

# THE ORGANIZATIONAL AND FUNCTIONAL DIFFERENCES IN HUMAN RESOURCES MANAGEMENT IN THE MINISTRY OF DEFENCE AND THE MINISTRY OF INTERIOR OF THE REPUBLIC OF SERBIA

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In security systems, the function of human resources management has a special role. The Ministry of Defence and the Ministry of Interior, as representatives of state security, seek to place the function of human resources management as much as possible in the function of the Armed Forces and the police, their efficiency and development. The paper presents a comparative analysis of the functioning of human resources management in the aforementioned ministries with a critical review of the existing solutions.

The objective of this paper is to find mutual similarities and differences, as well as positive examples, through a comparative analysis, in order to define the best practice and suggest a desirable direction of development. Furthermore, efforts are being made to inform the wider scientific public about the role and importance of the function of human resources management in the defence and security systems.

In accordance with the subject and objective of the research, the paper first presents the general framework of human resources management. Then focus is directed to its role in security management, and then a comparative review of two models of human resources management is done. A comparative analysis and comparative legal, inductive and empirical research methods have been used. Finally, some conclusions from the mentioned parts of the paper have been made.

*Key words: human resources management, Ministry of Defence, Ministry of Interior, Human Resources Sector, security*

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## Introduction

Human resources management has always been a subject of interest in science and everyday human practice. The relations in organizations have constantly been changing and improving, and along with those changes, the process of human management has also been developing.<sup>1</sup> The topicality of human resources management is increasing every day and is accepted as a new management activity, scientific and teaching discipline and business function.

The human resources management function identifies obstacles in the efficiency of the main activity, defines the directions of changes and continuously invests efforts in their implementation. In this process, positive experiences and examples from related systems are important. The Ministry of Defence and the Ministry of Interior represent the most important security systems in the Republic of Serbia, each with its responsibility stipulated by law. In the Ministry of Defence, the focus of the main activity is on the defence of the country, and in the Ministry of Interior on the security and protection of citizens, their lives, rights, freedoms and property.

Using a comparative analysis of the organizational structure, responsibilities and key activities of the organizational units for human resources of both ministries, we can see the advantages and disadvantages of certain regulations and procedures, and in relation to this, solutions can be made that would have a positive impact on the work and strengthening of the Armed Forces and the police.

## Human resources management

The concept of “human resources” appears in parallel with the concept of “human resources management”. The concept of “human resources” usually refers to the totality of human potential. In this regard, some authors state that human resources can be viewed through the prism of the overall human values - knowledge and experience at their disposal, capabilities and skills, ideas, motivation, interest in achieving organizational goals.<sup>2</sup> Therefore, the concept of “human resources” does not mean only people, but the mentioned concept also summarizes their knowledge and capabilities.<sup>3</sup>

The following phrases are often found as synonyms for “human resources management” in scientific literature, and also in practice: human resources management; human potential management, personnel management.<sup>4</sup> When

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<sup>1</sup> Ranko Lojić, “Savremene tendencije u oblasti menadžmenta ljudskih resursa”, *Vojno delo*, 1, 2008, p. 156.

<sup>2</sup> Živko Kulić, *Upravljanje ljudskim potencijalima*, Radnička štampa, Beograd, 2005, p. 21.

<sup>3</sup> Obrad Stevanović, Dane Subošić i Dalibor Kekić, “Politika upravljanja ljudskim resursima kao faktor Sistema policijskog obrazovanja”, *Vojno delo*, 4, 2018, pp. 118-119.

