



Project No 4100231

**“Basic Improvements to Human Resources
Management System of Georgian Police”**

FINAL REPORT

Tbilisi, October 2007

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I Introduction, project objectives and terms of reference

Following the Needs Assessment project in February 2005 and STAP in 2005-2006, the overall goal of the OSCE Police Assistance Programme (PAP) for Georgia was set to support Georgian Police in the transformation of its structure, professional culture and method towards a de-militarised, de-politicised and public service oriented agency. Thus the project focused on improving human resources management process in the aim of achieving following objectives:

- 1) introduce modern tools and effective procedures for entry-level recruitment and create sustainable capacity for their use**
- 2) initiate transition to computerized administration of personnel records.**

According to the PAP's terms of reference the advisor's tasks and responsibilities to taken care of shall include but not be limited to:

- Advising on developing of a tools to improve the transparency and effectiveness on the recruitment process, applicable skills and techniques;
- Facilitating the envisaged training for the personnel concerned on HRM related subjects;
- If appears to be necessary, advising on short-, medium,- and long-term related to the Human Resources management system objectives for the possible future OSCE Police Assistance Programme;
- Coordinating the work with another OSCE police advisers provided to the Georgian Ministry of Interior in the frame of OSCE Police Assistance Program;
- Keeping close co-operation and co-ordination with another international organizations providing (planning to provide) assistance to Georgian Ministry of Interior at Human Resources management field in order to ensure the complimentarily of OSCE police-related assistance

Several recommendations were made during the international expert of the STAP conducted on 2005-2006, towards the procedures of Human Resources Management in the MoIA of Georgia. Working groups, coordinated by a special committee lead by the deputy minister of Interior, had developed basic procedures for personnel recruitment and selections for entry level.

Current project "Basic Improvements to Human Resources Management System of Georgian Police" with its outputs was intended to develop further on the procedures giving the tools and skills for the implementers. However by the beginning of the project proposed procedures by STAP have not been fully taken into use. Recommended tools by STAP were application form, written exam, psychometric test, physical tests, psychologist (report), permanent commission for selection.

It is important to mention that recruitment and selection to the main police branches – patrol police (managed by Patrol Police Department), district police and criminal police is conducted apart from each other. District police officers and criminal police officers are selected by the regional units while Patrol Police recruitment and selection takes place centrally, by the Patrol Police Department. Permanent selection committee of

MoIA is existing, chaired by a chief of administration department of MoIA. However the committee's interviewing panel is organized before the physical tests and psychological tests stage, which really measure candidates' relevant physical and mental abilities. It is recommended to add an interviewing panel to the end of selection process.

II Project outputs, tasks and activities

1. Skills and tools for effective recruitment

1.1 Conduct training in interviewing techniques in a selection process.

Selection is a systematic and persistent process between employer and potential employee while information is gathered about the candidates that enables to predict their work successfulness. In result of selection the most suitable candidate shall be selected from a pool of candidates. The selection techniques (tools) and procedures should obviously be as objective and measurable as possible to ensure equal opportunities to each candidate and provide useful transparency for the whole process.

According to the recommendations made during the STAP 2005-2006, the interviewing techniques training was addressed to the members of selection commissions who evaluate candidates to the police service either in the first or final stage of selection process. 2 qualified international trainers – Petri Raivola and Lasse Nurmi from Finnish Police were contracted for facilitating and conducting the training for interviewing techniques. Training was focused on competency-based interviews as most popular and effective method for selecting professionally suitable persons. Competency-based interviews focus on persons real experience (objective information) not only beliefs (subjective). The questions that only repeat the facts that can be controlled by screening documents should be avoided.

The training was organized in the Academy of MoIA for 2 groups of the heads and deputy heads of personnel units of the local police regions and the staff of Personnel Main Division of the MoIA on June 26-27th and June 28-29th. Totally 33 persons were trained in those 2-days seminars full of practical exercises and evaluation. 3-days workshop for setting competency-based interviews in context and making suggestions for selection procedures was organized in Batumi for 10 experts from MoIA and the Academy of MoIA.

Recommendations of the experts were forwarded to the deputy minister of MoIA and heads of the units of Personnel Department. All participants of trainings got the manuals and guidelines for implementing competency-based interviews. The recommendations of the experts and materials of the trainings and seminars on CD are added to this report. List on participants of the trainings and workshop is added in the attachment.

