Comparison of Personal Capacities Management Processes in Fire and Rescue Service and in Private Sector

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Abstract

Management means carrying out modern administration in the broadest sense. The basis of this work was to point out the specifics, factors and influences that separate the management of human resources in the business environment and the Fire and Rescue Service. On the other hand, there are many factors that apply in both environments. The main objective of the study was to compare human resources management in the conditions of the Fire and Rescue Corps as one of the components of the state administration and the private sector with the aim of identifying differences in the implementation of individual human resources management activities considering the specific tasks of the Fire and Rescue Corps to improve human resources management in the Fire and Rescue Service. A comparison method was used for this purpose. The methods of selecting candidates in both environments were compared, while in the results we pointed out the disadvantage of the service office in determining the number of positions in the conditions of the Fire and Rescue Service. Another comparative criterion was the procedure for selecting a candidate for admission to the civil service / employment. The comparison of human resources management in the private sector and in the Fire and Rescue Corps as one of the components of the state administration, description of penetrations and differences pointed to the lack of long-term strategic human resources planning, problematic determination of the right level of centralization and decentralization in human resources management in the Fire and Rescue Corps. The comparison of admission procedures showed an effective pre-selection of candidates carried out in the private sector, which, if incorporated into the current legislation, would significantly simplify, and streamline the process of selecting new officers of the Fire and Rescue Service.

Keywords: Fire and Rescue Service; personal management; private sector

1 Introduction

The subject of interest in the theory and practice of management has been a person in the work process for several decades. Ways of proper management of human resources are sought. But it is worth emphasizing that there is no single right approach to management that would guarantee the excellence of organizations. This is influenced by various historical circumstances and environment, the focus of the organization, the correspondence between the management's ideas about workers and their real characteristics, and on this basis the position and role of a person in the work process. Other factors are changes in job demands and other, conditioning factors.

Practice on the entrance into third millennium proves that the human factor plays a much more significant role than in the past. The cultural attributes of modern work, but also the specific nature, lie in the ability to work in a team, collaborate, establish, maintain relationships and be able to manage such a team. The main requirements for employees in all types of organizations move from the principles of dependence such as reliability, loyalty, job security, belonging to the organization, to adaptability factors, which are individualism, tenacity, flexibility, and readiness for change.

The aim of this study is to compare already existing knowledge about human resources management in the private sector and in the Fire and Rescue Service (FRS). The subject is the definition of intersections, differences, and the resulting proposals for improvement in the field of drawing up personnel strategies and selecting applicants for the civil service.

2 Human resources management in general

Armstrong (2007) [1] states that "*human resources management is a strategic and logical approach to managing the most valuable thing an organization has — people who work in an organization and who individually and collectively contribute to achieving the organization's goals*."

The role of management is to acquire, manage and allocate resources so that they bring the greatest possible benefit in achieving the organization's goals. Personnel management is an integral part of management, and it is necessary for it to perform these tasks when dealing with its subject, which is workers. There is a reservoir of energy in the workers, the activation of which can increase labour productivity. The development of the theory and practice of management strengthened the position of the human factor in the organization and modified the requirements for human resources management. [2].

In this regard, it is possible to highlight two levels of perception of personnel, which sufficiently justify the need for their management:

- Workers are an elemental component of the organization's system; they are input into the transformation process.
- Workers are a source or can be a source of new energy, ideas and decisions that increase the competitiveness of the organization.

The conditions for the perception of workers as a resource are their competence and willingness (motivation) of workers to be creative, active, and responsible. Also important is the ability of an organization to recruit, shape, develop and reward workers so that they are willing to participate in the competitiveness of the organization, that is, to manage human resources in such a way as to generate positive motivation. Human resources can be a positive factor for an enterprise, i.e., able, and willing to implement new approaches and behavioural changes, or a critical– negative factor.

The basic objectives of human resources management can be defined according to the following areas [1]:

- Economic area:
  - Optimal use of human labour in combination with other factors of production to achieve the necessary performance of the organisation and its adaptation to the requirements of the environment.
  - Improving the structure and improving the quality of functioning of the organisation's human resources.
  - Increasing creativity and the economic appreciation of this potential and the resources invested in its development.
  - Setting and maintaining the organization's personnel costs at the optimal level.
  - Implementing an activity-stimulating remuneration system and increasing the ability of each worker.
- In shaping the working climate and in the social sphere:
  - Fulfilment of the personal goals of workers associated with the performance of work for the organization.
  - Helping to identify with the organisation's objectives.

