern models (activities to be performed). They prepare the questions, devising specific measurement numbers (scoring key) for each. The candidates' answers are scored according to these. This is followed by the training of the interviewers, when they get experience in observation, interpersonal relationships and decision situations. Finally, the interviews are carried out with the applicants.

Thus, the situation interview examines the **behaviour** of the interviewee–generally from the aspect of expectation fulfilment, but at least from that of adequacy–in critical organizational situations. While essentially this method is similar to simulation, it is called interview: "only" the verbal pattern of the situation and the solution is used–that is, the situation itself is not necessarily "acted out", only described, and the interviewee also describes what they would do or say in the given situation. This interview type models the situations occurring most frequently during working in the given job. The candidate is asked to participate in a situation exercise. This can be the analysis of an artificial scenario, or of an

event that actually happened. For instance, during the selection of a receptionist, the following situation is imagined: somebody calls the financial manager of a company, but still cannot reach them after several attempts. At the fourth attempt, irritably, they begin to insult the receptionist. The receptionist becomes angry and answers in an arrogant tone. The candidate gets the following question on the basis of the above: How would they manage a situation in which a client tells them off, condescend to them or make comments about their work?

The situation tests or conversations about supposed cases can be very useful in order to decide if the candidates are able to get into the job, if they can find practical solutions to problems, and whether they can react quickly. The form of the conversation can be discussion or question-answer game.

Presentation of the AC method on the basis of literature

Historical background:

This is a selection method used by the Wermacht and the US Army during the II World War. In the United States even a separate institution was founded–named Office of Strategic Services–which used the processes of the Assessment Centre during the selection of the secret service agents. In the economical sphere it was first used in 1956 (by the American AT&T). The company set a separate building as the scene of the examination, and this building was called Assessment Centre, and the name stuck on the method and later spread fast (IBM, Standard Oil, General Electric, banks). Until the '70s it was used mostly in management-selection, with methodological refinement and with certifying the validity. Since then, its use has been spreading among big companies. In Hungary personal selection has been performed with the AC method since the end of the 80s-the beginning of the 90s.

Aim, usability:
- to measure and evaluate the applicants' professional knowledge, abilities, the structure of their personalities (who is the best, who and in what areas need improvement?) from the point of view of the job to be filled
- external/internal selection
- prediction of the expectation fulfilment of colleagues
- identifying the needs for training (who and in what areas need improvement?)
- organization development (where are the weak points within the organization?)
- career planning (who is suitable for what after appropriate training?)
- The different goals might mix

Characteristics:
- A series of work trials that model the most important tasks of a given job
- Use of simulation- or analogue situation practices
- "Several points of view": carried out on the basis of several competences, with more candidates and more evaluators at the same time (it is a methodological plus that during the program, apart from the examiners, observers also participate on behalf of the organization ordering the selection, who, as at a council meeting, decide on the final result together with the experts carrying out the examination)
- The evaluators also evaluate the performances with scoring on the basis of uniform principles and criteria
- Integration of individual scoring: The integration is carried out with the help of the so-called *competence-matrix*: all the results of all candidates are recorded on a matrix, where the completed tasks are listed on one side and on the other we can see the r competences belonging to them
- The applicants participating in AC perform the tasks with the same conditions, following the same rules

- An important element is that the selection includes group tasks as well, thus during the selection tests rivalry appears within the given group, and so a situation occurs that makes the participants compete, and this causes the stress –presumably increase of Arousal– that leads to an excess of performance.

The steps of establishing the AC system:

The following steps should be taken before the preparation of a complete AC-scenario:

I. Clarification of aims

The specification of professional and personal requirements demanded by the given job, with regard to the organizational aims. This will serve as a basis for the actual tasks used during AC.

