

PRAGMATIC APPROACH IN FORECASTING THE HR NEEDS OF THE ROMANIAN POLICING

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ABSTRACT

Recruitment of new human resources, promotion and departure from the police organisation, will permanently affect the structure of human resources and, thus, the quality of public service offered for the community. The analysis of these fluctuations will allow the assessment of mobility, stability and anticipation of these future developments. The wide strategic planning process will take as its starting point the strategy and objectives of the organisation, and based on this two starting points it must be done a forecast of human resources, according to the risks and vulnerabilities identified and in accordance with the resources available to the organisation.

The Romanian Police reality shows that concerns in this area are still in early stages, managers are maintaining staffing levels recorded in previous periods and current or future periods and that's why there are a number of inconsistencies regarding the existence of some overstaffed personnel structures, shortage of personnel in some organisations and various imbalances within these organisational structures.

The developing plan for human resource planning must always take into account the main factors of influence and how they interact. In this context, this paper is based on a questionnaire applied on a sample of 70 police officers, with a response rate of 94.2%, and a subsequent comparison with a dataset obtained from programmatic documents of the Romanian Ministry of Internal Affairs, with a set of systemic issues identified by the diagnostic tests and focus groups with a great number of elements that show how human resource planning does operate and from some surveys originated from the human resource management structures within the ministry.

KEYWORDS: *diagnosis analysis, HR planning, improving HR, policing, recruitment.*

JEL CLASSIFICATION: *K32, K420, L20, M12*

1. INTRODUCTION

Human resource planning is a strategy to construct, acquire, use, improve and retain the human resources within a nation and it is basically a multi-disciplinary exercise: economists, which primarily have an instrumental role in the development strategies of a state, have the know-how of the labor market functioning at the macro and sectorial level, statisticians develop analysis and forecasting models of labor, management scientists have professional skills to understand the behavior of different groups, and managers know the motivation and human resource development at all levels of the organisation (Sinha, 1992). Traditionally, planning in any field, was the prerogative of economists and statisticians, but to ensure a holistic and pragmatic planning, management professionals, especially those specialising in organisational behavior and staff management contribute effectively to the thinking of economists and statisticians, enabling them to meet institutional, cultural, and behavioral constraints of the management planning process (Sinha, 1992). Planning problems are caused by inefficient management and its effective implementation

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and not caused by national strategies. Suitable theoretical models do not offer the necessary implementing, effective human resource planning ensures that the workforce is trained, competent and available for the effective implementation of national strategies.

Human resource planning begins with a forecast of the number and type of employees needed to achieve organisational objectives (Lunenburg, 2012). Planning also involves analysis of jobs, which is to develop job descriptions and job specifications and analyze trends in personnel fluctuations. Of particular interest for managers today is the growing rise of the body of laws governing the management of human resources. Planning activities can be complex or simple, implicit or explicit, impersonal or personal. For example, a human resources manager who undertakes the activity of forecasting the demand of human resources for the organisation can use complex econometric models or just simple conversations with the future staff (Lunenburg, 2012). Effective planning of human resources involves meeting the needs of current and future staff defining an organisation's goals, establishing a strategy for achieving those goals, and developing a comprehensive set of plans to integrate and coordinate activities (Robbins and Judge, 2013). Manager ensures that staff needs are met through continuous analysis of performance targets, job requirements or job descriptions, and available personnel with knowledge of labor law. In the light of the above, the efficient planning of human resources is a difficult task because it requires short and long term analysis, sectorial analysis of its objectives and the formulation of alternative strategies for human resource development.

2. PLANNING THE HUMAN RESOURCES NEEDS OF THE POLICE ORGANISATION

For many years, planning to recruit the best candidates for a career in policing institutions was generally an easy task for most state institutions. In the past, fame, ideals, high income expectations, predictable retirement programs has attracted many people in police organisations (Gordon, 2004). Receiving more applications than the number of vacancies had become a normal strain of human resources offices in hiring personnel in the police structures. However, according to the trends recorded in the crime volume, in the future law enforcement organisations may be in for a labor pool shortage. In fact crowded cities such as Bucharest, Cluj-Napoca and Constanța are already confronted with the need to drastically change their approach to current planning and recruitment strategies.

In fact, statistics have become somehow overwhelming when planning human resource specialists are beginning to investigate new strategies for recruitment to attract a limited number of applicants.

How are candidates attracted?

How staff is retained within the organisation?

How to change current planning and recruitment strategies to compete with private and civil organisations? These are just some questions that need to be addressed (Gordon, 2004). It is quite obvious that the police community will experience a reduced flow of applicants in the coming years, if they will resist to the current changes of planning and recruitment strategies (Gordon, 2004). When asked about future human resource planning strategies, most managers in the police seem to have no understanding of the situation or do not recognize the challenge that must be taken (Jones, 2004).

