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Selection of police officers of the criminal investigation department

Dobór funkcjonariuszy policji wydziału kryminalnego

Abstract: *The main objective of the research presented in the article was to diagnose the process of selecting police officers to serve with the criminal investigation department. The research was conducted as a pilot project. The paper describes the essence of the process of selecting employees, with special attention being paid to the phase of recruitment and selection. Problems with taking a decision on hiring for a vacancy were pointed out. Subsequently, the methodological assumptions of research were described. The further part of the paper includes the most interesting results of the research on the human resources management system, taking account of the selection of police officers to serve with the criminal investigation department. Conclusions drawn from the research may provide the basis for improving the discussed human resources management system.*

Keywords: *employee selection, selection, recruitment*

Streszczenie: *Głównym celem badań przedstawionych w artykule była diagnoza procesu doboru funkcjonariuszy do służby w wydziale kryminalnym. Prowadzone badania miały charakter pilotażowy. W artykule opisano istotę procesu doboru pracowników zwracając szczególną uwagę na fazę rekrutacji oraz selekcji. Zasygnalizowano problemy z podjęciem decyzji o zatrudnieniu pracownika na wakujące stanowisko. Następnie przedstawiono metodologiczne założenia badań. W dalszej części artykułu zaprezentowano najciekawsze wyniki badań dotyczące systemu zarządzania kadrami z uwzględnieniem doboru funkcjonariuszy do służby w wydziale kryminalnym. Na podstawie badań sformułowano wnioski, które mogą zostać wykorzystane do doskonalenia omawianego systemu zarządzania kadrami.*

Słowa kluczowe: *dobór pracowników, selekcja, rekrutacja*

Introduction

The course of the process of selecting employees depends on numerous factors. It is influenced mainly by the organisational structure, nature of the company's activity and its size, but it is determined specifically by the kind and

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character of the position for which the employer is recruiting. The search for new employees is a very important element in each organisation's activity. It results from the fact that each employer is looking for the most appropriate candidate, distinguished by the best qualifications and the characteristics desirable for a given work position.

To achieve the above, while looking for employees, organisations use different selection strategies (e.g. positive or negative selection). The implementation of the chosen strategy makes it possible to limit the number of candidates by eliminating the people whose characteristics differ from the traits required for the vacancy. The choice of the selection strategy may also depend on several different aspects that absolutely have to be taken into account. The first one is the significance of the position in the company's hierarchy. If the recruitment concerns a low level position, it is better to use the negative strategy and vice versa, if the hiring is for a high level position, the use of the positive strategy will be more efficient. Another important aspect is the price to be paid for making two mistakes:

- employing people who are not good enough (negative strategy protects from making an error of this kind),
- failing to find exceptionally gifted people, high-class specialists (positive strategy protects from making an error of this kind)³.

A question also appears: Does this specific position require a person ready to work immediately or a person with potential? The positive strategy is designed to single out people with high potential. Selection criteria, substantive and formal, represent another important aspect of choosing the selection strategy. Substantive criteria are used to determine the candidate's experience, skills, knowledge, special abilities and psychological traits⁴. It is difficult to assess unambiguously and verify such criteria. Because of the problems with verification a company looking for a new employee is forced to assess these criteria on the basis of credentials obtained by the candidate from the previous workplace, his or her professional experience or different types of tests.

Notions of employee recruitment and selection

Recruitment and selection are the most important phases in the choice of employees. The term "recruitment" comes from the German language and it means enlistment, enrolment, call-up for military service or increasing the number of operating units. In its colloquial sense it means identifying and attracting a certain number of candidates who will be subject to selection, after which some individuals will be chosen and offered a job at a particular position⁵. In the organisation management "recruitment" is defined as "the acquisition of human resources for an organisation, appropriate for its needs and capabilities"⁶. Therefore, such definition of the term "recruitment" should be understood as a process of acquiring employees

³ M. Suchar, *Rekrutacja i selekcja personelu*, wyd. 2, C.H. Beck, Warszawa 2005, p. 63.

⁴ J. Marek, *Pozyskiwanie i dobór personelu. Kształtowanie zatrudnienia w organizacji*, Difin, Warszawa 2008, p. 104.

⁵ J. Marek, *Pozyskiwanie i dobór...*, op. cit., p. 71.

⁶ J. Woźniak, *Rekrutacja - teoria i praktyka*, PWN, Warszawa 2013, p.13.

who satisfy the requirements, needs and expectations of a given organisation. It is a certain kind of search for people with appropriate features and skills necessary to work at a given position. In this definition not only the organisation is important, but also the applying candidate. The employee's perspective has to be taken into account in the recruitment process. The employee is an equal party in the process, thence, the objectives of the prospective candidates are also important.

According to J. Woźniak, recruitment has three objectives and three functions⁷. First, informing the relevant group of recipients about the search for people to work (information function), second, encouraging candidates with the appropriate characteristics to take part in recruitment (motivation function), and third, discouraging candidates that fail to satisfy the organisation's requirements defined in the recruitment process (selection function). These three objectives aim at gathering the required number of candidates to conduct a selection. Concurrently, the costs and time of selection can be reduced by discouraging people who do not have the required features or skills.

