

DEVELOPMENT DIRECTIONS, FUNCTIONS AND STRATEGIC OBJECTIVES OF SPORT AND SPECIAL PHYSICAL EDUCATION IN LAW ENFORCEMENT IN SERBIA

Review Article

DOI: 10.5937/zurbezkrim2302045M	COBISS.RS-ID 139587329	UDK 343.982/.983:[343.54+343.63
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Abstract: Human potential, as the basis of success, especially in special physical education (SPE) and sports, requires special attention in Serbian law enforcement. This especially refers to planning and organizing these activities. Competent personnel in sports and SPE, once at a satisfactory level, due to the long-term unfavorable socio-economic development and policies conducted in society and the state, but also insufficient understanding of sports in law enforcement and SPE by the management structure is quite unstable, and signs of its possible collapse are becoming more evident. The fulfillment of social interest and personal needs of the participants in the system cannot be achieved without professional work and relationship. Based on this, and for the purpose of rationalization and unified management, a strategic approach is needed, which is analyzed in this paper.

Keywords: Sport management, Special physical education, sports in law enforcement, law enforcement.

INTRODUCTION

Sport management and its application in sports in law enforcement and Special Physical Education (SPE) cannot be the same as the principles of profitable sports organizations, due to the specificity of organizing and managing government institutions such as the Ministry of the Interior of the Republic of Serbia. However, the basic interest of SPE and sports in Serbian law enforcement is similar to that of any other sports organization – fulfilling the needs of an individual, a group, an institution, and the state as a whole. Sport exists to

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fulfill the mentioned interests, which is the reason why sports organizations are formed (Životić & Veselinović, 2016). That interest can survive in law enforcement only if, regardless of the specifics of police activity, the original principles of sport are preserved. That is why the mission and spirit of sports must be preserved in the system of sports for law enforcement. Respecting the purpose of the existence of sports and SPE in Serbian law enforcement, the management's task is to concretize the position of sports and SPE in the broader police system, which will provide better quality work and therefore greater results, better sports and competition results, including better health, professional and special characteristics of law enforcement officers (Milošević et al., 2005; Milošević & Milošević, 2013; Amanović & Milošević, 2022). At the same time, the stable positions of the organization in charge of sports and SPE must be preserved in all segments, functions and resources (Milić, 2006; Životić, 2007). Business and financial stability is of particular importance here, which is necessary for achieving established program objectives. Sports and SPE represent a creative process of fostering sports and human values and sports results, that is, the level of the assessed preparation of law enforcement officers (Milošević et al., 2005; Milić, 2006).

In order for the entire system to function effectively and achieve its basic objectives, sports organization and SPE in law enforcement requires support such as financing, facilities, administration, personnel, and marketing. Special attention should be paid to the development and strengthening of sports and SPE at lower levels of management, such as the Police Department for the City of Belgrade, regional police departments, and police stations, where the responsibility rests with the local leadership. However, the principle of decentralization in the system of sports and SPE in Serbian law enforcement must contain only one element of centralization, which is control (Milić, 2006). Sport management and SFO in Serbian law enforcement should apply and develop all management functions: forecasting, personnel, planning, management, organizing and control. These sport management principles and SPE in Serbian law enforcement and their application are quite flexible, but the need to achieve the most efficient management systems must take into account the principles of the theory of sport and management. This paper analyzes and presents the current state and proposes a strategy for the development of sports and SPE in Serbian law enforcement.

CURRENT STATE OF SPORTS AND SPE IN SERBIAN LAW ENFORCEMENT

In the 1990s, the Ministry of the Interior of the Republic of Serbia (MUP) established a line of work and a department of SPE, and new training programs and education programs for educators were designed and implemented. At the same time, new selection and evaluation standards were being constructed for

the needs of different lines of work within the MUP. Compulsory SFO classes were introduced and were organized three times a week, while law enforcement officers' competence practice was assessed twice a year according to international recommendations and standards. SPE was taught in the Serbian MUP, schools, at the College of Internal Affairs and the Police Academy by three categories of experts according to academic (Milosevic & Milošević, 2013). The first category is the instructors (more than 200) had to have an associate degree and a good knowledge of SPE. This group of instructors taught at SFO departments and conducted classes in various units and security centers. The second category comprised professors who graduated from Faculties of Physical Education (about 70) and had a good knowledge of the SPE system. They conducted classes in units and security centers, while some worked in the SPE department within the police administration of the Serbia Ministry of the Interior and were involved in the analysis, programming and control of the implementation of various physical training programs for all employees at the MUP. A number of employees with these qualifications taught courses at high school of internal affairs. The third category of experts, who designed the SFO system and held a master's degree or doctoral degree, taught at the College of Internal Affairs (VŠUP) and the Police Academy (PA). Regarding the organization and implementation of SPE training programs at the VŠUP, PA and MUP, European Union experts reported that it met the European standard and should be further developed (Monk, 2001; Slater, 2001) in accordance with the economic and technical changes and the way the police is organized, adhering to science and scientific findings (Banović & Amanović, 2017).