1.2 Preparing job descriptions for entry-level positions and conduct training in their application

The international advisor's first task in this field was to detect the list core jobs of Georgian Police and to examine the main documents establishing the terms of references of these jobs. The guidelines of designing job descriptions were developed by the advisor and used in the workshops.

It was decided to stay on generic level in developing the job descriptions for 4 core works of Georgian Police which are patrol police inspector, district police inspector, investigator and detective inspector of criminal police.

- 3 workshops have been conducted for designing the job description of the district police in district police officers training session in Tbilisi on April 12-13th. Bakuriani workshop on May 23rd, also in the workshop for district police officers in Gudauri on July 18-19th 2007.
- A workshop in describing the responsibilities of the criminal police has been conducted in Batumi on June 5-6th 2007, the terms of reference of investigator and detective were drafted.
- A workshop of designing Patrol Police job-description was conducted on September 7th and September 24th. The entry level job-descriptions were submitted to the Personnel Main Division of the MoIA together with the guidelines of designing the job descriptions. The documents are attached to this report.

1.3 Developing tools to improve the transparency and effectiveness on the recruitment process

- Developing of written tests for identifying if a candidate has required IQ and other capacities to perform the job was recommended by STAP. However this type of testing- questionnaires for detecting candidates' cultural level – is not highly recommended by the professional human resources management sources as not reliable and valid measuring tool. Thus we did not deal with this type of testing within this project.
- Psychometric tests measure mental abilities, behavioral preferences, and attitudes/values. The tests produce a quantifiable result-a test score-that can be used to compare a person with others, or against a particular standard. Such tests can be used as part of the selection process, although they ought to be administered and interpreted by qualified professionals with psychology training.

Group of psychologists of the Academy of MoIA had implemented into use a psychometric testing tool- CPI 462 TM, as the most suitable questionnaire for Georgian Police measuring the predictability of working success. Also this particular instrument helps to measure abilities of a candidate in selection to entry level jobs, as well as in promotion process. Californian Psychological Inventory (CPI) has been widely used in personnel selection as well as in police services. The advisor initiated the procedure of obtaining licence for using CPI 462 questionnaire legally and the agreement between CPP (California Psychology

Corporation), OSCE Mission in Georgia and the Ministry of Internal Affairs was made on June 30th.

The localization and adaptation of the questionnaire in Georgian society is organized and is going to take place, by a company that won the quotation procedure, within 2 months after signing agreement between PCG and OSCE Mission.

- A list of literature regarding personnel selection was created by advisor according to the needs of the experts of the Police Academy and suggestions of international experts on interviewing techniques. It is suggested that the literature is going to be donated to the Library of the Academy of MoIA.

2. Beginning of transition to computerized administration of personnel records

2.1 Conduct training of HRM personnel from regions in basic computer skills (MS Word MS Excel).

Training for the personnel officers from the regional police units was planned for July 2007. 2 local experts – trainers of computer skills of the Academy of MoIA were contracted to conduct and organize training of computer basic skills. A training course outline was proposed by the advisor and tuned with trainers. 25 persons from regional units received 1-week training of basic computer skills. The training was focused on only those personnel officers receiving the computers purchased by OSCE within the current project.

2.2 Introduce a basic set of forms for computerized administration of personnel records

Advisor monitored firstly current situation of personnel recording system in MoIA. In fact there are several personnel databases in local and central level already in use. Advisor was informed that the Information-Analytical Department of the MoIA is planning to develop new software for merging personnel, maintenance and financial recording databases. The authorities of the MoIA were advised to get acquainted with the correspondent databases in European countries and thus a study visit on October 8th till 11th to Estonian Police was proposed. 3 officials of MoIA and State Prosecutors Office participated in the study visit.

A basic personnel recording software is currently in use of the Personnel Main Division of MoIA however it is not automatically connected to the regional units. The same software as used in Main Division is already in use in Imereti regional unit. The personnel division of Adjara Police regional unit has an independent personnel database based on a locally launched and implemented software. It is suggested that after launching a new software it should be taken into use simultaneously in all regions and Main Division.

2.3 Procuring computers and office equipment for 11 regional units and central department of personnel of MoIA

The need of computers was detected by monitoring the situation of the personnel divisions of police regional units and tuned with the authorities of the Main Personnel Division of MoIA. The technical characters of the computers was tuned and decided together with the Informational Analytical Department of MoIA. Only Imereti Regional Unit as fully equipped with computers and office techniques by OSCE within STAP was left out of the current distribution of computer techniques. Within the current project totally 30 personal computers and 21 pieces of 3-in -one office stations were procured and donated to the MoIA on August 24th 2007. One server-type computer was procured for the Personnel Main Division of the MoIA.