When does the need for recruitment arise? The process becomes necessary when "there is a quantitative or qualitative shortage of personnel". This is also the origin of the main purpose of recruitment, which is the staffing of vacancies in a given organisation with appropriate candidates who will satisfy the defined requirements at the highest level and will contribute to the organisation's development⁸. It is related to the permanent need for keeping the balance in the company's organisational structure.

At the time when the company has finished the recruitment of people interested in working at a given position, the process of assessing their predispositions, attributes and skills will start. This process is called selection. "Selection is the process of choosing from among the candidates who responded to recruitment". Therefore, selection consists in assessing the people who have made some efforts to obtain a given position, to reduce their number and to choose the best candidate. Selection is a process which includes "measurement, decision-making and assessment"⁹.

Other sources explain the process of selection as "an assessment of professional suitability of each candidate characterised by the greatest suitability"¹⁰. The term "professional suitability" means the extent to which a candidate for a given position fulfils the predefined criteria, the satisfaction of which is necessary to obtain this position¹¹. The term relates also to the real chances of having tasks fulfilled by a new employee at a high level, which results in the company's ensuing success. There are two strategies making it possible to select candidates with the greatest professional suitability¹²:

- positive,
- negative.

⁷ Ibidem, p. 19.

⁸ M. Suchar, *Rekrutacja i selekcja...*, op. cit., p. 1.

⁹ O. Lundy, A. Cowling, *Strategiczne zarządzanie zasobami ludzkimi*, Oficyna Ekonomiczna, Kraków 2000, p. 230.

¹⁰ J. Marek, *Pozyskiwanie i dobór...*, op. cit., p. 101.

¹¹ M. Dale, *Skuteczna rekrutacja i selekcja pracowników*, Oficyna Ekonomiczna, Kraków 2004, p. 95.

¹² M. Suchar, *Rekrutacja i selekcja...*, op. cit., p. 61.

If the selection has been properly conducted by the organisation, the choice should not pose any major problems. A few simple questions have to be answered in order to take a decision. The most important questions that have to be answered are presented in Figure 1.

Taking a personnel decision can also be understood as “the completion of a simple, though multistage, procedure, starting from the definition of a problem, through the assessment of numerous solution variants, to the selection of the best one of them”¹³. Hence, it appears that taking an effective decision is not so simple after all and it depends on the thorough completion of several stages:

- definition of a problem;
- specification of methods that can be employed to resolve the problem;
- selection of the most suitable method;
- exact implementation of the selected method.

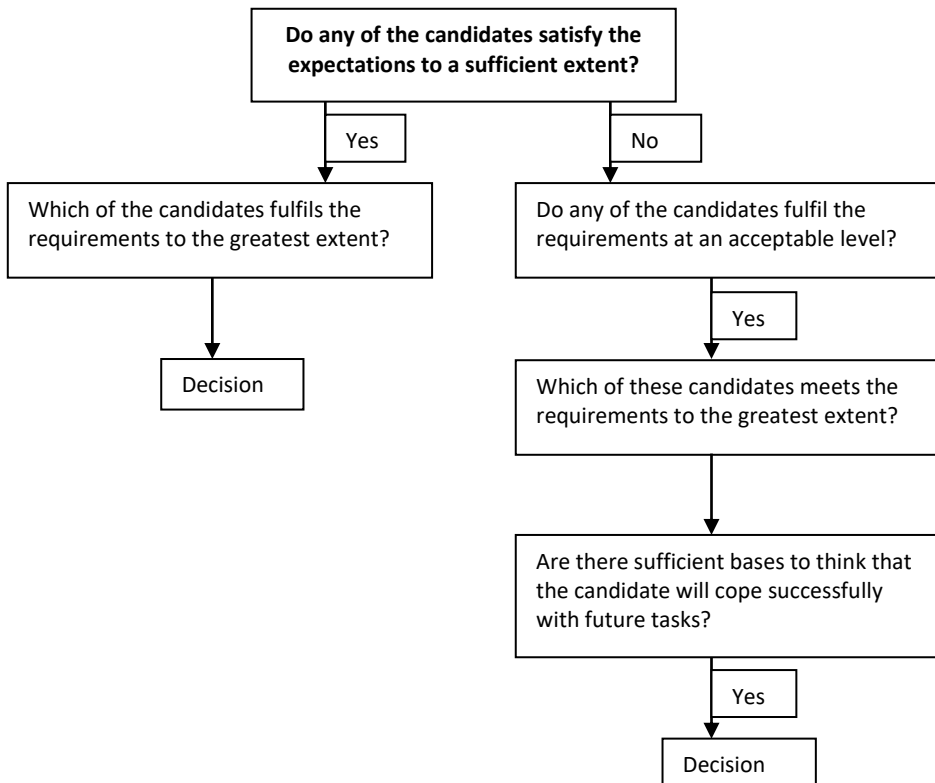


Fig. 1. Process of selecting a candidate on the basis of fundamental questions

Source: prepared on the basis of J. Marek, *Pozyskiwanie i dobór personelu. Kształtowanie zatrudnienia w organizacji*, Difin, Warszawa 2008, p. 131.