<sup>4</sup> Živko Kulić, *Upravljanje ljudskim potencijalima*, gen. quote, p. 19.

defining the concept of human resources management some authors distinguish between the activities of personnel management and some approach to human management, i.e. human resources management.<sup>5</sup> The development of human resources management in theory occurred in the 1980s, due to the transformation of personnel management under the auspices of Anglo-Saxon literature. However, one can justifiably speak not only of a terminological difference, but also of a change in the position of employees in work process, as well as a new approach to management activities.<sup>6</sup> It is important to point out that the aforementioned changes highlight the function of leadership, as one of the most important functions of management, from strategic, tactical and operational level.<sup>7</sup> Both functions are directed towards employees and their potential, in order to achieve set goals. However, they differ greatly. The personnel function was aimed at "establishing order" in an organization, while human resources management has a dynamic and developmental character, seeks optimal solutions, discovers and develops human potential. The concepts of personnel and staff imply an old organizational practice that mainly had an administrative character.<sup>8</sup> Human resources management pays equal attention to both organizational and individual objectives, nurturing a diversity of opinion and individual performance. Viewed from the aspect of the management function, human resources management has great importance for organization and its successful functioning, which is conducted through its strategic and operational role.<sup>9</sup> In the context of the aforementioned discussion, it can be concluded that in most definitions the dominant view is that it is a new scientific and teaching discipline, which at the same time is considered to be one of the most important business functions in an organization. Human resources management means "measures and activities, which in the process of planning, recruiting, selecting, training and developing, evaluating, rewarding, motivating, protecting employees and implementing labour and legal regulations, are undertaken by the management in order to provide high-quality personnel and their adequate training and motivation to achieve expected results and fulfil organizational and personal goals".<sup>10</sup>

The objectives of human resources management are variable, dynamic, interrelated and derived from the results that are to be achieved - from the level of an

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<sup>5</sup> Derek Torrington, Laura Hall, Stephen Taylor, *Menadžment ljudskih resursa*, Data status, Beograd, 2004, p. 6.

<sup>6</sup> Živko Kulić, Goran Milošević, *Upravljanje ljudskim i materijalnim resursima*, Kriminalističko-policijska akademija, Beograd, 2012, p. 45.

<sup>7</sup> Dobrica Vesić, *Menadžment ljudskih resursa*, Dobrica D. Vesić, Beograd, 2006, p. 13.

<sup>8</sup> Ranko Lojić, *Upravljanje ljudskim resursima u sistemu odbrane*, Medija centar "Odrana", Beograd, 2011, p. 39.

<sup>9</sup> Živko Kulić, Goran Milošević, *Upravljanje ljudskim i materijalnim resursima*, gen. quote, p. 47.

<sup>10</sup> Mića Jovanović-Božinov, Živko Kulić, Tatjana Cvetkovski, *Menadžment ljudskih resursa*, Megatrend univerzitet primenjenih nauka, Beograd, 2004, p. 12.

individual job to the level of the entire organization.<sup>11</sup> Human resources management involves many activities, whose initiation involves various challenges such as growing competition, technological innovation, globalization, international influences, increase in the employees' age and other circumstances that have to be taken into account when defining management activities. They include harmonization of people with organization, ethical actions and socially responsible behaviour, increasing individual productivity, deciding on employees' empowerment, preventing brain drain and addressing the issues of job insecurity.<sup>12</sup> All of this should be taken into account when performing the main human resources management activities, such as job analysis, human resources planning, recruitment and selection, training and development of employees, evaluation of employees' performance, rewarding and motivating, health and safety at work and relations with employees.

## The role of human resources management in security management

When defining the concept of security, one can notice the traditionally understood concept of security that focuses on state and its values as a reference object contrary to the concept of human security that focuses on human rights. The relation between human and national security is a particularly interesting field, where the ideas of contemporary security theorists intersect. The contemporary discourse of the security concept moves from mutual exclusion to the attempt to define a new security paradigm.<sup>13</sup> In the context of this paper, a position has been taken which, when defining security, starts from state as the main provider of security and the institutional foundation that security system is based on, summarizing that the common goal is the security of state and all its citizens. In accordance with this, one can use the definition of security as a state established, maintained and improved by legally regulated and secured social relations in state, which enables the effective protection of state and its citizens from all illegal activities that threaten the constitutional order, sovereignty, independence and territorial entirety of state, the work of state bodies, the conduct of economic and social activities and the fulfilment of freedoms, rights and duties of a man and citizen.<sup>14</sup> Starting from the concept of security understood in this way, it is clear that security management is aimed, first of all, at security organizations that should ensure the protection of society as a whole.

