

NEW BULGARIAN UNIVERSITY

R E V I E W

By: **Prof. Dr. Nikolay Zaprinov Arabadzhyski** - Full-time lecturer in the Department of Administration and Management in New Bulgarian University - Sofia, professional field 3.7. Administration and Management, scientific specialty Organization and Management Beyond the Sphere of Material Production

Subject: Dissertation thesis for award of an academic and scientific degree “Doctor” in professional direction 9.1. National Security, scientific specialty: “Organization and Management Beyond the Sphere of Material Production (Strategies and Policies of Security)” in New Bulgarian University

Author of the dissertation thesis: **Krasimir Georgiev Lalev** – Doctoral Student on self-training in doctoral programme “Strategies and Policies of Security” of New Bulgarian University

Subject-matter of the dissertation thesis: «Policies and Instruments at Human Resources Management in the Security Structures»

Dissertation Advisor: **Prof. Dr. Kalin Kanchev Gaydarov**

Grounds for the presentation of the review: participation in the composition of the scientific jury for defense of the dissertation thesis according to Order No. 3-PK-89/06.01.2022 of the Rector of New Bulgarian University.

The review was developed in compliance with the requirements of the Academic Staff of the Republic of Bulgaria Development Act, the Implementing Regulations of the Academic Staff of the Republic of Bulgaria Development Act and the Ordinance on the Academic Staff of New Bulgarian University.

1. Scientific and Scientific-Applied Significance of the Investigated Problem

The significance of the investigated problem is determined by the possibility of the results of the investigation acquiring **scientific and scientific-applied meaning** for the bodies of the state administration in the Republic of Bulgaria and the leading employees in the state administration, who create projects and implement the policies and instruments in the management of the human resources in the security structures. In modern conditions, these structures need to improve their diverse systems for managing their human resources, as well as improving the quality of the public services they provide in the field of security.

The dissertation thesis is presented in the Bulgarian language and is with a volume of 211 standard pages. This volume fully corresponds to the universally accepted standards for such a type of investigation in the sphere of professional direction 9.1. National Security and the scientific specialty “Organization and Management Beyond the Sphere of Material Production (Strategies and Policies of Security)” in New Bulgarian University. Achieved balance between the individual sections was asserted. Taking into consideration the fact that the dissertation thesis was discussed and proposed for public defense by the primary unit - Department “National and International Security of New Bulgarian University, which conducted the training of the doctoral student, it may be accepted that the specific requirements of the Department were also satisfied. As a whole, the dissertation investigation complies with the requirements regulated in Art. 27, Para. 2 of the Implementing Regulations of the Academic Staff of the Republic of Bulgaria Development Act and the Ordinance on the Academic Staff of the Republic of Bulgaria Act. The thesis contains: *a titular page; table of content; lists of 7 tables, 30 figures are indicated as well as the abbreviations used; introduction* – reflecting the topicality of the topic, *the investigating hypotheses* – one main and four private ones, *the goals and the objectives of the thesis, the limitations of the analysis, the methodology of the investigation and its scientific and practical significance; main text* – in three sections, *conclusions and application of the results obtained, bibliographic reference.*

2. Exactly formulated goals and objectives of the dissertation thesis.

The introduction of the dissertation thesis comprises the most significant and callable components for such a scientific work. I am of the opinion that the **goal** of the dissertation thesis «*to make an analytical section of a constellation of factors which exert a determinative influence on the effectiveness of the security organizations in Bulgaria in order to identify major trends in their development and on the basis of extrapolation of these trends to formulate new approaches, methods and instruments to ensure continuity in the functioning and improvement of the quality of the work of these organizations*» /quotation, p. 8/ is exactly formulated. The attainment of this **goal** is related to the performance of re-engineering in the public sector of the security structures in the Republic of Bulgaria. The reconstruction should result in consequences of legal and organizational nature, which should affect a multitude of aspects of the activity for human resources management in the individual security structures. The defender of the thesis declares that the **goal** is attained in the scientific investigation conducted by him.

