

COMMUNICATION COMPETENCE IN THE ACTIVITIES OF LAW ENFORCEMENT INSTITUTIONS

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Abstract. The article aims to investigate and assess communication competence in law enforcement by creating a clear understanding of current challenges, possible ways of improvement, and means of increasing the effectiveness of professional interaction. To achieve this aim, the following objectives were set: to discuss the concept of communication competence, review the theoretical aspects of communication competence in law enforcement, and investigate the peculiarities of communication competence in law enforcement institutions.

The analysis of the scientific literature has shown that, in a general sense, competence is the ability of a person with self-organisation skills to act in an organised and purposeful way. Professional communication consists of specific aspects that are related to professional competencies. In law enforcement, communication is an essential part of law and order and public safety. Basic principles such as humanness, professionalism, clarity, confidentiality, trust, and proportionality ensure effective performance. Law enforcement officers need not only in-depth professional knowledge but also effective communication skills. Communication is legally regulated by codes of ethics, public relations legislation, and professional standards. Constant public criticism increases the pressure on institutions to communicate effectively and be accountable. The study shows that strong communication and cooperation skills are essential in law enforcement. The right management attitude, collaborative management, legal education, and specific rules are all components of mandatory communication competence. For law enforcement officers, it is not only knowledge that is important but also the ability to communicate safely and tactfully. Law enforcement communication is important for public safety, reputation, and transparency. The study showed a lack of expertise, particularly in relation to new technologies and emotional management. By promoting continuous improvement, cooperation with partners, and devoting more resources to improving communication skills, law enforcement institutions can serve the public more effectively.

Keywords: communication, competence, communication competence, law enforcement institutions

Introduction

Law enforcement includes the activities of special state bodies and independent persons entrusted by the state to carry out certain functions that fall within its competence and guarantee the protection of the law and its proper implementation. The law enforcement system consists of institutions whose main purpose is to guarantee the rule of law (Law Enforcement, 2013). Communicative competence, in other words, communication skills, is one of the key conditions for a successful professional practice. Communication competence in law enforcement institutions such as the police, prosecution, courts, advocacy, etc., is of particular importance. Law enforcement institutions must deal with a wide range of legal issues and communicate and cooperate effectively with citizens, other institutions, and each other. Only then will they be effective and meet the needs of society.

In the scientific literature, a lot of attention has been paid to the analysis of the concept of competence and the concept of communicative competence both in earlier and later scientific works. The significance of personal competencies in interdisciplinary team activities has been analysed by Gevorgianiene (2014), and the systems of generic competencies and their historical overview have been discussed by Young and Chapman (2023). The concept of communicative competence (or communicative skills) has been explained by Kiessling and Fabry (2021) and thoroughly investigated by the Lithuanian scholar Gedvilas (2015). Current communication challenges have been analysed by Zakharchenko (2022). However, scientific publications lack discussion on communicative competence in the context of today's law-enforcement institutions, where technology is changing rapidly, information challenges are increasing, and it becomes necessary to combine intercultural communication practices. Mention should be made of William's (1993) scholarly article on the competence of communication in policing, as well as Mutasa's (2021) article on a similar topic, the effectiveness of police-community cooperation. Thus, this paper aims to bring together the aspects of communication competence in law enforcement in the light of the latest challenges and find out how communication competence in law enforcement influences professional interactions with the public and other institutions, as well as how this competence can be improved in the light of the latest technological, informational, and cross-cultural challenges. The subject of this paper is the significance of communication competence in law enforcement agencies and their activities, and the aim is to investigate and evaluate communication competence in law enforcement agencies, creating a clear understanding of the current

challenges, possible ways of improvement, and means of increasing the effectiveness of professional interaction. To achieve the aim of the study, the following objectives were set: to discuss the concept of communication competence, analyse the theoretical aspects of communication competence in law enforcement institutions, and investigate the specifics of communication competence in law enforcement institutions.