1. Analysis of the company, survey of the company aims

In the course of this the company, its strategy, the structure of the management, the management style specific for the given company, and the enterprising culture are examined. The prominent, so-called "soft" factors are in the focus. From these the requirements for the applicants can be developed. It already needs to be decided at this phase what do we intend to use the set of methods of the evaluating-developing centre for: with which jobs, which people, what is the expected result of the evaluating-developing centre, who we would like to involve, and so on. That is, what the aim of the complete process is.

2. Job analysis

In order to be aware of what sort of person is needed in a given job or level of jobs, first it is necessary to know the job, with its technical, professional, physiological, ergonomic aspects. In view of the job the conditions concerning the employee and the job requirements as well as the factors of successful work performance can be devised.

3. Devising a competence model

Having defined the abilities, skills and qualifications needed for a given job, the next step is to define what differentiates the minimally effectively performing employee from the unsuccessful one. The competences provide the basis for the concept of the evaluating-developing centre.

II. Training the evaluators

An evaluating centre can be lead by an external, experienced advisor, or an internal, organizational evaluator, for example the HR manager or colleague of the company. The evaluating-developing centre is the most effective if internal, company-based evaluators also observe the candidates' performance. This strengthens the evaluating-developing centre with special internal points of view that are certain to increase the efficiency of the process. The internal evaluators are trained at a special training course.

III. Running of the real AC, the selection and evaluation of candidates

Here 1-24 candidates are evaluated at the same time at a 1-5-day training, at the end of which the observers (2-8 people) rank the candidates on the basis of the evaluation aspects. There is almost no such job level, dimension to be examined that cannot be measured with the evaluating-developing centre exercise.

Main types of exercises:

Two main types:

1. General, usually strategic games, exercises independent of the profession

2. Those exercises can be listed here that professionals proficient in the given field prepare for those having professional experiences.

Another possible grouping of the exercises is done according to whether we speak about individual or group exercises.

Levels of the exercises

The exercises are basically prepared for groups of four, and as we proceed higher in company hierarchy, the tasks become increasingly more difficult. The exercises can be prepared for senior executives (strategic management), managers (operational management), junior managers, university graduates, and any other executive colleagues. During the selection, the primary aspect has to be the level of the job to be filled: thus, if we are looking for a manager from among the lower managers, the exercise has to be prepared at a manager level. In case of development, the exercises have to be prepared at the same level as the level of the people to be improved.

Evaluation of the exercises

When all candidates had completed all the exercises, first the evaluators evaluate the performance of the participants individually according to the given aspects (competences), then, they have a meeting, and discuss the result of each candidate, in the way discribed above, during an integrated meeting.

The balance of AC

1. Advantages

a) Compared to the acceptance procedures based on interviews

* The observers have 1-5 days' experience with the candidates compared to the generally one- one and a half-hour interviews.

* Several evaluators "measure" the same performance, and the comparison of their observations gives them the opportunity to form a more objective picture.

* Those who make the final decisions can observe the candidates in simulated work situation.

* The candidates can demonstrate their social abilities not only in the interviewer-interviewee relationship system, but also in an equal relationship, among the group members.

* The candidates not only receive verbal (spoken or written) information about the company and job they applied for, but they can get live experience of the company culture, and on the basis of this they can make a more reasonable decision about their application.

* The preparation for the AC means effective manager-training course both for the observers and for the selected and employed candidates.

* The observers can use the system of observation aspects learned during the training effectively during the regular performance evaluation of their colleagues as well.

* The rejected candidates find it easier to accept being tested by several people, through work tests, rather than depending on one person's judgement.

b) Financial advantages

* At the profit-oriented companies the income side increases, as the produced values increase due to the improvement of the average productivity of the colleagues, as the best people are admitted into the company, who work there for a longer period.

* The costs decrease as the admitted colleagues are more likely to stay at the company for a long period.

c) Advantages impossible to express in financial terms:
    * The image of the organization improves for the applicants (and through them, for the future applicants), who can participate in an instructive and just selection, where the atmosphere is good.

    * The company can become more attractive for professionals.