In parallel with the rapid development of SPE between 1989 and 2000, there was a rapid development of sport within the Ministry of the Interior. At that time, within the sports association, 15 clubs competed in various sports at the federal level. A police sports association was founded, which was a member of the Balkan, European and World Police Associations. Our police officers (among whom there was a large number of students) participated in judo, karate, jujutsu, archery, skiing and football competitions organized by the aforementioned police associations. Serbian law enforcement had been the Balkan karate, judo, jujutsu, and skiing champions twice, the European judo and jujutsu champions and they had won the bronze medal in football and had been the indoor soccer world champion – 98 law enforcement officers were representatives of Yugoslavia, SCG and Serbia in various sports. Individually they had been world, European, Mediterranean, Balkan and national champions in various sports. Eight law enforcement officers were members the national team which participated in the Olympic Games. Indeed, SPE was well-developed and had an enviable status in the MUP – it influenced law enforcement officers' awareness of the need to engage in physical and sports activities (Amanović, 2007; Milošević & Milošević, 2013).

It is a fact that SPE was verified as a science and teaching field in the late 1980s. According to the scientific discipline, SPE belongs to police stud-

ies, namely special police studies. As a subject, it belongs to specialist subjects, and at police higher education institutions it belongs to the group of core subjects. Education and SPE training is based on science, a scientific method and police practice and, coupled with other scientific disciplines, it contributes to building law enforcement officers' personal integrity and professional capacity, using specially designed educational training programs (Milošević et al., 2005; Amanović et al., 2015a; Amanović et al., 2015b; Amanović et al., 2017; Žigić et al., 2019; Banović & Amanović, 2022). In the mentioned period, through organized courses for SPE instructors in law enforcement and courses in physical and technical protection (customs, electricity distribution, water supply, private security, etc.), a great accumulated experience was demonstrated, which can be seen during the conduct of training courses and in modernized study plans and education, training and licensing programs. Special physical education was scientifically established by teachers involved in more than 20 research projects, with over 1000 academic articles published in prestigious international and domestic journals or presented at international or domestic scientific gatherings, including the Counseling in SPE, 15 published textbooks and manuals, 8 monographs, 10 software packages, and 4 internationally verified scientific theories that can explain various phenomena related to the SPE subject. Experiences, plans and programs from other European academic institutions were used while designing new curricula and programs related to this study, which had a substantial impact on the quality, modernity, applicability of the programs.

DEVELOPMENT STRATEGY OF SPORT AND SPE MANAGEMENT IN LAW ENFORCEMENT IN SERBIA

The strategy for the development of sport and SPE management envisages reforms of all processes that are subject to standardization and further development of sports and SFO in Serbian law enforcement. Generally, the most important characteristics of success, especially in sports, are to have the latest information about world trends at one's disposal and successfully face changes. These changes have been taking place in Serbian law enforcement, at all levels, over the last ten (or more) years, meaning reforms in the sport and SPE domain. As a result of such a relationship and benchmarks, according to modern management theory, managers, primarily top management, are required to have appropriate experience and knowledge pertaining to concepts and strategic management applications.

Based on previous studies and analyzes carried out in sports organizations, educational institutions (formerly SŠUP, VŠUP, PA) and organizational units within the headquarters of the Ministry, internal and external factors of the environment reformulated organizational directions, and in accordance with the vision, mission and development objectives of the reform of police education, there arose unequivocal facts that point to the inevitability of defining the

strategy of sports and SPE in Serbian law enforcement (Milošević & Mudrić, 2001; Milić, 2006). Related to this is the need to base the new concept of sports organization and training on modern programs, training technologies, norms, standards and evaluation in accordance with European standards and recommendations of the OSCE and the Council of Europe (Milošević & Milošević, 2013).

Sports in law enforcement and SPE can essentially be identified with a set of transformational processes resulting from the immediate and cumulative adaptation of law enforcement officers' body to educational and training stimuli (Milošević et al., 2005; Milošević & Milošević, 2013; Milošević & Milošević, 2014; Amanović et al. ., 2015b). These processes represent phenomena conditioned by numerous laws that rule within internal physiological, biomechanical and psychological systems and police officers, as integral anthropological entities, and their environment. Therefore, effective and economical work to achieve the desired results depends, to a significant extent, on the systematic collection and use of information essential for the development of exercise plans and programs, and the determination of the content, scope and intensity of the activities that comprise current sport and SPE training programs. The objectives of sports in law enforcement are designed to give maximum effects, while adhering to the professional profile of law enforcement officers and degree of complexity of their jobs and tasks. They are defined as follows:

- Achieving an optimal level of special knowledge and abilities,
- Achieving and maintaining law enforcement officers' optimal motor and cognitive structures and personality traits;
- Enhancing law enforcement officers' emotional resistance to professional, conflict, and stressful situations;
- More efficient adaptation to the modern way of life, better and faster professional adaptation.