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- o Motivating the worker to self-development, upskilling, and a creative approach in solving the problems of the organisation.
- o Creating the preconditions for job satisfaction, the content of the work, the working environment, and the internal climate of the organisation.

There is a seemingly competitive relationship between economic and social objectives, due to the impact of these objectives on the costs of the enterprise. Personnel costs are high (both relative and real) and thus negatively affect the overall costs of the company and thus, in fact, the competitiveness. If personnel costs are reduced, this will bring an effect, but only in the short term. In the long run, this will translate into a decrease in the quality of the functioning of workers and a deterioration in the performance of the entire organization. However, account must be taken of the result of economic activity, which, based on lower efficiency, necessarily leads to a reduction in these costs. The solution is to use such motivators that create the preconditions for the identification of employees, management, and owners.

3 Human resources management from a historical perspective

Human resources management is a product of the interpersonal relationship movement in the early twentieth century, when researchers began documenting ways to create business value through strategic workforce management. Initially, the function was dominated by transactional work such as payroll and benefit management, but due to globalization, company consolidation, technological progress, and other research, human resources are now focused on strategic initiatives such as mergers and acquisitions, talent management, succession planning, industrial and labour relations, and diversity and inclusion [3]

There is no single right approach to management that would guarantee the excellence of organisations. This is influenced by various historical circumstances and environment, the focus of the organization, the correspondence between the management's ideas about workers and their real characteristics, and on this basis the position and role of a person in the work process. Further, changes in demands on the performance of work and other, conditioning factors.

The development of personnel work during the twentieth century can be divided into three periods, into which the development of management theory is usually divided. These are the classical directions of management in the thirties, the development directions in modern management from the forties to the seventies, and at the same time the directions of management from the eighties. All periods are characterized by differences even in ideas about a person in the work process.

The issue of man in the labour process came to the attention at the beginning of the twentieth century. Taylor's conception of management is based on the idea of a rational-economic person . This is a person who performs work exclusively to provide for basic needs. He is unreliable, passive, obediently performs work tasks, refuses responsibility, and expects financial gain. The subject of interest of McGregor's theory was the labour productivity of workers. It was assumed that its increase would occur based on a simplification of work, after training the workforce to perform simple, constantly repetitive tasks under constant control. Discipline was required from the worker, and his remuneration was conditional on compliance with the norm. Motivation has been influenced through reward and sanction, which is simple, but does not include comprehensively the complexity of human behaviour. [4]

In the thirties, under the influence of the Hawthorne experiments and in response to an overly technocratic concept, a significant change occurs. An approach was formed, the subject of which was human relations. From the conclusions of the experiments, it emerged that, because of rationalization, work has lost its meaning for a person, and the latter, therefore, seeks satisfaction in interpersonal relationships. The impact of the group was considered stronger than that of the financial incentive and the so-called control management. These are characteristics of a social person who strives to reduce social needs and needs for recognition and respect. Social care is considered an effective tool for influencing work motivation.

Despite the reservations, the opinions of representatives of the theory of human relations were considered valuable, since they prove that the worker must be perceived as a human being, not a machine, thereby essentially elevating the corporate resource in question above others. The essential conclusion of this theory was that the performance of workers is not only affected by the material and technical provision of work, but also by interpersonal relationships and the social atmosphere.

In the late forties, a behavioural approach to personnel work began to be formed, which deals with the study of human behaviour in an organization. [5] Attention is paid to the individuals. Psychologists examine the inside of a person, his needs and the causes leading to action and behaviour. Motivation theories seek explanations. This approach deals with the issues of working groups and leadership issues. The influence of managers' behaviour on the performance of workers is investigated. The ideal leader is the one who respects and trusts the workers and at the same time shows a high degree of structure. He tries to achieve maximum performance by organizing work.

In the early sixties, Blake, and Mouton [6] constructed the so-called management grid and defined an ideal manager, oriented equally towards subordinates and working in a team style of leadership.

The humanistic model of management based on the change in ideas about a person presents the pattern of a self-actualizing worker who has his needs and who seeks the meaning of work. In this model, the worker is given the opportunity to realize his potential for the benefit of the organization in the performance of work that is supposed to be diverse, meaningful, coherent, significant, and adequately autonomous. Such work is supposed to bring inner satisfaction to the worker. This fact implies a transition from extrinsic motivation to intriguing, that is, internal. The model of humanistic management assumes a change in the role of the manager. The emphasis is on the role of leader, not controller.