¹³ Ibidem, p. 109.

Characteristics of the sample

The presented research was undertaken as part of the project regarding management in dispositional groups. The research was conducted as a pilot project. The purpose of the research was to diagnose the process of selecting police officers to serve with the criminal investigation department in one of the District (*Powiat*) Police Headquarters in the Wielkopolskie Province. The paper also advances the hypothesis that "police officers employed with the criminal investigation department have specific predispositions for police service".

A triangulation of research methods was used. First, the analysis of publications was undertaken, which consisted in studying the literature connected with employee recruitment and selection. The focus was placed mainly on gathering the indispensable information concerning the essence, tasks, tools, forms and effectiveness of recruitment and selection. This information was used to identify problems and formulate questions included in the diagnostic survey. Next, legal acts, regulations and internal organisational documents of the Police were analysed. They provided the indispensable information related to the functioning and organisation of activity in the Police unit. The last research method employed was the diagnostic survey, conducted using a questionnaire. The questionnaire made it possible to quickly collect the information about selecting the Police officers. The questionnaire used in the research was anonymous and it consisted of three parts. The first part focused on recruitment, the second one concerned selection and the third one concentrated on induction for new employees. In the questionnaire respondents were differentiated by gender, age, police rank, years of service and education. Both women and men took part in the research. The breakdown of the research sample by gender is presented in Figure 2.

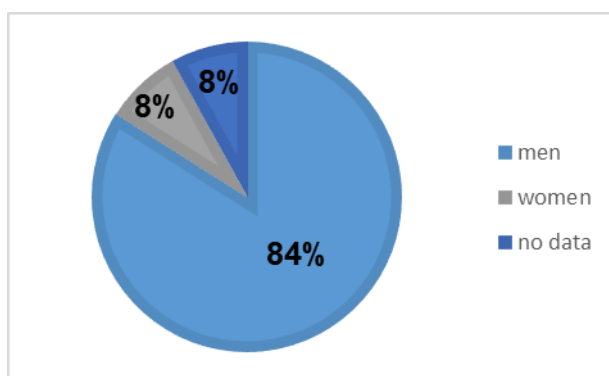


Fig. 2. Breakdown of the research sample by gender

Source: prepared on the basis of own work.

Men accounted for almost 84% of the research sample, whereas women for approx. 8%, and the remaining 8% of respondents did not indicate their gender. The results confirm that the police officers of the criminal investigation

department are mostly men and women represent only a small part thereof. It probably results from the nature of the service and tasks fulfilled by police officers in the criminal investigation department. It is worth noting that in part of the research participants did not indicate their gender, despite the fact that they responded to the remaining questions in the questionnaire. It may have been caused by the respondent's fear of being identified by their superiors or colleagues, despite the fact that the questionnaire was anonymous.

The research sample was also grouped by age. The breakdown of the research sample by age is presented in Figure 3. The research shows that 62% of the examined police officers of the criminal investigation department are between 26 and 35 years of age. The remaining 38% of police officers are between 36 and 45 years of age. The majority of police officers of the criminal investigation department are young people, of less than 45 years of age.

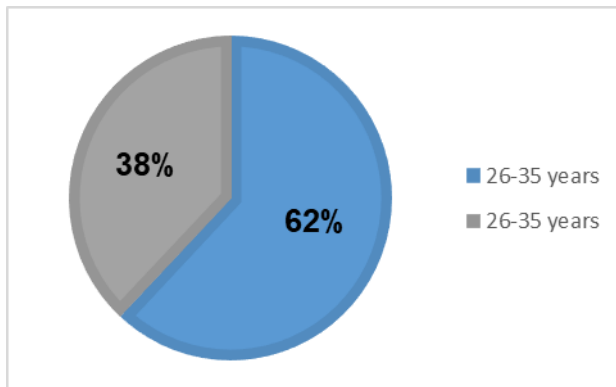


Fig. 3. Breakdown of the research sample by age

Source: prepared on the basis of own work.

Years of service, representing an independent variable, formed another criterion for grouping the police officers participating in the research. The relevant breakdown is shown in Figure 4.

On the basis of the conducted questionnaire it can be stated that police officers having from 11 to 15 years of service represent one third of the total. The share of police officers having from 16 to 20 years of service is the same. It means that the majority of police officers working in the criminal investigation section have many years of experience (11-20 years of service). It confirms that the selection of staff for the criminal investigation department is well thought out by the human resources function and superiors. Therefore, it can be expected that the police officers holding the said positions are competent.