<sup>11</sup> Ranko Lojić, "Savremene tendencije u oblasti menadžmenta ljudskih resursa", *Vojno delo*, 1, 2008, p. 165.

<sup>12</sup> Luis Gomez Mejla, David Balkin, Robert Cardy, *Managing human resources*, Pearson 2014, p. 47.

<sup>13</sup> Zoran Dragjišić, "Nacionalna bezbednost – alternative i perspektive", *Nauke bezbednosti – vrste i oblici*, Fakultet bezbednosti, 2020, pp. 40-41.

<sup>14</sup> Slobodan Miletić, Sreten Jugović, *Pravo unutrašnjih poslova*, Kriminalističko-policijski univerzitet, Beograd, 2019, p. 5.

The concept of security management refers to the managerial activity of management that establishes, protects, changes, integrates security organizations, stimulates them to function and directs towards the effective achievement of security goals, with the efficient use of limited resources, in the conditions of a real environment.<sup>15</sup> Security management serves to direct people and resources in order to achieve the desired state of security, and all of this in order to meet the security needs of citizens through society as a whole, which is reflected through the state, business and non-governmental sector.<sup>16</sup> Since one of the main roles of security management is human resources management in the field of security, it is necessary for security managers to have basic knowledge of human resources management. It could be said that human resources management is in the function of security management, that is, the establishment of all methods and procedures of managing an organization and people in security institutions so that they can maintain and improve the state of general security of state and its citizens.

## The human resources management function in the Ministry of Defence and the Ministry of Interior

The two greatest security systems in the Republic of Serbia are the Ministry of Defence and the Ministry of Interior. These two systems have over 70,000 employees and the most developed human resources management system in the state administration. Although both systems are related to the field of security, there are great differences between the ministries, as well as between the human resources management functions.

The Ministry of Defence is the state administration body established to perform tasks related to defence policy, equipping, arming the Serbian Armed Forces and defence planning, participation in multinational operations, military education, healthcare and insurance for the military insured, scientific research work and publishing activities of importance for the defence. Human resources management in the defence system can be defined as a process that assists command and control in the execution of tasks and the achievement of set goals, in order to provide and prepare the necessary number of personnel (by type, level of education, specialties, work experience, etc.) for the needs of the defence system functioning.<sup>17</sup> The accomplishment of the goals of human resources management is of a permanent character.

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<sup>15</sup> Obrad Stevanović, *Bezbednosni menadžment*, Kriminalističko-policijska akademija, Beograd, 2016, p. 47.

<sup>16</sup> Momčilo Talijan, Miroslav M. Talijan, *Opšti i bezbednosni menadžment*, Visoka škola unutrašnjih poslova, Banjaluka, 2011, pp. 166-167.

<sup>17</sup> Milan Kankaraš, *Unapređenje funkcije upravljanja ljudskim resursima u sistemu odbrane*, doktorska disertacija, Beograd, 2016, p. 26.

The function of human resources management in the defence system is decentralized to the organizational units of the Ministry of Defence and the Serbian Armed Forces and is carried out at strategic, operational and tactical level. The functional holder of the main human resources management activities is the Human Resources Sector. The Ministry of Defence is the first ministry in the Republic of Serbia that has established the Human Resources Sector as its main internal unit responsible for normative regulation of the organization and organizational changes; planning and preparing mobilization; status and other issues of professional personnel of the Serbian Armed Forces; planning education and professional development in the country and abroad; planning preparations for the defence of the country and training of citizens and civil protection units, military, work and material duties; museum activity; tradition, culture, social and humanitarian issues, needs of veterans; housing affairs and promotion of gender equality and equal opportunities policy in the Ministry of Defence and the Serbian Armed Forces.<sup>18</sup>

The aforementioned activities are grouped, according to the character of their tasks, into departments, as internal organizational units of the Human Resources Sector (Figure 1). The organizational structure of the Human Resources Sector consists of four departments: the Organization Department, the Personnel Department, the Defence Obligations Department and the Department for Tradition, Standard and Veterans.

