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**HUMAN RESOURCES MANAGEMENT  
IN PENITENTIARY INSTITUTIONS.  
STAFF KNOWLEDGE AND EVALUATION PROCESS**

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Abstract:

Human resources management have experienced many substantial changes as a result of experience gained, the pressures of scientific results and extremely rapid changes produced on all landings of social life. This paper will present the importance of human resources management for the activity of a penitentiary

**1. Human resources management – an evolving concept**

Human resources management have experienced, over the years, in the light of developments occurring within the scope of the functions of personnel, substantial changes as a result of experience gained, the pressures of scientific results and extremely rapid changes produced on all landings of social life.

For the vast majority of specialists, the sequence of the stages of development of concepts on the management of human resources is as follows:

- the “empirical” period (until the 19th century), characterized by the existence of concerns built on improvisation, use recipe transition of “known for years” experience and intuition;
- the “welfare and prosperity” period (early 20th century), who places the habits and the use of specific methods and techniques of their staff;
- the period assertiveness (inter-war years) to bring into the mainstream the significant increase in the importance of personnel formation, debuting in all organizations, compartments, as administrative support to ensure the manpower required;
- the “management of staff” (1950s) phase “development” – covers the tactical activity, to ensure the entire palette of activities specific to the function of personnel;
- the period of 70s – 80s when the “maturity” - the involvement of managers staff in adopting their strategies in the field of responsibility, as well as the general development strategies of organizations, increasing the role of specialists in the field of personnel activities;
- the period “human resources management” (after the 80s) – the new tactical concept proposes another philosophy according to which staff acquires the status of a main factor for the efficiency of a structure, even the success of it.

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## **2. The importance of human resources management**

All organizations, including those that make up the structures of our institution evolves in a relational environment extremely complex. Within the framework of their people there are those which meet the defined objectives, customer support and internal system to the same extent, which ensure the extension of its organizations to the outside.

As a result, in order to ensure optimal functioning of organizations, managers have the main aims, attracting and retaining staff with the highest degree of qualification, training and the improvement and development/implementation of a system of motivation and compensation.

The increasing importance of human resources management comes from the fact that it influences the activity of the entire institution:

- the analysis and design of posts, in accordance with the needs of the objective of the work;
- the design of a powerful system of recruitment and selection;
- the improvement of the activities of the personnel;
- the modernization of the system of training and continuous training;
- the insurance of a rigorous promotion system;
- the management of careers;
- the more efficient use of available human resources;
- the establishment of an optimal climate for employment, insurance conditions for maintaining health, rapid restoration of physical and psychic potential.

## **3. Definitions, aim, functions**

In the Romanian and foreign specialized literature there are presented numerous definitions of the HR domain:

- all activities relating to the optimal use of human resources for the benefit of each individual organization, and community in general;
- the function that enables organizations to achieve their goals by having an effective work force;
- all activities of an operational nature (planning, recruitment, maintenance personnel) and energy problems (organizational climate implementation), to ensure the organisation with the necessary human resources;
- complex of activities aimed at directing the efficient use of "human capital", in order to achieve organizational objectives, while taking into account the conditions to meet the needs of employees.

### **3.1. The aim**

It is considered that, through human resources management, we ensure the adoption of more effective measures in relation to personnel recruitment, selection, use, stimulation and moral people. All these measures, however, formulated as a prerequisite to ensure the optimum development of the human element. Also, we carry out a reconciliation of the interests of the institution and those of workers by promoting policies, procedures and specific management methods.

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## **3.2 The specific functions**

- planning, which requires policies and management programmes, depending on the nature of future requirements of the organization, peculiarities of the external environment and characteristics of employees (knowledge, skills, abilities, and skills).
- implementation of plans and programmes which includes activities with direct impact on the performance of human activities such as: proper staffing (recruitment, selection, appointment on post), staff training, which involves training and career management, performance management, compensation, and labor relations.
- evaluation results, which highlights the contribution that the policies and programmes have upon the staff to enhance the efficiency of the organization, including the stability of employment.

## **4. The main activities of human resources management**

### **4.1. Analysis of the posts**

Constitutes one of the most important activities of the MRU, due to the fact that, underpins the knowledge requirements of each post and, with it, ensures that persons who correspond the best to the criteria and requirements are hired.

Job analysis involves the description of job tasks and specifies the skills and qualities required.

In order to achieve a relevant analysis of the station, it is necessary to obtain very precise answers to a series of questions, such as:

- Which are the activities that a worker carries out and how can they be accomplished in the timeframe allotted?
- What is intended by activities – objectives and station relations with all other posts?
- What does that post imply: knowledge, skills, activities, which are the requirements at the station?