A systematic method was used to organise the analysed sources to assess the theoretical materials discussed in the article and reveal the main aspects of communication competence and its importance in law enforcement institutions. The qualitative research method of interviews was chosen to conduct the research, and the logical analytical method was used to describe the results, which helped evaluate the collected survey results.

1. The concept of communication competence

The concept and definition of competence depend on the context and discipline in which it is used. The term derives from the Latin word *competentia*, meaning *ability*, *competence*. As Heyse (2023) argues, competence always includes the necessary knowledge, but it can cover much more than that and involve relationships that are decisive for dispositions and actions. Unlike other constructs, such as a qualification, competence always involves the self-organising abilities of particular individuals, such as, for example, the ability to manage one's resources, activities, and emotions; flexibility; the ability to communicate effectively; the ability to analyse personal performance, etc. While defining what competence is, it should be noted that the International Dictionary of Words explains competence as the functional ability to perform an activity adequately, with sufficient knowledge, skills and energy; the more important a person's competence is, the more significant their social role (1999). Heyse (2023) defines competence as the ability to combine knowledge and skills in such a way that work-related tasks can be carried out independently, responsibly, and situationally. The scholar argues that competent people are characterised by the ability to act autonomously in an organised and purposeful manner on the basis of personal knowledge, skills, and abilities, even in new, open, uncontrolled, and evolving situations. He stresses that competencies cannot be acquired through theoretical learning alone; they can be developed through active and purposeful actions (Heyse, 2023).

Communication competence is an integral part of generic competencies. There are eight groups of generic competencies: communication in the mother tongue; communication in foreign languages; mathematical competence and basic competencies in science and technology; digital literacy; learning to learn; social and civic competence; initiative and entrepreneurship; and cultural awareness and expression (Gedvilas, 2015). All these generic competencies can be divided into three domains: instrumental competencies (linguistic skills, written and oral communication skills in the mother tongue, and knowledge and skills in a foreign language); interpersonal competencies (personal qualities related to the ability to express thoughts and feelings and social skills); systemic competencies (competencies related to all systems) (Gedvilas, 2015; Kiškytė, 2020).

Communication competence belongs to the group of instrumental competencies that includes the skills that enable people to communicate effectively, build relationships, and understand others. As Maba (2023) points out, language is one of the essential foundations of life, and it includes not only grammatically correct speech but also the appropriate choice of words, style, and tone, depending on the situation and audience. Speaking competencies include both foreign language skills and public speaking skills. Communication competence covers comprehension, active listening, speaking and writing skills, intercultural sensitivity, and other abilities that are essential for communicating successfully and effectively with other people. It also covers the ability to analyse information, as it reveals the ability to evaluate sources of information and their reliability (Remesh, 2023). In other words, communication competence (or communication skills) is the ability to communicate and cooperate. It is worth mentioning that communication is a very important component of cooperation (Teresevičienė, Gedvilienė, 2000). Every human activity is like continuous communication: everyone knows how to speak, has laws to follow, lives among people, and spends time in different communities. According to researchers (Teresevičienė, Gedvilienė, 2000), every individual must be able to communicate with each other and share their experiences with others, which is why cooperation is an integral part of human existence.

Individuals with communication and cooperation competencies are able to build relationships and consensus in groups. Communication competence is measured in terms of its effectiveness and relevance. Effectiveness is understood as a dimension of successful communication, while its appropriateness is measured by its conformity to social factors in a given situation (Gedvilas, 2015).

To sum up, the concept of competence can be defined as the ability of a person with self-organisation skills to act in an organised and purposeful way.