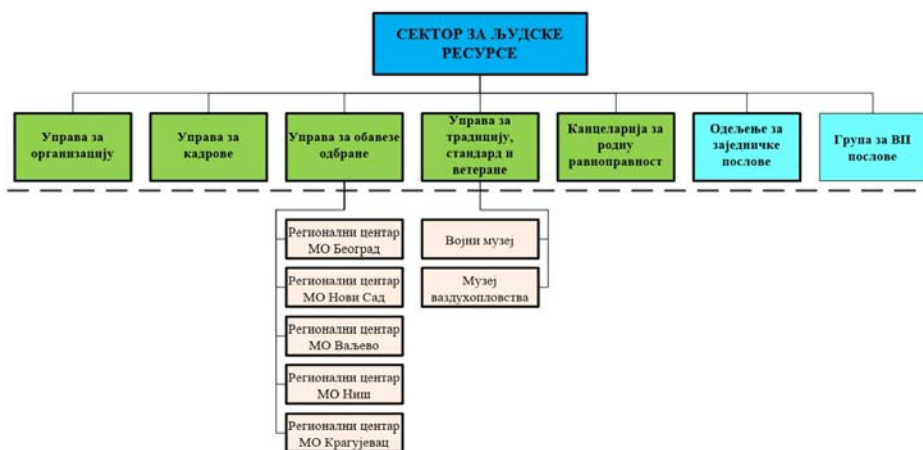


Figure 1 – The organizational structure of the Human Resources Sector of the Ministry of Defence<sup>19</sup>

The Organization Department, in cooperation with other units, continuously analyses the relation between the existing organizational structure of the Ministry and the Armed Forces, the mutual relationship between organizational elements, the

<sup>18</sup> <https://www.mod.gov.rs/cir/17537/sektoz-za-ljudske-resurse-17537>, 21/05/2022

<sup>19</sup> Source: <https://www.mod.gov.rs/cir/17537/sektoz-za-ljudske-resurse-17537>, 21/05/2022

scope of work, the grouping of tasks and job classification, in accordance with strategic and doctrinal documents. One of the specifics of the Ministry of Defence is the existence of the peacetime and wartime organization. It is within the responsibility of this Department to prepare normative regulations and plans that ensure the transition of the Ministry of Defence and the Serbian Armed Forces from a peacetime organization to the functioning and executing tasks according to a wartime organization, under certain conditions and in compliance with deadlines.<sup>20</sup>

The Personnel Department performs the following tasks: regulating service status; planning of recruitment of all categories of personnel; preparation of system and status documents in the field of education and development of professional personnel; regulation of career guidance of professional personnel; regulation of issues in the field of evaluation; psychological activities; planning and implementing interstate agreements on the education of personnel in the Armed Forces of foreign countries; contracting the education and professional development of citizens and foreign nationals in military schools.<sup>21</sup>

The responsibility of the Defence Obligations Department is focused on the regulation of military, work and material duties. Through acts and planning documents, it plans measures and actions of citizens, state bodies, companies and other defence forces in a state of emergency and war; it organizes and implements preparedness and mobilization measures of companies, other legal entities and entrepreneurs.<sup>22</sup> The regional centres Belgrade, Novi Sad, Niš, Kragujevac and Valjevo are directly subordinate to this Department, and to them the territorial units of the Ministry of Defence that prepare and harmonize draft defence plans with defence planning subjects, organize and coordinate the functioning of civil protection affairs, train citizens and perform tasks related to mobilization, military, work and material duty.

It is also important to emphasize the role of the Department for Tradition, Standard and Veterans, which performs tasks related to tradition, culture, standard and military veterans, the look and use of the Serbian Armed Forces coat of arms, military flag, insignia, the assignment of military decorations, professional recognition and non-material rewards, social welfare and humanitarian affairs, care of the families of fallen members, cooperation with military associations, solving housing issues. It includes the Military Museum and the Air Force Museum.<sup>23</sup>

In addition to the Departments, the Human Resources Sector includes the Section for Joint Affairs and the Group for Military and Police Affairs, which is characteristic of the organizational structure of the Ministry of Defence for all sectors.