The law enforcement community is ill-prepared to deal with recruitment strategies needed to attract young and skilled workers (Parkel, 2002).

The wide-ranging organisational reforms created a sort of resistance in the police organisation because of the inability of some workers to understand the size and implication of the new professional standards and their mentalities. With all the management solutions taken in the last few years, the police institution is facing serious financial constraints, facilitating and widening issues related to ensuring the needs of human resources. Until now, most police organisations didn't experience the need to use creative and innovative strategies, and by reducing the workforce, they will be found in a position to compete with other private organisations for qualified personnel. If

planning strategies will not be changed in the police community, vacancies employment through recruitment will become a difficult task in the future. Future recruitment will be somewhat of a struggle for most police managers as they try to recruit these professionals in a society where competition for skilled workers is likely to increase (Witkin, 1999).

3. DIAGNOSTIC ANALYSIS OF THE HUMAN RESOURCES PLANNING IN THE ROMANIAN POLICE

Diagnostic-analysis of the Ministry of Internal Affairs covered the current situation of police career, resulting in the fact that within the police system, human resources issues that affect the police career management can be divided into two categories (Policemen Career Management Strategy, 2011). The first category is represented by the permanent problems of the whole system, relating generally to the strategic management of human resources and therefore those issues can not be isolated. A second category of issues are related to the operational management of job selection programs, employment, recruitment and education programs related to human resources.

In the context of the steps taken in order to comply with budget limits established over time, there have been some institutional reorganisations and layoffs that have affected the progress of the institution. Also, the promulgation of regulations which were awarded with money compensation staff with incomplete retirement age resulted in an increase in the number of requests of personnel with professional experience, some of them with highly specialty skills, which affected the operational capability of the various specialized police structures. Therefore, the so-called process of "rejuvenation" of staff through massive retirement employment, employment of personnel without training and experience and the fluctuation level registered in some specialised police fields had repercussions on the quality, efficiency and effectiveness of missions. Also mass layoffs caused a greater load on the remaining workers and associated with other professional shortcomings have affected the quality and efficiency of policing.

Moreover, some shortcomings were identified in organising and conducting exams for management positions that have been made by exceeding the principles of professional competence, and personnel selection from internal and external sources was achieved with the interference of various high managerial level staff. Also, persists the wrong appreciation of the fact that a police officer who occupied a leading or managerial position is a good chief for all structures in the police organisation, whether it is about legal areas, human resources, combating organised crime, criminal investigation structures, or at any level of the organisation, considering that a dismissed police chief is a good police chief in other police structure. Factors that have been identified as determinants for the quality of the selection process for candidates recruited from external sources on specialised jobs and some of the internal selection, aimed the organisation of the employment job contest and some issues related to the candidates. System deficiencies are caused by excessive formalisation of the selection process, poor quality of competition tests, selection criteria and assessors, terms which are not adapted to the specific needs of the requirements of the job evaluation, differences between the requirements of competition notices and conditions of the job descriptions, unclear terms for psychological testing, the possibility of frauds at the job selection interview because it can not be recorded audio or video, which may leave room for interpretation. Introducing additional conditions than those originally published in the competition notices or configuring these criteria so as to restrict the access of trained candidates and leaving the way for unprepared candidates imposed by senior management professionals generated the load of work tasks, especially in the police organisations that have limited resources.

Submission of resignation or transfer to other organisations more attractive in terms of salary emphasized staff shortages and thus affected the quality of public service, resulting low confidence in policing structures.

Also, the presence of police structures based on rigid charts with oversized command structures and functions of generality, often parallel to those of other structures, and the operation of new

organisational adjustments often generated tensions in the work climate, given the fact that most police organisational structures have come along during several stages of structural and functional reorganisation, although the distribution of staff was often done without a efficient analysis of staff requirements depending on the operational situation, generating staff shortage at some structures and redundancy at others.

In fact, the whole problem can be reduced to the absence of a dynamic multicriterial correspondence between labor demand and the needed staff, respectively, the human resource inputs in the system and the allocation of human resources in senior management positions. Labor demand must be satisfied by the resulting HR offer of police schools and completed from external sources, both in quantitative terms regarding the number of graduates, employees, work hours, etc., and in required terms of specialisation.

All these factors influence the quality of human resources and causes marked difficulties in attracting and retaining specialised personnel within the organisation, and competes with the private sector in identifying and retaining qualified personnel.

If in his first form The Statute of Police Personnel was only applicable to staff and police personnel of the Romanian National Police, Romanian Border Police, General Directorate for Personal Data Records, National Refugee Office, General Directorate for Intelligence and Internal Protection, Police schools and other structures correspondent of the "Alexandru Ioan Cuza" Bucharest Police Academy, in time, as a consequence of the demilitarization of the ministry some structures have been expanded through an extension of the law. In this way, the term "policeman" came to include staff from some structures in the ministry traditionally not engaged in police activities or without a correspondent police structure in Europe (Policemen Career Management Strategy, 2011).