2. Principles of communication in law enforcement

Communication excellence in law enforcement contributes to public safety and trust in law enforcement. Maintaining a high level of communication contributes to the effective functioning of law enforcement institutions. To develop sound communication with the public, law enforcement authorities need to adhere to certain principles that contribute to smooth communication and cooperation with the public. One of the most important is the principle of *professionalism*, which requires law enforcement personnel, i.e., judges, prosecutors, lawyers, notaries, and police officers, to maintain a high level of professionalism in all their communications. Professionalism includes not only professional knowledge but also language style, attitude, behaviour, and helpfulness, maintaining a high level of performance of duties and standards of behaviour consistent with this level (Gudavičius, 2015). For the public to better understand the cooperation of law enforcement agencies, it is relevant to observe the principle of *clarity*, as it is important to clearly and comprehensibly inform citizens about their rights, obligations, and legal processes. An understandable explanation of the rights and obligations of a citizen is the essence of the principle of respect for human beings (Navickienė, 2018).

Mutasa (2021) stressed that when law enforcement agencies interact with people from different social backgrounds, facilitation of communication and cultural understanding are important. Only then can the officer be able to articulate their demands to the community clearly. Equally important is the principle of *humanness*. Law enforcement officers need to be empathetic, understand, and be able to communicate with people from different social backgrounds and overcome personal prejudices and biases (Mutasa, 2021). The principle of *confidentiality* imposes strict confidentiality and protection of personal data to preserve public trust. Law enforcement personnel are obliged to observe the requirements for protecting sensitive information strictly, not disclosing information learned during the investigation of a case, and protecting state secrets (Navickienė, 2019). Mutasa emphasises the principle of *trust*, which ensures that people are safe, they have received the right help, and their expectations have been met (2021).

Singh (2023) outlines five communication skills that every law enforcement official should have. These are analytical and critical thinking, communication skills, research skills, negotiation skills, and time management skills. Law enforcement officials and officers need to have strong analytical and critical thinking skills to analyse a wide range of complex legal issues and develop effective solutions. These skills help anticipate potential legal problems and propose proactive solutions. Communication skills are important for effective interaction both with citizens and fellow lawyers. It is necessary to be able to explain complex legal issues in simple terms, persuade others of your point of view, and negotiate favourable resolutions for people. It is also a must to be able to identify and analyse relevant legal precedents, laws, and regulations, find relevant legal information quickly and efficiently, analyse it, and apply it to cases. Keeping abreast of legislative developments and legal trends requires continuous research. Negotiation skills are essential for law enforcement agents, who often have to negotiate favourable agreements with clients. Time management skills are also needed to be able to organise personal activities and those of others and get everything done on time.

Communication competence in law enforcement is therefore crucial to maintaining law and order, ensuring public safety, and fostering trust in law enforcement. A key principle in this endeavour is the principle of *humanness*, which is expressed through respect for the person and, at the same time, ensures that law enforcement actions do not infringe on human rights. In addition, the principles of professionalism, clarity, confidentiality, trust, and proportionality play a decisive role in shaping the effective functioning of law enforcement authorities. It is, therefore, essential for law enforcement officers to have not only in-depth professional knowledge but also effective communication skills. Law enforcement authorities need to foster cooperation with the public to secure public support and trust.

3. Study on communication competence in law enforcement

3.1. Research methodology

To reach the aim of the research, i.e., to investigate the competence of communication in law enforcement agencies, expert interviews were conducted. They focused on how law enforcement officers and staff use their communication competencies when communicating and cooperating with the community, each other, and other agencies. The obtained and structured data allows for the identification of the areas that are working well and those that still need improvement. The research instrument is a set of pre-defined open-ended interview questions. The sample is made up of 7 law enforcement officials or law enforcement communicators with a

university degree and at least 4 years of experience in the field. A purposive convenience sampling was used to find the participants.

The survey results are presented anonymously, with the respondents coded by their respective titles: *Officer 1* (Community Officer, Chief Investigator, 20 years of work experience), *Officer 2* (Community Officer, 19 years of work experience), *Officer 3* (Community Officer, 22 years of work experience), *Prosecutor* (criminal cases, 20 years of work experience), *Judge* (criminal cases, 12 years of work experience), *Advocate* (administrative and civil cases, 20 years of work experience), *Communication Specialist* (Communication Division of the Police Department under the Ministry of Interior, 19 years of work experience).

