

# The Development of the Human Resource Manager – A Need that Arises from the Role of the Civil Servant

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**Abstract:** Labour is the most important factor of production in any organisation. In public administration, the development of the human resource manager is vital for the increasing of the administrative performance, mostly considering the wellbeing of the citizens. This argumentation comes to identify the essential levels of benefits and rewards provided by the human resources activity, from the most basic to the most strategic ones. The purpose of this paper is to understand the ways in which human development of the public worker can help increase public performance and respect towards the public administration.

**Key words:** strategic management, public administration, performant programme, responsibility and empowerment

The countries' economies are crossing a difficult stage in their development, in which many systems that seem stable are now desoriented. Most of times the public management is considered to be the only one responsible for the poor administration of resources, for the lowering quality of public services and for the inefficiency of administrative structures. That is why, the role of the public management in general, the human resources manager in particular, has to be acknowledged in public actions and decisions.

In other words, apart from the deontological features of the public role – which include, among others, property demands, dignity, cumulum interdiction, fairness, subordination, loyalty and respect for the status – it is necessary that the position is reorganised, and the manager of human resources should be acknowledged as vital for the growth of achievements in public services.

There are many approaches and structures that emphasise the role of the concentration in a middle sized department in public

services, as in the most part of the companies. Without a doubt, probably the best known of all is the structure named the human resources department – the business partner for the leading team in social services.

The department of human resources in a public institution is generated from five directions, so there are five directions of action for the human resources management, and define the necessity to develop itself from this point of view. Working in the human resources department can be classified by five levels of contribution, from the lowest to the highest point as follows:

**Level no. 1** – information management and other essential processes

Each human resources department must give information concerning its employees, must answer some of the employees' demands or those of the managers at an operational level.

This type of activities are basic ones such as : paperwork, payrolls, firing, hiring etc.

**Level no. 2** – functional services.

This level includes functional activities such as drafting and selection, compensations and benefits, socialising with workers and trainings. Each functional department has its own goals and objectives, so this kind of services interact in some degree, these can be independently run by each department. In this case they include:

- Standardised processes and politics concerning work demand, workers' evolution, rewarding the employees, performance management;
- Basic reports concerning the efforts to identify the management feature in people

**Level no. 3** – joint effort for raising productivity

At this level there are activities that cover a wider range of demands, such as contributing to the scheduling of a joint effort to achieve an organisational goal, from the human resources' point of view, the contribution of this department to the productivity growth. An effort of this nature demands some pointers, elements to measure the human effort and the department of human resources is responsible for defining and initiating a growth in the value of human work for the organisation, and for the lowering of costs of the working force.

Traditionally, many of the human resources departments stop their intervention at the second level, even if there are known objectives concerning the third level. Sometimes this is overcome by the department by adding to the agenda to hold on to the employees that are hardworking, reduction or reorienting the ones that have low achievements, creating non-financial systems of motivation, introducing performance meters, joint effort to memorize the organizational "know-how".

**Level no. 4** developing the competitive advantage by talent management

This level represents a major transition from working in the human resources department to assuming a strategic role. The growth of the competitive level in a public institution is achieved by the joint effort of the whole department of human resources. The institution chooses not necessarily to peep to what the competition is doing in the human resources department, or any organisations as a matter of fact, but to develop the inner potential and identify the weak points of the

competition and exploit them. As a result, this level includes:

- The analysis of programmes for the employees in the competitor's company
- Planning the work force and foreseeing it
- The quality of the employer's brand
- A way to gain information

**Level no. 5** – developing solutions for problems at a difficult level and answering to opportunity

This level is the one that represents the real contribution to the department of human resources. The efforts go further from improving the efficiency and productivity, to involving in strategic aspects such as product development, service and product quality, services to clients, the position of the organisation on the market. There are little public institutions in which the human resource department work at such a level and most of those have an organisational policy based on performance. Unfortunately, although there are many debates on this aspect, most of the work done in the human resource department have no strategic feature nor do they have a "business partner" feature. Business and development plans are settled in the Meeting room, where the human resource manager is not invited.

To gain access to the strategic zone of the public institution, the development of the human resource department has to start with the development of each employee in that department, in the way that they can control the processes and use every element for what it's worth. Moreover, sharing experience is very important and the will for civil servants to transfer their experience and work to others.

For a public institutions that wants to fit into European standards, here are some major advantages for investing in the development of the human resource department within the Public Administration.

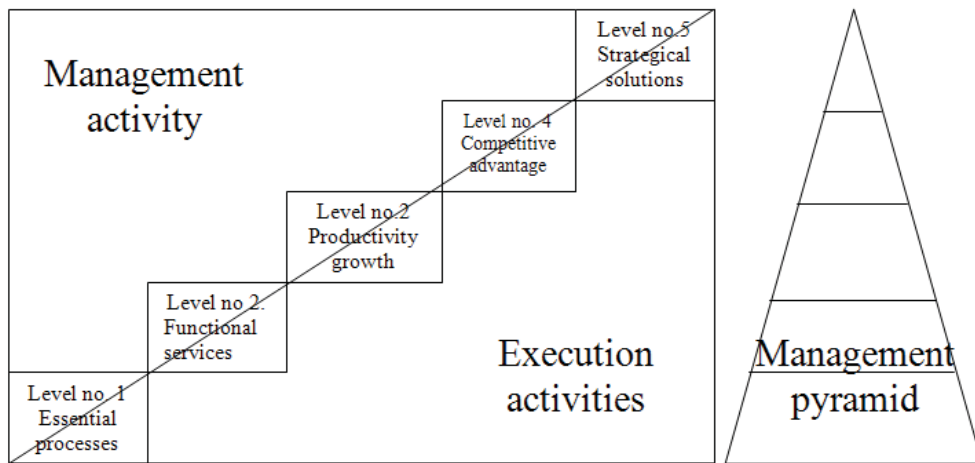
**Economy and efficiency** – it is much cheaper to train the employees you already have with the experience transfer than to hire somebody new who has to understand both the public institution's systems, needs and culture. And another thing, most public institutions forget that training existing employees to European standards doesn't mean that this doesn't affect the person's regular work, and that the training is an activity in itself. Part of the responsibility of the human resource employee has to be reorganised, redistributed.

#### **Creating the feeling of empowerment**

– developing internal resources for training and growth, the system is relying only on itself. An intern public clerk is a colleague the others can rely on, they feel comfortable with him and encounter no problem in discussing problems and finding solutions.

**Novelty and trust** – a department of human resources which uses new ways of work, generates an institution concerned with results and the impact of public services among the citizens. Therefore, not only do the institutional climate and internal climate evolve, but the relationship with the citizen also, and the need for the citizen to respond to the public administration's demands.

To summarise, the reflection of the work done in the human resource department can be seen in the following chart:



As a result, management in public administration has different implications in the development of activities and processes, depending on the position it is in. It is vital to notice that strategic couitions cannot put to good use the opportunities given in the economic and european status, if there are no managerial concerns for the level of inferior departments, improvement of essential processes and development of functional services. For that, in the human resource and

public administration department it is essential to be trained, think positive, share experience, be enthusiastic and put the energy to good use. In other words, a management department implies a group of different people, with unique experiences, because they are authentic, because they take on the tasks they know how to handle best, because they are professional, and because they work together for the same goal, because they are in a public and organised institution.

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