

Human Resources Management within Civil Service¹

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Abstract: The main objective of this article is to examine the notion of *management*, as an area of study which analyses, regulates and renders the theoretical and technical support in order to provide rationality within the processes that unfold in the civil service. In order to accomplish this task, human resources management will be analyzed as a process which relies in exerting four main functions: ensuring, developing, motivating and maintaining the human resources, which are conditioned by external factors that must be taken into consideration, such as: legislative framework, labor force, unions, cultural context (here one includes management practices and philosophy), and economic circumstances. All these factors are considered to have a significant impact on the management of human resources.

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The management of human resources is the sum of activities oriented towards the ensuring, development, motivation and maintaining of the human resources within the organization in order to complete its objectives with maximum efficiency and to satisfy the needs of the employees. (Cornescu, Marinescu, Curteanu, Toma, 2004)

In a systemic approach, by categories, it was noted that “a rigorous human resources management supposes efficacy in the following *management activities*”:

a. *the management of the personnel flow* – recruitment, selection, adaptation to the position, induction and socializing, mentoring, internal promotion, the management of the departure from the organization;

b. *the management of performances* – assessment of the performances, consistent feedback with regard to attaining (or not) personal, team, or organizational goals, bonuses and benefits;

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c. *organizational management* – the definition of the positions, organizational chart, responsibility areas, the configuration of the teams or working groups and the training of the employees;

d. *communication management* – the involvement of the employees in the decision making activities, the development of the ascendant and descendant communications, maintaining the procedural correctness and the organization ethics. (www.elfconsulting.ro)

According to the same approach, the aforementioned activities *can be successfully done* only in the presence of a person, a team or a department capable to at least:

a. identify the manner through which the organizational objectives can be understood and interpreted as interdependent up to the level of the objectives of each and every employee (*which implies a very clear systemic vision on the organization and rigorous management knowledge*);

b. understand and identify the internal driving forces of the employees: volitional, affective, motivational, and their social conditioning involved in the activities necessary to attain the objectives (*which needs psychology knowledge and experience in working with people*);

c. to identify the necessary knowledge, abilities, capacities of the personnel for accomplishing the objectives and to establish the set of measures for optimizing them (*which supposes competences in psycho diagnosis, understanding of all organization activities and professional development of the employees*);

d. to know how to employ all the qualities of the employees and to take action in order to reduce the behavior which does not suit the objectives of the organization (*which presumes psychology and legislation knowledge*). (www.elfconsulting.ro)

It should be noted that the use of the managerial techniques and methods in the administration of the organization personnel appears as an objective necessity when the organization is being developed and problems emerge with regard to the sustainability of the human resources.

As a principle, the organization managers or leadership create *a plan to attract and maintain the personnel*, in accordance to the professional abilities needed in the organization. Implementing this plan supposes elements such as: *recruitment, selection, assimilation, training, gratification, choosing the most appropriate benefits and a permanent assessment of the performances in order to verify the achievement of the organizational objectives*.

The non-salary motivation, achieved through the voluntary and militant adherence to the organization values and mission, as well as through the encouragement of the competition with the employee's own performances, is specific to the private sector. The rigidity of the public sector imposed the elaboration of the career plan as a solution, with regard of the specific legal framework, as well as the annual plan to fill in the civil services as instruments of forecast for the administration and predictability regarding the promotion of the civil servants.

These activities are, in essence, *components* of the human resources management.

The recruitment, training and bonus programs are created to attract, develop, and retain the employees with the necessary abilities. The best case is when the human resources plan is created in accordance with the strategic plan of the organization. It should be also taken into account the fact that, as the organization identifies certain development opportunities, the necessity to correlate them with the abilities and skills necessary to cover these will appear too.

The development of the human resources implies a mandatory *training process* for the employees in order to accomplish the tasks needed in the organization.

For the achievement of this process the following are needed: *the identification of the type of training* the employees need; the training decisions should be taken considering *the motivation of the employee who will go through the training process*; a set of *training techniques* to make the training program efficient should be used; when *assessing the performances*, both the adequate and the inadequate behaviors are important, as well as the equitable award of the rewards. (Cornescu, Marinescu, Curteanu, Toma, 2004)

Another feature of the human resources management is related to the ensuring of *favorable and constructive relations* between the leadership and the employees, which supposes a set of activities such as: conflict management, the strengthening of the relations with the trade unions or the representative of the employees and the counseling of the employees.

It should be also taken into account the situation when the organization faces insufficient human resources.

As noted in the doctrine, if the organization is growing, methods to find and employ people with the necessary skills and abilities to accomplish the extending organization mission should be established. This is usually found in a form of *planning* the human resources in accordance with the institutional development strategy. By analyzing the project and future trends of the organization, the necessary number of people and the necessary types of skills and abilities required are assessed. A part of this process is represented by the *managerial succession*, which is establishing the number of managers who will retire and the extent to

which the organization has the gifted people capable to replace them through internal promotion, and subsequently through open recruitment.