Respondents were asked the following questions:

1. What are the key communication and cooperation skills needed to work in law enforcement?
2. What makes law enforcement communication competencies special and different from those of other institutions or organisations?
3. What is special about communicating with each partner of your institution?
4. Which partners do you find most difficult to communicate with, and how do you solve the problem?
5. What challenges and problems related to the lack of communication expertise do you see in the activities of law enforcement authorities?
6. What do you think is the lack of communication skills in your institution?
7. What advice would you give on how to improve communication competence in law enforcement institutions?

Further in the article, each group of answers to a certain question is identified by a category summarising them.

3.2. Specific features of law enforcement communication competencies

Category I, “Core competencies for working in law enforcement“.

The participants were asked about the basic communication and cooperation skills needed to work in law enforcement. Officer 2 stressed the importance of cooperation skills: “*Cooperation is a key strategy for success, as managing cooperative processes requires the ability to effectively coordinate the activities of different institutions, organisations, and social groups*”. Cooperation within law enforcement institutions and with partners requires certain skills to run smoothly. The participants in the survey answered that the following common professional qualities are necessary: responsibility, competence, punctuality, honesty, respect for people, and love for work. Integrity, respect for the opinions of others, a fair and careful assessment of situations and interlocutors, and positive attitudes and self-confidence are essential. However, the participants in the study stressed that it is not enough to be able to communicate. Good cooperation skills are necessary to be able to sufficiently express communication competence: “<...> *We must not only be able to communicate but also cooperate*” [Officer 1], as well as impartiality: “*Judicial staff and judges must not show their sympathies or antipathies or prejudices when dealing with journalists and the public <...>*” [Judge]. Professionalism and neutrality in conflict situations are essential. Quality cooperation builds trust: “*Quality cooperation enables people to build trust with each other and thus facilitates communication*” [Officer 1]. According to the Prosecutor, they do not need any special communication and cooperation skills. However, they must be able to articulate their thoughts clearly: “<...> *to provide information to the extent that is necessary for the performance of their official functions and tasks. However, the context of the situation must be clear from the information provided*” [Prosecutor].

Thus, essential skills for working in law enforcement include communication and cooperation skills, as well as the ability to communicate information clearly.

Category II, “Specific features of law enforcement communication competence”.

This category was identified by assessing the responses of the research participants to the question of what makes the communication competence of law enforcement institutions special and different from the communication competence of other institutions or organisations. The participants in the study stated that the communication competence of law enforcement institutions requires, first of all, specific education, i.e., legal knowledge: “*These institutions directly affect people’s rights and duties, and therefore the qualification of specialists is of particular importance*” [Advocate]. Law enforcement activities are distinguished by the fact that any activity is highly visible, and every word is quickly made public. The unequal visibility and openness to the public were also highlighted: “*The activities of the institutions such as the police are more visible and relatively understandable to the public, at least in terms of the main functions they perform, whereas others,*

e.g., *the prosecutor's office, the courts, and especially prisons, are much less so*" [Officer 2]. Officer 3 emphasised *"the knowledge of legislation, up-to-date versions, special knowledge, communication skills. Communicate responsibly, providing factual, up-to-date information"*. This means that it is necessary not only to be familiar with the legal aspects but also to keep up to date with the latest developments in the profession. The Judge argues that it is necessary to manage information in the judicial process (*"The distinctiveness of judicial communication is the content of the information managed by the court: there is a constant balancing act between the public's right to know and the media's desire to receive information as quickly, expeditiously, and fully as possible, <...>"*) and ensure the implementation and protection of the right to confidential information (*"<...> between the prohibition of disclosure of the materials of an investigation or a case, provided for by procedural laws or other legal acts"*). Law enforcement authorities have strict specific rules that must be respected, such as not disclosing the details of an investigation without the permission of the prosecutor.