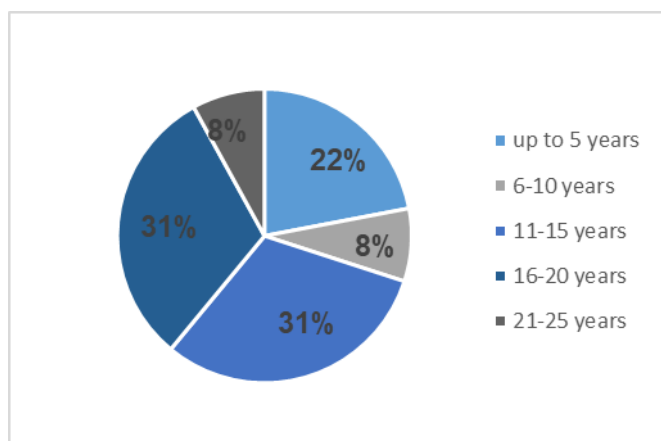


Fig. 4. Breakdown of the research sample by years of service
Source: prepared on the basis of own work.

Selection of police officers for the criminal investigation department in the context of research

One of the first questions posed to the respondents concerned the type of recruitment for the criminal investigation department. The answers to this question are presented in Figure 5.

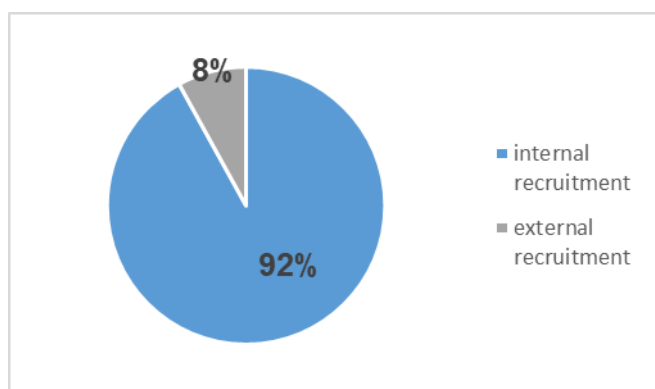


Fig. 5. Respondents' opinions regarding the type of recruitment for the criminal investigation department
Source: prepared on the basis of own work.

After the analysis of the results concerning the question about the type of recruitment in which the police officers took part, it turned out that in almost all cases recruitment was internal (92%). It means that the police officers who had already served in the examined District Police Headquarters were trans-

ferred to the criminal investigation department. Only as few as 8% of the respondents took part in external recruitment, i.e. they were admitted to work in the criminal investigation department from the external environment (in this case from another Police unit). It can be concluded from the above that it is easier and more secure to transfer to new positions the police officers already serving in a given unit than to employ policemen from other units. However, it can be expected that this method of recruitment will lead to the preservation of old working methods and well-worn routines. Employees coming into the organisation from external environments bring with them new working methods and view a given company from a fresh perspective. Apart from that, an employee coming from the external environment is usually not entangled in informal relationships. On the other hand, the greatest advantage of filling a given position with the employee coming from the organisation is the easiness of establishing such candidate's potential and the fact that the risk of a mismatch between the candidate and the character of the organisation is minimized.

In a further part of the questionnaire the respondents were asked about the selection methods used for choosing policemen for the criminal investigation department. The participants could choose multiple answers. The respondents' replies indicate that an interview is the selection method most often used in the examined District Police Headquarters (92% of the respondents). The verification of skills was carried out with regard to only a fraction of the policemen taking part in the research (23%). Psychological tests were conducted with regard to only 8% of the respondents. Several methods were employed concurrently with regard to every seventh policeman. If more than one method of selection was used, an interview and skill tests would be combined most often. However, the interview was usually the only method used. The selection of this method probably resulted from the fact that the candidates taken into consideration for a given position were assessed on the basis of their previous performance at work. The interview most probably aimed at evaluating the candidate's motivation and willingness to work in the criminal investigation department. However, the candidate's performance in their previous role does not guarantee the same results in a job of a different nature. It would be advisable to test the candidates with respect to their psychological and physical predispositions as well as skills related to the specifics of the work for the criminal investigation section. The choice of one selection method limits significantly the possibilities of gathering information about candidates' predispositions to fill these specific positions. One selection method does not provide reliable information about the candidate's suitability for the tasks associated with the new position. It can be presumed that the people responsible for selecting policemen for the criminal investigation department of the examined District Police Headquarters do not rely on the literature regarding human resources management or advice provided by companies specialising in employee acquisition, as in practice the interview is the only selection tool used in this unit.

It can be presumed that in practice an interview is the only selection tool.

The replies given by the policemen from the criminal investigation department show that 76% of them took part in only one interview. Almost 8% of the respondents declared that they did not participate in any interview. The same number of respondents took part in two or three interviews. The answers show that the majority of police officers are employed with the criminal investigation department of the examined District Police Headquarters already after the first interview. Some of the policemen were designated to serve with this department without any selection process. Perhaps their superiors observed the policemen's exceptional predispositions and assessed their skills as suitable for the service in the criminal investigation department. The interview was only a formality that had to be done and possibly served the purpose of evaluating the candidate's motivation to work in this role.