The implementation of international standards in the field of gender equality, adopted during the reform of the national legal framework, is one of the objectives of the Ministry of Defence. Since the Ministry of Defence is the holder of activities

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<sup>20</sup> <https://www.mod.gov.rs/cir/17538/uprava-za-organizaciju-17538>, 21/05/2022

<sup>21</sup> <https://www.mod.gov.rs/cir/4316/uprava-za-kadrove-4316>, 21/05/2022

<sup>22</sup> Milan Kankaraš, *Unapređenje funkcije upravljanja ljudskim resursima u sistemu odbrane*, gen. quote, pp. 37-38.

<sup>23</sup> <https://www.mod.gov.rs/cir/17541/uprava-za-tradiciju-standard-i-veterane-17541>, 21/05/2022

related to United Nations Resolution 1325 - Women, Peace and Security, the Human Resources Sector has established a special unit - the Office for Gender Equality. This further develops and improves the personnel and technical capacities of the Sector, necessary for the practical execution of competencies in the implementation of gender integration.

The organizational structure of the Human Resources Sector of the Ministry of Defence is complex; it arises from a very diverse functional competence and represents a challenge for the management. It can be noticed that some activities are not typical activities of the human resources management function, but result from the specific role of the Ministry of Defence. Furthermore, there is a deep and decentralized organization of tasks in the field of human resources management, which greatly complicates their monitoring and implementation and requires a lot of time for the execution of the simplest tasks. The existing information system for human resources is outdated and does not have accurate real-time data that are necessary for effective strategic decision-making. The situation is similar with the information system for recording military, work and material duties. All of this points to the difficult management of human resources. Therefore, it is necessary to consider the current situation realistically and from several perspectives and make a clear plan for the further development and improvement of the human resources management function, so that the Human Resources Sector can contribute to the achievement of the strategic goals of the Ministry of Defence and the Serbian Armed Forces in its full capacity. It is necessary to strengthen the Sector with different personnel profiles that will be committed to changes, efficiency and the implementation of the most modern trends in human resources management.

The Ministry of Interior, as the state administration body, performs internal affairs that ensure the security of the state and its citizens and provides the exercise of their rights defined by the Constitution and law. While the Ministry of Defence established the Human Resources Sector in 2004, as the strategic organizational unit of the Ministry, which should contribute to the constant improvement of its defence interests, the reform process of human resources management in the Ministry of Interior was carried out more slowly and is a part of the wider public administration reform in Serbia. The initial ideas about the establishment of the human resources management function in the Ministry of Interior are related to 2004, when an emphasis was placed on the inefficient organizational structure and personnel policy of the Ministry, the non-transparent system of filling job vacancies, the great problem of attracting and retaining personnel, the lack of relation between promotion and evaluation, the absence of competitions for the appointment of managers, as well as the lack of an organizational unit for human resources management.<sup>24</sup> It was only in 2015, under the influence of the accession process of the Republic of Serbia to the European Union, that the reform Law on Police was adopted, which recognized the

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<sup>24</sup> Mark Dauns, *Reforma policije u Srbiji – ka stvaranju savremene i odgovorne policijske službe*, OEBS, Misija u SCG, 2004, pp. 5-53.



Human Resources Sector. Regardless of real shortcomings and difficulties in functioning, the establishment of a special organizational unit for human resources in the Ministry was a great step forward, and the following steps in the police reform process could not be taken without it.