2. Disadvantages
    * The working hours of the colleagues participating in the program (HR-managers and colleagues, professional observers).

    * The expenses of running the AC (assigning premises, catering).

    * The costs related to the trainer performing the training and management of the AC. The total costs are quite high thus it is only worth for big companies to establish their own AC. The smaller companies have to work with external experts.

    * Preparations have to be made which is time-consuming and complicated.

    * The individual opinions can become distorted due to group dynamics. Such pressures are:

        - the pressure of majority: those in minority adapt to the others

        - the pressure of authority: the other evaluators go by the opinion of the evaluator who is in a higher position

        - the pressure of competency: the evaluating person takes up the opinion of the professional competent in the given profession

        - pressure of those influencing opinions: the effect of those people who, due to their personalities, are able to influence other people's opinions

        - emotional effects

According to British experiences, the likelihood of expectation fulfilment is the following when using the different selection methods:
- Assessment-Centre 65%
- Tests of work examples 54%
- Cognitive (e.g. IQ) tests 53%
- Modern personality tests 39%
- Biodata (analysis of biographical data) 38%
- References 23%
- Interviews 19%
Thus one reason of the higher efficiency of the Assessment Centre is its diversity.

The possibilities of using competence-based selection procedures at the law enforcement agencies

<u>Advantages of the competence-based selection:</u>
- It focuses on the **measurement of competences** serving the efficient work performance
- It is based on new practical methods the elaboration of which does not involve ready-made, external methods but is expediently **adapted to the specific needs of the organization,** as it is the result of the joint work of several practical professionals
- The **candidates can be ranked according to their competence levels.**

- The competence levels of the candidate **can be compared** with the competence levels required by the job group
- As a result of the composition of the Committee the **aspects of execution** become highly significant during the selection
- The procedure leading to the decision is **more realistic**–it is not based on conclusions but on observable behaviour
- It is carried out by **specifically trained professionals**

Using background literature material, during the project the experts compiled AC exercises in connection with the different competences. The exercises and competence-measurement methods compiled as recommendation have been devised according to the basic- and management competences at the law enforcement agencies and with regard to the specialities of these organizations, thus mainly these bodies can use them on a daily basis. Among the exercises there are **general playful exercises which are independent of the profession,** in addition to individual AC exercises related to the job groups, which are actually the **critical situation exercises.** Apart from these, there are other individual activities as well.

As the assessment of needs proceeds from these conditions, thus the devised framework also adapts to the specialities of the job groups. In the study written about the project work the principles, condition systems of the uniform selection in law enforcement were defined, and a specific procedure was devised concerning the following professional areas: HR, health care, psychology, physical selection. Several points of the suggested system offer **cost- and time-effective steps, and practical guidelines.** At the same time, the opportunities of the Project also delimited the elaboration work, thus the establishment of a full-scale selection criteria-system that includes every job might occur as a point to be improved.

Due to the extensive elaboration work, now such **methodological material and selection procedures** are available that have been designed to correspond to the specifics of the job groups of law enforcement. Even in the sphere of entrepreneurs, only those companies can afford to devise (or order the elaboration of) the selection procedures following the modern work-psychology paradigm, that do not spare to invest capital into human innovation and improvement. However, in many cases even necessarily high expenditure cannot guarantee efficiency, if the long standing colleagues and practical professionals of the selection target group cannot be won over to participate in the innovative work. However, it can be stated about the present work, that, in a so far unique way, it proceeded from the active, cooperative activity of the practical professionals of the involved organizations, and this is the reason why its main value and usability lies in the fact that it **was not prepared far from daily reality, following purely theoretical aspects.**

Another important point of practical usability is that due to contribution to the customization of the Perbit Views information system, the selection processes have an **information technology support** that was unattainable in the past.

Besides, the methodology of devising the competence-based selection, and the steps detailed in the study **can be used by any organization as starting points**, if they intend to establish a similar, theoretically also valid system, not forgetting about "customizing" it.