The next question concerned the objective assessment of candidates' qualifications during the interview. The answers to this question are shown in Figure 7. Approximately 70% of the police officers taking part in the research claim that their competences were assessed objectively during the interview. What is interesting, none of the policemen asserted that his or her competences had not been assessed objectively. However, 30% of the policemen of the criminal investigation department responded that they neither agreed nor disagreed with the statement regarding the objectivity of assessment of their competences during the interview, in which they took (or did not take) part in the recruitment process. Hence, it follows that the police officers have no objections regarding the assessment of their competences or it is of little importance for and has no influence on the selection results. Perhaps the interview is not conducted in a very formal manner and candidates' respective competences are not evaluated on such basis.

The respondents were also asked about their opinion on the personality traits which, according to them, were indispensable for working in the criminal investigation department. It turned out the policemen gave priority to discipline and risk anticipation. In this type of service discipline and risk anticipation may have a significant influence on the policemen's performance. Discipline supports progress in investigations and reduces the time needed for working on a specific case. Risk anticipation increases the safety of police officers and protects them from unexpected turns of events that may endanger their life and health. Such character traits as communication skills and courage were given slightly less priority. Communication skills facilitate the collection of information and courage supports undertaking decisive actions, which is conducive to resolving criminal cases. Perceptiveness turned out to be the least needed trait, according to the respondents, for serving with the criminal investigation department. However, it is quite an important feature, as a policeman from the criminal investigation department should be able to discern even the most minute details.

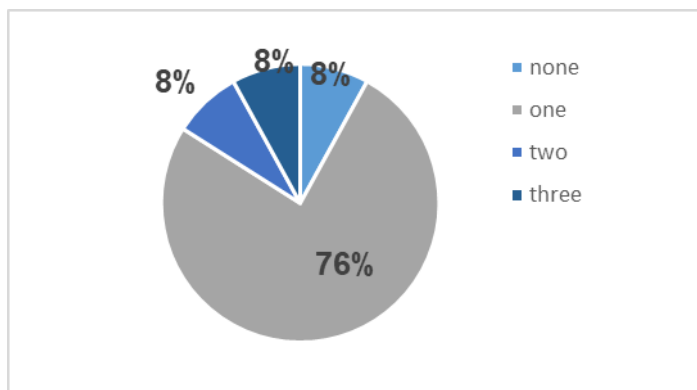


Fig. 6. Respondents' answers regarding the number of interviews conducted during the selection process

Source: prepared on the basis of own work.

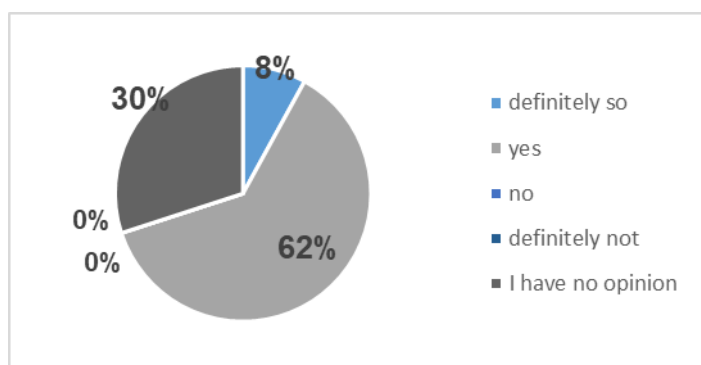


Fig. 7. Respondents' opinions regarding the objective assessment of candidates' competences

Source: prepared on the basis of own work.

Next, the policemen answered the question regarding physical fitness as the main criterion in the process of selection for the criminal investigation department. The replies to this question are presented in Figure 8.

More than a half of the respondents, i.e. as many as 54%, replied that physical fitness was not an important attribute during the process of selection for the criminal investigation department. Thirty-eight percent of the respondents stated that physical fitness "is" or "definitely is" a significant attribute during the process of selection for the criminal investigation department. Out of all policemen responding to this question 8% had no opinion. The answers given by the respondents may result from the type of duties performed by them and also from the situations they had to face while fulfilling their tasks so far. Probably the policemen who analyse at their desks the information regarding the case to be solved do not consider physical fitness to be necessary to perform their duties. On the other hand, the policemen who more often than not work "in the field" and had to confront people resisting the investigation deem physical fitness to be a very important attribute of a policeman serving with the criminal

investigation department. In their opinion physical fitness is an important attribute that should be taken into account during the process of selecting candidates for the above service.

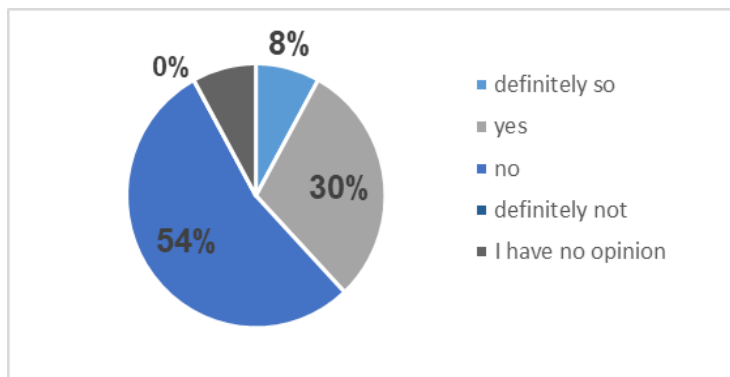


Fig. 8. Respondents' opinions regarding physical fitness of the candidates for the criminal investigation department

Source: prepared on the basis of own work.

