

Таким чином, в якості основних положень, що визначають концептуальні засади розвитку лідерства на державній службі, можна виділити:

– освітню складову, регламентовану різними процедурами, спрямованими на зміну форм навчання в межах застосування сучасних методів активного впливу на особистість слухачів з метою підготовки останніх до практичної управлінської діяльності (причому в якості об'єктів навчання повинні виступати як керівники, так і підлеглі);

– трансформацію діяльності служб управління персоналом державних органів, спрямовану на активне їх включення в формуючу діяльність щодо підвищення якості управлінських взаємодій суб'єкта й об'єкта управління. Розглядаючи систему відносин «керівник-підлеглий» як відносини «лідер-послідовники», можна констатувати, що позитивна оцінка можливостей для розкриття свого потенціалу як сукупності наявних знань, досвіду, інтелектуальних, творчих і організаторських здібностей формує у державних службовців мотиваційний настрій на високопродуктивну працю. Це, в свою чергу, дозволяє оцінювати даний підхід до управління персоналом на державній службі як орієнтований не тільки на вирішення поточних завдань і оперативної зміни в кадровій розстановці, але і як саме краще їх здійснити.

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ROLE OF THE ETHICAL CODES OF CONDUCT FOR THE EMPLOYEES OF THE MINISTRY OF INTERIOR OF THE REPUBLIC OF BULGARIA

In modern society, *ethical codes of conduct for employees in public administration*, some of which are the employees of the Ministry of Interior, occupy an essential place in ensuring transparency, legality and responsibility in execution of one's official duties.

The Institutional Code of Conduct for Civil Servants in the Ministry of Interior of the Republic of Bulgaria was adopted in 2014 [1]. It regulates the ethical standards of conduct of the two types of civil servants of the Ministry of Interior: civil servants – police authorities and fire safety and population protection authorities in the Ministry, which are appointed under the *Ministry of Interior Act* [2] and civil servants appointed under the *Civil Servants Act* [3]. The basic principle that is regulated in this *Code* is «unswerving respect for the rule of law and protection of citizens' rights». The specific actions and relations that civil servants of the Ministry of Interior must maintain are emphasized by principles such as loyalty, honesty, competence and impartiality. The Institutional Ethical Code not only outlines the expectations of the civil servants of the Ministry of

Interior, but also establishes measures to fight corruption and violations of the applicable ethical standards.

The Institutional Code provides for disciplinary penalties in case of disciplinary violations committed by civil servants appointed under the *Ministry of Interior Act* and *the Civil Servants Act*. For violation of ethical rules of conduct by civil servants appointed under the *Ministry of Interior Act* disciplinary punishment «censure» is imposed, and for acts incompatible with the ethical rules of conduct of civil servants in the Ministry of Interior, undermining the prestige of the service, disciplinary punishment «dismissal» is imposed [4]. This legislative framework not only sets the expected standards of conduct, but also ensures the effective functioning of the Ministry of Interior and the protection of citizens' interests. Through strict compliance with both the Institutional code of ethics and the legal provisions, the two types of civil servants of the Ministry of Interior build a culture of responsibility and professionalism. The disciplinary responsibility sought for violations of the Institutional Code is crucial for maintaining order, discipline and trust in the Ministry of Interior. This contributes not only to increasing the efficiency of the institution, but also to improving the quality of service to citizens and the protection of their rights and legitimate interests.

The National Code of Conduct for Public Administration Employees adopted in 2020[5] It regulates the ethical standards of conduct of all employees of the state administration: civil servants appointed under *the Civil Servants Act* and persons working under an employment relationship who are appointed under *the Labour Code*. The National Code of Conduct not only emphasizes the importance of legality, loyalty and honesty, but also emphasizes interaction with society and respect for the rights and dignity of citizens. When seeking disciplinary responsibility of employees of the Ministry of Interior, the National code applies only to civil servants of the Ministry of Interior appointed under the *Civil Servants Act*. and for persons working under an employment relationship in the Ministry of Interior appointed under *the Labour Code*.

For non-compliance with the regulations of the National Code of Conduct by civil servants of the Ministry of Interior appointed under the *Civil Servants Act*, *the disciplinary penalties* provided for in this Act shall be imposed, without being specified in accordance with *the Ethical Code*[6], but for persons working under an employment relationship in the Ministry of Interior, who are appointed under *the Labour Code*. disciplinary penalties provided for therein, which are also not specified, shall be imposed [7].

The role of *ethical codes* (institutional and national) for the conduct of the employees of the Ministry of Interior is of utmost importance for maintaining legality, transparency and trust in this institution. Through the strict observance of the principles and standards by all employees of the Ministry of Interior, regulated in these *codes*, as well as the disciplinary penalties provided for in *The Ministry of Interior Act*, *the Civil Servants Act*

and the *Labour Code* promote democratic values and the fight against corruption. This contributes to the successful functioning of the institution ensuring internal security and public order in the Republic of Bulgaria, as well as to the effective management of its employees.

Sources:

1. *Code of Conduct for Civil Servants at the Ministry of Interior* approved by Order No 8121z-348 of 25 July 2014 of the Minister of Interior, promulgated in the State Gazette No. 67 of 12 August 2014, with last amended and supplemented, SG. No. 64 of 3 August 2018.

2. *Law on the Ministry of Interior*, promulgated in the State Gazette No. 53/2014 with last amended and supplemented, SG No. 19/2024 – employees of the Ministry of Interior – Art. 142 paragraph 1, section 1 and section 2

3. *Civil Servants Act*, promulgated in the State Gazette No. 67/1999, with last amended and supplemented, SG No. 85/2023 – Art. 2

4. *Law on the Ministry of Interior*, promulgated in the State Gazette No. 53 of 27 June 2014, with last amended and supplemented SG. No. 19 of 5 March 2024 – Chapter Eight. Disciplinary liability – disciplinary violations under Art. 194 paragraph 2, section 4 shall be imposed disciplinary penalties under Art. 200 paragraph 1, section 12 and Art. 203 paragraph 1, section 13

5. *Code of Conduct for State Administration Employees* adopted by the Council of Ministers of the Republic of Bulgaria by Decree No 57 of 2 April 2020, promulgated in the State Gazette No. 33/2020.

6. *Civil Servants Act*, promulgated in the State Gazette No. 67/1999, by last amended and supplemented, SG No. 85/2023 – disciplinary penalties under Art. 89 paragraph 1, section 5 shall be imposed disciplinary penalties under Art. 90

7. *Labour Code*, promulgated in the State Gazette No. 26/1986, with last amended and supplemented, SG No. 106/2023 – for disciplinary violations of labor discipline under Art. 187 paragraph 1, section 10 disciplinary penalties under Art. 188 shall be imposed