The Law on Police has organizationally placed the Human Resources Sector at strategic level and has given it an important role. The Sector has included all activities from the function of human resources management, thus it defines the main competencies of employees; develops and implements a human resources development strategy; makes and develops a job catalogue; describes jobs and defines job conditions; evaluates the complexity of jobs; performs personnel planning tasks; deals with organizational changes; conducts internal and public competitions; provides conditions for career development and advancement of employees; provides professional training and development; engages in scientific research work and publishing activities; develops, implements and improves the employee evaluation system; takes care of the implementation of legality in the field of work and working relations; defines the salary and benefits system; participates in collective negotiations with unions; takes care of health and safety at work and implements psychological prevention of employees.

It can be noticed that the Human Resources Sector of the Ministry of Interior is functionally harmonized with modern human resources management systems. All of these activities are carried out through internal units of the Sector, which have been formed at the headquarters and locally, for the needs of 27 Regional Police Directorates. Unlike the Human Resources Sector of the Ministry of Defence, which consists of the departments, and the departments are composed of the sections, the Human Resources Sector does not have departments, but sections. The exception is the Police Training Centre, which is the equivalent to an organizational unit at the level of department. The Human Resources Sector of the Ministry of Interior (Figure 2) consists of the following organizational units:

- 1) Section for planning and software support to human resources management;
- 2) Police Training Centre;
- 3) Section for employee and organizational development;
- 4) Section for recruitment and selection;
- 5) Section for labour and legal affairs;
- 6) Section for administrative-legal affairs and labour-legal representation affairs;
- 7) Section for salaries and benefits;
- 8) Section for employees' health and safety at work;
- 9) Section for psychological activities and
- 10) sections, subsections and groups for human resources in local police directorates.<sup>25</sup>

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<sup>25</sup> <http://www.mup.gov.rs/wps/portal/sr>, 21/05/2022



Figure 2 – The organizational structure of the Human Resources Sector of the Ministry of Interior

The classification of management vacancies into strategic, operational and tactical level in the Ministry of Defence differs from the management level in the Ministry of Interior. The management vacancies of police officers are classified into four categories, depending on the complexity of tasks, education, rank/title, degree of responsibility and authority for decision-making, as well as independence in work, into strategic, high, middle and operational management vacancies level.<sup>26</sup> The function of human resources management in the Ministry of Interior is carried out at all levels of management, but it is strategically developed exclusively at the highest level of management within the Human Resources Sector.

Moreover, the Sector has a rather developed information system for human resources management that enables a rich reporting system in real time. The implemented solution has provided the complete harmonization of business processes while meeting the specifics of stated requirements. Furthermore, the information system provides the possibility of higher quality personnel records with a series of analytical reports that will improve the process of personnel planning, career guidance and the work of the Sector. Monitoring the inflow, outflow and age, gender and qualification structure contributes to better decision-making regarding the deployment and transfer of employees. In this way, the use of information technology affects more rational planning and spending of available financial resources in terms of the appropriate selection of employees for a specific position.<sup>27</sup>

<sup>26</sup> For more details, see the Regulation on criteria for the allocation of managerial positions of police officers, "Official Gazette of the RS", 8/17, 39/18 and 113/20.

<sup>27</sup> Katarina Tomašević, Saša Virijević Jovanović i Jelena Zdravković, "Uticao digitalnih tehnologija na unapređenje rada policije", *Bezbednost*, 2020, p. 57.

The topic of gender equality is gaining increasing importance. While the Ministry of Defence has a gender equality adviser, a trustworthy person, an analytical group and the Office for Gender Equality within the defined mechanisms, the Human Resources Sector of the Ministry of Interior meets the goals and activities from the National Action Plan, in relation to the implementation of Resolution 1325, through a person in charge for the implementation of gender equality policy, trustworthy persons, analytical group and other employees.