According to the latest statistics from the end of 2012, within the Ministry of Internal Affairs were employed 139,401 personnel, of which 75,543 police officers, 53,378 military personnel, 2,819 civil servants and 7,661 contractual staff. By reporting the total number of employed personnel to the total number of posts in the ministry, 146,924 jobs, it may result a job occupancy level of 94.87%, of which a percentage of 93.27% as policemen, 98, 30% military personnel, 92.12% civil personnel and 89.52% of contractual staff. Of all existing jobs, 12,821 jobs, 8.72% are management positions (Evaluation of Ministry of Internal Affairs activities, 2012). From the data, it appears that only 54% of workers are engaged in police activities, military personnel and the rest of the supportive structures trigger a negative effect on the citizens concerning protection and maintaining public order. The share of staff performing missions of public policy increased by 2013, from 38.82% in 2009, 37.77% in 2010, 40% in 2011, 42.5% in 2012 to 45% in 2013 and the volume of reported crime per 100,000 inhabitants decreased, relatively constant: 3,278 offenses in 2009, 3,300 offenses in 2010, 3,200 offenses in 2011, 3,100 in 2012 and 3,000 criminal offenses in 2013 (Ministry of Internal Affairs Strategic Plan, 2010), which shows that there is a link between the assurance of police personnel in the active field and the number of offenses committed. Regarding the personnel loss of the institution, there were registered 2,723 such cases most of which 57.5% or 1,566 workers were personal losses caused by resignation, dismissal or transfer to other institutions, and not due to reducing the number of positions as a result of the reorganisation, which was only 3%, meaning 97 workers. Other departures from the system were determined by retirement - 509 police officers, medical - 417 police officers and deaths - 134 police officers (Evaluation of Ministry of Internal Affairs activities, 2012).

According to the questionnaire, the first five main issues that respondents are facing in their career, in the unit to which they belong, are similar to those resulting from official documents analyzed. Thus, 99% of respondents indicated lack of financial resources, 64% of them indicated this as the main problem of the unit to which they belong, and 35% reported that the problem is specific to other structures or units, 90% showed unstable legislative framework, 85% lack of incentives, appraisals and rewards, 52% lack of qualified human resources, followed by the small differences concerning job instability (43%) and leadership instability (36%).

The lack of correlation between the labor market and the education system is a drawback, especially felt in the police, because required job skills can be delivered only through a restricted access in the police system. The analysis of the questionnaire reveals that when requirements of the job are compared with the candidates' profile from own police education institutions, only 32% believe that these two issues are related, while 47% say that there are no links between job requirements and candidates' recruitment. The survey data reveals that there is distrust in the accession to leadership positions (68%) and this is due to suspicions regarding the accuracy of the final results of the examination. One of the most important parts of the exam is a competition test consisting in a management project, although there is no guarantee that this project represents the candidate's own contribution.

Overall assessment of the competition procedure reveals that the oral argument of the project is subject to a subjective analysis, as grades are provided without setting a certain score, without motivating them and without giving candidates the possibility of contesting the results. In an overall assessment the appointment of police examiners is made without any methodology, without establishing a database for a corresponding profile examiner and without a random designation of the members in the competition board. On the other hand, this does not include an assessment of the candidate's previous work, in terms of professional achievements and the perception of other workers about him.

The practice of massive deployment of police personnel is not appreciated among police respondents (over 47%) because, in their opinion, this negatively affects both their judicial activity by blocking the base job positions in the institution and the activity of the institution where the police officer is seconded, which will not have highly qualified staff in areas of interest.

4. CONCLUSIONS

Predictive capacity and the possibility of a better understanding of the dynamics of future human resources in the police organisation is limited to knowledge of natural losses and short-term trends of criminality (. Therefore, it is necessary to permanently maintain a minimum of human resources to cover these short-term trends, and subsequently, on medium term, cover the human resources needs by hiring new human resources. To improve the predictive capacity for the short and medium term, a number of steps required to be taken. First, the achievement of an electronic applications with a predictive, information, job advertising function and a selection function it is really necessary for each manager to post all the executive positions and management positions open to competition, whether it is aimed at graduates, their own employees or candidates from outside the system (Design Training For the Ministry of Internal Affairs Personnel, 2013). There should be posted all existing jobs in 2-3 years before the legal deadline and accompanied by the whole methodology of the contest, as much of the process will take place online. It should be specified the specialisation, the estimated time of opening and if the post will be open only for the graduates of the police education system and other educational institutions of the national defense system, police personnel or civilians. The informatics application should have options for cancelling, deleting or changing posts so that managers become more accurate in assessing and obtaining an approximate, but permanent, prediction tool. Predictive capacity should follow certain steps, namely: to make some analysis and efficiency studies on which to base the reviewing of the existing job positions in relation to social and economic needs, a standardization of similar job positions by means of single or similar job descriptions and occupational standards. In this respect it is necessary to adopt and use occupational standards in order to be consistent with the selection process from job descriptions and the standards of competition subjects. And finally, starting from the analysis of job needs and the achieved standards we can have a better human resource planning process.