Another issue to be considered after developing a human resources plan is that of identifying and going through a number of necessary stages to implement the plan:

a. *the establishment of the necessary personnel, quantitatively and qualitatively*, in consideration of the positions which need to be occupied and the necessary abilities for them or the necessary abilities at a certain time for the accomplishment of the organization activities;

b. *the selection and recruitment*, stages through which the organization needs are compared to the offer of professional skills available in the specific environment;

c. *the professional training* of the new servants considering the adjustment to the organization, as well as the skills and abilities needed for the position and the exercising of their attributions;

d. *the salary and non-salary motivation of the personnel*, in order to ensure the swift adherence to the organization values and organizational culture. As opposed to the private sector, where the salaries are established upon employment and are negotiated, in the public sector they are fixed coordinates which cannot be changed either through the will of the authority or through the will of the civil servant. The dynamic factor specific to the material motivation of the civil servant can be used only with regard to the flexible part of the salary if the civil servant has the necessary competence and the availability to accomplish additional tasks in order to benefit of increments and emoluments;

e. *performance appraisal* through which the initial determination of the civil servant is maintained in the accomplishing his/her attributions with maximum efficiency and efficacy, the identification of the investment needs of the institution in the development of the skills and abilities of the civil servant in consideration of the new technologies, as well as the establishing of objective criteria to develop the civil servant's career (promotion).

A difference between the human resources management in the public sector compared to the private sector arises from the type of career. The literature established the existence of two major types of career: the risk career, which supposes the obtaining of high / speculative income and discontinuities, and the stable career, which suppose a regular, average, and safe income. This series of activities is called human resources management.

The *human resources management* is an aggregate of activities oriented towards the efficient employment of the personnel of an organization, aiming to both the realization of its objectives and satisfying the needs of the employees.

The specificity of the static factors which define the regularities and the organizational framework within the public sector requires different approaches in the use of the dynamic factors which influence the application of management instruments in the human resources field. It is necessary that the theoreticians consider the behavioral models of the individual in public organizations in order to contribute to the development of principles of the work organizing in the sphere of the civil service and to adjust the human resources management instruments to the characteristics of the public organizations.

The individual, given his structure (*sentiments, mentality, culture, motivation, desires, and especially, self-consciousness*), makes for the big unknown inside of a system, being able to prevent or, conversely, potentiate an action, a process, an activity. (Pitaru, 1994)

At the same time, through his sociable being nature, the human lives and actions inside a community, is part of certain groups to which he/she feels more or less fond of, and which interact with other groups depending upon each other and influencing one another. Consequently, the successful initiation and proceeding of the activities of the diverse organization largely depend on the degree of understanding, motivation, and coordination of the human factor.

In order to increase the affiliation of the civil servants to the values and mission of the authorities and public institutions, it is necessary to previously ascertain the role and objectives of each administrative structure as well as to clearly define the vision so as to go from the routine administration and crisis management to the management of the public interest with a view to the developing and increasing the level of the society needs satisfaction, that is, from a bureaucratic formalism to the selection of a target which can represent a professional stake which can stimulate the civil servant.

The human resources are the creative, active and coordinating element of the activities within organizations, and decisively influence the efficacy of the use of the material, financial and informational resources. Describing people as being "resources" stresses their importance and shows the fact that their management requires high levels of sincere consideration towards people, attention and professionalism.

The evolution of the managerial practice and thinking caused a shift in the attention of the specialist from the material factor to the human resource. It was thus concluded that the individual is more than a mere component of the productive factors, and the human resources management exceeds the rigid principles of

managing the company assets, with a need to consider a series of characteristics which escape the economical calculations. (Popescu, 1998)

Only considering all the aspects which define the human personality, skills, knowledge, aspirations, and the temperamental and character features, the management can succeed in leading the most valuable resource that has the capacity to learn and outdo its own limits. (Heinrich)

Stressing the role of the human resources is by no means an understatement of the other resources. The systemic outset of an organization requires the interdependent approach of the resources, beginning with the fundamental objectives towards which they work together, from the connections of essence which occur between them. Overstating the human resources to the detriment of the others affects the dynamic balance of the organization.

Only by *satisfying the needs of the employee*, his/her involvement in the *achievement of the organization objectives* can be accomplished, and only contributing to the success of the organization the employees will be capable to satisfy the needs related to their work. Only when the involved persons are aware of this relation, the human resources management takes an important position within the organization and can contribute to its success.

The essential principles of the human resources management are:

- a. The consideration of the human factor as a vital resource;
- b. The correlation, in an integrated manner, of the policies and systems regarding the human resources, and the mission and strategy of the organization;
- c. The continuous pursuit of concentrating and guiding the individual capacity and efforts towards the efficient accomplishment of the established mission and objectives;
- d. The development of a healthy organizational culture.