In the eighties of the twentieth century, under the influence of changes in employee perceptions, an approach to management in terms of human resources was promoted. Workers are considered a key corporate source of work, management ideas in terms of human resources. Management in the sense of McGregor's theory X and Y [7] perceives them as people who have a positive relationship with the work and like to solve individual tasks independently, responsibly, and creatively. Based on the diagnosis, ways and possibilities are sought so that work motivation is influenced by accepted internal and external rewards. The approach can be considered progressive.

As a result of globalization, personnel work has seen a significant change towards its improvement and adaptation to new conditions in Slovakia and the world. Along with the growing presence of multinational corporations and the employment of people of different nationalities, changes in some human resources management processes are noticeable. [8]

Developmentally, there were different opinions. The different perception of workers was also formed by the establishment of personnel work. In the development of personnel work, we can define different stages in relation to the aspect of role and hierarchical position in the organization, namely personnel administration, personnel management, and human resources management.

State administration is a public administration carried out by the state and has an irreplaceable role in it. In this sense of the word, state administration is the core of public administration. It is derived from the very essence, position, and mission of the state, from the nature and method of realization of state power.

To create an effective public service and successfully promote public administration reform, it is necessary to systematically improve the human resources system, which would guarantee the success of the achievement of goals and priorities in state governance [9].

A prerequisite for the quality performance of state administration tasks is the creation of an optimal organizational structure of the state administration system, both central and local government bodies. Weaknesses in human resources management in state administration are:

- High degree of uncertainty for civil servants due to frequent legislative changes and changes implemented in rapid succession without the necessary interdependence with the Civil Service Act and other laws.

- Imbalance in the conditions for the performance of the general civil service compared to civil servants in the force to the detriment of civil servants – an imbalance even when comparing the conditions of public service or employment under the Labour Code [10].
- Negative perception of the civil service by the public.
- Unattractiveness of the civil service for graduates and professionals from other fields.
- Administrative complexity of the management of civil servant relations, the procedural complexity and duration of proceedings under the Civil Service Act.

Employment relations in central government bodies can be divided into three main groups of legal relations:

- Civil servant relations related to the performance of civil service by civil servants.
- Employment relationships of employees when performing work in the public interest in connection with the performance of dependent work in an employment relationship (public service).
- Legal relations related to the performance of civil service of officers of the Police Force of the Slovak Republic, the Prison and Judicial Guard Corps of the Slovak Republic, officers of the Fire and Rescue Service, customs officers, professional soldiers of the armed forces in the service.

The centralization of human resources management in the civil service took place at the level of processes and tools, strategic management and human resource planning remains decentralised. The Office of the Government of the Slovak Republic is responsible for the coordination and management of human resources in the state administration, which only partially carries out these activities. This does not include long-term planning of staff numbers, analysis of the consistency and horizontal consistency of the various remuneration regulations, programmes for talented officials and support for the rotation of officials between service offices, or more demanding issues also named by revision (regional remuneration system, collective bargaining organisation, etc.). Coordination and strategic management require job definitions comparable to those of the private sector. [11]

The strengths of the civil service, which have an impact on the management of human resources in state administration, consist of the following:

- Civil service is viable, justified, and capable of carrying out the tasks for which it was set up.
- Civil service has helped to fulfil Slovakia's integration ambitions.
- Civil service is classified as a standard European civil service built on the common principles of professionalism, impartiality, efficiency, and ethics.

The strategy of human resources management in state administration aims to:

- Professional recruitment and selection of quality civil servants providing services to citizens on the principles of ethics and in accordance with their requirements and expectations within the framework of the rights and obligations established by generally binding legal regulations.
- Continuous development of the abilities and skills of civil servants.
- Achieving a high level of motivation for civil servants and stabilising them in the civil service.