Concurrently, the same policemen were asked to make a self-assessment of their physical fitness. Their answers are shown in Figure 9. On the basis of the replies given by the policemen from the criminal investigation department of the District Police Headquarters completing the questionnaire it can be stated that 39% of the respondents assessed their physical fitness as high. The same number of the respondents answered that their physical fitness was at a medium level. Fifteen percent of the policemen were proud of very high physical fitness, whereas 9% of the total admitted that their physical fitness was at a very low level. On the basis of the received answers it can be concluded that the policemen working in the criminal investigation department are physically fit. Most probably the nature of the fulfilled tasks forces them to maintain their physical ability at a high level. Such results may also be associated with their interest in sport and active lifestyle, which have a significant influence on the physical fitness of the policemen from the criminal investigation section. The remaining policemen probably maintain their physical fitness at the level enabling them to pass without any problems the annual physical competence tests. These tests are not very demanding. The smallest part of the respondents defined their physical fitness as very poor. Probably the scope of duties in this group does not require high physical fitness. It may also result from the lack of interest in sport and the age at which physical fitness decreases.

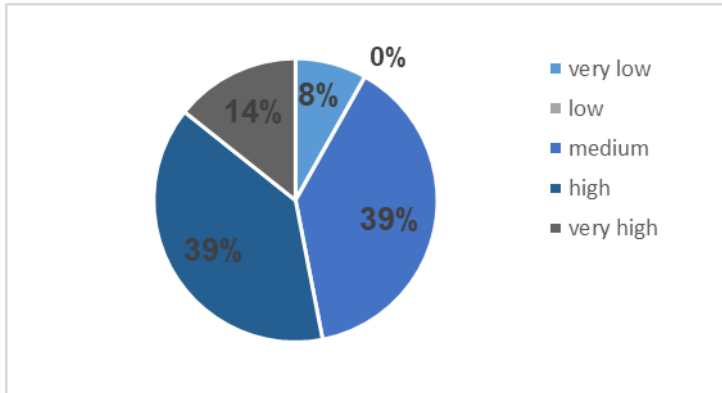


Fig. 9. Respondents' opinions regarding individual physical fitness

Source: prepared on the basis of own work.

The subsequent question posed to the policemen of the criminal investigation department of the District Police Headquarters concerned specific competencies taken into consideration during the process of selection for the criminal investigation department. The replies to this question are shown in Fig. 10.

A decisive majority of the policemen stated that during the recruitment for the criminal investigation department specialist courses for criminal investigation forces were important. The answer "yes" was given by as many as 90% of the questionnaire participants. Only 10% of them consider different driving licence categories to be helpful, whereas nobody regards the knowledge of foreign languages as useful. The skills acquired during the specialist courses represent the competencies that are most useful in professional activity. The examples of such specialist courses include courses for forensic technicians or for policemen managing the site investigation teams, or courses in interrogation tactics and techniques. Other examples of such courses are specialist courses in organising site investigations at the scenes of construction disasters and traffic accidents. Policemen specialising in detective and criminal investigations and technical and forensic operations are mainly referred to such courses. The objective of such courses is to provide policemen with the indispensable skills to be used during the operations connected with site investigations at the scenes of disasters and accidents and during the related proceedings.

The next question concerned the importance of gender in the process of recruitment for the criminal investigation department. The policemen's replies are shown in Figure 11. A decisive majority of the respondents answered that gender was important during the process of selecting police officers for the criminal investigation department. Such an opinion is shared by about 77% of the respondents. Only 15% of all policemen of the criminal investigation department of the District Police Headquarters considers gender to be insignificant during the selection process. Eight percent of the respondents had no opinion on this subject. What is interesting, all women taking part in the research replied that gender was definitely important during the selection of policemen for the criminal investigation department. The obtained results show undeniably that women are still not accepted in such service. The majority of male policemen make

unfavourable comments on women in police uniforms. It results mainly from the fact that the police service is difficult and often dangerous. A policeman wants to feel that he is accompanied by a strong partner who, if necessary, will not hesitate to use force to help him. Unfortunately, being in pairs with policewomen, policemen do not have this feeling of security. Probably for this reason women are not treated as foremost candidates for filling positions in criminal investigation sections. However, women should not be completely discriminated against with regard to police service. Each unit and each section have to undertake investigation activities which do not pose a risk to life or health. For this kind of tasks women will often prove to be far better than men. Perhaps the task distribution between policemen and policewomen should be improved. Women should not be discriminated against, however the focus has to be placed on maximising the effects and enhancing the safety of policemen.