The most commonly used methods for the collection of the information necessary for the analysis of the questionnaire are: job interview, observation, journal, conference and critical incident technique.

In the process of analysis of the workstations there are involved: the holder of the post, the superior and an analyst specialized in this kind of activities.

The stages in the analysis plan, are:

- preparation (setting goals, responsibilities and the persons involved);
- identification of stations;
- the choice of methods of analysis, and that it will be applied;
- direct collection of information;
- drafting the description of posts;
- post specifications (establishment of job qualification requirements for tasks): a training station, the level of responsibility and mental capacities (initiative, presence of mind).

Analysis of workstations shall be carried out in order to achieve an understanding of the content of the work, of the mechanisms through which the staff can be motivated, the standards of the time required to perform tasks and how the work relations and professional quality of life could be improved.

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## **4.2. The recruitment, selection and employment of staff**

Human resources recruitment is the activity which consists in determining the potential candidates for a particular post.

Recruitment ensures: searching, identifying and attracting potential candidates to fill certain positions through direct employment, the appointment of staff in different positions.

In our system, the work of recruitment, selection and recruitment is precisely regulated by orders and instructions, the role of the Director is to attract qualified personnel for the post in question.

Managerial decision on recruitment will operate in relation to the following aspects:

- attracting and identifying the optimal number of candidates, through the establishment of target groups and areas with the highest probability of success;
- to make a report as quickly as possible between posts that can be filled from the outside the institution and those which can be filled by promotion from within;
- promotion by means of recruitment to the interests of the institution;
- designing a recruitment policy in line with the personal dynamics;
- to promote, as far as possible, through recruitment policies, protection of personnel already employed;
- presentation, to make them more attractive, vacancies, so as to ensure the recruitment, high performance;
- limitation in design time and cost to the minimum necessary, tasks inherent in the process of recruitment.

All these problems can become recruitment policies, which the directors may develop according to talent and intelligence, without prejudice in the way the provisions of normative acts that govern the activities of staff.

The directors will take into consideration, in particular, that a strategy hiring should be developed in three main directions:

- the system of recruitment is reflected and must be consistent with the strategic plans of the institution being closely related to the mission and its objectives;
- the recruitment system will be put in relation to the external environment, being influenced from this perspective of the General characteristics of the labour market, legislation, and regulations existing in different fields;
- the recruitment system will be based on previous experience in the field, both successes and failures related to this plan, which will influence such sensitive efforts to achieve future recruitment.

The methods of recruitment of personnel relate mainly to the environment in which it is carried out. Thus, the institution has as alternatives to fill vacancies, recruitment from outside or within its structure.

In the penitentiary system the headquarters announce the vacancies and the conditions of their employment. Applicants for the educational institutions of the National Administration of Penitentiaries come mostly from outside of the institution, but there are not provided the circumstances in which the staff from the structure may participate at the exams.

*Internal recruitment has the following advantages:*

- allows knowing very well the potential candidates;
- it is faster and less expensive;

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- ensures the motivation of the staff;
  - strengthens the feeling of belonging to the institution.
- Internal recruitment has the following disadvantages:*
- there are no suitably qualified personnel for the post in question;
  - moves, even promotional offerings, are currently hard to accept.

- External recruitment has the following advantages:*
- identifying and attracting candidates with superior performance;
  - offers the chance of comparison between domestic and foreign candidates;
  - ensures the infusion of "fresh breath";
  - contributes to the removal of the routine that you can install.

If the recruitment of personnel does not pose special problems in itself, being necessary to identify persons who possess the knowledge and skills that is required by the post for management posts, the directors will have to take into consideration the following aspects:

- for the first time, candidates from the inside, analyze the candidates from the outside.
- conduct the recruitment thoroughly in order to ensure that those recruited for the job will be effective;
- appropriate assessment of candidates, because a recruitment of second hand, will lead to the classification of a manager of the same category;
- location, identification and recruitment of suitably qualified persons and with the desire to occupy the post and function.

Personnel selection is the process of determining the quality of candidates from within and outside the institution to be enrolled in the vacancies or to be admitted to the educational institutions of the penitentiary system.

In order to carry out a selection, the selection of strategies designed institutions which, in principle, include the following:

- the establishment of performance criteria and conditions for the selection of candidates;
- development of techniques and methods for conducting the selection process;
- procedures for assessment of candidates;
- the establishment of rules for obtaining the necessary information about the candidates;
- the use of information acquired in the course of the selection;
- measurement of the final results of the selection;
- analysis of the effectiveness of the Organization and conduct of the selection and adoption of appropriate measures.