The efficiency of the functioning of structures in the field of civil service depends on human resources, with labour resources often accounting for the largest part of the costs. Measuring the actual return on investment becomes difficult. The situation has changed since the development of the first international standard for measuring human capital. Effective human relation strategies can have a positive impact on the performance of organizations. [12]

One of the most important issues in the management of human resources in the state is the degree and method of centralization and coordination. More centralisations can contribute to increasing equality, applying equal approaches and principles, while decentralisation gives management greater freedom of management and a better orientation towards the needs of a particular institution. The rate and level of delegation varies internationally. For a long time, Slovakia was one of the countries with a high level of delegation, except for the short existence of the Civil Service Office, which aimed to establish unified and central coordination of the civil service in almost all areas of human resources management. The delegation rate was partially reduced in 2017 with the adoption of a new civil service law, which brought about a change in terms of strengthening the centralization of some institutes and unifying the rules. [13]

The goal of planning in the civil service is "*to achieve an optimal number of motivated, flexible and efficient civil servants to ensure the efficient and high-quality performance of the civil service*". [14]

The Fire and Rescue Service is a multi-service system. Its components have the nature of a material, procedural, spiritual, and human character. The material component is represented by technology and equipment, the procedural component is all activities arising from the tasks of the service, and the spiritual component expresses the interests of the state in protecting the population from the danger of natural disasters.

The main component of any social system is a man. Officers of the Fire and Rescue Service are the main representatives of the quality of fulfilment of the tasks of the service. The question of quality is very closely related to the process of professionalization of the firefighting profession. The adoption of legislation, in particular the Act of the National Council of the Slovak Republic No. 315/2001 Coll. on the Fire and Rescue Service, as amended, and other related regulations represent a significant shift in this process, the final consequence of which should be to ensure ever faster, better, and more effective protection of the health and life of citizens, animals, property and their common environment from fires, natural disasters, accidents, and other emergencies. The legislative changes are intended, as a matter of priority, to strengthen the social importance of the firefighting profession, which has been partially achieved, by extending the scope and nature of the tasks performed by the Fire and Rescue Service.

The civil service of officers in the Fire and Rescue Service is the performance of the tasks of the service by officers in the service. Based on this fact, a description of individual functional places arises. An officer is a natural person who has been admitted to the service pursuant to Act No. 315/2001 Coll. on the Fire and Rescue Service [15]. Service is established with the state and the legal relations of officers are regulated by the Labour Code only in cases where the law expressly provides for it. The number of officers in the civil service and at the same time the amount of funds for the service income of officers of the civil service is approved by the Government of the Slovak Republic for each year when discussing the draft act on the state budget for the relevant year. The government may adjust in the number of officers in the civil service or in the amount of funds for the service income of officers of the civil service based on the approved law on the state budget for the year in question. During the calendar year, the adjustment in the number of officers of the civil service or in the amount of funds for the service income of officers of the civil service may be made by the government or based on its authorization, by the Minister of Finance of the Slovak Republic. The proposal for the number of officers in the civil service and the proposal for funds for the service income of civil servants are prepared by the Ministry of Interior in cooperation with the Ministry of Finance of the Slovak Republic based on the organizational structure of the service offices. The breakdown of the approved number of civil servants, broken down by function, following the organisational structure of the service offices, is approved by the Minister of Interior on a proposal from the President of the Fire and Rescue Service. Information on the composition and number of officers is communicated to the competent service authorities by the table of composition and numbers sent by the Ministry of Interior of the Slovak Republic. The head of the service office is obliged to monitor, ensure, and comply with the implementation of the approved systemization.

Among the individual departments of central state administration bodies, the most detailed intra-ministerial systemization of state-employment posts (SEP) is held by the Ministry of the Interior of the Slovak Republic, which, following its organizational structure, maintains a breakdown of the number of planned state-employment posts in the form of so-called tables of composition and number of departments under the competence of the Ministry of Interior of the Slovak Republic. These include the definition of each individual SEP, the place of work in the public interest, as well as civil servants in the service (officers of the Police Force, the Fire and Rescue Service and the Mountain Rescue Service), including the relevant systemization parameters of the function in the conditions of each department.

