

Analys of the General Management Functions in Comparison with the Management Applied in Police

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Abstract: The general principles of management are valid in any institution, but the specific aspects of the structures within police impose a different approach due to the structural particular aspects, such as: the organisational climate, the complexity of the missions, the relationships between seniors and juniors, the specific liability which rises whenever the given disposals are not performed with maximum of efficiency, the stake being incomparable greater than in any other organisation. We need to know and apply the notions of the management and managerial communication, so that to fulfil these desiderata. The police management represents the activity which consists in leading a group of people, in a given situation, in order to collectively reach the goals, in accordance with the desired finalities aimed by the general strategy of M.A.I.

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The desire of change in police presumes a new approach towards the management of all structures proper to internal institution. The appliance of management in police shall aim the performance of certain permanent managerial objectives, other than the ones imposed by the internal politics of each organisation.

These objectives shall be correlated with the functions of management, which shall be met in a proper form in each organisation. The readjustment to the new requests caused by the adhesion of Romania to European Union presumes the election of new management methods, a new type of management.

It is about the functions of *planning or forecasting, organisation, coordination, training and evaluation-control*.

In order to understand the importance and role of management functions, with a view to its exercise in practice, it is important to know the significance of these functions at the level of general management.

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The understanding of and familiarization with the management functions through communication constitute a major premise for understanding of the mechanisms of the structures of any organisation and, implicitly, that of the police.

a) At the general management level, the *planning and forecasting function* (Cornescu et al., 2003) represents the work processes allowing for the setting of the main objectives of the company and of its components, as well as the resources and the main means necessary for their achievement.

At M.A.I. level, the role of this function, of the manager policeman respectively, the one who has the obligation to put into practice an appropriate strategic management, is to establish what must be done, with what means, under what conditions and in what period.

These objectives are achieved through the materialisation of the planning function results, according to the criteria: particularization degree, compulsory character and horizon, estimations, plans and schedules. It is obvious that these estimations, plans and schedules are based on an extensive process of collection of information, documentation, processing of information - in fact - communication process.

Information will necessarily come from the precise realities experienced in a definite period of time, from the analysis of social impact phenomena and of future estimations on the progress of events. By conducting a SWOOT analysis we can observe the strengths and the weaknesses, the opportunities and the threats of the institution.

Communication represents an essential component of the planning or forecasting function, in the absence of which communication would not be possible.

At police level, the planning function allows for the setting of the objectives which the police has to achieve, based on specific polices of the profile and on the action characteristics. Furthermore, the police have to identify the allocated resources in view of achievement of the objectives, as well as the decisions which need to be taken for such achievement.

Therefore, both at internal and external level, the exercise of the planning function by the police institution cannot be done without a real communication support, as communication is the only one which allows for the efficient preparation of action plans and policies, the transmission of information at different hierarchical levels, the involvement of the subordinates in the decision process, through cooptation in this process, by taking the most efficient decisions, in meetings or as a result of discussions.

b) The second *function, the organisation function*, indicates at the general management level, the management processes for the setting and delimitation of the physical and intellectual work processes and their components (movements,

deadlines, operations, works, sessions, etc.), as well as for the grouping of the same on positions, working groups, departments and their assignment to the employees, in accordance with administrative, economic, technical and social criteria for the achievement of the forecasted targets in the best possible conditions.

The role of the organisation is to achieve the objectives planned in the previous stage, through the exercise of the planning and forecasting function, the optimal and efficient combination of human, material, information and financial resources, through an accurate occupancy of jobs, both at department level and at the institution level.

Consequently, it may be noticed that the **organisation function has a double valence**: we talk about an organisation of the entire institution and an organisation of each department, office, service.

At police level, this function relates to those specific methods by means of which the institution carries out the plans and the programs developed in the previous stage. It involves establishing and assigning of tasks according to precise achievement deadlines, their grouping according to departments and, implicitly, to each employee, taking into consideration its role in the system, the allocation of resources and the identification of the organisational structure.

At the same time, the organisation function involves the achievement of a significant number of tasks characteristic to the communication process, the building a relational framework, with official character, of the internal and external information system, the receipt, the request and the use of the feedback.

The achievement of all physical and intellectual work processes by each police officer will ensure the achievement of the previously forecasted objectives which often refer to social order, the reduction of the degree of victimisation, the increase in the citizens' trust with respect to the police, the improvement of the institution image.

c) The **coordination function** at the general management level consists in “the work processes allowing for the conformity between the decisions and actions of the company personnel and of its subsystems, from the perspective of the previously established forecasts and the organisation system.”

In the specialty literature, coordination is appreciated as a “dynamic organization”; this is due to:

- the economic agent and the environment are permanently changing, such change being impossible to be reflected in the forecasts and in the organisation system;
- the personnel's reactions, as well as the complexity and diversity of the subsystems, require an operative and permanent feedback.

With respect to the police, the coordination function implies the comparison between the activities and optimally allocated resources, in order to achieve the objectives set through the organisation policies.