In his dissertation thesis **Krasimir Lalev** attains the **following main 7 objectives**:

- Study of representative databases of official state institutions in Bulgaria, which present the condition of the studied factors, to wit: the National Statistical Institute, the Ministry of Interior, the National Service for Protection, the State Intelligence Agency, the State Agency for National Security, as well as databases about their state in Europe;
- Conduct of a meta-analysis of the empirical data and preparation of quantitative indicators of the main trends in the studied factors;
- Conduct of a comparative content-analysis of the legislation for the activity of the organizations from the security sector and development of an inventory of the structural and substantive inconsistencies;

- Study of systematic socio-demographic empirical research related to the subject and object of the research, conducted by scientific and expert teams and departments;
- Study of the current trends in the dynamics of the personnel in the security services;
- Study of the current trends in the dynamics of the personnel in the security services;
- Development of a systematic package of proposals for adaptation and optimization of policies and instruments for recruitment, selection, training and management of the human resources to the state and trends of the labor market in this area;
- Development of a systematic model for recruitment, selection, training, professional development and management of human resources in the security services. /quotation, p. 8/.

It should be noted that the defender of the thesis limited his investigation only in 4 of the *security services* in the Republic of Bulgaria – the Ministry of Interior, the National Service for Protection, the State Intelligence Agency, the State Agency for National Security with time range 2012 - 2018. There are, however, only 2 services with such a status within the Ministry of Interior – the General Directorate Combating Organized Crime and the Internal Security Directorate. The remaining 3 services – the Defense Intelligence Service of the Ministry of Defense, the State Agency Technical Operations and the bodies under Art. 16, Para. 2 of the Act on Counteracting Corruption and on Seizure of Illegally Acquired Property are not the target of his research. The author uses the expression «*security structures*», which is not implicitly defined in the Bulgarian legislation unlike the expression «*security services*» /See the Classified Information Act – Supplementary Provisions § 1, item 1/.

I establish that the defender of the thesis successfully attained his set up **goal** and **objectives** in the relevant three sections of the dissertation thesis.

3. Degree of knowledge of the condition of the problem in conformity with the literature used.

The defender of the thesis presents to us some of the main works and authors, who worked on the problems of human resources management, both nationally and in some foreign states. I assert hereby that **Krasimir Lalev** interprets creatively to demonstrate his own knowledge and the knowledge acquired with regard to the problem. The degree of knowledge of the problem of human resources management in the security structures in the Republic of Bulgaria is very good, which is confirmed not only by what is written, but also by what he does in his service – the National Investigation Service.

Krasimir Lalev strictly adheres to the **goal** he set up for himself, and develops the objectives in the individual sections per stages, with observation of the ethics of quoting at the sources used as a footnote. My recommendation to him is in his next scientific works to refer to the sources of Bulgarian authors, in particular when they are known to the academic community with their scientific contributions in the sphere of deduction of the main characteristics of the concepts for «*civil service*», «*civil service in the Ministry of Interior*», «*police service*»,

«military service», «civil servants», «civil servants in the Ministry of Interior», «police officers», «military men».

4. Correctness at quoting a representative number of authors.

The defender of the thesis presented 146 sources to us in the Bibliography:

- Scientific editions: books, monographs, articles, reports – 100 in the Bulgarian, Russian and English languages;
- Statutory, strategic and programme documents – 15;
- Electronic pages of official institutions, organizations and transborder projects – 31.

I accept that the bibliography contains a comparatively rich extracts of author's works, and all of them are correctly reflected in the dissertation thesis and are appropriately quoted. The Bulgarian state quotation standard is also observed.