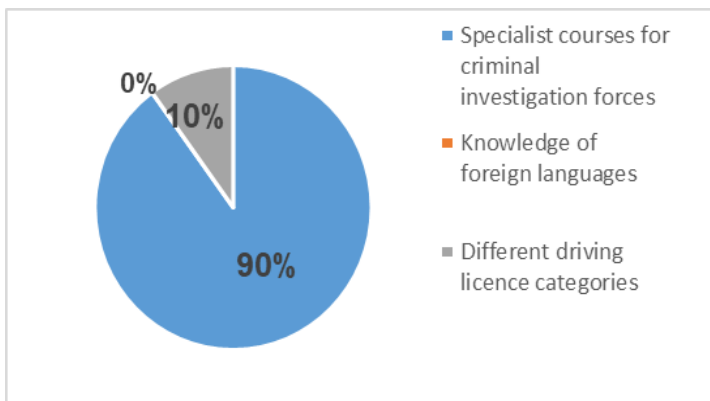


Fig. 10. Respondents' opinions regarding additional competencies influencing the process of recruitment and selection for the criminal investigation department
Source: prepared on the basis of own work.

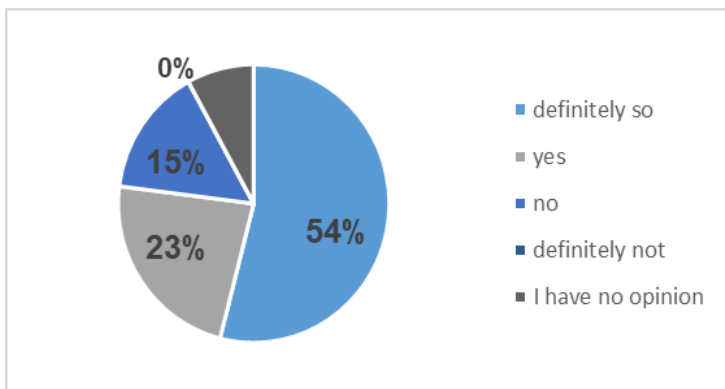


Fig. 11. Respondents' opinions regarding the influence of gender on the selection of candidates for the criminal investigation department
Source: prepared on the basis of own work.

The respondents' answers indicate that 46% of the policemen believed that women were not discriminated against in the process of recruitment for the criminal investigation department (Figure 12). Twenty-four percent of the respondents did not have any opinion on this subject. About 15% of the respondents stated that women were definitely discriminated against in the process of recruitment for the criminal investigation department. What is interesting, these answers were given exclusively by women and those who did not specify their gender in the demographics details. It can be concluded from the above that all policewomen think that women are discriminated against during the recruitment for the criminal investigation section. It can be suspected that a part of the respondents did not specify their gender in the questionnaire because of the said phenomenon. The questionnaire shows that only 15% of the men thought that women were discriminated against during the process of recruitment for the criminal investigation section in the examined District Police Headquarters. The women may feel discriminated against also because of the fact that undoubtedly they form a minority in the criminal investigation department. The women taking part in the research were probably aware of their difficult path to the service with the criminal investigation department. Maybe they are often confronted with a reluctant attitude toward their service demonstrated by their colleagues and superiors. All these factors influence the women's perception of the situation. What is interesting, almost all of the men believed that women were not discriminated against during the process of selection for the criminal investigation section. Perhaps policemen seeing women working side by side with them judged that there was no such problem. Another possibility is that they simply did not notice the difficulties encountered by women applying for a position in the criminal investigation department.

One of the last questions concerned the influence of the "relational capital" on the selection of police officers for the criminal investigation department of the District Police Headquarters. The answers to this question are shown in Figure 13. On the basis of the provided answers it can be concluded that 69% of the respondents believe that the "relational capital" exerts an influence on the selection of police officers for the criminal investigation department of the District Police Headquarters. Only 8% of the respondents stated that such situations definitely did not take place. However, 23% of the policemen completing the questionnaire stated that they had no opinion on that subject. It could result from the fact that the majority of police officers taking part in the selection for the criminal investigation department had previously worked in the same Police unit. The relations that were already established as well as reporting lines at different levels had a significant impact on the result of the selection process. The relational capital exerts an undeniable influence on the above-mentioned selection tools. In this case it was usually only an interview. Taking into account the fact that the majority of the policemen before joining the criminal investigation department had previously occupied another position, but in the same unit, it can be stated that the interview was a sufficient tool for selecting candidates. In this case the relational capital is perceived as positive, since the knowledge about the quality of performance of a given policeman led to a

reduction in the time of selection and resulted in taking the most appropriate decision regarding the choice of the best candidate.

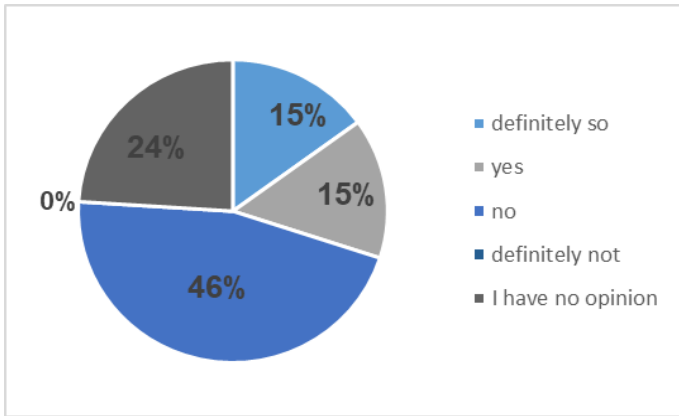


Fig. 12. Respondents' opinions regarding the discrimination of women in the process of recruitment for the criminal investigation department

Source: prepared on the basis of own work.