3. Efficient project management, evaluation of project results and analyses of lessons learned

3.1 Providing human resources required for efficient project management

The advisor was supported by the national project officer and an assistant from behalf of the Ministry of Internal Affairs. Assistant did not show his knowledge of English, however the communication between assistant and advisor was possible in Russian. The terms of reference of project officer and assistant remained unclear and vague, as the respective contracts were made already before the arrival of the advisor.

The interpreter of the project showed her excellent skills in translating and interpreting materials and seminars, as well as the meetings made in ad hoc basis.

Support to the project was given also by the Police Advisor of the Mission and his assistants. Though a lot of administrative issues regarding mainly procedures of OSCE had to be solved by the Project Advisor herself and were often quite time-consuming.

3.2 Conducting external evaluation of OSCE police assistance results achieved since September 2005.

This task should be conducted in the end of 2007.

III Indicators and achievements

In recruitment and selection interviews are already used the forms and patterns learned and designed during the interviewing techniques training.

The CPI 462 questionnaire is in preliminary use in the Academy of the MoIA as a selection tool and is ready for adaptation process.

Job descriptions for entry level are developed and ready for implementation in everyday personnel work.

Procured computer techniques and office equipment is taken into use in personnel units in the regions and in the Personnel Main Division of MoIA. Officers going to use this techniques are trained in primary computer skills.

IV Recommendations

The results and outputs of the project should be evaluated and assessed by relevant authorities of the MoIA and OSCE mission for preparing new project proposals that should reflect the real needs of project beneficiaries.

In recruitment and selection processes it is highly recommended to revise the documents regulating the selections in the purpose of turning the whole procedure of entry level selections more effective and less costly. Proposed procedure should contain in the first stage screening of documents and first interviews of candidates in local regional police units, secondly centrally conducted physical tests and cultural tests in the Academy, followed by psychological (psychometric) tests. Thirdly the commissioned interview should take place and the interviews should be based on the reports of psychometric tests.

It is extremely important that the rules of assessment during the selection process to the entry level positions should be public and accessible to every candidate. The best solution would be to publish those rules altogether with necessary information regarding recruitment to the web-page of MoIA.

The work with evaluation tool CPI 462 must be regularly monitored by the Personnel Main Division of MoIA and a special commission, and assessed thoroughly by the end of 2008, the date of expiry of the licence for using CPI 462. It must be mentioned that the results of psychometric tests can not serve independently as a reason for excluding/including competitors, but the report drawn upon the results of test should give a remarkable basis for interviews in selections and additional performance assessment in promotion procedures.

Work in developing job descriptions further on entry level must continue and be followed by the descriptions of competencies- skills, knowledge, attitudes, personality-to all these core jobs. It is recommended that this work should be conducted by experts from the relevant fields, trainers from the Academy and personnel officers. Developing competencies on core jobs with the participation of experts from the fields helps and eases to design training curricula that reflects practical police work in reality. Working on competencies and their further development helps to create important basis for the criterias of staff appraisal. It is recommended that the project next step in 2008 should combine police core competencies, creation of the criterias of performance and evaluation procedure of these competencies.

In administration of personnel records it is recommended that until launching the new program of personnel database the program currently used in the Personnel Main division would be distributed and launched to the regional units to start storing necessary data in regional basis.

The next step would take into account the financial database, currently in use in the Financial Main Division and seek ways how to merge it with personnel database.

It is recommended that Personal Main Division of MoIA should organize regularly together with the Academy of MoIA and other training institutes of Georgia special personnel trainings for personnel squads of regional units and departments.

V Attachments

1. Competence of the Personnel Main Division
2. LIST of trainees of interviewing techniques training
3. LIST of participants of the workshop of Interviewing Techniques on July 2-4th 2007
4. A report of Developing selection interviews in Georgian Police July 17th 2007
5. Guidelines for designing a Job description
6. JOB DESCRIPTION District (neighborhood) Inspector
7. JOB DESCRIPTION Criminal police/Detective
8. JOB DESCRIPTION Investigator
9. JOB DESCRIPTION of the Patrol Police
10. CPP, Inc. International Translation and Marketing Agreement
11. Document of the division of computers for personnel units
12. Program of a study visit to Estonia

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