Thus, some participants in the study argue that law enforcement communication is very different from that of other institutions, while others believe that the principles of communication themselves are the same as elsewhere.

Category III, "Specific features of law enforcement communication with partners".

When asked what is special about the communication with each of the institution's partners, the first thing that is emphasised is that *"communication should be clear and structured"* [Advocate]. This is perhaps the most important feature of law enforcement communication with partners, which helps law enforcement authorities to effectively communicate information and understand the needs and views of their partners. It should be noted that structured communication allows for an effective and quick response to events or situations, which is particularly important in law enforcement contexts where rapid coordination and decision-making are needed. The Communication Specialist identifies a clear structure and procedure for communicating with partners, i.e., the communication with statutory organisations follows a strictly defined procedure: *"<...> with the public prosecutor's office, once a pre-trial investigation has been opened in accordance with the Code of Criminal Procedure, the results of the investigation can only be made public and commented on with the permission of the public prosecutor in charge of the case"*. With schools, communication is based on contracts: *"<...> communication has to be coordinated with the school, the teachers, and the parents, e.g., whether the learners' faces can be made public or whether filming is allowed"*.

The Prosecutor's Office's communication with the police is special because the police conduct pre-trial investigations, and the prosecutor makes decisions on the release of information. The prosecutor's communication with the courts is mainly related to problem-solving, organisation processes, and the shortcomings of the courts' comments on procedural decisions. The Judge highlighted the following peculiarities of the communication with partners: openness, accessibility and clarity of decisions are important for the public; close and goodwill cooperation is established with other law enforcement institutions or institutions faced in daily work (police, customs, prosecutor's office, bailiffs, notaries, the Office for Protection of Children's Rights and Adoption, etc.); regular communication is established on issues related to daily activities, sharing the best practices, and discussion of common problems arising in work.

Thus, the participants in the study stressed the importance of clear and structured communication, pointing out that it helps law enforcement authorities to effectively communicate information, understand their partners' needs, mitigate risks, and increase the security of cooperation. Respect, trust, and credibility are key principles in all these processes.

Category IV, "Difficulties in communicating with partners and how to address them".

The participants were asked about the main difficulties in communication and how they dealt with them. As everywhere, in law enforcement, the biggest communication problems are caused by the lack of competence: *"Lack of competence is the main problem"* [Advocate]. This problem can lead to misunderstandings, inefficient use of resources, and inappropriate decision-making. Lack of competence can affect not only the effectiveness of law enforcement institutions but also citizens' trust in the institution and the ultimate level of security. According to the Communication Specialist, the lack of responsiveness in communicating with partners is a problem: *"<...> Information needs to be published quickly here and now, and the prosecutor is busy (in court or somewhere) and does not have the time <...>"*, which leads to misunderstandings and conflicts. There are also anger issues due to partners' inflexibility or refusal to cooperate. For the police, there are difficulties in managing the flow of information because *"<...> a large amount of information is not always necessary and appropriate for public presentation"* [Officer 1]. Communication with non-governmental organisations (NGOs) is probably the most difficult part of the

Prosecutor's Office's work: *"Although communication with these organisations is minimal, the main difficulties arise from the fact that these organisations do not have a good understanding of the Prosecutor's Office's activities, legal aspects, and the investigations that are carried out (e.g., subjective assessments of the situations presented by women's crisis centres, demands of the specialists of the centres to treat the information provided by these centres as expert opinion, ignoring the provisions of legislation and treating their experts as expert witnesses in the process)"* [Prosecutor]. The Judge stressed that to avoid unnecessary conflicts, various tactics that are most effective in each particular case have to be used: *"In work, as in life, diplomacy is more useful in communicating or resolving conflicts with some journalists and stakeholders, while a stronger word is more useful with others"*.