5. Availability of a substantiated and developed theoretical model of the investigation.

In the first section **Krasimir Lalev** presented the *theoretical and legal aspects of the staff management in the security structures of the Republic of Bulgaria*. Individual theoretical or legal aspects related to the human resources management in the security structures of the Republic of Bulgaria are considered in four main parts of this section. An analysis of the *influence of the basic social factors over the state of the human capital from the point of view of the recruitment of the staff* is made in the second section. An investigation of the social-demographic picture of the population in the Republic of Bulgaria and the formed social deviations and criminogenicity is made in the section. The practical-applied aspects of the *policies and the instruments for optimization of the human resources management in the security structures* are presented in the third section. It is namely in this section that the defender of the thesis stands out with his significant author's views and ideas for improving the human resources management systems in the security services in the Republic of Bulgaria studied by him. His proposals are mainly related to the improvement of the legal framework through the implementation of new policies, materialized in various strategies, as well as undertaking significant organizational and administrative reforms which will result in a change in the *existing model* of the human resources management in the security services.

6. Conformity of the selected methodology and methods of investigation with the set up goal and objectives of the dissertation thesis.

The existing theory and practice in the sphere of human resources management in the Republic of Bulgaria and in particular those in the security services create a need to disclose its main characteristics and specifics for the specified period of research. It is further exacerbated by the lack of practice-oriented research on the various systems for managing these resources in the individual security services. This makes it necessary to shed light on scientific good practices in their organization and management in some member-states of the European Union and beyond, highlighting the main problems in their implementation.

Krasimir Lalev chose the following methods for the attainment of the goals of the dissertation investigation, to wit: *meta-analysis, content-analysis, comparative analysis*. I assert

hereby that along with them for the gathering of empirical information the defender of the dissertation thesis also used the following other fundamental methods, such as: *research and analysis of scientific literature; study of scientific elaborations; analysis of effective and repealed strategic documents; legal analysis of effective and legislative acts and statutory documents; analysis of institutional documents; SWOT analysis; наблюдение; conduct of individual interviews; group interviews and discussions*. The same are not explicitly reflected in the **introduction** of the dissertation thesis.

7. Availability of own contribution at the collection and the analysis of the empirical data.

A wide range of literature sources were used as sources for the development of the research - books, articles, reports, regulations, strategic documents (current and repealed), normative laws and regulations (current and repealed), scientific articles, opinions of Bulgarian and foreign experts, official and specialized sites, theoretical developments in the sphere of organization and management of the state administration, in the field of human resources management in the security services. Most of them are also available in electronic form.

8. Description of the contributions:

8.1. Brief characteristics of the nature and assessment of the authenticity of the material, which the contributions of the dissertation thesis are built on.

The dissertation thesis is an attempt to reveal the main organizational and administrative problems arising from the development and the implementation of policies and instruments for human resource management in security structures in the Republic of Bulgaria in the period from 2012 to 2018. Its characteristics reflect the current development of the problem of managing these resources. The authenticity of the material is beyond doubt. It is the author's and the contributions of the dissertation thesis are built on it.

8.2. Description of the contributions of the candidate and their classification.

The main contribution moments indicated by **Krasimir Lalev** in the dissertation thesis may be considered and assessed in two groups:

Scientific contributions

- The state of the demographic reality in the Republic of Bulgaria is determined, and in parallel with this the tendencies in the studied field are substantiated and outlined;
- Social deviations and criminogenic factors in adolescents were identified, which directly reflect on the selection and the training of the human resources for the needs of security structures;
- The health and the educational status of the young people in the Republic of Bulgaria was clarified, viewed through the prism of the need for a staff bank for the needs of the security structures.

Practical-applied contributions

- Legislation

a) Unified systems for human resources management were formulated, which include: interaction, exchange of good practices, establishment of a national coordination center for development of unified regulations for personnel management in the security services;

b) Specific changes in the laws and regulations are proposed, which will improve the functioning of the organizations of the security system.

Selection and training of the employees

a) The introduction of an assessment center as the main method of staff selection in the special services is proposed.

b) The need for systematic periodic surveys for the professional performance of the employees of the structures for protection of the national security and the public order is substantiated.

c) The idea of directly linking career development with the achieved results in the official activity is developed.

d) The need for continuous training at two levels - basic and professional - is explained.