As a contribution to the development of a new strategy for the development of police sports and SPE, we provide the following recommendations on directions for developing police sports and SPE and strategic objectives that will enable the realization of the proposed directions for the development and functions of sports and SPE in law enforcement, which should be a part of this new strategy (Milošević et al., 2005; Milić, 2006; Milošević & Milošević, 2013).

Development directions and functions of sports and SPE in law enforcement

These recommendations would refer to the most important directions of further development and functioning of sports and SPE in Serbian law enforcement, which are inevitably connected with the training process of law enforcement officers and other law enforcement personnel, including law enforcement officers who compete in sports:

- Design new plans and programs, training technologies and norms;

- School and train law enforcement officers and other members of the Ministry of the Interior of the Republic of Serbia:
 - » Training for senior personnel for the needs of sports in law enforcement and SPE,
 - » Basic training for police demonstrators in SFO and sports instructors,
 - » Basic specialist training for certain sports (judo, karate, jujutsu, archery, swimming, orienteering, skiing...) that are part of the service,
 - » Courses and seminars for certain organizational functions in sports and SPE;
- Employing, monitoring and developing personnel in sports and SPE:
 - » Admitting managers, coaches and athletes to the SPE team and sports clubs in association with the University of Criminal Investigation and Police Studies,
 - » Organizing advanced seminars for certain duties in sports and SPE (managers, organizers, coaches, referees, athletes),
 - » Conducting standardized testing in sports and SPE,
 - » Preparing analyses and forecasts, the monitoring and development of personnel, law enforcement athletes, and law enforcement officers,
 - » Controlling work in SPE (a level of preparation), sport (results, rewarding and the motivation of athletes);
- Sport and SPE system in Serbian law enforcement
 - » Establishing a special organizational unit for sport and SPE management;
 - » Ensuring a network of training centers for athletes and law enforcement officers training, equipment, fields, gyms, swimming pools, and the like;
 - » Providing the necessary logistical support for the system (equipment, training props),
 - » Organizing the health care of participants in sports and SPE;
 - » Integration into the national sports system;
 - » Active participation in international sports competitions;
 - » Participation in scientific research conducted by domestic and foreign institutions;
 - » Establishing a framework for the existence of sports and SFO in Serbian law enforcement by law or rulebook, which would solve the organizational and financial structure of the organization.

Strategic objectives of sport and SPE in Serbian law enforcement

The strategic objectives of sport and SPE in Serbian law enforcement should also be defined within:

- Law on Police/by-laws through:
 - » Amendments that define sport and professional development – SPE as a compulsory activity in Serbian law enforcement;
 - » University of Criminal Investigation and Police Studies, Serbian Police Sports Association, and sports clubs as an inevitable supplementary form of preserving the psychophysical status of law enforcement officers and athletes for their successful performance of duties and tasks;
 - » Within legal framework for financing SPE, sports – competitive and recreational activities in the financial plan of the Ministry of the Interior of the Republic of Serbia, based on annual program content.
- SFO and sports facilities should come under the jurisdiction of the training center, which shall be used by sports clubs and employee without charge according to the established plan;
- Control mechanisms and consultation systems at the level of decentralization, while managers and trainers should be delegated responsibility for applying the established control standards with mandatory retesting;
- Based on the defined new standards the recruitment and selection process should be applied and each basic unit should have a sport and SPE manager, while sports clubs should have licensed trainers;
- Regular training of SPE personnel and sports clubs personnel, on the basis of continuous learning, especially law enforcement officers;
- Active participation in international cooperation, through the Serbian Police Sports Association, at educational gatherings, competitions and in the administrative structures of the European Police Sports Union;
- Introduction of licensing system for employees and trainers, with one of the license elements based on competency assessments in SPE, while in sports it would be based on a specific sport discipline test scores;
- Introduction of quality assessment standards for the purpose of quality management of sport and SPE;
- Introduction of an informative-marketing system for the purpose of transparency in work and decision-making, especially regarding law enforcement agencies.

*Theoretical and methodological framework of sport management
and SPE in Serbian law enforcement*

The development of work abilities of law enforcement officers and physical abilities of top law enforcement athletes and their performances at competitions, sets of educational training programs, belongs to the complex management problems domain. The purpose of the methodology developed and used in SPE and sports in Serbian law enforcement is to inspect the condition and functioning of all segments of the system using scientific methods, in order to maintain and improve it, to achieve the best possible results in the performance of tasks related to crime prevention and detection, the maintenance of public order and tranquility, traffic control and regulation, police service work, administrative and other police tasks and duties. The methods used for this purpose can be divided into methods for collecting data on system segments, methods for analyzing quantitative and qualitative changes, and methods for programming and controlling educational and training effects (Milošević, 1985; Milošević et al., 2005; Milić, 2006; Milošević & Milošević, 2013).