Staffing the institutions of the Ministry of Internal Affairs must be determined from the mission of the training system. Thus, the initial professional training (IPT), will provide on different levels of education distinct and continuous, quantitatively and qualitatively, the standards of training, the necessary staff skills and performance of the requested requirements on the job, in order to fulfill

the tasks entrusted to the institution, in terms of effectiveness and efficiency. The staffing system must be based on personnel dynamics, or forecasted needs related to specialisations and the outputs expected from the system.

According to an analysis of police personnel age (Design Training For the Ministry of Internal Affairs Personnel, 2013), it was found that the "stability" in the ministry is provided by individuals aged from 30 to 45 years. It also highlighted the need to maintain a balance between the inputs of personnel (age group from 20 to 30 years) and outputs of the system (age group from 45 to 55 years). It is necessary to extend the analysis for the age group 60 years, according to the latest regulations on retirement. If we remove the "tops" of the age groups recorded in some police organisations, as Romanian Police –from 40 to 44 years, the Border Police –from 35 to 39 years, Fire Departments –from 30 to 34 years, we get an average of the these age categories, which is required to be maintained by its inputs and outputs to and out of the system. Of course, there will be a great fluctuation from one period to another and even from year to year, depending primarily on the budget capacity, but after 2015 some budget adjustments will be necessary for reflecting real, not undersized figures.

On the other hand, continuous professional training (CPT) contributes to maintaining and raising the level of professionalism and competence of personnel in their lines of work, according to the requests of professional activities. Considering the total number of personnel, compared with the total capacity of training institutions for professional training of approximately 2,500 education units, current capabilities of the training centers provide participating in educational programs on average 10 days at a rate exceeding a period of 3 years, and this in theory, because, in reality, it must be taken into account other factors, such as specialised qualifications of teachers, teaching loads, etc.

However, it is important to reconsider the need of improving managerial skills by training people who will occupy leadership positions, which could be divided into three levels, namely by the formation of basic managerial skills - level I, tactical managerial skills - level II and skills for strategic management level - level III (Design Training For the Ministry of Internal Affairs Personnel, 2013).

These training courses can be arranged separately for staff - officers, police officers and non-commissioned officers, operative and inoperative personnel. Management skills developed in level II courses will focus on general management, especially on modern and effective communication strategies, specific aspects of planning, organisation, coordination, monitoring and evaluation activities, psycho-sociology, management, applied management, with particular elements of organisational management applicable in policing, and specific issues on risk management, project management, public relations, etc. Courses addressing to strategic managerial level training will consist in the development of necessary skills to perform the duties of authorizing budget officer, legal entities and strategic leadership in public policy and affairs. Level III management courses will be openly available to all personnel. Management skills developed in level III courses will focus particularly on cross skills resource management, both human, financial, strategic management of internal affairs in the European Union.

Also, the recruitment of candidates for job examinations should be carried out as a proper recruitment activity aimed at identifying potential candidates and to avoid additional costs. This will be done by the existing resource management staff within local police departments, which will be trained continuously, completed with a set of modern tools that support their training as professional materials to promote the profession, establishing performance indicators for the recruitment activity, etc.

Regarding the selection of candidates for the admission in the police system, it is necessary to design and implement a system of selection for admission in educational institutions of the Ministry of Internal Affairs that can be able to assess key skills, and not just to measure only the capacity to store information from some high school textbooks. The sequence of steps and tests should be reassessed to allow identification of a suitable professional profile candidate, separately for each level of training, expertise and activities, in order to center the recruitment activity on those that

correspond to the institutional needs and that can be motivated to enroll for admission (Design Training For the Ministry of Internal Affairs Personnel, 2013).

Improving the content of the examination tests for employment in the top management positions will be performed by testing the skills needed and establishing clear terms of job appointment through some competitive examinations. The structure of the project management, the performance indicators, the evaluation methodology of the management project and the written test must be concise.

Regarding to the improving of the staffing system, there is a need in finding solutions for reviewing the professional coverage, starting from the identification of all services that can not be outsourced to the suppliers present on the free market, and providing with employees who do not have police status, such as contractual personnel. It is also need for reevaluation of the staff that is conducting policing activities and, from this perspective it must be clearly established who will receive the special police status. Police officers who have obtained the police status under The Statute of Police Personnel, and are assigned to structures or services that need to be outsourced will be allowed to maintain their police status under the law until leaving the system in various ways.

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