Efficiency of selection can be made by taking the ratio between the number of candidates who will demonstrate efficiency and will be successful and the total number of persons submitted by the selection.

In the process of preparing and conducting interviews, the following are recommended:

- the restriction of the use of the interviews for the selection of candidates to situations when this method may be relevant;
- the establishment of clear criteria for the selection and elaboration of appropriate system correlated to the appreciation of a scoring or summary of replies;
- obtaining relevant information about the candidates;

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- thorough preparation of the person conducting the interview;
- fixing the set of questions for the candidate, who will refer in particular to the objectives, plans, ambitions, motivation option for democracy agreed, type of activity, the level of training, work experience, qualities and defects, failures, and are developing knowledge about the institution and how he thinks it can serve.

The tests will involve identifying candidate qualities and defects and to establish a ratings of their skills.

Often, tests prior to the interviews may be made in the register of restrictions and contraindications for the posts envisaged.

The main activities carried out in the selection process are:

- advertising on the organisation of the selection;
- preparation of organizational activities;
- completion of the application;
- medical examination;
- psychological testing;
- verification of the physical skills;
- testing for recruitment;
- interviewing;
- decision of the hiring board.

## **5. Evaluation**

Professional performance evaluation means determining the formal, periodic manner in which the members of the organization fulfill specific tasks for the posts they occupy in relation to the criteria, standards and evaluation methods.

The data obtained during the process of evaluation must be objective, real and provide feed-back-by for the results of the members of the organization. The evaluation should be carried out at an appropriate time and in an appropriate manner.

Evaluation of three distinct activities which involve human resources:

- evaluation of behaviour;
- evaluation of potential and capacity development;
- performance evaluation.

Design and implementation of a system for performance evaluation should be based on six essential questions:

- Why do we evaluate performance?
- Is the performance assessed?
- How do we evaluate?
- Who should assess?
- When should we evaluate performance?
- How will the results be communicated?

The need to evaluate the performance of subordinates comes from the desire to give evidence of high professionalism and justification of decisions regarding human resources. The information that is obtained in the evaluation of performance, may be ranked (purposes) according to the following schema( in order of the importance of goals):

- performance improvements in labour protection;
- payments based on merit;

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- assessment of the benefit of employees and discussing with them the results and expectations;
- promotion decisions;
- advising employees;
- motivation of employees;
- evaluation of potential employees;
- identification of training needs;
- the establishment of good relations between managers and employees;
- involvement and consultation of employees in setting career goals;
- efficient allocation of tasks;
- decisions of transfer;
- decisions of dismissal;
- justification of the long-term plans;
- assessment procedures for recruitment.

**6. The qualities and features of the manager within the staff assesment**

In addition to the knowledge and use of appropriate methods and in compliance with methodological and organisational premises arising from the nature of the assessment and evaluation of the nature and specifics of the tasks and missions unit, performing a rigorous assessment involves:

- different staff evaluation criteria depending on the nature of posts;
- assessment must be uniform;
- assessment must be probatory, that is, to be carried out for long periods of time during which the person evaluated would be confronted with the major problems specific to job descriptions;
- methods and techniques used should take into account the specifics of each post;
- the evaluation must be based solely on the lack of information;
- the result of evaluation shall be communicated to the person concerned, accompanied by the necessary recommendations.

To meet these requirements shall be deemed to be a manager should possess the following qualities and traits:

- communication – 75% of activity (transmitting and receiving messages);
- training – to know the duties of each employee;
- the life experience;
- skills and knowledge of subordinates;
- psycho-pedagogical knowledge;
- honesty;
- impartiality;
- the balance of praises;
- objectivity;
- responsibility.

**7. Conclusion**

As I pointed out at the beginning of this paper, the domain of human resources has seen substantial changes over the past 50 years under the influence of social factors and

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policies. At the moment one can say with certainty that the staff of military structures is the determining factor of the development and evolution of all these institutions.

The National Administration of Penitentiaries and subordinated units belong, together with the Ministry of National Defence to structures of public institutions, defense, public order and national security of the State. The special status of functionaries of the prison administration system is determined by the nature of service that involves duties and risks.

The staff of the penitentiary administration system is employed in functions on the basis of individual labour contract which shall be subject to labour legislation.

Looking at the special nature of the tasks performed by the prison administration staff, as well as the positioning of the institution in the other public bodies of the State, it is obvious that the task of recruitment, employment and evaluation of it is one particular altogether, managers or directors to grant substantial importance.

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