To each planned SEP within the Ministry of Interior of the Slovak Republic are assigned the so-called systemization parameters (indicators) of the function, which serve to comprehensively define individual SEPs in the organizational structure of the relevant organizational unit. The breakdown in question corresponds to the total limit of the number of places approved by the Government of the Slovak Republic and is covered by the approved amount of salary appropriations for the relevant financial year. Each individual function is systemized in the table of composition and numbers of a given department, as a rule, with the following parameters (indicators): the name of the function, the type of function (civil servant, employment, police, firefighting), the grade, the department of the civil service expressed by the corresponding numerical code, the place of performance, for management functions the amount of the management surcharge, the specification of the function (if required or determined, it is indicated, for example, whether the function in question is financially covered by the reimbursement of wages EU funds, etc.), the nature of the work (expressed in numerical code), the category of jobs for statistical purposes, the qualification of education. Optionally, there is a requirement to consult classified information. [16]

4 Human resources management in the Fire and Rescue Service

According to the law, any citizen of the Slovak Republic who applies in writing for admission to the Fire and Rescue Service can become a officer of the Fire and Rescue Service if:

- is of good repute (extract from the criminal record) and has not been dismissed from the civil service for serious misconduct or three years have elapsed since the date on which the decision on dismissal became final,
- has full legal capacity,
- fulfils the qualifications required to perform the post to which he is to be appointed,
- is medically, physically, psychically, and mentally fit to perform the service,
- speaks the state language,
- speaks a foreign language, if this requirement for the performance of civil service is specified by the service authority in the staff regulations,
- resides in the territory of the Slovak Republic.

If there are free posts in the civil service in the Fire and Rescue Service, the admission procedure shall be announced publicly in the press or in other means of public communication generally accessible to the public (e.g., the Internet) three weeks before its implementation, indicating the place for submitting a written application for admission to the civil service.

However, the admission procedure may also be initiated by the application of the applicant. According to the Act on the Fire and Rescue Service [15], the head of the service office or a officer authorised by him is obliged to conduct an informative interview with the applicant, during which he is acquainted with the fundamental rights and obligations arising from the service, in particular the conditions of civil service and with salary and other requirements. Based on such an interview, a written record is made. In the admission procedure, the applicant must submit all documents requested by the service office and determined by law.

The specificity of the selection of officers is to assess his competence in relation to the performance of the service' tasks. He must undergo a medical examination, a physical fitness check and a psychological examination. At the same time, he also undergoes an oral interview or a written test.

The admission procedure verifies the applicant's knowledge, abilities, skills, and other requirements that are necessary or appropriate to the nature of the activities to be carried out in the civil service. It takes place regardless of the sex, race, colour, belief, religion, political or other opinion of the applicants, their national or social origin, membership of a nationality or ethnic group.

If the applicant has not complied with one of the conditions, the admission procedure ends with him.

The admission procedure also ends in the following cases:

- Issuing a decision on recruitment.
- Rejection of an application for recruitment on the grounds that there is no free post in the service to which the application for recruitment relates.
- Withdrawal of the application for recruitment.
- Rejecting an application for recruitment without justification.
- Death of the applicant.

The service office shall, within 30 days of the end of the recruitment procedure, but no later than six months from the date on which the application for admission to the service was submitted, notify the applicant in writing.

Based on the results of the recruitment procedures, the service office registers for a period of one year the successful candidates who have fulfilled the conditions for admission to the service. The subject of such records are the results of a medical examination, a physical fitness check and a psychological examination for a year. It is possible to appoint an applicant for the vacancy from the database of the service office thus created if it is possible to use the recorded results to assess his competence.

Based on a successful admission procedure and its selection by the Commission, the candidate is appointed to the post by decision. At the same time, he is also familiar with the length of professional experience and counted experience, the amount and composition of the service salary, the weekly service time, and the length of leave. Upon the establishment of a service relationship, officers must take a service oath.

As we mentioned above, the training and professional development of officers in the Fire and Rescue Service begins already when they are appointed to the service. However, the service shall ensure the regular upgrading of the qualifications of officers to maintain, improve and supplement the required knowledge, skills, abilities, and habits necessary for the performance of civil service in the Corps on an ongoing basis. The type and form of deepening of qualifications is determined by the Ministry of Interior. The results of deepening the qualifications of a officer become part of his assessment. Upskilling serves to obtain the necessary level of education so that the officer can perform tasks in another post in accordance with the needs of the service office.

5 Human resources management in the private sector

"*Enterprise it's people*" – the basic condition for the success of any organization, entrepreneurial or non-entrepreneurial character, is today to realize the value and importance of a person in the work process. If a manager proceeds from the philosophy that human capital represents substantial capital today, he knows that current practice requires looking for optimal paths of human resources management in each entity. Today, it is the people and their knowledge that decide the success and competitiveness of the subject. [17]

Personnel management can be characterized as a part of corporate management that focuses on human resources. It represents a summary of activities in the field of employee activities that are aimed at fulfilling the company's goals.

