

Human resource management within central bodies of state administration of the Slovak Republic

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Abstract In the conference paper, we will try to improve the human resource management settings in the field of education and development of civil servants. In order to fulfill the main goal, we created a questionnaire survey, which asked the respondents about the key questions of the current settings of educational processes in the objects of investigation, the Ministry of the Interior of the Slovak Republic. The main goal of the proposed scientific article is, on the basis of identified selected factors and attitudes of the educational process, the optimization of internal educational processes by managers towards subordinate employees in the object of investigation. Using the method of analysis of professional literature and legislative materials regulating the field of human resources education in the state administration, we demonstrably created a summary and basis for the creation of quantitative research in the form of a questionnaire with the aim of proposing a potential increase in the effectiveness of human resources management in the field of education in the object of investigation.

Key words public institutions, education process, human resource management

1. INTRODUCTION

The quality of human resources management at the Ministry of the Interior of the Slovak Republic is significantly affected by the regular systematization of jobs, the absence of rules in the area of employee evaluation, and the limited powers of senior employees (Concept of Further Education of Public Administration Employees of the Slovak Republic, 2017, p. 17).

The quality of human resources management is also influenced by the fact that the personnel departments provide support to the professional departments of the Ministry of the Interior of the Slovak Republic. The personnel department of the Ministry of the Interior of the Slovak Republic and the personnel departments of the district offices perform primarily only personnel administrative activities associated with the preparation of personnel documents and documents for labor law and civil service relations, activities associated with employee compensation, processing of documents for monthly wages and with the recruitment of employees, which represents the administration of the process according to defined legal procedures (Article 47 of the regulation of the Ministry of Internal Affairs of the Slovak Republic dated March 30, 2015 on the organizational rules of the Ministry of Internal Affairs of the Slovak Republic).

Out of the total number of 241 personnel department employees, an estimated 49 HR personnel serve the employees of individual sections. This number is too low due to the diverse activities, competences and non-existent specialization of HR professionals to provide high-quality support to senior employees in the field of human resources management. It follows that the quality of human resources management is diverse and depends on the level and quality of senior employees in sections and departments of the Ministry of the Interior (Analysis of the quality of human resources management in public administration and proposals for measures in the area of processes, competences and the management system of public administration organizations Volume III .Analysis of the quality of human resources management in public administration September 30, 2015.).

When analyzing the current system of effective human resources management and its characterization, we will rely on some parts of the document "Strategy of human resources management in the civil service for the years 2015-2020 according to the resolution of the Government of the Slovak Republic no. 548/2015, which is primarily based on the European program Effective Public Administration for the period of 2014-2020 and is currently ongoing due to the non-fulfillment of several key indicators following the reform of the ESO (Efficient, Reliable and Open State Administration) (Government Resolution No. 548/2015).

The Effective Public Administration program is based on the basic pillars in the field of human resources management, which are the support of the human resources management process with the aim of recruiting the right people to the right positions and motivating them to long-term work and active development in public administration, reducing the interdependence of public administration personnel management on political cycle, measuring employee performance, supporting motivation and career growth in public administration, introducing active performance management into human resource management policies, using tools for motivating and developing human resources, supporting the introduction of quality management systems, increasing the level of professional education of employees through e-forms education, knowledge of good practice and analysis of needs in the field of development of relevant skills (Operational program Effective Public Administration 8.0, 2022, p. 13).

The presented scientific article is focused on the current status of human resources management at the Ministry of the Interior of the Slovak Republic in the field of education of civil servants. Quality management of human resources can be set up through employee

training, which is generally considered one of the key management tools. Education of civil service employees is regulated in the Civil Service Act. In the law in question, the emphasis is placed on supporting the professional growth of civil servants, especially in the form of education and deepening of qualifications, which is paid for by the service office. Pursuant to § 76 of the Act in question, the civil service organises, ensures and enables professional training and systematic professional education of civil servants, creates conditions for the education of civil servants by deepening qualifications and increasing qualifications. The deepening of qualifications is the systematic professional education of civil servants with the aim of continuously maintaining, improving and supplementing the required knowledge and skills necessary for the performance of civil service. Increasing qualifications is the acquisition of a higher level of education in accordance with the specific requirements and needs of the service office, special qualification prerequisites that are necessary for the performance of civil service in a civil service position according to the description of the activities of the civil service position (Act No. 55/2017 Coll. on Civil Service and on amendments to certain laws).