As for the objectives of the human resources management, these can be classified into two categories: general and specific objectives.

What should be noticed in this case is the fact that the two categories are in a complementary relation, meaning that the achievement of the specific objectives depends on the accomplishment of the general objectives. In other words, the specific objectives support the general ones. (Matei, 2003)

The general objectives of the human resources management are as follows:

- a. The increase of the efficiency and efficacy of the personnel (the growth of the productivity);
- b. The reduction of the absenteeism, of the fluctuation and of the momentum and number of strikes;
- c. The increase of the work satisfaction of the employees;
- d. The increase of the innovation, problem solving and organizational change capacity.

The specific objectives of the human resources management:

- a. Identifying and describing the problems of the employment of the necessary human resources within organizations;
- b. Approaching the role of the planning of the human resources and its connection with the general planning activity, at organizational level;
- c. The analysis of the manner the organizations manage to cover for their personnel necessities through recruiting and selecting candidates;
- d. Assessing the research results with regard to the hiring interview;
- e. Detailing the preparation forms of successful hiring interviews;
- f. Presenting methods which can be used in a simple orientation and fast and efficient integration of the new employees;
- g. Preparing and presenting the training and professional development of the employees;
- h. Identifying, analyzing and explaining the objectives of the performance appraisal, the risks of the appraisal process, methods to overcome the impediments;
- i. Presenting the elements to be considered in case of the gratification of the employees;
- j. Approaching methods which help establish productive and efficient relations with the employees.

In order to ensure the regularity, the compliance of the procedures and the performance in the use of the management methods, it is necessary that these principles amount to initial and objective data of an auditing process of the civil service management. The permanent assessment of the compliance degree to these principles in the management of the civil service and the avoidance of the risks that

can occur in the implementation stages are done through a permanent auditing activity and the identification of correction measures.

Career system

The development of the career is the process through which the abilities require to ensure the career progress is acquired. The responsibility for the planning and the development of the career is divided between the organization and the civil servant. (Androniceanu, 2004).

The planning of the career begins the moment the civil servant is recruited, if the minimum predictability requirements are ensured with regard to the professional development opportunities. (Matei, 2001)

This element is only partly met by the Romanian administrative practice in the human resources field. The management of the institution must be aware of the career aspirations of their civil servants based on the needs assessments and to ensure the organizational environment necessary for their professional development.

The development of the career, within a synthetic approach, implies the process of provision with human resources of the public organizations and can be represented as follows:

Within the activity to ensure the environment for the development of the career, the public institutions create opportunities and challenges for the civil servants, which should stimulate the individual performance. This step is one of the most efficient instruments to capitalize the human resources based on four reasons: the performance of the civil servant within the organization directly affects the growth of the “productivity” of the organization; it is based on the promotion of future career options and not on current cost directly proportional with the efficacy of the employee; the reduction of professional training costs through the slow perfecting process continues in the real environment where the organization will use the civil servant in the positions occupied during the internal career plan; represents the most viable instrument of non-salary motivation, alongside the favorable organizational culture.

Conclusion

The doctrine unanimously finds that the human resources management is a process consisting in the exercising of four functions: the ensuring, development, motivation and maintaining of the human resources.

a) The ensuring of the human resources supposes: planning, recruiting, and selection and integration.

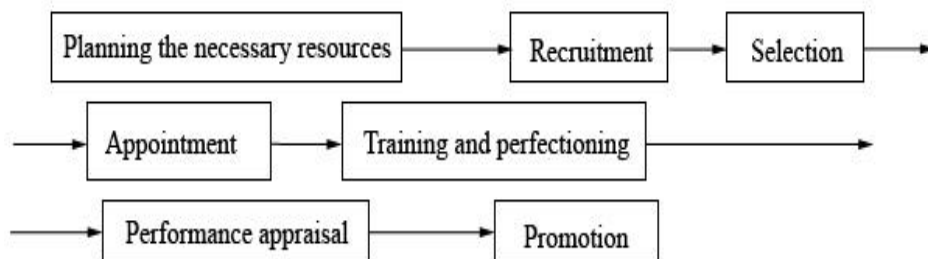
b) The development of the human resources supposes: the training and perfecting of the employees; the career management; organizational development;

c) The motivation of the human resources supposes: rewarding; performance appraisal; the analysis, designing and redesigning of the positions.

d) The maintaining of the human resources supposes: discipline, security and health; counseling of the employees; stress management.

It should be noted that the accomplishment of the four functions is conditioned by certain *external influences*, which need to be considered: the legal framework, the workforce market, the trade unions, the cultural context (including the managerial philosophy and practices), and the economical circumstances. All have an important impact on the human resources management.

As shown before, the accomplishment of the four functions is also influenced by the static factors defining the operational framework and the environment dynamic factors which can maximize or minimize the results. This aggregate of factors need to be included in the continuous assessment methodologies of the managerial processes in the civil service area.



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