Human resources issues in the enterprise are dealt with by personnel management or human resources management. Usually, this area of management is defined as an activity that includes all managerial decisions and practices that directly affect the human resources of the enterprise. With other functional areas of management, it participates in achieving the so-called synergistic effect, which is influencing the goals of employees and the enterprise. [18]

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Personnel strategies are usually the work of the entire management of the enterprise. All managers and all departments contribute to their creation. The natural guarantor is the personnel manager and his staff. Fundamental decision-making on the strategy of working with human resources must be conducted in the long term in accordance with the anticipated development of the enterprise. The strategy of working with people is a very sensitive matter.

A personnel strategy is a basic document that specifies, among other things, priorities in human resources management. [19] The aim of the investigation in this area is to find out whether human relation managers need such a document and, if so, what are the current trends in the priorities of the strategy.

Talent management, understood as a complex concept encompassing both the performance and personnel components, becomes a priority of personnel strategies. [19]

The personnel strategy in the private sector is based on the overall strategy of the enterprise. It is a basic prerequisite for personnel management. Progressive businesses have now become quite clear everywhere that even the best strategy, which is not secured and supported by people, remains on paper as a worthless document. Many managers openly admit that, regardless of the different advantages of modern technology, human resources are most essential for the success of an enterprise.

Personnel activities in the enterprise represent the executive part of the work of the personnel department. The Personnel Department ensures, organizes, and coordinates these activities, controls, and directs all other employees involved in personnel management and performance of personnel activities, and at the same time develops and continuously improves their methodology.

As basic personnel activities, we define:

- Job analysis,
- Personnel planning,
- Recruitment and selection of staff,
- Evaluation of employees,
- Deployment (assignment) of employees and the termination of the employment relationship,
- Remuneration,
- Company training of employees,
- Labour relations,
- Caring for employees,
- Personnel information system,
- Labour market research,
- Health care for employees,
- Activities focusing on the methodology of survey, detection, and processing of information.
- Compliance with labour and employment laws.

By analysing work activities in the company and their thorough analysis, a strategy is established for filling individual functions with suitable types of workers. In this step, the description and specification of the job is drawn up, in which the nature of the work, working conditions, and requirements for the employee are determined. Based on the plan, because of personnel planning, the number of individual jobs to be filled in a certain period is determined. These two steps are important for jobs that will be newly created to improve the organization of work in the company.

All preparation for staff recruitment should be subject to this. The internal and external resources of applicants need to be reassessed. The key step is to establish the sources, methods, documents, and responsible persons. The pre-selection, which takes place after the formulation of the job offer and the publication of the job offer, prepares a list of candidates, according to which they will be invited to the selection procedures. During the recruitment process, they are selected after preliminary sorting into:

- marginal (we can keep them in reserve),
- possible,
- unsuitable (which the business rejects).

Based on the references received, e.g., from previous employers, candidates are divided into candidates suitable and unsuitable for the job.

After the recruitment process, a selection is made and a final bid is drawn up for the selected candidate, which the candidate either accepts or rejects. If the addressed applicant rejects this offer, the enterprise has the option of calling the addressed applicant in reserve or repeating the selection.

5 Comparison of the creation of personnel strategies in the private sector and in the Fire and Rescue Service

Today, high-quality data is a key factor for strategic workforce planning, labour productivity growth, talent management, worker engagement and retention, performance management, dynamism, and mobility decisions.

In the business environment, the job description and specification, in accordance with the personnel planning of the enterprise, is drawn up by a particular enterprise to achieve its set goals according to its "tailor-made" needs.

The goal of strategic human resources management is to ensure the correct direction of interconnected programs and practical procedures to address long-term people-related issues, as well as a guide to successful action supporting the organization's strategy. [20]

Human resources in state administration in Slovakia are planned in relation to the competence of service offices and the state budget. [2]

Ministries and other central government departments determine for themselves the number of civil servant posts in their service, considering the limit approved for the financial year in question. Consequently, their systematization "also implies the number of civil servant posts for their subordinate service offices" [21].

In the Fire and Rescue Service, the number of individual jobs is given as indicated by systemization following the state budget. The job description and specification are drawn up in accordance with the performance of the tasks of the Fire and Rescue Service and according to the applicable legislation.