The service office, which is a ministry or other central body of the state administration, coordinates the education of civil servants in the service office for which it performs the founding function according to a special regulation. The deepening of qualifications is carried out through adaptive education, ongoing education, specific education (Basic principles of public administration reform, material number UV-32613/2013, meeting: 88/2013, 18.12.2013, program item h.).

Adaptation education conveys information and knowledge to civil servants during the adaptation period aimed at acquiring the basic skills necessary for performing activities in the civil service. Adaptation education consists of a general part, which is mainly aimed at acquiring knowledge about the Constitution of the Slovak Republic, generally binding legal regulations governing civil servant relations, the organization of state administration, the European Union, communication and civil servant ethics, a specific part, which is mainly aimed at obtaining information about the tasks and position of the relevant service office and about its internal normative acts and to obtain information about the tasks performed in the organizational unit in which the civil servant performs the state service. Continuing education is mainly focused on professional education related to the deepening of qualifications in the field of activities that a civil servant performs in a civil servant position according to the service contract, language education, which for the purposes of this law is increasing the level of command of the state language and a foreign language and expanding language knowledge by studying another of a foreign language, acquiring and deepening the skills necessary to perform the function of a senior employee (Act No. 568/2009 Coll. on Lifelong Education and on Amendments to Certain Acts).

Specific education is mainly focused on education in areas that the government determines as a priority for the fulfillment of its tasks, education in the field of information technology, education in the field of personal development. The deepening of qualifications is carried out in the form of face-to-face education, distance education, self-study, means of electronic communication, professional stays, participation in conferences, participation in professional seminars, participation in courses and other forms. The civil service office provides civil servants with qualification improvement in the scope of at least five service days in a calendar year (Collection of internal regulations of the head of the service office of the Ministry of the Interior of the Slovak Republic, "Regulation of the head of the service office of the Ministry of the Interior of the Slovak Republic on forms of qualification improvement and details of the provision

and use of service days for the improvement of the qualifications of civil servants performing civil service in the service office of the Ministry of the Interior of the Slovak Republic", part 9, year 2013, Bratislava March 27, 2013).

2. MATERIALS AND METHODS

In drawing up the contribution, we used the legislative materials of the Ministry of the Interior in the form of laws, decrees and other internal regulations governing the management of the training process of civil servants. The theoretical foundations of the issue were drawn from foreign and domestic literature, which responded to new trends in the area of human resources management under examination in the context of education and the further development of civil servants. The bibliography survey then followed up on the choice of the topic addressed in the specific subject of the study presented by the Ministry of Interior of the Slovak Republic.

The reason for the choice of interior department was, in particular, the scientific study focus of the authors in the dissertation. In the contribution, we used a number of scientific methods which enabled us to examine the issue and to find new links with the effective management of human resources in the field of education at the subject of the study, with a view to proposing measures to improve the current situation. Through the selection of secondary legislative data and literary resources, we have created a comprehensive overview of the current status of the management process for the training of state personnel. The main purpose of the contribution submitted was to evaluate the short questionnaire survey to determine the status of the educational process in the subject (sub-objective) and, consequently, to create the preconditions for increasing the efficiency of educational processes in the context of human capital within a strategic plan at national level (main objective).

The questionnaire was distributed electronically to the e-mail addresses of the selected department directors at each section of the Ministry for a total of 28 respondents. The answers were obtained from all respondents according to the selection of specific senior staff of the current organisational structure of the Ministry of Interior of the Slovak Republic in the context of the development of education. The sections contacted were: Crisis Management Section, Economics Section, Public Administration Section, IT and Security Section, Institute of Administration and Security.

3. RESULTS AND DISCUSSION

The rules on the training of civil servants in the service of the Ministry of the Interior of the Slovak Republic in the performance of public work and civil servants are regulated by a document entitled 'Concept of further training of civil servants in the service of the Ministry of the Interior of the Slovak Republic, civil servants in the performance of public service tasks and civil servants in the Ministry of the Interior of the Slovak Republic', the main objective of which is to increase the efficiency and quality of the provision of further training of civil servants in the service. Among other things, one of the sub-objectives of the Concept is to link the field of further education with the human resources management process. In this respect, training is considered to be an integral part of the management of human resources in the civil service and is closely linked to the objectives of other staff activities, in particular staff analysis, analysis of civil service posts, staff planning, recruitment and selection of civil servants. Adaptation training is carried out at the premises of our examination during the first 5 months of the civil servant's civil service and is divided into two main areas: - A