In view of an efficient coordination, it is essential to have an appropriate communication at all levels, so as to allow for the management within the organization. Such communication shall be mainly focused on the transmission of information and on the integral comprehension of the message. In its turn, efficient communication implies a complex of factors, among which:

- **the quality of the management carried out by the persons in managing positions** (the management method, the objective character of the objectives proposed by specific policies, the managers' level of training, the conformity between the managers' training and the requests of the positions held);
- the quality of the members of the executive board (the level of training, the competences, the interest manifested in the resolution of the problems, the level of receptivity).
- Both with respect to the general management and to the management of the police departments, the coordination function may be of two types, according to the criteria observed in the performance of communication:
- ***bilateral coordination*** – is based on a linear communication between manager (commandant) and the subordinate persons (operative worker), on the one hand, and between the operative policeman and the citizens it interacts with, on the other hand, in view of an operative feed-back; the main disadvantage of this type of coordination is that it is time-consuming;
- ***multilateral coordination*** – is based on network communication which implies a large number of subordinate persons who interact, an information exchange with the manager (the head of the department, of the office). This coordination is generally encountered in the case of the operative working sessions. The same type of communication may be performed by the operative worker during the communication sessions held with the owners' associations, with the mass media or with other organization which, as a result of their attributions, cooperate with the police on a regular basis.

d) The ***stimulation*** “includes the work processes by means of which the company personnel is encouraged to contribute to the setting and achievement of the objectives, taking into account the factors determining such encouragement.”

In other words, with respect to organizations, by cooperation and motivation, the stimulation function aims at employees' involvement to the largest extent possible,

with a view to the achievement of the relevant objectives derived from elements set via organization programs and policies at general level.

As for the police, said function is essential for the motivation of the policemen in view of an active involvement in the achievement of the objectives relating to the relationship with the citizens, the increase in the quality of the provided services and in the response speed.

As motivators, we could mention: promotion to higher positions according to the training and organization chart, publication of the results in the mass media, higher bonuses and increase in the population's appreciation for the successful missions, creation of a favourable, positive image both with respect to the manager and to the persons it interacts with, as well as the involvement in international missions based on the training and on the results.

The performance of this function implies, on the one hand, the creation of a cooperation climate and, on the other hand, an appropriate motivation of the personnel. Such goals may only be achieved by communication and through analysis.

e) The *assessment – control function* may be defined as “a series of processes by means of which the performances of the company, subsystems and components are measured and compared to the initially-set objectives and standards, in view of elimination of the deficiencies and integration of positive deviations.”

This emphasizes the fact that the **control-assessment function**, as a phase concluding the management process cycle, **involves the existence of four stages:**

- measurement of achievements;
- •comparison of achievements with the initially-set objectives and standards, while pointing out the resulted digressions;
- •identification of the objective causes leading to said deviations;
- •implementation, to the extent possible, of the necessary corrective measures with respect to the causes which generated the negative digressions.

As for the police department, the control activity allows the decision factors to assess whether the institutions, as a whole, has achieved the set objectives in the carrying out of the activities. This implies a pertinent assessment based on properly-set and accurately-specified criteria. The assessment is carried out weekly, monthly, quarterly, annually or whenever necessary.

The identification of deficiencies, breach of the stages in the implementation of organization programs and policies specific to the police needs to be done in due time, in order to allow for the taking of the decisions on the appropriate correction

of the situation as soon as possible. In the majority of situations, the policeman acts under the pressure of time.

Such control based on assessment and exercised by correction may only be carried out if there is communication, as the controlled activities are based on communication processes: assessment of the policemen's performances according to official testing / interviewing systems, preparation of activity reports, set up of necessary measures.

Given the complementarity between the management functions, the interdependence relations between the management functions, as well as between the management functions and communication, the latter has a central position in the organization management system. All organization managers, including the police, communicate in view of the achievement of specific goals. Generally, they relate to preservation of public order and safety, the prevention and fight against anti-social acts breaching the social norms, the preservation of the de facto order protected by law.

In the performance of its attributions, the manager, more or less consciously and deliberately, makes use of the following **functions of communications** (Olaru, 2003):

- the information function;
- the management and training function;
- the influence, persuasion, guidance and advise function;
- the integration and preservation function.

The **information function** implies that the manager receives two types of information:

- **external information** – transmitted and received by specially-created structures within the institution (for instance, citizens' intimations relating to events addressed to the police or press releases for the mass media).
- **internal information** – circulated by official and unofficial channels within the institution. We can mention the verbal or written orders of the superiors.

The existence of these two types of information flows is accounted by the fact that institutions are the result of a series of external interactions – with the external and the internal environment – between the institution subdivisions, as well as between its members.

The **management and training function** allows the manager to ensure the convergence of the actions carried out by the other employees and by the structure departments, in view of achievement of the institution policies.

The decisions and the instructions ensure compliance with the organization policies, as well as precision and integrity in the performance of the tasks. The police department rigorously trained and managed ensure the performance of the professional attributions in optimum conditions and in compliance with the quality parameters.

The **influence**, persuasion, guidance and advise function allows managers to control both the transmitted information and the behaviour of the other employees it has various relationships with (ascendant or descendent hierarchical relationships or horizontal relationships) within the relevant structures. The careful timely control of the subordinates' behaviour is determined for the actions carried out according to the received information.

The **integration and preservation function** allows the hierarchically-superior employees to ensure functional operability of the managed department / office by:

- the smoothness of the information flow;
- the optimum use of information channels so as to avoid information overlapping or useless information;
- the data selection, control and transmission according to type.

Such orientation of communication – by exercise of the aforementioned functions of communication – ensured by managers in view of achievement of goals, determines the existence of **characteristics of managerial communication** which are valid for all police departments. Said characteristics are:

- within the communication process, organizations are both transmitters and receivers (addressees);
- in the performance of the relevant activities, organizations use both internal and external information.

Conclusion

Beyond the communication functions carried out by each policeman, said characteristics of managerial communication carried out at the police department level are influenced by the existence of communication functions specific to managerial communication. Communication problems must be regarded as unitary and interrelated. The role of these functions is to persuade the human factor on the necessity of the familiarization with the phenomena we interact with, on the importance of communication, on the achievement of the results aimed at and at the increase in the managerial efficiency with respect to each activity department of the Romanian Police.

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