(e) Appropriate training methods for employees are specified.

f) The need is substantiated and the appropriate training methods for the management of the organizations are shown.

Career development

a) A strategy for career development of employees is presented.

b) Three models of career development were developed: an employee-centered model, a partnership model and a mixed model.

c) A system of criteria for assessing the professional performance and professional contribution of the employees was developed.

Optimization of the managerial competence of the management staff

a) The introduction of mandatory integrity tests for all its employees in the organization.

b) Criteria were developed to measure the managerial effectiveness of management.

c) A model for effective team building was created.

d) Effective social-psychological methods for managing the professional performance of the employees are presented.

➤ Social-psychological aspects

a) The necessity of creating and managing organizational culture and organizational values is backed up with arguments.

b) The need to develop the public image of the organization is shown.

c) Modules and activities were developed in support of the moral and professional identification of the employees /quotation 200-201/.

8.3. Assessment of the degree of personal participation of the defender of the dissertation thesis in the contributions.

I strongly believe that the defender of the dissertation thesis worked independently and the contributions are his personal work, as well as that he did not borrow them from other authors.

8.4. Assessment of the compliance of the abstract with the main points and contributions of the dissertation thesis.

The abstract fully reflects the content, as well as the contribution moments from the conducted dissertation research. It includes: general characteristics of the dissertation thesis - *relevance of the topic; research thesis; goals and objectives of the thesis; research limitations; research approaches and methods; scientific and practical significance of the topic*; structure and content of the thesis; main content; contributing moments; list of publications on the topic of the thesis.

The abstract was developed in compliance with the generally accepted requirements.

9. Effects of the dissertation thesis over the external environment.

The presented scientific publications on the topic of the dissertation are 5 in total, of which 4 scientific reports and 1 scientific article under print, and they are reflected in the abstract. The reports were presented at international scientific conferences and are published in the Bulgarian language during the period 2019-2020 in referenced and reviewed scientific editions. The same are on the topic of the dissertation research. The published scientific papers are available to the academic community. No data are presented for the availability of *reviews* in the scientific press for the previously announced ideas of the doctoral student on the research topic. No information was provided on *quotations* of the doctoral student's publications, either.

10. Personal qualities of the author (if the reviewer knows him/her).

I do not personally know the doctoral student Krasimir Georgiev Lalev and my impressions are solely from the presented dissertation thesis and the abstract.

11. Opinions, recommendations and notes.

In his future scientific works I recommend to **Krasimir Lalev** to make bolder, more avant-garde conclusions and practical recommendations based on his personal theoretical and practical experience in the human resource management in all the security services in the Republic of Bulgaria. I recommend him to enter into a greater degree of controversy with famous Bulgarian authors who have studied the management of these resources.

Conclusion

The doctoral student **Krasimir Georgiev Lalev** satisfied the requirements of Art. 6 of the Academic Staff of the Republic of Bulgaria Development Act, Art. 24 and Art. 25 of the Implementing Regulations of the Academic Staff of the Republic of Bulgaria Development Act for award of the academic-scientific degree "Doctor", Art. 4, Art. 13 and Art. 14 of the Ordinance on the Academic Staff of New Bulgarian University.

The dissertation thesis contains scientific and applied research results. The work shows that the doctoral student **Krasimir Georgiev Lalev** has in-depth theoretical

knowledge in the professional field 9.1. National Security, scientific specialty “Organization and Management Beyond the Sphere of Material Production (Strategies and Policies of Security)”, as well as the ability to conduct independent research.

On the basis of the stated hereinabove, I give a POSITIVE ASSESSMENT of the dissertation thesis “Policies and Instruments in Human Resource Management in Security Structures”, developed by doctoral student **Krasimir Georgiev Lalev**, and I PROPOSE to award him the academic-scientific degree of “Doctor” in the professional field 9.1. National Security, scientific specialty “Organization and Management Beyond the Sphere of Material Production (Strategies and Policies of Security)”.

10.02.2022
City of Sofia

Signature:
Prof. Dr. Nikolay Arabadzhiski