Based on the Survey of the Office of the Government of the Slovak Republic in 2014, it can be concluded that most of the service offices of the central bodies of the civil service plan civil servant posts and conduct their own intra-departmental systemization according to various criteria, from the simplest to the most complex ones, as shown by the positive example of the Ministry of Interior of the Slovak Republic. However, since the law does not provide for the obligation to plan the SEP following the organizational structure, there are service offices that do not do so. Similarly, they do not break down the SEP in relation to indicators such as grade or type of civil service or break down only some of the indicators.

If this planning is to be effective, it is essential to define jobs in the way that is done in both the private sector and the Fire and Rescue Service.

One of the reasons for the lack of long-term planning in human resources management and the number of civil servants is the time mismatch between long-term and short-term policy objectives

The time mismatch between long-term and short-term policy objectives prevents policymakers from committing to policies that require long-term implementation. Politicians prefer short-term goals because they know that they may no longer be in office after the end of the parliamentary term. [22]

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The basic tool in the field of human resources management strategy in the civil service is long-term planning. The absence of systemic, knowledge and analysis-supported long-term planning is a fundamental shortcoming that occurred especially during the transformation of the economy in the first decade of its existence. The transformation has led many times along the paths of reform trial and error, characterised by inconsistent rationalisation measures and various delegations of competences without impact analyses, the liquidation of the institutions and bodies that were supposed to provide strategic concepts and the evaluation of policies before they are applied on the ground. These negative effects have occurred in all spheres of public administration, including strategic planning and human resources management.

Within the framework of the basis of the Strategy for human resources management in the civil service for 2015 – 2020, approved by the Resolution of the Government of the Slovak Republic No. 548/2015, it is stated that the current challenge for the public sector is to find solutions on how to implement economically sustainable concepts and policies, with a focus on the real public interest versus purely ideological ones, the partial and group or narrowly departmental approach used to date, including more trade unionist and evidence-based decisions. The strategy also confirms the absence of systemic long-term planning.

It also seems problematic that, during the financial year, most service offices, including the Fire and Rescue Service, make several organisational changes, while the procedural procedure for both designing and approving changes is not uniform, which in practice means that the service authorities can make changes to planning based on different criteria and rules. This situation prevents systematic and coordinated planning of the SEP in the service offices, prevents efforts to create a stable number of civil servants and civil servants, and allows for ad hoc changes in the organization and the SEP, which can become abusive as a potential tool for politicization.

Another factor entering the creation of a personnel strategy in state administration is the correctly selected level of centralization or decentralization in the field of human resources management.

Absolute centralisation or decentralisation does not exist. Tendencies towards one side or the other are manifested, while at all levels of management there are, to a certain extent, both centralization and a certain autonomy of lower management links in solving tasks. A prerequisite for the effective functioning of the organization is to ensure an optimal division of decision-making power, i.e., the optimal combination of its centralization and decentralization. Excessive centralisation leads to bureaucracy, excessive decentralisation tends towards anarchy. How much power to allocate to individual activities and to those who carry out these activities is decided by managers. When dealing with the relationship between centralization and decentralization of security management in the organization, it is necessary to take into account: consistently centralize the use of all information sources and ensure that each decision-making point has access to the necessary information, the decision to take quickly and close to the source of information, to observe the balance of the tasks issued and the powers that condition the performance of tasks, as well as the responsibilities arising from them, to clarify, which decision-making powers can be decentralised and which must remain centralised. Accordingly, powers can be divided into those: which cannot be decentralized and must remain centralized; which can be fully decentralized (delegated); which can be partially decentralized (delegated). [23]

By defining the recruitment procedure for officers to the Fire and Rescue Service and describing the selection of applicants in the private sector, we have highlighted the difficulty of selecting officers. Because it is a civil service in the branch of the specialized state administration, each officer must meet all the conditions for assessing competence, regardless of what service tasks he will perform in the corps.

Finally, we need to highlight some of the differences in some components of human resources management in the business environment and in the conditions of the Fire and Rescue Service.

In the business environment, the job description and specification, in accordance with the personnel planning of the enterprise, is drawn up by a particular enterprise to achieve its set goals according to its "tailor-made" needs.

In the Fire and Rescue Service, the number of individual jobs is determined by systemization following the state budget. It is not determined by the specific service offices occupying these posts. The job description and specification are drawn up in accordance with the performance of the tasks of the Fire and Rescue Service.