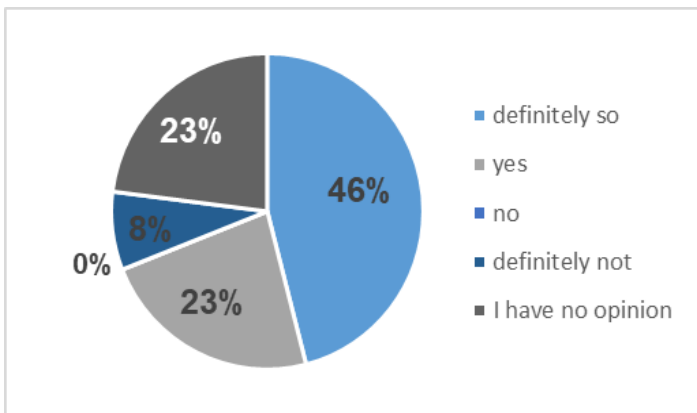


Fig. 13. Respondents' opinions concerning the influence of the "relational capital" on the selection of police officers for the criminal investigation department

Source: prepared on the basis of own work.

Conclusion

Human resources represent the most important element in each organisation. Therefore, the selection of appropriate employees who will build the position of a given organisation on the contemporary market is so crucial. However, to find, select and employ the appropriate person it is necessary to implement carefully the recruitment and selection processes. For the proper implementation of these processes it is necessary to understand their essence

and objectives. The decision has to be taken on the choice of the source of recruitment and its methods. To choose the best candidate it is necessary to pick out the proper selection methods, taking account of the needs of a given position and its specific nature. The final stage includes the selection and proper induction of a new employee.

It has been discovered that the process of recruitment for the criminal investigation department in the District Police Headquarters is relatively easy, because of the internal source of recruitment. The policemen who have already worked in the unit are usually recruited to serve with the criminal investigation department. However, in the organisation of internal competitions for jobs in the examined District Police Headquarters a wide range of selection methods proposed in the literature on management has not been utilised. The rules of such competitions are not revealed and they are not disclosed to the candidates. For the majority of the respondents it was a problem to specify the number of people forming the recruitment committee.

In the process of selection a negative selection is usually employed, to reject the candidates that are not suitable. An interview is the method of selection most often used in the examined District Police Headquarters. Unfortunately, it has been discovered that it is usually the only method of selection, supplemented in rare cases with skill tests or psychological tests.

Therefore, it can be stated that the selection of the best candidates is based on the subjective assessment made by the interviewer. However, according to the respondents who took part in such interviews, their competences were assessed objectively.

It has been perceived that the policemen filling the vacancies were seldom informed about the job description or activities and tasks to be assigned to a newly employed police officer. The evaluation of recruitment and selection processes could seem to be low, however, it has to be taken into account that filling the position in the criminal investigation department usually consisted in transferring a police officer from another section. The appraisal of this police officer could be carried out also on the basis of his or her performance and achievements so far and distinctive ambitions. Therefore, the whole selection process could last for a longer time, including the observation of the candidate and drawing conclusions regarding his or her performance.

Education is important for working in the criminal investigation department. The majority of the policemen from this section have higher education (despite the fact that they occupy positions related to non-commissioned ranks), which ensures the knowledge and abilities indispensable to work in this department. It has been determined that the policemen serving with the criminal investigation department have to be disciplined, able to anticipate risk, able to communicate easily and courageous. These features support decision-making, efficiency in action, collection of information and ensuring security when their life can be at risk. Despite the fact that a substantial number of the respondents claimed that physical fitness was not a significant attribute in the process of selection for the criminal investigation department, almost all policemen from this department maintain their physical fitness at a high level.

Therefore, it turns out that physical fitness is an important aspect for the policemen serving with the criminal investigation section.

During the process of selection for the criminal investigation department an important role is played by additional qualifications obtained through training courses intended for specialist criminal investigation forces.

It has been also determined that gender is one of the most important criteria for selecting police officers to serve with the criminal investigation department. Concurrently, it should be observed that women are discriminated against in the selection process.

It has been observed as well that the "relational capital" is a decisive factor in filling vacancies. However, this capital is perceived positively. Superiors have a sizeable knowledge about specific policemen, acquired through observation. As they have already formed their opinion about the candidate, the process of recruitment and selection, consisting in the choice of the appropriate candidate, can be shorter and less costly.

The conclusions drawn from this research have confirmed that police officers admitted to the criminal investigation department are characterised by specific psychological and physical predispositions enabling them to serve in this capacity.

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