Thus, the biggest communication problems in law enforcement are caused by a lack of competence, leading to various misunderstandings.

Category V, "Problems caused by lack of communication competence in law enforcement".

The participants were asked what challenges and problems they encountered in the activities of law enforcement agencies in relation to the lack of communication competence.

"The most frequent problem <...> is an inadequate, insufficient <...> awareness of the importance of communication, its impact on the process of achieving common results, and the reluctance to communicate by highlighting the importance of the activities of only one law enforcement agency". The Judge highlighted another problem of the competence to communicate with the media: *"Often, one encounters the fact that various interest groups (businessmen, politicians, NGOs, etc.) use the media to influence a particular court, a court decision or judges dealing with cases related to their interests"*. The Advocate argues that *"one of the most important challenges is to have competent professionals. This is directly related to state funding in this area"*. The lack of competent professionals can affect the ability of law enforcement authorities to ensure public security and perform their functions properly. The police face insufficient information dissemination and sharing. The image of the police is also tarnished by the challenges of cooperation with the media: *"Often journalists provide information that does not correspond to the reality of the situation, and the public forms a false, negative view of the event itself and the work performed by the police officers"* [Officer 3].

The study highlights the lack of communication competence of law enforcement officers as an important problem affecting the effectiveness of work.

Category VI, "Lack of communication skills in law enforcement".

The participants were asked what communication skills were lacking in their institution.

The lack of competence in the use of social networks is evident from the analysis of the participants' answers. There is a need to keep up-to-date with new social networks and learn how to use them effectively for communication. The participants stressed the need for more financial and human resources to master new IT tools and use them for effective communication. The Prosecutor highlighted the lack of critical thinking, inability to prioritise, and inability to plan. The Judge said that judges should be even more open, brave enough to comment publicly on their decisions to the media, and gradually get rid of the fear of TV cameras. Officer 2 stated that there is a lack of cooperation among police officers, teamwork, and involvement of each officer in sharing information. Police officers also have difficulties with information management. Problems occur when representatives of the institution are not able to effectively select, organise or present information to the public in a concise, clear, and understandable way. The Advocate states that in his institution, *"one of the foundations of good communication is goodwill, which is also linked to the socio-economic status of the individual"*. This Lawyer's opinion reflects the importance of understanding and respect for the diversity of society and highlights how good faith communication can strengthen legal work and relationships.

The comments of the experts revealed that institutions face difficulties in adapting to new technologies and social changes and that the principle of goodwill is essential.

Category VII, "Opportunities for improving communication in law enforcement institutions".

Research participants were asked what they could advise on how to improve communication competence in law enforcement institutions.

All research participants answered that to improve communication, law enforcement institutions share their best practices with both public and private sector institutions and seek to learn from the experiences and practices of other countries to gain new, interesting ideas that can be applied in their institutions. There must be continuous communication within law enforcement institutions and other institutions. It is emphasised that community officials must have strong communication skills and understand the importance of communication. It is related to basic knowledge, skills, and communication abilities, so it is necessary to organise as many

training courses and practices as possible. Judges would also benefit from specific training in rhetoric, which would help them to speak and act more courageously in front of TV cameras. The police must find ways to implement leadership innovations, and it is emphasised that “<...> *leadership qualities are necessary not only for leaders but also for every officer*” [Officer 2]. This need was determined by the changes in the labour market and the fact that the ability to respond to the changing environment, act in critical conditions, and make a decision promptly is one of the most important qualities of an employee. However, everything is related to financial resources. The Advocate states that “*one of the essential issues is state financing*” and “*proper administration is an equally important issue*”.

Thus, it is not only internal and external communication that is relevant to improving communication competence in law enforcement institutions but also appropriate financing and efficient administration.

To sum up, it can be stated that the study results revealed that when working in law enforcement institutions, essential abilities include not only communication and cooperation skills but also significant professional qualities. It is also emphasised that law enforcement officers need not only communication skills but also legal education to develop communication competence successfully. The communication competence in law enforcement institutions is special and must meet specific requirements. Communication must be secure, confidential, informed, and discreet.