Possibilities of improvement, the monitoring of the selection system

The introduction of the suggested competence-based selection system by all means requires **checking with lawyers, and the actualization of the legal background.** The relevant legislation should be reviewed taking the expected changes in the field of law enforcement into consideration.

Due to the time limitation of the project only the competence-maps concerning the job groups could be devised within the Competence module. Thus the procedures of the selection system concerning competence-measurement were also devised on the basis of the requirement of the different job groups. So the **elaboration of the job-specific competences of the jobs** and the establishment of the **procedures of competence-measurement** based on these competences are future possibilities, which, as well as exploring the basic and management competences of law enforcement, could also provide extra information concerning the fulfilment of the requirements of the given job. At the same time, it is being considered whether the costly and time-consuming Committee Selection can be replaced by other psychological competence-measuring procedures in certain jobs. The psychologists have presented several recommendations concerning this, which however, these still need to be validated.

By all means it would be practical to **carry out fulfilment-examinations concerning the jobs** in connection with the human support of the movement within the organization, and at the same time validate the range of predictors (selection procedures).

The monitoring of the system can be done with **fulfilment examination.**

A summary of the main questions of improvement:
- Establishment, actualization of legal background
- Improvement of the methodological background, and adjusting it to jobs
- Improvement of methodology
- Preparation and training of the people performing the selection
- Monitoring the complete system
- Monitoring subsystems, part fulfilment examination
- Improvement of information technology support

It is practical to carry out the improvement mentioned in the above points **in an aligned way**, as this makes the operations and improvements concerning the different sub-areas most efficient.

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Kľúčové slová : kompetencia, výberový systém, kritériá spôsobilosti, polícia, pracovné činnosti, monitoring výberového konania

Súhrn

Problematika posudzovania pracovných schopností a spôsobu výberu na konkrétne pracovné miesta sa riešila od staroveku až po súčasnosť rôznymi formami a metódami. V súčasnosti je dôležité pri obsadzovaní pracovných miest, aby vybraní pracovníci sa úspešne začlenili do pracovného procesu a pracovného systému organizácie. Nevhodný výber sa môže odzrkadliť na bezpečnosti práce či veľkej miere chybných konaní v mene organizácie, ktoré môžu mať za následok finančnú stratu. Dôležitá je kvalitná príprava na konkrétne pracovné činnosti a systém celoživotného vzdelávania. Výber pracovníkov sa musí vykonávať na korektne fungujúcich metódach a formách pracovnej psychológie. Kritériá na výber voľných miest vychádzajú z analýzy pracovných činností a skúmania schopnosti adaptácie na konkrétnu pracovnú činnosť. Možnosti vyšetrenia vhodnosti a schopností uchádzača o pracovné miesto má byť súčasťou personálnej práce organizácií nevnímajúc organizácií policajných. Výber do radov polície musí smerovať k zabezpečeniu funkčnosti a efektívnosti policajného systému. Psychologický výberový systém vytvorený na základe mnohoročných skúseností v tejto oblasti sa v maďarskej polícii vyhodnocuje formou protokolu. Vývoj v tejto oblasti smeruje aj do využívania nových psychologických softvérov. Kompetentný výberový systém v maďarskej polícii začal byť vypracovávaný na základe schváleného projektu v roku 2006. Nasledovalo vytvorenie výberového modulu, ktorého vedúcou bola autorka článku. Z psychologického hľadiska výberové formy merania kompetencií na konkrétnu policajnú funkciu sa stáva náročnou prácou. Skúmanie kompetentnosti príslušníkov polície je možné niekoľkými metódami. Skúmanie sa opiera predovšetkým o možnosti využívania interview či konkrétneho riešenia kritických situácií za účasti odborníkov. Záver článku sa sústreďuje na

možnosti realizácie nového systému výberu policajtov na funkčné miesta z hľadiska psychologického, organizačného a inštitucionálneho.

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