general part devoted to the training of the legislative framework of the necessary laws and a specific part devoted to the provision of information on specific parts of the civil service of the staff member concerned, together with information on the status of the Office, internal rules, official procedures and other tasks. According to the Order of the Ministry of Interior of the Slovak Republic 30, the education of civil servants falls within the competence of the Personnel and Social Activities Section and the Personnel Office of the Ministry of Personnel and Social Activities (hereinafter referred to as the Personnel and Social Activities Section), which ensures the tasks of the Ministry in the field of the administration of vocational education and training of police officers in the field of vocational education and training in police secondary vocational schools and in the field of higher education in the On the basis of the above information, it is clear that the legislation as well as the Concept of Further Training in MV SR define a wide range of possibilities for further training of employees. It provides tools for senior staff to develop but also motivate staff. In our analysis of the basic concept of education, we have also focused on the question of whether senior staff perceive education as an incentive tool. The following graphs show the results of the combined replies of the respondents in the field of employee education at the subject of our examination, formulated with the aim of increasing the efficiency of human resources management, the key component of which is the education and further development of employees in the state administration in the organisational unit of the Ministry of Interior of the Slovak Republic. The results of the first questionnaire interpret the field of civil servants' education, in which we asked whether, in the view of the managers, it is possible to use training as an incentive to increase performance.

The field of education is perceived by 52% of the managers interviewed as a motivating tool to improve the quality and performance of employees. Nevertheless, as will be mentioned below, the senior staff interviewed do not make sufficient use of this instrument, do not set development objectives for staff and, consequently, do not evaluate the improvement in the quality of staff and the achievement of development objectives. An important factor in the perception of training as an opportunity to motivate employees is also where the training takes place. Staff, in the opinion of the managers, spend a great deal of time travelling and, since their staffing is sub-sized (according to the respondents), they should not be represented. This problem arises mainly in the project units of the Ministry of Interior of the Slovak Republic. According to senior staff, staff often rate participation in training as time-consuming, even if the feedback to the training activity itself is at an adequate level. In the analysis, we also looked at whether senior staff set the development objectives mentioned for their staff, leading to an increase in the quality and performance of staff. The result is that, despite the fact that senior staff consider training to be a motivating tool for human resources management, up to 65 % of the managers interviewed by selected organisational units do not set development objectives for staff, 35% of those asked do. At the same time, those who do not set development goals did not know to a large extent what the 'development goal' meant, and therefore do not work with it. Those who have declared the setting of development objectives use this common management tool in practice, rather intuitively (according to them), so that the process is not formalised, monitored, and consequently does not assess the development of the employee. From the evaluation of the question: 'How do you identify the needs and requirements for the training of your staff?' it appears that the questions asked by the heads of the departments of the selected units predominantly identify the training needs of the staff member through the personal scope of the A personal interview with the employee (48%) or a combination of a personal interview with a written offer of training activities to the employee, which is sent from the Design Centre (18%). Only 18 %

of those surveyed use the written communication route to find out what they need to train their staff. 16 % of the managers of the selected departments of the department use a "different" procedure – mostly a procedure where (in the words of the respondents) they themselves, as managers, know what their staff needs, so they do not ask the staff. The questions assess the approach of their staff to the issue of expressing training requirements rather than passive. The majority, 53 % of senior staff, found that staff expressed their training requirements in a passive way – they would only express themselves when asked by the senior staff member. However, a minority, namely 43 % of senior staff, perceive their staff as active, who themselves express their demands by talking to their senior staff. Only 4% of the managers interviewed said that their employees were not interested in training. The perception of the quality of education by the heads of the trade unions has been ascertained directly from them. In response to the question 'How do you assess the quality of staff training', it was found that most of the heads of the departments questioned rated the existing training activities positively. 4 % of the heads of departments evaluate the educational activities as excellent. The level "good but can be improved" is seen by 59 % of respondents. The 'sufficient level' for their needs is seen by 25% of the managers interviewed. Only 13 % of all respondents rated the level of educational activities as weak. According to the majority of the respondents to the questionnaire survey (70 %), there is no set and linked training of staff and further development of the aim of the department in all the disciplines consulted. Generally speaking, in the field of human resources management by training staff, there are only minimal differences in the way in which training is managed and the quality of human resources by training.

On the issue of the perception of education as a motivational tool for quality human resources management, across all disciplines, education is seen as a 52% motivational tool, but the differences between disciplines are significant. The Institute of Administrative and Security Analyses considers the highest level of educational need as a motivational tool as an analytical department of the department fulfilling the programme indicators Effective public administration as a percentage of 70%. In contrast, the legislative section (31%) considers the lowest level of educational need to be a driving factor.