In the business environment, the enterprise itself determines the method of recruiting employees and based on pre-selection, it can reduce the number of applicants it invites to the selection procedures according to the criteria set by it.

Armstrong [1] defines a job as a set of related tasks performed by a person and thus fulfils the purpose of the job.

In the conditions of the Fire and Rescue Service, the service office is obliged to start the admission procedure with any applicant who submits a written application for admission to the civil service. However, the opposite of this fact is that each applicant must meet the conditions of eligibility to perform civil service to the extent stipulated by law, regardless of what tasks in the service he performs.

It is believed that future studies will deal more with personality traits, since they are key elements in the development of individual leadership skills. [24]

Human resources management, human potential, education and development of human resources, development and stabilisation of human resources, quality of life and care for human resources, motivation in the field of human resources management, economics, logistics, crisis management at national or international level are all topics that are moving the world, especially now, at a time when thousands of migrants are joining Europe. People are constantly facing various changes, new potential threats, or risks. The better and more efficient the care of human resources in the power sectors – the fewer problems there will be with the quality of life of each of us. [25]

Future studies should focus on the attitudes and behaviours of individuals to develop new theoretical concepts and better studies regarding human resources and leadership styles. [26]

The results according to the Fire and Rescue Service correspond to the international standards. The evaluation looks at the number of actions and victims, as well as property damage. In line with best international practice, it would be appropriate to introduce a comprehensive system that also monitors the efficiency, economy, and management of human resources.

The implementation of a competence approach to human resources management in the public sector would lead to the promotion of strategic orientation and integration of key areas of human resources management, including workforce planning, selection and recruitment, mobility (which is almost taboo in the public sector) and training and development of human capital.

We live and work in an era of technological progress that is unprecedented. In response to technological progress, the skills and flexibility requirements of the workforce are changing. At the same time, the entry of the young generation into the work process forces employers to change their human resources policy according to their requirements, a new trend is not to work for one employer for life and trendy independence. This means that potential talent has become an employer on its own and creates a new competitive environment with new flexible management methods compared to outdated managers of some companies. This trend affects the situation in the labour market. A quality workforce becomes an advantage especially for those who offer interesting working conditions, and it is not only about salary, but especially about the employer's relationship with their employees. [27]

Public administration management differs in many aspects from corporate management. First, it is essential to underline that public administration is not an economic market. Managers are often appointed based on political affiliation or the influence of interest groups, to the detriment of their competence. Organisations active in public administration are non-profitmaking in nature, so the main variable – "profit", used in the private sector, cannot be used here. The provision of public goods is in many cases highly unprofitable. The management of public administration is also particularly strongly influenced by factors that are absent in the private sector, in particular political factors, civil control, public opinion, public interest, and others. [28]

6 Conclusions

A key process of coordination is the strategic management and planning of human resources, which is based on qualified evidence and data. Strategic management transforms the organization's strategy into requirements for securing and overall management of human resources. Changes in public policies (digitalization of processes) or trends (e.g., aging) affect the number and profile of employees that the state and specific organizations will require. Human resource planning includes forecasting the number of required workers for various professions or supporting the acquisition of currently needed professions (hard planning). At the micro level, it can also deal with planning and deployment of employees in individual organizations (soft planning). Strategic management and planning in the Slovak civil service is still decentralized, even after the unification of rules in several areas. Thus, long-term planning of the number of workers, analysis of the consistency and horizontal compliance of various remuneration regulations, management of leadership (programs for talented officials) and careers between service offices, or more demanding issues also called revision (regional remuneration system, organization of collective bargaining, etc.) are not carried out.

The comparison of human resources management in the private sector and in the Fire and Rescue Service as one of the services of the state administration, the description of intersections and differences pointed to the lack of long-term strategic planning of human resources, the problematic determination of the correct level of centralization and decentralization in the management of human resources in the Fire and Rescue Service as well. A comparison of recruitment procedures showed an effective pre-selection of applicants carried out in the private sector, which, if incorporated into the current legislation, would significantly simplify, and streamline the process of selecting new members of the Fire and Rescue Service.

The level of human resource management is currently used as a criterion for evaluating the quality of the organization's activities. It is important to pay due attention to this part of management, whether in the private sector or in the Fire and Rescue Service. In the future, the introduction of the evaluation of the quality of human resources management in the Fire and Rescue Service would help to evaluate its activities more clearly.

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