Conclusions

1. In a general sense, competence is the ability of a person with self-organisation skills to act in an organised and purposeful manner. Professional communication consists of specific aspects of communication related to professional competencies. Communication competence is an important part of general competencies and includes the ability to communicate and collaborate. Individuals with this competence are able to build relationships and reach consensus in teams.
2. In law enforcement institutions, communication is an essential part of law and order and public safety. Basic principles such as humanness, professionalism, clarity, confidentiality, trust, and proportionality ensure effective operations. Law enforcement officers need not only deep professional knowledge but also effective communication skills.
3. The study has revealed that strong communication and collaboration skills are necessary in law enforcement institutions. The right managerial approach, collaborative management, legal education, and specific rules are components of mandatory communication competence. The ability to communicate safely and discreetly is also important for law enforcement officers. The study has shown that there is a lack of competence, especially related to new technologies and emotional management. By promoting continuous improvement, cooperation with partners, and allocating more resources to improve communication skills, law enforcement institutions can serve the public more effectively.

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KOMUNIKACIJOS KOMPETENCIJA TEISĖSAUGOS INSTITUCIJŲ VEIKLOJE

Santrauka

Straipsnio tikslas – ištirti ir įvertinti komunikacijos kompetenciją teisės saugos institucijų veikloje, padedant suprasti esamus iššūkius bei profesinės sąveikos efektyvumo didinimo priemones. Tikslui pasiekti iškelti šie uždaviniai: aptarti komunikacijos kompetencijos sampratą; išnagrinėti komunikacijos kompetencijos teisės saugos institucijose teorinius aspektus; ištirti komunikacijos kompetencijos ypatumus teisės saugos institucijose.

Išanalizavus mokslinę literatūrą, pastebėta, kad bendraja prasme kompetencija yra saviorganizacijos gebėjimų turinčio asmens mokėjimas organizuotai ir tikslingai veikti. Profesionali komunikacija susideda iš specifinių bendravimo aspektų, susijusių su profesinėmis kompetencijomis. Teisės saugos institucijose komunikacija yra esminė teisėtvarkos ir visuomenės saugumo dalis. Efektyvią veiklą užtikrina tokie pagrindiniai principai, kaip žmogiškumas, profesionalumas, aiškumas, konfidencialumas, pasitikėjimas ir proporcingumas. Teisės saugininkams reikia ne tik gilių profesinių žinių, bet ir efektyvių bendravimo įgūdžių. Komunikacijos iššūkiai apima derybas, efektyvaus ryšio su klientais užmezgimą, konfliktų valdymą ir informacinių kampanijų sudėtingumą. Nuolatinė visuomenės kritika verčia institucijas efektyviai komunikuoti.

Tyrimas parodė, kad teisės saugos institucijose būtina stipri komunikacija ir bendradarbiavimo įgūdžiai. Tinkamas bendradarbiavimo valdymas, teisinis išsilavinimas ir specifinės taisyklės yra privalomos sudėtinės komunikacijos kompetencijos dalys. Teisės saugininkams svarbios ne tik žinios, bet ir gebėjimas saugiai ir taktiškai komunikuoti. Teisės saugos institucijų komunikacija svarbi visuomenės saugumui, reputacijai ir skaidrumui. Tyrimas parodė, jog trūksta kompetencijos, ypač susijusios su naujomis technologijomis ir emociniu valdymu. Skatinant nuolatinį tobulėjimą, bendradarbiavimą su partneriais, skiriant daugiau išteklių komunikacijos įgūdžiams tobulinti, teisės saugos institucijos gali efektyviau tarnauti visuomenei.

Reikšminiai žodžiai: komunikacija, kompetencija, komunikacijos kompetencija, teisės saugos institucijos

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