## *Conclusion*

By a comparative review of the organizational structure and functional competencies of the Human Resources Sector of the Ministry of Defence and the Ministry of Interior it can be concluded that there are much more differences than similarities. The Sectors have almost the same number of employees, who perform tasks that overlap in only one part (labour and legal relations, organizational structure, movement through service, education, psychological activity...).<sup>28</sup> However, while the Human Resources Sector of the Ministry of Interior has absolute exclusivity for these tasks, the Human Resources Sector of the Ministry of Defence performs a part of tasks independently, and more often in cooperation with other organizational units of the Ministry. One of the main advantages of the Human Resources Sector of the Ministry of Interior is independent decision-making in all human resources activities and the possession of a modern information system that enables precise planning of business processes and it greatly affects efficiency in decision-making. Moreover, the functional competence is absolutely harmonized with the modern concept of human resources management. The Sector established in this way provides stable staffing of the entire system. In the following period, it is necessary to strengthen the capacities of human resources managers and continue reform activities in order to further improve the system through the implementation of proven principles from the European administrative field and guidelines for the development of officer systems.

On the other hand, in the Human Resources Sector of the Ministry of Defence there is the functional decentralization and dispersion of tasks arising from the specifics of the Ministry of Defence in comparison to the rest of the state administration. There are activities that are atypical for human resources management (military, work, material duty, culture, tradition...), but, having in mind their importance for the defence system and rich historical heritage, it is of the utmost importance that they are kept in the Sector, that, with its knowledge and skills in terms of personnel and organization management, can accomplish great functional improvement. In this way, with constant improvement of the work of the

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<sup>28</sup> According to the internal reports, as of January 31, 2022, there were 675 employees in the Human Resources Sector of the Ministry of Interior, and 859 employees in the Human Resources Sector of the Ministry of Defence.

Sector, it is possible to turn this challenge into a significant advantage for the entire defence system. Moreover, in the following period, it is necessary to intensify activities on establishing stable staffing of the defence system, developing information systems, raising capacities of employees in the Sector and their further strengthening and establishing simpler and more efficient procedures.

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## *S u m m a r y*

The modern concept of managing great systems cannot be imagined without a developed function of human resources management. Considered from the point of view of the management function, human resources management should provide jobs and capable and responsible personnel that can lead to the accomplishment of the organization's strategic goals. In security systems, human resources management is in the function of security management and strengthening the basis of the activity. The Ministry of Defence and the Ministry of Interior, as representatives of the security of the Republic of Serbia, view and understand the role of the human resources management function in strengthening and developing the Armed Forces and the police. The Human Resources Sector is organizationally recognized at strategic level in both ministries. However, a comparative analysis of the functioning and organizing human resources management in the Ministry of Defence and the Ministry of Interior shows that mutual differences are greater than one might conclude at first glance. Regardless of different organizational structure and functional competence, both Sectors have an equally important role in improving the systems in which they function. In this sense, they need to cooperate closely and through the exchange of experiences and positive practices be the holders of changes that will contribute to the overall development of the defence and security system.

The Human Resources Sector of the Ministry of Defence is facing great challenges because it is necessary to implement information systems that will enable better analytics. Furthermore, it is necessary to continue with the amendment of the relevant regulation in order to simplify the procedures that would enable better recruitment of all categories of personnel. In this regard, it is possible to implement the experiences of the Ministry of Interior in terms of recruitment and selection, which, on the other hand, should continue the reform in relation to training and career development and advancement of the police officers. By an analysis of the key activities, organizational structure, competencies and the way of functioning of the organizational units for human resources it has been concluded that there is justification for the existence of various activities within the competence of the Human Resources Sector of both ministries. The noticed advantages and shortcomings of certain regulations and procedures can contribute to the establishment and implementation of optimal solutions that would have a positive impact on the work and strengthening of the Armed Forces and the police.

Furthermore, it has also been noticed that, despite the recognition of the importance of the role of the Human Resources Sector in the Ministry of Defence and the Ministry of Interior, there is insufficient dedication to this topic in the scientific and professional literature. Therefore, this paper is also an incentive for scientific associates to contribute to finding new solutions that would improve human resources management in the Ministry of Defence and the Ministry of Interior through a wider scientific discussion. The good practice and existing solutions can be greatly improved through scientific and theoretical reflection, as well as the already established human resources management mechanisms in the European administrative area.

Key words: *human resources management, Ministry of Defence, Ministry of Interior, Human Resources Sector, security*

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