The first group of methods is used to collect data on law enforcement officers' motor and functional abilities, their morphological, biochemical, biological, sociological and psychological characteristics, the situational application of acquired knowledge on undertaking tactical and operational measures and actions, as well as data on kinematic and dynamic characteristics of law enforcement officers' specific movements. The aim of collecting this type of data is to diagnose the condition, training effects and changes in monitored abilities and characteristics. Additionally, these data are used for various quantitative and qualitative analyzes with various aims, such as programming and control of training and teaching.

The second group comprises methods used to create selection and evaluation criteria and analyze quantitative and qualitative effects and changes caused by educational and training programs. These methods have a wide range of application and they are mainly used in SPE to:

- Assess capacity and rules for the development of law enforcement officers' abilities;
- Determine law enforcement officers' work and education profiles and the design of selection criteria;
- Diagnose the state of adaptive dimensions of students and law enforcement officers of different work profiles, along with the development of procedures for their assessment;
- Determine the initial status of students and workers in terms of classification and homogenization of groups of students and workers in the educational and training process and rationalization of the procedures used for selecting students and workers for admission to service and special tasks;

- Determine the state caused by adaptation and transformation processes;
- Determine quantitative effects and changes among law enforcement officers caused by educational and training procedures in the domain of adaptive characteristics, special knowledge and processes;
- Determine the transitive and final states of students and law enforcement officers in the form of integrative changes in adaptive (psychological, sociological, motor, functional, morphological) characteristics, the required biomotoric and special knowledge and finally law enforcement officers' conceptual and situational responses concerning effective application of tactical and operational measures and actions;
- Determine the rules of variability of certain adaptive characteristics and mathematical regularities of their development (growth in a certain period of time) and the regularity of learning and the applicability of SPE certain structures among students and workers under the influence of special training and educational treatments,
- Create models of transformational and adaptive changes in law enforcement officers in the SPE process,
- Model and simulate SPE special activities and transformational (informational and energy) processes in accordance with the requirements of scientific knowledge and the requirements for police work;
- Create information support for the SFO management model for law enforcement officers,
- Create information support intended for the optimization of training programs (operators);
- Establish a management model for SFO for students and law enforcement officers.

The third group consists of methods for programming and controlling teaching and training effects of SPE. They are used to:

- Design individual and group exercise programs in different domains of education and training;
- Develop standards for the control and improvement of education and training effects.

The first group of methods used in SPE includes cinematographic methods, tensiometric methods, dynamometric, psychological, pedagogical, biochemical, results partialization methods, and methods for diagnosing law enforcement officers' functional state. The second group comprises multivariate methods such as primary data processing methods, comparative methods, multivariate correlation analysis, multivariate regression analysis in manifestation and latent spaces, canonical and taxonomic analyses, discrimination analysis, including factor analysis and mathematical analysis methods. In addition to multivariate and mathematical analysis methods, linear, non-linear and network programming methods are also used.

CONCLUSION

Police reform in Serbian, which included, among other things, changes in the education system and professional training, included the sports domain and SPE. In this sense, the process of adopting European standards, creating a development strategy, and redefining the existing sport and SPE management system have already begun in order to apply new technologies and management processes. The new concept of sport and SPE management in Serbian law enforcement should enable the creation of a compatible and acceptable new development strategy followed by other management processes. It should be emphasized that the essence of organizing sports and SFO means a large number of agents and factors within and outside law enforcement agencies, which have an impact on the achievement the set objectives, while the European conceptual framework for the development and integration of sport and SFO for law enforcement officers is particularly important in the following areas:

- Developing a new concept of modern management;
- Developing a system for efficiently meeting the needs of high-quality educational and training processes, using the parameters based on which sports and SPE can be managed;
- Selecting general and specific ability tests on the basis of which new plans and programs would be applied in a precise and clear manner;
- Theoretical foundation of sport management and SPE in law enforcement at the strategic and operational levels, whose basis would be the use of theoretical, empirical, and experimental observations and analyses.

New training technology and norms would help to optimize training and educational processes with less energy and time commitment of athletes and law enforcement officers and reduce material costs. Based on the above issues, it is recommended to prevent further collapse of the system, continue with the current reforms (the application of new training technologies and management processes), and adopt an acceptable strategy for the development of sports and SFO in Serbian law enforcement. In this process, it is valuable to take into account all previous experiences.

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Paper received on: 27/4/2023

Paper accepted for publishing on: 13/6/2023