The interpretation of findings and proposed solutions are reflected as follows: Staff training is seen among the leaders of the selected disciplines as an incentive tool to increase performance. Trade union leaders see the contribution of training to the professional and legislative training of employees. At the same time, they see a need to educate staff in the areas of professional communication, stress management, pro-client orientation, language training and PC skills. For them, training in managerial skills is very important. Despite the fact that heads of trade unions perceive training as an incentive to increase performance, they do not set staff so-called development objectives – objectives that lead to the active and systematic upgrading of a civil servant's skills, while at the same time supporting his or her motivation to increase performance. The setting of development objectives is closely linked to the process of remuneration and assessment of the performance of the staff member in question. Therefore, the training of employees is not linked to the evaluation of the employee. The process of assessing and assessing the suitability or unsuitability of the training activity for the staff member's workload is in most cases carried out by the heads of the trade unions. The heads of trade unions actively compare the content of the (selected employees) training activity with the content of the job. Analysis of the quality of human resources management in public administration and proposals for measures in the field of processes, competences and governance of public administrations.

However, there have also been cases where the head of staff authoritatively decides whether or not the staff member should take part in an educational activity without the possibility of a personal interview. Information on a staff member's previous training activities is not readily available. In the vast majority of cases, heads of trade unions do not have an overview and record of the training history of their employees. Participation in training activities shall be recorded only by depositing a certificate of completion in the staff member's personnel file. In this way, the manager has no ongoing, effective and rapid control over the training history of his / her staff in the field. In order for the public sector to be competitive with the private sector, responsive to a changing environment, and subsequently the Ministry of Interior of the Slovak Republic to ensure professional quality, efficiency and effective performance of public work, changes in the current system of evaluation, remuneration and education are essential. The deficiencies identified in the questionnaire survey are an expression of the necessary change in the management process for the training of staff at the subject. The proposed changes are the setting of development objectives by the heads of each branch, who have an overview of the education and capacity of their subordinate staff. Another factor increasing the effectiveness of the management of training processes is the introduction of a central register of training received, which is currently lacking and creates an opaque environment for senior staff. It is necessary to ensure the implementation of feedback on the training provided, that is to say, what has actually brought about an increase in the educational level of the selected staff member, with an impact on performance. The staff member should initiate his / her training needs for the performance of his / her duties and further development, but under constant supervision of his / her superior and the needs of the organisational unit.

In practice, this is unlikely, and it is therefore necessary to ensure continuous training during the staff member's on-the-job experience at the request of the manager (senior manager), in accordance with the legislative provisions and the internal journal of the department, in order to ensure that the objectives of the selected organisational unit, and subsequently of the whole department, are met as a comprehensive evaluation aspect of the achievement of the programme objectives.

4. CONCLUSION

Finally, we note the fulfilment of the primary objective of the published article in the field of efficient public administration on the topic of human resources management in the context of the educational process in the Ministry of Interior of the Slovak Republic. On the basis of a questionnaire survey, we identified the current state of the educational environment of the subject and subsequently set up a possible streamlining of the processes according to the parameters examined, which were the motivating factors for the training, the decision-making powers of the managers and the assessment of the suitability of the different training tools. The partial objective has also been able to provide a comprehensive overview of the current legislative environment in this area and to interpret new trends in state administration with regard to the development of education in state administration. The problem in ensuring the efficient operation of training activities in the Ministry of the Interior is, in particular, the unwillingness of employees to participate in the fulfilment of training indicators, the lack of participation by subordinate civil servants in the identification of shortcomings in the current configuration of training processes, the turnover of employees, which undermines the comprehensive functioning and development of the remit in a constantly changing environment, and the lack of financial coverage of current training

entitlements. The proposed measures in the results and discussion of the contribution submitted can increase the capacity of the Home Office to respond more quickly to new challenges in human resources management and training of public administration staff, thereby ensuring that the indicators and strategic objectives are met at ministerial level. The current situation clearly requires ensuring the continued development of human capital, which is a fundamental component of the governance processes of a public institution that intervenes in a wide range of societal dimensions on the territory of the Slovak Republic.

The fact is that the Ministry of the Interior of Slovak Republic needs a constant increase in the level of education, because its remit is very broad in view of the organisational structure presented by the police and rescue services as the internal security of the country. It also provides a wide range of services to citizens at the level of local government (district authorities) and local authorities (cities and municipalities), where there is a need to continually raise the educational level of employees who come into contact with citizens and operate different information systems.

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